

**EASTERN DELAWARE COUNTY JOINT RECREATION DISTRICT
REGULAR MEETING AGENDA**

**Sunbury Town Hall
51 E. Cherry Street, Sunbury, Ohio 43074
April 13, 2026 at 6:00 pm**

**Join Zoom Meeting
<https://us02web.zoom.us/j/87182313665?pwd=0zebaIJZf0GgRLRV1eUHvabAqZCTZ9.1>**

**Meeting ID: 871 8231 3665
Passcode: 914201
Call-in Number: +1 305 224 1968**

CALL TO ORDER

ROLL CALL: Mr. Greg Elliott, Ms. Jody Grieger, Mr. Bernardus Kooi, Mr. Todd Musacchio, Ms. Maria Sobota, and Ms. Halli Watson

MINUTES

- January 12, 2026 Meeting Minutes
- February 11, 2026 Meeting Minutes

PUBLIC COMMENT

UNFINISHED BUSINESS

- Resolution No. 2026-02. A Resolution Adopting a Cybersecurity Policy
- Annual Election of Officers

NEW BUSINESS

- Pizzuti Solutions Presentation – Community Center Needs Assessment and Market Analysis
- Schedule for Future Ballot Consideration
- JRD Website Discussion

INFORMATION

ADJOURN – Next Meeting – TBD

EASTERN DELAWARE COUNTY JOINT RECREATION DISTRICT
Regular Meeting Minutes
January 12, 2026

Call to Order

Halli Watson called the Eastern Delaware County Joint Recreation District meeting to order on Monday, January 12, 2026 at 7:00 p.m. inside the City of Sunbury Council Chambers.

Ms. Halli Watson administered the Oath of Office for Ms. Jody Greiger.

Roll Call

Those answering roll included Ms. Jody Greiger Ms. Halli Watson, Mr. Todd Musacchio, Mr. Bernie Kooi, and Ms. Maria Sobota. Mr. Greg Elliott was absent. Others in attendance included Sunbury City Manager Daryl Hennessy and Mike Ringle from Bricker Graydon.

Minutes

Motion by Mr. Musacchio to approve the minutes from December 1, 2025, and seconded by Ms. Watson, Upon roll, 5 yeas minutes passed

Visitors

Mr. Ed Valeska introduced himself as a Harlem Township resident and volunteer member of the township's park planning committee reporting to the trustees. He explained that he recently learned about the group through a Village of Galena newsletter and, given the ongoing construction of a new community center in nearby New Albany, wanted to learn more about the effort involving Berkshire, Sunbury, and Galena. He asked how long the group has been active, what it has accomplished to date, and where it currently stands on the community center concept, noting that Harlem Township is developing a strategic plan to assess future park and recreation needs and that nearby facilities could influence that planning.

Ms. Watson briefly responded that the group was formed in April of last year and has since been focused on conducting a needs assessment and market analysis, which she noted would be discussed further as part of the next agenda item. Mr. Hennessy added that he could direct attendees to a website with additional information outlining the work the Joint Recreation District has completed to date.

Unfinished Business

Mr. Hennessy provided an update on the consulting team's progress noting that since the last meeting they have held two working sessions focused on the needs assessment and market analysis. He reported that one youth organization focus group was successfully convened with seven participants, where consistent priorities emerged, particularly the need for lighted and turf outdoor fields, along with nearby restroom and pavilion space; indoor courts were discussed but to a lesser extent. He also announced that the second public meeting has been scheduled for February 11, 2026, at 6:30 p.m. at Sunbury United Methodist Church, where the consultants will present a summary of nearly 1,400 community survey responses and engage attendees in discussions about programming needs, space requirements, and site selection criteria.

Mr. Hennessy also shared highlights from a recent tour of the Upper Arlington Community Center, describing it as a larger, vertically oriented facility with a different financing and operational model. He noted that the \$85 million project was partially funded through city cash and donations, with the remainder financed through tax increment financing, and that the center is staffed and managed by city employees. He emphasized the facility's proximity to schools as a key factor in its success, strong youth participation, a smaller aquatics component due to an existing school pool, and expanded fitness and multipurpose spaces, all of which offered useful insights for the district's ongoing planning efforts.

Ms. Watson asked whether the community center was funded through new taxes or existing revenue sources. Mr. Hennessy responded that Upper Arlington did not pass a new tax; instead, the project was

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funded primarily through tax increment financing tied to nearby multi-story residential developments, largely senior housing, which minimized impacts to schools and did not require voter approval. He noted that the city also consolidated other existing TIFs to support the project and structured operations so that memberships and user fees would cover operating costs. By contrast, he explained that Hilliard used a different funding model that did require voter approval for a tax increase, which supports both facility operations and staffing, though he noted he would need to confirm the specific type of tax used.

Ms. Watson noted that only seven of 18 invited youth sports stakeholders participated and asked if there are plans for additional outreach to ensure broader input. Mr. Hennessy noted that while representatives from several youth sports groups participated, others did not respond. He said the team plans additional outreach to gather their input and that the feedback received was consistent but focused mostly on outdoor field needs, with less emphasis on indoor facilities.

New Business

Mr. Ringle presented Resolution 2026-01, which authorizes the acquisition of insurance. He explained that the board currently holds coverage through the Ohio Plan until September 12, 2026, and that this resolution would allow for renewal or procurement of a different plan at that time. He noted that, similar to the annual budget process, it is standard practice to adopt a resolution each year to authorize insurance acquisition and then moved to approve it.

Motion by **Ms. Watson** on Resolution No. 2026-01, seconded by **Mr. Kooi**, upon roll approved 5-0

Mr. Ringle presented Resolution 2026-02 to adopt a cybersecurity policy in compliance with Ohio law. He explained that, while the Joint Recreation District does not operate its own systems, the policy outlines best practices, requires reporting any cyber incidents to state authorities, and mandates similar obligations for vendors. The resolution also designates a security representative as the point of contact for any incidents.

Motion by **Mr. Musacchio** to table Resolution 2026-02, seconded by **Ms. Watson**, upon roll approved 5-0

Motion by **Ms. Watson** to table the election of officers, seconded by **Mr. Kooi**, upon roll approved 5-0

Information

Ms. Grieger asked about responsibility for the website and its current status. Mr. Hennessy responded that the site is currently limited to a landing page and will remain so for now due to limited staff capacity to further develop it. He explained that the page consolidates approved documents, meeting minutes, and links to recorded videos, and that the City of Sunbury will manage the site, which has been set up with a transferable URL for eventual use by the Joint Recreation District. He added that he will provide the group with the site information so it can be promoted and accessed as needed.

Mr. Kooi stated that the website will need to transition to the Joint Recreation District and emphasized its importance for sharing information clearly and consistently. He volunteered to take the lead on developing the site so it does not remain idle and offered his experience, noting that with administrative access from Mr. Hennessy, he and Ms. Grieger could jointly manage and maintain the website for the time being.

Mr. Hennessy noted the need to schedule the next regular meeting to ensure the full board can align on timing. He explained that the consultant is expected to deliver a final report in March, with April being a

EASTERN DELAWARE COUNTY JOINT RECREATION DISTRICT
Regular Meeting Minutes
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concern due to the tight timeline for advancing next steps, including conceptual designs and preliminary cost estimates in preparation for a potential ballot initiative later in the year. He added that additional public engagement is planned, including a community meeting in February and a presentation of findings to the board and public in March, though details are still being finalized. It was decided to hold the next meeting on March 9 at 6:00 p.m. in Sunbury, with a second meeting scheduled for Monday, April 13 at 6:00 p.m., location TBD.

Adjournment

There being no further business for the Board, **Ms. Watson** moved to adjourn the meeting, and it was seconded by **Mr. Kooi**. The motion was approved 5-0.

**EASTERN DELAWARE COUNTY JOINT RECREATION DISTRICT
SPECIAL MEETING – SUNBURY UNITED METHODIST CHURCH
February 11, 2026**

Call to Order

Halli Watson called the Eastern Delaware County Joint Recreation District meeting to order on Wednesday, February 11, 2026 at 6:30 p.m. at the Sunbury United Methodist Church, 100 W. Cherry Street, Sunbury, Ohio 43074.

Roll Call

Those answering roll included Ms. Jody Greiger Ms. Halli Watson, Mr. Todd Musacchio, Mr. Bernie Kooi, and Ms. Maria Sobota. Mr. Greg Elliott arrived at 6:40 pm. Others in attendance included Sunbury City Manager Daryl Hennessy.

New Business

The purpose of the special meeting was to receive an update from Pizzuti Solutions on the status of the feasibility study and to engage attendees in a tabletop exercise to identify the size and mix of programming in a community center. Select groups from the exercise were asked to provide an oral report on their preferences for the community center. Presenters for the contractors included Sophia Lanza, Rick Stein, Keith Hall, and Katie Freeland. A community survey to provide additional feedback on the size and programming of a community center will be made available to residents who were unable to attend the meeting.

The meeting concluded with Ms. Watson administering the oath of office to Mr. Elliott.

Adjournment

There being no further business for the Board, **Mr. Kooi** moved to adjourn the meeting and it was seconded by **Ms. Sobota**. The motion was approved 6-0.

**BOARD OF TRUSTEES
EASTERN DELAWARE COUNTY JOINT RECREATION DISTRICT**

The Board of Trustees of the Eastern Delaware County Joint Recreation District met on January 12, 2026 at 7:00 p.m. at 51 E. Cherry Street, 3rd Floor, Sunbury, Ohio 43074 with the following members present:

M____.
M____.
M____.
M____.
M____.
M____.
M____.

M____. moved the passage of the following resolution:

RESOLUTION NO. 2026-02

A RESOLUTION ADOPTING A CYBERSECURITY POLICY

WHEREAS, the Eastern Delaware County Joint Recreation District (the "District") has been created and the Board of Trustees of the District (the "Board") has been appointed pursuant to the District contained in Ohio Revised Code Section ("R.C.") 755.14(C), *et seq.*; and

WHEREAS, the Board must adopt a cybersecurity program that safeguards the District's data, information technology, and information technology resources to ensure availability, confidentiality, and integrity in accordance with R.C. 9.64; and

WHEREAS, the Board finds it prudent to adopt a cybersecurity policy in furtherance of generally accepted best practices for cybersecurity.

NOW, THEREFORE, BE IT RESOLVED by the Board that:

Section 1. This Board hereby formally adopts the Eastern Delaware County Joint Recreation District Cybersecurity Policy, which is attached as Exhibit A to this Resolution.

Section 2. The Board hereby designates _____ as the ISO/Designated Security Representative of the District for the purposes set forth in the Cybersecurity Policy including, but not limited to, notifying the executive director of the division of homeland security within the department of public safety and the Ohio Auditor of State of a cybersecurity incident or ransomware incident.

Section 3. This Board finds and determines that all formal actions of this Board concerning and relating to the passage of this Resolution were passed in an open meeting of this Board, and that all deliberations of this Board that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including R.C. 121.22.

Section 4. This Resolution shall be in full force and effect immediately upon its passage.

M_. _____ seconded the motion and, after discussion, a roll call vote was taken and the results were:

Voting Aye: _____

Voting Nay: _____

Abstaining: _____

Passed: _____, 2026

BOARD OF TRUSTEES,
EASTERN DELAWARE COUNTY JOINT
RECREATION DISTRICT

Attest: _____
Chairperson

CERTIFICATE

The undersigned Secretary of the Board of Trustees of the Eastern Delaware County Joint Recreation District hereby certifies that the foregoing is a true copy of a resolution duly adopted by the Board of Trustees of the District on _____, 2026.

Secretary
Eastern Delaware County Joint Recreation
District

Exhibit A

Cybersecurity Policy

[See Attached]

Eastern Delaware County Joint Recreation District Cybersecurity Policy

1. Purpose¹

This Policy defines the mandatory minimum information security requirements for the Eastern Delaware County Joint Recreation District (the “District”) as established by the Board of Trustees (the “Board”) of the District. Any entity may, based on its individual business needs and specific legal and federal requirements, exceed the security requirements put forth in this document, but must, at a minimum, achieve the security levels required by this Policy.

This Policy acts as an umbrella document to all other security policies and associated standards. This Policy defines the responsibility to:

- protect and maintain the confidentiality, integrity and availability of information and related infrastructure assets;
- manage the risk of security exposure or compromise;
- assure a secure and stable information technology (IT) environment;
- identify and respond to events involving information asset misuse, loss or unauthorized disclosure;
- monitor systems for anomalies that might indicate compromise; and
- promote and increase the awareness of information security.

Failure to secure and protect the confidentiality, integrity and availability of information assets in today’s highly networked environment can damage or shut down systems that operate critical infrastructure, financial and business transactions and vital government functions; compromise data; and result in legal and regulatory non-compliance.

This Policy benefits entities by defining a framework that will assure appropriate measures are in place to protect the confidentiality, integrity and availability of data; and assure the Board and all District employees and all other entities understand their role and responsibilities, have adequate knowledge of security policy, procedures and practices and know how to protect information in compliance with the cybersecurity requirements of O.R.C. § 9.64 and all federal, state, and local laws and regulations.

2. Scope

This Policy applies to all elected or appointed officials, employees, contractors, vendors, and third parties who access or manage the District’s technology resources, including but not limited to:

- computers, servers, and mobile devices;
- cloud services and hosted applications;
- networks and telecommunications systems; and
- sensitive or confidential data (e.g., personal identifying information, financial, law enforcement, health-related, or other protected records).²

¹ Multi-State Information Sharing & Analysis Center: NIST Cybersecurity Framework Information Security Policy.

² Ohio Township Association Cybersecurity Policy.

3. Policy Statement

The District is committed to safeguarding its information technology against cybersecurity threats and ensuring compliance with O.R.C. § 9.64 by:

- establishing baseline cybersecurity practices;
- providing ongoing cybersecurity awareness training;
- preparing for detection, response, and recovery from incidents; and
- reviewing and updating cybersecurity policies annually.³

4. Roles and Responsibilities⁴

4.1. The Board is responsible for:

1. evaluating and accepting risk on behalf of the District;
2. identifying information security responsibilities and goals and integrating them into relevant processes;
3. supporting the consistent implementation of information security policies and standards;
4. supporting security through clear direction and demonstrated commitment of appropriate resources;
5. promoting awareness of information security best practices through the regular dissemination of materials provided by the ISO/Designated Security Representative;
6. implementing the process for determining information classification and categorization, based on industry recommended practices, organization directives, and legal and regulatory requirements, to determine the appropriate levels of protection for that information;
7. implementing the process for information asset identification, handling, use, transmission, and disposal based on information classification and categorization;
8. determining who will be assigned and serve as information owners while maintaining ultimate responsibility for the confidentiality, integrity, and availability of the data;
9. participating in the response to security incidents;
10. complying with notification requirements in the event of a breach of private information;
11. adhering to specific legal and regulatory requirements related to information security;
12. communicating legal and regulatory requirements to the ISO/Designated Security Representative; and
13. communicating requirements of this Policy and the associated standards, including the consequences of non-compliance, to employees and third parties, and addressing adherence in third party agreements.

4.2. The ISO/Designated Security Representative is responsible for:

1. maintaining familiarity with business functions and requirements;

³ Ohio Township Association Cybersecurity Policy.

⁴ Multi-State Information Sharing & Analysis Center: NIST Cybersecurity Framework Information Security Policy.

2. maintaining an adequate level of current knowledge and proficiency in information security through annual continuing professional education directly related to information security;
3. assessing compliance with information security policies and legal and regulatory information security requirements;
4. evaluating and understanding information security risks and how to appropriately manage those risks;
5. representing and assuring security architecture considerations are addressed;
6. advising on security issues related to procurement of products and services;
7. escalating security concerns that are not being adequately addressed according to the applicable reporting and escalation procedures;
8. disseminating threat information to appropriate parties;
9. serving as the point of contact to potential security incidents;
10. participating in the development of enterprise policies and standards that consider the District's needs;
11. promoting information security awareness;
12. developing the security program and strategy, including measures of effectiveness;
13. assessing compliance with security policies and standards;
14. advising on secure system engineering;
15. providing incident response coordination and expertise;
16. monitoring networks for anomalies;
17. monitoring external sources for indications of data breaches, defacements, etc.;
18. maintaining ongoing contact with security groups/associations and relevant authorities;
19. providing timely notification of current threats and vulnerabilities to the Board and applicable legal authorities; and
20. providing awareness materials and training resources.

4.3. IT Management is responsible for:

1. supporting security by providing clear direction and consideration of security controls in the data processing infrastructure and computing network(s) which support the information owners;
2. providing resources needed to maintain a level of information security control consistent with this Policy;
3. identifying and implementing all processes, policies and controls relative to security requirements defined by the District and this Policy;
4. implementing the proper controls for information based on the classification designations;
5. providing training to appropriate technical staff on secure operations (e.g., secure coding, secure configuration);
6. fostering the participation of information security and technical staff in protecting information assets, and in identifying, selecting and implementing appropriate and cost-effective security controls and procedures; and
7. implementing business continuity and disaster recovery plans.

4.4. Employees, if any, are responsible for:

1. understanding the baseline information security controls necessary to protect the confidentiality, integrity and availability of information entrusted;
2. protecting information and resources from unauthorized use or disclosure;
3. protecting personal, private, sensitive information from unauthorized use or disclosure;
4. abiding by Acceptable Use of Information Technology Resources Policy, as adopted;
5. reporting suspected information security incidents or weaknesses to the appropriate manager and ISO/Designated Security Representative.

5. Separation of Duties⁵

To reduce the risk of accidental or deliberate system misuse, separation of duties and areas of responsibility must be implemented where appropriate.

Whenever separation of duties is not technically feasible, other compensatory controls must be implemented, such as monitoring of activities, audit trails and management supervision. The audit and approval of security controls must always remain independent and segregated from the implementation of security controls.

6. Information Risk Management⁶

Any system or process that supports District functions must be appropriately managed for information risk and undergo information risk assessments, at a minimum annually, as part of a secure system development life cycle.

Information security risk assessments are required for new projects, implementations of new technologies, significant changes to the operating environment, or in response to the discovery of a significant vulnerability.

Entities are responsible for selecting the risk assessment approach they will use based on their needs and any applicable laws, regulations, and policies. Risk assessment results, and the decisions made based on these results, must be documented.

7. Cybersecurity Controls

7.1. Network and System Security⁷

1. Systems include but are not limited to servers, platforms, networks, communications, databases and software applications.
2. An individual or group must be assigned responsibility for maintenance and administration of any system deployed on behalf of the District. A list of assigned individuals or groups must be centrally maintained.
3. Security must be considered at system inception and documented as part of the decision to create or modify a system.

⁵ Multi-State Information Sharing & Analysis Center: NIST Cybersecurity Framework Information Security Policy.

⁶ Multi-State Information Sharing & Analysis Center: NIST Cybersecurity Framework Information Security Policy.

⁷ Multi-State Information Sharing & Analysis Center: NIST Cybersecurity Framework Information Security Policy.

4. All systems must be developed, maintained and decommissioned in accordance with a secure system development lifecycle ("SSDLC").
5. Each system must have a set of controls commensurate with the classification of any data that is stored on or passes through the system.
6. Environments and test plans must be established to validate the system works as intended prior to deployment in production.
7. Separation of environments (e.g., development, test, quality assurance, production) is required, either logically or physically, including separate environmental identifications (e.g., desktop background, labels).
8. Formal change control procedures for all systems must be developed, implemented and enforced. At a minimum, any change that may affect the production environment and/or production data must be included.

Databases and Software (including in-house or third party developed and commercial off the shelf (COTS)):

- a. All software written for or deployed on systems must incorporate secure coding practices, to avoid the occurrence of common coding vulnerabilities and to be resilient to high-risk threats, before being deployed in production.
- b. Once test data is developed, it must be protected and controlled for the life of the testing in accordance with the classification of the data.
- c. Production data may be used for testing only if a business case is documented and approved in writing by the information owner and the following controls are applied:
 - i. All security measures, including but not limited to access controls, system configurations and logging requirements for the production data are applied to the test environment and the data is deleted as soon as the testing is completed; or
 - ii. sensitive data is masked or overwritten with fictional information.
- d. Where technically feasible, development software and tools must not be maintained on production systems.
- e. Where technically feasible, source code used to generate an application or software must not be stored on the production system running that application or software.
- f. Scripts must be removed from production systems, except those required for the operation and maintenance of the system.
- g. Privileged access to production systems by development staff must be restricted.
- h. Migration processes must be documented and implemented to govern the transfer of software from the development environment up through the production environment.

Network Systems:

- a. Connections between systems must be authorized by the executive management of all relevant entities and protected by the implementation of appropriate controls.

- b. All connections and their configurations must be documented and the documentation must be reviewed by the information owner and the ISO/Designated Security Representative annually, at a minimum, to assure:
 - i. the business case for the connection is still valid and the connection is still required; and
 - ii. the security controls in place (filters, rules, access control lists, etc.) are appropriate and functioning correctly.
- c. A network architecture must be maintained that includes, at a minimum, tiered network segmentation between:
 - i. Internet accessible systems and internal systems;
 - ii. systems with high security categorizations (e.g., mission critical, systems containing personal identifying information) and other systems; and
 - iii. user and server segments.
- d. Network management must be performed from a secure, dedicated network.
- e. Authentication is required for all users connecting to internal systems.
- f. Network authentication is required for all devices connecting to internal networks.
- g. Only authorized individuals may capture or monitor network traffic.
- h. A risk assessment must be performed in consultation with the ISO/Designated Security Representative before the initiation of, or significant change to, any network technology or project, including but not limited to wireless technology.

7.2. Access Control⁸

- 1. Require unique user IDs and strong passwords.
- 2. Enforce multi-factor authentication (“MFA”) for remote or administrative access.
- 3. Limit access to sensitive data on a “least privilege” basis.

7.3. Data Protection⁹

- 1. Encrypt sensitive data at rest and in transit.
- 2. Regularly back up critical data and test restoration procedures.
- 3. Retain records according to the District’s Records Retention Schedule.

8. Vulnerability Management¹⁰

- 1. Scanning/testing, mitigation, and cybersecurity breach notification to the ISO/Designated Security Representative provisions must be included in third party agreements.
- 2. All systems must be scanned for vulnerabilities before being installed in production and periodically thereafter.
- 3. All systems are subject to periodic penetration testing.
- 4. Penetration tests are required periodically for all critical environments/systems.

⁸ Ohio Township Association Cybersecurity Policy.

⁹ Ohio Township Association Cybersecurity Policy.

¹⁰ Multi-State Information Sharing & Analysis Center: NIST Cybersecurity Framework Information Security Policy.

5. Where the District has outsourced a system to another entity or a third party, vulnerability scanning/penetration testing must be coordinated.
6. The output of the scans/penetration tests will be reviewed in a timely manner by the system owner. Copies of the scan report/penetration test must be shared with the ISO/Designated Security Representative for evaluation of risk.
7. Appropriate action, such as patching or updating the system, must be taken to address discovered vulnerabilities. For any discovered vulnerability, a plan of action and milestones must be created, and updated accordingly, to document the planned remedial actions to mitigate vulnerabilities.
8. Any vulnerability scanning/penetration testing must be conducted by individuals who are authorized by the ISO/Designated Security Representative. Any other attempts to perform such vulnerability scanning/penetration testing will be deemed an unauthorized access attempt.
9. Anyone authorized to perform vulnerability scanning/penetration testing must have a formal process defined, tested and followed at all times to minimize the possibility of disruption.

9. Operations Security¹¹

1. All systems and the physical facilities in which they are stored must have documented operating instructions, management processes and formal incident management procedures related to information security matters which define roles and responsibilities of affected individuals who operate or use them.
2. System configurations must follow approved configuration standards.
3. Advance planning and preparation must be performed to ensure the availability of adequate capacity and resources. System capacity must be monitored on an ongoing basis.
4. Host based firewalls must be installed and enabled on any workstations to protect them from threats and to restrict access to only that which is needed.
5. Controls must be implemented (e.g., anti-virus, software integrity checkers, web filtering) across systems where technically feasible to prevent and detect the introduction of malicious code or other threats.
6. Controls must be implemented to disable automatic execution of content from removable media.
7. Controls must be implemented to limit storage of information to authorized locations.
8. Controls must be in place to allow only approved software to run on a system and prevent execution of all other software.
9. All systems must be maintained at a vendor-supported level to ensure accuracy and integrity.
10. All security patches must be reviewed, evaluated and appropriately applied in a timely manner. This process must be automated, where technically possible.
11. Systems which can no longer be supported or patched to current versions must be removed.

¹¹ Multi-State Information Sharing & Analysis Center: NIST Cybersecurity Framework Information Security Policy.

12. Systems and applications must be monitored and analyzed to detect deviation from the access control requirements outlined in this Policy, and record events to provide evidence and to reconstruct lost or damaged data.
13. Audit logs recording exceptions and other security-relevant events must be produced, protected and kept consistent with the District's Record Retention Schedules and requirements.
14. Monitoring systems must be deployed (e.g., intrusion detection/prevention systems) at strategic locations to monitor inbound, outbound and internal network traffic.
15. Monitoring systems must be configured to alert incident response personnel to indications of compromise or potential compromise.
16. Backup copies of District information, software, and system images must be taken regularly in accordance with District cybersecurity parameters.
17. Backups and restoration must be tested regularly. Separation of duties must be applied to these functions.
18. Procedures must be established to maintain information security during an adverse event. For those controls that cannot be maintained, compensatory controls must be in place.

10. Incident Response¹²

1. In the event of a cybersecurity incident or ransomware incident, as defined in O.R.C. § 9.64, the ISO/Designated Security Representative shall notify the following parties in the order listed:
 - a. The executive director of the division of homeland security within the department of public safety, in a manner prescribed by the executive director, as soon as possible but not later than seven days after the District discovers the incident;
 - b. The auditor of state, in a manner prescribed by the auditor of state, as soon as possible but not later than thirty days after the District discovers the incident; and
 - c. Any other parties as required by law.
2. The District shall conduct a post-incident review and update policies as needed.
3. The District shall establish procedures for the repair and subsequent maintenance of information technology after a cybersecurity incident or ransomware incident.

11. Training Requirement

1. All District employees shall complete cybersecurity training annually through the Ohio persistent cyber initiative program of the Ohio Cyber Range Institute or other cybersecurity training provided by the State of Ohio.¹³

12. Compliance and Review¹⁴

1. This Policy will be reviewed annually and updated to reflect changes in technology, law, and organizational needs.

¹² O.R.C. § 9.64(D); *see also* National Institute of Standards and Technology ("NIST") Special Publication ("SP"): NIST SP 800-53a – Incident Response (IR), NIST SP 800-16, NIST SP 800-50, NIST SP 800-61, NIST SP 800-84, NIST SP 800-115.

¹³ O.R.C. § 9.64(C)(6).

¹⁴ Ohio Township Association Cybersecurity Policy.

2. Third party IT providers must submit evidence of compliance with this Policy to the ISO/Designated Security Representative upon written request.

13. Enforcement¹⁵

Violations of this Policy may result in disciplinary action up to and including termination of employment or contract, as well as potential civil and criminal penalties in accordance with applicable law.

14. Effective Date

The effective date of this Policy is _____, 2026.

¹⁵ Ohio Township Association Cybersecurity Policy.

Eastern Delaware Joint Recreation District Community Center

Project Feasibility Report

April 13, 2026

PIZZUTI  **SOLUTIONS**

MSA  **DESIGN**



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Executive Summary

In September 2025, Pizzuti Solutions was selected to provide a community needs assessment for the potential development of a community center. Pizzuti Solutions partnered with MSA Sport to provide community engagement for the Eastern Delaware County Joint Recreation District (EDJRD) and develop preliminary programming, and Urban Decision Group (UDG) to develop the market analysis and creating preliminary site criteria. The focus of this effort was conducted in three major phases: Public Engagement, Project Visioning, and Project Implementation. This document outlines activities completed during each phase. The project team completed several public engagement efforts, a market analysis, and preliminary site criteria to inform our finalized recommendation.

After our extensive community engagement process as well as interaction with key stakeholders, we learned that a community center of about 100,000 square feet supporting fitness, aquatics, gym, community space, and multi-purpose rooms is desired and would be an asset to the community. From our preliminary efforts, a projected cost to accommodate these amenities could range between \$44,730,180 and \$74,042,003 depending on construction type, site conditions, and schedule.

Based on the findings, the project team recommends moving forward with advancing a financial strategy to operate the EDJRD board and costs associated with a new community center, develop legislative language associated with a new facility, finalizing site selection efforts, and refine programming of an indoor facility and outdoor fields.

This document outlines the preliminary program, projected cost, and potential schedule determined from these efforts.

Public Engagement

The project team conducted a series of workshops and focus group meetings throughout this engagement. These meetings allowed the project team to collect a diverse understanding of the community's priorities. A complete list of public engagement efforts is listed below.

- Community Engagement – Community Needs Workshop, *November 12, 2025*
- EDJRD Board Member Interviews (6)
- Youth Sports Focus Group, *January 12, 2026*
- Community Engagement - Programming Workshop, *February 11, 2026*
- Board Meetings (3)
- Online Public Surveys (2)

Community Engagement Workshop #1 – Community Needs Workshop

The project team hosted the first Community Engagement Workshop on November 12, 2025. The workshop was well attended with community members representing the City of Sunbury, the Village of Galena, Berkshire Township, as well as some participants from nearby areas. The project team reviewed the general scope of the feasibility study and outlined the intended process for community engagement.

To aid in the open discussion, the project team shared benchmarking information from nearby community and recreation centers. The team also shared imagery representing a wide range of programming amenities that could be considered in a community recreation center. The presentation portion of the workshop ended by posing several questions for general discussion, including:

- What types of spaces or programming would you like to see in a future EDJRD Community Center?
- What excites you about this idea?
- What concerns you about this idea?
- What else should be considered with this process?

Workshop participants engaged in an open discussion, sharing ideas and feedback on what type of facility or programming would meet their needs. Overall, the feedback was unified – the community expressed interest in a facility that not only supported various fitness and recreational needs but also provided space for community gatherings and activities. Through the open discussion, it became apparent that the youth sports organizations within the EDJRD were interested in exploring options for expanded practice and recreation space to support their growth. The community also expressed interest in learning more about potential funding opportunities for the potential project and also requested additional information about proposed locations.

At the conclusion of the workshop, the project team provided a QR code for the first online survey and encouraged the public to not only provide additional input via the survey, but also to share with their friends and neighbors. The complete survey results are included in **appendix A**.

Overall, the open discussion showed attendees were largely supportive of the concept of a community center. The community expressed interest in a family-oriented, multi-generational facility that meets the needs of the entire community. It was noted that flexibility and expansion space should be considered – challenging the project team to plan ahead to ensure enough land is available to meet the community recreation needs.

EDJRD Board Member Interviews

The project team conducted informational interviews and surveys with the board members of the EDJRD to determine the goals and the vision for a community center. Throughout the survey, key themes emerged. While Board members appreciate Eastern Delaware County's unique charm and diverse mix of young families and empty nesters, they also acknowledge that, with a steadily growing population, the community needs to evolve to support the projected growth. Collectively, the Board members also acknowledged that the community currently lacks recreation and medical services. All respondents provided similar goals of the EDJRD, which are to enhance the community's wellbeing by facilitating meaningful and inclusive engagement sessions that reflect the needs of all residents, and that by providing these engagement meetings, will advance the discussion around the community center.

To determine how to advance the community center project, the board was asked specific questions regarding programming and future operations of the facility. There was a strong consensus that the facility could enhance community ties by providing amenities that are inclusive such as aquatics, senior and teen spaces, arts programming, fitness space, and community classes. Additional tenants such as medical care and small local businesses were mentioned as possible enhancements to the community center user experience. Board members prefer the center to be located near a dense population and be easily accessible. The board collectively agrees that operating costs should be funded through memberships that are affordable for residents; however, the amount contributing to operating costs is still undecided. Preliminary thoughts from the Board members suggested that the funding could be generated through a voter approved tax levy revenue collected over the long term. Other ideas to explore include grants, membership income, and public and private partnerships. Board members recognize the importance of making sure this initiative is complimentary to additional items on the ballot. Preliminarily members showed interest in exploring the facility being independently operated, but some are open to other options such as a partnership or operating agreement with groups like the YMCA.

After engaging with the public and receiving positive feedback from residents, the board believes the addition of a community center would be a prime opportunity to address resources absent from the community. Board members also believe that their position as community leaders can further facilitate discussion and streamline communication as it relates to advancing the community's recreational goals. All board members suggested social media as the best tool to communicate with residents. Other means of communication that were mentioned included email, online surveys, annual gatherings, and community meetings. Stakeholder groups like parks and recreation, the library, local schools, youth sports organizations, medical providers, and HOAs can also help support future endeavors in the area.

Youth Sports Focus Group

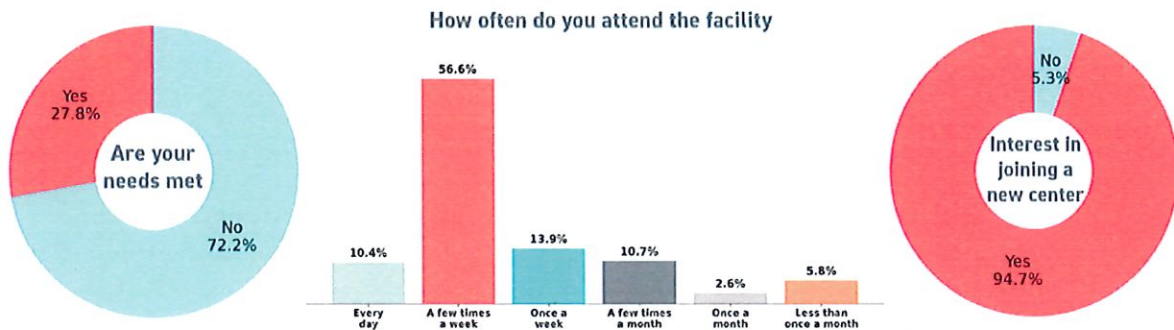
Throughout the public engagement efforts, it became apparent that the youth sports organizations within the EDJRD lack necessary resources for continued growth. The project team invited representatives from the youth sports organizations to participate in a focus group discussion designed to discuss their needs and discuss how a community center could interact or support their organizations. The project team contacted youth sports representatives from Big Walnut (BW) Football, BW Basketball, BW Lacrosse, BW Baseball, BW Softball, BW Soccer, and BW Cheer, among others, to participate. The representatives from these groups expressed similar concerns with their current situation and the impact that population growth will have on what they can provide. Currently, there is no dedicated practice space for these groups and many hold both games and practices at various Big Walnut School facilities, while some individual coaches are responsible for finding their own dedicated practice space. Existing facilities often do not have outdoor lighting, limiting the hours available for games or practices. In the event of bad weather, practices are cancelled because there are no indoor fields in the area. All organizations agreed that they would utilize and benefit from outdoor fields, indoor turf or covered fields, and dedicated storage.

Community Engagement Online Survey #1

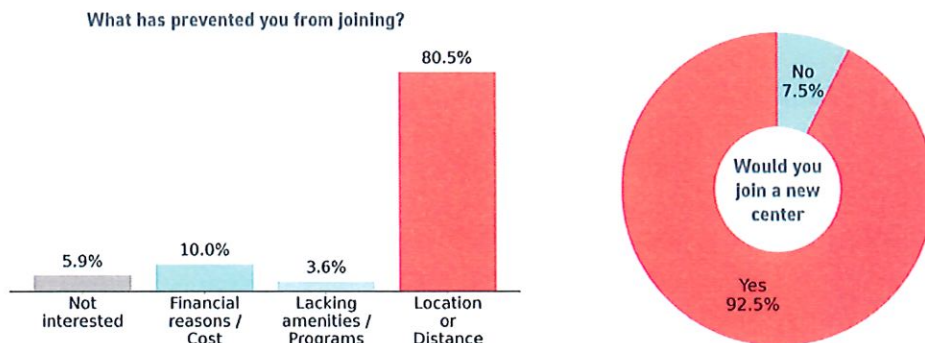
Following Community Engagement Workshop #1, the project team shared a link to an online survey. This survey was also shared by the EJDRD through social media posts. The online survey was available November 2025 – January 2026. At the conclusion of the survey, the project team received feedback from 1,430 participants.

Of the **1,430** participants, **82%** live within Berkshire Township, the Village of Galena, or the City of Sunbury, and **96%** reside in a residence that they own. Most of the respondents were in the **35-44 age group**, followed by the 45-54 group, and most respondents were representing households of **3-4 people**.

When asked, **31%** reported that they currently belong to a recreation, fitness, or community center. Of those that currently belong to a community center, most felt that their needs are not currently met, and they would be interested in joining a new center:



Of the **69%** that do not currently belong to a recreation, fitness or community center, most cited location or distance as the hurdle, and the majority again noted they would be interested in joining a new center:



The next section of the survey requested feedback and priority ranking considerations for a series of programming amenities. To summarize the results, the project team ranked the amenities into five tiers – with Tier 1 being the core expectations / highest priority from the community, and Tier 5 having minimal demand, and therefore the lowest priority. This ranking was further explored and validated through Community Engagement Workshop #2, as well as the second online survey:

Tier 1 Core Expectations <i>Highest Priority</i>	Tier 2 Community Enhancers <i>High Priority</i>	Tier 3 Targeted Amenities <i>Moderate Priority</i>	Tier 4 Limited Demand <i>Lower Priority</i>	Tier 5 Lowest Priority <i>Minimal Demand</i>
• Cardio fitness equipment • Strength training equipment • Indoor leisure pool • Family locker rooms & restrooms • Indoor walking track • Program rooms • Outdoor leisure pool • Indoor lap pool	• Indoor wood floor courts • Outdoor walking trails • Multipurpose community / event space • Rubberized indoor courts • Outdoor playground • Outdoor sports fields • Outdoor gathering space	• Indoor play area for kids • Senior social gathering space • Rentable party room • Indoor social gathering space • Outdoor lap pool • Art classroom • Cafe	• Child watch • Demonstration / cooking kitchen • Vending machines • Competitive lap swimming pool	• Billiards area • Remote work space • E-sports / computer room

When asked about other programs and amenities, through a write-in response the community shared the following key themes:

- **Aquatics had loud support:** an indoor pool was repeatedly called a “must”, plus swim lessons (including baby/toddler), lap lanes, and competitive swim needs.
- **Instructor-led fitness is highly desired.**
- **Sports space – especially indoor turf:** there was a strong interest for year-round training (soccer, baseball, football, lacrosse), plus courts (basketball, volleyball, pickleball)
- **More for kids + teens:** requests included a safe teen and pre-teen hangout space, after-school programs and clubs, youth sports and summer camps, and kids play areas.
- **Wellness and recovery amenities**
- **Arts and community events:** a theater/stage/auditorium was noted, along with space for music programs and community events such as markets or movie nights.

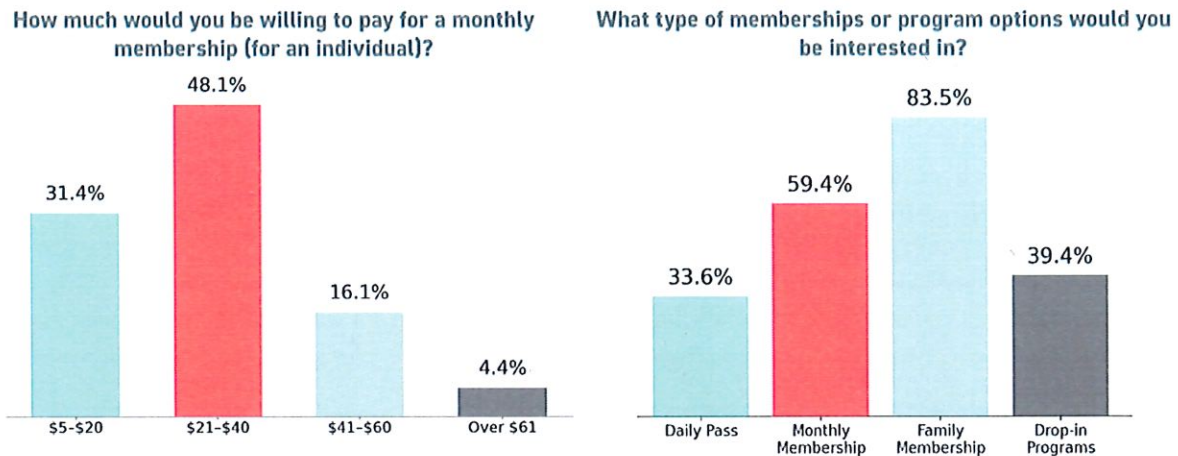
Beyond programming considerations, the community also provided comments on the following considerations:

- **Affordability:** requests for reasonable rates, resident discounts and no/low tax impact
- **Convenience and access:** locations were noted near Sunbury, with trail connections / walkability, adequate parking, and extended hours.

The survey asked respondents for their feedback on partnership opportunities. In general, the community were supportive of the idea of a **wellness anchor / partner**. The community also expressed that while they were open to a third-party **operational entity for the facility**, they noted that they would need additional information to fully consider.

When asked about desirable distance to a community center, most respondents would be willing to drive for **5-10 minutes**, with a large number still willing to drive **10-15 minutes**. When asked to select a general location on a map, most respondents preferred a centralized area **near Sunbury** and noted a preference for the location to also have access to **safe walking or biking paths**.

Survey participants supported monthly memberships in the \$21-\$40 range, and most were interested in a family membership option:



When asked about funding considerations for the project, the overwhelming dominate concerns expressed by respondents were **taxes and affordability**. While many people supported the idea of a community center (and some are very enthusiastic) – support was conditional on **how it is funded, how much is costs residents, and whether it becomes an ongoing tax burden**. At the same time, there was strong agreement that the **area is currently underserved** and that a community center could provide real value if done **carefully, transparently, and affordably**.

Community Engagement Workshop #2 – Market / Site Considerations and Programming

The project team hosted the second Community Engagement Workshop on February 11, 2026. The project team reminded attendees of the general scope of the feasibility study and gave an update on the community engagement process. The second workshop included an overview of the initial online survey results, a review of the preliminary market area and site data, and a group activity that focused on prioritizing programming amenities to aid in determining the appropriate size of a proposed facility.

Key information that was highlighted included the ranking of the community center amenities, as well as the preferred location feedback as the survey findings helped shape the next steps in the process.

Next, the project team shared preliminary information on the Market Area. This information will be used to help inform potential site selection. The overview included a series of maps to illustrate the EDJRD area; proximity of comparable facilities; and demographics including population, population density and ages, and recreation spending. The project team discussed that next steps in the site recommendation process would include determining the various desired amenities and their site requirements, review of proximity of the proposed amenities with similar existing amenities, consideration of utility and road infrastructure, and parcel availability.

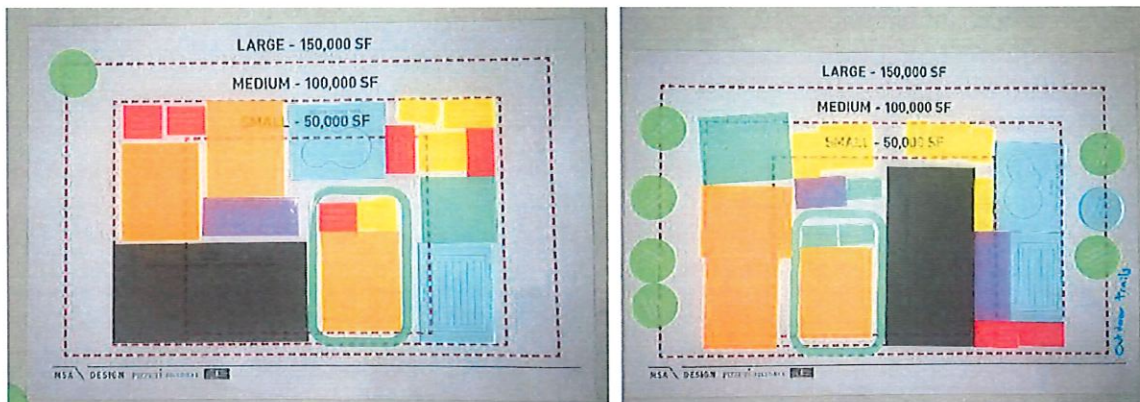
Finally, the project team introduced the group activity. The community participants were asked to form groups of 6 to 8 people and work together to create a program plan that provided the right balance of program amenities and overall project size. During this activity, participants were asked to provide feedback on a target size for the facility, choosing between a “smaller” facility of approximately 50,000 SF, a “medium” facility of approximately 100,000 SF, and a “large” facility of approximately 150,000 SF. Within the outlined footprint, each group had a programming kit that included a range of amenity blocks at different scales and quantities.



At the conclusion of the workshop, each group was asked to report on their design and recommendation.

Of the 11 groups, 10 teams determined that a “medium” facility provided the best balance of program amenities and overall project size. Groups also consistently selected similar amenities, which included:

- Indoor Leisure Pool
- Indoor Lap Pool
- Gym / Court
- Fitness Space (Cardio and Strength)
- Group Fitness Classrooms
- Indoor Walking / Running Track
- Locker Rooms
- Flexible Program Rooms
- Child Watch Area



A second online public survey followed this workshop to finalize a recommended program for the EDJRD Board. The complete survey results are included in **appendix B**.

Community Engagement Online Survey #2

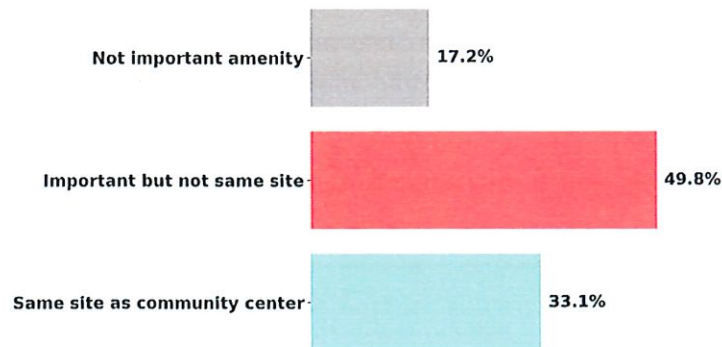
The second online survey was available throughout the month of March 2026, and the project team received feedback from 695 participants. The second survey expanded on information collected during the first survey, as well as the second Community Engagement Workshop.

Of the **695** participants, **84%** live within Berkshire Township, the Village of Galena, or the City of Sunbury, and **97%** reside in a residence that they own. Similar to the first survey, a majority of the respondents were in the **35-44 age group**, followed by the 45-54 group, and most respondents were representing households of **3-4 people**.

When asked for feedback on location considerations, **47%** indicated that they would like to have a facility located within walking distance for many in the community, but that this would not impact their decision to use the facility; **37%** responded that walking distance considerations were not as important to them as they would likely drive regardless of location. Proximity to schools was also favored as nice to have at **56%**, with again noting that most households would likely drive regardless – but **31%** indicated that multi-use trail connection that could allow kids to walk or bike would be an important consideration. This response was further validated later in the survey, when **65%** responded the connecting to trails would be nice, with an additional **20%** thinking it should be a priority.

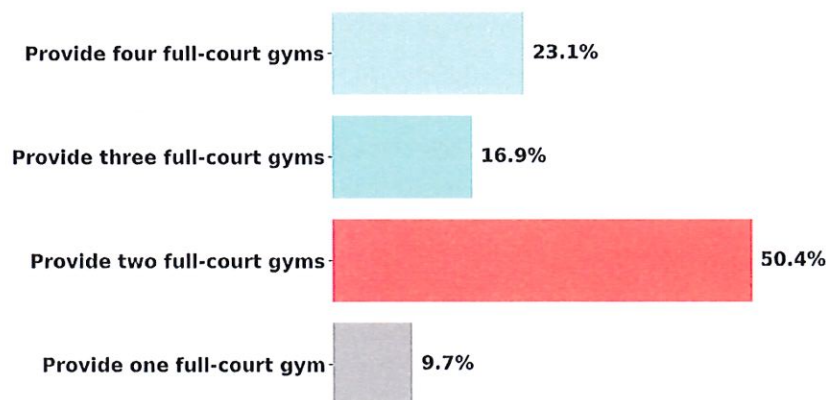
Having previously received feedback that indoors aquatics was an important amenity, the survey asked for feedback on preferred size of indoor aquatics. **39%** of the respondents indicated that they thought the facility should have 6 lap lanes, followed by **28%** indicating 8 lap lanes. Only **14%** responded that lap swimming was not an important amenity. When asked about the size and programming of an indoor leisure pool, **57%** thought that the pool should be as large as possible, with features such as play structures and slides – they thought there is a strong interest and need for indoor leisure swimming in this area. This was also supported by less than **5%** of the respondents selecting the option that indicated an indoor leisure pool would not be needed.

The desire for outdoor aquatics was also expressed throughout this process, and the survey requested additional feedback on this amenity. While **79%** of the participants expressed support of an outdoor community pool, they were also asked to provide feedback on its adjacency to the facility. When asked specifically about location, most thought that while an outdoor community pool is an important amenity to have, it did not need to be located on the same site as the facility.



The project team had previously received feedback that the facility should support fitness (strength and cardio); when asked more specifically, **74%** of survey participants indicated that they felt that strength equipment, free weights, and cardio machines are in high demand, and that the space allocated for this should be large to allow for a mix of equipment. When asked the open-ended question about the types of fitness classes that were envisioned for the facility, participants noted they are looking for a comprehensive offering, anchored by yoga, strength, and cardio classes, with a clear demand for senior-focused programming, with some support for specialty classes.

91% of participants confirmed that the facility should have an indoor walking/running track. Gym space was also noted as a priority, with the survey receiving the most support for two full courts, but also some support for up to four courts.



Having received inconsistent feedback previously on the inclusion of a child watch space, the survey respondents indicated that child watch was supported by **72%**, with **68%** also noting the desire for an indoor play area. The respondents favored a designated senior lounge / senior social space by **60%**, and a designated teen lounge / teen social space by **59%**.

During the first community engagement workshop, attendees vocalized the need for a theater to support community activities; when asked in this survey, this was not noted as one of the preferred amenities with receiving only **16%** support.

Flexible program rooms are often provided in similar facilities. The survey requested that respondents provide the types of programs that they envision being conducted in the facility. Key themes include:

- Arts and crafts programming, for both kids and adults (**62%** later indicated the need for dedicated art classroom/s)
- Rentable event space, which was noted as a community need as well as a revenue opportunity.
- Community meeting and group events
- Spaces that would support educational and life-skills programming
- Generally, it was noted that the spaces should support programming across all ages, with flexible rooms that could have multiple uses and layouts, with storage to support reconfiguration and adaptation.

Throughout this process, the EDJRD has received feedback that the community is interested in exploring an indoor, artificial turf field as part of this facility. When asked for clarifying feedback, the respondents had a slight preference for locating the turf elsewhere, but overall were mixed with their responses:



Similarly, the EDJRD received feedback throughout this process that additional outdoor amenities (community gathering, playgrounds, outdoor fields, tennis and pickleball courts, etc.) were desired – overall the community shared feedback that they were supportive of these amenities, but these amenities did not necessarily need to be located adjacent to the facility, especially if that

requirement limited site selection. Overall, respondents indicated that the facility should focus on indoor amenities first.

The survey included an overall question on facility size, as well as some “test” programming diagrams. Based on feedback, the participants felt that the EDJRD should plan the facility in a way that allows for future expansion as the community grows, while also oversizing the facility initially, so that it could accommodate a variety of amenities and allow for some expansion and growth. Expanded aquatics, fitness, and gym space were highlighted as more favorable, with indoor turf or expanded classrooms, theater or social spaces being noted as lower priorities.

Ending with an opportunity to write in comments or considerations, the survey participants were **strongly supportive** of building a community center, with residents emphasizing the need for **aquatics, fitness, and multi-use recreation space**. However, this support is paired with clear concerns around **cost, taxes, and long-term planning**, along with strong guidance to **build for future growth and prioritize high-demand amenities first**.

Market Analysis

Market Analysis Summary

The EDJRD is located within the eastern half of Delaware County, and the population in this area is anticipated to continue growing. To accommodate the expected growth, the development of a community center will address the current needs of the community. The market analysis compares the closest community centers to the area by demonstrating the distance residents currently travel to these facilities and the funding for each community center. The four closest community centers are Westerville Community Center, Delaware Community Center YMCA, Bevelhymer Park & Fieldhouse, and Mount Vernon YMCA. The data showed that of the four comparable facilities, most residents need to travel well over 15 minutes. Three of the comparable facilities, Westerville Community Center, Bevelhymer Park, and Delaware YMCA, prove to be the greatest “threats” from competition. In terms of funding, the Westerville Community Center was primarily funded through a 0.25% income tax, as well as the Delaware Community Center YMCA with a 0.15% income tax. Whereas Bevelhymer Fieldhouse was funded through a \$46 million, 30-year bond. These comparable community centers can help determine the estimated “primary market areas” and illuminate areas lacking access to these facilities.

The market analysis includes demographic data that provides current and projected population data of the EDJRD boundaries, a comparison to the city of Delaware, the city of Westerville, and the New Albany – Plain Local Joint Parks District. Data from the analysis indicates that the EDJRD has an estimated population of 14,175 people, according to ESRI and U.S. Census information. The population is expected to increase by 16% by the year 2030, and within the span of 2030 to 2035 that growth is anticipated to accelerate. By the year 2035, the population of the EDJRD will have increased by almost 6,000 people, based on a combination of data collected from ESRI, U.S. Census, and MORPC growth projections. In preparation for this growth, the EDJRD area is already planning and developing various housing projects such as Northstar Condominiums, Eagle Creek, Kintner Crossing, Price Ponds, and Miller Farm. The EDJRD has a median household income of \$121,441 and a median net worth of \$500,291, both of which are higher than the median household income and median net worth of the City of Delaware. Home values in the EDJRD are relatively high compared to the City of Delaware, and most residents in the area are homeowners. Over 50% of people over the ages of 25 living in the EDJRD have at least a bachelor’s degree. While the income, wealth, and educational attainment provide useful indicators of the public's capacity to pay for a community center, there is uncertainty on whether the community is willing to pay for the facility. Lastly, the market analysis compares the consumer expenditures across the City of Westerville, New Albany – Plain Local Joint Parks District, the City of Delaware, and the EDJRD. The data shows that the significant interest in youth sports in EDJRD is supported by consumer expenditure data.

The market analysis outlines several factors that determine the preliminary market area for a new community center. The team focused this effort on determining the demand of a new facility based on other regional facilities and amenities, and the geography where users of a new facility will originate from. Factors such as time and distance to facilities are often as important as the quality

of the amenities for users. From the first community survey, participants indicated the maximum distance users will drive to use recreation facilities is 15 minutes. When reviewing the population living within a 15-minute radius of a new community center, there are over 41,000 potential new users residing within this radius. These same users are also wealthier and younger than surrounding areas. When reviewing surrounding facilities, there are desired community amenities that are not currently available, primarily swimming pools and turf. The market analysis review indicates users are having to travel between 15 to 30 minutes to access these amenities.

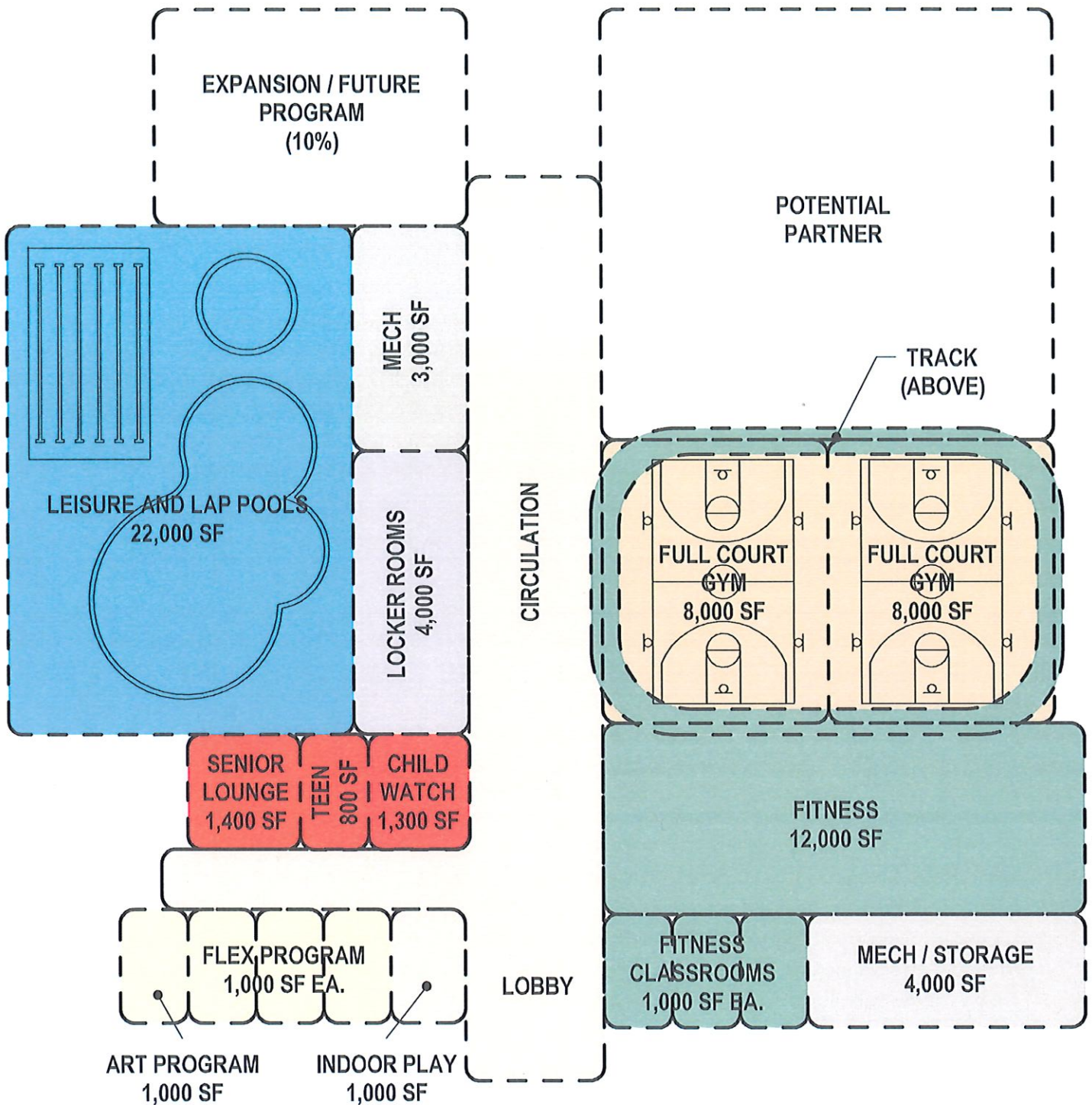
The full market analysis is available in **appendix C**.

Project Visioning

Preliminary Program Recommendation

Throughout the public engagement process, the team has worked to refine a recommended preliminary programming. While this program will continue to be refined, the preliminary program assists in creating a target budget and site parameters. Following the engagement process, review of the market analysis and taking into consideration the amenities surrounding the EDJRD, the project team recommends the following preliminary program:

- Facility size of approximately 100,000 square feet
- Fitness space with cardio and strength equipment (12,000 SF)
- Group fitness classrooms (3,000 SF)
- Two Full Court Gyms (16,000 SF)
- Indoor leisure and lap pool (22,000 SF)
- Senior and Teen Lounge (2,200 SF)
- Child Watch (1,300 SF)
- Indoor walking and running track
- Flexible multi-use program rooms (4,000 SF)
- Locker rooms (4,000 SF)
- Future expansion space
- Exploration of partner space



COMMUNITY CENTER - PROGRAM CONCEPT DIAGRAM

EASTERN DELAWARE JOINT RECREATION DISTRICT | 04/09/2026

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Project Implementation

The items outlined below provide the EDJRD board with information on advancing the community center project, an anticipated cost and schedule based on the information we have gathered within this engagement. We include detailed items that may assist in achieving these steps for advancement under ***Recommended Next Steps***.

Projected Cost

To develop a conceptual cost for the recommended program, the team utilized cost information for recently built comparable facilities. The median per square foot building construction cost between the New Albany Joint Recreation District and Upper Arlington's Bob Crane Community Center is \$375 per square foot in April 2026 market cost.

The projected pricing represents current market conditions and is subject to change as the program evolves. For the recommended EDJRD program, the project team anticipates \$380 – \$496 per square foot building construction working cost estimate in current market cost. This cost range represents the recommended programming, there are several factors still to be determined that attribute to the range including construction type, architectural features, and unknown site conditions. Escalation should be added to the construction cost based on the construction schedule mid-point, using an annual rate of at least 3.0%.

Other costs to consider are land acquisition, site development, and all soft costs such as professional services fees, permits and fees, quality assurance and quality control. Site development costs may be initially estimated at between \$500,000 to \$600,000 per acre. To accommodate a base program recommendation, with parking and potential building expansion, the associated parcel size could range between an 8- to 12-acre site.

Soft costs may be reasonably assumed to be between 20%-30% of the total construction cost. Soft costs typically include professional service fees, regulatory reviews and permits, utility service fees, furniture and fixtures.

The project team was able to determine a range of costs based on the recommended program. The working projections predict a projected total cost estimate of \$44,730,180 to \$74,042,003 for the recommended program. This cost range includes programming for an indoor pool, fitness spaces, multi-purpose rooms, and an indoor walking track. A full breakdown of the conceptual program range is included in **appendix D**.

Site Considerations

Throughout the community engagement exercises, the project team began identifying specific site requirements to assist in the EDJRD planning and eventual site selection. Within this effort, the project team focused on two common themes which emerged when considering data categories for site selection; these themes include demographic and economic variables. When evaluating a potential site, the population data points are based on population, density, age, and projected

change. Economic variables like expenditure on recreation and entertainment were included in the evaluation. Between the population and recreation expenditures, there are several areas located within the EDJRD which could support a new recreational facility. A full analysis of these considerations is broken down in **appendix E** where Urban Decision Group provides graphics to synthesize this information.

The demographic and economic variables are just two data points the team explored during this feasibility study. It is recommended that additional criteria be considered when selecting a site including proximity to utilities, sizing and ability for expansion, pricing, and surrounding development.

Potential Schedule

Pizzuti Solutions recommends proceeding with site acquisition and design in advance of a potential ballot initiative in May 2027. Continuing with public engagement will allow the project to continue building momentum in the year leading up to the election. Advancing the design will also allow the EDJRD to bring a better detailed community center design to the public before they are asked to consider a funding source. A recommended schedule depicting this scenario is attached to this report as **appendix F**.

Recommended Next Steps

Based on the findings during programming and the market analysis, the team has developed recommended next steps to assist the EDJRD board moving forward. These have been divided into tasks based on site selection, our recommended financial approach, and continuing programming. It is recommended that these activities occur concurrently, as the cost range will be impacted by the schedule. Over the next 12 to 14 months, Pizzuti Solutions recommends the following steps for the EDJRD to advance the construction and operation of new community center.

Task 1: Financial Approach

- Advance the financial approach to operating revenue for sustaining the EDJRD board, site acquisition, facility construction, and operating revenue.
- Coordinate with a third-party financial group to assist in planning and strategy behind funding model associated with a new facility.
- Determine the necessary steps required for the community center to be included on a potential May 2027 ballot initiative.

Task 2: Site Selection

- Finalize site selection criteria to recommend a community center site and determine acquisition strategy.
- Consideration of a site able to support indoor and limited outdoor facilities and future expansion.
- Exploring separate parcels to support outdoor fields large enough to support multiple sports such as soccer, football or lacrosse.

Task 3: Programming

- Refine the community center programming and outdoor facility's needs.
- Continue preliminary architectural support to develop conceptual renderings to assist the public in visualizing a new facility.
- Develop an operational proforma for the facility.
- Engage a Construction Manager or estimator to provide cost estimating support.
- Continue to explore options for a third-party operator or health care partner and their potential position within the facility and operations.



Eastern Delaware County Joint Recreation District

Market & Site Selection Analysis



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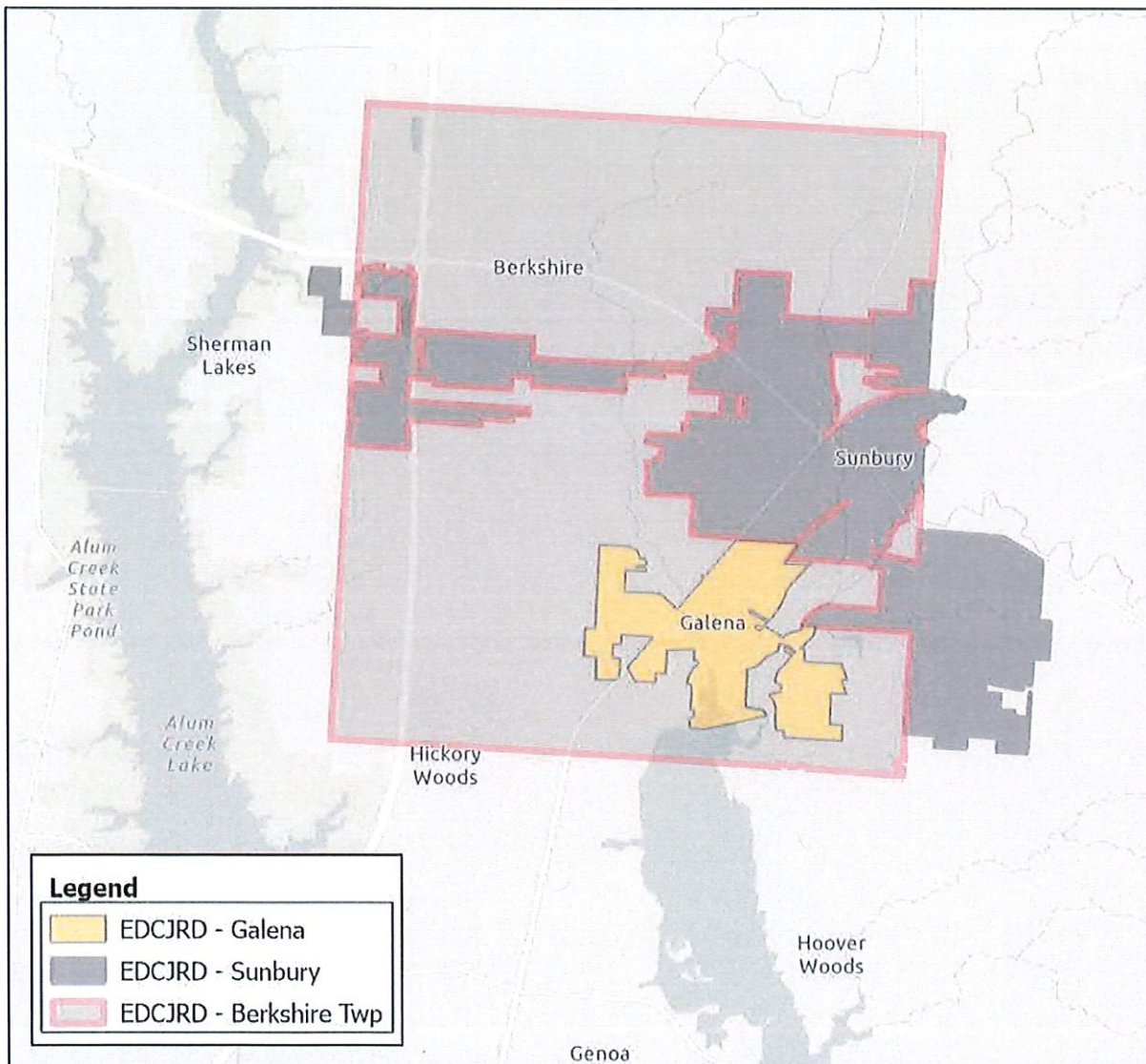
Page 2	Introduction
Page 3	Regional Context
Page 6	Comparable Facilities
Page 9	EDCJRD Demographics
Page 17	Estimating the Preliminary Market Area

Introduction

In 2025, the Village of Galena, Sunbury, and Berkshire Township entered into an agreement to establish the Eastern Delaware County Joint Recreation District ("EDCJRD") and immediately tasked it with establishing the depth and breadth of the market for a hypothetical new "Community Center" (sometimes referred to as "recreation center").

The residents of the Galena, Sunbury, and Berkshire Township represent the base that will be tasked with funding any new facilities, including but not limited to a Community Center (the focus of this report), but also various recreation fields throughout the EDCJRD.

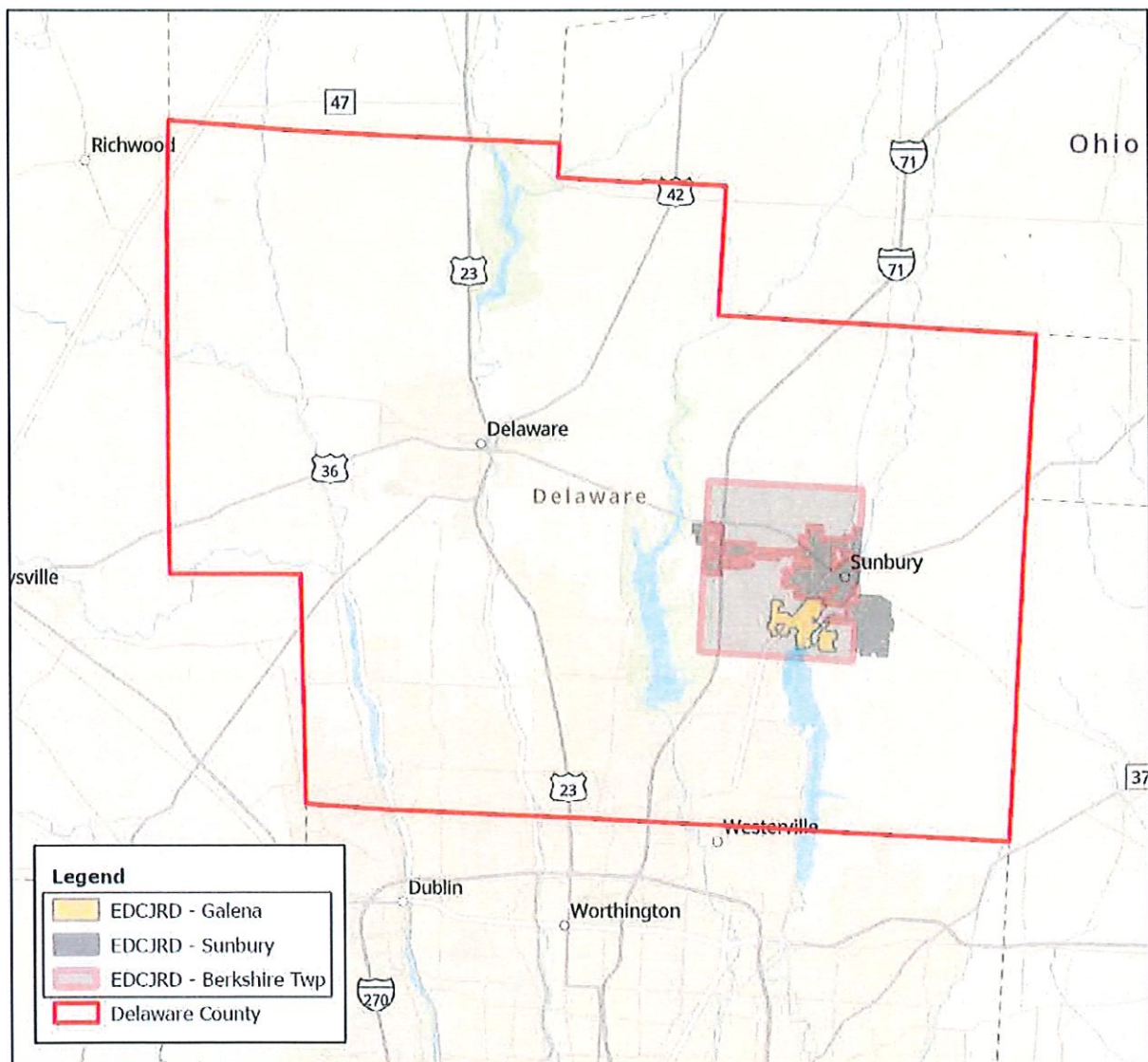
Map: Eastern Delaware County Joint Recreation District Members



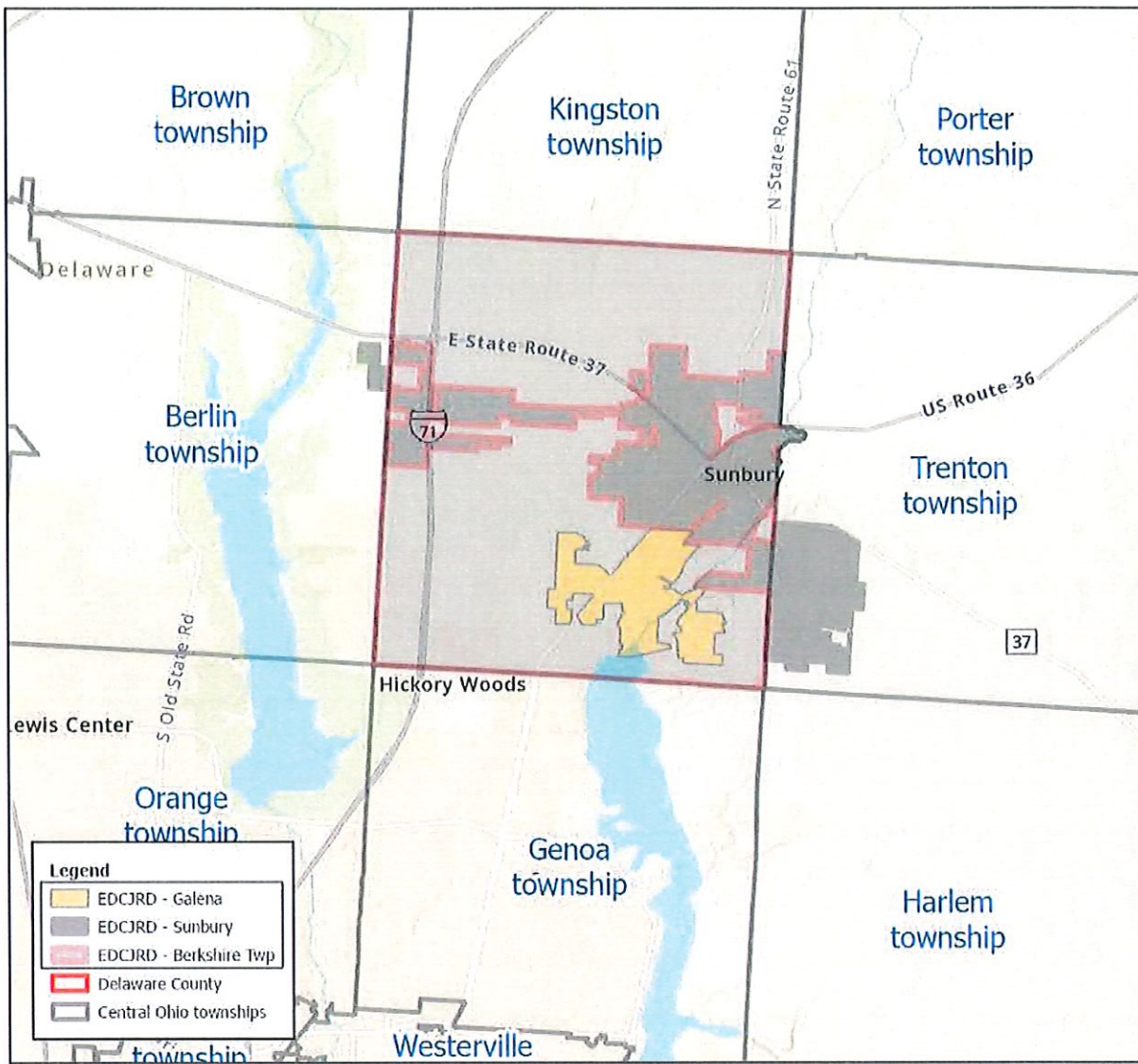
Regional Context

The EDCJRD resides within the eastern half of Delaware County. It is located about ten miles north of the City of Westerville and approximately 15 miles east of the City of Delaware. Although Berkshire Township and neighboring communities have enjoyed experienced rather tepid growth when compared to most of central Ohio, that is starting to change. As we will see later, the EDCJRD is about to experience historic housing unit growth for at least the next ten years.

Map: Eastern Delaware County Joint Recreation District Members (Regional Context)



Map: Neighboring Townships



Although the residents of neighboring townships will not be burdened with the initial funding of any new EDCJRD facilities, many of these neighbors will eventually become patrons/members – likely paying higher rates (compared to resident discounted rates). With this in mind, we would be wise to keep these folks in mind when planning and marketing new facilities.

With over 40,500 residents, Orange Township is the most populous of all the surrounding townships. The next most populous townships are Genoa (25,400), Berlin (11,400), and Harlem Township (5,000). The remaining neighboring townships have populations that range from 1,500 to 2,700.

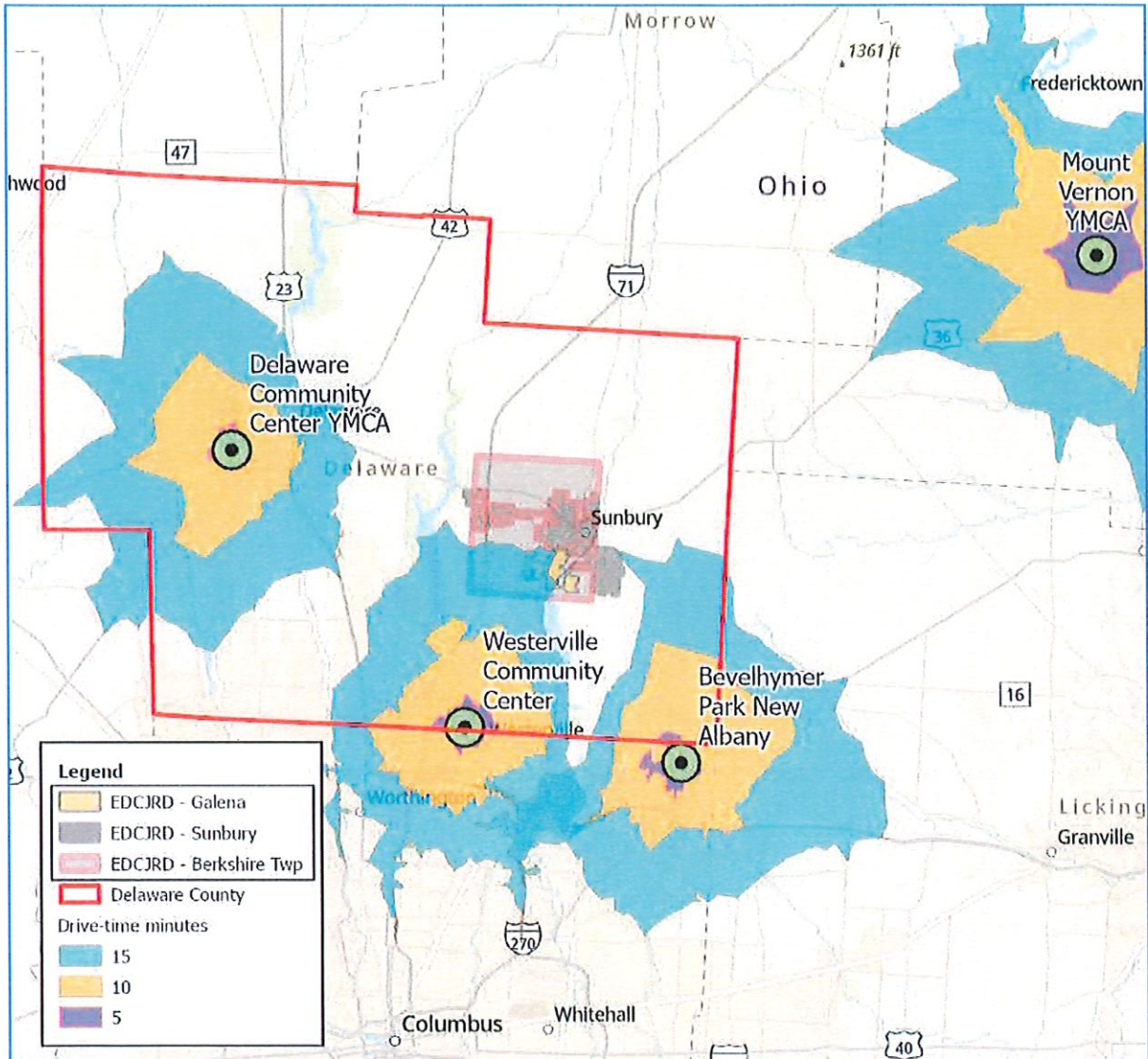
Genoa Township is essentially a northern extension of Westerville, Orange Township contains Lewis Center and Polaris, while Harlem Township represents the fast-growing area north of New Albany.

It is worth noting that most of these less populated townships lie in the path of growth, either currently planned or speculative. Having said that, they are unlikely to achieve anywhere near the population and density levels of those areas closer to the Interstate 270 outerbelt, over the next two decades.

Comparable Facilities

One of the primary goals of this analysis is to identify the closest, comparable facilities within the region. Doing so will allow us to compare not just the underlying geographies that provided the initial and ongoing support for these facilities, but also the estimated “primary market areas” of these facilities, which often extend well beyond the political boundaries of a municipality, township, or school district.

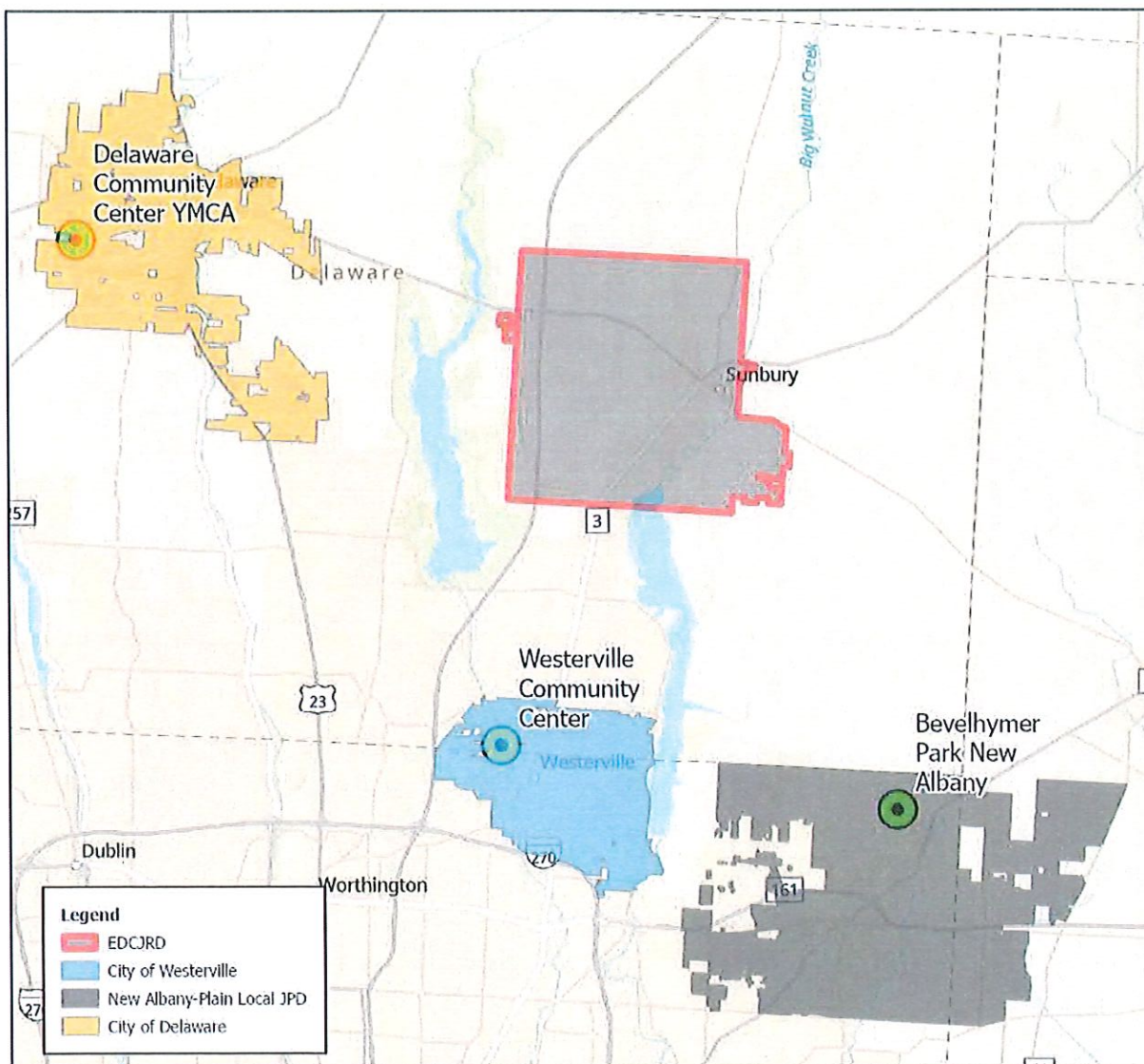
Map: Proximity of Comparable Facilities



We identified the Westerville Community Center (350 N Cleveland Ave, Westerville), the Delaware Community Center YMCA (1121 S Houk Rd, Delaware), Bevelhymer Park & Fieldhouse (7860 Bevelhymer Rd, New Albany), and the Mount Vernon VMCA (103 N Main St, Mt Vernon) as the closest facilities that are likely to be comparable to the types of facilities being considered for a hypothetical EDCJRD Community Center.

The map on the preceding page illustrates the locations of these facilities in relation to the EDCJRD. As you can see, the Mount Vernon YMCA is almost a full half hour from most locations within the EDCJRD; therefore, although these facilities may end up being comparable, they are too far away from Sunbury, Galena, and Berkshire Township (EDCJRD) to present any real competition.

Map: Proximity of Comparable Facilities and their underlying funding geographies



The Westerville Community Center, Bevelhymer Park, and the Delaware YMCA represent the greatest “threats” from competition (in that order). The Westerville Community Center's proximity to EDCJRD and the Westerville facility's overall “attractiveness” are the primary reasons why this facility is likely to be the greatest competition to new facilities somewhere within the EDCJRD.

Westerville Community Center

The Westerville Community Center was funded primarily through a voter-approved 0.25% income tax dedicated to then Parks, Recreation, and Open Spaces (PROS) Master Plan since 1998. This sustained funding, along with a 2015 bond issue for an expansion, supports ongoing operations, maintenance, and facility improvements. The project also benefited from over \$1 million in donations and community partnerships. The City of Westerville is represented on the map on the preceding page.

Bevelhymer/Walnut Field House & Bevelhymer Park

The Bevelhymer/Walnut field house, is a joint project between the City of New Albany and the New Albany-Plain Local Joint Park District, funded through a \$46 million, 30-year bond issue approved by residents in November 2022. The project also utilizes the city's 2025 Capital Improvement Budget for construction. The members of the Joint Park District include the residents that reside Plain Township and the New Albany – Plain Township School District. The joint parks district is represented on the map on the preceding page.

Delaware Community Center YMCA

The Delaware Community Center YMCA was primarily funded through a 0.15% citywide income tax levy approved by voters in 2008, which generated \$23.8 million over 20 years to construct and support the facility. The project was a partnership between the city, non-profit group Citizens for Indoor Recreation, and the YMCA of Central Ohio.

EDCJRD Demographics

To give us an idea of what each of these facilities' funding base currently looks like, we put together a series of tables to compare Population, Income/Wealth, Housing/Household, Educational Attainment, and targeted Consumer Expenditures. It is important to note that the physical size and extent of each of these geographies are very different from one another. The City of Westerville is only 12.7 square miles but there are almost 40,000 living within that area.

The next largest area is the City of Delaware with 20.4 square miles of incorporated area that is home to over 46,000 residents. The New Albany – Plain Local Joint Parks District encompasses 32.5 square miles and is home to over 25,000 residents.

Table: 2025 Estimated Population Demographics – Comparing the funding base geographies

	Square Miles within the funding base geography	Total Population	Population Density (Persons per Sq Mile)	Age 0-19 Population	Age 60+ Population
City of Westerville	12.7	39,665	3,113	9,658	11,372
NA - Plain Local Joint Parks District	32.5	25,145	774	6,837	4,485
City of Delaware	20.4	46,249	2,271	12,559	9,577
EDCJRD	26.5	14,175	535	4,287	2,748

Source: Environmental Systems Resource Institute (ESRI), US Census Bureau, Urban Decision Group

The Eastern Delaware County Joint Recreation District (EDCJRD) is just a few miles smaller than the New Albany JPD, yet significantly less people reside within the EDCJRD. An estimated 14,175 people currently live within the EDCJRD. As you will see later, we expect this number to increase noticeably over the next five to ten years, but as of today these are the population levels.

We should point out that each of these comparable facilities were funded at different times, which means that the population data would have been different. With this in mind, we researched the historical data to shed light on the existing conditions at the time the projects were approved.

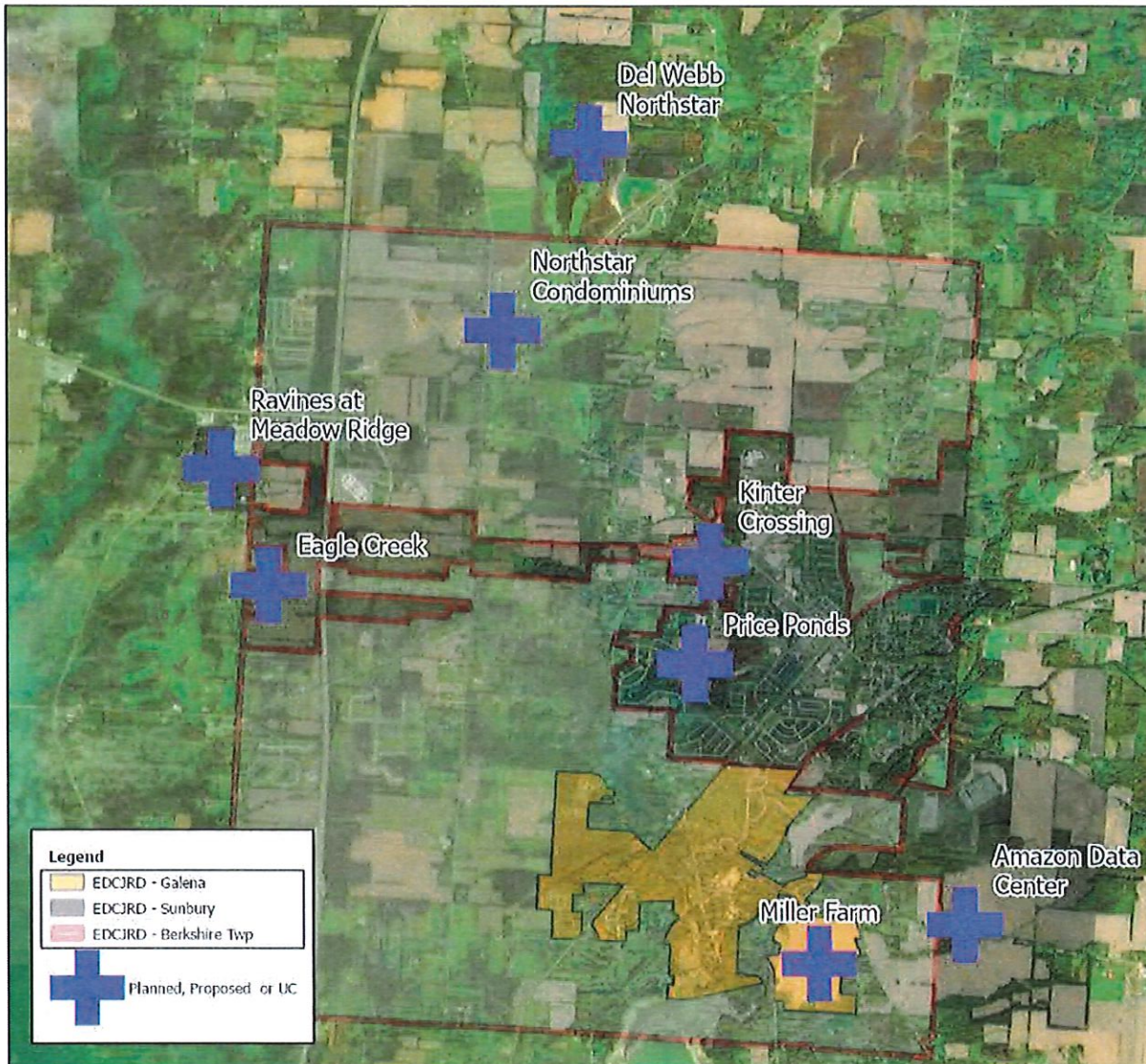
The Westerville Community Center was approved for funding in 1998. Two years later, the 2000 Decennial Census reported the population of the City of Westerville to be 35,318. This equates to a growth of 12% over the last 25 years – not much when compared to the rapid growth Westerville experienced from 1990 to 2000 when the population grew almost 15%.

The Bevelhymer/Walnut Field House and Park was approved by voters in November of 2022. The population at that time was just under 25,000; therefore, very similar to today.

The Delaware Community Center YMCA was approved by voters in 2008. Two years later during the 2010 Decennial Census, the population was reported to be 34,743. Since that time, the population has increased by over 33% - that is significant.

In each of these comparisons, the original and current population base (the funding base) is noticeably higher than what currently exists in the EDCJRD. But we know that there is currently tremendous growth pressure in eastern Delaware County as evidenced by the volume of housing units that are planned, proposed, or under construction at the moment. The following map displays the locations of the projects that are currently known.

Map: Projects that are Planned, Proposed, or Under Construction



Opening sometime later this year (2016), the development at Del Webb Northstar will cater to a 55 and older crowd by offering 592 *homes* spread across approximately 600 acres. There are condominiums currently being developed at the intersection of Wilson and N. Galena Road, which will add approximately 200 *more* housing units to the area.

In the westernmost portion of Sunbury, the Ravines at Meadow Ridge will add 725 *housing units* on 67 acres when complete. Also located on the western side of Interstate 71, Eagle Creek will deliver 253 *single family homes* when fully built out.

Within Sunbury, future developments like Kitner Crossing anticipate the completion of the Sunbury Parkway. When complete, this project will deliver a total of 188 townhomes and patio homes. Just to the south of Kitner Crossing lies Price Ponds – a sprawling residential community *providing* 336 *housing units* over 180 acres in the heart of the EDCJRD.

Further to the south in the Village of Galena, Miller Farm is on its way to developing its 353 *housing units* across approximately 300 acres. That puts the total number of planned, proposed, and under construction housing units within the borders of the EDCJRD at 2,647 at the time of this report (March 2026).

There are a lot of factors that can affect the timing of the delivery of these various housing units but for the purpose of projecting forward, we will assume that most of these units are completed over the next ten years. Keep in mind, many units have already been built and/or are in the process of being absorbed into the market.

Anticipated Population Change 2025 to 2035

While growth in neighboring communities such as Westerville and New Albany has leveled off in recent years (less than 0.05% year-over-year growth), growth in Delaware County and surrounding environs has remained strong and, in many cases, has increased significantly recently – such is the case within the area that comprises the EDCJRC.

By the year 2030, we are projecting the total population to increase by 16% (~2,300 people). As significant as that near-term growth is, we expect growth to actually accelerate between the years 2030 and 2035. In fact, we are anticipating an additional 3,400 people or so to move into the area during this time. By the year 2035, we anticipate the total population within the EDCJRD will have increased by almost 6,000 people for a total population of around 20,000. For perspective, this is still about half of the total population of Westerville *today*.

Daytime Population

When an income tax is the primary mechanism to fund a project, we must look beyond just the population base of a given jurisdiction and analyze the daytime population – the worker base. Some of these workers will both reside in and work somewhere within the EDCJRC. Some workers will reside outside the EDCJRD but work inside its borders. The following table summarizes the daytime population statistics across the EDCJRD and the three comparable facilities' base geographies.

Table: 2025 Estimated Daytime Population Demographics – Comparing the funding base geographies

	Total Daytime Population	Daytime Worker Population	Daytime Worker Population (%)	Daytime Population Density
City of Westerville	57,907	38,950	67.3	4,545
NA - Plain Local Joint Parks District	29,760	19,006	63.9	916
City of Delaware	41,843	19,027	45.5	2,055
EDCJRD	14,590	7,673	52.6	551

Source: Environmental Systems Resource Institute (ESRI), US Census Bureau, Urban Decision Group

If you recall, the City of Delaware was the most populous city among our comparable “funding bases” with almost 6,000 more people than the next closest city – Westerville. The daytime population, however, is an entirely different story.

Westerville’s daytime worker population alone (38,950) is almost equal to the City’s total population (39,665). In comparison, the EDCJRD’s estimated daytime worker population in 2025 was just over half of their estimated total population.

Clearly, the City of Westerville has an economic advantage due to the relatively larger number of businesses located there. The daytime population of Westerville is actually almost 50% higher than the total population while the daytime population of the EDCJRD is just 3% higher than the total population – but that is still better than having a smaller daytime population compared to the total population.

The City of Delaware is technically the only example of a “bedroom community” among our comparable subjects. A bedroom community refers to a place where the daytime population decreases (noticeably) below the total population. This implies a greater burden on the residents when it comes to project funding because there are not as many workers to replace those that leave the city to go work elsewhere.

Whether we are examining the total daytime worker population or the overall total population, the EDCJRD is at a structural disadvantage when compared to its peers. There are simply not as many residents and workers available to tax when compared to the comparable peers.

Income & Wealth

While the EDCJRD may have less people within its borders when compared to the underlying funding bases for Westerville and Delaware, there is noticeably more income and wealth residing in eastern Delaware County than to the west and further south. The following table compares the fiscal health of Westerville, Delaware, and New Albany's composite funding bases.

Table: 2025 Estimated Income/Wealth Demographics – Comparing the funding base geographies

	Median Household Income (\$)	Median Household Income Index	Median Net Worth (\$)	Median Net Worth Index
City of Westerville	113,710	139	523,753	230
NA - Plain Local Joint Parks District	153,764	188	639,563	280
City of Delaware	88,840	109	278,572	122
EDCJRD	121,441	149	500,291	219

Source: Environmental Systems Resource Institute (ESRI), US Census Bureau, Urban Decision Group

Let's first address the income and wealth residing in the New Albany/Plain Local area – it is significant. In fact, it is one of the top five wealthiest ZIP Codes in the State of Ohio. In the preceding table, we can compare both household income and net worth (wealth) across all four geographies, but we can also compare to the average U.S. household.

Both the Median Household Income Index and the Median Net Worth Index allow us to compare some variable (like median household income) to the average American household. Throughout this report, index values greater than 100 indicate values higher than the U.S. average. For example, a value of 200 means it is 100% higher than the average American household, while a value of 60 would indicate the data is 40% lower than the national average.

With this in mind, we can see that median income across the EDCJRC is almost 50% higher than the national average. Incomes are not as high as those in New Albany; however, but they are noticeably higher than those found in Delaware and Westerville. Since none of the planned/proposed housing units are targeting low- to moderate income households, we can expect income and wealth growth within the EDCJRED to continue outpace most of central Ohio.

Households & Housing

The average household size is an indicator of the type of household it is. Higher values usually indicate larger families while lower numbers tend to refer to senior households with 1 or 2 people. According to the following table, the households within the EDCJRD are larger than those in Westerville and Delaware. In addition to being larger sized households, they are also younger. The percent of the population in Westerville over the age of 60 is almost 30% while that particular demographic only constitutes 19% of the population within the EDCJRD.

Table: 2025 Estimated Housing & Household Demographics – Comparing the funding base geographies

	Average Household Size	Median Home Value (\$)	Owner Occupied Percent of Housing	Percent of Households with 1+ Persons w/ Disability
City of Westerville	2.41	365,673	73.8	19.7
NA - Plain Local Joint Parks District	2.80	494,444	64.4	16.0
City of Delaware	2.53	334,307	66.5	23.1
EDCJRD	2.80	457,373	74.6	18.3

Source: Environmental Systems Resource Institute (ESRI), US Census Bureau, Urban Decision Group

Some of the highest home values in the area can now be found among the EDCJRD's housing stock. In fact, the median home value locally is almost \$90,000 more than in Westerville and over \$120,000 more than the median home value in Delaware.

Owner-occupied housing dominates throughout much of the region. To find larger swaths of rental housing you need to be closer to the City of Columbus; however, both New Albany and the City of Delaware have increased the stock of multifamily housing over the last 20 years. While owner-occupied housing generally indicates a less transient population, it also typically indicates lower population densities and thus, less populous market areas.

Almost 20% of the households in the EDCJRD have one or more people with a disability. As the population ages, this number will increase. For example, both Westerville and Delaware are older populations than that of the EDCJRD and both have higher instances of households with a disability present. Do not ignore this segment of the population as their numbers will increase disproportionately as the area ages.

Educational Attainment

The residents of central Ohio tend to be well-educated. The area is home to over a dozen colleges and universities including one of the largest institutions of higher learning in the entire U.S. – the Ohio State University. Education level is a good indication of both the ability to pay in the short term and long-term household economic stability.

As you can see from the following table, over 50% of people over the age of 25 residing within the EDCJRD have at least a bachelor's degree. While that number is high compared to the rest of the country (~38%), it is lower than that of both Westerville (61%) and New Albany (66.6%). This may indicate an opportunity for the community within the EDCJRD over the coming years to host/facilitate post-secondary education classes.

Table: 2025 Estimated Educational Attainment Demographics – Comparing the funding base geographies

	Percent with No High School Diploma	Percent with High School Diploma or GED	Percent with some college/no degree	Percent with Associate Degree	Percent with Bachelor's Degree	Percent with Grad or Professional Degree
City of Westerville	1.9	14.2	14.7	8.2	33.8	27.2
NA - Plain Local Joint Parks District	3.2	10.5	11.8	8.0	38.5	28.1
City of Delaware	4.8	24.4	16.9	7.7	27.7	18.4
EDCJRD	1.9	20.9	15.6	11.0	36.6	13.9

Source: Environmental Systems Resource Institute (ESRI), US Census Bureau, Urban Decision Group

Consumer Expenditures

The last category of data we will analyze/compare across “comparable” funding bases are some specialized consumer expenditures in the Entertainment/Recreation and Sports/Recreation/Exercise Equipment. While income, wealth, and educational attainment are good indicators of the public’s “ability to pay,” they do not necessarily indicate the “willingness” to pay.

To better understand the existing market for activities and events commonly associated with a Community Center or Recreation Center, we can look at some specialized consumer expenditure categories as illustrated in the table below.

Table: 2025 Estimated Recreation/Entertainment Consumer Expenditures – Comparing the funding geographies

	Entertainment Fees/ Admissions (Average \$)	Entertainment Fees/ Admissions (Index)	Membership Fees for Recreation/ Health Clubs (Average \$)	Membership Fees for Recreation/ Health Clubs (Index)	Sports/ Recreation/ Exercise Equipment (Average \$)	Sports/ Recreation/ Exercise Equipment (Index)
City of Westerville	1,191	127	404	128	304	117
NA - Plain Local Joint Parks District	1,985	212	646	204	528	204
City of Delaware	971	104	319	101	270	104
EDCJRD	1,334	143	425	134	360	139

Source: Environmental Systems Resource Institute (ESRI), US Census Bureau, Urban Decision Group

The expenditures exhibited by the residents of Westerville are probably the most similar to those of the residents living within the EDCJRD today. Anecdotally, there is robust interest in youth sports at the recreational level in both the Westerville area and eastern Delaware County. In other words, the physical evidence of youth sports throughout the calendar year is seemingly supported by the consumer expenditure data.

Estimating the (Preliminary) Market Area for a new Community Center

In the previous pages we examined underlying population bases that reside and/or work within the Eastern Delaware County Joint Recreation District's boundaries. These are the people who will be primarily responsible for paying for the development of a new Community Center. In other words, these are the people who will get new facilities *started*, but the eventual *users* of these hypothetical facilities will be the ones that *keep it going*.

When we analyze a market for "X", the first thing we need to determine is the elasticity of demand for whatever "X" is. Think of demand elasticity as a rubber band that stretches. If you are in the market to purchase a new car, for example, you may have something very specific in mind that requires you to expand your search a great distance. This is an example of a good with a high demand elasticity.

Now imagine you want to buy milk. Milk is available at convenience stores which are quite plentiful, and grocery stores which are not as plentiful as convenience stores, but still pretty easy to find. It is very unlikely that you will drive past several stores that sell milk, to travel several miles further (from your home) to buy milk. This is an example of a good with fairly inelastic demand.

Now let us consider the market for a new Community Center or Recreation Center somewhere within the EDCJRD. Earlier in this report we already established there is some degree of scarcity with respect to these types of facilities. In fact, of the four comparable facilities we identified, only two (Westerville Community Center and New Albany's Bevelhymmer Field House) are remotely accessible within a 15-minute drive of Galena, Sunbury, or Berkshire Township. So right off the bat we would expect the demand elasticity for new facilities to be fairly high. But how high, exactly?

Over the next several pages, we will examine the factors that influence demand elasticity for these types of facilities (and what takes place inside them). Our goal is to identify the (preliminary) market area for a new Community Center. This is the geography from which we would expect up to 75% of the support to originate from. In theory, these people could live anywhere in the region, but as you will see, the factors of time/distance (travel friction) are as important as the quality of the amenities themselves.

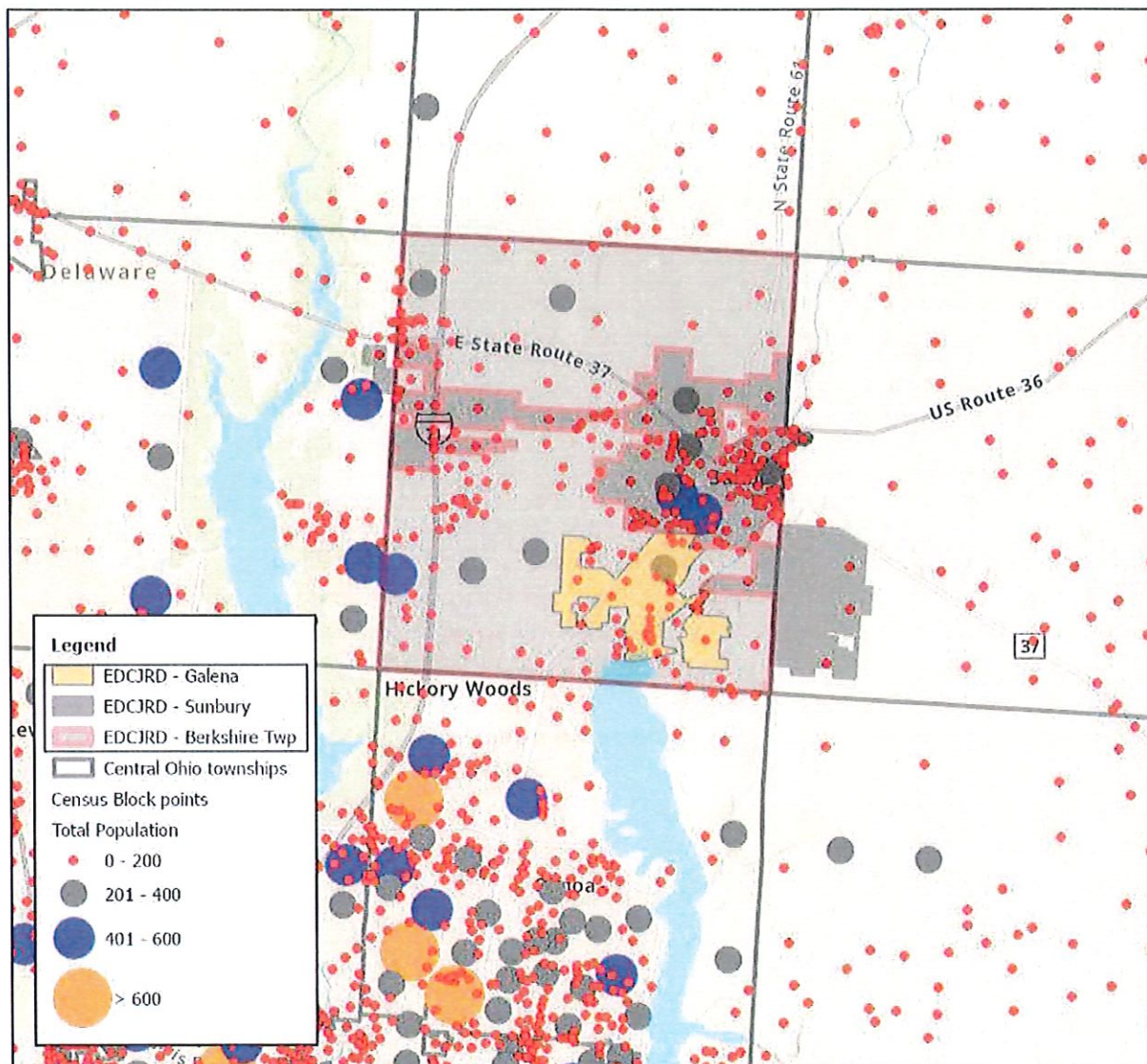
Understanding the depth and breadth of the market area is critical to both getting a project started and keeping it going. Before anything is ever built, we must first design around the amenities that will be included. This is done in part by scanning the region for examples of comparables. For example, if we scan the region for natatoriums (swimming pools) and find very few, then this might be an amenity we want to consider.

The following pages will methodically examine many of the factors that could impact the extent of a market area, including population density, existing facilities (such as indoor gyms, rentable classroom space, etc.), the proximity of comparables such as the Westerville Community Center, and anticipated future growth.

Population Density

Due to its location in the region, one thing we cannot ignore is the population density of the EDCJRD when compared to the neighbors. Higher population densities provide for more potential customers. This is where both Delaware and Westerville have significant advantages over the EDCJRD. The following map illustrates the degree to which the region is more heavily populated to the south (Westerville) and to the west (Delaware/Polaris).

Map: Estimated Population Density (2025)



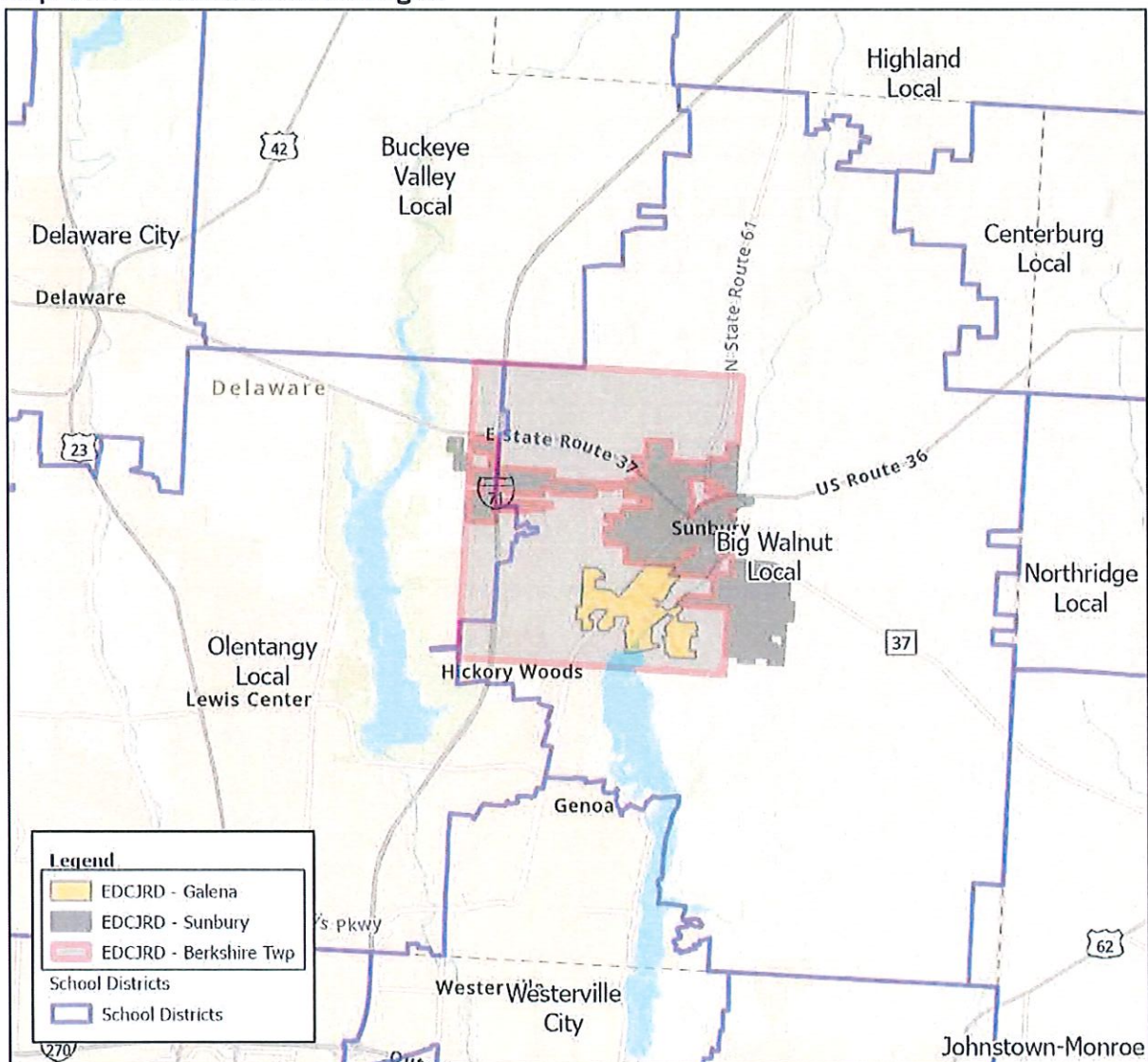
The more we can include the heavily populated areas, the better – but that also increases the risk of competition. In other words, the further the market area encroaches into Delaware or Westerville’s market areas, the greater the competition for “users” of a Community Center.

For example, let's say someone lives just outside Westerville in Genoa Township. Further, let's say this hypothetical Community Center "user" lives an equal distance (equal travel time) from both facilities. In theory, the decision to choose one over the other should come down to the overall "attractiveness" of the amenities provided by one of the Community Centers. This is why identifying the amenities and programming is so important early on.

School Districts in the Region

School buildings typically contain some of the types of facilities we see in Community Centers such as gymnasium, workout facilities, and classrooms. This may be important when we identify comparable facilities and/or potential users of new facilities. Beyond that, school districts do not typically play much of a role in the day-to-day activities of a Community Center. With this in mind, the following map illustrates the proximity of the local school districts with respect to the Eastern Delaware County Joint Recreation District (EDCJRD).

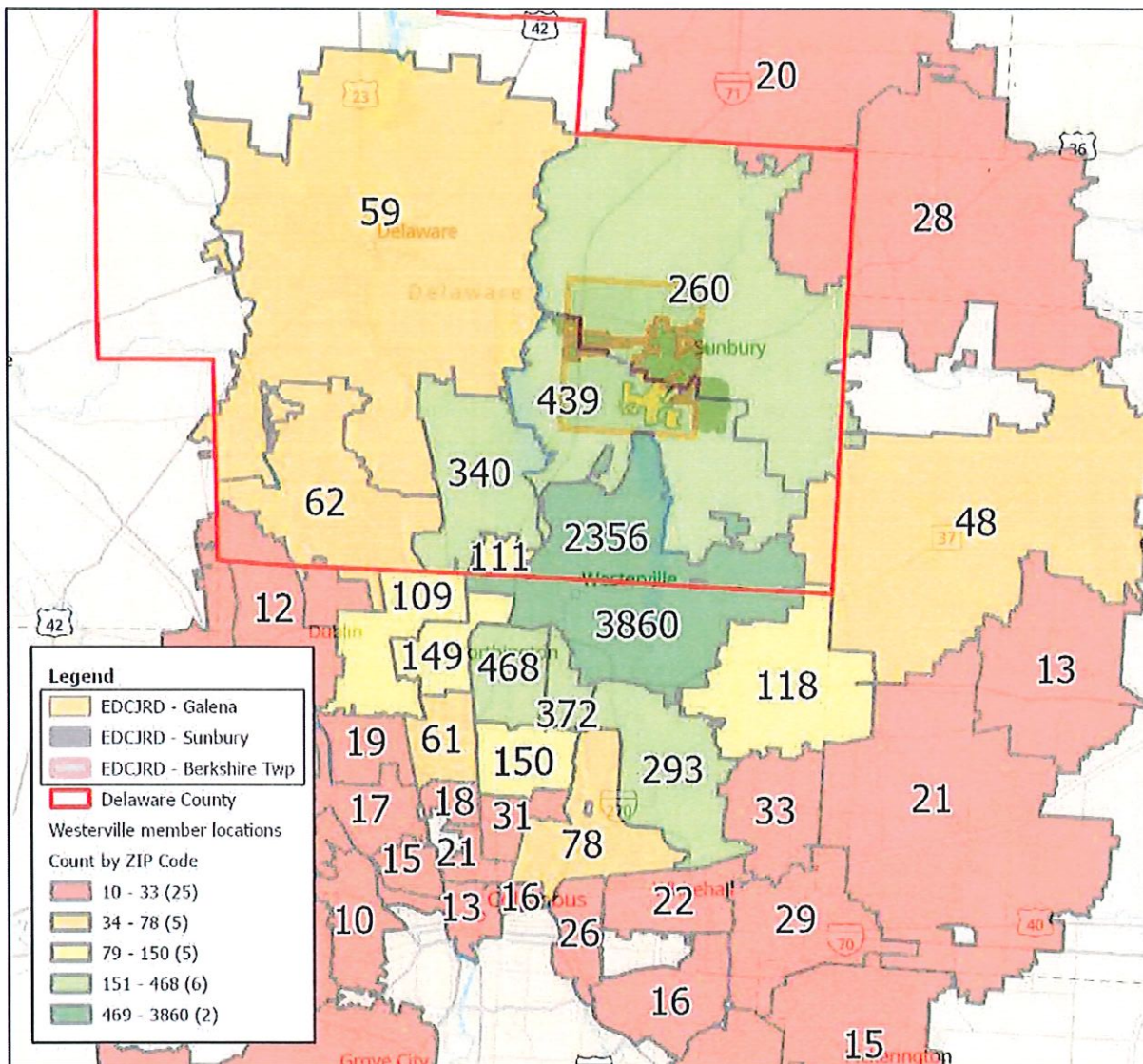
Map: School Districts within the Region



Westerville Community Center Member Locations

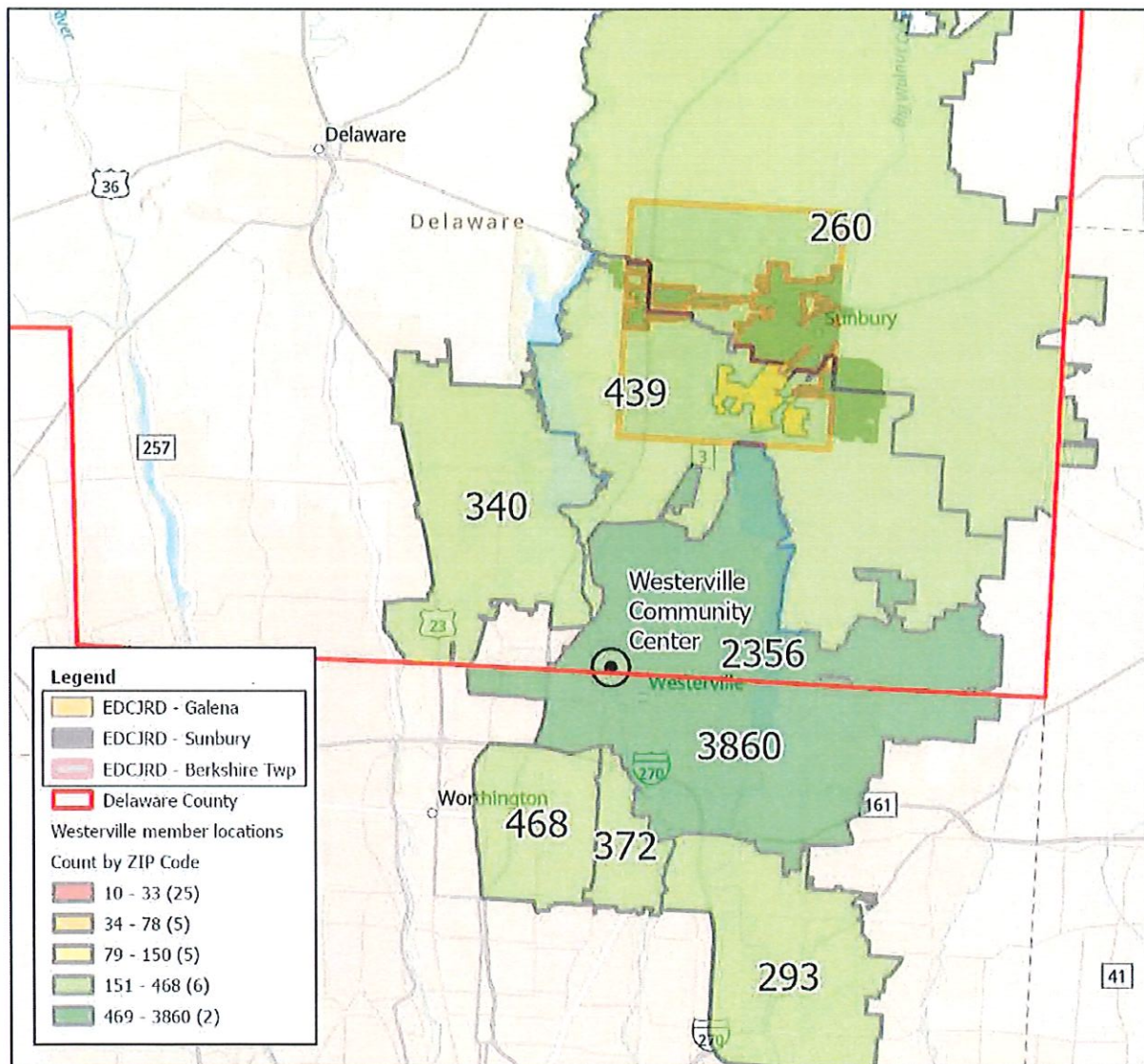
In December 2025, the members of the research team and the EDCJRD board toured the Westerville Community Center. Upon conclusion of the tour, our research team was generously provided the ZIP Codes of each member of the Westerville Community Center during the year 2025. We had no other identifying characteristics such as age, race, or gender – just their ZIP codes. But the ZIP Code data alone was able to tell us quite a bit about the extent of the Westerville Community Center's market area. The following map illustrates the number of members per ZIP code (labeled on the map) for the Westerville Community Center last year.

Map: Westerville Community Center Member Locations (December 2025)



In total, there were 10,151 memberships to the Westerville Community Center last year. Some of these were individual memberships while others were for entire household. This is great information, but what we really want to know is how this translates into a defining a “market area” – the geographic area from which we would expect up to 75% of the support to originate from. The following map is edited to display only the ZIP codes that contain 250 or more members.

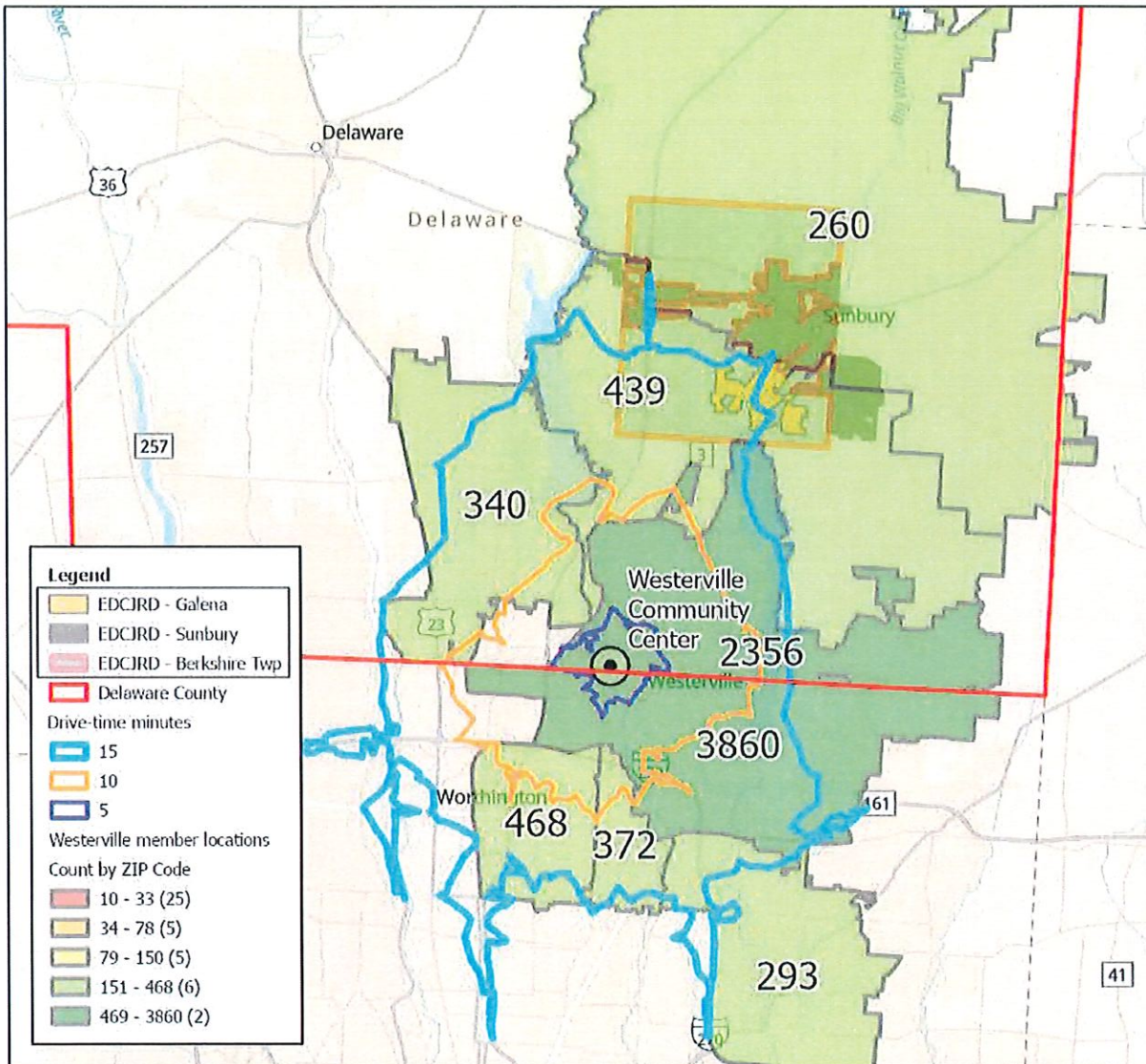
Map: Estimating the Westerville Community Center’s Primary Market Area



Now we can begin to see a more realistic representation of the Westerville facility’s overall market area. We can assume that many of the ZIP codes with relatively small membership totals are likely the residences of members that work in Westerville but live elsewhere.

But we still don't know what a Westerville Community Center market area containing 75% of the support looks like. To help us figure that out, we can use a Geographic Information System to calculate drive times and demographic statistics until we get a better sense of the size and extent of the market. With this in mind, please consider the following map that illustrates the extent of various drive times presented against the ZIP Code data.

Map: Westerville Community Center's Estimated Primary Market Area Encroachment on EDCJRC



As you can see on the map, a 15-minute drive originating from the Westerville Community Center can encroach deep into the EDCJRD area. This is important because this tells us that any new Community Center within the EDCJRD will be directly competing with Westerville's, and therefore any new facilities' overall "attractiveness" would be measured against that of Westerville's facilities.

After some detailed analysis at the city-block level, we were able to determine that a 12-minute drive time originating from the Westerville Community Center is approximately representative of their Primary Market Area – the area from which we should expect at least 75% of the support to originate from. With this in mind, we aggregated/calculated many of the same demographic variables we looked at earlier in this report, so we can compare the underlying characteristics of each comparable facility's de-facto market area (12-minute drive time). In other words, we are calculating a 12-minute drive times so we can compare “apples to apples.”

In addition to comparing each of the comparable facilities to one another, we took the extra step to run 50 individual 12-minute drive time simulations across the entirety of the Eastern Delaware County Joint Recreation District, using these same demographic variables. We then averaged the results to derive an estimate of a 12-minute drive emanating from *any random location* somewhere within the EDCJRD.

Throughout the following tables you will see the hypothetical, new site's 12-minute drive time area referenced as “New EDCJRD Community Ctr” – the last row in each table.

Table: Population Demographics – 12-minute Drive Time from Comparable Facilities

	Square Miles within 12-min Drive	Total Population	Population Density (Persons per Sq Mile)	Age 0-19 Population	Age 60+ Population
Westerville Community Center	49.5	151,028	3,049	39,257	30,570
Bevelhymmer Fieldhouse & Park	54.2	34,644	639	7,754	7,284
Delaware Community Center YMCA	44.0	37,545	853	9,589	8,919
Mount Vernon YMCA	94.3	31,629	336	7,647	8,943
*New EDCJRD Community Center	83.7	41,218	502	11,674	8,810

Source: Environmental Systems Resource Institute (ESRI), US Census Bureau, Urban Decision Group

The first thing that stands out in the preceding table is how dramatically different the data looks when compared to the previous exercises where we were simply comparing each facility's underlying funding bases (both full-time and daytime populations). While the entirety of the EDCJRD has less than 15,000 residing in it today, there are over 41,000 people residing within a hypothetical 12-minute drive of a new Community Center. In other words, keeping the facilities up and running should be easier than establishing the funding for the initial construction.

The total population within a 12-minute drive of a hypothetical new facility within the EDCJRC is actually higher than all the comparables except for Westerville. Westerville's proximity to Interstate 270 and 71, as well as its position as one of Columbus's outer ring suburbs, assure that it has access to tens of thousands of potential members. However, if someone resides and works outside of Westerville, then they are presumably attracted to Westerville's facilities due to the quality of the amenities.

Table: Income/Wealth Demographics – 12-minute Drive Time from Comparable Facilities

	Median Household Income (\$)	Median Household Income Index	Median Net Worth (\$)	Median Net Worth Index
Westerville Community Center	98,791	121	251,137	110
Bevelhymer Fieldhouse & Park	116,377	143	380,924	167
Delaware Community Center YMCA	87,022	107	274,974	121
Mount Vernon YMCA	63,763	78	154,811	68
*New EDCJRD Community Center	151,286	185	904,445	396

Source: Environmental Systems Resource Institute (ESRI), US Census Bureau, Urban Decision Group

When we look at income/wealth through the lens of a market area, we can now see where facilities within the EDCJRD may have an advantage over the nearby competitors. The median household income within the EDCJRD is almost 35% higher than that of the households within the Westerville Community Center market area. Further, the overall wealth of households within the District is over three times that of Westerville's and almost 2.5 times that of New Abany's. This would seem to imply that the attractiveness of the new facilities is going to be very important. There appears to be support for high quality facilities with comparable (or better) amenities.

Table: Housing & Household Demographics – 12-minute Drive Time from Comparable Facilities

	Average Household Size	Median Home Value (\$)	Owner Occupied Percent of Housing	Percent of Households with 1+ Persons w/ Disability
Westerville Community Center	2.46	376,049	57.5	19.3
Bevelhymer Fieldhouse & Park	2.26	438,712	60.9	16.7
Delaware Community Center YMCA	2.43	324,363	66.1	23.4
Mount Vernon YMCA	2.32	202,363	64.0	31.8
*New EDCJRD Community Center	2.89	507,891	85.4	17.6

Source: Environmental Systems Resource Institute (ESRI), US Census Bureau, Urban Decision Group

The potential market for EDCJRD facilities will be primarily younger families as evidenced by the data in the preceding table. In fact, the proportion of seniors age 60+ is fairly consistent across the comparable markets. It is among the younger crowd (less than age 20) where we see the proportion of young people within the EDCJRD exceed that of its peers.

Table: Educational Attainment Demographics – 12-minute Drive Time from Comparable Facilities

	Percent with No High School Diploma	Percent with High School Diploma or GED	Percent with some college/no degree	Percent with Associate's Degree	Percent with Bachelor's Degree	Percent with Grad or Professional Degree
Westerville Community Center	4.4	17.4	14.9	8.6	32.6	22.2
Bevelhymer Fieldhouse & Park	2.1	16.6	14.0	7.6	38.0	21.7
Delaware Community Center YMCA	4.5	25.1	17.5	7.9	27.8	17.3
Mount Vernon YMCA	6.7	40.0	15.2	10.8	16.3	11.0
*New EDCJRD Community Center	1.8	16.5	13.9	8.7	37.8	21.3

Source: Environmental Systems Resource Institute (ESRI), US Census Bureau, Urban Decision Group

Table: Recreation/Entertainment Consumer Expenditures – 12-minute Drive Time from Comparable Facilities

	Entertainment/ Recreation Fees/ Admissions (Average \$)	Entertainment/ Recreation Fees/ Admissions (Index)	Membership Fees for Recreation/ Health Clubs (Average \$)	Membership Fees for Recreation/ Health Clubs (Index)	Sports/ Recreation/ Exercise Equipment (Average \$)	Sports/ Recreation/ Exercise Equipment (Index)
Westerville Community Center	1,058	113	353	112	285	110
Bevelhymer Fieldhouse & Park	1,474	158	491	155	398	154
Delaware Community Center YMCA	953	102	318	101	264	102
Mount Vernon YMCA	610	65	211	67	195	75
*New EDCJRD Community Center	1,632	174	530	167	426	164

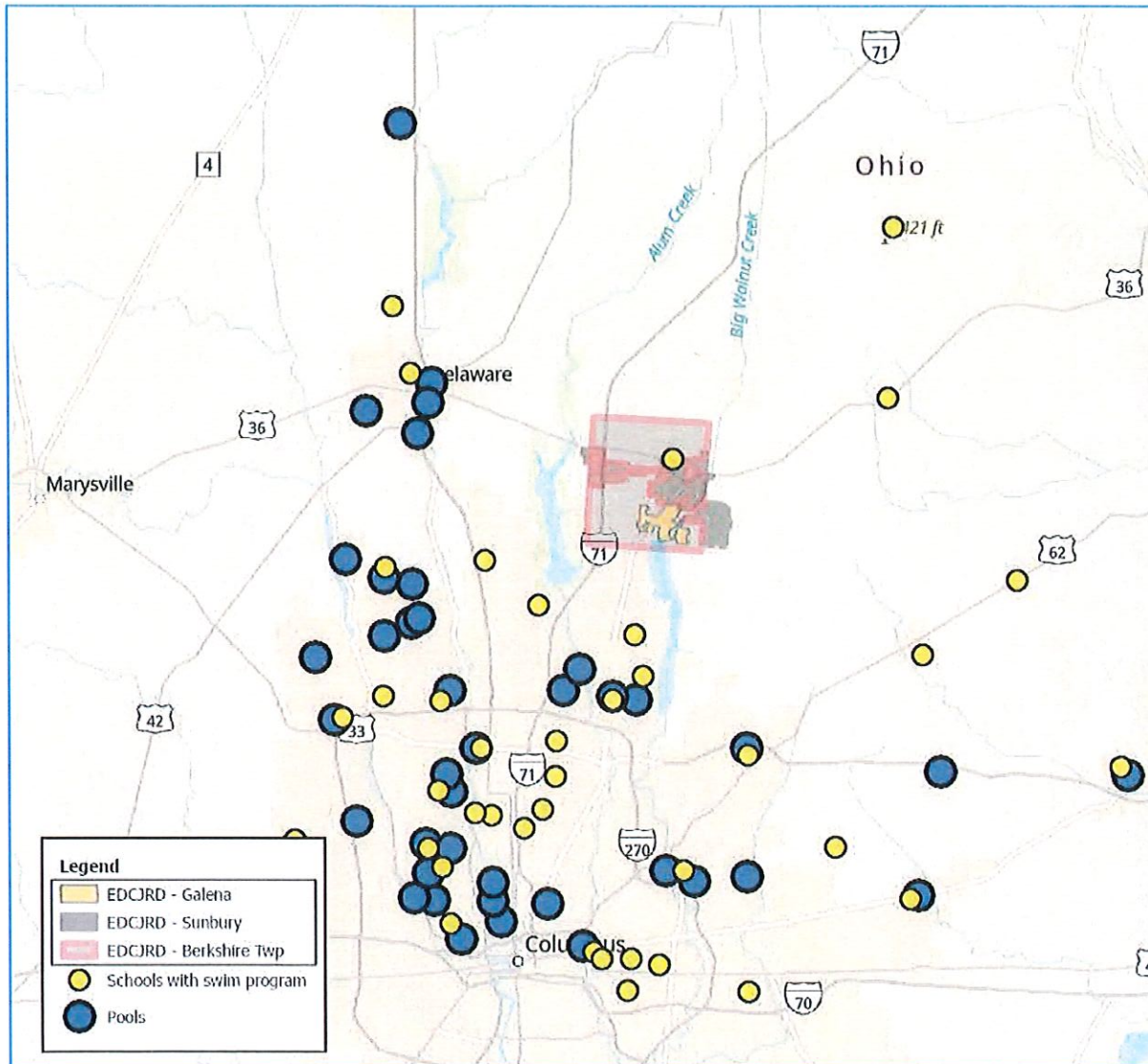
Source: Environmental Systems Resource Institute (ESRI), US Census Bureau, Urban Decision Group

The last two categories we will interrogate are Educational Attainment and Recreation/Entertainment Consumer Expenditures. The potential users of new EDCJRD facilities are likely to be better educated and more likely to spend money on recreation and/or entertainment, than users of comparable facilities. This is an indication that 1) the area's workforce is well-educated and stable and 2) the potential users of new facilities have shown a willingness to pay for recreation and entertainment in the past.

Proximity to Major Amenities

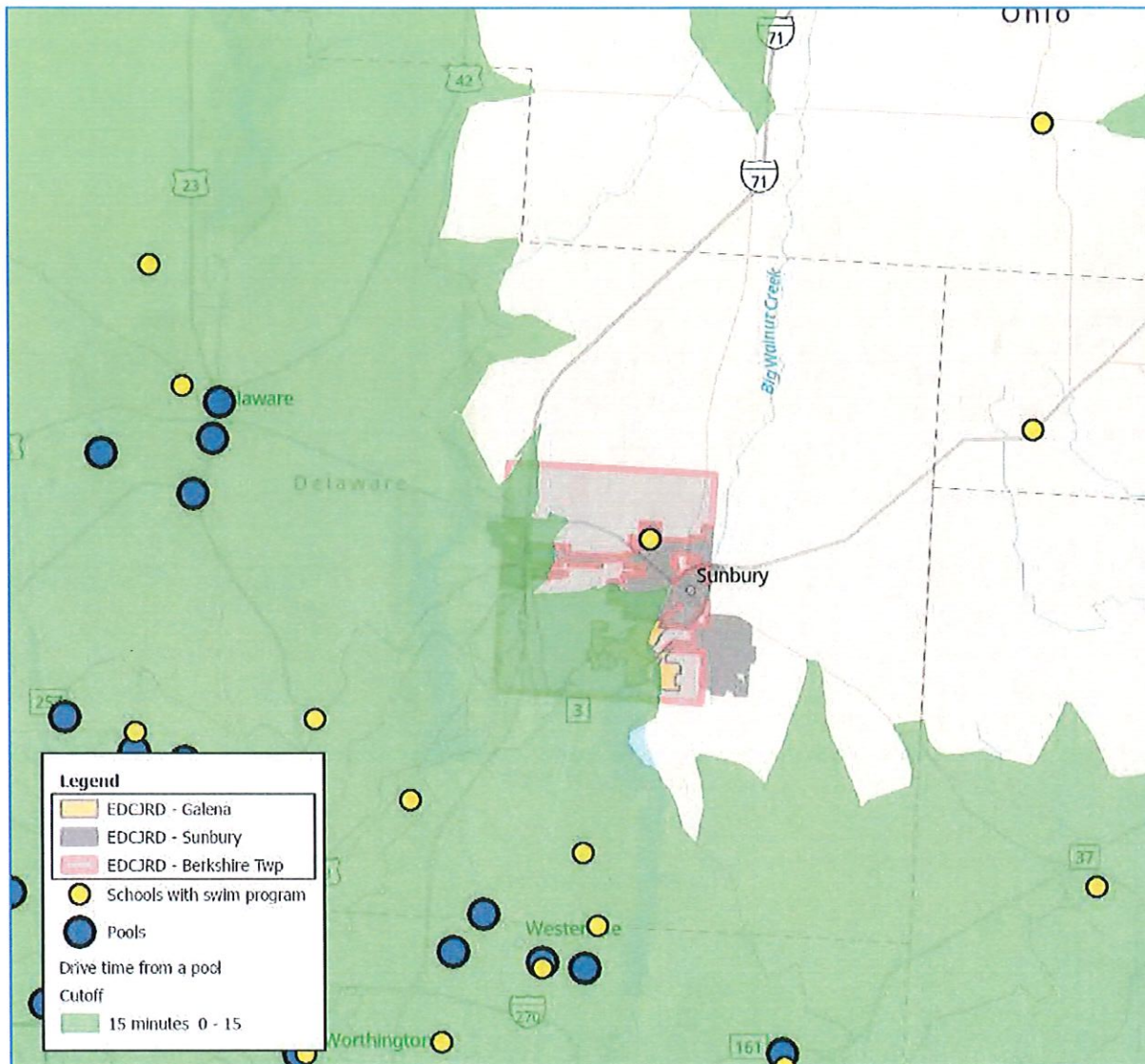
Estimating the preliminary market area for hypothetical, new facilities also require a scan of the resources that are currently available to the public throughout the region. Prior to this analysis, the research team has been provided access to information gleaned from focus groups, two public meetings, and several tours of nearby comparable facilities. These interactions have indicated to us that there is a great deal of interest in swimming pools (natatoriums), field turf (indoor and outdoor), and flexible spaces the public can reserve for a variety of uses like meetings and banquets.

Map: Locations of nearby Swimming Pools and Natatoriums



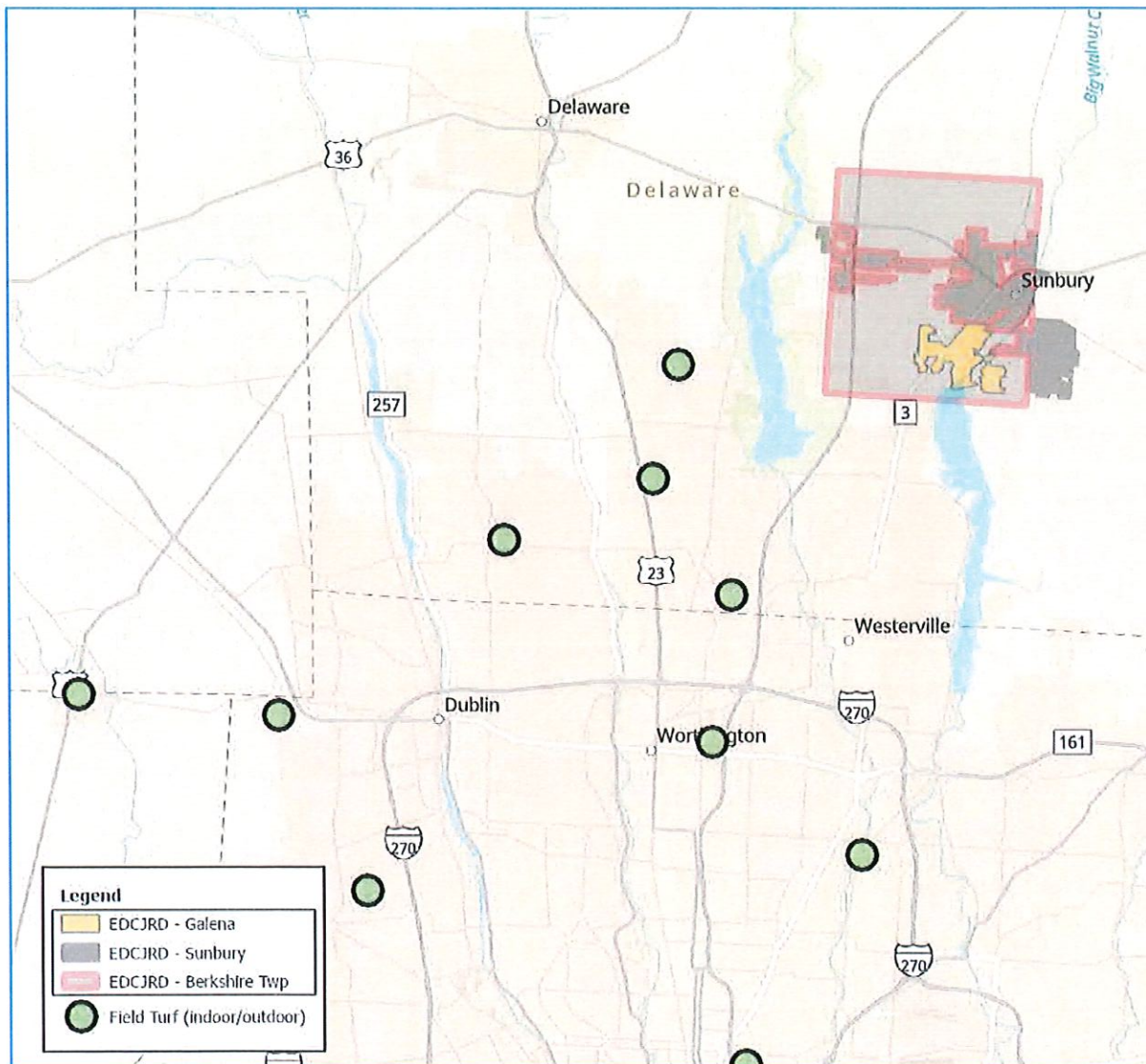
We scoured the region to identify the location of pools indoor and outdoor pools that have been rented/reserved in the past by central Ohio high school swimming programs. Further, we attempted to identify all the local public and private high schools with swimming programs. The preceding map illustrates the location of the region's pools, as well as the high schools with known swimming programs. But to give us a better sense of the relative scarcity of pool water, please consider the following map that illustrates the extent of a 15-minute drive originating from the region's pools.

Map: Distance from Regional Swimming Pools and Natatoriums



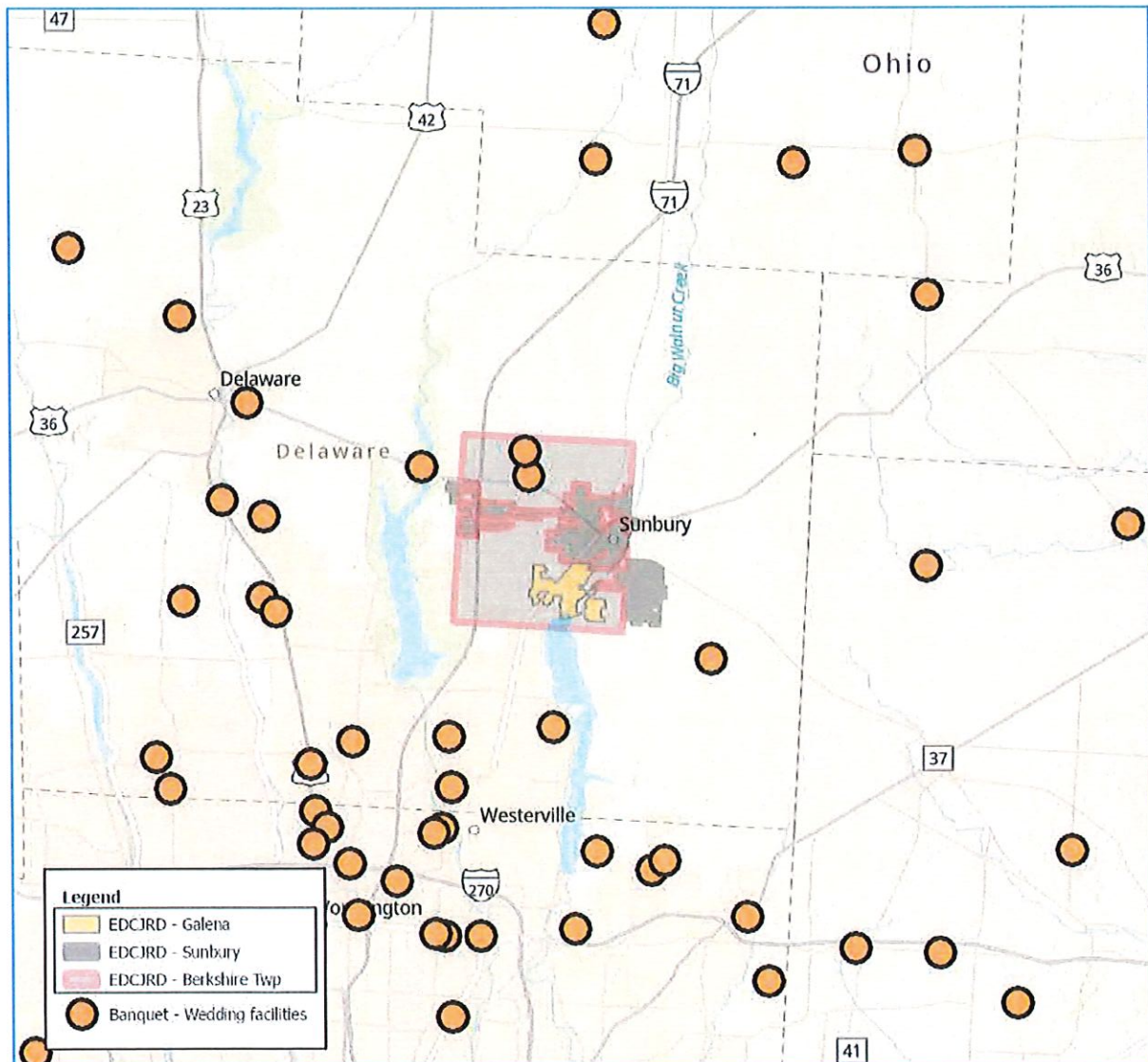
The preceding map illustrates the pool water “dead zone” in eastern Delaware County – the areas in which it is anywhere from a 15- to 30-minute drive from a natatorium. This is a pretty strong indicator that a new Community Center should include at least one pool. The scarcity of pool resources also gives us a better idea of what the *actual* preliminary market area would look like. Please note that the 12-minute drive times used earlier in this report simply allowed us to compare “apples to apples” when analyzing comparable markets. What we are doing now is attempting to have a better understanding of what the market area will really look like. With this in mind, let us now look at the scarcity of artificial field turf.

Map: Locations of Nearby Field Turf



Artificial field turf is actually harder to find than pool water, but we should note that we excluded public and private schools from this search unless they were publicly advertising the rental of such facilities. That exclusion really narrows down the availability of field turf throughout central Ohio. We heard from several different youth sports organizations about the paucity of field turf throughout the region and our research confirms what we heard. Whether it is located on the premises of a Community Center or not, the supply/demand numbers seem to indicate there would be substantial support for artificial field turf.

Map: Locations of Nearby Banquet Facilities



The last major amenity we perused the region for was rentable, larger spaces for meetings, banquets, and weddings. These spaces are flexible in size and purpose and tend to be quite popular with the community. There are also a lot more of these types of spaces when compared to swimming pools and field turf. The map on the preceding page illustrates the depth of this market.

Drawing the Estimated Preliminary Market Area

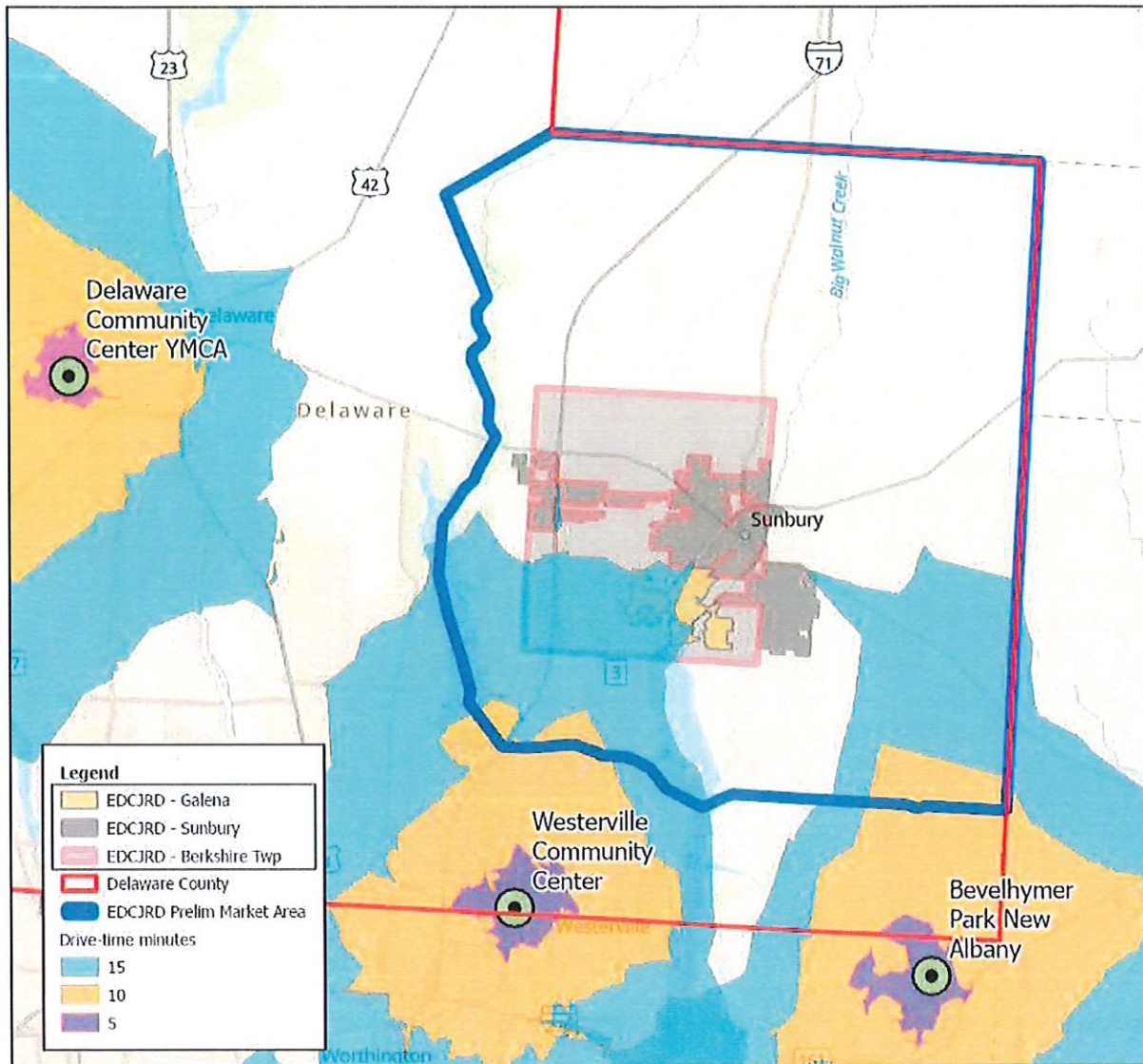
In review, we have analyzed the 12-minute drive time areas around each of the nearby comparable facilities in Delaware, Westerville, and New Albany. As part of this effort, we looked at factors such as population density to give us a sense of how easy or hard it is to move around the area (this is called “travel friction”).

We also looked at the proximity of swimming pools, field turf, and banquet facilities and determined that there is sufficient demand for all three types of amenities but especially for swimming pools and field turf.

We reviewed the planned, proposed, and projects under consideration/construction throughout eastern Delaware County to anticipate when and where the growth will occur. The site plans that have already been approved indicate that population of the EDCJRD will likely increase by almost 25% over the next ten years. Much of that growth will occur in the northern half of the District.

When we take all these factors into account, we derived what we believe is the preliminary market area for a new Community Center *somewhere* within the EDCJRD. The following map is illustrative of the geographic extent of the (preliminary) market area.

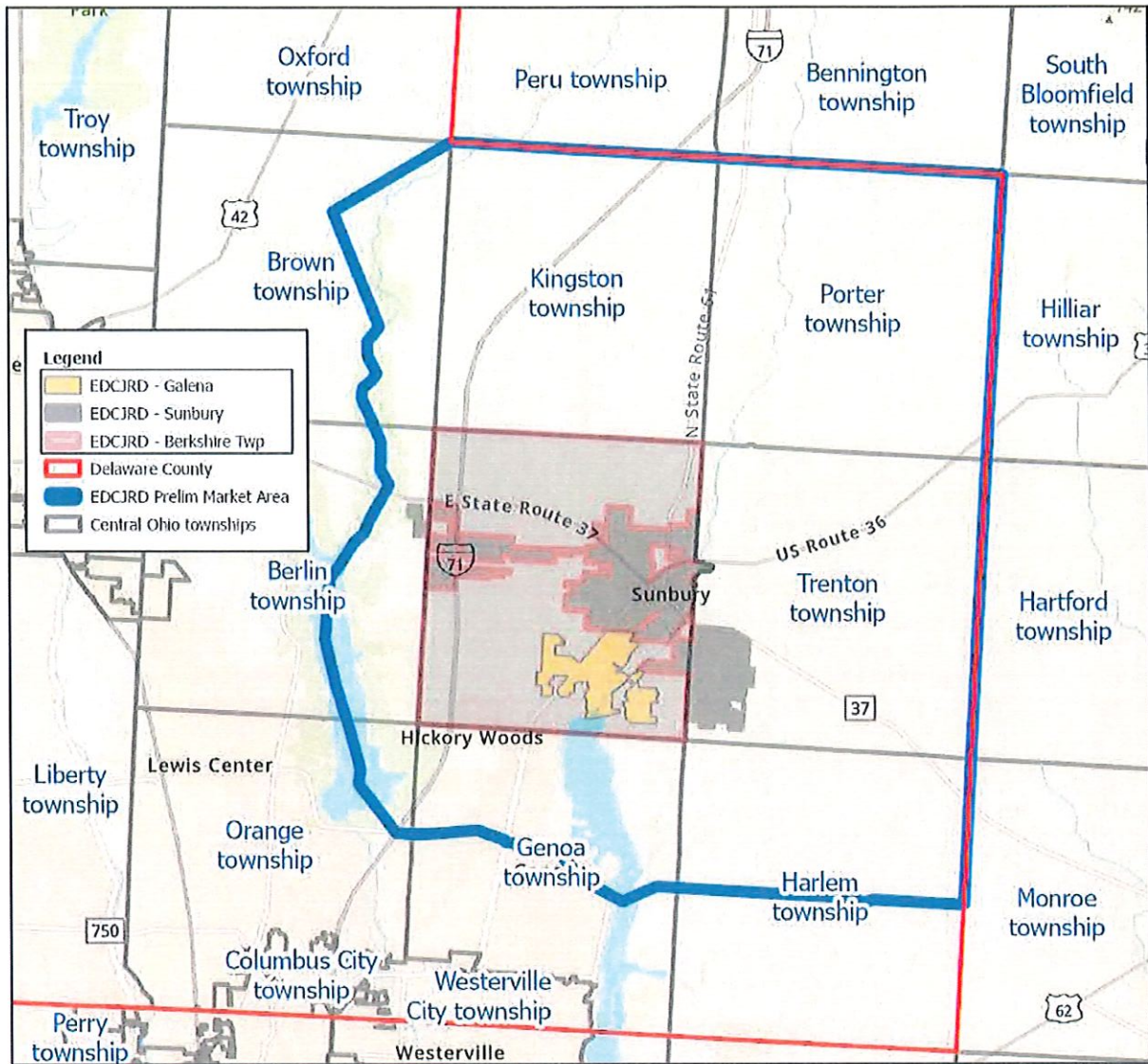
Map: Preliminary Market Area for the EDCJRD



As you can see, there is really no way to construct this market area without overlapping with the Westerville and New Albany market areas. This is illustrated in the southern portion of the preliminary market area where both Westerville and New Albany's facilities are reachable within a 10 to 15-minute drive. The ability to "capture" these potential users will be predicated on the real or perceived "attractiveness" of the new facilities when compared to either Westerville or New Albany's.

The northern half of the preliminary market area is ripe with potential users for several reasons. First, there is almost no competition in this area with respect to facilities and amenities. A new Community Center would be the only game in town. Second, this is where most of the new housing unit growth will arise over the next decade. Lastly, the households residing in this area and the new households that will relocate to this area, currently have the resources (income/wealth) and have shown a desire in the past (entertainment and recreation consumer expenditures) to support a Community/Recreation Center with well-apportioned amenities.

Map: Estimated Preliminary Market Area in Regional Context



Although the residents of Kingston, Porter, Trenton, Genoa, Orange, Berlin, Brown, and Harlem Township will not be tasked with funding the *construction* of a new Community Center, residents represent potential users and thus will play a significant role in funding the day-to-day operations of new facilities. The growth and demographic change experienced throughout the surrounding townships will impact on the facilities as much as any changes occur within the borders of the EDCJRD.

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Eastern Delaware Joint Parks District

		Base Program		Cost	
				min.	max.
CSI	Construction				
	Site Development	8.0	12.0	\$ 4,000,000	\$ 7,200,000
	Building	80,000	100,000	\$ 22,400,000	\$ 36,500,000
	Direct Construction Costs			\$ 26,400,000	\$ 43,700,000
	Construction Indirect Costs				
	Design contingency	10.0%			
	General Conditions	5.0%			
	Insurances, bonds	3.9%			
	Construction Indirect Costs Total	18.9%	\$ -	\$ 4,989,600	\$ 8,259,300
	Cost of the Work		\$ -	\$ 31,389,600	\$ 51,959,300
	CM Contingency	3.0%			
	CM Fee	5.0%			
	Escalation (construction mid-point)	6.0%			
	Subtotal	14.0%	\$ -	\$ 4,394,544	\$ 7,274,302
	Construction Cost Total		\$ -	\$ 35,784,144	\$ 59,233,602
	Building Cost/ GSF			\$ 380.85	\$ 496.65
	Soft Costs (included)				
	FFE/ AV/ IT/ Owner furnished				
	Professional services fees (OR, design, legal, CM pre-con)				
	Due diligence/ QA/ QC				
	Regulatory reviews, approvals and permits				
	Utility service fees/ CIAC				
	Owner project contingency				
	Soft Costs Total	25.0%		\$ 8,946,036	\$ 14,808,401
	Project Cost Total			\$ 44,730,180	\$ 74,042,003
	Grand Total - Base Program + All Options				

Site Selection

While the report up to this point has focused on the project's development and operational feasibility in the current and (anticipated) future markets, what follows is an analysis of potential site locations throughout the Eastern Delaware County Joint Recreation District.

The process of "Site Selection" can be a tricky one, especially for public and quasi-public institutions that operate out in the open, transparent to the public. The value of property and land can fluctuate greatly based on the influence of speculative property owners/developers. Once the public is aware of interest in a specific parcel or tract of land, the value of the land almost always goes up – it is simple supply and demand.

To protect against rampant land speculation, we try to avoid declaring specific "sites" as being the chosen winners or losers. Instead, we want to provide the Eastern Delaware County Joint Recreation District (EDCJRD) with a "Scorecard" that considers the entirety of the EDCJRD. Using the Scorecard approach will provide decisionmakers with the demographic and economic "tradeoffs" inherent with selecting one location over other locations. In other words, the proper way to utilize this approach is to start with the highest scoring area and inquire into land availability. If that area does not work (for whatever reason), then simply move on to the next highest scoring area, and so forth.

The "Scorecard" approach (as it is currently constructed), does not consider things like proximity to various utility infrastructure. Obviously, this is a major consideration (among others) for site selection. However, as of the writing of this report, we did not have access to the most up-to-date electronic (GIS) utility data. Therefore, this scorecard only considers a discrete set of demographic, economic, and consumer expenditure data across the entirety of the EDCJRD.

Variable Selection

There are literally thousands of data points available to us for the purpose of analyzing areas for site selection. Further, we have many ways of identifying dependent and independent variables via GIS and regression analysis, but this approach requires having access to more data related to the "competition" and/or the members of those competing facilities. Instead for this exercise we chose to rely on the past experience of those who have developed Community or Recreation Centers across the country and the feedback we received during our tours of comparable facilities.

There are several factors that affect elasticity of demand for a Community Center – the most important of these factors being the "attractiveness" of the new facilities themselves. However, we do not yet know what these new facilities might look like. But we do know where people live, who lives there, what their household composition looks like, how much they spend in certain categories, and the location of planned and proposed projects. By focusing on these data points, we should get a good idea of how each of the sub areas *compares to each other*.

For this exercise, our research and interviews resulted in the recommendation to focus on seven demographic and economic variables from two overarching data categories – population and consumer expenditures. The population data resides in five variables:

- Total Population (2025)
- Population Density (persons per square mile – 2025)
- Population Aged 0-19 (2025)
- Population Aged 60+ (2025)
- Projected Change in Population (2025 to 2035)

The first thing you might notice is there is some degree of duplicity among the population variables. This is by design. Our models allow users/decision-makers the ability to isolate any variable to see the standalone impact, but the real powers of the models provide us the ability to “combine” the impacts by “weighting” the importance of each of the variables.

Total Population is important because this is the basic building block of market research – “where do the people live?” We don’t necessarily need to maximize this variable, but we certainly would want to avoid locations with relatively sparse populations, if possible.

Population Density measures the amount of people that live per square mile. When population density is “higher,” this means that a certain number of people have access to “X” within a given distance. For most goods and services, higher population densities are desirable because you can usually sell/deliver “X” more efficiently than areas that are not as dense.

Please note, higher population densities generally result in higher “traffic friction” – which is simply a term to describe the phenomenon when more people on the streets/sidewalks results in a general slowing down of traffic and/or the flow of pedestrians. Although higher population densities provide for more potential members/customers, it also generally results in smaller, overall “market areas,” but this is a tradeoff we are almost always willing to make.

The *Population Aged 0-19* cohort is not a monolith, but rather a diverse subset with different requirements/demands based on where they land within this cohort. For example, toddlers and younger children utilize playground equipment and the parents of these children may need a place to drop them off while they workout or attend a yoga class. Middle and high school aged kids tend to arrive after school and on weekends, often filling up the basketball and multiuse courts. There are also those children old enough to be out on their bikes but too young to drive. For these kids, having a Community Center accessible via trails and/or sidewalks is preferable to facilities in more rural areas.

The *Population Aged 60 years and older* represents what is often the most reliable, consistent base of support, according to those we have spoken to in the industry. Most of these people are largely retired and thus have more time to enjoy Community Center facilities. They have varying degrees of ability and thus have different needs and goals. Their individual mobility is similar to young folks in that it varies greatly, thus proximity to trail and sidewalk infrastructure is preferable.

The last population variable to consider is the *Projected Change in Population* over the next ten years. We calculated this using several methods and took the average of those methods to project population growth forward. Central to this approach is the inclusion of housing projects that are known to be planned, proposed, or under construction. This local knowledge is critical to understanding where the paths of growth are.

The other broad category we are interested in is Consumer Expenditures. Within this category, there are two variables we considered for this exercise:

- Expenditures on Recreation, including equipment, fees, etc.
- Expenditures on Entertainment

Consumer expenditures in the category of "Recreation" include dues or fees including rental fees, equipment costs, etc. Higher levels of these expenditures are believed to be a proxy for the ability to, or willingness to pay for a Community/Recreation center.

Consumer expenditures in the category of "Entertainment" is purposely broad, because it too is historically a good indicator of not just the ability to pay, but the frequency of use of facilities that also host events.

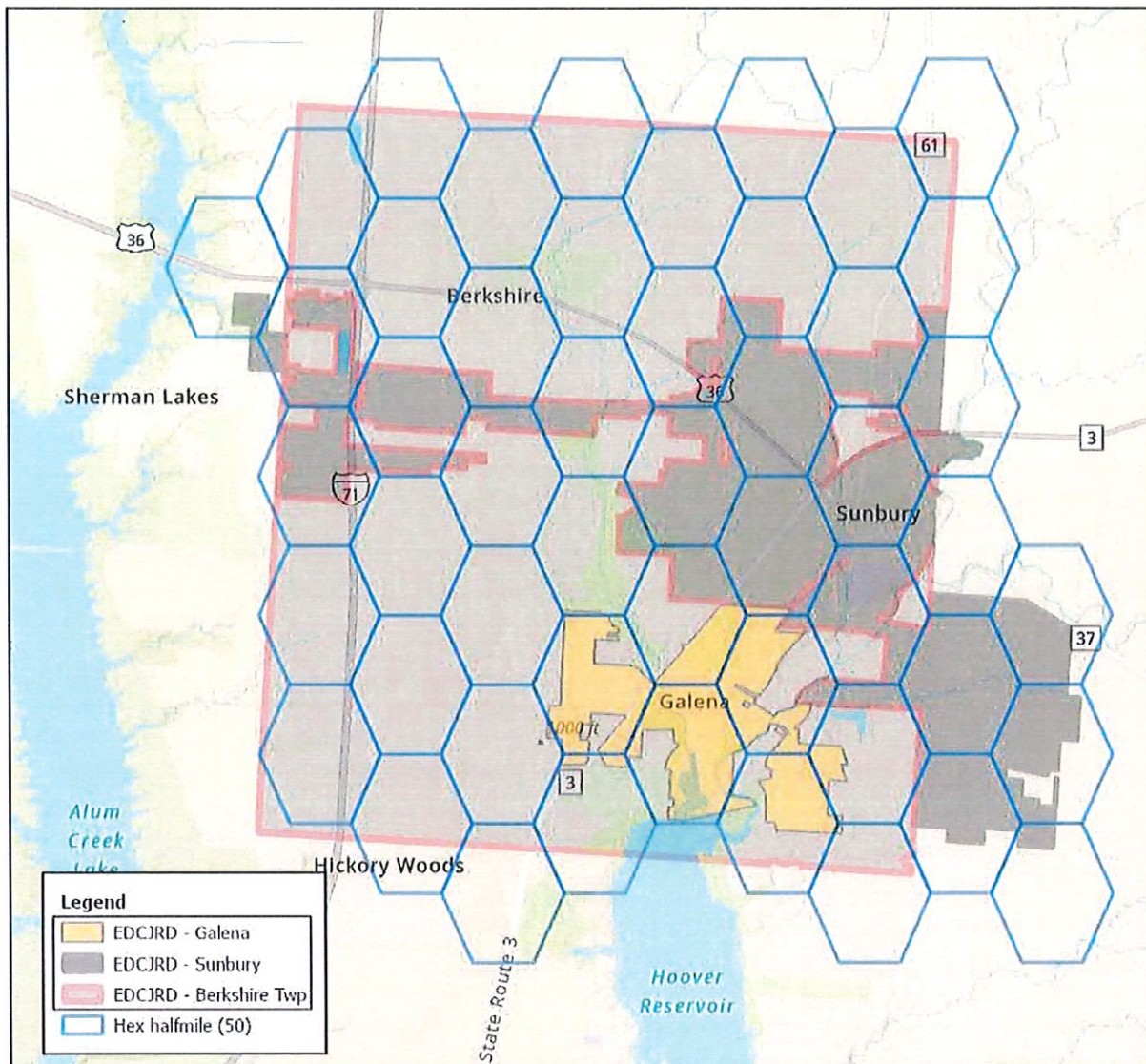
Sub Areas

Since all corners of the Eastern Delaware County Joint Recreation District (EDCJRD) are to be considered for site selection, we laid an imaginary hex grid across the District to represent sub areas. The hexagons are one-half statute mile measured from the center of the hexagon. We then calculated the geographic centers of those hexagons and then computed 12-minute drive times originating from those center points (centroids).

Next, we aggregated the demographic and economic variables' worth of data for each of those drive times and normalized the target variables (more on this later). Finally, we joined the drive time data back to the centroids – which provides us with the ability to symbolize the points based on the "final score" we calculated for the variables.

The map on the following page illustrates the extent of the hex grid across the EDCJRD. In all, there are 50 sub areas that contain some portion of the EDCJRD.

Map: Site Selection Analysis – Site Potential Modeling across the entire EDCJRD (50 Sub-areas)



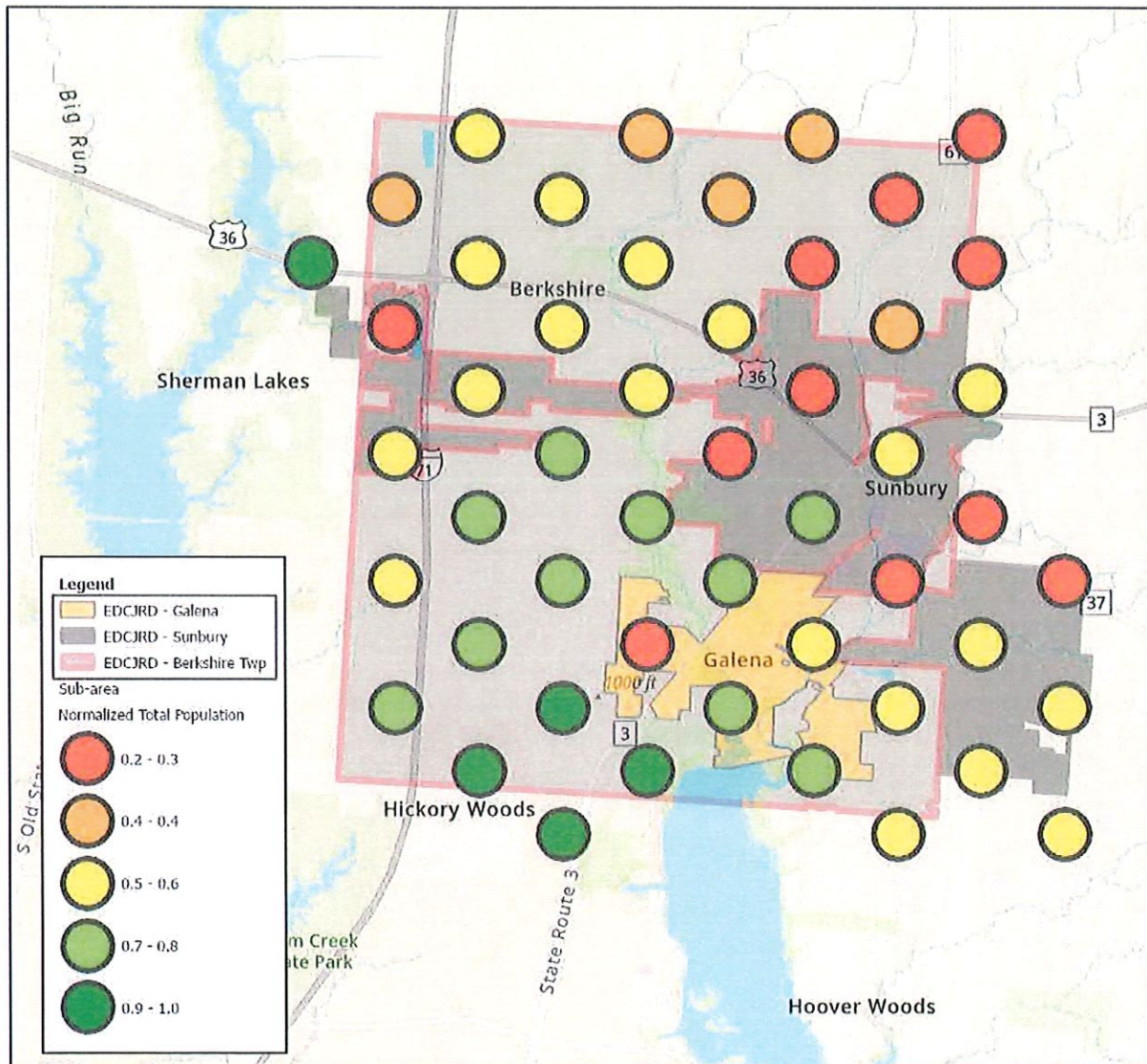
Data Approach

Since we are analyzing data across a relatively small area, the demographic “raw data” might not mean much to us unless we are familiar with this data across a broader region. With this in mind, we chose to employ a statistical technique called “normalization” across each of these variables. This process allows us to compare whatever the highest scoring area is (in any given category or as a composite, “final” score), to the other 49 sub areas. All scores will have a value between 0 and 1. For example, if an area has a Total Population score of 0.85, that means that area has access to 85% of the Total Population accessible to the most populated area in the EDCJRD.

The following maps illustrate the relative values of the aforementioned demographic and economic variables. All data was procured through the third-party data provider ESRI. A whitepaper that explains the methods employed to derive this data can be found in the Appendix of this report.

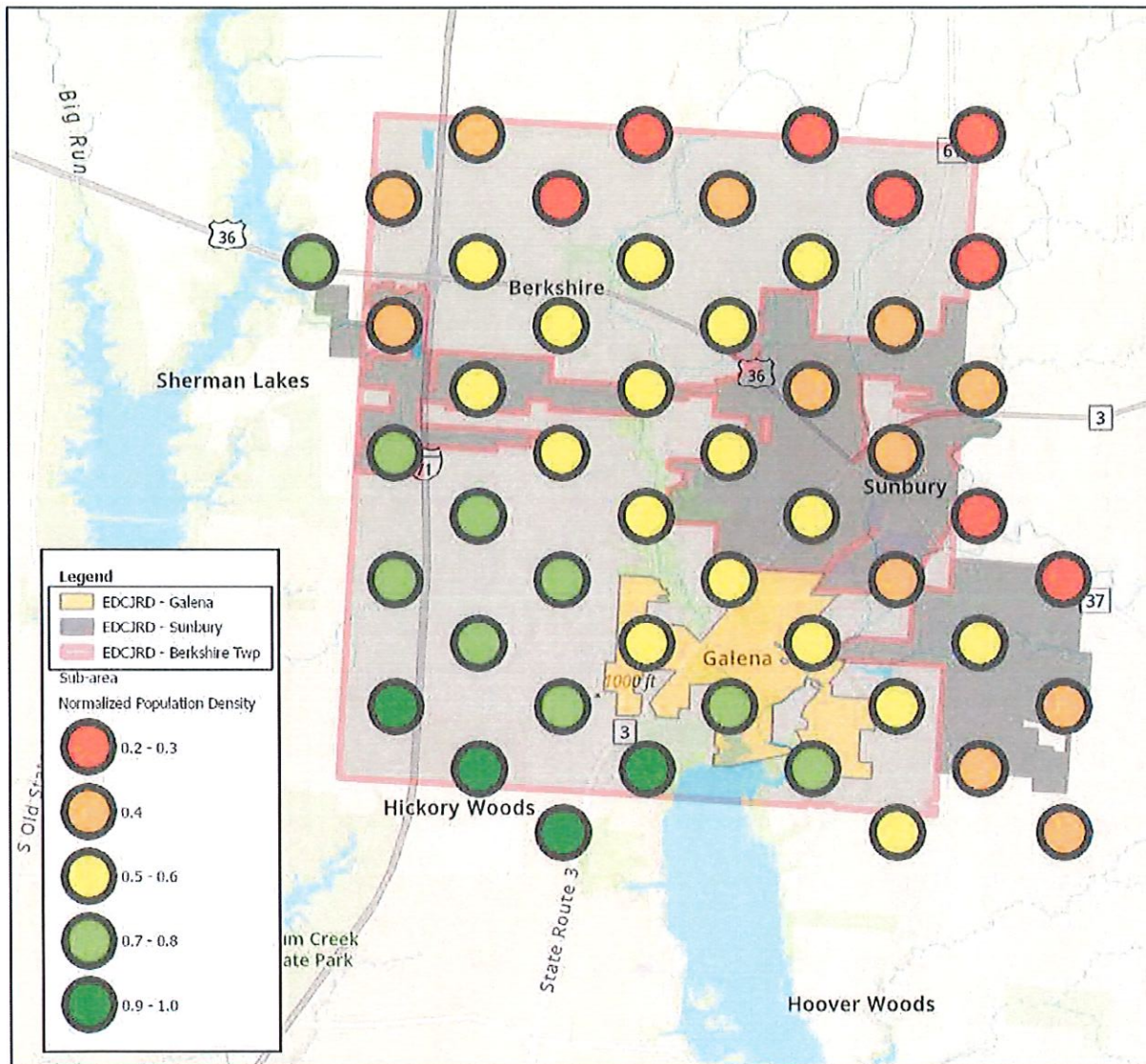
The first data point we will look at is perhaps the most important at this time – Total Population. The following map uses a color gradient ranging from red to green to compare the areas with the least amount of people (residing in the northeast corner) to the areas with the most people in the southwest portion, close to Genoa Township and the City of Westerville.

Map: Site Selection Analysis – Total Population (2025)



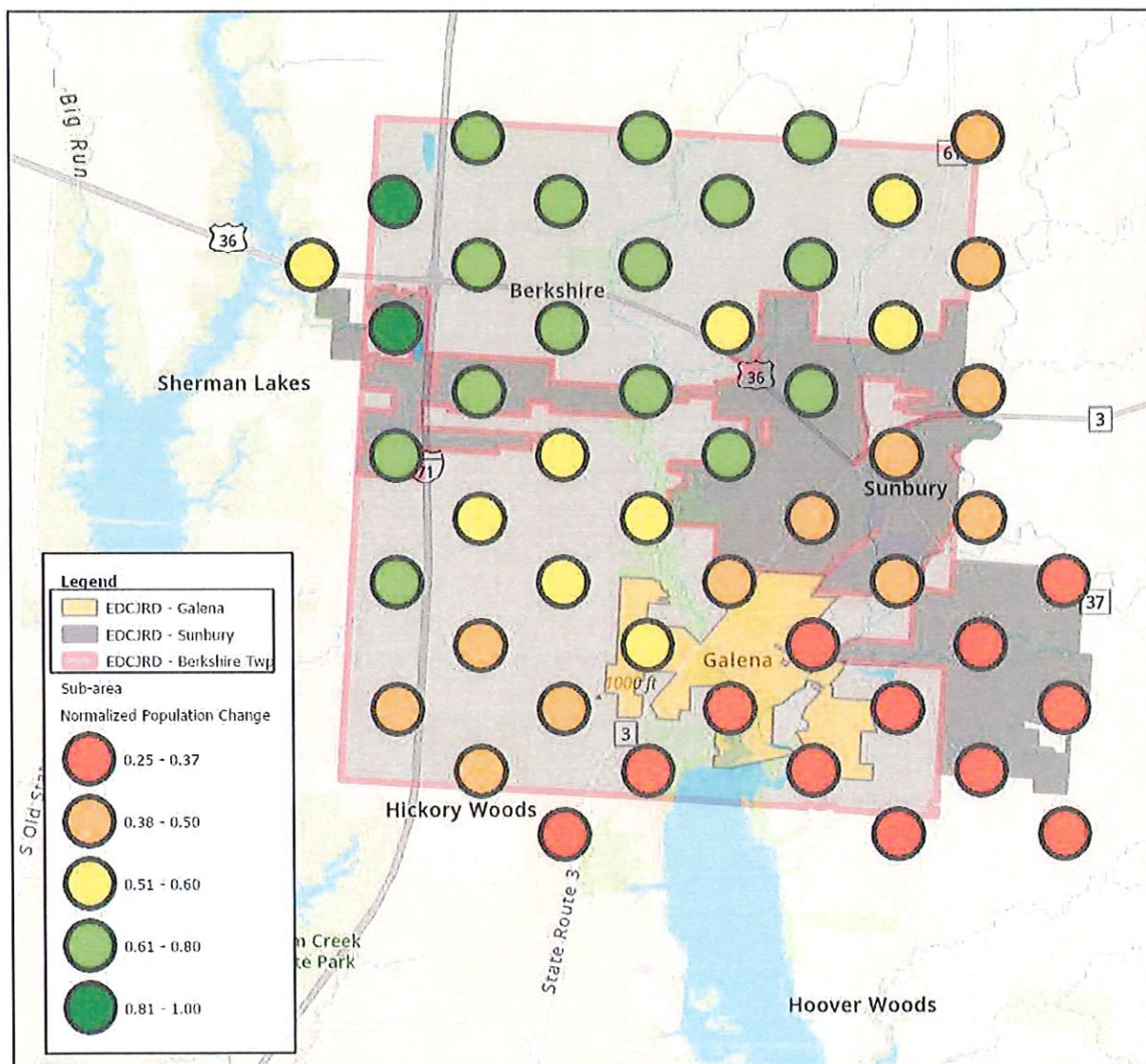
It is worth noting that the relative differences between the most populated areas (southwest/south) and the least populated areas are quite dramatic. The least populated areas on the map have access to populations that are 20 to 30% of those more heavily populated areas. That is a noticeable difference. That same dichotomy is evidenced in the Population Density map that follows.

Map: Site Selection Analysis – Population Density (2025)



The preceding Population Density map does vary slightly from the Total Population map. Most notably, population density is visibly stratified from denser to less dense moving from the southwest corner up to the northeast corner. It is interesting to note that if you extrapolated that pattern down further past the southwest portion of the EDCJRD, you would end up in the urban core of the City of Columbus. In other words, the density of the Columbus metropolitan area decreases in almost a linear fashion as you move out from the central city. This is likely an indicator of future density as well because (property development) infill projects are more common in older neighborhoods. In our study area, the older neighborhoods are located to the south/southwest. With this in mind, let us look at the Projected Change in Population over the next decade.

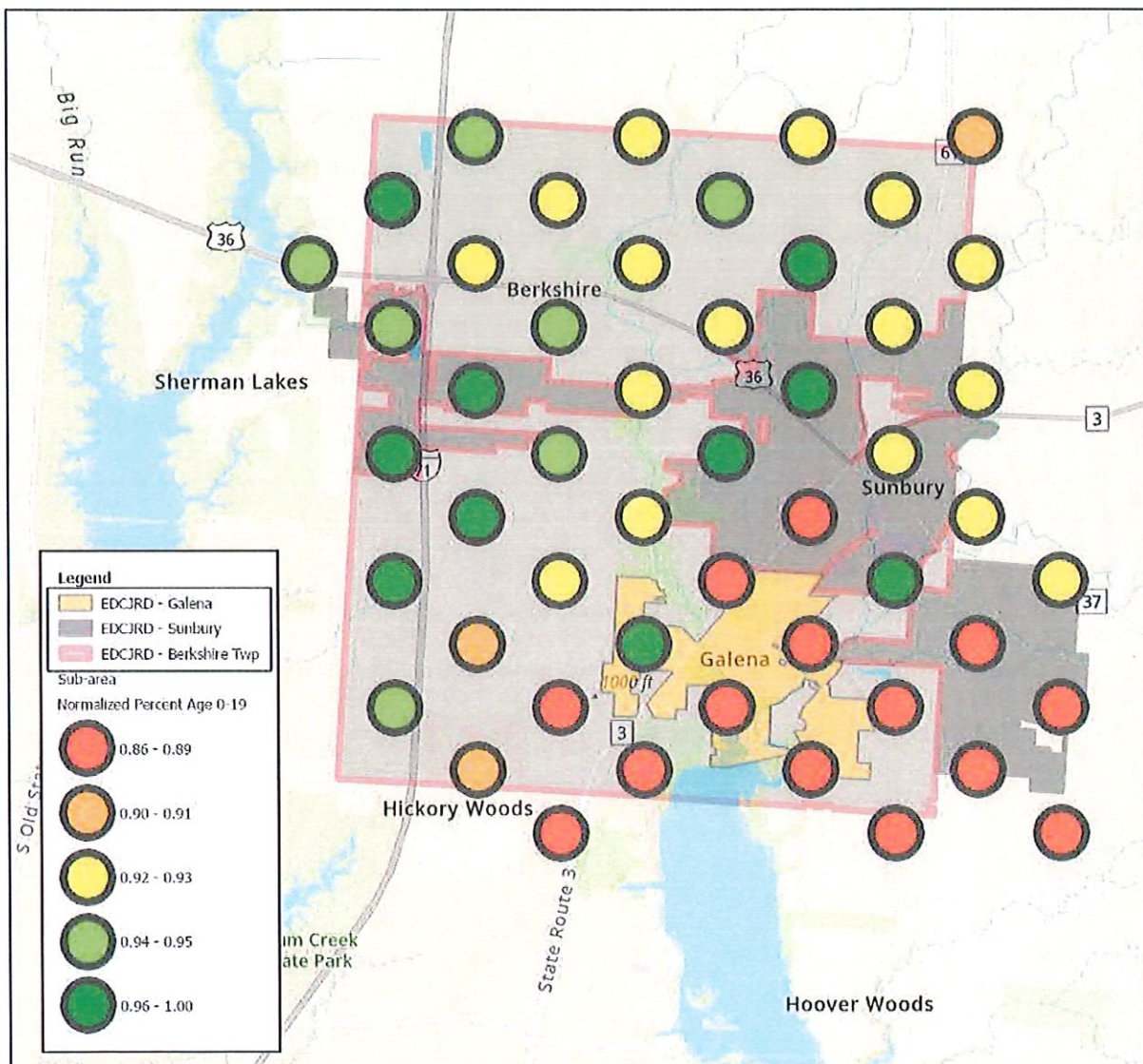
Map: Site Selection Analysis – Projected Change in Population (2025-2035)



We identified seven major housing developments that are either planned or currently under construction. When fully built out, these developments will provide a total of 2,600 housing units, most targeting family households.

As you can see from the preceding map, we expect most of the population growth to occur in the northeast/northern portions of the EDCJRD. It is important to note that although the most significant growth will primarily occur in these areas, when all is said and done, the total population and population density of these high growth areas *will likely still be below* that of the areas of the EDCJRD closest to Westerville and Polaris.

Map: Site Selection Analysis – Population Age 0-19 (2025)



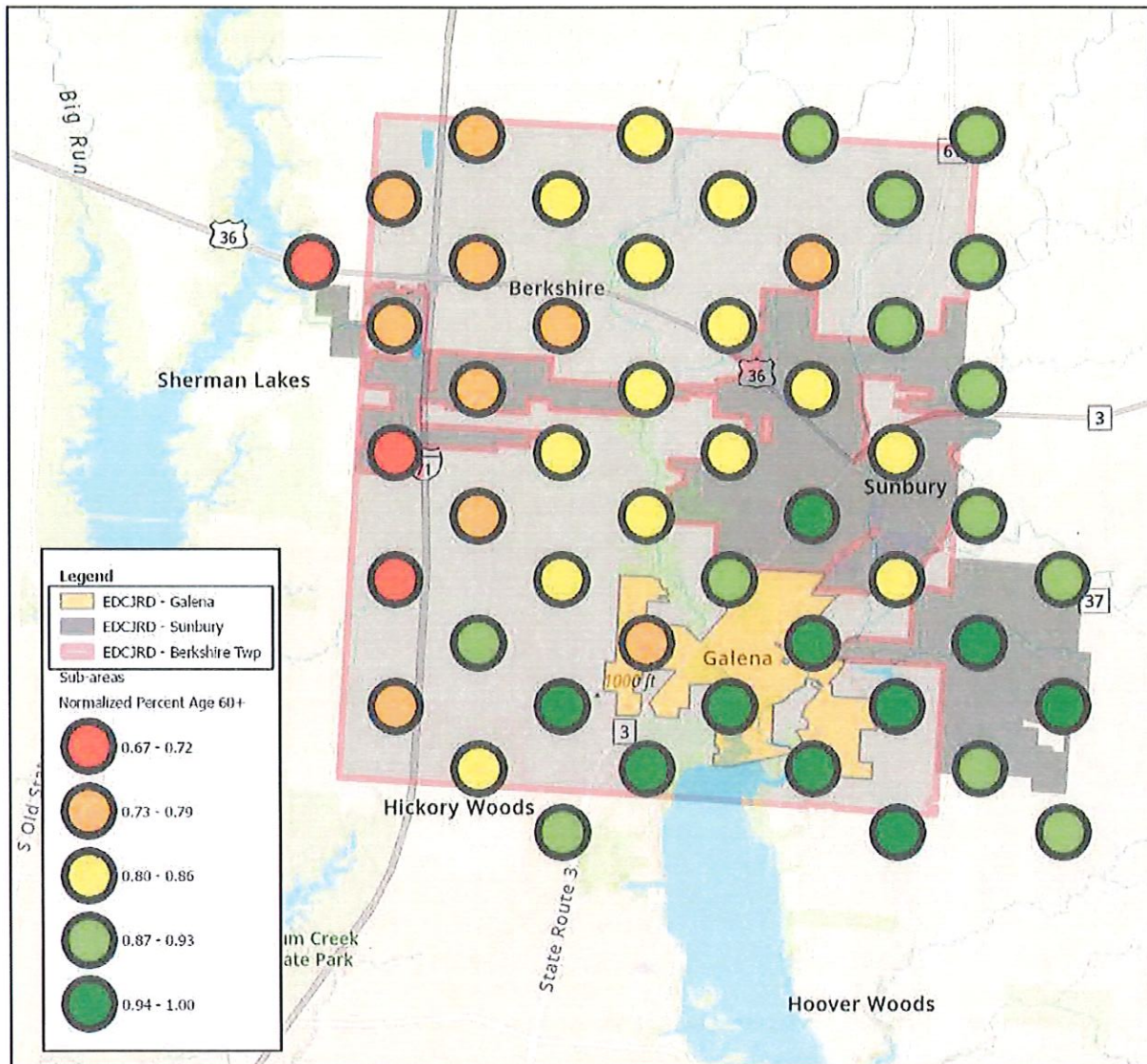
There are two main takeaways from examining the locations of those in the 0-19 age cohort from the preceding map. First, the areas with access to the highest percentages of these kids are fairly well distributed across our study area. Please note, the map represents this age cohort as a percentage of the total population and not the total population within the age cohort.

The other big takeaway from this map is how little variation there is across the area. For example, the areas to the south, including most of Galena, still have between 86 and 89% of the proportional levels of those age less than 19, when compared to the areas with the highest numbers. In other words, there is no portion of the EDCJRD that has a locational advantage based solely on access to young people. However, the story for those in the age cohort of 60 and older is slightly different.

The following map indicates that the highest percentages (and the highest total numbers) of those in this oldest age cohort can be found in the south/southeast portion of the EDCJRD. This particular demographic is less of a presence in the western and northern portions of the study area – for now.

As we mentioned earlier, one of the projects currently under construction is a 55 and older community just north of the EDCJRD. When completed, this development alone will provide approximately 600 housing units. Although these future residents will reside outside the EDCJRD, they will be firmly within the primary market area once the facilities are up and running.

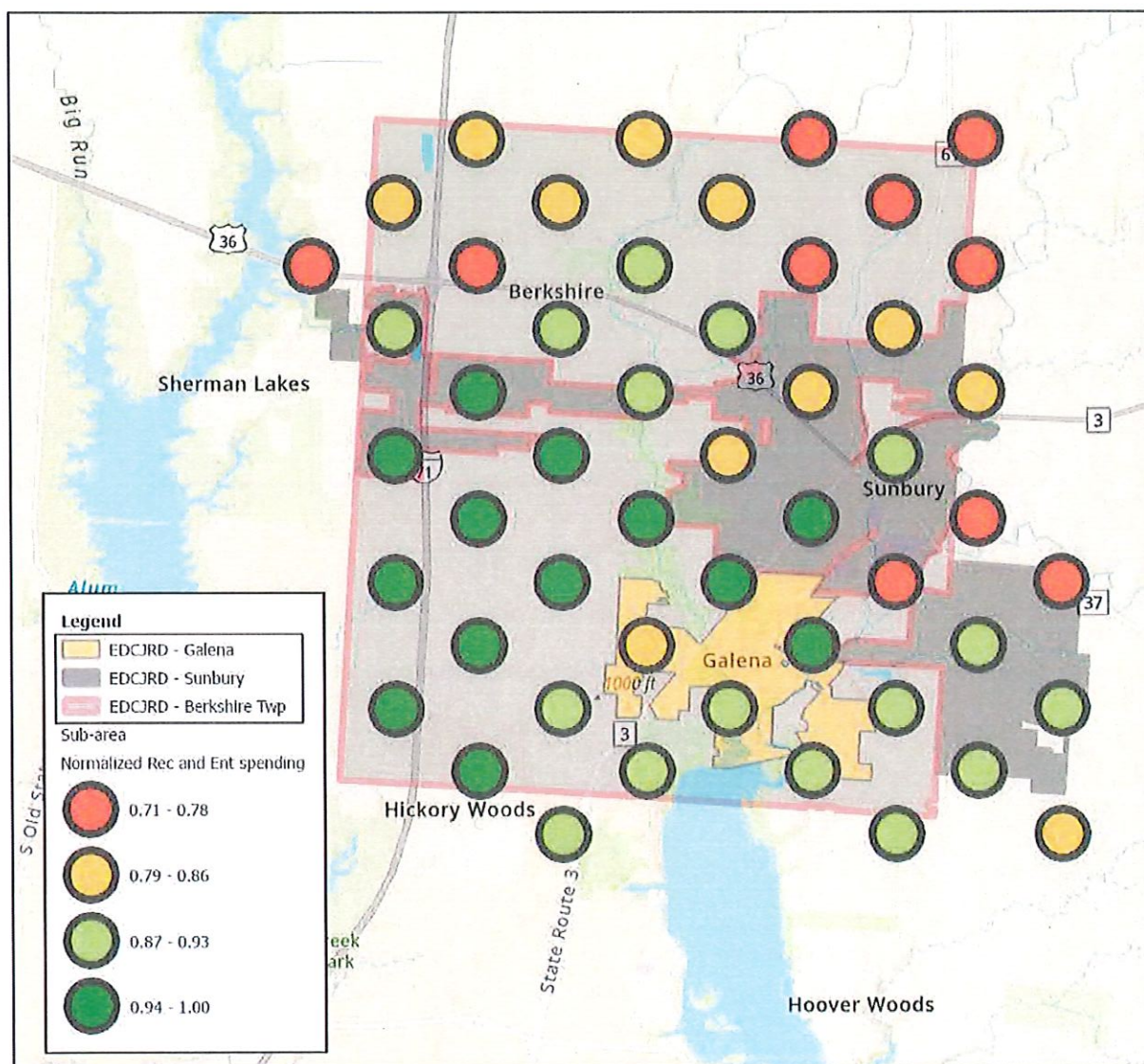
Map: Site Selection Analysis – Population Age 60+ (2025)



In the interest in simplicity, we combined the categories of Recreational and Entertainment spending because when mapped, these categories closely resemble one another. The following map illustrates the relative differences between spending in these categories, across the EDCJRD.

All portions of the study area spend more in these categories than the average American household. That alone is a good indicator of current and future demand. But the other noticeable observation is most of the areas represented on this map, are spending at levels that are almost as high as the highest scoring areas. In other words, most of the households that reside in the EDCJRD have shown a willingness to pay for similar services in the past.

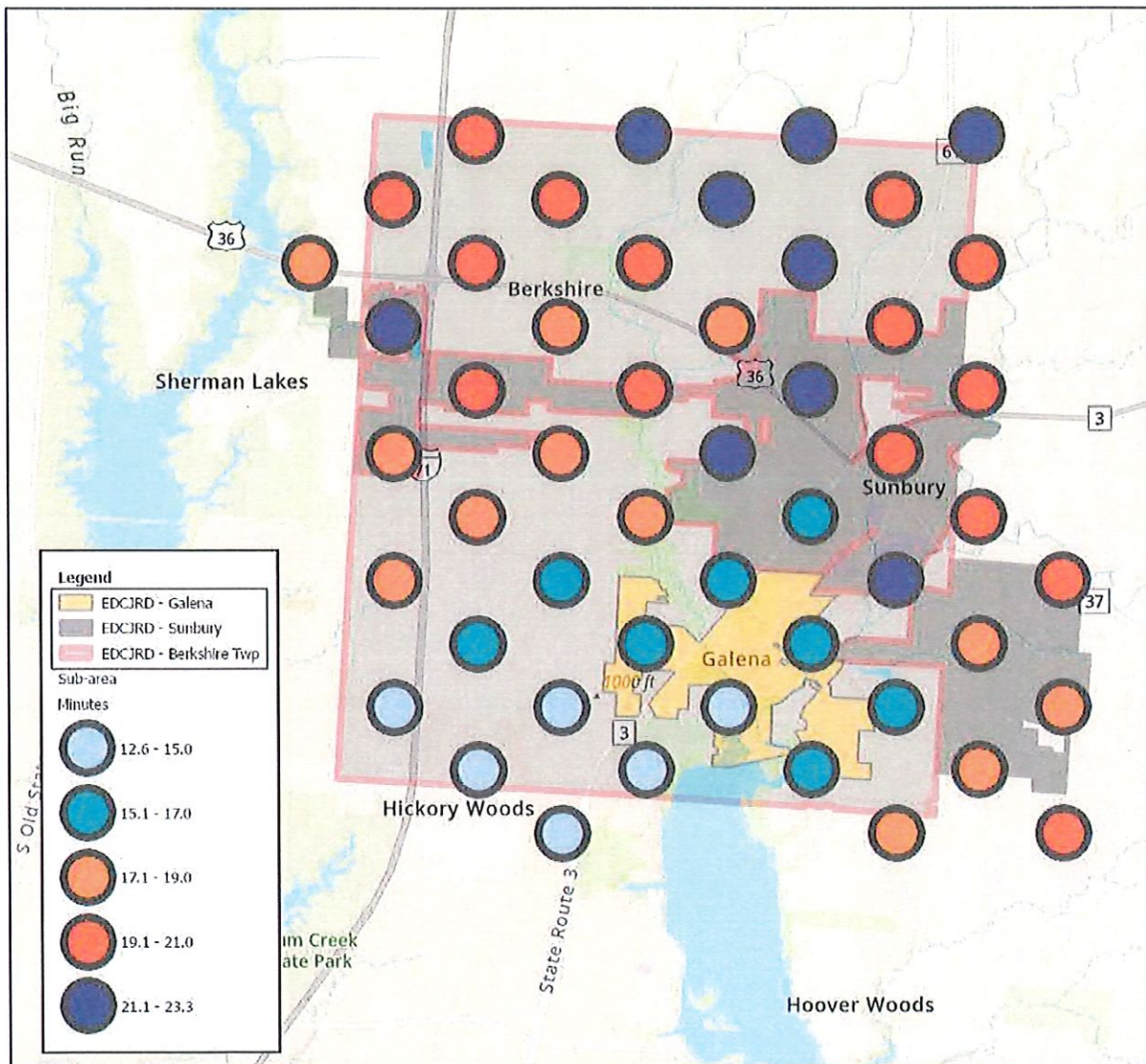
Map: Site Selection Analysis – Recreation and Entertainment Spending



One last factor that we considered in the modeling was the impact from the Westerville Community Center. If we locate a new Community Center too close to a major “competitor” like the Westerville Community Center, we risk cannibalizing too much of the market for a Community/Recreation Center. In fact, we can use the membership data provided by the Westerville Community Center folks to identify the sub areas that are most susceptible to market cannibalization.

The following map illustrates the approximate travel time (in minutes) from various locations within the EDCJRD to the Westerville Community Center.

Map: Site Selection Analysis – Travel Time to the Westerville Community Center



If you recall, the areas most at risk of losing out to the competition are those areas within approximately a 15-minute drive of the Westerville facilities. Winning over the households that reside in this area will depend primarily on the *quality of the amenities* contained within the EDCJRD's new Community Center. This is important because this is also the area with the highest population and population density. Attracting these potential members will result in proportional higher membership numbers when compared to fighting over members/customers in the other portions of the District.

Conclusions and Recommendations

While this analysis focused on the more market-facing factors within the task of site selection, we would be remiss if we did not explicitly state some of the more obvious considerations. For example, we need developable land with a certain minimum amount of acreage (which will vary depending on the on-site programming). Developable land means it can be easily developed without radically altering the site. It also has to remain outside of a floodplain and sensitive known, nature habitats. There are other considerations such as access to sidewalks, trails, and the surrounding road network.

Those are some of the more obvious initial considerations. The real benefit of our site selection analysis is that it provides us with the ability to consider the entirety of the Eastern Delaware County Joint Recreation District for a potential new facility. With this in mind, we built a simple web-based tool to provide decision makers the ability to emphasize or de-emphasize variables such as total population, population density, population age less than 19, population aged 60 and higher, population growth, and a couple of specialized consumer expenditure variables. This tool allows the user to visualize the impact of variables when emphasized over one another.

For this tool to be effective, however, we feel we must provide some guidance for the specific project. First, having access to people (customers, members, etc.) is always going to be the most important factor for these types of projects. While anticipating population growth is great, the amount and the pace of growth we are hoping for is likely to be far less than what already exists in southern Delaware and northern Franklin counties. In other words, do not focus too much on future development that is more than one or two years out. What is already built or is under construction carries more weight than economic development plans that will take a decade to come to fruition.

There are two age cohorts that are isolated in the site selection tool – those age 19 or less and those aged 60 or more. These groups are known to use the facilities in large numbers, but mostly at different times. While most of the EDCJRD has a fairly even distribution of young people, the same is not true for senior households. However, there are at least two residential developments planned or under construction as of the writing of this report (April 2026) that target the age 55 plus population.

Overall, the households residing within the EDCJRD are rather wealthy when compared to most of central Ohio. The consumer expenditure data seems to reflect this. Most of the areas within the District that are currently developed contain households that have a high degree of “ability to pay.”

Finally, we identified several areas in the southern portion of the EDCJRD that are the most susceptible to “cannibalization” from a similar facility - the Westerville Community Center. This is the portion of the District where the travel distance/time to Westerville is likely to be similar to any potential site location within the District. This is an area with a higher population density and a

greater total population, so we do not want to ignore it, but we also don't want to fight too hard over potential members that are already predisposed to utilize the Westerville facilities. However, we would be wise to search for sites as close to, or to the north of this (cannibalization) line of demarcation as possible.

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EASTERN DELAWARE COUNTY JOINT RECREATION DISTRICT

VOTED BOND ISSUE

TIMETABLE OF ACTIONS

NOVEMBER 3, 2026 ELECTION

Board passes Resolution of Necessity for Bonds¹ <i>Requests County Auditor to certify estimated millage and cost for the bonds (based on specific issue size, assumed interest rate, maximum maturity and current tax valuation)</i>	TBD
Board passes Resolution to Proceed for Bonds¹ <i>Requests Board of Elections to place bond issue on the ballot and confirms millage and related criteria</i>	TBD
<u>Deadline</u> to file election proceedings with the Delaware County Board of Elections	<u>August 5, 2026</u>
Election	November 3, 2026

¹ A stand-alone bond issue requires a majority of all members of the Board of Trustees required to pass the resolution, which means that at least four Board members must be present and voting in the affirmative for each resolution.