STRATEGIC PLAN 2025-2027

July 2026 Progress Report

In Progress · Complete

GOAL 1: SUSTAINABLE AND STRATEGIC GROWTH

OBJECTIVE 1.2 SUSTAINABLE GROWTH

Action Item A: 100% complete
Staffing, equipment, fleet, and facility needs are being reviewed as part of long-term growth and budget planning. The operations budget forecast now includes lifecycle costs and replacement planning, with Brightly Asset platform scheduled for implementation in 2026 to improve asset tracking and capital planning.

Action Item B: 100% complete
Due to similarity of the action items, 1.2 B was combined with Action Item 1.1 B and additional progress will be completed by that team.

OBJECTIVE 1.4 MISSION-DRIVEN DECISION MAKING

Action Item A: 75% complete
A decision tree was drafted to help keep the district's mission and vision central to decision-making. The draft has been shared with the financial sustainability team for further development. Once that work is finalized, this action item will be complete and the process will be implemented for new projects and programs.

GOAL 2: ENHANCE AND MAINTAIN EXISTING PARKS AND SERVICES TO ENSURE EXCEPTIONAL VISITOR EXPERIENCES

OBJECTIVE 2.2 ALLOCATE & OPTIMIZE RESOURCES STRATEGICALLY

Action Item B: 90% complete
Outstanding projects identified in park master plans were compiled into a Master Projects spreadsheet. Major repairs and capital replacement projects identified through operational forecasts will also be compiled and added to the spreadsheet. Once complete, all projects will be prioritized.

OBJECTIVE 2.3 IMPROVE & EXPAND SIGNAGE & WAYFINDING TO ENHANCE PARK ACCESSIBILITY AND VISIBILITY

Action Item A: 80% complete
A system-wide signage review identified inconsistencies and opportunities to improve efficiency, including signpost maintenance and replacement. Park Police were consulted to evaluate the appropriate use of signs addressing prohibited behaviors, and replacement signpost options were assessed based on cost, durability, warranty, and long-term maintenance requirements.

Action Item B: 25% complete
The district launched the OuterSpatial online platform in June to support visitor navigation in the parks. New park maps are being created to align all formats (website, Outerspatial, and print) and provide the most accurate data to visitors.

ACTION ITEM E: 100% complete
After review, it was determined that this action item is already addressed under Action Item 2.3.A.

OBJECTIVE 2.4 STRENGTHEN PROGRAMS, GROW PARTNERSHIPS, & INSPIRE CONNECTIONS

ACTION ITEM A: revised
Action Item 5.2.C was combined into this action item as both support similar objectives. The original statement was revised to incorporate the phrase "increase Park District awareness" from 5.2.C.

ACTION ITEM B: 100% complete
Education staff completed and implemented an Ohio Standards-aligned 3rd grade field trip plan. The program has been tested through two successful field trips and has reached approximately 250 students as of May 2026.

ACTION ITEM C: 50% complete
The Park District continues to offer free and low-cost programs for a range of ages and abilities. Try-It programs reduce barriers by allowing participants to experience outdoor activities using department equipment before making a purchase or longer-term commitment.

ACTION ITEM D: 100% complete
Staff reviewed three years of participation data and implemented a more intentional program planning process. Programs are now reviewed three times per year using a standardized proposal form to evaluate mission alignment, relevance, and consistency before program guides are finalized.

ACTION ITEM E: 50% complete
The Park District launched its participation in the OuterSpatial app to improve wayfinding and expand access to park maps, trails, and self-guided experiences. Staff continue to expand self-guided programming such as the Gallant Farm "Hands-On History" series featuring 1930s-inspired chores, games, and activities.

GOAL 3: CULTIVATE A THRIVING AND SUPPORTED WORKFORCE TO ENSURE OPERATIONAL EXCELLENCE

OBJECTIVE 3.1 ASSESS & STRATEGICALLY PLAN STAFFING NEEDS

ACTION ITEM A: revised
After review, 3.1.B was combined with this action item because both addressed related objectives. The statement was revised to incorporate language from Action Item 3.1.B, resulting in the following: "Continuously assess staffing levels to identify capacity and service delivery gaps, incorporate frontline staff input, and develop a multi-year staffing plan aligned with growth, operational needs, skill sets, and budget constraints."

ACTION ITEM B: 100% complete
After further discussions, this action item was determined to already be addressed through 3.1.A and was combined.

OBJECTIVE 3.2 EVALUATE EMPLOYEE COMPENSATION & BENEFITS, & INCREASE STAFF AWARENESS

ACTION ITEM B: 80% complete
Benefit highlights have been added to the monthly employee newsletter to increase staff awareness of available compensation and benefits. Additional enhancements are ongoing.

OBJECTIVE 3.5 EXPLORE & STRENGTHEN EMPLOYEE WELLNESS INITIATIVES

ACTION ITEM A: 100% complete
Using insights from the 2024 employee survey, new Parental Leave (June 2025) and Bereavement (March 2026) policies were recommended to and approved by the Board. Ongoing evaluation of employee needs and exploration of additional wellness initiatives will continue.

ACTION ITEM B: 80% complete
The action item statement was revised to improve clarity and alignment with Action Item 3.5.A. Work has begun on a plan that outlines initiatives designed to increase participation in well-being activities.

GOAL 4: DIVERSIFY REVENUE STREAMS AND BUILD FUTURE FINANCIAL SUPPORT

OBJECTIVE 4.1: STRENGTHEN THE PRESERVATION PARKS FOUNDATION'S CAPACITY TO CULTIVATE DONORS AND INCREASE CHARITABLE SUPPORT FOR THE PARK DISTRICT'S MISSION AND LONG-TERM PRIORITIES. (Revised)

ACTION ITEM A: 50% complete
Information about charitable giving through the Foundation has been expanded in the District's new publication "The Trailhead", printed three times a year. The work of PPF is also highlighted at various community events. A new celebration of Volunteers, the Foundation, and PPDC will highlight charitable giving as well as volunteer and park plans and accomplishments.

ACTION ITEM C: 50% complete
A comprehensive fundraising strategy is being developed in partnership with the Foundation, outlining fundraising priorities, organizational roles and responsibilities, performance metrics, and a donor cultivation and stewardship model.

OBJECTIVE 4.2 ENHANCE FINANCIAL SUSTAINABILITY WITH STRATEGIC FEE STRUCTURES

ACTION ITEM A: 65% complete
Program and amenity offerings were organized into 11 categories with assigned cost recovery goals, helping define which services should be subsidized and which should recover a greater share of their costs. Cost analysis tools were enhanced to track direct and indirect expenses and compare current pricing to target recovery levels. Cost data continues to be refined to evaluate the reasonableness of the assigned goals.

OBJECTIVE 4.3 PURSUE GRANT AND/OR SPONSORSHIP FUNDING

ACTION ITEM A: 75% complete
Potential tools for identifying new grant opportunities were identified, along with the need for improved cross-department communication. A grant opportunities list was created, a list of potential projects exists, and a draft grant management workflow is in development.

ACTION ITEM B: 25% complete
The action item statement was revised for clarity while maintaining its original intent. Work has centered on sponsorship policies, development of sponsor packages, improved tracking and accounting processes, and the Preservation Parks Foundation's role in sponsorships.

OBJECTIVE 4.4 BUILD FUTURE FINANCIAL SUPPORT

ACTION ITEM B: 25% complete
The district will continue, and expand where appropriate, engaging Delaware County leadership and the community through district updates and information on fiscal stewardship. Outreach will include individual meetings with leaders, attending community events, presentations to townships, municipalities, and service organizations such as Rotary and Kiwanis, as well as written communications through PPDC's website, program guide, mailers, and other channels. A calendar had been developed for 2026 community events, presentations and publications.

In Progress Complete

GOAL 5: ENHANCE COMMUNICATION STRATEGIES TO FOSTER ENGAGEMENT AND COMMUNITY SUPPORT

OBJECTIVE 5.1 STRENGTHEN BRAND IDENTITY

ACTION ITEM A: 75% complete
Program guide, branding, and outreach efforts were enhanced to strengthen storytelling and visibility, including planned updates to the program guide format, expanded use of LinkedIn and Facebook Events, and engagement with a new media outlet. New logo sign standards were implemented for the Bicentennial Barn and the future Hickory Woods Park shelter.

ACTION ITEM B: 100% complete
After further review, this action item was combined with 5.2.A as they were both very similar. Language for the 5.2.A statement was updated to reflect this combination.

ACTION ITEM C: 25% complete
After meeting with other Ohio park districts about their merchandise stores, staff are developing a plan for a Preservation Parks online store.

ACTION ITEM D: 100% complete
After further review it was decided that this action item is very similar to 5.2.D. and should be combined. No language change was needed in 5.2.D.

OBJECTIVE 5.2 ENHANCE COMMUNICATION & PUBLIC ENGAGEMENT

ACTION ITEM A: 25% complete
Revised action item statement after combining 5.1.B. Revisions included a broader audience focus and the addition of “compelling theme-driven content” to clarify the approach.

ACTION ITEM C: 100% complete
This action item is very similar to 2.2.C. and 2.4.A. To avoid duplication of efforts, it was combined with 2.4.A. The language “increase Park District awareness” was added to the revised statement.

In Progress Complete

JULY 2026 PROGRESS REPORT

Preservation Parks of Delaware County
STRATEGIC PLAN 2025-2027

Shaded % Complete boxes indicate progress made since January report.

GOAL	OBJECTIVE	ACTION ITEM	START	END	% COMPLETE
1. SUSTAINABLE AND STRATEGIC GROWTH	**1.1 Strategic Land Acquisition**	A. Strategically grow the Preservation Parks system by expanding existing parks and prioritizing protecting high quality natural and historical areas, critical watersheds, and areas that improve equitable access.	2025	Winter 2027	50%
		B. Update the land acquisition strategy to include assessing potential future development costs (infrastructure and amenities) and long-term maintenance costs and operational needs to ensure sustainability within current resource capacity.	2026	Fall 2026	90%
	1.2 Sustainable Growth	A. Proactively assess and adjust equipment and infrastructure to manage and maintain newly acquired land while preserving high service standards across all parks. ***(Revised - removed "staff" - covered in 3.1.A & 3.1.B)***	2026	Spring 2026	Completed
		B. Continue to integrate future capital and operational costs into the District's forecasting tools to prevent overextension and support high-quality service delivery. ***(This item combined with 1.1.B.)***	2026	Fall 2026	Completed
	1.3 Promote Community Awareness of New Acquisitions & Park Development	A. Promote public awareness of new land acquisitions by highlighting their impact on the community, environment, and recreation and sharing the District's vision through targeted marketing and communication strategies.	2025	Winter 2027	Completed
		B. Communicate regular updates on construction timelines, project milestones, upcoming park openings, and existing phased park development using various communication methods to keep employees and the public informed and engaged. ***(Revised: Added "existing phased park development" and "employees")***	2025	Winter 2027	75%
		C. Increase internal and external communication regarding phased park development on existing properties to build awareness. ***(Combined with 1.3.B)***	2025	Winter 2027	Completed
	1.4 Mission-Driven Decision Making	A. Ensure the mission remains central to land acquisition, park development, fiscal responsibility, and District operations by reinforcing its importance in planning, communication, and decision making. ***(Revised: Added "fiscal responsibility)***	2025	Summer 2026	75%
2. ENHANCE & MAINTAIN EXISTING PARKS & SERVICES TO ENSURE EXCEPTIONAL VISITOR EXPERIENCES	**2.1 Strengthen Sustainable & Responsive Park Maintenance**	A.Strengthen the preventative maintenance program to improve asset management and long-term budget forecasting.	Winter 2025	Fall 2026	0
		B. Invest in durable, sustainable materials and high-quality equipment to reduce long-term costs and ensure fiscal responsibility and sustainability. (Continuous)	Winter 2025	Fall 2027	0
	2.2 Allocate & Optimize Resources Strategically	A. Use community engagement and data collection to help inform maintenance and improvement priorities, emphasizing safety, protection of assets, and equitable service across all parks.	2026	Fall 2026	0
		B. Establish a focused project inventory based on all park master plans to support readiness for grants, partnerships, and strategic growth.	2025	Spring 2026	90%
		C. Continue to seek new and strengthen existing partnerships with community organizations and government entities to share resources and optimize the use of existing facilities to benefit the community.	2026/2027	Spring 2027	0
	2.3 Improve & Expand Signage & Wayfinding to Enhance Park Accessibility and Visibility	A. Conduct a system-wide signage audit to identify outdated, duplicated, or unclear signs and create a signage replacement plan with defined lifespans, materials, and timelines.	2025	Spring 2026	80%
		B. Enhance trail navigation and emergency response by improving wayfinding signage, including consistent implementation of locator signs. (Continuous)	2026	2027	25%
		C. Expand roadway directional signage to improve public access and awareness of park locations.(Continuous)	2026/2027	2027	0
		D. Continue to develop and install engaging and accessible interpretive signage at key locations to provide consistent, high-quality educational content about nature, conservation, and local history. (Continuous)	2026/2027	2027	0
		E. Explore flexible and sustainable signage options for kiosks and other locations that allow quicker updates of maps and park information. ***(This item combined with 2.3.A.)***	2026	2026	Completed
	2.4 Strengthen Programs, Grow Partnerships, & Inspire Connections	A. Continue cultivating partnerships with schools and community organizations to increase Park District awareness and expand and diversify programming that aligns with the District's mission and responds to local needs. (Continuous) ***(Combined with 5.2.C & revised statement: added "increase Park District awareness")***	2026	Fall 2027	0
		B. Target a specific grade level to increase educational impact and develop engaging field trips and in-school programs that meet state curriculum standards.	2025	2026	Completed
		C. Design inclusive, affordable, and engaging programs for families and individuals that foster a connection to nature and increase access to outdoor learning opportunities. (Continuous)	2026	2027	50%
		D. Analyze participation data, community demographics, and feedback to refine program offerings, remove barriers, and focus resources on high-impact priorities.	2025	2026	100%
		E. Expand self-guided experiences that empower all visitors to explore and learn at their own pace and ability.	2025	2026	50%
3. CULTIVATE A THRIVING AND SUPPORTED WORKFORCE TO ENSURE OPERATIONAL EXCELLENCE	**3.1 Assess & Strategically Plan Staffing Needs**	A. Continuously assess staffing levels to identify capacity and service delivery gaps, and incorporate frontline staff input to develop a multi year staffing plan aligned with growth, operational demands, skill sets, and budget constraints. (Continuous) ***(Combined with 3.1.B & revised statement: Added language from 3.1.B)***	2025	Fall 2026	Started
		B. Develop a multi-year staffing plan aligned with projected park growth, operational demands, required skill sets, and budget constraints. **(Combined with 3.1.A.)**	2025	Fall 2026	Completed
		C. Continue to strategically engage volunteers in meaningful roles that support Park District initiatives. (Continuous)	2025	Fall 2026	Started
	3.2 Evaluate Employee Compensation & Benefits, & Increase Staff Awareness	A. Conduct a total compensation survey to evaluate salary competitiveness and employee benefits and provide recommendations for improvements.	2025	Fall 2025	Completed
		B. Develop a multi-channel communication plan to raise awareness about the full value of the employee benefits package.	2025	2026	80%
	3.3 Strengthen Internal Communication, Collaboration, & Transparency	A. Establish clear workflows, project timelines, and expectations for shared efforts to improve interdepartmental communication. This includes involving all relevant departments in new projects from the start.	2026	Summer 2027	0
		B. Foster open communication between staff and administration, create clear channels for feedback, address concerns, ensure diverse perspectives, and promote a culture of respect and transparency. (Continuous)	2025	Summer 2026	25%
		C. Create opportunities for peer-to-peer learning between departments to improve efficiency and the understanding of each team's role and responsibilities.	2026	Fall 2027	0
	3.4 Support Professional Development & Leadership Growth	A. Implement comprehensive succession planning to develop future Park District leaders.	2025	Fall 2026	Started
		B. Support individual career development through access to training, certifications, and other professional growth opportunities. (Continuous)	2025	2027	Started
	3.5 Explore & Strengthen Employee Wellness Initiatives	A. Conduct an employee interest survey to identify areas of interest for a future wellness plan.	2026/2027	Fall 2027	Completed
		B. Use employee input to identify and implement well-being initiatives. ***(Revised statement)*** (Continuous)	2026/2027	Fall 2027	80%
4. DIVERSIFY REVENUE STREAMS & BUILD FUTURE FINANCIAL SUPPORT	**4.1 Strengthen The Preservation Parks Foundation'S Capacity To Cultivate Donors & Increase Charitable Support For The Park District'S Mission & Long-Term Priorities.**	A. Expand and promote avenues for charitable giving through the Preservation Parks Foundation by leveraging digital, print, programmatic, and community engagement channels to increase donations and grow the Foundation's base of supporters. ***(Revised statement)***	2026	Fall 2027	50%
		B. Recruit a dedicated fundraiser or development professional to lead and coordinate fundraising efforts for Preservation Parks and the Foundation.	2025	Fall 2025	Completed
		C. Develop and implement a comprehensive fundraising strategy in partnership with the Foundation to support Preservation Parks long-term sustainability.	2025	Fall 2027	50%
		D. Identify and prioritize fundraising opportunities to support strategic initiatives, programs, and capital projects.	2025	Fall 2027	0
	4.2 Enhance Financial Sustainability with Strategic Fee Structures	A. Complete a cost analysis of programs, rentals, and amenities to evaluate operating costs and determine when it is appropriate to subsidize or implement cost recovery.	2025	Spring 2026	75%
		B. Based on cost analysis findings, identify and explore new or alternative revenue streams to support underfunded programs and ensure financial sustainability.	2026	Fall 2027	Started
	4.3 Pursue Grant &/or Sponsorship Funding	A. Continuously explore and collaborate across departments on new grant opportunities while proactively pursuing known and reliable funding sources.	2025	Fall 2026	75%
		B. Streamline opportunities for sponsorships to support the mission of Preservation Parks. ***(Revised statement.)***	2025	Fall 2026	25%
	4.4 Build Future Financial Support	A. Develop strategic messaging to communicate the value of tax dollars invested in Preservation Parks. Highlight the District's use of grants, partnerships, and private funding to maximize its impact and how these revenue streams help stretch tax dollars.	2025	Fall 2027	0
		B. Engage community leaders, stakeholders, staff, and residents to promote transparency, communicate financial stewardship, and build trust through regular updates and opportunities for feedback.	2026	Fall 2027	25%
5. ENHANCE COMMUNICATION STRATEGIES TO FOSTER ENGAGEMENT & COMMUNITY SUPPORT	**5.1 Strengthen Brand Identity & Visibility**	A. Update the strategic marketing plan to include fine-tuning the social media strategy, strengthening digital and print deliverables, revising brand standards to include park logo signage, partnering with local schools and organizations, building and strengthening relationships with new and traditional media outlets, and using creative outreach campaigns to reach targeted age groups and demographics.	2025	2025	75%
		B. Enhance brand visibility and attract new audiences by using compelling, theme-driven content that reveals the behind-the-scenes care, creativity, and expertise that showcase the quality of the District's parks and programs. ***(Combined with 5.2.A.)***	2026	2027	Completed
		C. Explore and lay the groundwork to create Park District merchandise that promotes brand identity and visibility; ready to launch promptly if research is favorable.	2026/2027	2026	25%
		D. Continue to target new Delaware County residents through print and digital channels. ***(Combined with 5.2.D.)***	2025	Fall 2027	Completed
	5.2 Enhance Communication & Public Engagement	A. Deepen engagement with current followers and attract new audiences by using compelling theme-driven content, sharing inspiring park stories, promoting upcoming events, and driving program participation across digital platforms. ***(Revised statement)***	2026	2026	25%
		B. Identify and support volunteer ambassadors interested in telling the Preservation Parks story.	2026/2027	2026	Started
		C. Strengthen relationships with schools, community organizations, government agencies, libraries, and local businesses to increase Park District awareness and participation in programs and events. ***(Combined with 2.4.A.)***	2026	2026	Completed
		D. Maintain a dual approach to communication—continuing to offer digital content while ensuring printed brochures and program guides are available at key locations to reach non-digital users. (Continuous)	2025	Fall 2027	Started