



*Excellence in Community, Sustainability, and Service*

City of Macedonia  
Parks and Recreation Department  
Strategic Plan

## ***Letter from the Director***

On behalf of the City of Macedonia and our Parks and Recreation Department, I am proud to present to you, our community, our first formalized Strategic Plan.

This plan has been in the works for several years through various forms such as the operational and capital improvement budgets, information gathering through community surveys, continuous feedback from guests of the Macedonia Recreation Center, and our programs and events participants. Since August 2020, we've hosted many staff meetings with future development being at the forefront pertaining to improvement and addition of amenities, programs, and events. We have a staff dedicated to continuous improvement while serving the community. We seek to build this forward with an eye to sustainability and efficiency of operations while also ensuring Macedonia emerges and remains a leader in the parks and recreation field. Over this multiple year period, we've been able to learn so much about where we have been, where we are, and the strides forward we need to take to provide the resources, amenities, programs, and events our community wants.

Our Strategic Plan serves as a "living document" that we will continue reviewing on a yearly basis as we complete our annual budget. The needs of the community or department can change, and we will remain flexible to this and adapt to an ever-changing climate.

Throughout this document you will see information regarding our future and money that has been allocated to many of them. Please understand, sometimes things happen that are out of your control, such as a pandemic and they force your hand in another direction. We commit to being quality stewards of the City funds and to building an enjoyable parks and recreation atmosphere.

Sincerely,

Jason A. Chadock  
City of Macedonia  
Parks and Recreation Director

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## ***Acknowledgements***

### **Special thanks to:**

The entire City of Macedonia Parks and Recreation staff for their dedication to serving the community and ability to build into the future.

### **City of Macedonia City Council**

Nicholas Molnar, Mayor  
Jessica Brandt, Council President  
Jeff Garvas, Council Vice-President  
Jan Tulley, Council Member  
Dave Finley, Council Member  
Vini Ventura, Council Member

### **Parks and Recreation Commission**

Karen Bartolozzi, Chair  
Staci Szugyi, Vice-Chair  
Jason Hack, Member  
Donny Basch, Member  
Joe Biber, Member  
Dr. Kelly Joyce, Member  
Jessica Brandt, Council Liaison

### **Community and Stakeholder Engagement**

As a city and department, we are always on a plan of “continuous improvement” and receive community feedback daily. This serves as an important piece for how we develop forward. The department has previously conducted community surveys to further gauge interest in programs and facilities. While evaluating needs, we look at our community residents and the facility members. Our stakeholder groups, highlighted below, are more intricate to our overall programming and provide different input that sometimes dives deeper into streamlining sports and services for various levels of competition.

### **Stakeholder Groups**

These groups are close to our operations and utilize space in cooperation with many of our existing programs and in other cases, we are a feeder organization to them. These groups include:

- Nordonia Hills Athletic Association (NHAA)
- Nordonia Hills Soccer Association (NHSA)
- Longwood Branch YMCA
- Nordonia Youth Football (NYF)
- Nordonia Basketball Association (NBA)
- Rotary Club
- Local Girl and Boy Scouts
- Lions Club
- Nordonia Middle School
- Nordonia High School

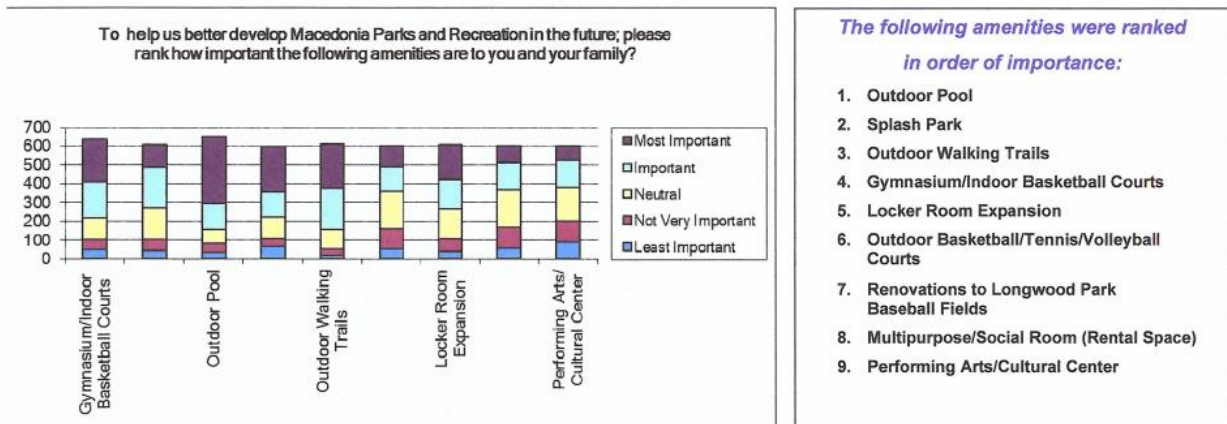
# Community Survey

In 2016, the Parks and Recreation Department conducted a community survey to learn about further development interests. Phase two of Macedonia Recreation Center expansion was on the horizon and the survey was meant to learn if the originally proposed amenities were still most sought after. The survey, included below, pointed out the community's top choices still resided in outdoor aquatics, gymnasium, trails, and locker room expansions. The survey yielded just under 732 participants and the community was approximately 10,700 at the time meaning roughly 7% participated.

## Macedonia Parks and Recreation Community Survey 2016

To help us better develop Macedonia Parks and Recreation in the future; please rank how important the following amenities are to you and your family?

Answer Options	Most Important	Important	Neutral	Not Very Important	Least Important	Response Count
Gymnasium/Indoor Basketball Courts	223	194	116	53	48	634
Outdoor Basketball/Tennis/Volleyball Courts	120	219	165	63	41	608
Outdoor Pool	354	140	74	46	35	649
Splash Park	245	131	115	45	63	599
Outdoor Walking Trails	234	223	101	37	16	611
Renovations to Longwood Park Baseball Fields	112	135	197	108	52	604
Locker Room Expansion	186	155	159	69	38	607
Additional Multipurpose/ Social Room (Rental	90	144	203	109	56	602
Performing Arts/ Cultural Center	76	144	180	112	89	601
						<i>answered question</i> 672
						<i>skipped question</i> 60



The 2016 results indicated much of the same story from the community as previously thought with certain additional outdoor items now becoming increasingly prevalent. This has paved the way for the continuation of our Capital Improvement Plan. This afforded us the ability to complete several projects related to the survey and a host of other park and Mac Rec renovations and upgrades that were desperately needed.

# Department Improvements

Based on the survey, the department has been able to meet several of the amenity suggestions that fit within the traditional operation and capital budgets. Some of these items include men’s and women’s locker room renovations/expansion, baseball field regrading, lights added to baseball fields B and C, outdoor basketball, and the addition and regrading of trails within the park. Refer to the One Sheet below as a comprehensive list of department accomplishments since 2021.



**2021 ACCOMPLISHMENTS**

- Hot tub heater
- Diving boards
- Family changing room renovation
- 2 AMT
- 1 rower
- 2 bikes

**2022 ACCOMPLISHMENTS**

- Field C lights
- Lap lanes & reel
- Fitness room 1 renovation
- Fitness room 2 sound system
- Downstairs flooring: turf activity room, lobby, & stairs
- Stair wells: treads, landings, & railings
- Lap pool heater
- Longwood Park electric
- Activity pool heater
- Dock
- Shed
- Brush hog
- Fountain
- Wifi tower
- Website

**2022 EQUIPMENT UPGRADES**

- 2 power racks & platforms
- preacher curl
- cable crossover
- turf equipment- tires, sled, ladder, cones, slam balls, & plyometric boxes
- 1 AMT
- kettle bells
- TRX
- preacher curl
- Arc trainer



## TRANSFORMATION

2021-2023

**OPERATIONS**

**2021**

- Restructure: Realigned 5 positions
  - Addition of special events
  - Addition of facilities
- Realignment of parks division
  - Addition of Parks FTE
- Job title adjustments:
  - FD > CSR
  - Supervisor > lead
  - Pool supervisor > head guard
- Connect2

**2022**

- Modification: Front Desk Operation
  - Transition to 2 CSS FTE
- Restructured part time staff pay
- Developed Emergency Response Plan

**2023**

- Part-Time Pay Scale adjustment
- Program Growth:
  - Programs (2) and Sports (7) including adaptive
  - Aquatics: addition of WSI, HS Dive expansion
- Memberships 2023: +\$5,013 from 2022
- Sponsorship - \$17,150
  - 25 opportunities; 4 new sponsors, Sports (33)
- Facility rentals - +\$12,398 from 2022



**2023 ACCOMPLISHMENTS**

- NRPA Gold Medal Award
- Exceeding \$1,000,000 in Revenue
- Tree City Award recipient
- Addition of New Sports Fields
- Field C Lighting
- Phase 2 Expansion for WinterFest
- New Entryway
- Veteran’s Bathroom Construction complete
- Re-designed Strategic Plan
- Bathroom & Breakroom remodel
- Hosted NEO Roundtable
- New Parks Trailer
- Chem Control Unit
- Addition of Adaptive Programs

**IN 2024**

- New Steam Room Generator
- HVAC Replacement
- Pool Deck Flooring
- Facility Signage
- Office Expansion
- Trail Expansion
- 3 Chemical Controls
- Pool Paint
- Parking lot Repaving
- Phase 3 Expansion for WinterFest
- Front Desk Operations Improvement
- Adaptive Programming Expansion

As illustrated in the document above, the department has completed \$750,000 worth of improvements over the last two and a half years and there was an additional \$223,000 for the paving of the parking lot completed in 2021. While all the projects contributed to the department’s overall improvement, a couple stand out as truly significant; hot tub renovation, adding LED lighting to 90% of the building, renovation of family changing room, new heaters for each pool and hot tub, and the addition of turf in main workout area. These items play a pivotal role in the advancement of sustainability within our center while also creating an enjoyable experience for all guests.

The Parks and Recreation Department remains dedicated to the future and is working towards eventual building expansion as it’s identified the needs for additional rooms, potential outdoor aquatics, and dire

need in the community for a multi-court gymnasium. These items are major advancements that would rely on community involvement as a ballot measure would need passed, or earmarked city funds over multi-years. Research of the grounds, ease of wall removal and or connection, and gathering of cost estimates for a gymnasium began in 2023. Initial research has indicated no external buildings should be done. City is only wanting attached expansion built and adding additional parking. Design will need to focus on existing city building and zoning commission standards. Overall, it is anticipated this would be a multi-year information gathering that would need to gain support from Parks and Recreation Commission and City Council.

## ***Yearly Plan Review***

The overall vision of the Parks and Recreation Department is Excellence in Community, Sustainability, and Service. In 2021, the refreshed vision of this department began to take shape. Staff examined operations, needs for change, budget, projects, renovations and upgrade opportunities, staffing needs, programming, and events. This was further broken down into what we have done historically, what we are currently doing, and what is needed for the future. Some of the key findings:

- Expansion of center for gymnasium
- Upgrades of outdated equipment
- Lacking basketball, volleyball, baseball, and lacrosse
- More community events
- Addition of multi-purpose fields
- Addition of baseball/softball fields

In 2022, staff again continued the evaluation process as they will annually, typically during budget season, and adjusted the strategic plan to accompany capital budget requests. Several items from the 2021 study were completed, sending staff down a diverse path of exploration. Notable items include:

- Expansion of center for gymnasium
- Regrading and building of old multi-purpose fields
- Addition of baseball/softball fields
- Addition of tot quad
- New shed
- New Fountain
- Beautification of park

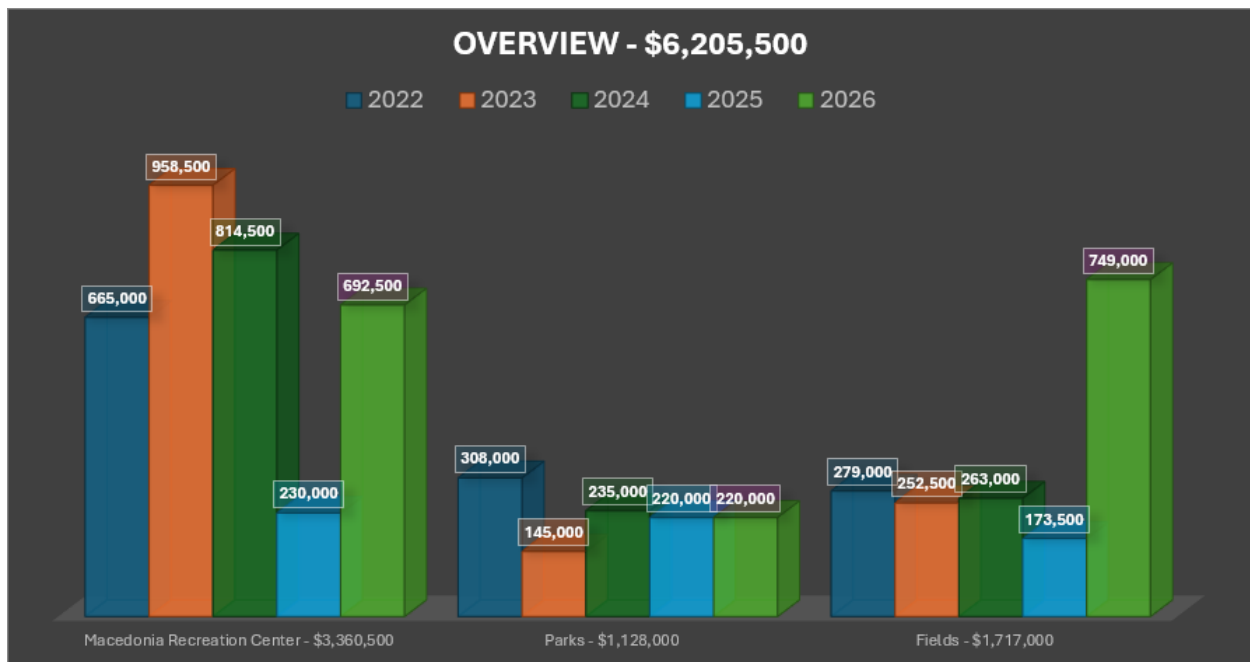
Each year in the summer, moving forward the department will review the strategic plan, operations budget, and capital improvement budget to continuously update the five-year Strategic Improvement Plan. This will consist of matching budget to projects, aligning operations, evaluating service to the community, and measuring the sustainability of each area. The annual budget review process goes from August – December with final Council approval typically the first meeting of December. The budget, in entirety, goes through three readings and is available for public input until final approval in December.

## ***Capital Planning***

The City of Macedonia follows a five-year capital forecasting that focuses on projects, acquisitions of equipment, and additional amenities. The following illustrates some items that are taken into consideration:

- Ongoing costs associated
- Expense and service to the community
- Staffing considerations
- How to prioritize needs
- Previous expectations from community
- Current community needs
- Future programming needs

Below we highlight a year by year look at the Strategic Plan supported by our capital budget. This will shape how we continue to make this facility a leader in Northeast Ohio. The graph below is a snapshot of our plan from 2022 – 2026 and highlights each of our areas and is broken down based on facility, then year. We operate the budget to include the Macedonia Recreation Center, Parks (trails, open space, restrooms, and trees), and Fields. Currently, over the next five years we are set to spend nearly half a million dollars on acquisitions, improvements, and expansions. Additionally, larger projects often require financial allocations over multiple years, while other projects get pushed to a later year.



### ***Macedonia Recreation Center***

The Mac Rec opened in 2000 and has been serving the community in fitness, sports, swimming, and programs. In 2022, the process began for money allocation to replace the entire HVAC system at the Mac Rec, which accounts for the added numbers in 2022 and 2023. A few top priorities identified in this plan will be spelled out within the facility overview below.



2023 Completed

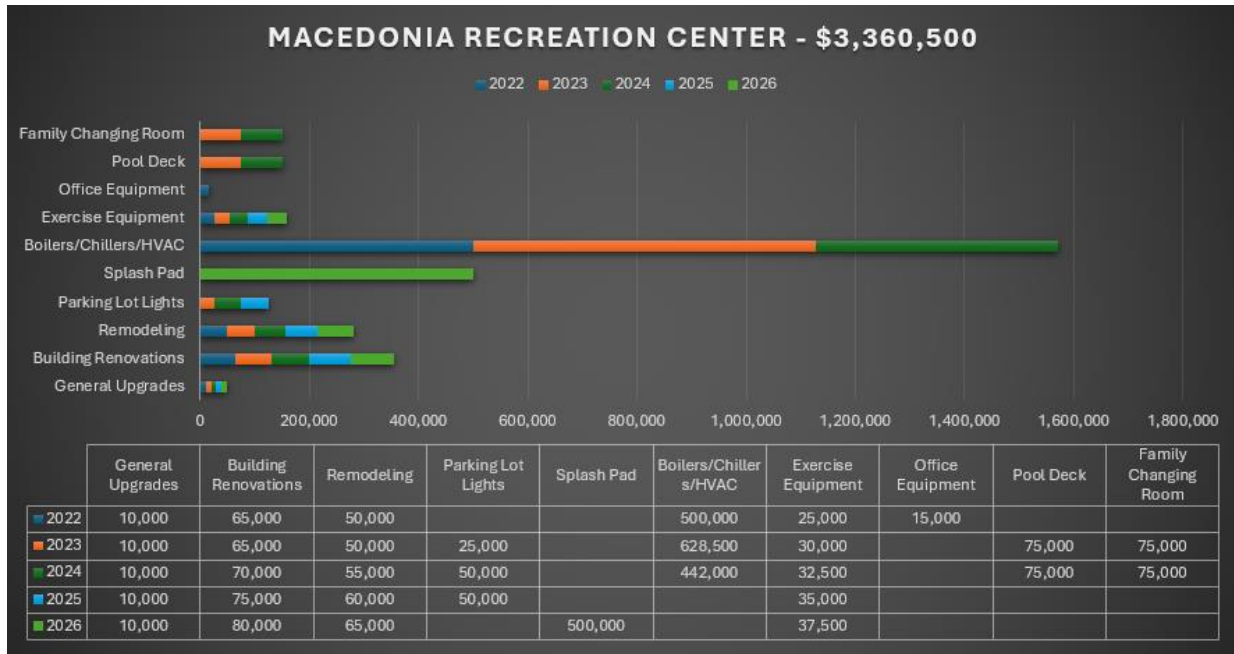
- Aquatics – New pump and filter
- Break Room remodel
- Initial financial allocation for HVAC replacement, parking lot lights, Family Changing Room, and pool deck replacement
- Front desk replacement

2024 Planned

- Aquatics - Painting of aquatics area, Diamond Brite surface Activity Pool
- Break room remodel
- Fitness equipment replacement allocation
- \$1.4 million dollar HVAC replacement project
- Renovate old Woman’s Locker room to become Family Changing Room
- New pool deck

2025 – 2028 Projected Projects

- Renovate old Women’s Locker Room to become Family Changing Room
- Parking lot lights renovation
- Fitness equipment replacement allocations with 2028 year of replacement
- Track replacement



**Parks**

The Macedonia parks consist of Longwood, Sugarbush, and Veteran’s Memorial Park. Our parks service crew does full maintenance and operations of our parks and trail system. Longwood Park is widely recognized as a premier regional park and leading facility of baseball tournaments.

2023 Completed

- Longwood Park tree wall revived
- Sugarbush basketball court paved
- Financial allocation for trail expansion
- New fish supply for lake

2024 Planned

- Financial allocation for trail expansion
- Sugarbush basketball court lining and goals
- Tree maintenance program
- Longwood Park main entrance drive and park loop repaved and drainage
- New fish supply for lake
- Phase 3 electric for WinterFest expansion

2025 – 2028 Projected Projects

- Financial allocation for trail expansion and complete \$1.1 million dollar expansion
- Tree maintenance program
- Gates – Longwood South
- Paving of gravel lots
- Adding lot to Sugarbush
- Sugarbush, creating more fields



**Fields**

The Macedonia Parks and Recreation Department hosts 12 fields, five baseball/softball and seven football/soccer fields. The department completes full maintenance, programming, and rentals of these facilities. Fields typically operate March – November.

2023 Completed

- Wolstein Complex maintenance improvements

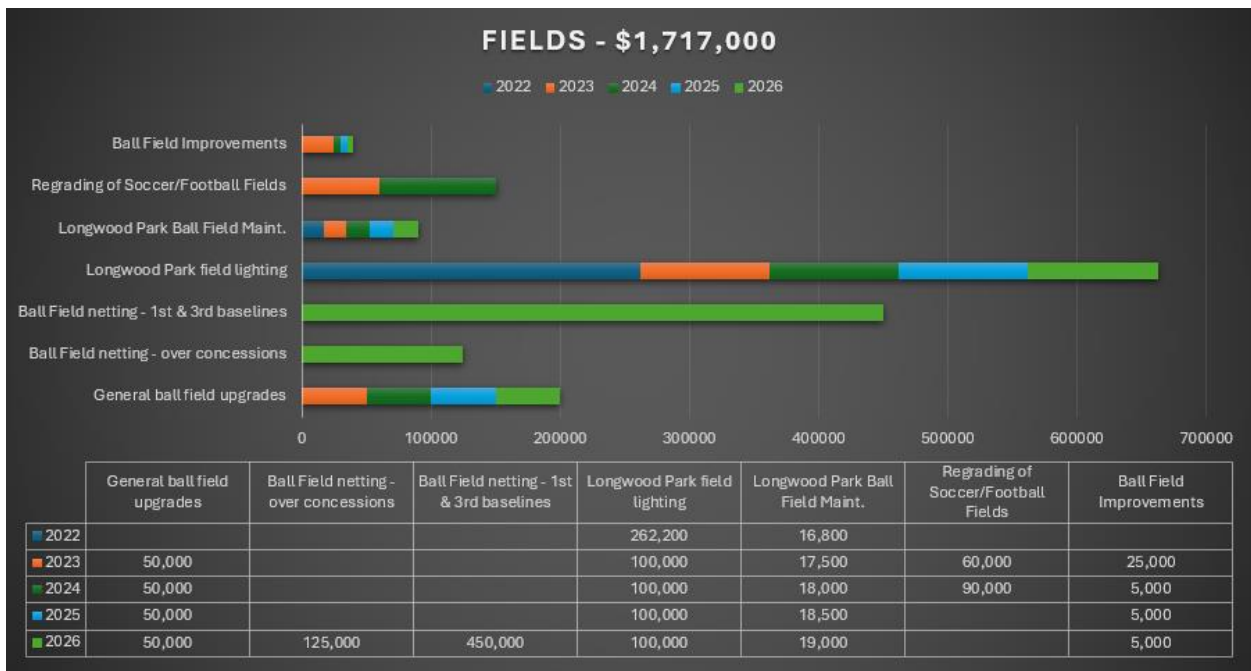
- Field Assurance Program
- Addition of two multipurpose fields – Longwood South

2024 Planned

- Dugouts for Sugarbush
- Renovation of three multipurpose fields – Longwood North
- Wolstein Complex maintenance improvements
- Field Assurance Program
- Sugarbush field maintenance improvements and tree wall

2025–2028 Projected Projects

- Baseball field netting
- Addition of youth quad
- Wolstein Complex maintenance improvements
- Field Assurance Program



## SWOT Analysis

The City of Macedonia Parks and Recreation Department has many things they do well and opportunities for improvement. This SWOT Analysis Process will highlight some results:

**What are the strengths the department should keep building upon?**

- New modern fitness equipment
- Modernized facility through renovations
- Quality staff

- Strong community partnerships
- Strong capital improvement plan
- Mayor and Council support
- Well maintained and beautiful parks
- Premier regional baseball facility
- Strong youth sports program
- USA Swim team
- Employment for PT and Seasonals
- Fantastic special events
- MACTivity Guide
- Something for everyone – diverse programming?
- Highest membership numbers ever

***What are major areas of improvement that needs to be addressed?***

- Facility expansion to include gymnasium
- Ice Rink
- Addition of baseball/softball quad
- More trails
- Outdoor courts – basketball, tennis, pickleball
- Teen programming
- Need for adaptive recreation programming
- Need for additional lifeguards and programming
- Restrooms at Sugarbush Park
- Removal of dead trees in park
- Parking lot at Sugarbush
- Outdoor aquatics area
- Outdoor volleyball
- More multipurpose fields
- Trail maps and markers

## Strengths

- Beautiful parks and trails
- New fitness equipment and renovated weight room
- Affordability of programs
- Activity Guide
- Baseball fields
- Social media outreach and new website
- Many programs maxed out in participation
- Special events
- Community partnerships
- Safe facility and parks – (Top 10 safest City to live)
- Employment benefits for all employees
- Membership perks
- Department efficiency with staffing restructure
- Passionate creative staff

## Weaknesses

- Teen programming
- Gym space
- Limited facility space
- Programming budget
- Adaptive Recreation programming
- Outdoor programming
- Recycling program

## Opportunities

- Increasing partnerships and sponsorship
- Increasing winter program offerings
- Return swim lessons to full offerings
- Create recycling program
- Build a dog park
- Develop Park Land
- Increasing adult programming
- Add adaptive recreation

## Threats

- Funding
- Competing facilities
- Weather
- Pandemic or other illness
- Procurement of part-time staff
- Aging facilities and equipment
- Potential recession
- City's inability to expand housing
- Community support for expansion





EXCELLENCE IN COMMUNITY, SUSTAINABILITY, & SERVICE