DEERFIELD PARKS & RECREATION

2019 - 2029
COMPREHENSIVE MASTER PLAN

January 2019 | DRAFT

Fleckenstein Park

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Cottell Park

CHAPTER ONE: EXECUTIVE SUMMARY 1–10

1.1 Introduction 1

1.2 Purpose 2

1.3 Vision, Mission, Core Values, & Goals 3

1.4 Key Recommendations 5

CHAPTER TWO: DISCOVERY 11-34

2.1 Project Process 11

2.2 Community Engagement & Statistically Valid Survey 13

2.3 Site & Facility Assessment 18

2.4 Benchmark Analysis 25

2.5 Demographic & Recreation Trends Analysis Overview 26

2.6 Recreation Program Assessment 30

2.7 Operations Assessment 31

2.8 Needs & Priorities 33

CHAPTER THREE: OPPORTUNITIES 35-56

3.1 Parks Classification 35

3.2 Equity Mapping 43

3.3 Level of Service Standards 45

3.4 Funding and Revenue Strategies 49

CHAPTER 4: IMPLEMENTATION & ACTION PLAN 57-82

4.1 System-Wide Connectivity 59

4.2 Parks & Facility Conceptual Plans 53

4.3 Sustainable Design 76

4.4 Land Management & Acquisition 78

4.5 Action Plan Strategy 79

4.5 Cost Estimates 84

DRAFT

APPENDICES

Appendix A- Focus Group Meeting Minutes
Appendix B- Community Workshop Summaries
Appendix C- Statistically Valid Community Survey
Appendix D- Site Assessments
Appendix E- Demographic and Recreation Trends Analysis
Appendix F- Benchmarking
Appendix G- Recreation Program Assessment
Appendix H- Operations Assessment

LIST OF TABLES

Table 1: Facilities & Land Management Action Plan 6
Table 2: Programming Action Plan 7
Table 3: Operations & Staffing Action Plan 8
Table 4: Financing Action Plan 9
Table 5: Existing Park Facilities 20
Table 6: Benchmarking & Full Time Equivalents 25
Table 7: Benchmarking Overview 26
Table 8: Township Demographic Comparison 27
Table 9: Existing Parks & Open Space Overview 36
Table 10: Properties Owned By Deerfield Township 37
Table 11: Properties Owned By Other Entities 37
Table 12: Level of Service Standards 47
Table 13: Facilities & Land Management Action Plan 80
Table 14: Programming Action Plan 81
Table 15: Operations & Staffing Action Plan 82
Table 16: Financing Action Plan 83
Table 17: Carter Community Park ROM Cost Estimates 85
Table 18: Cottell Community Park ROM Cost Estimates 87
Table 19: Fleckenstein Community Park ROM Cost Estimates 89
Table 20: Roberts Open Space/Natural Area ROM Cost Estimates 91
Table 21: Kingswood Open Space/Natural Area ROM Cost Estimates 93
Table 22: Landen-Deerfield Community Park ROM Cost Estimates 95
Table 23: Shappacher Neighborhood Park ROM Cost Estimates 97
Table 24: Fosters Crossing ROM Cost Estimates 99

DRAFT

LIST OF FIGURES

Figure 1: Existing Park System 21
Figure 2: Existing Park System with Bikeways & Trails 22
Figure 3: Equity Mapping 44
Figure 5: Proposed System-wide Connectivity Map 58
Figure 6: Carter Community Park Concept Plan 61
Figure 7: Cottell Community Park Concept Plan 63
Figure 8: Fleckenstein Community Park Concept Plan 65
Figure 9: Roberts Open Space/Natural Area Concept Plan 67
Figure 10: Kingswood Open Space/Natural Area Concept Plan 69
Figure 11: Landen-Deerfield Community Park Concept Plan 71
Figure 12: Shappacher Neighborhood Park Concept Plan 73
Figure 13: Fosters Crossing Concept Plan 75

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Fleckenstein Park

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CHAPTER ONE

EXECUTIVE SUMMARY

1.1 INTRODUCTION

Deerfield Township has an extensive, and well distributed park and recreation system that is considered well maintained, and successful in meeting many of the community's desires for recreation. The Township initiated the Parks Master Plan to develop a community-supported comprehensive plan that will focus the community's vision for its parks and guide future recreation programming and development or redevelopment of the Township's parks and facilities, trails, and open space. This plan was built on the Township's Vision for its parks and recreation system, and the needs, demands and opportunities of its constituents, identified through an extensive public process. It also considers existing amenities, commitments, and needs of Deerfield Township neighboring communities, partners and stakeholders including, the City of Mason, Warren County Park District, Kings Local School District, and The Arts Alliance, among others.

The Parks Master Plan sets forth a clear set of goals, policies, and objectives, concluding with a strategic action plan intended to be updated every five years. The Action Plan provides community-backed direction to Township staff and the Board of Trustees for development, re-development, expansion and enhancement of the Township's parks, trails, recreation facilities, and open spaces.

1.2 PURPOSE

The parks and recreation master plan is developed to better prepare Deerfield Township to meet the residents' current and future demands on the parks and recreation department. Through a comprehensive assessment of current demographics, recreational trends and best management practices, coupled with extensive public input, the recommendations of this master plan are aimed to achieve the community's vision for parks and recreation.

This master plan provides Deerfield Township a long-term vision for the Parks and Recreation Department based on the community's desires and interests for recreation programs and amenities. The recommendations are aimed to meet current and growing demands for parks and recreation facilities and amenities with enhancements to department operations that optimize efficiency and continue to provide a high-standard. The plan examines existing conditions, demographics and growth projections, trends in parks and recreation, best practices and community desires to understand the future needs of the parks system.

Deerfield Township, the most urbanized of Warren County's eleven townships, is a growing community north of Cincinnati, Ohio with a population of 39,312 people (U.S. 2017 Census), see Figure 1. Geographically, the Township surrounds the City of Mason and there are non-contiguous areas of the Township. Parks-wise, residents rely on Deerfield Township, the City of Mason, Warren County and the State of Ohio for parks, open spaces and community centers.

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Paved path and educational signage at Carter Park

1.3 VISION, MISSION, CORE VALUES, & GOALS

The vision statement, coupled with the assessments of the existing park properties, programs and operations, will guide Deerfield Township for the next ten years; however, it should be evaluated and updated as needed. The intent of the vision is to provide a clear direction for the delivery of parks and recreation services in a manner that promotes best practices and supports community initiatives. The vision statement is derived from input received from the survey, focus groups, steering committee members, staff and the public during a series of meetings, interviews and workshops. It is an expression of Deerfield's values as they relate to parks and recreation.

1.3.1 VISION

Connect our growing community with safe places to reflect, gather, and play while promoting healthy active lifestyles, community wellness, and environmental sustainability

1.3.2 MISSION

Create community through exceptional parks, programs, facilities, and events.

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Butterfly 5K Race

1.3.3 CORE VALUES

- **Communication:** Engage in open, honest, and respectful communication both internally and externally.
- **Collaboration:** Work together with the community, staff, and external partners to effectively deliver the benefits of park and recreational opportunities and open space.
- **Accessibility and Inclusion:** Ensure that everyone, regardless of age or ability, has access to the high-quality park and recreational opportunities.
- **Health and Wellness:** Provide programs, services, and opportunities designed to improve the overall wellness of the Deerfield Township community. Promote connectivity of recreational paths and trails.
- **Customer Service:** Provide the very best experience to each individual who visits park facilities or participates in programming.
- **Environmental Stewardship:** Foster the responsible use and protection of the natural environment through education, conservation, and sustainable practices.
- **Fiscal Responsibility:** Maintain a vision for the future while sustaining a healthy park system and serving as trustworthy stewards of taxpayer dollars.

1.3.4 GOALS

Deerfield Township Parks and Recreation Department will achieve the following goals to achieve its vision:

- Functionally align the Department to best meet community needs
- Improve marketing and public outreach of parks, amenities, and programming
- Maintain high quality parks, trails, and open spaces based on adopted Level of Service (LOS) standards and the Township's overall contribution to the surrounding parks and recreation system
- Enhance accessibility and connectivity of the parks, trails, and open spaces
- Right-size parks and amenities based on park classifications
- Continue to enhance recreational programming to meet residents' unmet needs
- Build consensus on future use of Kingswood Park

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1.4 KEY RECOMMENDATIONS

The core of the recommendations is a step by step Action Plan (See Chapter 4) to respond to each of the goals identified by the process. The recommendations in the action plan detail specific steps to take over the next 10 years to implement priority park and facility development, land acquisitions, program expansion and enrichment, and the administrative actions to support them. The plan lists specific actions by year and designed to allow tasks not completed or undertaken to be shifted to the following year, maintaining the sequential order. On the other hand, should grant, partnership or other funding become available for any specific project, that project can be moved forward, and the plan adjusted to redistribute tasks as needed.

This action plan should be updated during year five based on the results of the first four years and any changes in population growth. Tables 1 through 4 identify the recommendations with actions being phased and prioritized. The rankings (1-3) in the phasing columns indicate the priority, with 1 being the highest priority items and 3 being lowest. All actions are a priority for the Township based on the analysis conducted and the public input received.

The Action Plan is broken down into the following four categories:

1. Facilities & Land Management
2. Programming
3. Operations & Staffing
4. Financing

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Table 1- Facilities & Land Management Action Plan

Item	Goal Alignment	Objective / Action	Short-Term 0 -3 Years	Mid-Term 4 - 7 Years	Long-Term 8+ Years
1		**FACILITIES & LAND MANAGEMENT**			
1.1	**4**	Develop comprehensive bikeway and pedestrian trail plan	1	1	1
1.2	**4**	Design/Construct/Implement bikeway and pedestrian trails	1	1	1
1.3	**7**	Develop & Implement a strategy to protect Kingswood as parkland	1		
1.4	**7**	**Kingswood Park** - Develop an integrated park master plan, including Civic Center/Community Program Space and Open Space/Natural Area Park; design phased improvements to the site, and construct phased improvements	2	1	1
1.5	**5**	**Carter Park** - Develop a park master plan, design and construct improvements	2		
1.6	**5**	Explore potential acquisition of Carl A. Rahe State Park	3		
1.7	**3**	Conduct a Feasibility Study to define needs and objectives for a **Nature Center**		1	
1.8	**5**	**Cottell Park** - Develop a park master plan; design and construct park improvements		1	
1.9	**5**	**Landen-Deerfield Park** - Explore the potential of a partnering or acquisition agreement for the park; evaluate the need for a park master plan, explore design improvements, and explore partnership for development		2	
1.10	**5**	**Foster's Crossing** - Explore feasibility and master planning of a private recreation-oriented destination development with connections to Carl H. Rahe State Park; design and construct public sector park improvements		2	
1.11	**3**	**Roberts Park** - Develop a park master plan, design and construct park improvements		2	
1.12	**3**	**Schappacher Park** - Design and construct park improvements		2	
1.13	**3**	**Fleckenstein Park** - Develop a park master plan; design and construct park improvements		2	
1.14	**5**	Evaluate partnership with North Cincinnati Community Church to master plan park facilities at the corner of Irwin Simpson and Snyder Roads to supplement Cottell Park, and to design and construct park facilities			1
1.15	**4**	**Little Miami Open Space; Loveland Park Open Space** - Develop a multi-purpose trail system and connect to the Little Miami Trail			1
1.16	**4**	Explore partnership with ODOT and ODNR to develop trail bridges across the Little Miami River			2

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Table 2- Programming Action Plan

Item	Goal Alignment	Objective / Action	Short-Term 0 -3 Years	Mid-Term 4 - 7 Years	Long-Term 8+ Years
2		**PROGRAMMING**			
2.1	**6**	Evaluate core program area relevance regularly	1	1	1
2.2	**3**	Update Programming Policies, such as private contractors utilizing park property, free speech, etc.)	1		2
2.3	**6**	Enhance evaluations by analyzing lifecycle stages and adopting a program decision-making matrix tool	2		
2.4	**6**	Create mini business plans for all core program areas	3		
2.5	**6**	Create and adopt a program creation worksheet that projects direct and indirect costs, market competition, and suggested program pricing based on classification of program		1	
2.6	**6**	Expand core program areas to include nature programming, adult fitness & wellness programming, and senior fitness & wellness programming		2	
2.7	**2**	Broaden age segment appeal and focus to include seniors and target all-ages programming		3	

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Table 3- Operations & Staffing Action Plan

Item	Goal Alignment	Objective / Action	Short-Term 0 -3 Years	Mid-Term 4 - 7 Years	Long-Term 8+ Years
3		**OPERATIONS & STAFFING**			
3.1	**1**	Reorganize the Department to be functionally aligned while also calculating the hours required to adequately perform each identified function	1		
3.2	**2**	Begin to track unit costs and create Key Performance Indicators (KPIs) as a result	1		
3.3	**1**	Implement formal tracking of staff time spent assisting other departments, as well as tracking the hours other departments assist Parks	1		
3.4	**3**	Update Park Rules to incorporate drones, AMD, metal detectors, smoking, using parks for personal gain, etc.	1		
3.5	**3**	Classify park services based on essential, important, and value-added	1		
3.6	**3**	Develop a comprehensive land dedication and gift policy for donation of, trees, benches, brick, mass tree donations, and monetary donations.	1		
3.7	**3**	Develop consistent design guidelines for park entrances, signage, and wayfinding	1		
3.8	**6**	Expand cost recovery data practices in terms of data collection and analysis	2		
3.9	**3**	Consolidate Rules and Policies into a policy and procedure handbook, including: Special Event Permitting, Facility Use, Field Use, park rules, gifts, pricing of services, partnerships, marketing and communication,	2		
3.10	**2**	Develop a comprehensive marketing strategy	2		
3.11	**1**	Research cost and benefits of implementing software for Maintenance Management and Work Order Tracking	2		
3.12	**3**	Define maintenance standards/levels for park classifications	2		
3.13	**3**	Build an Operational Budget based on standards	3		
3.14	**3**	Develop a maintenance schedule and budget for ongoing maintenance of existing park facilities	3		
3.15	**2**	Reduce barriers to participation by increasing marketing focus on technology use and integration (e.g., website, apps, social media, etc.)		1	
3.16	**6**	Enhance volunteerism analytics		1	
3.17	**3**	Seek National Recreation Park Association Accreditation		2	1
3.18	**6**	Incorporate additional pricing tactics as appropriate, such as by location, prime/non-prime time; cost recovery goals, and by customer's ability to pay			2

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Table 4- Financing Action Plan

Item	Goal Alignment	Objective / Action	Short-Term 0 -3 Years	Mid-Term 4 - 7 Years	Long-Term 8+ Years
4		**FINANCING**			
4.1	**1**	Develop a funding strategy for capital improvements	1		
4.2	**3**	Build a Capital Budget based on standards and Park Master Plans	1		
4.3	**1**	Seek out new partnerships	1	1	1
4.4	**4**	Identify/Secure funding for park improvements, and bikeway and pedestrian trails, based on project priorities	1	1	1
4.5	**3**	Secure a Permanent Operation Levy and explore a separate Capital Improvement Levy	1		

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Carter Park

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CHAPTER TWO

DISCOVERY

2.1 PROJECT PROCESS

The master planning process began with hiring of the planning team, led by Woolpert, Inc., with PROS Consulting, and ETC Institute to conduct the process. Concurrently, the township assembled a Citizens Steering Committee (CSC), to work with the Parks Director to review the planning team's work and advise the Director of community ideas and direction.

With the planning team and CSC in place, the process began with a kick off meeting to establish a schedule and identify Focus Groups for the initial public input, through small group interviews (Appendix A). Following the Focus Group interviews, the planning team began to formulate the agendas and to schedule the Community Workshops (Appendix B). The first community Workshop was used to gauge the commuinity and to help inform the the statistically valid Community Interest and Opinion Survey (Appendix C). These initial public engagement discussions began to establish the initial goals for the plan and began the effort to better define the Vision of the Township for its parks system. These goals and Vision would later be refined into final form, as the team began developing preliminary recommendations.

Following the kickoff, the planning team proceeded to visit all of the parks and record an inventory of the facilities through a Site Assessment (Appendix D). The assessment rated the condition of the amenities and how well they met functional and recreational needs. Paralleling the Site Assessments was a Demographic Assessment and Recreation Trends Analysis (Appendix E), Benchmarking (Appendix F) that with a benchmarking comparison of Deerfield Township to comparable communities.

The Recreation Program Assessment (Appendix G) analyzed the recreation programs offered by the Township, including management, participation cost and staffing, and cost recovery. The Demographic study identified the demographic makeup of the township, to help understand what makes park and recreation needs and desires in Deerfield both similar to similar communities and distinct from other communities of comparable size and similar demographics. The Operations Assessment (Appendix H) focuses on how efficient and effective the organization operates and what opportunities or polices could be instituted that would make the Department more effective.

These assessments were shared and discussed with the community through a series of four public workshops, supported by a project website, www.plandeerfieldparks.com. All reports and meeting notes were posted on the web site along with a digital version of the survey and crowd sourcing section to gather response directly from the web site.

- The first workshop began with a brief presentation of the process, and information gathered to date, then proceeded into discussion of concerns, dreams and wishes for the future of the park system.
- The second workshop began with a presentation of the results of the focus groups and benchmarking, and discussion of the survey and desires for individual parks.
- The third workshop began with a presentation of the survey results, and discussion of the positive and negative takeaways form the survey and previous findings, concluding with group discussion of specific desires for individual parks.
- The fourth workshop presented review of the survey and assessment conclusions and an overview of the preliminary plan recommendations, including the Vision and goals, followed by illustrated plans of the eight major parks. The presentation was followed by general discussion of park plans, with focus on the future of Kingswood.

With the input from the fourth workshop the Parks and Recreation staff and the planning team met in a workshop session to discuss and frame the Action Plan that pulled together the plan recommendations into prioritized actions that the township can follow to implement the Parks and Recreation Master Plan.

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Discussions during Workshop #3, October 2018

2.2 COMMUNITY ENGAGEMENT & STATISTICALLY VALID SURVEY

Engagement with Township residents was accomplished in-person, anonymously and electronically to increase the variety and validity of the input the community shared. As a result, common themes were identified early in the process and consistently verified by additional input and review. Focus groups helped establish these themes and provided an initial direction for the plan and survey design. The citizen steering committee was extremely valuable, providing critical discussions, reviews and overall support of the process. Finally, the statistically valid community survey (administered by mail) was a paramount tool (94% confidence level) that confirmed the desires of the community.

The community engagement process included the following tasks to collect as much input as possible:

- 9 Focus Group Interviews
- 12-member Citizen Steering Committee (Four Meetings)
- Four Public Workshops (June, September, October, November 2019)
- Statistically valid community survey (September 2019)
- Online survey (not statistically valid)
- Parks master plan website with meeting minutes, reports and presentations
- Additional input at parks and recreation events

2.2.1 FOCUS GROUPS

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Focus Groups were selected to represent a cross section of recreational users in various neighborhoods and demographic groups covering the whole township. Each group had a focus, such as a specific area of the township, or a specific demographic (high school students, seniors), which gave the planning team good insights into each group's interest. These insights contributed greatly to the quality of the Survey and the approach to developing the assessments and recommendations. Interviews were held with 10 Focus Groups over a two-day period, and the notes were summarized for use in formulating survey questions and program and facility assessments. The meeting minutes from the Focus Group interviews is provided in Appendix A.

The Focus Groups were:

- One each from four Township Quadrants
- Government/Business
- High School Students
- Parents with Young children
- Team Sports
- Township Department Heads

The focus groups were established at the very beginning of the planning process and provided comprehensive insights on how to maintain and improve the parks system. The focus group interviews were conducted prior to the site inventory and assessments and provided valuable thoughts on the current issues, opportunities and strengths of the parks. The focus groups also provided a platform to start getting the word out about the master plan and the upcoming public workshops.

2.2.2 CITIZEN STEERING COMMITTEE

The Township Board of Trustees and Administration, including the Parks and Recreation Director, identified a group of Citizens who could provide valuable input to the planning process due, to their roles in the community and networks that reach as full a spectrum of community residents and interests as possible. Twelve members of this group volunteered to serve on the 12-member Citizen Steering Committee (CSC). This group met with the planning team five times, a week before each public workshop, to review the planning team assessments and findings and recommendations. The CSC reviewed all progress submittals and the draft master plan. At a fifth meeting the CSC evaluated the final draft report and made recommendations for refinements before presentation to the Board of Trustees.

The CSC's role was to understand the planning process and comment on it, at key points, working directly with the Parks and Recreation Director, staff and the consultant team.

Citizen Steering Committee members included:

- Randy Kuvin
- Walt Daniels
- Shannon Russell
- Shelia Murrell
- Lyle Dailey
- Sheldon Davis
- Meredith Raffel, The Arts Alliance – Executive Director
- Lynn Brant, Kings High School - Math Teacher / Cross Country Coach
- Sherry Taylor, MADE Chamber - President/CEO
- Jonathan Cooper, Mason City Schools
- Tim Ackermann, Kings Local Schools – Superintendent
- Ken Natorp, Natorp's

The CSC proved to be a valuable sounding board to represent a broad range of community interests and provided knowledgeable insight through thorough review of the plan components, public workshops and overall direction for the recommendations contained within this master plan.

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2.2.3 COMMUNITY WORKSHOPS

The Township and the planning team engaged with the community via a series of four public workshops that were designed to collect and share information as the process evolved. The summaries of the Public Workshops is provided in Appendix B.

Workshop #1: June 27, 2018

The first workshop facilitated discussion about what is working, what is not working and what participants would like to see in the future. The team heard about a need for more trees and shade as well as trails to connect parks. Participants articulated a desire for a more sophisticated parks system with an amphitheater, concessions, a permanent structure for a farmer's market, bathrooms, interactive play spaces such as nature parks or splash pads, and more programming and community events. Participants agreed that Kingswood will benefit from a development plan and that they are often not aware of what is available at Township parks because promotion is not widespread.

Positives:

- Parks are clean, well-maintained and provide great ballfields and amenities
- Program offers are great (Snyder House, 5K Runs, Butterfly Walk, Shakespeare in the Park, etc.)
- Carter Park and Kingswood Part present unique opportunities

Negatives:

- Parks are scattered with logistics problems
- Need more access to the Little Miami River
- There aren't many rentable facilities or shelters
- Parking is lacking at some parks
- Biking and hiking trails need better maintenance

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Workshop #2: September 5, 2018

The second workshop focused on solutions for what is lacking in the Township's parks system. Similar themes emerged including bathrooms, programming and connectivity between parks. As the workshop location was near Roberts Park, it was well-attended by people with an interest in the park, so a group formed specifically to discussion solutions for Roberts Park including a plan for the triangle and for parking. A discussion group for Kingswood Park identified a wide variety of solutions for the park including a permanent shelter for a farmer's market, capitalizing on the undeveloped character of the park to preserve some natural areas, and improving the safety of the Innovation Way pedestrian crossing.

Workshop #3: October 11, 2018

The third workshop presented the results of the community survey as well as a concept plan for Kingswood Park. Discussion got specific, focusing on design and development of three particular parks: Kingswood, Landen-Deerfield and Cottell. For Kingswood, participants liked the idea of developing the southern portion (south of Innovation Way) for Township administrative uses and a community center and developing the northern portion for passive recreation. The farmer's market, bathrooms and pedestrian safety crossing Innovation Way continued to be important themes. Participants would like Landen-Deerfield to have better ingress/egress with a second access point and would like the park maintained to the same standard as Township parks. They thought Cottell could be better connected to the surrounding neighborhoods and would be a good site for a dedicated cricket field.

A final discussion about system-wide ideas brought up better connections north and south of Snider Road at Cottell and better connections from Cottell to Schappacher and Kingswood along Irwin Simpson Road. Connections along Socialville-Fosters Road from Snider to Mason-Montgomery and Arbor Square Park would connect several existing bike paths. Participants would like to see a permanent cricket field and a disc golf course added to the system.

Workshop #4: November 28, 2018

The fourth and final public workshop presented the outcomes of the community survey as well as the draft vision statement, supporting goals and recommendations of the master plan. The planning team also presented concept plans for Roberts Park, Fleckenstein Park, Carter Park, Foster's Crossing, Landen-Deerfield Park and Kingswood Park. Generally, participants supported the material the team shared.

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2.2.4 STATISTICALLY VALID COMMUNITY SURVEY

ETC Institute administered a community interest and opinion survey for the Deerfield Township Parks and Recreation Department during the summer and fall of 2018 (Appendix C). They mailed printed copies of the 27-question survey to 3,000 households. The goal was to obtain completed surveys from at least 300 residents. The goal was exceeded with a total of 458 residents completing the survey. The overall results for the sample of 458 households have a precision of at least +/-4.6% at the 95% level of confidence. The survey revealed that overall satisfaction with recreation services is high (both maintenance and number of parks as well as quality and number of sports fields) and that the biggest obstacle to usage is a lack of awareness. Most respondents are supportive of exploring the feasibility of a multipurpose community building.

To ensure that the Deerfield Township Parks and Recreation Department continues to meet the needs and expectations of the community, ETC Institute recommends that the Parks and Recreation Department sustain and/or improve the performance in areas that were identified as "high priorities" by the Priority Investment Rating (PIR). The amenities and programs with the highest PIR ratings are listed below.

Amenity Priorities

- Walking trails
- Biking trails
- Greenspace and natural areas
- Nature center
- Sledding hills
- Neighborhood parks that are between 2 to 10 acres

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Programming Priorities

- Nature programs
- Adult fitness and wellness programs
- Community special events
- Family programs
- Senior fitness and wellness programs

The survey also asked several questions on Kingswood Park. Residents are very supportive of a permanent structure for the Farmer's market and improving Kingswood Park as a passive public park. Additionally, residents are not opposed to of using a small portion of Kingswood Park for a new Township Administrative facility with public gathering spaces or community rooms.

2.3 SITE AND FACILITIES ASSESSMENT

The planning team visited and evaluated Deerfield parks and open spaces to capture the existing conditions at each. The assessment gave the team an understanding of both natural and man-made assets, with a specific focus on areas and facilities to consider for changes to improve condition and performance of the amenities, relative to user needs. Facility conditions were benchmarked against other comparable systems and neighboring systems, to identify strengths, weaknesses and opportunities for improvement. Appendix D provides the results of the Site Assessment.

The team used an inventory form to record which amenities were present, how many were available and the quality and condition. Generally, Deerfield Township park and recreation facilities are in good condition both in terms of operations expectations, and user satisfaction. Deerfield Township also provides supporting management and programming for some facilities owned by other entities, such as Ohio DNR, and Warren County; the assessment included those facilities as well.

Combining the findings of the physical assessment of the condition of park amenities and how well they align with programming and use, confirmed by the survey, allowed the planning team to calculate a Priority Investment Rating (PIR), to help guide priorities for investment in facilities. The Priority Investment Rating (PIR) equally weights the importance that residents place on facilities and how many residents have unmet needs for the facility. The PIR ranks the following existing amenities among the most important priorities for investment:

- Walking trails
- Biking trails
- Greenspace and natural areas
- Nature Center
- Sledding Hills
- Neighborhood parks

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Facilities at Cottell Park

2.3.1 EXISTING PARK SYSTEM

The Deerfield Township parks and recreation system provides diverse offerings and experiences that are well-maintained and administered at a very high-level. The township provides 17 park properties that total approximately 470 acres, with additional partnerships with Warren County on two parks that are located within the township (Landen-Deerfield and Craig Menard Parks). Table 5 identifies the parks by classification and Figure 1 shows the existing park system, while Figure 2 shows the existing bikeways and trails.

Additionally, the parks system is complimented by the parks in the City of Mason (including an indoor recreation center), Voice of America (VOA) Butler County MetroPark, Ohio Department of Natural Resources (ODNR), the Little Miami Trail and Kings Island amusement park and other commercial fitness providers. The parks system is also served by approximately 15 miles of trails and bikeways, also supplemented by trails and bikeways within the City of Mason.

Generally, Deerfield Township maintains the park and recreation facilities in very good condition both in terms of operations expectations, and user satisfaction. Deerfield Township also provides supporting management and programming for some facilities owned by other entities, such as ODNR, and Warren County.

Fleckenstein Park

Table 5: Existing Park Facilities

Park Name	Classification	Acres
20 Mile Stand Park	HOA/Plaza Park	4.44
Arbor Square Park	HOA/Plaza Park	0.26
Bowen Park	HOA/Plaza Park	5.58
	Total HOA/Plaza Parks	**10.28**
Schappacher Park	Neighborhood	10.10
	Total Neighborhood Parks	**10.10**
Carter Park	Community	87.81
Cottell Park	Community	47.37
Fleckenstein Park	Community	49.75
	Total Community Parks	**184.93**
Deerfield South Park	Open Space/Natural Area	3.6
Carriage Gate Open Space	Open Space/Natural Area	6.24
Duke Open Space	Open Space/Natural Area	4.19
Foster's Crossing	Open Space/Natural Area	5.23
Governor's Point Parcels/Duke Blvd	Open Space/Natural Area	7.3
Kingswood Park	Open Space/Natural Area	96.44
Loveland Park Open Space	Open Space/Natural Area	20.94
Roberts Park	Open Space/Natural Area	79.4
Shore Little Miami River Open Space	Open Space/Natural Area	16.06
Townsley Open Space	Open Space/Natural Area	24.02
	Total Open Space/Natural Area	**263.42**
Total Trail Miles: 15.10	**Total Acreage:**	**468.73**

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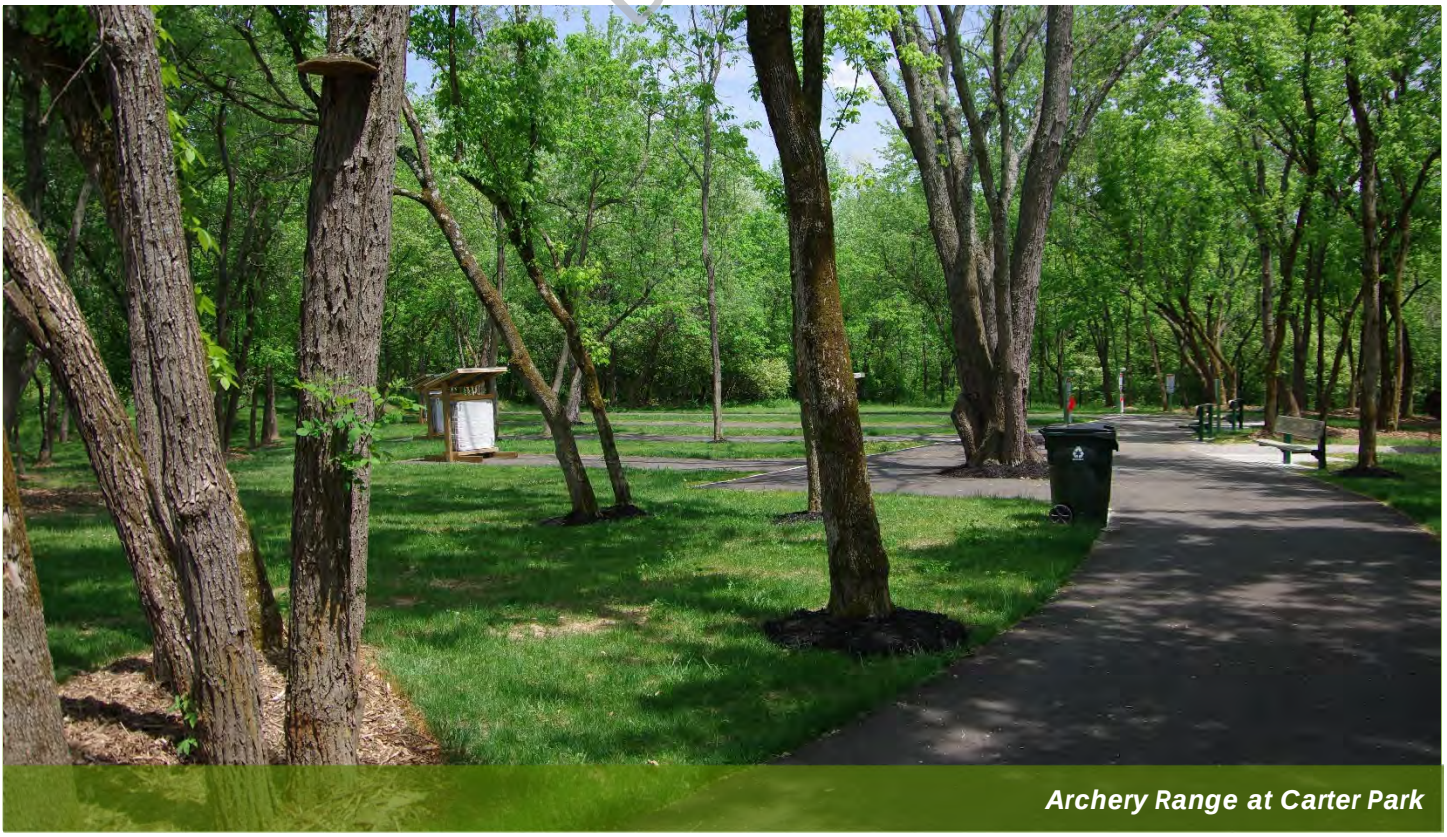

Archery Range at Carter Park

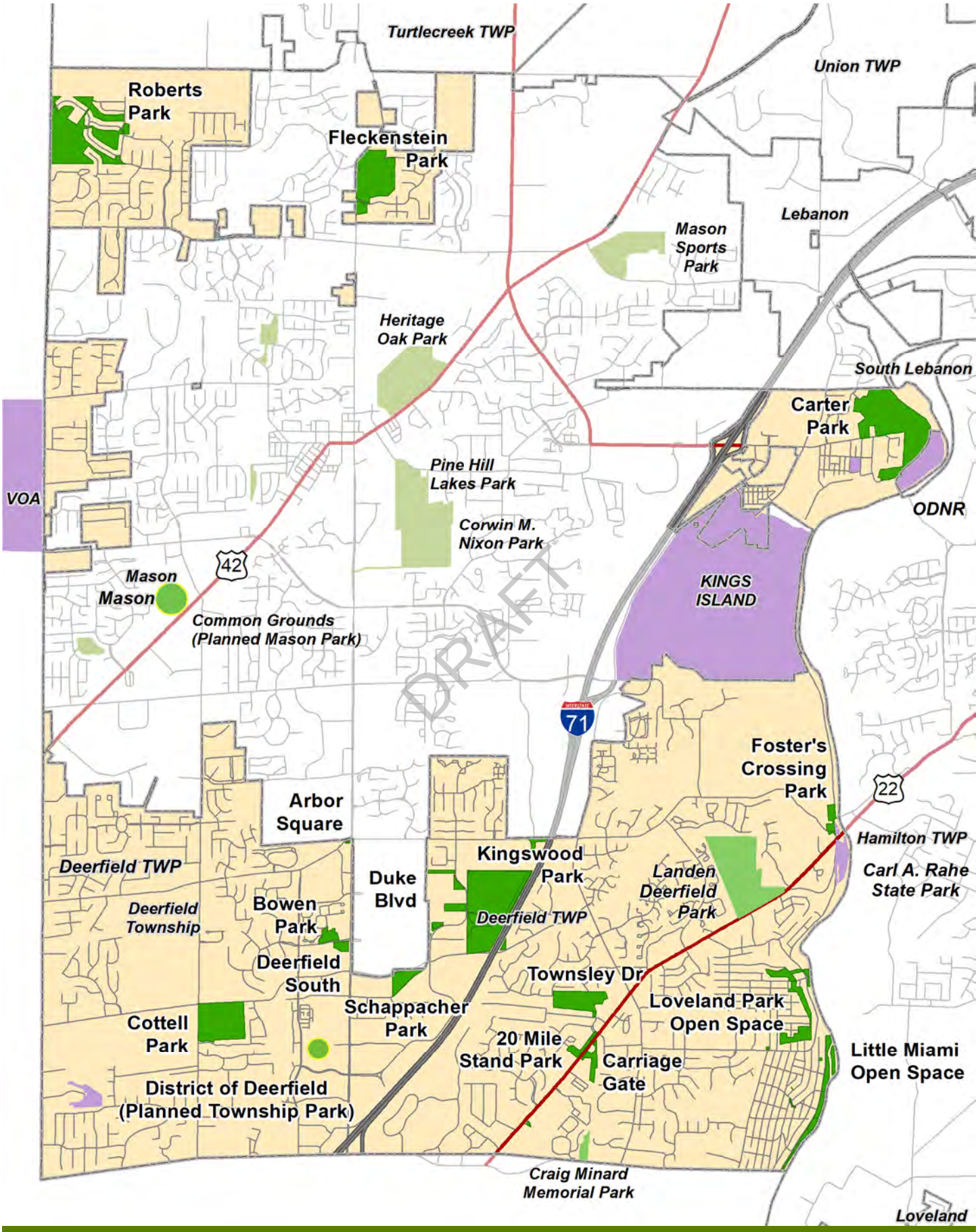

Figure 1 – Existing Park System

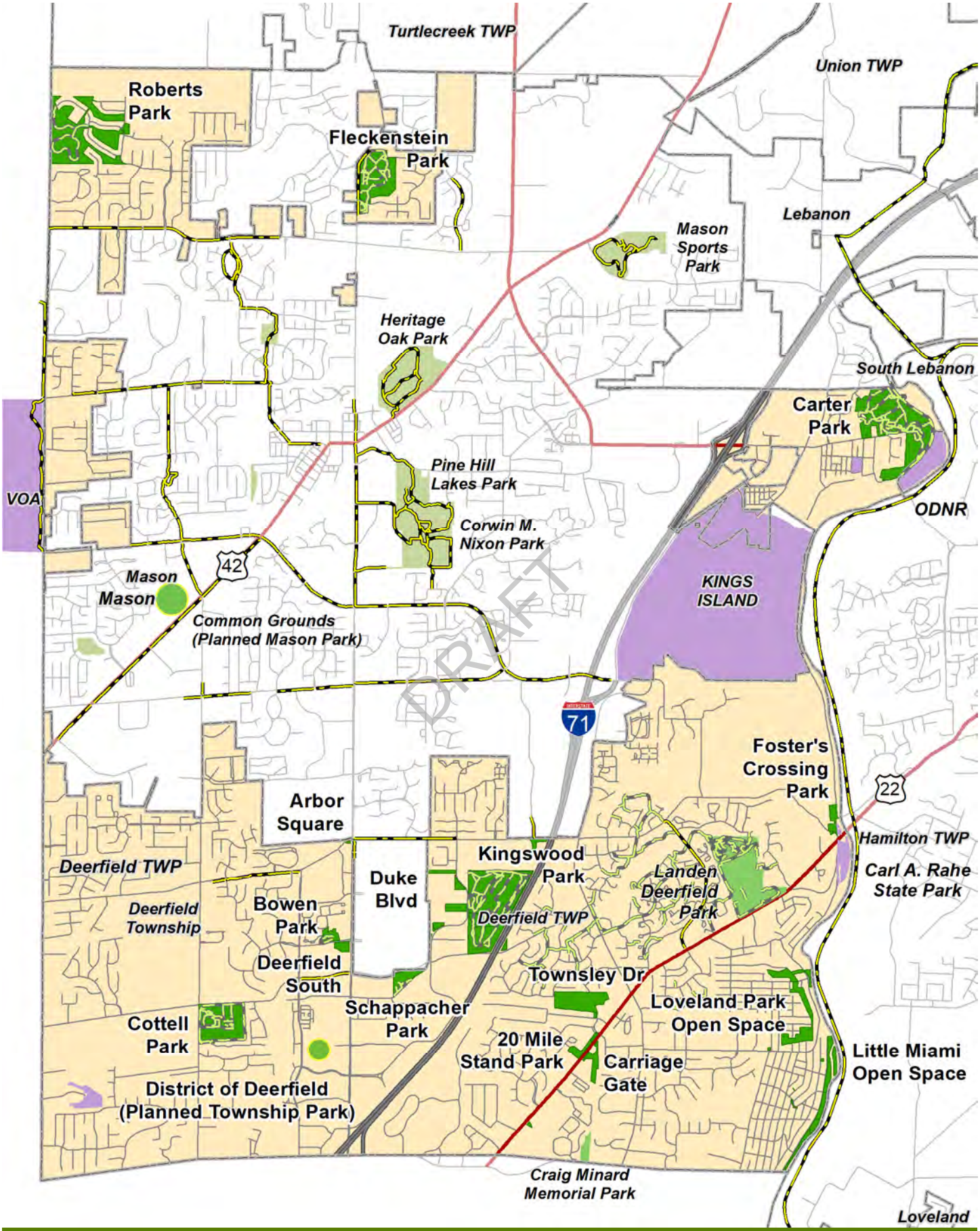

Figure 2 – Existing Park System with Bikeways and Trails

2.3.1 NEIGHBORHOOD & COMMUNITY PARKS

Overall, the Township's neighborhood and community parks are very well maintained and provide a variety of offerings and experiences. Cottell and Fleckenstein Parks provide ballfields, playgrounds, ponds for fishing, etc. and are well connected with internal pathways and trails. Carter Park is very unique (interpretive paved trail, archery range and unpaved hiking trails) and has a lot of potential for expanded offerings, but not active sports. Schappacher Park is a tremendous neighborhood park with mature trees and a lot of shaded areas, with a playground, dog park and open lawn and wooded areas. This park has potential for increased usage if a parking lot and park entrance is provided along Irwin-Simpson Road.

Landen-Deerfield and Craig Menard Memorial Parks are Warren County Parks and provide additional offerings, but at a slightly lower quality of playing fields and overall maintenance. These two parks serve Township residents, especially Landen-Deerfield Park which provides the most ball fields of any of the active parks.

Park entrance signage is not consistent throughout the Township's park system and usually reflects the theme of the surrounding development. Access to the parks is general good, but Carter Park and Landen-Deerfield need improved egress, especially when multiple games end at the same time. Community and Neighorhood Parks include the following:

- Cottell Park (Community Park)
- Fleckenstein Park (Community Park)
- Carter Park (Community Park)
- Schappacher Park (Neighborhood Park)
- Landen-Deerfield (Warren County Community Park)
- Craig Minard Memorial (Warren County Neighborhood Park)

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2.3.2 HOA/PLAZA PARKS

The Township's HOA/Plaza parks are not as easily identifiable as the active parks. They tend to be located in highly visible areas along major transportation corridors. These parks have quality signage, but it is not consistent, and typically reflects the surrounding development. These parks tend to be located near commercial development and provide opportunities for relaxation and walking. Stormwater management ponds are also a theme of these parks.

The District of Deerfield is an undeveloped parcel along Mason Montgomery Road. This parcel is zoned for commercial development and having a Township HOA/plaza park within the development could be beneficial and provide additional offerings. HOA/Plaza Parks include:

- 20 Mile Stand
- Arbor Square
- Bowen
- District of Deerfield (Planned Township Park)

2.3.3 OPEN SPACE/NATURAL AREAS

The open/green spaces are undeveloped properties that have potential to expand the Township's offerings and diversity of experiences. These parks do not have signage and currently appear to be private land. Kingswood Park is a former golf course, with many mature trees, and is primarily undeveloped. Innovation Way transects the property, improving access, but also dividing the park. The public is very interested in this property and there are many ideas of what it should be in the future. Programming of this property will be key in addressing the needs and desires of the community.

Duke Open Spaces are located along Duke Boulevard and adjacent to Kingswood Park, which could help to enhance the overall experience in that portion of the Township. There are also a few additional open/green space properties along Duke Boulevard which provide opportunities for an expanded trail system and connections to industrial facilities.

Roberts Park is another unique opportunity and is primarily a trail system that connects several park parcels with the surrounding residential development (Roberts Park and Hudson Hills). Carriage Gate and Townsley are along Montgomery Road and provide additional opportunities.

Foster's Crossing, Loveland Park, Shore Little Miami River are all in the southeastern portion of the Township and along the Little Miami River. These park properties are undeveloped and present tremendous opportunities to connect the Township to the river and Little Miami Trail. Open Space/Natural Areas include the following:

- Kingswood (Undeveloped Park with active trails and events)
- Roberts Park
- Carriage Gate
- Duke Open Spaces
- Foster's Crossing
- Loveland Park
- Shore Little Miami River
- Townsley Drive
- Deerfield South

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2.4 BENCHMARK ANALYSIS

The Benchmarking (Appendix F) provides some key insights as to how Deerfield Township's parks and recreation system compares to its peers and to the national averages. Areas of strength for Department include a strong overall level of service for park acreage, good budget allocation for personnel, and higher participation levels for programs and ballfield use. Areas for improvement that were identified in the study include: limited budget and staffing levels, low per capita spending and revenue generation, minimal cost recovery level, potential overuse of ballfield facilities, and a lack of available indoor recreation space.

Although the Department trails behind the benchmark and national levels for many categories, this can be largely explained by the relatively blank slate of the agency today. In other words, the deficiencies identified in this study should be viewed less as weaknesses, and more as opportunities for the Department to pursue in the near future. Establishing a general philosophy and overall strategic direction for the Department will help prioritize areas of improvement to address, in which key performance indicators can be identified to track over time.

Total FTEs per 10,000 residents is a key performance metric that assesses how well each agency is equipped, in terms of human resources, to serve its jurisdiction. Among peer agencies, Deerfield Township ranks below the median in staffing relative to the population served, with only 2.1 FTEs per 10,000 residents, as shown in Table 6. Deerfield Townships current staffing level is only 25% of the national median for similar-sized agencies (8.9 FTEs per 10,000).

Table 6: Benchmarking & Full Time Equivalents per 10,000 Residents

Agency	Population	Total FTEs	FTEs per 10,000 Residents
Fairfield	42,647	55.0	12.9
Anderson	43,550	33.1	7.6
Centerville - Washington Twp	58,500	36.6	6.3
Deerfield Twp	39,312	8.2	2.1
Orange Twp	26,000	3.2	1.2
NRPA Median for Agencies Serving 20K-50K Residents = 8.9 FTEs per 10,000 Residents			

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Takeaways:

- Highest population density among peers
- Higher participation levels for programs and ballfields
- Strong acres per 1.000 residents
- Personnel costs as percent of budget is in line with best practice

Areas for Improvement:

- Lack of indoor recreation space
- Full-Time Equivalents per 10,000 residents (Insufficient Staffing)
- Low spending on parks and recreation per capita
- Low earned income; consequently, low overall cost recovery
- Potential overuse of ballfields

The Benchmarking overview is provided in Table 7, which lists each benchmark agency included in the study, arranged by population size, and reveals key characteristics of each jurisdiction. The overview also indicates which agencies have achieved CAPRA accreditation or were selected as a Gold Medal finalist through the NRPA, along with the year of origination. All the benchmark agencies selected are local peers from the state of Ohio, including one Gold Medal Finalist (Centerville-Washington) and one CAPRA agency (Fairfield). Deerfield Township ranks below the benchmark median for population size (39,312) and has the smallest service area (16.8 sq. mi), which also makes Deerfield the most densely populated service area (2,340 pop/sq. mi) in the study.

Table 7: Benchmarking Overview

Agency	State	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.	NRPA Gold Medal Winner (Year)	CAPRA Accredited (Year)
Centerville - Washington Twp	OH	58,500	31.20	1,875	Finalist (2018)	No
Anderson	OH	43,550	31.20	1,396	No	No
Fairfield	OH	42,647	21.10	2,021	No	Yes (2014)
Deerfield Twp	OH	39,312	16.80	2,340	No	No
Orange Twp	OH	26,000	22.80	1,140	No	No

2.5 DEMOGRAPHIC AND RECREATION TRENDS ANALYSIS OVERVIEW

The Demographic Analysis describes the population within Deerfield Township, Ohio. This assessment is reflective of the Township's total population and its key characteristics such as age segments, income levels, race, and ethnicity. It is important to note that future projections are 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.

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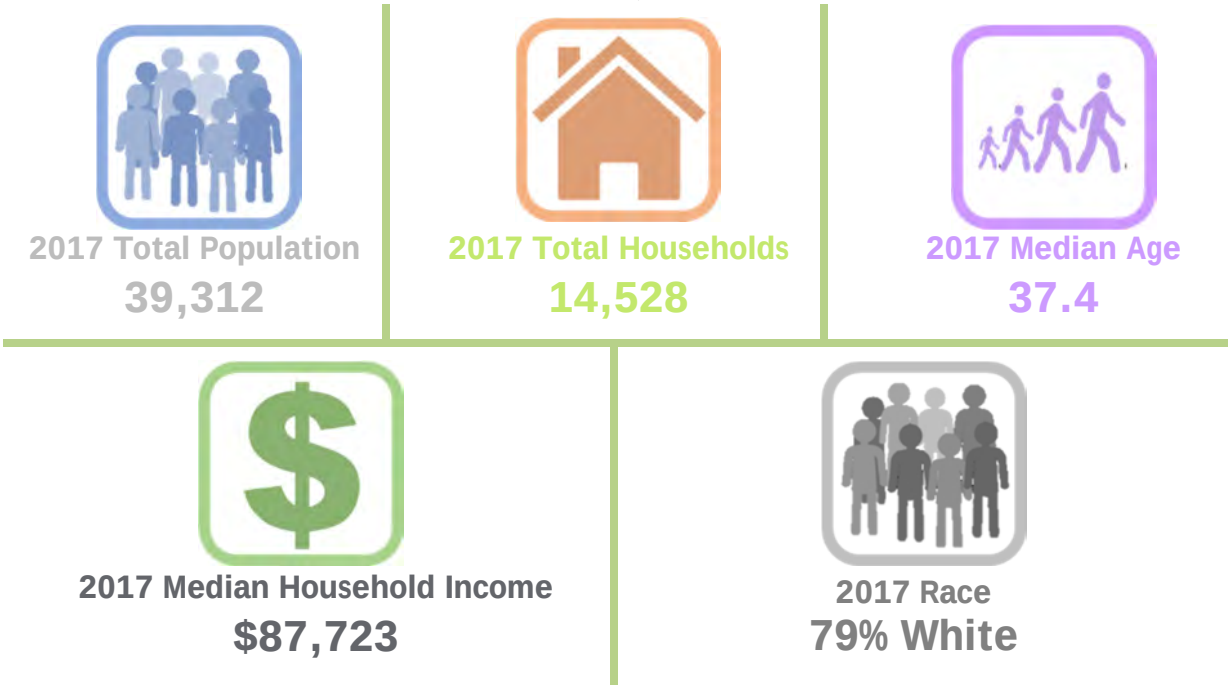

2.5.1 TOWNSHIP DEMOGRAPHIC OVERVIEW

The Township's demographic comparison is provided in Table 8 and more details are provided in Appendix E. These figures are then compared to the state and U.S. populations. This type of analysis allows Deerfield Township to see how their population compares on a local and national scale. The highlighted cells represent key takeaways from the comparison between the Township and the national population.

Key Demographic Findings:

- The Township's **population annual growth rate** (1.29%) is significantly higher than both Ohio's (0.27%) and the U.S.'s (0.87%) growth rates.
- The Township's **average household size** (2.70) is larger than both state (2.43) and national (2.59) averages.
- When assessing **age segments**, the Township's population is younger than both Ohio's and the U.S.'s populations.
- The Township's **racial distribution** has greater White Alone and Asian populations and slightly smaller Black Alone and Some Other Race populations, when compared to national percentage distribution.
- The Township's percentage of **Hispanic/Latino population** (3.6%) is significantly lower than the national average (18.1%).
- The Township's **per capita income** ($42,197) and **median house income** ($87,723) are both significantly higher when compared to Ohio's ($28,541 & $52,128) and the U.S.'s ($30,820 & $56,124) income characteristics.

Table 8: Township Demographic Comparison

2017 Demographic Comparison		Deerfield	Ohio	U.S.A.
Population	Annual Growth Rate (2010-2017)	1.29%	0.27%	0.87%
	Projected Annual Growth Rate (2017-2032)	1.22%	0.25%	0.83%
Households	Annual Growth Rate (2010-2017)	1.18%	0.30%	0.79%
	Average Household Size	2.70	2.43	2.59
Age Segment Distribution	Ages 0-17	26%	22%	22%
	Ages 18-34	20%	22%	24%
	Ages 35-54	30%	25%	26%
	Ages 55-74	19%	24%	22%
	Ages 75+	4%	7%	6%
Race Distribution	White Alone	79.2%	81.0%	70.2%
	Black Alone	3.9%	12.6%	12.8%
	American Indian	0.1%	0.2%	1.0%
	Asian	13.5%	2.2%	5.6%
	Pacific Islander	0.1%	0.0%	0.2%
	Some other Race	1.0%	1.4%	6.8%
	Two or More Races	2.2%	2.5%	3.4%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	3.6%	3.8%	18.1%
	All Others	96.4%	96.2%	81.9%
Income Characteristics	Per Capita Income	$42,197	$28,541	$30,820
	Median Household Income	$87,723	$52,128	$56,124

= Significantly higher than the National Average

= Significantly lower than the National Average

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2.5.2 RECREATION TRENDS ANALYSIS

The Trends Analysis (Appendix E) provides an understanding of national, regional, and local recreational trends. This analysis examines participation trends, activity levels, and programming trends. It is important to note that all trends are based on current and/or historical patterns and participation rates.

Overall, the Township demonstrates extremely high Market Potential Index (MPI) numbers. When analyzing the general sports, fitness, and commercial recreation market potential charts, all activities within these categories have MPI scores above the national average (100). In assessing the outdoor activity market potential chart, a majority of activities also have above average scores with only fishing (salt water & fresh water) and horseback riding scoring below the national average.

These overall high MPI scores show that Township residents are very active and have a rather strong participation presence when it comes to recreational activities. This becomes significant when the Township considers starting up new programs or building new facilities, giving them a strong tool to estimate resident attendance and participation.

The following sport and leisure trends are most prevalent for residents within the Township. The activities are listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents within the service area will actively participate in offerings provided by Deerfield Township.

GENERAL SPORTS MARKET POTENTIAL

The most popular general sports activities amongst Deerfield residents when compared to the national average are:

- Tennis
- Golf
- Soccer

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FITNESS MARKET POTENTIAL

The most popular fitness activities amongst Deerfield residents when compared to the national average are:

- Jogging or running
- Yoga
- Pilates

OUTDOOR ACTIVITY MARKET POTENTIAL

The most popular outdoor activities amongst Deerfield residents when compared to the national average are:

- Bicycling (mountain)
- Hiking
- Bicycling (road)

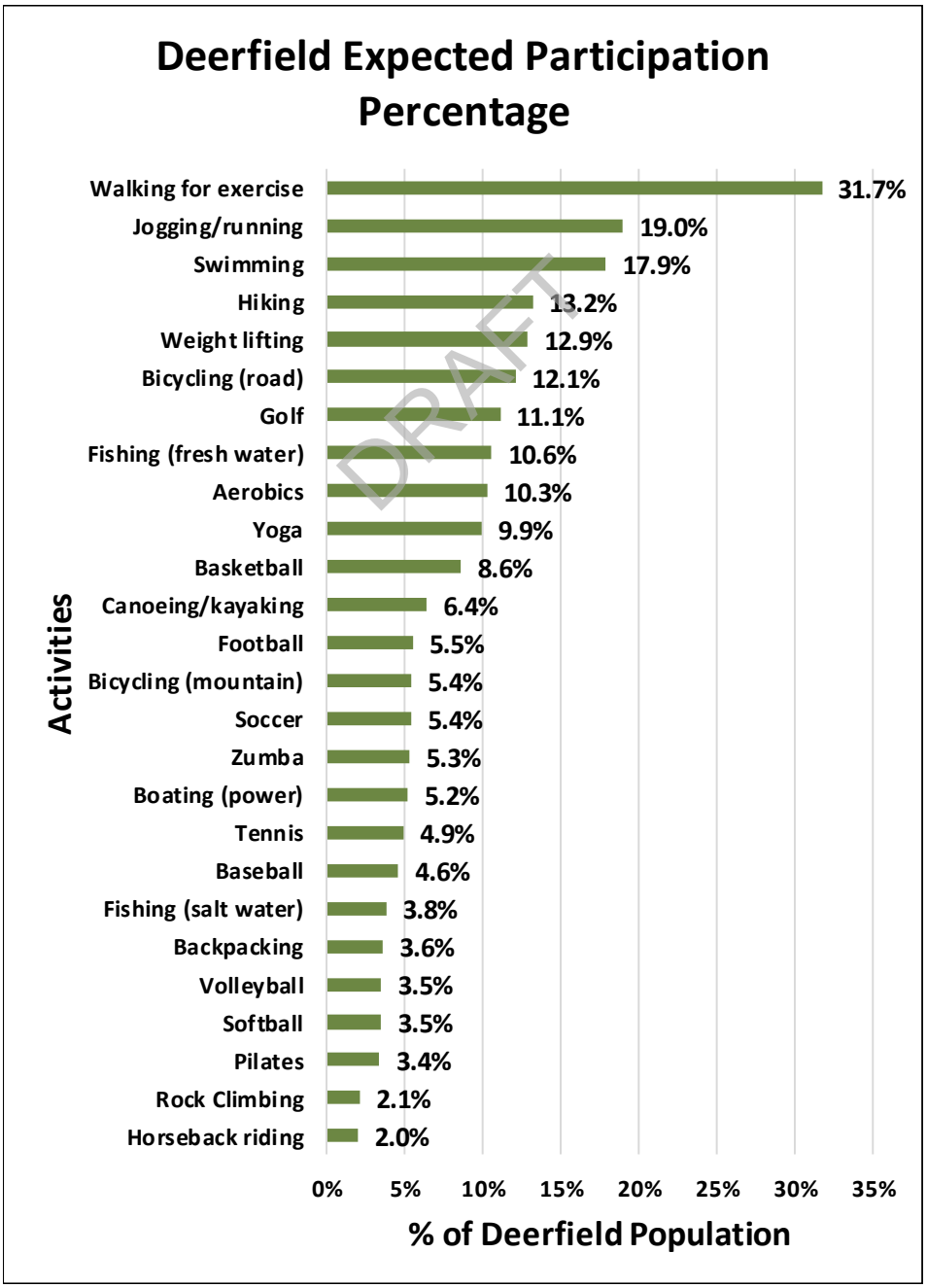
COMMERCIAL RECREATION MARKET POTENTIAL

The most popular commercial recreation activities amongst Deerfield residents when compared to the nation average are:

- Visiting a theme park in the last 12 months
- Spending $250+ on sports/recreation equipment
- Playing board games

EXPECTED LOCAL PARTICIPATION

The following charts show the expected percentage of resident participants for the Township regarding recreational activities. These percentages are correlated to MPI scores previously introduced, and this serves as another tool for programmatic decision-making that allows Deerfield Township to quantify the expected participants by activity.



2.6 RECREATION PROGRAM ASSESSMENT

The Township manages approximately 469 park acres, many of which fall into the "open space / natural area" designation. There are, however, many community and neighborhood park acres within the system. With no designated indoor recreation facility, the Department focuses on outdoor experiences that includes activities for adults, youth, special interests, and community gathering. Programs provide an opportunity for participants to have fun, learn new skills, and develop friendships and life-long leisure interests.

These existing core program areas provide a generally well-rounded and diverse array of programs that serve the community at present. The Recreation Program Assessment (Appendix G) and demographic and recreation trends information, Deerfield Township staff should evaluate core program areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community. Implementing additional surveys to program participants and the larger community is a good way to help differentiate between national vs. local trends and ensure the Township's programs are relevant to the local user.

Top Program Needs & Priorities:

- Nature Programs
- Adult Fitness & Wellness Programs
- Community Special Events
- Family Programs
- Senior Fitness & Wellness Programs
- Youth Sports Programs

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In addition to the existing programs offered by the Township, the following programs should be included to meet the community's desires:

- Nature Programs
- Adult Fitness & Wellness Programs
- Senior Fitness & Wellness Programs

The Township should monitor the need for youth and adult sports and trips to special attractions and events as they are higher "medium" priorities. Based on the Township's demographics, there will be an aging trend experienced over the next 15 years. It will become more important to transition to older adults being a *primary* market segment in one or more core program area. Additionally, it is important to examine *all ages* programming because great park and recreation systems attract new families into the community. Staff should monitor the demand for preschool programming and adjust the focus in this area as necessary/appropriate.

- Broaden age segment appeal and focus
- Enhance evaluations by analyzing lifecycle stage
- Adopt and adhere to a "classification of services" philosophy
- Continue to expand cost recovery data practices
- Incorporate additional pricing tactics as appropriate
- Formalize all partnership agreements
- Enhance volunteerism analytics

2.7 OPERATIONS ASSESSMENT

The overall process and purpose of doing an Operations Assessment focuses on how efficient and effective the orgaanization operates and what opportunities or polices could be instituted that would make the Department more effective. The Operationsl Assessment (Appendix H) includes the following:

- Summary of findings
- Recommendations for improvement
- Classification of services
- Operational standards
- Performance measures and indicators
- Information systems and technology
- Organizational design and staffing
- Staffing levels
- Partnership/volunteer support for facilities

The Department lacks an overall management approach to operations as it applies to the following:

- A clear vision of what the Department wants to be known for and how they want to manage all elements of parks, recreation facilities and program services. This includes an operational policy and procedure handbook versus individual policy pieces that lays out all the elements of and effective organizational approach to parks and recreation services. The Department is interested in becoming accredited with NRPA in the future as part of the overall operations to achieve best practices.
- The Department does not have a clear strategy or policy on how to deal with developers working in the Township as it applies to a land dedication ordinance for parks or using impact fees for acquiring park land and developing those lands acquired to support the population growth in the Township.

The Department should consider the following for improvements to operations of the system:

- Seek NRPA Accreditation over the next five years for best practices in parks and recreation management
- Organize the Department staffing needs around standards based on acres to maintain parks, trails, cemeteries, programs, administration, marketing and management of park amenities that are expected by the community.
- Build an operational budget based on the right person doing the right job with the right skill set for the right benefit and pay to the agency. This can be either fulltime, part-time, seasonal or contracted staff.
- Update staffing and organizational structure that aligns with implementing this master plan.
- Create a new organizational structure for the Department as outlined in the Organizational Design and Staffing section of this operational assessment report.
- Manage the park system to performance measures and expected outcomes that can move the department forward through effective data management and operational standards for improving parks, programs, facilities and services.

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- Develop a policy and procedure handbook that is updated yearly. Include new polices on ADA compliance on accessing parks and trails, drones in parks, smoking near playgrounds and private contractors using parks for personal gain, gifting of trees, benches, brinks.
- Develop partnership polices for public/public partnerships, public private partnerships and public not for profit partnerships.
- Develop a pricing policy based on a unit cost and classify services on if it is a core essential, important or value-added program.
- Track unit costs to maintain an acre of park property, a mile of park trails, a playground, sports fields, picnic shelter or special use facility.
- Incorporate a land dedication ordinance to acquire park land through development exactions and include impact fees to develop the parks from the type of development to occur around the location of the park.
- Develop a marketing and communication policy.

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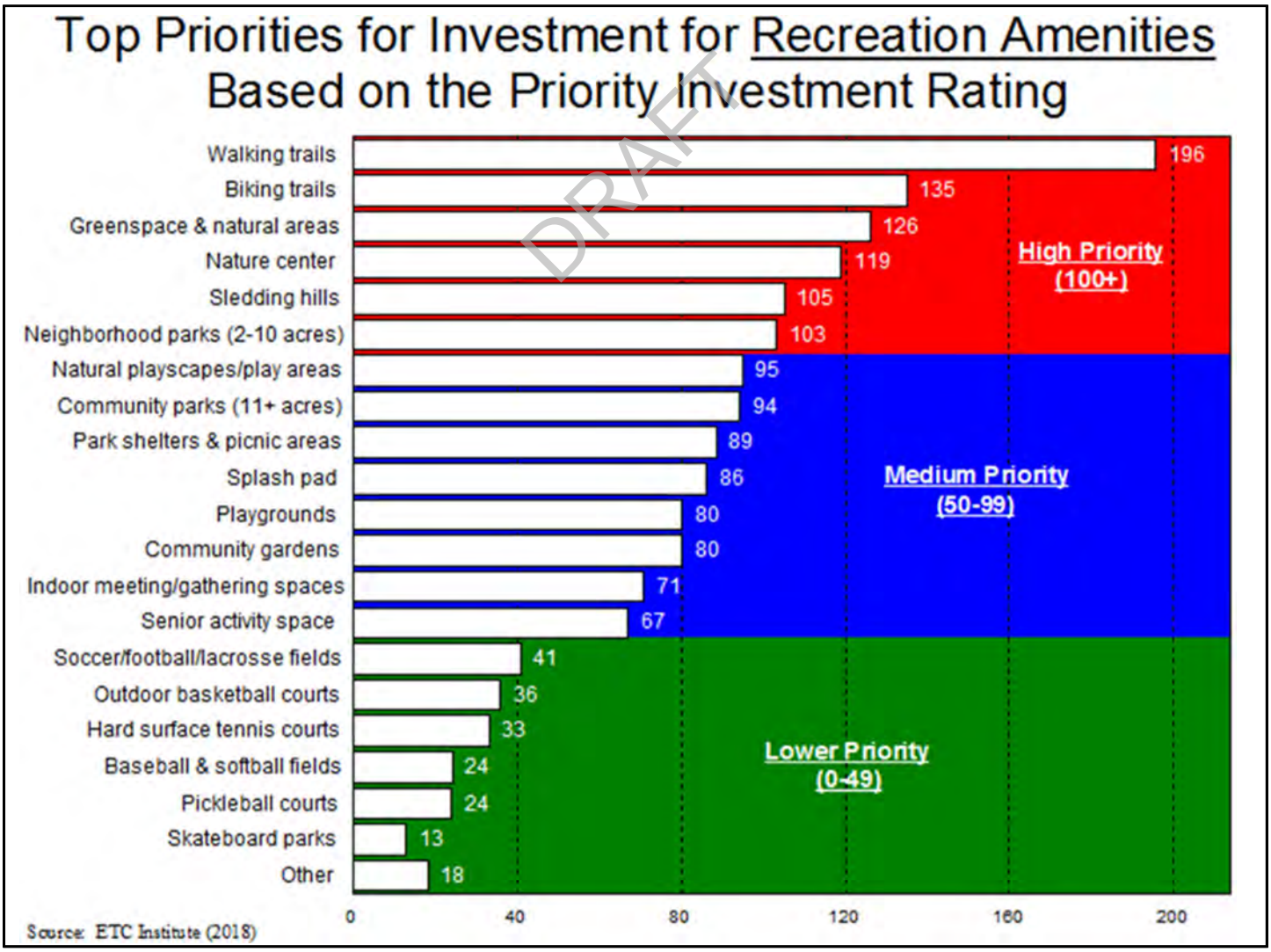
2.8 NEEDS & PRIORITIES

Combining the findings of the physical assessment of the parks and recreation amenities and how well they align with programming and use, confirmed by the survey, the planning team was able to calculate a Priority Investment Rating (PIR), to help guide priorities for investment in recreational amenities and programs. The PIR equally weighs the importance that residents place on facilities and how many residents have unmet needs for the facility.

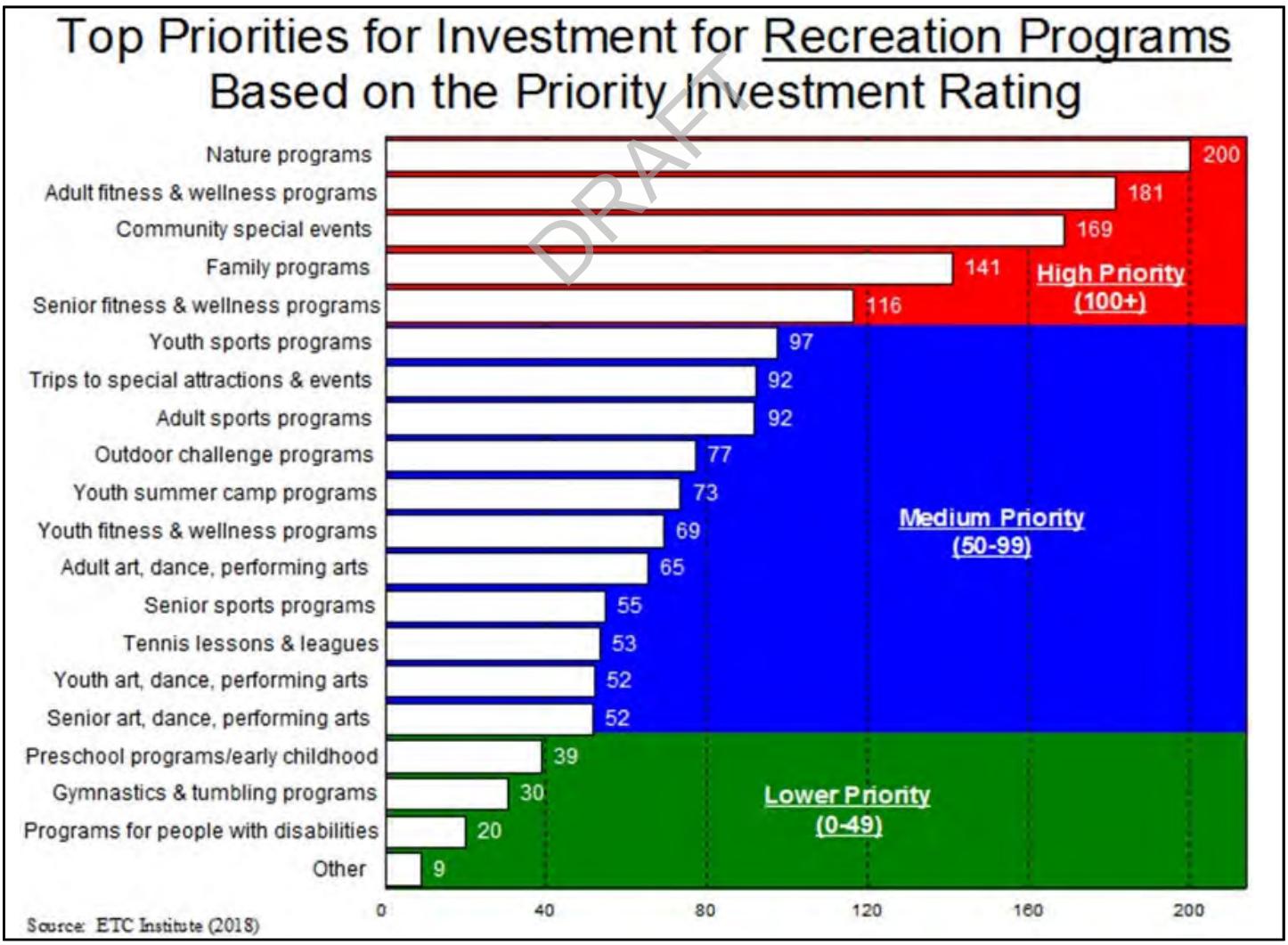
The PIR ranks the following amenities among the most important priorities for investment for the Parks and Recreation Department, while the figure below shows the PIR for the 20 amenities that were assessed on the survey:

- Walking Trails
- Biking Trails
- Greenspace and Natural Areas
- Nature Center
- Sledding Hills
- Neighborhood Parks



The PIR also ranks the following programs as the most important priorities for investment for the Parks and Recreation Department, while the figure below shows the PIR for the 19 programs that were rated:

- Nature Programs
- Adult Fitness & Wellness Programs
- Community Special Events
- Family Programs
- Senior Fitness & Wellness Programs



CHAPTER THREE

OPPORTUNITIES

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3.1 PARKS CLASSIFICATION

In developing design principles for parks, it is important that each park be programmed, planned, and designed to meet the needs of its service area and classification within the overall park and recreation system. The term programming, when used in the context of planning and developing parkland, refers to a list of uses and facilities and does not always include staff-managed recreation programs. The program for a site can include such elements as ball fields, spray parks, shelters, restrooms, game courts, trails, natural resource stewardship, open meadows, nature preserves, or interpretive areas. These types of amenities are categorized as lead or support amenities. The needs of the population of the park it is intended to serve should be considered and accommodated at each type of park.

Every park, regardless of type, needs to be designed, programmed and managed to meet an established set of needs. Park planners /designers design to those needs, including operational and maintenance costs associated with the design outcomes. When the individual parks perform their specific design functions, the entire parks system works together to meet the needs of the entire community. Table 9 shows the existing parks and open spaces that serve Township residents, including Warren County, ODNR and the Kings School District parks that are supported by the Township. Table 10 shows each park owned by the Township, organized by classifiaction with additional details. Table 11 shows the parks that are supported by the Township.

Table 9: Existing Parks and Open Space Overview

Deerfield Township Parks and Open/Green Space Overview			
Classification / Main Use	Owned by Township	Supported	Category Total
Community Park	184.93	91.34	276.28
Greenbelts/Trails	15.10	-	15.10
HOA/Plaza Park	10.28	-	10.28
Neighborhood Park	10.10	5.83	15.93
Open Space/Natural Area	263.42	68.97	332.39
Regional Park	-	-	0.00
Special Use Park/Facility	-	3.72	3.72
Sports Complex	-	-	0.00
Overall Acreage:	468.73	169.87	638.60

DEFINITIONS

Land Usage: The percentage of space identified for either passive use or active use in a park. A park master plan should follow land usage recommendations.

Programming: Can include active or passive (i.e., none). Active means it is organized and planned with pre-registration by the user. Examples of active programming include sports leagues, day camps, and aquatics. Passive programming is self-directed by the user at their own pace. Examples of passive programming include playground usage, picnicking, Disc golf, reading, or walking the dog.

Maintenance Standards: Three maintenance levels are generally defined. The difference between levels is frequency of maintenance as determined by funding availability. Maintenance Standards have these general characteristics.

- Level 1 Maintenance – High profile areas where the entire area is visible to foot traffic such as entrances to community centers, signature facilities, and areas where funding permits a higher level of maintenance. Example of maintenance activities include: Mowing and edging twice per week, 95 percent turf coverage at start of season with 5 percent weeds and 0 percent bare area, edging once per week, tree pruning cycle once annually, litter pickup twice per week.
- Level 2 Maintenance – Moderate to heavy use typical of most parks. Example maintenance activities include: Mowing and edging once per week, 88 percent turf coverage at start of season with 8 percent weeds and 4 percent bare area, tree pruning cycle every seven years, litter pickup once per week.
- Level 3 Maintenance – Typical for low usage parks or when funding is limited. Example maintenance activities include: Mowing and edging every 10 days, 80 percent turf coverage at start of season with 20 percent weeds, edging once per week or every 2 weeks in off-season, tree pruning cycle every 10 years, litter pickup every other week.

In areas where turf does not impact quality of experience (i.e., dog parks) or non-landscaped open space areas, demand-based maintenance is provided according to funding availability.

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Table 10: Properties Owned by Deerfield Township

Properties Owned by Deerfield Township		
Classification / Main Use	**Property**	**Acreage**
Community Park—Trails, archery, fishing	Carter Park	87.81
Community Park—Sports fields, game courts, trails, activity/events	Cottell Park	47.37
Community Park—Sports fields, game courts, trails, restrooms	Fleckenstein Park	49.75
HOA/Plaza Park—Trails, shelter	20 Mile Stand Park	4.44
HOA/Plaza Park	Arbor Square Park	0.26
HOA/Plaza Park	Bowen Park	5.58
Neighborhood Park	Schappacher Park	10.10
Open Space/Natural Area	Carriage Gate Open Space	6.24
Open Space/Natural Area	Deerfield South Park	3.60
Open Space/Natural Area	Duke Open Space	4.19
Open Space/Natural Area	Foster's Crossing	5.23
Open Space/Natural Area	Governor's Point Parcels / Duke Blvd	7.30
Open Space/Natural Area	Loveland Park Open Space	20.94
Open Space/Natural Area	Roberts Park	79.40
Open Space/Natural Area	Shore Little Miami River Open Space	16.06
Open Space/Natural Area	Townsley Open Space	24.02
TBD	Kingswood Park	96.44
	Total Acreage:	**468.73**

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Table 11: Properties Owned by Other Entities

Supported (Owned by Other Entities)			
Classification / Main Use	**Property**	**Owner**	**Acreage**
Community Park	Landen-Deerfield Park	Warren County	91.34
Neighborhood Park	Minard Memorial Park	Warren County	5.83
Open Space/Natural Area	Carl Rahe Area - Little Miami State Park	ODNR	14.17
Open Space/Natural Area	Kings Mills ODNR Property	ODNR	54.80
Special Use Park/Facility	Kings Mills Baseball Park	Kings School District	3.72
		Total Acreage:	**169.87**

3.1.1 HOA/PLAZA PARK

These parks are small outdoor spaces, usually less than 0.25 acres up to 1 acre, most often located in an urban area surrounded by commercial buildings or a residential community. They are small, urban or suburban open spaces that are often zoning required open space dedications that may not be located or designed to be usable for recreation beyond visible green space.

Properly located, they can serve a variety of functions, such as small event space, play areas for children, spaces for relaxing and socializing, taking lunch breaks, etc. Successful HOA/Plaza parks have four key qualities: they are accessible; allow people to engage in activities; are comfortable spaces that are inviting; and are sociable places. In general, pocket parks offer minimal amenities on site and are not designed to support programmed activities. The service area for pocket parks is usually less than a quarter-mile and they are intended for users within close walking distance of the park.

This type of park is not commonly found in a public park system, and is normally designed, constructed and maintained as a common's area within a Homeowner's Association or Planned Commercial Development.

3.1.2 NEIGHBORHOOD PARK

A neighborhood park should be 3 to 10 acres; however, some neighborhood parks are determined by use and facilities offered and not by size alone. The service radius for a neighborhood park is .5 miles. Neighborhood parks should have safe pedestrian access for surrounding residents; parking may or may not be included, but if included accommodates less than ten cars and provides for Americans with Disabilities Act (ADA) access. Neighborhood parks serve the recreational and social focus of the adjoining neighborhoods and contribute to a distinct neighborhood identity.

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- Size of park: 3 to 10 acres (usable area measured). Preferred size is eight acres
- Service radius: 0.5-mile radius
- Site Selection: On a local or collector street. If near an arterial street, provide natural or artificial barrier. Where possible, next to a school. Encourage location to link subdivisions and linked by trails to other parks
- Length of stay: One-hour experience or less
- Amenities: One signature amenity (e.g., major playground, spray ground, sport court, gazebo); no restrooms unless necessary for signature amenity; may include one non-programmed sports field; playgrounds for ages 2-5 and 5-12 with some shaded elements; no reservable shelters; loop trails; one type of sport court; no non-producing/unused amenities; benches, small picnic shelters next to play areas. Amenities are ADA compliant
- Landscape Design: Appropriate design to enhance the park theme/use/experience
- Revenue facilities: None
- Land usage: 85% active/15% passive
- Programming: Typically, none, but a signature amenity may be included which is programmed
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance
- Signage: Directional signage and facility/amenity regulations to enhance user experience
- Parking: Design should include widened, on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide 5-10 spaces within park including handicap spaces. Traffic calming devices encouraged next to park

- Lighting: Security or amenity only. Lighting on dual system with 50% of lights off at a set time and 50% on all night for security
- Naming: Consistent with the municipality's ordinances for naming of parks, or may be named after a prominent or historic person, event, or natural landmark
- Other: Customized to demographics of neighborhood; safety design meets established Crime Prevention Through Environmental Design (CPTED) standards; integrated color scheme throughout

3.1.3 COMMUNITY PARK

Community parks are intended to be accessible to multiple neighborhoods and should focus on meeting community-based recreational needs, as well as preserving unique landscapes and open spaces. Community parks are generally larger in scale than neighborhood parks (20 to 100 acres), but smaller than regional parks and are designed typically for residents who live within a 1 to 3-mile radius. Community parks contain more recreation amenities than a neighborhood park. When possible, the park may be developed adjacent to a school. Community parks provide recreational opportunities for the entire family and often contain facilities for specific recreational purposes: athletic fields, swimming pool, tennis courts, extreme sports amenity, recreation center, loop trails, picnic areas, reservable picnic shelters, sports courts, permanent restrooms, large turfed and landscaped areas and a playground or spray ground. Passive outdoor recreation activities such as meditation, quiet reflection, and wildlife watching also take place at community parks.

- Size of park: 20 to 60 acres normally. Can be up to 100 acres (usable area measured).
- Service radius: 1 to 3-mile radius
- Site Selection: On two collector streets minimum and preferably one arterial street. If near arterial street, provide natural or artificial barrier. Minimal number of residences abutting site. Preference is streets on four sides, or three sides with school or municipal use on fourth side. Encourage trail linkage to other parks
- Length of stay: 2 to 3 hours experience
- Amenities: Four signature amenities at a minimum: (e.g., trails, sports fields, large shelters/ pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, recreation center, pool or family aquatic center, sports courts, water feature); public restrooms, ample parking, and security lighting. Amenities are ADA compliant. Sport fields and sport complexes are typical at this park.
- Revenue facilities: One or more (e.g., pool, sports complex, pavilion)
- Land usage: 65% active and 35% passive
- Programming: Minimum of four essential program services (e.g., sports, day camps, aquatics)
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance
- Parking: Sufficient to support the amenities; occupies no more than 10% of the park. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. Traffic calming devices encouraged within and next to the park
- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50% of lights off at a set time and 50% on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility

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- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park
- Naming: Consistent with the municipality's naming right ordinance, may be named after a prominent or historic person, event, or natural landmark
- Other: Strong appeal to surrounding neighborhoods; integrated color scheme throughout the park; partnerships developed with support groups, schools and other organizations; loop trail connectivity; linked to regional park, trail or recreation facility; safety design meets established CPTED standards. Telephone/Cable TV conduit.

3.1.4 REGIONAL PARK

A regional park serves a large area of several communities, residents within a town, city or county, or across multiple counties. Depending on activities within a regional park, users may travel as many as 60 miles for a visit. Regional parks include recreational opportunities such as soccer, softball, golf, boating, camping, conservation-wildlife viewing and fishing. Although regional parks usually have a combination of passive areas and active facilities, they are likely to be predominantly natural resource-based parks.

A common size for a regional park is 100 to 1,000 acres but some parks can be 2,000 to 5,000 acres in size. A regional park focuses on activities and natural features not included in most types of parks and often based on a specific scenic or recreational opportunity. Facilities could include those found in a community park and have specialized amenities such as an art center, amphitheater, boating facility, golf course, or natural area with interpretive trails. Regional parks can and should promote tourism and economic development. Regional parks can enhance the economic vitality and identity of the entire region.

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- Size of park: 100 to 1,000 acres
- Service radius: 3 mile or greater radius
- Site Selection: Prefer location which can preserve natural resources on-site such as wetlands, streams, and other geographic features or sites with significant cultural or historic features. Significantly large parcel of land. Access from public roads capable of handling anticipated traffic.
- Length of stay: All day experience
- Amenities: 10 to 12 amenities to create a signature facility (e.g., golf course, tennis complex, sports complex, lake, regional playground, 3+ reservable picnic shelters, camping, outdoor recreation/extreme sports, recreation center, pool, gardens, trails, zoo, specialty facilities); public restrooms, concessions, restaurant, ample parking, special event site. Sport fields and sport complexes are typical at this park. See details in sport complex classification for more information
- Revenue facilities: More than two; park designed to produce revenue to offset operational costs
- Land usage: Up to 50% active/50% passive
- Programming: More than four recreation experiences per age segment with at least four core programs provided
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance
- Parking: Sufficient for all amenities. Traffic calming devices encouraged within and next to park

- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50% of lights off at a set time and 50% on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park
- Naming: Consistent with the municipality's naming ordinance, may be named after a prominent or historic person, event, or natural landmark
- Other: Safety design may meet CPTED safety standards; integrated color scheme throughout the park; linked to major trails systems, public transportation available, concessions, food and retail sales available, dedicated site managers on duty. Telephone/Cable TV conduit.

3.1.5 SPORTS COMPLEX

Sports complexes at community parks, regional parks, and stand-alone sports complexes are developed to provide 4-16 fields or courts in one setting. A sports complex may also support extreme sports facilities, such as BMX and skateboarding. Sports complexes can be single-focused or multi-focused and can include indoor or outdoor facilities to serve the needs of both youth and adults. Outdoor fields should be lighted to maximize value and productivity of the complex. Agencies developing sports complexes focus on meeting the needs of residents while also attracting sport tournaments for economic purposes to the community.

Sport field design includes appropriate field distances for each sport's governing body and support amenities designed to produce revenue to offset operational costs.

Signature sports complexes include enhanced amenities such as artificial turf, multipurpose field benches and bleachers, scoreboards, amplified sound, scorer's booths, etc. Enhanced amenities would be identified through discussion between the municipality and school system and/or sports associations and dependent upon adequate funding.

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- Size of park: Preferably 40 or more acres for stand-alone complexes
- Service radius: Determined by community demand
- Site Selection: Stand-alone sports complexes are strategically located on or near arterial streets. Refer to community or regional park sections if sport complex located within a park. Preference is streets on four sides, or three sides with school or municipal use on fourth side.
- Length of stay: 2 to 3 hours experience for single activities. Can be all day for tournaments or special events
- Amenities: Four to sixteen fields or sports courts in one setting; public restrooms, ample parking, turf types appropriate for the facility and anticipated usage, and field lighting. Amenities are ADA compliant.
- Revenue facilities: 4 or more (e.g. fields, concession stand, picnic pavilion)
- Land usage: 95% active and 5% passive
- Programming: Focus on active programming of all amenities
- Maintenance Standards: Provide the highest-level maintenance with available funding. Plan for Level 1 and sometimes 2 level of maintenance standards at signature facility
- Parking: Sufficient to support the amenities. Traffic calming devices encouraged within and next to park

- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50% of lights off at a set time and 50% on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at entrances and throughout complex
- Naming: Consistent with the municipality's naming ordinance, may be named after a prominent or historic person, event, or natural landmark
- Other: Integrated color scheme throughout the park; safety design meets established CPTED standards. Telephone/Cable TV conduit.

3.1.6 OPEN SPACE/NATURAL AREA

Open space/natural areas are undeveloped but may include natural or paved trails. Grasslands under power line corridors are one example; creek areas are another. Open space contains natural resources that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, water quality, and endangered species. Open space also can provide opportunities for nature based, unstructured, low-impact recreational opportunities such as walking and nature viewing.

- Amenities: May include paved or natural trails, wildlife viewing areas, mountain biking, disc golf, interpretation, and education facilities
- Maintenance standards: Demand-based maintenance with available funding. Biological management practices observed
- Lighting: None
- Signage: Interpretive kiosks as deemed appropriate
- Landscape Design: Generally, none. Some areas may include landscaping, such as entryways or around buildings. In these situations, sustainable design is appropriate

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3.1.7 TRAILS

Trails are recognized for their ability to connect people and place and consist of either paved or natural trails. Trails can also be loop trails in parks. Linking neighborhoods, parks, recreation facilities, attractions, and natural areas with a multi-use trail fulfills two guiding principles simultaneously: protecting natural areas along river and open space areas and providing people with a way to access and enjoy them. Multi-use trails also offer a safe, alternative form of transportation; provide substantial health benefits, habitat enhancements for plants and wildlife, and unique opportunities for outdoor education and cultural interpretation.

- Size: Typically, at least 10-foot width for an urban trail to support pedestrian and bicycle uses. In open space areas, trails include 2-feet of decomposed granite on both sides of the trail for walkers and bicyclists. Trails incorporate signage to designate where a user is located and where the trials connect in the community.
- Equestrian uses can occur in both urban and open space settings by adding 10 more feet of space to separate equestrian usage from pedestrian/bike usage. In urban settings, equestrian use includes 5-feet of decomposed granite plus a 5-foot landscaped separation from the pedestrian/bike trail. In open space settings, equestrian use includes 5-feet of harrowed soil plus a 5-foot natural separation from the pedestrian/bike trail.

- Site Selection: Located consistent with an approved Trails Master Plan or Pedestrian Master Plan
- Amenities: Parking and restrooms at major trailheads. May include small parks along the trail
- Maintenance standards: Demand based maintenance with available funding
- Lighting: Security lighting at trailheads and high use areas. Lighting on dual system with 50% of lights off at a set time and 50% on all night for security
- Signage: Mileage markers at half mile intervals. Interpretive kiosks as deemed appropriate
- Landscape Design: Coordinated planting scheme in urban areas. Limited or no planting in open space areas
- Other: Connectivity to parks or other community attractions and facilities is desirable

3.2 EQUITY MAPPING

Mapping the recommended service areas surrounding the existing and potential park sites in Deerfield Township shows how well the park system currently serves township residents with parks proximate to homes. This Equity Map reveals areas of the Township without adequate access to a Neighborhood or Community Park. It is important to note that Community Parks can be, and generally are, designed to provide the neighborhood within 0.5 mile of the park with the services of a Neighborhood Park. Even with that coverage, there are a few areas within the Township that would benefit from a closer Neighborhood Park. Although the Township has a good total number of acres of most types of parkland for its population, this distribution-based service gap is one factor that influences the acquisition recommendations for the Township.

Additional Neighborhood park facilities are needed along the western parts of the Township, as well as the area south of Kings Island. Limited remaining available land in these areas will make acquisition difficult. Figure 4 shows the equity mapping for the Deerfield Township Parks and Recreation facilities, which shows the coverage and distribution of the parks system.

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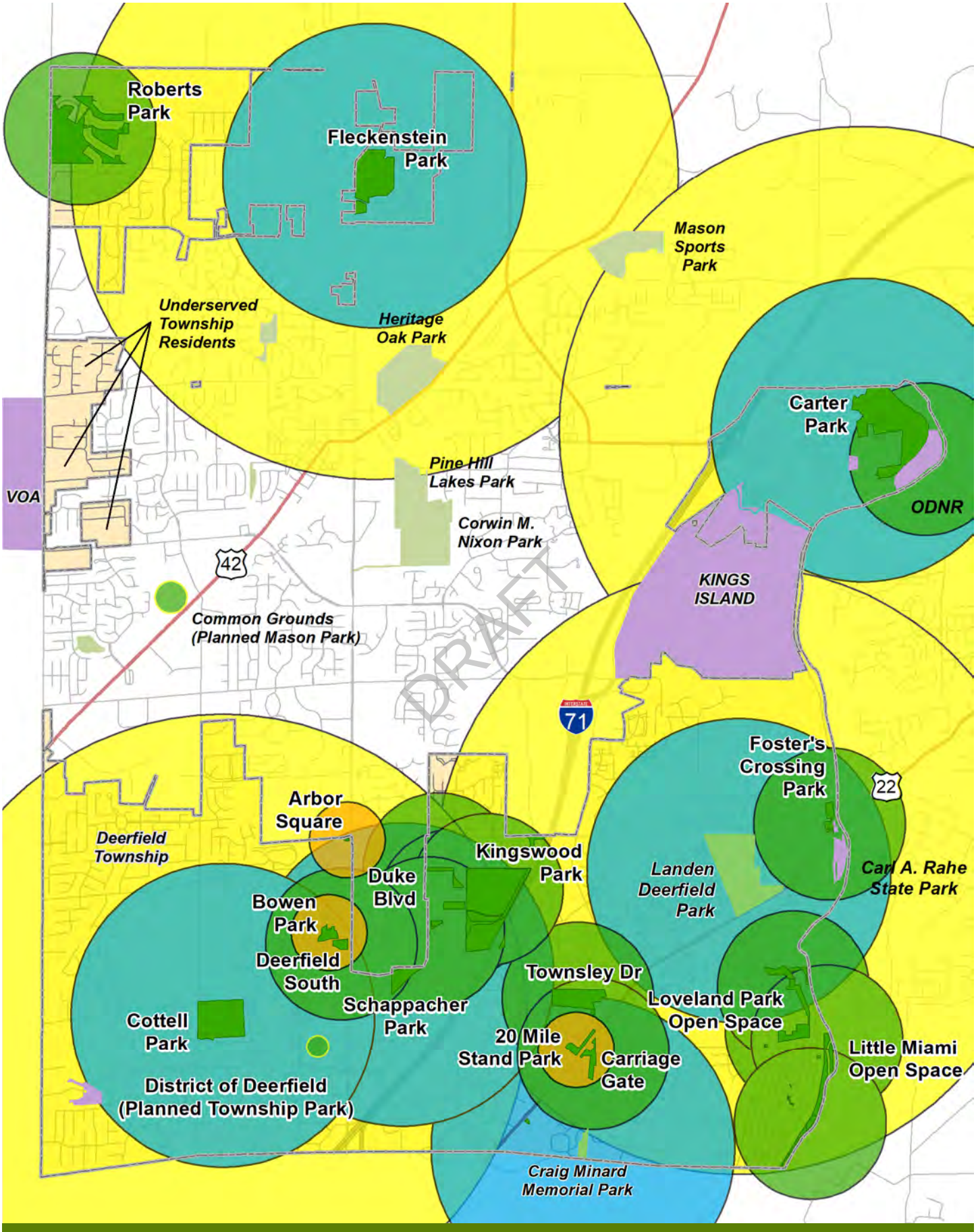

Figure2 – Equity Mapping (Shows service radii based on park classifications)

3.3 LEVEL OF SERVICE STANDARDS

It will be important to implementation of this plan to have a clear definition of what each type of park is and how it meets the specific needs and preferences of the Deerfield Township community. Those definitions derive in large part from Level of Service Standards (LOS) for each of the recreation facilities/amenities that the Department is providing to its constituents. With the LOS is established for each facility type, the distribution of those facilities is guided by the framework of the park classifications. Table 12 identifies the LOS with population projections for future program years.

A standard is a statement of desirable practice as set forth by experienced and recognized professionals. These standards are not a qualitative measure of local availability of funds, lands, personnel, etc. but of operational practices which are desirable to provide best practices in park and recreation services and programs for the population served. Standards are not maximal goals, but minimal and should be used as a guide to upgrade desirable best practices.

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Table 12: Level of Service Standards

	2018 Inventory - Developed Facilities										2018 Facility Standards		2023 Facility Standards		2028 Facility Standards		2033 Facility Standards	
Item	Deerfield Township	Supported*	Other**	Total Inventory	Current Service Level Based Upon Population			Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed
PARKLAND																		
HOA/Plaza Parks	10.28	-	-	10.28	0.26	acres per	1,000	0.25	acres per	1,000	Meets Standard	- Acre(s)	Need Exists	0 Acre(s)	Need Exists	1 Acre(s)	Need Exists	1 Acre(s)
Neighborhood Parks	10.10	5.83	-	15.93	0.41	acres per	1,000	0.50	acres per	1,000	Need Exists	4 Acre(s)	Need Exists	5 Acre(s)	Need Exists	6 Acre(s)	Need Exists	7 Acre(s)
Community Parks	184.93	91.34	181.00	457.27	11.63	acres per	1,000	11.50	acres per	1,000	Meets Standard	- Acre(s)	Need Exists	23 Acre(s)	Need Exists	50 Acre(s)	Need Exists	78 Acre(s)
Open Space/Natural Areas	263.42	68.97	-	332.39	8.46	acres per	1,000	8.60	acres per	1,000	Need Exists	6 Acre(s)	Need Exists	27 Acre(s)	Need Exists	47 Acre(s)	Need Exists	68 Acre(s)
Regional Parks	-	-	435.00	435.00	11.07	acres per	1,000	11.00	acres per	1,000	Meets Standard	- Acre(s)	Need Exists	25 Acre(s)	Need Exists	51 Acre(s)	Need Exists	77 Acre(s)
Special Use	-	3.72	3.00	6.72	0.17	acres per	1,000	0.17	acres per	1,000	Meets Standard	- Acre(s)	Need Exists	0 Acre(s)	Need Exists	1 Acre(s)	Need Exists	1 Acre(s)
Total Park Acres	468.73	169.86	619.00	1,257.59	31.99	acres per	1,000	32.02	acres per	1,000	Need Exists	1 Acre(s)	Need Exists	81 Acre(s)	Need Exists	156 Acre(s)	Need Exists	232 Acre(s)
TRAILS																		
Paved Trails	11.96	41.23	31.00	84.19	2.14	miles per	1,000	2.15	miles per	1,000	Need Exists	0 Mile(s)	Need Exists	6 Mile(s)	Need Exists	11 Mile(s)	Need Exists	16 Mile(s)
Unpaved Trails	3.14	2.89	6.60	12.63	0.32	miles per	1,000	0.30	miles per	1,000	Meets Standard	- Mile(s)	Meets Standard	- Mile(s)	Need Exists	1 Mile(s)	Need Exists	1 Mile(s)
Total Trail Miles	15.10	44.12	37.60	96.82	2.46	miles per	1,000	2.45	miles per	1,000	Meets Standard	- Mile(s)	Need Exists	6 Mile(s)	Need Exists	11 Mile(s)	Need Exists	17 Mile(s)
OUTDOOR FACILITIES																		
Backstops	7.00	11.00	-	18.00	1	field per	2,184	1	field per	3,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Baseball Fields	7.00	10.00	14.00	31.00	1	field per	1,268	1	field per	4,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Basketball Courts	2.00	1.00	2.00	5.00	1	court per	7,862	1	court per	8,000	Meets Standard	- Court(s)	Need Exists	0 Court(s)	Need Exists	1 Court(s)	Need Exists	1 Court(s)
Cricket Fields	-	-	1.00	1.00	1	court per	39,312	1	court per	39,000	Need Exists	0 Court(s)	Need Exists	0 Field(s)	Need Exists	0 Court(s)	Need Exists	0 Court(s)
Dog Parks	1.00	-	1.00	2.00	1	site per	19,656	1	site per	35,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Nature Playgrounds	-	-	-	-	1	site per	-	1	site per	10,000	Need Exists	4 Site(s)	Need Exists	4 Site(s)	Need Exists	4 Site(s)	Need Exists	5 Site(s)
Outdoor Pools	-	-	1.00	1.00	1	site per	39,312	1	site per	40,000	Meets Standard	- Site(s)	Need Exists	0 Site(s)	Need Exists	0 Site(s)	Need Exists	0 Site(s)
Picnic Shelters	5.00	4.00	6.00	15.00	1	site per	2,621	1	site per	4,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Pickleball Courts	-	-	-	-	1	court per	-	1	court per	7,000	Need Exists	6 Court(s)	Need Exists	6 Court(s)	Need Exists	6 Court(s)	Need Exists	7 Court(s)
Playgrounds	5.00	4.00	2.00	11.00	1	site per	3,574	1	site per	3,500	Need Exists	0 Site(s)	Need Exists	1 Site(s)	Need Exists	2 Site(s)	Need Exists	2 Site(s)
Rectangular Fields	8.00	5.00	40.00	53.00	1	field per	742	1	field per	4,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Skate Parks	-	1.00	-	1.00	1	site per	39,312	1	site per	50,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Snow Sledding Hills	-	-	1.00	1.00	1	site per	39,312	1	site per	40,000	Meets Standard	- Site(s)	Need Exists	0 Site(s)	Need Exists	0 Site(s)	Need Exists	0 Site(s)
Softball Fields	-	-	4.00	4.00	1	field per	9,828	1	field per	6,500	Need Exists	2 Field(s)	Need Exists	2 Field(s)	Need Exists	3 Field(s)	Need Exists	3 Field(s)
Splash Pads	-	-	-	-	1	site per	-	1	site per	30,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)	Need Exists	1 Site(s)	Need Exists	2 Site(s)
Tennis Courts	6.00	2.00	6.00	14.00	1	court per	2,808	1	court per	4,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)	Meets Standard	- Court(s)	Meets Standard	- Court(s)
Volleyball Courts	-	-	-	-	1	court per	-	1	court per	15,000	Need Exists	3 Court(s)	Need Exists	3 Court(s)	Need Exists	3 Court(s)	Need Exists	3 Court(s)
INDOOR FACILITIES																		
Indoor Pools	-	-	2.00	2.00	1	site per	19,656	1	site per	40,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Indoor Recreation	-	-	63,000	63,000	1.60	SF per	person	2.00	SF per	person	Need Exists	15,624 SF	Need Exists	20,590 SF	Need Exists	25,290 SF	Need Exists	30,062 SF
Nature Centers	-	-	-	-	1	site per	-	1	site per	40,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Senior Activity Space	-	-	2,500	2,500	0.06	SF per	person	0.25	SF per	person	Need Exists	7,328 SF	Need Exists	7,949 SF	Need Exists	8,536 SF	Need Exists	9,133 SF

2018 Estimated Population	39,312
2023 Estimated Population	41,795
2028 Estimated Population	44,145
2033 Estimated Population	46,531

Notes:
SF = square feet
*In Deerfield owned by others
**Not in Deerfield, owned by others

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3.4 FUNDING AND REVENUE STRATEGIES

This section identifies funding options to help support operational and capital cost. This is provided based on national work with other park systems.

REVENUE AND FUNDING OPTIONS TO CONSIDER FOR PARKS AND RECREATION

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

Deerfield Township should pursue a variety of funding sources for land acquisition, park development, and trail/greenway construction as well as funding opportunities for operations and maintenance costs. Systems that rely on limited funding sources have a greater chance of being affected by economic conditions. The following list of sources is divided into different types of funding sources for review and consideration.

Most importantly, however, Deerfield Township should pursue and create a *Funding Sources Overview* which outlines all applicable funding sources, account names, and purposes assigned to each individual account. This documentation helps staff to understand the appropriated uses for funding sources.

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FEDERAL FUNDING GUIDE FOR TOWNS AND TOWNSHIPS

Rural Business Opportunity Grants (RBOG). The purpose of this program is to promote sustainable economic development in rural communities with exceptional needs. Grant funds must be used for projects in rural areas. Eligible projects include community economic development, technology based economic development, feasibility studies and business plans, leadership and entrepreneur training, rural business incubators, and long term business strategic planning.

Farmers Markets Promotion Program (FMPP). The purpose of this program is to increase domestic consumption of, and access to, locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets by developing, improving, expanding, and providing outreach, training, and technical assistance to, or assisting in the development, improvement, and expansion of, domestic farmers markets, roadside stands, community supported agriculture programs, agritourism activities, and other direct producer to consumer market opportunities.

Planning and Local Technical Assistance Program. The purpose of this program is to support the creation of regional economic development plans and increase the capacity of entities to improve regional economic conditions. Planning projects may contribute to the creation and retention of higher skill/higher wage jobs for the nation's most economically distressed regions. In addition, planning projects must engage in the development, implementation, revision, or replacement of Comprehensive Economic Development Strategies (CEDS). Local technical assistance projects must promote effective economic development by conducting feasibility studies, impact analyses, disaster resiliency planning, and project planning.

Clean Water State Revolving Fund (CWSRF). Through the CWSRF program, each state and Puerto Rico maintain revolving loan funds to provide independent and permanent sources of low cost financing

for a wide range of water quality infrastructure projects. Funds to establish or capitalize the CWSRF programs are provided through federal government grants (federal funding levels) and state matching funds (equal to 20 percent of federal government grants). The CWSRFs fund a wide range of water quality projects including all types of nonpoint source, water shed protection or restoration, and estuary management projects, as well as more traditional municipal wastewater treatment projects.

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

Community Development Block Grant Program (CDBG): The U.S. Department of Housing and Urban Development (HUD) offers financial grants to communities for neighborhood revitalization, economic development, and improvements to community facilities and services, especially in low and moderate-income areas.

Land and Water Conservation Fund (LWCF) Grants: This Federal funding source was established in 1965 to provide "close-to-home" park and recreation opportunities to residents throughout the United States. Money for the fund comes from the sale or lease of nonrenewable resources, primarily federal offshore oil and gas leases and surplus federal land sales. LWCF grants can be used by communities to build a variety of parks and recreation facilities designated for majority outdoor recreation use.

LWCF funds are distributed by the National Park Service to the states annually. Communities must match LWCF grants with 50 percent of the local project costs through in-kind services or cash. All projects funded by LWCF grants must be used exclusively for recreation purposes, in perpetuity.

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

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

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

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

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

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

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

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

LOCAL AND STATE FUNDING SOURCES

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

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

Sale of Development Rights below the Ground: Some public agencies have sold their development rights next to greenways/trails below ground for fiber optic lines and utility lines for gas and electric on a lineal foot basis.

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

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

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

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

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

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

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

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

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

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Volunteer Assistance and Small-Scale Donation Programs

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

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

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

GRANTS THROUGH PRIVATE FOUNDATIONS AND CORPORATIONS

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

Royal theater Company: Based in Mason, this theater arts organization provides a strong local theater program, The Children's Theater, which is currently seeking a site to build a performance center. This group is a potential partner for a performing arts component to the Township Community and Administration complex, with funding available to build a theater building.

American Greenways Eastman Kodak Awards: The Conservation Fund's American Greenways Program has teamed with the Eastman Kodak Corporation and the National Geographic Society to award small grants ($250 to $2000) to stimulate the planning, design, and development of greenways.

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

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

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

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

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

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

Steelcase Foundation: Steelcase Foundation grants are restricted to locally sponsored projects in areas where there are Steelcase Inc. manufacturing plants. In general, Steelcase does not wish to be the

sole funder supporting a program. Grants are also only made to non-profit organizations. It does support educational and environmental projects, and is particularly interested in helping the disadvantaged; disabled, young, and elderly improve the quality of their lives. Applications may be submitted anytime and are considered by the Trustees four times a year.

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

OPERATIONAL FUNDING COSTS OPPORTUNITIES

When examining the potential opportunity to introduce new operational funding sources into the system, the following options are common funding sources to explore and evaluate for inclusion.

User fees: User fees to access or use elements of parks could be expanded to include fees to access parks and recreation services such as education programs, a dog park, a skate park, nature center, sport leagues, winter sports area, ice skating, spray ground and golf for green fees, carts, leagues, and lessons (these are example parks and recreation services agencies have assessed fees for in the past). Deerfield Township will need to examine the feasibility of implementing a comprehensive user fee schedule for its amenities as the system expands and grows.

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

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Parking Fees: During major special tournaments or events, the Township should consider assessing a $5 parking fee.

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

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

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

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

Wi-Fi Revenue: The Township can set up a Wi-Fi area whereby a Wi-Fi vendor is able to sell the advertising on the Wi-Fi access banner to local businesses targeting the users of the site. This revenue has amounted to $20,000-$50,000 for parks systems.

Cell Tower: Cell tower leases can be used. This revenue source could support $35,000-$50,000 annually for the site if cell towers are needed within the area.

Program Fees: Program Fees to support existing programs can be employed in the form of lessons, clinics, camps, life skill programs, and wellness and fitness. These program types typically help support the operations of the park and recreation system as a whole and should be assessed based on a classification of services model/philosophy.

Special Event Sponsors: Special events provide a great venue for sponsors as it applies to a concert, stage, entertainment, and safety.

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

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

Special Fundraiser: Many agencies hold special fundraisers on an annual basis to help cover specific programs and capital projects to be dedicated to a facility or Township as a whole.

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Veteran's Memorial at Cottell Park

CHAPTER FOUR

IMPLEMENTATION & ACTION PLAN

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4.1 SYSTEM-WIDE CONNECTIVITY

The planning process revealed that connectivity – walkways and multi-use trails - is more relatively important to Deerfield residents than to communities of similar demographics. Therefore connectivity is a key component of the Parks Master Plan recommendations and is illustrated in Figure 5. The presence of regional trails in and near the township adds to the opportunities offered by developing a well-connected community trail system. The trail system concept for Deerfield Township connects township parks, destinations, trails and open spaces locally and regionally, using existing rights of way, and corridors with adequate width to build off road connectors along most of the proposed routes. The plan recommends:

- Up to three direct connections to the Little Miami River Trail, including Installing a pedestrian suspension bridge under the Route 22 Bridge to the Little Miami Trail
- Improving connections to Mason and Warren County trails
- Connecting each of the parks to the Township trails network
- Establishing a design policy for neighborhood connections to parks
- Acquiring land for additional trail connections
- Establishing a trail along the west bank of the Little Miami River, from Little Miami Open Spaces to Foster's Crossing
- Creating partnerships to facilitate completion of the Miami to Miami Trail

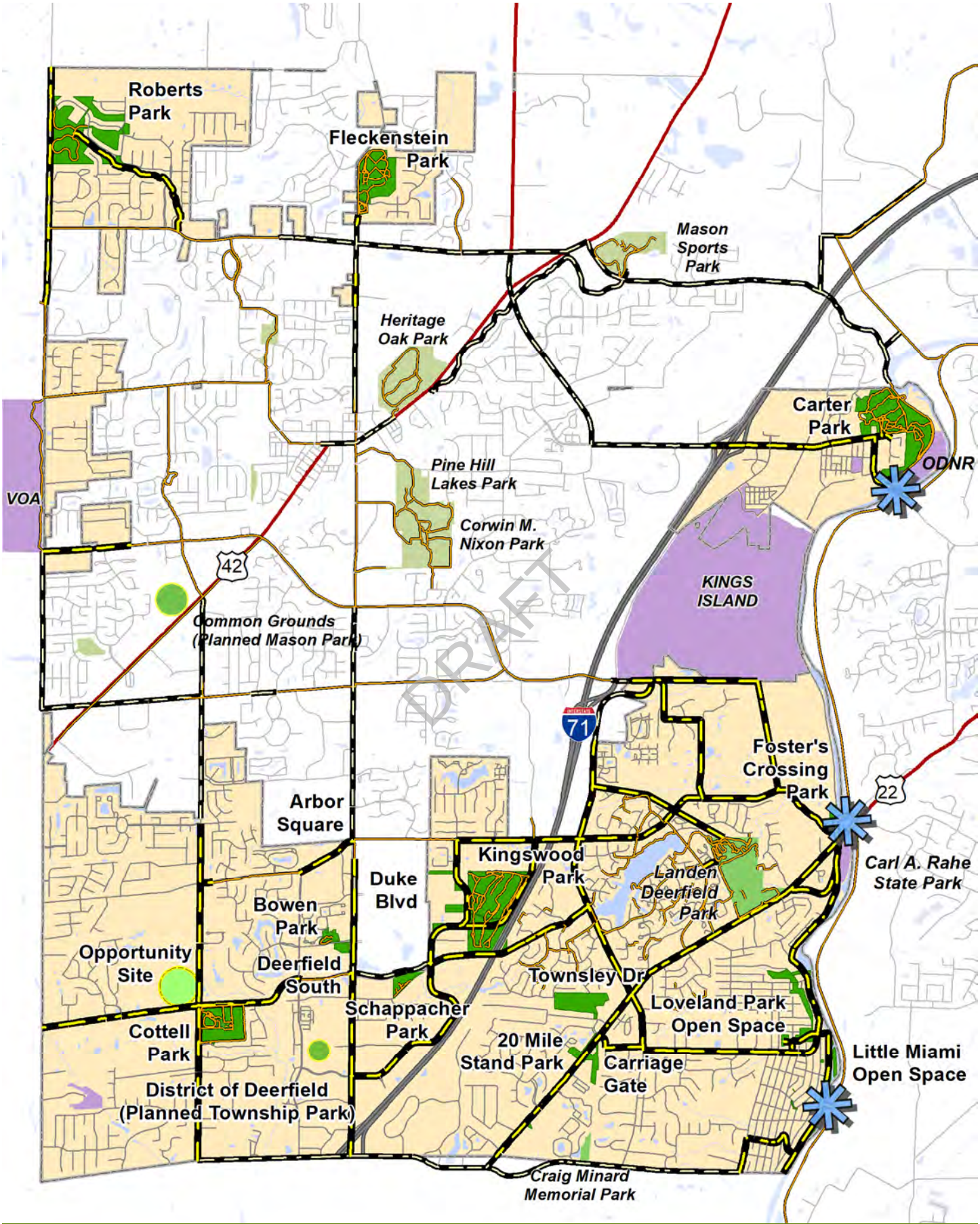

Figure 5: Proposed System-wide Connectivity Map

4.2 PARKS AND FACILITY CONCEPTUAL PLANS

Many of the park programming and amenity needs identified through the public input process pertain to all the parks, while specific improvements were identified for each park. The conceptual plans illustrate how to expand community offerings as identified through the community needs assessment and Level of Service (LOS) using the existing park land and facilities. The expanded offerings cover a wide range of amenities:

- Provide a Nature Center (High Priority in survey), potentially at Carter Park, Fosters Crossing or Little Miami open Spaces
- Expand Community Gardens (Medium Priority in survey)
- Install a Nature Playscape (Medium Priority in survey) potentially at Roberts Park, Carter Park, Kingswood Park, Landen-Deerfield Park or Little Miami Open Spaces Loveland Open Space
- Senior Activity Space (Medium Priority in survey)
- Install Pickleball Courts (Low Priority in survey) at Fleckenstein
- Install Cricket Court (not in survey, but the department receives consistent requests) This need can potentially be met as multi-use turf field at Cottell (between fields 3 and 4), North Cincinnati Community Church (partner), Kingswood (southeast corner)
- Install a Disc Golf Course, Potentially at Little Miami Open Spaces / Loveland Open Spaces, Kingswood Park, or Landen-Deerfield Park
- Install more synthetic fields in all parks for wet-weather play
- There is a desire for general indoor recreation space
- Splash/spray pad
- Outdoor volleyball courts

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The Conceptual plans illustrate the Master Plan recommendations for the following parks:

- Carter Park
- Cottell Park
- Fleckenstein Park
- Roberts Park
- Kingswood Park
- Landen-Deerfield Park
- Schappacher Park
- Foster's Crossing/Carl A. Rahe State Park

4.2.1 CARTER PARK

This largely wooded 88-acre community park is located in the northeast quadrant of Deerfield Township. This park offers a distinctly different set of recreational opportunities than any other park in the township. It borders the ODNR property on the little Miami River north of Kings Island. A variety of natural features, including a pond and several meadows, with steep topography offer scenic views and an ideal setting for wildlife. Trails and paths throughout the park take advantage of the tree canopy and views. Other features include the "king's crown" quilt barn, and a wildlife/learning garden with several educational signs, installed as part of a collaboration with the arts alliance.

Carter park is lightly used, in part due to location, lack of knowledge about the park, and access and parking. The conceptual development plan for Carter Park is shown in Figure 6. Priority improvements recommended for carter park include the following:

- Improve access and parking
- Add wayfinding and improved trail signage
- Add a trail head kiosk
- Add a nature playscape
- Potential site for nature center and nature trail
- Expand the community garden
- Convert the green roof building to rest rooms or programmable space
- Connect paths to the township network and the Miami to Miami trail system
- Add an overlook and bridge across the Little Miami River
- Enhance the pond
- Add shelters
- Add bike-washing stations for mountain bikers
- Replace missing wooden Inter-Urban rail line bridge to increase accessibility

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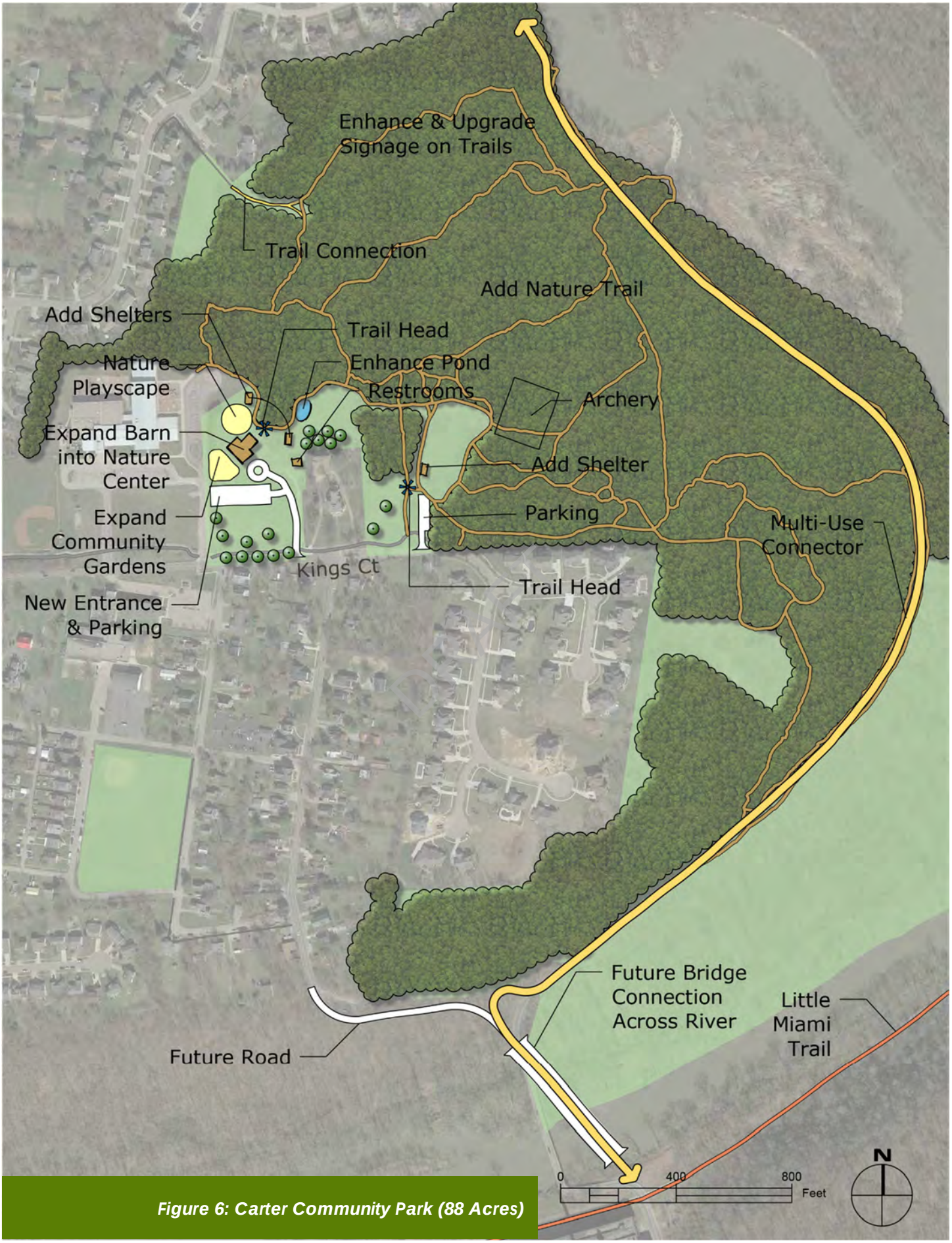

Figure 6: Carter Community Park (88 Acres)

4.2.2 COTTELL PARK

This 47-acre Community Park is also the Township's Sports Park. located at the intersection of Snider Rd and Irwin-Simpson Rd. The park features soccer fields, tennis courts, baseball fields, basketball courts, and a walking path. The centerpiece of the Cottell Park is the Snyder House, an events facility, which also houses some of the summer camp programs. The park is also home to the Deerfield Honors Veterans Memorial. Additional amenities include a fishing pond, picnic shelters, playgrounds, restroom facilities and the "Circle Game" quilt barn, part of the Township's quilt barn trail.

Cottell Park is heavily used, overloading the existing parking at times; this park seems to be preferred over others with similar sports fields.

The conceptual development plan for Cottell Park is shown in Figure 7. Priority improvements recommended for Cottell Park are:

- Upgrade Snyder House
- Add synthetic turf multi-use sports field between ballfields on the south side of the park
- Add parking
- Complete the loop drive around the tennis courts
- Extend curb & gutter south on Snider Road to reduce maintenance
- Add a park sign on a new wall at the southwest corner of the park
- Consider expansion to neighboring land for added sports fields

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Figure 7: Cottell Community Park (47 Acres)

4.2.3 FLECKENSTEIN PARK

Located in the northern part of the township, this 50-acre Community Park features soccer fields, baseball fields, tennis courts, a playground, several ponds, and a large picnic shelter with restrooms. Other features are a walking path, playground, picnic shelter, multi-purpose fields, baseball fields, tennis courts, restrooms, and one of the three quilt barns on the Township's quilt barn trail. Fleckenstein Park is not widely known by township residents and is lightly used.

The conceptual development plan for Fleckenstein Park is shown in Figure 8. Priority improvements recommended for Fleckenstein Park are:

- Add a shelter and drinking fountain near the barn
- Program the barn and upgrade the barn to support the program
- Refine the site plan at the barn to support the program
- Expand Restrooms at the center of the sports fields or at the barn
- Add between 2 and 4 pickleball courts
- Add basketball

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Figure 8: Fleckenstein Community Park (50 Acres)

4.2.4 ROBERTS PARK

The 79-acre Roberts Park Open Space/Natural Area was donated to the Township with restrictions that require it to remain a natural area, with minimal development. Currently, the park provides extensive walking trails and nature conservation areas. Trailhead signs are visible near street parking to identify park walking paths. Roberts Park is lightly used, in part due to lack of parking, playground and shelter.

The conceptual development plan for Roberts Park is shown in Figure 9. Priority improvements recommended for Roberts Park are:

- Add parking in the southwest corner
- Add a raingarden near the new parking
- Add to and complete trails
- Add a Nature Playscape
- Add a picnic shelter
- Add trees/landscape
- Add a park sign along Butler-Warren Road

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Figure 9: Roberts Open Space/Natural Area (79 Acres)

4.2.5 KINGSWOOD PARK

Kingswood Park is 96 acres and centrally located in the southern portion of the Township on Irwin Simpson Road and long the I-71 corridor. Currently this Open Space/Natural Area is largely unimproved, however the walking paths and Farmers Market are popular. The paths also have been popular for the cyclocross bicycle race, another amenity is a Community Garden. There is strong support for making this site a Natural Area/Open Space Park, retaining much of the site for trails and natural area, and also support for limited development south of Innovation way for public uses, such as a township administrative complex, and a permanent multi-purpose Farmers Market facility.

The conceptual development plan for Kingswood Park is shown in Figure 10. Priority improvements recommended for Kingswood Park are:

- Develop a small area south of Innovation Way for Township Offices
- Build a permanent Farmers Market structure (multi-purpose) with sustainable features
- Add a safe pedestrian crossing of Innovation Way
- Add a Nature Playscape
- Add a multi-Use synthetic turf sports field (2 alternate locations
- Improve the trail system
- Improve pond access
- Add educational components and signage through the park
- Add a shelter near the pond
- Connect the park to the Township trail network
- Add a disc golf course of at least 18 holes
- Add a community theater/cultural arts center

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Strategies for preserving Kingswood as parkland include utilizing an third-party easement, with an organization that has a strong interest in preserving parkland, such as a Nature Conservancy. The Township should create a park maste plan for the property and explore options to ensure the easement meets the vision and goals.

Figure 10: Kingswood Open Space/Natural Area (96 Acres)

4.2.6 LANDEN-DEERFIELD PARK

The Landen-Deerfield Park is a Warren County Community Park which Deerfield Township partners to support programming. This 91-acre Community Park retains large areas of natural open space, while also providing soccer, baseball, softball and football fields, tennis, basketball and sand volleyball courts, hiking trials, mountain bike trails, fishing, shelters, restrooms, concession stand, picnic tables and grills, and an amphitheater. The active play fields at Landen Park are heavily used for organized team sports and the fields often resulting in traffic backups in the park.

The conceptual development plan for Landen-Deerfield Park is shown in Figure 11. Priority improvements recommended for Landen-Deerfield Park are:

- Improve auto access and egress
- Connect park trails to the Township network
- Add an Americans with Disabilities Act (ADA)
- Add a Nature Playscape
- Upgrade fields and facilities
- Add bike washing facilities for mountain bikers

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Figure 11: Landen-Deerfield Community Park (91 Acres)

4.2.7 SCHAPPACHER PARK

This 10-acre Neighborhood along a stream, offers a playground, picnic shelters, restrooms, and parking. The 20,000 plus square foot dog run is surrounded by mature oak trees.

The conceptual development plan for Schappacher Park is shown in Figure 12. Priority improvements for Schappacher Park are:

- Improve and expand the dog park
- Connect the park to the Township trail network
- Add auto access from Irwin-Simpson Road
- Acquire the corner parcel
- Upgrade the play structure and shelter
- Replace the bridge

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Figure 12: Schappacher Neighborhood Park (10 Acres)

4.2.8 FOSTERS CROSSING

Fosters Crossing is a 5-acre Open Space/Natural Area, largely undeveloped along the Little Miami River. This unique site offers development potential for a recreation-oriented destination, that can connect the Township trail system across the river to the Little Miami bike Trail. It also adjoins Carl A. Rahe State Park (14 acres) which includes a shelter and canoe landing. The Township will seek proposals to create a compatible development on the site.

The conceptual development plan for Fosters Crossing is shown in Figure 13. Priority improvements for Fosters Crossing include:

- Add a trail head at the old 3C bridge
- Explore a potential development opportunity for the site
- Add/improve the canoe launch
- Connect the multi-use trail across the river
- Connect a multi-use trail south to Carl A. Rahe State Park and Jeremiah Morrow Barn
- Potential site for a Nature Center
- Potential acquisition of Carl A. Rahe State Park

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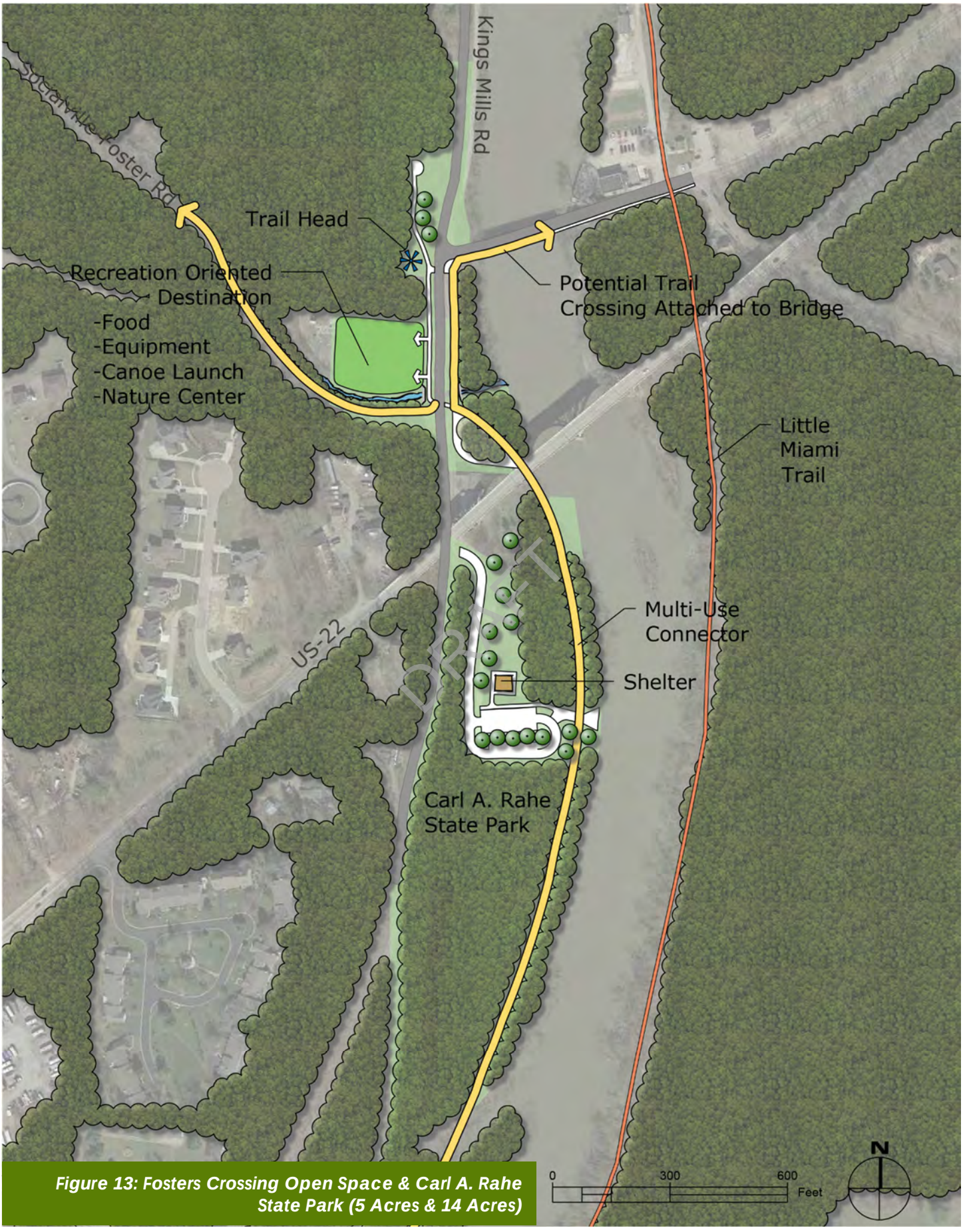

Figure 13: Fosters Crossing Open Space & Carl A. Rahe State Park (5 Acres & 14 Acres)

4.3 SUSTAINABLE DESIGN

As populations continue to grow public parks face increased use as well as pressure to be both beautiful *and* sustainable. A sustainable park is designed to preserve natural resources as well as improve quality of life for people who live near the park and who use it. The following are examples of elements that contribute to a park's sustainability:

- Energy-efficient buildings
- Long-lasting or responsibly-sourced materials
- Conserved and restored natural areas
- Easy-to-maintain plants and landscaping
- Stormwater management
- Waste management that reduces impact on landfills
- ADA accessibility
- Multi-use
- Eco-friendly maintenance practices and standards

The positive effects of sustainably designed parks include but are not limited to reduced flooding and erosion, air pollution filtration, air pollution filtration, air cooling, protection of biodiversity, and lower maintenance budgets.

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4.3.1 SITE SUSTAINABILITY

Since sustainability is an underlying motivation for future improvements throughout Deerfield parks, sustainable solutions should be celebrated in the design, and noted in interpretive signage. Examples may include:

- Bio-swales and rain gardens
- Protected natural areas
- Building orientation and design
- Energy usage

These guidelines provide standards that present a unified vocabulary of design philosophy, character and materials that produces an expression which clearly identifies each park as part of the Deerfield Township system.

4.3.2 LAND PROTECTION

Protect sensitive lands such as wetlands, floodplains and wildlife habitat. Wetlands have a crucial function in the health of both aquatic and terrestrial ecosystems. An environmental field review is needed for each project to identify sensitive areas, in accordance with EPA rules regarding wetlands. In areas located below the 100-year flood elevation, permanent structures should be placed above the 100-year elevation or designed in a way to accommodate flooding. Parks and open spaces are a good way to protect wildlife habitat by enhancing existing habitats and creating new ones. This creates opportunities for wildlife viewing, bird watching and learning about nature.

4.3.3 STORMWATER MANAGEMENT

Stormwater is the water that accumulates from precipitation on land, including run-off from the built environment. Run-off can lead to flooding, which in turn may lead to property damage. The more native vegetation left on-site, the lower the volume of run-off and likelihood of flooding. Stormwater management uses green infrastructure such as bioswales and vegetated detention ponds to regulate both the quantity and the quality of run-off. Best management practices include:

- Preserve the pre-project run-off conditions following construction with no net increase in run-off volume for the two-year, 24-hour storm OR
- Retain and provide on-site infiltration or treatment for a run-off volume of one inch of rain multiplied by the area of impervious surface
- Reduce hard infrastructure and closed systems (pipes)

Green infrastructure and stormwater management practices employed with the primary goal of preserving, restoring or mimicking natural hydrology are preferred and should follow the design guidance in the Ohio Department of Natural Resource's *Rainwater and Land Development Manual*.

4.3.4 PARKING LOTS

Green parking lots use stormwater management practices, native vegetation and sustainable paving materials to mitigate adverse the environmental impacts of large expanses of paving. They can also use strategies such as energy-efficient lighting, renewable energy sources, and protecting pedestrian circulation. Green parking lots are a significant component of low impact development (LID), which uses or mimics natural processes to protect water quality. They also reduce heat islands and create more attractive places. Common elements include:

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- Shading and greening
- Permeable paving
- Light and energy generation
- Naturalized drainage
- Pedestrian connections
- Community character

Minimize non-porous surfaces like roads, parking lots and paved trails. Consider replacing asphalt and concrete with porous pavement, mulch paths, gravel lots and native vegetation. Porous surfaces help to recharge ground water, reduce erosion, lessen flooding events and filter out pollutants.

Common implementation strategies include:

- Solar panels
- Traffic calming strategies
- Rain gardens
- Native plant species
- Energy-efficient lamps
- Grass-block pavers

4.4 LAND MANAGEMENT & ACQUISITION

Having a strategy for managing and acquiring property is very important. The following recommendations are general in nature and should be used to guide future decisions.

- Recommended policy for accepting dedications and recommendations
- Land acquisition should be based on filling gaps in the parks and recreation system, to balance distribution of facilities and to meet growing demand
- Partnering—working with ODNR, Warren County (Landen-Deerfield) City of Mason, and other entities (North Cincinnati Community Church, Common ground park) to support desired development in parks that serve Deerfield residents

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4.5 ACTION PLAN

The core of the recommendations is a step by step action plan to respond to each of the goals identified by the process. The action plan details specific steps to take over the next 10 years to implement priority park and facility development, land acquisitions, program expansion and enrichment, and the administrative actions to support them. The plan lists specific actions by year and designed to allow tasks not completed or undertaken to be shifted to the following year, maintaining the sequential order. On the other hand, should grant, partnership or other funding become available for any specific project, that project can be moved forward, and the plan adjusted to redistribute tasks as needed.

For the first five years, each year's actions are listed by year. The years after are listed in more general terms. That portion of the plan should be updated during year five based on the results of the first four years and any changes in population growth. Tables 13-16 identify the action plan strategy with actions being phased and prioritized. The rankings (1-3) in the phasing columns indicate the priority, with 1 being the highest priority items and 3 being lowest. All actions are a priority for the Township based on the analysis conducted and the public input received.

The Action Plan is broken down into the following four categories:

1. Facilities & Land Management (Table 13)
2. Programming (Table 14)
3. Operations & Staffing (Table 15)
4. Financing (Table 16)

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Table 13- Facilities & Land Management Action Plan

Item	Goal Alignment	Objective / Action	Short-Term 0 -3 Years	Mid-Term 4 - 7 Years	Long-Term 8+ Years
1		**FACILITIES & LAND MANAGEMENT**			
1.1	**4**	Develop comprehensive bikeway and pedestrian trail plan	1	1	1
1.2	**4**	Design/Construct/Implement bikeway and pedestrian trails	1	1	1
1.3	**7**	Develop & Implement a strategy to protect Kingswood as parkland	1		
1.4	**7**	**Kingswood Park** - Develop an integrated park master plan, including Civic Center/Community Program Space and Open Space/Natural Area Park; design phased improvements to the site, and construct phased improvements	2	1	1
1.5	**5**	**Carter Park** - Develop a park master plan, design and construct improvements	2		
1.6	**5**	Explore potential acquisition of Carl A. Rahe State Park	3		
1.7	**3**	Conduct a Feasibility Study to define needs and objectives for a **Nature Center**		1	
1.8	**5**	**Cottell Park** - Develop a park master plan; design and construct park improvements		1	
1.9	**5**	**Landen-Deerfield Park** - Explore the potential of a partnering or acquisition agreement for the park; evaluate the need for a park master plan, explore design improvements, and explore partnership for development		2	
1.10	**5**	**Foster's Crossing** - Explore feasibility and master planning of a private recreation-oriented destination development with connections to Carl H. Rahe State Park; design and construct public sector park improvements		2	
1.11	**3**	**Roberts Park** - Develop a park master plan, design and construct park improvements		2	
1.12	**3**	**Schappacher Park** - Design and construct park improvements		2	
1.13	**3**	**Fleckenstein Park** - Develop a park master plan; design and construct park improvements		2	
1.14	**5**	Evaluate partnership with North Cincinnati Community Church to master plan park facilities at the corner of Irwin Simpson and Snyder Roads to supplement Cottell Park, and to design and construct park facilities			1
1.15	**4**	**Little Miami Open Space; Loveland Park Open Space** - Develop a multi-purpose trail system and connect to the Little Miami Trail			1
1.16	**4**	Explore partnership with ODOT and ODNR to develop trail bridges across the Little Miami River			2

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Table 14- Programming Action Plan

Item	Goal Alignment	Objective / Action	Short-Term 0 -3 Years	Mid-Term 4 - 7 Years	Long-Term 8+ Years
2		**PROGRAMMING**			
2.1	**6**	Evaluate core program area relevance regularly	1	1	1
2.2	**3**	Update Programming Policies, such as private contractors utilizing park property, free speech, etc.)	1		2
2.3	**6**	Enhance evaluations by analyzing lifecycle stages and adopting a program decision-making matrix tool	2		
2.4	**6**	Create mini business plans for all core program areas	3		
2.5	**6**	Create and adopt a program creation worksheet that projects direct and indirect costs, market competition, and suggested program pricing based on classification of program		1	
2.6	**6**	Expand core program areas to include nature programming, adult fitness & wellness programming, and senior fitness & wellness programming		2	
2.7	**2**	Broaden age segment appeal and focus to include seniors and target all-ages programming		3	

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Table 15- Operations & Staffing Action Plan

Item	Goal Alignment	Objective / Action	Short-Term 0 -3 Years	Mid-Term 4 - 7 Years	Long-Term 8+ Years
3		**OPERATIONS & STAFFING**			
3.1	**1**	Reorganize the Department to be functionally aligned while also calculating the hours required to adequately perform each identified function	1		
3.2	**2**	Begin to track unit costs and create Key Performance Indicators (KPIs) as a result	1		
3.3	**1**	Implement formal tracking of staff time spent assisting other departments, as well as tracking the hours other departments assist Parks	1		
3.4	**3**	Update Park Rules to incorporate drones, AMD, metal detectors, smoking, using parks for personal gain, etc.	1		
3.5	**3**	Classify park services based on essential, important, and value-added	1		
3.6	**3**	Develop a comprehensive land dedication and gift policy for donation of, trees, benches, brick, mass tree donations, and monetary donations.	1		
3.7	**3**	Develop consistent design guidelines for park entrances, signage, and wayfinding	1		
3.8	**6**	Expand cost recovery data practices in terms of data collection and analysis	2		
3.9	**3**	Consolidate Rules and Policies into a policy and procedure handbook, including: Special Event Permitting, Facility Use, Field Use, park rules, gifts, pricing of services, partnerships, marketing and communication,	2		
3.10	**2**	Develop a comprehensive marketing strategy	2		
3.11	**1**	Research cost and benefits of implementing software for Maintenance Management and Work Order Tracking	2		
3.12	**3**	Define maintenance standards/levels for park classifications	2		
3.13	**3**	Build an Operational Budget based on standards	3		
3.14	**3**	Develop a maintenance schedule and budget for ongoing maintenance of existing park facilities	3		
3.15	**2**	Reduce barriers to participation by increasing marketing focus on technology use and integration (e.g., website, apps, social media, etc.)		1	
3.16	**6**	Enhance volunteerism analytics		1	
3.17	**3**	Seek National Recreation Park Association Accreditation		2	1
3.18	**6**	Incorporate additional pricing tactics as appropriate, such as by location, prime/non-prime time; cost recovery goals, and by customer's ability to pay			2

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Table 16- Financing Action Plan

Item	Goal Alignment	Objective / Action	Short-Term 0 -3 Years	Mid-Term 4 - 7 Years	Long-Term 8+ Years
4		**FINANCING**			
4.1	**1**	Develop a funding strategy for capital improvements	1		
4.2	**3**	Build a Capital Budget based on standards and Park Master Plans	1		
4.3	**1**	Seek out new partnerships	1	1	1
4.4	**4**	Identify/Secure funding for park improvements, and bikeway and pedestrian trails, based on project priorities	1	1	1
4.5	**3**	Secure a Permanent Operation Levy and explore a separate Capital Improvement Levy	1		

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4.6 COST ESTIMATES

Based on the concept plans developed for the eight parks, as well as improvements to other parks and the bicycle and pedestrian trails connecting the community, the following Rough Order of Magnitude (ROM) costs estimates have been prepared. These ROM costs are provided to begin funding this master plan. A 5-year Capital Improvement Plan (CIP) is critical for any and all capital improvement projects identified. Everything else should be reviewed for private donations, grant monies, operational budget (existing or increase requests) and/or levy justification. The Parks and Recreation Department should be planning this out again in a 5- to 10- year timeframe or as needed for implementation.

The recommendations from the strategy action plan and park concept plans are phased and prioritized based on the input through December 2018 as shown in Tables 17 through 24. This is not an implement everything at once plan and changes to prioritization will occur, therefore it is critical that this plan is evaluated and updated as needed.

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Table 17: Carter Community Park ROM Cost Estimates

DESCRIPTION	UNITS	UNIT	UNIT PRICE	TOTAL	EXHIBIT	REPAIR/REPLACE/ MAINTAIN/NEW	PRIORITY	TIMELINE	CONTACT INFO	PROJECT TYPE	NOTES/QUESTIONS
CARTER COMMUNITY PARK											
Park Master Plan	1	EA	$ 40,000	$ 40,000		New	1	0-2 years		Planning	
Trail head kiosk	1	EA	$ 10,000	$ 10,000		New	1	0-2 years		Site development	
Expand the community garden	2000	SY	$ 20	$ 40,000		Enhancement	2	0-2 years		Site development	
Enhance the pond	1	LS	$ 20,000	$ 20,000		Enhancement	2	0-2 years		Site development	
Wayfinding and improved trail signage	20	EA	$ 200	$ 4,000		Enhancement	2	0-2 years		Site development	
Improve access	1500	SY	$ 45	$ 67,500		New/renovate	1	3-5 years		Site development	
Add parking	40	EA	$ 5,000	$ 200,000		New/renovate	1	3-5 years		Site development	
Convert Green Roof building to RestRooms	1	LS	$ 200,000	$ 200,000		Repurpose	2	3-5 years		Buildings	
Add shelters (3)	3	EA	$ 130,000	$ 390,000		New	2	3-5 years		Buildings	
Extend park trail system	3500	LF	$ 18	$ 63,000		New	3	3-5 years		Site development	8' - 10' widegravel - paved
Connect paths to the Township system and Miami-to-Miami network	4200	LF	$ 50	$ 210,000		New	3	3-5 years		Site development	12' wide asphalt replacing existing perimeter path
Nature playscape	1	EA	$ 100,000	$ 100,000		New	1	6-10 years		Site development	
Nature Center	1	EA	$ 300,000	$ 300,000		New	2	6-10 years		Buildings	Assume 1200 SF @ 250/SF
Nature trail	2800	LF	$ 15	$ 42,000		New/conversion	2	6-10 years		Site development	4 - 6' wide gravel or natural surface
Overlook and bridge across the Little Miami River*	1	LS	$ -	$ -		New	3	6-10 years		Site development	
Exotic vegetation removal	10	AC	$ 1,750	$ 17,500		Maintain	3	6-10 years		Site development	
TOTAL SITE				**$ 1,704,000**							
*This estimate assumes that the trail addition to the roadway bridge will be included the new Roadway bridge											

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DESCRIPTION	UNITS	UNIT	UNIT PRICE	TOTAL	EXHIBIT	REPAIR/REPLACE/ MAINTAIN/NEW	PRIORITY	TIMELINE	CONTACT INFO	PROJECT TYPE	NOTES/QUESTIONS
PLANNING TOTALS BY TIMELINE											
0-2 years				$ 40,000							
3-5 years				$ -							
6-10 years				$ -							
PLANNING				**$ 40,000**							
DEVELOPMENT TOTALS BY TIMELINE											
0-2 years				$ 74,000							
3-5 years				$ 1,130,500							
6-10 years				$ 459,500							
DEVELOPMENT				**$ 1,664,000**							
CARTER COMMUNITY PARK TOTAL				**$ 1,704,000**							

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Table 18: Cottell Community Park ROM Cost Estimates

DESCRIPTION	UNITS	UNIT	UNIT PRICE	TOTAL	EXHIBIT	REPAIR/REPLACE/ MAINTAIN/NEW	PRIORITY	TIMELINE	CONTACT INFO	PROJECT TYPE	NOTES/QUESTIONS
COTTELL COMMUNITY PARK											
Park Master Plan	1	EA	$ 40,000	$ 40,000		New	1	3-5 years		Planning	
Extend curb and gutter and storm drain pipe along Snyder Rd.	400	LF	$ 100	$ 40,000		New	2	0-2 years		Site development	
Stabilize Island shoreline	1	EA	$ 15,000	$ 15,000		Renovate	2	0-2 years		Site development	
Upgrade Snyder House	1	LS	$ 400,000	$ 400,000		Renovate	1	3-5 years		Buildings	
Expanded parking	100	EA	$ 5,000	$ 500,000		New	1	3-5 years		Site development	
Drives to new parking	1100	SY	$ 45	$ 49,500		New	1	3-5 years		Site development	
Multi use Turf Sports Field	2000	SY	$ 85	$ 170,000		New	2	3-5 years		Site development	
New Park Sign, retaining wall and pond upgrades	1	LS	$ 75,000	$ 75,000		New	2	3-5 years		Site development	
Shade topper system for ballfield seating	1	LS	$ 15,000	$ 15,000		New	2	3-5 years		Site development	
Drainage Repairs	1	LS	$ 60,000	$ 60,000		Renovate	2	3-5 years		Buildings	
Concession Stand and Shelter	1	LS	$ 150,000	$ 150,000		New	3	3-5 years		Buildings	
Tent Lawn	1	EA	$ 50,000	$ 50,000		New	3	3-5 years		Site development	
Upgrade Ballfield fences, backstops, add outfield fences	4200	LF	$ 50	$ 210,000		Renovate	1	6-10 years		Site development	
Splash Pad	1	LS	$ 300,000	$ 300,000		New	2	6-10 years		Site development	
TOTAL SITE				**$ 2,074,500**							

| DESCRIPTION | UNITS | UNIT | UNIT PRICE | TOTAL | EXHIBIT | REPAIR/REPLACE/ MAINTAIN/NEW | PRIORITY | TIMELINE | CONTACT INFO | PROJECT TYPE | NOTES/QUESTIONS |

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PLANNING TOTALS BY TIMELINE											
0-2 years				$ 40,000							
3-5 years				$ -							
6-10 years				$ -							
PLANNING				**$ 40,000**							
DEVELOPMENT TOTALS BY TIMELINE											
0-2 years				$ 55,000							
3-5 years				$ 1,469,500							
6-10 years				$ 510,000							
DEVELOPMENT				**$ 2,034,500**							
COTTELL COMMUNITY PARK TOTAL				**$ 2,074,500**							

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Table 19: Fleckenstein Community Park ROM Cost Estimates

DESCRIPTION	UNITS	UNIT	UNIT PRICE	TOTAL	EXHIBIT	REPAIR/REPLACE/ MAINTAIN/NEW	PRIORITY	TIMELINE	CONTACT INFO	PROJECT TYPE	NOTES/QUESTIONS
FLECKENSTEIN COMMUNITY PARK											
Park Master Plan, and Barn Programming	1	EA	$ 20,000	$ 20,000		New	1	3-5 years		Planning	
Shelter and drinking fountain (near barn)	1	EA	$ 150,000	$ 150,000		New	1	3-5 years		Buildings	
New pickleball courts (4)	4	EA	$ 30,000	$ 120,000		New/renovate	1	3-5 years		Site development	
New basketball	1	EA	$ 30,000	$ 30,000		New/renovate	1	3-5 years		Site development	
Expand restrooms (at the center of the ballfields or at the barn)	1	LS	$ 100,000	$ 100,000		Enhancement	2	3-5 years		Buildings	
Upgrade barn to support programming	1	LS	$ 200,000	$ 200,000		Enhancement	1	6-10 years		Buildings	
Refine the site around the barn to support programming	1	LS	$ 100,000	$ 100,000		Enhancement	2	6-10 years		Site development	
TOTAL SITE				**$ 720,000**							

DESCRIPTION	UNITS	UNIT	UNIT PRICE	TOTAL	EXHIBIT	REPAIR/REPLACE/ MAINTAIN/NEW	PRIORITY	TIMELINE	CONTACT INFO	PROJECT TYPE	NOTES/QUESTIONS
PLANNING TOTALS BY TIMELINE											
0-2 years				$ -							
3-5 years				$ 20,000							
6-10 years				$ -							
PLANNING				**$ 20,000**							
DEVELOPMENT TOTALS BY TIMELINE											
0-2 years				$ -							
3-5 years				$ 400,000							
6-10 years				$ 300,000							
DEVELOPMENT				**$ 700,000**							
FLECKENSTEIN COMMUNITY PARK TOTAL				**$ 720,000**							

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Table 20: Roberts Open Space/Natural Area ROM Cost Estimates

DESCRIPTION	UNITS	UNIT	UNIT PRICE	TOTAL	EXHIBIT	REPAIR/REPLACE/ MAINTAIN/NEW	PRIORITY	TIMELINE	CONTACT INFO	PROJECT TYPE	NOTES/QUESTIONS
ROBERTS OPEN SPACE/NATURAL AREA											
Park Master Plan	1	EA	$ 5,000	$ 5,000		New	1	3-5 years		Planning	
Parking area and site access	24	EA	$ 5,000	$ 120,000		New	1	0-2 years		Site development	
Rain garden	700	SY	$ 135	$ 94,500		New	1	0-2 years		Site development	
Park sign	1	LS	$ 8,000	$ 8,000		New	2	0-2 years		Site development	
Picnic Shelter	1	EA	$ 75,000	$ 75,000		New	1	3-5 years		Buildings	
Tree planting landscape enhancement	200	EA	$ 300	$ 60,000		New/enhancement	1	3-5 years		Site development	
Expand trails	3500	LF	$ 20	$ 70,000		Enhancement	2	3-5 years		Site development	
Nature playscape	1	EA	$ 100,000	$ 100,000		New	2	3-5 years		Site development	
Connector trail along Butler-Warren Road	3100	LF	$ 50	$ 155,000		New	2	3-5 years		Site development	
Meadow enhancement	40	AC	$ 4,000	$ 160,000		Renovate	1	6-10 years		Site development	
TOTAL SITE				**$ 847,500**							

DESCRIPTION	UNITS	UNIT	UNIT PRICE	TOTAL	EXHIBIT	REPAIR/REPLACE/ MAINTAIN/NEW	PRIORITY	TIMELINE	CONTACT INFO	PROJECT TYPE	NOTES/QUESTIONS
PLANNING TOTALS BY TIMELINE											
0-2 years				$ -							
3-5 years				$ 5,000							
6-10 years				$ -							
PLANNING				**$ 5,000**							
DEVELOPMENT TOTALS BY TIMELINE											
0-2 years				$ 222,500							
3-5 years				$ 460,000							
6-10 years				$ 160,000							
DEVELOPMENT				**$ 842,500**							
ROBERTS COMMUNITY PARK				**$ 847,500**							

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Table 21: Kingwood Open Space/Natural Area ROM Cost Estimates

DESCRIPTION	UNITS	UNIT	UNIT PRICE	TOTAL	EXHIBIT	REPAIR/REPLACE/ MAINTAIN/NEW	PRIORITY	TIMELINE	CONTACT INFO	PROJECT TYPE	NOTES/QUESTIONS
KINGSWOOD OPEN SPACE/NATURAL											
Park Master Plan	1	EA	$ 50,000	$ 50,000		New	1	0-2 years		Planning	
Farmers Market and multi-use structure	8000	SF	$ 120	$ 960,000		Enhancement	1	3-5 years		Buildings	
Upgrade trails	10000	Lf	$ 10	$ 100,000		Renovate	1	3-5 years		Site development	8' paths gravel or natural surface
Upgrade detention areas to rain gardens	2	EA	$ 5,000	$ 10,000		New	1	3-5 years		Site development	
Township Offices*	*	EA	$ -	$ -		New	2	3-5 years		Buildings	
Pedestrian tunnel under Innovation Way	1	LS	$ 500,000	$ 500,000		New	2	3-5 years		Site development	
Improve Pond Access	1	LS	$ 100,000	$ 100,000		New	2	3-5 years		Site development	
Park pavilion	1	EA	$ 150,000	$ 150,000		New	3	3-5 years		Buildings	
Multi-use Turf events field	8800	SY	$ 85	$ 748,000		New	1	6-10 years		Site development	
Add parking north of Innovation Way	24	EA	$ 5,000	$ 120,000		New	1	6-10 years		Site development	
Connect paths to the Township system and Miami-to-Miami network	2000	LF	$ 50	$ 100,000		New	1	6-10 years		Site development	12' wide asphalt
Nature playscape	1	EA	$ 100,000	$ 100,000		New	1	6-10 years		Site development	
Park shelter	1	EA	$ 100,000	$ 100,000		New	2	6-10 years		Buildings	
Disk golf	1	EA	$ 50,000	$ 50,000		New	2	6-10 years		Site development	
Upgrade Service Yard and building	1	EA	$ 500,000	$ 500,000		Renovate	2	6-10 years		Buildings	
Potential community theater*	1	EA	$ 50,000	$ 50,000		New	3	6-10 years		Buildings	
TOTAL SITE				**$ 3,638,000**							
*Cost to be determined through a planning study for the facility											

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DESCRIPTION	UNITS	UNIT	UNIT PRICE	TOTAL	EXHIBIT	REPAIR/REPLACE/ MAINTAIN/NEW	PRIORITY	TIMELINE	CONTACT INFO	PROJECT TYPE	NOTES/QUESTIONS
PLANNING TOTALS BY TIMELINE											
0-2 years				$ 50,000							
3-5 years				$ -							
6-10 years				$ -							
PLANNING				**$ 50,000**							
DEVELOPMENT TOTALS BY TIMELINE											
0-2 years				$ -							
3-5 years				$ 1,820,000							
6-10 years				$ 1,768,000							
DEVELOPMENT				**$ 3,588,000**							
CARTER COMMUNITY PARK TOTAL				**$ 3,638,000**							

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Table 22: Landen-Deerfield Community Park ROM Cost Estimates

DESCRIPTION	UNITS	UNIT	UNIT PRICE	TOTAL	EXHIBIT	REPAIR/REPLACE/ MAINTAIN/NEW	PRIORITY	TIMELINE	CONTACT INFO	PROJECT TYPE	NOTES/QUESTIONS
LANDEN-DEERFIELD COMMUNITY PARK											
Park Master Plan	1	EA	$ 20,000	$ 20,000		New	1	3-5 years		Planning	
Upgrade sports fields	1	EA	$ 250,000	$ 250,000		New	1	3-5 years		Buildings	
New path through park center	1100	LF	$ 30	$ 33,000		New	2	3-5 years		Site development	
Connect paths to the Township system and Miami-to-Miami network	5600	LF	$ 50	$ 280,000		New	1	6-10 years		Site development	12' wide asphalt
Nature playscape	1	EA	$ 100,000	$ 100,000		New	1	6-10 years		Site development	
Upgrade park buildings	1	LS	$ 180,000	$ 180,000		New	2	6-10 years		Site development	
Upgrade park playgrounds	1	LS	$ 100,000	$ 100,000		New	2	6-10 years		Site development	
TOTAL SITE				**$ 963,000**							
DESCRIPTION	UNITS	UNIT	UNIT PRICE	TOTAL	EXHIBIT	'REPLACE/MAINTA	PRIORITY	TIMELINE	CONTACT INFO	PROJECT TYPE	NOTES/QUESTIONS
PLANNING TOTALS BY TIMELINE											
0-2 years				$ -							
3-5 years				$ 20,000							
6-10 years				$ -							
PLANNING				$ 20,000							
DEVELOPMENT TOTALS BY TIMELINE											
0-2 years				$ -							
3-5 years				$ 283,000							
6-10 years				$ 660,000							
DEVELOPMENT				$ 943,000							
LANDEN-DEERFIELD COMMUNITY PARK				**$ 963,000**							

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Table 23: Schappacher Neighborhood Park ROM Cost Estimates

DESCRIPTION	UNITS	UNIT	UNIT PRICE	TOTAL	EXHIBIT	REPAIR/REPLACE/ MAINTAIN/NEW	PRIORITY	TIMELINE	CONTACT INFO	PROJECT TYPE	NOTES/QUESTIONS
SCHAPPACHER NEIGHBORHOOD PARK											
Park Master Plan	1	EA	$ 4,000	$ 4,000		New	1	3-5 years		Planning	
Acquire corner parcel	1	EA	$ 100,000	$ 100,000		Acquisition	1	1-2 years		Property	
Improve and expand dog park	1	LS	$ 100,000	$ 100,000		Enhance	1	3-5 years		Site development	
Upgrade park playground	1	LS	$ 100,000	$ 100,000		Renovate	2	3-5 years		Site development	
Connect paths to the Township system	120	LF	$ 50	$ 6,000		New	3	3-5 years		Site development	12' wide asphalt
Auto Access From Irwin-Smpson and parking	18	EA	$ 5,000	$ 90,000		New	3	3-5 years		Site development	
Upgrade Shelters,tables and Restroom	1	LS	$ 90,000	$ 90,000		Renovate	1	6-10 years		Buildings	
Replace Bridge	1	LS	$ 30,000	$ 30,000		Replace	2	6-10 years		Site development	
Nature trail	2200	LF	$ 30	$ 66,000		New	3	6-10 years		Site development	
TOTAL SITE				**$ 586,000**							
DESCRIPTION	UNITS	UNIT	UNIT PRICE	TOTAL	EXHIBIT	'REPLACE/MAINTA	PRIORITY	TIMELINE	CONTACT INFO	PROJECT TYPE	NOTES/QUESTIONS
PLANNING TOTALS BY TIMELINE											
0-2 years				$ -							
3-5 years				$ 4,000							
6-10 years				$ -							
PLANNING				$ 4,000							
DEVELOPMENT TOTALS BY TIMELINE											
0-2 years				$ 100,000							
3-5 years				$ 296,000							
6-10 years				$ 186,000							
DEVELOPMENT				$ 582,000							
SCHAPPACHER NEIGHBORHOOD PARK				**$ 586,000**							

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Table 24: Foster Crossing ROM Cost Estimates

DESCRIPTION	UNITS	UNIT	UNIT PRICE	TOTAL	EXHIBIT	REPAIR/REPLACE/ MAINTAIN/NEW	PRIORITY	TIMELINE	CONTACT INFO	PROJECT TYPE	NOTES/QUESTIONS
FOSTERS CROSSING											
Explore potential development opportunity for the site	1	EA	$ 5,000	$ 5,000		New	1	0-2 years		Planning	
Explore potential to acquire Carl A. Rahe State Park	1	EA	$ 5,000	$ 5,000		New	1	0-2 years		Planning	
Park Master Plan	1	EA	$ 5,000	$ 5,000		New	1	3-5 years		Planning	
Trail head at 3C bridge	1	LS	$ 100,000	$ 100,000		Enhance	1	3-5 years		Site development	
Add/improve canoe launch	1	LS	$ 120,000	$ 120,000		Renovate	2	3-5 years		Site development	
Connect the multi-use trail across the river	4400	SF	$ 150	$ 660,000		New	3	3-5 years		Site development	12' wide asphalt
Connect the multi-use trail through Carl A. Rahe State Park	2000	LF	$ 50	$ 100,000		New	3	3-5 years		Site development	
Nature Center	1	LS	$ 300,000	$ 300,000		New	1	6-10 years		Buildings	
TOTAL SITE				**$ 1,295,000**							
DESCRIPTION	UNITS	UNIT	UNIT PRICE	TOTAL	EXHIBIT	'REPLACE/MAINTAI	PRIORITY	TIMELINE	CONTACT INFO	PROJECT TYPE	NOTES/QUESTIONS
PLANNING TOTALS BY TIMELINE											
0-2 years				$ 10,000							
3-5 years				$ 5,000							
6-10 years				$ -							
PLANNING				$ 15,000							
DEVELOPMENT TOTALS BY TIMELINE											
0-2 years				$ -							
3-5 years				$ 980,000							
6-10 years				$ 300,000							
DEVELOPMENT				$ 1,280,000							
FOSTERS CROSSING				**$ 1,295,000**							

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Roberts Park

APPENDIX A

FOCUS GROUP NOTES

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Deerfield Township Parks & Recreation Master Plan
Department Heads Focus Group Meeting

June 6, 2018; 7:30 AM

Discussion Questions:

1. What are the strengths of the Deerfield Parks and Recreation system that we need to build on for the next five to ten years?
    a. The parks in and around the Township are incredible
    b. We have well-maintained parks
2. What are general perceptions of the Deerfield Parks and Recreation system that need improvement?
    a. The two biggest park properties (Carter and Kingswood) probably have dozens of visitors/week whereas Cottell is smaller but probably has thousands of visitors/week
    b. We have a logistical problem because we are scattered; therefore, we have some parks in the north (Fleckenstein) that is not as pristine as parks in the south because operationally, we are located in the south – this also creates a challenge for other Township departments (fire, police, public works, etc.)
    c. The Carl E Rahe State Park is known to locals as a place for solicitation and it is dangerous; if that park does come to the Township, safety concerns need to be addressed because lighting is minimal and we have trouble with it during the day; it would need to be positively programmed with trail connectivity to make it a reality but there would also be increased O&M costs associated with taking it over
    d. Connectivity over the river at the Kings Mills area – there is a vehicular bridge project currently being discussed, this could have pedestrian access as well
    e. The Irwin-Simpson bridge is narrow and that needs to be addressed from a safety issue before pedestrians could safely cross it; it also connects to a park
3. What are the key programs and services that need to be addressed in this plan
    a. Programming in general needs to be available to all areas of the Township
    b. Funding for maintenance of the parks needs to be maintained at a high level; if we acquire additional parks then funding has to be provided to keep it maintained
4. What recreation facilities and/or amenities are most needed in Deerfield Township?
    a. Funding of the parks department for maintenance and program offerings
5. Are there operational or maintenance issues that need to be addressed in this plan?
    a. There is a safety issue with the Carle E Rahe State Park
    b. We have to contract some maintenance activities to third parties so we need to make sure that we can maintain what we have
    c. For us to maintain the parks to the level that we want, and the fact that we outsource maintenance, it is scary to think about the actual costs to maintain our facilities because of how that would affect other Township departments
    d. We have Procter and Gamble getting ready to employ high paying jobs and we know that we will have people that desire quality of life amenities and we need to make sure we can afford
6. Are there any community partners and/or funding opportunities that would benefit the Township?

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a. We need to look into field reservation fees – other cities, townships, etc. charge groups for field use so should we?

b. We need to look at revenue streams to support the system

7. If you could change one thing about the Deerfield Parks and Recreation system over the next five years, what would it be?

a. Funding sources are attached to every action in the Master Plan

8. Do you have any other questions, concerns, comments, or suggestions?

a. We need to make sure we hear the opinions that truly represent the Township population and demographic so we're just not listening to a select few with concentrated/special interests

b. There is currently no ROI for the Kingswood property because it was meant to be developed but it never has – it is a potential economic boost (revenue source) for the Township but it is just sitting there

c. Summit Park in Blue Ash, along with Washington Park in Cincinnati, is a good example of a park that is designed well with inclusiveness and connectivity in mind

Deerfield Township Parks & Recreation Master Plan
Q1 Neighborhoods Focus Group Meeting

June 5, 2018, 3:00 PM

Discussion Questions:

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9. What are the strengths of the Deerfield Parks and Recreation system that we need to build on for the next five to ten years?

a. The higher use parks are well-maintained

b. Good relationships with sports groups

c. There are different experiences at each park so there is an understanding of what is going on at each

d. Deerfield tends to look at a longer vision and not just the short-term

e. The parks are sensitive to the neighbors – there are berms and buffers

10. What are general perceptions of the Deerfield Parks and Recreation system that need improvement?

a. Programming needs to be better balanced throughout the system (ex. Fleckenstein Park does not really have anything going on during the day; people usually go there at night for baseball)

b. Fleckenstein and Robert Parks may be a bit underutilized

c. There are some parks that are lesser known than others (ex. Schappacher Park)

d. Access to water within the parks – the ability for kids to go fishing

e. Better parking

f. Plans for Kingswood Park (utilize the pond for events, gathering spaces, fishing, etc.)

g. Attention to tree and shrub succession

11. What are the key programs and services that need to be addressed in this plan

a. More formalized programming in the Q1 area

b. "Play 360" program in the parks

c. Food trucks, special events

12. What recreation facilities and/or amenities are most needed in Deerfield Township?

    a. Cricket fields
    b. Lacrosse fields
    c. Low impact games (ex. Bocce ball, cornhole, fitness path, etc.) and age segregation activities that are more social and maybe not at the busier parks
    d. Amphitheater or some sort of outdoor performance space
    e. Rentable facilities (indoor and outdoor space)

13. Are there operational or maintenance issues that need to be addressed in this plan?

    a. Evaluate the pros and cons of operating the three small pocket parks because our resources may be better spent somewhere else

14. Are there any community partners and/or funding opportunities that would benefit the Township?

    a. Children's hospital
    b. Proctor & Gamble

15. If you could change one thing about the Deerfield Parks and Recreation system over the next five years, what would it be?

    a. Park offering diversity
    b. We need a central gathering place (look into Kingswood for this)
    c. Better park awareness across the Township – where the parks are and what they have

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16. Do you have any other questions, concerns, comments, or suggestions?

    a. Park priorities are determined and a sequenced structure is put in place that describes the update process to the existing parks (and the actual updates) and the full outlook of O&M costs
    b. There's a nature playground going in somewhere?

Deerfield Township Parks & Recreation Master Plan
Q2 Neighborhoods Focus Group Meeting

June 5, 2018, 5:00 PM

Discussion Questions:

17. What are the strengths of the Deerfield Parks and Recreation system that we need to build on for the next five to ten years?

    a. Deerfield Township is always accessible – whether it's about answering questions, helping us host events, etc.
    b. Carter Park is maintained well, is always in good shape, and has a lot of usage but not enough people know it's there
    c. Cottell Park is always busy, too
    d. The parks are easy to leverage because we constantly go by them

e. New programming opportunities such as archery
f. Website is good and pretty intuitive to use

18. What are general perceptions of the Deerfield Parks and Recreation system that need improvement?

a. Parking limitations at Carter Park
b. Marketing and services awareness for what the system has and where it is

19. What are the key programs and services that need to be addressed in this plan

a. Ability for pick-up play/social opportunities for teenagers (like basketball as this is not dispersed equitably)
b. For kids – the day camp programs are received very well
c. Sport programs

20. What recreation facilities and/or amenities are most needed in Deerfield Township?

a. Community center
b. Amenities for small kids like a splash pad
c. Amphitheater for outdoor events

21. Are there operational or maintenance issues that need to be addressed in this plan?

a. No real complaints

22. Are there any community partners and/or funding opportunities that would benefit the Township?

a. GatesAir, Inc.

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23. If you could change one thing about the Deerfield Parks and Recreation system over the next five years, what would it be?

a. Parking

24. Do you have any other questions, concerns, comments, or suggestions?

a. There are 627 homes in Q2 Neighborhood – there is an "old" and "new" town

Deerfield Township Parks & Recreation Master Plan
Q3 Neighborhoods Focus Group Meeting

June 5, 2018, 7:00 PM

Discussion Questions:

25. What are the strengths of the Deerfield Parks and Recreation system that we need to build on for the next five to ten years?

a. The community has a positive opinion of the parks
b. Responsive parks department – upkeep and maintenance
c. Have ventured into innovative technologies (ex. electronic locks)

d. Have stayed on top of trends and are proactive
e. Wide array of amenities and opportunities throughout the Township (access)
f. Incredible fiscal responsibility – they do not waste money, but that also means we operate lean
g. Summer camps are well-received

26. What are general perceptions of the Deerfield Parks and Recreation system that need improvement?

a. They are short staffed
b. We don't have a "nature lovers" park anywhere in the Township
c. Define the Township, Warren/Hamilton County, State, and Mason park system roles/niches/markets
d. Connectivity via pathways system and not just sidewalks, but they have to be safe routes (especially referencing the roads that have fast speed limits)
e. Advertising on baseball field fences takes away from the aesthetics (existing partnership with MYO – Mason Youth Organization)
f. Fleckenstein Park is underutilized and people think is a Mason park
g. Connectivity to the main bike trail because a lot of places are cut off from it
h. Better parking at dog park

27. What are the key programs and services that need to be addressed in this plan

a. Opportunities for mud runs and nature-based programs
b. Lacrosse fields

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28. What recreation facilities and/or amenities are most needed in Deerfield Township?

a. Pedestrian bridge over the road that cuts through Kingswood
b. A central gathering space
c. Amphitheater
d. Rentable, synthetic field
e. Ice rink/sheets of ice

29. Are there operational or maintenance issues that need to be addressed in this plan?

a. None identified

30. Are there any community partners and/or funding opportunities that would benefit the Township?

a. Potentially working with Warren County Parks to help develop Kingswood

31. If you could change one thing about the Deerfield Parks and Recreation system over the next five years, what would it be?

a. Awareness of all the parks – we have so many, but people don't know about them

32. Do you have any other questions, concerns, comments, or suggestions?

a. There may/should be an opportunity next to Cottell Park that is in a family trust and it has to be farmed

b. The school owns property and the neighborhood next door is very restrictive and so it's keeping the school at bay (can't grow)

Deerfield Township Parks & Recreation Master Plan
Q4 Neighborhoods Focus Group Meeting

June 6, 2018, 5:00 PM

Discussion Questions:

33. What are the strengths of the Deerfield Parks and Recreation system that we need to build on for the next five to ten years?

    a. Deerfield Township staff do an awful lot and they do a great job with a very small staff
    b. The parks are well-maintained

34. What are general perceptions of the Deerfield Parks and Recreation system that need improvement?

    a. Connectivity and walkability
    b. We need to create experiences in Deerfield – this is an important concept for planning

35. What are the key programs and services that need to be addressed in this plan

    a. Concerts and events in the parks

36. What recreation facilities and/or amenities are most needed in Deerfield Township?

    a. Outdoor amphitheater
    b. An entertainment venue
    c. A community gathering area
    d. Some sort of indoor building that could help facilitate winter Farmer's Markets, civic groups, etc. while also providing shelter during bad weather times during the rest of the year

37. Are there operational or maintenance issues that need to be addressed in this plan?

    a. None at this time

38. Are there any community partners and/or funding opportunities that would benefit the Township?

    a. Corporate sponsorships – P&G, Anthem, Etc.

39. If you could change one thing about the Deerfield Parks and Recreation system over the next five years, what would it be?

    a. A place where families can get out into greenspace together
    b. An integration among work, play, and life
    c. We don't need a whole bunch of development in Deerfield because we have expensive houses, condos, etc. – what we need is to maintain the "freshness" of the Township

40. Do you have any other questions, concerns, comments, or suggestions?

    a. What if the Parks and recreation Department was a District, what are the implications?

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Deerfield Township Parks & Recreation Master Plan
Government/Business Focus Group Meeting

June 6, 2018, 11:30 AM

Discussion Questions:

41. What are the strengths of the Deerfield Parks and Recreation system that we need to build on for the next five to ten years?

    a. Good program offerings and it would be good to continue increasing these
    b. Family programming and allowing them to do things together
    c. The variety of parks gives people opportunities to make decisions as to what they want to do
    d. Deerfield Township has a strong commitment to park upkeep/maintenance/responsiveness
    e. There are opportunities for growth
    f. The Township is willing to collaborate with neighboring townships for planning purposes

42. What are general perceptions of the Deerfield Parks and Recreation system that need improvement?

    a. Connectivity throughout the system
    b. There are opportunities to connect neighborhood connections in addition to the Little Miami Trail to the Greater Miami Trail – local and regional opportunities
    c. We need to utilize trials instead of bike lanes to create physical separation from traffic – there are many different types of users and trails facilitate more use
    d. "Safe Route to Parks" concept – similar to "Safe Routes to Schools"
    e. We need to create more of a "stay" for families – we have activities that people travel to but then they leave, we need more connected amenities and facilities to create longer lengths of stay

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43. What are the key programs and services that need to be addressed in this plan

    a. Bicycle and trail safety/etiquette classes
    b. More family-centric activities

44. What recreation facilities and/or amenities are most needed in Deerfield Township?

    a. There is no theater to serve the Mason-Deerfield area
    b. A combination area that has a theater, outdoor space, and the ability to go get food, ice cream, drinks, etc.
    c. Trail wayfinding system
    d. Places for skateboarding
    e. Places for mountain biking, or at least something different
    f. Destination playgrounds (all the way up to high school)

45. Are there operational or maintenance issues that need to be addressed in this plan?

    a. None identified

46. Are there any community partners and/or funding opportunities that would benefit the Township?

    a. The ROYAL Theatre Group is conducting a capital campaign for $8-10 million for a new theater and there could be a partnership with the parks system for a revenue-generating opportunity that is mutually beneficial; also, they are a 501(c)3 with a lot of corporate sponsors (40-50% of fundraising) that would be beneficial to the Township
    b. The Kingswood property may be a good land lease opportunity for the theater and the Township (currently, it costs $10,000/week to rent the high school auditorium which is expensive for such a small amount of time to have access to the auditorium)
    c. Green Umbrella is a resource to utilize for grant opportunities and other funding that may not be attainable by the Township (Tri-State Trails) for pathways and connections. Green Umbrella is planning a Miami to Miami trail, connecting the Great Miami River to the Little Miami River. This new trail could travel through Deerfield Township and Mason, with a connection at Carter Park
    d. Cincinnati Off-road Alliance is a good partner organization

47. If you could change one thing about the Deerfield Parks and Recreation system over the next five years, what would it be?

    a. We need to create places with experiences
    b. Ensuring parks are quality of life amenities

48. Do you have any other questions, concerns, comments, or suggestions?

    a. Premier Health Bike Park in Lebanon, OH is a good example of a destination multi-faceted bike facility
    b. Administrative building in Anderson Township, OH is a good example of a multi-use building that also provide opportunities for Farmer's Market and community gardens
    c. We need to keep our local, homegrown talent here and that takes quality of life amenities

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Deerfield Township Parks & Recreation Master Plan
High School Students Focus Group Meeting

June 6, 2018, 9:30 AM

Discussion Questions:

49. What are the strengths of the Deerfield Parks and Recreation system that we need to build on for the next five to ten years?

    a. Kingswood is nice because there's a lot of passive space and not a lot of programmed activity
    b. Landen-Deerfield Park is a good size for softball fields
    c. Like the mix of parks – there are nature parks, mix use parks, and sport parks

50. What are general perceptions of the Deerfield Parks and Recreation system that need improvement?

    a. Like the idea of not having so many subdivisions because that takes away from nature
    b. Water access
    c. Overall connectivity because the roads are dangerous and trail access can be limited unless you drive somewhere and then get on the trails
    d. Overall perception of whether or not something is "aesthetically pleasing" will instantly make the experience better and will persuade people to take care of it more

51. What are the key programs and services that need to be addressed in this plan

    a. Kayaking, water activities
    b. Markets in the parks
    c. Concerts/shows in the parks
    d. Special events in the parks – food trucks, lantern festivals, haunted trails during Halloween
    e. Evening events at the park that align with eclipses, meter showers, etc.
    f. More designated natural swim areas or outdoor pools open later into the night for teens and adults
    g. Opportunities to star gaze, catch fireflies – the simple things

52. What recreation facilities and/or amenities are most needed in Deerfield Township?

    a. Big shelters (similar to the big glass shelter in Evendale, Shelter House) for reservations
    b. There aren't any real facilities at Kingswood so use is limited
    c. Sledding hills
    d. Amphitheaters
    e. More trash and recycling receptacles (and even around trails)
    f. More locations/spaces for social gathering, nature watching, creating art
    g. More swings and slides (maybe more destination playgrounds for all ages – involves more physical activity features)
    h. Art in the park (especially interactive)
    i. Destination swimming pool that blends into the natural landscape, has lighting, sitting areas, and shade (could even be a "pay to play" facility)
    j. Snack shops/food-beverage in the parks
    k. Stacking of Hammocks, currently do this at Landen-Deerfield close to the amphitheater

53. Are there operational or maintenance issues that need to be addressed in this plan?

    a. Landen wood trails can be a little rough with fallen trees/limbs
    b. It would be nice if parks were open later into the evenings

54. Are there any community partners and/or funding opportunities that would benefit the Township?

    a. High school students need to have community service to graduate and there is an opportunity to have fun, creative events that will attract high school volunteers

55. If you could change one thing about the Deerfield Parks and Recreation system over the next five years, what would it be?

    a. Open the parks at night for special events such as start gazing, fire fly catching, etc.

56. Do you have any other questions, concerns, comments, or suggestions?

    a. High schoolers see so much technology everyday so it's hard to be impressed with technology, so something that is aesthetically pleasing/scenic/beautiful really matters
    b. Save Kingswood – open space with facilities that people can utilize if bad weather is around; a place that people can escape to and forget about reality

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Which parks do you use?

- Landen-Deerfield – for softball and other recreational sports as well as hiking trails and the amphitheater
- Nisbet Park in Loveland
- Carter Park for mountain biking

Park uses

- Pokémon go
- Softball
- Hang out with friends
- Cross country practice at Kingswood
- Farmer's Market

What do you like about the parks?

- Quiet, serenity
- Woods trails, shaded, close to ice cream shop
- Trails to walk and talk with friends

Transportation to parks

- Most walk because of proximity
- Some drive because of the activity they need to go to like cross country or softball practice

Deerfield Township Parks & Recreation Master Plan
Team Sports Focus Group Meeting

June 6, 2018, 3:00 PM

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Discussion Questions:

57. What are the strengths of the Deerfield Parks and Recreation system that we need to build on for the next five to ten years?

    a. They are dedicated to their park system
    b. The Township empowers user groups to get the fields ready when we need them – we have volunteers that can mobilize to get things prepared
    c. The Township works well with user groups
    d. The community has a sense of pride in maintaining the park system
    e. The Fleckenstein playground seems to be well-used
    f. They rotate Movie in the Parks between the parks

58. What are general perceptions of the Deerfield Parks and Recreation system that need improvement?

    a. Ensuring we maintain our existing facilities and amenities – otherwise, we do not need to build new
    b. Activities for all ages
    c. Fleckenstein Park could be activated more; enhanced in general because the parks in the southern part of the Township seem to get more attention
    d. There are a lot of youth sport tournaments that take a lot of field coordination – there is not one place that is big enough to hold everything as a one stop shop
    e. More attention to park egress and ingress along with providing more parking to meet demands (Landen-Deerfield and Cottell Park need better egress)

f. We do not necessarily need more parks, we need to increase utilization of what we have

g. More attention to geospatial layout and supporting infrastructure (e.g., roadways) of the parks because our Township is so spread out

59. What are the key programs and services that need to be addressed in this plan

a. More active programming for 50+ age group, not traditional card games, etc.

60. What recreation facilities and/or amenities are most needed in Deerfield Township?

a. Pickleball – it is one of the fastest growing sports/activities around and it's for all ages

b. Field lighting to extend play into the evenings

c. Synthetic fields – maybe even just infields for baseball because it would extend playability and would allow practices to start earlier in the year

d. We need more available parking at the active parks

e. We need more trees

f. We need more benches/sitting areas dispersed within parks

g. More restroom facilities dispersed within parks

h. More all-age facilities

61. Are there operational or maintenance issues that need to be addressed in this plan?

a. We need to have a Total Cost of Facility Ownership (TCFO) mindset to taking care of our existing system

b. Little to no rest for play fields (diamonds and rectangular)

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62. Are there any community partners and/or funding opportunities that would benefit the Township?

a. None identified

63. If you could change one thing about the Deerfield Parks and Recreation system over the next five years, what would it be?

a. Deerfield Township has one of the top 5 park systems in the region

64. Do you have any other questions, concerns, comments, or suggestions?

a. Do we have enough park land?

b. Should we develop Kingswood? Does it make more sense to not have that property as a park? Or should it be a park?

APPENDIX B

COMMUNITY WORKSHOP SUMMARIES

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Deerfield Township Parks & Recreation Master Plan
Workshop #1

June 27, 2018; 6:30 PM

Workshop 1 Summary

The first of four public workshops for the Deerfield Township Parks and Recreation Master Plan Update was held Wednesday, June 27, 2018 from 6:30 pm to 8:30 pm. Originally scheduled for the Columbia Intermediate School, the location was changed the night before to Kings High School. Township staff were able to use an email and social media to get the word out and even posted someone at the intermediate school to direct people to the high school, in case they didn't receive the notice electronically.

Sign-in sheets indicate an attendance of 21 people, though there may have been some who did not sign in.

The workshop kicked off with introductions and a brief presentation by Bruce Rankin about the purpose of the plan update and the process for public engagement. Then the attendees were invited to organize into three working groups to discuss a series of prepared conversation prompts. During this time, Township staff and members of the Board of Trustees moved freely from table to table to observe conversation or simply listen.

The discussion groups answered the following questions and were given 20 minutes to address each:

1. What is working?
2. What is not working?
3. What would you like to see in the future?

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Each table group then prioritized its top three responses for each question and reported them to the whole group. And, as there was still time left in the evening, they did this once more, sharing three more priorities for each question until they felt they had covered everything. At that point, we invited them to continue to participate in the process and to invite their friends and neighbors to join us at the next workshop.

Results of Group Discussions

What is working?

- The Township acquired Kingswood Park
- Trails
- Some parks provide shade with treed areas
- Decent bike trails in several parks
- Good baseball and soccer facilities
- Trees, water, trees, trees – keep the green space
- All parks are clean and well maintained
- The Arts Alliance and other Cottell programs (Snyder House is easy to rent, 5K runs, butterfly walk, Shakespeare in the Park)
- Mowing and maintenance is good and there are some wild areas, like in Kingswood and Carter
- The dog park
- Sports fields
- The state park
- Kings Mansion
- Volunteers at Schappacher keep things well mulched, facilities clean
- Sports at Fleckenstein

What is not working?

- Parking – quantity and location within and around parks
- Lack of treed areas, natural resources and native species and shade
- Lack of parking, access and signage at Kingswood
- Parks need comprehensive update to facilities such as restrooms and water fountains (including bottle filling stations)
- Bike/hiking trails need better maintenance
- Lack of security, patrols and emergency response phones
- Kingswood needs a safe way to cross the new road to get from parking to the rest of the park
- No bathrooms at Kingswood
- Need more advertising about all the parks – where they are and what they offer
- Need more access to the river
- Need to be more inclusive of all parks, not just Kingswood
- Would like rentable facilities like shelters
- Traffic management at Landen, Cottell and maybe others
- Walking safety and access
- Lack of comprehensive parks planning
- Counting pocket parks as parks
- Snyder House needs a refresh

What would you like to see in the future?

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- Eco-friendly – solar power, porous parking, riparian easements, general plan for wetland conservation, native species
- Secure large treed areas – prioritize trees and shade (paid for by parks levy)
- Nature playscape
- Splash pads and wet parks
- Food trucks and concessions
- Amphitheater
- Covered structure for farmer's market
- Rentable shelters and pavilions
- More programming: nature programs, adult programming, community events, concerts, performances, movie night, fun runs
- Connectivity of bike trails from park to park
- More native species
- Bathrooms at every park
- Shut down Kingswood Road on the weekends
- A standard of acres of parks per so many residents and hold to it (exclude pocket parks)
- Community gardens but not just vegetable plots
- Signage
- Highlight township history
- More dog parks
- Exercise facilities
- Promotion of parks, facilities and activities

Deerfield Township Parks & Recreation Master Plan
Workshop #2

September 5, 2018; 6:30 PM

The second of four public workshops for the Deerfield Township Parks Master Plan Update was held Wednesday, September 5, 2018 from 6:30 pm to 8:30 pm.

Sign-in sheets indicate an attendance of 18 people, though there may have been some who did not sign in.

The workshop kicked off with introductions and a brief presentation by Bruce Rankin about the status of the process, the upcoming survey and the results of Workshop 1. Then the attendees, who were already organized into three tables, were given two conversation prompts to discuss. Those who were specifically interested in Roberts Park were invited to create a fourth table to have a more focused conversation. During this time, Township staff and members of the Board of Trustees moved freely from table to table to observe conversation or simply listen.

The discussion groups answered the following questions and were given 20 minutes to address each:

1. Identify & Discuss Key Issues & Opportunities- What is lacking and what can be improved?
2. Identify & Discuss Program and Development Options- How do we overcome the issues and improve the parks system?

Results of Group Discussions

What is lacking and what can be improved?

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- Connection between parks and bike paths
- Deerfield farmer's market needs a permanent shelter
- Restrooms in Kingswood
- Keep cyclocross at Kingswood
- Dog park
- Use native species for trees and shrubbery
- Be intentional in acquiring future park space and have a plan
- Designate access at parks
- Fleckenstein Barn – future use?
- Need for food, concessions and restrooms at more parks (specifically Kingswood)
- More natural children's playgrounds and dog parks

Roberts Park:

- Cross-creek at Boho's residence
- Trail across/near Sabal cul-de-sac
- Playspace in triangle
- Seating area not place space in triangle
- Parking is important
- Triangle is important
- Playground is important
- Parking lot location and timeline
- What is the plan for triangle at Roberts Park?
- Seeding of non-invasive wildflowers at Roberts Park would be beneficial

How do we overcome the issues and improve the parks system?

- Build temporary or permanent restrooms
- Dog park similar to VOA
- Trail signage and mile markers
- Food truck rally? Outing – revenue option
- Landen/Deerfield amphitheater not used
- Fishing is desired
- Native park is desired
- **Kingswood**
- Naturescapes – identified and placed naturally
- Fishing allowed
- Identify plant life with markers
- Trail markers needed
- Restrooms needed
- Keep Cyclocross trails
- Permanent shelter for famer's market with access for other uses
- Dog park space
- Fix the way to cross the road
- Additional parking needed
- Tree identification and information markers
- Public signs for park access and uses
- Benches around ponds
- Treatment for natural invasive plants
- Block road for community activity nights or mornings
- Food truck rally at various sites
- Close road in Kingswood pedestrian walkway
- Kingswood indoor space rental
- Permanent shelter at Kingswood for farmer's market and event rental space
- Can land behind Kingswood be purchased and added to Kingswood?
- Block off Innovation Way on weekends so families and individuals can use it for biking/hiking

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Deerfield Township Parks & Recreation Master Plan
Workshop #3

October 11, 2018; 6:30 PM

The third of four public workshops for the Deerfield Township Parks Master Plan Update was held Thursday, October 11, 2018 from 6:30 pm to 8:30 pm. Sign-in sheets indicate an attendance of 15 people, though there may have been some who did not sign in.

The workshop kicked off with introductions and a brief presentation by Bruce Rankin about the status of the planning process to date. Chad Adkins briefly reviewed the results of the previous public workshops and the importance of the public engagement process. Ryan Murray then presented the results of the Statistically Valid Community Survey which were finalized on 10 October 2018. Following Ryan's presentation, several questions were asked, and Joel Smiddy and Bruce Rankin were able to provide answers. These questions were about the overall process and about the location of parks that participants were not aware of.

Following the discussion, there was a power outage. Despite the lack of power, a breakout session was conducted to collect additional input on the parks. The bulk of the conversation was spent on Kingswood Park and participants asked many questions and provided their desires. Joel Smiddy provided a concept plan for development at Kingswood Park and participants seemed to agree with the general direction of the proposed plan. In addition to discussions on Kingswood Park, connections between the parks and throughout Deerfield Township was mentioned and needed connections identified on a map. Below are the results from the discussions.

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Questions and Comments on the Kingswood Park concept plan:

- Can a township administration building be built somewhere else within the township, instead of at Kingswood Park?
- Proposed development in the southern portion of Kingswood Park will increase traffic on Irwin Simpson Road and have a negative effect on the surrounding residential neighborhoods.
    - This question and comment was discussed and once Joel Smiddy provided the ideas behind the concept plan with most access coming off Innovation Way, the participants were not as concerned about traffic on Irwin Simpson Road and the effect on the surrounding neighborhoods. The participants seemed to warm up to this concept plan, especially since long-term the Township could save hundreds of thousands of dollars a year by not having to lease space for Township Administration and Sheriff's office.

Desires for Kingswood Park:

- Develop the southern portion (approximately 30%) of Kingswood Park, south of Innovation Way, for the following:
    - Township Administration
    - Sheriff
    - Community Room
    - Township Maintenance Facility
    - Permanent Farmer's Market Facility (Multi-Use)
    - Community Event Space
    - Potential for the Royal Theater
- Preserve northern portion (approximately 70%) of Kingswood Park, north of Innovation Way for passive recreation.
- Other ideas for Kingswood Park include the following:
    - Name separate areas similar to what cyclocross users name them (Camel, Mutant Camel, Enchanted Forest).
    - Mark walkways/trails with markers representing the former golf course holes.
    - Create a farmer's market pavilion that is useable year-round. This could be a multi-purpose facility and used for weddings and perhaps a theater.

- Establish more parking and access to the park, primarily in the northern portion of the park.
- Natural amphitheater
- Dog Park
- Pedestrian tunnel under Innovation Way to facilitate pedestrian movement across the road, ADA accessibility was also mentioned and the easiest way to accomplish this is to have a tunnel versus a pedestrian bridge. Stormwater management will have to be incorporated into the tunnel design.
- Inniswood Metro Gardens in Westerville, Ohio is a good example of what Kingswood Park can be.
- Passive recreation is strongly desired, especially in the northern portion of the park.
- Improve parking and access throughout the park.
- Mobile food venders/food trucks could be a wonderful amenity or event.
- Permanent restrooms with water fountains.
- Trails should be named and have mileage markers of interpretive signs similar to Carter Park.
- Bird watching areas
- Butterfly gardens
- The ponds need aeration to keep them clean, but the ponds should stay natural.
- Provide a boardwalk with viewing areas on the pond.
- Benches throughout the park.
- Picnic tables in shaded areas.
- Sledding on the natural hills.
- Nature trails
- Better signage
- Disc Golf

Desires for Landen-Deerfield Park

- Improved ingress/egress with a second access point.
- Pickleball on tennis courts, but they should not be permanent.
- Participants like to use Landen-Deerfield Park and would like it to be maintained to the same standard as the Deerfield Parks.

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Desires for Cottell Park

- Provide better connections to surrounding neighborhoods
- Cricket on the ballfields cause significant issues and increases maintenance. A dedicated cricket field should be provided to mitigate this issue and there is a strong demand within the community to play cricket.
- The Snyder House should be improved, and Joel Smiddy stated that it is planned to be renovated in within the next two years.

Trail/bikeway Connections and System-Wide Ideas

- Connections between parks and throughout Deerfield Township are strongly desired. The following linkages were discussed as priorities:
  - Connections north and south of Cottell Park are strongly desired along Snyder Road.
  - Connections from Cottell Park to Shappacher Park to Kingswood Park, along Irwin Simpson Road are also a high priority.
  - Connections along Socialville-Fosters Road are important, especially from Snyder Road to Mason-Montgomery Road and Arbor Square Park. This will connect several existing bike paths.
- Establish a permanent cricket field with pitch.
- Provide a Disc Golf course, Kingswood Park might be a suitable location.
- Carter Park was discussed but some participants did not know where it is. Several participants mentioned they use the trails and like the park, but overall this park is not known very well.

Deerfield Township Parks & Recreation Master Plan
Workshop #4

November 28, 2018; 6:30 PM

The fourth of four public workshops for the Deerfield Township Parks Master Plan Update was held Wednesday, November 28, 2018 from 6:30 pm to 8:30 pm at Kings High School.

The workshop kicked off with introductions and a brief presentation by Bruce Rankin about the status of the planning process to date. Chad Adkins reviewed the results of the previous public workshops and presented the results and outcomes of the Statistically Valid Community Survey. Bruce then presented the draft vision statement and supporting goals of the master plan, which is identified below.

Vision:

Connect residents with safe places to reflect, gather and play while promoting healthy active lifestyles, community wellness, and environmental sustainability.

Goals:

- Functionally align the Department to best meet community needs
- Improve marketing and public outreach of parks, amenities, and programming
- Maintain high quality parks, trails, and open spaces based on adopted Level of Service (LOS) standards and the Township's overall contribution to the surrounding parks and recreation system
- Enhance accessibility and connectivity of the parks, trails, and open spaces
- Right-size parks and amenities based on park classifications
- Continue to enhance recreational programming to meet residents' unmet needs
- Build consensus on future use of Kingswood Park

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Following the review of the Vision and Goals, Bruce presented the recommendations of the master plan, which focused on improvements to the departments programs, operations, park classifications and levels of service, system-wide connectivity and individual park concept plans. During the presentation, several questions were asked, regarding overall accessibility and connectivity, the future of Kingswood Park and Carter Park. These questions were answered and addressed in more detail during the individual park concept plan and follow-on discussions. A lot of questions were asked about the potential for an administrative facility at Kingswood Park and what a permanent farmer's market facility would look like.

Joel Smiddy discussed a site plan that shows the administrative facility at Kingswood Park and a few concept plans for the farmer's market facility. These plans were well received by the group who stated the recommendations of the master plan are headed in the right direction.

It was also discussed that the Parks Master Plan is the first step in the planning process for the parks and is not extremely detailed in terms of specific park improvements. The master plan provides an overall framework for the parks department, addresses any program and operations issues and provides general recommendations based on the results of the public engagement and the statistically valid community survey. As directed by the Parks Department, each park will be master planned through a similar inclusive planning process and this is where specific amenities, site and detailed amenity designs will be identified.

As part of the master plan, concept plans have been prepared for Robert's Park, Fleckenstein Park, Carter Park, Foster's Crossing, Landen Deerfield Park and Kingswood Park. The recommendations for each of these parks are identified below, and the public agreed with the concepts presented.

Roberts Park Recommendations:

- Add parking in the southwest corner
- Add a raingarden near the parking
- Add, or complete trails
- Add a Nature Playscape
- Add a picnic shelter
- Add trees/landscape
- Add a park sign along Butler-Warren Road

Fleckenstein Park Recommendations:

- Add a shelter and drinking fountain near the barn
- Program the barn and upgrade the barn to support the program
- Refine the site plan at the barn to support the program
- Expand Restrooms at the center of the sports fields or at the barn
- Add pickleball courts (2 – 4)
- Add basketball

Carter Park Recommendations:

- Improve access and parking
- Add wayfinding and improved trail signage
- Add a trail head kiosk
- Add a Nature Playscape
- Potential site for Nature Center and nature trail
- Expand the community garden
- Convert the Green Roof building to rest rooms or programmable space
- Connect paths to the Township network and the Miami to Miami system
- Add and overlook and bridge across the river
- Enhance the pond
- Add shelters

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Foster's Crossing Recommendations:

- Add a trail head at the old 3C bridge
- Explore a potential development opportunity for the site
- Add/improve the canoe launch
- Connect the multi-use trail across the river
- Connect a multi-use trail south to Carl A. Rahe State Park and Jeremiah Morrow Barn
- Potential site for a Nature Center
- Potential acquisition of Carl A. Rahe State Park

Landen-Deerfield Park Recommendations:

- Improve auto access and egress
- Connect park trails to the Township network
- Add a Nature Playscape
- Upgrade fields and facilities

Kingswood Recommendations:

- Develop a small area south of Innovation Way for Township Administrative Offices
- Build a permanent Farmers Market structure as a multi-purpose facility open air facility that can be used when the farmers market is not operating)
- Add a safe pedestrian crossing of Innovation Way
- Add a Nature Playscape
- Add a multi-Use synthetic turf sports field (2 alternate locations), which could be used for multiple purposes such as pick-up games and potential for events, etc.
- Improve the trail system
- Improve pond access
- Add a shelter near the pond
- Connect the park to the Township trail network
- Add a disc golf course of at least 18 holes
- Add a community theater/cultural arts center
- Several participants discussed the opportunity for a dog park at Kingswood Park, which they feel would be heavily used.

The workshop concluded at 8:45pm after a brief discussion on the upcoming draft master plan submittal on December 18th and the presentation to the Board of Trustees on January 15th, 2019. Final plan adoption will take place in February 2019.

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APPENDIX C

STATISTICALLY VALID COMMUNITY SURVEY

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Deerfield Township Community Interest and Opinion Survey

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…helping organizations make better decisions since 1982

Findings Report

Submitted to the Deerfield Township
ETC Institute
725 W. Frontier Lane,
Olathe, Kansas 66061

October 2018

Contents

Executive Summary i

Charts and Graphs 1

Priority Investment Rating 21

Benchmarking Analysis 29

Tabular Data 36

Survey Instrument 98

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Deerfield Township Community Interest and Opinion Survey
Executive Summary

Overview

ETC Institute administered a community interest and opinion survey for the Deerfield Township Parks and Recreation Department during the summer and fall of 2018. The survey was administered as part of the Township's efforts to plan the future for parks and recreation opportunities. The survey and its results will guide the Deerfield Township Parks and Recreation Department in establishing priorities for the future improvement of parks, recreation facilities, programs, and services within the community.

Methodology

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

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

The goal was to obtain completed surveys from at least 300 residents. The goal was exceeded with a total of 458 residents completing the survey. The overall results for the sample of 458 households have a precision of at least +/-4.6% at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey (Section 1)
- Priority Investment Rating (PIR) that identifies priorities for amenities and programs (Section 2)
- Benchmarking analysis comparing the Township's results to national results (Section 3)
- Tabular data showing the overall results for all questions on the survey (Section 4)
- A copy of the survey instrument (Section 5)

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

Parks and Facilities Use and Ratings

Respondent households were asked, from a list of 8 different parks/facilities, which parks/facilities they had used during the past 12 months; sixty-percent (60%) visited Cottell, 52% visited Landen-Deerfield, and 25% visited Kingswood. The highest ratings for the condition of the park/facility, based on the sum of "excellent" and "good" responses among respondents who had visited the park/facility, were: Cottell (98%), Fleckenstein (92%), Landen-Deerfield (80%), and Carter (80%). The top three parks/facilities that respondent households indicated they used the most during the past year, based on the sum of their top three choices, were: Cottell (57%), Landen-Deerfield (49%), and Kingswood (22%). Overall, respondent households are satisfied with the value they receive from Deerfield Township Parks and Recreation. Almost three quarters (74%) of residents indicated they are "very satisfied" (40%) or "somewhat satisfied" (34%) with the value they receive from the Deerfield Township Parks and Recreation.

Program Participation and Ratings

The top three recreation programs that respondent households had participated in during the past 12 months, were: farmers market (68%), special events (43%), and community youth athletics (23%). Of the households that had participated in recreation programs during the past 12 months, thirty-five percent (35%) participated in 1 program/activity, 43% participated in between 2 to 3 programs/activities, 18% participated in between 4 to 6 programs/activities, 2% participated in between 7 to 10 programs/activities, and 2% participated in at least 11 or more programs/activities. The top four reasons households participated in Deerfield Township Parks and Recreation programs were: location of the program (49%), it is of particular interest (36%), location of the facility (28%), and the quality of the program (22%). Respondents who indicated they had participated in programs during the past 12 months rated the overall quality of recreation programs/activities very well. Based on the sum of "excellent" and "good" responses, ninety percent (90%) of respondents who had participated in recreation programs/activities rated the quality of the programs/activities as such.

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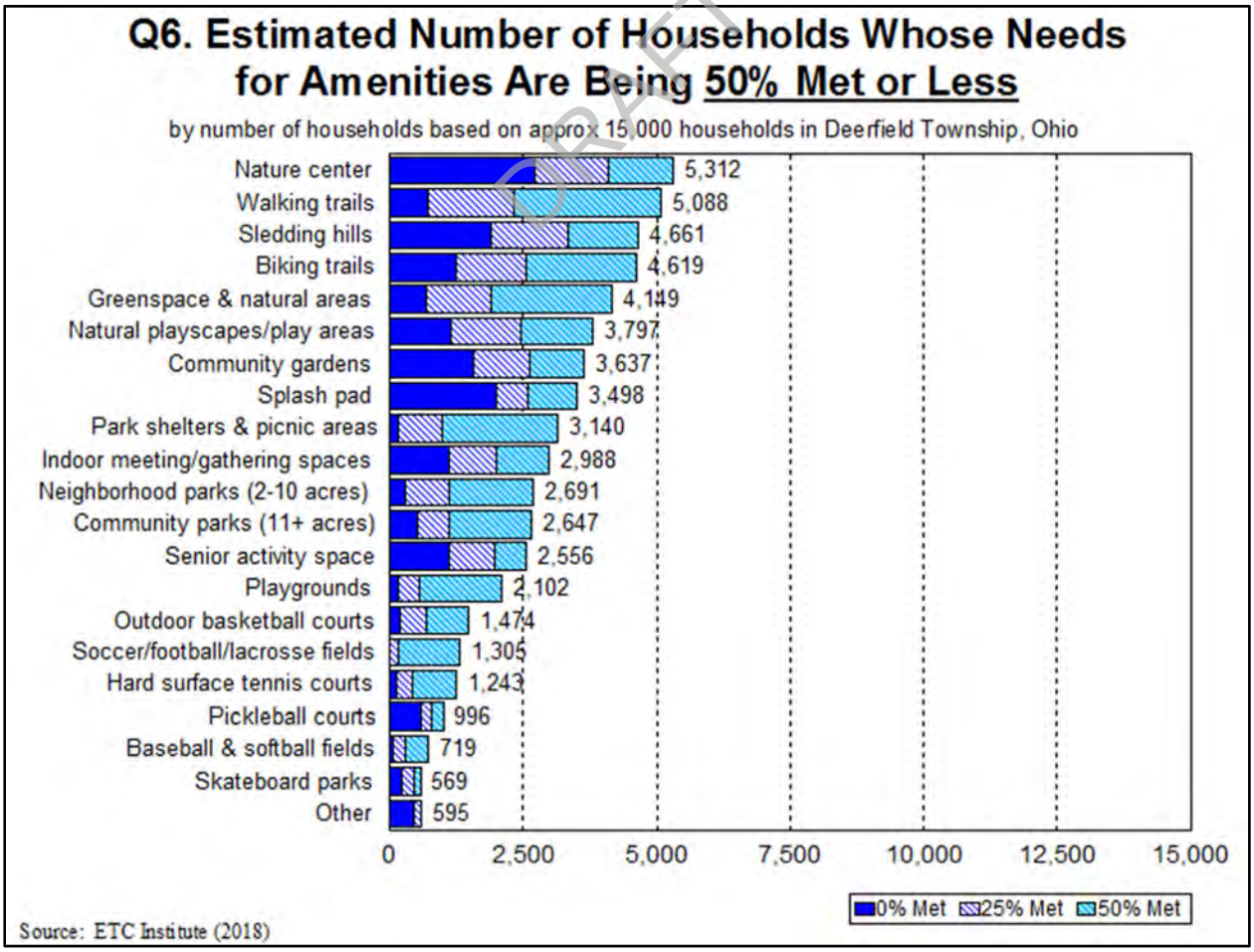
Satisfaction with Parks and Recreation Services

The highest levels of satisfaction with services provided by Deerfield Township Parks and Recreation, based on the sum of "very satisfied" and "satisfied" responses among residents *who had an opinion*, were: maintenance of Deerfield Township parks (84%), number of Deerfield Township parks (70%), quality of athletic fields (62%), number of multi-use fields (62%), and the number of baseball/softball fields (61%). The top-rated parks and recreation services respondent households think should receive the most attention over the next two years were: connectivity of trails (30%), maintenance of Deerfield Township parks (30%), amount of open green space (23%), number of Deerfield Township parks (19%), and availability of information about programs and facilities (19%).

Amenity Needs and Priorities

Amenity Needs: Respondents were asked to identify if their household had a need for 20 recreation amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities.

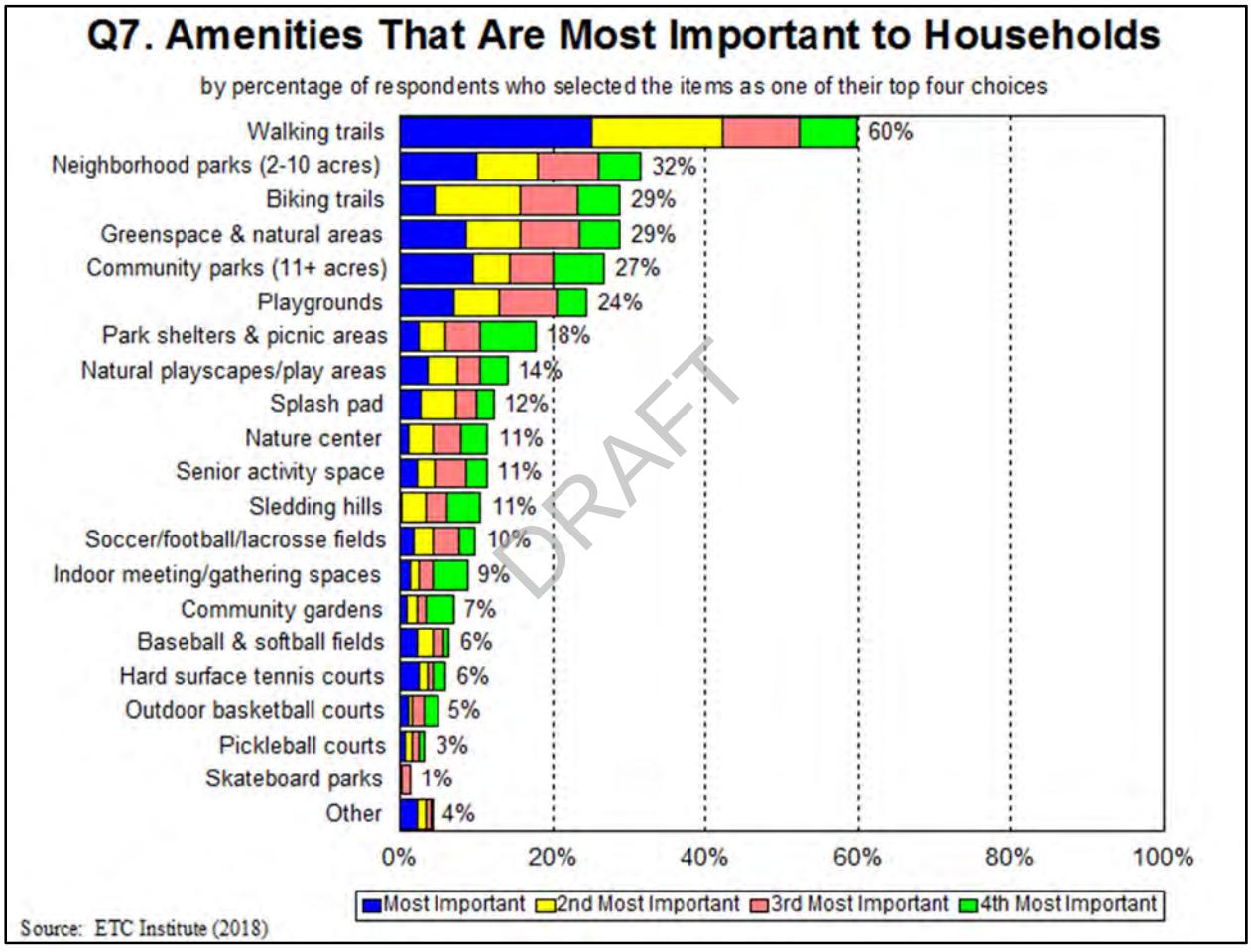
The five recreation amenities with the highest percentage of households that indicated a need for the amenity were: walking trails (76%), greenspace and natural areas (60%), neighborhood parks that are between 2 to 10 acres (60%), neighborhood parks that are 11 acres or more (56%), and biking trails (54%). When ETC Institute analyzed the needs in the community, walking trails had a need that affected approximately more than 10,000 households in Deerfield Township. ETC Institute estimates a total of 9,000 out of an approximate 15,000 households of Deerfield Township have a need for greenspace and natural areas. As well as an estimated 8,940 out of an approximate 15,000 households have a need for neighborhood parks that are between 2 to 10 acres. ETC Institute estimates a total of 5,312 households out of the approximately 15,000 households in Deerfield Township have unmet needs for a nature center and an estimated 5,088 households out of the approximately 15,000 households in Deerfield Township have unmet needs for walking trails. The estimated number of households that have unmet needs for each of the 20 facilities that were assessed is shown in the table below.



Amenity Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents' top four choices, the four most important facilities to residents were:

1. walking trails (60%),
2. neighborhood parks that are between 2 to 10 acres (32%),
3. biking trails (29%), and
4. greenspace and natural areas (29%).

The percentage of residents who selected each facility as one of their top four choices is shown in the chart below.

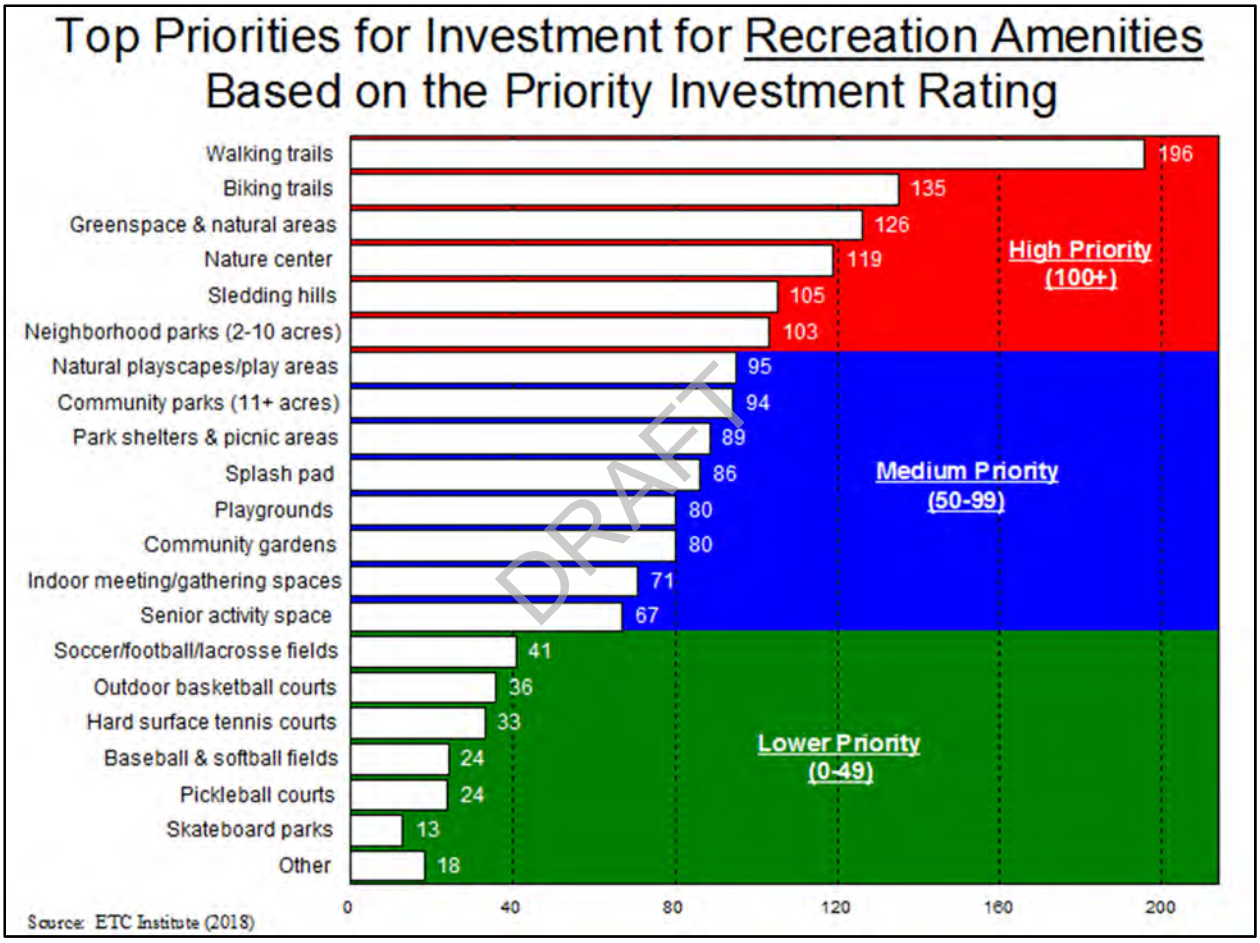


Priorities for Amenities Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility. [Details regarding the methodology for this analysis are provided in Section 2 of this report.]

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

- Walking trails (PIR=196)
- Biking trails (PIR=135)
- Greenspace and natural areas (PIR=126)
- Nature center (PIR=119)
- Sledding hills (PIR=105)
- Neighborhood parks that are between 2 to 10 acres (PIR=103)

The following chart shows the Priority Investment Rating for each of the 20 amenities that were assessed on the survey.

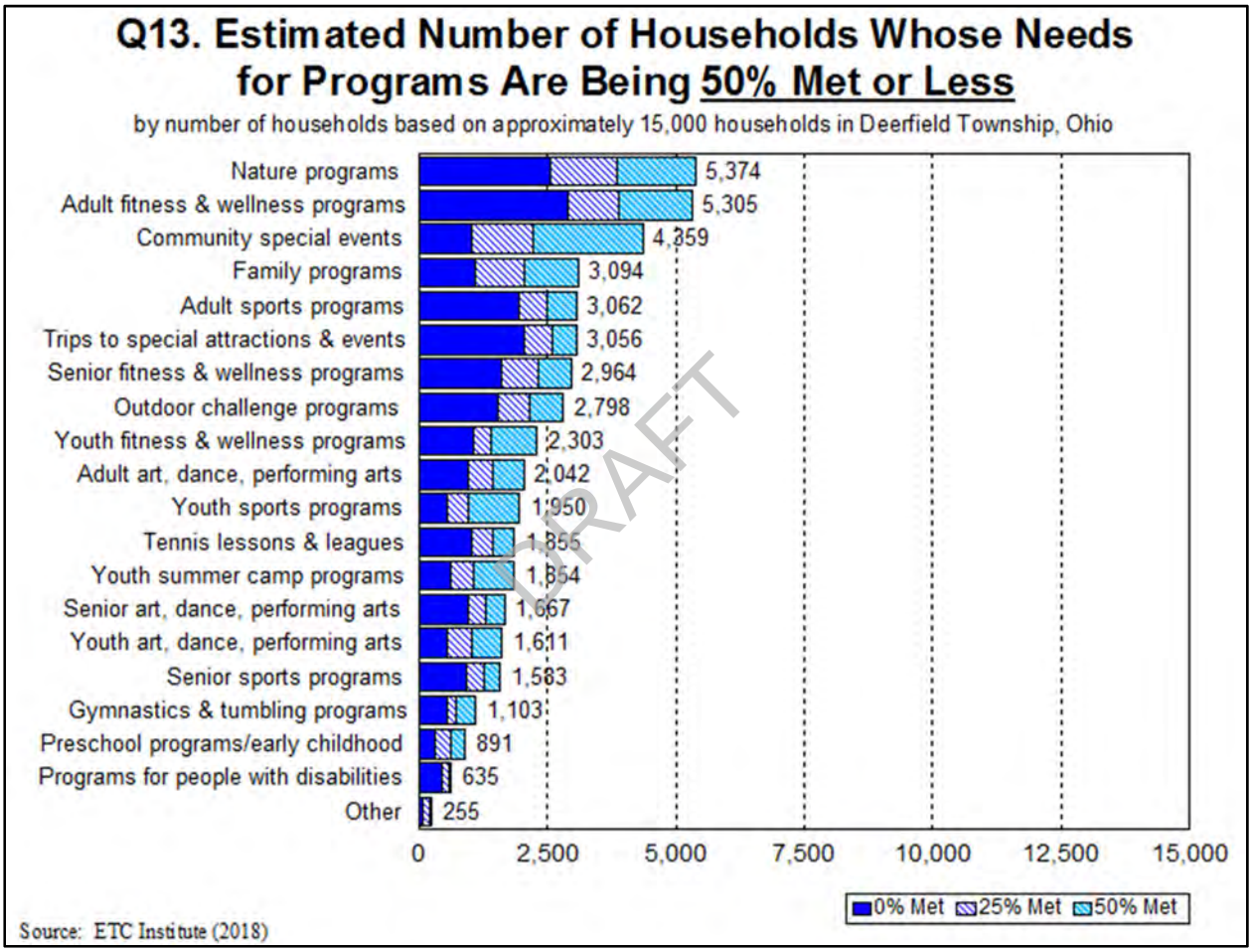


Programming Needs and Priorities

Programming Needs. Respondents were also asked to identify if their household had a need for 19 recreational programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had "unmet" needs for each program.

The four programs with the highest percentage of households that had needs were: community special events (44%), nature programs (43%), adult fitness and wellness programs (42%), and family programs (31%). ETC Institute estimates a total of 6,615 households out of the approximate 15,000 households of Deerfield Township have a need for community special

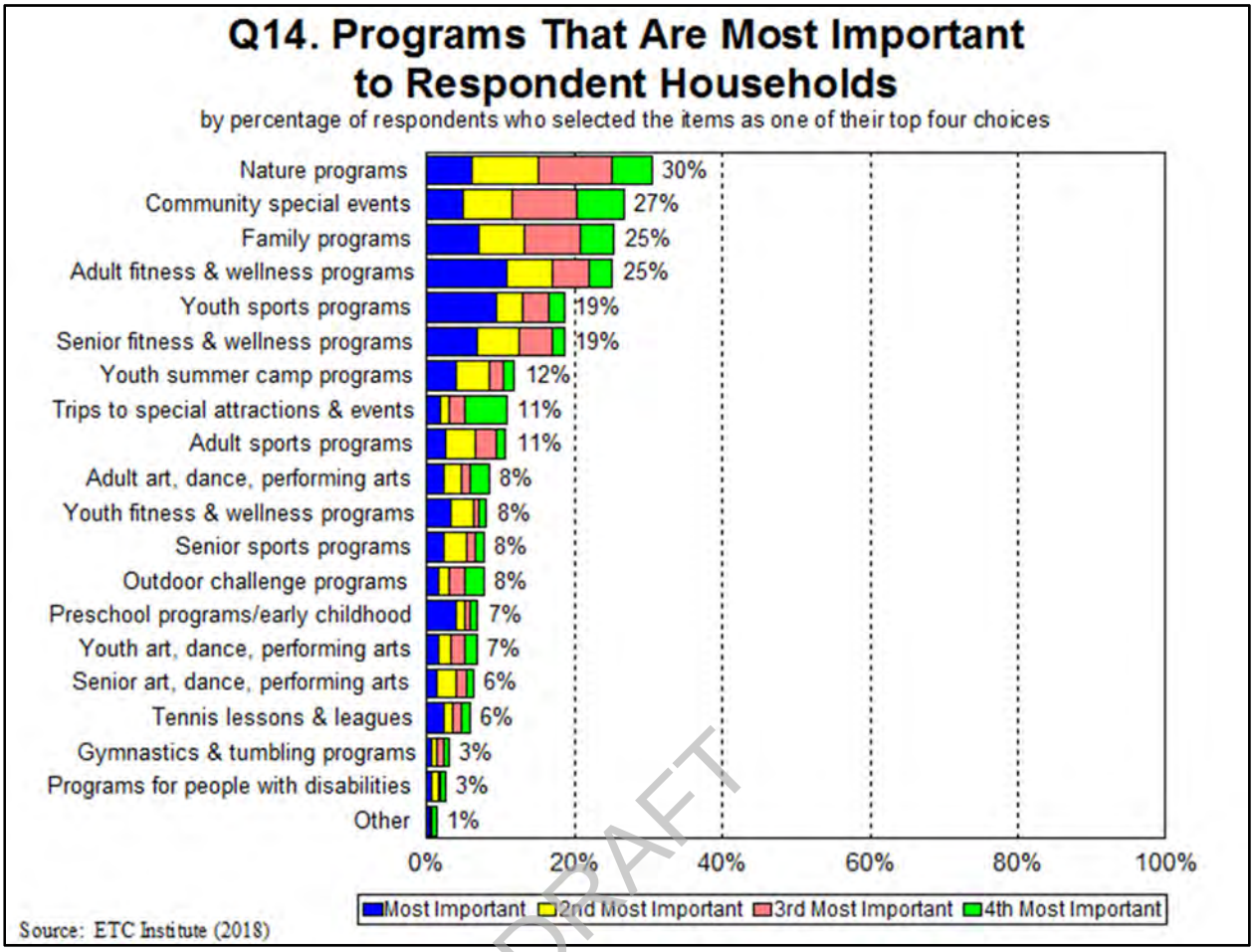
events, an estimated 6,420 households out of the approximate 15,000 households of Deerfield Township have a need for nature programs, and an estimated 6,285 households out of the approximate 15,000 households of Deerfield Township have a need for adult fitness and wellness programs. ETC estimates a total of 5,374 households out of the approximate 15,000 households of Deerfield Township have unmet needs for nature programs, an estimated 5,305 households out of the approximate 15,000 households of Deerfield Township have unmet needs for adult fitness and wellness programs, and an estimated 4,359 households out of the approximate 15,000 households of Deerfield Township have unmet needs for community special events. The estimated number of households that have unmet needs for each of the 19 programs that were assessed is shown in the chart below.



Program Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents placed on each program. Based on the sum of respondents' top four choices, the four most important programs to residents were:

1. nature programs (30%),
2. community special events (27%),
3. family programs (25%), and
4. adult fitness and wellness programs (25%).

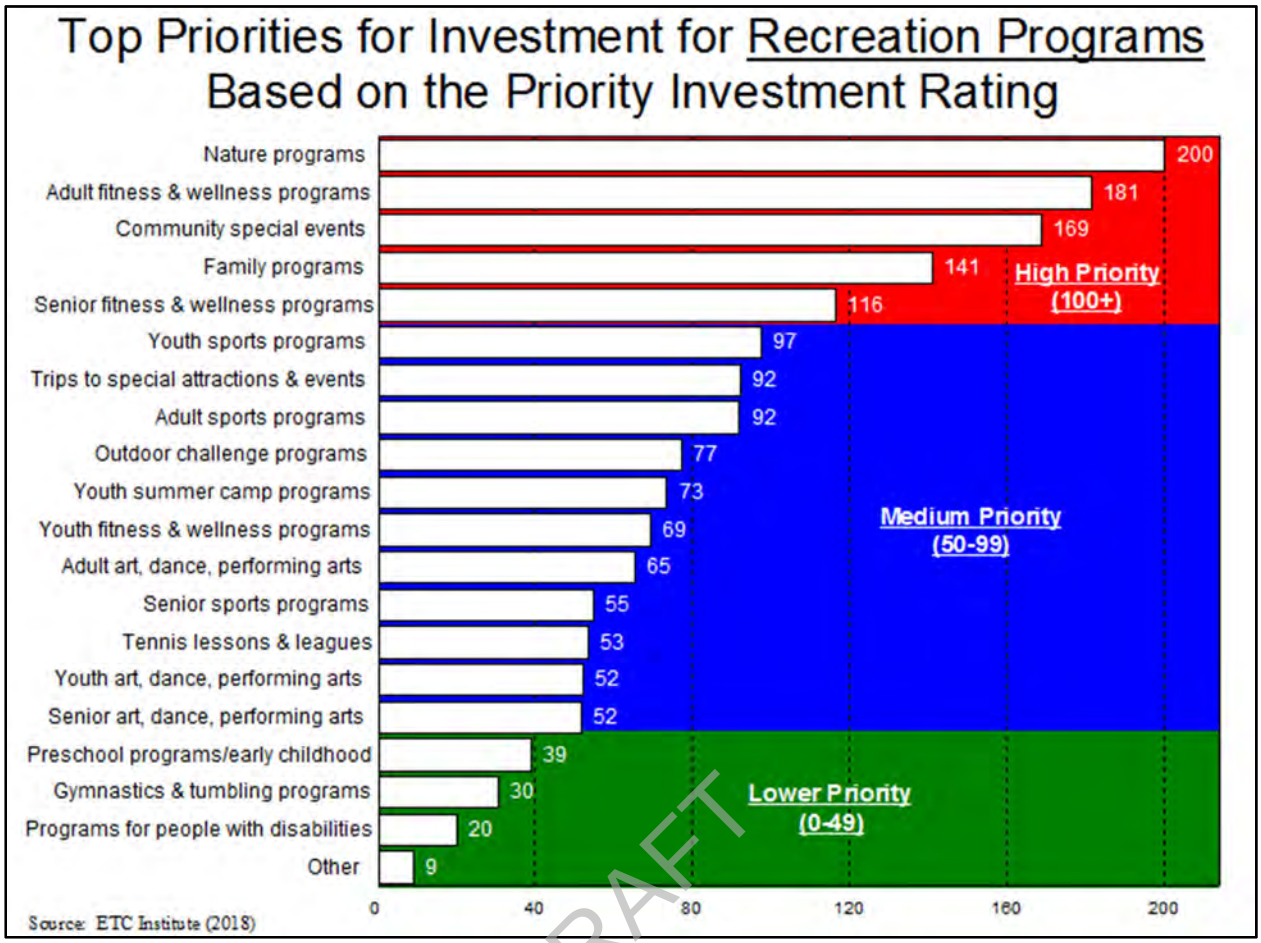
The percentage of residents who selected each program as one of their top four choices is shown in the table at the top of the following page.



Priorities for Programming Investments. Based the priority investment rating (PIR), which was described briefly on page iv of this Executive Summary and is described in more detail in Section 2 of this report, the following five programs were rated as "high priorities" for investment:

- Nature programs (PIR=200)
- Adult fitness and wellness programs (PIR=181)
- Community special events (PIR=169)
- Family programs (PIR=141)
- Senior fitness and wellness programs (PIR=116)

The chart at the top of the following page shows the Priority Investment Rating (PIR) for each of the 19 programs that were rated.



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Support for Actions that Could Improve the Parks and Recreation System

Respondents were asked to indicate which items, from a list of 8, they would most support Deerfield Township taking to improve the parks and recreation system. Based on the sum of "very supportive" and "somewhat supportive" responses the most supported actions were: protect open and green space (83%), upgrade existing parks (82%), and increased connectivity to hiking/biking trails and parks (81%). Based upon the sum of respondents' top three responses, the top three most important items to households, that the Township should maintain or develop, were: increased connectivity to hiking/biking trails and parks (48%), acquire/preserve property to redevelop into parks for additional shaded areas, trails, picnicking, etc. (42%), and protect open and green space (42%).

Additional Findings

Fifty-eighty percent (58%) of respondent households live more than a 10-minute walk to a park, 34% live within a 10-minute walk to a park, and 8% live adjacent to a park.

Respondents were asked from a list of 20 potential reasons that would prevent them or members of their household from using the parks, recreation facilities, or programs of the Deerfield

Township Parks and Recreation Department and the top three reasons were: I do not know what is being offered (36%), we are too busy (25%), and no safe route to walk/bike to the facility (21%).

Sources used most to learn about Parks and Recreation programs and activities, as indicated by respondent households, were: friends and neighbors (34%), Deerfield Township website (33%), Parks sign boards (28%), and the activity guide program catalog (26%). The most preferred sources to use, based on the sum of respondents' top three choices, were: Deerfield Township website (35%), activity guide program catalog (31%), e-newsletter (25%), and Facebook (25%).

When asked the respondent's level of support for the Township undertaking a process to explore the feasibility of a multi-purpose community building, thirty percent (30%) indicated they were "very supportive," 28% indicated they were "somewhat supportive," 25% indicated they were "neutral," 6% indicated they were "not supportive," and 11% indicated they were "not supportive at all".

The highest ratings of support that respondent households have for potential options for Kingswood, based on the sum of "very supportive" and "supportive" responses among residents *who had an opinion*, were: improve Kingswood as a passive public park (69%) and create a permanent farmers market facility in Kingswood Park (67%). The highest ratings of support that respondent households have for revenue generating actions that could be taken at Kingswood, based on the sum of "very supportive" and "supportive" responses among residents *who had an opinion*, were: equipment rentals in parks (67%) and non-Deerfield classes or programs using parks (60%).

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Residents were asked if a portion of the debt-free Kingswood property should be sold or leased for commercial development, fifty-one percent (51%) of respondent households indicated they would most favor to "commercially develop 0% of Kingswood", 15% indicated they would favor to "commercially develop 20% of Kingswood", 9% indicated they would favor to "commercially develop 40% of Kingswood," 3% indicated they would favor to "commercially develop 60% of Kingswood," 4% indicated they would favor to "commercially develop 80% of Kingswood," and 17% indicated "none of above".

Respondent households were asked to indicated the level of support they had for changing the renewable parks tax levy to a permanent parks tax levy; thirty percent (30%) indicated they would be "very supportive," 24% indicated they would be "somewhat supportive," 19% indicated they would be "neutral," 15% indicated they would be "not supportive," and 12% indicated they would be "not supportive at all". Of the respondent households that indicated they were "not supportive" (15%) and "not supportive at all" (12%), thirty-nine percent (39%) of the respondents indicated they are not supportive of changing the parks tax levy because they need more information before they can answer and 37% indicated they do not support any increase or continuation of taxes.

Recommendations

To ensure that the Deerfield Township Parks and Recreation Department continues to meet the needs and expectations of the community, ETC Institute recommends that the Parks and Recreation Department sustain and/or improve the performance in areas that were identified as

"high priorities" by the Priority Investment Rating (PIR). The amenities and programs with the highest PIR ratings are listed below.

Amenity Priorities

- Walking trails (PIR=196)
- Biking trails (PIR=135)
- Greenspace and natural areas (PIR=126)
- Nature center (PIR=119)
- Sledding hills (PIR=105)
- Neighborhood parks that are between 2 to 10 acres (PIR=103)

Programming Priorities

- Nature programs (PIR=200)
- Adult fitness and wellness programs (PIR=181)
- Community special events (PIR=169)
- Family programs (PIR=141)
- Senior fitness and wellness programs (PIR=116)

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Section 1
Charts and Graphs

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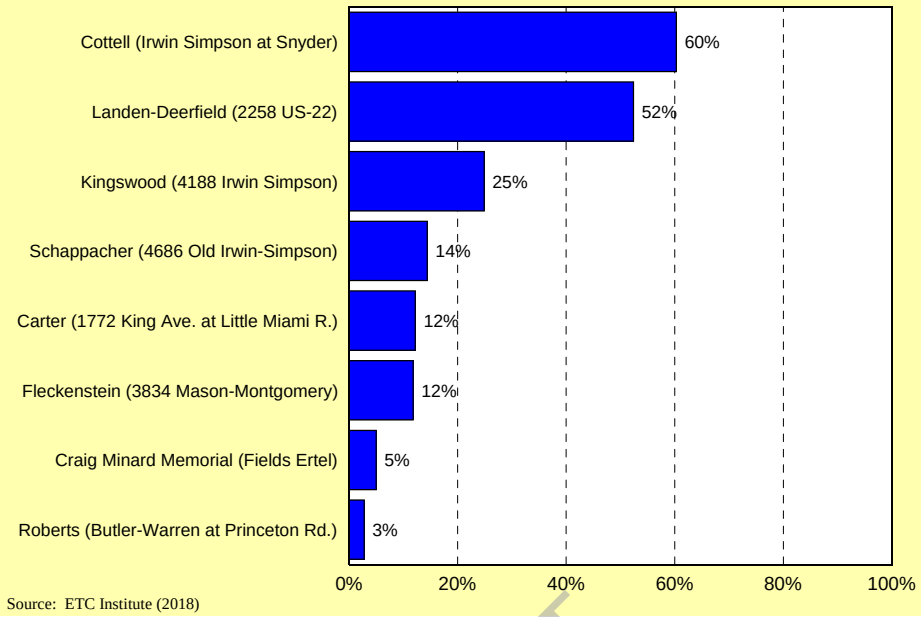
Q1. Deerfield Township Parks/Facilities Used by Respondent Households During the Past 12 Months

by percentage of respondents



Source: ETC Institute (2018)

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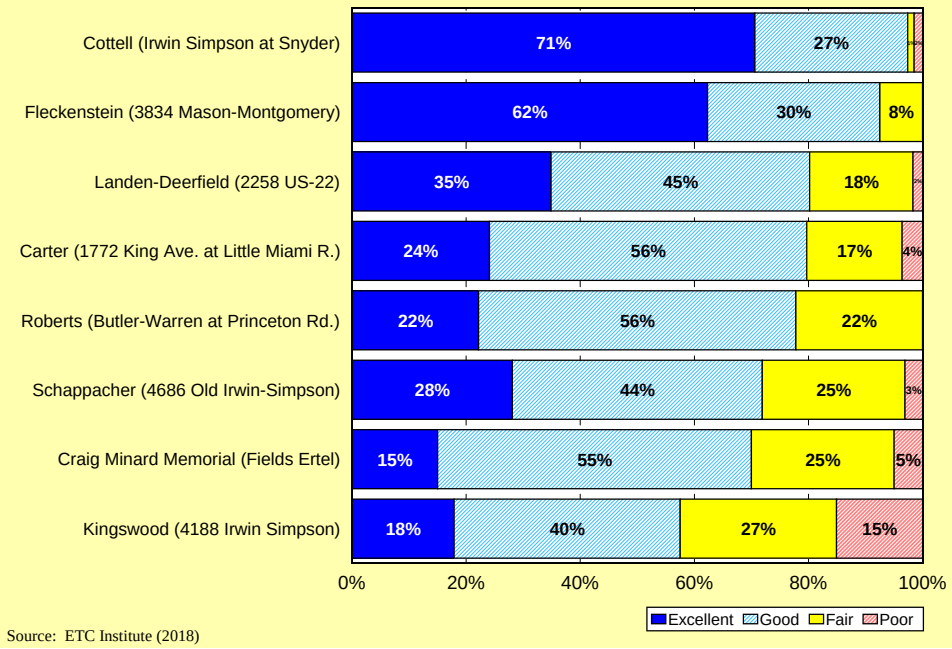
Q1. Quality of the Condition of the Parks/Facilities

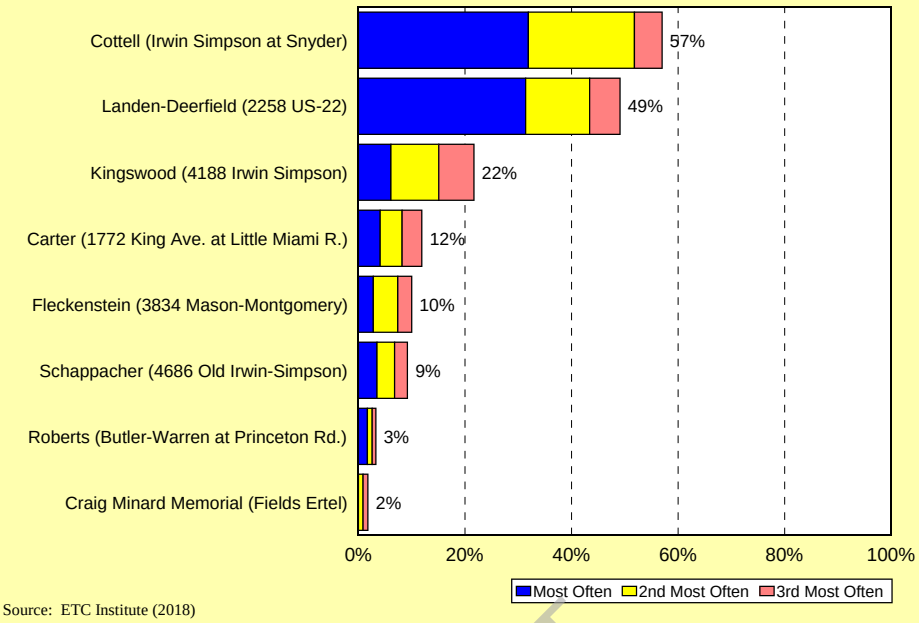
by percentage of respondents who answered "yes" to using the park/facility



Source: ETC Institute (2018)

Q2. Parks/Facilities Most Used By Households During the Past Year

by percentage of respondents who selected the items as one of their top three choices



Source: ETC Institute (2018)

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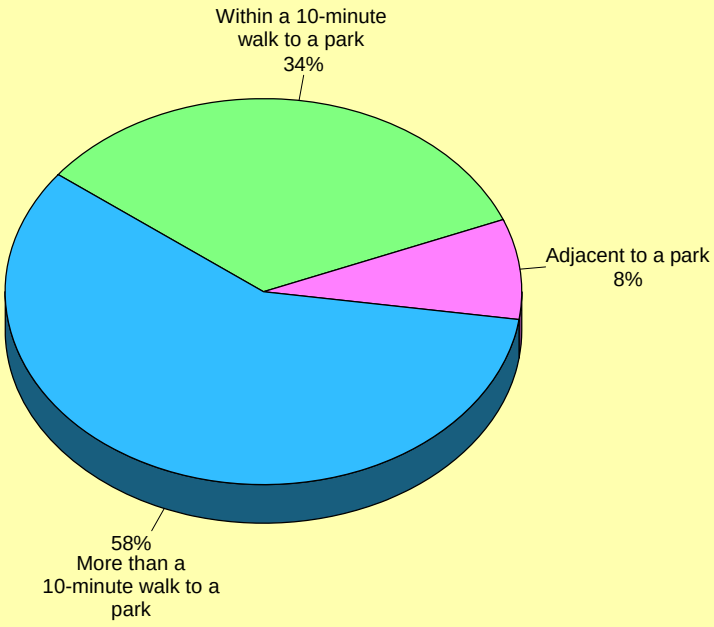
Q3. Park Distance from Household's Residence

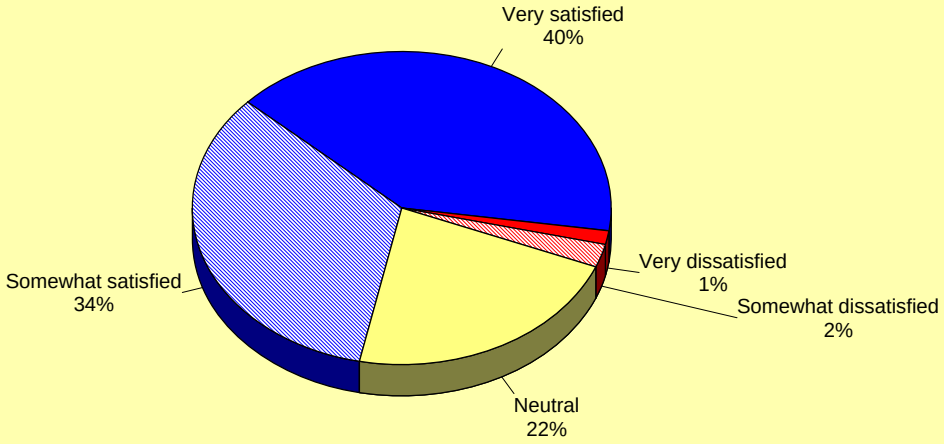
by percentage of respondents



Source: ETC Institute (2018)

Q4. Satisfaction with the Overall Value Received from Deerfield Township Parks & Recreation

by percentage of respondents



Source: ETC Institute (2018)

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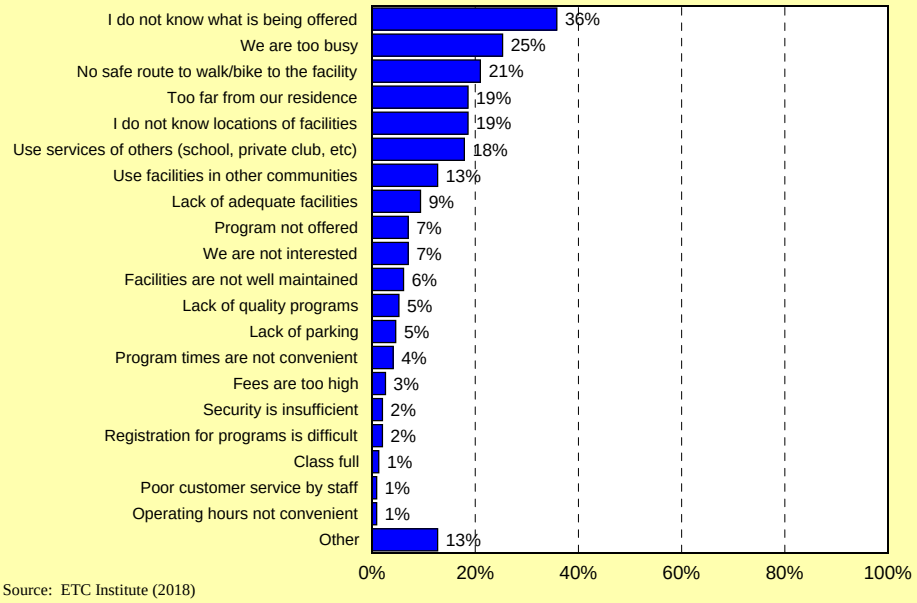
Q5. Reasons Preventing the Use of Parks, Recreation Facilities, and/or Programs

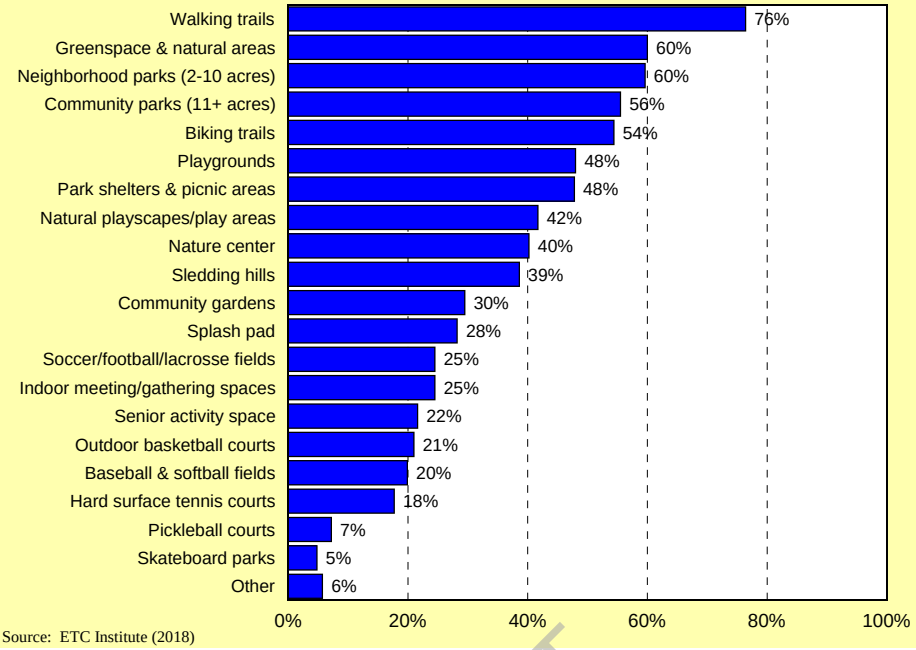
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2018)

Q6. Amenities Respondent Households Have a Need For

by percentage of respondents



Source: ETC Institute (2018)

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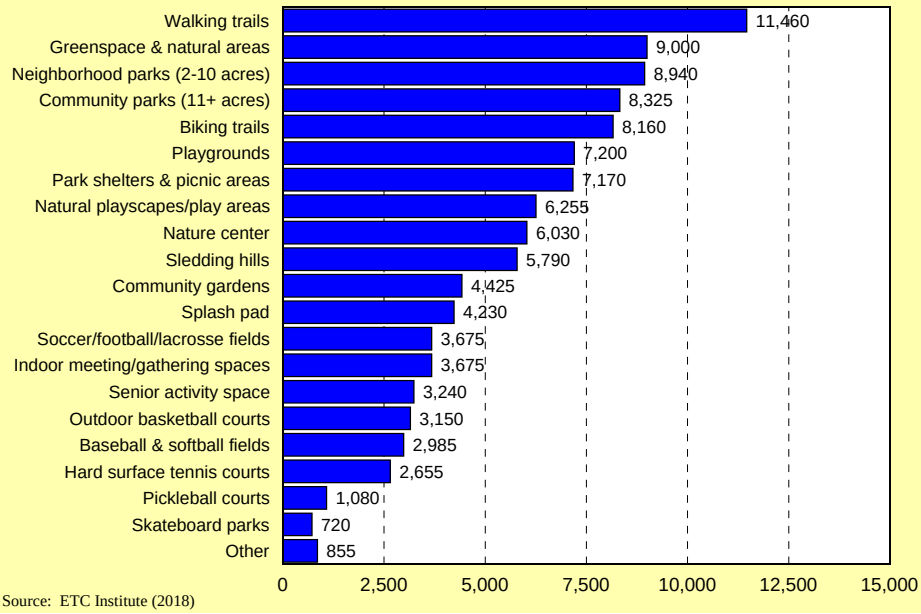
Q6. Estimated Number of Households That Have a Need for Various Amenities

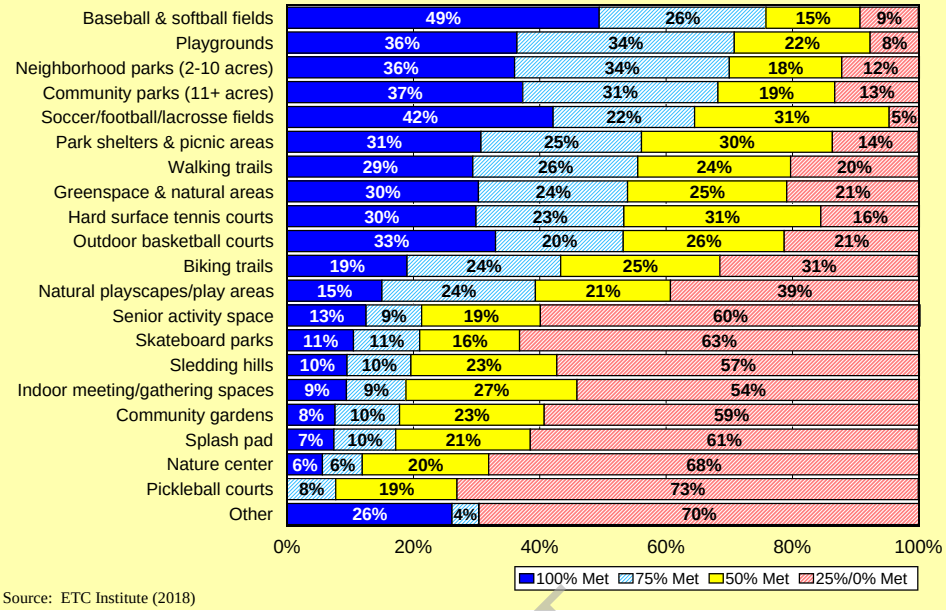
by number of households based on approximately 15,000 households in Deerfield Township, OH



Source: ETC Institute (2018)

Q6. How Well Parks and Recreation Amenities Meet the Needs of Respondent Households

by percentage of respondents with a need for amenities



Source: ETC Institute (2018)

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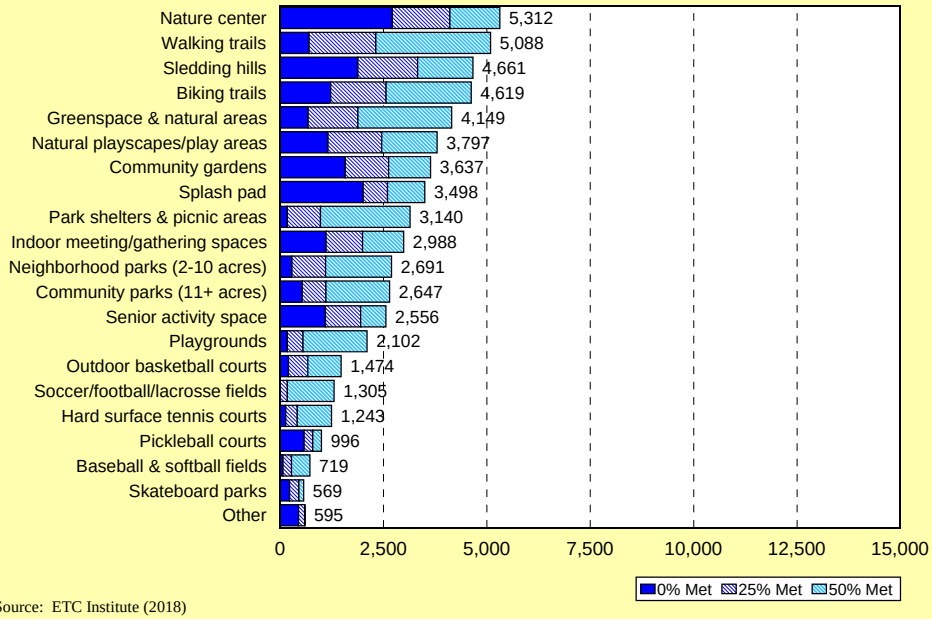
Q6. Estimated Number of Households Whose Needs for Amenities Are Being 50% Met or Less

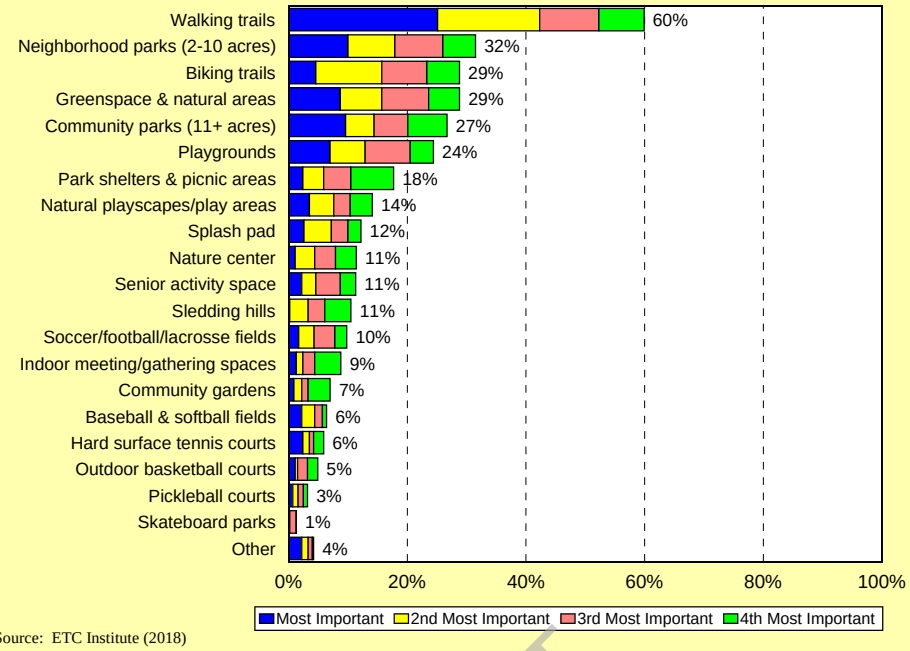
by number of households based on approximately 15,000 households in Deerfield Township, Ohio



Source: ETC Institute (2018)

Q7. Amenities That Are Most Important to Households

by percentage of respondents who selected the items as one of their top four choices



Source: ETC Institute (2018)

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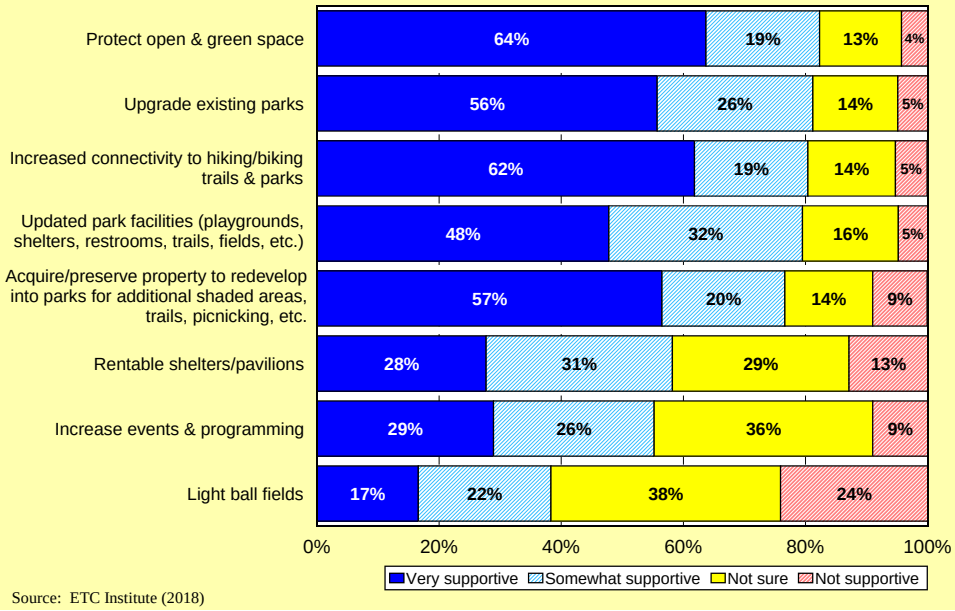
Q8. Actions Deerfield Township Could Take to Improve the Parks and Recreation System

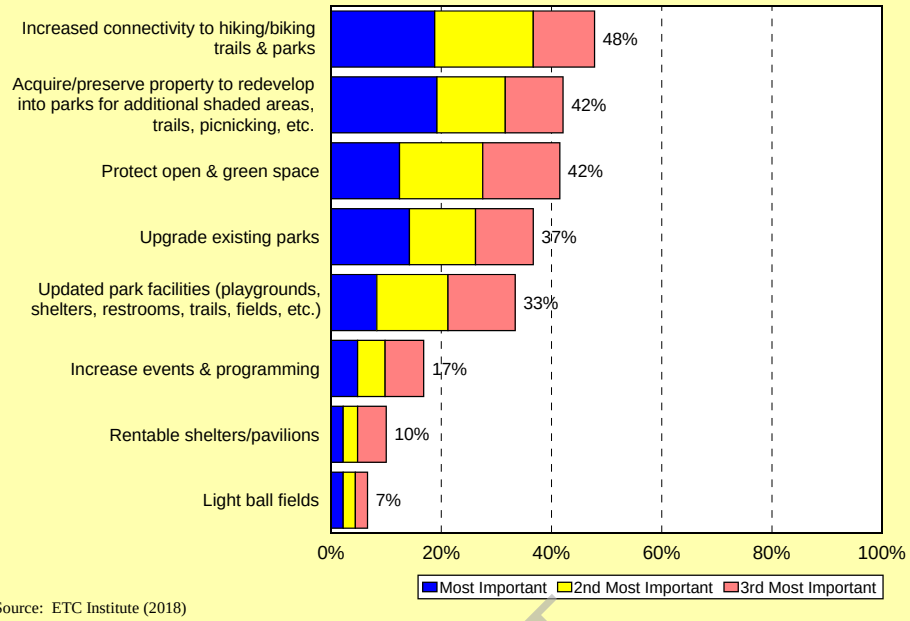
by percentage of respondents with a need for facilities (excluding "not provided" responses)



Source: ETC Institute (2018)

Q9. Most Important Actions that Deerfield Township Could Take to Improve the Parks and Recreation System

by percentage of respondents who selected the items as one of their top three choices



Source: ETC Institute (2018)

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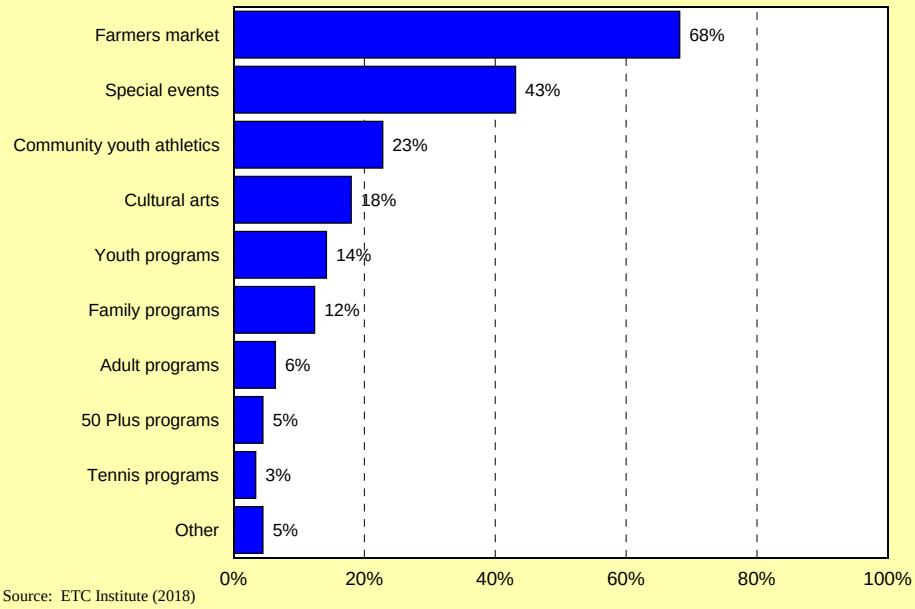
Q10. Recreation Programs Participated in During the Past 12 Months

by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2018)

Q10a. How Many Recreation Programs or Activities Households Participated in During the Past 12 Months

by percentage of respondents who have participated in programs/activities

Source: ETC Institute (2018)

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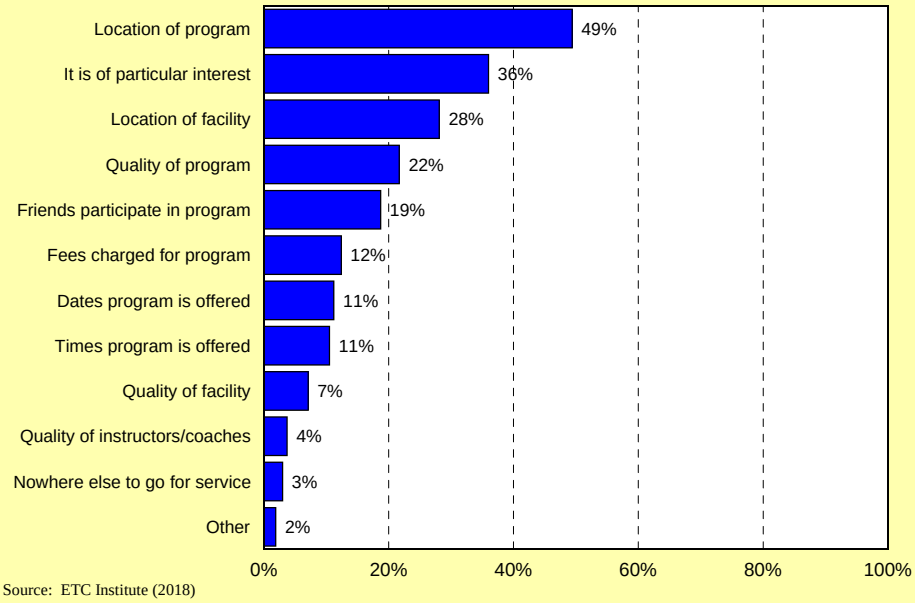
Q10b. Primary Reasons Households Participated in Parks & Recreation Programs/Activities

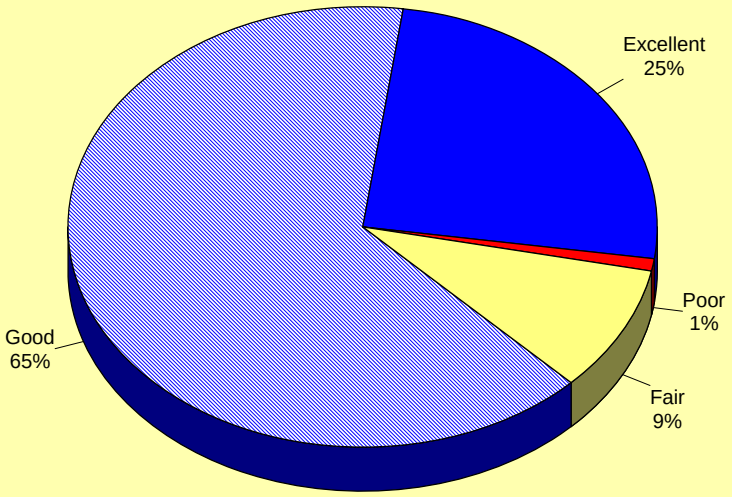
by percentage of respondents who participated in programs/activities (three choices could be made)



Source: ETC Institute (2018)

Q10c. Quality of Recreation Programs/Activities

by percentage of respondents who participated in programs/activities



Source: ETC Institute (2018)

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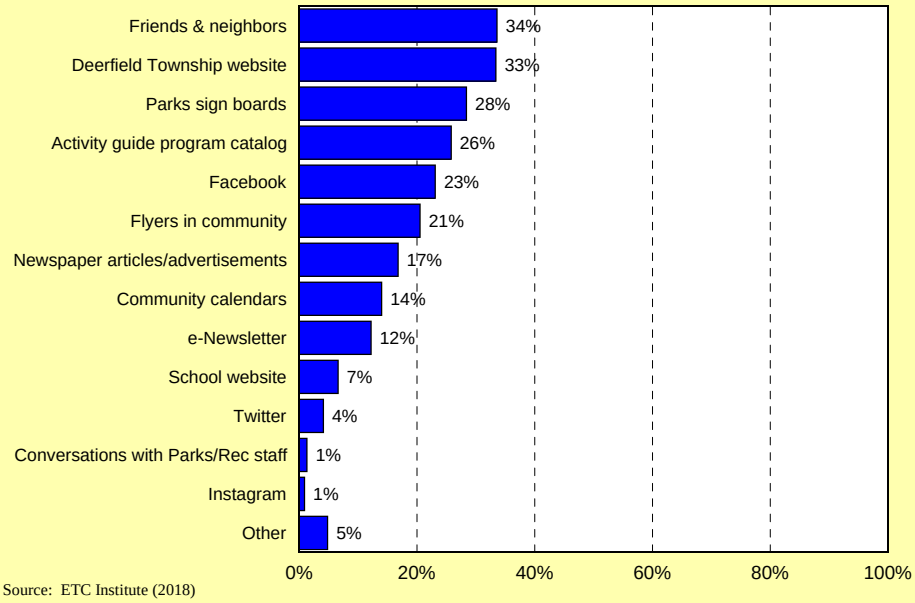
Q11. Sources Households Use to Learn About Parks & Recreation Programs and Activities

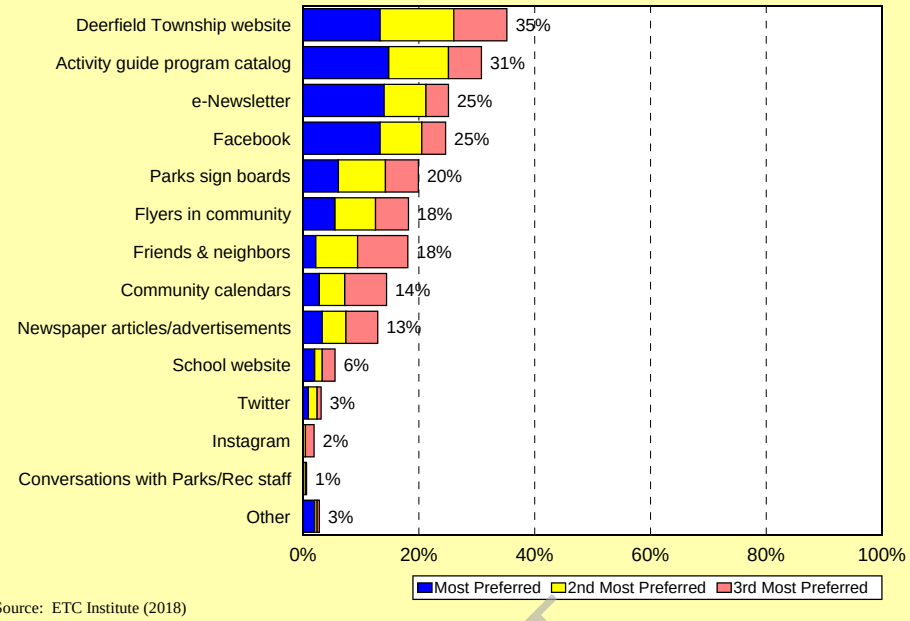
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2018)

Q12. Most Preferred Sources to Learn About Parks & Recreation Programs and Activities

by percentage of respondents who selected the items as one of their top three choices



Source: ETC Institute (2018)

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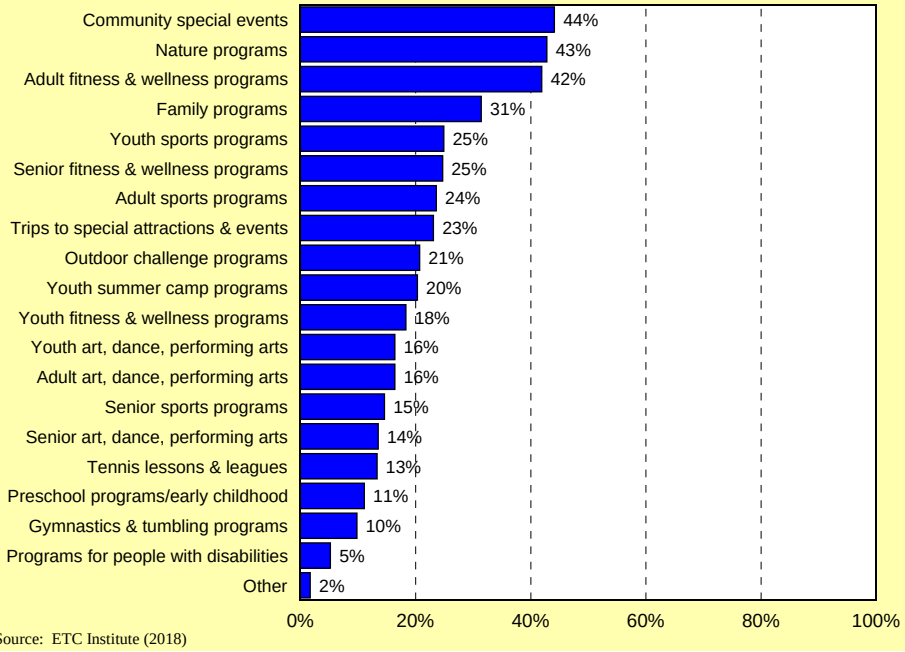
Q13. Programs Respondent Households Have a Need For

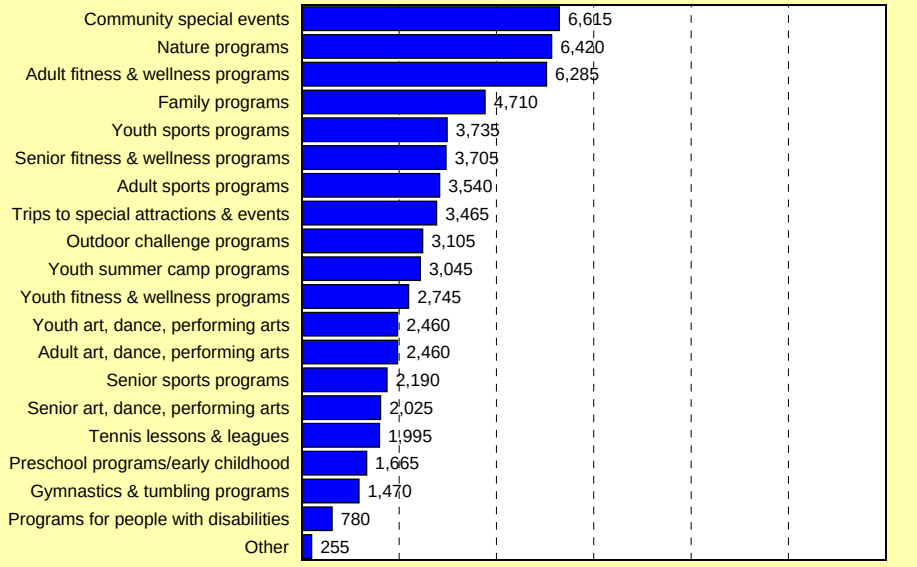
by percentage of respondents



Source: ETC Institute (2018)

Q13. Estimated Number of Households That Have a Need for Various Programs

by number of households based on approximately 15,000 households in Deerfield Township, Ohio



Source: ETC Institute (2018)

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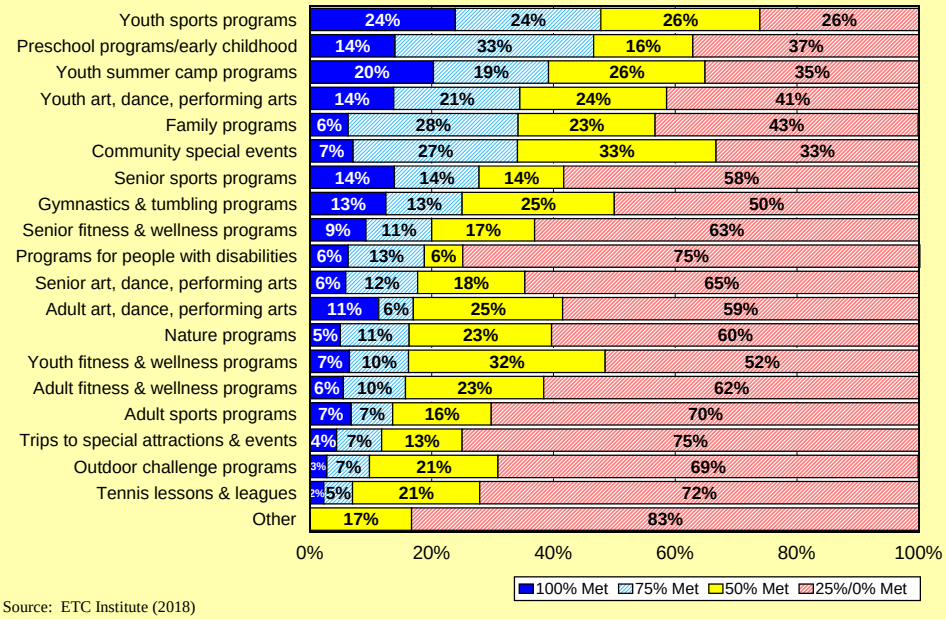
Q13. How Well Parks and Recreation Programs Meet the Needs of Respondent Households

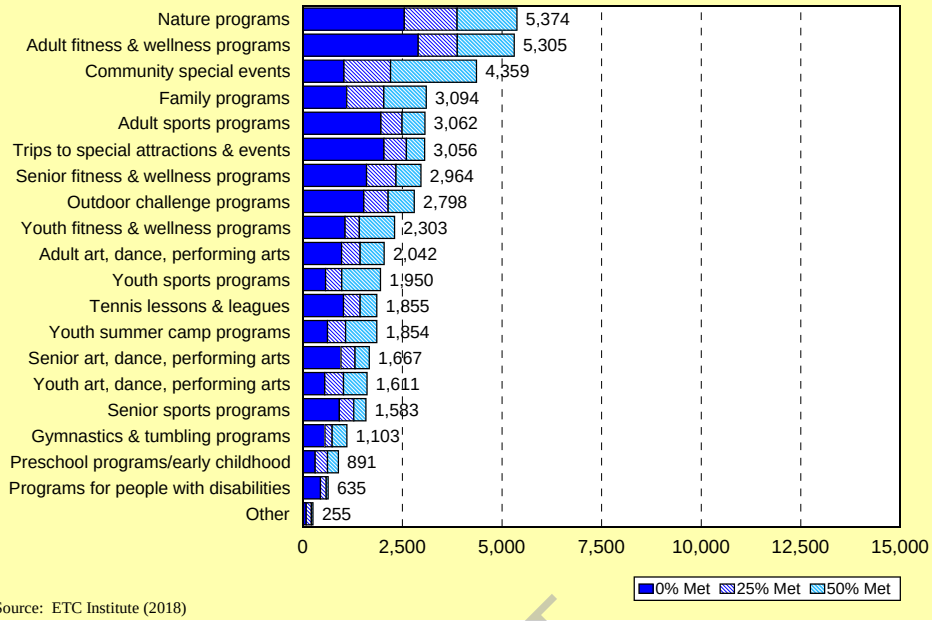
by percentage of respondents with a need for programs



Source: ETC Institute (2018)

Q13. Estimated Number of Households Whose Needs for Programs Are Being 50% Met or Less

by number of households based on approximately 15,000 households in Deerfield Township, Ohio



Source: ETC Institute (2018)

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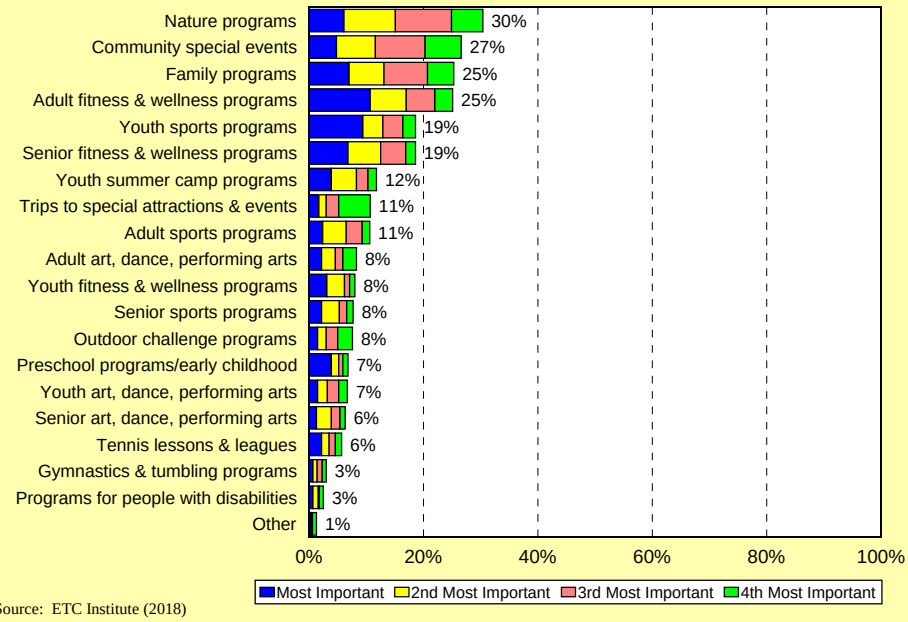
Q14. Programs That Are Most Important to Respondent Households

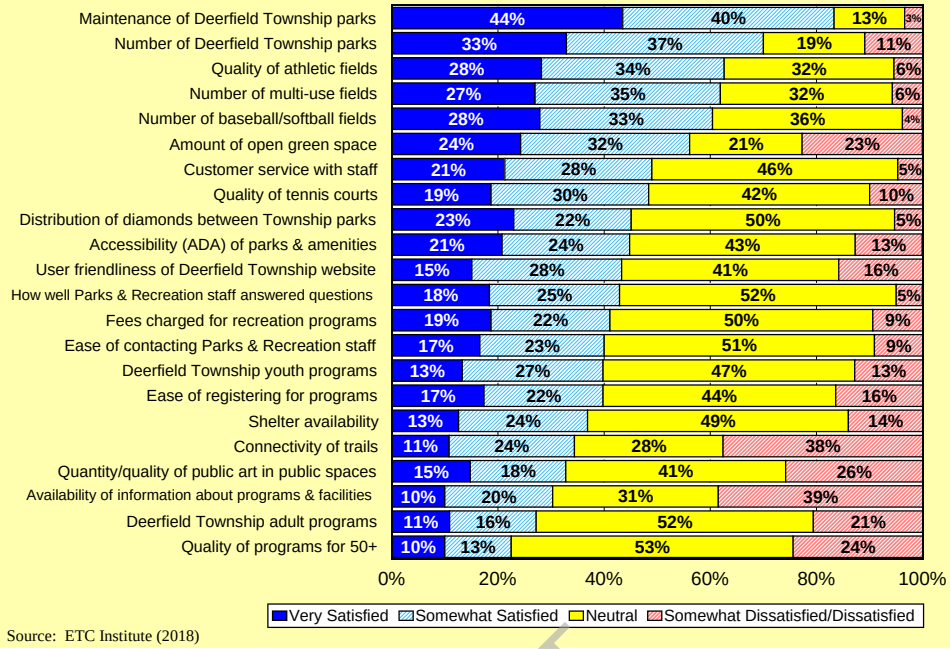
by percentage of respondents who selected the items as one of their top four choices



Source: ETC Institute (2018)

Q15. Satisfaction With Parks and Recreation Services

by percentage of respondents (excluding "don't know" responses)



Source: ETC Institute (2018)

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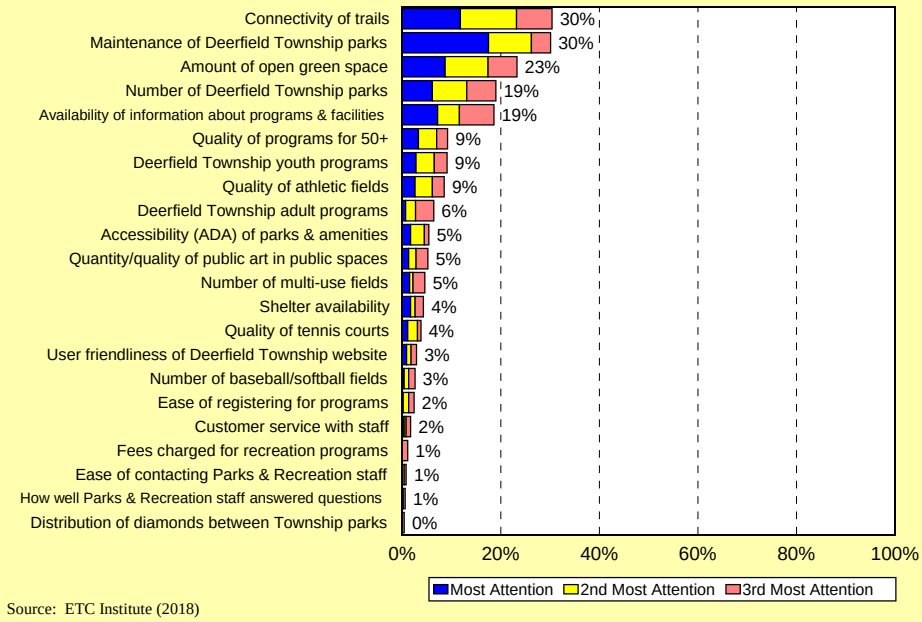
Q16. Parks and Recreation Services Respondent Households Think Should Receive the Most Attention

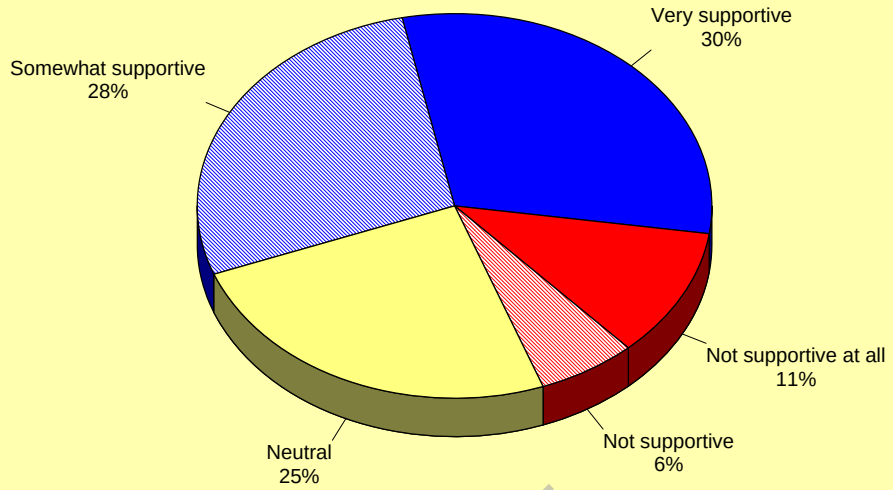
by percentage of respondents who selected the items as one of their top three choices



Source: ETC Institute (2018)

Q17. How supportive would you be of the Township undertaking a process (which would include public involvement) to explore the feasibility of a multi-purpose community building?

by percentage of respondents



Source: ETC Institute (2018)

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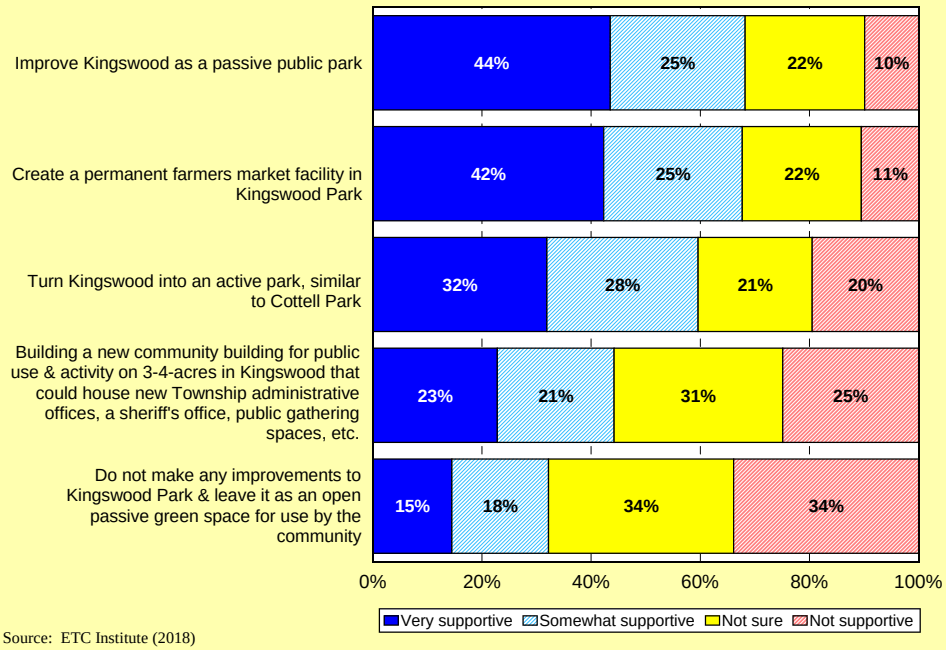
Q18. Level of Support for Potential Options for Kingswood

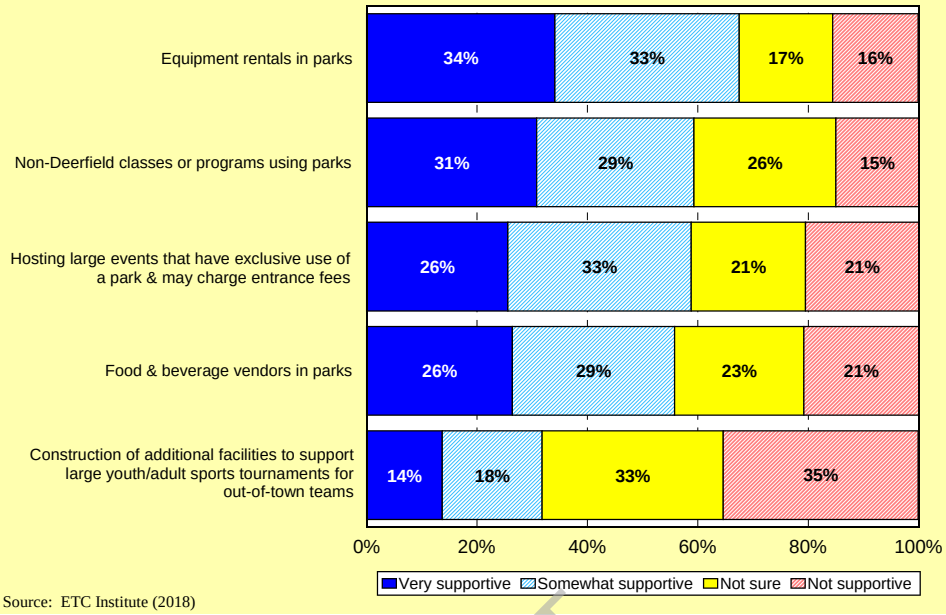
by percentage of respondents



Source: ETC Institute (2018)

Q19. Level of Support for Actions Taken at Kingswood that Would Generate Revenue

by percentage of respondents



Source: ETC Institute (2018)

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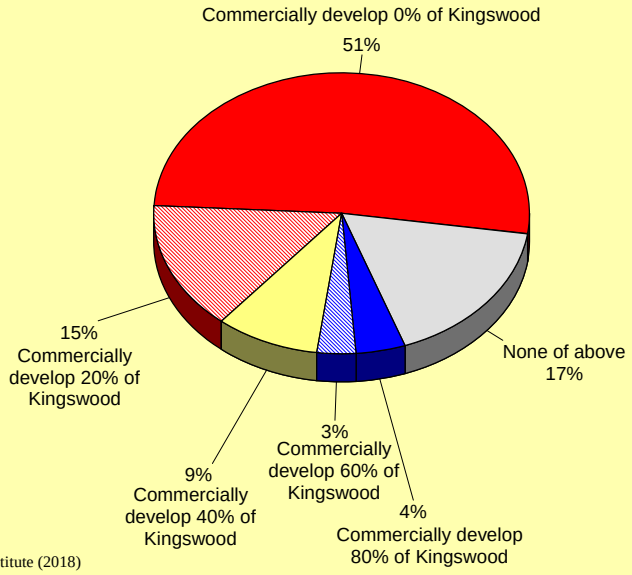
Q20. Should a portion of the debt-free Kingswood property be sold or leased for commercial development, which of the following commercial development options would you most favor?

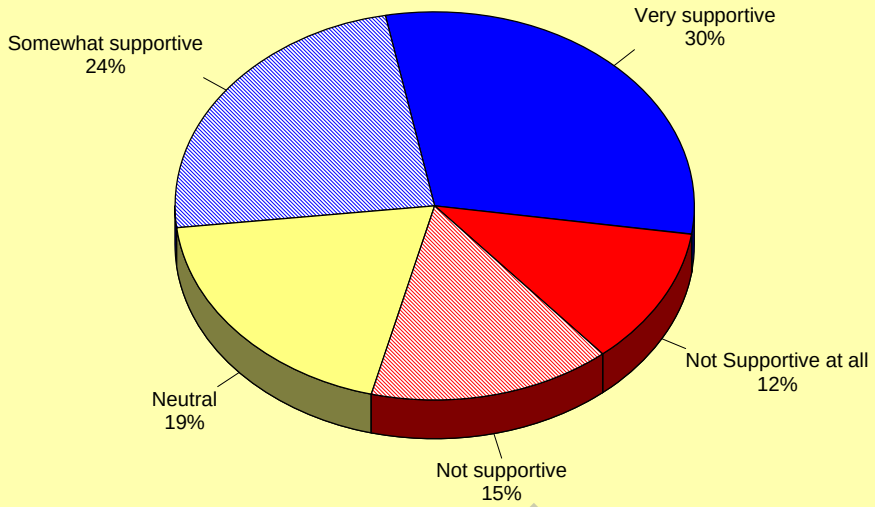
by percentage of respondents



Source: ETC Institute (2018)

Q21. How supportive you would be of changing the current renewable parks tax levy to a permanent parks tax levy?

by percentage of respondents



Source: ETC Institute (2018)

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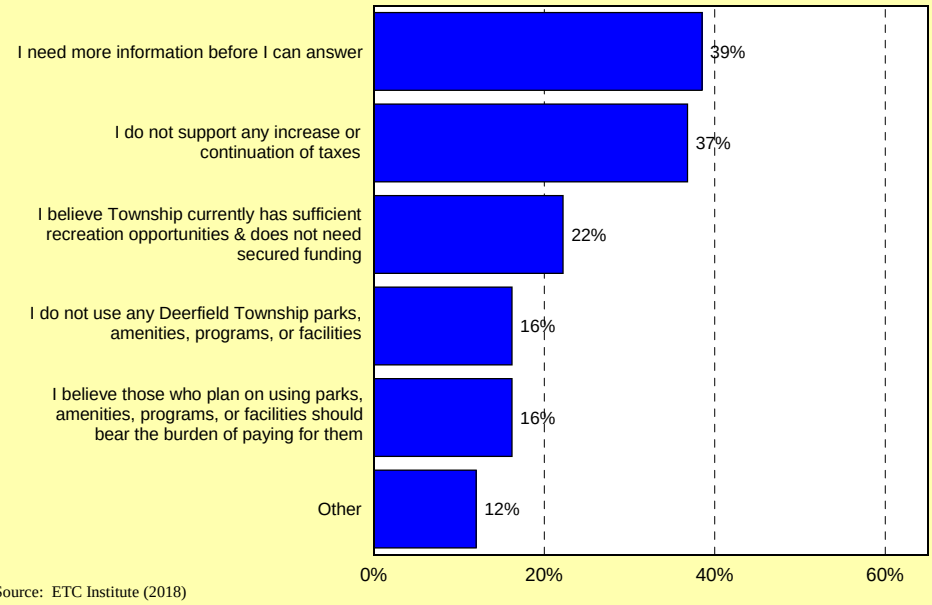
Q21a. Reason Why Household is Not Supportive of Changing the Parks Tax Levy

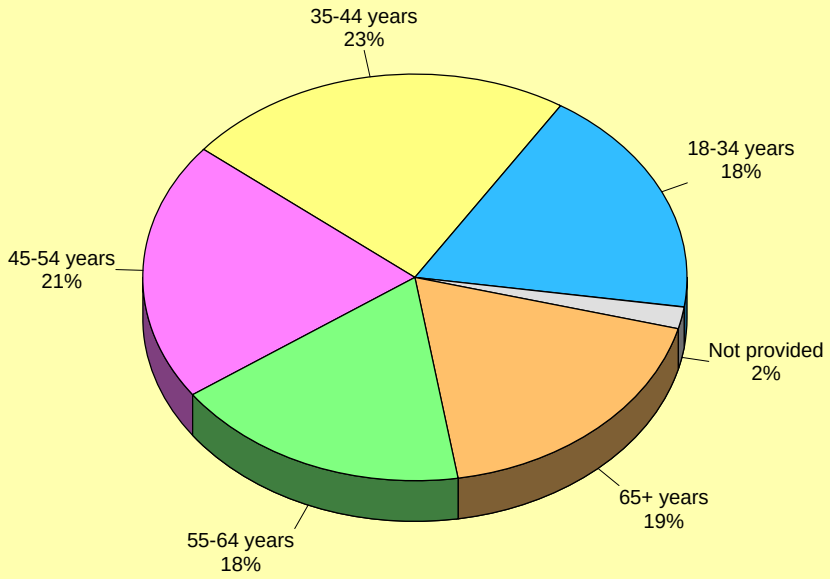
by percentage of respondents that are not in support of a change in the parks tax levy



Source: ETC Institute (2018)

Q22. Demographics: What is your age?

by percentage of respondents



Source: ETC Institute (2018)

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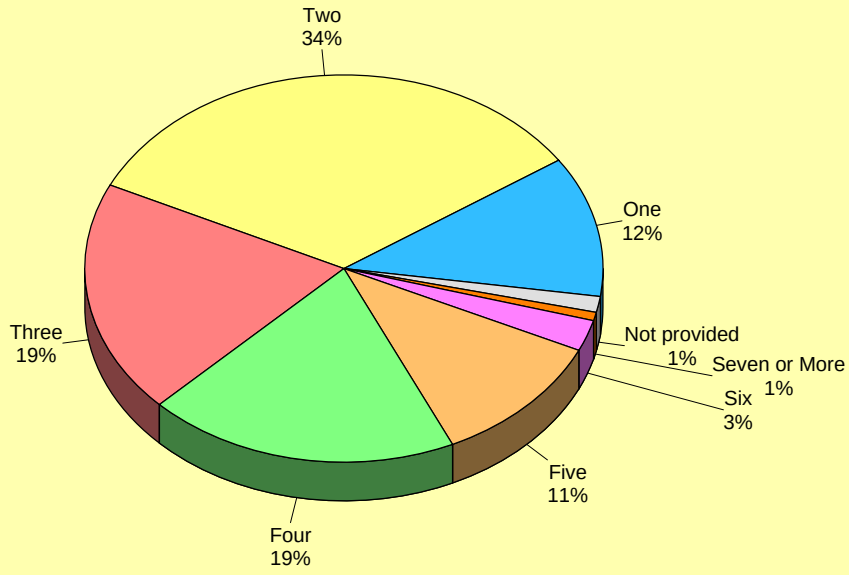
Q23. Demographics: Counting yourself, how many people live in your household?

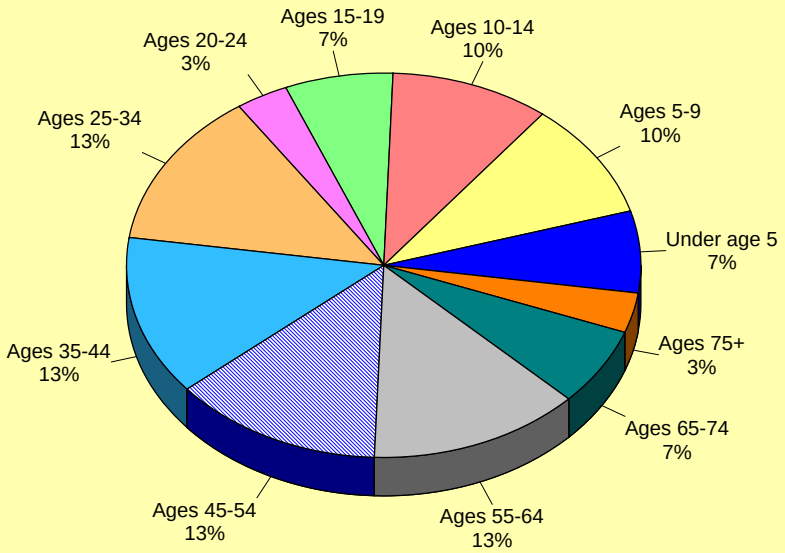
by percentage of respondents



Source: ETC Institute (2018)

Q24. Demographics: Counting yourself, how old are the members of your household?

by percentage of respondents



Source: ETC Institute (2018)

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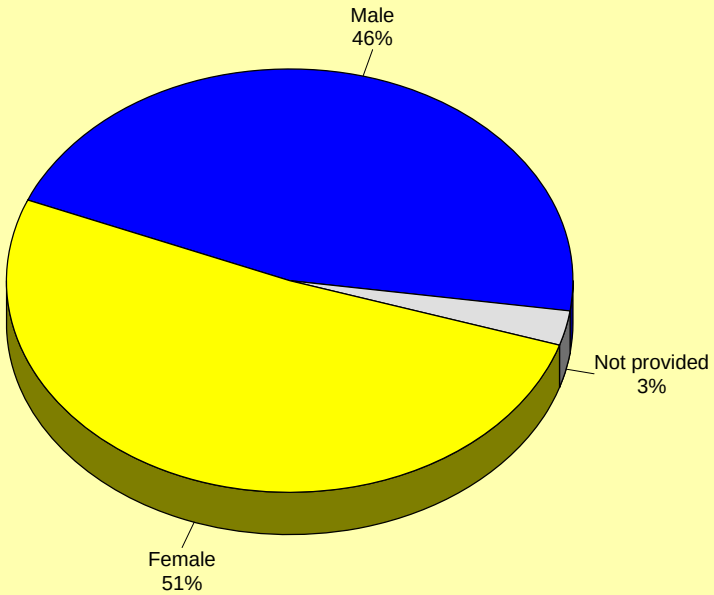
Q25. Demographics: Your gender:

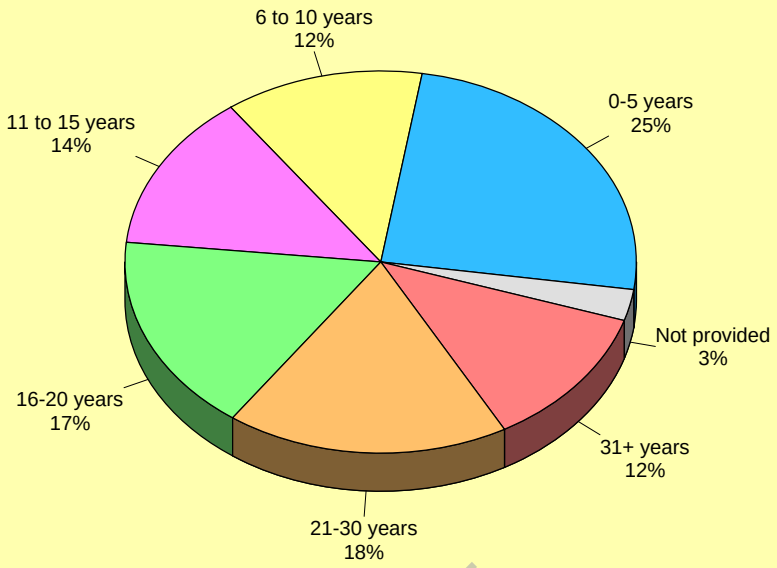
by percentage of respondents



Source: ETC Institute (2018)

Q26. Demographics: How many years have you lived in Deerfield Township?

by percentage of respondents



Source: ETC Institute (2018)

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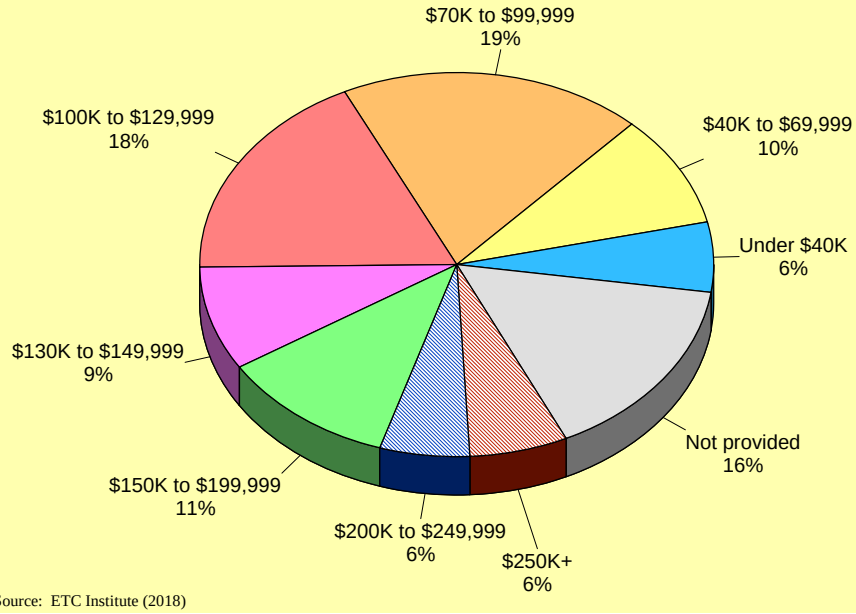
Q27. Demographics: What is your total annual income?

by percentage of respondents



Source: ETC Institute (2018)

Section 2
Priority Investment Rating

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Priority Investment Rating
Deerfield Township, Ohio

The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the amenities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on items (sum of top 4 choices) and the unmet needs (needs that are only being partly or not met) for each amenity/program relative to the amenity/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of amenities and programs, the PIR weights each of these components equally.

The PIR reflects the sum of the Unmet Needs Rating and the Importance Rating as shown in the equation below:

PIR = UNR + IR

For example, suppose the Unmet Needs Rating for walking trails is 95.8 (out of 100) and the Importance Rating for walking trails is 100.0 (out of 100), the Priority Investment Rating for walking trails is 195.8 (out of 200).

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How to Analyze the Charts:

- **High Priority Areas** are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.

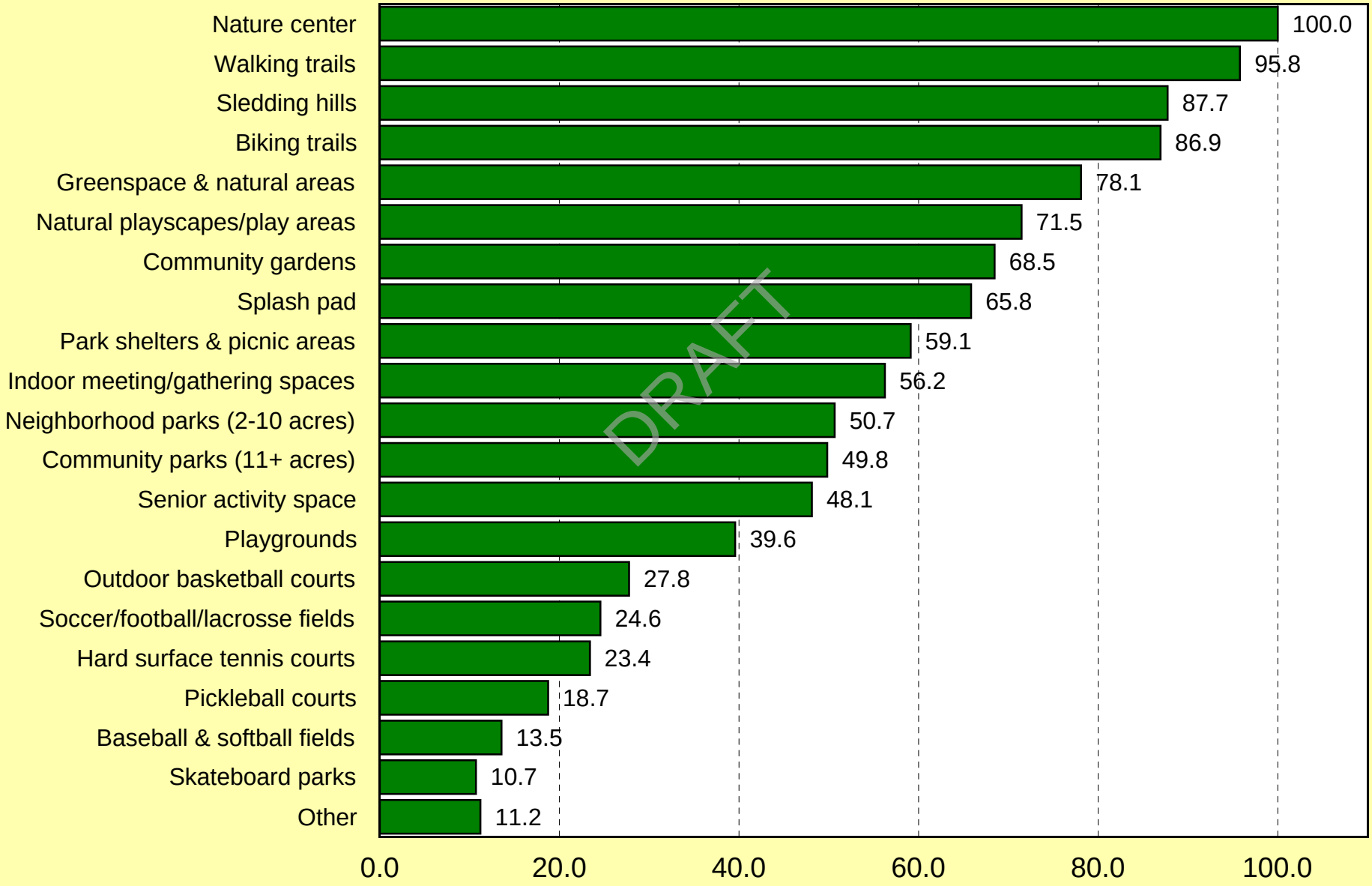
- **Medium Priority Areas** are those with a PIR of 50-99. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.

- **Low Priority Areas** are those with a PIR below 50. A rating in this range generally indicates there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.

The following pages show the Unmet Needs Rating, Importance Rating, and Priority Investment Rating for amenities and programs.

Unmet Needs Rating for Recreation Amenities

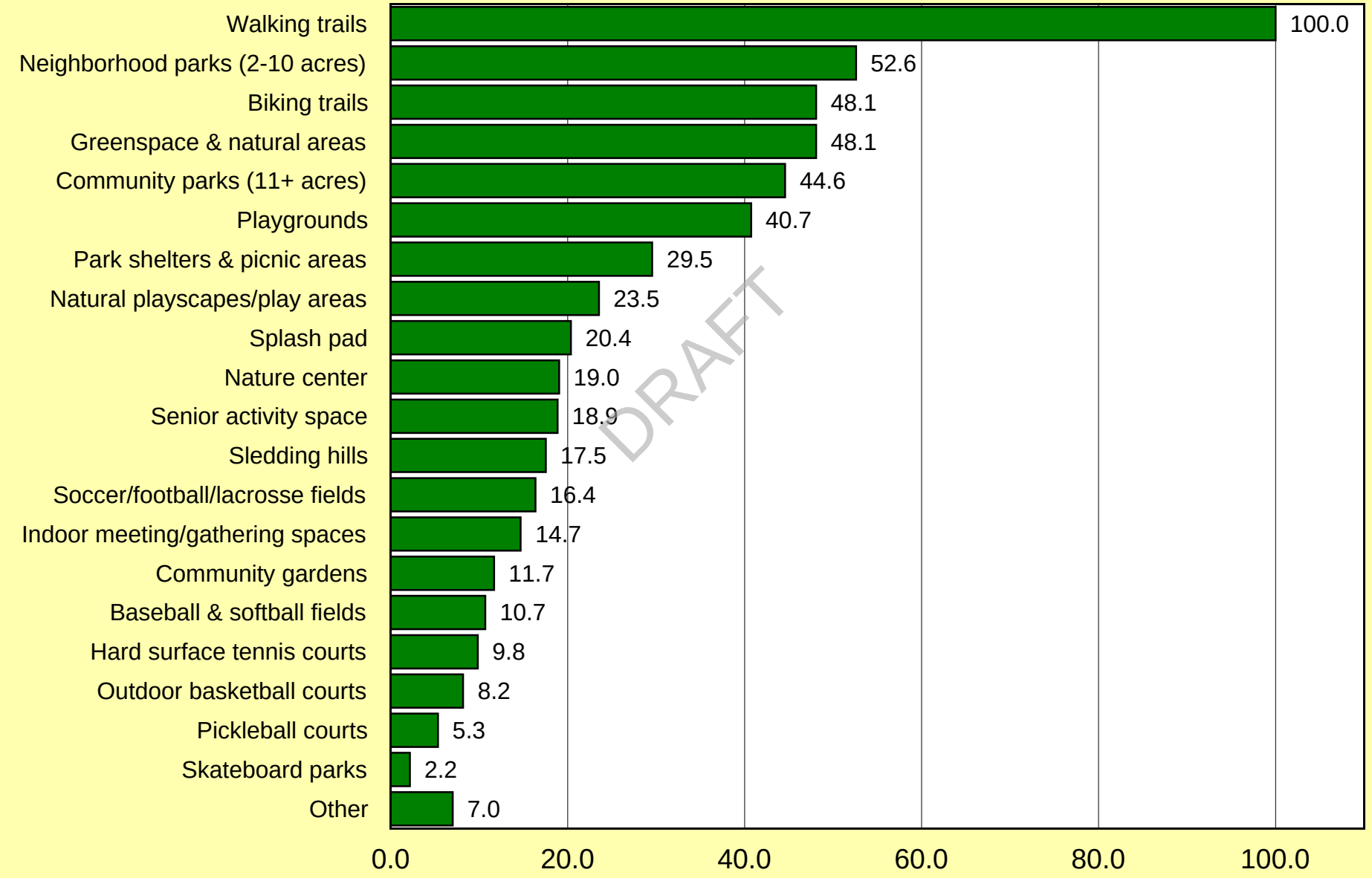
the rating for the item with the most unmet need=100
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need



Source: ETC Institute (2018)

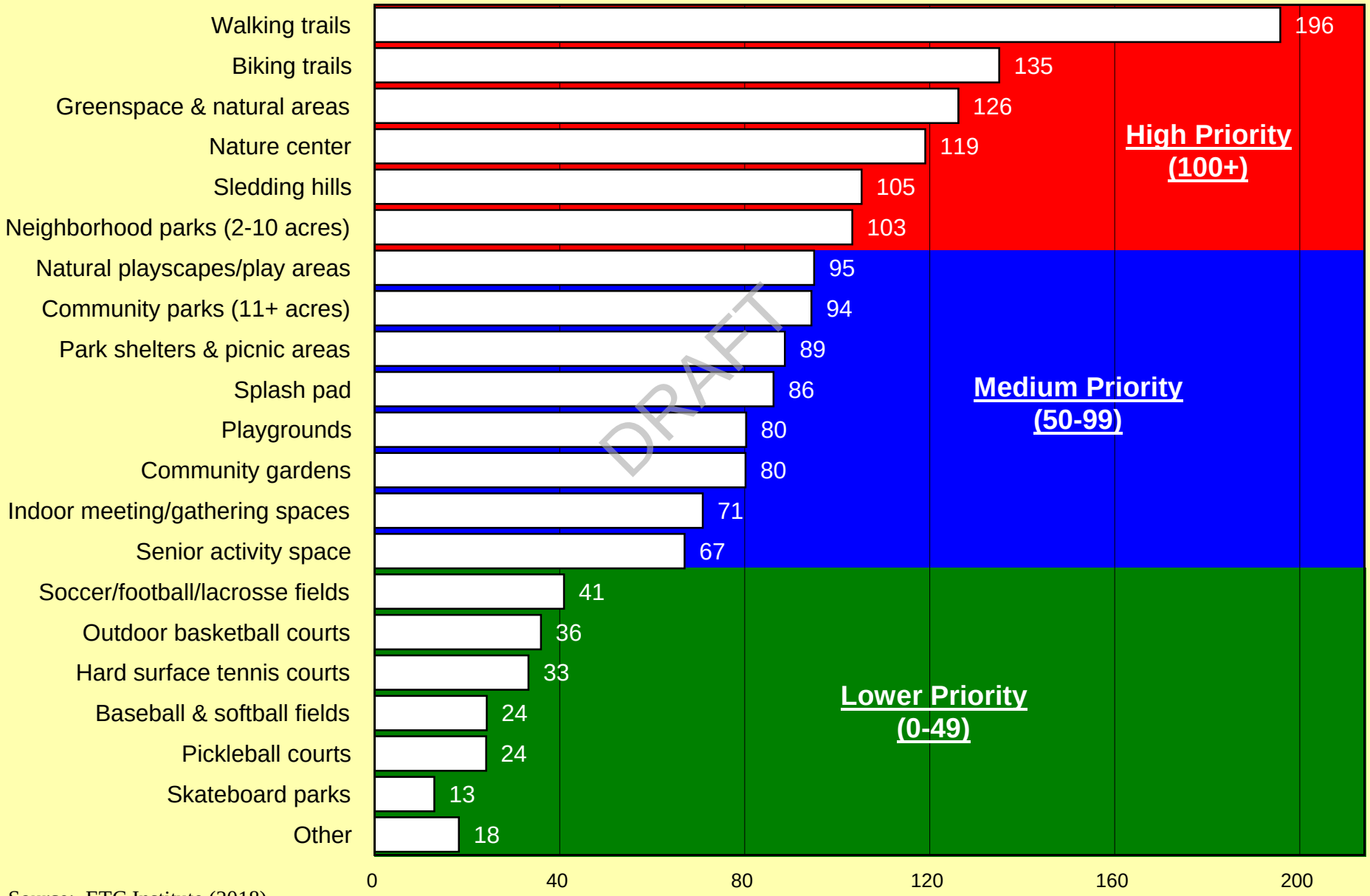
Importance Rating for Recreation Amenities

the rating for the item rated as the most important=100
the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



Source: ETC Institute (2018)

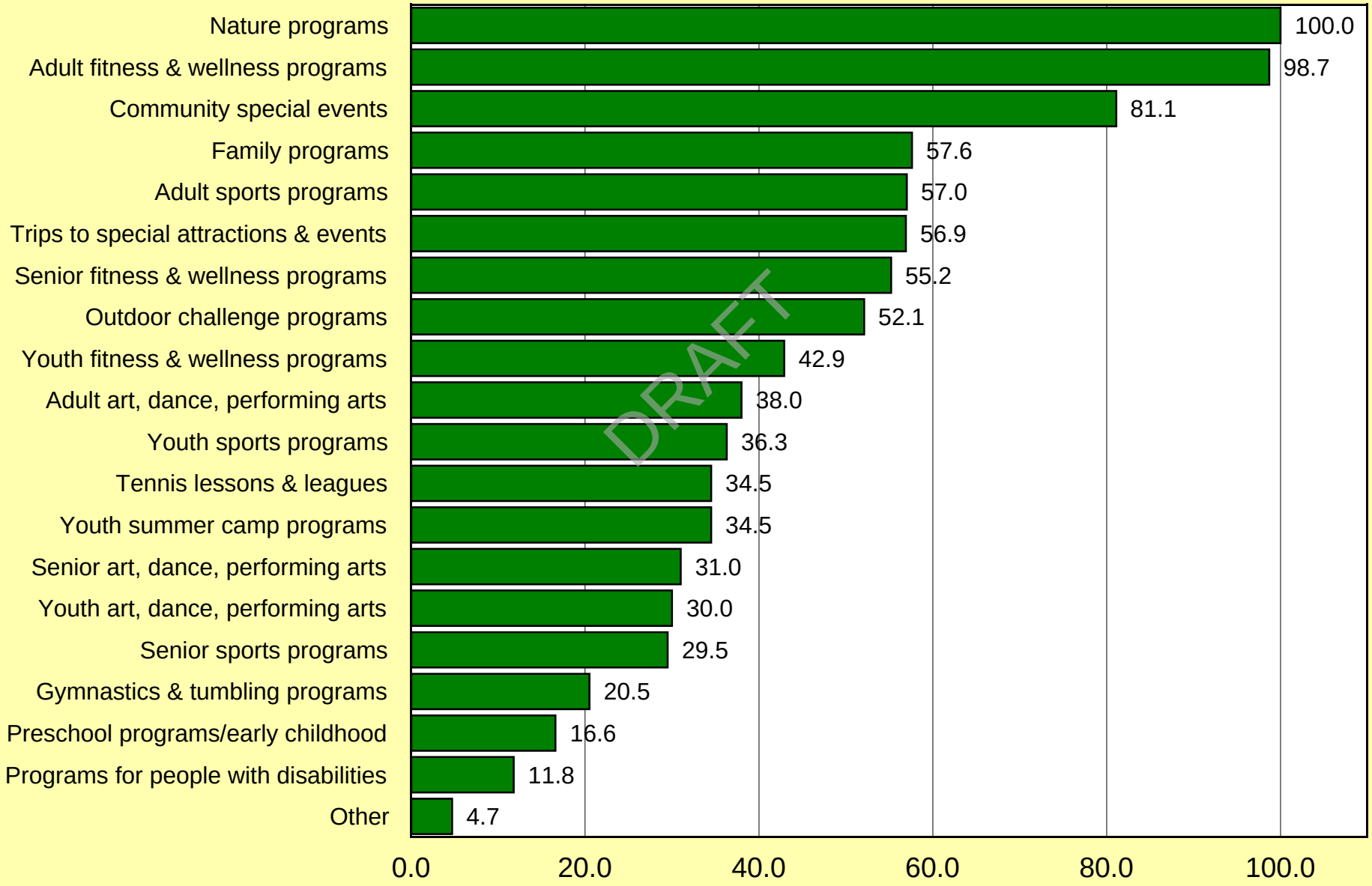
Top Priorities for Investment for Recreation Amenities Based on the Priority Investment Rating



Source: ETC Institute (2018)

Unmet Needs Rating for Recreation Programs

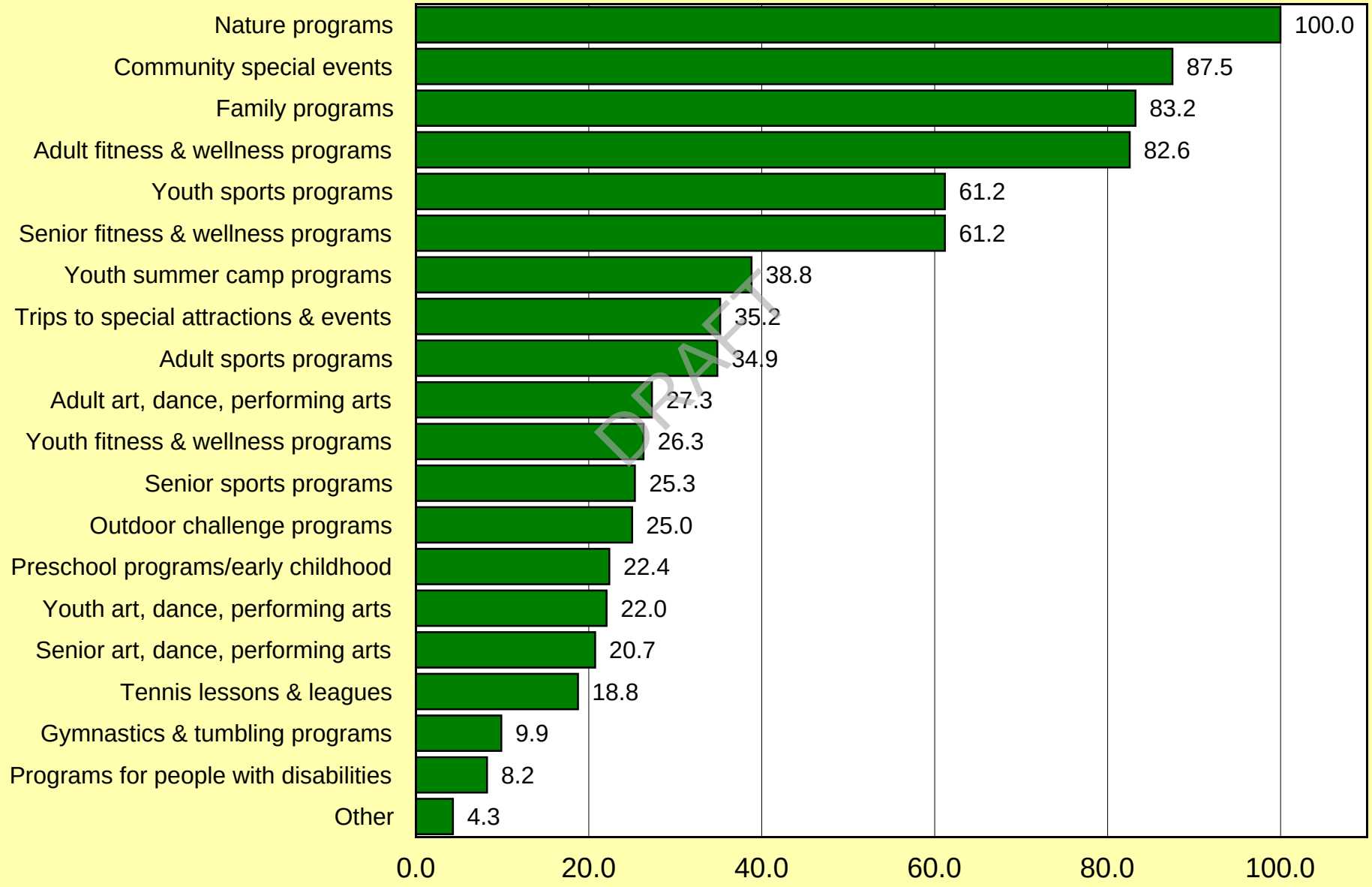
the rating for the item with the most unmet need=100
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need



Source: ETC Institute (2018)

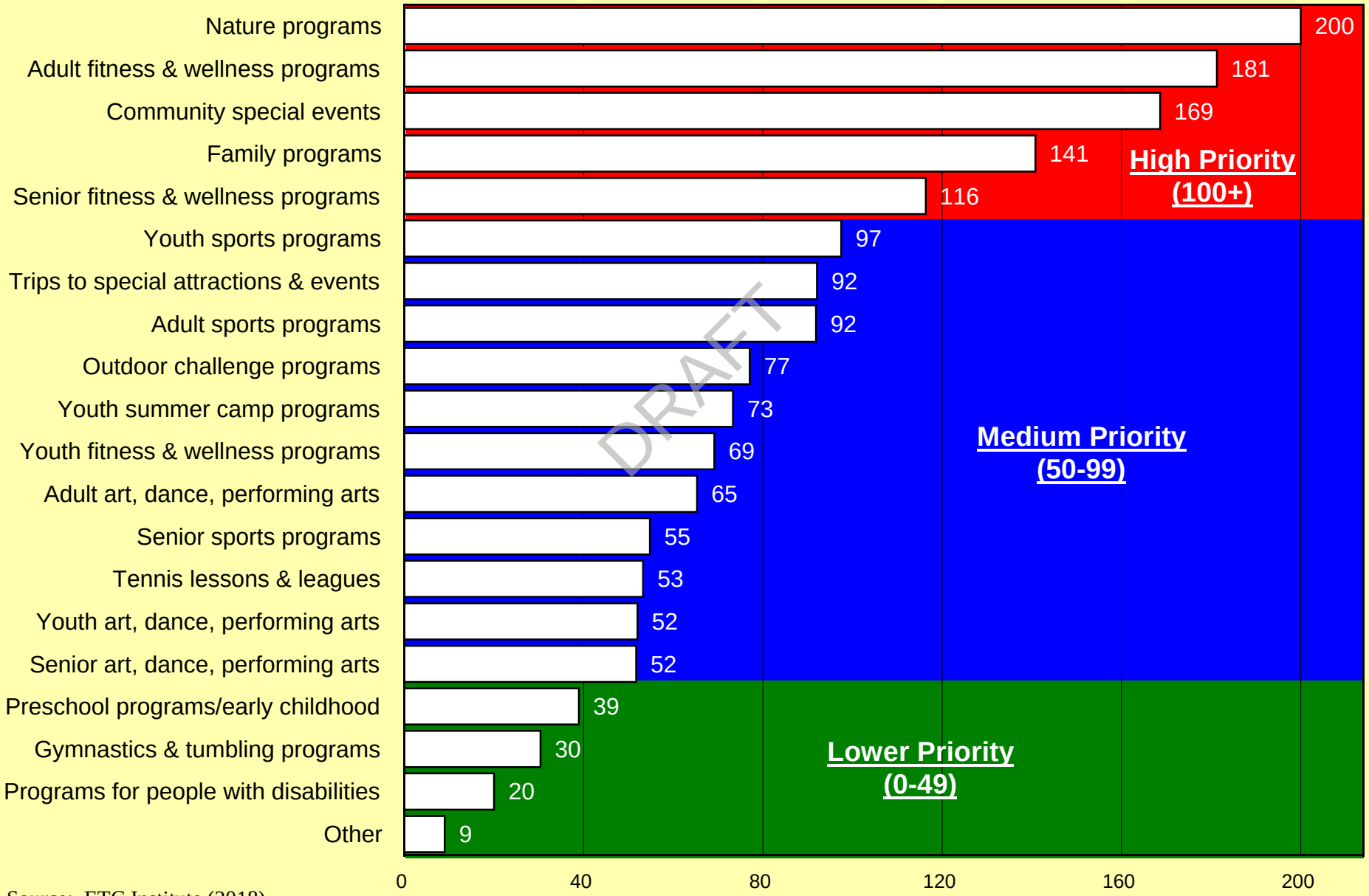
Importance Rating for Recreation Programs

the rating for the item rated as the most important=100
the rating of all other items reflects the relative level of importance for each item compared to the item rated as the most important



Source: ETC Institute (2018)

Top Priorities for Investment for Recreation Programs Based on the Priority Investment Rating



Source: ETC Institute (2018)

Section 3
Benchmarking Analysis

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Benchmarking Summary Report
Deerfield Township, Ohio

Since 1998, ETC Institute has conducted household surveys for needs assessments, feasibility studies, customer satisfaction, fees and charges comparisons, and other parks and recreation issues in more than 400 communities in 49 states across the country.

The results of these surveys have provided an unparalleled data base of information to compare responses from household residents in client communities to "National Averages" and therefore provide a unique tool to "assist organizations in better decision making."

Communities within the data base include a full-range of municipal and county governments from 20,000 in population through over 1 million in population. They include communities in warm weather climates and cold weather climates, mature communities and some of the fastest growing cities and counties in the country.

"National Averages" have been developed for numerous strategically important parks and recreation planning and management issues including: customer satisfaction and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks and recreation facilities more often; priority recreation programs, parks, facilities and trails to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; potential attendance for planned indoor community centers and outdoor aquatic centers; etc.

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Results from household responses for Deerfield Township, Ohio were compared to National Benchmarks to gain further strategic information. A summary of all tabular comparisons are shown on the following page.

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with Deerfield Township Parks and Recreation is not authorized without written consent from ETC Institute.

Benchmarking for Deerfield Township, Ohio		
	National Average	**Deerfield Township 2018**
How would you rate the quality of all the recreation programs you've participated in?		
Excellent	34%	**25%**
Good	54%	**65%**
Fair	10%	**9%**
Poor	2%	**1%**
Ways respondents learn about recreation programs and activities		
Word of Mouth/Friends/Coworkers	49%	**34%**
Website	37%	**33%**
Flyers/Materials at City/County/Park District facilities	22%	**28%**
Departmental Brochure (Seasonal program guide)	42%	**26%**
Newsletters/Flyers/Brochures	24%	**21%**
Newspaper Advertisements	16%	**17%**
E-mail bulletins/notification (Email)	15%	**12%**
School Website	12%	**7%**
Conversations with City/County/Park District staff	6%	**1%**

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Benchmarking for Deerfield Township, Ohio		
	National Average	**Deerfield Township 2018**
Reasons preventing the use of parks and recreation facilities and programs more often		
I do not know what is being offered	34%	**36%**
We are too busy	33%	**25%**
I do not know location of facilities	15%	**19%**
Too far from residence	14%	**19%**
Use services of other agencies	9%	**18%**
Use facilities/programs of other organizations	11%	**13%**
Programs I am interested in are not offered	19%	**7%**
We are not interested	20%	**7%**
Facilities are not well maintained	10%	**6%**
Lack of quality programs	11%	**5%**
Lack of parking	8%	**5%**
Program times are not convenient	19%	**4%**
Fees are too expensive	16%	**3%**
Registration for programs is difficult	3%	**2%**
Security is insufficient	9%	**2%**
Waiting list/programs were full	6%	**1%**
Facility operating hours are not convenient	10%	**1%**
Poor customer service by staff	4%	**1%**

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Benchmarking for Deerfield Township, Ohio		
	National Average	**Deerfield Township 2018**
Recreation programs that respondent households have a need for		
Special events	39%	**44%**
Nature programs/environmental education	30%	**43%**
Adult fitness and wellness programs	49%	**42%**
Youth sports programs	22%	**25%**
Adult sports programs	23%	**24%**
Youth summer camp programs	19%	**20%**
Youth fitness and wellness programs	17%	**18%**
Adult arts, dance, performing arts	21%	**16%**
Youth art, dance, performing arts	15%	**16%**
Tennis lessons and leagues	15%	**13%**
Preschool programs	13%	**11%**
Gymnastics/tumbling programs	13%	**10%**
Programs for people with disabilities	10%	**5%**
Most important recreation programs (sum of top choices)		
Nature programs/environmental education	14%	**30%**
Special events	21%	**27%**
Adult fitness and wellness programs	30%	**25%**
Youth sports programs	12%	**19%**
Youth summer camp programs	8%	**12%**
Adult sports programs	10%	**11%**
Adult arts, dance, performing arts	9%	**8%**
Youth fitness and wellness programs	6%	**8%**
Preschool programs	6%	**7%**
Youth art, dance, performing arts	5%	**7%**
Tennis lessons and leagues	5%	**6%**
Gymnastics/tumbling programs	4%	**3%**
Programs for people with special needs/disabled	4%	**2%**

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Benchmarking for Deerfield Township, Ohio		
	National Average	**Deerfield Township 2018**
Parks and recreation facilities that respondent households have a need for		
Walking Trails	70%	**76%**
Natural areas/wildlife habitats (Greenspace and natural areas)	54%	**60%**
Small neighborhood parks	55%	**60%**
Large Multi Use Community Parks	51%	**56%**
Biking Trails	54%	**54%**
Playground Equipment for Children	41%	**48%**
Picnic Areas and Shelters	49%	**48%**
Nature Center/Nature Trails	51%	**40%**
Community Gardens	31%	**30%**
Splash park/pad	25%	**28%**
Meeting Space/conference center	33%	**25%**
Soccer, Lacrosse Fields (Outdoor field space)	21%	**25%**
Senior Centers (Senior activity space)	24%	**22%**
Outdoor basketball/multi-use courts	20%	**21%**
Baseball & Softball Fields	12%	**20%**
Tennis Courts (outdoor)	21%	**18%**
Skateboarding Park/Area	11%	**5%**

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Benchmarking for Deerfield Township, Ohio		
	National Average	**Deerfield Township 2018**
Most important parks and recreation facilities (sum of top choices)		
Walking Trails	45%	**60%**
Small Neighborhood Parks	24%	**31%**
Natural areas/wildlife habitats (Greenspace and natural areas)	21%	**29%**
Biking Trails	30%	**29%**
Large Community Parks	20%	**27%**
Playground Equipment for Children	18%	**25%**
Picnic Areas and Shelters	14%	**18%**
Splash park/pad	8%	**12%**
Nature Center/Nature Trails (Nature trails/nature parks)	20%	**11%**
Senior Centers (Senior activity space)	10%	**11%**
Soccer, Lacrosse Fields (Outdoor field space)	7%	**10%**
Meeting Space/conference center	8%	**9%**
Community Gardens	9%	**7%**
Baseball & Softball Fields	3%	**6%**
Tennis Courts (outdoor)	6%	**6%**
Outdoor Basketball Courts	4%	**5%**
Skateboarding Area	2%	**1%**
Satisfaction with the overall value received from the parks and recreation department		
Very Satisfied	24%	**37%**
Somewhat Satisfied	35%	**31%**
Neutral	22%	**20%**
Somewhat Dissatisfied	6%	**2%**
Very Dissatisfied	3%	**1%**
Don't Know	12%	**9%**

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Section 4
Tabular Data

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Q1. Please indicate if you or any member of your household has used any of the following Deerfield Township parks/facilities during the past 12 months.

(N=458)

	Yes	No
Q1-1. Cottell (Irwin Simpson at Snyder)	60.3%	39.7%
Q1-2. Fleckenstein (3834 Mason-Montgomery)	11.8%	88.2%
Q1-3. Carter (1772 King Ave. at Little Miami R.)	12.2%	87.8%
Q1-4. Roberts (Butler-Warren at Princeton Rd.)	2.8%	97.2%
Q1-5. Schappacher (4686 Old Irwin-Simpson)	14.4%	85.6%
Q1-6. Kingswood (4188 Irwin Simpson)	24.9%	75.1%
Q1-7. Landen-Deerfield (2258 US-22)	52.4%	47.6%
Q1-8. Craig Minard Memorial (Fields Ertel)	5.0%	95.0%

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Q1. If "Yes," please rate the condition of the parks/facilities you have used.

(N=382)

	Excellent	Good	Fair	Poor
Q1-1. Cottell (Irwin Simpson at Snyder)	70.6%	26.8%	1.1%	1.5%
Q1-2. Fleckenstein (3834 Mason-Montgomery)	62.3%	30.2%	7.5%	0.0%
Q1-3. Carter (1772 King Ave. at Little Miami R.)	24.1%	55.6%	16.7%	3.7%
Q1-4. Roberts (Butler-Warren at Princeton Rd.)	22.2%	55.6%	22.2%	0.0%
Q1-5. Schappacher (4686 Old Irwin-Simpson)	28.1%	43.8%	25.0%	3.1%
Q1-6. Kingswood (4188 Irwin Simpson)	17.9%	39.6%	27.4%	15.1%
Q1-7. Landen-Deerfield (2258 US-22)	34.9%	45.3%	18.1%	1.7%
Q1-8. Craig Minard Memorial (Fields Ertel)	15.0%	55.0%	25.0%	5.0%

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Q2. Which THREE of the parks/facilities listed in Question 1 have you or members of your household USED MOST during the past YEAR?

Q2. Top choice	Number	Percent
Cottell (Irwin Simpson at Snyder)	146	31.9 %
Fleckenstein (3834 Mason-Montgomery)	13	2.8 %
Carter (1772 King Ave. at Little Miami R.)	19	4.1 %
Roberts (Butler-Warren at Princeton Rd.)	8	1.7 %
Schappacher (4686 Old Irwin-Simpson)	16	3.5 %
Kingswood (4188 Irwin Simpson)	28	6.1 %
Landen-Deerfield (2258 US-22)	144	31.4 %
None chosen	84	18.3 %
Total	458	100.0 %

Q2. Which THREE of the parks/facilities listed in Question 1 have you or members of your household USED MOST during the past YEAR?

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Q2. 2nd choice	Number	Percent
Cottell (Irwin Simpson at Snyder)	91	19.9 %
Fleckenstein (3834 Mason-Montgomery)	21	4.6 %
Carter (1772 King Ave. at Little Miami R.)	19	4.1 %
Roberts (Butler-Warren at Princeton Rd.)	4	0.9 %
Schappacher (4686 Old Irwin-Simpson)	15	3.3 %
Kingswood (4188 Irwin Simpson)	41	9.0 %
Landen-Deerfield (2258 US-22)	55	12.0 %
Craig Minard Memorial (Fields Ertel)	4	0.9 %
None chosen	208	45.4 %
Total	458	100.0 %

Q2. Which THREE of the parks/facilities listed in Question 1 have you or members of your household USED MOST during the past YEAR?

Q2. 3rd choice	Number	Percent
Cottell (Irwin Simpson at Snyder)	24	5.2 %
Fleckenstein (3834 Mason-Montgomery)	12	2.6 %
Carter (1772 King Ave. at Little Miami R.)	17	3.7 %
Roberts (Butler-Warren at Princeton Rd.)	3	0.7 %
Schappacher (4686 Old Irwin-Simpson)	11	2.4 %
Kingswood (4188 Irwin Simpson)	30	6.6 %
Landen-Deerfield (2258 US-22)	26	5.7 %
Craig Minard Memorial (Fields Ertel)	4	0.9 %
None chosen	331	72.3 %
Total	458	100.0 %

Q2. Which THREE of the parks/facilities listed in Question 1 have you or members of your household USED MOST during the past YEAR? (top 3)

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Q2. Sum of top 3 choices	Number	Percent
Cottell (Irwin Simpson at Snyder)	261	57.0 %
Fleckenstein (3834 Mason-Montgomery)	46	10.0 %
Carter (1772 King Ave. at Little Miami R.)	55	12.0 %
Roberts (Butler-Warren at Princeton Rd.)	15	3.3 %
Schappacher (4686 Old Irwin-Simpson)	42	9.2 %
Kingswood (4188 Irwin Simpson)	99	21.6 %
Landen-Deerfield (2258 US-22)	225	49.1 %
Craig Minard Memorial (Fields Ertel)	8	1.7 %
None chosen	84	18.3 %
Total	835	

Q3. Which of the following statements best describes how close your residence is to a park?

Q3. How close is your residence to a park	Number	Percent
Adjacent to a park	37	8.1 %
Within a 10-minute walk to a park	152	33.2 %
More than a 10-minute walk to a park	262	57.2 %
Not provided	7	1.5 %
Total	458	100.0 %

WITHOUT "NOT PROVIDED"

Q3. Which of the following statements best describes how close your residence is to a park? (without "not provided")

Q3. How close is your residence to a park	Number	Percent
Adjacent to a park	37	8.2 %
Within a 10-minute walk to a park	152	33.7 %
More than a 10-minute walk to a park	262	58.1 %
Total	451	100.0 %

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Q4. Please rate your satisfaction with the overall value your household receives from Deerfield Township Parks & Recreation.

Q4. Your satisfaction with overall value your household receives from Deerfield Township Parks & Recreation	Number	Percent
Very satisfied	168	36.7 %
Somewhat satisfied	140	30.6 %
Neutral	92	20.1 %
Somewhat dissatisfied	10	2.2 %
Very dissatisfied	6	1.3 %
Don't know	42	9.2 %
Total	458	100.0 %

WITHOUT "DON'T KNOW"

Q4. Please rate your satisfaction with the overall value your household receives from Deerfield Township Parks & Recreation. (without "don't know")

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Q4. Your satisfaction with overall value your household receives from Deerfield Township Parks & Recreation	Number	Percent
Very satisfied	168	40.4 %
Somewhat satisfied	140	33.7 %
Neutral	92	22.1 %
Somewhat dissatisfied	10	2.4 %
Very dissatisfied	6	1.4 %
Total	416	100.0 %

Q5. Please CHECK ALL of the following reasons that prevent you or other members of your household from using the parks, recreation facilities, or programs of the Deerfield Township Parks & Recreation Department MORE OFTEN.

Q5. Reasons that prevent you from using parks, recreation facilities, or programs more often	Number	Percent
Facilities are not well maintained	28	6.1 %
Lack of adequate facilities	43	9.4 %
Program not offered	32	7.0 %
Program times are not convenient	19	4.1 %
Lack of quality programs	24	5.2 %
Too far from our residence	85	18.6 %
Class full	6	1.3 %
Fees are too high	12	2.6 %
Security is insufficient	9	2.0 %
Use facilities in other communities	58	12.7 %
Poor customer service by staff	4	0.9 %
I do not know locations of facilities	85	18.6 %
We are too busy	116	25.3 %
We are not interested	32	7.0 %
I do not know what is being offered	164	35.8 %
Operating hours not convenient	4	0.9 %
Registration for programs is difficult	9	2.0 %
Lack of parking	21	4.6 %
Use services of others (school, library, private fitness club)	82	17.9 %
No safe route to walk/bike to the facility	96	21.0 %
Other	58	12.7 %
Total	987	

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Q5. Other

Q5. Other	Number	Percent
Age	2	3.4 %
Members of the community who don't pay dues use the facility instead of residents	1	1.7 %
Lack of publicity for programs/activities	1	1.7 %
Tennis courts are always full	1	1.7 %
No problems for access	1	1.7 %
Health	1	1.7 %
No use for them, our children are grown	1	1.7 %
I find out about programs too late	1	1.7 %
Retired, not easy to get out	1	1.7 %
Don't get info on programs	1	1.7 %
Not enough shady walkways	1	1.7 %
Just moved here 6 months ago	1	1.7 %
Would love to use Landen for community Lacrosse Practices & games	1	1.7 %
Indoor play options in the cold or rainy weather	1	1.7 %
Too much bird droppings	1	1.7 %
No shade	1	1.7 %
Too many organized sports not enough space for just family activities	1	1.7 %
Lack of restrooms	1	1.7 %
Take hikes away from residence	1	1.7 %
Lack of shaded areas at Landen Deerfiled	1	1.7 %
Need more shades for hot days	1	1.7 %
Landen is usually too packed with soccer teams or softball	1	1.7 %
Only use close one when great grandkids are here	1	1.7 %
Restrooms not open during day recently	1	1.7 %
Out dated	1	1.7 %
Would love sidewalks to parks and more trails to run and walk	1	1.7 %
Location	1	1.7 %
Kingswood ruined for biking from recent semi demolition	1	1.7 %
Cannot reserve shelters	1	1.7 %
No bathrooms available	1	1.7 %
Happy w/#7 so keep using it	1	1.7 %
Gravel driveway makes my clean car dusty	1	1.7 %
Belong to G.E. Fitness Center	1	1.7 %
Bike trails don't connect too much over the road riding	1	1.7 %
Tear down 20 year old barn	1	1.7 %
Unaware of other parks	1	1.7 %
Too busy	1	1.7 %
Would love a better park close by	1	1.7 %
Not enough shade at Fleckenstein	1	1.7 %
Age and health	1	1.7 %
The wooded trails behind Landen-Deerfield are not ideal	1	1.7 %

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Q5. Other

Q5. Other	Number	Percent
Would love to see more programs and events	1	1.7 %
Only location I know is too far	1	1.7 %
Would use tennis courts if they had lights	1	1.7 %
We used to frequent Kingswood on a weekly basis	1	1.7 %
Bathroom in Landen is locked	1	1.7 %
We use them as often as we can	1	1.7 %
Serve our needs as is	1	1.7 %
Safety	1	1.7 %
Physically impaired	1	1.7 %
Use Hamilton Parks	1	1.7 %
Programs for seniors close to us	1	1.7 %
Wasn't aware other parks existed	1	1.7 %
Have used in the past, just not recently	1	1.7 %
Age of our children	1	1.7 %
We like to go to the same parks	1	1.7 %
Cottell meets our needs	1	1.7 %
Total	58	100.0 %

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Q6. Please indicate if you or any member of your household has a need for each of the parks and recreation amenities listed below.

(N=458)

	Yes	No
Q6-1. Community parks (11+ acres)	55.5%	44.5%
Q6-2. Neighborhood parks (2-10 acres)	59.6%	40.4%
Q6-3. Park shelters & picnic areas	47.8%	52.2%
Q6-4. Outdoor basketball courts	21.0%	79.0%
Q6-5. Splash pad	28.2%	71.8%
Q6-6. Hard surface tennis courts	17.7%	82.3%
Q6-7. Pickleball courts	7.2%	92.8%
Q6-8. Baseball & softball fields	19.9%	80.1%
Q6-9. Soccer/football/lacrosse fields	24.5%	75.5%
Q6-10. Skateboard parks	4.8%	95.2%
Q6-11. Sledding hills	38.6%	61.4%
Q6-12. Playgrounds	48.0%	52.0%
Q6-13. Natural playscapes/play areas	41.7%	58.3%
Q6-14. Nature center	40.2%	59.8%
Q6-15. Walking trails	76.4%	23.6%
Q6-16. Biking trails	54.4%	45.6%
Q6-17. Greenspace & natural areas	60.0%	40.0%
Q6-18. Senior activity space	21.6%	78.4%
Q6-19. Indoor meeting/gathering spaces	24.5%	75.5%
Q6-20. Community gardens	29.5%	70.5%
Q6-21. Other	5.7%	94.3%

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Q6. If "Yes," please rate ALL of the parks and recreation amenities of this type in Deerfield Township using a scale of 1 to 5, where 5 means the needs of your household are "100% Met" and 1 means "0% Met."

(N=415)

	100% met	75% met	50% met	25% met	0% met
Q6-1. Community parks (11+ acres)	37.3%	30.9%	18.5%	6.9%	6.4%
Q6-2. Neighborhood parks (2-10 acres)	36.0%	34.0%	17.8%	9.1%	3.2%
Q6-3. Park shelters & picnic areas	30.7%	25.4%	30.2%	11.2%	2.4%
Q6-4. Outdoor basketball courts	33.0%	20.2%	25.5%	14.9%	6.4%
Q6-5. Splash pad	7.4%	9.8%	21.3%	13.9%	47.5%
Q6-6. Hard surface tennis courts	29.9%	23.4%	31.2%	10.4%	5.2%
Q6-7. Pickleball courts	0.0%	7.7%	19.2%	19.2%	53.8%
Q6-8. Baseball & softball fields	49.4%	26.4%	14.9%	6.9%	2.3%
Q6-9. Soccer/football/lacrosse fields	42.1%	22.4%	30.8%	4.7%	0.0%
Q6-10. Skateboard parks	10.5%	10.5%	15.8%	31.6%	31.6%
Q6-11. Sledding hills	9.5%	10.1%	23.1%	24.9%	32.5%
Q6-12. Playgrounds	36.4%	34.4%	21.5%	5.3%	2.4%
Q6-13. Natural playscapes/play areas	15.0%	24.3%	21.4%	20.8%	18.5%
Q6-14. Nature center	5.6%	6.3%	20.0%	23.1%	45.0%
Q6-15. Walking trails	29.4%	26.1%	24.2%	14.1%	6.1%
Q6-16. Biking trails	19.0%	24.3%	25.2%	16.4%	15.0%
Q6-17. Greenspace & natural areas	30.3%	23.6%	25.2%	13.4%	7.5%
Q6-18. Senior activity space	12.5%	8.8%	18.8%	26.3%	33.8%
Q6-19. Indoor meeting/gathering spaces	9.4%	9.4%	27.1%	24.0%	30.2%
Q6-20. Community gardens	7.6%	10.2%	22.9%	23.7%	35.6%
Q6-21. Other	26.1%	4.3%	0.0%	17.4%	52.2%

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Q6-21. Other

Q6-21. Other	Number	Percent
Dog park	6	23.1 %
Fishing	4	15.4 %
Horse back riding trails	1	3.8 %
Amphitheaters	1	3.8 %
Frisbee golf	1	3.8 %
Archery range	1	3.8 %
Sidewalks	1	3.8 %
Trees	1	3.8 %
Paths to parks. Connect to Mason paths.	1	3.8 %
Outdoor/indoor pool	1	3.8 %
Need more shade	1	3.8 %
Cyclo-cross Kingswood	1	3.8 %
Gaga ball pit	1	3.8 %
Special needs park	1	3.8 %
Health/wellness activiites	1	3.8 %
Rifle range	1	3.8 %
Camp site for scouting groups	1	3.8 %
Farmer's market	1	3.8 %
Total	26	100.0 %

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Q7. Which FOUR amenities listed in Question 6 are MOST IMPORTANT to you and members of your household?

Q7. Top choice	Number	Percent
Community parks (11+ acres)	44	9.6 %
Neighborhood parks (2-10 acres)	46	10.0 %
Park shelters & picnic areas	11	2.4 %
Outdoor basketball courts	5	1.1 %
Splash pad	12	2.6 %
Hard surface tennis courts	11	2.4 %
Pickleball courts	3	0.7 %
Baseball & softball fields	10	2.2 %
Soccer/football/lacrosse fields	8	1.7 %
Sledding hills	1	0.2 %
Playgrounds	32	7.0 %
Natural playscapes/play areas	16	3.5 %
Nature center	5	1.1 %
Walking trails	115	25.1 %
Biking trails	21	4.6 %
Greenspace & natural areas	40	8.7 %
Senior activity space	10	2.2 %
Indoor meeting/gathering spaces	6	1.3 %
Community gardens	4	0.9 %
Other	10	2.2 %
None chosen	48	10.5 %
Total	458	100.0 %

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Q7. Which FOUR amenities listed in Question 6 are MOST IMPORTANT to you and members of your household?

Q7. 2nd choice	Number	Percent
Community parks (11+ acres)	22	4.8 %
Neighborhood parks (2-10 acres)	36	7.9 %
Park shelters & picnic areas	16	3.5 %
Outdoor basketball courts	2	0.4 %
Splash pad	21	4.6 %
Hard surface tennis courts	5	1.1 %
Pickleball courts	4	0.9 %
Baseball & softball fields	10	2.2 %
Soccer/football/lacrosse fields	12	2.6 %
Skateboard parks	1	0.2 %
Sledding hills	14	3.1 %
Playgrounds	27	5.9 %
Natural playscapes/play areas	19	4.1 %
Nature center	15	3.3 %
Walking trails	79	17.2 %
Biking trails	51	11.1 %
Greenspace & natural areas	32	7.0 %
Senior activity space	11	2.4 %
Indoor meeting/gathering spaces	5	1.1 %
Community gardens	6	1.3 %
Other	5	1.1 %
None chosen	65	14.2 %
Total	458	100.0 %

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Q7. Which FOUR amenities listed in Question 6 are MOST IMPORTANT to you and members of your household?

Q7. 3rd choice	Number	Percent
Community parks (11+ acres)	26	5.7 %
Neighborhood parks (2-10 acres)	37	8.1 %
Park shelters & picnic areas	21	4.6 %
Outdoor basketball courts	8	1.7 %
Splash pad	13	2.8 %
Hard surface tennis courts	3	0.7 %
Pickleball courts	4	0.9 %
Baseball & softball fields	6	1.3 %
Soccer/football/lacrosse fields	16	3.5 %
Skateboard parks	5	1.1 %
Sledding hills	13	2.8 %
Playgrounds	35	7.6 %
Natural playscapes/play areas	13	2.8 %
Nature center	16	3.5 %
Walking trails	46	10.0 %
Biking trails	35	7.6 %
Greenspace & natural areas	36	7.9 %
Senior activity space	19	4.1 %
Indoor meeting/gathering spaces	9	2.0 %
Community gardens	5	1.1 %
Other	3	0.7 %
None chosen	89	19.4 %
Total	458	100.0 %

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Q7. Which FOUR amenities listed in Question 6 are MOST IMPORTANT to you and members of your household?

Q7. 4th choice	Number	Percent
Community parks (11+ acres)	30	6.6 %
Neighborhood parks (2-10 acres)	25	5.5 %
Park shelters & picnic areas	33	7.2 %
Outdoor basketball courts	8	1.7 %
Splash pad	10	2.2 %
Hard surface tennis courts	8	1.7 %
Pickleball courts	3	0.7 %
Baseball & softball fields	3	0.7 %
Soccer/football/lacrosse fields	9	2.0 %
Sledding hills	20	4.4 %
Playgrounds	18	3.9 %
Natural playscapes/play areas	17	3.7 %
Nature center	16	3.5 %
Walking trails	35	7.6 %
Biking trails	25	5.5 %
Greenspace & natural areas	24	5.2 %
Senior activity space	12	2.6 %
Indoor meeting/gathering spaces	20	4.4 %
Community gardens	17	3.7 %
Other	1	0.2 %
None chosen	124	27.1 %
Total	458	100.0 %

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Q7. Which FOUR amenities listed in Question 6 are MOST IMPORTANT to you and members of your household? (top 4)

Q7. Sum of top 4 choices	Number	Percent
Community parks (11+ acres)	122	26.6 %
Neighborhood parks (2-10 acres)	144	31.4 %
Park shelters & picnic areas	81	17.7 %
Outdoor basketball courts	23	5.0 %
Splash pad	56	12.2 %
Hard surface tennis courts	27	5.9 %
Pickleball courts	14	3.1 %
Baseball & softball fields	29	6.3 %
Soccer/football/lacrosse fields	45	9.8 %
Skateboard parks	6	1.3 %
Sledding hills	48	10.5 %
Playgrounds	112	24.5 %
Natural playscapes/play areas	65	14.2 %
Nature center	52	11.4 %
Walking trails	275	60.0 %
Biking trails	132	28.8 %
Greenspace & natural areas	132	28.8 %
Senior activity space	52	11.4 %
Indoor meeting/gathering spaces	40	8.7 %
Community gardens	32	7.0 %
Other	19	4.1 %
None chosen	48	10.5 %
Total	1554	

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Q8. The following are actions Deerfield Township could take to improve the parks and recreation system. Please indicate how supportive you would be of each action.

(N=458)

	Very supportive	Somewhat supportive	Not sure	Not supportive	Not provided
Q8-1. Acquire/ preserve property to redevelop into parks for additional shaded areas, trails, picnicking, etc.	53.9%	19.2%	13.8%	8.5%	4.6%
Q8-2. Upgrade existing parks	53.5%	24.5%	13.3%	4.8%	3.9%
Q8-3. Light ball fields	15.5%	20.3%	35.2%	22.5%	6.6%
Q8-4. Increased connectivity to hiking/ biking trails & parks	59.4%	17.9%	13.8%	5.0%	3.9%
Q8-5. Updated park facilities (playgrounds, shelters, restrooms, trails, fields, etc.)	45.9%	30.3%	15.1%	4.6%	4.1%
Q8-6. Rentable shelters/pavilions	26.2%	28.8%	27.3%	12.2%	5.5%
Q8-7. Increase events & programming	27.3%	24.9%	33.8%	8.5%	5.5%
Q8-8. Protect open & green space	61.4%	17.9%	12.9%	4.1%	3.7%
Q8-9. Other	82.1%	7.7%	7.7%	2.6%	0.0%

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WITHOUT "NOT PROVIDED"

Q8. The following are actions Deerfield Township could take to improve the parks and recreation system. Please indicate how supportive you would be of each action. (without "not provided")

(N=458)

	Very supportive	Somewhat supportive	Not sure	Not supportive
Q8-1. Acquire/preserve property to redevelop into parks for additional shaded areas, trails, picnicking, etc.	56.5%	20.1%	14.4%	8.9%
Q8-2. Upgrade existing parks	55.7%	25.5%	13.9%	5.0%
Q8-3. Light ball fields	16.6%	21.7%	37.6%	24.1%
Q8-4. Increased connectivity to hiking/ biking trails & parks	61.8%	18.6%	14.3%	5.2%
Q8-5. Updated park facilities (playgrounds, shelters, restrooms, trails, fields, etc.)	47.8%	31.7%	15.7%	4.8%
Q8-6. Rentable shelters/pavilions	27.7%	30.5%	28.9%	12.9%
Q8-7. Increase events & programming	28.9%	26.3%	35.8%	9.0%
Q8-8. Protect open & green space	63.7%	18.6%	13.4%	4.3%
Q8-9. Other	82.1%	7.7%	7.7%	2.6%

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Q8-9. Other

Q8-9. Other	Number	Percent
Youth fishing programs/youth fishing derby	1	2.6 %
Nature center	1	2.6 %
Camping	1	2.6 %
More dog parks and leash free areas	1	2.6 %
Additional secuirty	1	2.6 %
Enforce leash law	1	2.6 %
Preserve and protect natural spaces	1	2.6 %
Sidewalks leading to parks	1	2.6 %
Skatepark	1	2.6 %
Add sidewalks from homes to parks	1	2.6 %
Create indoor play areas like Sharon Woods for colder and rainy weather	1	2.6 %
Fishing opprtunities	1	2.6 %
Dog park	1	2.6 %
Add splash pad	1	2.6 %
Plant more trees and create wooded areas	1	2.6 %
Better access from neighborhoods via foot or bike	1	2.6 %
We are elderly and w/limited income	1	2.6 %
Stop developing strip malls	1	2.6 %
Add some trees	1	2.6 %
We need a splash pool	1	2.6 %
More mini parks to drop in to make phone calls or eat quickly	1	2.6 %
Rebuild the Kingswood Barn	1	2.6 %
Senior activies	1	2.6 %
Lights on basketball courts, tennis courts, baseball field	1	2.6 %
Lower fees for programs	1	2.6 %
Support and promote more community hiking/biking/kids events	1	2.6 %
More fenced in areas to run dogs	1	2.6 %
Nicer bike trail parking	1	2.6 %
Better inform residents of programs that are offered	1	2.6 %
Special needs park	1	2.6 %
Sell the ridiculous 20 mile stand park	1	2.6 %
Make Deerfield park locations smoke free	1	2.6 %
Fishing lake	1	2.6 %
Protect Kingswood prior golf course	1	2.6 %
Lights on basketball courts	1	2.6 %
Educating the community about programs and parks	1	2.6 %
Build camp site for scouting groups	1	2.6 %
Frisbee golf	1	2.6 %
Permanent farmers market pavillion	1	2.6 %
Total	39	100.0 %

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Q9. Which THREE of the items listed in Question 8 are MOST IMPORTANT to your household for the Township to maintain and/or develop?

Q9. Top choice	Number	Percent
Acquire/preserve property to redevelop into parks for additional shaded areas, trails, picnicking, etc.	88	19.2 %
Upgrade existing parks	65	14.2 %
Light ball fields	10	2.2 %
Increased connectivity to hiking/biking trails & parks	86	18.8 %
Updated park facilities (playgrounds, shelters, restrooms, trails, fields, etc.)	38	8.3 %
Rentable shelters/pavilions	10	2.2 %
Increase events & programming	22	4.8 %
Protect open & green space	57	12.4 %
Other	16	3.5 %
None chosen	66	14.4 %
Total	458	100.0 %

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Q9. Which THREE of the items listed in Question 8 are MOST IMPORTANT to your household for the Township to maintain and/or develop?

Q9. 2nd choice	Number	Percent
Acquire/preserve property to redevelop into parks for additional shaded areas, trails, picnicking, etc.	57	12.4 %
Upgrade existing parks	55	12.0 %
Light ball fields	10	2.2 %
Increased connectivity to hiking/biking trails & parks	82	17.9 %
Updated park facilities (playgrounds, shelters, restrooms, trails, fields, etc.)	59	12.9 %
Rentable shelters/pavilions	12	2.6 %
Increase events & programming	23	5.0 %
Protect open & green space	69	15.1 %
Other	1	0.2 %
None chosen	90	19.7 %
Total	458	100.0 %

Q9. Which THREE of the items listed in Question 8 are MOST IMPORTANT to your household for the Township to maintain and/or develop?

Q9. 3rd choice	Number	Percent
Acquire/preserve property to redevelop into parks for additional shaded areas, trails, picnicking, etc.	48	10.5 %
Upgrade existing parks	48	10.5 %
Light ball fields	10	2.2 %
Increased connectivity to hiking/biking trails & parks	51	11.1 %
Updated park facilities (playgrounds, shelters, restrooms, trails, fields, etc.)	56	12.2 %
Rentable shelters/pavilions	24	5.2 %
Increase events & programming	32	7.0 %
Protect open & green space	64	14.0 %
Other	7	1.5 %
None chosen	118	25.8 %
Total	458	100.0 %

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Q9. Which THREE of the items listed in Question 8 are MOST IMPORTANT to your household for the Township to maintain and/or develop? (top 3)

Q9. Sum of top 3 choices	Number	Percent
Acquire/preserve property to redevelop into parks for additional shaded areas, trails, picnicking, etc.	193	42.1 %
Upgrade existing parks	168	36.7 %
Light ball fields	30	6.6 %
Increased connectivity to hiking/biking trails & parks	219	47.8 %
Updated park facilities (playgrounds, shelters, restrooms, trails, fields, etc.)	153	33.4 %
Rentable shelters/pavilions	46	10.0 %
Increase events & programming	77	16.8 %
Protect open & green space	190	41.5 %
Other	24	5.2 %
None chosen	66	14.4 %
Total	1166	

Q10. Please CHECK ALL of the following recreation programs offered or co-sponsored by Deerfield Township Parks & Recreation that your household has participated in during the past 12 months.

Q10. Recreation programs offered or co-sponsored by Deerfield Township Parks & Recreation your household has participated in during past 12 months	Number	Percent
50 Plus programs	12	2.6 %
Adult programs	17	3.7 %
Farmers market	182	39.7 %
Community youth athletics	61	13.3 %
Cultural arts	48	10.5 %
Family programs (Santa's workshop, paint your own pottery, etc.)	33	7.2 %
Special events (movies in the park, concerts in the park)	115	25.1 %
Tennis programs	9	2.0 %
Youth programs (nature camp, art programs, summer camp, etc.)	38	8.3 %
Other	12	2.6 %
None. Haven't participated in Deerfield Township recreation programs	191	41.7 %
Total	718	

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WITHOUT "NONE"

Q10. Please CHECK ALL of the following recreation programs offered or co-sponsored by Deerfield Township Parks & Recreation that your household has participated in during the past 12 months. (without "none")

Q10. Recreation programs offered or co-sponsored by Deerfield Township Parks & Recreation your household has participated in during past 12 months	Number	Percent
50 Plus programs	12	4.5 %
Adult programs	17	6.4 %
Farmers market	182	68.2 %
Community youth athletics	61	22.8 %
Cultural arts	48	18.0 %
Family programs (Santa's workshop, paint your own pottery, etc.)	33	12.4 %
Special events (movies in the park, concerts in the park)	115	43.1 %
Tennis programs	9	3.4 %
Youth programs (nature camp, art programs, summer camp, etc.)	38	14.2 %
Other	12	4.5 %
Total	527	

Q10-10. Other

Q10-11. Other	Number	Percent
MYO Baseball	2	16.7 %
Activities offered by The Arts Alliance	1	8.3 %
Practicing at other locations for soccer due to parking chaos at Landen Park	1	8.3 %
Walking trails	1	8.3 %
Butterfly walk	1	8.3 %
Great adventure run at Cohelle Park	1	8.3 %
Touch-a-Truck	1	8.3 %
Run/bike in parks	1	8.3 %
Community yard sale	1	8.3 %
Loveland bike trail	1	8.3 %
Rent garden plot	1	8.3 %
Total	12	100.0 %

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Q10a. How many different recreation programs or activities offered by Deerfield Township Parks and Recreation has your household participated in during the past 12 months?

Q10a. How many different recreation programs or activities has your household participated in during past 12 months	Number	Percent
1 program/activity	81	30.3 %
2 to 3 programs/activities	100	37.5 %
4 to 6 programs/activities	43	16.1 %
7 to 10 programs/activities	5	1.9 %
11+ programs/activities	5	1.9 %
Not provided	33	12.4 %
Total	267	100.0 %

WITHOUT "NOT PROVIDED"

Q10a. How many different recreation programs or activities offered by Deerfield Township Parks and Recreation has your household participated in during the past 12 months? (without "not provided")

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Q10a. How many different recreation programs or activities has your household participated in during past 12 months	Number	Percent
1 program/activity	81	34.6 %
2 to 3 programs/activities	100	42.7 %
4 to 6 programs/activities	43	18.4 %
7 to 10 programs/activities	5	2.1 %
11+ programs/activities	5	2.1 %
Total	234	100.0 %

Q10b. Please check the THREE primary reasons why your household has participated in Deerfield Township Parks & Recreation programs/activities.

Q10b. Primary reasons why your household has participated in Deerfield Township Parks & Recreation programs/activities	Number	Percent
Quality of instructors/coaches	10	3.7 %
Location of program	132	49.4 %
Quality of program	58	21.7 %
Fees charged for program	33	12.4 %
Times program is offered	28	10.5 %
Nowhere else to go for service	8	3.0 %
Location of facility	75	28.1 %
Quality of facility	19	7.1 %
Friends participate in program	50	18.7 %
Dates program is offered	30	11.2 %
It is of particular interest	96	36.0 %
Other	5	1.9 %
Total	544	

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Q10b-12. Other

Q10b-12. Other	Number	Percent
Son has football practice	1	20.0 %
To support community	1	20.0 %
It was free	1	20.0 %
WE USE PARK B/C THATS WHERE OUR PROGRAMS SCHEDULED	1	20.0 %
LIKE TO BE LOCAL FARMER'S MARKET	1	20.0 %
Total	5	100.0 %

Q10c. How would you rate the overall quality of recreation programs/activities that you have participated in?

Q10c. How would you rate overall quality of recreation programs/activities you have participated in	Number	Percent
Excellent	56	21.0 %
Good	144	53.9 %
Fair	21	7.9 %
Poor	2	0.7 %
Not provided	44	16.5 %
Total	267	100.0 %

WITHOUT "NOT PROVIDED"

Q10c. How would you rate the overall quality of recreation programs/activities that you have participated in? (without "not provided")

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Q10c. How would you rate overall quality of recreation programs/activities you have participated in	Number	Percent
Excellent	56	25.1 %
Good	144	64.6 %
Fair	21	9.4 %
Poor	2	0.9 %
Total	223	100.0 %

Q11. Please CHECK ALL the ways you learn about Deerfield Township Parks & Recreation programs and activities.

Q11. All the ways you learn about Deerfield Township Parks & Recreation programs & activities	Number	Percent
Activity guide program catalog	118	25.8 %
Deerfield Township website	153	33.4 %
School website	30	6.6 %
Conversations with Parks/Rec staff	6	1.3 %
Flyers in community	94	20.5 %
Parks sign boards	130	28.4 %
Twitter	19	4.1 %
Facebook	106	23.1 %
Instagram	4	0.9 %
e-Newsletter	56	12.2 %
Newspaper articles/advertisements	77	16.8 %
Community calendars	64	14.0 %
Friends & neighbors	154	33.6 %
Other	22	4.8 %
Total	1033	

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Q11-14. Other

Q11-14. Other	Number	Percent
Center Point Magazine	4	19.0 %
Nextdoor	3	14.3 %
Mails	2	9.5 %
City Beat Magazine	1	4.8 %
Center Point, Mason Magazine	1	4.8 %
Emails	1	4.8 %
LinkedIn	1	4.8 %
Cincinnati Parent Magazine	1	4.8 %
Landen and Mason community magazines	1	4.8 %
Newsletter	1	4.8 %
Know knowledge of programs offered	1	4.8 %
Google	1	4.8 %
Didn't know about programs at all	1	4.8 %
I have to go to the Township website and search for programs	1	4.8 %
No idea where to find out about programs	1	4.8 %
Total	21	100.0 %

Q12. What THREE sources from the list in Question 11 are your MOST PREFERRED ways to learn about Deerfield Township Parks & Recreation programs and services?

Q12. Top choice	Number	Percent
Activity guide program catalog	68	14.8 %
Deerfield Township website	61	13.3 %
School website	9	2.0 %
Flyers in community	25	5.5 %
Parks sign boards	28	6.1 %
Twitter	4	0.9 %
Facebook	61	13.3 %
e-Newsletter	64	14.0 %
Newspaper articles/advertisements	15	3.3 %
Community calendars	13	2.8 %
Friends & neighbors	10	2.2 %
Other	9	2.0 %
None chosen	91	19.9 %
Total	458	100.0 %

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Q12. What THREE sources from the list in Question 11 are your MOST PREFERRED ways to learn about Deerfield Township Parks & Recreation programs and services?

Q12. 2nd choice	Number	Percent
Activity guide program catalog	47	10.3 %
Deerfield Township website	58	12.7 %
School website	6	1.3 %
Conversations with Parks/Rec staff	2	0.4 %
Flyers in community	32	7.0 %
Parks sign boards	37	8.1 %
Twitter	7	1.5 %
Facebook	33	7.2 %
Instagram	2	0.4 %
e-Newsletter	33	7.2 %
Newspaper articles/advertisements	19	4.1 %
Community calendars	20	4.4 %
Friends & neighbors	33	7.2 %
Other	2	0.4 %
None chosen	127	27.7 %
Total	458	100.0 %

Q12. What THREE sources from the list in Question 11 are your MOST PREFERRED ways to learn about Deerfield Township Parks & Recreation programs and services?

Q12. 3rd choice	Number	Percent
Activity guide program catalog	26	5.7 %
Deerfield Township website	42	9.2 %
School website	10	2.2 %
Conversations with Parks/Rec staff	1	0.2 %
Flyers in community	26	5.7 %
Parks sign boards	26	5.7 %
Twitter	3	0.7 %
Facebook	19	4.1 %
Instagram	7	1.5 %
e-Newsletter	18	3.9 %
Newspaper articles/advertisements	25	5.5 %
Community calendars	33	7.2 %
Friends & neighbors	40	8.7 %
Other	2	0.4 %
None chosen	180	39.3 %
Total	458	100.0 %

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Q12. What THREE sources from the list in Question 11 are your MOST PREFERRED ways to learn about Deerfield Township Parks & Recreation programs and services? (top 3)

Q12. Sum of top 3 choices	Number	Percent
Activity guide program catalog	141	30.8 %
Deerfield Township website	161	35.2 %
School website	25	5.5 %
Conversations with Parks/Rec staff	3	0.7 %
Flyers in community	83	18.1 %
Parks sign boards	91	19.9 %
Twitter	14	3.1 %
Facebook	113	24.7 %
Instagram	9	2.0 %
e-Newsletter	115	25.1 %
Newspaper articles/advertisements	59	12.9 %
Community calendars	66	14.4 %
Friends & neighbors	83	18.1 %
Other	13	2.8 %
None chosen	91	19.9 %
Total	1067	

Q13. Please indicate if you or any member of your household has a need for each of the recreation programs listed below.

(N=458)

	Yes	No
Q13-1. Preschool programs/early childhood	11.1%	88.9%
Q13-2. Youth art, dance, performing arts	16.4%	83.6%
Q13-3. Youth sports programs	24.9%	75.1%
Q13-4. Youth summer camp programs	20.3%	79.7%
Q13-5. Youth fitness & wellness programs	18.3%	81.7%
Q13-6. Gymnastics & tumbling programs	9.8%	90.2%
Q13-7. Adult art, dance, performing arts	16.4%	83.6%
Q13-8. Adult sports programs	23.6%	76.4%
Q13-9. Adult fitness & wellness programs	41.9%	58.1%
Q13-10. Senior art, dance, performing arts	13.5%	86.5%
Q13-11. Senior sports programs	14.6%	85.4%
Q13-12. Senior fitness & wellness programs	24.7%	75.3%
Q13-13. Programs for people with disabilities	5.2%	94.8%
Q13-14. Family programs	31.4%	68.6%
Q13-15. Nature programs	42.8%	57.2%
Q13-16. Tennis lessons & leagues	13.3%	86.7%
Q13-17. Community special events	44.1%	55.9%
Q13-18. Outdoor challenge programs	20.7%	79.3%
Q13-19. Trips to special attractions & events	23.1%	76.9%
Q13-20. Other	1.7%	98.3%

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Q13. If "Yes", please rate the recreation program using a scale of 1 to 5, where 5 means the needs of your household are "100% Met" and 1 means "0% Met."

(N=351)

	100% met	75% met	50% met	25% met	0% met
Q13-1. Preschool programs/early childhood	14.0%	32.6%	16.3%	18.6%	18.6%
Q13-2. Youth art, dance, performing arts	13.8%	20.7%	24.1%	19.0%	22.4%
Q13-3. Youth sports programs	23.9%	23.9%	26.1%	10.9%	15.2%
Q13-4. Youth summer camp programs	20.3%	18.9%	25.7%	14.9%	20.3%
Q13-5. Youth fitness & wellness programs	6.5%	9.7%	32.3%	12.9%	38.7%
Q13-6. Gymnastics & tumbling programs	12.5%	12.5%	25.0%	12.5%	37.5%
Q13-7. Adult art, dance, performing arts	11.3%	5.7%	24.5%	18.9%	39.6%
Q13-8. Adult sports programs	6.8%	6.8%	16.2%	14.9%	55.4%
Q13-9. Adult fitness & wellness programs	5.5%	10.2%	22.7%	15.6%	46.1%
Q13-10. Senior art, dance, performing arts	5.9%	11.8%	17.6%	17.6%	47.1%
Q13-11. Senior sports programs	13.9%	13.9%	13.9%	16.7%	41.7%
Q13-12. Senior fitness & wellness programs	9.2%	10.8%	16.9%	20.0%	43.1%
Q13-13. Programs for people with disabilities	6.3%	12.5%	6.3%	18.8%	56.3%
Q13-14. Family programs	6.3%	27.9%	22.5%	19.8%	23.4%
Q13-15. Nature programs	5.0%	11.3%	23.4%	20.6%	39.7%
Q13-16. Tennis lessons & leagues	2.3%	4.7%	20.9%	20.9%	51.2%
Q13-17. Community special events	7.1%	27.0%	32.6%	17.7%	15.6%

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Q13. If "Yes", please rate the recreation program using a scale of 1 to 5, where 5 means the needs of your household are "100% Met" and 1 means "0% Met."

	100% met	75% met	50% met	25% met	0% met
Q13-18. Outdoor challenge programs	2.8%	7.0%	21.1%	19.7%	49.3%
Q13-19. Trips to special attractions & events	4.4%	7.4%	13.2%	16.2%	58.8%
Q13-20. Other	0.0%	0.0%	16.7%	50.0%	33.3%

Q13-20. Other

Q13-20. Other	Number	Percent
Youth fishing programs	1	12.5 %
Hiking clubs/fitness clubs	1	12.5 %
Drone flight	1	12.5 %
Indoor play facility that is affordable and fun for cold or rainy weather	1	12.5 %
Running clubs, art shows	1	12.5 %
Pickleball league and lessons	1	12.5 %
COMMUNITY YARD SALES, CRAFT SHOWS	1	12.5 %
Beer gardens	1	12.5 %
Total	8	100.0 %

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Q14. Which FOUR types of programs listed in Question 13 are MOST IMPORTANT to your household?

Q14. Top choice	Number	Percent
Preschool programs/early childhood	18	3.9 %
Youth art, dance, performing arts	7	1.5 %
Youth sports programs	43	9.4 %
Youth summer camp programs	18	3.9 %
Youth fitness & wellness programs	14	3.1 %
Gymnastics & tumbling programs	3	0.7 %
Adult art, dance, performing arts	10	2.2 %
Adult sports programs	11	2.4 %
Adult fitness & wellness programs	49	10.7 %
Senior art, dance, performing arts	6	1.3 %
Senior sports programs	10	2.2 %
Senior fitness & wellness programs	31	6.8 %
Programs for people with disabilities	3	0.7 %
Family programs	32	7.0 %
Nature programs	28	6.1 %
Tennis lessons & leagues	10	2.2 %
Community special events	22	4.8 %
Outdoor challenge programs	7	1.5 %
Trips to special attractions & events	8	1.7 %
Other	2	0.4 %
None chosen	126	27.5 %
Total	458	100.0 %

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Q14. Which FOUR types of programs listed in Question 13 are MOST IMPORTANT to your household?

Q14. 2nd choice	Number	Percent
Preschool programs/early childhood	6	1.3 %
Youth art, dance, performing arts	8	1.7 %
Youth sports programs	16	3.5 %
Youth summer camp programs	20	4.4 %
Youth fitness & wellness programs	14	3.1 %
Gymnastics & tumbling programs	3	0.7 %
Adult art, dance, performing arts	11	2.4 %
Adult sports programs	19	4.1 %
Adult fitness & wellness programs	29	6.3 %
Senior art, dance, performing arts	12	2.6 %
Senior sports programs	14	3.1 %
Senior fitness & wellness programs	26	5.7 %
Programs for people with disabilities	4	0.9 %
Family programs	28	6.1 %
Nature programs	41	9.0 %
Tennis lessons & leagues	6	1.3 %
Community special events	31	6.8 %
Outdoor challenge programs	7	1.5 %
Trips to special attractions & events	6	1.3 %
None chosen	157	34.3 %
Total	458	100.0 %

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Q14. Which FOUR types of programs listed in Question 13 are MOST IMPORTANT to your household?

Q14. 3rd choice	Number	Percent
Preschool programs/early childhood	3	0.7 %
Youth art, dance, performing arts	9	2.0 %
Youth sports programs	16	3.5 %
Youth summer camp programs	9	2.0 %
Youth fitness & wellness programs	4	0.9 %
Gymnastics & tumbling programs	4	0.9 %
Adult art, dance, performing arts	6	1.3 %
Adult sports programs	13	2.8 %
Adult fitness & wellness programs	23	5.0 %
Senior art, dance, performing arts	7	1.5 %
Senior sports programs	6	1.3 %
Senior fitness & wellness programs	20	4.4 %
Programs for people with disabilities	1	0.2 %
Family programs	35	7.6 %
Nature programs	45	9.8 %
Tennis lessons & leagues	5	1.1 %
Community special events	40	8.7 %
Outdoor challenge programs	9	2.0 %
Trips to special attractions & events	10	2.2 %
Other	1	0.2 %
None chosen	192	41.9 %
Total	458	100.0 %

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Q14. Which FOUR types of programs listed in Question 13 are MOST IMPORTANT to your household?

Q14. 4th choice	Number	Percent
Preschool programs/early childhood	4	0.9 %
Youth art, dance, performing arts	7	1.5 %
Youth sports programs	10	2.2 %
Youth summer camp programs	7	1.5 %
Youth fitness & wellness programs	4	0.9 %
Gymnastics & tumbling programs	3	0.7 %
Adult art, dance, performing arts	11	2.4 %
Adult sports programs	6	1.3 %
Adult fitness & wellness programs	14	3.1 %
Senior art, dance, performing arts	4	0.9 %
Senior sports programs	5	1.1 %
Senior fitness & wellness programs	8	1.7 %
Programs for people with disabilities	3	0.7 %
Family programs	21	4.6 %
Nature programs	25	5.5 %
Tennis lessons & leagues	5	1.1 %
Community special events	29	6.3 %
Outdoor challenge programs	12	2.6 %
Trips to special attractions & events	25	5.5 %
Other	3	0.7 %
None chosen	252	55.0 %
Total	458	100.0 %

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Q14. Which FOUR types of programs listed in Question 13 are MOST IMPORTANT to your household? (top 4)

Q14. Sum of top 4 choices	Number	Percent
Preschool programs/early childhood	31	6.8 %
Youth art, dance, performing arts	31	6.8 %
Youth sports programs	85	18.6 %
Youth summer camp programs	54	11.8 %
Youth fitness & wellness programs	36	7.9 %
Gymnastics & tumbling programs	13	2.8 %
Adult art, dance, performing arts	38	8.3 %
Adult sports programs	49	10.7 %
Adult fitness & wellness programs	115	25.1 %
Senior art, dance, performing arts	29	6.3 %
Senior sports programs	35	7.6 %
Senior fitness & wellness programs	85	18.6 %
Programs for people with disabilities	11	2.4 %
Family programs	116	25.3 %
Nature programs	139	30.3 %
Tennis lessons & leagues	26	5.7 %
Community special events	122	26.6 %
Outdoor challenge programs	35	7.6 %
Trips to special attractions & events	49	10.7 %
Other	6	1.3 %
None chosen	126	27.5 %
Total	1231	

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Q15. Please rate your satisfaction with the following Parks & Recreation services provided by Deerfield Township Parks & Recreation using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=458)

	Very satisfied	somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Don't know
Q15-1. Maintenance of Deerfield Township parks	35.8%	32.8%	10.9%	2.4%	0.4%	17.7%
Q15-2. Number of Deerfield Township parks	27.1%	30.6%	15.7%	7.2%	1.7%	17.7%
Q15-3. Quality of athletic fields	17.9%	21.8%	20.3%	3.1%	0.4%	36.5%
Q15-4. Number of multi-use fields (football, soccer, lacrosse)	16.6%	21.4%	19.9%	2.8%	0.7%	38.6%
Q15-5. Number of baseball/softball fields	16.2%	18.8%	20.7%	1.5%	0.7%	42.1%
Q15-6. Distribution of diamonds between Township parks	11.4%	10.9%	24.5%	2.2%	0.4%	50.7%
Q15-7. Quality of tennis courts	9.0%	14.2%	19.9%	3.9%	0.9%	52.2%
Q15-8. Quantity/quality of public art in public spaces	7.9%	9.6%	22.1%	10.7%	3.1%	46.7%
Q15-9. Accessibility (ADA) of parks & amenities	10.0%	11.6%	20.5%	3.9%	2.2%	51.7%
Q15-10. Amount of open green space	19.0%	24.9%	16.6%	13.5%	4.1%	21.8%
Q15-11. Connectivity of trails	8.1%	17.7%	21.0%	19.0%	9.2%	25.1%
Q15-12. Quality of programs for 50+	3.5%	4.4%	18.6%	5.7%	2.8%	65.1%
Q15-13. Deerfield Township youth programs	5.7%	11.4%	20.3%	4.1%	1.3%	57.2%
Q15-14. Deerfield Township adult programs	4.4%	6.6%	21.0%	6.6%	1.7%	59.8%
Q15-15. Ease of registering for programs	8.3%	10.7%	21.0%	4.4%	3.5%	52.2%

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Q15. Please rate your satisfaction with the following Parks & Recreation services provided by Deerfield Township Parks & Recreation using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

	Very satisfied	somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Don't know
Q15-16. Availability of information about programs & facilities	6.6%	13.3%	20.5%	14.8%	10.5%	34.3%
Q15-17. User friendliness of Deerfield Township website	8.3%	15.5%	22.5%	7.0%	1.7%	45.0%
Q15-18. Fees charged for recreation programs	8.7%	10.5%	23.1%	3.5%	0.9%	53.3%
Q15-19. Customer service with staff	8.7%	11.4%	19.0%	1.1%	0.9%	59.0%
Q15-20. Shelter availability	5.9%	11.4%	22.9%	4.6%	2.0%	53.3%
Q15-21. Ease of contacting Parks & Recreation staff	6.3%	9.0%	19.4%	2.4%	1.1%	61.8%
Q15-22. How well Parks & Recreation staff give prompt, accurate, & complete answers to my questions	6.6%	8.7%	18.6%	0.7%	1.1%	64.4%

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WITHOUT "DON'T KNOW"

Q15. Please rate your satisfaction with the following Parks & Recreation services provided by Deerfield Township Parks & Recreation using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=458)

	Very satisfied	somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied
Q15-1. Maintenance of Deerfield Township parks	43.5%	39.8%	13.3%	2.9%	0.5%
Q15-2. Number of Deerfield Township parks	32.9%	37.1%	19.1%	8.8%	2.1%
Q15-3. Quality of athletic fields	28.2%	34.4%	32.0%	4.8%	0.7%
Q15-4. Number of multi-use fields (football, soccer, lacrosse)	27.0%	34.9%	32.4%	4.6%	1.1%
Q15-5. Number of baseball/softball fields	27.9%	32.5%	35.8%	2.6%	1.1%
Q15-6. Distribution of diamonds between Township parks	23.0%	22.1%	49.6%	4.4%	0.9%
Q15-7. Quality of tennis courts	18.7%	29.7%	41.6%	8.2%	1.8%
Q15-8. Quantity/ quality of public art in public spaces	14.8%	18.0%	41.4%	20.1%	5.7%
Q15-9. Accessibility (ADA) of parks & amenities	20.8%	24.0%	42.5%	8.1%	4.5%
Q15-10. Amount of open green space	24.3%	31.8%	21.2%	17.3%	5.3%
Q15-11. Connectivity of trails	10.8%	23.6%	28.0%	25.4%	12.2%

DRAFT

WITHOUT "DON'T KNOW"

Q15. Please rate your satisfaction with the following Parks & Recreation services provided by Deerfield Township Parks & Recreation using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

	Very satisfied	somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied
Q15-12. Quality of programs for 50+	10.0%	12.5%	53.1%	16.3%	8.1%
Q15-13. Deerfield Township youth programs	13.3%	26.5%	47.4%	9.7%	3.1%
Q15-14. Deerfield Township adult programs	10.9%	16.3%	52.2%	16.3%	4.3%
Q15-15. Ease of registering for programs	17.4%	22.4%	43.8%	9.1%	7.3%
Q15-16. Availability of information about programs & facilities	10.0%	20.3%	31.2%	22.6%	15.9%
Q15-17. User friendliness of Deerfield Township website	15.1%	28.2%	40.9%	12.7%	3.2%
Q15-18. Fees charged for recreation programs	18.7%	22.4%	49.5%	7.5%	1.9%
Q15-19. Customer service with staff	21.3%	27.7%	46.3%	2.7%	2.1%
Q15-20. Shelter availability	12.6%	24.3%	49.1%	9.8%	4.2%
Q15-21. Ease of contacting Parks & Recreation staff	16.6%	23.4%	50.9%	6.3%	2.9%
Q15-22. How well Parks & Recreation staff give prompt, accurate, & complete answers to my questions	18.4%	24.5%	52.1%	1.8%	3.1%

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Q16. Which THREE parks and recreation services listed in Question 15 do you think should receive the MOST ATTENTION from Deerfield Township Parks & Recreation over the next TWO years?

Q16. Top choice	Number	Percent
Maintenance of Deerfield Township parks	80	17.5 %
Number of Deerfield Township parks	28	6.1 %
Quality of athletic fields	12	2.6 %
Number of multi-use fields (football, soccer, lacrosse)	7	1.5 %
Number of baseball/softball fields	2	0.4 %
Quality of tennis courts	5	1.1 %
Quantity/quality of public art in public spaces	6	1.3 %
Accessibility (ADA) of parks & amenities	8	1.7 %
Amount of open green space	40	8.7 %
Connectivity of trails	54	11.8 %
Quality of programs for 50+	15	3.3 %
Deerfield Township youth programs	13	2.8 %
Deerfield Township adult programs	3	0.7 %
Ease of registering for programs	1	0.2 %
Availability of information about programs & facilities	33	7.2 %
User friendliness of Deerfield Township website	4	0.9 %
Customer service with staff	2	0.4 %
Shelter availability	8	1.7 %
None chosen	137	29.9 %
Total	458	100.0 %

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Q16. Which THREE parks and recreation services listed in Question 15 do you think should receive the MOST ATTENTION from Deerfield Township Parks & Recreation over the next TWO years?

Q16. 2nd choice	Number	Percent
Maintenance of Deerfield Township parks	40	8.7 %
Number of Deerfield Township parks	32	7.0 %
Quality of athletic fields	16	3.5 %
Number of multi-use fields (football, soccer, lacrosse)	3	0.7 %
Number of baseball/softball fields	4	0.9 %
Quality of tennis courts	9	2.0 %
Quantity/quality of public art in public spaces	7	1.5 %
Accessibility (ADA) of parks & amenities	13	2.8 %
Amount of open green space	40	8.7 %
Connectivity of trails	52	11.4 %
Quality of programs for 50+	17	3.7 %
Deerfield Township youth programs	17	3.7 %
Deerfield Township adult programs	9	2.0 %
Ease of registering for programs	5	1.1 %
Availability of information about programs & facilities	20	4.4 %
User friendliness of Deerfield Township website	4	0.9 %
Customer service with staff	2	0.4 %
Shelter availability	4	0.9 %
Ease of contacting Parks & Recreation staff	2	0.4 %
How well Parks & Recreation staff give prompt, accurate, & complete answers to my questions	1	0.2 %
None chosen	161	35.2 %
Total	458	100.0 %

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Q16. Which THREE parks and recreation services listed in Question 15 do you think should receive the MOST ATTENTION from Deerfield Township Parks & Recreation over the next TWO years?

Q16. 3rd choice	Number	Percent
Maintenance of Deerfield Township parks	18	3.9 %
Number of Deerfield Township parks	27	5.9 %
Quality of athletic fields	11	2.4 %
Number of multi-use fields (football, soccer, lacrosse)	11	2.4 %
Number of baseball/softball fields	6	1.3 %
Distribution of diamonds between Township parks	2	0.4 %
Quality of tennis courts	3	0.7 %
Quantity/quality of public art in public spaces	11	2.4 %
Accessibility (ADA) of parks & amenities	4	0.9 %
Amount of open green space	27	5.9 %
Connectivity of trails	33	7.2 %
Quality of programs for 50+	10	2.2 %
Deerfield Township youth programs	12	2.6 %
Deerfield Township adult programs	17	3.7 %
Ease of registering for programs	5	1.1 %
Availability of information about programs & facilities	32	7.0 %
User friendliness of Deerfield Township website	5	1.1 %
Fees charged for recreation programs	5	1.1 %
Customer service with staff	4	0.9 %
Shelter availability	8	1.7 %
Ease of contacting Parks & Recreation staff	2	0.4 %
How well Parks & Recreation staff give prompt, accurate, & complete answers to my questions	2	0.4 %
None chosen	203	44.3 %
Total	458	100.0 %

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Q16. Which THREE parks and recreation services listed in Question 15 do you think should receive the MOST ATTENTION from Deerfield Township Parks & Recreation over the next TWO years? (top 3)

Q16. Sum of top 3 choices	Number	Percent
Maintenance of Deerfield Township parks	138	30.1 %
Number of Deerfield Township parks	87	19.0 %
Quality of athletic fields	39	8.5 %
Number of multi-use fields (football, soccer, lacrosse)	21	4.6 %
Number of baseball/softball fields	12	2.6 %
Distribution of diamonds between Township parks	2	0.4 %
Quality of tennis courts	17	3.7 %
Quantity/quality of public art in public spaces	24	5.2 %
Accessibility (ADA) of parks & amenities	25	5.5 %
Amount of open green space	107	23.4 %
Connectivity of trails	139	30.3 %
Quality of programs for 50+	42	9.2 %
Deerfield Township youth programs	42	9.2 %
Deerfield Township adult programs	29	6.3 %
Ease of registering for programs	11	2.4 %
Availability of information about programs & facilities	85	18.6 %
User friendliness of Deerfield Township website	13	2.8 %
Fees charged for recreation programs	5	1.1 %
Customer service with staff	8	1.7 %
Shelter availability	20	4.4 %
Ease of contacting Parks & Recreation staff	4	0.9 %
How well Parks & Recreation staff give prompt, accurate, & complete answers to my questions	3	0.7 %
None chosen	137	29.9 %
Total	1010	

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Q17. How supportive would you be of the Township undertaking a process (which would include public involvement) to explore the feasibility of a multi-purpose community building?

Q17. How supportive would you be of Township undertaking a process to explore feasibility of a multi-purpose community building	Number	Percent
Very supportive	135	29.5 %
Somewhat supportive	122	26.6 %
Neutral	110	24.0 %
Not supportive	28	6.1 %
Not supportive at all	49	10.7 %
Not provided	14	3.1 %
Total	458	100.0 %

WITHOUT "NOT PROVIDED"

Q17. How supportive would you be of the Township undertaking a process (which would include public involvement) to explore the feasibility of a multi-purpose community building? (without "not provided")

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Q17. How supportive would you be of Township undertaking a process to explore feasibility of a multi-purpose community building	Number	Percent
Very supportive	135	30.4 %
Somewhat supportive	122	27.5 %
Neutral	110	24.8 %
Not supportive	28	6.3 %
Not supportive at all	49	11.0 %
Total	444	100.0 %

Q18. Please indicate how supportive you are of each of the following potential options for Kingswood, by rating each option on a scale of 1 to 4, where 4 means "Very Supportive" and 1 means "Not Supportive."

(N=458)

	Very supportive	Somewhat supportive	Not sure	Not supportive	Not provided
Q18-1. Building a new community building for public use & activity on 3-4-acres in Kingswood that could house new Township administrative offices, a sheriff's office, public gathering spaces, & other multi-purpose spaces for the public	21.4%	20.1%	29.0%	23.4%	6.1%
Q18-2. Turn Kingswood into an active park, similar to Cottell Park	29.7%	25.8%	19.4%	18.1%	7.0%
Q18-3. Improve Kingswood as a passive public park (i. e. including a new nature playground, developing natural trails, amphitheater, etc.)	40.4%	22.9%	20.3%	9.2%	7.2%
Q18-4. Create a permanent farmers market facility in Kingswood Park	39.3%	23.6%	20.3%	9.8%	7.0%
Q18-5. Do not make any improvements to Kingswood Park & leave it as an open passive green space for use by the community	12.9%	15.7%	30.1%	30.1%	11.1%
Q18-6. Other	81.3%	6.3%	9.4%	3.1%	0.0%

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WITHOUT "NOT PROVIDED"

Q18. Please indicate how supportive you are of each of the following potential options for Kingswood, by rating each option on a scale of 1 to 4, where 4 means "Very Supportive" and 1 means "Not Supportive." (without "not provided")

(N=458)

	Very supportive	Somewhat supportive	Not sure	Not supportive
Q18-1. Building a new community building for public use & activity on 3-4-acres in Kingswood that could house new Township administrative offices, a sheriff's office, public gathering spaces, & other multi-purpose spaces for the public	22.8%	21.4%	30.9%	24.9%
Q18-2. Turn Kingswood into an active park, similar to Cottell Park	31.9%	27.7%	20.9%	19.5%
Q18-3. Improve Kingswood as a passive public park (i.e. including a new nature playground, developing natural trails, amphitheater, etc.)	43.5%	24.7%	21.9%	9.9%
Q18-4. Create a permanent farmers market facility in Kingswood Park	42.3%	25.4%	21.8%	10.6%
Q18-5. Do not make any improvements to Kingswood Park & leave it as an open passive green space for use by the community	14.5%	17.7%	33.9%	33.9%
Q18-6. Other	81.3%	6.3%	9.4%	3.1%

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Q18-6. Other

Q18-6. Other	Number	Percent
Keep part of the acreage as a park and sell the rest for low impact development	1	3.1 %
I like that is it a natural space	1	3.1 %
Sell it and reduce township debt and expenses	1	3.1 %
No shopping center needed	1	3.1 %
Can not express enough support	1	3.1 %
Do not spend tax payers money to benefit admistrators	1	3.1 %
Don't know where it is located	1	3.1 %
Make Apartments to live in at Kingswood	1	3.1 %
Indoor play area similar to Sharon Woods but bigger	1	3.1 %
New Kings High School location	1	3.1 %
Splash pad	1	3.1 %
Sidwalks on busy roads	1	3.1 %
Improve accessibility to Kingswood	1	3.1 %
I would support local business and public space at the park	1	3.1 %
Upgrade trails	1	3.1 %
Make change w/environmental impact in mind	1	3.1 %
Add cafes w/green space, trails and playgrounds	1	3.1 %
Connect paths to Landen and Mason	1	3.1 %
Fix the bike trails, connect and resurface	1	3.1 %
Offer space for elderly to get light exercise close to parking	1	3.1 %
More sand volleyball courts	1	3.1 %
Senior activities	1	3.1 %
Installation of a crosswalk over the new road	1	3.1 %
Dog parks for solo & groups	1	3.1 %
Depending on size and cost a wise combination of all or part of the above	1	3.1 %
Safety measures	1	3.1 %
Commercial development	1	3.1 %
Get taxes from businesses to add to the community	1	3.1 %
Community center with sports/activities	1	3.1 %
Develop the land w/shops, restaurants	1	3.1 %
MORE TIME NIGHT LIGHTS	1	3.1 %
Develop fitness/walking trails along old golf course	1	3.1 %
Total	32	100.0 %

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Q19. Please indicate how supportive you are of each of the following revenue generating actions that could be taken at Kingswood, by rating each option on a scale of 1 to 4, where 4 means "Very Supportive" and 1 means "Not Supportive."

(N=458)

	Very supportive	Somewhat supportive	Not sure	Not supportive	Not provided
Q19-1. Food & beverage vendors in parks (food carts, concession stands, small spaces tied into a new Township building, etc.)	24.9%	27.7%	22.1%	19.7%	5.7%
Q19-2. Equipment rentals in parks (bikes, fishing equipment, paddle boats, etc.)	32.1%	31.4%	15.9%	14.6%	5.9%
Q19-3. Non-Deerfield classes or programs using parks (outdoor yoga, personal trainers, etc.)	28.8%	26.6%	24.0%	14.0%	6.6%
Q19-4. Construction of additional facilities to support large youth/adult sports tournaments for out-of-town teams	12.9%	17.0%	30.8%	33.2%	6.1%
Q19-5. Hosting large events that have exclusive use of a park & may charge entrance fees (cross-country races, concerts, festivals, etc.)	24.2%	31.4%	19.7%	19.4%	5.2%

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WITHOUT "NOT PROVIDED"

Q19. Please indicate how supportive you are of each of the following revenue generating actions that could be taken at Kingswood, by rating each option on a scale of 1 to 4, where 4 means "Very Supportive" and 1 means "Not Supportive." (without "not provided")

(N=458)

	Very supportive	Somewhat supportive	Not sure	Not supportive
Q19-1. Food & beverage vendors in parks (food carts, concession stands, small spaces tied into a new Township building, etc.)	26.4%	29.4%	23.4%	20.8%
Q19-2. Equipment rentals in parks (bikes, fishing equipment, paddle boats, etc.)	34.1%	33.4%	16.9%	15.5%
Q19-3. Non-Deerfield classes or programs using parks (outdoor yoga, personal trainers, etc.)	30.8%	28.5%	25.7%	15.0%
Q19-4. Construction of additional facilities to support large youth/adult sports tournaments for out-of-town teams	13.7%	18.1%	32.8%	35.3%
Q19-5. Hosting large events that have exclusive use of a park & may charge entrance fees (cross-country races, concerts, festivals, etc.)	25.6%	33.2%	20.7%	20.5%

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Q20. Should a portion of the debt-free Kingswood property be sold or leased for commercial development, not controlled by the Township, which of the following commercial development options would you most favor?

Q20. Which commercial development options would you most favor	Number	Percent
Commercially develop 0% of Kingswood	222	48.5 %
Commercially develop 20% of Kingswood	64	14.0 %
Commercially develop 40% of Kingswood	39	8.5 %
Commercially develop 60% of Kingswood	14	3.1 %
Commercially develop 80% of Kingswood	18	3.9 %
None of above	75	16.4 %
Not provided	26	5.7 %
Total	458	100.0 %

WITHOUT "NOT PROVIDED"

Q20. Should a portion of the debt-free Kingswood property be sold or leased for commercial development, not controlled by the Township, which of the following commercial development options would you most favor? (without "not provided")

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Q20. Which commercial development options would you most favor	Number	Percent
Commercially develop 0% of Kingswood	222	51.4 %
Commercially develop 20% of Kingswood	64	14.8 %
Commercially develop 40% of Kingswood	39	9.0 %
Commercially develop 60% of Kingswood	14	3.2 %
Commercially develop 80% of Kingswood	18	4.2 %
None of above	75	17.4 %
Total	432	100.0 %

Q21. Deerfield Township currently has a 10-year renewable parks tax levy that is set to expire in 2022. Please indicate how supportive you would be of changing the current renewable parks tax levy to a permanent parks tax levy?

Q21. How supportive would you be of changing current renewable parks tax levy to a permanent parks tax levy	Number	Percent
Very supportive	133	29.0 %
Somewhat supportive	105	22.9 %
Neutral	86	18.8 %
Not supportive	66	14.4 %
Not Supportive at all	51	11.1 %
Not provided	17	3.7 %
Total	458	100.0 %

WITHOUT "NOT PROVIDED"

Q21. Deerfield Township currently has a 10-year renewable parks tax levy that is set to expire in 2022. Please indicate how supportive you would be of changing the current renewable parks tax levy to a permanent parks tax levy? (without "not provided")

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Q21. How supportive would you be of changing current renewable parks tax levy to a permanent parks tax levy	Number	Percent
Very supportive	133	30.2 %
Somewhat supportive	105	23.8 %
Neutral	86	19.5 %
Not supportive	66	15.0 %
Not Supportive at all	51	11.6 %
Total	441	100.0 %

Q21a. If you answered "Not Supportive" or "Not Supportive at All" to Question 21, please indicate why you answered this way.

Q21a. Why did you answer "not supportive" or "not supportive at all"	Number	Percent
I need more information before I can answer	45	38.5 %
I do not use any Deerfield Township parks, amenities, programs, or facilities	19	16.2 %
I believe Township currently has sufficient recreation opportunities & does not need secured funding	26	22.2 %
I believe those who plan on using parks, amenities, programs, or facilities should bear the burden of paying for them	19	16.2 %
I do not support any increase or continuation of taxes	43	36.8 %
Other	14	12.0 %
Total	166	

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Q21a-6. Other

Q21a-6. Other	Number	Percent
Park levy should not be permanent	1	7.1 %
Waste	1	7.1 %
I prefer a renewable levy where residents have a chance to periodically decide	1	7.1 %
Keep it as a renewable tax to maintain accountability of township to taxpayers	1	7.1 %
I would not support it permanently	1	7.1 %
If you can control outsiders from using the parks and lakes	1	7.1 %
Taxation is theft	1	7.1 %
Will not be living here	1	7.1 %
We already pay high property taxes	1	7.1 %
I'm not in favor of permanent taxes	1	7.1 %
I believe this should be left to voters to periodically review community needs	1	7.1 %
I would be amenable to another term-based levy not a permanent levy	1	7.1 %
Already over taxed	1	7.1 %
Parks are not a necessity and should not be supported by permanent levies	1	7.1 %
Total	14	100.0 %

Q22. What is your age?

Q22. Your age	Number	Percent
18-34	84	18.3 %
35-44	106	23.1 %
45-54	94	20.5 %
55-64	81	17.7 %
65+	85	18.6 %
Not provided	8	1.7 %
Total	458	100.0 %

WITHOUT "NOT PROVIDED"

Q22. What is your age? (without "not provided")

Q22. Your age	Number	Percent
18-34	84	18.7 %
35-44	106	23.6 %
45-54	94	20.9 %
55-64	81	18.0 %
65+	85	18.9 %
Total	450	100.0 %

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Q23. Counting yourself, how many people live in your household?

Q23. How many people live in your household	Number	Percent
1	53	11.6 %
2	154	33.6 %
3	89	19.4 %
4	89	19.4 %
5	52	11.4 %
6	12	2.6 %
7+	3	0.7 %
Not provided	6	1.3 %
Total	458	100.0 %

WITHOUT “NOT PROVIDED”

Q23. Counting yourself, how many people live in your household? (without "not provided")

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Q23. How many people live in your household	Number	Percent
1	53	11.7 %
2	154	34.1 %
3	89	19.7 %
4	89	19.7 %
5	52	11.5 %
6	12	2.7 %
7+	3	0.7 %
Total	452	100.0 %

Q24. Counting yourself, how many people in your household are...

	Mean	Sum
Under age 5	0.2	74
Ages 5-9	0.3	116
Ages 10-14	0.3	122
Ages 15-19	0.2	93
Ages 20-24	0.1	53
Ages 25-34	0.4	160
Ages 35-44	0.4	201
Ages 45-54	0.4	188
Ages 55-64	0.4	161
Ages 65-74	0.2	111
Ages 75+	0.1	59

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Q25. Your gender:

Q25. Your gender	Number	Percent
Male	211	46.1 %
Female	235	51.3 %
Not provided	12	2.6 %
Total	458	100.0 %

WITHOUT "NOT PROVIDED"

Q25. Your gender: (without "not provided")

Q25. Your gender	Number	Percent
Male	211	47.3 %
Female	235	52.7 %
Total	446	100.0 %

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Q26. How many years have you lived in Deerfield Township?

Q26. How many years have you lived in Deerfield Township	Number	Percent
0-5	113	24.7 %
6-10	57	12.4 %
11-15	62	13.5 %
16-20	77	16.8 %
21-30	81	17.7 %
31+	56	12.2 %
Not provided	12	2.6 %
Total	458	100.0 %

WITHOUT "NOT PROVIDED"

Q26. How many years have you lived in Deerfield Township? (without "not provided")

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Q26. How many years have you lived in Deerfield Township	Number	Percent
0-5	113	25.3 %
6-10	57	12.8 %
11-15	62	13.9 %
16-20	77	17.3 %
21-30	81	18.2 %
31+	56	12.6 %
Total	446	100.0 %

Q27. What is your total annual household income?

Q27. Your total annual household income	Number	Percent
Under $40K	26	5.7 %
$40K to $69,999	44	9.6 %
$70K to $99,999	87	19.0 %
$100K to $129,999	83	18.1 %
$130K to $149,999	40	8.7 %
$150K to $199,999	52	11.4 %
$200K to $249,999	25	5.5 %
$250K+	28	6.1 %
Not provided	73	15.9 %
Total	458	100.0 %

WITHOUT "NOT PROVIDED"

Q27. What is your total annual household income? (without "not provided")

DRAFT

Q27. Your total annual household income	Number	Percent
Under $40K	26	6.8 %
$40K to $69,999	44	11.4 %
$70K to $99,999	87	22.6 %
$100K to $129,999	83	21.6 %
$130K to $149,999	40	10.4 %
$150K to $199,999	52	13.5 %
$200K to $249,999	25	6.5 %
$250K+	28	7.3 %
Total	385	100.0 %

Section 5
Survey Instrument

DRAFT

Community Interest and Opinion Survey

Let Your Voice Be Heard!

Deerfield Township wants your input as part of the Parks & Recreation Comprehensive Plan to help determine parks and recreation priorities for our community. We encourage you to take 15 - 20 minutes to complete the survey. When you are finished, please return the survey in the enclosed postage-paid envelope. Thank you for helping us to create future opportunities for our community!

1. Please indicate if you or any member of your household has used any of the following Deerfield Township parks/facilities during the past 12 months by circling either "Yes" or "No." If "Yes," please rate the condition of the park/facility by circling the corresponding number to the right.

	Name of Park/Facility	Do you use this park/facility?		If "Yes", please rate the condition of the park/facility.			
				Excellent	Good	Fair	Poor
01.	Cottell (Irwin Simpson at Snyder)	Yes	No	4	3	2	1
02.	Fleckenstein (3834 Mason-Montgomery)	Yes	No	4	3	2	1
03.	Carter (1772 King Ave. at Little Miami R.)	Yes	No	4	3	2	1
04.	Roberts (Butler-Warren at Princeton Rd.)	Yes	No	4	3	2	1
05.	Schappacher (4686 Old Irwin-Simpson)	Yes	No	4	3	2	1
06.	Kingswood (4188 Irwin Simpson)	Yes	No	4	3	2	1
07.	Landen-Deerfield* (2258 US-22)	Yes	No	4	3	2	1
08.	Craig Minard Memorial* (Fields Ertel)	Yes	No	4	3	2	1

*These are Warren County Parks included in the Deerfield Township Parks & Recreation Plan

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2. Which THREE of the parks/facilities listed in Question 1 have you or members of your household USED MOST during the past YEAR? *[Write in your answers below using the numbers from the list in Question 1, or circle "NONE".]*

1st: ____ 2nd: ____ 3rd: ____ NONE

3. Which of the following statements best describes how close your residence is to a park?

____(1) Adjacent to a park
____(2) Within a 10-minute walk to a park
____(3) More than a 10-minute walk to a park

4. Please rate your satisfaction with the overall value your household receives from Deerfield Township Parks & Recreation.

____(5) Very Satisfied
____(4) Somewhat Satisfied
____(3) Neutral
____(2) Somewhat Dissatisfied
____(1) Very Dissatisfied
____(9) Don't Know

5. Please CHECK ALL of the following reasons that prevent you or other members of your household from using the parks, recreation facilities, or programs of the Deerfield Township Parks & Recreation Department MORE OFTEN.

____(01) Facilities are not well maintained
____(02) Lack of adequate facilities
____(03) Program not offered
____(04) Program times are not convenient
____(05) Lack of quality programs
____(06) Too far from our residence
____(07) Class full
____(08) Fees are too high
____(09) Security is insufficient
____(10) Use facilities in other communities
____(11) Poor customer service by staff
____(12) I do not know locations of facilities
____(13) We are too busy
____(14) We are not interested
____(15) I do not know what is being offered
____(16) Operating hours not convenient
____(17) Registration for programs is difficult
____(18) Lack of parking
____(19) Use services of others (School, Library, Private Fitness Club)
____(20) No safe route to walk/bike to the facility
____(21) Other: _____

6. Please indicate if you or any member of your household has a need for each of the parks and recreation amenities listed below by circling either "Yes" or "No".

If "Yes," please rate ALL of the parks and recreation amenities of this type in Deerfield Township using a scale of 1 to 5, where 5 means the needs of your household are "100% Met" and 1 means "0% Met."

	Type of Amenity	Do you have a need for this Amenity?		If "Yes", how well are your needs being met?				
				100% Met	75% Met	50% Met	25% Met	0% Met
01.	Community parks (11+ acres)	Yes	No	5	4	3	2	1
02.	Neighborhood parks (2-10 acres)	Yes	No	5	4	3	2	1
03.	Park shelters and picnic areas	Yes	No	5	4	3	2	1
04.	Outdoor basketball courts	Yes	No	5	4	3	2	1
05.	Splash pad	Yes	No	5	4	3	2	1
06.	Hard surface tennis courts	Yes	No	5	4	3	2	1
07.	Pickleball courts	Yes	No	5	4	3	2	1
08.	Baseball and softball fields	Yes	No	5	4	3	2	1
09.	Soccer/football/lacrosse fields	Yes	No	5	4	3	2	1
10.	Skateboard parks	Yes	No	5	4	3	2	1
11.	Sledding hills	Yes	No	5	4	3	2	1
12.	Playgrounds	Yes	No	5	4	3	2	1
13.	Natural playscapes/play areas	Yes	No	5	4	3	2	1
14.	Nature Center	Yes	No	5	4	3	2	1
15.	Walking trails	Yes	No	5	4	3	2	1
16.	Biking trails	Yes	No	5	4	3	2	1
17.	Greenspace and natural areas	Yes	No	5	4	3	2	1
18.	Senior activity space	Yes	No	5	4	3	2	1
19.	Indoor meeting/gathering spaces	Yes	No	5	4	3	2	1
20.	Community gardens	Yes	No	5	4	3	2	1
21.	Other: _____	Yes	No	5	4	3	2	1

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7. Which FOUR amenities listed in Question 6 are MOST IMPORTANT to you and members of your household? *[Write in your answers below using the numbers from the list in Question 6, or circle "NONE".]*

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

8. The following are actions Deerfield Township could take to improve the parks and recreation system. Please indicate how supportive you would be of each action by circling the corresponding number to the right.

	How supportive are you of having Deerfield Township...	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
01.	Acquire/preserve property to redevelop into parks for additional shaded areas, trails, picnicking, etc.	4	3	2	1
02.	Upgrade existing parks	4	3	2	1
03.	Light ball fields	4	3	2	1
04.	Increased connectivity to hiking/biking trails and parks	4	3	2	1
05.	Updated park facilities (playgrounds, shelters, restrooms, trails, fields, etc.)	4	3	2	1
06.	Rentable shelters/pavilions	4	3	2	1
07.	Increase events and programming	4	3	2	1
08.	Protect open and green space	4	3	2	1
09.	Other: _____	4	3	2	1

9. Which THREE of the items listed in Question 8 are MOST IMPORTANT to your household for the Township to maintain and/or develop? *[Write in your answers below using the numbers from the list in Question 8, or circle "NONE".]*

1st: ____ 2nd: ____ 3rd: ____ NONE

10. Please CHECK ALL of the following recreation programs offered or co-sponsored by Deerfield Township Parks & Recreation that your household has participated in during the past 12 months.

____(01) 50 Plus Programs
____(02) Adult Programs
____(03) Farmers Market
____(04) Community Youth Athletics
____(05) Cultural Arts
____(06) Family Programs (Santa's workshop, paint your own pottery, etc.)
____(07) Special Events (movies in the park, concerts in the park)
____(08) Tennis Programs
____(09) Youth Programs (nature camp, art programs, summer camp, etc.)
____(10) Other: _____
____(11) None – haven't participated in Deerfield Township recreation programs *[Skip to Q11]*

10a. How many different recreation programs or activities offered by Deerfield Township Parks and Recreation has your household participated in during the past 12 months?

____(1) 1 program/activity
____(2) 2 to 3 programs/activities
____(3) 4 to 6 programs/activities
____(4) 7 to 10 programs/activities
____(5) 11 or more programs/activities

10b. Please check the THREE primary reasons why your household has participated in Deerfield Township Parks & Recreation programs/activities. *[Check only THREE.]*

____(01) Quality of instructors/coaches
____(02) Location of the program
____(03) Quality of the program
____(04) Fees charged for the program
____(05) Times the program is offered
____(06) Nowhere else to go for the service
____(07) Location of the facility
____(08) Quality of the facility
____(09) Friends participate in the program
____(10) Dates the program is offered
____(11) It is of particular interest
____(12) Other: _____

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10c. How would you rate the overall quality of recreation programs/activities that you have participated in?

____(4) Excellent ____(3) Good ____(2) Fair ____(1) Poor

11. Please CHECK ALL the ways you learn about Deerfield Township Parks & Recreation programs and activities.

____(01) Activity Guide program catalog
____(02) Deerfield Township Website
____(03) School Website
____(04) Conversations with Parks/Rec staff
____(05) Flyers in the community
____(06) Parks sign boards
____(07) Twitter
____(08) Facebook
____(09) Instagram
____(10) e-Newsletter
____(11) Newspaper articles/advertisements
____(12) Community calendars
____(13) Friends and neighbors
____(14) Other: _____

12. What THREE sources from the list in Question 11 are your MOST PREFERRED ways to learn about Deerfield Township Parks & Recreation programs and services? *[Write in your answers below using the numbers from the list in Question 11, or circle "NONE".]*

1st: ____ 2nd: ____ 3rd: ____ NONE

13. Please indicate if you or any member of your household has a need for each of the recreation programs listed below by circling either "Yes" or "No." If "Yes", please rate the recreation program using a scale of 1 to 5, where 5 means the needs of your household are "100% Met" and 1 means "0% Met."

	Type of Program	Do you have a need for this program?		If "Yes", how well are your needs being met?				
				100% Met	75% Met	50% Met	25% Met	0% Met
01.	Preschool programs/early childhood	Yes	No	5	4	3	2	1
02.	Youth art, dance, performing arts	Yes	No	5	4	3	2	1
03.	Youth sports programs	Yes	No	5	4	3	2	1
04.	Youth summer camp programs	Yes	No	5	4	3	2	1
05.	Youth fitness and wellness programs	Yes	No	5	4	3	2	1
06.	Gymnastics and tumbling programs	Yes	No	5	4	3	2	1
07.	Adult art, dance, performing arts	Yes	No	5	4	3	2	1
08.	Adult sports programs	Yes	No	5	4	3	2	1
09.	Adult fitness and wellness programs	Yes	No	5	4	3	2	1
10.	Senior art, dance, performing arts	Yes	No	5	4	3	2	1
11.	Senior sports programs	Yes	No	5	4	3	2	1
12.	Senior fitness and wellness programs	Yes	No	5	4	3	2	1
13.	Programs for people with disabilities	Yes	No	5	4	3	2	1
14.	Family Programs	Yes	No	5	4	3	2	1
15.	Nature programs	Yes	No	5	4	3	2	1
16.	Tennis lessons and leagues	Yes	No	5	4	3	2	1
17.	Community special events	Yes	No	5	4	3	2	1
18.	Outdoor challenge programs	Yes	No	5	4	3	2	1
19.	Trips to special attractions and events	Yes	No	5	4	3	2	1
20.	Other: _____	Yes	No	5	4	3	2	1

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14. Which FOUR types of programs listed in Question 13 are MOST IMPORTANT to your household?
[Write in your answers below using the numbers from the list in Question 13, or circle "NONE".]

1st: ____ 2nd: ____ 3rd: ____ 4th: ____ NONE

15. Please rate your satisfaction with the following Parks & Recreation services provided by Deerfield Township Parks & Recreation using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

	Services	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Don't Know
01.	Maintenance of Deerfield Township parks	5	4	3	2	1	9
02.	Number of Deerfield Township parks	5	4	3	2	1	9
03.	Quality of athletic fields	5	4	3	2	1	9
04.	Number of multi-use fields (football, soccer, lacrosse)	5	4	3	2	1	9
05.	Number of baseball/softball fields	5	4	3	2	1	9
06.	Distribution of diamonds between Township parks	5	4	3	2	1	9
07.	Quality of tennis courts	5	4	3	2	1	9
08.	Quantity/quality of public art in public spaces	5	4	3	2	1	9
09.	Accessibility (ADA) of parks and amenities	5	4	3	2	1	9
10.	Amount of open green space	5	4	3	2	1	9
11.	Connectivity of trails	5	4	3	2	1	9
12.	Quality of programs for 50 Plus	5	4	3	2	1	9
13.	The Deerfield Township youth programs	5	4	3	2	1	9
14.	The Deerfield Township adult programs	5	4	3	2	1	9
15.	Ease of registering for programs	5	4	3	2	1	9
16.	Availability of information about programs and facilities	5	4	3	2	1	9
17.	User friendliness of Deerfield Township website	5	4	3	2	1	9
18.	Fees charged for recreation programs	5	4	3	2	1	9
19.	Customer service with staff	5	4	3	2	1	9
20.	Shelter availability	5	4	3	2	1	9
21.	Ease of contacting Parks and Recreation staff	5	4	3	2	1	9
22.	How well Parks and Recreation staff give prompt, accurate, and complete answers to my questions	5	4	3	2	1	9

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16. Which THREE parks and recreation services listed in Question 15 do you think should receive the MOST ATTENTION from Deerfield Township Parks & Recreation over the next TWO years? *[Write in your answers below using the numbers from the list in Question 15, or circle "NONE".]*

1st: ____ 2nd: ____ 3rd: ____ NONE

17. How supportive would you be of the Township undertaking a process (which would include public involvement) to explore the feasibility of a multi-purpose community building?

____(5) Very Supportive
____(4) Somewhat Supportive
____(3) Neutral
____(2) Not Supportive
____(1) Not Supportive at All

18. Please indicate how supportive you are of each of the following potential options for Kingswood, by rating each option on a scale of 1 to 4, where 4 means "Very Supportive" and 1 means "Not Supportive."

	How supportive are you of having the Township…	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
1.	Building a new community building for public use and activity on 3-4-acres in Kingswood that could house new Township administrative offices, a sheriff's office, public gathering spaces, and other multi-purpose spaces for the public.	4	3	2	1
2.	Turn Kingswood into an active park, similar to Cottell Park	4	3	2	1
3.	Improve Kingswood as a passive public park (i.e., including a new nature playground, developing natural trails, amphitheater, etc.)	4	3	2	1
4.	Create a permanent farmers market facility in Kingswood Park	4	3	2	1
5.	Do not make any improvements to Kingswood Park and leave it as an open passive green space for use by the community	4	3	2	1
6.	Other:_____	4	3	2	1

19. Please indicate how supportive you are of each of the following revenue generating actions that could be taken at Kingswood, by rating each option on a scale of 1 to 4, where 4 means "Very Supportive" and 1 means "Not Supportive."

	How supportive are you of having the Township…	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
1.	Food and beverage vendors in parks (food carts, concession stands, small spaces tied into a new Township building, etc.)	4	3	2	1
2.	Equipment rentals in parks (bikes, fishing equipment, paddle boats, etc.)	4	3	2	1
3.	Non-Deerfield classes or programs using parks (outdoor yoga, personal trainers, etc.)	4	3	2	1
4.	Construction of additional facilities to support large youth/adult sports tournaments for out-of-town teams	4	3	2	1
5.	Hosting large events that have exclusive use of a park and may charge entrance fees (cross-country races, concerts, festivals, etc.)	4	3	2	1

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20. Should a portion of the debt-free Kingswood property be sold or leased for commercial development, not controlled by the Township, which of the following commercial development options would you most favor? (Choose ONLY ONE)

___ (1) Commercially Develop 0% of Kingswood
___ (2) Commercially Develop 20% of Kingswood
___ (3) Commercially Develop 40% of Kingswood
___ (4) Commercially Develop 60% of Kingswood
___ (5) Commercially Develop 80% of Kingswood
___ (6) None of the above

21. Deerfield Township currently has a 10-year renewable parks tax levy that is set to expire in 2022. Please indicate how supportive you would be of changing the current renewable parks tax levy to a permanent parks tax levy?

____(5) Very Supportive
____(4) Somewhat Supportive
____(3) Neutral
____(2) Not Supportive (Go to Q21a.)
____(1) Not Supportive at All (Go to Q21a.)

21a. If you answered "Not Supportive" or "Not Supportive at All" to Question 21, please indicate why you answered this way. (Check all that apply)

____(1) I need more information before I can answer
____(2) I do not use any Deerfield Township parks, amenities, programs, or facilities
____(3) I believe the Township currently has sufficient recreation opportunities and does not need secured funding
____(4) I believe those who plan on using parks, amenities, programs, or facilities should bear the burden of paying for them
____(5) I do not support any increase or continuation of taxes
____(6) Other: _____

22. What is your age?_____ years

23. Counting yourself, how many people live in your household? _____ people

24. Counting yourself, how many people in your household are...

Under age 5: ____	Ages 15-19: ____	Ages 35-44: ____	Ages 65-74: ____
Ages 5-9: ____	Ages 20-24: ____	Ages 45-54: ____	Ages 75+: ____
Ages 10-14: ____	Ages 25-34: ____	Ages 55-64: ____	

25. Your gender: ____(1) Male ____(2) Female

26. How many years have you lived in Deerfield Township? _____ years

27. What is your total annual household income? *[Check only one.]*

____(1) Under $40,000	____(4) $100,000 to $129,999	____(7) $200,000 to $249,999
____(2) $40,000 to $69,999	____(5) $130,000 to $149,999	____(8) $250,000 or more
____(3) $70,000 to $99,999	____(6) $150,000 to $199,999	

Please share any additional comments that could assist Deerfield Township in improving parks, trails, open space, or recreational facilities, programs, and services in the space below.

_____

_____

_____

This concludes the survey – Thank you for your time!

Please return your completed survey in the enclosed return-reply envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

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Your responses will remain completely confidential. The address information printed to the right will ONLY be used to help identify areas with specific needs. Thank you.

APPENDIX D

SITE ASSESSMENTS

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Deerfield Township
Site and Facilities Assessment

1. Active Parks:
    a. Cottell
    b. Fleckenstein
    c. Carter
    d. Roberts
    e. Schappacher
    f. Kingswood
    g. Landen-Deerfield
    h. Craig Minard Memorial
    i. Kerrisdale

Overall, the Townships active parks (Cottell, Fleckenstein, Carter, Robert's and Schappacher) are very well maintained and provide a variety of offerings and experiences. Cottell and Fleckenstein Parks provide ballfields, playgrounds, ponds for fishing, etc. and are well connected with internal pathways and trails. Carter Park is very unique (interpretive paved trail, archery range and unpaved hiking trails) and has a lot of potential for expanded offerings, but not active sports. Robert's park is unique in that it is primarily a trail system that connects several park parcels with the surrounding residential development (Roberts Park and Hudson Hills). Schappacher Park is a tremendous park with mature trees and a lot of shaded areas, with a playground, dog park and open lawn and wooded areas. This park has potential for increased usage if a parking lot and park entrance is provided along Irwin-Simpson Road.

Landen-Deerfield and Craig Menard Memorial Parks are Warren County Parks and provide additional offerings, but at a slightly lower quality of playing fields and overall maintenance. These two parks serve Township residents, especially Landen-Deerfield Park which provides the most ball fields of any of the active parks.

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Kingswood Park is a closed golf course, with many mature trees, and is primarily undeveloped. A new roadway transects the property, improving access, but also dividing the park. The public is very interested in this property and there are many ideas of what it should be. Programming of this property will be key in addressing the needs and desires of the community.

Kerrisdale is an undeveloped property (formerly agricultural fields and farm house with a barn) north of Robert's Park. This property provides additional opportunity for expanded recreation offerings if desired and needed.

Park entrance signage is not consistent throughout the Township's park system and usually reflects the theme of the surrounding development. Access to the parks is general good, but Carter Park and Landen-Deerfield are in need to improved egress, especially when multiple games end at the same time.

2. Pocket Parks:
    a. 20 Mile Stand
    b. Arbor Square
    c. Bowen
    d. Deerfield South
    e. District of Deerfield

The Township's pocket parks (20 Mile Stand, Arbor Square, Bowen and Deerfield South) are not as easily identifiable as the active parks. They tend to be located in highly visible areas along major transportation corridors. These parks have quality signage, but it is not consistent, and typically reflects the surrounding development. These parks tend to be located near commercial development and provide opportunities for relaxation and walking. Stormwater management ponds are also a theme of these parks, which require maintenance.

The District of Deerfield is an undeveloped parcel along Mason Montgomery Road. This parcel is zoned for commercial development and having a township pocket park within the development could be beneficial and provide additional offerings.

3. Open/Green Space:
    a. Carriage Gate
    b. Duke
    c. Foster's Crossing
    d. Loveland Park
    e. Shore Little Miami River
    f. Townsley Drive

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The open/green spaces are undeveloped properties that have potential to expand the Townships' offerings and diversity of experiences. These parks do not have signage and currently appear to be private land. Carriage Gare and Townsley are along Montgomery Road and provide additional opportunities. Duke is located along Duke Boulevard and adjacent to Kingswood, which could help to enhance the overall experience in that portion of the Township. There are also a few additional open/ green space properties along Duke Boulevard which provide opportunities for an expanded trail system and connections to industrial facilities.

4. Other Properties:
    a. Governor's Pointe parcels
    b. Rose Hill Cemetery
    c. Keltner Cemetery
    d. Unity Cemetery

5. Potential Sites for Purchase or Partnership Agreements:
    a. Jeremiah Morrow House
    b. Carl A. Rahe Park
    c. Farm property adjacent to North Cincinnati Community Church (church has right of first refusal on land)
    d. Deerfield Trails properties

The individual park assessment forms follow.

Park Inventory Form

Park Name	Cottell Park
Park type	Active Park
Location	5847 Irwin Simpson Road
Nearest Intersection	Irwin Simpson Road & Snider Road

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial					X
Municipal					
School Type					
Church					X
Residential	X	X	X	X	
Open Space					

*See Comments

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk		X	X	X		
Greenway/ Regional Trail						
One Way Road						
Two Lane Road	X		X	X		
Three Lane Road						
Four Lane Road						
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Park has a variety of uses including ballfields, rectangular fields, a historic house, two playgrounds, a lake/pond and a veterans memorial park. Park has two access points and several parking lots.

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		both playgrounds
☐ Climbing structures	1 2 3 4		both playgrounds
☐ Other	1 2 3 4		

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Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation

☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		

	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4	1	one small mist station near a playground
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4	2	main bathroom buildings on opposite sides of park
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		The one by the ballfields works but doesn't drain
☐ Fishing	1 2 3 4		Someone was fishing while we were there
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		An arts/crafts center (converted barn)
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		one small shelter by playgrounds
☐ Combination Restroom Shelter	1 2 3 4		by lake/pond
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other: Snyder House	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other: Mister	1 2 3 4		by ballfield playground
☐ Other: Veterans Park	1 2 3 4		

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		lake/pond with fishing but no boat/swim
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility	
☐ Buildings	1 2 3 4
☐ Sidewalk/Trails	1 2 3 4
☐ Restrooms	1 2 3 4
☐ Playgrounds	1 2 3 4
☐ Drinking Fountains	1 2 3 4
☐ Parking Stalls	1 2 3 4
☐ Other	1 2 3 4
Maintenance	
☐ Trash Cans	1 2 3 4
☐ Dumpsters	1 2 3 4
☐ Evidence of Maintenance	1 2 3 4

General comments:

Pavement around ballfields 3 and 4 is in poor condition

Park Inventory Form

Park Name	Fleckenstein Park
Park type	Active Park
Location	3834 Mason-Montgomery Road
Nearest Intersection	Mason-Montgomery Road & Chestnut Hill Drive

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial					
Municipal					
School Type					
Church					
Residential	X	X	X	X	
Open Space					

*See Comments

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk	X			X		
Greenway/ Regional Trail						
One Way Road						
Two Lane Road	X			X		
Three Lane Road						
Four Lane Road						
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Park's location atop some topography creates spectacular views. Park fronts public road and has great visibility, but main access is tucked away behind a private entrance.

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4 Trees are young
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4 Perhaps the barn can be rented out for events
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		Throughout the park and along Mason-Montgomery
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		Parking lot around barn is in poor condition
☐ Bicycle Racks	1 2 3 4	3 or 4	
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4	1	Babies/kids
☐ Climbing structures	1 2 3 4	3	
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4	2	Cracks
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4	5 or 6	Same style, different colors
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4	1	By playground
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4	2	In shelter, by playground
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4	2	Around pond and along Mason-Montgomery
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4	2	Attached to concession/bathroom facility / gazebo
☐ Combination Restroom Shelter	1 2 3 4		Outlets missing covers, has fireplace
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other: Barn	1 2 3 4		Good condition, used for storage, no HVAC
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		Low visibility
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		On playground
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4	3	
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility	
☐ Buildings	1 2 3 4
☐ Sidewalk/Trails	1 2 3 4
☐ Restrooms	1 2 3 4
☐ Playgrounds	1 2 3 4
☐ Drinking Fountains	1 2 3 4
☐ Parking Stalls	1 2 3 4
☐ Other	1 2 3 4

Maintenance		
☐ Trash Cans	1 2 3 4	With doggy stations
☐ Dumpsters	1 2 3 4	
☐ Evidence of Maintenance	1 2 3 4	

General comments:

No lights for ballfields, so limited use for evening games. Needs more trees and could reduce maintenance costs by having less lawn to maintain, especially on slope around barn. It's a very broad, open lawn-intensive sprawling expanse of a park with plenty of parking. Two access points are provided.

Park Inventory Form

Park Name	Carter Park
Park type	Active Park
Location	1720 East King Avenue
Nearest Intersection	Mason-Montgomery Road & Chestnut Hill Drive

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial					X
Municipal					
School Type				X	
Church					
Residential	X		X	X	
Open Space		X	X		

*See Comments

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk			X			
Greenway/ Regional Trail						
One Way Road						
Two Lane Road			X			
Three Lane Road						
Four Lane Road						
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Entry is confusing and not well marked. Adjacent to historic house (Kings Mansion) that is now privately occupied, park property looks like it belongs to the private house. Parking is gravel and not visible from the street.

Opportunities

Programming flexibility 1 2 **3** 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics **1** 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 **3** 4

Revenue opportunities 1 2 **3** 4 Perhaps move the farmer's market or make archery range reservable
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	**1** 2 3 4		
☐ Road access	1 **2** 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 **3** 4		Small and gravel
☐ Bicycle Racks	**1** 2 3 4	1	Out front by mansion
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	**1** 2 3 4	1	brand new archery range

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Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation

☐ Basketball Courts	1 2 3 4
☐ Volleyball Courts	1 2 3 4
☐ Tennis Courts	1 2 3 4
☐ Ball Fields	1 2 3 4
☐ Rectangular Fields	1 2 3 4
☐ Golf Course	1 2 3 4
☐ Other	1 2 3 4

Extreme Sports

	Physical Condition	Quan.	Comments
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		

Aquatic Recreation

	Physical Condition	Quan.	Comments
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		

General Recreation

	Physical Condition	Quan.	Comments
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 **4**	1	Port-a-john
☐ Park Benches	1 **2** 3 4		
☐ Picnic Tables	1 2 3 4	3 or 4	Along trails
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	**1** 2 3 4		Paved and natural
☐ Multi-Use Trails	**1** 2 3 4		Paved and natural, bikes use them
☐ Fit Course	1 2 3 4		
☐ Archery	**1** 2 3 4		
☐ Other: Barn	1 **2** 3 4	2	Appears to be in good condition outside

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Structures/Buildings

	Physical Condition	Quan.	Comments
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 **2** 3 4		old barn with unique sign
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 **3** 4		old store type building, could use some improvement

Special Facilities

	Physical Condition	Quan.	Comments
☐ Amphitheater	1 2 3 4		
☐ Other	1 **2** 3 4		community gardens (9 gardens)

Signage

☐ Park Entrance	1 2 3 **4**	
☐ Instructional	**1** 2 3 4	
☐ Rules	**1** 2 3 4	For park and for archery range
☐ Interpretive	**1** 2 3 4	Nature path with many displays
☐ Other	1 2 3 4	

Landscape/Grounds

	Physical Condition	Quan.	Comments
☐ Grass Play Surfaces	**1** 2 3 4		
☐ General Turf Conditions	**1** 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 **2** 3 4		Community garden
☐ Woodlands	**1** 2 3 4		
☐ Retention Pond	**1** 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility

☐ Buildings	1 **2** 3 4	Barns, one level
☐ Sidewalk/Trails	**1** 2 3 4	The paved ones closer to the front of the park
☐ Restrooms	1 2 **3** 4	Port-a-john
☐ Playgrounds	1 2 3 4	
☐ Drinking Fountains	1 2 3 4	
☐ Parking Stalls	1 2 3 **4**	None designated, gravel not an even surface
☐ Other	1 2 3 4	

Maintenance

☐ Trash Cans	1 2 3 4
☐ Dumpsters	1 2 3 4
☐ Evidence of Maintenance	**1** 2 3 4

General comments:

Primarily a woodland park with trails through the trees. Near the street is an archery range that is unattended and free to use. Park has a nature walk with signage. Trails up front are paved, but quickly give way to natural trails that are cleared of trees, but “paved” with grass and natural forest floor. Park looks well-maintained. Has one access point – only one way in and out.

Park Inventory Form

Park Name	Roberts Park
Park type	Active Park (No Team Sports)
Location	3332 Butler-Warren Road
Nearest Intersection	Mason-Montgomery Road & Chestnut Hill Drive

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial					
Municipal					
School Type					
Church					
Residential	X	X	X	X	
Open Space					

*See Comments

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk						
Greenway/ Regional Trail						
One Way Road						
Two Lane Road				X		
Three Lane Road						
Four Lane Road						
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Adjacent to residential development that has access to the park from within the private property.

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

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Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		

	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4	3 or 4	
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		In good condition, but small and on private street
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		Planted trees look healthy and well-established
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

Accessibility			
☐ Buildings	1 2 3 4		
☐ Sidewalk/Trails	1 2 3 4		Some topography that might challenge a wheelchair
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		
Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		Mowing done recently

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General comments:

Roberts is a natural grassland area that is attractive and well maintained for uses such as walking, riding bikes and sitting comfortably on park benches. Access and signage create concerns about whether or not this area is perceived as public or private.

Park Inventory Form

Park Name	Schappacher Park
Park type	Active Park with Dog Park
Location	4686 Old Irwin Simpson Road
Nearest Intersection	Mason-Montgomery Road & Chestnut Hill Drive

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial	X				X
Municipal					
School Type		X			
Church		X			
Residential		X	X	X	
Open Space					

*See Comments

☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk			X			
Greenway/ Regional Trail						
One Way Road						
Two Lane Road		X	X			
Three Lane Road						
Four Lane Road	X					
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

An attractive neighborhood park with a playground, dog park, green lawn, mature trees and on-street parking.

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Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4 Has year-round toilets and shelters, good accessibility
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		Near toilets and away from dog park
☐ Other	1 2 3 4		

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Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation

☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		

	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4	2	
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	1 2 3 4	5	
☐ Picnic Shelters	1 2 3 4	2	Lots of bird droppings on shelters
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4	1	
☐ Fishing	1 2 3 4	1	
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4	2	metal structures, with bird feces build-up
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		combined with restrooms, storage and drinking fountain
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other: Dog Park	1 2 3 4	1	fenced in, with three dogs present during visit

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		On dog park
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		Trees look healthy
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		Nice barrier between park and busy road
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility			
☐ Buildings	1 2 3 4		Shelters are accessible
☐ Sidewalk/Trails	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		
Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		

General comments:

Well-organized, attractive with high visibility. Main entrance to the park is from a dead-end residential street, while the park also has frontage along Irwin-Simpson Road. Frontage along Irwin-Simpson Road could support a parking lot and increase visibility dramatically. This park is south of the P&C Mason Business Center and could attract workers on lunch breaks if this frontage was improved. There is a wooden bridge over the little stream that cuts through the park.

Park Inventory Form

Park Name	Kingswood Park
Park type	Active Park (Mostly undeveloped)
Location	4188 Irwin Simpson Road
Nearest Intersection	Duke Blvd & Innovation Way Roundabout

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial			X	X	
Commercial			X	X	
Municipal					
School Type				X	
Church					
Residential	X	X			
Open Space				X	

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk						
Greenway/ Regional Trail						
One Way Road						
Two Lane Road			X			
Three Lane Road			X	X		
Four Lane Road						
Five Lane Road						
Expressway		X				
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

An abandoned golf course that's been bisected by a new road four lane road. This park is primarily undeveloped except for the extreme southern portion of the property. The Township Parks & Recreation maintenance facility is located at the southern end of the property. Hosts a farmer's market and has a community garden.

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4 beautiful property, southern portion needs improving
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4 visible from the road, but not accessible

Revenue opportunities 1 2 3 4 many opportunities for revenue generation
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		unmaintained golf cart paths
☐ Road access	1 2 3 4		only small portion is accessible from road
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		cracked, uneven pavement, potholes
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		no longer functional as golf course
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 **4**	1	port-a-john
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	**1** 2 3 4	2	
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	**1** 2 3 4		new walk/bike path along new roads
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	**1** 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other: Community Garden	1 **2** 3 4		

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility		
☐ Buildings	1 2 3 4	Parks & Recreation maintenance facility
☐ Sidewalk/Trails	1 2 3 4	
☐ Restrooms	1 2 3 4	
☐ Playgrounds	1 2 3 4	
☐ Drinking Fountains	1 2 3 4	
☐ Parking Stalls	1 2 3 4	
☐ Other	1 2 3 4	
Maintenance		
☐ Trash Cans	1 2 3 4	
☐ Dumpsters	1 2 3 4	
☐ Evidence of Maintenance	1 2 3 4	

General comments:

This property has a lot of potential, from passive recreation to mixed-use development.

Park Inventory Form

Park Name	Landen – Deerfield Park
Park type	Active Park (Warren County Park)
Location	2258 US-22 Montgomery Road
Nearest Intersection	US-22 & Landen Drive

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial			X		X
Municipal					
School Type					
Church					
Residential	X	X	X	X	
Open Space					

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk			X			
Greenway/ Regional Trail						
One Way Road						
Two Lane Road						
Three Lane Road						
Four Lane Road						
Five Lane Road			X			
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

A large multi-use park with one point of ingress/egress. Has a high-voltage electrical transmission line through the park with multiple towers in the park.

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4 Has several open air structures which could be rented
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		Lake/creek but no access to get in
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4	2	sets
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		Playground nearest amphitheater is quality 2 Playground near Shelter #4 is 2 (not as new)

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Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4	1	small
☐ Volleyball Courts	1 2 3 4	1	packed sand, net is present but torn
☐ Tennis Courts	1 2 3 4	2	
☐ Ball Fields	1 2 3 4	2	up front
☐ Rectangular Fields	1 2 3 4	4	up front
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		

	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		Looks like an unfortunate compromise of budget and liability
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4	2	bathroom facilities
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	1 2 3 4		Concrete throughout, all matched
☐ Picnic Shelters	1 2 3 4	6	*See General Comments notes for specific assessments of individual shelters
☐ Grills	1 2 3 4		Several located throughout the park
☐ Drinking Fountains	1 2 3 4	2	Located near fields
☐ Fishing	1 2 3 4		Pond, but no fishing allowed
☐ Hiking Trails	1 2 3 4		Trails located along wooded park perimeter
☐ Multi-Use Trails	1 2 3 4		Part of fit course
☐ Fit Course	1 2 3 4		Par course Fit circuit stations
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4	5	total throughout park
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		Restrooms, concession and 1-bay storage with a fenced equipment yard. All County equipment is stored here and at Armco Park
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		On fit course
☐ Rules	1 2 3 4		At the skate park
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility			
☐ Buildings	1 2 3 4		
☐ Sidewalk/Trails	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		Across the board, largely inaccessible
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		
Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		Needs screen
☐ Evidence of Maintenance	1 2 3 4		

General comments:

The Park provides a variety of offerings including an amphitheater, ball fields, rectangular fields, tennis courts, a basketball court, skate park, water feature, three playgrounds and five picnic shelters with grills. There is one port-a-john up front to serve two ball fields and a few rectangular fields, the tennis courts, skate park and basketball court. One bathroom serves the playgrounds and another serves the ball fields in the northern portion of the park. Parking was stated to be tight on game-days when all the fields are used.

A pedestrian bridge connects over the pond, but there is no beach or swim area.

All shelters have electricity.

Detailed Shelter Assessment:

Shelter #2:
- Quality is 3 (large with several tables, farthest from parking, near treeline)
- Grills are 3
- Playground looks new and is 1

Shelter #4: (next to restroom structure)
- Quality is 2
- Grills are 2

Shelter #5:
- Quality is 3
- Grills are 3

Shelter #6: Large with several tables
- Quality is 2
- Swings quality is 1; they are adaptive and creative, (seem to be newer)
- No grill

Shelter (#?) (by creek)
- Quality is poor, maybe 3
- Grills are 3 or 4 (rusted)

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Park Inventory Form

Park Name	Craig Minard Memorial Park
Park type	Active Park (Warren County Park)
Location	3600 Fields Ertel Road
Nearest Intersection	US-22 & Landen Drive

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial					
Municipal					
School Type					
Church			X		
Residential	X	X	X	X	
Open Space					X

DRAFT

☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk			X	X		
Greenway/ Regional Trail						
One Way Road						
Two Lane Road				X		
Three Lane Road						
Four Lane Road			X			
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Opportunities

Programming flexibility 1 2 3 4 Large flat field area but limited parking
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		Gravely
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		Rusty posts
☐ Climbing structures	1 2 3 4		Old & safety surface poor
☐ Other	1 2 3 4		

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Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		Level & turf in good shape
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		

	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 **3** 4		Port-a-john
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	**1** 2 3 4		Concrete
☐ Picnic Shelters	1 **2** 3 4		
☐ Grills	1 2 **3** 4		Rusty
☐ Drinking Fountains	**1** 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 **2** 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 **2** 3 4		Small wooden structure
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		
Signage			
☐ Park Entrance	1 **2** 3 4		Sign good but poor drive visibility from east
☐ Instructional	1 **2** 3 4		
☐ Rules	1 **2** 3 4		
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	**1** 2 3 4		
☐ General Turf Conditions	**1** 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility			
☐ Buildings	**1** 2 3 4		
☐ Sidewalk/Trails	**1** 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 **3** 4		
☐ Drinking Fountains	**1** 2 3 4		
☐ Parking Stalls	**1** 2 3 4		
☐ Other	1 2 3 4		
Maintenance			
☐ Trash Cans	1 **2** 3 4		White plastic bin with trash bag
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	**1** 2 3 4		

General comments:

Park Inventory Form

Park Name	Kerrisdale Park
Park type	Undeveloped Land
Location	
Nearest Intersection	Butler Warren Road & Brewer Road

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial					
Municipal					
School Type					
Church					
Residential	X	X	X	X	
Open Space	X		X		

DRAFT

☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk	X			X		
Greenway/ Regional Trail						
One Way Road						
Two Lane Road	X			X		
Three Lane Road						
Four Lane Road						
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Private land adjacent to Roberts Park that may get developed into something.

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility			
☐ Buildings	1 2 3 4		
☐ Sidewalk/Trails	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		
Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		

General comments:

This land is adjacent to Robert's Park and is mostly undeveloped agricultural land. There is one vacant house on the property.

Park Inventory Form

Park Name	20 Mile Stand Park
Park type	Pocket Park
Location	Montgomery Road
Nearest Intersection	Montgomery Road & Lighthouse Way

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial			X		X
Municipal					
School Type					
Church					
Residential	X	X	X	X	
Open Space					

DRAFT

☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk	X		X			
Greenway/ Regional Trail						
One Way Road						
Two Lane Road	X	X				
Three Lane Road				X		
Four Lane Road						
Five Lane Road			X			
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		asphalt (gravel in middle of larger area – 3)
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		parking in complex lot
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

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Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation	
☐ Basketball Courts	1 2 3 4
☐ Volleyball Courts	1 2 3 4
☐ Tennis Courts	1 2 3 4
☐ Ball Fields	1 2 3 4
☐ Rectangular Fields	1 2 3 4
☐ Golf Course	1 2 3 4
☐ Other	1 2 3 4

	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4		wood
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		asphalt (gravel in middle of larger area – 3)
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		gazebo, birds nest inside rafters
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4	2	foot bridges over pond
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility			
☐ Buildings	1 2 3 4		
☐ Sidewalk/Trails	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		
Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		

General comments:

Park Inventory Form

Park Name	Arbor Square Park
Park type	Pocket Park
Location	Mason-Montgomery Rd & Socialville-Foster Rd
Nearest Intersection	Mason-Montgomery Rd & Socialville-Foster Rd

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial	X	X	X	X	
Municipal					
School Type					
Church					
Residential					
Open Space					

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk	X	X		X		
Greenway/ Regional Trail						
One Way Road						
Two Lane Road						
Three Lane Road						
Four Lane Road	X			X		
Five Lane Road		X				
Expressway						
Railroad (light?)						
Bus Stop						
*Other			X - PL			

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Street corner that township took over. Adjacent to commercial (Pro-Clean Car Wash).

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		shared w/ car wash
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

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Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation	
☐ Basketball Courts	1 2 3 4
☐ Volleyball Courts	1 2 3 4
☐ Tennis Courts	1 2 3 4
☐ Ball Fields	1 2 3 4
☐ Rectangular Fields	1 2 3 4
☐ Golf Course	1 2 3 4
☐ Other	1 2 3 4

	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		one tree looks dead
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		small, cattails and grass not water
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility			
☐ Buildings	1 2 3 4		
☐ Sidewalk/Trails	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		
Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		

General comments:

This park is located at a major intersection and has a nice Deerfield Township sign. It has concrete walkways and a circular concrete pad in front of the sign, not sure what this is used for.

Park Inventory Form

Park Name	Bowen Park
Park type	Pocket Park
Location	Mason-Montgomery Rd & Bowen Drive
Nearest Intersection	Mason-Montgomery Rd & Bowen Drive

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial	X	X	X	X	
Municipal					
School Type					
Church					
Residential					
Open Space					

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk	X	X	X	X		
Greenway/ Regional Trail						
One Way Road						
Two Lane Road	X	X		X		
Three Lane Road						
Four Lane Road			X			
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other	X - PL	X - PL				

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

A drainage pond that the township took over. Adjacent to multi-family residential. Has three water features, two with fountains and one that's more like a cesspool with stagnate water. Area includes a wooded patch with a creek running through it.

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		doesn't form complete route, degraded
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

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Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		

	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4	2	metal
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		sturdy, but blocked by plants, not township standard
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		No swimming, fishing or skating
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4	3	two are in great condition, one is not
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility			
☐ Buildings	1 2 3 4		
☐ Sidewalk/Trails	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		
Maintenance			
☐ Trash Cans	1 2 3 4		with doggy station
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		

General comments:

This park and retention ponds are a part of the Somerset Luxury Apartments. There are three retention ponds within this park and two have fountains and are in great condition. The third retention pond, which is away from the luxury apartments is an eyesore.

Park Inventory Form

Park Name	Deerfield South Park
Park type	Pocket Park
Location	Mason-Montgomery Rd & Bowen Drive
Nearest Intersection	Mason-Montgomery Rd & Bowen Drive

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial	X	X	X	X	
Municipal					
School Type					
Church					
Residential					
Open Space					

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk	X	X		X		
Greenway/ Regional Trail						
One Way Road						
Two Lane Road				X		
Three Lane Road						
Four Lane Road	X					
Five Lane Road		X				
Expressway						
Railroad (light?)						
Bus Stop						
*Other			X - PL	X - PL		

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

A beautifully developed drainage area in the corner of a shopping center parking lot. Very green and healthy with a creek but designed more to be viewed than played in.

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		sidewalks around site
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		shared w/ commercial
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

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Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		
Extreme Sports			
☐ Skate Park	1 2 3 4		

☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		

	Physical Condition	Quan.	Comments
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4	1	metal
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other: Street Lamps	1 2 3 4	2	next to bench
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		

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☐ Interpretive	1 2 3 4	
☐ Other	1 2 3 4	

	Physical Condition	Quan.	Comments
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		outfall is clogged w/ vegetation
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

Accessibility		
☐ Buildings	1 2 3 4	
☐ Sidewalk/Trails	1 2 3 4	
☐ Restrooms	1 2 3 4	
☐ Playgrounds	1 2 3 4	
☐ Drinking Fountains	1 2 3 4	
☐ Parking Stalls	1 2 3 4	
☐ Other: Through Site	1 2 3 4	no connection to the sidewalk along Mason-Montgomery Road

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Maintenance	
☐ Trash Cans	1 2 3 4
☐ Dumpsters	1 2 3 4
☐ Evidence of Maintenance	1 2 3 4

General comments:

Park Inventory Form

Park Name	District of Deerfield
Park type	Pocket Park (Undeveloped)
Location	9246 Mason-Montgomery Rd
Nearest Intersection	Mason-Montgomery Rd & Parkway Drive

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial	X	X	X	X	
Municipal					
School Type					
Church					
Residential					
Open Space					

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk	X	X	X	X		
Greenway/ Regional Trail						
One Way Road	X	X	X	X		
Two Lane Road	X	X	X	X		
Three Lane Road						
Four Lane Road						
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Open space along Mason-Montgomery Road that is zoned for commercial and multi-family residential.

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

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Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		

	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility			
☐ Buildings	1 2 3 4		
☐ Sidewalk/Trails	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		
Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		

General comments:

There is no development on the site, just road frontage along Mason-Montgomery Road and a dead-end access road that is planned to be extended into the site. This is across the street from the Township Administration building. This site is very flexible but appears to be slated for commercial or mixed-use development.

Park Inventory Form

Park Name	Carriage Gate Open Space
Park type	Open Space
Location	Montgomery Rd & Winding Lane
Nearest Intersection	Montgomery Rd & Winding Lane

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial	X				
Municipal					
School Type					
Church					
Residential	X	X	X	X	
Open Space					

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk	X			X		
Greenway/ Regional Trail						
One Way Road						
Two Lane Road						
Three Lane Road						
Four Lane Road						
Five Lane Road	X			X		
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		Intersection off Montgomery Rd
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		New conc. – share w/ fire department
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

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Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation

- ☐ Basketball Courts 1 2 3 4
- ☐ Volleyball Courts 1 2 3 4
- ☐ Tennis Courts 1 2 3 4
- ☐ Ball Fields 1 2 3 4
- ☐ Rectangular Fields 1 2 3 4
- ☐ Golf Course 1 2 3 4
- ☐ Other 1 2 3 4

	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility			
☐ Buildings	1 2 3 4		
☐ Sidewalk/Trails	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		
Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		

General comments:

Park Inventory Form

Park Name	Duke Boulevard Open Space
Park type	Open Space
Location	Duke Boulevard
Nearest Intersection	Duke Boulevard & Innovation Way

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial			X	X	
Municipal					
School Type					
Church					
Residential	X				
Open Space		X			

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk	X	X	X	X		
Greenway/ Regional Trail						
One Way Road						
Two Lane Road		X	X			
Three Lane Road						
Four Lane Road						
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Various parcels of unconnected land across from Kingswood that are not accessible with public parking and, from the road, look like they're private land.

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		along Duke Boulevard, but no parking provided
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4	2	
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

Accessibility		
☐ Buildings	1 2 3 4	
☐ Sidewalk/Trails	1 2 3 4	no ADA entrance to trail, the trail is not hidden from public view and could be a safety issue
☐ Restrooms	1 2 3 4	
☐ Playgrounds	1 2 3 4	
☐ Drinking Fountains	1 2 3 4	
☐ Parking Stalls	1 2 3 4	
☐ Other	1 2 3 4	
Maintenance		
☐ Trash Cans	1 2 3 4	
☐ Dumpsters	1 2 3 4	
☐ Evidence of Maintenance	1 2 3 4	

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General comments:

This looks like private development and no public parking is provided. The trail runs along a large manufacturing facility with loading docks and has large landscaped berms along it that limit public views along the trail. This is a safety concern and the trail feels very unsafe in certain spots due to the limited visibility.

Park Inventory Form

Park Name	Foster's Crossing Park
Park type	Open Space
Location	Old 3C Highway
Nearest Intersection	Socialville Foster Road and Old 3C Highway

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial			X		
Municipal					
School Type					
Church					
Residential	X	X		X	
Open Space	X	X		X	

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk						
Greenway/ Regional Trail						
One Way Road						
Two Lane Road		X	X			
Three Lane Road						
Four Lane Road						
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other		X - LMR				

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Roadside property with no facilities and looks like an electric station on it (still functional?)

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility			
☐ Buildings	1 2 3 4		
☐ Sidewalk/Trails	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		
Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		

General comments:

This park is undeveloped with potential for some kind of synergy with Little Miami Trail and restaurant across the bridge. Woodland could have trails added.

Park Inventory Form

Park Name	Little Miami River Open Space
Park type	Open Space
Location	Shore Drive
Nearest Intersection	Shore Drive & Valley Road

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial					
Municipal					
School Type					
Church					
Residential	X	X	X	X	
Open Space		X			

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk						
Greenway/ Regional Trail						
One Way Road						
Two Lane Road				X		
Three Lane Road						
Four Lane Road						
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other		X - LMR				

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Parking area w/ rustic boat launch. Maybe some potential for bridge connection.

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		concrete and cracked, not marked
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

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Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation

- ☐ Basketball Courts 1 2 3 4
- ☐ Volleyball Courts 1 2 3 4
- ☐ Tennis Courts 1 2 3 4
- ☐ Ball Fields 1 2 3 4
- ☐ Rectangular Fields 1 2 3 4
- ☐ Golf Course 1 2 3 4
- ☐ Other 1 2 3 4

	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		steep incline down and loose rocks
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility			
☐ Buildings	1 2 3 4		
☐ Sidewalk/Trails	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		
Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		

General comments:

Property has a public road through it and is largely undeveloped except for the canoe launch and parking area.

Park Inventory Form

Park Name	Loveland Park Open Space
Park type	Open Space
Location	Davis Road & Oak Drive
Nearest Intersection	Davis Road & Oak Drive

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial					
Municipal					
School Type					
Church					
Residential	X	X	X	X	
Open Space					

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk						
Greenway/ Regional Trail						
One Way Road						
Two Lane Road						
Three Lane Road						
Four Lane Road						
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility			
☐ Buildings	1 2 3 4		
☐ Sidewalk/Trails	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		
Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		

General comments:

This property is completely undeveloped and located adjacent to residential neighborhoods. Park is on a hillside that goes down towards the Little Miami River. Access to the property is very limited. There is potential to provide trails for the local residence, there is not much room to provide a dedicated parking lot. There is a Loveland Park Baptist Church and School (at the corner of Primrose Drive and Lilac Road) could serve as an opportunity to partner with the Township for parking.

Park Inventory Form

Park Name	Townsley Drive Space
Park type	Open Space
Location	Townsley Drive
Nearest Intersection	Meadow Drive & Green Haven Way

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial		X			
Municipal					
School Type					
Church					
Residential	X		X	X	
Open Space					

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk		X		X		
Greenway/ Regional Trail						
One Way Road						
Two Lane Road		X		X		
Three Lane Road						
Four Lane Road						
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		Access off Townsley Dr at salt barns & warehouse
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		Salt barn & maintenance bldg. could not access
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility			
☐ Buildings	1 2 3 4		
☐ Sidewalk/Trails	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		
Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		

General comments:

Park Inventory Form

Park Name	Governor's Pointe Parcels
Park type	Other
Location	Mason-Montgomery Road & Natorp Blvd
Nearest Intersection	Mason-Montgomery Road & Natorp Blvd

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial	X	X	X	X	
Municipal					
School Type					
Church					
Residential					
Open Space					X

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk						
Greenway/ Regional Trail						
One Way Road						
Two Lane Road						
Three Lane Road						
Four Lane Road						
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		
Extreme Sports			
☐ Skate Park	1 2 3 4		

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☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		

	Physical Condition	Quan.	Comments
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		

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☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		

	Physical Condition	Quan.	Comments
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

Accessibility			
☐ Buildings	1 2 3 4		
☐ Sidewalk/Trails	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		

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Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		

General comments:

Park Inventory Form

Park Name Jeremiah Morrow House

Park type _____

Location

Nearest Intersection

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial					
Municipal					
School Type					
Church					
Residential					
Open Space					

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk						
Greenway/ Regional Trail						
One Way Road						
Two Lane Road						
Three Lane Road						
Four Lane Road						
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

A private historic house surrounded by largely inaccessible public land. Has historic marker.

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		
Extreme Sports			
☐ Skate Park	1 2 3 4		

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☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		

	Physical Condition	Quan.	Comments
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		

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☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		

	Physical Condition	Quan.	Comments
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

Accessibility			
☐ Buildings	1 2 3 4		
☐ Sidewalk/Trails	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		

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Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		

General comments:

Park Inventory Form

Park Name	Carl A. Rahe Park
Park type	State Park
Location	Old 3C Highway
Nearest Intersection	U.S. 22 & Old 3C Highway

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial					X
Municipal					
School Type					
Church					
Residential	X	X	X	X	
Open Space		X			

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk						
Greenway/ Regional Trail						
One Way Road						
Two Lane Road				X		
Three Lane Road						
Four Lane Road						
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other		X - LMR				

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):** State Park

☐ **Comments:**

Riverfront state park with rustic camp sites and a small public use space

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		down a hill from the main road
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		looks like there is a drainage issue (mud)
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		sandy beach area for fishing and canoe launch
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

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Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		

	Physical Condition	Quan.	Comments
Extreme Sports			
☐ Skate Park	1 2 3 4		
☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	1 2 3 4	2	
☐ Picnic Shelters	1 2 3 4	1	concrete pad dirty (from mud, looks like)
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		people were fishing while we were there
☐ Hiking Trails	1 2 3 4		trails to the camping area
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other: Campsite	1 2 3 4		very rustic and primitive
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4	1	large shelter in fair condition
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other: Fire Pit	1 2 3 4		has benches

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	Physical Condition	Quan.	Comments
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		very small
☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		memorial plagues on large rocks
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		several large sycamore trees
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		recent tree plantings

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

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Accessibility			
☐ Buildings	1 2 3 4		
☐ Sidewalk/Trails	1 2 3 4		trail to camping area is narrow, no sidewalks
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other: to water change	1 2 3 4		access to the water is fair with slight grade
Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		

General comments:

State park with a reputation for illegal activities. Park is in generally good condition, no trash cans present.

Park Inventory Form

Park Name Farm Property NCCC

Park type _____

Location Adjacent 6170 Irwin Simpson Road

Nearest Intersection Irwin Simpson Road & Snider Road

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial					
Municipal					
School Type					
Church				X	
Residential	X	X	X	X	
Open Space					

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk			X			
Greenway/ Regional Trail						
One Way Road						
Two Lane Road		X				
Three Lane Road			X			
Four Lane Road						
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Land adjacent to a church that may be a potential partnership opportunity.

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
☐ Volleyball Courts	1 2 3 4		
☐ Tennis Courts	1 2 3 4		
☐ Ball Fields	1 2 3 4		
☐ Rectangular Fields	1 2 3 4		
☐ Golf Course	1 2 3 4		
☐ Other	1 2 3 4		
Extreme Sports			
☐ Skate Park	1 2 3 4		

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☐ BMX Course	1 2 3 4		
☐ Ropes Course	1 2 3 4		
☐ Rock Climbing Wall	1 2 3 4		
☐ Other	1 2 3 4		

	Physical Condition	Quan.	Comments
Aquatic Recreation			
☐ Conventional Pool	1 2 3 4		
☐ Zero Depth Pool	1 2 3 4		
☐ Spray Ground	1 2 3 4		
☐ Boat/Canoe Launch	1 2 3 4		
☐ Other	1 2 3 4		
General Recreation			
☐ Shuffleboard Areas	1 2 3 4		
☐ Horseshoe Pits	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Park Benches	1 2 3 4		
☐ Picnic Tables	1 2 3 4		
☐ Picnic Shelters	1 2 3 4		
☐ Grills	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Fishing	1 2 3 4		
☐ Hiking Trails	1 2 3 4		
☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
Structures/Buildings			
☐ Activity/Events Center	1 2 3 4		
☐ Enclosed Pavilion	1 2 3 4		
☐ Open Air Shelter	1 2 3 4		
☐ Combination Restroom Shelter	1 2 3 4		
☐ Seasonal Restrooms	1 2 3 4		
☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
☐ Amphitheater	1 2 3 4		
☐ Other	1 2 3 4		
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		

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☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		

	Physical Condition	Quan.	Comments
Landscape/Grounds			
☐ Grass Play Surfaces	1 2 3 4		
☐ General Turf Conditions	1 2 3 4		
☐ Landscape/ Flower Beds	1 2 3 4		
☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor. **Comment on functionality, relationships to other elements, and/or aesthetics where appropriate**

Accessibility			
☐ Buildings	1 2 3 4		
☐ Sidewalk/Trails	1 2 3 4		
☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		

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Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		

General comments:

Park Inventory Form

Park Name Deerfield Trails Property

Park type _____

Location

Nearest Intersection

Physical Connections

☐ **Park Setting:**

	North PL	East PL	South PL	West PL	Nearby
Industrial					
Commercial					
Municipal					
School Type					
Church					
Residential					
Open Space					

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☐ **Transportation/Circulation:**

	North PL	East PL	South PL	West PL	Nearby	Material Type
Sidewalk						
Greenway/ Regional Trail						
One Way Road						
Two Lane Road						
Three Lane Road						
Four Lane Road						
Five Lane Road						
Expressway						
Railroad (light?)						
Bus Stop						
*Other						

*See Comments

☐ **Other Recreational Amenities (i.e. State Park):**

☐ **Comments:**

Opportunities

Programming flexibility 1 2 3 4
(1 – Most flexible, large range of opportunities due to support system, shelter/water/etc, for multi-season use, flexible topography, open space. 4 – Least flexible due to topography, size, access, physical limitations, single season use.)

Aesthetics 1 2 3 4
(1 – Unique, attractive, eye-catching. 4 - Mundane, tired, not appealing.)

Park visibility and access 1 2 3 4

Revenue opportunities 1 2 3 4
(1 – High potential. 4 – Low potential.)

Property Inventory

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

	Physical Condition	Quan.	Comments
Circulation			
☐ Walks/paths	1 2 3 4		
☐ Road access	1 2 3 4		
☐ On street Parking	1 2 3 4		
☐ Parking lots	1 2 3 4		
☐ Bicycle Racks	1 2 3 4		
Active Play Recreation			
☐ Beach/ swim areas	1 2 3 4		
☐ Grass, play areas	1 2 3 4		
☐ Swings	1 2 3 4		
☐ Climbing structures	1 2 3 4		
☐ Other	1 2 3 4		

Rate physical condition of facilities on a scale of 1 = excellent, 2 = good, 3 = average, 4 = poor.
Comment on functionality, relationships to other elements, and/or aesthetics where appropriate.

Organized Play Recreation			
☐ Basketball Courts	1 2 3 4		
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Extreme Sports			
☐ Skate Park	1 2 3 4		

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☐ Ropes Course	1 2 3 4		
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	Physical Condition	Quan.	Comments
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☐ Multi-Use Trails	1 2 3 4		
☐ Fit Course	1 2 3 4		
☐ Archery	1 2 3 4		
☐ Other	1 2 3 4		
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☐ Open Air Shelter	1 2 3 4		
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☐ Winterized Restrooms	1 2 3 4		
☐ Storage Building	1 2 3 4		
☐ Maintenance Building	1 2 3 4		
☐ Other	1 2 3 4		
Special Facilities			
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☐ Other	1 2 3 4		
Signage			
☐ Park Entrance	1 2 3 4		
☐ Instructional	1 2 3 4		
☐ Rules	1 2 3 4		

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☐ Interpretive	1 2 3 4		
☐ Other	1 2 3 4		

	Physical Condition	Quan.	Comments
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☐ Gardens	1 2 3 4		
☐ Woodlands	1 2 3 4		
☐ Retention Pond	1 2 3 4		
☐ Shoreline Erosion	1 2 3 4		
☐ Other	1 2 3 4		

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☐ Restrooms	1 2 3 4		
☐ Playgrounds	1 2 3 4		
☐ Drinking Fountains	1 2 3 4		
☐ Parking Stalls	1 2 3 4		
☐ Other	1 2 3 4		

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Maintenance			
☐ Trash Cans	1 2 3 4		
☐ Dumpsters	1 2 3 4		
☐ Evidence of Maintenance	1 2 3 4		

General comments:

APPENDIX E

DEMOGRAPHICS AND RECREATION TRENDS ANALYSIS

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CHAPTER ONE – DEMOGRAPHICS & RECREATIONAL TRENDS ANALYSIS

1.1 INTRODUCTION

Deerfield Township is completing a Parks Master Plan. The focus of this Plan is to provide a document that is concise, user friendly, and visionary concerning the health and vibrancy of the Township's parks, recreation programs, facilities, and open spaces.

A key component of the Parks Master Plan is a Demographics and Recreational Trends Analysis which helps provide a thorough understanding of the demographic makeup of residents within the Township, as well as national, regional, and local recreational trends.

1.2 DEMOGRAPHIC ANALYSIS

The Demographic Analysis describes the population within Deerfield Township, Ohio. This assessment is reflective of the Township's total population and its key characteristics such as age segments, income levels, race, and ethnicity. It is important to note that future projections are 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.

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1.2.1 TOWNSHIP DEMOGRAPHIC OVERVIEW

2017 Total Population
39,312

2017 Total Households
14,528

2017 Median Age
37.4

2017 Median Household Income
$87,723

2017 Race
79% White

1.2.2 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 June 2018 and reflects actual numbers as reported in the 2010 Census as well as estimates for 2017 and 2022 as obtained by ESRI. Straight line linear regression was utilized for 2027 and 2032 projections. The Township boundaries shown below were utilized for the demographic analysis. **(See Figure 1)**

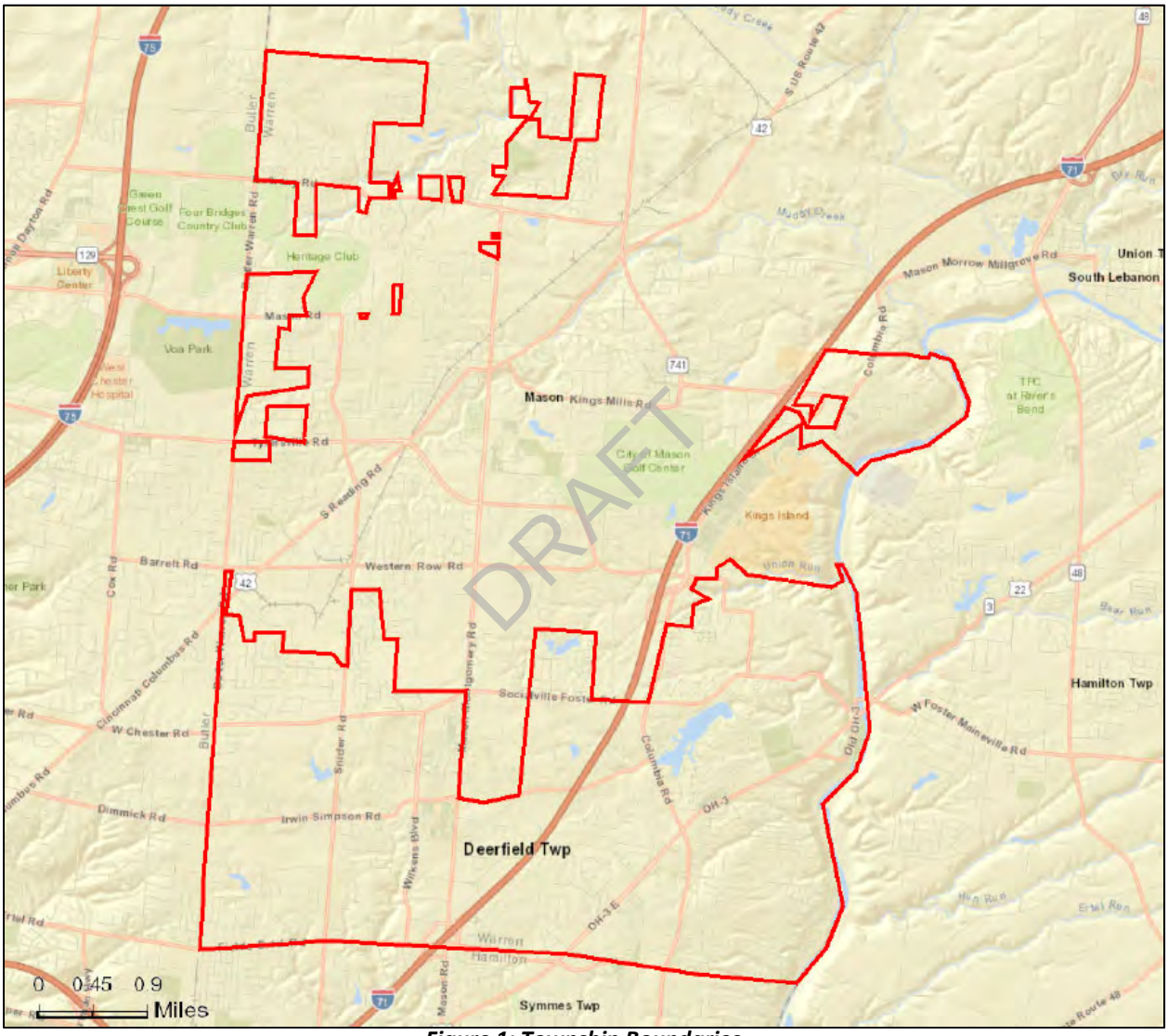

Figure 1: Township Boundaries

RACE AND ETHNICITY DEFINITIONS

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

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

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

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1.2.3 TOWNSHIP POPULACE

POPULATION

The Township's population experienced a significant growing trend in recent years, increasing 9.02% from 2010 to 2017 (1.29% per year). This is well above the national annual growth rate of 0.87% (from 2010-2017). Similar to the population, the total number of households also experienced a rapid increase in recent years (8.26% since 2010).

Currently, the population is estimated at 39,312 individuals living within 14,528 households. Projecting ahead, the total population and total number of households are both expected to continue growing over the next 15 years at an above average rate. Based on 2032 predictions, the Township is expected to have 46,531 residents living within 17,019 households. **(See Figures 2 & 3)**

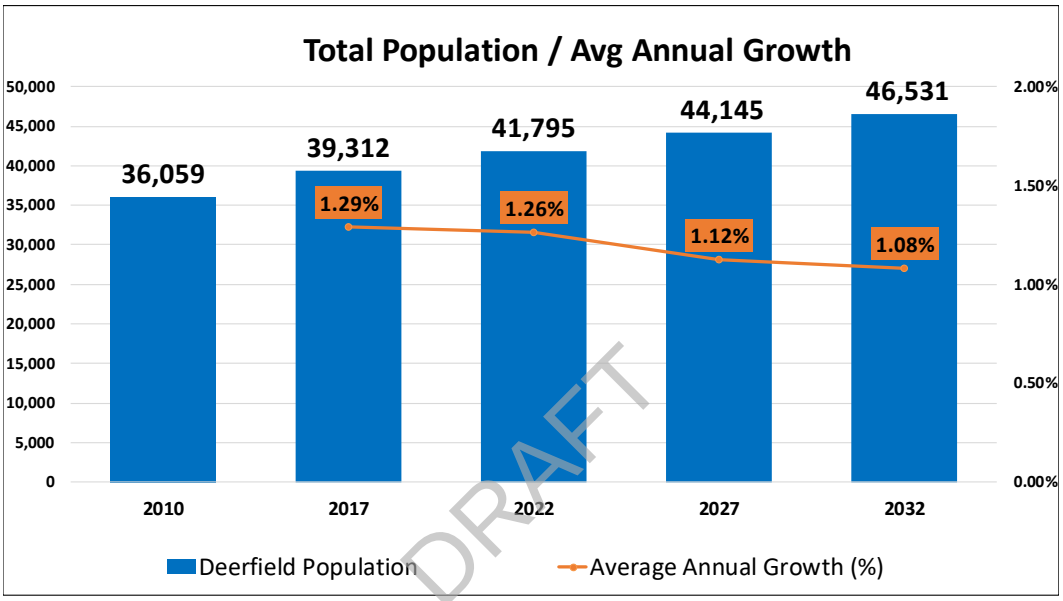

Figure 2: Township's Total Population

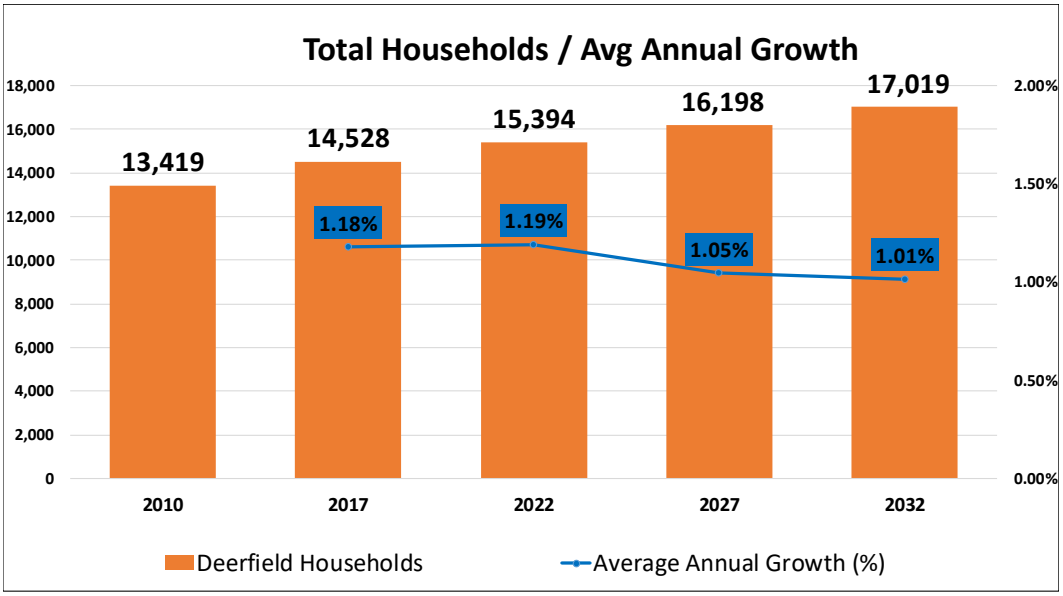

Figure 3: Township's Total Number of Households

AGE SEGMENT

Evaluating the Township by age segments, Deerfield Township exhibits a younger than average population. The service area has a median age of 37.4 years old which is slightly below the US median age of 38.2 years. Assessing the population as a whole, the Township is projected to continue its current aging trend. Over the next 15 years, the 55+ population is expected to grow to represent 31% of the Township's total population. This is largely due to the increased life expectancies and the remainder of the Baby Boomer generation shifting into the senior age groups. **(See Figure 4).**

Due to the continued growth of the older age segments, it is useful to further segment the "Senior" population beyond the traditional 55+ designation. Within the field of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old may be struggling with rheumatoid arthritis and need different recreational opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" Seniors.

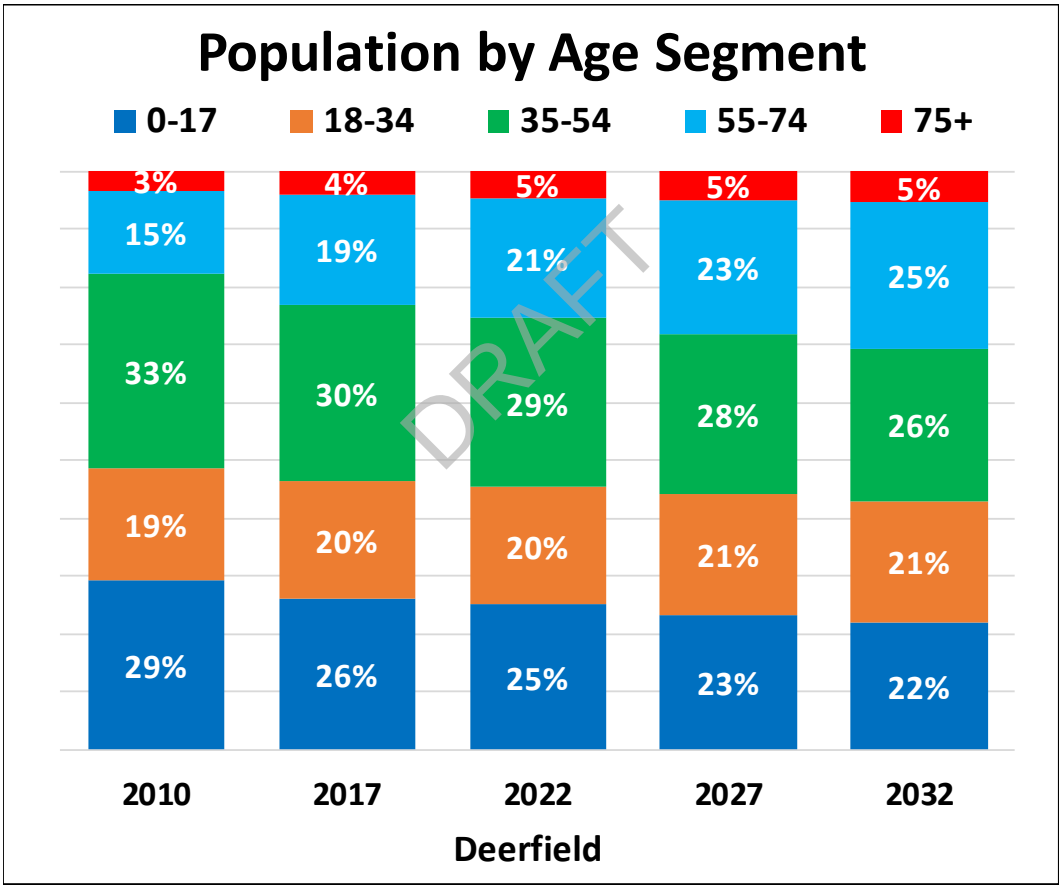

Figure 4: Township's Population by Age Segments

RACE

Analyzing race, the Township's current population is predominately White Alone. The 2017 estimate shows that 79% of the population falls into the White Alone category, while the Asian (14%) and Black Alone (4%) categories represent the largest minorities. The racial diversification of the Township is less diverse than the national population, which is approximately 70% White Alone, 13% Black Alone, and 7% Some Other Race. The predictions for 2032 expect the Township's population to continue diversifying, with the White Alone population projected to decrease (-8%) while the Asian and other minority categories experience increases. (**Figure 5)**

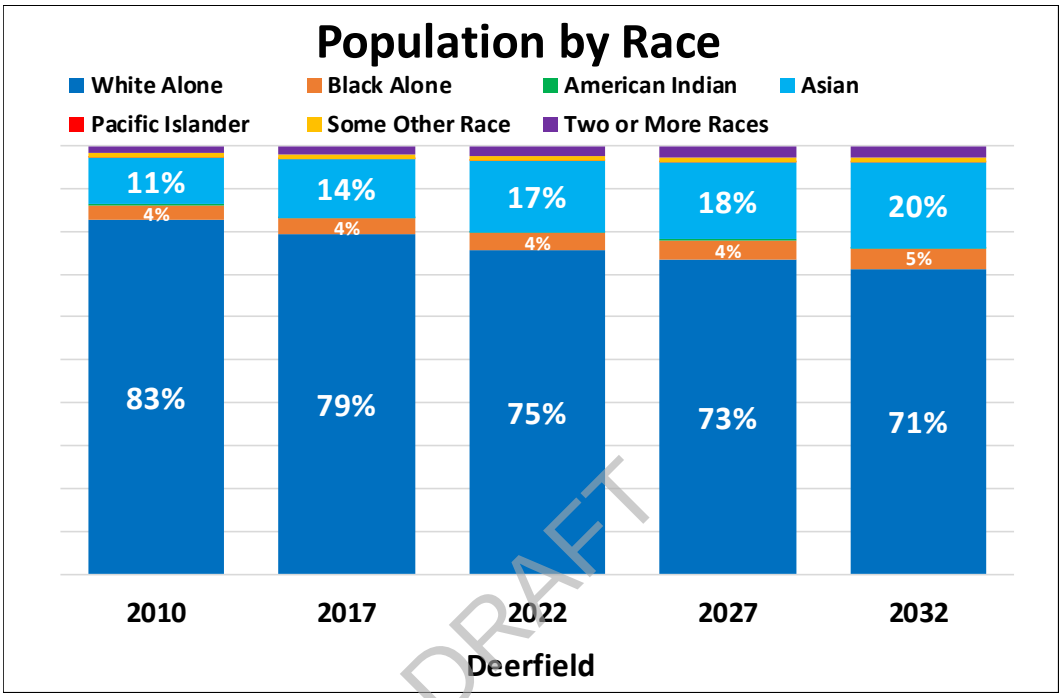

Figure 5: Township's Population by Race

ETHNICITY

The Township's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic / Latino in ethnicity can also identify with any of the racial categories from above. Based on the 2010 Census, those of Hispanic/Latino origin represent just above 3% of the Township's current population, which is significantly lower than the national average (18% Hispanic/Latino). The Hispanic/ Latino population is expected to grow slightly over the next 15 years, increasing to 5% of the Township's total population by 2032. **(Figure 6)**

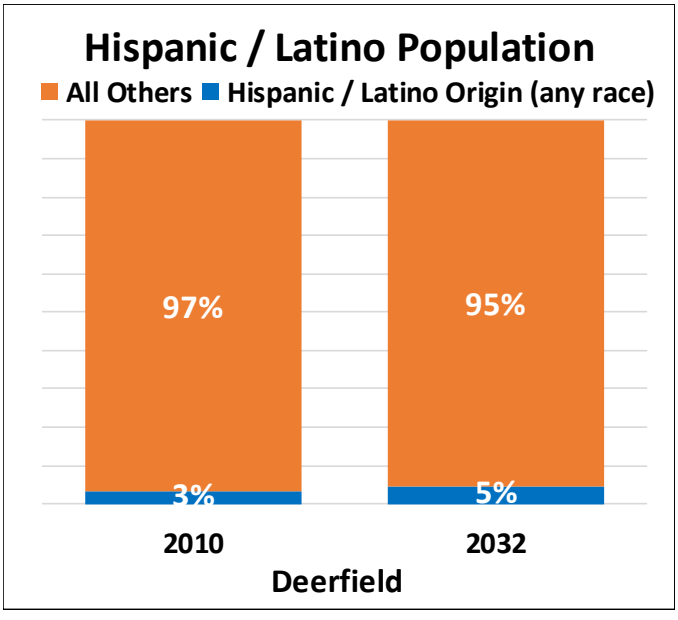

Figure 6: Township's Population by Ethnicity

HOUSEHOLD INCOME

The Township's per capita income ($42,197) and median household income ($87,723) are both significantly higher than current state ($28,541 & $52,128) and national averages ($30,820 & $56,124). Additionally, as seen in **Figure 7**, both Deerfield Township's per capita income and median household income are expected to continue growing over the next 15 years reaching $60,164 & $118,086 (respectively) by 2032.

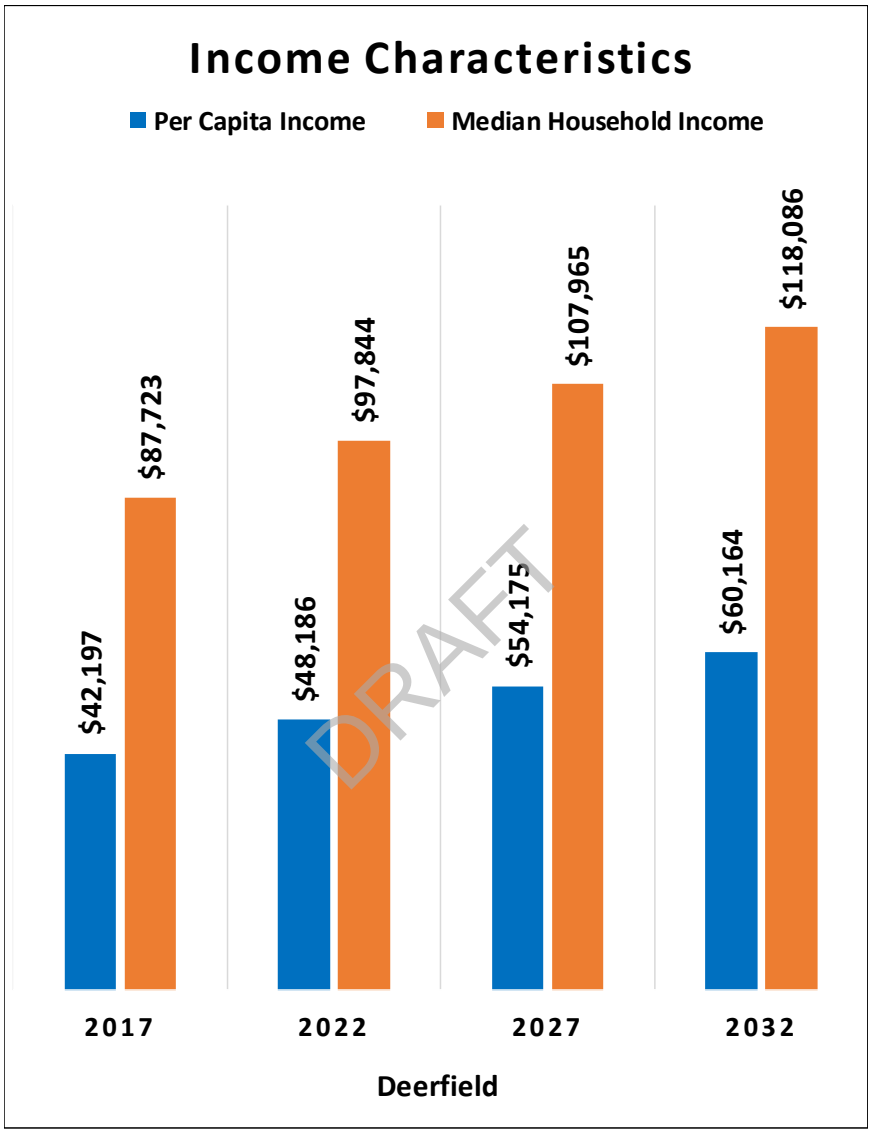

Figure 7: Township's Income Characteristics

1.2.4 TOWNSHIP DEMOGRAPHIC COMPARATIVE SUMMARY

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

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

2017 Demographic Comparison		Deerfield	Ohio	U.S.A.
Population	Annual Growth Rate (2010-2017)	1.29%	0.27%	0.87%
	Projected Annual Growth Rate (2017-2032)	1.22%	0.25%	0.83%
Households	Annual Growth Rate (2010-2017)	1.18%	0.30%	0.79%
	Average Household Size	2.70	2.43	2.59
Age Segment Distribution	Ages 0-17	26%	22%	22%
	Ages 18-34	20%	22%	24%
	Ages 35-54	30%	25%	26%
	Ages 55-74	19%	24%	22%
	Ages 75+	4%	7%	6%
Race Distribution	White Alone	79.2%	81.0%	70.2%
	Black Alone	3.9%	12.6%	12.8%
	American Indian	0.1%	0.2%	1.0%
	Asian	13.5%	2.2%	5.6%
	Pacific Islander	0.1%	0.0%	0.2%
	Some other Race	1.0%	1.4%	6.8%
	Two or More Races	2.2%	2.5%	3.4%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	3.6%	3.8%	18.1%
	All Others	96.4%	96.2%	81.9%
Income Characteristics	Per Capita Income	$42,197	$28,541	$30,820
	Median Household Income	$87,723	$52,128	$56,124

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Figure 8: Township's Demographic Comparative Summary Table

KEY DEMOGRAPHIC FINDINGS

- The Township's **population annual growth rate** (1.29%) is significantly higher than both Ohio's (0.27%) and the U.S.'s (0.87%) growth rates.
- The Township's **average household size** (2.70) is larger than both state (2.43) and national (2.59) averages.
- When assessing **age segments**, the Township's population is younger than both Ohio's and the U.S.'s populations.
- The Township's **racial distribution** has greater White Alone and Asian populations and slightly smaller Black Alone and Some Other Race populations, when compared to national percentage distribution.
- The Township's percentage of **Hispanic/Latino population** (3.6%) is significantly lower than the national average (18.1%).
- The Township's **per capita income** ($42,197) and **median house income** ($87,723) are both significantly higher when compared to Ohio's ($28,541 & $52,128) and the U.S.'s ($30,820 & $56,124) income characteristics.

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1.3 RECREATION TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends. This analysis examines participation trends, activity levels, and programming trends. It is important to note that all trends are based on current and/or historical patterns and participation rates.

1.3.1 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2018* was utilized in evaluating the following trends:

- National Trends in Sport and Fitness Participation
- Core vs. Casual Participation
- Activity by Generation

The study is based on findings from surveys carried out in 2017 and the beginning of 2018 by the Physical Activity Council, resulting in a total of 30,999 online interviews (individual and household surveys). A sample size of 30,999 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of +/- 0.27 percentage points at a 95% confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 298,325,103 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S.

CORE VS. CASUAL PARTICIPATION

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

In recent years, the percent of core participants has decreased in nearly every sport/activity as casual participation continues to become more common among today's generation. This is expected to be a result of several factors including time restraints, financial barriers, and the introduction of new activities. All of these factors are contributing to participants trying out new activities and casually participating in a wide variety of sports and recreation endeavors versus the former trend of dedicating all of one's time and finance to one (or two) activities.

INACTIVITY RATES / ACTIVITY LEVEL TRENDS

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

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NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS

The sports most heavily participated in the United States were Golf (23.8 million in 2016) and Basketball (23.4 million), which have participation figures well in excess of the other activities within the general sports category. The popularity of Golf and Basketball can be attributed to the ability to compete with relatively small number of participants. Even though Golf has experienced a recent decrease in participation, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

Since 2012, Rugby and other niche sports, like Boxing, Lacrosse, and Roller Hockey have seen strong growth. Rugby has emerged as the overall fastest growing sport, as it has seen participation levels rise by 82.8% over the last five years. Based on the five-year trend, Boxing for Competition (42.6%), Lacrosse (35.1%), and Roller Hockey (34.2%) have also experienced significant growth. In the most recent year, the fastest growing sports were Boxing for Competition (13.1%) and Pickleball (11.3%).

During the last five years, the sports that are most rapidly declining include Ultimate Frisbee (-39.1%), Touch Football (-22.8%), Tackle Football (-16.0%), and Racquetball (-13.4%). For the most recent year, Ultimate Frisbee (-14.9%), Badminton (-12.6%), Gymnastics (-10.7%), and Volleyball-Sand/Beach (-9.9%) experienced the largest declines.

In general, the most recent year shares a similar pattern with the five-year trends. This suggests that the increasing participation rates in certain activities have yet to peak in sports like Rugby, Lacrosse, Field Hockey, and Competitive Boxing. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, including Squash, Ice Hockey, Roller Hockey and Volleyball-Sand/Beach. The reversal of the five-year trends in these sports may be due to a relatively low user base (ranging from 1-5 million) and could suggest that participation in these activities may have peaked.

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CORE VS. CASUAL TRENDS IN GENERAL SPORTS

The most popular sports, such as Basketball and Baseball, have a larger core participant base (engaged 13+ times annually) than casual participant base (engaged at least 1 time annually). Less mainstream, less organized sports such as Ultimate Frisbee, Roller Hockey, Squash, and Boxing for Competition have larger casual participation. Although these sports increased in participation over the last five years, the newcomers were mostly casual participants that may be more inclined to switch to other sports or fitness activities, resulting in the declining one-year trends.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Golf * (2011, 2015, and 2016 data)	25,682	24,120	23,815	-7.3%	-1.3%
Basketball	23,708	22,343	23,401	-1.3%	4.7%
Tennis	17,020	18,079	17,683	3.9%	-2.2%
Baseball	12,976	14,760	15,642	20.5%	6.0%
Soccer (Outdoor)	12,944	11,932	11,924	-7.9%	-0.1%
Softball (Slow Pitch)	7,411	7,690	7,283	-1.7%	-5.3%
Football, Flag	5,865	6,173	6,551	11.7%	6.1%
Badminton	7,278	7,354	6,430	-11.7%	-12.6%
Volleyball (Court)	6,384	6,216	6,317	-1.0%	1.6%
Football, Touch	7,295	5,686	5,629	-22.8%	-1.0%
Soccer (Indoor)	4,617	5,117	5,399	16.9%	5.5%
Football, Tackle	6,220	5,481	5,224	-16.0%	-4.7%
Volleyball (Sand/Beach)	4,505	5,489	4,947	9.8%	-9.9%
Gymnastics	5,115	5,381	4,805	-6.1%	-10.7%
Track and Field	4,257	4,116	4,161	-2.3%	1.1%
Cheerleading	3,244	4,029	3,816	17.6%	-5.3%
Racquetball	4,070	3,579	3,526	-13.4%	-1.5%
Pickleball	N/A	2,815	3,132	N/A	11.3%
Ultimate Frisbee	5,131	3,673	3,126	-39.1%	-14.9%
Ice Hockey	2,363	2,697	2,544	7.7%	-5.7%
Softball (Fast Pitch)	2,624	2,467	2,309	-12.0%	-6.4%
Lacrosse	1,607	2,090	2,171	35.1%	3.9%
Wrestling	1,922	1,922	1,896	-1.4%	-1.4%
Roller Hockey	1,367	1,929	1,834	34.2%	-4.9%
Rugby	887	1,550	1,621	82.8%	4.6%
Field Hockey	1,237	1,512	1,596	29.0%	5.6%
Squash	1,290	1,549	1,492	15.7%	-3.7%
Boxing for Competition	959	1,210	1,368	42.6%	13.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

*2017 information not available for **Golf.** Information to be released by National Golf Foundation. Participation figures above reflect 2011, 2015, and 2016 data.

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NATIONAL TRENDS IN GENERAL FITNESS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals.

The most popular fitness activity, by far, is Fitness Walking, which had about 110.8 million participants in 2017, increasing 2.7% from the previous year. Other leading fitness activities based on total number of participants include Treadmill (52.9 million), Free Weights (52.2 million), Running/Jogging (50.7 million), Weight/Resistance Machines (36.2 million), and Stationary Cycling (36.0 million).

Over the last five years, the activities growing most rapidly are Non-Traditional / Off-Road Triathlons (74.7%), Trail Running (57.6%), and Aerobics (32.7%). Over the same time frame, the activities that have undergone the most decline include: Boot Camps Style Cross Training (-11.3%), Stretching (-7.5%), and Weight/Resistance Machines (-6.9%).

In the last year, activities with the largest gains in participation were Triathlon Non-Traditional/Off Road (10.1%), Running/Jogging (7.1%), and Trail Running (6.6%). From 2016-2017, the activities that had the most decline in participation were Traditional/Road Triathlon (-8.9%), Cardio Kickboxing (-3.0%), and Calisthenics/Bodyweight Exercise (-2.6%).

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CORE VS. CASUAL TRENDS IN GENERAL FITNESS

It should be noted that many of the activities that are rapidly growing have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. For instance, core/casual participation trends showed that over the last five years, casual participants increased drastically in Non-Traditional/ Off Road (119.6%) and Tai Chi (26.9%), while the core participant base of both activities experienced significantly less growth.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Fitness Walking	114,029	107,895	110,805	-2.8%	2.7%
Treadmill	50,839	51,872	52,966	4.2%	2.1%
Free Weights (Dumbbells/Hand Weights)	N/A	51,513	52,217	N/A	1.4%
Running/Jogging	51,450	47,384	50,770	-1.3%	7.1%
Weight/Resistant Machines	38,999	35,768	36,291	-6.9%	1.5%
Stationary Cycling (Recumbent/Upright)	35,987	36,118	36,035	0.1%	-0.2%
Stretching	35,873	33,771	33,195	-7.5%	-1.7%
Elliptical Motion Trainer*	28,560	32,218	32,283	13.0%	0.2%
Free Weights (Barbells)	26,688	26,473	27,444	2.8%	3.7%
Yoga	23,253	26,268	27,354	17.6%	4.1%
Calisthenics/Bodyweight Exercise	N/A	25,110	24,454	N/A	-2.6%
Choreographed Exercise	N/A	21,839	22,616	N/A	3.6%
Aerobics (High Impact)	16,178	21,390	21,476	32.7%	0.4%
Stair Climbing Machine	12,979	15,079	14,948	15.2%	-0.9%
Cross-Training Style Workout	N/A	12,914	13,622	N/A	5.5%
Stationary Cycling (Group)	8,477	8,937	9,409	11.0%	5.3%
Trail Running	5,806	8,582	9,149	57.6%	6.6%
Pilates Training	8,519	8,893	9,047	6.2%	1.7%
Cardio Kickboxing	6,725	6,899	6,693	-0.5%	-3.0%
Boot Camp Style Cross-Training	7,496	6,583	6,651	-11.3%	1.0%
Martial Arts	5,075	5,745	5,838	15.0%	1.6%
Boxing for Fitness	4,831	5,175	5,157	6.7%	-0.3%
Tai Chi	3,203	3,706	3,787	18.2%	2.2%
Barre	N/A	3,329	3,436	N/A	3.2%
Triathlon (Traditional/Road)	1,789	2,374	2,162	20.8%	-8.9%
Triathlon (Non-Traditional/Off Road)	1,075	1,705	1,878	74.7%	10.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

*Cardio Cross Trainer is merged to Elliptical Motion Trainer

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Figure 10: General Fitness National Participatory Trends

NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor / adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints.

In 2017, the most popular activities, in terms of total participants, from the outdoor / adventure recreation category include: Day Hiking (44.9 million), Road Bicycling (38.8 million), Freshwater Fishing (38.3 million), and Camping within ¼ mile of Vehicle/Home (26.2 million).

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From 2012-2017, BMX Bicycling (83.4%), Adventure Racing (56.3%), Backpacking Overnight (38.3%), and Day Hiking (30.1%) have undergone the largest increases in participation. Similarly, in the last year, activities growing most rapidly include: BMX Bicycling (10.0%), Backpacking Overnight (8.1%), and Day Hiking (6.6%).

The five-year trend shows activities declining most rapidly were In-Line Roller Skating (-20.7%), Camping within ¼ mile of Home/Vehicle (-16.5%), and Birdwatching (-9.2%). More recently, activities experiencing the largest declines were Adventure Racing (-15.7%), Traditional Climbing (-9.4%), and In-Line Roller Skating (-2.1%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

National participation trends for outdoor activities is on the rise; however, In-Line Roller Skating and Freshwater Fishing only experienced increases in *casual* participation over the last five years. Any decline in participation over the last five years was mainly ascribed to decreases in core participants for activities such as In-Line Roller Skating (-32.6%), Skateboarding (-10.7%), Road Bicycling (-10.4%), Camping Recreational Vehicle (-10.0%), and Archery (-3.2%).

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Hiking (Day)	34,519	42,128	44,900	30.1%	6.6%
Bicycling (Road)	39,790	38,365	38,866	-2.3%	1.3%
Fishing (Freshwater)	39,002	38,121	38,346	-1.7%	0.6%
Camping (< 1/4 Mile of Vehicle/Home)	31,454	26,467	26,262	-16.5%	-0.8%
Camping (Recreational Vehicle)	15,903	15,855	16,159	1.6%	1.9%
Fishing (Saltwater)	12,000	12,266	13,062	8.9%	6.5%
Birdwatching (>1/4 mile of Vehicle/Home)	13,535	11,589	12,296	-9.2%	6.1%
Backpacking Overnight	7,933	10,151	10,975	38.3%	8.1%
Bicycling (Mountain)	7,265	8,615	8,609	18.5%	-0.1%
Archery	7,173	7,903	7,769	8.3%	-1.7%
Fishing (Fly)	5,848	6,456	6,791	16.1%	5.2%
Skateboarding	6,227	6,442	6,382	2.5%	-0.9%
Roller Skating, In-Line	6,647	5,381	5,268	-20.7%	-2.1%
Bicycling (BMX)	1,861	3,104	3,413	83.4%	10.0%
Adventure Racing	1,618	2,999	2,529	56.3%	-15.7%
Climbing (Traditional/Ice/Mountaineering)	2,189	2,790	2,527	15.4%	-9.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 11: Outdoor / Adventure Recreation Participatory Trends

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NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, which is most likely why it has experienced such strong participation growth among the American population. In 2017, Fitness Swimming is the absolute leader in overall participation (27.1 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, Fitness Swimming reported the strongest growth (2.0%) among aquatic activities, while Aquatic Exercise and Competitive Swimming experienced decreases in participation.

Aquatic Exercise has had a strong participation base of 10.4 million, however it also has recently experienced a slight decrease in participants (-1.1%). Based on previous trends, this activity could rebound in terms of participation due largely to ongoing research that demonstrates the activity's great therapeutic benefit coupled with increased life expectancies and a booming senior population. Aquatic Exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land-based exercises, such as aerobic fitness, resistance training, flexibility, and balance. Doctors are still recommending Aquatic Exercise for injury rehabilitation, mature patients, and patients with bone or joint problems. Compared to a standard workout, Aquatic Exercise can significantly reduce stress placed on weight-bearing joints, bones, and muscles, while also reducing swelling.

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National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Swimming (Fitness)	23,216	26,601	27,135	16.9%	2.0%
Aquatic Exercise	9,177	10,575	10,459	14.0%	-1.1%
Swimming (Competition)	2,502	3,369	3,007	20.2%	-10.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

CORE VS. CASUAL TRENDS IN AQUATIC ACTIVITY

While all activities have undergone increases in participation over the last five years, most recently, casual participation (1-49 times) is increasing much more rapidly than core participation (50+ times). For the five-year timeframe, casual participants of Competition Swimming increased by 56.2%, Aquatic Exercise by 24.8%, and Fitness Swimming by 21.0%. However, core participants of Competition Swimming decreased by -6.5% and Aquatic Exercise declined by -4.6% (from 2012 to 2017).

Figure 12: Aquatic Participatory Trends

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

The most popular water sports / activities based on total participants in 2017 were Recreational Kayaking (10.5 million), Canoeing (9.2 million), and Snorkeling (8.3 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has long winter seasons or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.

Over the last five years, Stand-Up Paddling (138.9%) was by far the fastest growing water activity, followed by White Water Kayaking (33.1%), Recreational Kayaking (28.7%), and Sea/Tour Kayaking (20.8%). Although the five-year trends show water sport activities are getting more popular, the most recent year shows a different trend. From 2016-2017 Stand-Up Paddling Recreational Kayaking reflect much slower increases in participation (3.3% and 5.2%), while White Water Kayaking (-2.0%), Sea/Tour Kayaking (-5.4%) both show decreases in participation numbers.

From 2012-2017, activities declining most rapidly were Jet Skiing (-22.6%), Water Skiing (-19.4%), and Wakeboarding (-10.8%). In the most recent year, activities experiencing the greatest declines in participation included: Boardsailing/Windsurfing (-9.4%), Canoeing (-8.2%), and Scuba Diving (-7.6%).

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,187	10,017	10,533	28.7%	5.2%
Canoeing	9,813	10,046	9,220	-6.0%	-8.2%
Snorkeling	8,664	8,717	8,384	-3.2%	-3.8%
Jet Skiing	6,996	5,783	5,418	-22.6%	-6.3%
Sailing	3,841	4,095	3,974	3.5%	-3.0%
Water Skiing	4,434	3,700	3,572	-19.4%	-3.5%
Rafting	3,756	3,428	3,479	-7.4%	1.5%
Stand-Up Paddling	1,392	3,220	3,325	138.9%	3.3%
Wakeboarding	3,368	2,912	3,005	-10.8%	3.2%
Kayaking (Sea/Touring)	2,446	3,124	2,955	20.8%	-5.4%
Scuba Diving	2,781	3,111	2,874	3.3%	-7.6%
Surfing	2,545	2,793	2,680	5.3%	-4.0%
Kayaking (White Water)	1,878	2,552	2,500	33.1%	-2.0%
Boardsailing/Windsurfing	1,372	1,737	1,573	14.7%	-9.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

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Figure 13: Water Sports / Activities Participatory Trends

CORE VS. CASUAL TRENDS IN WATER SPORTS / ACTIVITIES

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

ACTIVITY BY GENERATION

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

Generation Z (born 2000+) were the most active, with only 17.6% identifying as inactive. Approximately 65% of individuals within this generation where active in 2017; with 26.3% being active to a healthy level, 18.5% being active & high calorie, and 20.1% being casual active & low/med calorie.

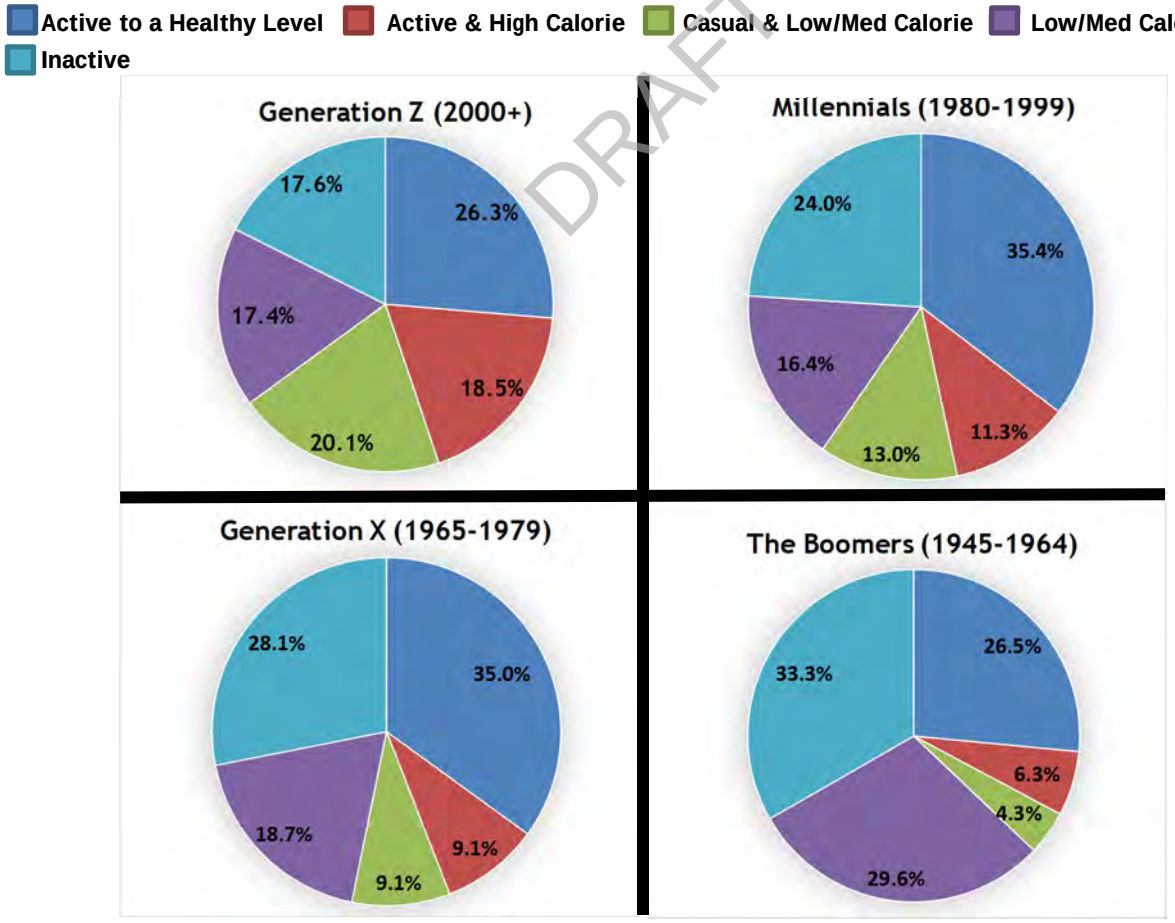
Almost half (46.7%) of **millennials (born 1980-1999)** were active to a healthy level (35.4%) or active & high calorie (11.3%), while 24.0% claimed they were inactive. Even though this inactive rate is much higher than Generation Z's (17.6%), it is still below the national inactive rate (28%).

Generation X (born 1965-1979) has the second highest active to a healthy level rate (35.0%) among all generations, only being 0.4% less than Millennials. At the same time, they also have the second highest inactive rate, with 28.1% not active at all.

The Boomers (born 1945-1964) were the least active generation, with an inactive rate of 33.3%. This age group tends to participate in less intensive activities. Approximately 34% claimed to engage in casual & low/med calorie (4.3%) or low/med calorie (29.6%) burning activities.

2017 PARTICIPATION RATES BY GENERATION

US population, Ages 6+



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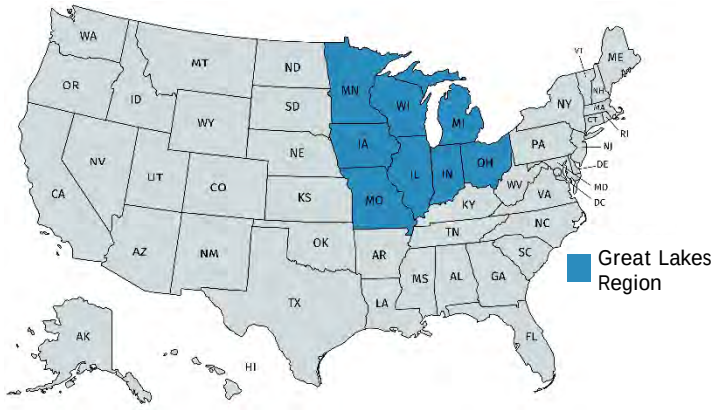
*Times per year: Casual (1-50), Active (51-150), Active to Healthy Level (151+)

NATIONAL AND REGIONAL PROGRAMMING TRENDS

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

NRPA's *Agency Performance Review 2018* summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,069 park and recreation agencies across the U.S. as reported between 2015 and 2017.



The report shows that the typical agencies (i.e., those at the median values) offer 161 programs annually, with roughly 60% of those programs being fee-based activities/events.

According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below **(Figure 18)**. A complete comparison of regional and national programs offered by agencies can be found in **Figure 19**.

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

Figure 14: Top 5 Core Program Areas

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
U.S. (% of agencies offering)	**Great Lakes Region (% of agencies offering)**
• Team sports (86%)	• Themed special events (84%)
• Themed special events (84%)	• Team sports (81%)
• Social recreation events (81%)	• Social recreation events (81%)
• Fitness enhancement classes (78%)	• Health and wellness education (78%)
• Health and wellness education (78%)	• Fitness enhancement classes 76%

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In general, the Great Lakes Region's park and recreation agencies offered programs at a very similar rate as the national average. However, based on a discrepancy threshold of 5% or more, Great Lakes agencies are offering natural and cultural history activities at a higher rate than the national average. Contradictory, the Great Lakes Region is trailing the national average in regards to team sports.

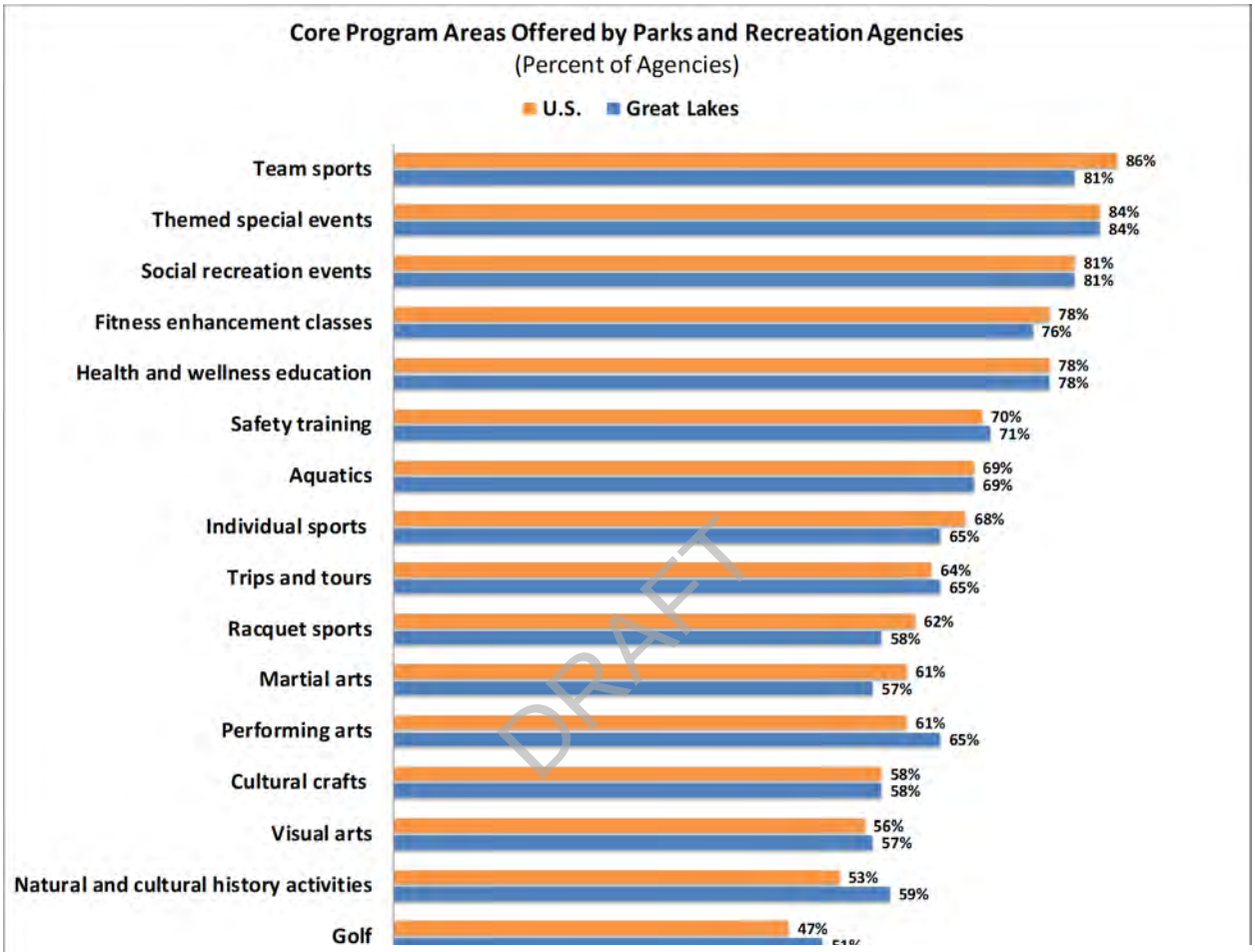

Figure 15: Programs Offered by Parks and Recreation Agency

TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For better understanding of targeted programs by age segment, the NRPA also tracks program offerings that cater specifically to children, seniors, and people with disabilities, on a national and regional basis. This allows for further analysis of these commonly targeted populations. According to the 2018 NRPA Agency Performance Review, approximately 79% of agencies offer dedicated senior programming, while 62% of park and recreation agencies provide adaptive programming for individuals with disabilities.

Based on information reported to the NRPA, the top three activities that target children, seniors, and/or people with disabilities most frequently offered by park and recreation agencies are described in the table below **(Figure 20)**. A complete comparison of regional and national programs offered by agencies can be found in **Figure 21**.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
U.S. (% of agencies offering)	**Great Lakes Region (% of agencies offering)**
• Summer camp (84%)	• Summer camp (84%)
• Senior programs (79%)	• Senior programs 79%)
• Teen programs (63%)	• Teen programs (63%)

Figure 16: Top 3 Core Target Program Areas

Agencies in the Great Lakes tend to offer targeted programs at an almost identical rate as the national average. The only significant discrepancy is when it comes to preschool and before school program, which the Great Lakes Region offers at a higher rate than the national average.

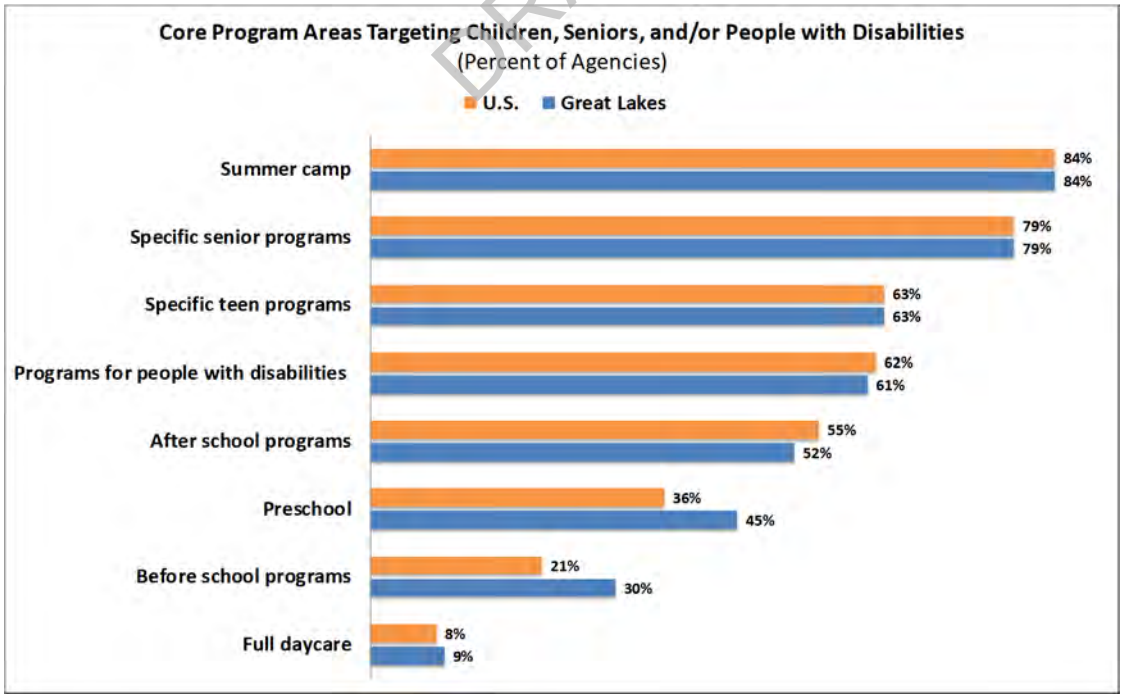

Figure 17: Targeted Programs for Children, Seniors, and People with Disabilities

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1.3.2 LOCAL SPORT AND LEISURE MARKET POTENTIAL

MARKET POTENIAL INDEX (MPI)

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

Overall, the Township demonstrates extremely high market potential index (MPI) numbers. When analyzing the general sports, fitness, and commercial recreation market potential charts, all activities within these categories have MPI scores above the national average (100). In assessing the outdoor activity market potential chart, a majority of activities also have above average scores with only fishing (salt water & fresh water) and horseback riding scoring below the national average.

These overall high MPI scores show that Township residents are very active and have a rather strong participation presence when it comes to recreational activities. This becomes significant when the Township considers starting up new programs or building new facilities, giving them a strong tool to estimate resident attendance and participation.

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

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GENERAL SPORTS MARKET POTENTIAL

When analyzing the general sports MPI chart, tennis (128 MPI), golf (127 MPI), and soccer (126 MPI) are the most popular sports amongst Township residents when compared to the national average.

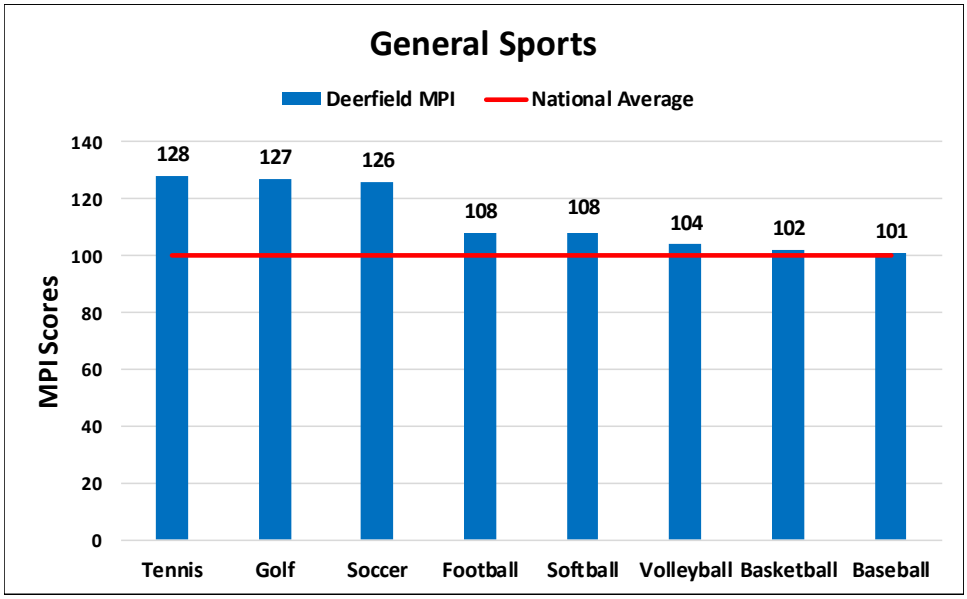

Figure 18: General Sports Participation Trends

FITNESS MARKET POTENTIAL

The fitness MPI chart shows jogging/running (142 MPI), yoga (130 MPI), and Pilates (128 MPI) as the most popular activities amongst Deerfield residents when compared to the national average.

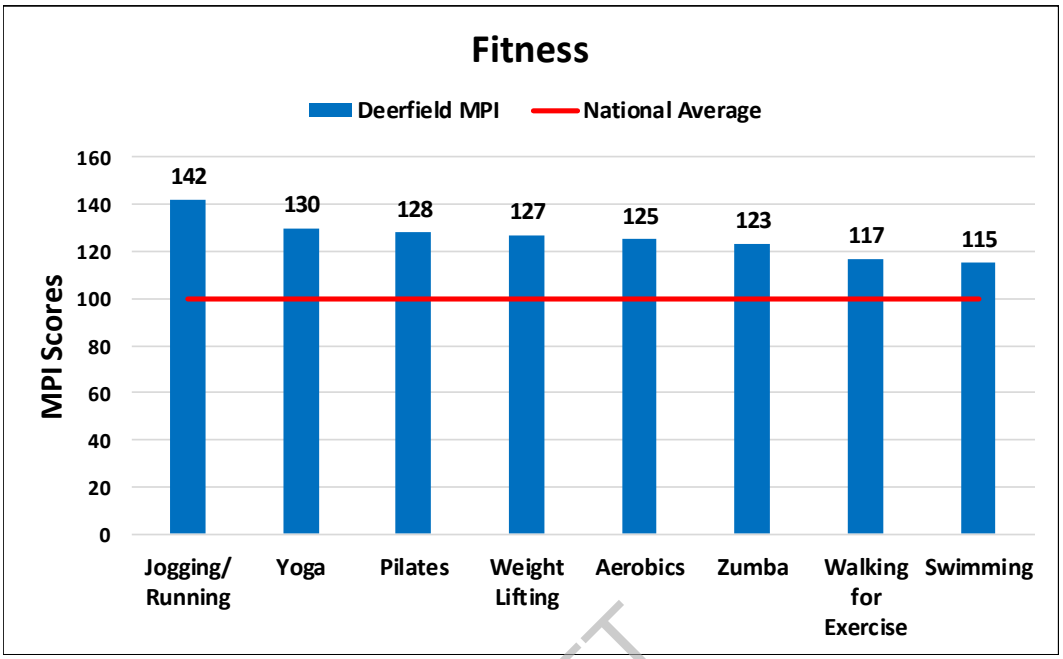

Figure 19: Fitness Participation Trends

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OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing the outdoor activity MPI chart, mountain biking (131 MPI), hiking (128 MPI), and bicycling (118 MPI) are the most popular activities amongst Township residents when compared to the national average.

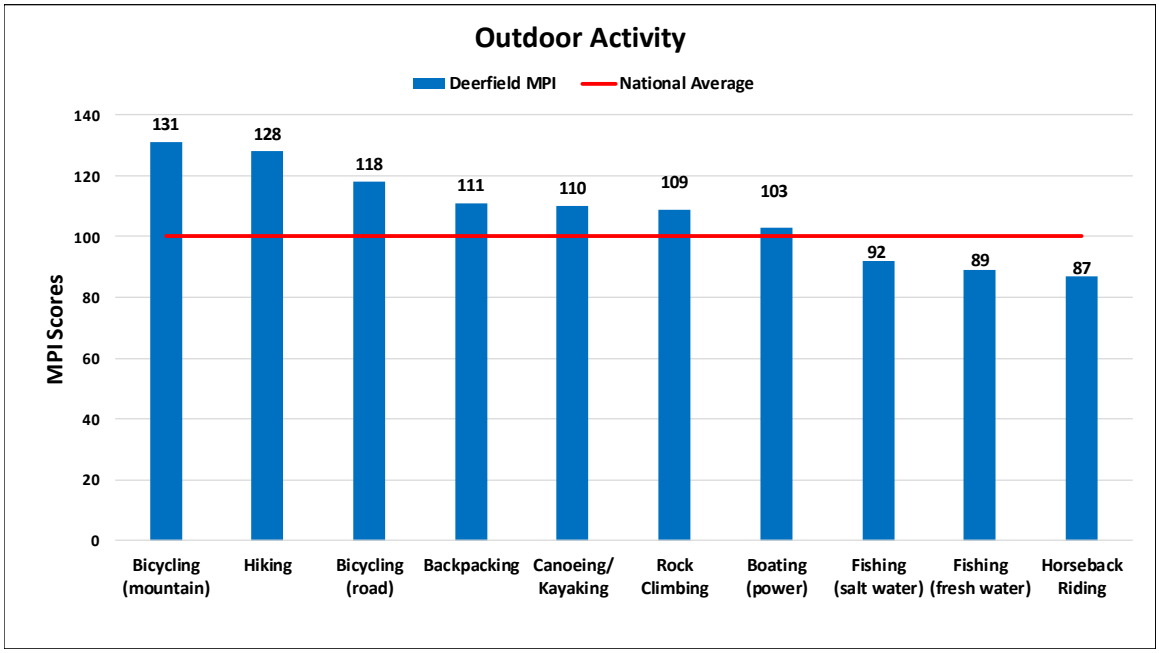

Figure 20: Outdoor Activity Participation Trends

COMMERCIAL RECREATION MARKET POTENTIAL

The commercial recreation MPI chart shows visited a theme park 5+ times (139 MPI), spent $250+ on sports/rec equipment (133 MPI), and played board games (128 MPI) as the most popular activities amongst Deerfield residents when compared to the national average.

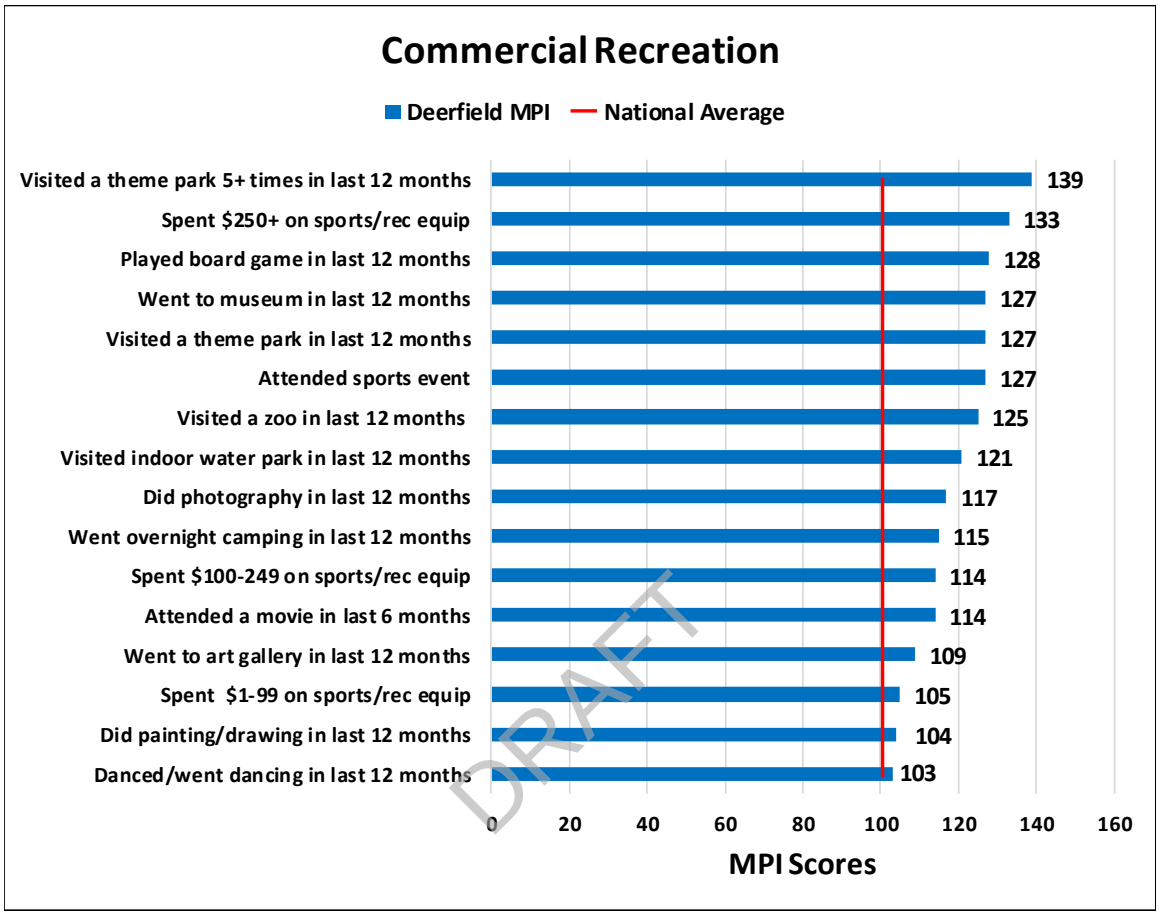

Figure 21: Commercial Recreation Participation Trends

EXPECTED LOCAL PARTICIPATION

The following charts show the expected percentage of resident participants for the Township in regards to recreational activities. These percentages are correlated to MPI scores previously introduced, and this serves as another tool for programmatic decision-making that allows Deerfield Township to quantify the expected participants by activity.

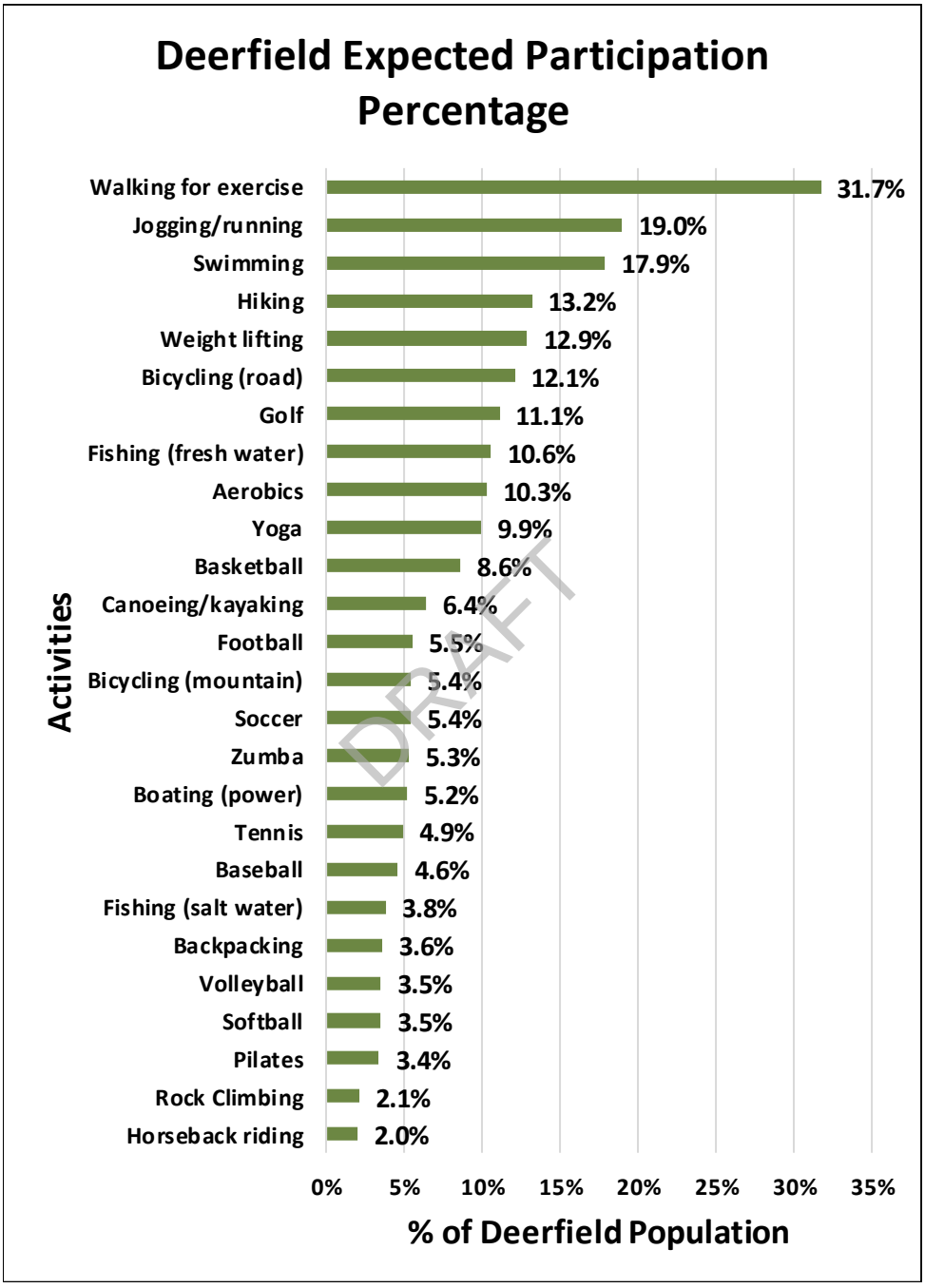

Figure 22: Expected Participation Percentage

1.4 APPENDIX A- CORE VS. CASUAL PARTICIPATION TRENDS

1.4.1 GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Golf * (2011, 2015 and 2016 data)	**25,682**	**100%**	**24,120**	**100%**	**23,815**	**100%**	**-7.3%**	**-1.3%**
Basketball	**23,708**	**100%**	**22,343**	**100%**	**23,401**	**100%**	**-1.3%**	**4.7%**
Casual (1-12 times)	7,389	31%	7,486	34%	8,546	37%	15.7%	14.2%
Core(13+ times)	16,319	69%	14,857	66%	14,856	63%	-9.0%	0.0%
Tennis	**17,020**	**100%**	**18,079**	**100%**	**17,683**	**100%**	**3.9%**	**-2.2%**
Baseball	**12,976**	**100%**	**14,760**	**100%**	**15,642**	**100%**	**20.5%**	**6.0%**
Casual (1-12 times)	3,931	30%	5,673	38%	6,405	41%	62.9%	12.9%
Core (13+ times)	9,046	70%	9,087	62%	9,238	59%	2.1%	1.7%
Soccer (Outdoor)	**12,944**	**100%**	**11,932**	**100%**	**11,924**	**100%**	**-7.9%**	**-0.1%**
Casual (1-25 times)	6,740	52%	6,342	53%	6,665	56%	-1.1%	5.1%
Core (26+ times)	6,205	48%	5,590	47%	5,259	44%	-15.2%	-5.9%
Softball (Slow Pitch)	**7,411**	**100%**	**7,690**	**100%**	**7,283**	**100%**	**-1.7%**	**-5.3%**
Casual (1-12 times)	2,825	38%	3,377	44%	3,060	42%	8.3%	-9.4%
Core(13+ times)	4,586	62%	4,314	56%	4,223	58%	-7.9%	-2.1%
Badminton	**7,278**	**100%**	**7,354**	**100%**	**6,430**	**100%**	**-11.7%**	**-12.6%**
Casual (1-12 times)	5,092	70%	5,285	72%	4,564	71%	-10.4%	-13.6%
Core(13+ times)	2,185	30%	2,069	28%	1,867	29%	-14.6%	-9.8%
Volleyball (Court)	**6,384**	**100%**	**6,216**	**100%**	**6,317**	**100%**	**-1.0%**	**1.6%**
Casual (1-12 times)	2,553	40%	2,852	46%	2,939	47%	15.1%	3.1%
Core(13+ times)	3,831	60%	3,364	54%	3,378	53%	-11.8%	0.4%
Football, Flag	**5,865**	**100%**	**6,173**	**100%**	**6,551**	**100%**	**11.7%**	**6.1%**
Casual (1-12 times)	2,963	51%	3,249	53%	3,572	55%	20.6%	9.9%
Core(13+ times)	2,902	49%	2,924	47%	2,979	45%	2.7%	1.9%
Football, Touch	**7,295**	**100%**	**5,686**	**100%**	**5,629**	**100%**	**-22.8%**	**-1.0%**
Casual (1-12 times)	4,015	55%	3,304	58%	3,332	59%	-17.0%	0.8%
Core(13+ times)	3,280	45%	2,386	42%	2,297	41%	-30.0%	-3.7%
Volleyball (Sand/Beach)	**4,505**	**100%**	**5,489**	**100%**	**4,947**	**100%**	**9.8%**	**-9.9%**
Casual (1-12 times)	3,040	67%	3,989	73%	3,544	72%	16.6%	-11.2%
Core(13+ times)	1,465	33%	1,500	27%	1,403	28%	-4.2%	-6.5%
Football, Tackle	**6,220**	**100%**	**5,481**	**100%**	**5,224**	**100%**	**-16.0%**	**-4.7%**
Casual (1-25 times)	2,566	41%	2,242	41%	2,145	41%	-16.4%	-4.3%
Core(26+ times)	3,655	59%	3,240	59%	3,078	59%	-15.8%	-5.0%
Gymnastics	**5,115**	**100%**	**5,381**	**100%**	**4,805**	**100%**	**-6.1%**	**-10.7%**
Casual (1-49 times)	3,252	64%	3,580	67%	3,139	65%	-3.5%	-12.3%
Core(50+ times)	1,863	36%	1,800	33%	1,666	35%	-10.6%	-7.4%
Soccer (Indoor)	**4,617**	**100%**	**5,117**	**100%**	**5,399**	**100%**	**16.9%**	**5.5%**
Casual (1-12 times)	2,006	43%	2,347	46%	2,657	49%	32.5%	13.2%
Core(13+ times)	2,611	57%	2,770	54%	2,742	51%	5.0%	-1.0%
Track and Field	**4,257**	**100%**	**4,116**	**100%**	**4,161**	**100%**	**-2.3%**	**1.1%**
Casual (1-25 times)	1,820	43%	1,961	48%	2,040	49%	12.1%	4.0%
Core(26+ times)	2,437	57%	2,155	52%	2,121	51%	-13.0%	-1.6%
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

*Golf participation figures are from 2015

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National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Cheerleading	**3,244**	**100%**	**4,029**	**100%**	**3,816**	**100%**	**17.6%**	**-5.3%**
Casual (1-25 times)	1,514	47%	2,365	59%	2,164	57%	42.9%	-8.5%
Core(26+ times)	1,730	53%	1,664	41%	1,653	43%	-4.5%	-0.7%
Ultimate Frisbee	**5,131**	**100%**	**3,673**	**100%**	**3,126**	**100%**	**-39.1%**	**-14.9%**
Casual (1-12 times)	3,647	71%	2,746	75%	2,270	73%	-37.8%	-17.3%
Core(13+ times)	1,484	29%	927	25%	856	27%	-42.3%	-7.7%
Racquetball	**4,070**	**100%**	**3,579**	**100%**	**3,526**	**100%**	**-13.4%**	**-1.5%**
Casual (1-12 times)	2,572	63%	2,488	70%	2,451	70%	-4.7%	-1.5%
Core(13+ times)	1,498	37%	1,092	30%	1,075	30%	-28.2%	-1.6%
Pickleball	**N/A**	**N/A**	**2,815**	**100%**	**3,132**	**100%**	**N/A**	**11.3%**
Ice Hockey	**2,363**	**100%**	**2,697**	**100%**	**2,544**	**100%**	**7.7%**	**-5.7%**
Casual (1-12 times)	1,082	46%	1,353	50%	1,227	48%	13.4%	-9.3%
Core(13+ times)	1,281	54%	1,344	50%	1,317	52%	2.8%	-2.0%
Softball (Fast Pitch)	**2,624**	**100%**	**2,467**	**100%**	**2,309**	**100%**	**-12.0%**	**-6.4%**
Casual (1-25 times)	1,245	47%	1,198	49%	1,077	47%	-13.5%	-10.1%
Core(26+ times)	1,379	53%	1,269	51%	1,232	53%	-10.7%	-2.9%
Lacrosse	**1,607**	**100%**	**2,090**	**100%**	**2,171**	**100%**	**35.1%**	**3.9%**
Casual (1-12 times)	788	49%	1,153	55%	1,142	53%	44.9%	-1.0%
Core(13+ times)	819	51%	938	45%	1,030	47%	25.8%	9.8%
Roller Hockey	**1,367**	**100%**	**1,929**	**100%**	**1,834**	**100%**	**34.2%**	**-4.9%**
Casual (1-12 times)	875	64%	1,438	75%	1,419	77%	62.2%	-1.3%
Core(13+ times)	493	36%	491	25%	415	23%	-15.8%	-15.5%
Wrestling	**1,922**	**100%**	**1,922**	**100%**	**1,896**	**100%**	**-1.4%**	**-1.4%**
Casual (1-25 times)	965	50%	1,139	59%	1,179	62%	22.2%	3.5%
Core(26+ times)	957	50%	782	41%	717	38%	-25.1%	-8.3%
Rugby	**887**	**100%**	**1,550**	**100%**	**1,621**	**100%**	**82.8%**	**4.6%**
Casual (1-7 times)	526	59%	1,090	70%	1,097	68%	108.6%	0.6%
Core(8+ times)	361	41%	460	30%	524	32%	45.2%	13.9%
Squash	**1,290**	**100%**	**1,549**	**100%**	**1,492**	**100%**	**15.7%**	**-3.7%**
Casual (1-7 times)	928	72%	1,111	72%	1,044	70%	12.5%	-6.0%
Core(8+ times)	361	28%	437	28%	447	30%	23.8%	2.3%
Field Hockey	**1,237**	**100%**	**1,512**	**100%**	**1,596**	**100%**	**29.0%**	**5.6%**
Casual (1-7 times)	578	47%	773	51%	897	56%	55.2%	16.0%
Core(8+ times)	659	53%	739	49%	700	44%	6.2%	-5.3%
Boxing for Competition	**959**	**100%**	**1,210**	**100%**	**1,368**	**100%**	**42.6%**	**13.1%**
Casual (1-12 times)	769	80%	1,035	86%	1,168	85%	51.9%	12.9%
Core(13+ times)	190	20%	176	14%	199	15%	4.7%	13.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

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1.4.2 GENERAL FITNESS

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Fitness Walking	**114,029**	**100%**	**107,895**	**100%**	**110,805**	**100%**	**-2.8%**	**2.7%**
Casual (1-49 times)	35,267	31%	34,535	32%	35,326	32%	0.2%	2.3%
Core(50+ times)	78,762	69%	73,359	68%	75,479	68%	-4.2%	2.9%
Treadmill	**50,839**	**100%**	**51,872**	**100%**	**52,966**	**100%**	**4.2%**	**2.1%**
Casual (1-49 times)	22,248	44%	23,490	45%	24,444	46%	9.9%	4.1%
Core(50+ times)	28,591	56%	28,381	55%	28,523	54%	-0.2%	0.5%
Free Weights (Dumbbells/Hand Weights)	**N/A**	**100%**	**51,513**	**100%**	**52,217**	**100%**	**N/A**	**1.4%**
Casual (1-49 times)	N/A		18,245	35%	18,866	36%	N/A	3.4%
Core(50+ times)	N/A		33,268	65%	33,351	64%	N/A	0.2%
Running/Jogging	**51,450**	**100%**	**47,384**	**100%**	**50,770**	**100%**	**-1.3%**	**7.1%**
Casual (1-49 times)	21,973	43%	21,764	46%	24,004	47%	9.2%	10.3%
Core(50+ times)	29,478	57%	25,621	54%	26,766	53%	-9.2%	4.5%
Stationary Cycling (Recumbent/Upright)	**35,987**	**100%**	**36,118**	**100%**	**36,035**	**100%**	**0.1%**	**-0.2%**
Casual (1-49 times)	18,265	51%	18,240	51%	18,447	51%	1.0%	1.1%
Core(50+ times)	17,722	49%	17,878	49%	17,588	49%	-0.8%	-1.6%
Weight/Resistant Machines	**38,999**	**100%**	**35,768**	**100%**	**36,291**	**100%**	**-6.9%**	**1.5%**
Casual (1-49 times)	15,383	39%	14,346	40%	14,496	40%	-5.8%	1.0%
Core(50+ times)	23,617	61%	21,422	60%	21,795	60%	-7.7%	1.7%
Stretching	**35,873**	**100%**	**33,771**	**100%**	**33,195**	**100%**	**-7.5%**	**-1.7%**
Casual (1-49 times)	8,996	25%	9,793	29%	10,095	30%	12.2%	3.1%
Core(50+ times)	26,877	75%	23,978	71%	23,100	70%	-14.1%	-3.7%
Elliptical Motion Trainer*	**28,560**	**100%**	**32,218**	**100%**	**32,283**	**100%**	**13.0%**	**0.2%**
Casual (1-49 times)	13,638	48%	15,687	49%	15,854	49%	16.2%	1.1%
Core(50+ times)	14,922	52%	16,532	51%	16,430	51%	10.1%	-0.6%
Free Weights (Barbells)	**26,688**	**100%**	**26,473**	**100%**	**27,444**	**100%**	**2.8%**	**3.7%**
Casual (1-49 times)	9,435	35%	10,344	39%	10,868	40%	15.2%	5.1%
Core(50+ times)	17,253	65%	16,129	61%	16,576	60%	-3.9%	2.8%
Yoga	**23,253**	**100%**	**26,268**	**100%**	**27,354**	**100%**	**17.6%**	**4.1%**
Casual (1-49 times)	13,305	57%	15,486	59%	16,454	60%	23.7%	6.3%
Core(50+ times)	9,949	43%	10,782	41%	10,900	40%	9.6%	1.1%
Calisthenics/Bodyweight Exercise	**N/A**	**100%**	**25,110**	**100%**	**24,454**	**100%**	**N/A**	**-2.6%**
Casual (1-49 times)	N/A	0	9,763	39%	10,095	41%	N/A	3.4%
Core(50+ times)	N/A	0	15,347	61%	14,359	59%	N/A	-6.4%
Choreographed Exercise	**N/A**	**100%**	**21,839**	**100%**	**22,616**	**100%**	**N/A**	**3.6%**
Casual (1-49 times)	N/A	0	14,158	65%	14,867	66%	N/A	5.0%
Core(50+ times)	N/A	0	7,681	35%	7,748	34%	N/A	0.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

*Cardio Cross Trainer is merged to Elliptical Motion Trainer

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National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Aerobics (High Impact)	**16,178**	**100%**	**21,390**	**100%**	**21,476**	**100%**	**32.7%**	**0.4%**
Casual (1-49 times)	7,819	48%	11,801	55%	12,105	56%	54.8%	2.6%
Core(50+ times)	8,359	52%	9,589	45%	9,370	44%	12.1%	-2.3%
Stair Climbing Machine	**12,979**	**100%**	**15,079**	**100%**	**14,948**	**100%**	**15.2%**	**-0.9%**
Casual (1-49 times)	7,303	56%	9,332	62%	9,501	64%	30.1%	1.8%
Core(50+ times)	5,676	44%	5,747	38%	5,447	36%	-4.0%	-5.2%
Cross-Training Style Workout	**N/A**	**100%**	**12,914**	**100%**	**13,622**	**100%**	**N/A**	**5.5%**
Casual (1-49 times)	N/A	N/A	6,430	50%	6,890	51%	**N/A**	7.2%
Core(50+ times)	N/A	N/A	6,483	50%	6,732	49%	**N/A**	3.8%
Stationary Cycling (Group)	**8,477**	**100%**	**8,937**	**100%**	**9,409**	**100%**	**11.0%**	**5.3%**
Casual (1-49 times)	5,053	60%	5,751	64%	6,023	64%	**19.2%**	4.7%
Core(50+ times)	3,424	40%	3,186	36%	3,386	36%	**-1.1%**	6.3%
Pilates Training	**8,519**	**100%**	**8,893**	**100%**	**9,047**	**100%**	**6.2%**	**1.7%**
Casual (1-49 times)	5,212	61%	5,525	62%	5,698	63%	**9.3%**	3.1%
Core(50+ times)	3,307	39%	3,367	38%	3,348	37%	**1.2%**	-0.6%
Trail Running	**5,806**	**100%**	**8,582**	**100%**	**9,149**	**100%**	**57.6%**	**6.6%**
Cardio Kickboxing	**6,725**	**100%**	**6,899**	**100%**	**6,693**	**100%**	**-0.5%**	**-3.0%**
Casual (1-49 times)	4,455	66%	4,760	69%	4,671	70%	**4.8%**	-1.9%
Core(50+ times)	2,271	34%	2,139	31%	2,022	30%	**-11.0%**	-5.5%
Boot Camp Style Training	**7,496**	**100%**	**6,583**	**100%**	**6,651**	**100%**	**-11.3%**	**1.0%**
Casual (1-49 times)	4,787	64%	4,484	68%	4,637	70%	**-3.1%**	3.4%
Core(50+ times)	2,709	36%	2,099	32%	2,014	30%	**-25.7%**	-4.0%
Martial Arts	**5,075**	**100%**	**5,745**	**100%**	**5,838**	**100%**	**15.0%**	**1.6%**
Casual (1-12 times)	1,207	24%	1,964	34%	2,021	35%	**67.4%**	2.9%
Core(13+ times)	3,869	76%	3,780	66%	3,816	65%	**-1.4%**	1.0%
Boxing for Fitness	**4,831**	**100%**	**5,175**	**100%**	**5,157**	**100%**	**6.7%**	**-0.3%**
Casual (1-12 times)	2,075	43%	2,678	52%	2,738	53%	**32.0%**	2.2%
Core(13+ times)	2,756	57%	2,496	48%	2,419	47%	**-12.2%**	-3.1%
Tai Chi	**3,203**	**100%**	**3,706**	**100%**	**3,787**	**100%**	**18.2%**	**2.2%**
Casual (1-49 times)	1,835	57%	2,245	61%	2,329	61%	**26.9%**	3.7%
Core(50+ times)	1,369	43%	1,461	39%	1,458	39%	**6.5%**	-0.2%
Barre	**N/A**	**N/A**	**3,329**	**100%**	**3,436**	**100%**	**N/A**	**3.2%**
Casual (1-49 times)	**N/A**	**N/A**	2,636	79%	2,701	79%	**N/A**	2.5%
Core(50+ times)	**N/A**	**N/A**	693	21%	735	21%	**N/A**	6.1%
Triathlon (Traditional/Road)	**1,789**	**100%**	**2,374**	**100%**	**2,162**	**100%**	**20.8%**	**-8.9%**
Casual (1 times)	616	34%	786	33%	754	35%	**22.4%**	-4.1%
Core(2+ times)	1,173	66%	1,589	67%	1,408	65%	**20.0%**	-11.4%
Triathlon (Non-Traditional/Off Road)	**1,075**	**100%**	**1,705**	**100%**	**1,878**	**100%**	**74.7%**	**10.1%**
Casual (1 times)	341	32%	647	38%	749	40%	**119.6%**	15.8%
Core(2+ times)	734	68%	1,058	62%	1,129	60%	**53.8%**	6.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

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1.4.3 OUTDOOR/ADVENTURE RECREATION

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	**34,519**	**100%**	**42,128**	**100%**	**44,900**	**100%**	**30.1%**	**6.6%**
Bicycling (Road)	**39,790**	**100%**	**38,365**	**100%**	**38,866**	**100%**	**-2.3%**	**1.3%**
Casual (1-25 times)	18,966	48%	19,244	50%	20,212	52%	6.6%	5.0%
Core(26+ times)	20,824	52%	19,121	50%	18,654	48%	-10.4%	-2.4%
Fishing (Freshwater)	**39,002**	**100%**	**38,121**	**100%**	**38,346**	**100%**	**-1.7%**	**0.6%**
Casual (1-7 times)	20,341	52%	20,308	53%	19,977	52%	-1.8%	-1.6%
Core(8+ times)	18,660	48%	17,813	47%	18,369	48%	-1.6%	3.1%
Camping (< 1/4 Mile of Vehicle/Home)	**31,454**	**100%**	**26,467**	**100%**	**26,262**	**100%**	**-16.5%**	**-0.8%**
Camping (Recreational Vehicle)	**15,903**	**100%**	**15,855**	**100%**	**16,159**	**100%**	**1.6%**	**1.9%**
Casual (1-7 times)	8,316	52%	8,719	55%	9,332	58%	12.2%	7.0%
Core(8+ times)	7,587	48%	7,136	45%	6,826	42%	-10.0%	-4.3%
Fishing (Saltwater)	**12,000**	**100%**	**12,266**	**100%**	**13,062**	**100%**	**8.9%**	**6.5%**
Casual (1-7 times)	7,251	60%	7,198	59%	7,625	58%	5.2%	5.9%
Core(8+ times)	4,749	40%	5,068	41%	5,437	42%	14.5%	7.3%
Birdwatching (>1/4 mile of Vehicle/Home)	**13,535**	**100%**	**11,589**	**100%**	**12,296**	**100%**	**-9.2%**	**6.1%**
Backpacking Overnight	**7,933**	**100%**	**10,151**	**100%**	**10,975**	**100%**	**38.3%**	**8.1%**
Bicycling (Mountain)	**7,265**	**100%**	**8,615**	**100%**	**8,609**	**100%**	**18.5%**	**-0.1%**
Casual (1-12 times)	3,270	45%	4,273	50%	4,389	51%	34.2%	2.7%
Core(13+ times)	3,995	55%	4,342	50%	4,220	49%	5.6%	-2.8%
Archery	**7,173**	**100%**	**7,903**	**100%**	**7,769**	**100%**	**8.3%**	**-1.7%**
Casual (1-25 times)	5,967	83%	6,650	84%	6,602	85%	10.6%	-0.7%
Core(26+ times)	1,205	17%	1,253	16%	1,167	15%	-3.2%	-6.9%
Fishing (Fly)	**5,848**	**100%**	**6,456**	**100%**	**6,791**	**100%**	**16.1%**	**5.2%**
Casual (1-7 times)	3,598	62%	4,183	65%	4,448	65%	23.6%	6.3%
Core(8+ times)	2,250	38%	2,273	35%	2,344	35%	4.2%	3.1%
Skateboarding	**6,227**	**100%**	**6,442**	**100%**	**6,382**	**100%**	**2.5%**	**-0.9%**
Casual (1-25 times)	3,527	57%	3,955	61%	3,970	62%	12.6%	0.4%
Core(26+ times)	2,700	43%	2,487	39%	2,411	38%	-10.7%	-3.1%
Roller Skating (In-Line)	**6,647**	**100%**	**5,381**	**100%**	**5,268**	**100%**	**-20.7%**	**-2.1%**
Casual (1-12 times)	4,548	68%	3,861	72%	3,853	73%	-15.3%	-0.2%
Core(13+ times)	2,100	32%	1,520	28%	1,415	27%	-32.6%	-6.9%
Bicycling (BMX)	**1,861**	**100%**	**3,104**	**100%**	**3,413**	**100%**	**83.4%**	**10.0%**
Casual (1-12 times)	856	46%	1,760	57%	2,039	60%	138.2%	15.9%
Core(13+ times)	1,005	54%	1,344	43%	1,374	40%	36.7%	2.2%
Adventure Racing	**1,618**	**100%**	**2,999**	**100%**	**2,529**	**100%**	**56.3%**	**-15.7%**
Casual (1 times)	672	42%	1,081	36%	899	36%	33.8%	-16.8%
Core(2+ times)	945	58%	1,918	64%	1,630	64%	72.5%	-15.0%
Climbing (Traditional/Ice/Mountaineering)	**2,189**	**100%**	**2,790**	**100%**	**2,527**	**100%**	**15.4%**	**-9.4%**
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

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1.4.4 AQUATICS

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	**23,216**	**100%**	**26,601**	**100%**	**27,135**	**100%**	**16.9%**	**2.0%**
Casual (1-49 times)	15,139	65%	17,781	67%	18,319	68%	21.0%	3.0%
Core(50+ times)	8,077	35%	8,820	33%	8,815	32%	9.1%	-0.1%
Aquatic Exercise	**9,177**	**100%**	**10,575**	**100%**	**10,459**	**100%**	**14.0%**	**-1.1%**
Casual (1-49 times)	5,785	63%	7,135	67%	7,222	69%	24.8%	1.2%
Core(50+ times)	3,392	37%	3,440	33%	3,237	31%	-4.6%	-5.9%
Swimming (Competition)	**2,502**	**100%**	**3,369**	**100%**	**3,007**	**100%**	**20.2%**	**-10.7%**
Casual (1-49 times)	1,065	43%	1,881	56%	1,664	55%	56.2%	-11.5%
Core(50+ times)	1,437	57%	1,488	44%	1,343	45%	-6.5%	-9.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

1.4.5 WATER SPORTS/ACTIVITIES

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Canoeing	**9,813**	**100%**	**10,046**	**100%**	**9,220**	**100%**	**-6.0%**	**-8.2%**
Kayaking (Recreational)	**8,187**	**100%**	**10,017**	**100%**	**10,533**	**100%**	**28.7%**	**5.2%**
Snorkeling	**8,664**	**100%**	**8,717**	**100%**	**8,384**	**100%**	**-3.2%**	**-3.8%**
Casual (1-7 times)	6,904	80%	6,945	80%	6,721	80%	-2.7%	-3.2%
Core(8+ times)	1,760	20%	1,773	20%	1,663	20%	-5.5%	-6.2%
Jet Skiing	**6,996**	**100%**	**5,783**	**100%**	**5,418**	**100%**	**-22.6%**	**-6.3%**
Casual (1-7 times)	5,125	73%	4,143	72%	3,928	72%	-23.4%	-5.2%
Core(8+ times)	1,870	27%	1,640	28%	1,490	28%	-20.3%	-9.1%
Sailing	**3,841**	**100%**	**4,095**	**100%**	**3,974**	**100%**	**3.5%**	**-3.0%**
Casual (1-7 times)	2,565	67%	2,833	69%	2,720	68%	6.0%	-4.0%
Core(8+ times)	1,276	33%	1,262	31%	1,254	32%	-1.7%	-0.6%
Water Skiing	**4,434**	**100%**	**3,700**	**100%**	**3,572**	**100%**	**-19.4%**	**-3.5%**
Casual (1-7 times)	3,122	70%	2,667	72%	2,575	72%	-17.5%	-3.4%
Core(8+ times)	1,312	30%	1,033	28%	997	28%	-24.0%	-3.5%
Rafting	**3,756**	**100%**	**3,428**	**100%**	**3,479**	**100%**	**-7.4%**	**1.5%**
Stand-Up Paddling	**1,392**	**100%**	**3,220**	**100%**	**3,325**	**100%**	**138.9%**	**3.3%**
Kayaking (Sea/Touring)	**2,446**	**100%**	**3,124**	**100%**	**2,955**	**100%**	**20.8%**	**-5.4%**
Scuba Diving	**2,781**	**100%**	**3,111**	**100%**	**2,874**	**100%**	**3.3%**	**-7.6%**
Casual (1-7 times)	1,932	69%	2,292	74%	2,113	74%	9.4%	-7.8%
Core(8+ times)	849	31%	819	26%	761	26%	-10.4%	-7.1%
Wakeboarding	**3,368**	**100%**	**2,912**	**100%**	**3,005**	**100%**	**-10.8%**	**3.2%**
Casual (1-7 times)	2,237	66%	2,017	69%	2,101	70%	-6.1%	4.2%
Core(8+ times)	1,132	34%	895	31%	903	30%	-20.2%	0.9%
Surfing	**2,545**	**100%**	**2,793**	**100%**	**2,680**	**100%**	**5.3%**	**-4.0%**
Casual (1-7 times)	1,544	61%	1,768	63%	1,705	64%	10.4%	-3.6%
Core(8+ times)	1,001	39%	1,024	37%	975	36%	-2.6%	-4.8%
Kayaking (White Water)	**1,878**	**100%**	**2,552**	**100%**	**2,500**	**100%**	**33.1%**	**-2.0%**
Boardsailing/Windsurfing	**1,372**	**100%**	**1,737**	**100%**	**1,573**	**100%**	**14.7%**	**-9.4%**
Casual (1-7 times)	1,108	81%	1,449	83%	1,289	82%	16.3%	-11.0%
Core(8+ times)	264	19%	288	17%	284	18%	7.6%	-1.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

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APPENDIX F

BENCHMARKING

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BENCHMARK ANALYSIS

METHODOLOGY

PROS Consulting and Deerfield Township Parks & Recreation identified operating metrics to benchmark against comparable parks and recreation agencies. The goal of the analysis is to evaluate how Deerfield Township is positioned among peer agencies as it applies to efficiency and effectiveness practices.

The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend an encompassing view of each system's operation. The information sought was a combination of operating metrics that factor budgets, staffing levels, and inventories. In addition, portions of the benchmark comparison are fortified by national data from similar-sized municipalities (serving 20K-50K residents) based on the National Parks and Recreation Association's (NRPA) Park Metrics database and/or recommended best practice standards.

Information used in this analysis was obtained directly from each participating benchmark agency. Due to differences in how each system collects, maintains, and reports data, variances may exist. These variations can impact the per capita and percentage allocations, and the overall comparison must be viewed with this in mind. The benchmark data collection for all systems was complete as of October 2018. In some instances, the information was not tracked or not available, and it is possible that information may have changed since the original collection date.

The table below lists each benchmark agency in the study, arranged by population size, and reveals key characteristics of each jurisdiction. The overview also indicates which agencies have achieved CAPRA accreditation or were selected as a Gold Medal finalist through the NRPA, along with the year of origination. All of the benchmark agencies selected are local peers from the state of Ohio, including one Gold Medal Finalist (Centerville-Washington) and one CAPRA agency (Fairfield). Deerfield Township ranks below the benchmark median for population size (39,312) and has the smallest service area (16.8 sq mi), which also makes Deerfield the most densely populated service area (2,340 pop/sq mi) in the study.

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Agency	State	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.	NRPA Gold Medal Winner (Year)	CAPRA Accredited (Year)
Centerville - Washington Twp	OH	58,500	31.20	1,875	Finalist (2018)	No
Anderson	OH	43,550	31.20	1,396	No	No
Fairfield	OH	42,647	21.10	2,021	No	Yes (2014)
Deerfield Twp	OH	39,312	16.80	2,340	No	No
Orange Twp	OH	26,000	22.80	1,140	No	No

BENCHMARK COMPARISON

1.4.6PARK ACREAGE

The following table provides a general overview of each system's park acreage. Deerfield Township represents the benchmark median for total park sites (10) and total acres owned or managed (469). Assessing the level of service for park acres, Deerfield Township represents the median of the study with 11.92 acres of parkland per 1,000 residents, which is above the national median for similar-sized agencies of 9.6 acres per 1,000 residents.

Agency	Population	Total Park Sites	Total Acres Owned or Managed	Total Acres per 1,000 Residents
Fairfield	42,647	35	812	19.04
Centerville - Washington Twp	58,500	50	1,050	17.95
Deerfield Twp	39,312	10	469	11.92
Anderson	43,550	8	411	9.43
Orange Twp	26,000	8	112	4.31
NRPA Median for Agencies Serving 20K-50K Residents = 9.6 Acres per 1,000 Residents				

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1.4.7BALLFIELDS

In addition to the overall park acreage, Deerfield was particularly interested in understanding each system's inventory of ballfields. As seen below, the total ballfield acreage managed was then compared to the total acreage of the system, as well as the population served. Deerfield has the lowest percentage of ballfield acres (2%) among peer agencies, as well as a significantly lower service level for ballfield acreage (.029 ballfield acres per 1,000 residents).

Agency	Population	Total Acres Owned or Managed	Acres of Ballfields Managed	Ballfields Acres as % of Total	Ballfield Acres per 1,000 Residents
Centerville - Washington Twp	58,500	1,050	100	10%	1.71
Anderson	43,550	411	46	11%	1.04
Orange Twp	26,000	112	24	21%	0.90
Deerfield Twp	39,312	469	11	2%	0.29

Note: Fairfield does not maintain ballfields or manage youth sports programs.

1.4.8 FTE'S PER 10,000 RESIDENTS

This section compares levels of staffing for each system by comparing full-time equivalents (FTEs) to total population. Total FTEs per 10,000 residents is a key performance metric that assesses how well each agency is equipped, in terms of human resources, to serve its jurisdiction. Among peer agencies, Deerfield Township ranks below the median in staffing relative to the population served, with only 2.1 FTEs per 10,000 residents. Deerfield Townships current staffing level is only 25% of the national median for similar-sized agencies (8.9 FTEs per 10,000).

Agency	Population	Total FTEs	FTEs per 10,000 Residents
Fairfield	42,647	55.0	12.9
Anderson	43,550	33.1	7.6
Centerville - Washington Twp	58,500	36.6	6.3
Deerfield Twp	39,312	8.2	2.1
Orange Twp	26,000	3.2	1.2
NRPA Median for Agencies Serving 20K-50K Residents = 8.9 FTEs per 10,000 Residents			

1.4.9 OPERATING BUDGET

Benchmark agencies reported a wide range of annual operating expenditures, from nearly $6 million (Centerville-Washington) to $758 thousand (Orange Twp), with Deerfield Township falling just below the benchmark median at a $1.2 million. Dividing the annual operational budget by each service area's population allows for a comparison of how much each agency is spending on a per resident basis. Deerfield Township ranks well below the benchmark median for peer agencies, as the department spends $30.52 per resident. This is also significantly lower than the national median for similar agencies, which is $87 of operational expense per resident. While a lower expense per resident can suggest efficiencies in operation, it can also signal limited program offerings, lower maintenance standards, and/or limited staffing levels.

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Agency	Population	Total Operating Expense	Operating Expense per Resident
Fairfield	42,647	$ 4,527,393	$ 106.16
Centerville - Washington Twp	58,500	$ 5,931,683	$ 101.40
Anderson	43,550	$ 3,563,036	$ 81.81
Deerfield Twp	39,312	$ 1,199,619	$ 30.52
Orange Twp	26,000	$ 758,456	$ 29.17
NRPA Median for Agencies Serving 20K-50K Residents = $86.60 Operating Expense per Resident			

1.4.10 CONTRACT MAINTENANCE AND PERSONNEL

Further dissecting the operational budget for each agency, the benchmark study also reveals what percentage of the total budget is attributed to contracted maintenance and personnel. With 5% of its operations dedicated to contracted maintenance, Deerfield Township has one of the highest rates of contract maintenance spending among its peers. The Department is doing a good job of allocating resources to personnel, as 55% of the budget going towards personnel represents the benchmark median and is inline with the national best practice (54.8%).

Agency	Total Operating Budget	Contracted Maint Services as % of Budget	Personnel as % of Budget
Fairfield	$ 4,527,393	2%	61%
Anderson	$ 3,563,036	n/a	55%
Deerfield Twp	$ 1,199,619	5%	55%
Centerville - Washington Twp	$ 5,931,683	1%	37%
Orange Twp	$ 758,456	8%	n/a
NRPA Median for Agencies Serving 20K-50K Residents = Personnel is 54.8% of Operating Budget			

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1.4.11 NON-TAX REVENUES

The table below describes the annual earned income (non-tax revenue) for each agency, then compares total revenues to the population of each service area as a key performance indicator. Deerfield Township ranks last among peer agencies by a significant margin for total non-tax revenue ($79,559) and revenue per resident ($2.02). Deerfield Township's revenue per resident is less than 10% of the national median level ($24 per resident) for similar-sized communities.

Agency	Population	Total Non-Tax Revenue	Revenue per Resident
Fairfield	42,647	$ 2,161,815	$ 50.69
Anderson	43,550	$ 1,466,580	$ 33.68
Centerville - Washington Twp	58,500	$ 1,847,370	$ 31.58
Orange Twp	26,000	$ 371,226	$ 14.28
Deerfield Twp	39,312	$ 79,559	$ 2.02
NRPA Median for Agencies Serving 20K-50K Residents = $24.36 Revenue per Resident			

1.4.12 OPERATIONAL COST RECOVERY

Operational cost recovery is a key performance indicator, arrived at by dividing total non-tax revenue by total operating expense, which measures how well each Department's revenue generation covers the total cost of operations. In general, benchmark agencies are performing efficiently, as every peer agency is recovering more than the national median for similar-sized agencies. The current 7% cost recovery for Deerfield Township is significantly lower than the benchmark median (41%) and the national median similar agencies (30%).

Agency	Total Non-Tax Revenue	Total Operating Expense	Operational Cost Recovery
Orange Twp	$ 371,226	$ 758,456	49%
Fairfield	$ 2,161,815	$ 4,527,393	48%
Anderson	$ 1,466,580	$ 3,563,036	41%
Centerville - Washington Twp	$ 1,847,370	$ 5,931,683	31%
Deerfield Twp	$ 79,559	$ 1,199,619	7%
NRPA Median for Agencies Serving 20K-50K Residents = 30% Cost Recovery			

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1.4.13 PROGRAM PARTICIPATION

This portion assesses program participation for each agency by comparing total program participations (i.e. registrations) to the population of each service area to determine the average participation rate per resident. Program activity is measured in *participations* (versus *participants*), which accounts for each time a resident participates in a program and allows for multiple participations per resident. Based on a limited response, Deerfield represents the benchmark median with 0.34 participations per resident. In other words, on average, approximately one out of every three Township residents participates in a program offering.

Agency	Population	Total Program Participations	Participations per Resident
Anderson	43,550	17,429	0.40
Deerfield Twp	39,312	13,203	0.34
Centerville - Washington Twp	58,500	10,650	0.18

Note: Orange Twp does not operate recreation programs. Fairfield participation figures were not available at time of study.

1.4.14 BALLFIELD PARTICIPATION

As a key point of interest, ballfield participation was assessed for each agency by comparing participations specific to ballfields to the total ballfield acres available. In effect, this expresses how many ballfield participations are supported by each acre of ballfield in the system. The table below also serves as a reminder of the amount of ballfield acres available per 1,000 residents. Although Deerfield has the lowest service level for ballfield acres (0.29 acres per 1,000), it does have the highest number of total ballfield participants (49,152) and a significantly higher rate of use per acre (4,381 participants per ballfield acre). This elevated participation rate for ballfields paired with a low service level for ballfield acres may indicate that ballfields could be overused based on supply and demand.

Agency	Acres of Ballfields Managed	Ballfield Acres per 1,000 Residents	Total Ballfield Participants Annually	Participants per Ballfield Acre
Deerfield Twp	11	0.29	49,152	4,381
Anderson	46	1.04	23,121	508
Centerville - Washington Twp	100	1.71	5,050	51
Orange Twp	24	0.90	-	-

Note: Fairfield does not maintain ballfields or manage youth sports programs. Orange Twp does not manage youth sports programs.

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1.4.15 INDOOR RECREATION SPACE

Assessing the available indoor recreation facility space among benchmark agencies, all reporting agencies provide some level of service, except for Deerfield Township. By dividing the existing square footage by the total population, the amount of indoor space available per resident can be determined. Only Fairfield offers a best practice level of indoor space with 1.86 sq ft of space per resident. Based on the current population, Deerfield Township would require around 59K-79K sq ft of indoor space to achieve national best practice level.

Agency	Population	Total Sq. Ft. Indoor Rec Facilities	Sq. Ft. per Resident
Fairfield	42,647	79,500	1.86
Anderson	43,550	46,000	1.06
Centerville - Washington Twp	58,500	20,000	0.34
Deerfield Twp	39,312	-	-
National Best Practice = 1.5-2.0 Square Feet of Indoor Space per Resident			

Note: Orange Twp indoor recreation square footage was not available at time of study.

SUMMARY OF BENCHMARK FINDINGS

The benchmark assessment provides some key insights as to how Deerfield Township's parks and recreation system compares to its peers and to the national averages. Areas of strength for Department include a strong overall level of service for park acreage, good budget allocation for personnel, and higher participation levels for programs and ballfield use. Areas for improvement that were identified in the study include: limited budget and staffing levels, low per capita spending and revenue generation, minimal cost recovery level, potential overuse of ballfield facilities, and a lack of available indoor recreation space.

Although the Department trails behind the benchmark and national levels for many categories, this can be largely explained by the relatively blank slate of the agency today. In other words, the deficiencies identified in this study should be viewed less as weaknesses, and more as opportunities for the Department to pursue in the near future. Establishing a general philosophy and overall strategic direction for the Department will help prioritize areas of improvement to address, in which key performance indicators can be identified to track over time.

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APPENDIX G

RECREATION PROGRAM ASSESSMENT

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RECREATION PROGRAM ASSESSMENT

1.5 EVALUATING THE CURRENT SYSTEM: PROGRAMS

As part of the master planning process, the consulting team performed a Recreation Program Assessment of the programs and services offered by the Township. The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, weaknesses, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents.

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

1.5.1 FRAMEWORK

The Deerfield Township Parks & Recreation Department does not currently have a mission statement. As such, this recreation program assessment is developed to help assist with the creation of the Department's mission statement.

The Township manages approximately 469 park acres, many of which fall into the "open space/natural area" designation. There are, however, many community and neighborhood park acres within the system. With no designated indoor recreation facility, the Department focuses on outdoor experiences that includes activities for adults, youth, special interests, and community gathering. Programs provide an opportunity for participants to have fun, learn new skills, and develop friendships and life-long leisure interests.

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1.6 CORE PROGRAM AREAS

To help formulate the Department's mission, it is important to identify *core program areas* to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the core program area assists staff, policy makers, and the public focus on what is most important. Program areas are considered *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 organization's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the programs area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The organization controls a significant percentage (20% or more) of the local market.

1.6.1 EXISTING CORE PROGRAM AREAS

In consultation with Township staff, the consulting team identified the following core program areas currently being offered:

ADULT ENRICHMENT

The adult enrichment core program area includes wellness, arts, and cultural activities. This core program area aims to improve the quality of life and enhance the overall health of the community. Example programs include:

- Women's self defense
- Creative exchange workshops
- Art bar

COMMUNITY EVENTS

The community events core program area includes concerts, movies, family holiday events, and festivals. These events are typically free for all participants. This core program area aims to strengthen community identity, encourage outdoor activities, and connect people to place, self, and others. Example events include:

- Movies in the park
- Touch-A-Truck
- Comet Bluegrass All Stars

SPECIAL EVENTS

The special events core program area includes races, fundraising events, and hosted events. These events are typically associated with a user/participant fee. This core program area aims to connect with the community, strengthen community identity, and connect people to place, self, and others. Example events include:

- Butterfly Walk
- Run for the Green
- PowderKeg Trail Race

VOLUNTEERISM

The volunteerism core program area includes park clean up days, special event volunteers, and special projects. This core program area aims to strengthen the connection with the community, reduce Township expenses and extend reach of levy funds, and build positive life skills for teens. Example volunteerism activities include:

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- Kingswood Clean-up
- Teen Volunteer – Touch-A-Truck
- Special Projects – 2018 Archery Range

YOUTH CAMPS

The youth camps core program area includes traditional and specialty camp programs. This core program area aims to improve the quality of life and enhance the overall health of the community, encourage an active and healthy lifestyle, build positive life skills, and develop knowledge of nature and the environment. Example camp programs include:

- Deerfield Doll Camps
- iDaP Technology Camps
- The Arts Alliance Summer Art Camps

YOUTH ENRICHMENT

The youth enrichment core program area includes family, arts, cultural, literacy, and holiday activities. This core program area aims to improve the quality of life and enhance the overall health of the community. Example enrichment programs include:

- Santa's Workshop
- Paint-Your-Own Pottery
- Summer Story Time

1.7 COMMUNITY NEEDS (RECREATION PROGRAMS)

A statistically-valid community survey was distributed in 2018 to ascertain the community's preferences for recreation programming. Three critical questions were asked that formulate programmatic focus areas:

1. Do you have a need for a given program?
2. If yes, how well is your need being met currently?
3. How important is a given program to you and your household?

1.7.1 PROGRAM NEED

Community residents identified three program areas that stood out above all other programmatic areas:

- Community special events
- Nature programs
- Adult fitness & wellness programs

Of those three areas, only community special events are a large focus area for the Township. Nature programs and adult fitness & wellness programs are not currently a part of the Township's inventory.

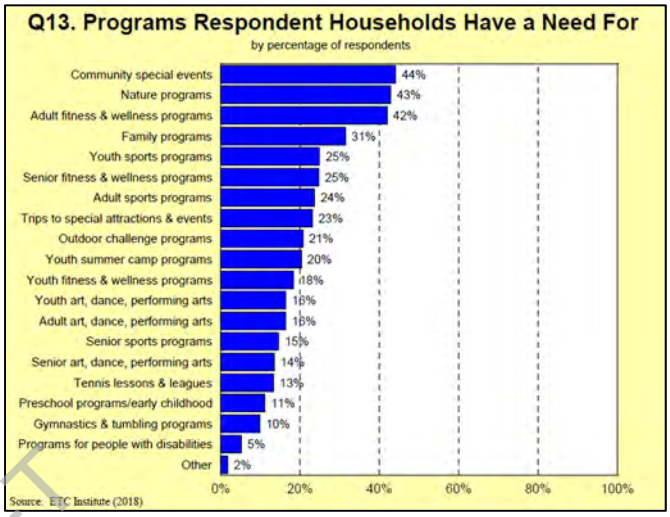

Figure 1-Program Need

1.7.2 PROGRAM UNMET NEED

Respondents also responded to the same list as **Figure 1** but identified how well their needs are currently being met. The four-point scale used helps identify truly *unmet* needs (50% met or less). Of the three programs identified by the community as the most "needed" programs, community special events have 66% unmet need, nature programs have 83% unmet need, and adult fitness & wellness programs have 85% unmet need. Additionally, all programs were reported to have at least 50% unmet need. This indicates that there are a lot of programmatic needs in general within the community.

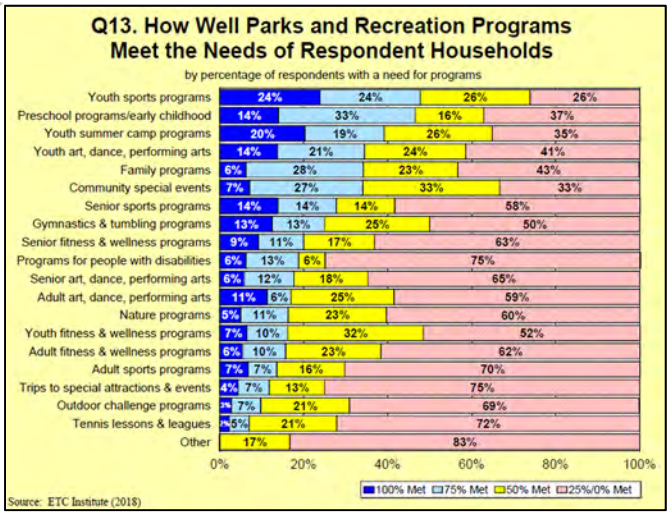

Figure 2-Program Unmet Need

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1.7.3 PROGRAM IMPORTANCE

After analyzing programmatic needs, respondents identified how important the various program areas are to their household. Six program areas were statistically above every other area:

1. Nature programs
2. Community special events
3. Family programs
4. Adult fitness & wellness programs
5. Youth sports programs
6. Senior fitness & wellness programs

Out of the "most important" list, community special events and family programs (namely, community events in the Deerfield inventory) are the only areas offered. Therefore, matching the importance and need lists, nature programs, adult fitness & wellness programs, and senior fitness & wellness programs are priority areas for the Township to consider.

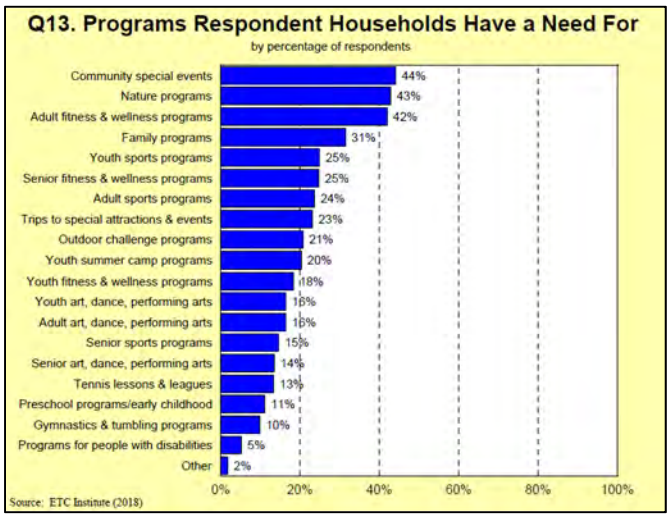

Figure 3-Program Importance

1.7.4 FOCUS AREAS

Analyzing the previous three questions together, Priority Investment Ratings (PIR) were developed that provides the Township three tiers (high, medium, and low) in terms of programmatic priority magnitude. **Figure 4** provides a hierarchy that the Township should refer to when considering new program investments in the future.

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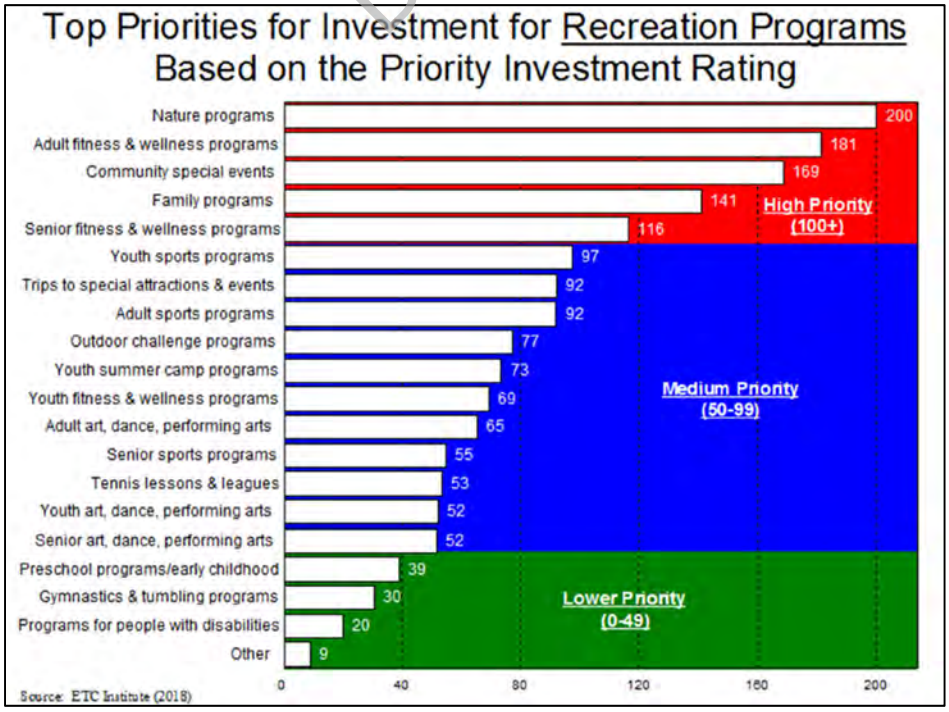

Figure 4-Priority Investment Rating (Programs)

1.8 CORE PROGRAM AREA RECOMMENDATIONS

1.8.1 EVALUATE CORE PROGRAM AREA RELEVANCE REGULARLY

These existing core program areas provide a generally well-rounded and diverse array of programs that serve the community at present. Based upon the observations of the consulting team and demographic and recreation trends information, Deerfield Township staff should evaluate core program areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community. Implementing additional surveys to program participants and the larger community is a good way to help differentiate between national vs. local trends and ensure the Township's programs are relevant to the local user.

1.8.2 EXPAND CORE PROGRAM AREAS

After evaluating the existing programmatic inventory and the community's program preferences (and demographics), it is recommended to expand the program offerings provided by the Township to include:

- Nature programs
- Adult fitness & wellness programs
- Senior fitness & wellness programs

Additionally, the Township should monitor the need for youth & adult sports and trips to special attractions & events as they are higher "medium" priorities.

It should be noted that all core program area enhancements should be done incrementally and capital investment/facility design should be driven by the core program areas. Therefore, if nature programs become the Township's next core program area, infrastructure should be created or enhanced to help facilitate the implementation of that core program area.

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1.9 PROGRAM STRATEGY ANALYSIS

1.9.1 AGE SEGMENT ANALYSIS

The table below depicts each core program area and the most prominent age segments they serve. Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified for each core program area. Looking at blank boxes will help Deerfield Township examine potentially "underserved" age segments.

Core Program Area	Preschool (<5)	Elem. School (6-12)	Teens (13-19)	Adult (18+)	Senior Adults (55+)	All Ages
Adult Enrichment			S	P		
Community Events	S	P	S	P	S	
Special Events	S	S	S	P	S	
Volunteerism			P	S	S	
Youth Camps		P	S			
Youth Enrichment	S	P	S	S	S	

Figure 5-Core Program Area Age Segment Analysis

Based on the Township's demographics, there will be an aging trend experienced over the next 15 years. As such, it will become more important to transition to older adults being a *primary* market segment in one or more core program area. Additionally, it is important to examine *all ages* programming because great park and recreation systems attract new families into the community. Staff should monitor the demand for preschool programming and adjust the focus in this area as necessary/appropriate.

Program staff should include this information when creating or updating program plans for individual programs. An age segment analysis can also be incorporated into mini-business plans for comprehensive program planning.

1.9.2 PROGRAM LIFECYCLE

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

Lifecycle Stage		Description	Actual Program Distribution		Recommended Distribution
1st Stage	Introduction	New program; modest participation	25%	37%	50-60%
	Take-Off	Rapid participation growth	6%		
	Growth	Moderate, but consistent participation growth	6%		
2nd Stage	Mature	Slow participation growth	14%	14%	40%
3rd Stage	Saturation	Minimal to no participation growth; extreme competition	39%	42%	0-10%
	Decline	Declining participation	3%		

*8% not classified due to lack of available program data at time of analysis

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Figure 6-Program Lifecycle Distribution

The total number of programs falling into the 1st and 2nd lifecycle stages are below the recommended distributions while the number of programs in the 3rd stage exceeds the recommended distribution. There are three factors that are directly related to these trends:

1. There is a lack of programmable indoor recreation space; there is a need for expanded space
2. Park space may be able to be programmed more
3. The number of staff is a challenge which potentially limits recreation programming opportunities

It is important to move programs across the lifespan (especially moving programs into the maturation stage). It is useful to have a strong percentage in the early stages to make sure there is innovation in programming and that the Township is responding to changes in community need.

About 42% of all programs are in the 3rd stage, which does not align with industry best practices. Therefore, the Township will need to pay attention to opportunities to sunset programs, re-program activities, or seek additional facility space as appropriate. If a program is in Saturation stage, it may not necessarily need to be retired – it could be that it is a legacy program that is beloved by the community. However, it is useful to look at attendance trends – do you have fewer participants over the last few offerings? If so, the community may be looking for a different type of program. While there are exceptions (such as facility space), most programs in the Saturation and Decline stages are ready to retire.

Township staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Township could include annual performance measures for each core program area to track participation growth, customer retention, and percentage of new programs

as an incentive for innovation and alignment with community trends. The figure on the following page can assist staff with completing a Program Lifecycle Analysis.

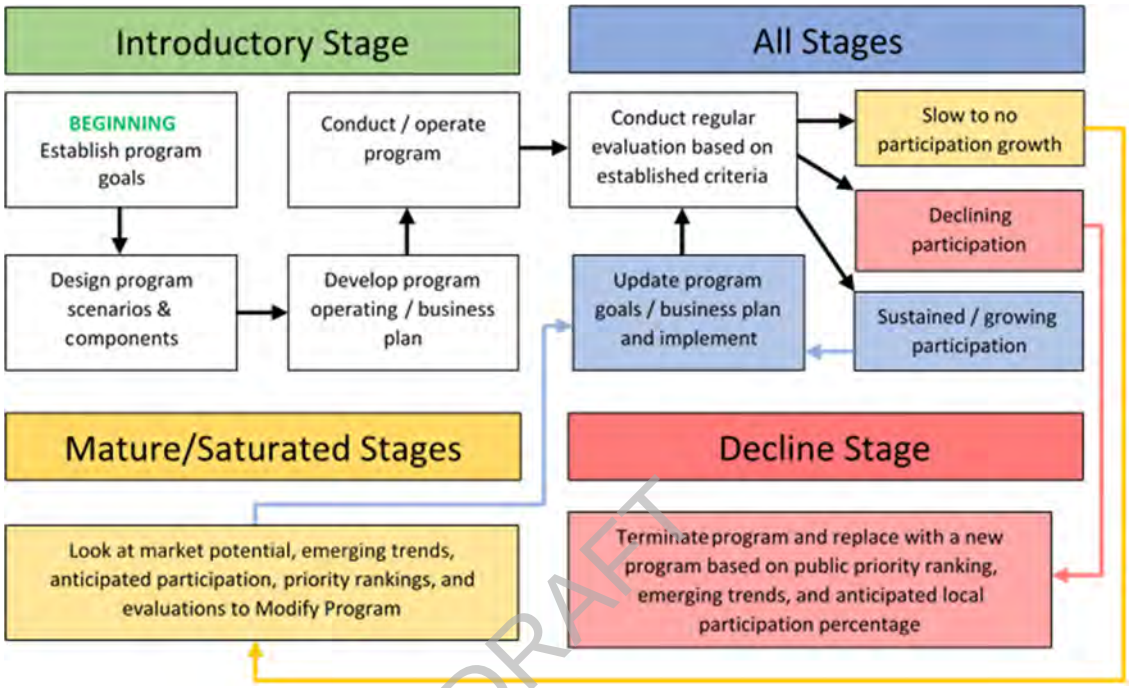

Figure 7-Program Lifecycle Decision Matrix

1.9.3 PROGRAM CLASSIFICATION

Conducting a classification of services for all programs informs how each program attributes to fulfilling the Township's mission. Even though the mission is yet to be developed, it is important to recognize the goals and objectives of each core program area, who the program areas serve, and how the program areas should be funded with regard to tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

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

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

	ESSENTIAL Programs	*IMPORTANT Programs*	*VALUE-ADDED Programs*
Public interest; Legal Mandate; Mission Alignment	• *High public expectation*	• *High public expectation*	• *High individual and interest group expectation*
Financial Sustainability	• *Free, or nominal fee tailored to public needs* • *Requires public funding*	• *Fees cover some direct costs* • *Requires a balance of public funding and a cost recovery target*	• *Fees cover most direct and indirect costs* • *Some public funding as appropriate*
Benefits (i.e., health, safety, protection of assets).	• *Substantial public benefit (negative consequence if not provided)*	• *Public and individual benefit*	• *Primarily individual benefit*
Competition in the Market	• *Limited or no alternative providers*	• *Alternative providers unable to meet demand or need*	• *Alternative providers readily available*
Access	• *Open access by all*	• *Open access* • *Limited access to specific users*	• *Limited access to specific users*

Figure 8-Classification of Services Criteria Definitions

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Another way to describe these three classifications is to analyze the degree to which the program provides a community versus an individual benefit. These categories can then be correlated to the Essential, Important, and Value-added classifications.

	Classification	**Typical CR**	**Notes**
I	**PURE COMMUNITY**	0-25%	Basic services intended to be accessible and of benefit to all; supported wholly or significantly by tax subsidies.
III	**MIX**	25-75%	Benefit accrued to both individual and general public interests, but to a significant individual advantage.
V	**PURE INDIVIDUAL**	75-100%+	Exclusive benefit received by individual(s) and not the general public; individual pays at least the full cost of service provision.

Figure 9-Program Cost Recovery by Classification Definitions

The following figure shows how the two classification systems correlate, and includes example programs that fall into each category. To increase granularity, the classification system is expanded into five categories for the Township to consider in the future.

I	II	III	IV	V
Essential		*Important*	*Value-Added*	
PURE COMMUNITY	MOSTLY COMMUNITY	MIX	MOSTLY INDIVIDUAL	PURE INDIVIDUAL
Basic services intended to be accessible and of benefit to all; supported wholly or significantly by tax subsidies.	Benefit accrued to both the general public and individual interests, but to a significant community advantage.	Benefit accrued to both individual and general public interests, but to a significant individual advantage.	Nearly all benefit received by individual(s), with benefit provided to the community only in a narrow sense.	Exclusive benefit received by individual(s) and not the general public; individual pays at least the full cost of service provision.
Touch-A-Truck	Women's Self-Defense	Thanksgiving Day Race	iDaP Technology Camps	Specialty Camps
Cost Recovery				
0%	25%	50%	75%	100%
100%+				

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Figure 10-Program Cost Recovery by Classifications

With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by the Township **(Figure 11)**. The programs were classified using a three-tiered system. Approximately 89% of all programs were categorized as Essential. The Important category had the second most with 8% followed by Value-Added with 3%. This range indicates that current Township programming is largely community benefit-driven, meaning, there is not a focus (currently) on cost recovery. However, with the 11% identified as non-essential, there should be some sort of cost recovery expectation associated. This is an important distinction to understand because these classifications help the Township align programs with community values while paying attention to cost recovery levels.

Program Classification				
Core Area	**Program**	**Essential**	**Important**	**Value-Added**
Adult Enrichment	Women's Self-Defense (WCSO)	X		
	Creative Exchange Workshops (TAA)	X		
	Art Bar (TAA)	X		
Community Events	WCPD Summer Concert Series	X		
	Movies in the Park	X		
	Touch-A-Truck	X		
	Halloween Treat Street	X		
	Holiday Lights	X		
	FallFair Arts Festival (TAA)	X		
	Easter Egg Hunt	X		
	MadCap Puppets	X		
	Kentucky Symphony Orchestra	X		
	Comet BlueGrass All-Stars	X		
	Shakespeare in the Park	X		
	Soundy Body Jazz Orchestra	X		
Special Events	Butterfly Walk (CancerFree Kids)	X		
	Thanksgiving Day Race (LifeTime)		X	
	Run for the Green		X	
	PowderKeg Trail Race		X	
Volunteerism	Kingswood Clean-Up	X		
	Teen Volunteer - Touch-A-Truck	X		
	Teen Volunteer -MadCap Puppets	X		
	Special Projects - 2018 Archery Range	X		
Youth Camps	Deerfield Kindergarten Summer Camps	X		
	Deerfield 1st - 5th Grade Camps	X		
	Deerfield 6th - 8th Grade Camps	X		
	Deerfield Doll Camps	X		
	The Arts Alliance Summer Art Camps	X		
	iDaP Technology Camps			X
	Archery Camp (GMA)	X		
	Safety Town (DFR)	X		
Youth Enrichment	Santa's Workshop	X		
	Family Clay Class (new for 2019)	X		
	Paint-Your-Own Pottery	X		
	Archery Classes (GMA)	X		
	Summer Story Time (MPL)	X		
Total Program Percentage By Classification		**89%**	**8%**	**3%**
Classification Cost Recovery Target		**CR Target: 0-25%**	**CR Target: 25-75%**	**CR Target: 75-100+%**

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Figure 11-Program Classification Distribution

1.9.4 COST OF SERVICE & COST RECOVERY

The Township does not currently operate under any cost recovery mandates. As a result, the recreation program assessment is designed to help begin the conversation and process for identifying programmatic costs. Any future philosophical shifts should be made based on data-driven decisions and with an understanding of full costs of delivering programs and services.

Therefore, cost recovery targets should be identified and tracked for each core program area (at minimum) and for specific programs or events where possible. The previously identified core program areas would serve as an effective breakdown for tracking cost recovery metrics, which would theoretically group programs with similar cost recovery and subsidy goals. Determining cost recovery performance and using it to inform pricing decisions involves a three-step process:

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

The following provides more detail on steps 2 & 3 above.

UNDERSTANDING THE FULL COST OF SERVICE

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

A cost of service analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a cost of service analysis not only helps determine the true and full cost of offering a program, but provides information that can be used to price programs based upon accurate delivery costs. **Figure 12** illustrates the common types of costs that must be accounted for in a cost of service analysis.

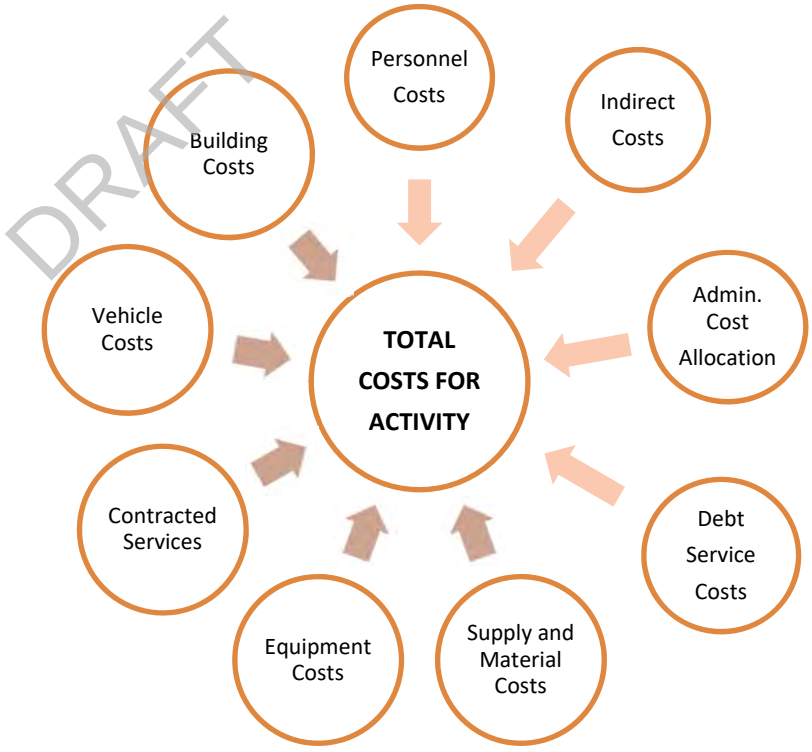

Figure 12-Program Cost Recovery Model

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

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

Agencies use cost of service analyses to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Township between one another. Cost recovery goals are established once cost of service totals have been calculated.

CURRENT COST RECOVERY

With regard to Deerfield Township's programs, services, and events, the method and mechanism used to document cost recovery is direct costs. The figure below shows current cost recovery levels based on the most recent fiscal year data. It should be noted that the Township does not currently have identified cost recovery goals for core program areas. The figure also presents recommended cost recovery goals, based on best-practice, that are in line with parks and recreation systems. Additionally, the recommended cost recovery goal ranges are including indirect cost calculations. Setting, tracking, and reaching cost recovery goals for every core program area will also help the Township justify program expense and make a case for additional offerings in the future.

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Core Program Area	Current Cost Recovery Goal	Actual Cost Recovery	Recommended Cost Recovery %
Adult Enrichment	0%	0-100%	50-100%
Community Events	0%	0-12%	0-25%
Special Events	0%	0-75%	75-100%
Volunteerism	0%	0%	0%
Youth Camps	0%	0-113%	50-100%
Youth Enrichment	0%	0-120%	25-75%

Figure 13-Program Cost Recovery Goals

1.9.5 PRICING

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

Overall, the degree to which pricing strategies are used currently is consistent, but not expansive. Current pricing tactics include age segmentation, residency, and by market rate (competition).

Adding additional pricing strategies not currently employed such as by cost recovery goals, prime/non-prime time, and by location would be useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services. It should be noted that since the Township does not operate recreation services under a cost recovery mandate, these pricing tactics should be added in combination with any financial philosophical shifts.

Pricing Tactic	Adult Enrichment	Community Events	Special Events	Volunteerism	Youth Camps	Youth Enrichment
Age Segment		✓	✓			
Family/Household Status						
Residency	✓				✓	✓
Weekday/Weekend						
Prime/Non-Prime Time						
Group Discounts						
By Location						
By Competition (Market Rate)		✓	✓		✓	
By Cost Recovery Goals						
By Customer's Ability to Pay						

Figure 14-Program Pricing Tactics Used

Additionally, some of pricing strategies used for one core program area may be useful in another area as well. For example, age segment pricing may be useful for youth camps or youth enrichment. Other example pricing strategies from peer agencies include military, emergency responder personnel and police, or education (teacher) discounts. Finally, the consulting team recommends that all core program areas use cost recovery goals as a factor in determining pricing.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary within the policy frameworks that guide the overall pricing philosophies. It is also important to continue monitoring for yearly competitor and other service providers benchmarking.

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1.10 PROGRAM STRATEGY RECOMMENDATIONS

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

1.10.1 MINI BUSINESS PLANS

The planning team recommends that Mini Business Plans (2-3 pages) for each core program area be updated on a yearly basis. These plans should evaluate the core program area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

1.10.2 PROGRAM EVALUATION CYCLE

Using the age segment and lifecycle analyses, and other established criteria, program staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Mini Business Plan process.

1.10.3 PROGRAM DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all of the core program areas and individual program analyses. Lifecycle, age segmentation, classification, and cost recovery goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making. A simple, easy-to-use tool similar to the table below will help compare programs and prioritize resources using multiple data points, rather than relying 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.

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

Figure 15-Program Decision-Making Matrix

1.10.4 PROGRAM STANDARDS AND PERFORMANCE MEASUREMENT

The relationship between meeting the needs of the community, achieving the organization mission (yet to be developed), and executing service delivery is of critical importance. With an understanding of this important dynamic, the following section provides an analysis of the service system and includes building on the foundation that already exists within the Township's recreation programs and events. Based on the consulting team's observations, and staff input, Deerfield Township's program offerings are similar (although they can be enhanced/expanded) to other systems of its size, but enhancements to performance management practices would yield overall improvements to the services provided to the community. This section is intended to provide resources and insight to move the Township to a higher level of sophistication in quality management.

The practice of using program standards is essential for agencies desiring to perform at high levels and that aspire to be community and industry leaders. One of the most significant issues in managing a recreation program system includes the challenges faced with the complexity associated with service transactions (in-person and online), from multiple staff members, within the organization and with outside partners, and dealing with a diverse audience at a variety of locations within the system. Basically, it is a challenge to bring consistency to park and recreation agencies.

Currently, Deerfield Township measures participation numbers, participant to staff ratios, program cancellation rates, and customer satisfaction levels. This indicates the Township's strong commitment to developing and tracking performance measures. However, it has been noted that there needs to be more consistency with data tracking and more formal processes in place to do so. Additionally, one performance measure not used that will enhance these performance measures is tracking customer retention rates. It is important to know if the Township is serving a consistent user base or if it is ever-changing.

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Surveys can be very useful indicators of success if used in the right way – keeping the number of questions to a minimum and avoiding survey fatigue. Deerfield Township currently conducts post-program surveys to solicit feedback. Additionally, a statistically-valid community survey was utilized as part of the 2018 Parks Master Plan development process. There are several additional ways to collect customer feedback that include a pre-program survey (used with a post-program survey to measure change), recurring user surveys, and lost customer surveys. Digital technology also provides for using crowdsourcing intelligence tools such as Peak Democracy, Chaordix, Mightycause, and Mind Mixer to collect customer feedback. An online planning website was created for the 2018 Parks Master Plan and using this platform in perpetuity to incorporate an ongoing customer feedback portal is encouraged.

QUALITY MANAGEMENT METHODS

In addition to measuring satisfaction, it is useful to have procedures in place to ensure that core program standards are being met across the spectrum of program offerings. This is particularly important when managing part-time, contractor, seasonal, and, where applicable, partnership staff. While all staff should be trained to perform to a core set of standards, it is useful to have extra training and checks in place for staff who are not as regularly exposed to the standards as full-time staff are. For staff who are delivering programs that require an extra layer of health and safety knowledge or training, training and quality checks should be extra rigorous.

Currently, Deerfield Township has systems in place to:

- Regularly and consistently updating policies and procedures
- Develop lesson plans
- Customer service training
- Basic life safety training
- Specialty skill training
- Encourage and support continuing education
- Complete performance reviews for all full-time, part-time, and seasonal staff

Deerfield Township has the following systems, but needs to do a better job of:

- Formalizing the recreation program evaluation process
- Staff diversity training

Deerfield Township needs or should consider implementing the following performance/quality standards:

- Check on the quality of instructors
- Train staff on enhanced life safety
- Train staff on marketing
- Train staff on calculating total cost of facility operations and cost of service

1.10.5 PROGRAM STANDARDS RECOMMENDATIONS

The consultant team recommends the following regarding program standards:

IMPLEMENT ADDITIONAL CUSTOMER FEEDBACK METHODS

Identify performance metrics and goals. Use additional survey methods to track performance against goals; incorporate this information into the Mini Business Plan process.

PROVIDE GREATER CONSISTENCY AND BREADTH OF QUALITY MANAGEMENT

Train staff on how to calculate a full cost of facility operations and service. Additionally, measures should be put in place to formalize both the instructor quality check process and the recreation program evaluation process. These two processes are important to transition from an informality to a formality. Enhance and/or implement staff training in the areas of diversity and marketing. The Township should also regularly assess different staff competencies or knowledge, skills, and abilities (KSAs) areas to determine if other training is warranted.

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1.11 MARKETING AND COMMUNICATION

Identifying the proper mix of recreation programs is an important first step to delivering community services. The second step is identifying program strategies as identified in the previous sections. A major component of an overarching program strategy is having an appropriate marketing and communications plan.

1.11.1 BARRIERS TO PARTICIPATION

Township residents were asked to identify what is preventing them from using parks, recreation facilities, and/or programs **(Figure 16)**. The number one barrier reported is "I do not know what is being offered." This indicates Township residents lack a comprehensive program awareness of Township offerings.

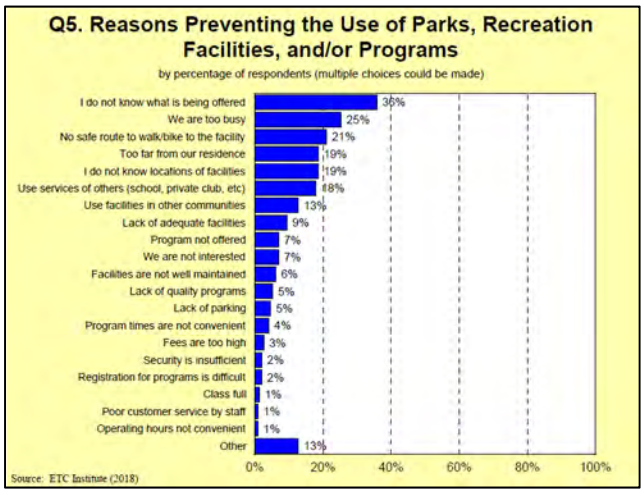

Figure 16-Barriers to Participation

1.11.2 MARKETING PRACTICES

Understanding that there is a potential disconnect between the Township's marketing efforts and the effectiveness they have, residents were asked to indicate what sources their households use to learn about parks and recreation programs and activities **(Figure 17)**. Out of the 13 sources examined, the leading sources are:

1. Friends & neighbors
2. Deerfield Township website
3. Parks sign boards
4. Activity guide program catalog
5. Facebook

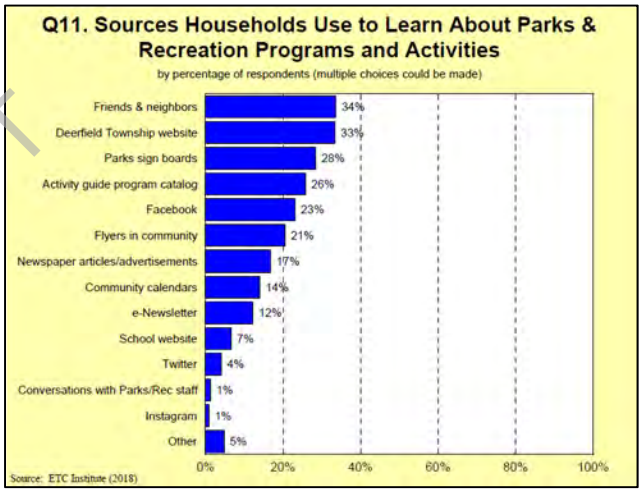

Figure 17-Current Marketing Sources Used

There are several important themes identified when assessing how residents learn about programs and parks. First, there is a lot of personal communication happening within the Township which is encouraging because it indicates that parks and recreation is talked about often. Second, two of the top five areas involve technology (website and Facebook). Capitalizing on an ever-increasing technological world is paramount. Third, more traditional mediums such as park sign boards and physical program catalogs are still used by residents. This indicates there is still a need for a combination of digital and physical marketing mediums.

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1.11.3 PREFERRED MARKETING PRACTICES

Residents were then asked to assess the same list of marketing sources to help identify how they would most *prefer* to learn about parks and recreation programs and activities **(Figure 18)**. The top five most preferred sources are:

1. Deerfield Township website
2. Activity guide program catalog
3. E-newsletter
4. Facebook
5. Parks sign boards

Results indicate a difference between how residents currently learn about parks and recreation programs and parks and how they prefer to learn about these things. Interestingly, friends & neighbors dropped out of the top five and e-newsletters entered. This makes sense given three of the top five preferences all pertain to technology (website, social media, and email). Given this information, it is important for the Township to concentrate on the technological side of parks and recreation services.

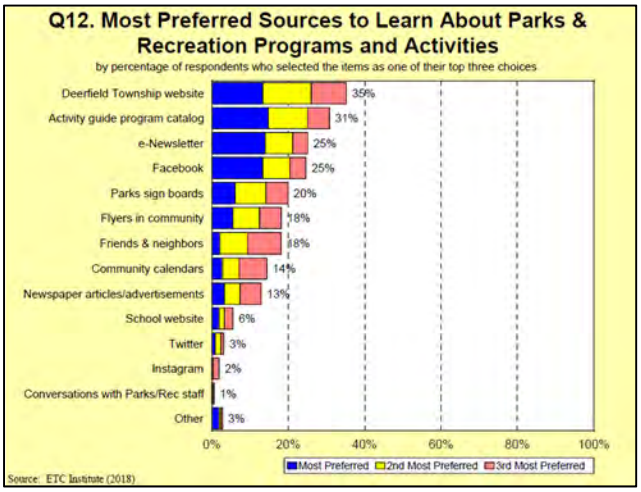

Figure 18-Preferred Marketing Sources

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1.11.4 MARKETING AND COMMUNICATION RECOMMENDATIONS

The consultant team recommends the following regarding marketing and communication:

REDUCE BARRIERS TO PARTICIPATION THROUGH MARKETING EFFORTS VIA APPROPRIATE CHANNELS

Residents indicate a need for the Township to alter its current marketing efforts/approach. Fortunately, the existing approach has led to positive word of mouth communication within the community. Unfortunately, it is hard for communities to rely heavily on word of mouth communication because it is often hard to communicate in a timely fashion and often times intended messages can be misconstrued or misrepresented from person to person. There is an identified need to enhance marketing practices by concentrating on technology use and integration. This means a focus on website functionality and navigation, social media use, and registration software should be enhanced to help support both the existing and future core program areas.

1.12 VOLUNTEER AND PARTNERSHIP MANAGEMENT

Today's realities require most public park and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Effective partnerships and meaningful volunteerism are key strategy areas for the Township to meet the needs of the community in the years to come.

1.12.1 CURRENT VOLUNTEER MANAGEMENT

When managed with respect and used strategically, volunteers can serve as the primary advocates for the Township and its offerings. Currently, the Township informally tracks volunteerism. The Township does not have a formal/adopted volunteer policy. Tracking volunteer hours can be used in budget discussions showing how well the Township is able to leverage limited resources. Engaging and rewarding volunteers will enhance community ownership and pride in the recreation programs and facilities the Township provides.

1.12.2 BEST PRACTICES IN VOLUNTEER MANAGEMENT

In developing the policy, some best practices that the Township should be aware of in managing volunteers include:

- Involve volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Township.
- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the Township overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other Township function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Policy, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Policy to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.
- In addition to number of volunteers and volunteer hours, categorize and track volunteerism by type and extent of work, such as:
    - **Regular volunteers:** Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
    - **Special event volunteers:** Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
    - **Episodic volunteers:** Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
    - **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
    - **Community service volunteers:** Volunteers who are volunteering over a specified period of time to fulfill a community service requirement.

Encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the Township and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves

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1.12.3 PARTNERSHIP OPPORTUNITIES

Deerfield Township currently does not maintain a list/database of all partner organizations and they have an inconsistent written agreement process for all partnerships in place. These recommendations are both an overview of existing partnership opportunities available to the Township, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but can be used as a tool of reference for the Township to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. **Operational Partners:** Other entities and organizations that can support the efforts of the Township to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the Township in exchange for reduced rates, services, or some other agreed upon benefit.
3. **Service Partners:** Nonprofit organizations and/or friends groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the Township collaboratively.
4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the Township in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
5. **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the Township to support the goals and objectives of the agency on mutually agreed strategic initiatives.

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1.12.4 POLICY BEST PRACTICE FOR ALL PARTNERSHIPS

All partnerships developed and maintained by the Township should adhere to common policy requirements. These include:

- Each partner will meet with or report to Township staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- If conflicts arise between partners, the Township-appointed lead, along with the other partner's highest ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement.

Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement.

1.12.5 POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of Township facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publicly-owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities. These unique partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, Township staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Township.
- As an outcome of the partnership, Deerfield Township must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Township for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- If applicable, the private contractor will provide a working management plan annually they will follow to ensure the outcomes desired by the Township. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.
- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Deerfield Township Director or their designee.
- The agency has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

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1.12.6 VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

The planning team recommends the following regarding volunteers and partnerships:

TRACK VOLUNTEERS, VOLUNTEER HOURS, AND PARTNERS

Formalize the volunteerism process by establishing a database that tracks all volunteers, volunteer hours, partners, and partner resources leveraged (dollar value of partnering, if possible). Assign volunteer and partner tracking responsibility to one staff person; include this in the job description.

ESTABLISH FORMAL VOLUNTEER AND PARTNERSHIP POLICIES AND AGREEMENTS

Following the best practice listed in the previous section, establish volunteer and partner policies and agreements that are tailored to the different types of volunteers and partnerships the Township encounters. Assign management of the policies and agreements to one staff person and include this in his or her job description.

APPENDIX H

OPERATIONS ASSESSMENT

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OPERATIONS ASSESSMENT

1.13 1.1 OVERALL PROCESS AND PURPOSE

The overall process and purpose of doing an operational assessment focuses on how efficient and effective the organization operates and what opportunities or polices could be instituted that would make the Department more effective. The Operational Assessment includes the following:

- Summary of findings
- Recommendations for improvement
- Classification of services
- Operational standards
- Performance measures and indicators
- Information systems and technology
- Organizational design and staffing
- Staffing levels
- Partnership/volunteer support for facilities.

1.13.1SUMMARY OF FINDINGS:

The Department lacks an overall management approach to operations as it applies to the following:

- A clear vision of what the Department wants to be known for and how they want to manage all elements of parks, recreation facilities and program services. This includes an operational policy and procedure handbook versus individual policy pieces that lays out all the elements of and effective organizational approach to parks and recreation services. The Department is interested in becoming accredited with NRPA in the future as part of the overall operations to achieve best practices.
- The Department does not have a clear strategy of policy on how to deal with developers working in the Township as it applies to a land dedication ordinance for parks or using impact fees for acquiring park land and developing those lands acquired to support the population growth in the Township. Example see Park Land Dedication Example on (pages 24 and 25).

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1.13.2RECOMMENDATIONS FOR IMPROVEMENT

The Department should consider the following for improvements to operations of the system:

- Seek NRPA Accreditation over the next five years for best practices in parks and recreation management
- Organize the Department staffing needs around standards based on acres to maintain parks, trails, cemeteries, programs, administration, marketing and management of park amenities that are expected by the community.
- Build an operational budget based on the right person doing the right job with the right skill set for the right benefit and pay to the agency. This can be either fulltime, part-time, seasonal or contracted staff.
- Update staffing and organizational structure that aligns with implementing this master plan.
- Create a new organizational structure for the Department as outlined in the Organizational Design and Staffing section of this operational assessment report.
- Manage the park system to performance measures and expected outcomes that can move the department forward through effective data management and operational standards for improving parks, programs, facilities and services.
- Develop a policy and procedure handbook that is updated yearly. Include new polices on ADA compliance on accessing parks and trails, drones in parks, smoking near playgrounds and private contractors using parks for personal gain, gifting of trees, benches, brinks.

- Develop partnership polices for public/public partnerships, public private partnerships and public not for profit partnerships.
- Develop a pricing policy based on a unit cost and classify services on if it is a core essential, important or value-added program.
- Track unit costs to maintain an acre of park property, a mile of park trails, a playground, sports fields, picnic shelter or special use facility.
- Incorporate a land dedication ordinance to acquire park land through development exactions and include impact fees to develop the parks from the type of development to occur in the area of the location of the park.
- Develop a marketing and communication policy.

1.13.3 ORGANIZATIONAL DESIGN AND STAFFING

- The Departments approach to staffing is not based on operational maintenance standards for parks, trails, cemeteries, and sports fields based on a unit cost or a staffing level of care for per park-maintained acreage. The department doesn't track unit costs for what it cost to maintain an acre of maintained acre of park property, a sports fields, a mile of trail, a picnic shelter or a specific program. Most of these costs are driven by the operational budgets and what the staff can reasonable absorb in the time they have available.
- Staffing levels are not determined by function and hours to achieve outcomes as it applies to fulltime staff, part-time staff and seasonal staff. These positions are based on an operational budget that is given to the department and not driven by community need or expectation.
- To achieve a higher level of impact in the community the organization needs to have the appropriate balance of people to maintain its parks, develop programs for people in the township who want to use the parks and recreation facilities.
- The Department is lacking significant program staff to activate the parks and recreation facilities as well as to administer the elements of program registration, marketing of services, contract management of instructors and maintenance contractors working in the parks.
- An updated organizational chart is needed that demonstrates efficiency and effectiveness of these elements and the staffing required to achieve it.

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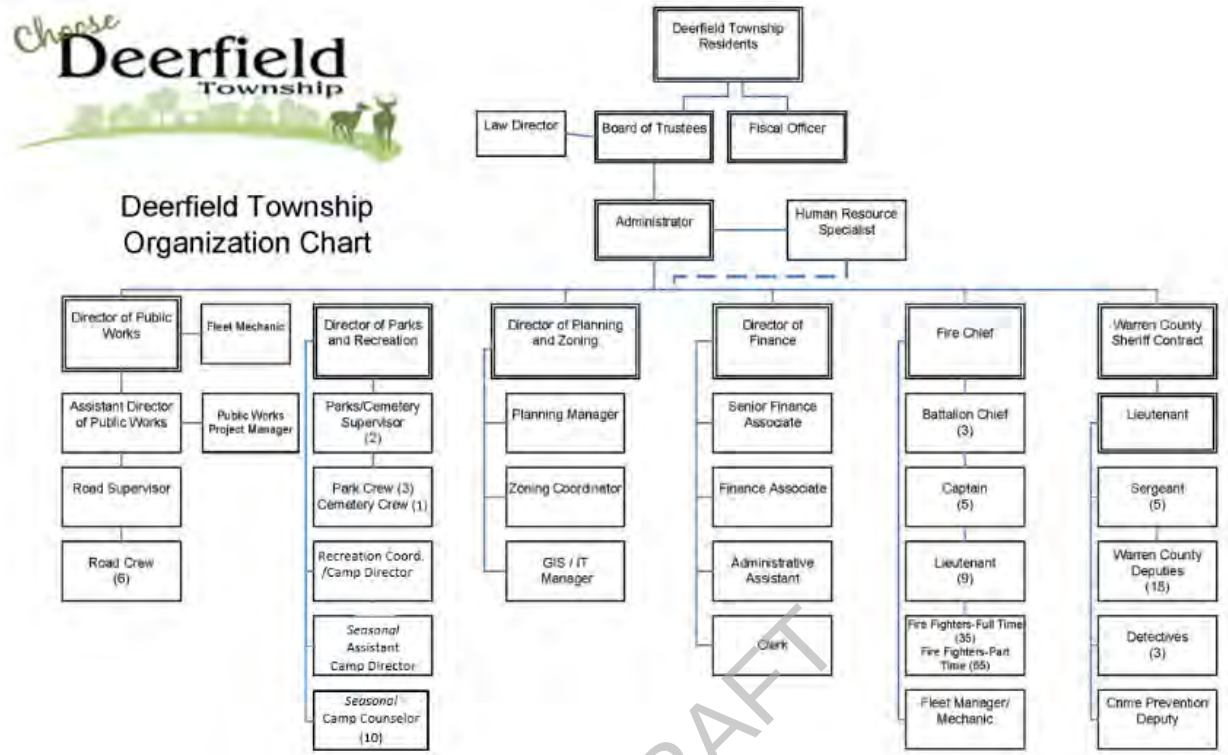
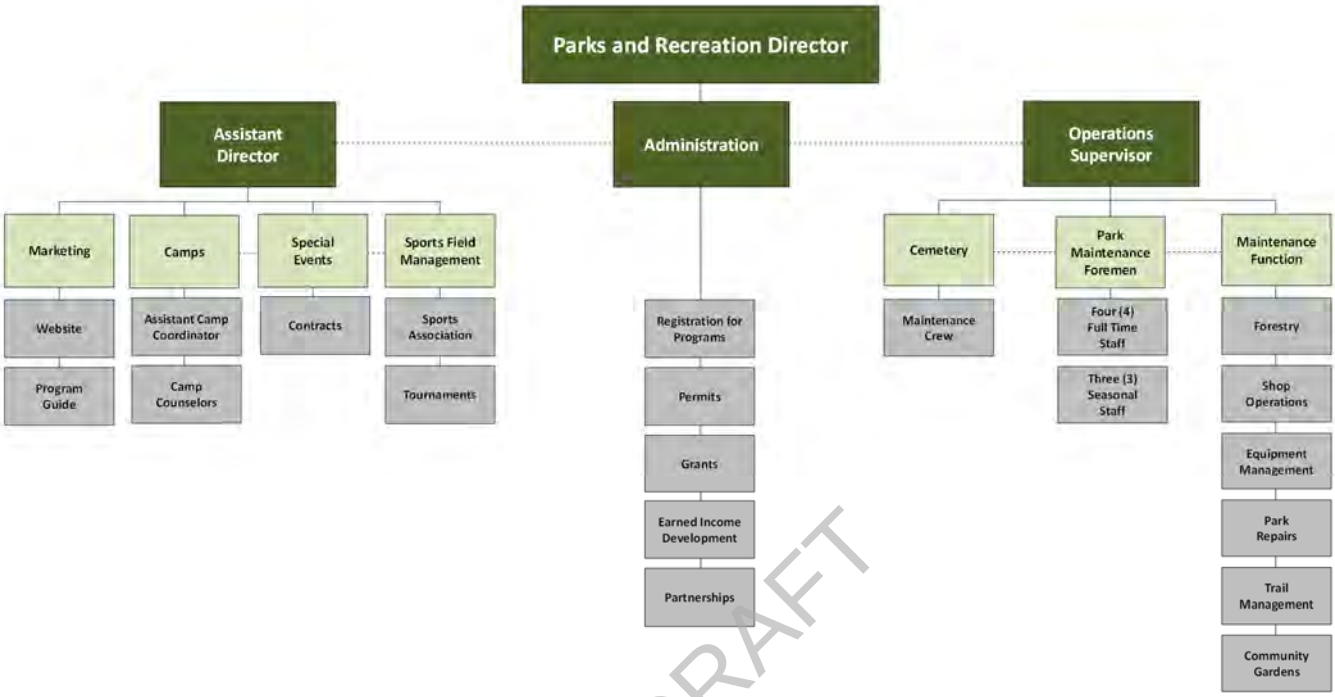
CURRENT ORGANIZATIONAL CHART



The staff would like to have a staffing plan and organizational structure based on the recommendations that come from the Master Plan. **PROS developed a new updated organizational chart based the recommendations for parks, recreation facilities, programs, maintenance and administration as outlined in the master plan report. The goal of the staffing plan will center on staffing costs remaining to be in the 55%-60% of the operational costs.**



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1.13.4 OPERATIONAL STANDARDS

- Operational Standards or policies are not in place for how to effectively partner with public/public partners, public/not-for-profit partners or private partners. This causes the Department to manage these partnerships sometimes in a defensive manner versus a proactive manner. The Department should consider adopting partnership policies to effectively manage partnerships with the Township.
- The Department is not driven by performance measures that focus on outcomes they want to achieve as it applies to parks, programs, partnerships, earned income, cost recovery, meeting customer expectations, meeting maintenance standards or meeting their goals. The Department operates in an effort-based approach to doing their work versus an outcome-based approach.

1.13.5 CLASSIFICATION OF SERVICES

- The Department needs to classify recreation services based on essential, important and value-added programs and services.
- A Pricing Policy and a Policy for Cost of Service needs to be developed to provide consistency across the system in terms of pricing services.
- Currently the Department does not have a cost recovery strategy or pricing policy in place. They don't charge sports teams now for permits to use the fields or for field maintenance for exclusive use of those facilities. This should be accomplished by establishing a true cost of service both direct and indirect for sports fields management and maintenance. This needs to be addressed in the pricing policy and how to deal with select teams who use the sports fields for their own personal gain as it applies to hosting tournaments.
- Teams have contributed to the development of fields which included a $45,000 contribution for the fields for one Township park in the past.
- The Department has never been expected to recover any cost for private benefit services provided by the Department for sports fields.

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SAMPLE COST RECOVERY AND PRICING POLICY

CORE VALUES

We are committed to these Core Values:

- Environmental Conservation and Stewardship
- Informed Planning
- Quality Service
- Community Responsiveness and Collaboration
- Equity and Fairness
- Dedicated Leadership
- Fiscal Responsibility

PURPOSE

DPR is committed to providing outstanding parks and recreation experiences for the community, which shall include providing quality recreation programs. It is necessary for DPR to have a sound and consistent pricing policy that will serve as a management tool for establishing, implementing and evaluating various fees and revenue options. The establishment of a pricing policy may allow for additional programs and facilities to be made available that would enhance the level of service, or the quality of programs provided. This also allows for DPR to provide higher quality of services due to these limited operational dollars.

The new Pricing Policy for DPR is designed to provide staff with consistent guidelines in pricing admissions, use of facilities, establishing program fees based on the individual benefits a user receives above a general taxpayer. The policy will help DPR address revenue goals to support operational costs, provide greater fairness in pricing services to users,

and help support the implementation of future programs and services. This Pricing Policy allows the DPR, users; staff and general taxpayers to better understand the philosophy behind pricing of a program or service. The Pricing Policy is based on the cost recovery goal for the service established by the Township Board to provide the service and whether the service is a core essential, important, or value-added service.

ISSUES ADDRESSED

The pricing policy will help the DPR in establishing appropriate program and service fees for the future operations and maintenance of the programs and facilities that are managed to help meet cost recovery goals established by the DPR Board. A sound pricing justification, philosophy and effective data puts DPR in a positive position when it comes to establishing justifiable pricing and fees to offset operational costs.

EXPECTED OUTCOMES AND BENEFITS

The guiding principles for the creation of an effective pricing policy are as follows:

- Accessibility, Fairness and Affordability
- Supplemental Funding
- Efficiency
- Achieve Cost Recovery Goals

DEFINITION OF TERMS

Essential Services are those services parks and recreation offer that provide all users the same level of opportunity to access the service. The level of benefit is the same to all users. Examples of essential services are open public access to use a regional park, a playground, a trail or a picnic area that cannot be reserved. Essential Services normally have low level, or no user fees associated with their consumption. The cost for providing these services is borne by the general tax base.

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Important Services are services whereby the user receives a higher level of benefit than the general taxpayer. The taxpayer benefits as a whole because the service provides a more livable community and the service has a good public benefit as well. Examples of important services are swim lessons, youth sports, summer camp programs for youth, nature education programs and special events that promote healthy active lifestyles.

Important Services can be priced using either a partial overhead pricing strategy or a variable cost pricing strategy. Partial overhead pricing strategies recover all direct operating costs and some determined portion of fixed indirect costs. The portion of fixed indirect costs not recovered by the price established represents the tax subsidy. Whatever the level of tax subsidy, DPR staff needs to inform the users by letting them know that DPR is investing a certain dollar amount and/or what percentage level of investment they are making in their experience.

Value-Added Services are where only the user benefits. This is where DPR needs to implement pricing services using a full cost recovery strategy. The price of this service is intended to recover all fixed costs and variable costs associated with providing the service. Examples of value-added services are food services for resale, retail services, and rental of space for weddings and business meetings.

ACCESSIBILITY, FAIRNESS AND AFFORDABILITY

Equity and fairness mean those who personally benefit from the service above what a general taxpayer receives should pay for that benefit and those who benefit the most should pay the most. Affordability should be based on benefit and ability to pay. This policy recognizes that affordability is in the eye of the user. Public park and recreation agencies offer three kinds of services. Example of Essential services, Important services and Value-Added services are outlined above. The type of service and benefit received will directly determine the cost recovery level or pricing strategy to be used in the pricing of the services and products DPR creates.

SUPPLEMENTAL FUNDING

Supplemental funding means that user fees and prices charged for admissions, programs, food services, retail services, rentals and special events will assist in the overall funding of the DPR operations. The revenue produced through this will give DPR the needed cash for operations, capital costs and marketing dollars to promote programs and services available to the community. These dollars can come from any source that supports operations and include grants, sponsorships, partnerships, permits, special rental uses and many other options. DPR staff looks for these opportunities whenever possible.

EFFICIENCY

DPR staff can evaluate how the service is delivered and if it is delivered in the most effective and efficient manner based on the cost to deliver the service. Priorities to enhance user or visitor experiences are clearly defined because the services provided are clearly made visible and the priorities are established based on the direct user costs that are associated with the activities that users want. Pricing of services correctly can achieve six positive results:

- Reduces congestion and overcrowding
- Indicates user and visitor demand and support for the service
- Increases positive user and visitor feedback
- Provides encouragement to the private sector to invest in DPR type programs through contracts that can bring greater revenue to the DPR
- Ensures stronger accountability on DPR staff and management of the service
- Creates multi-tiered pricing so users who want a higher level of quality can purchase it

DISTRIBUTION OF REVENUE FUNDS TO ACHIEVE COST RECOVERY GOALS

Distribution of Revenue means dollars generated from each activity are redistributed back to the area they came from to pay direct cost and indirect cost in some situations and for future improvements associated with a facility or activity. Examples would be sports leagues pay for improvements to the sport fields or camper fees make improvements to campgrounds.

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The staff will document the cost of services provided through a costing model. The true cost of each activity is designated as direct and indirect costs associated with providing a product or service.

A review of all prices periodically is recommended to document the changes that have occurred within the products or services provided by DPR. This will help staff to evaluate which program, product or service should have adjustments based on the Pricing Policy.

DPR and staff will set prices for services based on the following process:

- What is the cost to provide the service and what is the cost on a per experience basis, hourly rate, or unit rate?
- Is the program or service a core program or non-core program based on the criteria established?
- Is the program an essential, important or value-added service based on the established criteria in the pricing policy and the level of personal benefit the user receives over what general taxpayer receives?
- Does this price support the cost recovery goal desired for the program or recreation facility to support sustainability?

PRICING POLICY PROCEDURES

Key Elements in implementing the Pricing Policy include:

- Create value and price accordingly
- Know the costs (direct/indirect) and level of cost recovery goal the Township Board has established for that service
- Understand how the price established compares in the market place

- Price services correctly the first time
- Use differential pricing based on participant, product, and times to encourage greater use of the service or facility
- Educate staff, volunteers, boards and officials on the pricing methodology used
- Communicate price and DPR cost to provide the service to users and how much the user paid to cover the cost of the service
- Eliminate entitlement pricing

ESTABLISH CORE SERVICE CRITERIA

- Does this program/service align with the DPR's Vision and Mission?
- The program/service meets at least one of the strategic directions of the DPR
- Full time staff or approved contractors are responsible for execution of the program
- The program has a strong social value that is part of a solution to an identified strategic direction
- The program has strong economic appeal and creates a strong return on investment for the DPR system
- The program has a high partnering capability to enhance promotional opportunities or to offset operational costs
- The program/service currently meets the capacity performance measures developed by staff
- The program is in a growth or mature stage of its lifecycle and has proven to have long term participation appeal
- If the service is determined to be a core service:
    - What classification does it fall under (Essential, Important or Value Added)?
    - What is the true cost to provide the service and current level of subsidy?
    - What is the current price of the service and what level of cost recovery does it support now? What pricing alternatives are currently being used?

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ESTABLISH COST RECOVERY GOALS

Essential Services – 0-10% of direct and indirect costs

Important Services -20%-80% -of direct and indirect costs

Value Added Services- 80%-100% of the costs

Examples:

- Youth Services 30-50% of the direct and indirect costs (summer camps)
- Adult Services -50-100% of the costs (fitness related programs)
- Senior Citizens Services-50 to 75% of the costs (events with live entertainment)
- Rentals of Facilities-100% of the costs (Exclusive use of Soccer Fields for Travel Teams)
- Adult Health, Education Services-100% of the costs (Cooking Classes or Trips to a museum)
- Life Skill programs-100% of the costs
- Archery Range (youth programs -50%, adult programs 100%, events 100%)

USER LANGUAGE IN PRICING SERVICES

In pricing services, the PRD staff should inform users of what they are paying for and what the DPR is paying for in the following type of sample language. "The $20 dollar you are paying for your child's recreation experience is covering approximately 50% of the cost (total of $40) to provide this service for your child; the DPR through the Parks Levy millage is investing the other $20 dollars in your child's experience as part of this program."

OTHER PRICING METHODOLOGIES TO CONSIDER IN PRICING SERVICES

Options to consider:

- Charging non-resident rates
- Prime time/non-prime time rates
- Group rates

- In season/off season rates
- Change the minimum numbers higher to hold program (low cost-high volume approach) to spread cost to more people while keeping price the same
- Reduce the quality of the program/service to keep existing price
- Change the contractor rates to make cost lower

Questions for DDPR Staff to consider:

- Can a sponsor/partner pick up a portion of the program costs?
- Can DPR offer the program/service in a less expensive venue?
- Can DPR reduce the discount levels for selected age segments?
- Can DPR use contractors for the service versus using public employees?
- Can DPR pay a lower rate to employees to provide service?
- Can DPR partner with a local agency to spread the costs?
- Can DPR graduate the price higher over a period? How long?
- Can DPR manage the site or program differently?
- Can DPR negotiate the rate versus keeping the established rate?

EXAMPLE OF A PRICING PROGRAM COSTING FORM

Program Name				Budget Code	
Preparer Name		Year		Expenditure Quarter	1 2 3 4
Type of Service:	Essential	Important		Value-Added	

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Expenditures: Only incorporate those costs associated with the program and include direct and indirect costs.

I. Salaries	**Estimated $**	**Actual $**
Full time with Fringe		
_____hours @ $		
Part time with Fringe		
_____hours @ $		
_____hours @ $		
_____hours @ $		
Overtime		
_____hours @ $		
_____hours @ $		
Clerical Support with Fringe		
_____hours @ $		
Total	**$**	**$**

II. Other Operating Expenses	Estimated $	Actual $
730429 Contracted Services		
730646 Equipment Maintenance		
730653 Equipment Rental		
731213 Membership Dues		
731241 Misc Expense		
731339 Periodicals/Books/Publications		
731346 Mileage _____miles @ $0.55 @ _____ staff		
731941 Training		
732018 Travel & Conference		
750399 Office Supplies		
750504 Small Tools		
750581 Uniforms		
776666 Print Shop		
778675 Telephone Communication		
Other Operating Expenses cont.	**Estimated $**	**Actual $**
750511 Special Events		
750231 Custodial Supplies		
774677 Insurance Fund		
77661 Motor Pool		

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Other Operating Expenses cont.	Estimated $	Actual $
Totals		

In-kind Services	Total $
Facilities	
Buses	
Units	
Volunteer/Staff	
Miscellaneous	

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In-kind Services cont.	Total $
In-Kind Totals	$

Expenditures Summary	Actual $
Total Direct Cost	
Total In-kind Services	
Grand Total	**$**

ESTIMATED PROGRAM REVENUE - MEANS OF FINANCING THE PROGRAM

I. Participation Fees		Total $
Cost per Person		
Min # Users	x User Fee	
Max # Users	x User Fee	
II. League Fees		
Cost per team		
Min # Teams	x User Fee	
Max # Teams	x User Fee	
III. Resales (Concession/Resale Items)		
Minimum Revenue		
Maximum Revenue		
V. Special Event Fees		
		Fee$
VI. Sponsorship/Donations/Grants		
Total		

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FINANCIAL SUMMARY

	Projected Minimum	Projected Maximum	Actual $
Revenue			
Expenses			
Total			
Cost Recovery Goal %			
Proposed Fee			

1.13.6 INFORMATION SYSTEMS AND TECHNOLOGY

- The Department does not have a technology plan in place to manage registrations of programs, management of permits, or tracking work orders in the department. The software programs are not present in the system currently.

1.13.7 PARTNERSHIP/VOLUNTEER SUPPORT FOR FACILITIES

- The Department does not have a policy on Partnerships for public/public, public/not-for-profit and public private partners. See appendix for a sample policy to address these elements for the future.
- The department doesn't have volunteer policy for recruiting volunteers, training volunteers and placement of volunteers in the system. However, they do have a Volunteer Code of Conduct in place.
- The organization chart does not show a volunteer position of any kind either part-time or fulltime to help offset existing staff needs within the Department.

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1.13.8 IN-DEPTH REVIEW OF CURRENT POLICIES

PARK RULES

Policies that are missing in the park rules include how to address drones in parks, ADA best practices for supporting access to trails via golf carts, smoking in parks, and private individuals using parks for personal gain without a permit through programs they provide to the public. Policies do exist for programming, the Snyder House, field use, and archery.

- The **park user rules and regulations** are well stated but should be evaluated and updated every other year the current policy reviewed was last updated in 2008.
- Penalties are very low for violation. The Township should work with the local probate judge on set fees he/she will enforce on behalf of the township.
- Policy use as it applies to scooters, golf carts in parks should require a doctor permit that outlines why a person is not able to walk and requires a special use vehicle. These support vehicles should incorporate handicap safety elements and awareness elements so other users are aware of them on a path. The users of the special carts must be able to drive a car, have a driver license, the cart will be limited to no more than 5 miles an hour and include a safety flag to warn users that they are coming. Scooters on trails will be limited to the same and be responsible for safety speeds on trails and parking lots. No alcohol can be consumed while riding in a cart on a park trail.
- The Park User Policy doesn't address drones in parks and it should. See Drone policy example in the appendix of this document.
- The Department does not have a Private Lesson policy where by private contractors use parks for personal gain. Most park systems have a policy for this type of activity that outlines that the user must be registered with the Department as a licensed contractor and pay a permit fee for any location they use for exclusive use of a space for personal gain.

- The Department does not have a policy on Free Speech as part of their policy for parks. See appendix for sample policy.
- The Township would like to establish an ADA policy for use of golf carts on park trails including speed limits.
  - Evaluate what other park systems allow on trails for people with disabilities as it applies to golf carts and scooters use, speed, and number of people involved and apply it to what is considered a reasonable accommodation and sign the park accordingly.

PRICING OF PROGRAMS AND SERVICES

- The Department does not have a clear approach to policy development as it applies to pricing of services for programs and services and how to address permits for exclusive use of park facilities such as park shelters, hospitality spaces, and sports fields.

PROGRAMMING POLICIES

- The Programming Polices are spelled out well as it applies to the does and don'ts of a participant.
- The policy is more user focused than program specific focused.
- Pricing policies and what qualifies for financial support is not well spelled out in the policy as written.
- A cost recovery goal is not stated by program type in the programming policy.
- The policy doesn't discuss the Township policy of inclusion when dealing with people with disabilities that want to participate in a program.
- The program policy does not state what the requirements are for instructors to teach, coach, train or guide a program, which should be stated in the policy.
- The policy does not address what is a core service and what is not, nor what their core programs are and when they will open a new core program for the community.
- The Department does not have a new program proposal for an instructor to provide an application for a new program. See appendix item for sample program proposal form.
- The Department does not have an Event Sponsorship Policy for the Department. See appendix items for a policy to consider incorporating into their park policy rules and regulations.

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ATHLETIC FIELD USE

- The field use policy is well written and inclusive but should incorporate additional items that include no groups can sell their permitted time to another group or select team for financial gain, the number of hours each field will be track so as to not over play a field as it applies to practice, recreational play and competitive playfields.
- If someone or group destroys a field it uses during or after inclement weather, there needs to be a process to address the damage and a way to collect fees from the user group who is responsible for the damage.
- The Township should consider an hourly cost for teams involved in renting fields for regional tournaments to support their league, team or traveling group an require a higher level of care for additional dragging, lining and field preparation for team profit as part of their policy. These costs should not be subsidized by the Township.
- The existing policy does not address how you determine new sports or new leagues that wants to use existing fields for their sport in providing access to the Township's permit system. It appears that a group will have to wait three years.

FACILITY USE

- The archery range policy and rules are very straight forward on how to use the range in respect to users, safety and protocol. As far as the range and use it is well done.

DONATIONS

- The Department doesn't have a policy on tree donations, benches, bricks and mass tree donations as part of gift policy for their park system. See appendix items for more detail on this policy.

- Currently the Township does not have a Memorial Donation Policy. This policy should include how to address mass tree donations by groups who do not follow through with providing manpower to install the trees, if volunteer manpower is part of the donation agreement.
    - The Staff should institute a policy and cost associated with planting trees or installing memorial elements on the front end. The cost should be established up front and all the costs should be paid up front to the Township. If the volunteers meet their part of the manpower agreement, then the funds will be reimbursed back to them after completion of the installation.

ZONING POLICY FOR NEW DEVELOPMENTS

- The Landscaping and Buffering policy is well written and describes the elements required by the developer. The only suggestion by the consulting team that when a developer develops a area and there are large trees on site that have to be removed that for each tree removed four trees of 2/12 caliber size be replanted on site or in a park to mitigate the loss of those trees or the Township can set up a tree mitigation fund and developers can pay into that fund the value of the trees removed and the Township will use those funds for future park improvements.

1.13.9GENERAL

SUMMER CAMP

Discussion with staff indicates that they operate half day summer camps at two locations in the Township. The half day camps are limited in the number of participants due to capacity and have a large waiting list. The other camps recover approximately 30 to 60% cost recovery.

PROS suggest that summer camps be offered in two different formats. One camp for half a day for one week offered at one location four times a summer that covers half of the cost to provide the camp based on its level of exclusivity. In addition, PROS recommend a full day camp that is offered at one location starting at 8am and ending a 4pm for five days a week at one location that the cost to provide is 100% recovered from the participant to cover the operational costs and follows other similar park systems in Ohio who have full day camp. A minimum number of participants are required to hold the camp such as 15 and a max if 30 participants.

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SPECIAL EVENT VENDORS

Discussions with staff indicate that they would like to host special events with vendors to help support the event financially.

PROS recommends that the Township staff develop a Request For Interest (RFI) for vendors to respond to that outlines the goal of the special event, targeted audience the Township is looking to come to the event, hours of the event, hours a vendor needs to be on site, requirements for set up and cleaning up after themselves, location, parking requirements for the vendor, code requirements for serving food, and invite special event vendors to support their interest in being part of the event.

Once the interest is established the Township should negotiate individually with each vendor a percentage back to the Township to help finance the event with at least 25% paid up front. All vendors fees need to recover 100+ from vendors to be on site with no vendor subsidized. They must fill out an application fee with required insurance as part of their application. A map of where they can set up needs to be established and guidelines such as expectation of electricity and having any required food permits be made available as part of their agreement with the Township. The Township can pick and choose who submitted their RFI to them based on their value to the anticipated participants who is targeted to be at the event. Food Trucks are included in this process and must follow these guidelines as well.

FREE SPEECH AT SPECIAL EVENTS

Discussion of free speech participants at special events was discussed. At most public special events in park systems these folks are given a site that is not part of the main area where the event is taken place but where they can set up

and not bother event goers and if people want to walk over to their location to hear about what they are advocating they are welcome to do so. No accommodation for sound will be provided by the Township. The Township will require approval for all Free Speech Demonstrations prior to the event through an application process.

1.13.10 APPENDIX ITEMS

The following appendix items are listed to provide examples for the Department to consider as it applies to the following:

- Programming and Special Events policy example
- New program proposals policy example
- Program innovation audits and policies
- Marketing and Communication policy example
- Memorial donation policy example
- Land dedication policy example
- Partnership policy example
- Events sponsorship policy example
- Funding sources examples
- Drone policy example

1.14 SAMPLE POLICY: PROGRAMMING AND SPECIAL EVENTS

EVENTS IN THE PARKS POLICY

The purpose of this "Events in the Park" Policy is to provide guidelines for DPR to review all special requests from civic and service organizations, not-for-profits, businesses, and citizens for events, programs and activities desired to be held in Township parks, facilities and properties. This policy will establish procedures to adhere to for all groups who wish to utilize DPR facilities for their events. It is designed to try to ensure that all events support the DPR's goals for services to the community and remain responsive to the public's needs and values while keeping the vision and mission of DPR in consideration. DPR parks, facilities and properties may be made available for uses consistent with the policies herein and are subject to availability and review and consideration by the Township Board.

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ISSUES ADDRESSED

The "Events in the Park" Policy establishes guidelines and principles to maintain consistency and organization when working with parties interested in providing events in DPR facilities.

Consideration for all events in the park must be evaluated to ensure they are not political, impose on the general public, offensive, discriminatory, or immoral in any way as determined in the sole discretion of the PRD and/or Township Board. In its consideration and approval of an event, DPR may impose certain terms and conditions that must be adhered to by the User Groups, including, but not limited to, that certain insurance be maintained by the User Groups identifying the Township and the DPR as additional insureds, that the User Groups be required to indemnify the Township and DPR from liability resulting from the event and such other terms and conditions as determined necessary by the DPR Board and depending on the details of the proposed event.

EXPECTED OUTCOMES AND BENEFITS

- To maintain a systematic and consistent approach to evaluating all "event in the park" requests.
- To provide individuals, organizations, and businesses with direction on how to apply for and implement an "event in the park" as well as understand the rules and regulations of the Department, Township ordinances, State Code, and understanding of liability as it pertains to the desired event.
- To provide DPR staff with a standardized system to ensure each party is adhering to not only Department rules and regulations but also Town Ordinances, insurance requirements, and any terms and conditions imposed by the DPR while the individuals, organizations, and businesses host their own event or provide events to the community.
- To ensure that events open to the public and provided by User Groups other than the Parks Department align with DPR's mission of moving the DPR forward.

- To ensure the "events in the park" raise awareness of DPR and contribute to building its positive image in the community.

GUIDING PROCEDURES FOR IMPLEMENTATION, MANAGEMENT AND RENEWAL

"Special Event" includes, but is not limited to, a performance, meeting, assembly, contest, exhibit, ceremony, parade, athletic competition, reading, or picnic involving a number of people greater than a shelter can accommodate and where the desire is to attract the general public to participate that may require additional DPR resources and/or staff as well as a designated facility, space or other amenity of the DPR that would be requested to be reserved in order to accommodate such activities. Special Events do not include casual park use by visitors, or individual rentals.

PRIORITY USES

- Priority shall be given to groups and individuals whose request reflects significant community interest and general value. The DPR will review each request to ensure that applicants adhere to the policies herein.
- Applicants wishing to use the park facilities shall meet requirements as outlined under the determined User Groups. User Groups are classified as the following:
    - User Group 1: Township/Park Related Activities – This Group includes, but is not limited to, Township meetings, classes, special events or activities. This Group will have no fees associated with the use of the Department's facilities and these activities will benefit the community.
    - User Group 2: Township Partnerships and Township Sponsored Events – This Group includes, but is not limited to, Schools, Library, and other Township agencies. This Group may not have fees associated with the use of DPR facilities so long as a written agreement listing the facilities as a contribution has been approved by the Township Board.
    - User Group 3: Civic and Service Organizations, and Not-for-Profits – This Group includes, but is not limited to, Scouts, Youth Athletics, Youth Organizations and Clubs, Lions Club, Kiwanis, Churches, and other Community Groups. This Group will have fees associated with the use of DPR facilities, unless a written agreement listing the facilities as a contribution has been approved by the Township Board.
    - User Group 4: Private Businesses, Organizations and Citizens – Acceptable events will be determined by the DPR. This Group will have fees associated with the use of DPR facilities, unless a written partnership agreement listing the facilities as a contribution has been approved by the Township Board.

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PROCESS TO SUBMIT FOR AN EVENT IN THE PARK

- Interested parties should contact the Department in writing at least three months in advance of the proposed date of the event.
- Everyone, organization, and/or business may be required to fill out an Event in the Park Form and submit the completed form for the Special Events Committee to review.
- All requests should be made in writing on the Event in the Park Form and submitted to the Township Parks and Recreation Department at a minimum of 90 days prior to the date of the event.
    - Applications can be found on the Department's website in the Document Center, under the name "Event in the Park Form."
- The application must fully be filled out for the staff to thoroughly review the event. The applicant shall also be required to submit such additional information as may be requested by DPR for the application to be considered. Failure and/or refusal to provide such information may result in immediate denial of any such application.
- The DPR Director, and/or his/her designee will review the proposal and make to draw conclusions. All requests will be presented to the Township Board.
- DPR reserves the right to refuse all requests as well as waive fees associated with the use of the DPR facilities.

EVENT IN THE PARK REVIEW PROCEDURES

Once proposals have been submitted the event will be evaluated as outlined.

- The Department will attempt to determine the costs both (direct/indirect) as it applies to each event, equipment requested, manpower, and the location requested for use.
- The staff will review the application for available dates, necessary permits, compliance with Town Ordinances, DPR policies and procedures and applicable law, needed assistance, liability coverage, fee and areas where more information is needed.
- After the initial review, a DPR employee will contact the applicant with questions and/or comments regarding the information received.
    - If all aspects of the event are in order and the date is available, the event will be approved.
    - If all aspects are not in order the staff may request additional information, documentation, compliance with certain additional terms and conditions as determined necessary, insurance, or decline the request.
    - ~~e~~ If approved, all fees associated with the event will be identified and due at the time of the reservation unless other arrangements are agreed upon in writing.
    - Parties of the event will be held responsible for any additional charges that are incurred or damages caused by the activities. A security deposit may be required.
- Approved events shall confine their use strictly to the specific area approved and will not be permitted to use any other space, equipment or apparatus unless it is approved in the application. Approved other events must also adhere to any other terms and conditions included by the DPR as part of its approval process.

EVALUATION OF THE EVENT IN THE PARK APPLICATION AND POST EVENT REVIEW

Each application as completed in accordance with this Policy and the DPR's procedures will be reviewed and considered by the Township Board and/or its Committee designee. The DPR reserves the right, to require certain terms and conditions to be included in any approval or a request and to decline any request as determined necessary in DPR sole discretion. Once the "event in the park" has been completed the organizer will need to contact the Department to review the results and discuss changes that need to occur if appropriate and decide about supporting the next event in the park effort. The results of the meeting will be presented to the Township Board.

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1.15 SAMPLE: NEW PROGRAM PROPOSALS

As a foundational organizational tool for the creation and development of new program ideas, a program development and planning process was created to standardize the process for staff to use. This planning process tool will be used to take proposed ideas and activities from concept to reality. A template copy of the process form is presented here.

1.15.1 PROGRAM DEVELOPMENT/PLANNING PROCESS FOR STAFF TO FOLLOW IN DEVELOPMENT OF NEW PROGRAMS

- Program Information
    - Title of program:
    - Proposed date/location for program:
    - Description of program:
    - Target Market/Age Group served:
- Rationale for Program
    - Why are you proposing this program?
        - Current program trend ____ Strategic direction met ____
        - Customer feedback ____ Survey results ____
- Financial Planning
    - Program budget (using DPR Cost form):
    - Rationale of program pricing:
    - Cost recovery goal for program:

    - Vendors/outside contractors to be used (Contract, insurance, check request):
- Staff Plan
    - Program staffing plans (Identify lead staff/support staff/additional paid staff/volunteers and responsibilities of each):
    - Training needs for program:
- Logistics
    - Facility reservation:
    - Facility site plan:
    - Risk management assessment:
    - Parking plan:
    - Crowd control:
    - Traffic flow:
    - Signage:
    - Transportation needs:
    - Maintenance work orders:
    - Park work orders:
    - Equipment needs:
    - Inclusion plan:
- Marketing Plan
    - Completed marketing plan (To include markets, methods and cost):
    - Communications contact:
    - Timeline for marketing strategy:
- Partnerships/Sponsorships
    - Identified potential partners/sponsors:
    - Dates of presentations of sponsorship proposals:
- Program Evaluation
- Customer feedback methods to be used (Focus group, pre-evaluation, post evaluation, trailer calls):
- Performance standards to be met:
- Performance indicators to be used (Attendance, cost recovery goal etc.):
- Media/political impact:

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1.16 SAMPLE: PROGRAM INNOVATION AUDITS

To revitalize, reinvent and evaluate current programs, a program innovation audit checklist has been developed for staff to review and make recommendations for improvement for each program they administer over the length of the strategic plan. The individual components of the programs that will be reviewed are listed below.

- Marketing and promotion efforts used to drive people to the program or event
- Effectiveness of registration methods
- Pricing strategies used and how effective each pricing strategy was in gaining users
- Budget/Cost Recovery goals were met
- Facility/Maintenance support
- Staff/Volunteers evaluation
- Vendors and Contractors performance
- Content/Quality of Program was well received by participants and noted in the evaluations
- Thank You/Memory Enhancer for participants were created and well received by users
- Use and Effectiveness of Technology in Program was effective and well received by users
- Partnerships and sponsorships helped to deliver the program in the most cost-effective manner

1.16.1 LIST OF CORE COMPETENCIES

Staff assigned to a lead program function must possess the following core competencies:

- Lead Program Staff must be well organized and understand how to develop the programs to drive energy and users to specific recreation facilities to increase visitation and create more operating revenue
- Lead Program Staff must be able to assign specific duties to full-time, part-time, contractors and volunteer staff to make the programs in the specific core area assigned with work plans on program standards to be delivered
- Lead Program Staff must be able to operate and manage a program budget, price services correctly and hold themselves accountable to meeting the budget requirements for the program without exceeding the budget assigned
- Lead Program Staff must hold staff accountable to meeting their requirements for providing a quality experience
- Lead Program Staff must be able to develop a program outline, marketing strategy and communications plan with internal staff in the registration office and marketing office to maximize the community's ability to access the program
- Lead Program Staff must be able to gain user feedback on the program or event created and teach and train staff on how to deliver on what the community expects from the facility and the programs offered
- Lead Program Staff must be creative in the program development approach to energize the community to get involved. This requires understanding selling benefits versus features of programs and facilities

LIST OF SUPPORT COMPETENCIES

The following are the requirements for Support Program Staff to follow. The Support Program Staff must:

- Allow the Lead Programmer to lead and follow their directions
- Implement the standards for the program as directed
- Support the program publicly and provide feedback to the Lead Programmer on issues that could be changed to enhance the program in the future
- Support staff must be able to teach and train part-time staff, contractors and volunteers on their specific duties
- Must be accountable to making meetings, providing program implementation pieces as assigned on time
- Provide constructive feedback as appropriate to the Program Lead when required

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PERFORMANCE INDICATORS

The following are performance indicators for program of operations:

- Customer satisfaction levels met
- Retentions of users
- Revenue to expenses of facilities and programs (cost recovery goals) met
- Capacity levels met for programs and recreation facilities
- Cost per experience goals met for programs and facilities
- Programs offered versus programs held meet the goals developed by the Recreation Superintendent

1.17 SAMPLE: MARKETING AND COMMUNICATIONS PLAN

The following Marketing and Communications Template outlines the process for recreation staff and specifically the Program Lead person to follow as they move forward in developing the core program area and the core programs that make up that area. The Template will help staff and the marketing staff within to work together in a timely fashion to achieve the highest level of attendance in the program.

1.17.1 MARKETING PLAN TEMPLATE

Objectives: What are the specific objectives of this marketing plan for your core program area?

- Internal objectives should include: Attendance, retention, growth goals for the program and program areas
- External objectives: Decision to buy the experience, excitement and anticipation of participation in program

Target audiences: Who are you targeting your programs to? How do you want to reach them with this plan?

- Internal objectives should include: Staff awareness and political awareness of the program and where and how it is being provided
- External objectives: Specific market segments you are trying to reach by demographics, age and interests

Budget: How much do you have in your core program budget to spend in time and money to reach your goals and objectives?

- Cost and benefit- Explain the expected results and outcomes of the investment of staff time and funds

Message: What will you communicate to your targeted audiences? How will you demonstrate or display to them the benefits of the program to motivate them to buy your program, service or event?

- What marketing vehicles will you use to get your message out and what distribution efforts will you use to get the message out: Which media and tactics will you use to deliver the message to your target audience?
- Internal audience: Township Newsletter
- External audience: Flyers, advertisements, brochures, posters, social media, sponsorships etc.

Marketing Plan Timeline: Outline the specific timeline for market planning including all facets of the plan previously outlined along with schedule of coordination of plan implementation with Township Communications Division

- Desired Outcomes: Data for statistical comparisons on:
    - Attendance
    - Participant satisfaction
    - Cost/benefit data from participants
    - Importance of program to residents
- Develop specific recommendation on each core program and programs for the future: Should the program be?
    - Continued
    - Repositioned
    - Eliminated

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1.18 SAMPLE POLICY: MASS TREE DONATIONS

The Department doesn't have a policy on mass Tree Donations. A policy needs to be established that addresses the following:

- What is the need? Where and Why?
- If a need exists determine the type of trees needed to support a diverse system of trees in the park system.
- Determine size the trees need to be for acceptance that supports a high survival rate.
- Determine the cost to plant each tree and how the donor will pay for the cost or plant them for the Department at the locations agreed to by the Department and the responsible party.
- Determine the cost to maintain the trees for the first year and if the Department has the resources to maintain the trees to enhance survival rates.
- If the Department does not have the resources than the donor can pay the Department to contract for the first-year maintenance of the trees upfront as part of the donation.
-

1.19 SAMPLE POLICY: PARK LAND DEDICATION

Parkland dedication is a requirement of local governments for the dedication of land for public parks or open space, and/or the payment of a fee in lieu of dedication, which can be used by the local government to acquire land and/or develop park facilities.

- Does the Township not currently require parkland dedication?
- Does the Township require parkland dedication from all residential development, as well as extended stay hotels?
- Can a fee be paid in lieu of parkland dedication, and the formula for calculating the fee is included in the city's code?
- The Township can also require all commercial/industrial/office/nonresidential development to pay a fee of $400 per acre or dedicate land in lieu of the fee. The payments may be used for parkland acquisition or development and not for operations and maintenance. The Township could consider adopting a parkland dedication ordinance in order to acquire park land and generate funding for park development.

1.19.1 EXAMPLE: COLUMBUS, OH LAND DEDICATION POLICY

PURPOSE

This section creates a requirement for public parkland/open space dedication to assure that public parkland and open space is adequate and that development interests are treated equitably in a rezoning. The goal of the Township is to provide 5.5 acres of appropriate public parkland/open space for every 1,000 residents. Use of this land for purposes other than park uses shall require approval of Township council after notification of all property owners within 125 feet of the parcel in question, notification of any applicable area, and notification of the Township Board.

REQUIREMENTS.

Upon the submission of an application for rezoning of land in excess of one acre, the Township or its designee and the applicant shall determine whether a land or monetary donation shall be required.

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If a land donation is required, then land to be dedicated for public parkland/open space shall be identified on a preliminary survey or site plan and deeded to the city at the time of final zoning clearance approval or plat approval by the department. Said dedication shall be exclusive of any street, road, highway, sidewalk or bikeway. However, the dedicated land may include areas incorporated into the overall development plan for aesthetic purposes, pedestrian bike paths or dedicated open space.

One of two alternatives shall be used for all monetary payments made in lieu of land dedication or to meet the fee requirements of commercial and industrial development. Under the first alternative, payments shall be used exclusively for the purchase or development of public parkland/open space within the service area of a one-mile radius when possible. If not possible, then purchase or development shall occur in the designated planning area as shown on the community planning areas map.

Under the second alternative, payments shall be used for the purchase of shares in a community park land bank. This option shall be used in designated community planning areas, which need community parks, as defined in the Columbus comprehensive plan, and have an established land bank. The applicant's property must be in a designated community planning area.

Payment shall not be used for operating or maintenance purposes.

RESIDENTIAL DEVELOPMENT.

The land dedication requirement shall be computed as follows for residential development:

- Determine the number of proposed dwelling units.
- Single-family: Multiply the number of proposed units by the "median household size for owner-occupied units" established by the most current U.S. Census data for the Columbus, OH MSA.

Multifamily: Multiply the number of proposed units by the "median household size for renter-occupied units" established by the most current U.S. Census data for the city of Columbus, OH MSA.

- Divide the figure determined in step 2 by 1,000.
- Multiply the figure determined in step 3 by 5.5. This figure is the amount of acreage that shall be dedicated for public parkland/open space.

Dedicated areas that are disturbed during the development process shall be graded and seeded, resulting in a surface capable of being mowed.

EXTENDED STAY HOTELS.

For the purpose of this Parkland Dedication requirement, Hotels, Extended Stay, shall be subject to the same requirements as a multi-unit residential use.

RESIDENTIAL DEVELOPMENT CREDITS.

Additional improvements made to the dedicated land by the applicant may result in credit toward the land dedication requirement. Such credit shall be reviewed on a case-by-case basis by the Township Board or its designee.

Credit may be given for private outdoor recreational facilities provided in residential developments. The maximum credit is 50 percent of the required land dedication. Such credit shall be reviewed by the Township Board or its designee.

If a wet storm water retention area is proposed to be dedicated, it shall constitute no more than 25 percent of the area dedication required. Maintenance shall be provided by the department of public utilities for wet storm water retention areas.

Credit shall be given for previous land dedications for land to be rezoned from one residential classification to another residential classification based on the incremental increase in density.

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RESIDENTIAL DEVELOPMENT PAYMENT IN LIEU OF DEDICATION.

To the extent that the proposed land dedication is not acceptable due to size, configuration, location or other characteristics to the Township Board, its designee or city council, then a monetary contribution shall be made.

RESIDENTIAL DEVELOPMENT PAYMENT CALCULATIONS.

Payment shall be computed as follows for parkland acquisition or development:

- Determine the total amount of acreage required for parkland.
- Subtract the total amount of acreage approved as appropriate land, including credits, by the Township Board or its designee.
- Multiply the amount of acreage determined above by a dollar amount, which represents the fair market value of an acre of land as determined by an appraisal obtained by the city or by an acceptable appraisal.

Payment shall be computed as follows for purchase of shares in a community park land bank:

- Determine the total amount of acreage required for parkland.

1.20 SAMPLE POLICY: PARTNERSHIP AGREEMENT

1.20.1 PURPOSE

This policy is designed to guide the process for the Township in their desire to partner with private, non-profit, or other governmental entities for the development, design, construction and/or operation of possibly partnered recreational facilities and/or programs that may occur on Deerfield Township owned or leased property.

Deerfield Township Parks would like to identify for-profit, non-profit, and governmental entities that are interested in proposing to partner with them to develop recreational facilities and/or programs. A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners including Deerfield Township Parks, and particularly beneficial for the citizens of the Townships.

1.20.2 ISSUES ADDRESSED

Deerfield Township Parks has developed partnerships over many years that have helped to support the management of parks and recreation facilities and programs services, while also providing educational and recreational opportunities for the citizens of Deerfield Township. The recommended policy will promote fairness and equity within the existing and future partnerships while helping staff to manage against what may cause conflicts internally and externally. Certain partnership principles must be adopted by the Deerfield Township Board for existing and future partnerships to work effectively. These partnership principles are as follows:

All partnerships will require an upfront presentation to the Deerfield Township Parks Recreation that describes the reason for creation of the partnership and establishes an outcome that benefits each partner's involvement

All partnerships will require a working agreement with measurable outcomes that hold each partner accountable to the outcomes desired and to each other and will be evaluated on a yearly basis with reports back to the Township Board on the outcomes of the partnership and how equitable the partnership remains

All partnerships will track direct and indirect costs associated with the partnership investment to demonstrate the level of equity each partner is investing

Each partner will not treat one another as a client-to-client relationship, but will create a partnership culture that focuses on planning together on a yearly basis or as appropriate; communicating weekly/or monthly on how the partnership is working; and annually reporting to each other's board or owners on how well the partnership is working and the results of their efforts to the taxpayers of Indianapolis

Full disclosure by both partners to each other will be made available when issues arise

Annual informing of each other's staff on the respective partner's values and yearly goals and work plans so both partners are in-tune with issues the partners may be dealing with that could affect the partnership policy or agreement as it applies to finances, staffing, capital costs, political elements or changes in operating philosophies

1.20.3 EXPECTED OUTCOMES AND BENEFITS

- Increased visibility
- Increase in services and programs
- Tax dollars spent on services are maximized through collaboration
- Public believes in and supports the role of Deerfield Township Parks in partnerships
- Promotes a positive image
- Public involvement enriches their understanding of Deerfield Township Parks
- Engaged public enhances current and future development of programs and facilities

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- Provides alternatives for manpower, recreation sites, financial resources, supplies, materials, etc. for a more comprehensive system
- Shared vision and goals
- Allow us the opportunity to make a vision a reality
- Reach more people, provide more services, reduce expenditures and generate more revenue
- Eliminates duplication of efforts, strengthen communities and achieve greater outcomes

1.20.4 GUIDING PROCEDURES

PUBLIC/PUBLIC PARTNERSHIPS

The policy for public/public partnerships is evident with Deerfield Parks based on their working with other cities, townships, schools, and other municipal services in the area. Working together on the development, sharing, and/or operating, parks and recreation facilities and programs will be as follows:

- Each partner will meet with the Parks staff annually to plan and share activity-based costs and equity invested by each partner in the partnership
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year between each partner to meet the outcomes desired
- Each partner will focus on meeting a balance of 50% equity for each agreed-to partnership and track investment costs accordingly
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed
- Each partner will act as an agent for the other partner, thinking collectively as one, not two separate agencies for purposes of the agreement
- Each partner will meet with the other partner's respective governing board or owner annually, to share results of the partnership agreement
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis

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If conflicts arise between partners, the Director or Chairperson of Deerfield Township Board along with the other public agency's highest-ranking officer will meet to resolve the partnership issue. It should be resolved at the highest level or the partnership will be dissolved

No exchange of money between partners will be made until the end of the partnership year. A running credit will be established that can be settled at the end of the planning year with one check or will be carried over to the following year as a credit with adjustments made to the working agreement to meet the 50% equity level desired

PUBLIC/NOT-FOR-PROFIT PARTNERSHIPS

The partnership policy for public/not-for-profit partnerships with Deerfield Parks and the not-for-profit community of service providers is seen in associations working together in the development and management of facilities and programs within the Deerfield Township Parks system. These principles are as follows:

- The not-for-profit partner agency or group involved with Deerfield Parks must first recognize that they are in a partnership with the Department to provide a public service or good; conversely, the Department must manage the partnership in the best interest of the community, not in the best interest of the not-for-profit agency
- The partnership working agreement will be year-to-year and evaluated based on the outcomes determined for the partnership agencies or groups during the planning process at the start of the partnership year. At the planning workshop, each partner will share their needs for the partnership and outcomes desired. Each partner will outline their level of investment in the partnership as it applies to money, people, time, equipment, and the amount of capital investment they will make in the partnership for the coming year

- Each partner will focus on meeting a balance of 50% equity or as negotiated and agreed upon as established in the planning session with Deerfield Parks. Each partner will demonstrate to the other the method each will use to track costs, and how it will be reported on a monthly basis, and any revenue earned
- Each partner will appoint a liaison to serve each partnering agency for communication purposes
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made, as needed
- Each partner will act as an agent for the other partner to think collectively as one, not two separate agencies. Items such as financial information will be shared if requested by either partner when requested to support a better understanding of the resources available to the partnership
- Each partner will meet the other's respective board on a yearly basis to share results of the partnership agreement
- If conflicts should arise during the partnership year, the Township Parks Director and the highest-ranking officer of the not- for-profit agency will meet to resolve the issue
- It should be resolved at this level, or the partnership will be dissolved. No other course of action will be allowed by either partner

Financial payments by the not-for-profit agency will be made monthly to Deerfield Parks as outlined in the working agreement to meet the 50% equity level of the partnership

PUBLIC/PRIVATE PARTNERSHIPS

The policy for public/private partnerships is relevant to Deerfield Township Parks and includes businesses, private groups, private associations, or individuals who desires to make a profit from use of Department facilities or programs. It would also be evident if the business, group, association, or individual wishes to develop a facility on park property, to provide a service on Department-owned property, or who has a contract with the Department to provide a task or service on the Department's owned facilities. The partnership principles are as follows:

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- Upon entering into an agreement with a private business, group, association or individual, Deerfield Township Parks staff must recognize that they must allow that entity to make a profit
- In developing a public/private partnership, the Deerfield Township Board and staff, as well as the private partner will enjoy a designated fee from the contracting agency, or a designated fee plus a percentage of gross dollars less sales tax on a monthly, quarterly or yearly basis, as outlined in the contract agreement
- In developing a public/private partnership, the Deerfield Township Board and staff, as well as contracted partners will establish a set of measurable outcomes to be achieved. A tracking method of those outcomes will be established and monitored by Deerfield Township Parks Staff and Township Board. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the Department, and overall coordination with the Department for the services rendered
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years
- The private contractor will provide on a yearly basis a working management plan they will follow to ensure the outcomes desired by the Deerfield Township Board and staff to achieve the goals of the partnership set out in the partnership recital. The work management plan can and will be negotiated, if necessary. Monitoring of the work management plan will be the responsibility of both partners. The Deerfield Township Board and staff must allow the contractor to operate freely in their best interest, if the outcomes are achieved
- The Department has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided

If conflicts arise between both partners, the Director of Deerfield Township Parks and the highest ranked officer from the other partnership will try to resolve the issue before going to each partner's legal councils. If none can be achieved, the partnership shall be dissolved

1.20.5 THE PARTNERING PROCESS

The steps for the creation of a partnership with Deerfield Township Parks are as follows:

- Deerfield Township Parks will create a public notification process that will help inform any and all interested partners of the availability of partnerships with Deerfield Township Parks. This will be done through notification in area newspapers, listing in the brochure, or through any other notification method that is feasible.
- The proposing partner takes the first step to propose partnering with Deerfield Township Parks.
- To help in reviewing both the partnerships proposed, and the project to be developed in partnership, Deerfield Township Parks asks for a Preliminary Proposal according to a specific format as outlined in Part Two - Proposed Partnership Outline Format.
- If initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on Deerfield Township Parks Mission and Goals, and the Selection Criteria, a Deerfield Township Parks staff person or appointed representative will be assigned to work with potential partners.
- The Deerfield Township Parks representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review and support issues. The Deerfield Township Parks representative will facilitate the process of determining how the partnership will address these issues. This representative can also facilitate approvals and input from any involved Deerfield Township Parks staff member, providing guidance for the partners as to necessary steps.
- An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering, and whether this project should prompt Deerfield Township Parks to seek a Request for Proposal (RFP) from competing/ collaborating organizations.
- Request for Proposal (RFP) Trigger: In order to reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for profit" entity and a dollar amount greater than $5,000, and Deerfield Township Parks has not already undergone a public process for solicitation of that particular type of partnership, then Deerfield Township Park will request Partnership Proposals from other interested private entities for identical and/or complementary facilities, programs or services. A selection of appropriate partners will be part of the process.
- For most projects, a Formal Proposal from the partners for their desired development project will need to be presented for the Deerfield Township Park's official development review processes and approvals. The project may require approval by the Legal Counsel of the City.
- Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to assure the most efficient and mutually beneficial outcome. Some projects may require that all technical and professional expertise and staff resources come from outside the Deerfield Township Parks staff, while some projects may proceed most efficiently if Deerfield Township Parks contributes staff resources to the partnership.
- The partnership must cover the costs the partnership incurs, regardless of how the partnered project is staffed, and reflect those costs in its project proposal and budget. The proposal for the partnered project should also discuss how staffing and expertise will be provided, and what documents will be produced. If Deerfield Township Parks staff resources are to be used by the partnership, those costs should be allocated to the partnered project and charged to it.
- Specific Partnership Agreements appropriate to the project will be drafted jointly. There is no specifically prescribed format for Partnership Agreements, which may take any of several forms depending on what will accomplish the desired relationships among partners. The agreements may be in the form of:
    - Lease Agreements
    - Management and/or Operating Agreements
    - Maintenance Agreements

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- Intergovernmental Agreements (IGAs)
- Or a combination of these and/or other appropriate agreements

- Proposed partnership agreements might include oversight of the development of the partnership, concept plans and project master plans, environmental assessments, architectural designs, development and design review, project management, and construction documents, inspections, contracting, monitoring, etc. Provision to fund the costs and for reimbursing Deerfield Township Parks for its costs incurred in creating the partnership, facilitating the project's passage through the Development Review Processes, and completing the required documents should be considered.
- If all is approved, the Partnership begins. Deerfield Township Parks is committed to upholding its responsibilities to Partners from the initiation through the continuation of a partnership. Evaluation will be an integral component of all Partnerships. The agreements should outline who is responsible for evaluation; the types of measures used, and detail what will occur should the evaluations reveal Partners are not meeting their Partnership obligations.

1.21 SAMPLE POLICY: EVENT SPONSORSHIPS

The following is an example of a sponsorship policy for the Township to incorporate into their daily practices as it applies Title Sponsors, Presenting Sponsors, Program Sponsors, Food Sponsors, and Retail Sponsors.

1.21.1 EXTERNAL SPONSORSHIP POLICY

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CORE VALUES AND GUIDING PRINCIPLES

1. We are committed to the core values of Environmental Conservation and Stewardship.
   We believe in these guiding principles:
   a. Environmental awareness
   b. Sensitivity to natural resources
   c. Long-term care & stewardship of parks and natural areas
   d. Respect and concern for the environment
   e. Conservation of natural areas
2. We are committed to the core values of Informed Planning.
   We believe in these guiding principles:
   a. Learning and sharing information
   b. Thinking towards the future
   c. Educated decision-making based on best and current information
   d. Plans and actions based upon knowledge and careful consideration
   e. Flexibility in considering new ideas
3. We are committed to the core values of Quality Service.
   We believe in these guiding principles:
   a. Quality parks, programs, facilities, and services
4. We are committed to the core values of Community Responsiveness and Collaboration.
   We believe in these guiding principles:
   a. Teamwork and agreement
   b. Collaboration with residents, boards, and organizations
   c. Accountability
   d. Responsiveness to our community
   e. Equity and fairness
5. We are committed to the core values of Dedicated Leadership.
   We believe in these guiding principles:

a. Dedication and loyalty
b. Respect for others
c. Integrity in our conduct
d. Creativity
e. Leadership
f. Innovation

6. We are committed to the core values of Fiscal Responsibility.
   We believe in these guiding principles:
   a. Use of electronic technology
      i. Business model
      ii. Costing model
   b. Business planning and financial management
   c. Financial sustainability
   d. Variety of income sources

PURPOSE

The goal of this External Sponsorship Policy is to provide guidelines for Deerfield Township Parks and Recreation to gain support from external financial resources. It will establish procedures to coordinate efforts to seek sponsorships with the corporate community, business partners, and not for profit partners to enhance parks and recreations services and facilities in the Township. It is designed to ensure that all marketing of sponsorships supports the DPR's goals for services to the community and remains responsive to the public's needs and values. This External Sponsorship Policy will recognize that corporate and business sponsorships provide an effective means of generating new revenues and alternative resources to support PRD's facilities and programs. The policy will ensure that the corporate, business or not for profit sponsorships will not result in any loss of DPR's jurisdiction or authority.

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ISSUES ADDRESSED

The institution of the External Sponsorship Policy will establish guidelines and principles to maintain flexibility in developing mutually beneficial relationships between DPR and corporate businesses, small businesses and the not for profit sector.

The recognition for sponsorships must be evaluated to ensure that; (1) DPR is not faced with undue commercialism; (2) that is consistent with the Character and intent of the Townships facilities and programs, and (3) that the recognition is consistent with the scale of each sponsor's contribution.

There will be restrictions on sponsors whose industries and products do not support the goals of the DPR on the services provided to the community and to remain responsive to the public's needs and values.

EXPECTED OUTCOMES AND BENEFITS

- Acquire revenue from sources to enhance DPR programs and environmental stewardship
- Sponsorship is a way of contributing to the community while promoting the sponsor's business and brand awareness
- A number of DPR events and programs may take place in the community because of the sponsor's financial contribution
- Sponsors will get a "return on sponsorship." The sponsor looks forward to the Township and greater community becoming familiar with the sponsor and/or its services and becomes a customer through the partnership with DPR
- Sponsorship help to raise the awareness of the DPR and builds its image in the community
- Events, programs, facilities, plus maintenance of properties and natural areas will be more affordable to the community because of the financial contributions that sponsors can provide to the DPR

GUIDING PROCEDURE FOR IMPLEMENTATION AND MANAGEMENT

- Annually advertise the opportunities for sponsorships
- DPR may also auction sponsorships hosted by DPR

PROCESS SUBMIT FOR A SPONSORSHIP PROPOSAL

- All proposals for sponsorship must be submitted in writing on a Sponsorship Proposal form to DPR. (see attached)
- The DPR Director or his/her designee will review the proposal. The Director may use, but is not limited to, the following criteria when evaluating a sponsorship proposal. In all cases, the Director will have the prerogative to reject a proposal based on the following:
    - Compatibility of the sponsor's products, customers and promotional goals with DPR's goals.
    - The sponsor's past record of involvement in DPR and other community projects.
    - The timeliness or readiness of the sponsor to enter into an agreement.
    - The actual cash value, or in-kind goods or services of the proposal in relation to the benefit to the sponsor and DPR.
    - Potential community support for or opposition to the proposal.
    - Any Parks and Recreation development, operating and maintenance costs associated with the proposal on behalf of DPR.
    - The sponsor's record of responsible environmental stewardship.
    - Preferences for previous successful similar sponsorship projects
- If a proposal is not rejected, the Director will present it to the Township Board and together they will decide on the proposal.
- All sponsorship activities once approved will be coordinated by the DPR Director. The Director will draft a sponsorship agreement, with assistance by the proposed sponsor as needed. The agreement will include the contract relationship; the terms and renewal opportunities; description of the program, facility, property, natural area or event to be sponsored; timelines of implementation; description of fees and/or benefits provided to DPR; the marketing rights and benefits provided to the sponsor; termination provisions; and performance measures expected by the sponsor and the DPR.
- All sponsorships require payment to DPR in advance by the sponsor at the signing of the sponsorship agreement if there is money involved.
- All approved sponsorship activities will be coordinated by the Director in the following manner:
    - Work with staff on making sure the terms of the agreement are followed as outlined.
    - Provide guidance to the sponsor regarding the interpretation and application of this policy.
    - Provide assistance and advice to staff of DPR and the sponsors.
    - Review and assist in the development of the sponsorship agreement as requested.
    - Track and report the results and outcomes of the sponsorship agreement as outlined.
- All sponsors will have a responsible party and an executed agreement.
    - Each sponsor involved in the sponsorship will designate a person to be responsible for their portion of the contract and/or agreement.
    - The contract or agreement will outline appropriate terms and timeliness to be implemented by each party.

SPONSORSHIP PRICING POLICY PROCEDURES

Once the proposals have been submitted the staff will evaluate these proposals as outlined.

- Set objectives, baselines and articulate measurable objectives to be achieved with the sponsorship dollars.
- Know the sponsorship costs both (direct/indirect) and level of cost recovery as it applies to DPR.
- Create a measurement plan and determine what will be measured and what measures will be used to demonstrate the effectiveness of the sponsorship.
- Implement the measurement plan—visibility, communications and visitor behavior.
- Calculate "return on sponsorship"—analyze, communicate and revise as needed.

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- Meet with the sponsor to review the final contract and expectations with timelines to be completed
- All promotional pieces developed by the sponsor for their involvement with DPR must be approved in advance before it goes public

EVALUATION OF THE SPONSORSHIP

Once the sponsorship effort has been completed staff from DPR will meet with the sponsor to review the results and discuss changes that need to occur if appropriate and decide about supporting the next sponsorship effort. The results of the meeting will be presented to the Township Board.

The following opportunities have been identified as sponsorship opportunities for the coming year by the DPR staff:

- Program Guide
- Music in the Parks
- Food for Programs and Events
- Drink Sponsor
- Event Sponsor
- Give-a-ways at events
- Mile of trail in the parks
- Adopt-a-kid
- Adopt-a-park
- Adopt-a-playground
- Music trailer
- Banner or Web-site
- Gardens
- Performers at events
- Fireworks
- Seasonal sports
- Natural area in the parks
- Promotional signage

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Sponsorship Request Form

Completed by Sponsor Interested in Working with the Deerfield Township Parks and Recreation

Form 1

Name: _____ **Title:** _____ **Phone:** _____

Email: _____ **Work Location:** _____

Years in Existence: _____ **Purpose of the Organization or Business:** _____

_____

Customer Profile: _____

Legal Status: _____

Person Authorized to Negotiate on Behalf of the Organization: _____

Name of Project, Program or Event: _____

Brief Description of Project: _____

_____

_____

Date of Project, Beginning: _____ **End:** _____

Target Market of Participants: _____

Number of Spectators/Users/Participants Anticipated: _____

Describe Community Need Being Addressed (100 words or less): _____

_____

_____

_____

_____

What is Being Proposed in Terms of Capital Development or Program Needs? _____

_____

_____

Existing Partners	Their Contribution	Approx $ Value

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Potential Partners	Their Potential Contribution	Approx $ Value

Deerfield Township Parks and Recreation Contributions

(Include staff time, maintenance costs, supplies, etc.)	Approx $ Cost

What do You need funded by Deerfield Township Parks and Recreation

(Cash Needs…Supplies, Equip, Items Cash, etc.)	Cost

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Other Sources of Funding (Foundations, Individuals, etc.): _____

Why is Your Organization or Business interested in Sponsoring this program, event, park or amenity with Deerfield Township Parks and Recreation ?

What are the Benefits (monetary and non-monetary) for Your Organization and the Deerfield Township Parks and Recreation?

Understanding of Agreement

Sponsorship Fact Sheet Proposal Prospective Template Filled out by Deerfield Township Parks and Recreation Staff and the Sponsorship Proposer Submitted for Review and Approval by Sponsorship and Policy Team

Form 1

The Sponsorship Fact Sheet should be filled out by Deerfield Township Parks and Recreation staff seeking a sponsor for a specific activity or event. Information must be submitted to the Sponsorship Team prior to review with the Director of Deerfield Township Parks and Recreation. Staff will not solicit sponsorship from an external agency without prior approval from the Director.

Name of Project/Program/Event:

Description of Project/Program/Event:

Target Market of Project/Program:

Spectators_____ Age Groups_____ Specialty Groups_____ Gender_____

Geographic_____ Program Type Participants_____

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Top Goal/Needs of Sponsorships for this Project/Program:

Deerfield Township Parks and Recreation In-Kind Contributions/Agreed-Upon Expenses:

Staff Time (Cost & Hours)_____

Marketing/Promotions Cash Investment_____

Supplies/Equipment/Materials Investment_____

Marketing/Promotions Staff Time_____

Fee Waiver/Facility Trade-outs: _____

1.22 FUNDING SOURCES

The following are examples of funding sources to help increase the operational and capital budgets for the department.

- Hotel/Lodging Tax
- Parcel Tax
- Real Estate Transfer Tax
- Tax Increment Financing (TIF)
- Utility Fees
- Water Surcharge
- Stormwater Management Fee
- Alcohol/Liquor Tax Cell Phone Tax
- Exaction Fees
- Fuel Tax
- Parking Revenue
- Green Benefits District
- Local Improvement District
- Local Income Tax Option
- Food and Beverage Tax

1.23 SAMPLE POLICY: CLEVELAND METROPARKS DRONES POLICY

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Cleveland Metroparks has adopted Regulations which control drone activity within our jurisdiction, and they are based upon our legal research and direction from the FAA General Counsel's Office. In general, it is accurate to summarize that 3rd parties are not permitted to launch, land or operate drones within Cleveland Metroparks unless they do so within specifically designated areas. Cleveland Metroparks has adopted a Policy (earlier post and in the Connect Library) which identifies those designated areas. Also, Cleveland Metroparks staff may "sponsor" a drone flight if it is needed for Cleveland Metroparks related business issues. For example, our Marketing Department may need/want media to use a drone, and in that scenario, the Marketing Department will complete the Drone Authorization Form (not a permit since our staff is requesting), and our CEO (Natural Resources, Ranger and Legal Depts.) authorize. The form is attached to the Drone Policy.

Below are Cleveland Metroparks Regulations for your convenience:

745.01 DEFINITIONS.

As used in this chapter, certain words and terms are defined as follows:

(a) "Aircraft" means any contrivance invented, used, or designed to navigate, or fly in the air (49 U.S.C. @40102).

(b) "Drone" or "Unmanned Aircraft" (UA) means an aircraft that is operated without the possibility of direct human intervention from within or on the aircraft (P.L. 112-95, Section 331);

(c) "Unmanned Aircraft System" or "UAS" means an unmanned aircraft and associated elements, including communication links and components that control the unmanned aircraft, that are required for the pilot in command to operate safely and efficiently in the national airspace system (P.L. 112-95, Section 331).

745.02 PURPOSE AND INTENT.

This chapter is intended to provide direction for the use of UAS in a manner that is consistent with the Park District's conservation and protection of natural resources and wildlife and in a manner that promotes public safety and enjoyment. In consideration of these principles, the Park District is restricting the use of UAS to specific uses and to specific areas. This chapter is not intended to preempt Federal Aviation Administration (FAA) rules and regulations, but to operate in conjunction with those rules while utilizing its land use authority and its police power proscribed in Chapter 1545 of the Ohio Revised Code.

745.03 RESTRICTIONS.

(a) No person shall launch, land or operate, or cause to be launched, landed or operated, any UAS weighing more than 4.4lbs/2.2kg in any airspace within the Park District.

(b) No person shall launch, land or operate, or cause to be launched, landed or operated, any UAS weighing less than 4.4lbs/2.2kg in any airspace within the Park District except in designated areas and must possess a current certificate of aircraft registration issued by the FAA for the UAS or is flying the UAS strictly for hobby or recreational use.

(c) No person shall launch, operate, or cause to be launched or operated, any unmanned aircraft system in any airspace within or over any area within the Park District that the FAA determines to be a restricted area, either by way of a Notice to Airmen (NOTAM), Temporary Flight Restriction, No Drone Zone, or other means.

(d) Division (b) of this section shall not apply to any person who has previous approval from the FAA to operate a UAS in a restricted area and is complying with all terms and conditions of their approval.

745.04 EXEMPTION FOR PARK DISTRICT.

This Chapter shall not apply to any UAS that are operated by the Park District, or its designee, for governmental purposes in compliance with federal laws and regulations and in compliance with Park District policies.

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