



# HISTORIC EAST PIQUA MASTER PLAN

JUNE 2015

**MKSK**

**CITYVISIONS**  
CONSULTING

**KIRWAN INSTITUTE**  
for the Study of Race and Ethnicity

**pros**  
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# ACKNOWLEDGEMENTS

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## A MESSAGE FROM CITY MANAGER GARY A. HUFF

The Historic East Piqua Master Plan enunciates a community driven vision for how the public and private sector working together can revitalize a historic neighborhood and enhance the quality of place and quality of life experienced in our community. The citizen and stakeholder aspirations outlined in this document clearly reflect high expectations and ambitious goals for our community.

The Historic East Piqua Master Plan was made possible through funding secured by the City of Piqua from ATSDR (Agency for Toxic Substance Disease Registry). Recognizing the correlation between community health and the built environment allowed the City to secure the funds necessary to complete the master plan for this important gateway neighborhood. The securing of these dollars from a rather unlikely funding source illustrates the City's progressive thinking in terms of finding the resources necessary to get things done. Likewise, the Historic East Piqua Master Plan developed by MKSK, an award winning Landscape Architecture - Urban Design - Planning firm, reflects the 'thinking big' vision of the community as expressed through an open and inclusive planning process. MKSK translates the community input and feedback into a well-articulated set of objectives that focus squarely on revitalizing the neighborhood through strategic interventions and deliberate investments that leverage existing assets and better connects the neighborhood to amenities in the adjacent downtown area, as well as the leisure and recreation opportunities presented by the adjoining Great Miami River corridor.

Already this planning effort is producing results as key properties are being acquired by private development interests and real estate developers are inquiring about the opportunities in the Historic East Piqua neighborhood. The forward looking vision of this planning document and others are inspiring confidence in local interests such as Winans Chocolates & Coffees and start-up businesses like Harvest Pantry who are choosing to make significant investments in downtown locations. Couple this activity with the redevelopment efforts already underway in the Riverfront District, and the ever-increasing community festivals and special events happening in downtown Piqua, and the progress is readily apparent.

As city government continues to prime the pump for new investment and redevelopment activities, it is essential that partners from both the private and public sectors engage in the efforts. The positive contributions of private-public partnerships in recent times are readily visible throughout our community...The Fort Piqua Plaza, Alexander Stadium, the Municipal Government Complex, the new Piqua City School buildings, Veterans Memorial, the Power Plant Riverfront Overlook, the downtown streetscaping and building facade improvements, the multi-use recreational trails, and more, are all the result of community interests contributing positively to the built environment that defines the quality of place and quality of life in our community. The Historic East Piqua Master Plan suggests additional servings of public and private investment that will continue to satisfy community cravings for BIG BOLD BITES of the APPLE!



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## CHAPTER 1

# INTRODUCTION

HISTORIC EAST  PIQUA MASTER PLAN

# INTRODUCTION

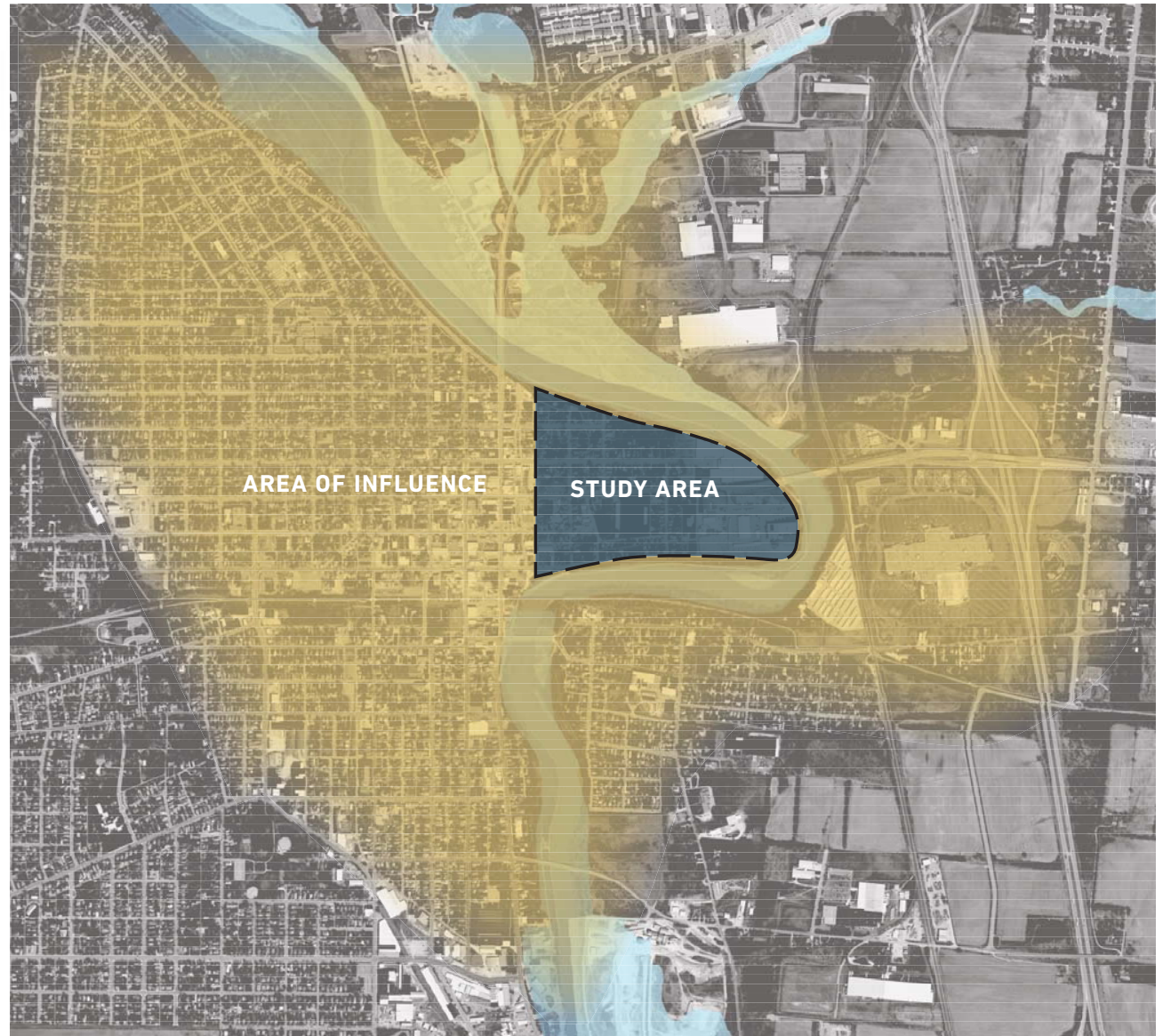
## THE HISTORIC EAST PIQUA NEIGHBORHOOD IS ONE OF THE MOST HISTORIC NEIGHBORHOODS IN PIQUA.

### PLANNING AREA

The Historic East Piqua neighborhood acts as an important gateway into the City of Piqua. Located east of Spring Street, and bordered by the Great Miami River to the north, east and south, the neighborhood presents a unique opportunity for reinvestment and revitalization. While Historic East Piqua has faced some challenges, recent City planning studies have helped focus attention on the potential of the area. The Historic East Piqua Master Plan is the most recent of these planning efforts.

The Historic East Piqua Master Plan builds upon the recommendations of previous plans for the neighborhood, and identifies health and wellness, recreation, and infill development opportunities and strategies for the area. In order for the master plan to be successful, it is important to consider the context of the neighborhood. Therefore an area of influence has been identified adjacent to the Historic East Piqua neighborhood, which includes adjacent historic neighborhoods, the riverfront, and Downtown Piqua. These areas impact the potential of the neighborhood and the type of development and recommendations proposed in this plan. The continuous planning efforts within these areas will work in conjunction with efforts in the Historic East Piqua neighborhood to improve the greater Piqua community.

The following chapter creates a foundation for the Historic East Piqua Master Plan. It highlights important planning efforts in both the primary study area and the area of influence, as well as describes the planning process for the Historic East Piqua master planning effort. From this foundation, the Plan will explore the existing conditions and opportunities of the neighborhood.



PROJECT AREA AND AREA OF INFLUENCE

## PLANNING PROCESS

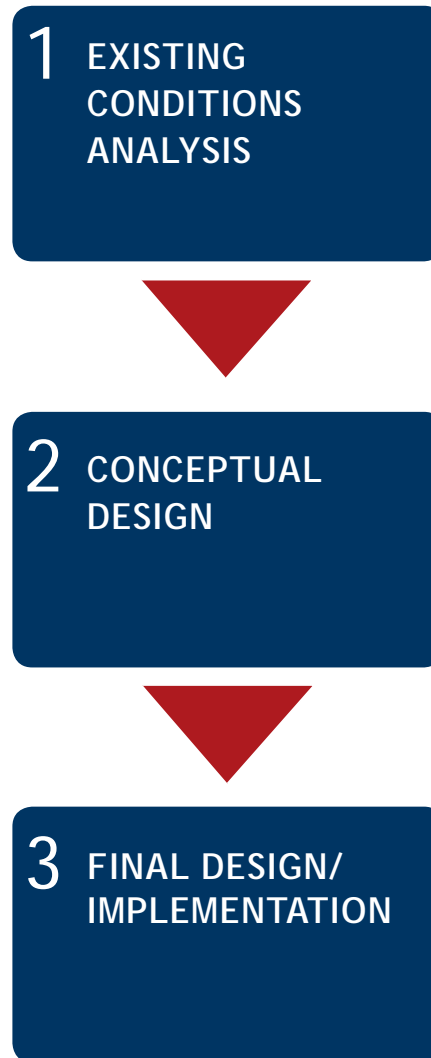
The Historic East Piqua neighborhood master planning effort was a six month, publicly led process. The project Planning Team, consisting of the City of Piqua Client Group and consultants, MKSK, CityVisions, Pros Consulting, and The Kirwan Institute, evaluated conditions and created recommendations pertaining to the neighborhood, the existing residential and commercial market in Piqua, and the potential for recreation and community health improvements.

In general, the master planning process consisted of three phases:

1. **EXISTING CONDITIONS ANALYSIS:** The Planning Team evaluated the existing physical, demographic, and market conditions of the Historic East Piqua Neighborhood and the greater Piqua community as it pertained to their area of focus. Information was gathered through research, survey work, and public input. As part of the existing conditions analysis this phase also focused on understand the foundation of work already completed for the Historic East Piqua Neighborhood. This included studying previous plans to build upon the strong foundation of work already completed. This allowed the Project Team to begin to consider potential concepts for the area that would be part of the second phase of the planning process.

2. **CONCEPT DESIGN:** From the information gathered through the first analysis phase, the Consultants proposed a series of potential concepts and recommendations. These recommendations worked together to create a comprehensive vision for the area. These concepts were then vetted against the City Client Group, the project Steering Committee, and the general public. Input and critiques were generated, and incorporated as appropriate.

3. **FINAL DESIGN/IMPLEMENTATION:** The final phase of the master planning process, the Final Design phase, presented the refined and finalized plan recommendations and concepts. While the recommendation of each consultant focused on a different area, they worked together to create a comprehensive vision for the Historic East Piqua neighborhood. This vision was presented in the final Historic East Piqua Master Plan document, will guide the continued growth and development of the neighborhood in order to allow it to become a thriving, walkable, and unique neighborhood.



## PUBLIC INPUT PROCESS

The Historic East Piqua master planning process was a publicly-led process. Several meetings were held with neighborhood stakeholders, in which stakeholders discussed the challenges and opportunities of the neighborhood. Current neighborhood residents participated on the project's Steering Committee, and participated as liaisons between their community and the planning team.

Three public open houses were held, one for each phase of the planning process. At each of these open houses, a presentation was given to provide an update on the formation of the master plan, and afterward, residents were asked to break into smaller discussion-based tables to provide input on the developing master plan and recommendations. Prioritization exercises were included at the first two open houses to help inform the implementation of the recommendations. All input was recorded, and is included in the Appendix, beginning on page 86.

Additionally, a public input website, Mindmixer was also used to gather public input. Discussion questions were posted on the website to encourage residents to share ideas, vote on other ideas that were proposed, and start a dialogue about what the future vision for the area should be. The website generated 36 interactions of ideas and conversation, and was viewed by 580 individuals.

Finally, the Community Health Survey provided an additional means of public input. The survey allowed residents to anonymously discuss health and community issues they see in Historic East Piqua. The information from the survey was integral in the formation of the master plan recommendations.

## PROJECT GOALS & OBJECTIVES

To guide the planning process, five project goals were created in the first phase of the planning process. They were a product of the input received from the City staff, stakeholders, Steering Committee members, as well as recommendations from previous planning efforts for the neighborhood. These goals established a level of expectation for the final master plan product, and its vision for the neighborhood. These goals are, to:

1. Create a Healthier Neighborhood
2. Generate Economic Development
3. Create a Strong Gateway into Downtown Piqua
4. Create an Activity Center
5. Strengthen the Identity of the Historic East Piqua Neighborhood

It is important to note that the project goals are different than the Master Plan Goal and Objectives identified in Chapter 3. While the project goals established a framework for the master planning process, the Master Plan goal statement and objectives encompass the early project goals, and build upon them to inform the Master Plan recommendations.

## PREVIOUS PLANNING EFFORTS

Recently there have been several planning efforts that focused on the Historic East Piqua neighborhood, or the area immediately adjacent to it. In order to properly plan for the Historic East Piqua neighborhood, it is important to study these plans, understand the objectives and challenges they identified for the area, and work to build upon the planning foundation they created.

The first of these, the Plan It Piqua plan, was a city-wide comprehensive plan update which identified the Historic East Piqua neighborhood as focus area. The Plan recognized that the majority of Piqua residents were moving from the city's core out to residential developments on the edges of the city. This was causing older, higher density neighborhoods near the Downtown Historic District to lose home ownership, and causing deteriorating conditions. This in turn hindered public image of these areas, further deterring new residents from moving to the area.

In order to correct this, the Plan recommends addressing deteriorating infrastructure in the historic neighborhoods. This includes addressing deteriorating structures and identifying infill opportunity sites for new, appropriately designed residential and commercial uses. In terms of Historic East Piqua neighborhood, the Plan specifically calls for a redevelopment master plan that identifies appropriate uses for a primarily single-family residential neighborhood with some mixed-use retail.

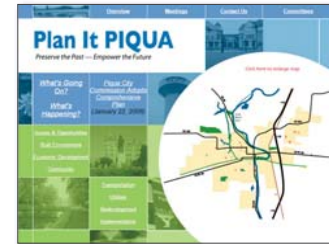
The result of this was the 2013 Historic East Piqua Redevelopment Area Plan. This plan proposed "development solutions that enhanced the community image, improved the livability of the area, and connected to the downtown and waterfront redevelopment." The Plan recognized the need to create a vibrant neighborhood that capitalized on the unique historic character of the area, and promoted healthy living (by create a walkable neighborhood), open space, and access to nature. These elements would in turn attract new residents and businesses to the area. The Plan's recommendations are summarized in the Historic East Piqua Redevelopment Concept. An important component of this plan, was to create a neighborhood recreation complex or community center. This recommendation recognized the need for additional indoor and outdoor recreation facilities, and the desire for more community-oriented arts, culture and recreational programming opportunities.

In addition to the plans focused on the Historic East Piqua neighborhood, there have also been several different city plans and planning efforts west and south of the neighborhood that are important to consider in this master planning process. These include individual projects such as the restoration of Fort Piqua Plaza, the streetscape improvements in the Downtown Historic District, and the continued work on the Great Miami River Trail which runs along the edge of the neighborhood. Such plans are important to consider because of their proximity to the neighborhood and because of their potential to attract residents and visitors to the area.

Finally, the Riverfront District Development Strategy Plan completed in 2013, identified an area which included six properties adjacent to the Historic East Piqua neighborhood that was integral in activating Piqua's downtown riverfront and strengthening connections between the Downtown area and the river. Specifically, the study proposed a redevelopment scenario for the six properties based on five goals that introduced market-rate residential units, proposed the redesign of the Lock Nine Park, capitalized on the presence of the Great Miami River Trail, and enhanced the identity of Piqua as a river-oriented community. The Historic East Piqua master planning effort should capitalize on the activity of the Riverfront District, and strength connections between the two in order to help activate the riverfront.



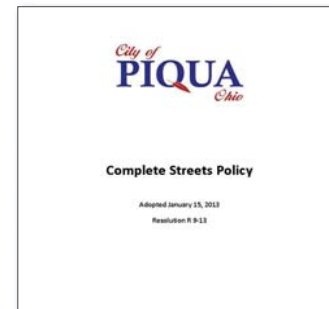
HISTORIC EAST PIQUA REDEVELOPMENT AREA PLAN



PLAN IT PIQUA!



RIVERFRONT DISTRICT DEVELOPMENT STRATEGY



PIQUA COMPLETE STREETS POLICY



HISTORIC EAST PIQUA AND ADJACENT PROJECTS



## CHAPTER 2

# INITIAL ANALYSIS

HISTORIC EAST  PIQUA MASTER PLAN

# PLANNING ANALYSIS

## THE HISTORIC EAST PIQUA NEIGHBORHOOD IS LOCATED WITHIN A FIVE MINUTE WALK OF DOWNTOWN PIQUA.

### INTRODUCTION

Historic East Piqua is located in the oxbow of the Great Miami River, and adjacent to Downtown Piqua. This is an important strength for the area that creates several opportunities. First, it allows Historic East Piqua to act as a gateway for visitors entering the City from the interstate. To create a strong first impression of the Piqua community, it is important the character of Historic East Piqua is inviting and engaging.

Second, the neighborhood's location means the majority of the riverfront from the City of Piqua is located in Historic East Piqua. Nationwide, communities are reinvesting in their riverfronts, recognizing the numerous recreational, environmental, and economic development opportunities these areas present. Historic East Piqua is bordered on three sides by riverfront. Reinvesting in these areas, and connecting to the river will create new recreational and economic development opportunities that are unique to the neighborhood.

Third, the Historic East Piqua neighborhood is very walkable. In fact, it is possible to walk anywhere in the neighborhood, or to Downtown, in just five minutes. This increases the appeal of the neighborhood to a range of potential residents, and strengthens connections to Downtown.

Finally, Historic East Piqua includes several opportunity sites, which are currently underutilized, and could be repurposed to better serve the greater Piqua community. The following chapter evaluates the existing conditions of Historic East Piqua in greater detail in order to create recommendations that build upon the existing strengths of the neighborhood.

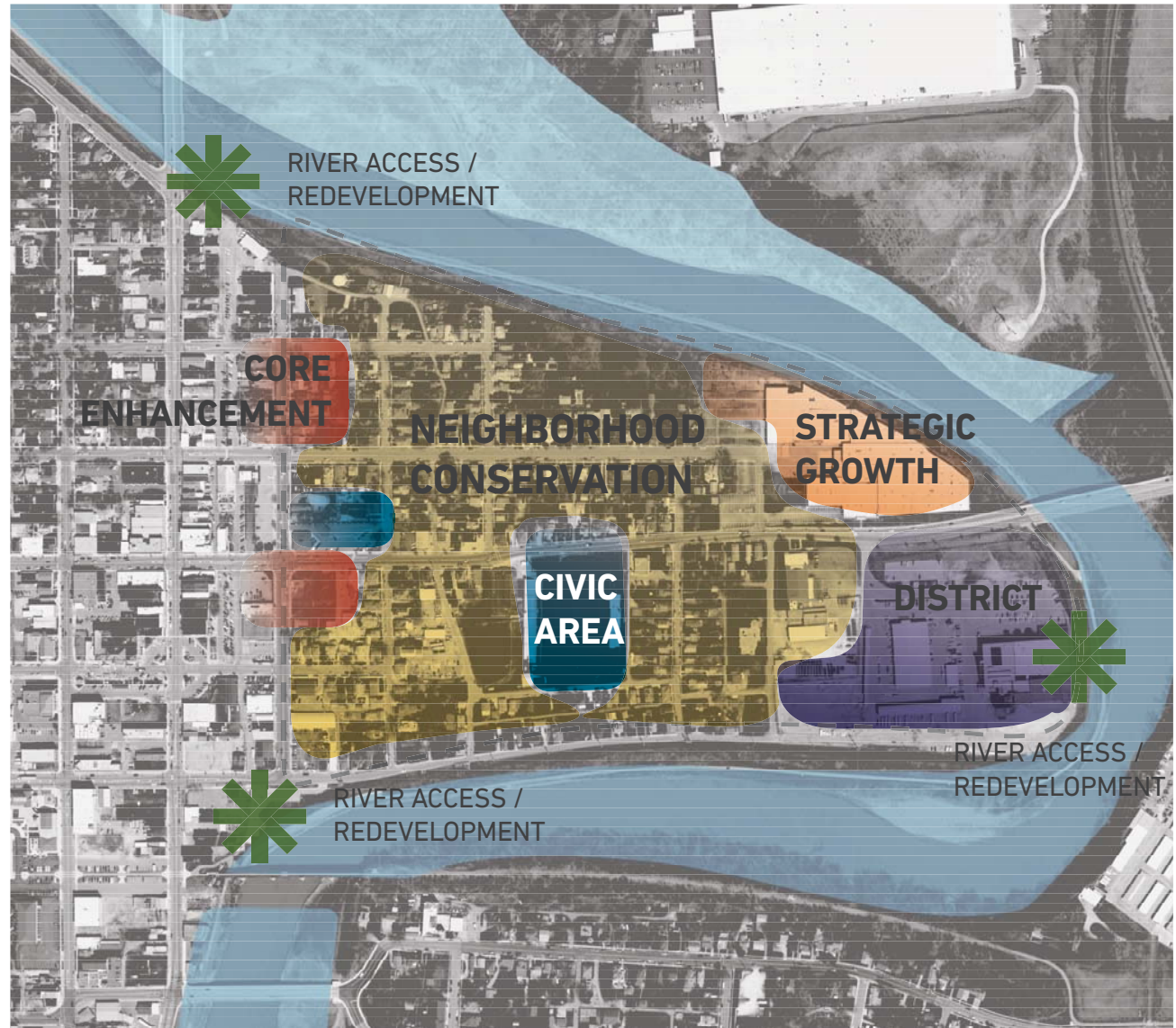


## ZONING & LAND USE

The existing zoning for the Historic East Piqua Neighborhood includes a variety of uses including industrial, commercial, residential and open space. Generally, the manufacturing uses are located in the east end of the neighborhood, specifically at the Aerovent Plant and Decker sites. West of these two sites, and east of Spring Street, are single family and multifamily residential uses. Commercial zoning, both business and central business district classifications, are located along Ash Street and Spring Street, with a site also located along Harrison Street. In general, the zoning for the neighborhood also represents the existing land uses. There are some exceptions, such as the Decker Plant which includes some office and light manufacturing, as well as some retail use on the western portion of the site.

The Plan It Piqua! Comprehensive Plan Update included a Conservation and Development Map which serves as the City's future land use map. Within the Historic East Piqua neighborhood, the Plan called for the following:

- Preservation of existing neighborhood character
- The importance of creating connections to the riverfront
- Identified the Aerovent Plant and Decker Packing Plant as unique sites within the neighborhood
- Recognized that the Aerovent Plant site has the potential for a variety of uses
- Proposed a community civic space around the Roosevelt Field House and Wertz Stadium



CITY OF PIQUA CONSERVATION & DEVELOPMENT MAP

## UTILITIES INFRASTRUCTURE

Within the Historic East Piqua study area, there are two existing sewer lines. A storm sewer line runs south along Race, and a sanitary sewer line runs across from New Street south of Ash Street. The neighborhood is adequately serviced by these existing sewer lines, and are able to support additional development and redevelopment of sites with these facilities. An existing pump station is also located on the levee, across from Race Street.



PUMP STATION ACROSS FROM RACE STREET

Image: MCK

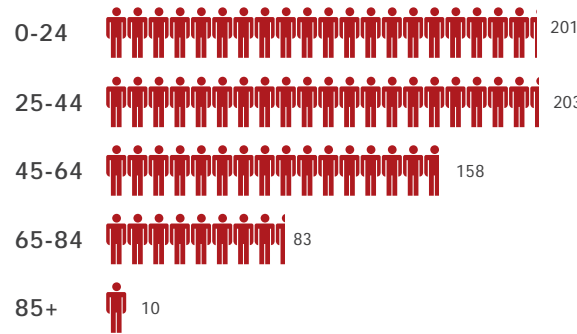
# RESIDENT PROFILE

According to the 2010 census data, the majority of the 247 households in Historic East Piqua, 66%, include two or more members. Of these, 59.1% are family households, and 6.9% are nonfamily households. Additionally, the most of the neighborhood residents are either between the ages of 25-44 years old (203 residents), or between 0-24 years old (201 residents). These statistics show that the majority of households in the neighborhood are families, which is supported by the age demographics of the area, which are the most common ages for married couples and young children.

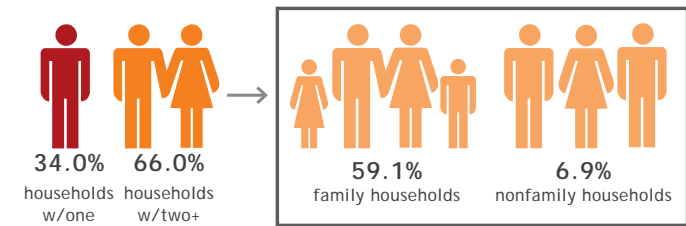
According to 2014 statistics from the ESRI Business Analyst, neighborhood household income for the Historic East Piqua Neighborhood ranges. The majority of households earn either \$15,000 or less, or between \$35,000 and \$75,000. These salaries directly correlate to the types of industry residents are employed in. The majority of residents, 56%, work in manufacturing, with the service industry being the second most common industry with 26%. Understanding the demographics helps inform recommendations that benefit existing residents, and identifies opportunities to create a neighborhood that appeals to new residents as well.

An important trend to note for Historic East Piqua is the overall decline in population. In 2000, the neighborhood included 724 residents. In 2010, it decreased to 657, before decreasing again in 2014 to a projected 644 residents. As the neighborhood is today, without any improvements, it is predicted that in 2019 the population will continue to decline to 634 residents. These statistics show the importance of planning efforts such as the Historic East Piqua Master Plan. Without such efforts, the area is expected to continue to decline, however through planning efforts such as the Historic East Piqua Master Plan, the strengths of the neighborhood can be leveraged to help attract new residents and encourage reinvestment in the area.

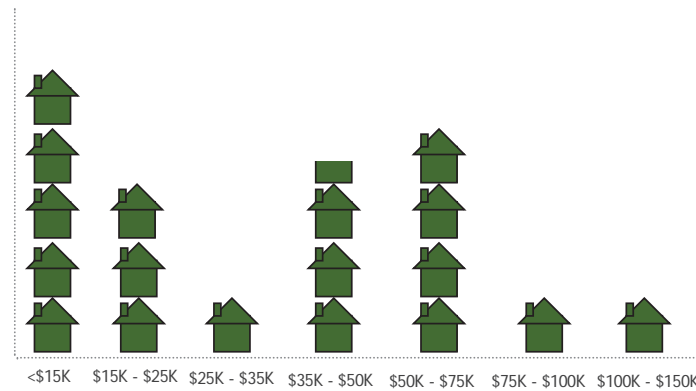
## NEIGHBORHOOD POPULATION BY AGE



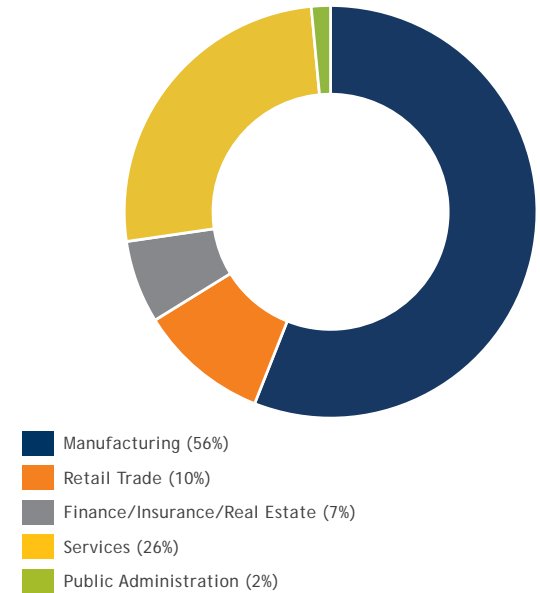
## NEIGHBORHOOD HOUSEHOLDS BY TYPE



## NEIGHBORHOOD HOUSEHOLD INCOME



## RESIDENT EMPLOYMENT BY INDUSTRY



\*Information from the 2010 Census and Esri Business Analyst

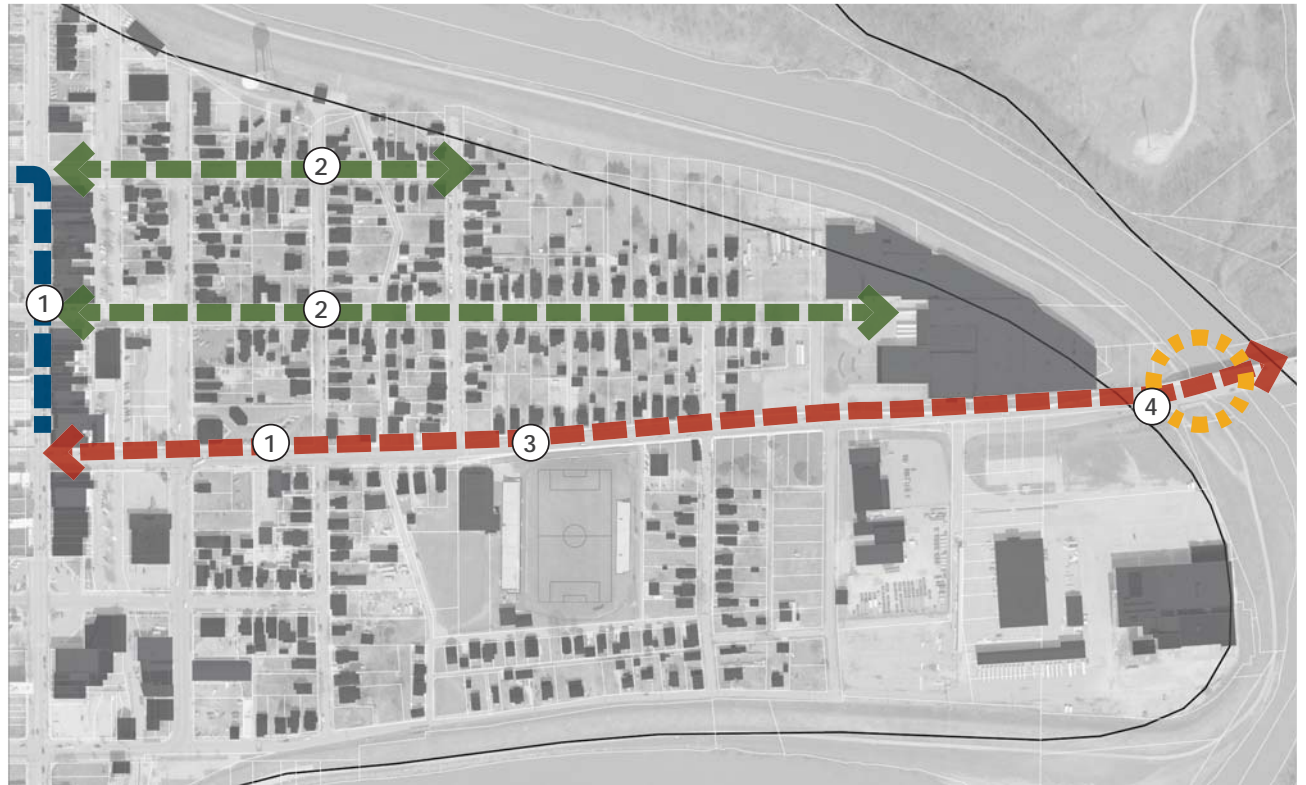
## STREET & ROAD NETWORK

1. **EXISTING THOROUGHFARE STREETS:** Historic East Piqua includes a well-connected street network, creating a walkable and easily traversed neighborhood. The primary corridor for the neighborhood is Ash Street, which is also US Route 36, and is recognized as a principal arterial road in the City's Comprehensive Plan. Spring Street between Ash Street and North Street, and which marks the western edge of the study area, is also included in the City's Comprehensive Plan, as a primary collector road.

2. **RESIDENTIAL STREETS:** Both Greene Street and North Street are important residential streets, with the majority of the well-preserved housing stock located along them. Currently, these two corridors include narrow sidewalks with failing pavement, and wide streets with few street trees. These conditions can deter pedestrian activity and encourage motorists to drive at speeds much faster than is preferred in residential areas. However the existing pavement width creates opportunities to introduce traffic calming elements to decrease traffic speeds and enhance the aesthetics and pedestrian comfort of the corridors.

3. **ASH STREET IMPROVEMENTS:** Ash Street, as the primary corridor in the neighborhood, should include a streetscape that encourages walkability and portrays a strong sense of place. Recent investment into the Ash Street corridor has improved the walkability and aesthetics of the streetscape. As part of the improvement efforts, utilities have been buried, sidewalks enhanced, and uniformed streetscape furniture implemented. As reinvestment in this corridor continues, these elements should be used as a foundation for additional streetscape improvements.

4. **ON-STREET BICYCLE FACILITIES:** When studying streets, it is important to consider not only motorists, but other users as well, particularly cyclists. Currently, a separated bicycle lane is planned for the Ash Street bridge over the Great Miami River. This, along with the City's currently planning efforts toward promoting complete streets, creates the opportunity to continue these bicycle facilities along Ash Street and through other street corridors in the Historic East Piqua neighborhood. On-street bicycle facilities can help decrease traffic speeds, promote connectivity within the neighborhood, and strengthen connections between the neighborhood, downtown, and the Great Miami River Trail.



ASH STREET



GREENE STREET

## BUILDING CONDITION INVENTORY

As part of the master planning process, a windshield survey was conducted to evaluate the conditions of existing buildings in the Historic East Piqua neighborhood. The inventory identified the existing conditions buildings, their current use, age and estimated size. This information was then used to assess the quality of the existing structures in the study area, as well as to inventory existing residential and retail uses. This survey helped inform the Planning Team's understand of the existing conditions of the neighborhood, and inform potential recommendations for different areas of the neighborhood. From the inventory, the Planning Team concluded the following:

- The majority of the single-family housing is located north of Ash Street.
- The housing stock north of Ash Street, and along Harrison Street on the south side of Ash Street, are in the best condition.
- The majority of the structures are in decent condition, with some work needed.
- The majority of the homes in the Historic East Piqua neighborhood date back to before the turn of the century, and are relatively affordable.



PROPERTIES THAT WERE ASSESSED AS PART OF THE BUILDING CONDITION SURVEY

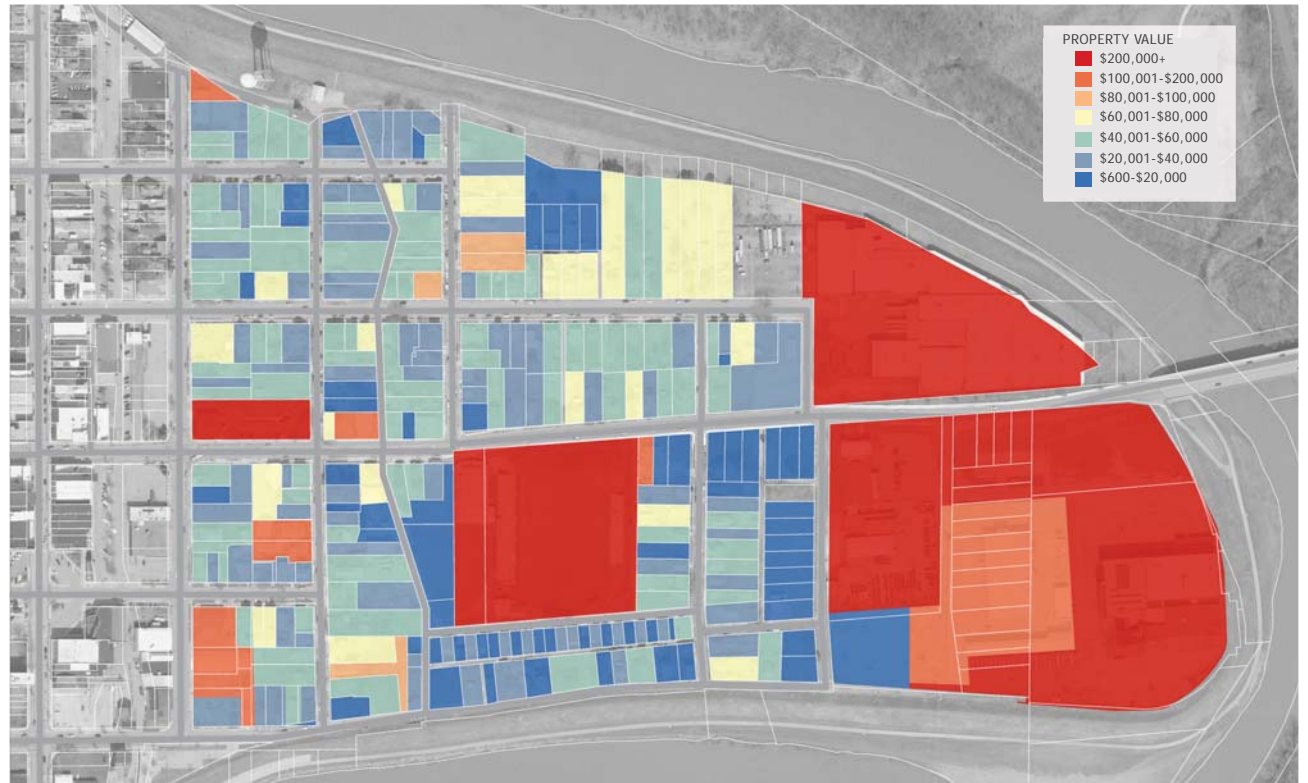


PROPERTIES THAT WERE ASSESSED AS PART OF THE BUILDING CONDITION SURVEY

# PROPERTY VALUE ASSESSMENT

While the windshield survey provided a qualitative picture of the properties in Historic East Piqua, an evaluation of the existing property values was also conducted to provide a more quantitative picture. The results of this research are presented in the Property Values Map to the right. The map illustrates that the highest value properties are the industrial sites on the eastern portion of the study area, as well as the Roosevelt Field House and Wertz Stadium, and a few of the commercial properties along Ash Street and Spring Street.

In terms of residential properties, the majority of the higher value properties are located north of Ash Street. This supports the findings of the windshield survey, which indicated that these were the homes that were in the best condition. Generally, the properties along Greene Street were some of the highest residential, while the properties along Ash were the highest retail and residential. The lowest residential included the properties south of Wertz Stadium, along Home Avenue.



EXISTING HOMES IN HISTORIC EAST PIQUA



EXISTING HOMES IN HISTORIC EAST PIQUA

## INVENTORY OF RESIDENTIAL USES

As part of the windshield survey efforts, an inventory of the existing residential buildings was created that documented the type of residential structures present in Historic East Piqua. Generally, the majority of the homes in the neighborhood were single-family homes. However, there were a fair amount of duplexes as well. There were also a select number of triplex and apartments as well. The majority of the multi-family structures were once single-family homes that had been converted to multi-family units. Providing a variety of both single-family and multi-family housing options in Historic East Piqua is important to increasing the appeal of the neighborhood to a variety of potential residents. A detailed version of this study can be found in the “Windshield Survey and Analysis” section of the Appendix.



RESIDENTIAL HOUSING TYPES



EXISTING HOMES IN THE HISTORIC EAST PIQUA NEIGHBORHOOD



EXISTING HOMES IN THE HISTORIC EAST PIQUA NEIGHBORHOOD

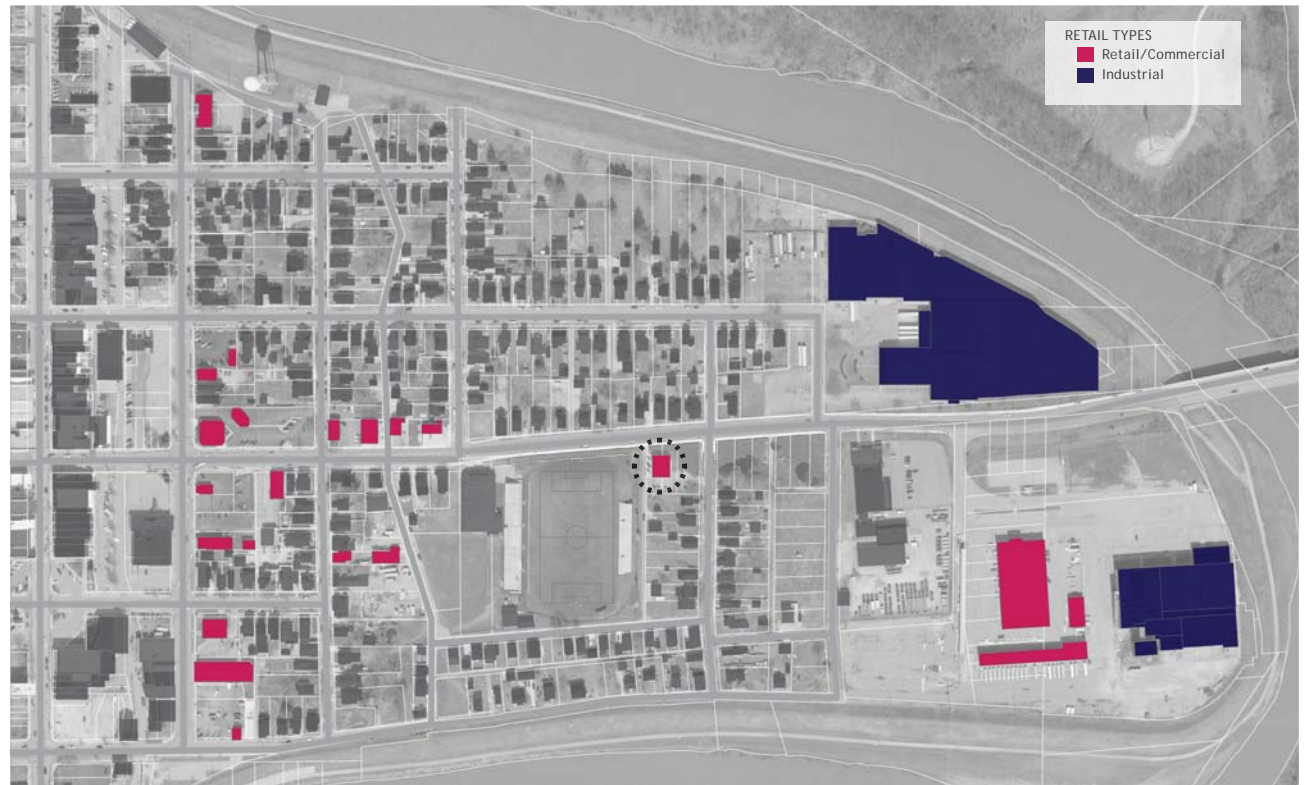
Address	Owner	Land Use
325 ASH ST	COUCHOT MARK A	Two family dwelling
Current User(s)	Square Footage	Year Built
Rental	1872 sf	1920
Building Condition	Site Condition	Value
6	3	\$38,500

EXAMPLE OF WINDSHIELD SURVEY

## INVENTORY OF RETAIL USES

Currently, there is a limited amount of retail in the Historic East Piqua neighborhood. The majority of this retail is located along Ash Street and Spring Street, the two commercial-oriented corridors. As part of the Existing Conditions Analysis phase of the master planning process, a windshield survey of the neighborhood was conducted, which included an inventory of these existing retail facilities. The results of this survey can be found in the "Windshield Survey" section of the Appendix.

The existing retail in the Historic East Piqua neighborhood is predominantly service-oriented retail, including a beauty and nail shop, several boutique, and commercial shops. Both the former Aerovent Plant site and the former Decker Meat Packing Plant are considered industrial commercial uses. These buildings housed manufacturing-oriented businesses that require unique facilities to operate.



RETAIL INVENTORY EXAMPLE

ADDRESS	SQUARE FOOTAGE	NAME
201 SPRING ST	600	Bayman Auto Sales
211 ASH ST	1826	Matador Hair and Tanning Studio
225 SPRING ST	1500	Spring Thru Drive-Thru
308 ASH ST	1840	NAPA Auto Parts
316 ASH ST	1404	Kiamy's Auto Interior
317 SPRING ST	745	
401 SPRING ST	1241	Chase Bank
423 SPRING ST	425	Irvin Auto Sales Inc
439 E ASH ST	1440	Studio 36
701 E ASH ST	9463	Piqua Lumber
219 SPRING ST	2886	Smitty's Auto Sales
300 ASH ST	1248	Genell's Flowers
329 SPRING ST	600	George's Dairy Bar

SUMMARY OF BUSINESSES IN HISTORIC EAST PIQUA



EXISTING BUSINESS IN HISTORIC EAST PIQUA NEIGHBORHOOD

Address	Owner	Land Use
439 ASH ST	BERGER BONNIE GROSS	Small (under 10,000 sq. ft.) detached retail stores
Current User(s)	Square Footage	Year Built
Studio 36 Nail Salon	1440 sf	1983
Buildings Condition	Site Condition	Value
6	6	\$108,100

EXAMPLE OF WINDSHIELD SURVEY

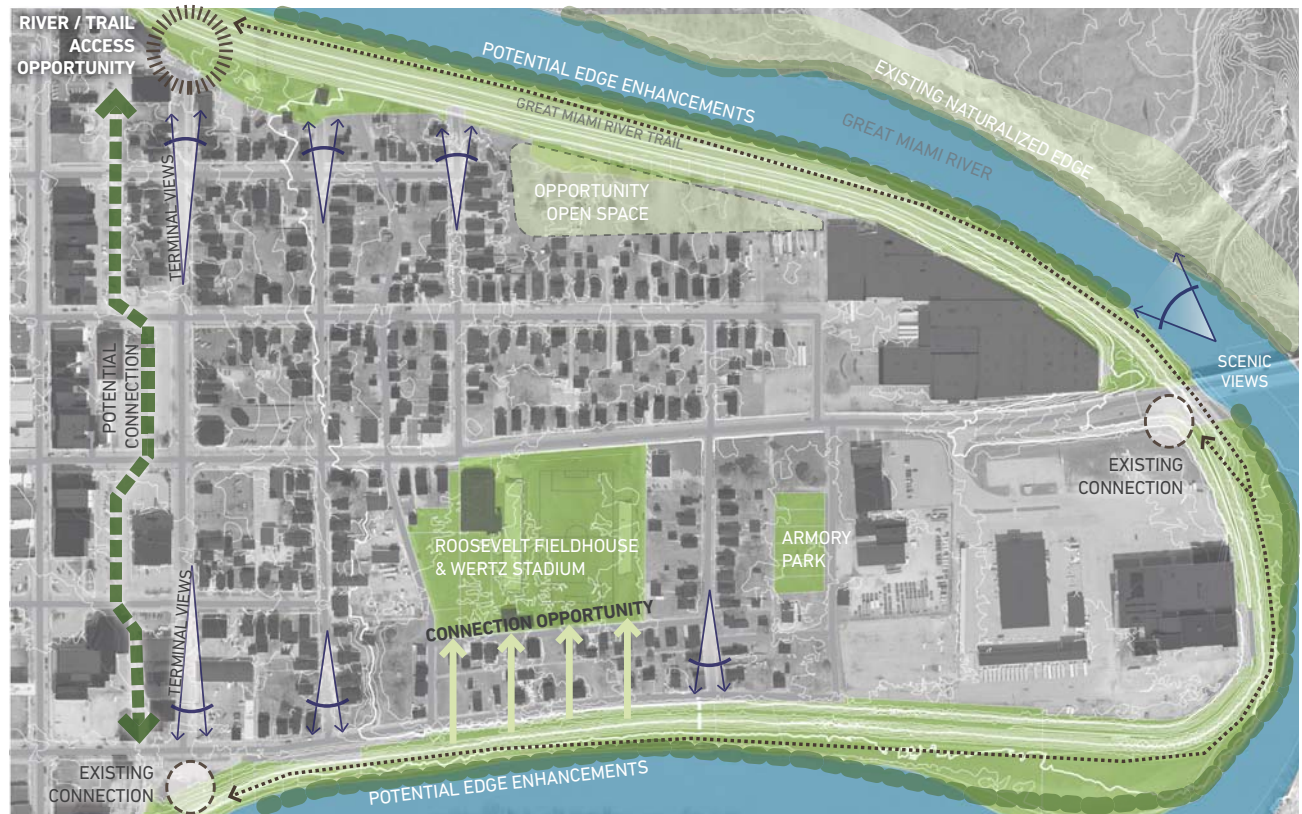
## NEIGHBORHOOD GREENSPACE

Because the Historic East Piqua neighborhood is surrounded on three sides by the Great Miami River, it has very unique natural features that contribute to its overall character. With a national riverfront renaissance and revitalization movement, there is an opportunity to enhance connections between the Great Miami River and the neighborhood. Making the river more accessible through enhanced connections and opening it up to terminal views will increase the presence of the river in the neighborhood.

Within Historic East Piqua, the majority of the existing greenspace is located along the perimeter of the neighborhood. This includes underutilized open space north of North Street, as well as east of New Street and north of Greene Street. This space is mostly located behind residential uses, making it harder to access and unclear if it is public or private space. The levee itself is another underutilized greenspace. While necessary and important, through design efforts, the levee can be enhanced to serve the neighborhood as a productive greenspace. Finally, Armory Park located along Amory Street, is the only public park in the neighborhood. The park includes dated playground equipment, and is underutilized.

One of the opportunities of Historic East Piqua are the existing public gathering places and points of interest. The Roosevelt Field House/Wertz Stadium site is one of the most popular destinations in Historic East Piqua. The stadium hosts high school soccer games and occasional exhibitions that draw regional crowds. With its centralized location in the neighborhood, the Stadium and Field House should continue to be promoted as a civic and community gathering space. The other important community space, located adjacent to the study area, is Lock Nine Park. The Park, which celebrates Piqua's history as a canal town, is the location for community concerts and events. Enhanced bicycle connections between the park and the neighborhood could strengthen this area's role as a community gathering space.

The Great Miami River Trail is another important community asset that should be utilized as a neighborhood attraction. The trail, which runs along the river, on the edge of the study area has the potential to create regional connections, as well as community connections to the Historic East Piqua neighborhood. Creating access to the trail, and a connection between the neighborhood, downtown, and the trail will help bring trail users into Historic East Piqua.



LEVEE AND GREAT MIAMI RIVER TRAIL



WERTZ STADIUM IS AN IMPORTANT COMMUNITY GATHERING PLACE

## DEVELOPMENT SITE ANALYSIS

### THREE AREAS IN THE NEIGHBORHOOD HAVE BEEN IDENTIFIED AS OPPORTUNITY SITES.

#### OPPORTUNITY SITES

Within the Historic East Piqua neighborhood, three strategic opportunity sites have been identified. These are sites which may not be incorporated into the fabric of the neighborhood as well as they could be, or which may have once been key land use sites that do not contribute to the neighborhood as they once had. The three strategic sites are the former Aerovent Site, the Decker Site, and the Roosevelt Field House and Wertz Stadium site. The existing conditions of each of these sites will be examined in more detail in the following section. The analysis will evaluate the opportunities and constraints of each of the sites and build structures. The final recommendations and master plan concepts for the neighborhood will build upon this analysis in order to incorporate these sites better into the Historic East Piqua neighborhood.

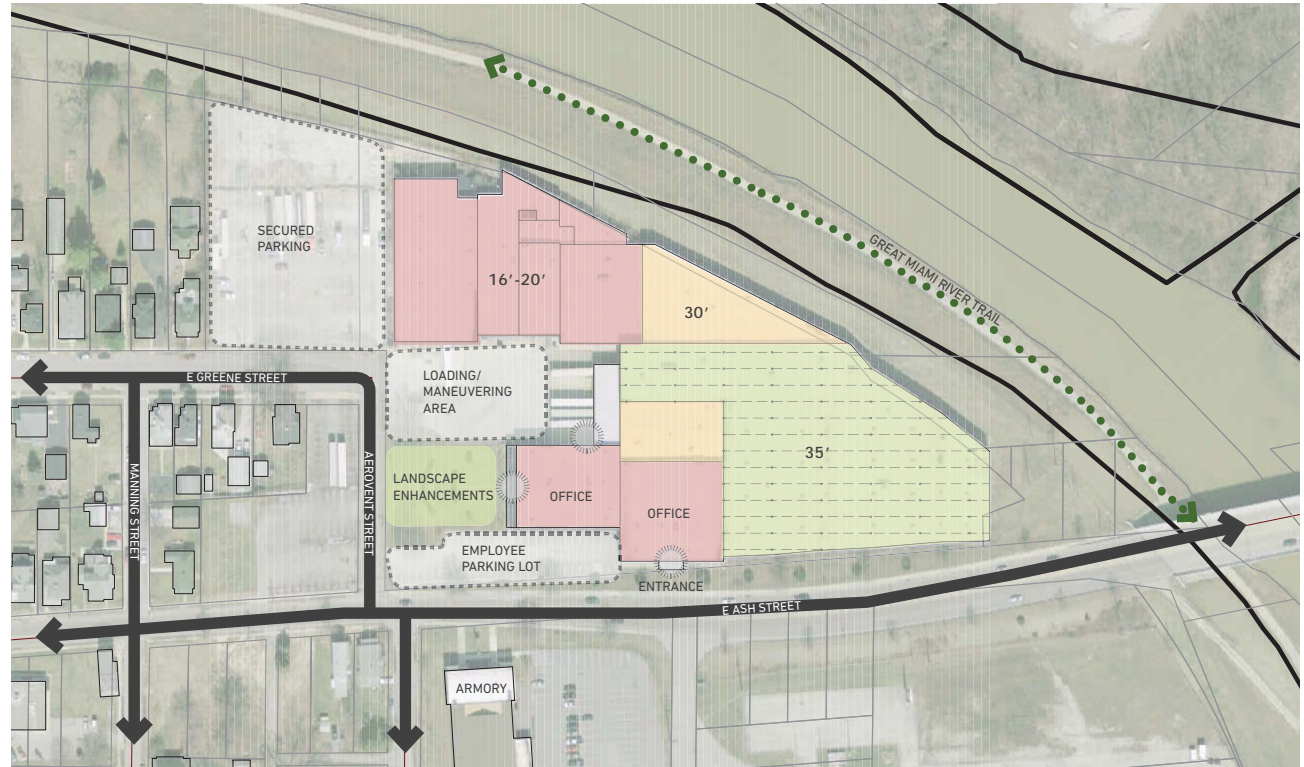


## AEROVENT OPPORTUNITY SITE

The first opportunity site in the Historic East Piqua Neighborhood is the former Aerovent Plant located north of Ash Street, on the eastern edge of the study area. The site includes the Aerovent building, the entrance and loading areas between the building and the Aerovent Street, and the secured parking lot located west of the building on Greene Street. Historically, the building was used to produce fans as part of the Aerovent Fan Company. This was the largest employer in Piqua until 1993 when the company was sold and the Piqua plant was shut down. Currently the building is 98% occupied storing manufacturing parts and equipment.

The building can generally be divided into four different sections, based upon the existing floor-to-ceiling heights. While the majority of the building is occupied with storage, the front office part could be repurposed of an alternative use. This area has previously been used for office space and storage space, and is easily convertible.

When planning for the Aerovent Site, it is important to consider both long-term and short-term objectives. Long-term objectives should study the potential of the site and building to meet existing and future needs of the neighborhood and community. Short-term objectives should focus largely on better incorporating the existing building and site into the Historic East Piqua neighborhood. Currently, although the building is 96% occupied, there is a common misperception that it is vacant. This stems from the limited activity seen on the site, and the little interaction residents have with the building. Implementing simple site and landscape enhancements can help activate the façade of the building, helping it to better contribute to the neighborhood and strengthen its presence as a gateway element into the Historic East Piqua neighborhood.



EXISTING AEROVENT CONDITIONS

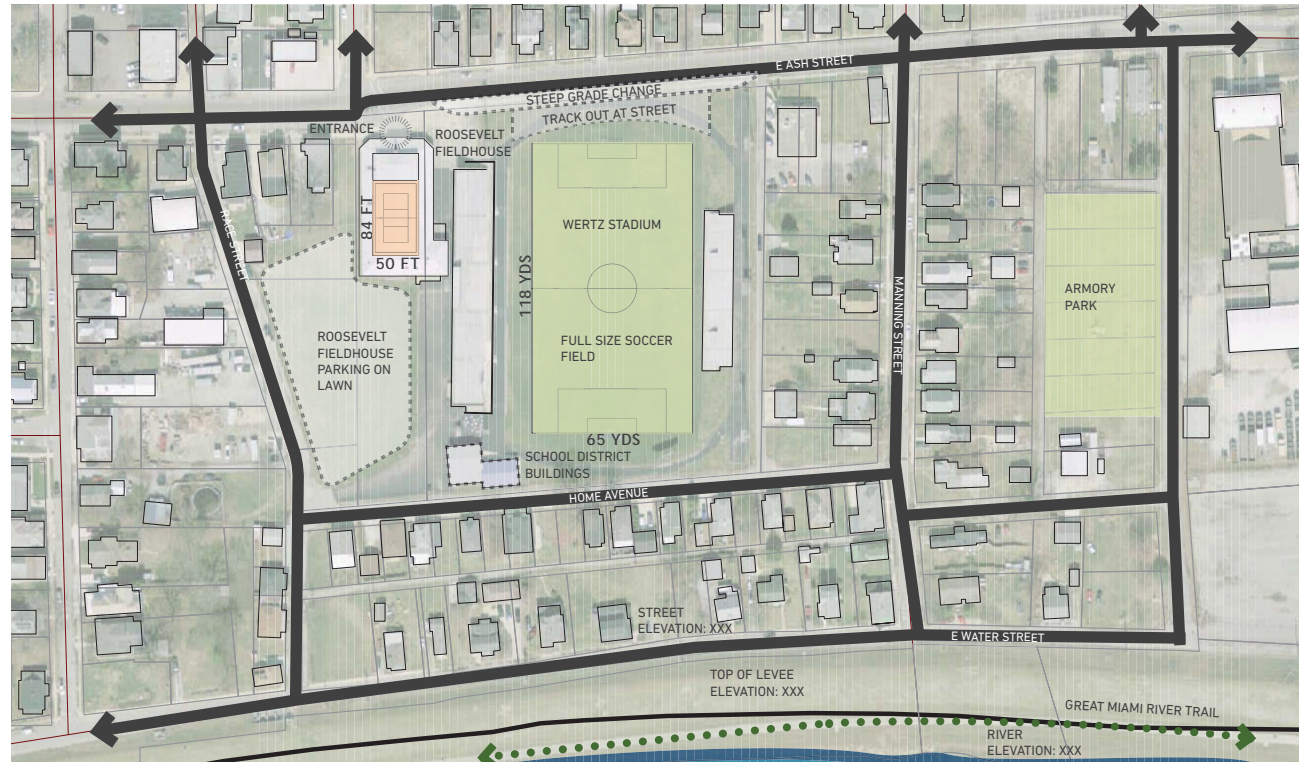


## WERTZ STADIUM OPPORTUNITY SITE

The second opportunity site is the Wertz Stadium and Roosevelt Field House site. The Roosevelt Field House was originally constructed in the 1930s as part of the Works Progress Administration. The building includes unique architecture from this time, including a sunken basketball court, appropriately nicknamed "the pit." The building has a strong street presence along Ash Street, and is within walking distance of Downtown Piqua. Today, the court is used for elementary-age recreational sports such as volleyball, basketball, and wrestling.

Wertz Stadium, directly adjacent to the Field House, is a regulation-size soccer field. The stadium is primarily used for Piqua High School soccer games, but has also been used for larger premier soccer events. In 2013, the stadium hosted a matchup between the Dayton Dutch Lions, a USL Premier Development League team, and the Wigan Athletic FC, an English professional football club. Although the stadium is within a short walking distance of Downtown Piqua, the majority of attendees drive and park in the greenspace next to the Roosevelt Field House. These limited parking conditions can create issues. Encouraging visitors to walk from the neighborhood or Downtown could help alleviate this issue and create new economic opportunities for stadium visitors and local businesses.

In addition to the close proximity of Downtown, the stadium and the field house are also approximately a block away from the levee, the Great Miami River Trail, the Miami River, Lock Nine Park, and Armory Park. This proximity to the trail creates the potential to connect these recreational uses, and provide an additional means to access the stadium for visitors. Having multiple greenspaces within such close proximity, two of which being popular community destinations, also creates the opportunity to continue to encourage this area to be a strong civic destination.



EXISTING ROOSEVELT FIELD HOUSE AND WERTZ STADIUM

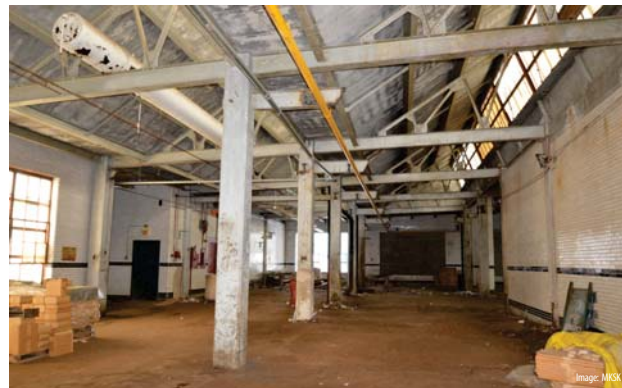
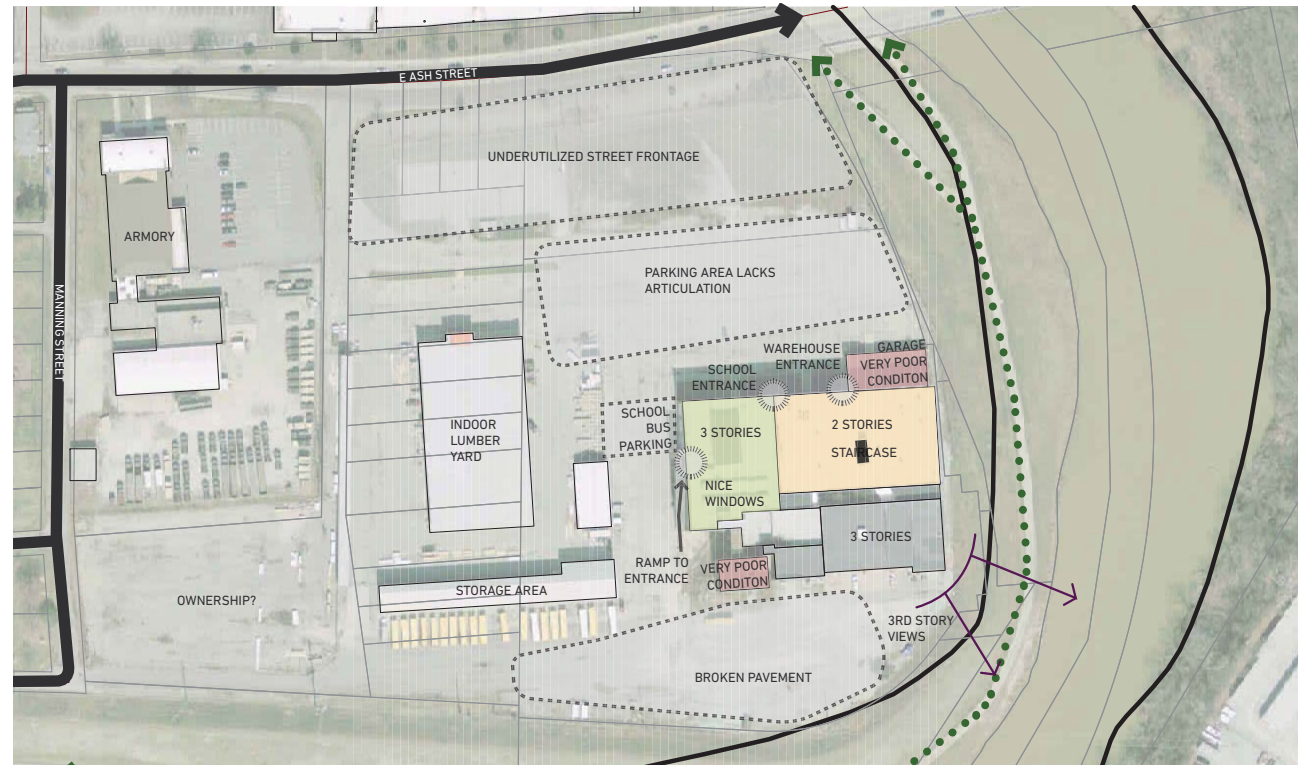
## DECKER OPPORTUNITY SITE

The former Decker Meat Packing Plant located at the eastern end of the study area, south of Ash Street, represents the third opportunity site. The large site includes the former Decker Packing Plant, large parking areas, underutilized street frontage, and the Piqua Lumber Company. Currently, the site is divided into different uses. The Piqua Lumber Company occupies the commercial building on the western half of the site, and the Piqua City Schools uses the back of the site for bus storage.

The former Decker Plant building itself is a historic warehouse that has been repurposed for several uses. The building itself is very large, resulting in only portions of it having been maintained and used for new purposes. Other parts have been neglected, and are in need of heavy renovation or demolition, should a new use be introduced. The front portion of the building has been renovated and is used for Piqua City School Board offices. This area has been completely renovated to include individual offices, and dropped ceilings. A portion of the third floor is also occupied by Tempo Wood Products, which manufactures trophies, plaques, and custom wood products. While several other small businesses occupy space in the building, with the exception of some storage, the majority of the rest of the building is vacant.

Some vacant areas in the Decker Plant are already divided, however many of them include large amounts of natural light and unique character and grit only present in historic industrial buildings. Spaces such as these have been in high demand nation-wide for repurposed studio and office space. Before any restoration or renovations can be done to the structure, extensive brownfield studies will need to be done to determine what types of mitigation will be needed, and how feasible repurposing of the space will be.

In order to capitalize on the opportunities of the Decker Site, it is necessary to plan for the site as a whole. This corner of the study area is largely separated from the rest of the neighborhood, due to the large amount of pavement and unused, vacant space. Creating a site plan that incorporates the entire site and includes new internal circulation will help connect the Decker Site into the Historic East Piqua neighborhood better, and help to capitalize on the opportunities of the site, such as the riverfront views.



EXISTING DECKER PLANT SITE



Image: MCK

# COMMUNITY HEALTH

## INTRODUCTION

In neighborhood redevelopment projects, it is important to consider community health issues, because we know that our built environment and our social environments have a great influence on our health outcomes. We know that community challenges, such as crime, poverty, or living near brownfield sites for example, make it more difficult for individuals, families, and the community to make healthy choices, and can negatively impact the quality of life for residents. For many of these challenges, part of the solution can be found in sustainable urban design and planning. The Agency for Toxic Substances and Disease Registry (ATSDR) Action Model reflects this understanding, and prompts the community development field to consider these important community health issues in their planning processes. The Model seeks to first identify the community issues, determine how community development can address the issues and what the potential community health benefits could be, and identify the data needed to measure progress.

The Community Health Survey the Kirwan Institute developed as part of the Historic East Piqua master planning process, and with input from the Steering Committee, follows this Model. Through targeted questions, the survey asks respondents to not only identify the community issues they experience, but to also identify what is working well in the community, and what they would like to see developed as part of this process. The analysis will feed into the final recommendations of the Master Plan.

From the beginning, key community issues were identified such as drug activity in the Historic East Piqua neighborhood, as well as the deteriorated or abandoned housing stock. Crime and drug activity may be more easily facilitated in neighborhoods with higher vacancy rates and abandoned buildings. The redevelopment of these sites into productive use may reduce areas where crime and drug occur, and reduce fear of such activity. In turn, this can lead to more mobility of residents. This is one example of how development can positively influence community health, and how the Community Health Survey can help influence the recommendations of the Historic East Piqua Master Plan.



## SURVEY DISTRIBUTION PROCESS

The following process highlights the development and distribution plan for the Community Health Survey. In order to ensure validity of results, we required a minimum of 30 surveys to be completed and returned (a 20% response rate). The process helped ensure the necessary amount of survey responses, and helped geographically reference survey responses, while keeping participants anonymous.

The development of the Community Health Survey was the result of correspondence between Consultants, the City of Piqua Client Group, and the Historic East Piqua Steering Committee. Survey questions were reviewed and revised based upon feedback from these different groups, resulting in fifteen questions that sought to identify existing health concerns in the Historic East Piqua neighborhood. Questions were also included to gain insight into survey participants. This allowed additional demographic information to be collected on existing neighborhood residents. To help geographically reference survey responses, two survey questions asked participants if they lived within the identified Historic East Piqua neighborhood and study area, and how close they lived to the Aerovent and Decker sites.

To receive as many responses as possible, the Community Health Survey was distributed through several different means. First, hard copies were mailed to all residents within the Historic East Piqua study area. This included a brief overview of the master plan and its objectives for the area, as well as a hard copy of the survey and stamped return address. Second, surveys were made available at the City building to be filled out and returned to the same location. Finally, the survey questions were made available on a Survey Monkey website to be filled out online. This link was shared through both the Historic East Piqua MindMixer website and the mailer. All survey responses were summarized and recorded in the Appendix chapter of the Master Plan. This information was integral in formulating recommendations to guide the growth and development of the Historic East Piqua neighborhood.

1

**STEERING COMMITTEE FEEDBACK**

2

**FINALIZE SURVEY - FEBRUARY**

3

**POST LINK OF SURVEY TO MINDMIXER**

4

**DISTRIBUTE PROJECT BROCHURES WITH LINK TO SURVEY**

5

**MAKE SURVEY HARD COPIES AVAILABLE AT CITY BUILDING**

6

**DIRECT-MAIL HARD COPIES TO NEIGHBORHOOD RESIDENTS**

7

**MARCH PUBLIC MEETING - SURVEY REMINDER AND HARD COPY DISTRIBUTION**

8

**CLOSE SURVEY - END OF MARCH**

## HISTORIC EAST PIQUA NEIGHBORHOOD MASTER PLAN

Community Health Survey

### About This Survey

Although access to health care and our personal lifestyle choices are important, our health is influenced by much more. In fact, conditions in our home, work, and community have been found to be more important factors influencing our health and how long we live. Challenges such as poverty, unemployment, or crime can make it more difficult for individuals, families, and a community to make healthy choices.

As part of the Historic East Piqua Master Plan (a revitalization plan for the neighborhood), we are asking residents about the health issues in their community so we can think through how redevelopment (for example, new infrastructure, new buildings, new businesses, new programs etc.) can help provide solutions to challenges. We also want to think through how redevelopment can build on the good things that already exist in the community to promote health and wellness.

There are 15 questions. The first five are designed for us to get a better picture of community health needs and opportunities in East Piqua. The last ten are background questions about you. All answers are anonymous.

### Social, Physical and Community Environment Questions

- |   |   |
|---|---|
| <p>1. Select the 3 items below that you think are most important for a healthy community.</p> <ul style="list-style-type: none"> <li><input type="radio"/> Access to health care and other services</li> <li><input type="radio"/> Affordable housing</li> <li><input type="radio"/> Arts &amp; cultural events</li> <li><input type="radio"/> Community involvement</li> <li><input type="radio"/> Good jobs &amp; wages</li> <li><input type="radio"/> Good schools</li> <li><input type="radio"/> Access to healthy and affordable food</li> <li><input type="radio"/> Low crime/safe neighborhoods</li> <li><input type="radio"/> Tolerance of diversity</li> <li><input type="radio"/> Youth-related activities</li> <li><input type="radio"/> Parks &amp; recreation</li> <li><input type="radio"/> Other _____</li> </ul> <p>2. How well do you think your community performs on the items you identified in Question 1?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Excellent</li> <li><input type="radio"/> Good</li> <li><input type="radio"/> Fair</li> <li><input type="radio"/> Poor</li> </ul> <p>Please explain _____<br/>         _____<br/>         _____</p> <p>3. In the following list, what do you think are the 3 most serious health challenges facing your community?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Motor vehicle/traffic accidents</li> <li><input type="radio"/> Respiratory disease (such as asthma, COPD, etc.)</li> <li><input type="radio"/> Lack of access to health care (including physical, mental, and dental health care services)</li> <li><input type="radio"/> Lack of exercise</li> <li><input type="radio"/> Crime/drug activity</li> <li><input type="radio"/> Unhealthy behaviors (smoking, alcohol/drug abuse)</li> <li><input type="radio"/> Obesity</li> <li><input type="radio"/> Poor nutrition</li> <li><input type="radio"/> Other _____</li> </ul> | <p>4. Are there things about your neighborhood that make it hard to be healthy? (For example, no sidewalks for safe walking; no grocery store nearby with fresh food; too much crime for kids to be outside, etc.) _____<br/>         _____<br/>         _____<br/>         _____<br/>         _____</p> <p>5. In my neighborhood, I would like to see more (choose 3):</p> <ul style="list-style-type: none"> <li><input type="radio"/> Healthy food</li> <li><input type="radio"/> Medical care</li> <li><input type="radio"/> Employment opportunities/job training</li> <li><input type="radio"/> Clean air and water</li> <li><input type="radio"/> Parks and recreation opportunities</li> <li><input type="radio"/> Youth-related activities/outlets</li> <li><input type="radio"/> Affordable, quality housing</li> <li><input type="radio"/> Transportation options</li> <li><input type="radio"/> Entertainment (restaurants, shopping, etc)</li> <li><input type="radio"/> My neighborhood is good how it is</li> <li><input type="radio"/> Other _____</li> </ul> |
|---|---|

Additional Questions →

## HISTORIC EAST PIQUA NEIGHBORHOOD MASTER PLAN

Community Health Survey

Please tell us about yourself! Remember, this survey is anonymous.

- |   |  |
|---|--|
| <p>6. Please select any of these general health challenges you face.</p> <ul style="list-style-type: none"> <li><input type="radio"/> Diabetes</li> <li><input type="radio"/> Overweight/obesity</li> <li><input type="radio"/> Heart disease</li> <li><input type="radio"/> Joint pain or back pain</li> <li><input type="radio"/> Mental health issues</li> <li><input type="radio"/> Alcohol/drug overuse</li> <li><input type="radio"/> Poor nutrition/exercise habits</li> <li><input type="radio"/> I do not have any health challenges</li> <li><input type="radio"/> Other _____</li> </ul> | <p>11. Age</p> <ul style="list-style-type: none"> <li><input type="radio"/> Less than 18</li> <li><input type="radio"/> 18-20</li> <li><input type="radio"/> 21-34</li> <li><input type="radio"/> 35-54</li> <li><input type="radio"/> 55-69</li> <li><input type="radio"/> 70+</li> </ul> <p>12. What is your employment status?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Work full-time</li> <li><input type="radio"/> Work part-time</li> <li><input type="radio"/> Retired</li> <li><input type="radio"/> Student</li> <li><input type="radio"/> Disabled</li> <li><input type="radio"/> Unemployed, but looking</li> <li><input type="radio"/> Not currently seeking employment</li> <li><input type="radio"/> Other _____</li> </ul> <p>13. Among the members of your household, what is the highest level of education completed?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Less than high school</li> <li><input type="radio"/> Completed high school or GED</li> <li><input type="radio"/> Some college, but no degree</li> <li><input type="radio"/> 2-year college degree</li> <li><input type="radio"/> 4-year college degree</li> <li><input type="radio"/> Advanced degree (graduate or professional)</li> </ul> <p>14. What is your household income before taxes?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Under \$10,000</li> <li><input type="radio"/> \$10,000- \$19,999</li> <li><input type="radio"/> \$20,000-\$29,999</li> <li><input type="radio"/> \$30,000-\$49,999</li> <li><input type="radio"/> Over \$50,000</li> </ul> <p>15. Your race/ethnicity is</p> <ul style="list-style-type: none"> <li><input type="radio"/> White</li> <li><input type="radio"/> Black or African American</li> <li><input type="radio"/> Hispanic or Latino/a</li> <li><input type="radio"/> Asian or Pacific Islander</li> <li><input type="radio"/> American Indian or Alaskan native</li> <li><input type="radio"/> Other _____</li> </ul> |
|---|--|
- Historic East Piqua Neighborhood
- |  |  |
|--|--|
| <p>7. Do you currently live in the study area?</p> <ul style="list-style-type: none"> <li><input type="radio"/> Yes      <input type="radio"/> No</li> </ul> <p>8. Do you live within ____ of the Decker Packing Plant and Aerovent Plant sites?</p> <ul style="list-style-type: none"> <li><input type="radio"/> 1 block</li> <li><input type="radio"/> 5 blocks</li> <li><input type="radio"/> 10 blocks</li> <li><input type="radio"/> More than 10 blocks</li> </ul> <p>9. How many people, including yourself, live in your household?</p> <ul style="list-style-type: none"> <li><input type="radio"/> 1</li> <li><input type="radio"/> 2</li> <li><input type="radio"/> 3</li> <li><input type="radio"/> 4</li> <li><input type="radio"/> 5+</li> </ul> <p>10. Your gender</p> <ul style="list-style-type: none"> <li><input type="radio"/> Female      <input type="radio"/> Male</li> </ul> |  |
|--|--|

## SURVEY RESULTS

Kirwan developed a baseline assessment of community health for the project that the City and partners could then track moving forward, as redevelopment occurs, to assess what (if any) impact the redevelopment is having on community health, broadly understood. We created a two-part baseline assessment that included pulling publicly available data, and distributing a community survey.\* Because the study area is so small geographically, we are limited in the health-specific indicators that we can pull from sources to share and still protect identity.

In the case of the Historic East Piqua neighborhood, we found that it may not be so much a direct health impact from contaminated sites (i.e. asbestos or lead poisoning), but more so the residual socioeconomic effects of industry declining—for example, a lack of other amenities, such as healthy food access and quality, affordable housing; challenges of economic development and land reuse post-industry; etc.

CATEGORY	INDICATOR	CONNECTION TO HEALTH
COMMUNITY	Educational Attainment	Education is the strongest social factor (employment and income are others) that can indirectly influence a person or a community's health. A person with more education will be more likely to choose healthy behaviors and lifestyles, get a job with health benefits, and able to find information and resources when faced with a health problem.
	Unemployment Rate	Having a good job can provide a sense of security and improve quality of life. Often a good job will give access to health care and medical insurance. On the other hand, not having a job can have many negative impacts, including impacts on health. The number of people with jobs is considered to be a sign of the overall quality of life in a community. Like education and income, employment can influence personal and community health. Employment, more education, and higher incomes are all closely linked to improved health.
	Poverty Ratio	Individual and neighborhood level poverty are well-documented risk factors for illness and premature death. Poverty is one of the underlying risk factors for increased mortality and ill health. Not only are impoverished people less likely to have health insurance, but they also have limited access to nutritional food, adequate housing, and education—all factors that can affect overall health and wellbeing.
	Median Household Income	Income affects ability to pay for the basic needs of daily life; housing, food, clothes, health care, and education. People with low incomes have less access to nutritious food, good housing, and education. Higher incomes allow access to better quality housing materials that reduce the risk of contact with lead, asbestos, mold, rodents, and dust. Looking at household income in a community can help planners find areas that would benefit from better access to jobs, training, and improved job stability.
LAND/ ENVIRONMENTAL	Contaminated Land	Brownfields may have contamination in old buildings, soil, or in water in the ground underneath the surface. There can also be physical dangers like broken windows.
	Park Space	The number and size of parks in a community can influence the health and well-being of residents. Counting the number of parks, their size, and condition can help public health and community experts understand why some neighborhoods have higher rates of obesity or less people participating in community activities. Neighborhood parks provide many additional benefits to the community. Communities with parks and gardens encourage people to live in the neighborhood longer and improve how people view the neighborhood. Parks and gardens in good condition can also help reduce crime in the area.
	Vacancy Rate	Vacant properties in urban areas may be associated with increased crime rates, decreased property values, and can negatively influence the quality of life for residents in the surrounding neighborhood.
BUILDING/ INFRASTRUCTURE	Housing Quality (Visual Inspection)	The quality of housing can affect both physical and mental health. People living in older houses have a higher than usual risk of lead poisoning, since about two-thirds of homes built before 1940 and half of homes built between 1940 and 1960 contain heavily leaded paint (CPSC, 2007). Vacant properties in otherwise developed areas may be associated with increased crime and arson rates, decreased property values, and negative impacts on the quality of life for residents in the surrounding community (NVPC, 2005). Furthermore, symptoms of stress, anxiety, and depression may be associated with poor quality housing (WHO, 2004). Improvements in housing conditions are expected to contribute to many community and health benefits. [WI]

SELECT INDICATORS AND HEALTH IMPLICATIONS

\* Note that approximately 40% of those who took the survey lived within the study area (3 people skipped this question)

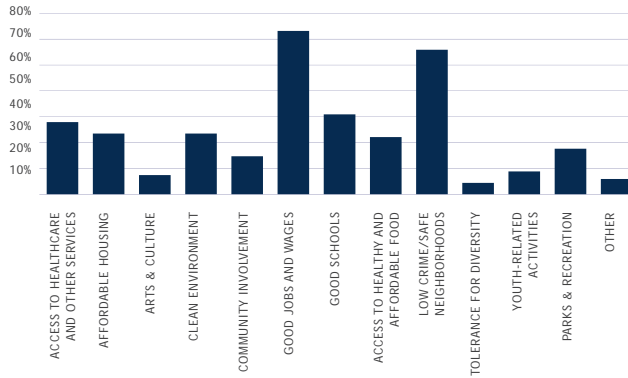
# SURVEY RESULTS

From the public data we pulled and the survey responses, it is evident that the study area faces some key economic and social challenges, when compared to the rest of the City:

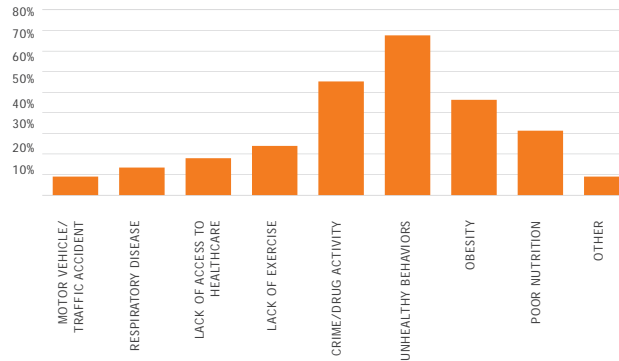
- Dilapidated housing stock
- Perceived issues of crime and safety
- Limited access to fresh food
- Lower household incomes
- More renter households
- More people struggling or doing poorly (poverty ratio)
- No park space

SELECT INDICATORS		HISTORIC EAST PIQUA NEIGHBORHOOD	CITY OF PIQUA
EDUCATIONAL ATTAINMENT	HS GRADUATE OR EQUIVALENT	44.7%	41.5%
	SOME COLLEGE	36.6%	30.5%
	BACHELOR'S DEGREE	4.2%	6.7%
UNEMPLOYMENT RATE		10.2%	12.6%
MEDIAN HOUSEHOLD INCOME		\$23,851	\$36,260
HOUSING TENURE	OWNER		
	RENTER	68%	38.4%
VACANCY RATE		7.7%	9.2%
POVERTY RATIO (Ratio of Income in 2013 to Poverty Level)	POOR OR STRUGGLING (UNDER 2.0)	63.9%	47.6%
	DOING OKAY (OVER 2.0)	36.1%	52.4%

## SELECT THE 3 ITEMS THAT YOU THINK ARE MOST IMPORTANT TO A HEALTHY COMMUNITY...



## WHAT DO YOU THINK ARE THE 3 MOST SERIOUS HEALTH CHALLENGES FACING YOUR COMMUNITY?



## ARE THERE THINGS ABOUT YOUR NEIGHBORHOOD THAT MAKE IT HARD TO BE HEALTHY?



## GENERAL RECOMMENDATIONS

- As redevelopment occurs, the baseline measures should be updated.
- The City should consider assessing crime incident reports in the neighborhood, as safety was a key issue cited by survey respondents. Some respondents pointed out that there was too much crime to feel safe outside, which limits mobility and recreation. Crime and drug activity were the second most cited health concern within the community.
- The City should consider entering into a data sharing agreement with the local health department to assess infant mortality and low birth weight births in the study area. These are leading indicators with regard to quality of life, from a health aspect, in a community.

Given the survey responses, likely the three most “direct” routes for health-related impacts would be through housing stock revitalization, increased recreation opportunities (which includes enhanced infrastructure), and improved access to fresh and affordable food.

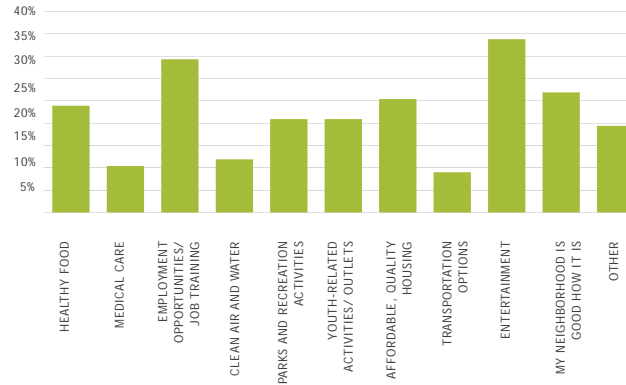
**Housing Stock Revitalization:** renovation of old housing stock and construction of new stock can reduce exposure to harmful environmental substances (ex. lead). Reduced vacant housing can also deter crime and drug activity. Such improvements can result in improved perceptions of safety, which are likely to result in increased mobility of residents (with physical and mental health benefits). Further, targeted home repair grants for responsible landlords and owners would also allow existing owners to reap benefits of renewed investment in the community.

**New & Improved Recreation Space/Opportunities:** increased opportunities for safe physical activity not only would have physical health benefits, but could serve to strengthen the sense of community, a concern that came out in the survey.

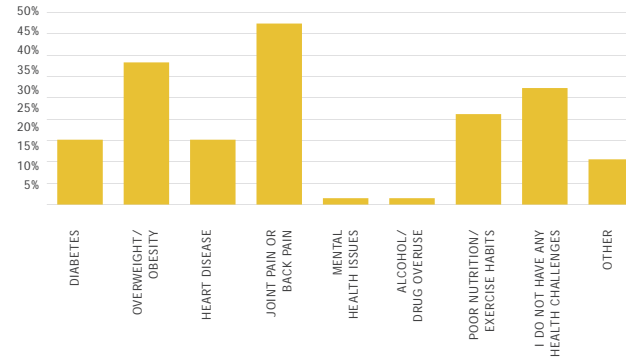
For example, from the survey, issues of diabetes, joint pain, obesity, and poor nutrition/exercise were reported. While these health issues may not be directly tied to contamination from a brownfield, for example, it is a residual effect of neighborhood disinvestment, and points to health concerns within the community that can be addressed, to a degree, through an enhanced community environment. Such enhancements must also include sidewalks and roads in good repair (two issues cited by the community that limit mobility). Many respondents pointed out that it was simply not safe to use the sidewalks, roadways, or bike paths, due to traffic, rough and uneven pavement, and limited lighting.

**Improved Access To Fresh, Affordable Food:** When directly asked if things about the neighborhood made it hard to be healthy/make healthy choices, a number of respondents cited the lack of fresh and affordable food within the neighborhood as an issue—both in terms of eating establishments as well as grocery stores. As the redevelopment plan moves forward, the City should consider ways to increase healthy food options within the neighborhood (for example, relocate the Farmer’s Market, enlist corner stores to carry fresh produce, repurpose vacant lots into a community garden).

## IN MY NEIGHBORHOOD, I WOULD LIKE TO SEE MORE...



## PLEASE SELECT ANY OF THESE GENERAL HEALTH CHALLENGES YOU FACE...



# MARKET ANALYSIS

## THE HOUSING STOCK AND POPULATION CHARACTERISTICS SUGGEST A NEIGHBORHOOD AT A TIPPING POINT.

### HOUSING MARKET ANALYSIS

The Historic East Piqua study area is primarily residential in character north of Ash Street, typified by a combination of modestly-sized single family and two family homes, with a mix of homeownership and rentals. Market values generally range from \$30,000 to \$75,000, with a median value approximately \$50,000. South of Ash Street, and closer to the Levee, the residential areas tend to have a higher percentage rental properties, with valuations ranging from \$25,000 to \$54,000, with a median value approximately \$32,000. While there are relatively few vacant parcels (with the exception of Ash Street itself), the condition of the housing stock from an exterior evaluation, exhibits a wide range, from those in relatively good condition to those that indicate deteriorating conditions to those that are in serious states of disrepair. The condition of those nearest to the Levee on the south side appear to be most in stress, with a number of vacant or boarded-up properties.

The analysis of the income characteristics of those residing in the neighborhood suggests a somewhat skewed neighborhood, with a high percentage of low and very low income residents and a significant percentage of higher income, but a relatively small percentage of middle income. The age breakdown suggests a large majority of residents consist of families with children.

These characteristics of both the housing stock and the population suggest a neighborhood at a tipping point. Without proactive intervention, it is likely that the neighborhood will fall further into decline and deterioration, de-stabilizing values for those houses in good condition and presenting an economic dilemma for upper income residents as to whether it makes sense to remain. This is a common situation for neighborhoods in transition, and often a focused, targeted neighborhood stabilization strategy can be effective in reversing the trend from a downward spiral to an upward one.



EXAMPLES OF ALTERNATIVE HOUSING OPTIONS



EXAMPLES OF ALTERNATIVE HOUSING OPTIONS



A NEIGHBORHOOD THAT HAS IMPLEMENTED A RESIDENTIAL RENOVATION PROGRAM



EXAMPLE OF RESIDENTIAL INFILL CHARACTER THAT MATCHES EXISTING HOMES

# HOUSING MARKET ANALYSIS

Fortunately, there are a number of factors in East Piqua that are positive assets, and can be used as a basis for such a stabilization strategy. While the percentage of houses needing some degree of rehabilitation may be relatively high, the absolute number of structures is of a reasonable magnitude. Second, the typology, size, and visual character of many of these houses are appropriate for the area, are manageable in terms of rehabilitation costs, and tend to be desirable for first time homebuyers and young professionals willing to invest their own sweat equity. Third, given the incomes of many of the residents, a variety of available financing programs can likely be utilized.

Finally, the location of the neighborhood adjacent to downtown, to the River, and with easy access to the highway, combine to provide the neighborhood with significant market benefits. Unfortunately, it is clear that these assets have not infused the area with any significant market benefit. A number of factors could explain this: 1) the lack of views and access to the River makes the levee adjacency a negative rather than a positive feature; 2) connections to downtown are not strong; 3) the adjacency to industrial facilities may be seen as a problem, and 4) there is a lack of a strong common identity to the neighborhood.

Through a number of strategic interventions from the public and civic sectors - a number of which are outlined in this report - the residential aspect of the neighborhood could indeed be stabilized and, through a more aggressive approach, be positioned to flourish. Each of the assets listed above can be reclaimed as a strength, rather than a weakness, to its market attractiveness and aid provide reasonably priced housing to a broader segment of the overall population. These interventions include the following:

1. Targeted rehabilitation loan assistance: A number of programs are offered by a variety of organizations specifically to encourage rehabilitation of existing single family and duplexes for owners within certain income levels. As an example, the Federal Home Loan Bank offers a variety of programs (Affordable Housing Program; Community Investment Program; Economic Development Program) that provide low interest loan funds to homeowners and owners of rental property at 50%, 80%, and 115% of median income, respectively. The Cincinnati Branch of the FHLB, which covers Ohio, has been especially active in these loan programs. In addition, the Ohio Housing Finance Agency offers a number of programs for census tracts that qualify as targeted neighborhoods, which includes East Piqua; and also offers funds through its competitive Housing Investment Fund, if part of an overall neighborhood revitalization strategy.

In addition, local financial institutions in partnership with the public sector can create similar targeted loan programs or pools that more directly serve a targeted neighborhood, to meet their CRA requirements. The public sector may provide the financial institution with loan guarantees or other soft cost support in order to reduce the risk of such loans.

2. Targeted Acquisitions - certain properties in strategic locations that

may be too far deteriorated for rehabilitation, vacant, or abandoned, can become subject to selective targeted acquisition, either by the City or by a private or quasi-public with neighborhood revitalization as part of its mission. Given property values in the neighborhood, such acquisition costs are likely to be modest and have a far greater value in stabilizing surrounding properties. The properties and/or parcels may then be used for new construction or substantial rehabilitation under favorable terms (see below) offered to new residents willing to invest in the neighborhood.

3. New Homeowner Incentives - certain age/income groups not currently well represented in the neighborhood, should be encouraged to invest in the area, which can add diversity, stability and vitality to the area. In addition to incentives to encourage existing owners to invest in their property, programs designed to attract new residents should be instituted simultaneously. These incentives can include property tax abatement or multi-year freezes at the base acquisition price, low interest rehabilitation loans (without income restrictions); transfer of acquired properties at nominal cost; and reduction/elimination of closing costs.
4. Introduction of new residential building types - Much of the residential character of the neighborhood west of Aerovent Drive is primarily composed of single family and two-family structures, and there are relatively few vacant parcels. However, a number of vacant parcels remain along Ash Street, and the closer to downtown the character becomes somewhat more urban and commercial. The introduction of vertical townhouse-style infill construction on some of these vacant and/or underutilized parcels should be considered as a way to further stabilize the neighborhood, for a number of reasons, including the following:
  - 1) they can provide an additional housing option in Piqua between a traditional single family home and a downtown loft style apartment;
  - 2) they can provide a flexible fee simple housing alternative to new residents, with the potential for a first floor rental unit and/or small commercial unit or gallery space;
  - 3) a three story prototype can provide river view from the upper floor and roof deck options;
  - 4) such units can be brought onto the market at very small increments, responding to market demand.

5. Employer Assisted Programs - Piqua is fortunate to have a long history as community with a strong manufacturing and employment base, a tradition that continues today. Many employers support efforts by their employees to live in the community in which they work, which is a benefit for both employer and employees. Often such efforts involve financial assistance for employees who purchase and/or rehabilitate homes in a certain neighborhood or in the town as a whole. The most typical form of assistance is down payment assistance, but a range of

options can be created. Given the strong private sector support found in Piqua for civic improvement initiatives, consideration should be given for the creation for employer assistance housing programs for those employees investing in the Historic East Piqua neighborhood.

6. Neighborhood Identity: Piqua Arts District - The market attractiveness of the neighborhood depends upon a variety of factors, including its proximity to downtown, safe and attractive streets and pedestrian amenities, access to the River, recreational opportunities, etc., all of which are addressed herein. However, the identity of a neighborhood - or lack thereof - is equally if not more important. While the East Piqua area can be considered the "gateway" into Piqua, it currently does not possess an easily identified identity.

Given the characteristics of the neighborhood, it is suggested that serious consideration that efforts be made to 'seed' the area as an emerging Arts District, for a variety of reasons. Piqua has had for the past 25 years, an active Arts Council, coordinating an impressive array of arts-related programming. However, there is currently no agglomeration of artists, galleries, and related arts commercial spaces in a concentrated area of town. There are a number of examples of communities that have seen such arts districts flourish in neighborhoods with similar characteristics as Historic East Piqua (for example, Lowertown in Paducah, Ky.) The housing stock along and adjacent to Ash Street aligns well with examples of artists' housing and/or small gallery spaces within an artist-owned property or nearby. The "complement" of Ash Street as an emergent arts district to the recreation/entertainment focus of downtown Piqua can create a vibrancy in which each supports the other, rather than competing with each other. The ease of walking between the two -with Spring Street as a natural nexus - further adds to this potential.

## COMMERCIAL DEVELOPMENT

Commercial development within the Historic East Piqua area is limited to a number of small businesses along the western portion of Ash Street. Given the current conditions in the neighborhood and the proximity to more robust retail opportunities nearby (downtown/Main Street) and east of I-75, this is to be expected. A stabilization of the residential neighborhood as described herein may increase to a modest extent the potential for more neighborhood service type of businesses, but the likelihood of significant new retailing supply is unlikely. In addition, given the focus of attention on downtown and the waterfront, merely extending and spreading out the retail inventory along Ash Street may be counter-productive to creating more critical mass within downtown.

Nonetheless, the sporadic quality of the streetscape and the lack of continuity of uses along Ash Street combine to present an unappealing and weak frontage to the street, which in similar cities would show a stronger property line presence along the street by either residential properties or 1-2 story commercial properties.

The most successful strategies that deal with these types of conditions usually concentrate initial focus on the “healthiest edge” and work out from such a point. In this situation, this would be the Spring and Ash Street intersection, as it serves as the connecting point to the economically growing downtown and riverfront area. While the intersection itself is not strong commercially, the transformation of the former Daily Call property into the corporate headquarters and flagship location of Winans Chocolates & Coffees will soon establish a strong anchor at this intersection. The parking area of Chase on the northeast corner and the George’s parcel provide additional opportunities for more intensive infill development that would further anchor this important intersection and provide energy for additional small scale commercial eastward on Ash Street. A modestly scaled multi-family project with upper story river views and small retail and/or gallery spaces at the ground floor level should be considered.

The potential to encourage the Ash Street corridor as an Arts District should be seriously considered as a targeted “niche” commercial/retail area of focus, as discussed previously. While some of the existing vacant or underutilized commercial spaces could be repurposed, it is more likely that a combination of an outreach to artists for live/gallery spaces in existing properties (a la Paducah, for example) and the inclusion of ground floor retail spaces in new infill projects could begin to create an arts-related identity for this major entry into downtown.

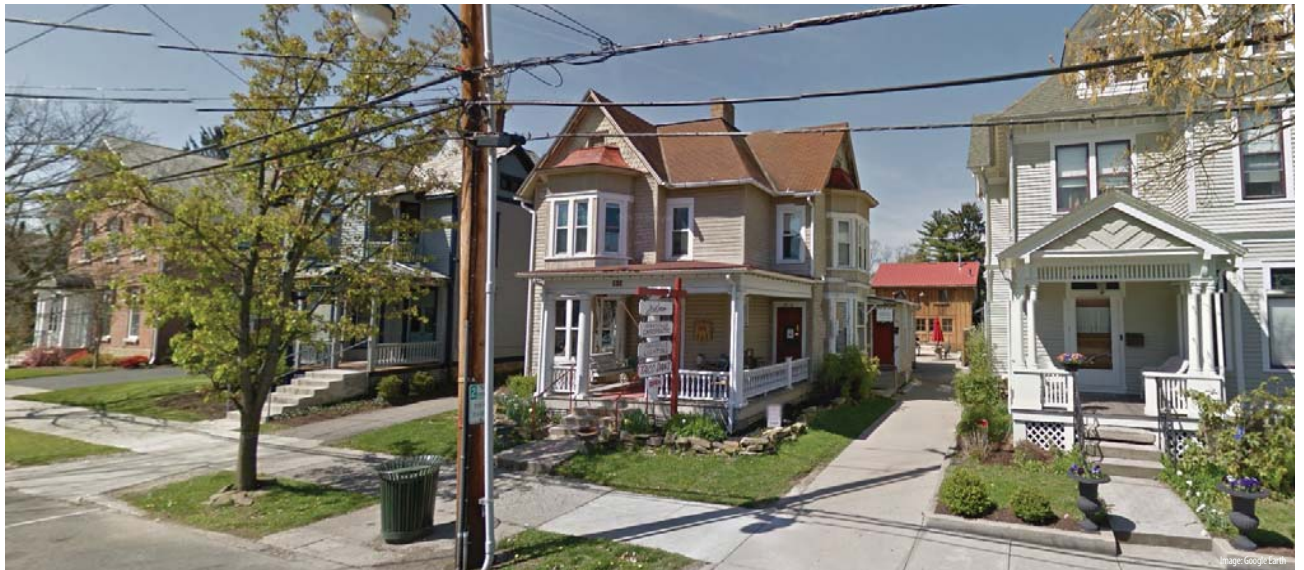
In addition, there is currently non-warehouse vacant space at the Aerovent property with both Ash Street visibility and frontage that could, with the cooperation of the property owner, provide additional gallery and arts-related uses at the entry point of the neighborhood. A portion of the Decker property could also be utilized, on a short term or temporary basis, as a large arts/multi-media lab that would further reinforce the identity of the Ash Street arts corridor. Both options should be explored. (see the Steelyard).



COMMERCIAL INFILL AT THE INTERSECTION OF SPRING AND ASH STREETS WOULD ENERGIZE THIS IMPORTANT INTERSECTION



PORTIONS OF THE AEROVENT BUILDING COULD BE REUSED FOR ART GALLERY SPACE



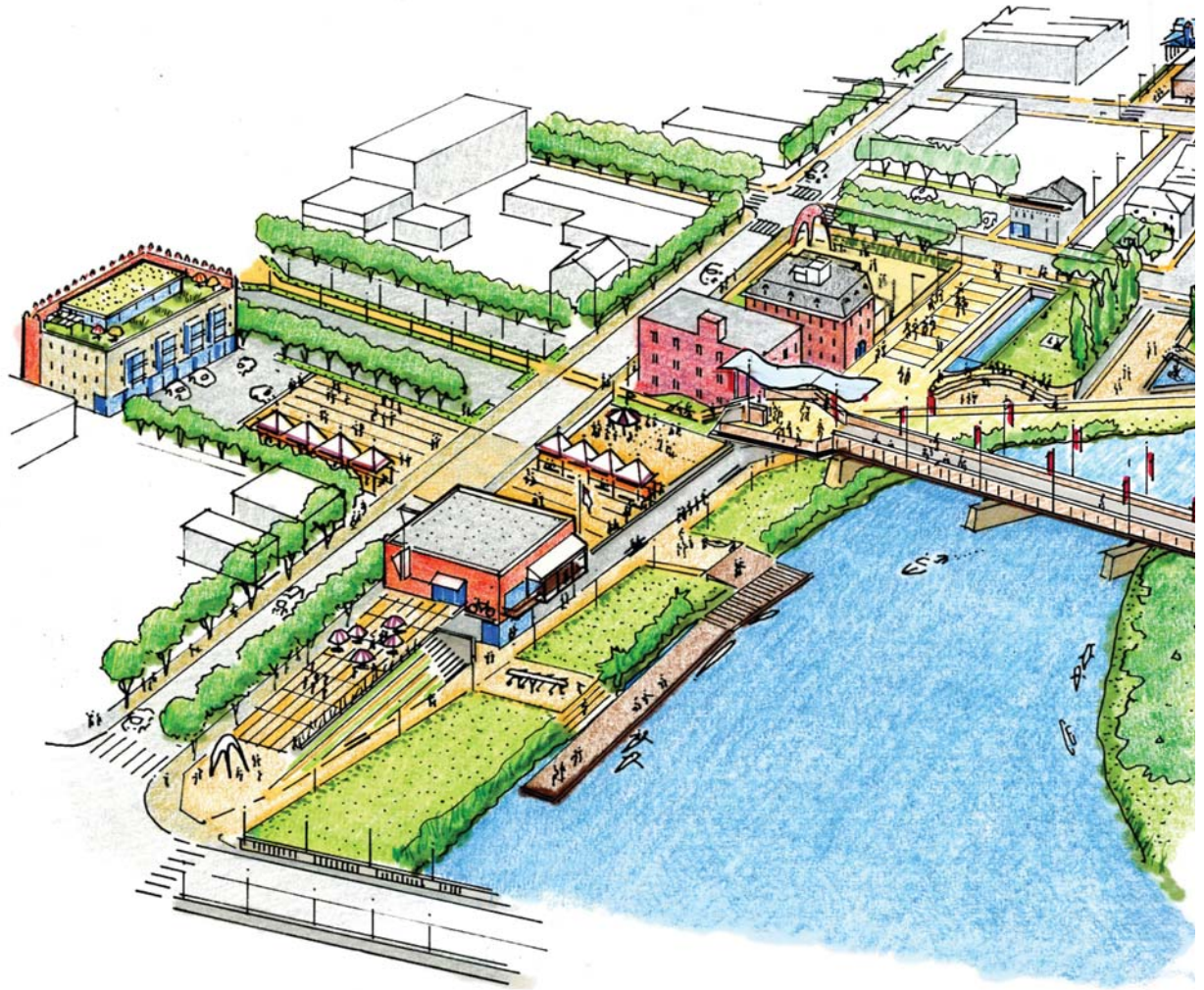
EXAMPLES OF LIVE-WORK SPACES WITH APPROPRIATE CHARACTER FOR ASH STREET

## CONNECTIONS TO RIVERFRONT DISTRICT DEVELOPMENT STRATEGY

The City of Piqua has devoted a great deal of effort to the development of its Riverfront District Development Strategy, and a number of implementation initiatives are currently in progress. The resurgence and revitalization of downtown Piqua and increasing activity along the riverfront downtown is a key element of the East Piqua Plan, as a healthy and vibrant area within short walking, biking, and boating distance from downtown can only increase the attractiveness of the neighborhood. Care should be taken, therefore, to insure that the individual elements of each focus area are designed to complement, rather than compete with, each other, and that the external benefits of one upon the other can be maximized.

Given this mutually beneficial relationship, the following are recommended

1. The retail/commercial focus of Ash Street and East Piqua should be targeted at arts arts-related enterprises and smaller, neighborhood oriented businesses
2. Strong and attractive pedestrian connections between East Piqua and downtown are critically important and should be given the highest priority. Connections via Ash Street, High Street, and Water Street should be highlighted and improved
3. A major park and assembly node along the River is being developed through a redesign and refocus on Lock Nine Park. Design improvements that enhance and encourage easy access to the Levee and the riverfront trail in East Piqua are high priorities. No new riverfront park improvements are warranted, but access must be improved. The levee as a barrier to a riverfront connection to downtown must be overcome and transformed into an asset.
4. The intersections of Spring/Ash Streets and Spring/Water Streets are important intersections for downtown and East Piqua. Long term plans for development at these locations be designed in such a way as to encourage movement between the two districts.
5. Streetscape and pedestrian enhancements should be designed to encourage walking between downtown and the recreational complex/events at the stadium



PIQUA RIVERFRONT DISTRICT

## CITY DEVELOPMENT TOOLS

The City of Piqua should be extremely proud of its strong record of economic development innovation and the public/private partnerships that it has created, ranging from the remarkable Fort Piqua Plaza project to the current efforts to redevelop and revitalize its riverfront. Few if any communities can match the Piqua model, and the results speak for themselves.

Not only has Piqua become adept at receiving competitive state and federal grant and loan funds, it has also been able leverage these resources with private funds to make them much more impactful. Many of the potential strategies presented herein can use this same "Piqua model", in slightly different ways with different goals...but hopefully with the same results.

Among the tools that could be considered are the following:

- The creation of a civic fund that would be able to acquire key properties that could be rehabilitated and put back into useful service with a targeted end use. This is similar to the civic fund currently being created or can become an extension of that effort. Experience has shown that the control of property is one of the key actions the public (or quasi-public) can take to stimulate economic development.
- A loan fund with extremely attractive terms that enable properties to be rehabilitated under a certain set of criteria. Funds from financial institutions could be leveraged by loan guarantees from public and/or civic funds. Experience in other cities that have used such mechanisms suggest that with the proper underwriting, the actual use of such guarantees tend to minimal.
- Environmental/Brownfields clean up funds - Piqua has been successful in receiving federal and state funds to be applied to environmental remediation that result is economic development investments.
- Housing Assistance Funds - Given the economic characteristics of the neighborhood, East Piqua would qualify for a number of affordable housing programs offered by a number of entities, such as the Federal Home Loan Bank and the Ohio Housing Finance Agency, that would be applicable to the rehabilitation of existing properties and the potential purchase by first time homebuyers.
- Streetscape and public infrastructure enhancements - Piqua has shown a great commitment to enhancing the public environment in the downtown area and on Ash Street east of I-75. It would be both necessary and appropriate to "fill-in" with such enhancements, which are clearly needed, in the East Piqua neighborhood.

## CASE STUDY: PADUCAH, KY

Paducah, Kentucky's Lower Town neighborhood is an example of successful neighborhood revitalization efforts led through a local artist movement. While the neighborhood is now a national artist and tourist destination, it was once plagued with blight and neglect. The creation of a nationally recognized "Artist Relocation Program" helped introduce new residents to the area, and encouraged local investment that resulted in a unique, eclectic and vibrant neighborhood.

Lower Town, Paducah's most historic residential neighborhood, was once a prominent area, located adjacent to the City's Central Business District. In the early 2000s the neighborhood had struggled with deteriorating conditions. In fact, 51% of the neighborhood's residents lived in poverty, the renter's occupancy rate exceeded 70%, and 23.4% of the structures were considered dilapidated and in need of correction. Recognizing the historic value of the neighborhood, which had been placed on the National Register of Historic Places in the early 1980s, the City of Paducah worked with local financial establishments to create a new type of neighborhood revitalization effort.

The Artist Relation Program, which began in 2000, has become a national model for neighborhood revitalization efforts. As part of the program, the City of Paducah provided incentives to bring artists to the neighborhood and encourage them to buy and invest in the community. The City worked with the community owned Paducah Bank to offer a 7.5%, fixed, long-term loan that covered both the purchase and renovation costs of artists buying property in the neighborhood. As part of the program, the City would then buy down the loans another 0.5%, resulting in a 7% interest rate with 100% financing. This meant that artists could purchase and renovate a property for as little as \$1 down. Many of these artists used the program to create living and working spaces, as well as open numerous local galleries.

Since its creation, Lower Town's Artist Relocation Program, the neighborhood has become a successful arts district, with over \$30 million being invested in the restoration of the neighborhood, over 20 artists living, working, and creating in Lower Town, and a new Paducah School of Art and Design being created as a result of the growth of the local artist movement. The Artist Relocation Program enabled residents to become invested in the Lower Town neighborhood, resulting in continued revitalization efforts.



Image: <http://www.quiltweek.com/locations/paducah/>

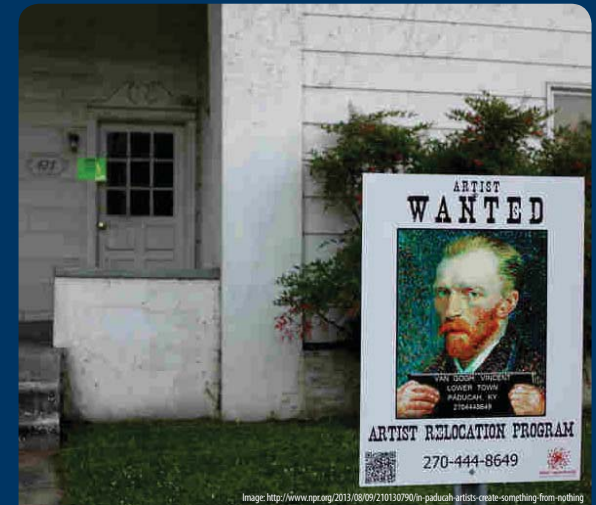


Image: <http://www.rpr.org/2013/08/09/210130790/in-paducah-artists-create-something-from-nothing>

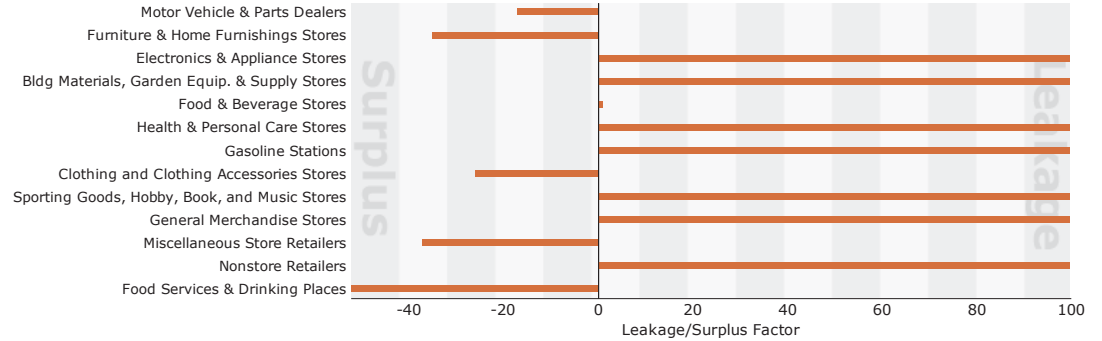
## MARKET ANALYSIS

A general market study was conducted for the Historic East Piqua area, which identified what types of commercial services were present in the neighborhood, and which weren't. Currently, Historic East Piqua has a limited amount of retail, creating a number of leakages in the market. A leakage occurs when residents are leaving the neighborhood in order to access an amenities such as restaurants, grocery stores, and other types of shops. Generally, where there is a leakage in the market, there is the potential to introduce this type of use into the area.

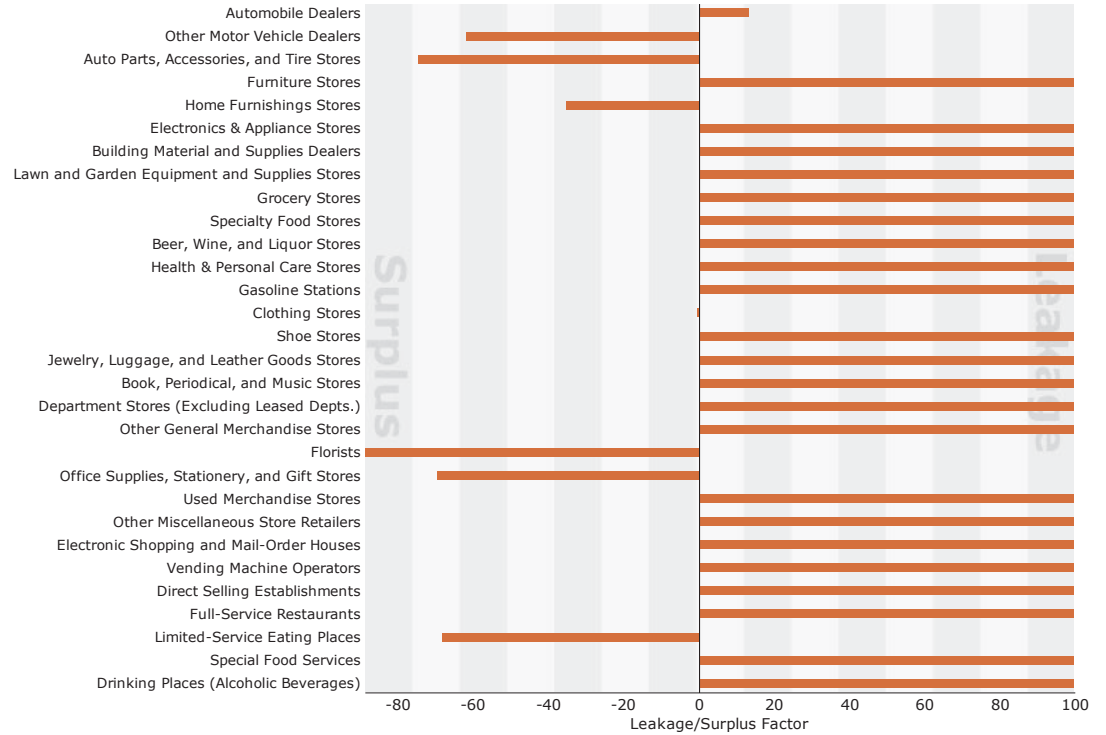
In terms of Historic East Piqua, consideration should be given to the types of businesses already present in the neighborhood, as well as those present in Downtown Piqua. While they may be acknowledged by the market study, some retail institutions in the study area may not have as strong a presence as the chart would indicate. For example, the charts would indicate that there is an adequate amount of food and drink restaurants in the study area. However, according to public input received through the planning process, there is a strong desire for more restaurants in the neighborhood.

Additionally, while there may be a leakage for a type of retail in Historic East Piqua, this type of commodity may be offered in the adjacent Downtown Piqua. Introducing this same type of use may therefore not have the demand originally thought, or may detract from an existing business downtown. In order to continue to support Downtown Piqua as the commercial and community core of the City, businesses introduced into Historic East Piqua should strive to extend the energy and vitality of Downtown into the neighborhood, by introducing businesses that complement existing downtown retail, and do not detract from it.

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



## CONSUMER DEMOGRAPHICS

Consumer demographics provide an additional level of information on neighborhoods in a study area. It identifies the types of consumers that live in that neighborhood, and lists typical characteristics that are found of neighborhood in which the identified type of consumer tend to live. This information is important because it helps understand what types of land uses will be successful with the existing population, and what should be recommended as the area continues to grow and develop. The information and charts presented on this page represents statistics for the consumer demographic groups identified in Historic East Piqua. They do not represent the actual demographics of the neighborhood, but instead provide a general picture of the types of residents.

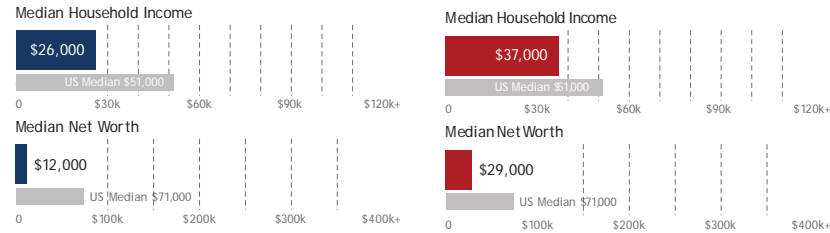
Generally speaking, there are two types of consumer demographics in Historic East Piqua. The area north of Ash Street consists of household consists predominantly of consumers that tend to be mostly married-couple families or singles. This portion of the neighborhood tend to have higher home ownership rates, median home value, and median income. Their average household budget is slightly higher, and they are primarily employed in manufacturing, retail, and health care. This tends to be a younger market, with beginning households.

South of Ash Street, the consumer demographics change slightly. More consumers tend to rent than own their homes, and with lower average household budget, the home values in areas with this type of consumer demographic tend to be lower. Unemployment can be higher, and most individuals work in manufacturing, service, and retail. These neighborhoods tend to be mostly families, married couples, and single parents.



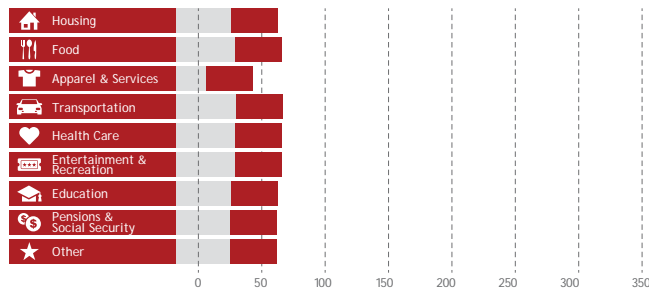
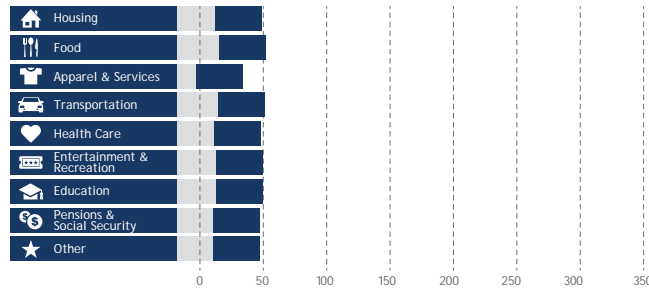
## INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.



## AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures estimated by Esri.



## HOUSING

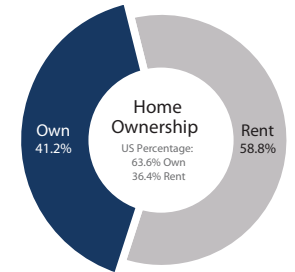
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:  
Single Family

Average Rent:  
\$690

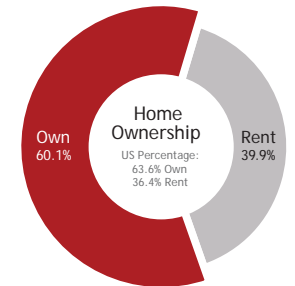
US Average: \$990



Typical Housing:  
Single Family

Median Value:  
\$79,000

US Median: \$177,000





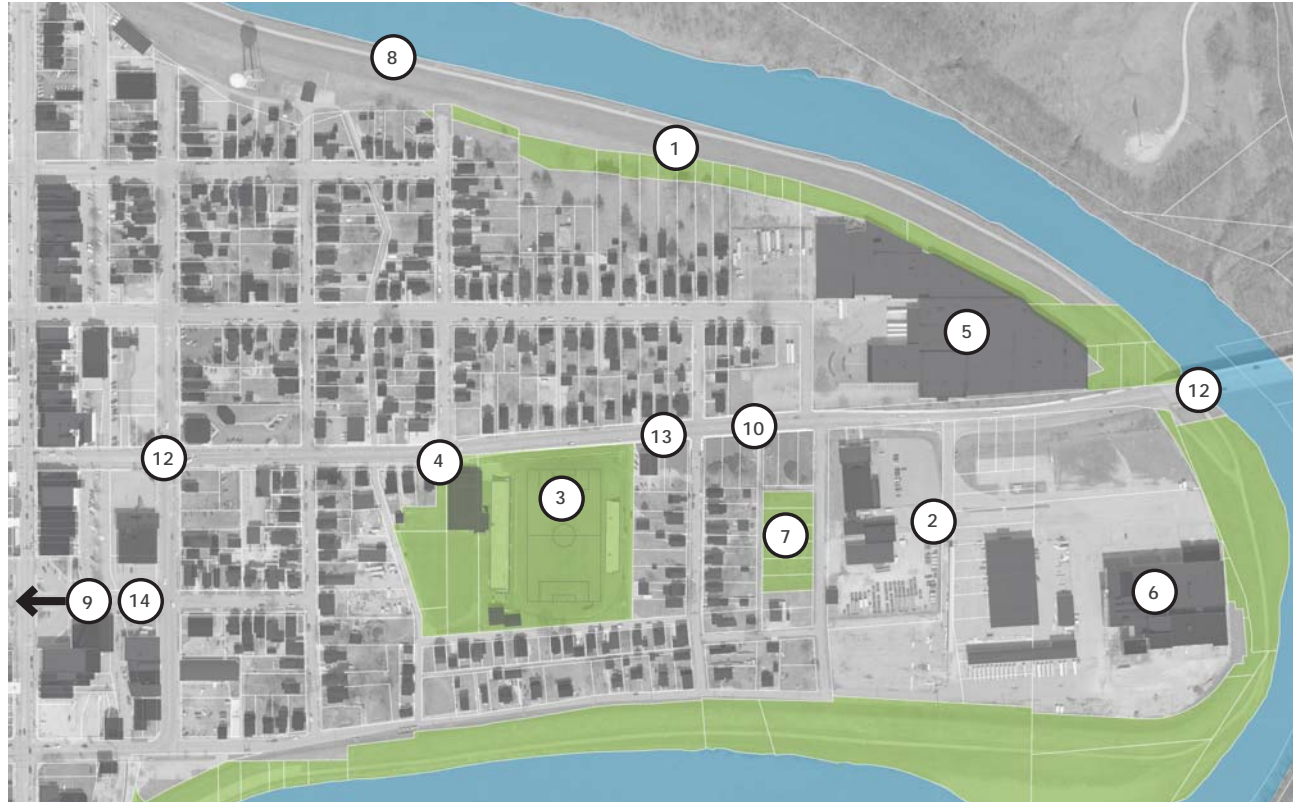
# RECREATIONAL ANALYSIS

The following section examines the existing recreation and park facilities in and around Historic East Piqua, and evaluates the potential need for future amenities. This information is based on a demographic analysis of the City of Piqua, the Historic East Piqua neighborhood, and a study of local, regional, and national recreational trends.

## EXISTING FACILITY CONDITIONS

The existing facilities assessment in the Piqua assessment area are as follows:

1. The river bank blocks the views of residents from seeing or valuing the river as an asset unless they are user of the trail system on the other side of the bank.
2. The Armory property needs to have some level of aesthetic improvement on the east and south side of the property.
3. The Wertz high school stadium is a nice resource that can be used for soccer, football, rugby, lacrosse, ultimate Frisbee and concerts but the restrooms need to be updated. There is a lack of parking as well for the site.
4. The field house is a dated resource but still provides space for basketball games. It has a new gym floor and the locker rooms are needed to support the teams that play soccer in the old stadium site.
5. The Aerovent building is 98% occupied but could be converted to a hockey facility, basketball and volleyball fieldhouse, go-cart facility or sport and fitness venue.
6. The Decker building is in good condition on the north side of the facility, and used for Board of Education offices. The south side of the facility needs to be redeveloped.
7. The Armory Park is in need of new equipment and an updated master plan to meet the future needs of residents.
8. The river trail is a great asset but needs to have stronger maintenance standards.
9. The YMCA is a large facility that serves 5,000 members and encompasses three street corners in the downtown area. The facility was built in 1965 and has had several face lifts and additions. It currently is in need for additional improvements slated to be 6 million dollars. The senior center/after school facility and child care facility were in excellent condition.
10. Street improvements are needed on Ash Street to encourage pedestrian activity.
11. River access is limited and needs to be expanded.
12. City entryways through the neighborhood need improvements.
13. Retail opportunities that will draw the type of residents the community is looking for are limited.



## DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within a 10 and 20 minute drive time from Historic East Piqua. This analysis is reflective of the total population and its key characteristics such as age segments, income levels, race, and ethnicity.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

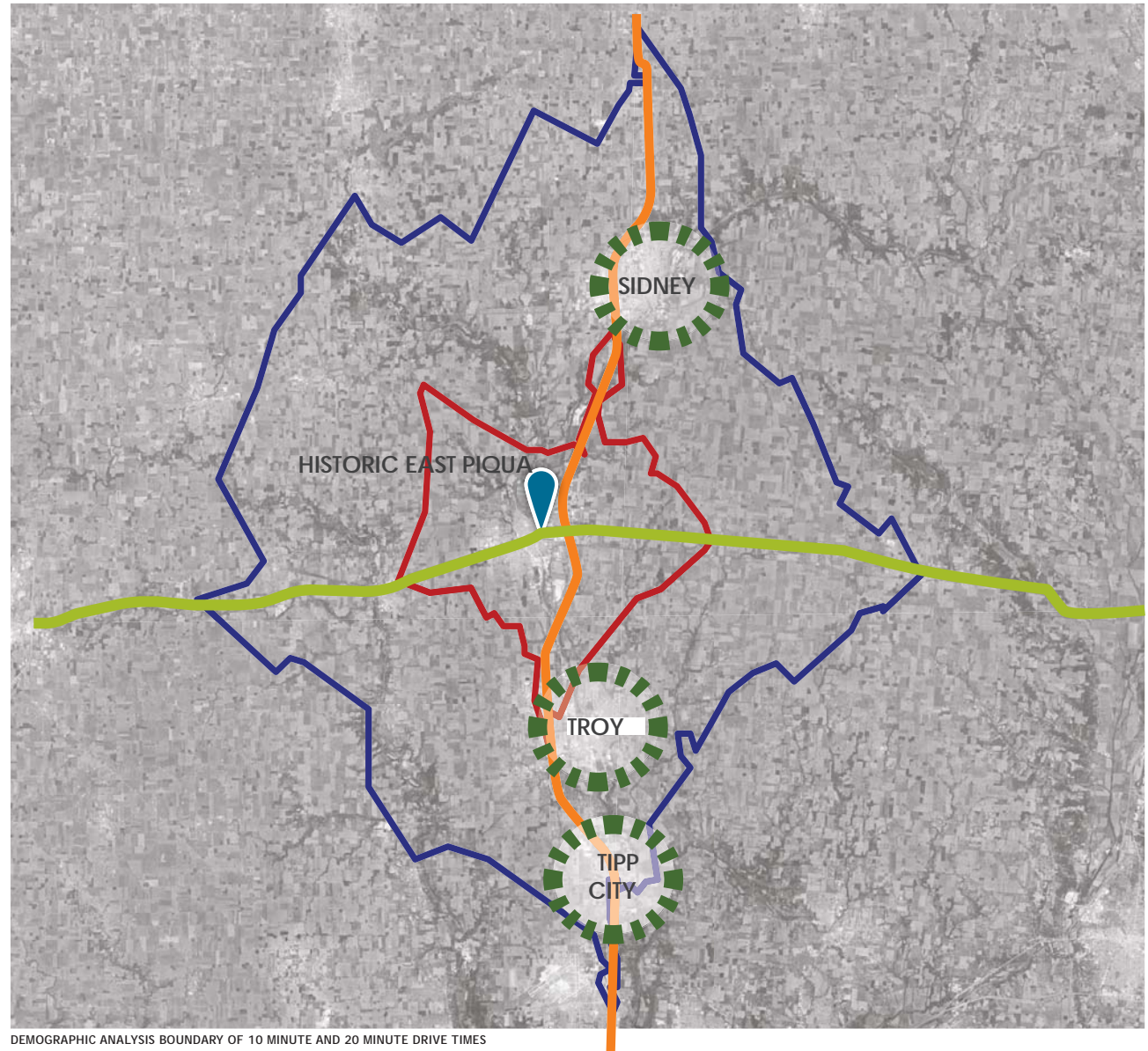
### METHODOLOGY

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 January 2015 and reflects actual numbers as reported in the 2010 Censuses, and estimates for 2014 and 2019 as obtained by ESRI. Straight line linear regression was utilized for projected 2024 and 2029 demographics. A 10 and 20 minute drive time from the target area was utilized as the demographic analysis boundary shows.

### RACE AND ETHNICITY DEFINITIONS

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

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



DEMOGRAPHIC ANALYSIS BOUNDARY OF 10 MINUTE AND 20 MINUTE DRIVE TIMES

## POPULATION

Both target drive time service areas have seen little growth in recent years. Projecting ahead, the total population of the target areas is expected to slowly grow over the next 15 years. Based on predictions through 2029, the local population (10 minute drive time) is expected to have approximately 30,000 residents living within 12,178 households and the regional population (20 minute drive time) is expected to have 122,506 residents living within 49,309 households. See Total Population chart.

## AGE SEGMENT

Evaluating the distribution by age segments, the service areas' show a skewed balance between youth, young adult, family, and senior populations.

Over time, the overall composition of the population is projected to undergo an aging trend. Based on the 2014 estimate, the 55+ segment is the largest age group, constituting about 30% of the population. Future projections through 2029 show the 55+ group is expected to grow rapidly and represent approximately 37% of the population, while each of the other age segments will hover around 20%.

This is consistent with general national trends where the 55+ age group has been growing as a result of increased life expectancies and the baby boomer population entering that age group. See Population By Age Segment chart.

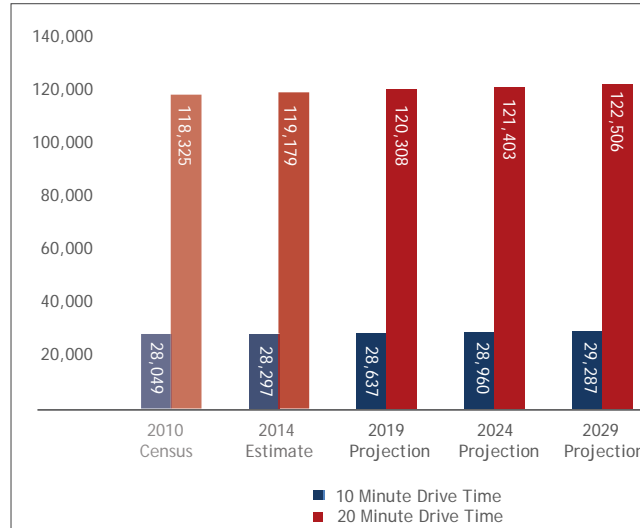
## RACE

In analyzing race, the selected area is limited in diversity. The 2014 estimate shows that over 90% of the service areas' population falls into the White Alone. Predictions for 2029, expect the population to remain the same. See Population By Race chart.

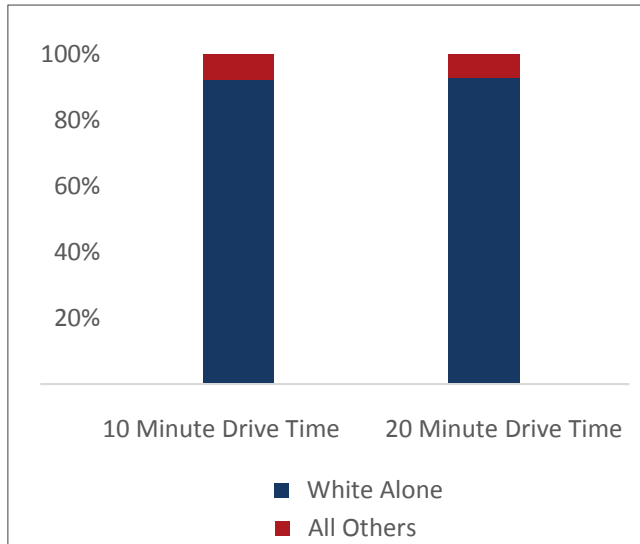
## HOUSEHOLDS AND INCOME

As seen in the Comparative Income Characteristics chart, the target service areas' median household income is below the state (\$48,308) average and national (\$52,762) average. Per capita income is also lower than state (\$26,046) and national (\$27,915) averages.

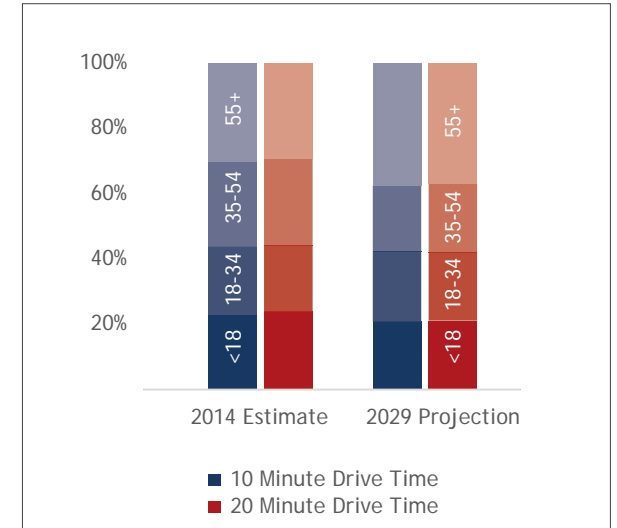
For Piqua, it will be important to provide offerings focused on a value for money while offering a good quality product with exceptional customer service.



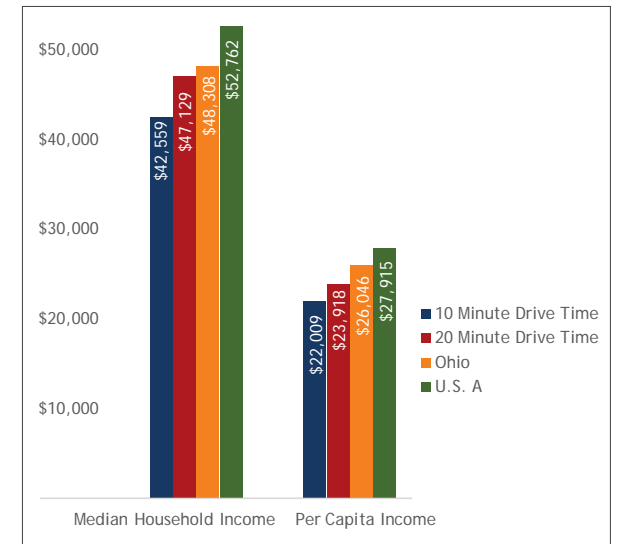
TOTAL POPULATION



POPULATION BY RACE



POPULATION BY AGE SEGMENT



COMPARATIVE INCOME CHARACTERISTICS

# MILLENNIALS

The City of Piqua would like to position the Historic of East Piqua study area to help attract Millennials to help bring youth and vibrancy to the aging City. As part of this section, we will only look at how Millennials buy, spend their free time, habits, and lifestyle. Looking at this age group will help the City market themselves to the younger surrounding population offering amenities and lifestyles choices that will cater to them.

The following heat map depicts where 25-35 year olds by zip code have a greater presence in the surrounding areas of Piqua. This map helps the City to understand how far they have to reach this target age group. Currently Piqua has about 3,400 25-35 year olds living in Piqua.

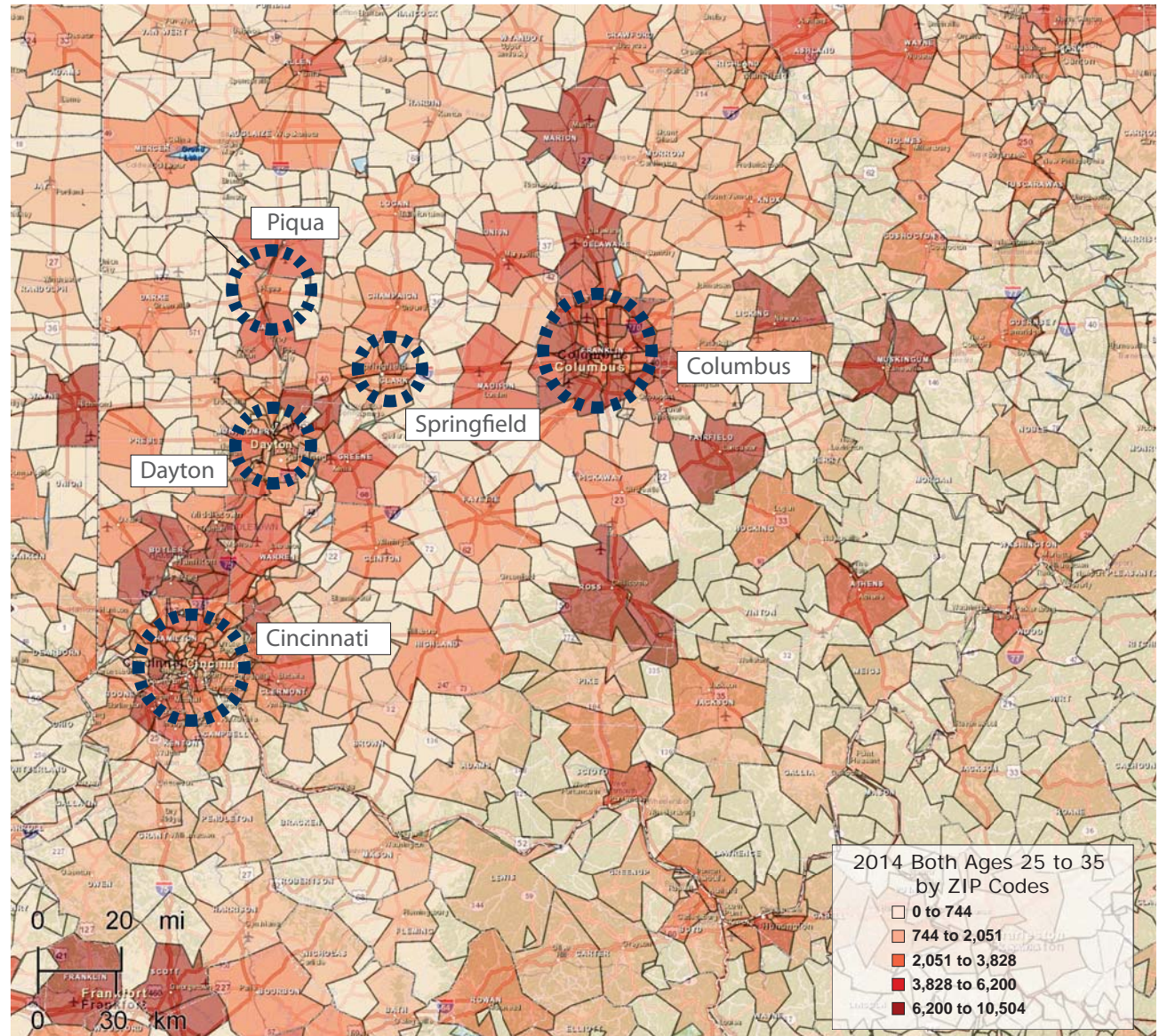
Millennials prefer a home or apartment that they can rent that is within walking distances to their job, local shops or near public transportation.

Millennials are eager to shop but reluctant to buy. They research on their smartphones by reading reviews, blogs, and check websites before buying. They shop twice as often than any other generation but are focused on experience and expect good customer service. Most Millennials spend their money on food or dining out. Millennials also prefer to eat and buy from locally-owned businesses, mom and pop stores, farmers markets and pop-up stores.

Music festivals and special events provide Millennials with the memorable, unique and shareable experiences they desire. Instead of spending money on property or weddings, they would prefer to save to payoff student loans and enjoy unique experiences with friends and family.

Millennials also think about physical health. Millennials would prefer to be near trails, parks, or near outdoor activities, and recreation centers. Millennials are also connectors and sharers. They will support and pay more if they believe in your product, service or cause. But for their loyalty they will want some type of reward or discount program.

For the City of Piqua to market the study area towards this age group, they need to focus on a broad range of activities and experiences. The study area is next to the riverfront which can offer multiple experiences such as stand-up paddle boarding and canoe and kayak launch-off sites. The easy access to downtown Piqua can connect this group to jobs, restaurants, movie theaters, and concerts.



# TRENDS ANALYSIS

The following tables summarize the findings from the Sports & Fitness Industry Association's (SFIA) 2014 Sports, Fitness and Leisure Activities Topline Participation Report, as well as the local market potential index data, which compares the demand for recreational activities and spending of residents for the target drive time service areas to the national averages.

Information released by Sports & Fitness Industry Association's (SFIA) 2014 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include: fitness walking, treadmill, running/jogging, free weights and bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin. Walking participation during the latest year data was available (2013), reported over 117 million Americans had walked for fitness at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with nearly 24 million people reportedly participating in 2013. Team sports that have experienced significant growth in participation are rugby, lacrosse, field hockey, ice hockey, gymnastics, beach volleyball, and ultimate Frisbee- all of which have experienced double digit growth over the last five years. Most recently, rugby, field hockey, and lacrosse underwent the most rapid growth among team sports from 2012 to 2013.

In the past year, there has been a slight 0.4% decrease of "inactives" in America, from 80.4 million in 2012 to 80.2 million in 2013. According to the Physical Activity Council, an "inactive" is defined as an individual that doesn't take part in any "active" sport. Even more encouraging is that an estimated 33.9% of Americans above the age of 6 are active to a healthy level, taking part in a high calorie burning activity three or more times per week.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2014 was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February of 2014 from more than 19,000 individuals and households.

NOTE: In 2012, the Sports & Fitness Industry Association (SFIA) came into existence after a two-year strategic review and planning process with a refined mission statement-- "To Promote Sports and Fitness Participation and Industry Vitality". The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).

## SUMMARY OF NATIONAL PARTICIPATORY TRENDS ANALYSIS

1. NUMBER OF "INACTIVES" DECREASED SLIGHTLY, THOSE 'ACTIVE TO A HEALTHY LEVEL' ON THE RISE
<ul style="list-style-type: none"> <li>"INACTIVES" DOWN 0.4% IN 2013, FROM 80.4 MILLION TO 80.2 MILLION</li> <li>APPROXIMATELY ONE-THIRD OF AMERICANS (AGES 6+) ARE ACTIVE TO A HEALTHY LEVEL</li> </ul>
2. MOST POPULAR SPORT AND RECREATIONAL ACTIVITIES
<ul style="list-style-type: none"> <li>FITNESS WALKING (117 MILLION)</li> <li>RUNNING/JOGGING (54 MILLION)</li> <li>TREADMILL (48 MILLION)</li> </ul>
3. MOST PARTICIPATED IN TEAM SPORTS
<ul style="list-style-type: none"> <li>BASKETBALL (23.7 MILLION)</li> <li>TENNIS (17.7 MILLION)</li> <li>BASEBALL (13.3 MILLION)</li> </ul>
4. ACTIVITIES MOST RAPIDLY GROWING OVER LAST FIVE YEARS
<ul style="list-style-type: none"> <li>ADVENTURE RACING - UP 159%</li> <li>NON-TRADITIONAL/OFF-ROAD TRIATHLON - UP 156%</li> <li>TRADITIONAL/ROAD TRIATHLON - UP 140%</li> <li>SQUASH - UP 115%</li> <li>RUGBY - UP 81%</li> </ul>
5. ACTIVITIES MOST RAPIDLY DECLINING OVER LAST FIVE YEARS
<ul style="list-style-type: none"> <li>WRESTLING - DOWN 45%</li> <li>IN-LINE ROLLER SKATING - DOWN 40%</li> <li>TOUCH FOOTBALL - DOWN 32%</li> <li>HORSEBACK RIDING - DOWN 29%</li> <li>SLOW-PITCH SOFTBALL - DOWN 29%</li> </ul>

## SUMMARY OF LOCAL MARKET POTENTIAL INDEX ANALYSIS

6. SERVICE AREA EXHIBITS AVERAGE TO BELOW AVERAGE MARKET POTENTIAL FOR SPORT AND LEISURE ACTIVITIES
7. TOP RECREATIONAL ACTIVITIES IN THE SERVICE ARE COMPARED TO THE NATIONAL AVERAGE
<ul style="list-style-type: none"> <li>ATTENDED HIGH SCHOOL SPORTING EVENTS</li> <li>WENT TO THE ZOO IN THE PAST YEAR</li> <li>PARTICIPATED IN SOFTBALL</li> </ul>

1.6.4. Generate framework for analysis and strategy development through discussion and prioritization of variables

1.6.5. Collect, log, and review potential data and information required

1.6.7.1. To understand the market areas which are potential served by the proposed Community Center/RecPlex

1.6.7.2. To determine changes and assist in making proactive decisions to accommodate those shifts

## NATIONAL TRENDS IN GENERAL SPORTS

The following table depicts national participatory trends for general sports that could potentially take place in an indoor recreation center. Squash has seen substantial increases in participation in recent years, as the sport has witnessed a 9.6% increase from 2012-2013 and nearly 115% growth over the last five years. In the same five year span, participation figures for ice hockey (increased by 27.9%), gymnastics (increased by 25.1%), and indoor soccer (increased by 7%) have undergone notable growth.

Traditionally popular indoor sports, such as basketball (23.7 million participants) and court volleyball (6.4 million participants), have experienced moderate decreases in recent years, although court volleyball experienced minimal growth in the last year. Overall participation in tennis peaked in 2010, and has been following a declining trend in recent years, but in the last year participation increased, causing the 2013 figures to mirror those of 2008. It should be noted that participation in tennis includes both indoor and outdoor, and there aren't statistics available to differentiate between the two types. Wrestling has seen the most drastic decline in participation from 2008-2013, decreasing by more than 45% during that span, although that rate of decline has slowed considerably in the last year data was available.

## NATIONAL TRENDS IN AQUATICS

Swimming is unquestionably a lifetime sport. Swimming activities have remained very popular among Americans, and both competition and fitness swimming have witnessed an increase in participation recently. Fitness swimming is the absolute leader in multigenerational appeal with over 26 million reported participants in 2013, a 13.5% increase from the previous year. NOTE: In 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends.

Aquatic Exercise has a strong participation base, but has recently experienced a downward trend. Aquatic exercise has paved the way for a less stressful form of physical activity, allowing similar gains and benefits to land based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the affect that the pressure of the water assists in reducing swelling of injuries.

NATIONAL PARTICIPATORY TRENDS - GENERAL SPORTS											
ACTIVITY	PARTICIPATION LEVELS						% CHANGE				
	2008	2009	2010	2011	2012	2013	12-13	11-13	10-13	09-13	08-13
BASKETBALL	26,108	25,131	25,156	24,790	23,708	23,669	-0.2%	-4.5%	-5.9%	-5.8%	-9.3%
CHEERLEADING	3,192	3,070	3,134	3,049	3,244	3,235	-0.3%	6.1%	3.2%	5.4%	1.3%
GYMNASTICS	3,975	3,952	4,418	4,824	5,115	4,972	-2.8%	3.1%	12.5%	25.8%	25.1%
ICE HOCKEY	1,871	2,018	2,140	2,131	2,363	2,393	1.3%	12.3%	11.8%	18.6%	27.9%
RACQUETBALL	4,611	4,784	4,603	4,357	4,070	3,824	-6.0%	-12.2%	-16.9%	-20.1%	-17.1%
SOCCER (INDOOR)	4,487	4,825	4,920	4,631	4,617	4,803	4.0%	3.7%	-2.4%	-0.5%	7.0%
SQUASH	659	796	1,031	1,112	1,290	1,414	9.6%	27.2%	37.1%	77.6%	114.6%
TENNIS	17,749	18,546	18,719	17,772	17,020	17,678	3.9%	-0.5%	-5.6%	-4.7%	-0.4%
VOLLEYBALL (COURT)	7,588	7,737	7,315	6,662	6,384	6,433	0.8%	-3.4%	-12.1%	-16.9%	-15.2%
WRESTLING	3,335	3,170	2,536	1,971	1,922	1,829	-4.8%	-7.2%	-27.9%	-42.3%	-45.2%

NOTE: PARTICIPATION FIGURES ARE IN 000'S FOR THE US POPULATION AGES 6 AND OVER

LEGEND: LARGE INCREASE (GREATER THAN 25%) MODERATE INCREASE (0% TO 25%) MODERATE DECREASE (0% TO -25%) LARGE DECREASE (LESS THAN -25%)

NATIONAL PARTICIPATORY TRENDS - AQUATICS											
ACTIVITY	PARTICIPATION LEVELS						% CHANGE				
	2008	2009	2010	2011	2012	2013	12-13	11-13	10-13	09-13	08-13
AQUATIC EXERCISE	9,512	8,965	8,947	9,042	9,177	8,483	-7.6%	-6.2%	-5.2%	-5.4%	-10.8%
SWIMMING (COMPETITION)	N/A	N/A	N/A	2,363	2,502	2,638	5.4%	11.6%	N/A	N/A	N/A
SWIMMING (FITNESS)	N/A	N/A	N/A	21,517	23,216	26,354	13.5%	22.5%	N/A	N/A	N/A

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%)

## NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in general fitness have experienced some strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had over 117 million participants in 2013, which was a 2.9% increase from the previous year. Other leading fitness activities based on number of participants include running/jogging (over 54 million), treadmill (48.1 million), and hand free weights (43.2 million), and weight/resistant machines (36.3 million).

Over the last five years, the activities that are growing most rapidly are high impact aerobics (up 47.1%), yoga (up 36.9%), running/jogging (up 31.9%), cardio kickboxing (28.7% increase), and group stationary cycling (up 27.8%). Most recently, from 2012-2013, the largest gains in participation were in boxing for fitness (8.7% increase), Tai Chi (up 8.3%), and high impact aerobics (up 7.1%).

NATIONAL PARTICIPATORY TRENDS - GENERAL FITNESS											
ACTIVITY	PARTICIPATION LEVELS						% CHANGE				
	2008	2009	2010	2011	2012	2013	12-13	11-13	10-13	09-13	08-13
AEROBICS (HIGH IMPACT)	11,780	12,771	14,567	15,755	16,178	17,323	7.1%	10.0%	18.9%	35.6%	47.1%
AEROBICS (LOW IMPACT)	23,283	24,927	26,431	25,950	25,707	25,033	-2.6%	-3.5%	-5.3%	0.4%	7.5%
AEROBICS (STEP)	9,423	10,551	11,034	10,273	9,577	8,961	-6.4%	-12.8%	-18.8%	-15.1%	-4.9%
BOXING FOR FITNESS	N/A	N/A	4,788	4,631	4,831	5,251	8.7%	13.4%	9.7%	N/A	N/A
CALISTHENICS	8,888	9,127	9,097	8,787	9,356	9,356	0.0%	6.5%	2.8%	2.5%	5.3%
CROSS-TRAINING	N/A	N/A	N/A	7,706	7,496	6,911	-7.8%	-10.3%	N/A	N/A	N/A
CARDIO KICKBOXING	4,905	5,500	6,287	6,488	6,725	6,311	-6.2%	-2.7%	0.4%	14.7%	28.7%
ELLIPTICAL MOTION TRAINER	24,435	25,903	27,319	29,734	28,560	27,119	-5.0%	-8.8%	-0.7%	4.7%	11.0%
FITNESS WALKING	110,204	110,882	112,082	112,715	114,029	117,351	2.9%	4.1%	4.7%	5.8%	6.5%
FREE WEIGHTS (BARBELLS)	25,821	26,595	27,194	27,056	26,688	25,641	-3.9%	-5.2%	-5.7%	-3.6%	-0.7%
FREE WEIGHTS (DUMBELLS)	N/A	N/A	N/A	N/A	N/A	32,309	N/A	N/A	N/A	N/A	N/A
FREE WEIGHTS (HAND WEIGHTS)	N/A	N/A	N/A	N/A	N/A	43,164	N/A	N/A	N/A	N/A	N/A
MARTIAL ARTS	6,818	6,643	6,002	5,037	5,075	5,314	4.7%	5.5%	-11.5%	-20.0%	-22.1%
PILATES TRAINING	9,039	8,770	8,404	8,507	8,519	8,069	-5.3%	-5.1%	-4.0%	-8.0%	-10.7%
RUNNING/JOGGING	41,097	42,511	46,650	50,061	51,450	54,188	5.3%	8.2%	16.2%	27.5%	31.9%
STAIR CLIMBING MACHINE	13,863	13,653	13,269	13,409	12,979	12,642	-2.6%	-5.7%	-4.7%	-7.4%	-8.8%
STATIONARY CYCLING (GROUP)	6,504	6,762	7,854	8,738	8,477	8,309	-2.0%	-4.9%	5.8%	22.9%	27.8%
STATIONARY CYCLING (RECUMBENT)	11,104	11,299	11,459	11,933	11,649	11,159	-4.2%	-6.5%	-2.6%	-1.2%	0.5%
STATIONARY CYCLING (UPRIGHT)	24,918	24,916	24,578	24,409	24,338	24,088	-1.0%	-1.3%	-2.0%	-3.3%	-3.3%
STRETCHING	36,235	36,299	35,720	34,687	35,873	36,202	0.9%	4.4%	1.3%	-0.3%	-0.1%
TAI CHI	3,424	3,315	3,193	2,975	3,203	3,469	8.3%	16.6%	8.6%	4.6%	1.3%
TREADMILL	49,722	50,395	52,275	53,260	50,839	48,166	-5.3%	-9.6%	-7.9%	-4.4%	-3.1%
WEIGHT/RESISTANT MACHINES	38,844	39,075	39,185	39,548	38,999	36,267	-7.0%	-8.3%	-7.4%	-7.2%	-6.6%
YOGA	17,758	18,934	20,998	22,107	23,253	24,310	4.5%	10.0%	15.8%	28.4%	36.9%

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%)

## LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service in the target service areas. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The National average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The service area is compared to the national average in three (3) categories - general sports, fitness, and money spent on miscellaneous recreation. Overall, the target service areas demonstrates a below average market potential index numbers in fitness, while the other categories show mixed results.

Local trends for fitness activities is an area of concern, the two service areas show MPIs that are 5%-15% below average. This could point to a lack of facilities/amenities or programming for these activities, and may indicate the need for the City to develop a better understanding of community needs and interests, increase awareness of programming, and/or motivate residents to participate in these offerings at a higher rate.

General sports local market potential appears to be favorable, in some areas. Some of the traditionally popular sporting activities (i.e. basketball, football, and softball) fall around 7%-15% above the national averages. This is encouraging because it suggests that there is potential for strong participation in sports programming.

Also, it should be noted that the indexes for attending high school sporting events, overnight camping and visiting the zoo were very high, which may indicate that residents of the target area have a greater willingness to spend money on entertainment, and that users likely enjoy activities that involve groups or families, such as special events.

Furthermore, within the 20 minute drive time service area the combination of high indexes in traditional sports and above average spending on sports equipment (\$250+) might suggest a tendency that residents are willing to pay more exceptional quality and good customer service.

As seen in the tables below, the following sport and leisure trends are most prevalent for residents within target area. Cells highlighted in yellow indicate the top three scoring activities for each category based on the purchasing preferences of residents.

PARTICIPATORY TRENDS - GENERAL SPORTS		
ACTIVITY	Participation Percentage	
	MPI - 10 MINUTE DRIVE TIME	MPI - 20 MINUTE DRIVE TIME
PARTICIPATED IN BASEBALL	95	102
PARTICIPATED IN BASKETBALL	109	107
PARTICIPATED IN FOOTBALL	107	101
PARTICIPATED IN GOLF	101	107
PARTICIPATED IN SOCCER	74	72
PARTICIPATED IN SOFTBALL	116	112
PARTICIPATED IN TENNIS	85	79
PARTICIPATED IN VOLLEYBALL	101	99

### GENERAL SPORTS MARKET POTENTIAL

PARTICIPATORY TRENDS - FITNESS		
ACTIVITY	Participation Percentage	
	MPI - 10 MINUTE DRIVE TIME	MPI - 20 MINUTE DRIVE TIME
PARTICIPATED IN AEROBICS	90	87
PARTICIPATED IN JOGGING/ RUNNING	79	80
PARTICIPATED IN PILATES	77	83
PARTICIPATED IN SWIMMING	93	100
PARTICIPATED IN WALKING FOR EXERCISE	96	102
PARTICIPATED IN WEIGHT LIFTING	91	92
PARTICIPATED IN YOGA	74	78

### FITNESS SPORTS MARKET POTENTIAL

PARTICIPATORY TRENDS - MONEY SPENT ON RECREATION		
ACTIVITY	Participation Percentage	
	MPI - 10 MINUTE DRIVE TIME	MPI - 20 MINUTE DRIVE TIME
SPENT ON SPORTS/REC EQUIPMENT IN LAST 12 MO: \$1-99	87	94
SPENT ON SPORTS/REC EQUIPMENT IN LAST 12 MO: \$100-249	97	99
SPENT ON SPORTS/REC EQUIPMENT IN LAST 12 MO: \$250+	101	114
ATTEND SPORTS EVENT	90	96
ATTEND SPORTS EVENT: BASEBALL GAME - MLB REG SEAS	81	89
ATTEND SPORTS EVENT: BASKETBALL GAME (COLLEGE)	93	97
ATTEND SPORTS EVENT: BASKETBALL GAME - NBA REG SEAS	72	70
ATTEND SPORTS EVENT: FOOTBALL GAME (COLLEGE)	77	92
ATTEND SPORTS EVENT: FOOTBALL GAME - NFL MON/THURS	76	81
ATTEND SPORTS EVENT: FOOTBALL GAME - NFL WEEKEND	77	87
ATTEND SPORTS EVENT: HIGH SCHOOL SPORTS	133	128
ATTEND SPORTS EVENT: ICE HOCKEY - NHL REG SEAS	95	99
WENT ON OVERNIGHT CAMPING TRIP IN LAST 12 MONTHS	105	114
VISITED A THEME PARK IN LAST 12 MONTHS	90	87
WENT TO ZOO IN LAST 12 MONTHS	118	110

### MONEY SPENT ON MISCELLANEOUS RECREATION

# COMPETITOR ASSESSMENT

A competitor assessment analysis within the within a 20 minute drive time from Historic East Piqua study area was conducted. Search criteria targeted indoor recreation centers and fitness centers, as well as large outdoor sports fields (four or more fields). The search yielded a total of eleven (11) fitness centers and five (5) outdoor sports fields.

## FITNESS/RECREATION CENTERS - AMENITIES

The Comparative Amenities Fitness Center chart is a comparative of amenities available for fitness/recreation centers within a 20 minute drive time. This form of analysis is useful for assessing the available amenities by cross-referencing multiple facilities in order to identify opportunities for a new center.

## FITNESS/RECREATION CENTERS - PROGRAMS

The Comparative Programming Fitness Center chart identifies the different types of programming that are present in the service area. This allows for side-by-side comparison of each facilities programs and helps to pinpoint gaps in the level of service available to residents.

## FITNESS/RECREATION CENTERS - OUTDOOR SPORTS FIELDS

The Comparative Amenities Outdoor Sports Fields identifies the different large outdoor sports fields (4 or more fields) that are present in the service area.

COMPARATIVE AMENITIES	LOCATION	FITNESS STUDIOS	WEIGHT ROOM	CARDIO EQUIPMENT	STRENGTH TRAINING EQUIPMENT	INDOOR TRACK	GYMNASIUM	ARTS/CRAFTS ROOM	MULTI-PURPOSE ROOM	MEETING/CONFERENCE ROOM	GAME ROOM	POOL	RACQUETBALL COURTS	INDOOR TENNIS COURTS	PERFORMANCE ARTS SPACE	LOCKER ROOMS/SHOWERS	SPA	STEAM/ SAUNA / WHIRLPOOL	TANNING BEDS	CAFE/ CONCESSIONS
<b>FITNESS CENTER</b>																				
ANYTIME FITNESS	SIDNEY, PIQUA, TROY, TIPP CITY		X	X	X											X				X
SNAP FITNESS	SIDNEY		X	X	X															
TOTAL FITNESS	PIQUA	X	X	X	X											X	X		X	
FITNESS INSTITUTE OF TROY	TROY	X	X	X	X											X	X	X		
TROY STRENGTH	TROY		X	X	X															
CROSS FIT	TROY		X		X															
FIT 2 B ME	TIPP CITY	X																		
CURVES	SIDNEY, PIQUA, TROY, TIPP CITY	X	X	X	X															
YMCA PIQUA BRANCH	PIQUA	X	X	X	X	X	X	X	X	X		X				X				
YMCA ROBINSON BRANCH	TROY	X	X	X	X	X	X	X	X	X		X				X				
YMCA SIDNEY-SHELBY COUNTY	SIDNEY	X	X	X	X	X	X	X	X	X		X				X				

COMPARATIVE PROGRAMMING	LOCATION	COURT SPORTS	FITNESS	CARDIO/FREE WEIGHTS	AQUATICS	SENIORS	LIFE SKILLS	YOUTH	TEENS	RENTALS	CHILD CARE	SPECIAL EVENTS	GROUP FITNESS	PERSONAL TRAINING
<b>FITNESS CENTERS</b>														
ANYTIME FITNESS	SIDNEY, PIQUA, TROY, TIPP CITY		X	X										X
SNAP FITNESS	SIDNEY		X	X										X
TOTAL FITNESS	PIQUA		X	X									X	X
FITNESS INSTITUTE OF TROY	TROY		X	X									X	X
TROY STRENGTH	TROY		X	X										X
CROSS FIT	TROY		X	X									X	X
FIT 2 B ME	TIPP CITY		X										X	X
CURVES	SIDNEY, PIQUA, TROY, TIPP CITY		X	X									X	X
YMCA PIQUA BRANCH	PIQUA	X	X	X	X	X	X	X	X	X	X	X	X	
YMCA ROBINSON BRANCH	TROY	X	X	X	X	X	X	X	X	X	X	X	X	
YMCA SIDNEY-SHELBY COUNTY	SIDNEY	X	X	X	X	X	X	X	X	X	X	X	X	

COMPARATIVE AMENITIES	LOCATION	ACRES	BALLFIELDS	MULTI-PURPOSE FIELDS	WALKING TRAIL	PLAYGROUND	SHELTERS	TENNIS COURTS	BASKETBALL COURTS	CONCESSION STANDS	VOLLEYBALL	DOG PARK
<b>OUTDOOR SPORTS FIELDS</b>												
CUSTENBORDER PARK	CITY OF SIDNEY	35.34	7	1	X	X	X					
FLANAGAN SPORTS COMPLEX	CITY OF SIDNEY	10	4	X	X		X					
VILLAGE OF RUSSIA	VILLAGE OF RUSSIA	18	4				X	X	X	X		
DUKE PARK	TROY	N/A	5	7	X	X	X	X	X	X	X	
KYLE PARK	TIPP CITY	280	12	10	X	X	X		X	X	X	X

## CONCLUSIONS/FINDINGS

Based on findings from the competitor analysis, there are limited options for recreational facilities within a 20 minute drive time. The limited scope of available amenities and programming for the area may also correlate to the local trends previously identified in the report.

The amenities available at the existing competitor facilities are heavily centered on fitness and strength training, and lack some key complimentary elements found in a typical recreation/ community center. This presents a strong opportunity for a new recreational facility with a well-rounded selection of amenities to successfully enter the local market. The most prominent deficiencies to the overall inventory of recreational amenities available within the service area are the lack of an indoor walking/ jogging track, a single gymnasium, and the absence of space for meeting and multi-purpose use.

There are substantial deficiencies in the program offerings currently available to residents of in the service area. The two YMCA's are basically fitness centers that offer programming other than fitness and cardio/strength training (i.e. aquatics, seniors, youth). Of the private fitness centers, there were none that offered programming for court sports, teens, special events, or rentals. This presents an opportunity for a new recreation center type of product, and any facility entering the market should offer a complete range of programming that addresses the current void of offerings in the target area.

The Historic East Piqua study area also has an opportunity to develop a state-of-the-art sports complex. Based on the competition assessment, only five sports parks were found within a 20 minute drive time of the site area. Therefore, the City should conduct either intercept surveys at local parks or an online survey of Piqua residents to better understand where sports user groups travel to receive competitive sports play.

Introducing the types of recreational elements discussed above will help to create a community center that serves and strengthens the Historic East Piqua neighborhood through providing recreational opportunities.



Image: <http://www.ohio.com/wadsworth-ymca-to-open-this-month-1356066>



Image: [http://www.ledalewates.com/our\\_home.html](http://www.ledalewates.com/our_home.html)



Image: [http://parkitiedblog.dallanews.com/category/park\\_cities\\_ymca/](http://parkitiedblog.dallanews.com/category/park_cities_ymca/)



Image: <http://pensacolatoday.com/2015/02/ymca-bonns-continue-line/>



Image: [http://architect.com/reg123/project/new\\_albany\\_ymca/](http://architect.com/reg123/project/new_albany_ymca/)

EXAMPLES OF POTENTIAL RECREATIONAL ELEMENTS AND APPROPRIATE CHARACTER



CHAPTER 3

HISTORIC EAST PIQUA MASTER PLAN

HISTORIC EAST  PIQUA MASTER PLAN

## MASTER PLAN OBJECTIVES

### THE EIGHT OBJECTIVES, AND GOAL STATEMENT CREATE A FRAMEWORK FOR THE MASTER PLAN RECOMMENDATIONS.

The Historic East Piqua Master Plan builds upon the historic foundation of the neighborhood, proposing ways to capitalize on the strengths of the area to address existing health concerns of residents, and in turn capitalize on these improvements to increase the appeal of the neighborhood to future residents and visitors. Development of the Master Plan was informed by eight objectives and a goal statement that represent public input received throughout the planning process. The goal of the Master Plan is to “leverage the unique features of the neighborhood to create an identifiable place that attracts residents of all ages.” This statement is supported by eight objectives. While they each have an individual focus, these objectives work together to create a cohesive vision for the area. Each represents a particular way to build upon the opportunities of Historic East Piqua, including its adjacency to the river, Downtown, and Lock Nine Park, the historic character of the area, and the important community destinations within the neighborhood.

The Historic East Piqua Master Plan is presented on page 49 of the report. The following chapter examines the different components of the Plan by objective which includes specific action items and a recommended time-frame to inform the implementation of the objective and the plan elements associated with it.

THE HISTORIC EAST PIQUA MASTER PLAN LEVERAGES THE UNIQUE FEATURES OF THE NEIGHBORHOOD TO CREATE AN IDENTIFIABLE PLACE THAT ATTRACTS RESIDENTS AND VISITORS OF ALL AGES.



#### OBJECTIVE 1

ENCOURAGE RESIDENTIAL HOUSING REVITALIZATION



#### OBJECTIVE 2

PROMOTE NEIGHBORHOOD UPKEEP AND MAINTENANCE



#### OBJECTIVE 3

STRENGTHEN THE IDENTITY OF THE HISTORIC EAST PIQUA NEIGHBORHOOD



#### OBJECTIVE 4

ENGAGE ENTREPRENEURS AND ARTISTS TO INFLUENCE THE REDEVELOPMENT AND REVITALIZATION OF THE NEIGHBORHOOD



#### OBJECTIVE 5

PLAN FOR AND IDENTIFY OPPORTUNITIES FOR NEW ECONOMIC DEVELOPMENT



#### OBJECTIVE 6

PROVIDE ACCESS TO FRESH, HEALTHY, AND AFFORDABLE FOOD TO RESIDENTS



#### OBJECTIVE 7

UTILIZE RECREATIONAL ACTIVITY WITHIN THE NEIGHBORHOOD AS A CATALYTIC ECONOMIC DEVELOPMENT TOOL FOR REVITALIZATION EFFORTS



#### OBJECTIVE 8

ENGAGE THE RIVERFRONT AS AN ASSET FOR THE NEIGHBORHOOD AND GREATER COMMUNITY



THE HISTORIC EAST PIQUA MASTER PLAN AND PRELIMINARY SITE PLAN



# OBJECTIVE 1

## ENCOURAGE RESIDENTIAL HOUSING REVITALIZATION.

Historic East Piqua is a predominantly residential neighborhood, with some of the most historic housing stock in the City. However, the deteriorating condition of many of these homes creates a poor impression of the neighborhood. As the Community Health Survey indicated, addressing the existing dilapidated housing is an important priority to residents in the Historic East Piqua neighborhood. Intervention in this area is also important in order to stabilize the neighborhood and encourage redevelopment.

According to the windshield survey, for the most part, the homes in the best condition were located north of Ash Street, and along Harrison Street and High Street south of Ash Street. These areas should be the focus of residential revitalization efforts. Three approaches should be take to encourage revitalization of the housing in the neighborhood. (1) Restore historic homes which are in good enough condition to be revitalized. (2) Introduce new housing options to appeal to a broader potential resident population (3) identify locations for appropriately designed residential infill.

### RESTORE HISTORIC HOMES

Restoration of the existing historic homes in Historic East Piqua should be a top priority within the housing revitalization efforts. Currently, homes within the neighborhood vary in condition, from needing minor cosmetic work, to those which may be beyond repaired. The following highlights potential strategies that should be implemented to promote the preservation of existing homes in the neighborhood that can be preserved:

- Provide financial assistance to existing homeowners and residents through city-sponsored programs, to enable them undertake small-scale, cosmetic rehabilitation efforts on their homes (for example: facade improvements).
- Create of a program to provide financial assistance to homeowners who's properties do not meet City of Piqua Building code. If homeowners are unable or uninterested in improving building, consider acquisition of property.
- Creating a homeownership program that provides homeownership opportunities for a targeted type of homeowner, such as artists, area employees, or first-time homeowners, that may be interested in investing

in the revitalization of homes and the Historic East Piqua neighborhood. City-acquired properties could be offered to these potential new buyers.

- Secure funding through state and federal housing rehabilitation programs available, and work with local entities interested in helping rehabilitation efforts in the area.

### NEW HOUSING TYPES

Currently, the majority of the homes in Historic East Piqua are single-family houses. In order to make the neighborhood more appealing to a broader spectrum of potential residents, a greater variety of housing types should be introduced, particularly townhouses. This smaller type of home often appeals to empty-nesters and younger homeowners both of whom may not wish to have a larger, single-family house to care for. Townhomes also provide higher floor plans, which when strategically located, can create upper floor and roof deck river views.

### RESIDENTIAL INFILL

While preservation of the existing homes in Historic East Piqua is the first priority, there will be situations where the homes do not meet City Building Code, and/or may not be able to be rehabilitated. In such instances, appropriately designed, new residential infill should be considered for these locations. The following outlines an housing infill strategy.

- New single-family homes should be constructed on single lots where homes may not be able to be rehabbed, or where the lots are vacant.
- On larger parcels, or where multiple parcels may be acquired, or where massing would allow riverfront views, consider townhouses for infill.
- Residential infill should be appropriately designed to match or complement the historic character of the existing homes in the neighborhood. This includes high-quality design and matching scale and setbacks.

### IMPLEMENTATION

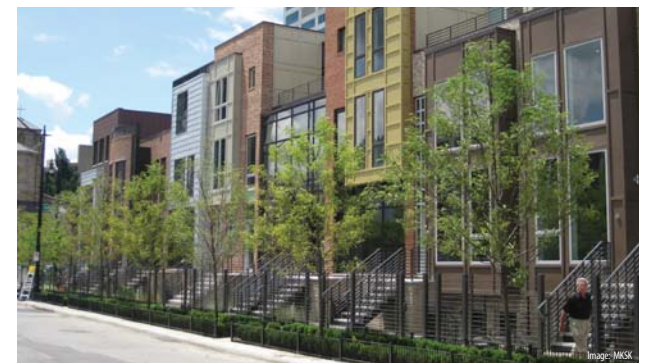
Encouraging residential housing revitalization should be considered a high-priority, short-term and on-going objective. The three strategies identified as part of this objective can begin to be implemented early, and be on-going. The Phasing Strategy chart indicates appropriate actions and timeframes for completing this objective. Homes should be primarily market-rate, in order to promote reinvestment in the area by homeowners. It is important that residential revitalization strategies first target streets and smaller areas that are highly visible to increase the impact these efforts have on the character and aesthetics of the neighborhood. Based upon the windshield survey and property value assessments conducted as part of the master planning process, the homes north of Ash Street, and along Harrison Street and High Street, south of Ash Street, were in better condition and of higher value.



EXISTING HISTORIC HOMES SHOULD BE RENOVATED TO PRESERVE THE CHARACTER OF THE NEIGHBORHOOD.



IF RESIDENTIAL INFILL IS NEEDED, IT SHOULD MATCH THE CHARACTER OF EXISTING HOMES.



TOWNHOMES WOULD DIVERSIFY THE HOUSING STOCK AND PROVIDE RIVERFRONT VIEWS.



THE HOMES NORTH OF ASH STREET AND ALONG HARRISON STREET AND HIGH STREET, SOUTH OF ASH STREET, SHOULD BE TARGETED EARLY FOR HOUSING REVITALIZATION EFFORTS.

## RESIDENTIAL HOUSING REVITALIZATION PHASING STRATEGY

	Short-Term	Mid-Term	Long-Term	Ongoing
<b>RESTORE HISTORIC HOMES</b>				
Capitalize on state and federal housing rehabilitation programs available, and work with local entities to interested in helping rehabilitation efforts.	X			X
Provide financial assistance to existing homeowners and residents to help them take on small-scale cosmetic home improvements.	X			X
Develop programs to target new residents, such as first time homeowners.		X		
Acquire strategic properties that may not meet City Building Code.		X		
<b>NEW HOUSING TYPES</b>				
Create development regulations that encourage housing diversity	X			
Promote development that compliments and enhances existing housing stock				X
<b>RESIDENTIAL INFILL</b>				
Target vacant/irreparable properties for potential single family infill development.	X			X
On larger parcels, or where multiple parcels may be acquired, or where massing would allow riverfront views, consider townhouses infill.		X		X

## CASE STUDY: NOBO

The North of Broad (NoBo) neighborhood in Columbus, Ohio, is a historic neighborhood that had long struggled with dilapidated and vacant housing. As in Historic East Piqua, this can greatly impact the aesthetic character and feel of the neighborhood. To address this issue, a nonprofit housing organization, Homeport, utilized state and federal funding programs to create new single family homes and townhomes. These newly constructed homes have been carefully designed to match and complement the existing historic character of the neighborhood. Their construction has been strategic, with Homeport targeting smaller areas or single streets at a time in order to maximize the impact these renovated homes have on the surrounding area. The result has been positive, with homes adjacent to these project selling for higher prices than they had before.

Implementing a housing program that addresses the dilapidated housing in Historic East Piqua can have a strong impact on the character and feel of the neighborhood. By working with local housing organizations, and utilizing state and federal funding programs, the City of Piqua can address the distressed housing conditions in the neighborhood, and provide more diverse housing options for potential new residents.



# OBJECTIVE 2

## STRENGTHEN NEIGHBORHOOD UPKEEP AND MAINTENANCE.

The Historic East Piqua neighborhood has struggled with deteriorating conditions resulting from two large community employers leaving the neighborhood. The loss of employment has resulted in decreased residency, which led to vacant homes, and homes being converted to rental properties which were not properly cared for. The neighborhood has faced additional issues, such as the loss of numerous street trees along Greene Street, and deteriorating sidewalks along residential streets. Together these conditions create an uninviting perception of the neighborhood.

With important community civic destinations in the area, such as Wertz Stadium, and to attract new residents, general maintenance and upkeep of the neighborhood should be promoted. The following strategies identify three areas which should be addressed and maintained in order to improve the aesthetics of Historic East Piqua.

### ADDRESS DILAPIDATED PROPERTIES

An important component to improving the upkeep of the Historic East Piqua neighborhood is to improve the dilapidated commercial and residential properties. The strategies identified in "Objective 1" outline specific actions that can be taken to improve these properties. In addition to these, a review and update of the City's Building Codes should be done to ensure they represent the appropriately desired character for the area.

The windshield survey conducted of the study area indicated that certain areas in the neighborhood had higher concentrations of distressed properties. The largest area of which was located along Water Street, west of Race Street and east of Manning Street. Generally, these properties had both lower property values and building condition ratings. Addressing areas such as this, which have numerous deteriorating homes, will have a large impact on the improved aesthetic of the neighborhood.

### IMPROVE SIDEWALK CONDITIONS

Another concern to residents were the deteriorating condition of sidewalks within Historic East Piqua. While the neighborhood is very walkable, the condition of the sidewalks deter such activity. This can have a direct impact on the health of residents.

Improving the condition of the sidewalks should be a short-term objective, that will have a large impact on the aesthetic and character of the area. Sidewalk improvement efforts in Historic East Piqua should include:

- Identifying and prioritize infilling gaps in the sidewalk system.
- Working with property owners to address and replace portions of sidewalks that are broken or deteriorating.
- Where possible, widen sidewalks to make them more comfortable for pedestrians, especially in heavy pedestrian area.

### ENHANCE STREETScape

Along with sidewalks, improvements should be made within the right-of-way of the street corridors to make the streets more inviting for pedestrians. These streetscape improvements include the following:

- Street trees and tree lawns should be added. While trees once lined the residential streets, they were unfortunately removed, leaving the streetscape much more barren.
- Road diets should be considered along Greene and North streets. The existing width, along with bleak streetscape, encourage motorists to speed.
- Add medians and other traffic calming measures to help decrease traffic speeds, narrow overly-wide roads, and enhance streetscapes.
- Bicycle facilities should be incorporated into the roadway in accordance with the City's Complete Streets plan.

Making Historic East Piqua more walkable with improved sidewalks and streetscapes will encourage more activity among residents, which can address several of the health issues of neighborhood residents that were identified in the Community Health Survey. Specifically, obesity, diabetes, and heart disease.



ENHANCING THE STREETScape BY INTRODUCING STREET TREES HAS A DRAMATIC AFFECT.

### NEIGHBORHOOD UPKEEP & MAINTENANCE PHASING STRATEGY

	Short-Term	Mid-Term	Long-Term	Ongoing
<b>ADDRESS DILAPIDATED PROPERTIES</b>				
Implement the Residential Housing Revitalization Phasing Strategies for Restoring Historic Homes.	X	X		
Implement the Residential Housing Revitalization Phasing Strategies for Residential infill.	X			
Update and enforce code/regulations for property upkeep.	X			X
<b>IMPROVE SIDEWALK CONDITIONS</b>				
Identifying and prioritize infilling gaps in the sidewalk system.	X			
Working with property owners to address and replace portions of sidewalks that are broken or deteriorating.		X		X
Where possible, widen sidewalks to make them more comfortable for pedestrians, especially along heavy pedestrian areas.		X		X
<b>ENHANCE RESIDENTIAL STREETScapeS</b>				
Install street trees along roads throughout the neighborhood.	X			
Study the potential for a road diet along Green and North streets.		X		
Add medians and other traffic calming measures to help decrease traffic speeds, narrow overly-wide roads, and enhance streetscapes.			X	X
Bicycle facilities should be incorporated into the roadway in accordance with the City's Complete Streets plan.		X		X



POTENTIAL GREENE STREET STREETScape IMPROVEMENTS MAY INCLUDE BICYCLE FACILITIES, A MEDIAN, STREET TREES AND TREE LAWNS.

\*\*\*Note: This conceptual graphic is intended to be a site-scale visual representation of the concepts of the Historic East Piqua planning effort. The plan is schematic in nature; the actual mix of land uses, locations, configurations, and types of buildings, parking areas, streets, parks and other elements will be determined by a potential private developer or public entity which chooses to develop or otherwise modify privately or publicly owned land. Any such planning or construction project is subject to the public review process for individual private development proposals or public capital improvement projects. Current property owners retain all rights.



## OBJECTIVE 3

# STRENGTHEN THE IDENTITY OF THE HISTORIC EAST PIQUA NEIGHBORHOOD.

Historic East Piqua has a strong history, which creates a unique character for the area. Improving key gateways and street corridors leading into the neighborhood will strengthen the identity of the area, and create a distinct first impression that speaks to this history. Specifically, efforts should be focused on (1) improving the Ash Street corridor, the primary entrance into and through Historic East Piqua, (2) creating gateway features that represent the history of the area, and (3) improving the intersections of Spring and Ash streets and Spring and Water streets, two key intersections for the neighborhood. Strengthening the identity of Historic East Piqua should be considered a predominantly short and mid-term objective. While some recommendations may require longer planning time, others, such as introducing gateway features may be shorter-term action items.

## INTRODUCE GATEWAY FEATURES

A short-term action that can be implemented to strengthen the identity of Historic East Piqua is to introduce gateway features at key locations in the neighborhood. The Master Plan identifies the intersection of Manning Street and Ash Street as an appropriate location for gateway elements. These features can vary in design, but should celebrate Piqua and the history of the neighborhood. Gateway features that should be considered include:

- An illuminated flood marker commemorating the 1913 flood, which had a dramatic affect on the Historic East Piqua neighborhood; and
- Illuminating the underpass of railroad bridge on Ash Street. Lighting is an inexpensive option, and has a dramatic effect on the entrance experience. It also helps to call attention to the railroad track, which was an important component to the development of Piqua.

## IMPROVE ASH STREET STREETScape

One of the most important gateways into Historic East Piqua is Ash Street. This corridor is the primary connection from I-75 into both the neighborhood and to Downtown Piqua. It is also an important pedestrian connection between Downtown, the neighborhood, and Wertz Stadium and Roosevelt Fieldhouse. While recent streetscape efforts improved the sidewalk



POTENTIAL ASH STREET STREETScape ENHANCEMENT CONCEPT INCLUDING A MEDIAN, BIKE LANES, STREET TREES, AND PLANTERS.

\*\*Note: This conceptual graphic is intended to be a site-scale visual representation of the concepts of the Historic East Piqua planning effort. The plan is schematic in nature; the actual mix of land uses, locations, configurations, and types of buildings, parking areas, streets, parks and other elements will be determined by a potential private developer or public entity which chooses to develop or otherwise modify privately or publicly owned land. Any such planning or construction project is subject to the public review process for individual private development proposals or public capital improvement projects. Current property owners retain all rights.

conditions and buried utilities, additional efforts should be made to create an inviting pedestrian condition. Specifically, the following actions should be considered for the Ash Street corridor:

- Study the potential for a landscaped median on Ash Street. This will help to narrow the road width, and consequently decrease traffic speeds.
- Create a paved amenity zone along the sidewalk on Ash Street to create buffer between pedestrians and vehicular traffic. This also creates the opportunity to introduce amenities such as street trees, banners, benches, etc. that will encourage pedestrian activity and strengthen the identity of the corridor and neighborhood.
- Assist in facade improvement and infill of buildings along the corridor, and encourage uses that attract pedestrians.
- Incorporate on-street bike facilities in compliance with the City's complete street program.



Image: <http://nimitzunderpasses.wikispaces.com/Precedents>



Image: <http://www.cmg.org/fo/mary-bayat-white>

GATEWAY ELEMENTS MAY INCLUDE UNDER-BRIDGE LIGHTING AND ILLUMINATED FLOOD MARKER.

## SPRING STREET GATEWAYS

One of the most important intersection within the study area is at Spring and Ash streets. This corner marks the transition between Historic Downtown Piqua and the Historic East Piqua neighborhood. Currently, the intersection consists predominantly of parking lots, with the exception of the Chase Bank and the George's Dairy Isle. Introducing more active uses that anchor the four corners of the Spring and Ash intersection will help extend the activity of Downtown into the Historic East Piqua neighborhood, and strengthen the connection between the two. The following highlight important design considerations for this intersection:

- The buildings at this intersection should be one to three stores in order to provide a pedestrian-friendly scale that complements the existing historic buildings of Downtown Piqua.
- They should be located directly adjacent to the street, with zero setback, and include large windows, quality material, and appropriate architecture.
- Buildings on the west side of the intersection should also address the Canal Park corridor, which will create a popular pedestrian and bicycle route, with inviting and unique spaces between businesses and the bikeway.

- Buildings should be mixed-use, consisting of retail, office, and potentially townhomes.
- The Spring and Water intersection should be recognized as another important gateway intersection, and a potential site for townhomes. The height of the buildings and the location will also create great views to the river. This will help create a stronger connection between Downtown, the residential south of Ash Street, the Lock Nine Park, and the proposed Community Recreation and Sports Performance Campus.

Anchoring these two intersections are longer-term objectives, however they are important to activating the streetscape along Ash and Water streets, and to drawing pedestrians from Downtown into the Historic East Piqua neighborhood. Additional information on the implementation of this western gateway to Historic East Piqua can be found in Chapter 3.

## STRENGTHEN NEIGHBORHOOD IDENTITY PHASING STRATEGY

	Short-Term	Mid-Term	Long-Term	Ongoing
<b>INTRODUCE GATEWAY FEATURES</b>				
Create an illuminated gateway feature that commemorates the 1913 flood.	X			
Illuminate the railroad bridge underpass to create a dramatic gateway affect.	X			
<b>IMRPOVE ASH STREET STREETScape IMPROVEMENTS</b>				
Study the potential for a landscaped median on Ash Street.			X	
Create a paved amenity zone along the sidewalk of Ash Street.		X		
Assist in facade improvements of buildings along the corridor, and encourage uses that attract pedestrians.	X			X
Incorporate on-street bike facilities in compliance with the City's complete street program.		X		
<b>SPRING STREET GATEWAYS</b>				
Tie up Spring/Ash property for future development.	X			
Potential mixed-use development at Spring/Ash street.		X		
Potential townhomes at Ash/Water streets.		X		
Work with potential owners/developers of Spring/Ash Street property for appropriately scaled mixed-use development program.		X		
Create outdoor space with any infill development that encourage community interaction, and serves several different uses.		X		
Consider an overlay district for urabn areas such as Downtown Piqua and Historic East Piqua.		X		
Conduct a market study for the potential of a boutique hotel in the area.			X	



THE SPRING AND ASH AND SPRING AND WATER INTERSECTIONS ARE IMPORTANT GATEWAY POINTS.



## OBJECTIVE 4

# ENGAGE ENTREPRENEURS AND ARTISTS TO INFLUENCE THE REDEVELOPMENT AND REVITALIZATION OF THE NEIGHBORHOOD.

In order to encourage redevelopment in the Historic East Piqua neighborhood, it is important to attract residents that will become invested in the neighborhood and help foster a stronger sense of community. Attracting local artists and entrepreneurs is one way to do this. Nationwide, communities and neighborhood have appealed to these types of residents in an effort to encourage revitalization in targeted areas. Artists and entrepreneurs are often interested in living close to where they work, and their creative nature leads to additional reinvestment in the community in a way that represents their unique, artistic character.

Additionally, national trends have shown a growing market for artist and entrepreneurial jobs, increasing employment opportunities in these areas. These types of jobs often require studio or makers space. This may be studio

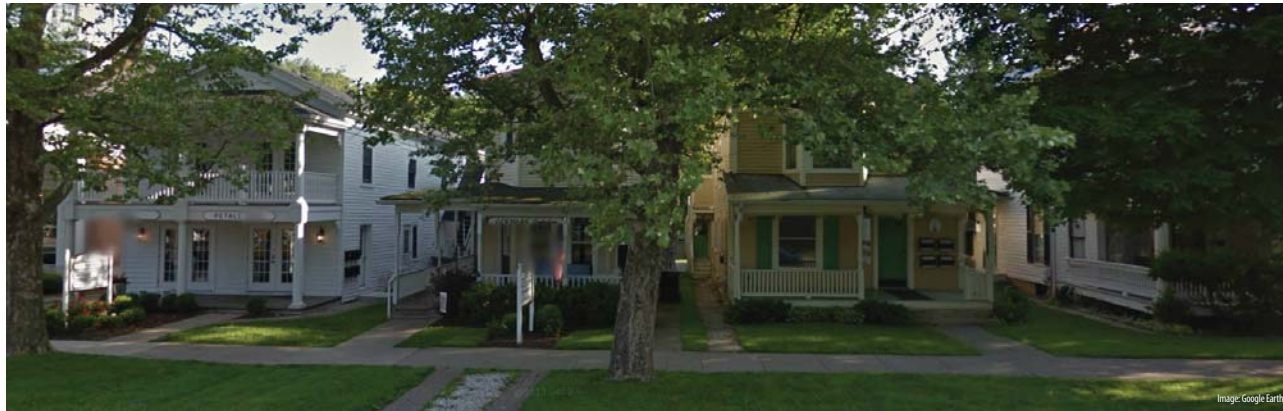
space located in the artist's or entrepreneur's home. Or it may be larger open, uninterrupted space that requires a different facility, and can be used for many different artistic mediums or productions. Providing such maker spaces in the Historic East Piqua neighborhood will help attract this type of resident, and encourage further reinvestment in the community.

## CREATE LIVE-WORK SPACES ALONG ASH STREET

While Ash Street is the primary commercial corridor in Historic East Piqua, the majority of the buildings are not retail-oriented, but are instead single-family structures. While there is the potential to extend some commercial activity from Downtown Piqua to the Spring and Ash street intersection, moving farther east along Ash Street will require a transition to a different type of retail use. This is necessary to prevent creating competing retail nodes, and from creating more retail than can be supported in the area.

Converting the single-family homes to live-works space creates commercial activity along Ash Street that does not detract from Downtown as the commercial core of Piqua. It also supports the growing artist community in Piqua, by creating new opportunities for studio and gallery space. Creating live-work spaces along Ash Street should be a short to mid-term objective. To accomplish this, the following should be done:

- Look to communities such as Paducah, KY for examples of how to create funding programs to promote homeownership by artists for live-work space.
- Extend eligibility of housing rehab program to commercial business owners along Ash Street.
- Identify key properties for live-work space, as well as other artist/entrepreneurial uses such as gallery space and artist retail space.

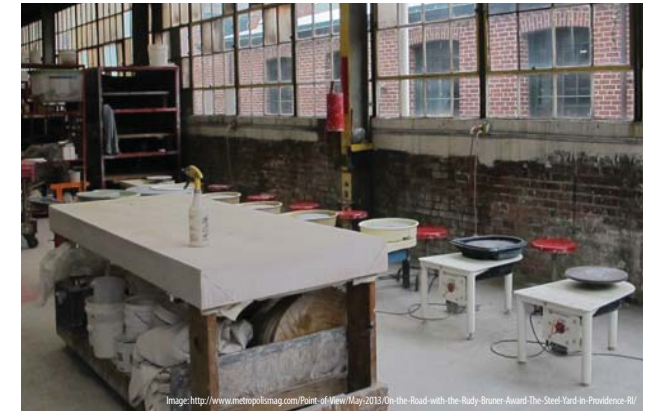


RESIDENTIAL HOMES ALONG ASH STREET SHOULD BE CONVERTED TO LIVE-WORK SPACES.

## AEROVENT STRATEGY

The former Aerovent Plant presents a unique opportunity for engaging the artist and entrepreneurial community. The Plant once employed over 300 people, and was an important part of the Historic East Piqua community. With its closing, the land use in the neighborhood shifted, leaving a lasting impact. The Plant now operates as a manufacturing storage warehouse, employing 4 people. Although the building is 98% occupied, most people perceive it to be vacant because of the existing facade and lack of activity around the site. Because the building is occupied, and such a large site in the neighborhood, the strategy for how to better incorporate the Aerovent Plan back into the fabric of the neighborhood should take a short-term, mid-term, and long-term approach.

- **Short-Term Objectives:** In the short term, improvements should be made to the building facade along Ash Street to help activate the exterior of site. This includes restoring the former formal garden space at the entrance of the building. Additionally, efforts should be made to approach the owner about potentially using the front retail space along Ash Street for artist and entrepreneurial retail space, such as galleries.
- **Mid-Term Objective:** Discussions should be had with the property owner about the potential redevelopment of the parking lot parcels along Greene Street and Ash Street. These sites do not complement the existing residential in this area, and could be developed to a use that better serves the community.
- **Long-Term Objective:** Long-term, potential uses for the Aerovent Plant should be considered that better serve the Historic East Piqua community. This may be artist/entrepreneur-maker space within the warehouse, which is ideal for this repurpose because of the open, uninterrupted floor space, and accompanying retail space at the front of the building.



LONG-TERM THE AEROVENT PLANT MAY BE APPROPRIATE FOR ARTISAN STUDIO/MAKER SPACE.



LONG-TERM THE AEROVENT PLANT MAY BE APPROPRIATE FOR ARTISAN STUDIO/MAKER SPACE.

## ENGAGE ENTREPRENEURS & ARTISTS PHASING STRATEGY

	Short-Term	Mid-Term	Long-Term	Ongoing
<b>CREATE LIVE-WORK SPACES ALONG ASH STREET</b>				
Identify buildings with potential for live-work spaces along Ash Street.	X			
Secure funds to create financing program to assist targeted groups, such as artist, in purchasing and renovating homes.		X		
Extend eligibility of housing rehab program to commercial business owners along Ash Street.	X			
<b>ACTIVATE AEROVENT BUILDING AND SITE</b>				
Improve building façade along Ash Street, including restoring formal garden.	X			
Explore potential use of front portion of building for retail or gallery space.	X			
Determine potential to redevelop existing parking lot parcels.		X		
Study long term uses for building such as indoor recreation or entrepreneur/maker-space.			X	

## 400 WEST RICH

While the Aerovent building is currently 98% occupied, it is important to look to the long-term use of the building in order to understand how it will be able to best serve the community, should the use change. The idea of repurposing underutilized warehouse space for artisan studio/maker space is one potential long-term use for the building.

This idea has been implemented in industrial sites and warehouses across the country. In Columbus, Ohio, an abandoned warehouse located at 400 West Rich was converted into artisan studio space that helped encourage further redevelopment of a struggling neighborhood. The building's industrial history and architecture was preserved, while within, individual studio spaces were created as well as large event rental space and two new restaurants. The building has served as a catalyst for redevelopment and reinvestment in the adjacent neighborhood, and has helped launch new neighborhood and city-wide festivals and events. Because the demand for these types of uses was so high in Columbus, additional warehouses within the neighborhood have since been converted into artisan spaces.



Image: <http://www.columbusunderground.com/the-top-20-things-to-do-in-columbus-ohio/>



Image: <https://davidcastart.wordpress.com/tag/watercolor/faq/>

# OBJECTIVE 5

## PLAN FOR AND IDENTIFY OPPORTUNITIES FOR NEW ECONOMIC DEVELOPMENT.

Historic East Piqua once included two large employment land uses, with residential and retail land uses that support these businesses. The closing of both the Aerovent Plant and the Decker Plant caused a shift in the land use of the neighborhood, with residents moving out of the area, and the infrastructure going into disrepair. Reinvesting in the neighborhood creates new opportunities for economic development. This may be new job opportunities from office, artist, entrepreneurial uses going into the area, or it may be improving the quality of life in the neighborhood and encouraging additional reinvestment through new development and redevelopment of existing sites.

### SPRING STREET GATEWAY

Redevelopment of existing sites in Historic East Piqua can encourage further investment in the area, leading to new jobs and amenities that attract new residents. An important consideration for redevelopment is parking. While parking is necessary to support development, it should not take away from the pedestrian experience around the site. Using the Spring and Ash intersection as a case study, it may be necessary to consider updating the City of Piqua parking requirements for development in more urban areas such as this in order to encourage the type of development desired for this area.

Currently, Piqua's parking regulations prioritize motorists' access to a development site, and therefore put a higher requirement on the number of parking spaces required than may be necessary. Because the Spring and Ash intersection is an urban setting, there is the opportunity to share parking between uses and to utilize existing on-street parking. This decreases the typical number of spaces a business needs. A study of one development scenario illustrates this point. Based on the existing parking regulations, the parking for the illustrated scenario on page 58 would be 249 spaces. However, using a local example of a commercial overlay, there would only be 161 spaces required. That difference of 88 spaces impacts the site layout for the area. The decreased requirement means that less space can be dedicated to parking, and the parking that is required should be strategically located behind the buildings to prevent it from detracting from the streetscape and pedestrian atmosphere, and making it accessible to multiple users. Additional information on this scenario can be seen in the Appendix on page 132.

Therefore, consideration should be given to implementing a commercial overlay for more urban areas such as Downtown Piqua and Historic East Piqua. This will foster economic development that has a positive impact on the area. This should be done in the short-term to impact any future development.

### JOB CREATION OPPORTUNITIES

Another economic development opportunity is to introduce new jobs into the neighborhood. Survey input from the Community Health Survey identified that the desire for good jobs with decent pay was an important priority for residents in Historic East Piqua. Therefore, this is an important action to take to help revitalization of the neighborhood.

In order to attract new types of residents, a variety of jobs should be introduced into the area. Introducing more office-oriented employment opportunities into the area will help to attract new residents to the neighborhood, who may be interested in homeownership as well. With a national trend toward employees wanting to live within walking distance or near their place of employment, creating new jobs in Historic East Piqua could make the neighborhood more appealing to young professionals because of its walkability.

Creating artist and entrepreneurial maker-space within the neighborhood also creates new job opportunities. Providing such space creates opportunities for professional, full-time artists and artisans, or for those who use such space for hobbies. This type of space may be appropriate in the Aerovent Plant (see page 57), or the Decker Site, which is further discussed on page 60.



POTENTIAL SPRING STREET GATEWAY DEVELOPMENT SCENARIO.

### ECONOMIC DEVELOPMENT PHASING STRATEGY

	Short-Term	Mid-Term	Long-Term	Ongoing
<b>SPRING STREET GATEWAY</b>				
Update the City of Piqua parking requirements to represent urban conditions, which decrease the need for parking and prioritize the pedestrian experience.	X			
Incorporate code to decrease number of parking spaces required for new development	X			X
Work with Chase to develop underutilized parking lot		X		
<b>JOB CREATION OPPORTUNITIES</b>				
Create entrepreneurial/art business incubator spaces to grow local artisan profession.	X			
Provide jobs within walking distance for local residents that pay a living wage.		X		X
Attract new residents with office-type professional job opportunities.			X	X
<b>COMPLIMENTARY COMMERCIAL WITH RECPLX</b>				
Incorporate medical-related office uses into the "future development" building of the Community Recreation and Sports Performance Campus.	X			
<b>REPORPOSE AND DEVELOP DECKER SITE</b>				
Conduct Phase1/Phase 2 environmental remediation assessment.	X			
Consider townhomes or office development on the southside of the site.		X		
Utilize currently vacant space in Decker building for studio/incubator.	X			
Study potential uses for historic Decker building.		X		
Engage the arts community to introduce public art on the site.	X			X
Develop buildings along Ash street to strengthen gateway/arrival into site			X	
Create public open space adjacent to the Decker Plant, along the Levee to increase access to the riverfront, and speaks to the industrial history of the site.			X	

## COMMUNITY RECREATION AND SPORTS PERFORMANCE CAMPUS BUSINESS DEVELOPMENT

Another important economic development opportunity is the proposed Community Recreation and Sports Performance Campus, adjacent to Wertz Stadium. While details on this are included beginning on pages 64, part of the proposed Campus is a new office development proposed on the southeast side of the site.

The Community Recreation and Sports Performance Campus brings together recreation and community-oriented uses to create a local and regional destination. While the idea of the “future development” building is a long-term objective, it creates the opportunity for new office-oriented jobs in Historic East Piqua. Any future use of this building should complement the health and community-oriented nature of the rest of the Campus. National trends have shown that partnerships between community recreation facilities and medical-oriented office uses can often create beneficial partnerships that advance community wellness. Such a use would be appropriate for this building. This again has the potential to attract new residents to the neighborhood, including young professionals and residents with medical-oriented professions.



HEALTHY NEW ALBANY IS AN EXAMPLE OF A PARTNERSHIP BETWEEN PRIVATE BUSINESSES AND A COMMUNITY HEALTH FACILITY.



HEALTHY NEW ALBANY IS AN EXAMPLE OF A PARTNERSHIP BETWEEN PRIVATE BUSINESSES AND A COMMUNITY HEALTH FACILITY.

## DECKER SITE STRATEGY

At approximately 15 acres, the largest economic development opportunity within Historic East Piqua is the former Decker Plant site. Currently, the site consists of the Piqua Lumber building, the former meat packing plant, and a number of parking lots. Despite the different uses, the site is under a single ownership, increasing its redevelopment potential. The meat packing plant located on the site was once an important land use and employer to the Historic East Piqua neighborhood. Any future use or development of this area should help to re-integrate the site back into the fabric of the neighborhood. The best way to do this is to introduce uses that contribute to the local community.

Because of its size, there are several different potential redevelopment opportunities on the Decker site. Looking to the front of the site, along Ash Street, there is the opportunity to introduce new mixed-use development on the existing parking lots. This is an important site to strengthening the gateway experience into the neighborhood and City. The significant grade change in this area means the buildings will have to be around three stories to have a presence along Ash Street. This will give the Decker Site a street-presence, and introduce new infill along Ash Street.

The second opportunity is for potential development on the south end of the Decker Site, adjacent to the levee. Currently, this area also consists of parking lots, as well as bus parking for the Piqua City Schools. This area has the advantage of strong riverfront views, once above the elevation of the levee. Therefore, any infill development in this area should be two, three, or four stories, in order to open up views of the river. Potential uses for these buildings could be office or townhomes, both are often multi-story structures.

The former Decker meat packing plant itself is a very unique opportunity for Historic East Piqua, and the City of Piqua. While the historic architecture of the building could allow it to be used for several different uses, the former use of the building requires a brownfield assessment and remediation study in order to determine the feasibility of repurposing the building and the site. Already portions of the building have been repurposed for office, currently occupied by the Piqua City School Board. Additional efforts should be considered to repurpose other portions of the building for additional office space, or for artisan studio/maker space, depending upon the outcome of the brownfield remediation study.

Finally, the outside around the existing Decker Site should be redesigned to better connect it to the riverfront, and create public space for the community. This area could represent the industrial history of the Decker Plant, and should address the riverfront and strengthen connections between the neighborhood and the Great Miami River. The vignette on page 61 illustrates what this space could look like, showing the appropriate character and river connections for the site.

Additional information on the implementation the redevelopment of the Decker site can be found on page 73.



THE DECKER SITE IS THE LARGEST OPPORTUNITY FOR ECONOMIC DEVELOPMENT IN HISTORIC EAST PIQUA.

## INNOVATION DISTRICTS

While there are several different development scenarios for the Decker Site, one potential use that would help utilize the entire site is an innovation district. An innovation district is a location, often physically compact, that supports small businesses and start-up companies by creating important connections with anchor institutions and larger companies, and providing infrastructure to support these fledging companies. Innovation district campuses often must provide space for multiple small businesses and companies, as well as space for shared meeting rooms, and other communal facilities. This type of use could be appropriate for the Decker site, because of the size of the site, and the potential reuse of the factory building.

Although a relatively new concept, innovation districts do have several key characteristics that contribute to their creative incubator atmosphere. The type of employees that would utilize such spaces tend to desire walkable neighborhoods, where they can walk to work, home, and different amenities. They also desire a space where different creative minds can interact and exchange ideas, leading to further development and growth. For this reason, buildings that allow for individual space, as well as public space, is needed. Often times, large, urban warehouse and industrial spaces are repurposed to meet these needs, because of the space they provide and the character of their historic structures. Finally, the space must be technologically wired to support different needs of different start-ups. These characteristics lend themselves ideally to Historic East Piqua, and propose a use that allows the Decker Site to serve as an important asset and beneficial land use that contributes to the Historic East Piqua neighborhood and encourages further reinvestment in the area.

## CASE STUDY: AMERICAN TOBACCO CAMPUS

Historic factories and warehouses often have unique, industrial character, and an open floor plan that makes them popular redevelopment sites. Nationwide these buildings and sites have been converted into many different uses including residential lofts, offices, recreational spaces, and artisan studios/maker space. The recently emerging innovation districts have also found these types of sites ideal for creating offices and facilities to foster startup companies. The American Tobacco Campus, located in Durham, NC, is a unique example of this.

This one-time tobacco factory site has been converted to an entertainment district and innovative business incubator, called American Underground. The campus provides live, work, and play opportunities within the historic, repurposed warehouses. The American Underground incubator space provides office and coworking space, connections to Google, games and recreational spaces, and infrastructure to support these growing businesses. Additionally, entrepreneurs are within walking distance to multiple restaurants, apartments, a theater, and even recreational opportunities at the American Tobacco YMCA. Having such amenities within walking distance of their home and work is an important feature to attracting entrepreneurs and younger potential residents to neighborhoods such as Historic East Piqua.





THE OUTSIDE OF THE DECKER SITE SHOULD BE REDESIGNED TO CREATE PUBLIC SPACE THAT CONNECTS THE SITE TO THE RIVERFRONT.

\*\*\*Note: This conceptual graphic is intended to be a site-scale visual representation of the concepts of the Historic East Piqua planning effort. The plan is schematic in nature; the actual mix of land uses, locations, configurations, and types of buildings, parking areas, streets, parks and other elements will be determined by a potential private developer or public entity which chooses to develop or otherwise modify privately or publicly owned land. Any such planning or construction project is subject to the public review process for individual private development proposals or public capital improvement projects. Current property owners retain all rights.





THE CANAL PARK CORRIDOR, ADJACENT TO HISTORIC EAST PIQUA.

## HEALTHY & AFFORDABLE FOOD ACCESS PHASING STRATEGY

	Short-Term	Mid-Term	Long-Term	Ongoing
<b>INCREASE ACCESSIBILITY TO HEALTHY FOOD IN THE NEIGHBORHOOD</b>				
Consider moving Piqua Farmer's Market to the Canal Park corridor.	X			
Work with local organizations to educate residents about healthy eating & opportunities available.	X			X
Utilize vacant or recently acquired lots for short-term community garden space.		X		
Study the potential to bring a small market or organic, locally-grown focused grocery store to the neighborhood or along the Canal Park corridor.		X		
<b>CANAL PARK CORRIDOR</b>				
Enhance the historic Canal Park corridor through design efforts to indicate it is a unique bicycle connection from the trail into Downtown Piqua.	X			
Create outdoor public space along the corridor.	X			
Ensure businesses address Canal Park, with access from the trail.	X			

## CASE STUDY: BLOOMINGFOODS GROCERY

The increased importance of having access to healthy, locally grown food that was revealed in the Community Health Survey is in alignment with national trends. Smaller-scale grocery stores that place an emphasis on organic, locally-grown products have become increasingly popular. One such example in Bloomington, Indiana illustrates how these types of businesses can capitalize on regional trail connections in the area. Bloomingfoods is a smaller-scale co-op grocery store with several different locations around Indiana. It's Near West Side location is just feet from the Bloomington Rail Trail. The store sells both grocery and deli-style cafe food, making it a destination for both grocery-shopping motorists and cyclists, and cyclists passing through the area looking for a quick, healthy snack.

The Canal Park corridor will connect cyclists using the Great Miami River Trail with easy access to a market or small-scale grocery such as this. The close proximity to Historic East Piqua and Downtown will allow for more pedestrian traffic as well. Outdoor space should be provided to encourage this location to become a stopping point along the trail, and gathering place in the community.





## OBJECTIVE 7

# UTILIZE RECREATIONAL ACTIVITY WITHIN THE NEIGHBORHOOD AS A CATALYTIC ECONOMIC DEVELOPMENT TOOL FOR REVITALIZATION EFFORTS.

An important idea proposed in the Historic East Piqua Master Plan is the Community Recreation and Sports Performance Campus concept. This idea builds upon the presence of the Wertz Stadium and Roosevelt Field House to use recreation as a catalytic economic development tool to encourage further reinvestment efforts in the neighborhood. While the development of the Campus may be a long-term objective, it is important to the revitalization of Historic East Piqua for several reasons, including

- Creating a regional destination and draw to the neighborhood.
- Encouraging additional recreational uses around the neighborhood.
- Showing the investment that public entities are willing to make in the neighborhood.
- Strengthening the connection between the river and the neighborhood.
- Helping to address the health concerns and issues identified in the Community Health Survey.

## CAMPUS CONCEPT

The concept plan for the proposed Community Recreation and Sports Performance Campus, is more than a recreation center, it is a campus intended to provide important community services to the neighborhood and the greater Piqua community. The components of the Campus will address issues identified in the Community Health Survey, by creating new opportunities for physical activity, as well as increasing access to healthcare and community support facilities and services.

Use	Area	Notes
<b>Existing Facilities</b>		
<b>Active Recreation</b>		
Roosevelt Fieldhouse Basketball/Volleyball	13000 SF	Includes 1 regulation basketball court (50'x94') and locker rooms
Wertz Stadium Soccer	150000 SF	Includes 1 regulation soccer field
<b>TOTAL EXISTING FACILITIES</b>	<b>163000 SF</b>	
<b>Primary Facility</b>		
<b>Aquatics</b>		
Zero entry/therapy/"fun" pool	8000 SF	Warm Water' pool with zero entry and slides, etc.
25 Yard Competition Pool	9700 SF	Cold Water' 8 Lane, 25 yard pool with deck space
<b>Active Recreation</b>		
Basketball/Volleyball	6300 SF	Includes 1 regulation basketball court (50'x94') and support area
Fitness space (Cardio/strength training)	5000 SF	Open area which can be subdivided into smaller studios
Gymnastics	7000 SF	Allows for permanent gymnastics use
Indoor walking/jogging track	5350 SF	Includes suspended track above the basketball/gymnastics area
Squash/racquetball	1600 SF	Space for two regulation (40'x20') courts
<b>Meeting/Community Facilities</b>		
Community meeting room	3000 SF	50'x60' Room which can be subdivided. Allows seating for 250 people.
Prep kitchen, storage, etc.	1000 SF	Support for the Community Rooms
<b>Support Spaces</b>		
Locker/restrooms	2050 SF	Lockers for active areas
Administrative offices	2000 SF	Offices to manage the YMCA
<b>Youth/Senior Centers</b>		
Senior activity center	5000 SF	Open area which includes space for various activities
Youth center	6000 SF	Open area which can be subdivided for different age groups
<b>Circulation</b>		
Hallways/Storage/Utilities, etc.	9300 SF	15% Circulation Space Factor of all Uses
<b>TOTAL PRIMARY FACILITY</b>	<b>71300 SF</b>	
<b>Exterior Spaces</b>		
<b>Organized Sports</b>		
Additional Soccer	81000 SF	1 Field 100-120yds x 55-75yds
Pickleball	2000 SF	2 Courts
Outdoor Tennis/Basketball	18000 SF	3 Courts TBD
<b>Site Amenities, Site Support</b>		
Splashpad / Play Area	8000 SF	Open Paved Area
Open Lawn Area	30000 SF	Open Lawn Area
Site Support/Vehicular Parking	90000 SF	Trash Storage, Pedestrian Circulation, etc
<b>TOTAL EXTERIOR SPACES</b>	<b>229000 SF</b>	
<b>TOTAL SITE</b>	<b>463300 SF</b>	<b>Approximately 11 Acres</b>

THE INITIAL PRO FORMA DESCRIBING THE MINIMUM AMOUNT OF SPACE THAT WOULD BE NEEDED FOR THE COMMUNITY RECREATION AND SPORTS PERFORMANCE CAMPUS.

Where to locate the proposed Campus was an important consideration. Based on the initial pro forma analysis of the types of services this facility should provide, it was estimated that the complex would need to be approximately 8 to 12 acres in size. This projection was based on the assumption that the facilities in the existing Wertz Stadium and Roosevelt Fieldhouse, which would need to be updated, would be included in the Campus. Additionally, it was also important to capitalize on the views and presence of the river. This would allow the facility to work as a connection between the neighborhood and the riverfront. Finally, the campus needed to be as close to Downtown as possible. This would help extend the energy and activity of Downtown into Historic East Piqua, and keep the Community Recreation and Sports Performance Campus as a walkable destination for both the neighborhood and the greater Piqua community. Based upon these requirements, the Campus was proposed to be located between Race Street and Manning Street, with a direct presence along the riverfront.

## POTENTIAL SITE SCENARIO

Based upon the initial programming assumptions, and the site location considerations, a draft concept was developed for the potential Community Recreation and Sports Performance Campus. Additional concepts were also studied, and can be found in the Appendix on page 118. This concept proposes two buildings, one adjacent to the Roosevelt Field House and Wertz Stadium, and a second positioned to take advantage of the riverfront.

The north building is proposed to be approximately 10-20,000 sq ft, and house a youth center/senior center on the first floor, and offices and a new press box for Wertz Stadium on the second floor. It is attached to the recreation/community center building by a skywalk, which allows for interior access to both, without interrupting the proposed pedestrian plaza/street below.

The pedestrian plaza is an extension of High Street, and is an important pedestrian connection for the Community Recreation and Sports Performance Campus. Extending this street, which currently ends at Race Street, will create an impressive siteline of the Campus from Downtown, and further strengthening the connection and close proximity of the two.

Two buildings are proposed on the south end of site along the river. The first is the recreation/community center. This 50-60,000 sq ft building is proposed to be more recreation-based, and include locker rooms, competition and fun pools, some office space, a suspended track, multi-purpose gymnasiums, racquetball and squash courts, cardio equipment, and a community room. The second building, east of the recreation/community center may be a longer-term development project. Proposed as a private development project, this building could house a healthcare-related office or medical use that complements the recreation/community nature of the rest of the Campus, and provides opportunities for partnerships between the building tenants and the recreation center.

An elevated plaza/open space is proposed between the two buildings. This space can be used for community events, daily gathering, or to watch games at the Wertz Stadium. This greenspace opens up views to the river from Ash Street, increasing its presence within Historic East Piqua. Plaza steps down to the river-level creates pedestrian access to the space and the Campus, connecting the neighborhood to the riverfront and the activities taking place there.



THE INITIAL PRO FORMA DESCRIBING THE MINIMUM AMOUNT OF SPACE THAT WOULD BE NEEDED FOR THE COMMUNITY RECREATION AND SPORTS PERFORMANCE CAMPUS.

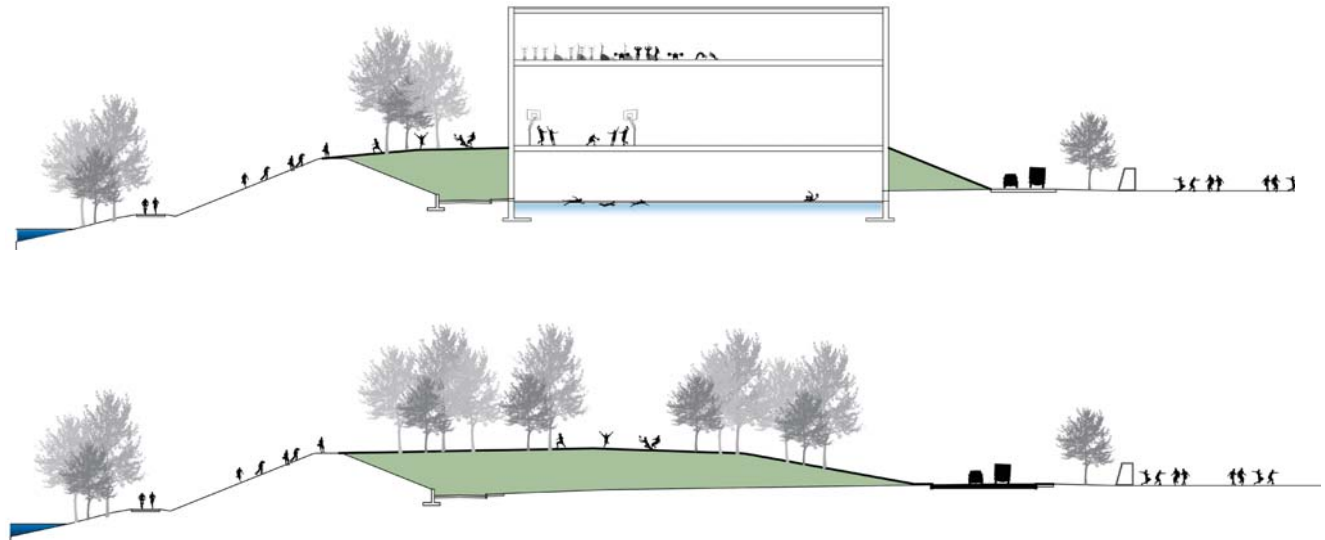
## RELATIONSHIP TO RIVER

One of the most important components of the Community Recreation and Sports Performance Campus is its relationship to the riverfront. With access from both the High Street extension and the riverfront greenspace, the Campus acts as a connecting piece between the neighborhood and the river.

To create a relationship with the riverfront, the buildings and proposed greenspace along the southside of the site should be located adjacent to the levee, and elevated to the same height between 8 - 12 ft. Because the levee itself can not be disturbed, the building should be positioned several feet behind the actual levee, with fill used to create greenspace between the front of the building and the levee. Within the recreation/community center building, this allows uses that do not need to have windows be located at the High Street ground level. Such uses should include an entrance area, and potentially aquatic uses. The second story of the buildings will be located on the same level as the levee. This allows large windows to be installed to create views of the riverfront greenspace, as well as access from the trails along the river. The third story creates spectacular views of the riverfront, the Great Miami River, and beyond. These views could be an enticing backdrop for cardio workouts or meeting spaces.

The greenspace proposed between the two south end buildings can also be created by infilling dirt against the actual levee, in order to elevate the greenspace to the same height as the top of the levee. Plaza steps both on the river side and the Wertz Stadium side make the elevated greenspace accessible from both the riverfront and the neighborhood. They also provide space for visitors to sit and watch activities on either side of the greenspace. The sections to the right illustrates the relationship between the proposed recreation/community center building, the riverfront, and Wertz Stadium, and how the building and greenspace would relate to the levee.

Additional information on the implementation of the Community Recreation and Sports Performance Campus can be found in Chapter 3.



SECTION VIEWS SHOWING HOW THE RECREATION/COMMUNITY CENTER BUILDING AND THE PLAZA WOULD RELATE TO THE EXISTING LEVEE.

## RECREATIONAL ACTIVITY PHASING STRATEGY

	Short-Term	Mid-Term	Long-Term	Ongoing
<b>COMMUNITY RECREATION AND SPORTS PERFORMANCE CAMPUS PLANNING</b>				
Confirm partnerships in campus.	X			
Evaluate the need for land acquisition of interested property owners.	X			
Secure funding through various means, including a potential third party, port authority.	X			X
Conduct a feasibility study to determine specific needs of facility.		X		
Study potential for private development of "future development building."			X	
Study potential vacation of Water Street and extension of High Street.	X			
<b>COMMUNITY RECREATION AND SPORTS PERFORMANCE CAMPUS DEVELOPMENT</b>				
Improve existing Roosevelt Fieldhouse and locker rooms to include in Campus recreation facilities.		X		
Upgrade Wertz Stadium bleachers and relocate concession/storage buildings.		X		
Extend High Street to Race Street, acquiring needed property.	X			
Create pedestrian/event street on south end of Wertz Stadium.		X		
Determine appropriate layout of buildings on site, ensuring connectivity of the buildings.		X		
Locate recreation/community center building to have riverfront presence and take advantage of river views.		X		
Implement design of multiuse paths along the top of the levee, around the neighborhood.	X			
Include public greenspace at the elevation of the levee to create an important access point to the river.		X		
Create connections from the river to the campus.		X		



A BIRDSEYE VIEW OF WERTZ STADIUM AND THE COMMUNITY RECREATION AND SPORTS PERFORMANCE CAMPUS, AND HOW THE TWO WOULD RELATE TO THE RIVER.

\*\*\*Note: This conceptual graphic is intended to be a site-scale visual representation of the concepts of the Historic East Piqua planning effort. The plan is schematic in nature; the actual mix of land uses, locations, configurations, and types of buildings, parking areas, streets, parks and other elements will be determined by a potential private developer or public entity which chooses to develop or otherwise modify privately or publicly owned land. Any such planning or construction project is subject to the public review process for individual private development proposals or public capital improvement projects. Current property owners retain all rights.



## OBJECTIVE 8

# ENGAGE THE RIVERFRONT AS AN ASSET FOR THE NEIGHBORHOOD AND GREATER COMMUNITY.

Already the Great Miami riverfront is an active site, with runners, bikers from all over utilizing the regional connections created by the Great Miami River Trail, and special events that use the trail system for races. However the existing levee creates a barrier between Historic East Piqua and the activity along the river. The proposed Community Recreation and Sports Performance Campus introduces an important recreation-based connection between the neighborhood and the activities along the riverfront. Building upon this to further connect the river to the neighborhood should be considered a mid-term objective, however it is important to the redevelopment and revitalization of the neighborhood.

## CONNECT THE NEIGHBORHOOD TO THE RIVER

Connecting Historic East Piqua to the Great Miami riverfront can be done through several different ways. The first, is by capitalizing and building upon the exiting riverfront trail system. The existing trails run along the river, below the levee. Introducing a walking path on the top of the levee, and creating connecting paths between the two, will provide additional walking routes around Historic East Piqua. Connecting these trails to the proposed Canal Park corridor will create a trail loop around the Historic East Piqua neighborhood, that is approximately a mile and three quarters long. Completing the loop twice, once at the river level, and once at the levee level, creates a scenic 5K loop.

The trail system should also be connected to other key locations in the Historic East Piqua neighborhood through carefully designed “moments.” These are points in the trail, where there is the opportunity to pull off either to linger or to access a different trail level, and potentially the river. These moments will act as gateways between the neighborhood and the riverfront. The moments may be heavily designed spaces, such as the greenspace on the Community Recreation and Sports Performance Campus and the Decker Site, or they may be more informal, with minimal design and more emphasis placed on the natural condition of the space.



## RIVER RECREATION ACTIVITIES

One of the unique opportunities of Historic East Piqua is that it is surrounded on three sides by riverfront. This creates the opportunity for the neighborhood to leverage the river as a destination attraction. Introducing recreational uses to the river creates new tourist opportunities for the area. The bend in the river, around the neighborhood creates approximately a mile of opportunities for aquatic activities. Establishing a connection between the two ends of the neighborhood and the riverfront by means of the Canal Park corridor creates the opportunity to easily enter the river at the north end of the neighborhood and exit on the south end, near the Lock Nine Park, and then easily return to the starting point. This creates an aquatic recreational loop, which is ideal for canoeing and kayaking.

Creating a paddle park such as this along the riverfront is further supported by the existing topography of the river around Historic East Piqua. On the southern point of the peninsula, there is a shallower area that could be redesigned to create riffles, or small rapids for kayakers. Aquatic recreational uses of the river complements the recreational uses already introduced by the Community Recreation and Sport Performance Campus. This strengthens the identity of Historic East Piqua as a recreation destination location, and encourages further redevelopment and reinvestment in the neighborhood.

Armory Park, a currently underutilized playground in the neighborhood, should also be relocated to the riverfront and redesigned. This will increase access to the park, and create the opportunity to renovate the playground and make it more appealing.



EXAMPLE OF A RIVERFRONT MOMENT.

## RIVERFRONT ENGAGEMENT PHASING STRATEGY

	Short-Term	Mid-Term	Long-Term	Ongoing
<b>CONNECT NEIGHBORHOODS TO THE RIVER</b>				
Create walking paths along the top of the levee, with connections to the existing trail system below the levee.	X			
Create moments along the trails to act as a gateway between the neighborhood and the riverfront, and increase access points to the riverfront.		X		
More programming of riverfront for community events	X			X
<b>EXPAND RIVER RECREATION OPPORTUNITIES</b>				
Introduce river-oriented recreation activities to complement recreational activities at the Communit Recreation and Sports Performance Campus.		X		
Utilize Canal Park as a connection between Lock Nine Park, and the northern neighborhood river access to create a loop for river recreation activities.		X		
Relocate and improve Armory Park facilities to riverfront location.		X		
<b>RIVER-ORIENTED DEVELOPMENT</b>				
Orient new development to take advantage of the river.			X	
Connect new RecPlex facilities to proposed Lock 9 park development		X		





## CHAPTER 4

# IMPLEMENTATION

HISTORIC EAST  PIQUA MASTER PLAN

## CATALYTIC PROJECTS

# FOUR CATALYTIC PROJECTS HAVE BEEN IDENTIFIED THAT WILL ENCOURAGE FURTHER REINVESTMENT IN THE NEIGHBORHOOD.

Within the Historic East Piqua Master Plan, there are several key catalytic projects that, when implemented, will have a significant impact on the aesthetic character of the neighborhood, will encourage further reinvestment in the neighborhood, and will help implement the master plan vision of the area. These four projects were each mentioned within the eight objectives of the Master Plan chapter, as recommendations and action items to support the Plan's goal and objectives. The four catalytic projects are to:

- Improve the Spring Street gateway and Canal Park corridor
- Implement the vision of the Community Recreation and Sports Performance Campus
- Strengthen the gateway features on the eastern end of Ash Street
- Capitalize on the opportunities of the Decker Site

The following examines the strategic implementation of each of these, highlighting the short-term and long-term steps needed for each, as well as potential funding tools to help bring these visions to fruition.

## CATALYTIC PROJECTS

	Short-Term	Mid-Term	Long-Term	Ongoing
<b>SPRING STREET GATEWAY &amp; CANAL PARK CORRIDOR</b>				
Residential Housing Revitalization	X			X
Strengthen Neighborhood Identity		X		
Economic Development Opportunities		X		
Provide Access to Fresh, Healthy Foods				
<b>COMMUNITY RECREATION &amp; SPORTS PERFORMANCE CAMPUS</b>				
Strengthen Neighborhood Identity		X		
Connect Neighborhoods to the River		X		
Expand River Recreation Activities		X		
Economic Development Opportunities				
Engage the Riverfront				
Utilize Recreational Activity as Catalyst for Economic Development				
<b>EAST GATEWAY</b>				
Strengthen Neighborhood Upkeep and Maintenance	X			
Strengthen Neighborhood Identity		X		
Engage Entrepreneurs and Artists	X			
Economic Development Opportunities	X			
<b>DECKER SITE</b>				
Strengthen Neighborhood Identity			X	
Engage Entrepreneurs and Artists				
Economic Development Opportunities			X	
Engage the Riverfront				



## DECKER SITE STRATEGY

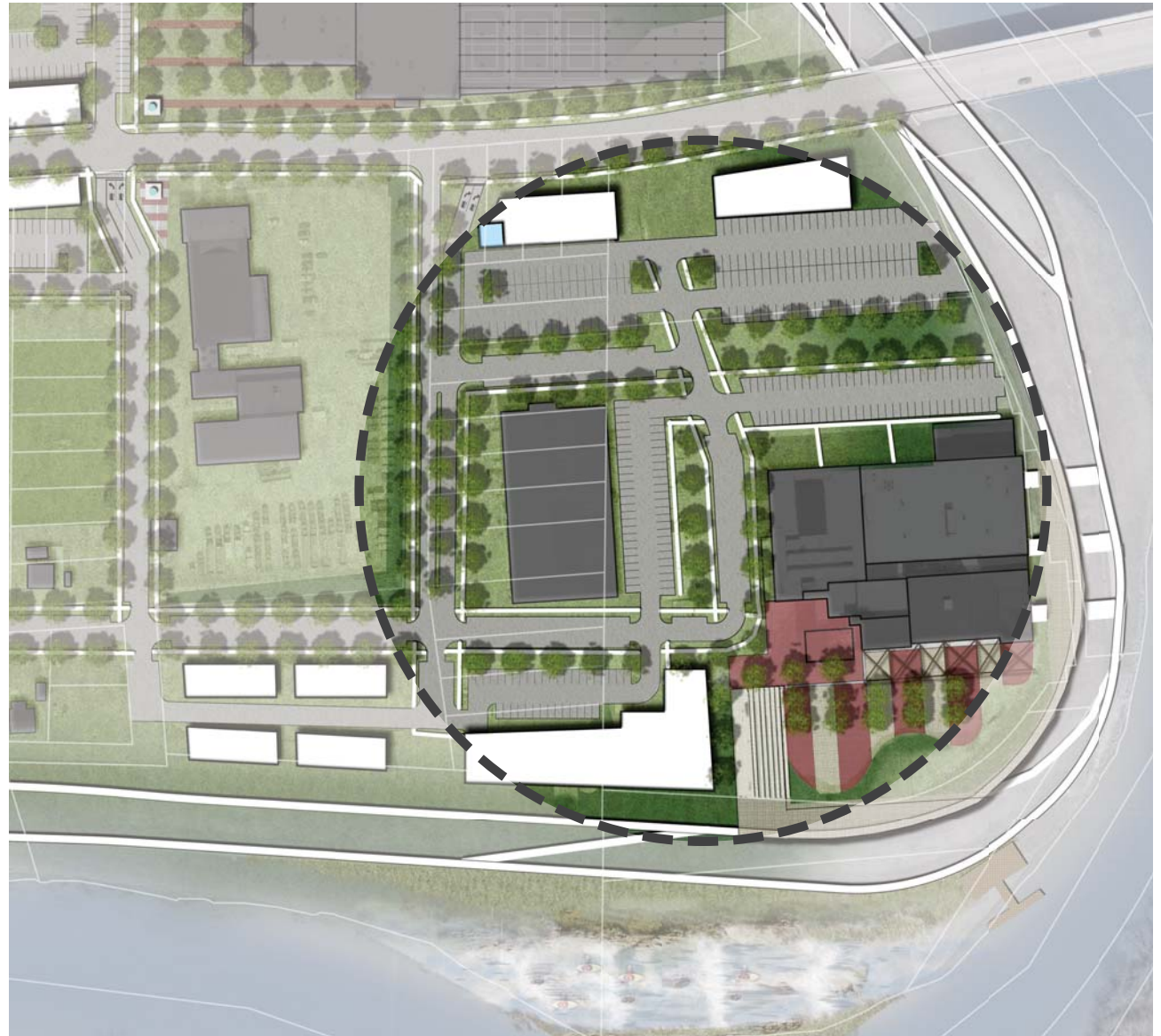
Because of the type use the Decker meat packing plant was previously used for, potential environmental conditions/remediation present a significant obstacle/challenge. While full redevelopment of the Decker Site will be a longer-term objective due to the site's size, historical building structure, and potential brownfield concerns, there are action steps that can be taken in the short and mid-term to advance the overall objectives of the site. These include:

- Obtaining an owner agreement to utilize Federal/Ohio brownfields fund to conduct Phase 1/Phase 2 environmental assessment of the site and historic Decker Plant in order to understand what environmental remediation needs to be done to prepare the site for redevelopment.
- Consider vacant building space in the historic Decker Plant as short-term studio/multi-media arts facility.
- Engage the local arts community for indoor/outdoor uses; potentially introducing public art features to the site.
- Consider development of the areas immediately adjacent to Ash Street at the front of the site.

Looking to the long-term strategy for the Decker site, the objective is to find a use that capitalizes on the site's size, adjacent location to the river, and introduces a use into Historic East Piqua that benefits and strengthens the neighborhood. How this is done will depend on the outcome of the environmental study of the site, however regardless of how it is done, the long-term strategy for the Decker site should include:

- Potential reuse of the historic Decker Plant, depending on the environmental remediation study.
- Creating connections to the river with outdoor space that speaks to the historic industrial use of the site.
- Determine potential infill development along the south end of the site, adjacent to the levee.
- Consider use as an incubator space within an innovation district.
- Secure potential funding from public and private sources. Examples of potential funding sources can be found on page 128 of the appendix.

The Phasing Strategy chart on page 58 of Chapter 2 highlights the timeline for these recommendations.



THE DECKER SITE.

## SPRING STREET GATEWAY & CANAL PARK CORRIDOR

To enhance the western gateway to Historic East Piqua, and to strengthen the connection between Downtown and the neighborhood, it is important to strategically implement the design recommendations for the Spring and Ash intersection as well as the Canal Park corridor. Together, these areas create a gateway experience to the Historic East Piqua neighborhood for motorists, pedestrians, and cyclists.

To activate the intersection of Spring and Ash streets, there are several long-term actions that should be implemented. The focus of these is to introduce uses that activate the street in this area, in order to extend the energy from Downtown into Historic East Piqua. To enhance this intersection, the following should be considered:

### SHORT-TERM ACTIONS:

- Tie up Spring/Ash property for future development.
- Potential Mixed-Use Development at Spring/Ash Street.

### MID-TERM ACTIONS:

- Work with potential owners/developers of Spring/Ash Street property for appropriately scaled mixed-use development program.
- Recognize the importance for redevelopment of Spring and Water streets as well, with a use that provides the needed elevation to create views of the riverfront.
- Create outdoor space with any infill development that encourage community interaction, and serves several different uses.
- Consider the creation of an overlay district for urban areas such as Downtown Piqua and the Ash Street corridor that emphasizes the importance of pedestrian activity and historic character in these areas.

### LONG-TERM ACTIONS:

- Conduct a market study for the potential of a boutique hotel around this area to provide hospitality services for events at Fort Piqua Plaza, as well as other community events.

The second component to the gateway between Historic East Piqua and Downtown Piqua is the Canal Park corridor. Based upon the recommendations on page 63, this corridor will serve as a bicycle connection to Downtown from the Great Miami River Trail, as well as an important connection to healthy foods for neighborhood residents. To create this unique corridor that will bring pedestrians and cyclists to Downtown and the Historic East Piqua neighborhood, the following actions should be taken:

- Consider moving the Piqua Farmers Market to the Canal Park corridor to create a unique space and atmosphere, and increase accessibility of healthy foods to the Historic East Piqua neighborhood.
- Introduce a healthy-food market within walking distance of the neighborhood, potentially near the Historic Canal Park path. This will expand the potential clientele to regional cyclists traveling through the City.
- Enhance the historic Ohio to Erie Canal path through design efforts to indicate it is a unique bicycle connection from the trail to Downtown Piqua.
- Create public spaces along the corridor.
- Ensure businesses along the path address the corridor.
- Capitalize on potential funding opportunities, including:



EXAMPLE OF A FARMERS MARKET LOCATED IN A SPACE SIMILAR TO THE CANAL PARK CORRIDOR.



SPRING STREET GATEWAY AND CANAL PARK CORRIDOR

## EAST GATEWAY

Ash Street through Historic East Piqua is the primary entrance to the neighborhood and the City of Piqua from the interstate. Therefore it is important to clearly delineate the entrance into the neighborhood, and have a streetscape that portrays an inviting and unique atmosphere in order to encourage people to stop and visit. This is considered the gateway experience. These efforts should be focused around Manning and Ash streets, and along the existing Decker and Aerovent sites. The Manning and Ash intersection is an important gateway intersection because it marks the beginning transition into the neighborhood. Residential, both north and south of Ash Street, begins west of this point, as does commercial mixed-uses along the Ash Street corridor.

In order to create this, gateway design features and streetscape improvements should be completed. These improvements have been mentioned in Chapter 2 as part of key projects within the Historic East Piqua Master Plan. However, when each are implemented, they work together to create the strong gateway experience. These projects range from short-term action items to intermediate-term, to long-term projects. As each phase is completed, the entrance to the neighborhood will become more distinct, and the character of the Ash Street corridor will be enhanced. The following highlight the gateway projects that should be implemented.

### SHORT-TERM ACTIONS:

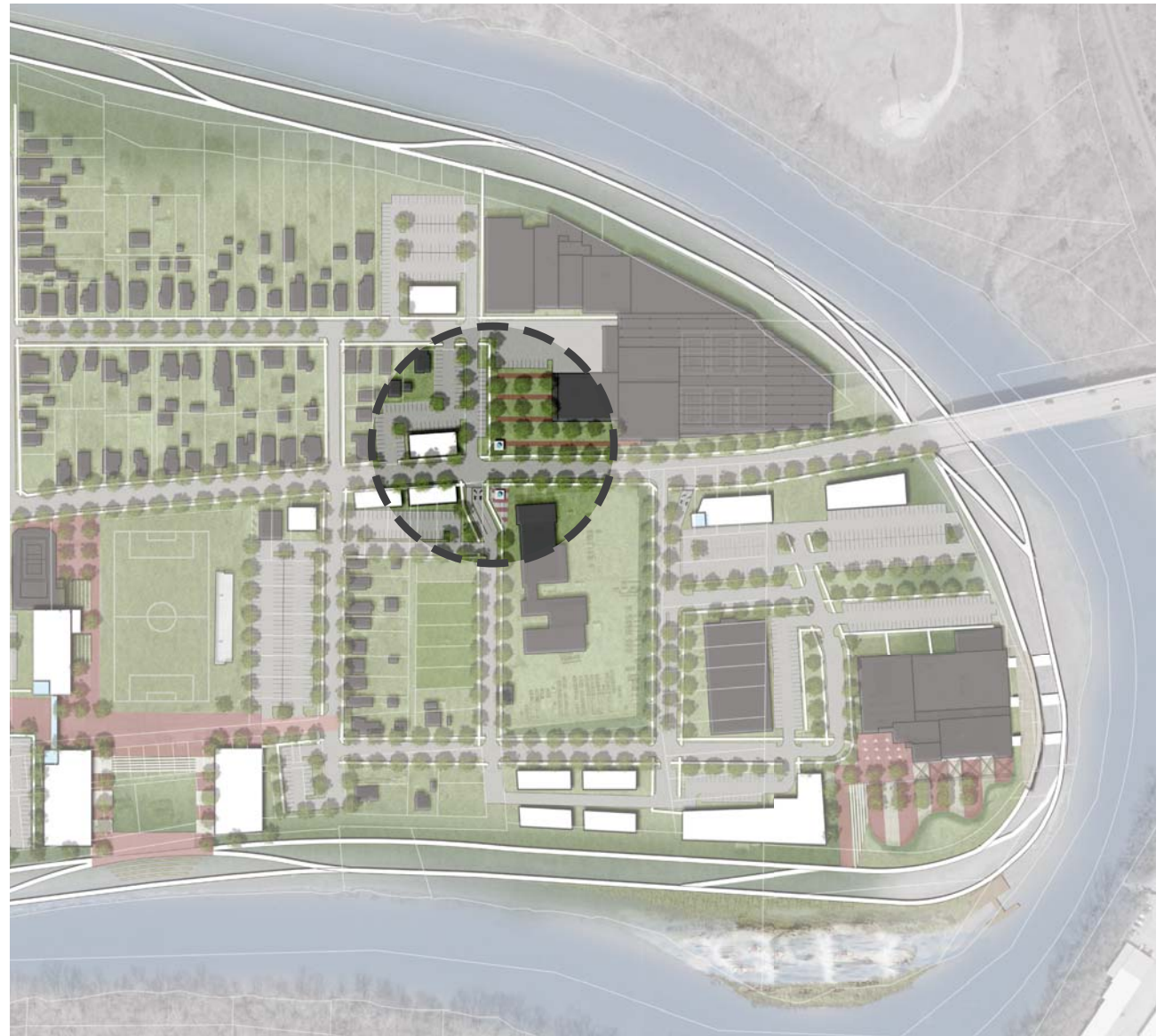
- Install gateway features that speak to the history and culture of Piqua and the Historic East Piqua neighborhood. These may include sculptures, underpass lighting, or other elements.
- Improve Aerovent facade to better address Ash Street. This may include new landscaping along the building, and enhancing the entrance to the building from Ash Street.

### MID-TERM ACTIONS:

- Enhance and restore the formal gardens at the front of the former Aerovent Plant.

### LONG-TERM ACTIONS:

- Infill development at key sites, including the front of the Decker Site, and the west side of the Manning Street and Ash Street intersection.
- Realign Manning Street with Aerovent Drive to create easier access to and from Ash Street.



EAST GATEWAY AREA.

## COMMUNITY RECREATION & SPORTS PERFORMANCE CAMPUS

While the Historic East Piqua Master Plan includes many projects that together create a comprehensive vision for the neighborhood, one of the largest ideas to implement is the Community Recreation and Sports Performance Campus. This catalytic project builds upon the existing Wertz Stadium and Roosevelt Field House, two popular community destinations in Historic East Piqua. The implementation of the vision of the Campus will be a long-term objective, however it will have long-lasting impacts on the neighborhood.

The implementation of the Community Recreation and Sports Performance Campus will require cooperation and partnership between multiple players. This will help disperse the cost of constructing the structure, and will help to leverage a variety of potential funding sources. Additional information on potential funding can be found in the Appendix, on page 128. Therefore, the design of the Campus is intended to serve multiple users, in order to encourage healthcare and community-oriented partnerships.

The design of the Recreation/Community Center building is based upon the existing pro forma of the Miami County YMCA, currently located in Piqua. This provided a basis to build a programming pro forma from, and also proposed a potential partnership. The YMCA's existing Strategic Plan identifies the need to expand its existing facilities by the year 2020. The YMCA Board has also expressed the importance of keeping the facility within downtown Piqua. This is important because it keeps a key civic and community destination within the core of Piqua. Understanding the future needs of the YMCA in terms of facilities, programming, and financing, the proposed pro forma, the proposed Recreation/Community Center was designed to meet these needs. For discussion purposes on the design of the Community Recreation and Sports Performance Campus, as well as programming discussions for the Campus, it is then assumed that the YMCA would be the entity utilizing the Recreation/Community Center Building, this includes the Youth/Senior Center which is also part of the existing YMCA facility.

The location of proposed Campus, requires cooperation with Piqua City Schools, which own the Roosevelt Field House and Wertz Stadium. The pro forma created for the Campus does include these facilities within the programming, however it is important to note that the Campus as it is proposed in the Master Plan is a vision. Additional studies and coordination between entities will be needed to fully understand potential use of the facilities. However it is assumed that a new press box for the Stadium, and new seating would be part of the Campus design.

The offices that are proposed on the second story of the north building, above the Youth/Senior Center could be used for administrative purposes, or could be leased out to a tenant. The second building, referred to as "future development" would have the same purpose. This would provide an additional income from a tenant to support the Recreation/Community Center facility. The close proximity of facilities also fosters the opportunity to have a healthcare industry tenant that could create a partnership with the YMCA, providing shared use of the recreation facilities.

The idea of partnering with a community-oriented or healthcare institution is a trend that is being implemented nationwide, including within the Miami Valley area. Several of the most common examples include YMCA partnerships with local educational institutions, such as community colleges, healthcare facilities such as sports medicine and physical therapy/rehab offices, and even local National Guard branches. These partnerships help advance the community-oriented missions of both entities. Case study examples of such partnerships can be found in the Appendix, on page 129.

The implementation of the Community Recreation and Sports Performance Campus is a long-term objective. Bringing this vision into reality will require short-term, intermediate, and long-term action steps. The following highlights several of the key actions. Throughout each phase of the project, coordination and communication with partners will be a key component to the success of the Campus.

### SHORT-TERM ACTIONS:

- Initiate conversations with potential partners, including Piqua City Schools, the Miami County YMCA, the City of Piqua, Premier Health, the Army National Guard, and potentially a port authority.
- Evaluate the need for land acquisition of interested property owners.
- Study potential vacation of Water Street and extension of High Street.
- Study new path alignment along top of levee.

### INTERMEDIATE ACTIONS:

- Investigate and apply for potential funding mechanisms (information on potential funding sources can be found in the Appendix, beginning on page 128).
- Confirm partnership of interested parties.

### LONG-TERM ACTIONS:

- Complete any transfer of property that may be necessary
- Finalize facility ownership agreements, including what components of Campus it includes.

To understand the feasibility of constructing and sustaining a Sports Performance Campus within Historic East Piqua, an example financial plan was created. The following chapter explains this plan, and evaluates the amount of needed space based upon the potential partnerships of the Campus, and programming for the Recreation/Community Center.



COMMUNITY RECREATION AND SPORTS PERFORMANCE CAMPUS

## CAMPUS FINANCIAL PLAN

# THE COMMUNITY RECREATION AND SPORTS PERFORMANCE CAMPUS IS AN OPPORTUNITY TO CREATE A RECREATIONAL DESTINATION IN THE NEIGHBORHOOD.

The Community Recreation and Sports Performance Campus financial plan is outlined in the pro forma and various schedules presented in this chapter of the report. The conceptual plan is based on the development and renovation of 100,000 square feet of indoor recreation space including a YMCA-based Recreation/Community Center, Senior/Youth Center and field house as well as an athletic field.

A list of pro forma assumptions was established in order to depict a dynamic operation in a static environment; these assumptions are presented on the following pages of this report. The validity of the pro forma and financial plan is based on these assumptions being met in their entirety. Although it is believed the information and assumptions constitute a reasonable basis for preparation of the projections, the achievements of any financial projection may be affected by fluctuating economic conditions and are dependent upon the occurrence of future events that cannot be assured. Therefore, actual results may vary from the projections and such variations could be material. These assumptions outline how the Community Recreation and Sports Performance Campus should be operated and maintained.

## OPERATIONS & FINANCIAL PLAN ASSUMPTIONS

The initial development of the feasibility study focused on developing a clear set of assumptions. The end product focuses on determining operating costs and revenue streams of the Campus; this included developing an operational budget

and a pricing strategy to best meet the outcomes desired while accounting for market factors.

Schedules summarizing the expenditures and revenues, along with the notes and assumptions set forth, are integral to the analysis and conclusions stated in the financial plan. These notes and assumptions should be carefully read and considered when reviewing the schedules.

### GENERAL ASSUMPTIONS

The assumptions in this study assist in understanding how the financial plan was developed and the strategies with which the Community Recreation and Sports Performance Campus will ultimately be operated. This allows for the revision of assumptions in the future while still maintaining the integrity of the plan by understanding the impact that the changes will have on the operational budget or market capture. The assumptions for the site used for the development of the financial plan are as follows:

- The YMCA will operate and maintain all facilities
- Operations and financial plan is based on major components as depicted in concept plan,
- The pro forma budget is based on 2015 dollar values
- Salaries are based on 2015 salaries of equivalent job descriptions

### CAPITAL INVESTMENT ASSUMPTIONS

- Capital investment for the Campus is based on the concept plan and components as detailed in program spaces identified to date

### PRICING ASSUMPTIONS

- Pricing is outlined for programs within an electronic Excel model and summarized within this report document
- Pricing is value based, meaning that pricing was determined based on typical market rates based on the assumed level of service received
- The ultimate goal of value provided was utilized for developing the pro forma

### GENERAL EXPENSE AND REVENUE ASSUMPTIONS

- Expenses are projected to be 100% of projected costs beginning in the modeled year "Operating Year 1"; annual increases of a set percent per year each year thereafter as based on Expenditure and Revenue Growth Inputs
- Revenues are projected to be 100% of projected revenue capacity beginning in the modeled year "Operating Year 1"; annual increases of a set percent per year each year thereafter as based on Expenditure and Revenue Growth Inputs
- Percentage of cost recovery is based on the assumed market participation and value/market based pricing

- benefits and utilities
- If a higher percentage of cost recovery is needed, operating expenses and pricing will be analyzed for potential adjustments
- All projections are based on assumptions and estimates made within the electronic Excel model
- Pro forma assumptions beginning in "Operating Year 1" are based on management and staff performing extensive lead-in/pre-opening marketing, promotions, and programming tailored to the customer base
- Pro forma program is based on a very aggressive program offering (60% of total available space) that will require detailed scheduling to allow for successive usages on a regular basis

### GENERAL EXPENSE AND REVENUE ASSUMPTIONS

- Center staffing is based on "lean management" practices where all positions/human resources expended for any goal other than the creation of value for the customer base are nonessential
- As the Piqua Recreation Complex reaches operational and programmatic maturity, additional staff persons may be required
- Staffing salary/wages based on current salaries
- General benefits for full-time staff have been calculated based on input from the YMCA.
- Inclusive benefits, charges required for most employees regardless of employment status (including payroll taxes and fees) are factored at a percentage of total seasonal staff salary and full-time staff overtime, excluding any general benefits

CENTER OPERATING HOURS ASSUMPTIONS

Center operating hours are assumed to be:

WINTER HOURS		
	OPEN	CLOSE
Monday - Friday	5:00 am	11:00 pm
Saturday	6:30 am	10:00 pm
Sunday	1:00 pm	9:00 pm

SUMMER HOURS		
	OPEN	CLOSE
Monday - Friday	5:00 am	10:00 pm
Saturday	6:30 am	6:00 pm
Sunday	1:00 pm	6:00 pm

- Holidays during which the Center will be closed are:

- New Year's Day
- Easter Sunday
- Thanksgiving Day
- Christmas Eve Day
- Christmas Day
- New Year's Eve Day

PIQUA RECREATION AND SPORTS PERFORMANCE CENTER

- Annual membership typology and fees are consistent with current YMCA practice

PROGRAMMING ASSUMPTIONS

- Programming is based on an aggressive but attainable approach; aggressive program is based on the magnitude of programs being offered that are not currently offered at other provider facilities and are based on existing programs already provided by the YMCA
- Programs assume that 60% of the classes will make the minimum number to hold the class
- Programming and rentals are based on estimates for units per experience/ session, total sessions offered, and fee per program/activity
- Programs shown are depicted as either contract instructor or staff administered;

OPERATING/GROWTH INPUT ASSUMPTIONS

- Operating and growth inputs are based on average increases per expenditure and revenue category; due to the volatility of the health care and energy sectors, higher growth rates were utilized
  - Revenues are projected to growth annual by 3% through growth in users and fee adjustments
  - Salaries and Benefit growth rate is calculated at 4.0% annual growth due to the potential volatility of the insurance/pension fund requirements
  - Supplies growth rate is calculated at 3% annual growth due to inflation
  - Services growth rate is calculated at an average of 4.0% annual growth due to inflation and the potential volatility of the energy sector
  - Revenue categories average a growth rate of 2%
  - Transfers vary with increases in revenues.
- Percentage growth rate by budget category is presented on the "Inputs" tab of the electronic Excel model

# OPERATIONS & FINANCIAL PLAN ASSUMPTIONS

Based on all operating assumptions set forth within this report, and excluding any unforeseen circumstances, the Piqua Recreation Complex is projected to achieve a cost recovery of 100% in its first year of operation and an average total cost recovery of 100% over the six-year study period. A summary of the six-year pro forma is presented below.

PRO FORMA REVENUE & EXPENDITURES						
Community Recreation and Sports Performance Campus						
BASELINE PRO FORMA: REVENUE AND EXPENDITURES						
Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$1,116,750.00	\$1,150,252.50	\$1,184,760.08	\$1,220,302.88	\$1,256,911.96	\$1,294,619.32
Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building/Field Maintenance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Custodial Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recreation Programs	\$21,462.00	\$22,105.86	\$22,769.04	\$23,452.11	\$24,155.67	\$24,880.34
Fitness	\$199,869.00	\$205,892.88	\$212,069.67	\$218,431.76	\$224,984.71	\$231,734.25
Aquatics	\$524,525.00	\$540,260.75	\$556,468.57	\$573,162.63	\$590,357.51	\$608,068.23
Gymnasium/Fieldhouse	\$199,803.00	\$205,797.09	\$211,971.00	\$218,330.13	\$224,880.04	\$231,626.44
Parties	\$48,900.00	\$50,367.00	\$51,878.01	\$53,434.35	\$55,037.38	\$56,688.50
Rentals	\$73,125.00	\$75,318.75	\$77,578.31	\$79,905.66	\$82,302.83	\$84,771.92
Child Care	\$213,250.00	\$219,647.50	\$226,236.93	\$233,024.03	\$240,014.75	\$247,215.20
Youth/Senior Center Management	\$10,000.00	\$10,300.00	\$10,609.00	\$10,927.27	\$11,255.09	\$11,592.74
Philanthropy	\$200,000.00	\$206,000.00	\$212,180.00	\$218,545.40	\$225,101.76	\$231,854.81
<b>TOTAL</b>	<b>\$2,607,711.00</b>	<b>\$2,685,942.33</b>	<b>\$2,766,520.60</b>	<b>\$2,849,516.22</b>	<b>\$2,935,001.70</b>	<b>\$3,023,051.76</b>
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Administration	\$395,027.74	\$406,878.57	\$419,084.93	\$431,657.48	\$444,607.20	\$457,945.42
Building/Field Maintenance	\$343,831.25	\$354,146.19	\$364,770.57	\$375,713.69	\$386,985.10	\$398,594.65
Custodial Services	\$218,951.25	\$225,519.79	\$232,285.38	\$239,253.94	\$246,431.56	\$253,824.51
Recreation Programs	\$121,052.20	\$124,683.77	\$128,424.28	\$132,277.01	\$136,245.32	\$140,332.68
Fitness	\$210,284.28	\$216,592.81	\$223,090.59	\$229,783.31	\$236,676.81	\$243,777.11
Aquatics	\$673,918.36	\$694,126.16	\$714,940.20	\$736,378.65	\$758,460.26	\$781,204.32
Gymnasium/Fieldhouse	\$114,309.80	\$117,739.09	\$121,271.27	\$124,909.40	\$128,656.69	\$132,516.39
Parties	\$33,425.40	\$34,428.16	\$35,461.01	\$36,524.84	\$37,620.58	\$38,749.20
Rentals	\$25,785.00	\$26,558.55	\$27,355.31	\$28,175.97	\$29,021.24	\$29,891.88
Child Care	\$291,775.00	\$300,528.25	\$309,544.10	\$318,830.42	\$328,395.33	\$338,247.19
Youth/Senior Center Management	\$79,301.25	\$81,660.29	\$84,089.90	\$86,592.19	\$89,169.35	\$91,823.62
Depreciation (Debt Service Contribution)	\$100,049.57	\$103,080.70	\$106,203.07	\$109,419.32	\$112,732.25	\$116,144.78
<b>TOTAL</b>	<b>\$2,607,711.00</b>	<b>\$2,685,942.33</b>	<b>\$2,766,520.60</b>	<b>\$2,849,516.22</b>	<b>\$2,935,001.70</b>	<b>\$3,023,051.75</b>
Total Cost Recovery	100%	100%	100%	100%	100%	100%
OTHER REVENUE - (Possible additional debt service contribution)						
Service Title		Revenues	Expenditures	Revenues Over (Under) Expenditures		
Corporate Membership		\$100,000.00	\$0.00	\$100,000.00		
Tenant Lease Income*		\$159,954.31	\$0.00	\$159,954.31		
<b>TOTAL</b>		<b>\$259,954.31</b>	<b>\$0.00</b>	<b>\$259,954.31</b>		
*Tenant Lease Income based on 10,000 sq ft of leased space 10,000 sq ft = 16.7% of total sq ft of building Lease Income = 16.7% of Total Fixed Operating Costs found in Passes-Fixed Cost Summary Tab						