

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	CAFÉ/ CONCESSIONS
		FITNESS CENTER																		
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
		FITNESS CENTERS												
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
			OUTDOOR SPORTS FIELDS									
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

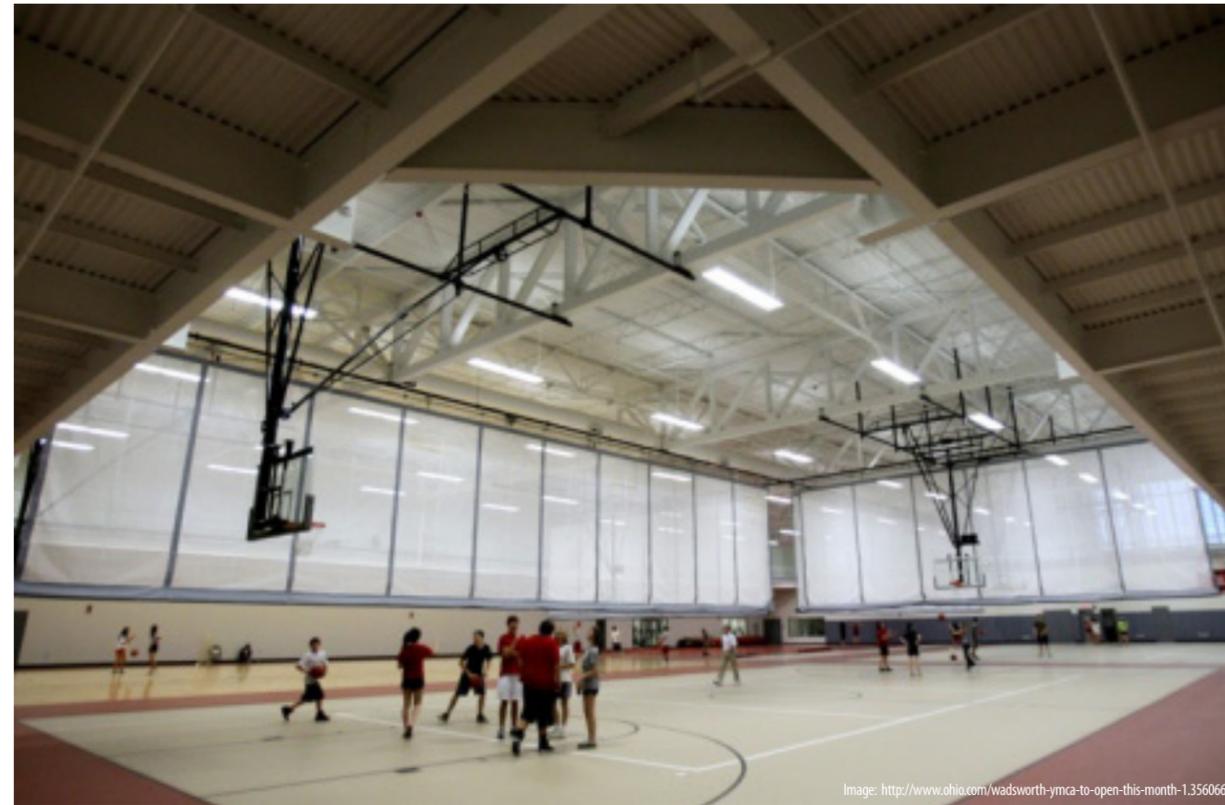
Based on findings from the competitor analysis, there are limited options for recreational facilities within a 20 minute drive time. The limited scope of available amenities and programming for the area may also correlate to the local trends previously identified in the report.

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.



EXAMPLES OF POTENTIAL RECREATIONAL ELEMENTS AND APPROPRIATE CHARACTER

CHAPTER 3

HISTORIC EAST PIQUA MASTER PLAN

HISTORIC EAST  IQUA 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 taken 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

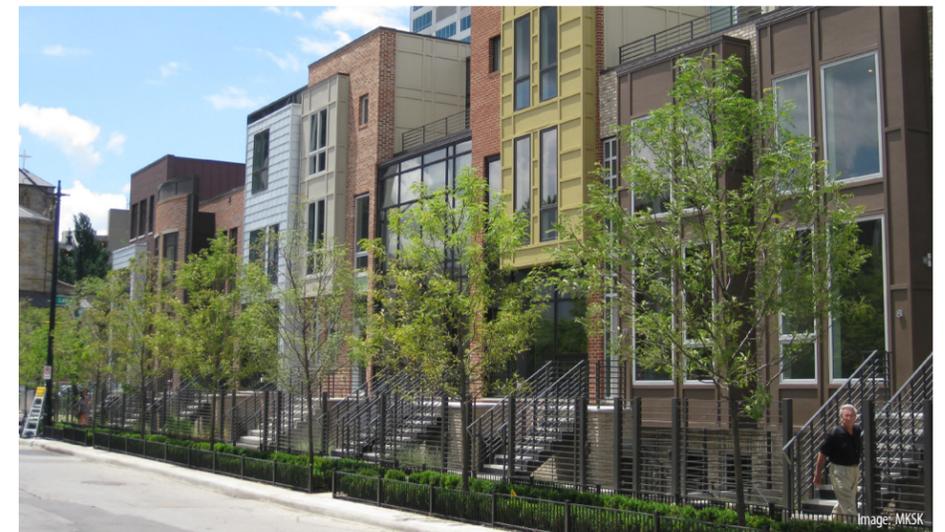
Encouraging residential housing revitalization should be considered a high-priority, short-term and on-going objective. The three strategies identified as part of this objective can begin to be implemented early, and be on-going. The Phasing Strategy chart indicates appropriate actions and timeframes 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
RESTORE HISTORIC HOMES				
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		
NEW HOUSING TYPES				
Create development regulations that encourage housing diversity	X			
Promote development that compliments and enhances existing housing stock				X
RESIDENTIAL INFILL				
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
ADDRESS DILAPIDATED PROPERTIES				
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
IMPROVE SIDEWALK CONDITIONS				
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
ENHANCE RESIDENTIAL STREETScapeS				
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.cmoq.org/bio/mary-bayard-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
INTRODUCE GATEWAY FEATURES				
Create an illuminated gateway feature that commemorates the 1913 flood.	X			
Illuminate the railroad bridge underpass to create a dramatic gateway affect.	X			
IMRPOVE ASH STREET STREETScape IMPROVEMENTS				
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		
SPRING STREET GATEWAYS				
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 works, 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 medians 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.

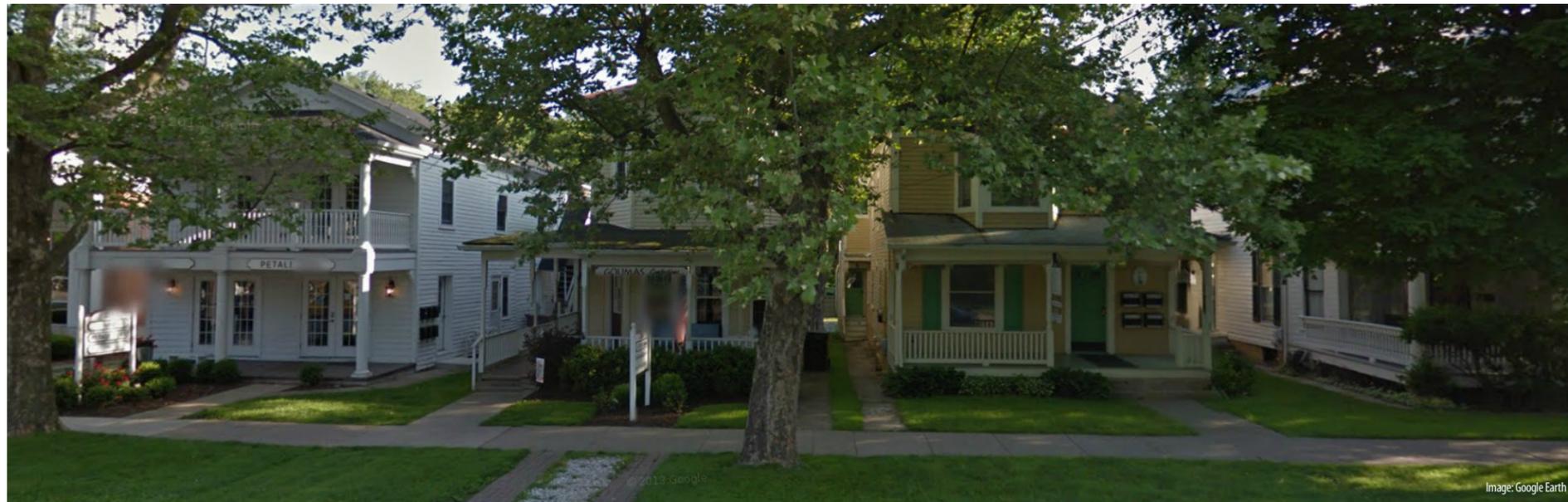
Converting the single-family homes to live-works space creates commercial activity along Ash Street that does not detract from Downtown as the commercial core of Piqua. It also supports the growing artist community in Piqua, by creating new opportunities for studio and gallery space. Creating live-work 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.

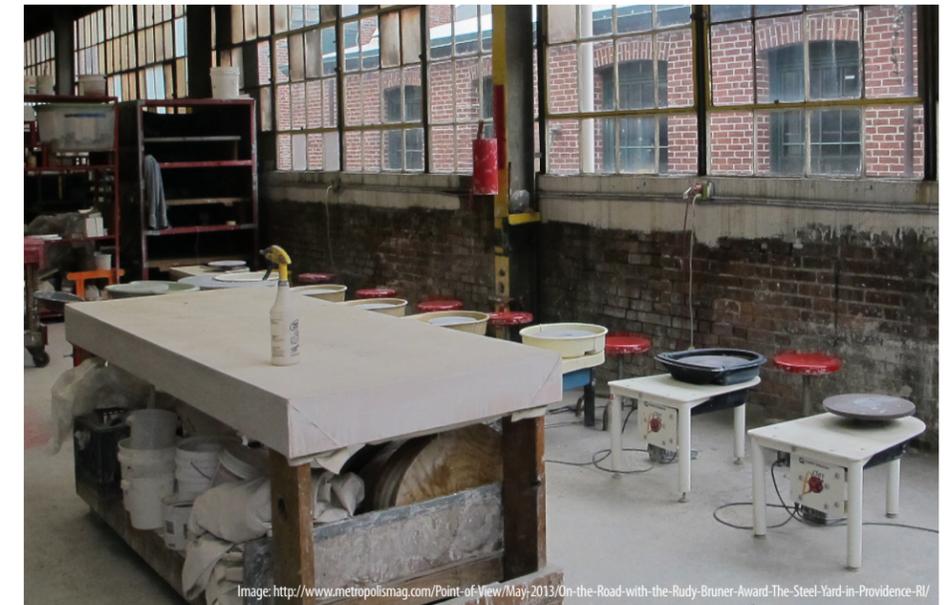
AEROVENT STRATEGY

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.



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



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
CREATE LIVE-WORK SPACES ALONG ASH STREET				
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			
ACTIVATE AEROVENT BUILDING AND SITE				
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 were 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://davidcastleart.wordpress.com/tag/watercolor/page/2/>

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 38 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
SPRING STREET GATEWAY				
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		
JOB CREATION OPPORTUNITIES				
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
COMPLIMENTARY COMMERCIAL WITH REC PLEX				
Incorporate medical-related office uses into the "future development" building of the Community Recreation and Sports Performance Campus.	X			
REPORPOSE AND DEVELOP DECKER SITE				
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.

OBJECTIVE 6

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

The Community Health Survey, conducted to inform the recommendations of the Historic East Piqua Master Plan focused on the health of the existing neighborhood. One of the issues it identified was the need to improve access to healthy, affordable food in or near Historic East Piqua. As the neighborhood works to improve the health of residents by increasing physical activity through improved land uses and capitalizing on the neighborhood's walkability, it is important to balance that increased activity with encouraging healthier eating habits. Together, this approach can help address physical health issues residents identified having in the Community Health Survey, and make the neighborhood more appealing to new residents who are attracted to active, healthier lifestyles.

To promote healthier eating and living habits, the Master Plan identifies the opportunity to bring healthy foods to the neighborhood. One way this can be done is by utilizing vacant property lots for small-scale community gardens. As the City works to address dilapidated housing in Historic East Piqua, there will be properties that will need to be demolished because they are unable to be brought up to code. These parcels could serve as short-term community gardens. This allows the lot to continue to contribute to the neighborhood, instead of sitting vacant.

CANAL PARK CORRIDOR

The proposed Canal Park corridor presents another opportunity to create a healthy foods-oriented tourist and local attraction directly adjacent to Historic East Piqua. The historic Ohio-Erie Canal once ran parallel to Main Street. With the path still present today, this corridor could be transformed into a specially-designed bike path that identifies it as a distinct corridor, and creates a connection to the Downtown shops and businesses from the Great Miami River Trail. This also creates the opportunity for a unique space that would be ideal for farmers markets, or to locate a small-scale market or grocery. This would provide an additional attraction to cyclists, and would provide access to healthy foods for Historic East Piqua residents. Additional information on this idea can be found beginning on page 74.



Image: <http://www.lovestreading.org/whats-new/community-garden-open-for-business/>

VACANT LOTS WITHIN HISTORIC EAST PIQUA COULD BE REPURPOSED FOR COMMUNITY GARDENS.



Image: <http://growsharefeed.org/pass-it-on/michigan-food-garden-grant-deadline-approaching/>



Image: <http://bikeok.org/2014/01/21/innovative-bike-infrastructure-for-ok/>

THE CANAL PARK CORRIDOR SHOULD BE A DISTINCTLY DESIGNED BIKE PATH TO DISTINGUISH IT AS A SPECIAL CORRIDOR.



Image: <https://www.flickr.com/photos/peachmarket/464708555/in/photolist-128N-9cWajT-68f9yb-65ndem-85m2Z-6pw-35uwyu-12BEP-85mEv-85m-tM-85mCM-12BEQ-1212A-85uUH-85uuzQ-6pws8S-6prVMH>

THE CANAL CORRIDOR WOULD BE IDEAL FOR FARMERS MARKETS.



THE CANAL PARK CORRIDOR, ADJACENT TO HISTORIC EAST PIQUA.

HEALTHY & AFFORDABLE FOOD ACCESS PHASING STRATEGY

	Short-Term	Mid-Term	Long-Term	Ongoing
INCREASE ACCESSIBILITY TO HEALTHY FOOD IN THE NEIGHBORHOOD				
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		
CANAL PARK CORRIDOR				
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
Existing Facilities		
Active Recreation		
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
TOTAL EXISTING FACILITIES	163000 SF	
Primary Facility		
Aquatics		
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
Active Recreation		
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
Meeting/Community Facilities		
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
Support Spaces		
Locker/restrooms	2050 SF	Lockers for active areas
Administrative offices	2000 SF	Offices to manage the YMCA
Youth/Senior Centers		
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
Circulation		
Hallways/Storage/Utilities, etc.	9300 SF	15% Circulation Space Factor of all Uses
TOTAL PRIMARY FACILITY	71300 SF	
Exterior Spaces		
Organized Sports		
Additional Soccer	81000 SF	1 Field 100-120yds x 55-75yds
Pickleball	2000 SF	2 Courts
Outdoor Tennis/Basketball	18000 SF	3 Courts TBD
Site Amenities, Site Support		
Splashpad / Play Area	8000 SF	Open Paved Area
Open Lawn Area	30000 SF	Open Lawn Area
Site Support/Vehicluar Parking	90000 SF	Trash Storage, Pedestrian Circulation, etc
TOTAL EXTERIOR SPACES	229000 SF	
TOTAL SITE	463300 SF	Approximately 11 Acres

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.

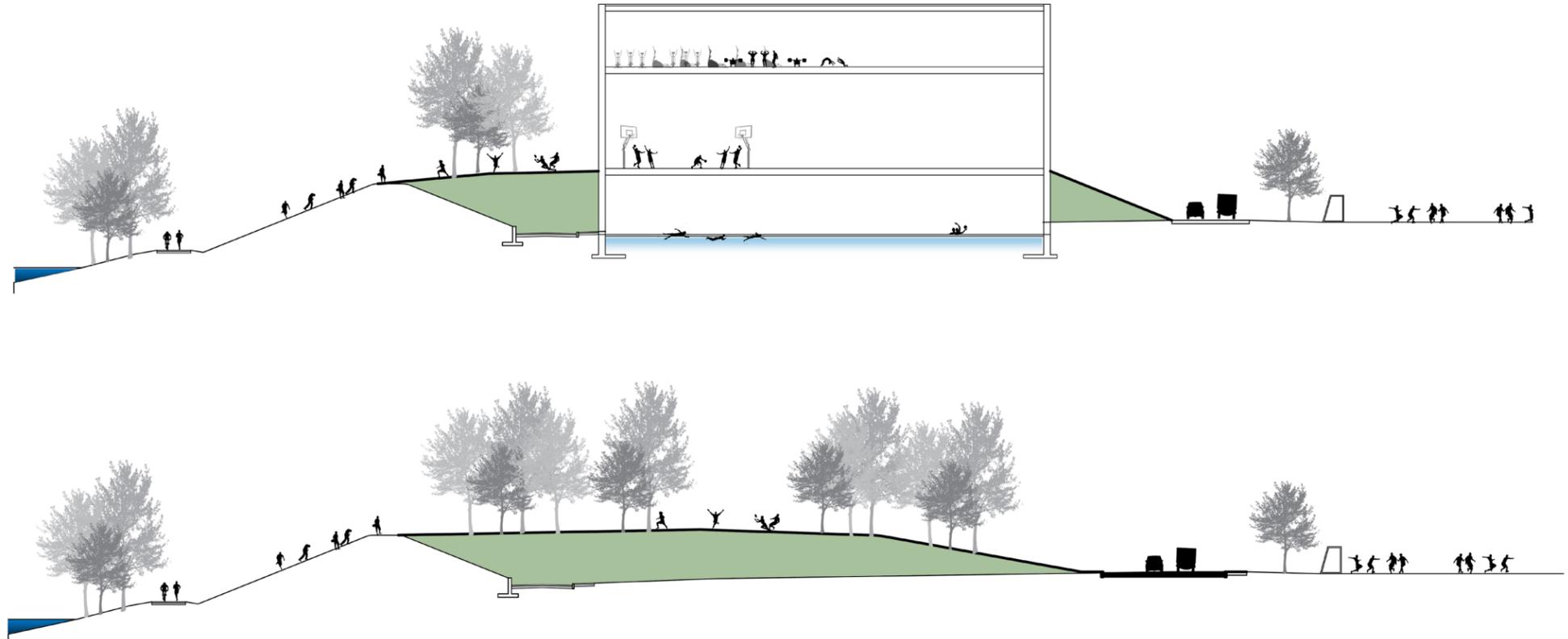
RELATIONSHIP TO RIVER

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
COMMUNITY RECREATION AND SPORTS PERFORMANCE CAMPUS PLANNING				
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			
COMMUNITY RECREATION AND SPORTS PERFORMANCE CAMPUS DEVELOPMENT				
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 fo 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.

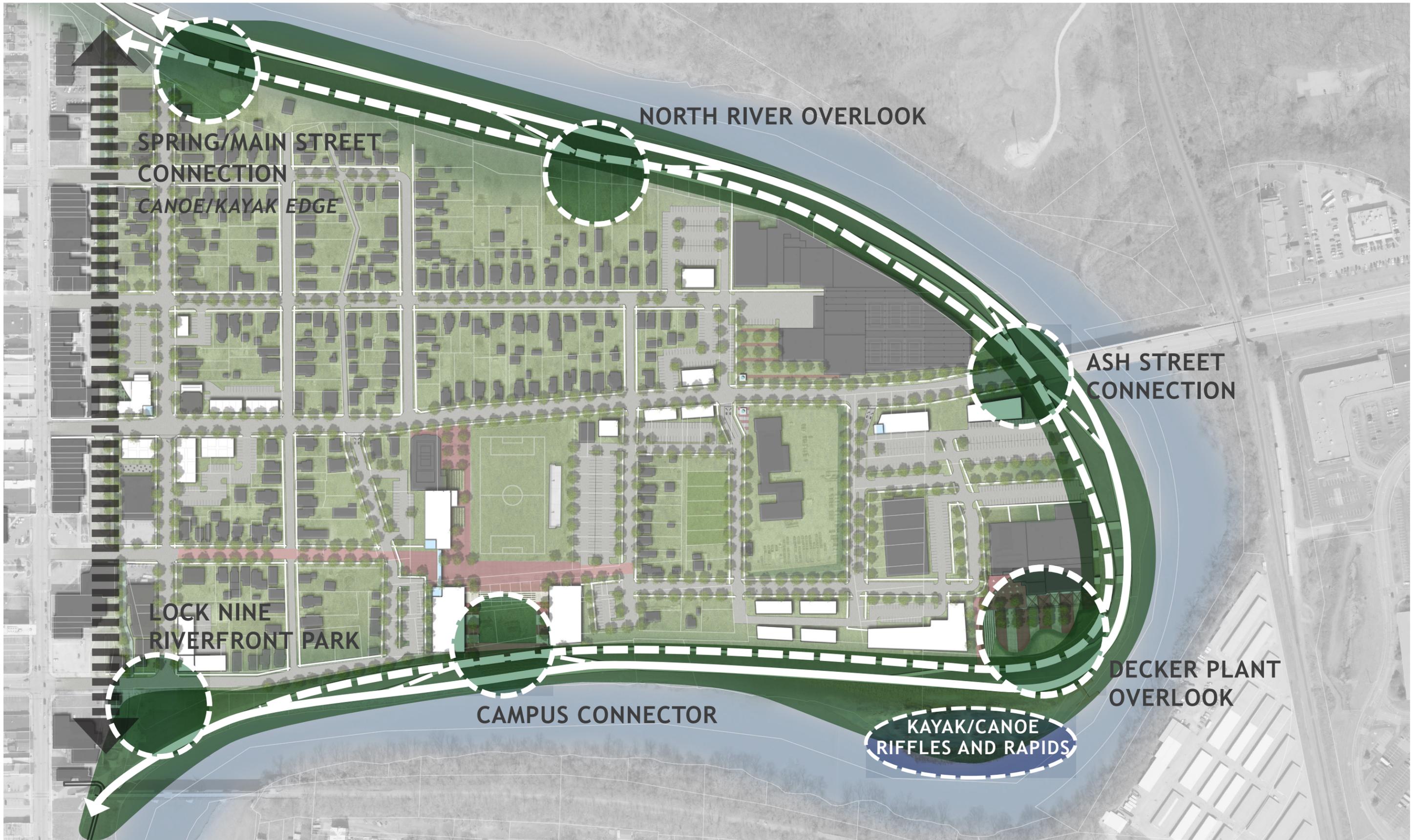
Armory Park, a currently underutilized playground in the neighborhood, should also be relocated to the riverfront and redesigned. This will increase access to the park, and create the opportunity to renovate the playground and make it more appealing.



EXAMPLE OF A RIVERFRONT MOMENT.

RIVERFRONT ENGAGEMENT PHASING STRATEGY

	Short-Term	Mid-Term	Long-Term	Ongoing
CONNECT NEIGHBORHOODS TO THE RIVER				
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
EXPAND RIVER RECREATION OPPORTUNITIES				
Introduce river-oriented recreation activities to complement recreational activities at the Community 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		
RIVER-ORIENTED DEVELOPMENT				
Orient new development to take advantage of the river.			X	
Connect new RecPlex facilities to proposed Lock 9 park development		X		



SPRING/MAIN STREET
CONNECTION
CANOE/KAYAK EDGE

NORTH RIVER OVERLOOK

ASH STREET
CONNECTION

LOCK NINE
RIVERFRONT PARK

CAMPUS CONNECTOR

KAYAK/CANOE
RIFFLES AND RAPIDS

DECKER PLANT
OVERLOOK

CHAPTER 4

IMPLEMENTATION

HISTORIC EAST  IQUA 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
SPRING STREET GATEWAY & CANAL PARK CORRIDOR				
Residential Housing Revitalization	X			X
Strengthen Neighborhood Identity		X		
Economic Development Opportunities		X		
Provide Access to Fresh, Healthy Foods				
COMMUNITY RECREATION & SPORTS PERFORMANCE CAMPUS				
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				
EAST GATEWAY				
Strengthen Neighborhood Upkeep and Maintenance	X			
Strengthen Neighborhood Identity		X		
Engage Entrepreneurs and Artists	X			
Economic Development Opportunities	X			
DECKER SITE				
Strengthen Neighborhood Identity			X	
Engage Entrepreneurs and Artists				
Economic Development Opportunities			X	
Engage the Riverfront				



DECKER SITE STRATEGY

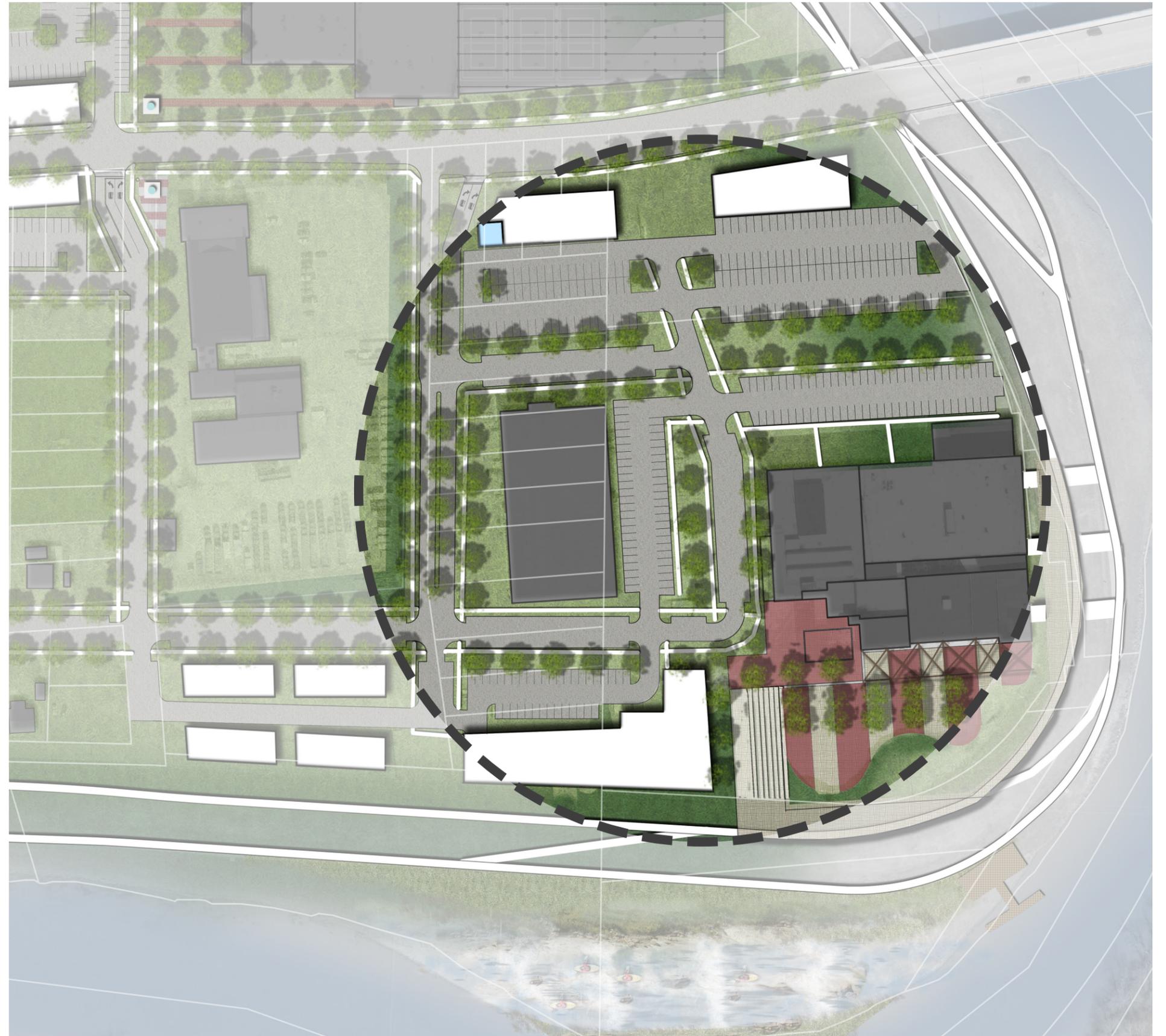
Because of the type use the Decker meat packing plant was previously used for, potential environmental conditions/remediation present a significant obstacle/challenge. While full redevelopment of the Decker Site will be a longer-term objective due to the site's size, historical building structure, and 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:

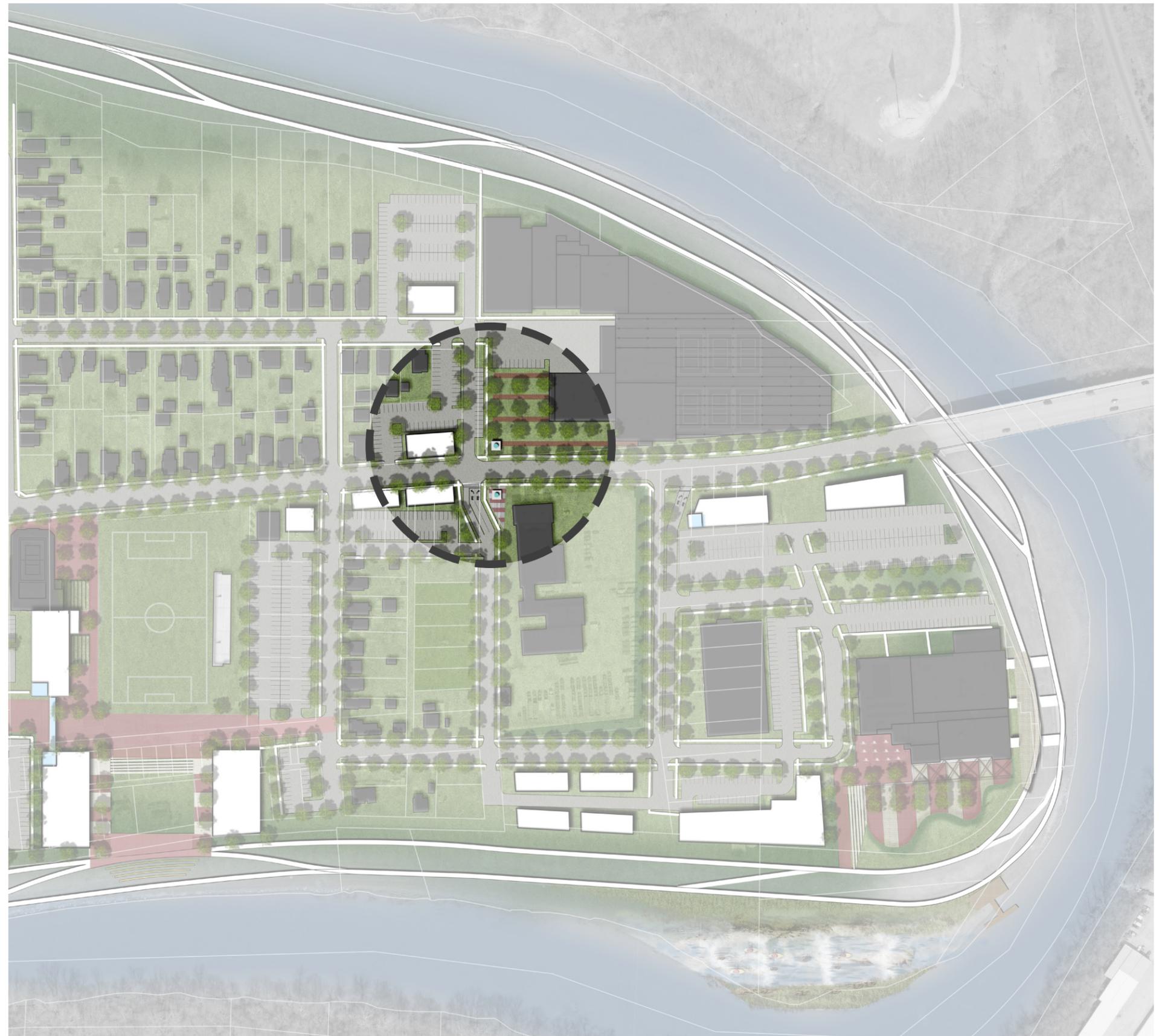
- Install gateway features that speak to the history and culture of Piqua and the Historic East Piqua neighborhood. These may include sculptures, underpass lighting, or other elements.
- Improve Aerovent facade to better address Ash Street. This may include new landscaping along the building, and enhancing 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
TOTAL	\$2,607,711.00	\$2,685,942.33	\$2,766,520.60	\$2,849,516.22	\$2,935,001.70	\$3,023,051.76
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
TOTAL	\$2,607,711.00	\$2,685,942.33	\$2,766,520.60	\$2,849,516.22	\$2,935,001.70	\$3,023,051.75
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		
TOTAL		\$259,954.31	\$0.00	\$259,954.31		
*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						

