



COMMUNITY FACILITIES AND SERVICES





3. Community Facilities and Services

A. Introduction

The City of Sidney supports a variety of community facilities and provides a range of services to protect and enhance the residents' health, safety and general welfare. Community facilities and services play an important role in defining and supporting the City's quality of life. These facilities are important to educating our children, recreation, public safety and health. The Community Facilities and Services Plan addresses the following major topics:

- **Parks and Recreation**
- **Safety Services**
- **Municipal Facilities**
- **Cultural Arts**
- **Historic Preservation**
- **Health Care**
- **Schools**
- **Library**

B. Planning Issues

The planning issues raised by the community focused on the generally outstanding community facilities found in Sidney, with outstanding parks facilities in the forefront. The following is a summary:

1. Municipal Building/Police Department

As mentioned in the 2002 Comprehensive Plan update, a Facility Needs Study of the Municipal Building/Police Department was conducted in 2002 by the team of Freytag & Associates Inc. Architects, Engineers and Moyer Associates Inc. to develop an analysis of space needs and prepare a Facility Master Plan. The study found the total space needed to be significantly greater than the space currently available in the Municipal Building. They recommended the relocation of the Police Department outside of the existing building and to use the vacated space to meet the needs of the remaining City departments. In 2004, the City began construction for the new 42,000 square-foot building, located at 234 W Court Street. In 2006 the Police Department completed their first full year in their new state-of-the-art facility.

2. Parks and Recreation

The City has an outstanding parks system, which provides good geographic coverage for most residents. In 2001, the consulting team of Freytag & Associates-Kinzelman/Kline assisted the Parks and Recreation Department in developing a Parks and Recreation Master Plan. In 2008, the consulting team of Freytag & Associates assisted the Parks and Recreation Department in updating the 2000-2001 Parks and Recreation Master Plan. This process included new data collection and physical inventory, a programming inventory, interviews, and a revision to the master plan.

Sidney's parkland standard has traditionally been one neighborhood park within one-quarter to one-half mile of each residence which was established in the 2000 Parks and Recreation Master Plan and confirmed in the 2008 Update. Mandatory land dedication requirements were revised in response to the 1997 Comprehensive Plan to



include qualitative standards. The City has an outstanding parks and recreation program which includes an excellent working relationship with the YMCA.

3. Fire Protection

The need for a City fire station in Sidney's north end has been a continuing planning issue that was identified as a planning issue in the previous Comprehensive Plan update. With additional residential growth in the north end of the City, the City is still considering various options for this issue.

4. Teen Center

Several people in the community felt that a teen center was necessary to meet the educational and recreational needs of this special population. The provision of a center would provide teens with alternatives to otherwise nonproductive activities. Since the last Comprehensive Plan update in 2002, City staff members been working with Gateway Youth, the Salvation Army and the YMCA to move this project forward and develop a program for the youth. This continues to be a priority for the City.

5. Senior Center

Mixed support was expressed during the 1997 Comprehensive Plan process for the current senior center project in the Monarch Community Center. Concerns included duplicating services between the public sector and YMCA, the expense involved in the project, as well as future operating costs. The Senior Center has since flourished with 905 members; a 78 percent increase since the last Comprehensive Plan Update in 2002.

6. Service Delivery

The City has an excellent customer service orientation, which was recognized by most interviewees. The city manager form of government is important in this regard. The current administration maintains a stable agenda and is able to retain experienced staff.

7. Gateway Arts Council

The Gateway Arts Council is a growing organization and provides an array of services to the public. The Council serves all residents of Shelby County. The Council receives minimal funding from the City and County, and is mostly privately funded through an annual campaign. The Council completed a master planning effort in 1999 to determine facility and other future needs.

8. Historic Preservation

The Historical Society is active organization. Currently it owns one structure and a museum. The downtown in particular is considered to have a very good collection of historic structures worthy of preservation. Clearly the People's Federal Savings and Loan designed by Louis Sullivan, Shelby County Courthouse and the Monumental Building are outstanding architectural examples.

9. Health Care

A local health care issue has arisen because of a local physicians group that has constructed a competing medical facility in Piqua. Some expressed concern as to the impact this development will have on local levels of health care (as well as potential increased costs at Wilson Memorial Hospital related to its physical modifications to compete with the Piqua facility).

10. Sidney City Schools

In general many felt the Sidney City Schools were doing a good job educating children, but had several shortcomings such as inadequate facilities. The quality of facilities affects the quality of the teaching environment it was noted. Some facilities in particular were thought not to be handicap accessible. Some felt the Sidney school system is competitive with other public systems in the I-75 corridor. In 2005, the Sidney School District



completed a Strategic Plan which established strategies to attract and maintain exceptionally qualified staff, develop a PR program to improve the community perception of the district, to upgrade the district's K-5 facilities, implement changes to strengthen and upgrade program offerings, identify major barriers to graduation, and to identify ways to improve future funding for schools.

C. Existing Conditions

The Existing Conditions Section of the Community Facilities and Services Plan provides a summary of the key facilities and services currently serving the City of Sidney.

1. Findings

The following major points are noted:

a) Parks and Recreation

Parks and recreation areas are a strong resource for the City's residents. Over 25 neighborhood parks totaling over 420 acres serve most residents -- which are accessible by the City's bike route. An additional 300 acres are maintained by the Parks and Recreation Department. Continued residential expansion will necessitate further additions to the park system which have been accounted for in the 2008 update to the Parks and Recreation Master Plan.

b) Police and Fire Protection

Sidney is served by the Police Department, located on West Court Street, and the Fire Department from two fire protection facilities located on both sides of I-75. The downtown fire station is located across the street from the Municipal Building on West Poplar Street and Fire Station 2 is located at 411 South Vandemark Road.

c) Cultural Arts

The Gateway Arts Council advocates the importance of and an increase in cultural arts in the City of Sidney. The arts council promotes its programs to attract participation by the general public, as does each of the other cultural organizations in the community. The Council presents and supports musical and theatrical performances, visual arts exhibits and educational programs.

d) Historic Preservation

Historic preservation efforts are important in the City as well, with Sidney Courthouse Square and the Miami and Erie Canal serving as historic focal points in the community. In 2001, City Council adopted advisory Historic Design Guidelines for the nine block downtown area. In 2008, the City completed the Sidney North Street Cultural Corridor plan which serves to focus on the redevelopment and preservation of a five block area along North Street between West Street and the Miami River. This plan will complement the announcement of major expansions of the Amos Memorial Public Library and the Ross Historical Center.



2. Parks and Recreation

This section addresses City parks and recreation facilities and the private, nonprofit YMCA.

a) City Parks and Recreation

1) Existing System

The City park system contains 25 park and recreation areas totaling 422 acres. Opened in 1925, Harmon Park is the City's oldest park area and the most recent addition is the 30 acre Robert O New Park. Tawawa Civic Park is the largest with 202 acres. Most parks contain tot-lot equipment, picnic facilities and basketball courts. Table 3.1 provides a summary.

A Parks and Recreation Master Plan was adopted in 2001 and updated in 2008. The recommendations of the Plan address the following objectives:

1. Utilization of the Miami River corridor and the Miami-Erie Feeder Canal
2. Acquire additional land for park and trail expansion
3. Establishment of guidelines for future park planning
4. Determination of recreational facility needs on an annual basis
5. Promotion of passive open space development
6. Expanding recreational programming and facilities
7. Inventorying and analyzing existing parks
8. Updating guidelines for park development standards
9. Identifying potential funding sources annually

The City has historically located neighborhood parks within one-quarter to one-half of a mile of residential neighborhoods. A mandatory land dedication requirement is in place for parkland in proposed subdivisions. It requires the dedication of parkland or the payment of a fee in lieu of the dedication.

Several community organizations operate recreation leagues for baseball, softball and soccer. City run programs includes clinics for tennis, baseball, soccer and gymnastics.



Existing Community Facilities





Table 3.1
Parks and Recreation Facilities

Facility	Map Number	Type	Acreage
Berger	7	P	3.83
Baumgardner Basin	20	C	*
Central Park School	22	P	0.39
Chief O'Leary	17	P	2.41
Custenborder**	9	N	30.94
Deam	11	N	11.12
Detention Basin Park	19	N	3.46
Flanagan Sports Complex	2	SC	*
Great Miami River Rec. Trail		L	60.81
Green Tree	15	P	2.74
Harmon	12	N	6.30
Humphrey	13	P	2.91
Johnston***	18	N	20.33
Julia Lamb Park		C	10.73 *
Landrum Soccer Fields	21	P	*
McMillen	14	P	1.38
Orbison	8	N	3.11
Plum Ridge Park	23	N	4.00
Riverbend	10	N	13.90
Roadside	4	N	7.50
Robert O. New		N	30.20
Sherman	5	P	1.87
Sidney Municipal Pool	3	SC	*
Stephen Brown	6	P	1.30
Tawawa Civic	1	C	202.50
Subtotal			421.72

NON-CITY	
Moose GC (private)	19
Shelby Oaks GC (public)	20

- * Acreage included in Tawawa Park
- ** Includes Veterans Memorial Walkway
- *** Includes old Water Works site

Key: P-Playground, N-Neighborhood Park, C-Community Park, L- Linear Park, SC-Sports Complex, GC-Golf Course
Source: City of Sidney, 2002

2) Geographic Analysis

Three separate analyses were conducted of the City's park system as a part of the 2002 update. The first considered the geographic distribution of parkland using a standard of parkland within one-half mile of each residence. Based on this assessment, the City's current neighborhoods were all within one-half mile of a park site (Westlake Estates Subdivision, the Hoewisher Road neighborhood east of Parkwood Street, etc.). Newer residential developments that have occurred north of Plum Creek since the last plan update are being served by the 30 acre Robert O. New Park. A map is enclosed which depicts the geographic analysis.



3) Quantitative Analysis

Using the national standard of 10 acres per 1,000 residents, Sidney should have a park system of 200 acres. However, the system currently exceeds 420 acres, which indicates that Sidney is exceeding the national standard by over 100 percent or is currently providing 20 acres per 1,000 residents.

4) Functional Analysis

The third analysis applied current functional standards from the National Recreation and Park Association and Time-Saver Standards for Housing and Residential Development (DeChiara, et al, McGraw-Hill, 1995). The assessment summarized on the table below finds that the City is exceeding all functional classes of parks, which is reflected in the column titled "Difference". The 2008 Parks and Recreation Master Plan Update is ensuring that while the City is exceeding the functional standards for a minimum number of park types, that they are located appropriately and will continue to serve the population with respect to geography.

**Table 3.2
 Parks and Recreation Analysis**

Type	Service Area	Recommended Park Size	Per 1,000	Current Inventory	Difference
Playground	1/4 mi	2,500 sf to 1 ac	0.5 ac	16.83 ac	+ 6.71ac
Neighborhood Park	1/4-1/2 mi	5 ac to 10 ac	2 ac	130.86 ac	+ 90.39ac
Community Park	1/2-3 mi	30 to 50 ac	2 ac	213.23 ac	+172.75 ac
Sports Complex	na	25 ac to 80 ac	na	na	na
<i>Summary 87.75 ac 292 ac +204.25 ac</i>					

Notes: mi = mile, ac = acres
 Source: *Park, Recreation, Open Space and Greenway Guidelines*, National Recreation and Park Association, 1996 and *Time-Saver Standards for Housing and Residential Development* DeChiara, et al, McGraw-Hill, 1995

5) Summary

The three analyses show that the City has exceeded all national standards in providing parkland to its residents. The long-term question raised by these analyses is whether the City can financially continue to provide this service level, given operational and maintenance (O&M) costs. The mandatory land dedication requirement should prove a viable vehicle for obtaining parkland to meet the immediate needs of future neighborhoods. Special attention should be provided to the long-term O&M costs. The 2008 Parks and Master Plan identifies the need for continued funding and identifies potential funding opportunities for operations, maintenance, and new parkland acquisition.

b) Sidney-Shelby County YMCA

The Sidney-Shelby County YMCA (300 Parkwood Street) is a private nonprofit facility serving area residents. Constructed in 1974, the YMCA currently contains over 82,000 square feet including additions in 1986, 1990 and 1997. Located adjacent to Deam Park, the YMCA provides a swimming pool, gymnasiums, racquetball courts and a fitness center. Programs offered include child care, health enhancement, youth sports and senior citizen recreation and exercise.



Park Recommendations





3. Safety Services

The City of Sidney provides full-time police, fire and emergency services to its residents. The following is an overview:

a) Police

Located at its new location at 234 W Court Street, the Sidney Police Department includes 40 full-time sworn officers and 19 non-sworn personnel such as clerical and dispatching personnel. The Department serves as a back up emergency operations center for the City and County. The Department includes officers, detectives, a juvenile officer, DARE officer, school resource officer, and a crime prevention officer. A crime prevention unit was established to assist with the patrolling of neighborhood crime watch areas. The City utilizes the facilities of the Shelby County Sheriff's Department located at Children's-Home and Gearhart roads to detain prisoners.

b) Fire and Emergency Medical Services

The City of Sidney has operated its fire department for 150 years. The department operates out of two facilities: a newer fire station located just north of the Municipal Building on West Poplar Street and a second facility located on Vandemark Road. The West Poplar Street station is also equipped to serve as a disaster control center. There are 38 fire personnel including the chief, deputy and assistant chiefs, fire prevention officers and firefighters. The City serves a few of the townships surrounding Sidney with emergency medical and fire protection services. With continued and increasing residential growth in the north end, the Comprehensive Plan addresses general criteria for locating a north end fire station.

4. Municipal Facilities

The City operates several key facilities, which have a major impact on Sidney's quality of life. These are the municipal airport, municipal service center and Graceland Cemetery.

a) Municipal Building

The City's main administrative offices are located at the Municipal Building (201 West Poplar Street) in downtown Sidney. Included in these offices are Council chambers, City Manager's Office, Engineering, Planning, Building Inspection, Tax/Finance, Human Resources, Revenue Collection, and Utility Billing.

b) Service Center

The Municipal Service Center (415 Vandemark) is located on the west side of I-75 and serves as an office and storage facility for public works, parks and recreation, Shelby Public Transit and the garage.

c) Wastewater Treatment Plant and Water Treatment Plant

1) Wastewater Treatment Plant

Currently, the plant has a capacity of 7.0 million gallons per day. The organic treatment capacity is 9,000 lbs BOD/day. The planning study that is currently underway will identify future projects and phasing to accommodate future growth and economic conditions. Additional upgrades and expansions for the wastewater treatment plant should be reviewed annually and implemented as needed.

2) Water Treatment Plant

The water treatment plant (constructed in 1978) has a pumping capacity of 7.0 million gallons per day (MGD), and currently provides about 3.5 - 4.5 MGD of treated water. The peak days are 4.0-4.3 MGD. The additional capacity was planned for industrial growth, which was slower in coming than originally projected. The plant could be easily expanded to 10.0 MGD with the addition of 6 mixers. Finished water



hardness levels are 8 – 10 grains per gallon. Water Plant sludge is stored in a large capacity lagoon and ultimately spread on agricultural land.

d) Airport

Located three miles south of the City, the Sidney Municipal Airport encompasses 190 acres. The airport has two runways extending 4,785 feet and 3,004 feet. Thirty-eight planes can be accommodated in airport hanger space. A variety of services are offered by the airport including pilot training, plane rental and maintenance. An extension of the longer runway is in the planning stages and is expected to be constructed by 2013. The runway will be increased from 4,785 feet to 5,000 ft.

e) Graceland Cemetery

Graceland Cemetery (900 South Main Avenue) is maintained by the City of Sidney. Located at the City's southern boundary, the cemetery was opened in 1867. Since that date, about 20,000 burials have taken place. Capital improvement funds and general funds support the management of this facility.

f) Fire Station # 1

Fire Station #1 (222 West Poplar Street) is located across the street from the Municipal Building in downtown Sidney.

g) Fire Station #2

Fire Station #2, 411 S Vandemark Road, is located in front of the Service Center providing fire protection for the City's west side.

h) Monarch Community Center

The Monarch Community Center (304 South West Avenue) is home to the Senior Center of Sidney-Shelby County.

5. Cultural Arts and Community Activities

The Gateway Arts Council serves as the organization advocating the arts in Shelby County. The Council sponsors events including participation in and appreciation of theater productions, musical performances, visual arts exhibits and the Arts in Public Education student programs. These events include nationally and internationally known artists as well as area amateur and semi-professional artists.

Sidney residents are provided with several cultural arts/community events throughout the County. The community theater, River Glen Ensemble and various singing groups offer opportunities for amateur and semiprofessional participation. Free summer concert bands perform a variety of musical selections at the Shelby County Courthouse and Tawawa Park. Students become involved with the cultural arts through events including Muse Machine and Sidney Dance Company performances and participation, as well as through numerous activities in the schools.

6. Historic Preservation

The primary focus of historic resources in Sidney is on the Sidney Courthouse Square, Walnut Avenue Historic District, and the Miami and Erie Feeder Canal.

a) Courthouse Square Historic District

The Courthouse Square Historic District is listed on the National Register. Approximately 81 buildings are located within the district and the focus is on the four streets that define this area: Poplar Street, Main Avenue, Court Street, and Ohio Avenue. The range of architectural styles, materials and details encompass the following styles: Federal, Greek Revival, Italianate, Romanesque Revival, Victorian Gothic, French



Second Empire, High Victorian Italianate, Neo-classical Revival, Renaissance Revival, Georgian Revival, Spanish Mission, Sullivanesque and Art Moderne.

The Shelby County Courthouse dates to 1881 and serves as a focal point for the district. Additional public buildings in the square include the former Shelby County Jail, Shelby County Power Plant, and Monumental Building. One of the more famous structures is the Peoples Federal Savings and Loan designed by Louis Sullivan and located at the southeast corner of Court and Ohio. Structures in the district include Greek Revival dating back to 1853 and range to several newer structures that harmoniously blend with the district's architectural character, including the US Bank Building built in 1975.

b) Walnut Avenue Historic District

The Walnut Avenue Historic District is listed on the National Register and is composed of 15 houses on a small hill northwest of the downtown. The north boundary is Michigan Street and the south boundary is the Conrail spur. The alleys behind the houses are the east and west boundaries. The majority of the houses dates from 1890 to 1910 and is a prime residential neighborhood reflected the City's early development. Architectural styles reflected in these homes include Queen Anne, Italianate, Southern Colonial and American Four-Square. One of the most noted houses is the Bonnyconnellan Castle built in 1889 as a replica of a Scottish castle. The home is currently operated as a bed and breakfast inn.

c) Miami and Erie Feeder Canal

The Miami and Erie Feeder Canal provided growth to the Sidney area in the late 1830's. Immigrants found jobs in local businesses, in farming and in the construction and operation of the canal. Extending from Port Jefferson through Sidney to Lockington, the canal is approximately 14 miles long. As a result of the canal's economic contribution, the City was able to attract railroad lines into the area.

7. Health Care

Wilson Memorial Hospital (915 Michigan Street) was founded in 1930 and is a 112-bed acute care facility. Services offered include inpatient and outpatient care and 24-hour emergency care. Constructed in 1975, an addition was built in 1992 and there have been several major renovations made within the last several years, including improvements to the Surgery Department, Medical/Surgical/Pediatric unit, as well as the opening of the Copeland-Emerson Family Birth Center. Services include occupational health, home health care and hospice. With over 700 employees, the hospital remains a major employer in Sidney.

8. Schools

A majority of the City of Sidney is located within the boundaries of the Sidney City School District, however the eastern portion of the City extends into the Fairlawn Local School District and a portion of the City extends to the west into the Hardin-Houston Local School District. Private education is offered through three private schools in the City limits. The Shelby Hills School and Amos Memorial Public Library also provide educational services. The following information includes student enrollment, site acreage, date of construction and any additional facilities for each of the facilities to be mentioned. Student enrollment information for the schools has been updated with data from the year 2007-2008 gathered from reports created by the Ohio Department of Education.

a) Sidney City School District

The Sidney City School District serves the City and extends northeast beyond Port Jefferson. Enrollment is 3,686 students. Certified teachers total 230 and the student-teacher ratio is 16 to 1 (also the state average). There are five elementary schools, one middle school and one high school. Site acreage of the schools range in size from 0.6 acres to 60 acres and facilities date from 1912 to 2004. Since the previous Comprehensive Plan update in 2002, three schools have been closed; Parkwood Elementary School, Lowell Elementary School and Bridgeview Middle School. The middle school students have been consolidated into the newer Sidney Middle School.

**1) Sidney High School (1215 Campbell Road)**

Located near the Shelby County Fairgrounds, this facility serves a student population of 1,051 in 9th through 12th grades. Constructed in 1960, this school serves as the only public high school in the City. Located on 60 acres, the school has a broad range of facilities including 29 classrooms, a gym, auditorium, library, vocational, shop and home economics. The school has 48 teachers and encompasses 154,156 square feet.

2) Sidney Middle School (980 Fair Road)

Construction of the new Sidney Middle School was completed in January 2004, which replaced Bridgeview Middle School. With an enrollment of 606 students and staff of 40 teachers, this 162,100 square foot facility serves students in 6th through 8th grades. In addition to 55 classrooms, this state of the art facility consists of Technical Educational area (Modular Technology Lab and Production Lab), instrumental, choral and general music classrooms, as well as a library, community room, auditorium/cafeteria combination, two gymnasiums and offices.

3) Northwood Intermediate School (1152 St. Marys Road)

Northwood serves about 610 students who are enrolled in 4th and 5th grades. Constructed in 1957, the school is located on 14 acres. The school's facilities include 25 classrooms, a playground and library. This facility has 25 teachers and contains approximately 49,916 square feet.

4) Central Elementary School (102 N. Miami Avenue)

Located near the courthouse, about 189 students attend Central Elementary. This school serves students in 1st through 3rd grades with its facilities including classrooms, a playground and library. Constructed in 1930, Central Elementary encompasses the smallest school site in the district at 0.6 acres. Employing 14 teachers, this facility contains approximately 22,607 square feet.

5) Longfellow Elementary School (1250 Park Street)

About 361 students in K through 3rd grades attend Longfellow Elementary. Its facilities include classrooms, a playground and library. Constructed in 1951, this school encompasses 9.6 acres. This facility has 20 teachers and approximately 31,600 square feet.

6) Lowell Elementary School (702 South Main Avenue)

The Lowell Elementary School was closed by the Sidney Board of Education prior to the beginning of the 2009-2010 school year. Students who were to attend this school were transferred to Central Elementary.

7) Emerson Elementary School (901 Campbell Road)

Located adjacent to Sidney High School, this school serves about 400 students. With 24 teachers, this school serves students in K through 3rd grades. Located on 11 acres, some of this school's facilities include a gym, auditorium, classrooms, playground and library. Built in 1951, subsequent additions occurred in 1956 and 1968. With 17 classrooms, this facility contains approximately 31,600 square feet.

8) Whittier Elementary School (425 Belmont Street)

About 332 students attend Whittier Elementary located on Belmont Street. This school serves students in K through 3rd grades and its facilities include classrooms, a playground and library. Constructed in 1951, Whittier encompasses 7.5 acres. There are 21 teachers at the school and the facility contains approximately 24,063 square feet.



School District Boundaries





b) Hardin-Houston Local School District

Located west of Sidney, this school district has a student-to-teacher ratio of 16 to 1, with a total of 902 students and 2 schools.

1) Houston High School (5300 Houston Road)

The high school serves about 403 students in 7th through 12th grades with 24 teachers. Built in 1928, the facilities include 24 classrooms, a library and a vocational and recreational complex. Additions were made in 1979 and 1988. Located on 9.5 acres the school contains 69,000 square feet.

2) Hardin Elementary School (10207 SR 47)

This school serves about 499 students in Kindergarten through 6th grades with 31 teachers. Some of Hardin's facilities include 23 classrooms, a library, gym and playground on a 10-acre site. Constructed in 1932, the school contains approximately 61,569 square feet.

c) Fairlawn Local School District

The Fairlawn Local School District is located east of Sidney. The student-to-teacher ratio is 17 to 1. The total student enrollment is 577.

1) Fairlawn High School (18800 Johnston Road)

About 335 students attend Fairlawn High. This school serves students in 6th through 12th grades with 22 teachers. The facilities include 26 classrooms, a library, shop, vocational facilities and recreational complex. Constructed in 1958, the Fairlawn High School site encompasses 20 acres and the building contains about 42,860 square feet.

2) Fairlawn Elementary School (6838 Palestine Street)

About 278 students attend this elementary school. Fairlawn serves students in K through 5th grades and has 12 teachers.

d) Anna Local School District

The Anna Local School District is located north of the City. This district has a student-to-teacher ratio of 18 to 1. The total student enrollment is 1,501.

1) Anna High School and Middle School (204 N. 2nd Street)

About 649 students attend Anna High School. With 36 teachers, this school serves students in 9th through 12th grades. The facilities include 30 classrooms, a library, shop, vocational facilities and recreational complex. Constructed in 1938, this school is located on 10 acres and its facilities occupy 85,000 square feet.

There are about 292 students attending Anna Middle School, with a total of 13 teachers. It serves students in the 6th through 8th grades.

2) Anna Elementary School (607 North Pike Street)

Built in 1993, this school serves about 560 students in K through 5th grades with 31 teachers. A few of the school's facilities include classrooms, a gym, a library and home economics equipment. The school is located on 28 acres with a building of about 68,000 square feet.



e) Private Schools

The following private religious schools also serve the Sidney community.

1) Lehman High School (2400 St. Mary's Road)

Located on S.R. 29 near I-75, about 261 students attend this high school. This school serves students in 9th through 12th grades and has a student-to-teacher ratio of 13 to 1. Its facilities include a library and recreational complex. Constructed in 1954 with a new addition in 1997, the school is located on 35 acres, the second largest school site in Sidney. This facility contains 100,000 square feet. A 52,000 square foot addition was completed in 2000.

2) Holy Angels Elementary School (120 E. Water Street)

Located south of the Square on Water Street, this elementary school serves about 266 students in kindergarten through 8th grades with a student-to-teacher ratio of 16 to 1. Built in 1937, the school contains a broad range of facilities including 18 classrooms, a library and gym on 0.93 acre. Additions were made to the school in 1975, 1979 and 1990-91.

3) Christian Academy Schools (2151 W Russell Road)

Located on Russell Road, west of Vandemark Road, about 186 students attend this school. Christian Academy School, founded in 1978, serves students in K through 12th grades in a 39,480 square foot facility that was built in 2001. This school was formerly located on Kossuth Street. A separate school facility is also operated in Orange Township.

f) Special Education

The Shelby Hills Early Childhood Center is located southeast of the City. The Shelby County Board of Mental Retardation and Developmental Disabilities run this facility. The Program offers infant/preschool classes and a Wee School program. S & H Products is a nonprofit organization with administrative offices at the school site. The organization assists in educating and training the students at this school. Workers trained at the school site have experience in areas that include assembly, packaging, janitorial, food service, grounds keeping and light industrial.

9. Amos Memorial Public Library

The Amos Library (230 E. North Street) contains over 70,000 books and is the main branch of the Shelby County library system. In addition, other resources of the Amos Memorial Public Library include periodicals, audio cassettes and video cassettes. Overall, the County library system contains over 110,000 books. The Amos Memorial Public Library is an important anchor in the "Sidney North Street Cultural Corridor" redevelopment plan which was completed in 2008.



D. Community Facilities and Service Plan

1. Introduction

The Community Facilities and Services Plan focuses on improving the City's existing facility network and services. Two mission statements are provided - one addressing facilities and the other services. Certain topic areas fall outside the City's jurisdiction, such as the Sidney City School District. It is hoped this Plan will provide those agencies and organizations with insight regarding the public's desires.

2. Policies

The following summarizes the mission statements, objectives and strategies that serve as the policy foundation for the Community Facilities and Services Plan:

a) Mission Statement

The community facilities mission is to *improve community facilities, especially parks, youth and senior centers, schools and cultural arts.*

The community services mission is to *improve community services with regard to safety, education, recreation and public health.*

b) City Objectives

The following are the objectives that detail the mission statement for Community Facilities and Services. Those within the City's jurisdiction are presented first and those outside the City's jurisdiction follow. Strategies that indicate how the objectives will be fulfilled are located in the Implementation Section.

Objective 1a - Parks - Expand the park system.

Relative to parks, the City has already made significant progress in meeting the recreational needs of its residents. The City system is very extensive and includes a substantial amount of acreage. However, geographic coverage is not universal and areas lacking coverage will be addressed in the future, as well as developing neighborhoods. In 1991, the City adopted a mandatory land dedication requirement in the Subdivision Regulations, which provides a good mechanism for obtaining parkland with new residential development. In 2008, the City updated the Sidney Parks and Recreation Master Plan to specifically address the parks needs of the City.

Objective 1b - Recreation Facilities - Improve and/or expand recreation facilities.

Relative to recreation facilities, the City offers an extensive system, which should be maintained, improved where necessary and expanded as population grows. Components that in particular should be addressed include preparing a bike path master plan, developing an outdoor theatre, enclosing the ice rink and developing a youth center. In 2008, the City updated the Sidney Parks and Recreation Master Plan to specifically address the recreational facility needs of the City.

Objective 1c - Park Programming - Expand park programming.

Programming of park facilities should be expanded to provide a broader range of recreational opportunities, especially for Sidney's youth. Both summer and winter activities should be reviewed and expanded where necessary. Special attention to youth needs should be addressed.

Objective 1d - Safety Services - Expand safety services.

While the City provides a very professional array of safety services, expansion should be considered in several specific areas: the continued investigation for a new fire station in the north end, expanded community-based policing, and improved technology. These specific strategies will enhance the community's quality of life.



Objective 1e - Seniors - Expand services and facilities.

Services and facilities serving the senior citizen community should be expanded in line with current efforts at the Monarch Community Center. But as those improvements are undertaken, general services from the whole community should be better coordinated and where feasible, duplicative services should be eliminated.

Objective 1f - Environment - Improve the City's physical environment.

Sidney's physical environment should continue be improved in several specific areas: the street tree program should be expanded to create a greener community; trash and litter regulations should be enforced more strongly; and building code (and housing maintenance) requirements should also be enforced more strongly. Together these would go a long way towards improving our environment and enhancing the City's quality of life.

Objective 7 - City Technology - Upgrade City technology and expand Internet accessibility.

One means of improving service delivery (which is currently outstanding) is to upgrade the City's use of technology, especially computers, computer networks and the Internet. The City has made many forays into this area and additional work is needed to bring Sidney into a more proactive mode. Citizens will notice improved service delivery and responsiveness.

Objective 8 - Historic Preservation - Continue to support the City's outstanding historic resources.

Sidney is noted nationally for its Courthouse Square and the Louis Sullivan bank building. These and other historic resources are very important to defining Sidney's physical character and enhance the community's quality of life. The City should continue to support these resources.

c) Non-City Objectives

Objective 2a - Cooperation - Encourage cooperation and coordination among social, service, religious and cultural groups.

The Community Services Council does a fine job coordinating public and nonprofit services for the greater community. The Council's efforts should be supported and enhanced wherever possible. The City and its residents only benefit from close cooperation and coordination among its various civic and service organizations. The City should assist community organizations and the Council in these efforts.

Objective 2b - Animal Shelter - Improve the animal shelter.

As a public service, the Animal Shelter should be improved to better support these needs in the community. The County operates the shelter and a joint effort with the City could be undertaken to fund improvements.

Objective 2c - Child and Adult Day Care - Expand child and adult day care, and preschool and after school programs.

Child and adult day care are provided by non-profit and for profit entities in Sidney, and the service is outside the normal jurisdiction of the City. These services are strongly supported by the City and it is clear that both child day care and after school programs are important to supporting working parents. Adult day care is necessary for serving the medical needs of older adults. Sidney's quality of life and economic competitiveness should continue to be supported by these services.



Objective 2d - Mentorship - Expand mentorship, guidance and development opportunities.

Sidney's youth require mentorship, guidance and opportunities that enhance their development. The City supports public and nonprofit efforts in this regard. The Sidney City School District and mental health community should continue these services and expand where necessary and feasible.

Objective 2e - Medical Care - Improve medical care.

Wilson Memorial Hospital and the medical community in Sidney provide residents, workers and visitors with fine medical services. Medical care should be constantly improved to ensure the community receives the highest services possible. Recruiting the best physicians, nurses and staff is an important component, as is ensuring Wilson Memorial is fully equipped and responsive to the health and emergency care needs of the Region.

Objective 2f - Sidney City Schools - Create a respected public school system.

It is vitally important for Sidney to have a well respected and competitive public school system that both educates and trains future employees. The highest standards relative to curriculum, facilities, state performance standards, administrators, teachers and staff should be applied. The community should support such standards when capital and operating funds are necessary.

Objective 2g - Public Library - Expand the library.

The Amos Memorial Library is a valuable community asset that serves educational and cultural needs. It should remain in the downtown and should expand to provide enhanced services and to strengthen its role as an activity center for the downtown.

Objective 2h - Community Activities - Increase cultural/community activities.

The number of cultural/community activities and events such as musical and performing arts productions and visual arts exhibits should be increased. It is important to consider implementing a greater number of cultural/arts educational programs and directing more events towards the City's youth and family populations. Increasing cultural activities in public spaces should be considered as a means of enhancing public recognition and support of the cultural arts, especially in the area of the Courthouse Square.

Objective 2i - Cultural Arts Center - Develop cultural arts/fine arts center.

A cultural arts/fine arts center would provide a facility to house theater and musical productions, community theater groups and educational programs relative to the cultural arts. Private/public ventures and grant applications should be considered as means to obtaining financial support for a center.



3. Standards

The following standards serve as a technical basis for the Community Facilities and Services Plan:

a) Parks and Recreation

1) Quantitative Standards

Parks and recreation facilities are to be provided based upon the standards of the National Recreation and Park Association (NRPA). The City recognizes that it has aggressively sought parkland and has maintained a high level of service. As new subdivisions are proposed, the mandatory land dedication ordinance should be used in assessing the adequacy of land dedications. Where existing facilities fail to meet these standards and land is available for expansion, the City should program such acquisitions in its capital improvement program. At a minimum, a park should be provided within one-quarter to one-half mile of each residence. The 2008 Parks and Recreation Master Plan Update establish the standards for existing and future parks.

b) North end Fire Station

The Fire Department continues to progress on its feasibility study to establish the appropriate timing, appropriate location, size and configuration of a proposed north end fire station. The study takes into account the two existing stations, manpower levels and equipment. Capital, operational and maintenance, and labor costs are being evaluated as well. Following a positive assessment and with public support, the City should undertake design and construction as a priority to ensure the continued level of service for fire and emergency needs in all areas of the City. The Community Facilities and Services Plan provides initial guidance to locating the station. The City has established the following initial program requirements:

1. Engine company and medic company.
2. Initial staffing of four firefighters per shift, with three shifts for a total of 12 firefighters.
3. \$750,000 annual operating budget.
4. A 1.5-acre to 2.0-acre site.
5. 34,500 square foot building.
6. \$1 million construction cost (estimated).

c) Teen Center

Expressed standards for a teen center are non-existent. But the City, in undertaking such an effort, should create a working group to establish the program and space needs for such a center. That group should include parks and recreation professionals, educators and representatives of the client community -- teenagers and their organizations/clubs. An open design charrette process should be used to facilitate these various interests in a conceptual design process. The result would be a set of standards that meets the needs of users and operators.

d) Monarch Community Center

The Cameo Theatre was acquired by the City of Sidney in 1997 and officially dedicated as the Monarch Community Center in May 1998. The Monarch Community Center (304 South West Avenue) is home to the Senior Center of Sidney-Shelby County.



4. Community Facilities and Services Plan

The following summarizes the Community Facilities and Services Plan.

a) Introduction

The Community Facilities and Services Plan will have its greatest impact in the areas of parks and recreation, north end fire station, and a teen center.

b) Parks and Recreation

Parks acreage has increased in the City by almost 100 acres since 2000. The Parks and Recreation Master Plan Update identifies the need for about 278 acres of additional parkland to be included with the City's park system through 2023 (a 15 year horizon). These additional lands meet the park standards of the Plan for 20 acres of park land per 1000 residents (this is roughly double the National Parks and Recreation standard). This additional acreage should be provided within future platted subdivisions under the mandatory land dedication requirement. The following is recommended by facility type:

Recommended New Parks

Classification	#Proposed	Size Range	Size Range Total
Neighborhood Parks	5	5 to 20 acres	25 to 100 acres
Community Parks	2	25 to 50 acres	50 to 100 acres
Linear Parks	3	15 to 20 acres	45 to 60 acres
Total	10		120-260 acres

Source: City of Sidney Parks and Recreation Master Plan, 2008

Existing Parks Recommended for Expansion

	Existing Acreage	Recommended Acreage
Berger Park	5.0	8
Custenborder	35.34	60
Great Miami River Recreation	60.61	120
Greentree	3.0	8
Landrum	7.5	25
Tawawa	192.0	250

Source: City of Sidney Parks and Recreation Master Plan, 2008

Parkland should be provided along Plum Creek wherever feasible. The location criteria under Section 3.4.3 should guide decisions by the City, Planning Commission and City Council. These criteria should be incorporated into the City Code and applied during the platting process.

c) North end Fire Station

The Fire Department has utilized site location software to assess response times based on the existing road network and traffic volumes. The process of identifying a location for the north end fire station should also be based upon the following criteria:

1. Preferred site located on a major or minor arterial.
2. Preferred site in nonresidential area.
3. Minimum site size is 1.5 to 2.0 acres.

A fire station analysis was conducted in 2008 to determine locations in the north end that would best serve the community needs. The siting of a third station should be based on that analysis.



e) Teen Center

The Community Facilities and Services Plan recognize the need for teen services, which can be provided in a freestanding structure or through existing school or library facilities. The Plan recommends expanding summer and after school recreational programming and considering long term whether a freestanding center is necessary. The 2008 Parks and Recreation Master Plan Update acknowledges that additional programming activities for teens is crucial to the quality of life of the City.

f) Senior Center

Programs and services should be coordinated and where feasible, consolidated into the existing facility. A program design process should be continually reviewed by the City with significant public participation to ensure local senior needs are adequately addressed.

g) Historic Preservation

The Sidney Courthouse Square Historic District, Walnut Avenue Historic District and Miami and Erie Feeder Canal corridors are focal areas of historic preservation in Sidney. The Plan recommends continued support of these areas, as well as the support of all qualified nominations to the National Register of Historic Places. Preservation efforts in the community should be recognized on an annual basis. The Plan recommends continued cooperation between the City and the Ohio Historic Preservation Office, as well as private interests, in public actions with potential alterations to the built environment.



E. Implementation

1. Introduction

Strategies are categorized as to whether they fall under the City's jurisdiction or may be implemented by a partnership with the City or by a non-City agency or organization.

2. City Strategies

The following details implementation of the Community Facilities and Services Plan by City strategies:

Objective 1a - Parks

Strategies

1) Implement Parks and Recreation Master Plan

Implementation of the Master Plan is essential to maintaining the quality of life in the Community. The 2008 Parks and Recreation Master Plan Update will provide specific direction in accomplishing this implementation strategy.

2) Studying the City's parkland dedication requirements in the Subdivision Regulations.

The present ordinance mandating parkland dedication in subdivisions was recently revised pursuant to the previous Plan update. The City should review the ordinance on a bi-annual basis to ensure that the fee-in-lieu of dedication is in line with land and dedication values.

Responsible Party: Community Services Director (Lead), Recreation Board, Planning Commission, City Council, Homebuilders Association and Realtors
Timeframe: Ongoing
Estimated Cost: In-House Staff Time

3) Improving linkages between parks and neighborhoods.

Currently many components of the City park system are connected with neighborhoods via a bike lane in the public right-of-way. However a stronger interconnecting network could be established between park units and neighborhoods, especially along stream corridors. As new neighborhoods develop well defined, logical pedestrian connections should be made. All of these connections should be separated from traffic to ensure public safety.

Responsible Party: Parks and Recreation Director (Lead), Recreation Specialist, Community Services Director, Recreation Board and Planning Commission
Timeframe: Ongoing
Estimated Cost: To Be Determined on a Project Specific Basis



Objective 1b - Recreation Facilities

Strategies

1) Implement the Parks and Recreation Master Plan.

2) Strategies for implementing the major objectives of the Sidney Parks and Recreation Master Plan 2008 Update are as follows:

- i. Utilize the Miami River and the Miami-Erie Feeder Canal corridors as the primary walkway/bikeway linkage through the City. Encourage park development along this corridor.
- ii. Expand the walkway/bikeway system throughout the City linking residential neighborhoods and parks.
- iii. Develop a long-range plan to improve indoor recreation and year round activities with a multi-purpose recreational facility.
- iv. Expand available passive open space to use less valuable land areas and improve recreational programming, passive activities, and the natural environment.
- v. Maintain and expand cooperation and partnering with other local agencies.
- vi. Upgrade and expand existing parks inventory based on identified needs.
- vii. Update park standards to use as a guideline for future park development.
- viii. Offer developers alternatives to meet the parkland dedication requirements of the City.
- ix. Identify potential funding sources annually.

Objective 1c - Park Programming

Strategies

1) Providing teen/older youth activities.

The Park and Recreation Department should expand teen and older youth activities, especially during summer months and after school hours.

Responsible Party: Recreation Specialist (Lead)
Timeframe: Underway
Estimated Cost: In-House Staff Time

2) Expanding summer and winter activities.

The Park and Recreation Department should study expanding summer and winter activities within budget constraints. A recommendation should be forwarded to City Council with annual appropriation requests.

Responsible Party: Recreation Specialist (Lead)
Timeframe: Underway
Estimated Cost: In-House Staff Time



Objective 1d - Safety Services

Strategies

1) Expanding community-based policing (such as “beat cop” teams for high risk areas), expanding anti-drug efforts, including expanding neighborhood watch programs.

Increasing safety in the community, including special attention for downtown, is a continued priority of the public. The Police Department should continue to assess the effectiveness and expansion of community based policing activities and whether or not it fits within its overall mission. If it does, design program additions and obtain necessary funding. Special efforts should be made downtown, including enhanced policing, plus streetscape improvements that provide a sense of security.

Responsible Party: Police Chief (Lead)
Timeframe: Ongoing
Estimated Cost: In-House Staff Time

2) Improving police technology through on-board computers in police vehicles.

The Police Department should study whether on-board computers in police vehicles fits with other capital needs and if it does, design a program and obtain necessary funding.

Responsible Party: Police Chief (Lead)
Timeframe: Ongoing
Estimated Cost: \$210,000 for Data Terminals



3.1) Complete a Community Risk analysis and standard of coverage response study and, if warranted, acquiring land to build a fire station to serve the City's north end.

The Fire Department should undertake progress to establish the need for a north end fire station, to formalize site recommendations contained in this plan and to prepare a funding proposal for City Council following acceptance the City can undertake land acquisition.

Responsible Party: Fire Chief (Lead)
Timeframe: Underway
Estimated Cost: Land Acquisition Costs Estimated to Average \$50,000 Per Acre

3.2) Building a fire station to serve the City's north end.

Following the successful acquisition of a site for the north end fire station, the Fire Department should undertake architectural design of the station, bidding of construction and completion. Equipment and personnel needs should also be identified and appropriated for the new station. This strategy is contingent on the outcome of Strategy 3.1.

Responsible Party: Fire Chief (Lead)
Timeframe: Mid Term
Estimated Cost: Construction Costs Estimated to be About \$1 Million

Objective 1e - Seniors

Strategies

1) Maintaining and operating the senior center.

The City should continue its efforts to maintain the senior center in the Monarch Community Center. The center should coordinate services and avoid duplication where possible. Accessibility for the client population is an important consideration.

Responsible Party: City Manager, Parks and Recreation Director (Lead)
Timeframe: Ongoing
Estimated Cost: To Be Determined on Annual Budget Cycle

Objective 1f – Environment

Strategies

1) Continuing the street tree program and studying its expansion.

City residents clearly value street trees, which are viewed as important additions and assets to the built environment. The public supports expanding the City's street tree inventory. Maintaining Sidney's Tree City USA designation is also important and should be supported by Council and City funding. The City should study ways to accomplish these public desires.

Responsible Party: Street Superintendant (Lead), Public Works Director and Tree Board
Timeframe: Ongoing
Estimated Cost: To Be Determined on Annual Budget Cycle



2) Improving enforcement of trash and litter regulations.

The City should continue to improve its ongoing enforcement activities relative to trash and litter. The City will benefit from a cleaner environment. Enforcement should be targeted to residential areas and high profile business locations, including the downtown.

Responsible Party: Community Services Director
Timeframe: Ongoing
Estimated Cost: In-House Staff Time

3) Continuing to evaluate the property maintenance code and boosting enforcement.

Maintaining the existing building stock is important to its overall appearance of the community. A number of tax delinquent and deteriorated buildings exist. Increasing owners' responsibility may be facilitated by potential City code amendments, such as occurred in 1997, that encourage people to maintain their property. Property maintenance code requirements should be continually evaluated based on the 1997 amendments and adequate funding should be provided to ensure enforcement.

Responsible Party: Community Services Director and City Council
Timeframe: Ongoing
Estimated Cost: In-House Staff Time

Objective 1g - City Technology

Strategies

1) Preparing technology master plan.

The City should develop a plan that identifies preferred technology improvements, establishes a budget and funding sources, and identifies a timeframe for completing the plan. This should be prepared in-house.

Responsible Party: IT Manager (Lead)
Timeframe: Ongoing
Estimated Cost: In-House Staff Time

Objective 1h - Historic Preservation

1) Supporting historical landmarks and cultural sites.

Preserving historical landmarks and cultural sites allows a community to learn about its past environment and social/cultural character. Supporting appropriate nominations to the National Register of Historic Places and recognizing preservation efforts provide a starting point for the support of significant sites and places. Preserving the built environment through sensitive rehabilitation in regard to the new construction, alteration and demolition of historically or culturally significant places or sites should be considered. The zoning code should be reviewed regularly and updated accordingly to discourage development detrimental to the City's historic areas.

Responsible Party: Community Services Director (Lead), Planning Commission and City Council
Timeframe: Ongoing
Estimated Cost: In-House Staff Time



3. Non-City Strategies

The following strategies fall outside the direct jurisdiction of the City. However, in some cases the City could serve (or does serve) as a partner with other governmental agencies or community organizations. Likewise certain strategies may be implemented only by a non-governmental organization. Nonetheless, these strategies are included in the Plan because of sufficient public support.

Objective 3a – Cooperation

The City should continue to support the Community Services Council because it provides a forum for encouraging cooperation among the various organizations in Sidney. This should be an ongoing strategy.

Objective 3b - Animal Shelter

The City should work with Shelby County on expansion and staffing plans for the Animal Shelter. This should occur, as funds are available, within a short-term timeframe. The Animal Shelter board should coordinate this.

Objective 3c - Child and Adult Day Care

Existing day care programs should be expanded where feasible to ensure all human needs are met in this area. Where possible the provision of day care should be encouraged in the workplace.

Objective 3d – Mentorship

A resource base should be developed of individuals/volunteers by area of expertise, who would assist in mentoring the City youth. This could be coordinated through Sidney City Schools.

Objective 3e - Medical Care

The City should assist Wilson Memorial Hospital in its recruiting program to ensure Sidney attracts the best-qualified professionals. The community should assist in ensuring a fully equipped hospital.

Objective 3f - Sidney City Schools

Sidney City Schools should improve educational standards, technology and building maintenance, and upgrading existing schools. At the time of the 2002 Comprehensive Plan update, City Schools were performing at the "Continuous Improvement" level on the State of Ohio's *School District Report Card*. For the 2006-07 school year, six elementary schools advanced to the "Excellent" level, Northwood Elementary and the Sidney Middle School were rated as "Effective", and only one school, Lowell Elementary, remained at "Continuous Improvement". Continued effort should be made to improve the performance levels for students in the Sidney School District in order to provide the best education possible.

Objective 3g - Public Library

The Amos Memorial Library in Sidney is a part of the larger Shelby County Library system which includes six locations in Shelby County. The library system provides many activities beyond media circulation including programming and movie night at the location in Sidney. Expanding the Amos Memorial Library has been viewed as important to the City's educational and cultural communities, and as a positive enhancement of the downtown. The library serves the community in many important ways. The Library is encouraged to consider studying an expansion in the downtown. A strategic planning process is currently being undertaken which identifies expansion priorities. Once funding is secured the expansion can be undertaken. A library study system is currently underway.



Objective 3h - Cultural Arts

Public involvement in arts and community activities can help establish public support. The Gateway Arts Council completed a Community Cultural Plan in 1999, which examined the opportunities, needs and resources in Sidney and Shelby County. The Comprehensive Plan supports the goals and objectives of this plan. The Cultural Plan's five major goals are as follows:

- 1) Increase the amount of arts opportunities and activities within the schools and community;
- 2) Plan and establish a cultural arts center in Sidney to serve Shelby County by providing a beautiful setting for children and adults to enjoy classes, performances, and exhibitions;
- 3) Fully communicate the cultural arts resources that exist in Shelby County in order to increase community awareness of the value of the arts and respond appropriately to specific arts and cultural needs;
- 4) Establish a vibrant and economically sound downtown Sidney as a center for the cultural arts, encourage historic preservation and promote a genuine appreciation for the Court Square Historic District;
- 5) Provide continual year-round presentations to cultural arts programming for all ages and cultures.

Although many Sidney residents currently support the cultural arts, several measures may be taken to obtain more widespread support. Such measures include holding a public forum for local artists and musicians, increasing input from all generations, especially youth, and completing the cultural arts facility planning process.

Fund-raising activities and promotions throughout the community should be initiated in the development of a successful cultural arts center. The development of public/private ventures in fund-raising should be encouraged as well.

