



**COMPREHENSIVE
MASTER PLAN**

ADOPTED AUGUST 15, 2019

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Dear Resident,

Thank you for taking time to help create the Oswegoland Park District's Comprehensive Master plan. Feedback for this plan was acquired through a variety of resident input channels including a statistically valid survey, community open houses, more than 25 stakeholder group interviews, as well as benchmarking service analysis, and Staff and Board workshops. This plan blends the analysis of parks and facilities with what we heard you say are your current and future needs for Parks and Recreation.

Our plan is organized into seven themes that detail the strategies in which we will dedicate our resources to achieving in the next five to ten years. Some of these themes include: Increasing your park access and opportunities; Developing new indoor facilities for our community; Improving trail connectivity; and Updating existing park and facility amenities.

The outcome of this effort will guide the District's future growth and development, while addressing the unique needs of our community. This plan is a dynamic, living document that will allow the District to remain nimble in the face of change, and provides a complement to the District's Strategic Plan, Purpose, and Values. We invite you to explore the details of the plan to see how the outlined strategies will guide your Park District's commitment to "creating opportunities for a healthy community."

Once again, we would like to thank our residents for your contributions to this plan and we look forward to continuing to serve you and your family.

Sincerely,

Sandy Tartol

*Park Board of Commissioners, President
Oswegoland Park District*

A handwritten signature in white ink that reads "Sandy Tartol". The signature is written in a cursive, flowing style.

INTRODUCTION





WHY PLAN FOR PARKS AND RECREATION?

The Oswegoland Park District is a valuable asset to the more than 20,000 households it serves. From developing and managing parks, recreational facilities, and programming, the District plays a vital role in enhancing the health, economic development, and sustainability of the community.

HEALTH AND WELLNESS

The Oswegoland Park District's Vision Statement is "Creating Opportunities for a Healthy Community!" This fundamental mission of health and wellness is inherent in all that the District does. Why is this mission so important to the community?

Increased opportunities for physical activity: Parks help combat obesity and other chronic health conditions by providing opportunities to increase fitness and physical activity. Regular physical activity reduces the risk of heart disease, hypertension, and diabetes; improves muscle strength; promotes weight loss; and boosts cardiovascular, respiratory, and endocrine systems. Studies have shown that enhanced access to places for physical activity leads to an increase in the frequency of physical activity for both adults and children. Active park users also require fewer physician visits and experience lower health care costs than those who use parks passively or not at all.

Enhanced quality of life and mental health benefits: In addition to physical health, parks also enhance the quality of life and improve mental health by providing access to and connections with nature. Studies show that exposure to nature offers a range of medical benefits including lower blood pressure, cholesterol, and stress. Exposure to nature may also alleviate symptoms of depression and anxiety.

Finally, parks and open space can mitigate climate, air, and water health impacts by reducing the urban heat island effect, removing pollutants from the atmosphere, and filtering water. As trees filter and clean the air, they decrease the risk of cancer and decrease the prevalence of asthma and other respiratory diseases. As the plants and green spaces in parks filter and clean the water, they reduce the chance of water-borne diseases.

ENVIRONMENT

The Park District's Strategic Plan states that the District "values ecological preservation, environmental sustainability, and incorporates these values when making decisions on how land and facilities will be acquired, maintained and managed." The environmental benefits that the Park District provides include:

Enhanced natural environment:

Communities can use parks to preserve ecological functions and protect and encourage biodiversity. By connecting parks, open spaces, riparian areas, wetlands, and other natural features strategically, the environment can help to protect the biological diversity and natural process that is required to support a thriving wildlife habitat system.

Reduced infrastructure costs: Parks help reduce the costs for some public infrastructure elements, such as flood control, stormwater management, transportation, and more. Multi-use trails traversing interconnected park systems can provide an alternative, less expensive mode of transportation, which relieves agencies of the additional—and most times greater—costs of roadway improvements.

Stormwater mitigation: Studies have shown that parks and open spaces can provide numerous stormwater benefits, such as storing, carrying, and filtering runoff.

SOCIAL EQUITY

The Park District provides community spaces for its members, spread over multiple municipalities, counties, and townships. The proven, social benefits of these spaces are numerous, including enhanced social equity, increased educational opportunities, and a reduction in community violence.

Social equity: A social equity benefit is the provision of a community space that allows for the strengthening of social and familial bonds. Parks allow children to engage in experiential, informal learning through both independent and peer activities. Parks and open spaces are also gathering spaces where social ties can form. These social ties produce stronger and safer neighborhoods where people feel connected and supported.

Educational opportunities: Parks also provide a resource for closing the educational achievement gap in communities. Not only are children motivated to learn when they can pursue discoveries outdoors, but using parks, open spaces, and natural environments for hands-on learning opportunities has been shown to improve the standardized achievement scores of socially-disadvantaged students.

Reduction in community violence: Parks and open spaces can help create neighborhoods with fewer violent crimes and improve community cohesion. Open spaces provide the ability to spend time in nature, which reduces aggression and relieves mental fatigue. Lastly, open spaces create a more welcoming environment, whereas barren or vacant spaces are more frightening to people and are prone to higher rates of crime.

ECONOMIC DEVELOPMENT

The Park District is an engine for economic activity within the communities it serves. High-quality parks, open spaces, and recreational opportunities attract and retain businesses and residents, as well as positively impact property values.

Economic benefits: Park systems can attract and retain affluent retirees, knowledge workers, talent, and homebuyers. U.S. retirees make up nearly 25% of the total population and are moving to various locations across the country to enjoy retirement. These individuals desire communities that provide leisure and recreation amenities. Knowledge and talent workers prefer places with a variety of outdoor recreational activities, and homebuyers are more likely to not only choose a home located close to parks and open spaces, but they will also pay nearly 10% more for it.

Increased property values: Numerous studies confirm that the presence and proximity of parks and open space positively affect property values. Parks can help to improve community health, sustainability, and equity, and—when designed properly—can also function as a conscious tool for neighborhood revitalization.

Increased municipal revenues: Increased property values go hand-in-hand with increased municipal revenues, as property taxes are major revenue streams for many communities. In addition to property tax benefits, parks and open spaces in shopping districts have been shown to stimulate more revenue and sales tax generation.

OVERVIEW OF THE PLAN

The Oswegoland Park District strategic planning process outlined the need for a master plan, which would “develop policies towards the acquisition of land and identify indoor and outdoor facilities based on current needs of the community, as well as forecasted growth areas.”

The resulting comprehensive planning process was initiated to help guide decision makers to prioritize resources for growth and development in a fiscally-responsible, environmentally-sound, and publicly-supported way.

Goals for this Comprehensive Master Plan include:

- **Effectively Engage Stakeholders:** Understand the priorities of the community and ensure the most effective use of District resources by focusing the decision making and spending on strategic priorities.
- **Analyze Existing Assets:** Provide a strategic approach to evaluating facilities and other District assets. Analyze how results of the 2014 Needs Assessment may have changed in the last 4-5 years.
- **Serve as a Blueprint for the Future:** Provide a list of short- and long-term strategic actions and implementation strategies to guide the District’s decision making.
- **Strengthen Community Partnerships:** Maximize resources and impact through new and strengthened partnerships with municipalities, organizations, and the private sector.

DEVELOPING THE PLAN

The approach to the Oswegoland Park District Comprehensive Plan maximizes community input, pairing it with both Park District staff’s knowledge and experience and our team’s resources and expertise. Organized into four phases, the approach provides a high-quality, flexible plan for the future of the Park District.

HOW TO USE THE PLAN

This plan establishes the District’s short- and long-term goals for the next years. The action plan is designed to be flexible and responsive to the inevitable changes that will occur over the next years. Board members and staff should look to revisit the action plan on an annual basis, evaluate proposed initiatives, and develop context-sensitive implementation strategies to effectively complete their goals.

THE PROCESS

ANALYZE

During this first phase, the team developed a comprehensive analysis of the Oswegoland community recreational offerings by working closely with Park District staff. This phase occurred concurrently with the Engage Phase and included a collection and assimilation of Park District information, including an inventory of parks, open space, recreation facilities, and program offerings.

ENGAGE

Community engagement is the foundation of all Park District Comprehensive plans. Throughout this phase, the team actively engaged the community in information gathering, idea and strategy generation, and action planning. While this second phase of the planning process was primarily focused on initiating the community engagement conversations, our team will continue to involve the community throughout the entire planning process.

ENVISION

During the third phase of the planning process, the team created a shared long-term vision for the Park District based on the analysis completed in the previous project phases. The team also developed alternative strategies for recreation programming; existing parks and open spaces; new parks, recreation facilities, and open spaces; and area trail corridors.

IMPLEMENT

In this final phase of the planning process, the team focused on outlining strategies into a long-term Vision. Then, recommendations for near and mid-term capital and operational strategies further refined and spelled out in a clear and concise Four-Year Priority Action Plan. The Plan details schematic costs, priority level (high, medium, or low), and includes a concise action strategy for each priority project, defining dates, actions needed, funding strategies, and responsible parties for associated tasks.

1

This chapter provides a summary of the Park District's existing conditions. It also contains a summary of the comparison of existing Park District offerings to the recommended level of service benchmarks. This chapter also includes a trends analysis, operations review, and a summary of a staff workshop.

2

This chapter provides a summary of the public input process, synthesizing the results of stakeholder interviews, districtwide statistically-valid survey, community open houses, and staff and board workshops.

3

This chapter outlines the Park District's long-term vision and includes strategies for recreation program offerings, parks, and open spaces, trails, indoor recreation facilities, and District operations, administration, and maintenance policies.

4

This chapter outlines the Four-Year Priority Action Plan with action steps to achieve the strategies identified in chapter 3.

OSWEGOLAND PARK DISTRICT PROFILE

HISTORY

The Oswegoland Park District was established by referendum in 1950 as a separate governmental entity known as a “special district.” The District serves approximately 20,000 households, comprised of roughly 57,000 residents who live within this District’s 38-square mile service area.

Today, the Oswegoland Park District owns 64 parks, greenways, and natural areas—covering over 1,290 acres—none of which were acquired before 1960. In that year, Boulder Hill developer Don L. Dise developed the District’s first park, SuzanJohn.

Acquisition of park space in the following years included the development of 34 playgrounds, 31 shelters, eight sand volleyball courts, four full-court basketball courts, 27 half-court basketball courts, ten ball fields, nine outdoor tennis courts, two skate parks, eight pickleball courts, three inline hockey rinks, numerous soccer game fields, and over 20 miles of walking/biking/jogging trails.

In 1968, voters approved funding for a community center which led to the Civic Center, which was opened in 1969. The Civic Center Pool welcomed its first swimmers that summer. The District’s second aquatic facility, Winrock Pool, was opened in 1975.

Both pools have since been renovated, with a Civic Center Pool renovation in 1998 and a Winrock Pool renovation in 2013.

In 1975, the District took responsibility for its first historic site, the Little White School Museum. It was originally leased from the School District and ownership was transferred to the Park District in 2010.

In the spring of 1980, Fox Bend Golf Course began its first season under the joint ownership of the Oswegoland and Fox Valley Park Districts. In 2007, the Park District purchased Fox Valley Park District’s stake and became the sole owner and operator of the course. The District also acquired a former John Deere tractor dealership in 1986, which is now known as Prairie Point Center.

The District renovated a former automobile dealership in 2004 to open Boulder Point and entered into an Intergovernmental Agreement with SD308, resulting in the construction of South Point Center which opened in 2007.

These parks and facilities are home to many of the District’s recreational programs and activities—with over 2,750 programs offered, and more than 22,000 participants served each year.

ORGANIZATION & STAFF

The Park Board is an elected five-member board that determines District priorities and defines policies for financing, governance, operations, and administration. The Board makes decisions representative of the electorate and hires the Executive Director to manage the daily operations of the District.



OSWEGO

DEMOGRAPHIC PROFILE

Demographic data for Oswegoland Park District was derived from the Environmental Systems Research Institute (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS).

POPULATION TRENDS

The 2018 population estimate is at 57,653. The population is projected to grow to 60,976 by 2023. There are an estimated 20,000 households in 2019, and that is expected to increase to 20,357 by 2023. A “household” includes all the people who occupy a housing unit (e.g., single-family home, duplex, apartment, etc.) regardless of the relationship between occupants. The 2017 average household size is 3.0, which has been steady since 2010 and is not expected to change in 2023.

New development in the form of townhomes and mid-to-high rise apartments and condominium buildings will result in an influx of new residents to the multiple municipalities that Oswegoland Park District serves. This population is expected to be a mix of Millennials (the generation born between 1981 and 1996) and young families looking for an urban lifestyle and good schools, as well as empty nesters who are looking to scale down and move away from single-family homes.

Figure 1: Population Estimates



DIVERSITY

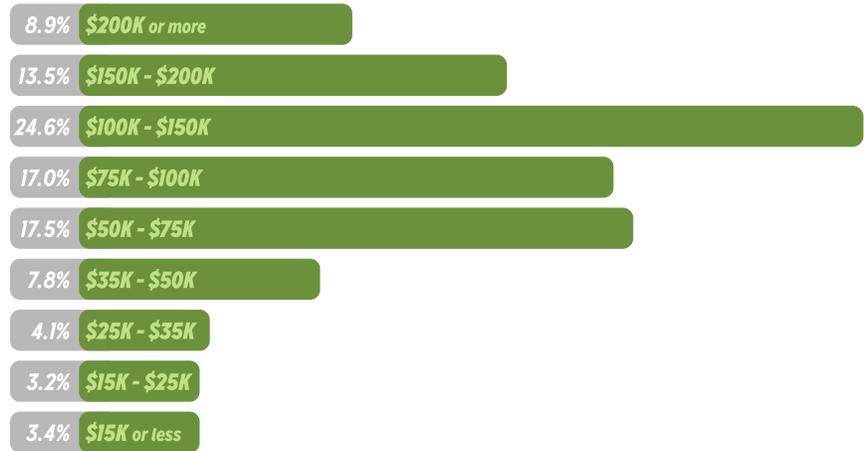
ESRI’s Diversity Index captures the racial and ethnic diversity of a geographic area in a single number, from 0 to 100. This Index provides insight into the diverse or monochromatic nature of the population. The Park District’s 2018 Diversity Index is 52.9 which is up from 46.5 in 2010 as the Asian, Hispanic, and biracial populations have increased over the 10-year period. The estimated Diversity Index for 2023 is 57.3. Growth remains an expectation in the Black, Asian, Hispanic, and biracial populations.

INCOME DISTRIBUTION

The District's 2018 median household income is \$94,457—almost 20% and 30% more than Illinois state and national median household incomes, respectively. Median household income is projected to grow to \$102,975 in 2023.

Household income percentages, illustrated in Figure 2, show that more than half of the District's households (53%) make less than \$100,000.

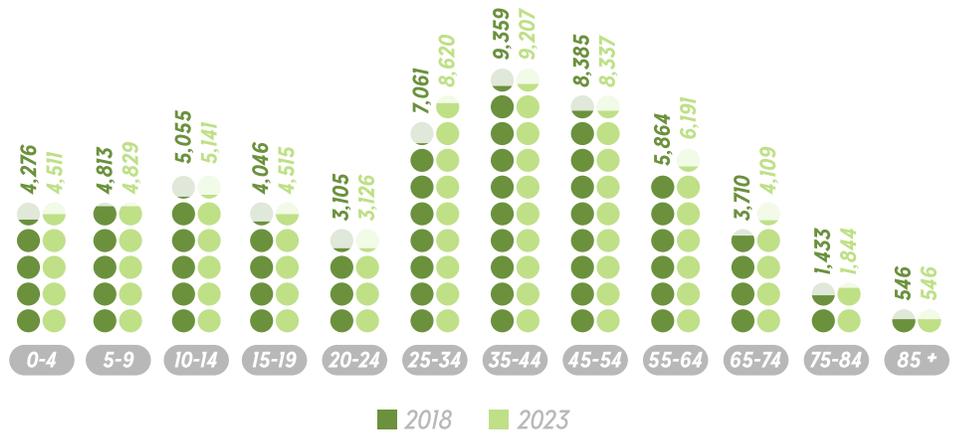
Figure 2: 2018 Income Distribution



AGE SEGMENTATION

The Park District's median age in 2018 is 35.5, which is up from 34 in 2010. The District's population is not projected to age into 2023, dropping to a median age of 34.7. As shown in Figure 3, the youth population (under 19) and adult (20-34) age groups will grow slightly between 2018 and 2023, while the adult population (35-54) will slightly drop. However, the population above 55 will increase. This trend reflects that of the rest of the county, state, and nation.

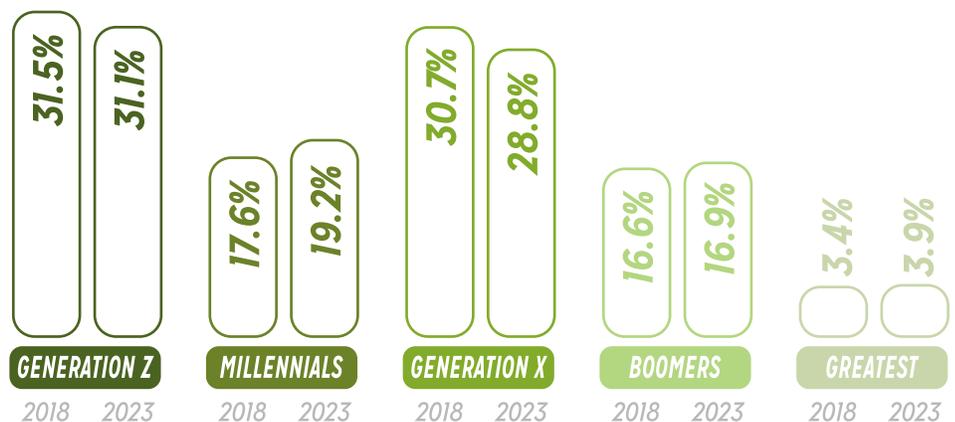
Figure 3: 2018 and 2023 Age Segment Projections



GENERATIONAL BREAKDOWN

Evaluating the age segments by generation provides a deeper understanding of both existing lifestyle and recreation preferences. The District's age segments can be broken down into five generations. These generations have very distinct needs, desires, dislikes, and attributes that reflect the time in which they grew up and the experiences they encountered during their lifetimes. While a birth year/age may not always be indicative of personal preferences, as an age group they have common attributes that reflect in their parks and recreation needs.

Figure 4: 2018 Generation Breakdown



TAPESTRY SEGMENTATION

One way to identify communities and neighborhoods is by their socioeconomic characteristics. ESRI achieves this by using the data produced from a geographic region and categorizes that area first into one of fourteen LifeMode summary groups, and then sub-divides those groups into 67 Tapestry Segments. It is from that segmentation that we can apply the defined characteristics to potential leisure behaviors in the future. The top three tapestry segments identified in the District's area include Up and

Coming Families (30.3%), Soccer Moms (21%), and Boomburbs (18%). The Up and Coming Families segment tend to prefer family activities, movies at home, trips to theme parks or the zoo, and sports, including golfing, weight lifting and jogging. The Soccer Moms both attend and participate in outdoor activities and sports, including bicycling, jogging, golfing, and boating. Boomburbs prefer a range of sporting activities such as hiking, bicycling, swimming and golf, and also visits to theme and/or water parks.

Figure 5: Tapestry Segments vs. Households

Up and Coming Families 5,776 Households	30.3 %
Soccer Moms 3,998 Households	21.0%
Boomburbs 3,433 Households	18.0%



Tapestry Segmentation

TAPESTRY LIFEMODES	Households	HHs %	% US HHs	Index
Affluent Estates (L1)	3,569	18.74%	9.9%	189
Upscale Avenues (L2)	0	0.00%	5.7%	0
Uptown Individuals (L3)	0	0.00%	3.8%	0
Family Landscapes (L4)	5,896	30.96%	7.5%	413
GenXurban (L5)	2,479	13.02%	11.4%	115
Cozy Country Living (L6)	0	0.00%	12.0%	0
Ethnic Enclaves (L7)	7,102	37.29%	7.1%	527
Middle Ground (L8)	0	0.00%	10.9%	0
Senior Styles (L9)	0	0.00%	5.8%	0
Rustic Outposts (L10)	0	0.00%	8.2%	0
Midtown Singles (L11)	0	0.00%	6.2%	0
Hometown (L12)	0	0.00%	6.1%	0
Next Wave (L13)	0	0.00%	3.9%	0
Scholars and Patriots (L14)	0	0.00%	1.6%	0



ANALYZE





COMMUNITY OPEN SPACE

Public parks and open spaces are provided by four agencies in the Oswegoland Park District community - the Oswegoland Park District, Forest Preserve District of Kendall County, Community Unit School District 308, and the Village of Oswego. While all agencies provide open space and recreation opportunities, they do so in varying capacities. Combining the four agencies' park and open space acreage totals to 1,748 acres.

PARK DISTRICT

The Park District operates 1,290 acres of public open space.

1,290_{acres}
73.7 %

FOREST PRESERVE

Within the Oswegoland Park District boundary, the Forest Preserve District of Kendall County operates 265.7 acres of open space in two forest preserves. Henneberry Forest Preserve contains rolling grasslands and shrublands, which are uncommon in Kendall County.

265.7_{acres}
15.1 %

SCHOOL DISTRICT

Community Unit School District 308 provides approximately 191 acres of open space for the community. This open space only includes recreational areas on school sites like playgrounds, basketball courts, or passive open space. While available for community use, the school sites consist of use limitations due to a high level of school-sanctioned programs, which is typical for any community.

191_{acres}
10.8 %

COMMUNITY OPEN SPACE

The Village of Oswego provides approximately an acre of open space for the community. This open space includes the Oswego Veterans Memorial plaza and the Village Hall plaza.

0.75_{acres}
0.4 %

PARK AND OPEN SPACE INVENTORY

The Oswegoland Park District has 64 parks and open space sites that equal a total of 1,290 acres. Out of all sites, 37%, or 472 acres, are considered “Active Recreation Areas,” while 63%, or 817 acres, are considered “non-park sites.” Non-park sites include natural areas, linear parks, trails, undeveloped sites, non-recreation sites, and special-use sites. Natural Areas are the largest (39%) park category in the District. The next largest park category in the District’s inventory is Neighborhood Parks (19%). A breakdown of park acreage by classification is in Figure 6, and a table outlining park classifications is in Figure 7 below.

Figure 6: Acreage by Park Classification

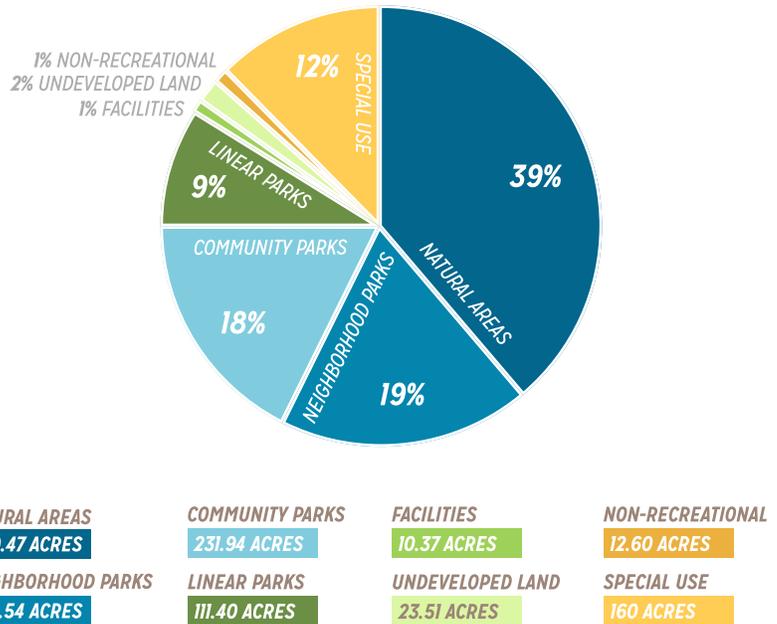
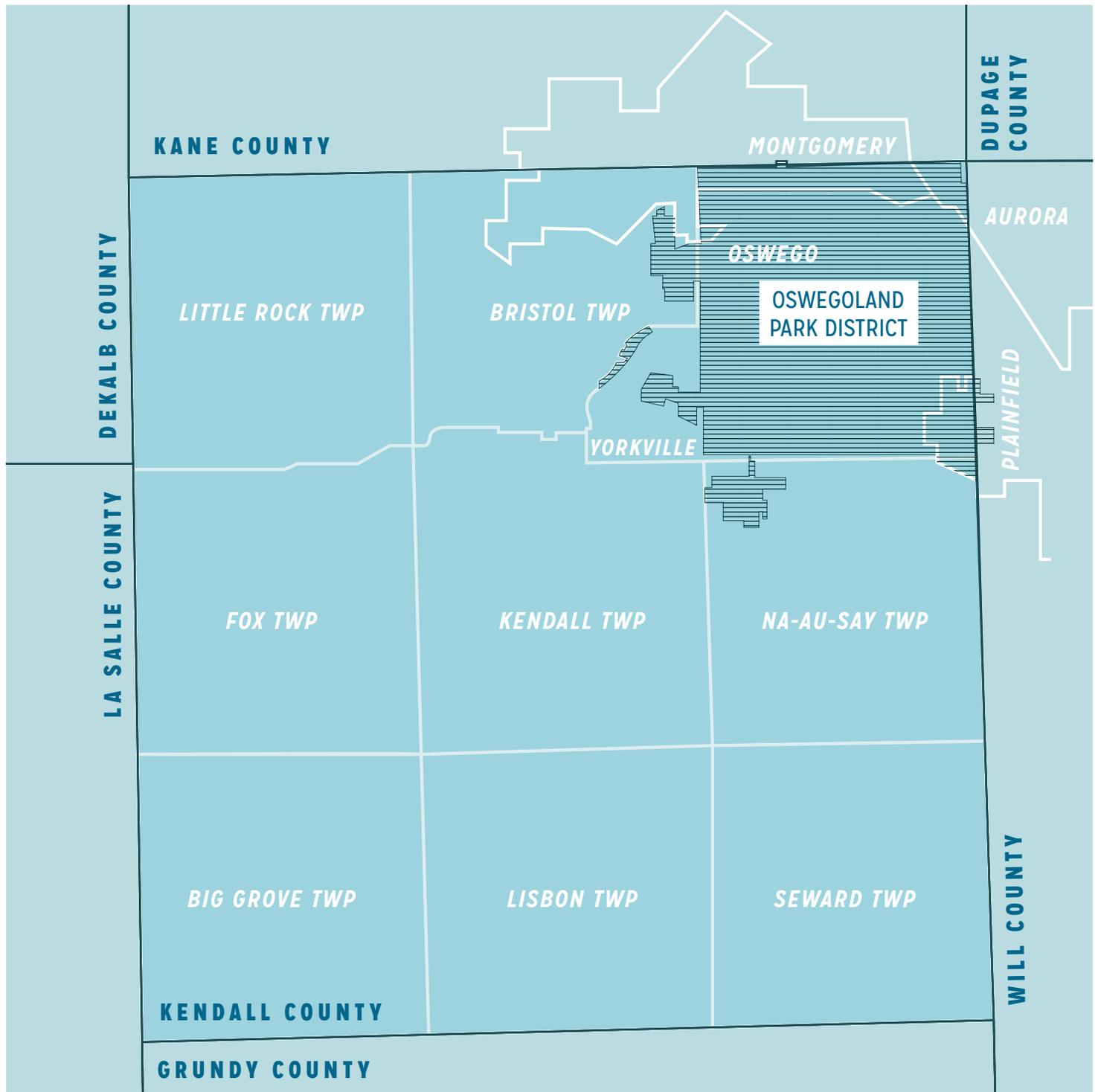


Figure 7: Park Classification

CLASSIFICATION	GENERAL DESCRIPTION	SERVICE AREA	SIZE CRITERIA
Neighborhood Parks	Neighborhood Parks remain the basic unit of the park system and are generally designed for informal active and passive recreation and community gathering spaces. Elements in these parks often include playgrounds, picnic areas, sports fields, and trail systems. Neighborhood Parks serve as the recreational and social focus of the neighborhood.	0.25 to 0.5-mile distance and uninterrupted by non-residential roads and other physical barriers.	1 to 5 acres in size is typical.
Community Parks	Community Parks focus on meeting regional and community-wide recreation needs. These parks preserve unique landscapes and often serve the community as gathering places. Community Parks also host athletic teams and affiliate programs. Elements in these parks include playgrounds, pavilions, trails and path systems, multiple sport courts, and fields.	Usually serves two or more neighborhoods and 0.5 to 3-mile distance.	As needed to accommodate desired uses. Usually a minimum of 10 acres.
Natural Areas	Natural Areas are conservation and wildlife areas, wooded areas, and waterways that are maintained for the most part in their natural state.	Service radius is unlimited.	No applicable standard.
Special Use	Special use facilities focus on meeting community-wide recreation needs. Often, these spaces, both indoor and outdoor, are designed as single-use recreation activities. Examples of special use facilities include golf courses, nature centers, outdoor pools, and museums. Essentially, areas that are for specialized or single purpose recreational activities.	No applicable standard.	Variable, depending on desired amenity.
Trails and Linear Parks	Trails and Linear Parks effectively tie park system components together to form a continuous park environment.	Resource availability and opportunity.	No applicable standard.
Undeveloped Parks	Lands owned by the agency, but not yet developed with any amenities to provide meaningful access to the site such as trails, seating areas, and other passive and active recreation amenities.	No applicable standard.	Variable, depending on desired amenity.

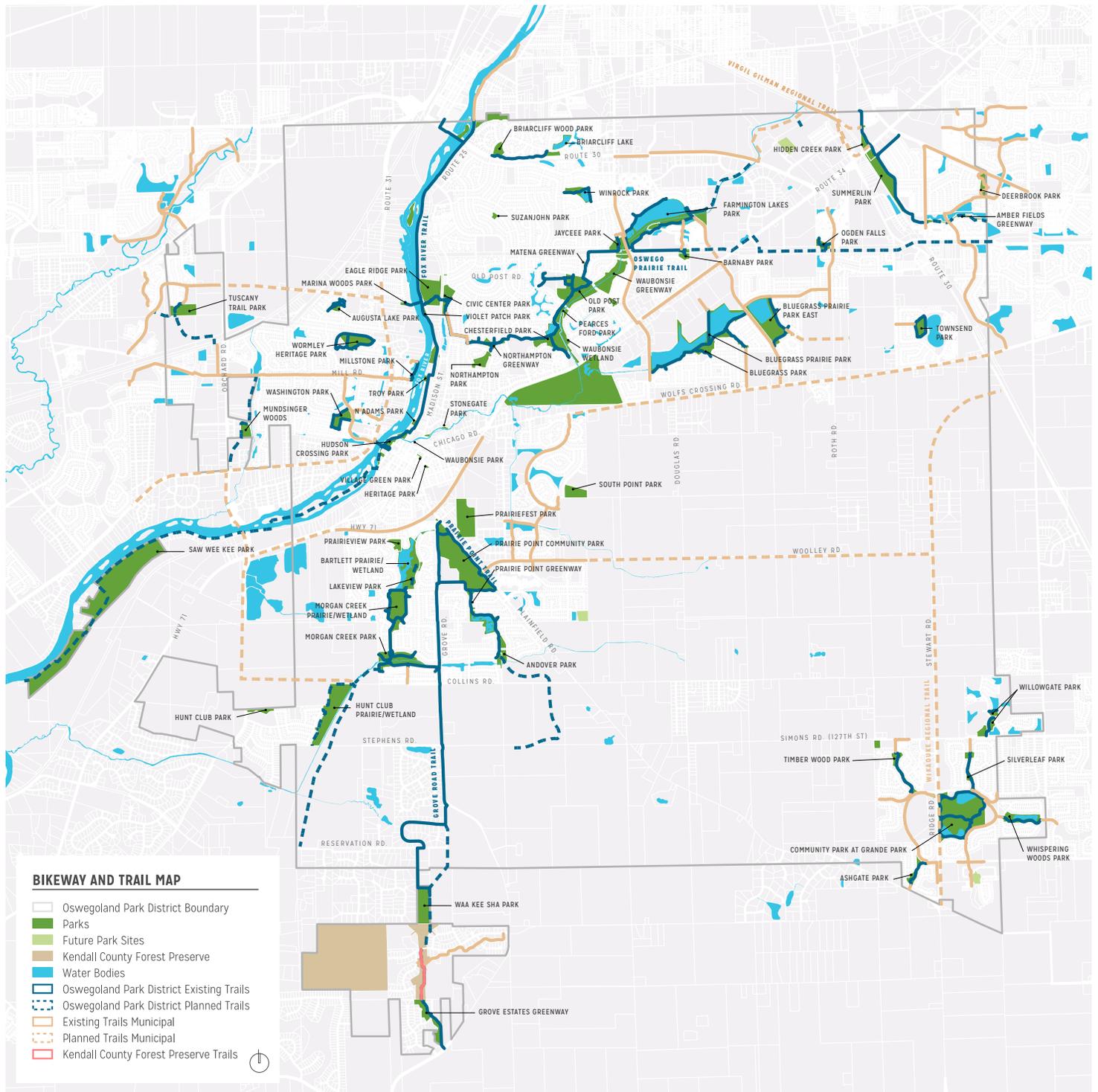
Figure 8: Regional Context Map



MULTI-JURISDICTIONAL

The Oswegoland Park District is located primarily within Kendall County, with small service areas in Will and Kane County. The District services portions of Bristol and Na-Au-Say Townships, as well as the Village of Oswego, the United City of Yorkville, the Village of Montgomery, the City of Aurora, and the Village of Plainfield. Because of the multi-jurisdictional geography of the Park District, the engagement process included meetings and interviews with Park District and planning staff, elected officials, and other representatives from each jurisdiction.

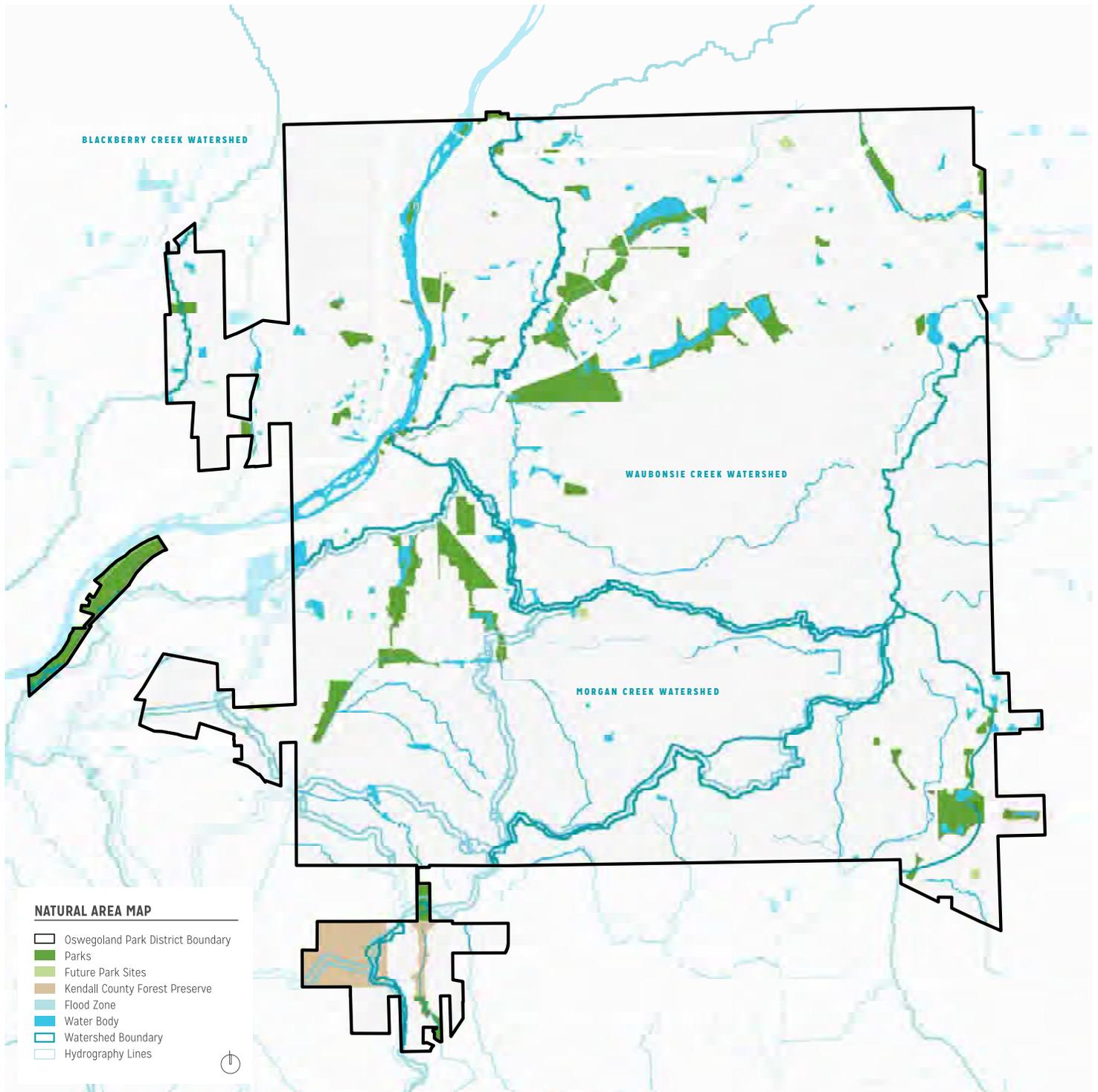
Figure 9: Bikeway and Trails Map



BIKEWAYS AND TRAILS

The Oswegoland Park District has 12.73 miles of approved paved paths. Approximately 25 miles of trails are municipal trails within the District's limits. The District's local trails include the Fox River Trail, Grove Road Trail, Oswego Prairie Trail, and the Waubonsie Trail. To enhance local and regional trail connections, the District has been working closely with other jurisdictions to address critical gaps. Future local trails include sections along the Fox River Trail, south of Hudson Crossing Park; expansion of the existing Oswego Prairie Trail, west of Barnaby Park; and a new connection to the Grove Road Trail to Waa Kee Sha Park and further south. Future regional trails include Wikaduke trail, southeast of the District, running alongside the Community Park at Grande Park.

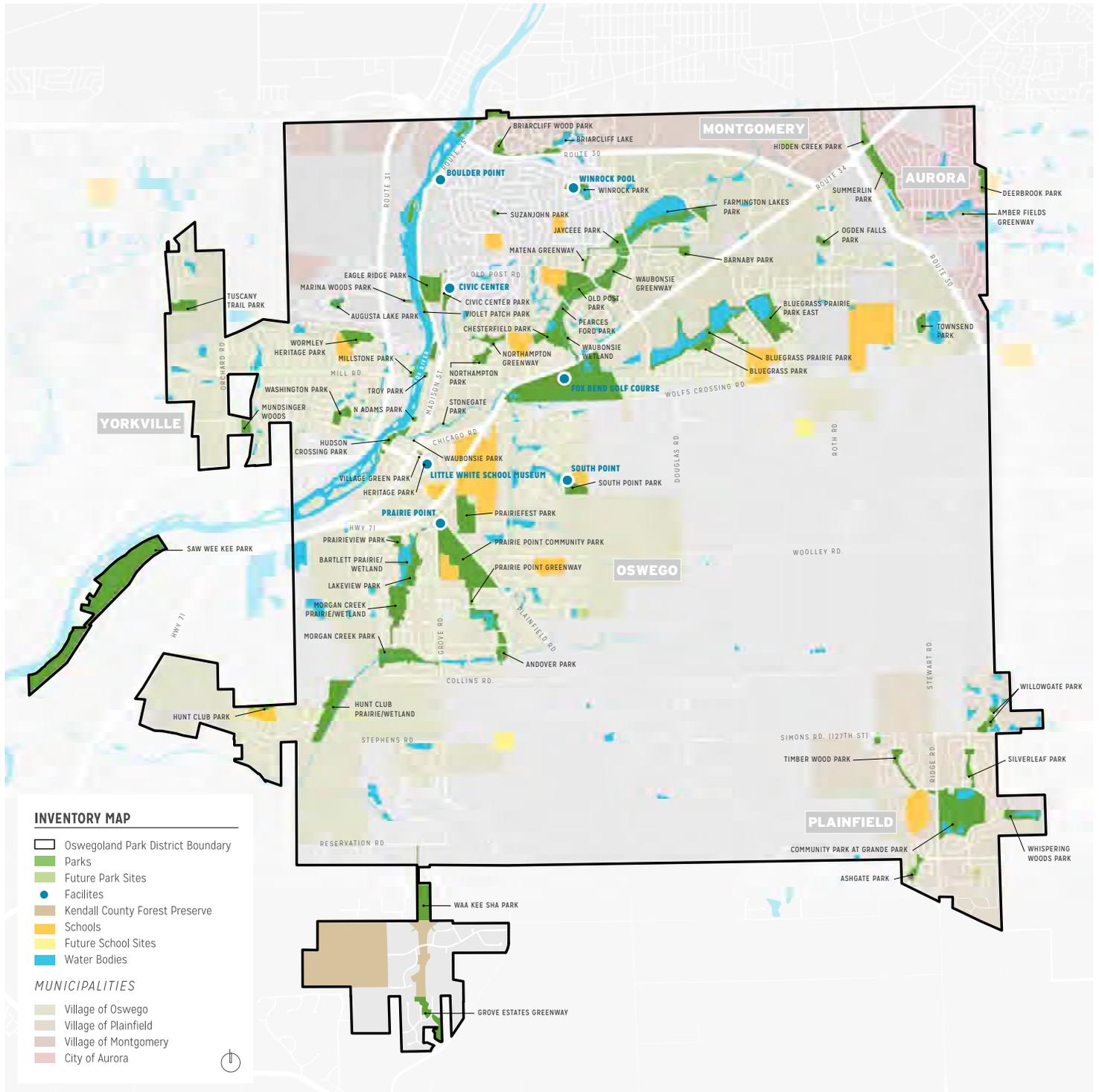
Figure 10: Natural Features Map



NATURAL AREAS

The Fox River runs 202 miles from Waukesha, WI to Ottawa, IL, through the northwestern portion of the Oswegoland Park District. The majority of the northern half of the Park District lies within the Waubonsie Creek Watershed while the southern half lies within the Morgan Creek Watershed. The 100-year floodplain denotes the areas that will be inundated by the flood event having a 1% chance of being equaled or exceeded in any given year. Floodplain data is derived from the Federal Emergency Management Agency (FEMA).

Figure 11: Inventory Map



INVENTORY MAP

The Oswegoland Park District has 64 parks spread across 1,290 acres. The majority of the District's parks and open spaces are along the northern and northeastern sides, except for park sites in Plainfield and south of the District in Na-Au-Say Township. Three future park sites have been allocated but not yet developed. Kendall County Forest Preserve sites within the Oswegoland Park District limits are concentrated in the south. Community Unit School District 308 has twenty schools within the District's boundaries.

Figure 12: Oswegoland Park District Park Matrix

OSWEGOLAND PARK DISTRICT PARK MATRIX				
LOCATION / PARK TYPE	STREET ADDRESS	CITY, STATE ZIP	ACRES	
NATURAL AREA PARKS				
1	Bartlett Prairie/Wetland	Lakeview Dr & Prairieview Dr.	Oswego, IL 60543	34.742
2	Bluegrass Prairie Park West	Fifth St. & Yoakum Blvd	Oswego, IL 60543	65.909
3	Bluegrass Prairie Park East	355 Bluegrass Pkwy	Oswego, IL 60543	42.910
4	Eagle Ridge Park	1300 Route 25	Oswego, IL 60543	22.167
5	Farmington Lakes	Farmington Lakes Dr.	Oswego, IL 60543	70.859
6	Hunt Club Prairie Wetland	4838 Weaver St.	Oswego, IL 60543	37.310
7	Marina Woods Park	64 Marina Dr.	Oswego, IL 60543	1.790
8	Millstone Park	4669 Mill Rd.	Oswego, IL 60543	2.740
9	Morgan Creek Prairie/Wetland	Morgan Valley Dr & Isleview Dr.	Oswego, IL 60543	51.000
10	Mundsinger Woods	3390 White Oak Dr.	Oswego, IL 60543	6.030
11	Saw Wee Kee Park	7050 Sundown Lane	Yorkville, IL 60560	134.382
12	Stonegate Park	56 Route 25	Oswego, IL 60543	2.063
13	Troy Park	201 N. Adams St.	Oswego, IL 60543	1.094
14	Waa Kee Sha Park	4700 Reservation Rd.	Oswego, IL 60543	22.059
15	Waubonsie Park	10 W. Jefferson St.	Oswego, IL 60543	0.460
16	Waubonsie Wetland	Cascada Lane	Oswego, IL 60543	4.956
TOTAL ACRES			500.471	
NEIGHBORHOOD PARKS				
1	Andover Park	334 Andover Dr.	Oswego, IL 60543	6.610
2	Ashgate Park	26920 Ashgate Crossing	Plainfield, IL 60585	6.602
3	Augusta Lake Park	116 Augusta Rd.	Oswego, IL 60543	5.029
4	Barnaby Park	443 Barnaby Dr.	Oswego, IL 60543	2.875
5	Bluegrass Park	275 Bluegrass Pkwy.	Oswego, IL 60543	16.304
6	Briarcliff Woods Park & Lake	100 U.S. Route 30	Montgomery, IL 60538	17.251
7	Chesterfield Park	139 Chesterfield Dr.	Oswego, IL 60543	24.817
8	Deerbrook Park	2220 Barrington Dr. West	Aurora, IL 60503	7.045
9	Heritage Park	72 Polk Dr.	Oswego, IL 60543	0.461
10	Hidden Creek Park	1800 Pontirelli Court	Aurora, IL 60504	6.118
11	Hunt Club Park	4395 Bickford Ave.	Oswego, IL 60543	4.180
12	Jaycee Park	134 Saugatuck Rd.	Oswego, IL 60543	7.105
13	Lakeview Park	541 Lakeview Dr.	Oswego, IL 60543	1.000
14	Morgan Creek Park	360 Morgan Valley Dr.	Oswego, IL 60543	5.299
15	North Adams Park	127 N. Adams St.	Oswego, IL 60543	1.111
16	Northampton Park	310 Northhampton Dr.	Oswego, IL 60543	7.459
17	Ogden Falls Park	375 Ogden Fall Blvd.	Oswego, IL 60543	4.700
18	Pearce's Ford Park	601 Pearces Ford Dr.	Oswego, IL 60543	2.360
19	Prairieview Park	394 Prairieview Dr.	Oswego, IL 60543	4.630
20	Silverleaf Park	12902 Grande Pines Blvd.	Plainfield, IL 60585	8.236
21	South Point Park	810 Preston Lane	Oswego, IL 60543	9.360
22	Summerlin Park	2121 Summerlin Dr.	Aurora, IL 60503	22.100

LOCATION / PARK TYPE	STREET ADDRESS	CITY, STATE ZIP	ACRES	
23	SuzanJohn Park	29 Hampton Rd.	Montgomery, IL 60538	1.322
24	Timber Wood Park	12857 Timber Wood Cir.	Plainfield, IL 60585	9.294
25	Townsend Park	418 Devoe Dr.	Oswego, IL 60543	7.000
26	Tuscany Trail Park	445 Grapevine Trail	Oswego, IL 60543	12.731
27	Village Green Park	47 Monroe St.	Oswego, IL 60543	0.659
28	Washington Park	309 Millstream Lane	Oswego, IL 60543	9.026
29	Whispering Woods Park	26202 Whispering Woods Cir.	Plainfield, IL 60585	14.161
30	Willowgate Park	12515 Cherry Blossom Blvd.	Plainfield, IL 60585	5.700
31	Winrock Park	21 Winrock Rd.	Montgomery, IL 60538	9.994
TOTAL ACRES			240.539	
COMMUNITY PARKS				
1	Civic Center Park	5 Ashlawn Ave.	Oswego, IL 60543	8.784
2	Hudson Crossing Park & Oswego Bridge	65 N. Harrison St.	Oswego, IL 60543	6.241
3	Violet Patch Park	1425 Route 25	Oswego, IL 60543	4.247
TOTAL ACRES			19.272	
COMMUNITY PARKS & SPORTSFIELDS				
1	Community Park at Grande Park	26333 Grande Park Blvd.	Plainfield, IL 60585	82.870
2	Old Post Park	116 Old Post Rd.	Oswego, IL 60543	19.746
3	Prairie Point Community Park	4120 Plainfield Rd.	Oswego, IL 60543	65.400
4	PrairieFest Park	91 Plank Dr.	Oswego, IL 60543	29.136
5	Wormley Heritage Park	331 Century Dr.	Oswego, IL 60543	15.519
TOTAL ACRES			212.671	
LINEAR PARKS				
1	Amber Fields Greenway	Barrington and Lundquist	Aurora, IL 60503	5.000
2	Fox River Trail River Frontage	Along Fox River from County Line to Hudson Bridge		6.231
3	Grove Estates Greenway	Fitkins Dr.	Oswego, IL 60543	15.562
4	Grove Road Trail	Along Grove Rd from Prairie Point Park to Reservation Rd.		1.524
5	Matena Greenway	Matena Dr.	Oswego, IL 60543	4.770
6	Northampton Greenway	Northampton Dr. & Nottingham Dr.	Oswego, IL 60543	7.700
7	Oswego Prairie Trail (ComEd Lease)	Douglas Rd. & Barnaby Dr.	Oswego, IL 60543	6.944
8	Prairie Point Greenway	From Prairie Point Park to Morgan Valley Dr.	Oswego, IL 60543	24.504
9	Waubonsie Greenway	From Barneby Dr. to Chesterfield Park	Oswego, IL 60543	39.166
TOTAL ACRES			111.401	
FACILITIES				
1	Boulder Point	0 Boulder Hill Pass	Montgomery, IL 60538	2.137
2	Civic Center	5 Ashlawn Ave.	Oswego, IL 60543	
3	Little White School Museum	72 Polk St.	Oswego, IL 60543	
4	Prairie Point Center	313 E. Washington St	Oswego, IL 60543	4.230
5	South Point	810 Preston Lane	Oswego, IL 60543	
6	Willowgate Farm	26500 W. 127th St.	Plainfield, IL 60585	4.000
7	Winrock Pool	21 Winrock Rd.	Montgomery, IL 60538	
TOTAL ACRES			10.367	

LOCATION / PARK TYPE	STREET ADDRESS	CITY, STATE ZIP	ACRES	
UNDEVELOPED PARK PROPERTY				
1	Fox River Islands	In Fox River at Route 30 & River Rd.	Oswego, IL 60543	10.079
2	Haines Park	1715 Rt. 25	Oswego, IL 60543	4.439
3	Hudson Crossing South	161 S. Harrison St.	Oswego, IL 60543	1.69
4	Marquis Pointe	901 Emerald St.	Montgomery, IL 60538	7.3
TOTAL ACRES			23.508	
NON-RECREATION AREAS				
1	Grande Park Maintenance Facility	27115 W. 127th St.	Plainfield, IL 60585	2.504
2	Seasons Ridge detention basin	Briarcliff Rd & Deer Run Dr.	Oswego, IL 60543	8.079
3	Victoria Meadows (Detention basin)	Old Post Rd. & Seton Creek Dr.	Oswego, IL 60543	2.026
TOTAL ACRES			12.609	
TOTAL			1,130.838	
SPECIAL USE				
1	Fox Bend Golf Course	3516 Route 34	Oswego, IL 60543	160.000
OPD ACRES WITH GOLF COURSE			1,290.838	
BICYCLE/PEDESTRIAN TRAILS				
			Miles	
1	Fox River Trail			3.250
2	Grove Road Trail			3.230
3	Oswego Prairie Trail			0.500
4	Prairie Point Trail			2.000
5	Waubonsie Trail			3.750
TOTAL MILES			12.730	
CROSS COUNTRY SKI TRAILS				
1	Fox Bend Golf Course			2.500
2	Saw Wee Kee Park			5.500
3	Waa Kee Sha Park			1.000
TOTAL MILES			9.000	
NATURE TRAILS				
1	Saw Wee Kee Park			5.500
2	Waa Kee Sha Park			1.000
TOTAL MILES			6.500	

LEVEL OF SERVICE ANALYSIS

The Level of Service (LOS) analyses evaluate how well the District's parks, facilities, and amenities are serving the current needs of the community. Level of Service is assessed through four different avenues: acreage, park metrics, distribution, and amenities.

DEFINITION

Level of Service Analyses are benchmarks that provide District officials the ability to respond to their growing community's ever-changing needs. Its primary use is to evaluate whether the District assets meet the legal and economic requirement of equity. Benchmarks for park and recreation agencies were first developed in the 1980s by the National Parks and Recreation Association (NRPA) to measure the total acreage needs of communities.

According to NRPA, a Level of Service benchmark should be:

- *practical and achievable;*
- *equitable; and,*
- *context-sensitive.*

As much as this analysis is integral in estimating how well residents of the District are being served, it is only one of many tools that can help in determining future goals and needs.

TYPES OF SERVICE

Levels of Service measure the equity of park and facility offerings in four different ways:

- **ACREAGE**
A calculation of the minimum land required to provide all of the recreation activities and facilities needed to support such activities.
- **PARK METRICS**
A comparison to agencies and Districts serving similarly-sized communities. The variables used include acres/1000 population, total number of parks, number of operated buildings, % of budget supported with taxes, and % of earned revenue to total expense.
- **DISTRIBUTION**
An evaluation of how equitable park and open space sites are placed throughout the community, as well as how accessible existing sites are to residents.
- **AMENITIES**
A calculation of the minimum number of amenities and facilities required to meet state and/or national averages.



ACREAGE

Acreage Level of Service benchmarks are calculations of the minimum amount of land required to provide all of the recreation activities and facilities required to support such activities.

NRPA STANDARD

NRPA's population ratio method (10 acres / 1000 population) focuses on the direct relationship between recreation space acreage and people served. This is traditionally the most common method of estimating the District's park and open space acreage level of service.

With a population of 57,653, the Oswegoland Park District is recommended to have 576.53 acres of Neighborhood and Community Parks space. With 472.47 acres of open space dedicated to Neighborhood and Community Parks space, the District is deficient by 104.05 acres of Active Recreation Areas compared to this benchmark.

However, when including Natural Areas, Linear Parks, Special Use Areas, Trails, and other non-recreational park and open spaces, the District is exceeding the recommended 10 acres / 1000 population by 713.47 acres.

NEIGHBORHOOD PARK ACREAGE

While the District is deficient in its total recreation open space acreage, it is exceeding in Neighborhood Park acreage. The Park District has 240.53 acres of Neighborhood Parks, 96.40 acres more than the recommended benchmark (*at 2 acres /1000 population*),

COMMUNITY PARK ACREAGE

The District is mainly deficient in Community Parks, offering a little over half the recommended acreage. This results in 200.45 acres below the recommended acreage for Community Parks, causing the District's total Active Recreation Areas acreage to be deficient.

Figure 13: Active Recreation Areas Acreage Deficiency or Surplus

ACTIVE RECREATION AREAS				
CLASSIFICATION	DISTRICT ACREAGE (Total)	IAPD/NRPA RECOMMENDED ACREAGE (District's population)	IAPD/NRPA RECOMMENDED ACREAGE LOS (acres/1000 population)	ACREAGE DEFICIENCY OR SURPLUS (acres)
Neighborhood Parks	240.53	144.13	2.5	+ 96.40
Community Parks	231.94	432.39	7.5	- 200.45
Total Active Recreational Areas	472.47	576.52	10.0	- 104.05

Figure 14: Oswegoland Park District Park and Open Space Acreage Deficiency or Surplus

ALL DISTRICT PARK AND OPEN SPACE AREAS				
CLASSIFICATION	DISTRICT ACREAGE (Total)	IAPD/NRPA RECOMMENDED ACREAGE (District's population)	IAPD/NRPA RECOMMENDED ACREAGE LOS (acres/1000 population)	ACREAGE DEFICIENCY OR SURPLUS (acres)
Natural Areas	500.47	-	-	500.47
Neighborhood Parks	240.53	144.13	2.5	+ 96.40
Community Parks	231.94	432.39	7.5	- 200.45
Linear Parks	111.40	-	-	111.40
Undeveloped Park Property/Non-recreation Areas/Special Use	205.70	-	-	205.70
Total District Park & Open Space	1,290	576.53	10.0	+ 713.47

Figure 15: Community Open Space Acreage Deficiency or Surplus

COMMUNITY OPEN SPACE				
CLASSIFICATION	ACREAGE (Total)	IAPD/NRPA RECOMMENDED ACREAGE (District's population)	IAPD/NRPA RECOMMENDED ACREAGE LOS (acres/1000 population)	ACREAGE DEFICIENCY OR SURPLUS (acres)
District Park & Open Space	1,290	576.53	10.0	+ 713.47
Forest Preserve of Kendall County	265.47	-	-	265.47
School District Open Space	191.0	-	-	191.0
Village of Oswego	0.75	-	-	0.75
Total Community Open Space	1,748	576.53	10.0	+ 1,171

PARK METRICS

The NRPA's Park Metrics database was referenced to draw comparisons to similarly-sized communities. The database included 36 reporting city and special district agencies of population size between 50,000 and 75,000.

COMPARISON

The Oswegoland Park District was compared to similarly-sized communities and the results are illustrated in Figure 16 to the right. Key metrics used for comparison included:

Population = 57,653
Parks owned and maintained = 64
Acreage = 1,290
2018 revenues = \$13,935,273
2018 expenses = \$14,781,788
Tax = 46% of revenue

PARKS & OPEN SPACE

The Oswegoland Park District exceeds the highest quartile for park and open space acreage at 22.67 per thousand population (population/acreage * 1000). Compared to similarly-sized communities, Oswegoland exceeds the highest quartile of park acreage with almost five additional acres per 1000 people. This number represents total acreage, without regard to the acreage being developed. Not only does the District exceed the park acreage, but it also exceeds the upper quartile in the number of parks with 13 additional parks.

FINANCES

With 46% of the District's annual budget generated from taxes, the District is lower than the lowest quartile of 48%. The majority of agencies with similarly-sized communities plan more than 65% of their budget through taxes, with a high quartile of 73%.

FACILITIES

The Oswegoland Park District matches only the median number of facilities when compared to other agencies. The facilities include Boulder Point, Civic Center, Little White School Museum, South Point Center, Prairie Point Center, and Fox Bend Clubhouse. These facilities total 72,122 square feet of indoor space. Using net/gross ratio of 65/35, the net programmable square footage equals **46,800** square feet.

The facilities level of service common recommendation, used by park and recreation agencies, is 2.0 square feet per capita. **Applying that standard, the District should have 115,306 square feet of indoor space**, as identified in Figure 17. Note that the recommended square footage in this metric does not include any evaluation of the quality of space for programming.

Figure 16: Comparison to Similarly-sized Communities

PARK METRICS				
METRIC	LOW	MEDIUM	HIGH	OSWEGOLAND PARK DISTRICT
Acres of parks per 1,000 residents	7.3	12.3	18.9	22.67
Total number of parks	16	28	50	64
Number of operated buildings	3	5	9	5
% of budget supported with taxes	48%	68%	73.5%	46%
% of earned revenue to total expenses	17.9%	36.8%	51.1%	56.6%

Figure 17: Oswegoland Park District Facility Square Footage Deficiency or Surplus

FACILITIES SQUARE FOOTAGE				
CLASSIFICATION	DISTRICT SF <i>(Total programmable)</i>	RECOMMENDED SF <i>(District's population)</i>	RECOMMENDED SF LOS <i>(SF/capita)</i>	SF DEFICIENCY OR SURPLUS <i>(SF)</i>
Facilities	46,800	115,306	2.0	- 68,506

DISTRIBUTION

Planning areas are used for park distribution level of service, land acquisition, and park facility redevelopment analysis. Planning areas are delineated by major pedestrian barriers, including major roads or highways, railroad corridors, and extreme natural features.

METHODOLOGY

Distribution Level of Service Analysis studies the geographic distribution of parks and evaluates how equitable these sites are placed throughout the community. The end result of this analysis will focus on how many people are served by certain Neighborhood or Community Parks. This may reveal that some of the planning areas are underserved or that the District is serving its residents and should shift its efforts towards maintaining and updating existing sites.

PLANNING AREAS

In the Oswegoland Park District, major highways including Highways 30 and 34, collector streets including Wolf's Crossing Road and Plainfield Road, and the Fox River serve as the main pedestrian barriers. These planning barriers resulted in six major planning areas (A through F). Each major planning area is dissected into smaller sub-planning areas:

- **Area A** includes eight sub-areas
- **Area B** includes ten sub-areas
- **Area C** includes eight sub-areas
- **Area D** includes four sub-areas
- **Area E** includes four sub-areas
- **Area F** includes five sub-areas

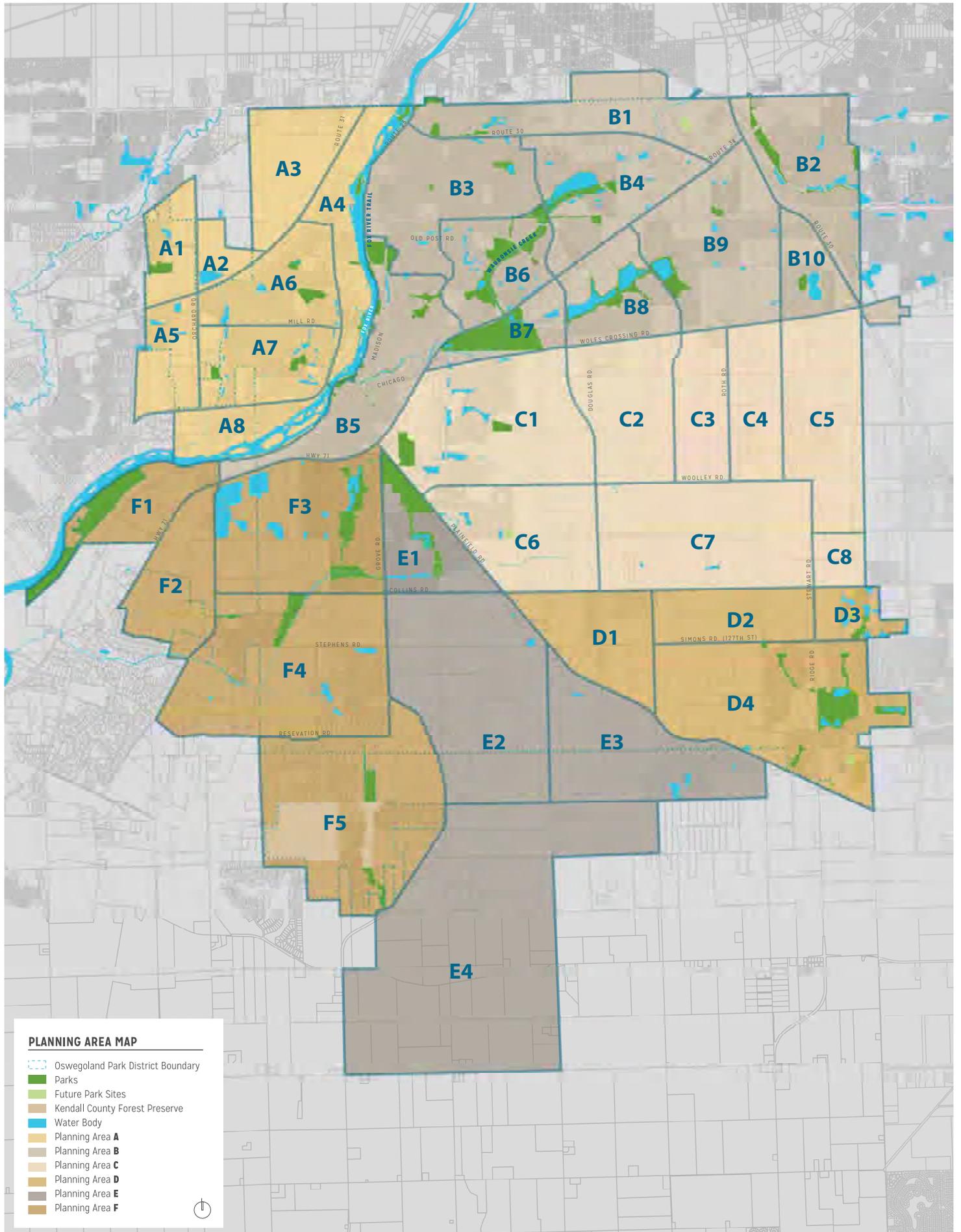
SERVICE AREA

To analyze the geographic distribution of the parks and open spaces in the District, service areas were created in the form of discs. These areas are illustrated with a pink disc on the maps on Figures 20, 22 and 24. The size of the service area is dependent on the park classification and ranges from half to one mile, as indicated in Figure 7 on page 19. The geographic distribution of only Active Recreational Parks (Neighborhood and Community Parks) are evaluated in this service area analysis.

Neighborhood Parks are considered walk-to destinations and their service area disc is clipped to the major planning area boundary in which they are located. Conversely, Community Parks are considered drive-to destinations, serving beyond the planning areas in which they are located.

Overlaying service areas indicate which planning areas are most and least served by the existing Active Recreational Parks. The lack of pink indicates areas where the residents are not served. The overlapping service area discs create a pink gradient ranging from light to dark pink illustrating to which degree the residents are served. Residents who fall within a dark pink area are served by multiple parks and their amenities.

Figure 18: Planning Areas Map



Neighborhood Park Distribution Analysis

The Neighborhood Park service area map shows a 0.5-mile service area radius around the existing Neighborhood Parks. Community Parks can serve the function of a Neighborhood Park for residents living within a 0.5-mile radius. The 0.5-mile radius service areas generated by Community Parks are illustrated in light blue on the map in Figure 20. Based on NRPA standards, Neighborhood Parks are walk-to destinations, and for that reason, their service areas are clipped to the major planning areas in which they are located. *Planning areas A2 and C3 are unpopulated.*

The Neighborhood Park Distribution Level of Service Analysis map is illustrated in Figure 20. Planning area B3 has the largest number of residents served 7,967 (99.6% of the planning area B3's population). Planning areas A1, B1, B3, B4, B6, B8, B10, D3, D4, and E1 have 95% or more residents served. Planning areas A3, C2, C4, C5, C7, C8, D1, E2, E3, and E4 are all completely unserved. Of this list, E3 stands out the most with 310 residents completely unserved. Planning area B9 also stands out with more than 1,000 residents unserved. Residents of planning area C6 are almost 14% served by planning area C1, and the rest are unserved.

Overall, 84.65% of Oswegoland Park District residents live within a 0.5-mile walking distance to a park. This percentage of the population is higher than the 61.3% median identified in the planning team's database.



Figure 19: Level of Service Distribution Population Analysis - Neighborhood Parks

PLANNING AREA "A"		
PLANNING AREA	TOTAL POPULATION	POPULATION SERVED
A1	911	911 (100%)
A2	0	0
A3	35	0 (0%)
A4	486	392 (80.6%)
A5	446	129 (26.5%)
A6	4,248	3,683 (86.6%)
A7	3,450	2,507 (72.6%)
A8	324	126 (38.8%)

PLANNING AREA "B"		
PLANNING AREA	TOTAL POPULATION	POPULATION SERVED
B1	1,734	1,717 (99%)
B2	5,715	5,376 (94%)
B3	7,993	7,967 (99.6%)
B4	3,184	3,079 (96.7%)
B5	3,383	3,170 (93.7%)
B6	3,699	3,699 (100%)
B7	106	36 (33.9%)
B8	2,151	2,145 (99.7%)
B9	3,555	2,276 (64%)
B10	1,205	1,199 (99.5%)

PLANNING AREA "C"		
PLANNING AREA	TOTAL POPULATION	POPULATION SERVED
C1	1,854	1,301 (70.2%)
C2	74	0 (0%)
C3	0	0
C4	134	0 (0%)
C5	109	0 (0%)
C6	958	133 (13.9%)
C7	58	0 (0%)
C8	12	0 (0%)

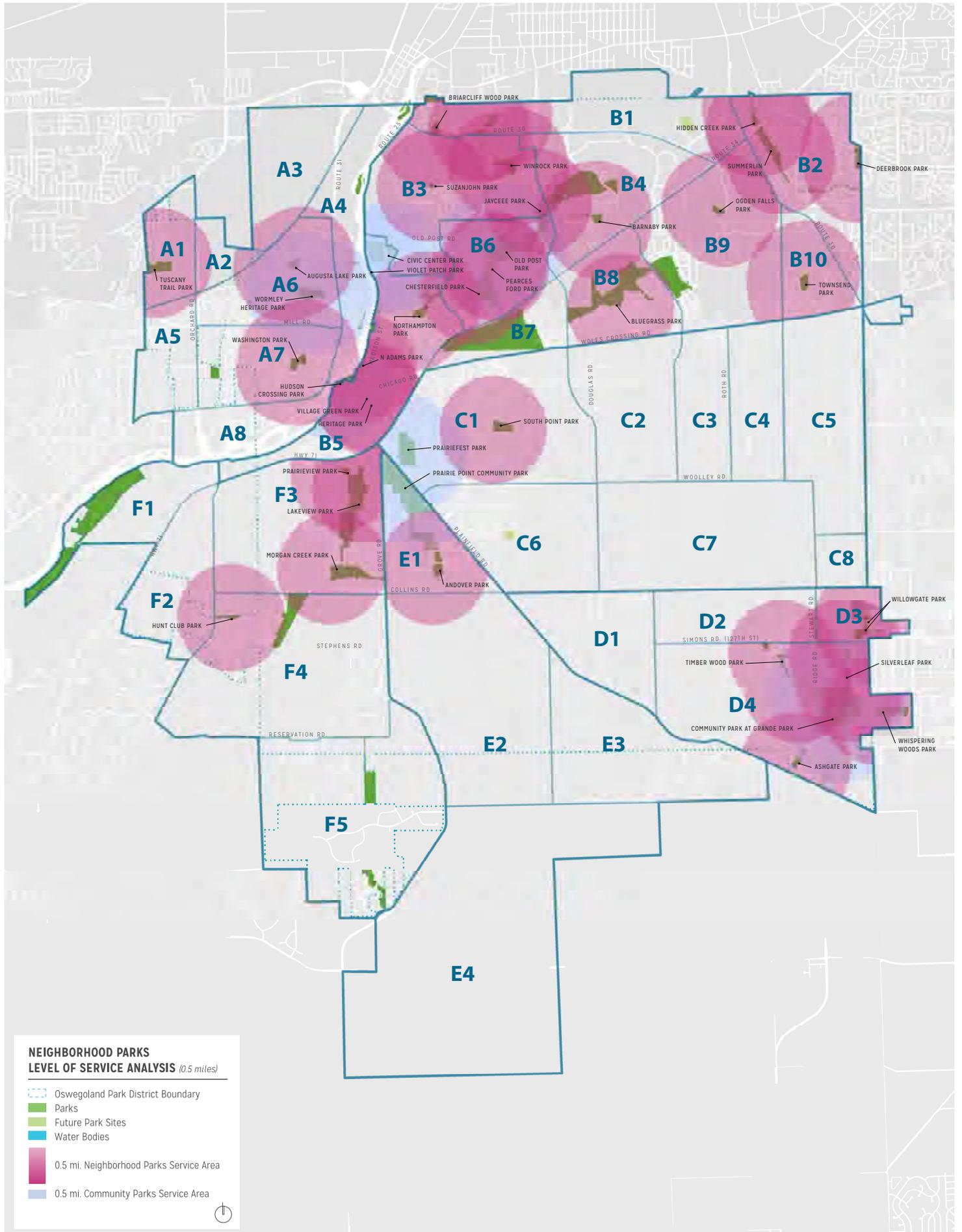
PLANNING AREA "D"		
PLANNING AREA	TOTAL POPULATION	POPULATION SERVED
D1	117	0 (0%)
D2	244	9 (3.7%)
D3	266	266 (100%)
D4	3,086	3,037 (98.4%)

PLANNING AREA "E"		
PLANNING AREA	TOTAL POPULATION	POPULATION SERVED
E1	1,774	1,774 (100%)
E2	27	0 (0%)
E3	310	0 (0%)
E4	76	0 (0%)

PLANNING AREA "F"		
PLANNING AREA	TOTAL POPULATION	POPULATION SERVED
F1	128	0 (0%)
F2	18	3 (16.7%)
F3	4,290	3,583 (83.5%)
F4	844	353 (41.8%)
F5	638	0 (0%)

Note: Sum of population served in planning areas is not equal to the total population served, because the planning areas extend beyond the District's boundary.

Figure 20: Neighborhood Park Distribution Level of Service Analysis



Community Park Distribution Analysis

The Community Park service area map shows a one-mile service area radius around the existing Community Parks. Based on NRPA standards, Community Parks are more drive-to destinations, and for that reason, their service areas are not clipped to the major planning areas in which they are located. *Planning areas A2 and C3 are unpopulated.*

The Community Park Distribution Level of Service Analysis map is illustrated in Figure 22. Major planning area B has the largest number of residents served (17,439) and the highest intensity of overlapping service areas (dark pink), followed by major planning area A (8,053). However, planning areas B1, B2, B9, B10 are completely unserved by a Community Park. It is important to mention that planning area B is highly unserved south of Route 34. Major planning areas C, D, and E have one Community Park each, serving a small portion of the area. Planning areas C2, C4, C5, C7, D1, E2, E3, E4, F1, F2, F4, and F5 are completely unserved. Residents of major planning area F are served by adjacent Community Parks in major planning areas A, B, C, and E.

Overall, 62.68% of Oswegoland Park District residents live within a one-mile driving distance to a park. This percentage of the population is lower than the 75.5% median identified in the planning team's database.

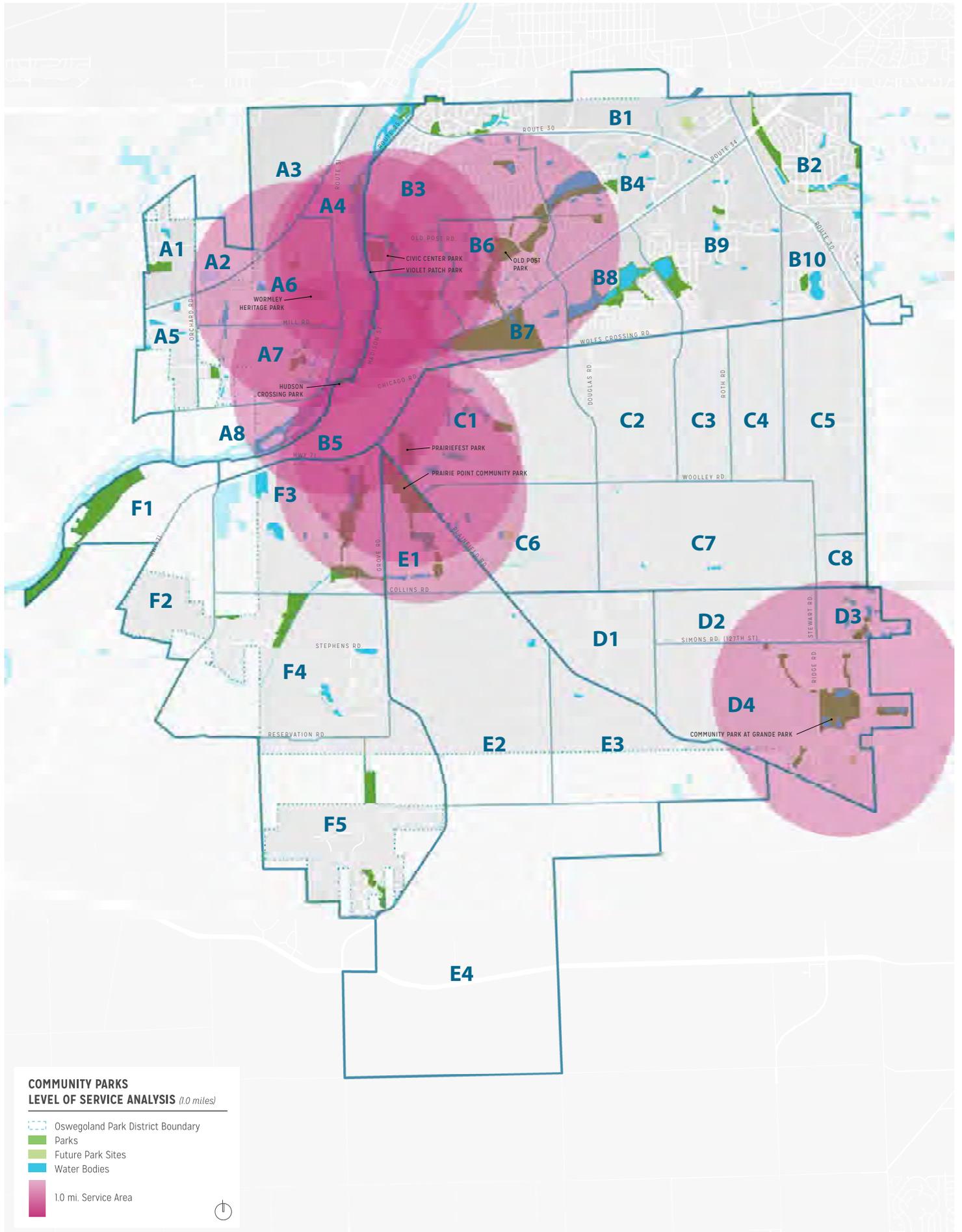


Figure 21: Level of Service Distribution Population Analysis - Community Parks

PLANNING AREAS		
PLANNING AREA	TOTAL POPULATION	POPULATION SERVED
A	9,900	8,053 (81.3%)
B	32,725	17,439 (53.3%)
C	3,199	2,463 (77%)
D	3,713	3,312 (89.2%)
E	2,187	1,806 (82.6%)
F	5,918	3,361 (56.8%)

Note: Sum of population served in planning areas is not equal to the total population served, because the planning areas extend beyond the District's boundary.

Figure 22: Community Park Distribution Level of Service Analysis



Overall Park Distribution Analysis

The Overall Park service area map shows a 0.5-mile and one-mile service area radius around the existing Neighborhood Parks and Community Parks, respectively. Neighborhood Parks service areas are clipped to the major planning areas. Conversely, Community Parks are not clipped. *Planning areas A2 and C3 are unpopulated.*

The Overall Park Distribution Level of Service Analysis map is illustrated in Figure 24. Residents living in all major planning areas except C and F are at least 82% served. Major planning area A has the highest number of residents served (30,890) and has the highest intensity of overlaying service areas (dark pink), followed by major planning area A (9,093). Not surprisingly, both planning areas are more than 91% served.

Overall, 89.2% of Oswegoland Park District residents have access to a Neighborhood or Community Park within zero to one mile of where they live. This percentage of the population is higher than the 84% median identified in the planning team's database.

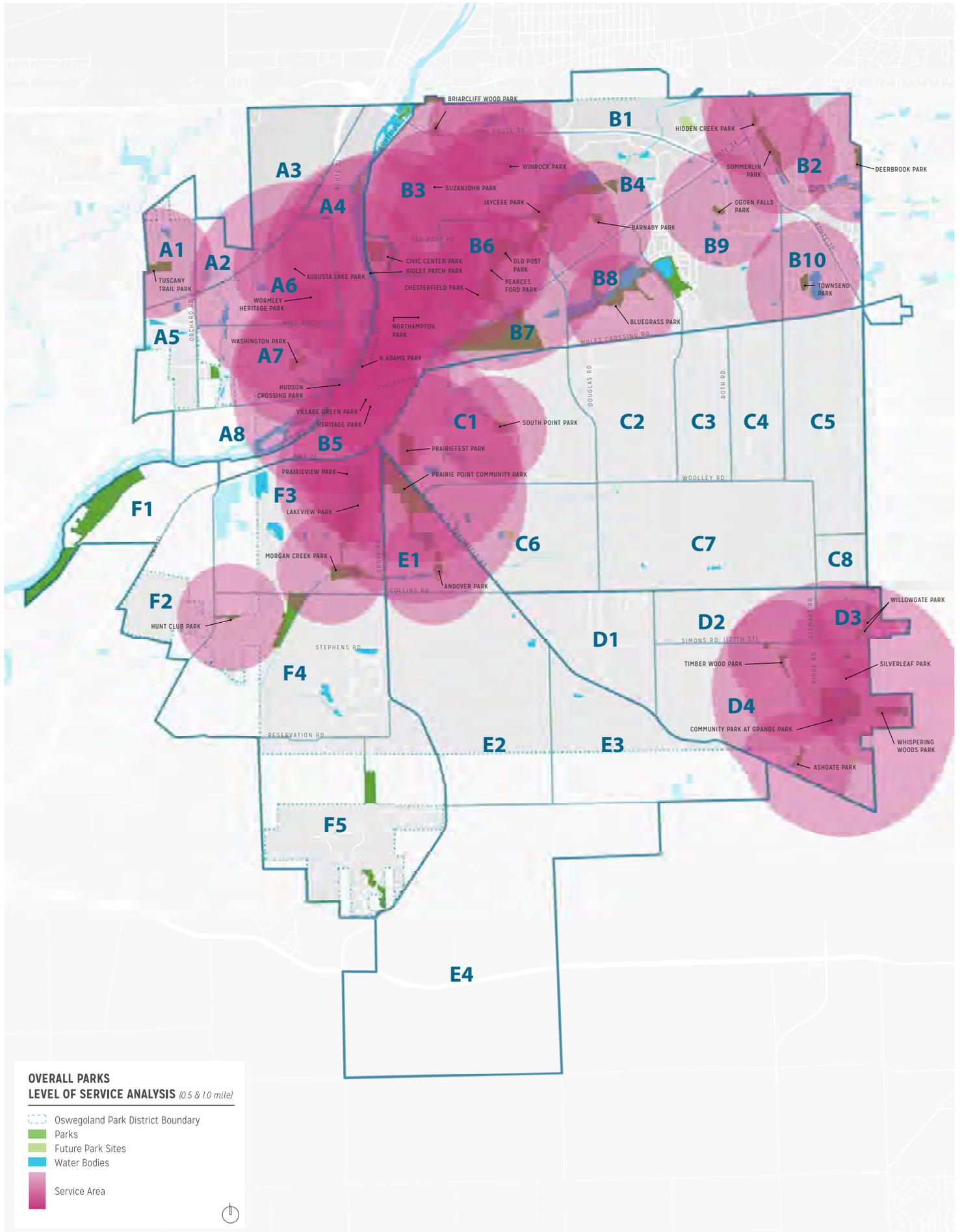


Figure 23: Level of Service Distribution Population Analysis - Overall Parks

PLANNING AREAS		
PLANNING AREA	TOTAL POPULATION	POPULATION SERVED
A	9,900	9,093 (91.8%)
B	32,725	30,890 (94.3%)
C	3,199	2,539 (79.4%)
D	3,713	3,312 (89.2%)
E	2,187	1,806 (82.5%)
F	5,918	3,942 (66.6%)

Note: Sum of population served in planning areas is not equal to the total population served, because the planning areas extend beyond the District's boundary.

Figure 24: Overall Park Distribution Level of Service Analysis



AMENITIES

The Amenities Level of Service Analysis focuses on the total number of recreational amenities provided by the Park District to its residents. Benchmarks used directly reference the National Recreation and Parks Agency (NRPA) and Illinois Statewide Comprehensive Outdoor Recreation Plan (SCORPS).

AMENITY NEEDS COMPARISON (SCORPS)

Based on the Illinois SCORP, the Park District meets or exceeds the recommended number of amenities for 12 out of the 19 amenities. Amenities that meet or exceed the recommended are identified by green text in the “Amenities Deficiency or Surplus” column in Figure 25 to the right.

Amenities with red text in the “Amenities Deficiency or Surplus” column are deficiencies. The seven amenities with deficiencies, according to the Illinois Average Recommended Number of Amenities, are (in order of most to least deficient):

- Tennis/Pickleball Courts - **13.2**
- Basketball Courts (full) - **10.4**
- Fishing Area - **1.6**
- Volleyball - **0.8**
- Splash Pad - **0.72**
- Dog Park - **0.57**

The District is most deficient in pickleball and tennis courts. These two amenities can overlap on the same court. Although the District has at least 19 half basketball courts above the recommended average, that does not mitigate the deficiency of ten full basketball courts. It is important to mention that the deficiency in Community Parks is the main reason why the District is deficient in the three amenities discussed previously.

While the rest of the four amenity deficiencies are not as urgent as the top three, the District should consider filling the gap for almost two additional fishing areas, one volleyball court, one splash pad, and a dog park. The community input, in the following chapter, will help the District prioritize in filling the gap for the amenity deficiencies.

Figure 25: SCORPS Amenity Needs Analysis

AMENITIES NEEDS ANALYSIS				
AMENITY	DISTRICT EXISTING NUMBER OF AMENITIES <i>(Total)</i>	ILLINOIS AVERAGE RECOMMENDED NUMBER OF AMENITIES <i>(District's population)</i>	ILLINOIS AVERAGE RECOMMENDED NUMBER OF AMENITIES <i>(amenities/1000 population)</i>	AMENITIES DEFICIENCY OR SURPLUS <i>(quantity)</i>
Multi-use trails	10	9.2	0.16	0.8
Playgrounds	33	23.0	0.40	10.0
Shelters	31	12.1	0.21	18.9
Baseball/Softball fields	10	8.0	0.14	2.0
Basketball courts (full)	4	14.4	0.25	-10.4
Basketball courts (half)	27	7.2	0.125	19.8
Soccer fields	15	10.3	0.18	4.7
Disc Golf	1	0.57	0.01	0.43
Roller hockey	3	0	0.00	3.0
Volleyball (sand)	9	9.8	0.17	-0.8
Skate park	2	1.15	0.02	0.85
Tennis/Pickleball courts	15	28.2	0.49	-13.2
Golf course (18-hole course)	1	0.57	0.01	0.43
Dog park	0	0.57	0.01	-0.57
Canoe access	3	2.3	0.04	0.7
Fishing area	22	23.6	0.41	-1.6
Swimming pool	2	1.72	0.03	0.28
Splash pad	1	1.72	0.03	-0.72

Note: Tennis/Pickleball courts sums of the two amenities, counting courts with an overlap of Tennis and Pickleball use as one.

TRENDS

The 2018 Participation Report by the Physical Activity Council (PAC) annually tracks sports, fitness, and recreation participation in the United States.

The following information provides details of current national trends in recreation activities. The trends are important to continuously study as a way of possibly repositioning programs, or creating/deleting programs, in the future. The information is distributed in various categories including:

- General non-specific age-related information
- 55+ programs
- Young adults from 25-50
- Teens and younger adults 13-24
- Youth under age 13

GENERAL TRENDS

The 2018 Participation Report by the Physical Activity Council annually tracks sports, fitness, and recreation participation in the United States. One of the attributes studied is finding out the types of activities non-participants are most likely to change to being a participant. The ranking of the interest levels of people surveyed, according to age is illustrated in Figure 26. Indoor activities include sports and activities such as soccer, martial arts, swimming, working out with weight machines, running and jogging, basketball, volleyball, and fitness classes.

Figure 26: Amenity Needs Analysis

AMENITY NEEDS ANALYSIS								
INTEREST LEVEL	Ages 6-12	Ages 13-17	Ages 18-24	Ages 25-34	Ages 35-44	Ages 45-54	Ages 55-64	Ages 65 +
1	Camping	Camping	Camping	Camping	Camping	Camping	Bicycling	Birdwatching
2	Fishing	Fishing	Bicycling	Swimming for Fitness	Swimming for Fitness	Fishing	Camping	Fishing
3	Soccer	Swimming for Fitness	Martial Arts	Bicycling	Bicycling	Bicycling	Birdwatching	Working Out using Machines
4	Basketball	Running/Jogging	Backpacking	Fishing	Fishing	Swimming for Fitness	Swimming for Fitness	Swimming for Fitness
5	Bicycling	Working Out using Machines	Fishing	Canoeing	Working Out using Weights	Hiking	Fishing	Bicycling
6	Martial Arts	Bicycling	Working Out using Weights	Hiking	Hiking	Working Out using Weights	Working Out using Machines	Hiking
7	Swimming for Fitness	Working Out using Weights	Working Out using Machines	Backpacking	Working Out using Machines	Canoeing	Hiking	Camping
8	Football	Basketball	Canoeing	Working Out using Weights	Running/Jogging	Working Out using Machines	Working Out using Weights	Working Out using Weights
9	Swimming on a Team	Football	Kayaking	Running/Jogging	Canoeing	Birdwatching	Canoeing	Fitness Class
10	Volleyball	Volleyball	Swimming for Fitness	Working Out using Machines	Basketball	Backpacking	Kayaking	Shooting

FITNESS TRENDS

Fitness sports/activities continue to have the highest participation rates, with 64% of the US population ages 6 and over engaging in activities, such as running/jogging, high intensity/impact training, row machines, and swimming. Outdoor activities experienced the next highest level of participation, but participation has remained flat since 2016, with an increase in day hiking and backpacking, but a decrease in canoeing and adventure racing participants.

Fitness activities are trending upward all around the country. For the year 2017, the following top 11 trends were identified by the American College of Sports Medicine, which annually distributes a comprehensive survey to identify fitness trends for the year. 2017 trends include:

Wearable technology— activity trackers, smartwatches, heart rate monitors, GPS tracking devices, and smart eyeglasses (designed to show maps and track activity)—was introduced just a few years ago. Examples include fitness and activity trackers—like Misfit, Garmin, EFOSMH, Pebble Time, Juboury, Samsung, Basis, Jawbone, and Fitbit. The Apple iWatch is another example.

Body weight training appeared for the first time in the trends survey in 2013 (at number three) and remains in the number two position for 2017. Body weight training did not appear as an option before 2013, because it only became popular (as a defined trend) in gyms around the world during the last few years. Bodyweight training has been used previously; in fact, people have been using their own body weight for centuries as a form of resistance training. But new packaging, particularly by commercial clubs, has made it popular in gyms and health clubs around the world. Typical body weight training programs use minimal equipment, which makes it a very

inexpensive way to exercise effectively. Although most people think of body weight training as being limited to push-ups and pull-ups, it can be much more than that. As its place in the number one position in the 2015 survey and the number two position in 2018 have suggested, body weight training is a trend to watch for in the future.

High-intensity interval training. HIIT, typically involves short bursts of high-intensity exercise followed by a short period of rest or recovery and typically takes less than 30 minutes to perform (although it is not uncommon for these programs to be much longer in duration).

Educated, certified, and experienced fitness professionals. Despite falling to number three in 2015 and number four in 2016, this is a trend that continues now that there are third-party accreditations offered by national accrediting organizations for health and fitness and clinical exercise program professionals and a registry designed for exercise professionals. There continues to be sustained growth of educational programs at community colleges, as well as colleges and universities that have become accredited by the Commission on Accreditation of Allied Health Education Programs (CAAHEP, www.caahep.org) through the Committee on Accreditation.

Strength training remains popular in all sectors of the health and fitness industry and for many different kinds of clients. Although strength training dropped to number four in the 2015 and 2016 surveys after being at the number two position for two years, it has been a strong trend since the first year of this survey. Many younger clients of both community-based programs and commercial clubs train almost exclusively using weights. In today's gyms, however, there are many others (men and women, young and old, children, and patients with a stable chronic disease) whose main focus is using weight training to improve or maintain strength.



Group exercise instructors teach, lead, and motivate individuals through intentionally designed, larger group exercise classes. Group programs are designed to be motivational and effective for people at different fitness levels, with instructors using leadership techniques that help individuals in their classes achieve fitness goals. There are many types of classes and equipment, from aerobics and bicycles to dance classes.

Exercise is Medicine® is a global health initiative that is focused on encouraging primary care physicians and other health care providers to include physical activity when designing treatment plans for patients and referring their patients to exercise professionals.

Yoga is moving slightly down the list for 2017, which occupied the number seven spot in 2015 and was number 10 in 2016. Yoga first appeared in the top 20 in this survey in 2008, fell out of the top 20 in 2009, but made a great comeback in 2010 (number 14) and 2011 (number 11) surveys. In 2012, Yoga was number 11 on the list, falling to number 14 in 2013 and rising to number 7 in 2015. Yoga comes in a variety of forms including Power Yoga, Yogalates, and Bikram Yoga (also known as “hot” Yoga). Other forms of Yoga include Iyengar Yoga, Ashtanga Yoga, Vinyasa Yoga, Kripalu Yoga, Anuara Yoga, Kundalini Yoga, and Sivananda Yoga.

Personal training with professional personal trainers continues to seek the professionalization of their part of the industry. Since this survey was first published in 2006, personal training has been in the top 10 of this survey and includes one-on-one training with a personal trainer.

Exercise and weight loss in circumscribed weight loss programs have been a top 20 trend since the survey began.

Fitness programs should take advantage of the growing market of older adults now retiring by providing age-appropriate and safe exercise programs for this once-ignored sector of the population, which seems healthier than other generations. The highly active older adult can be targeted to participate in more rigorous exercise programs, including strength training, team sports, and HIIT, when appropriate. Even the frail elderly can improve their balance and ability to perform activities of daily living when given appropriate functional fitness program activities.

In addition to these trends, communities are also investing in outdoor fitness equipment, located in parks. Equipment is designed to improve muscle, core, aerobic, and balance fitness activities as well as challenge courses.

Many park and recreation facilities are becoming not just places to improve health through physical activity, but locations to participate in evidence-based programs that measurably improve health. NRPA-sponsored programs with local park and recreation agencies range from Active Living Every Day for sedentary adults to Walk With Ease low-impact weekly walking programs to arthritis intervention programs such as Fit and Strong for those with osteoarthritis. 155 agencies representing 45 states and American Samoa have already made commitments to implement arthritis evidence-based physical activity programs in parks.



NICHE PROGRAMMING

Decades ago, park and recreation agencies focused on offering an entire set of programs for a general audience. Since that time, market segments have been developed, such as programming specifically for seniors and various minority groups. Agencies have become much more intentional about finding ways to provide better outreach to minorities in their communities.

Recently, more market segments have been developed for specialty audiences such as the LGBTQ audience, retirees, military veterans, cancer patients, mental health and mental illness support, and inclusion for individuals with invisible disabilities. Invisible disabilities include areas such as autism or sensory processing disorders. Agencies are taking a much more holistic approach to program and service offerings, beyond what is typically thought of as a park and recreation program.

*As an example, the Minneapolis Park and Recreation Board is piloting a program called Sense Tents. For some people with sensory processing disorders, it can be just as important to get more of a given sense. So the Tents provide noise-canceling headphones, but also headphones that play soothing music or sounds. They also have toys, such as fiber-optic lamps that change colors and strings, stimulating both touch and sight. They have foams and slime, scented crayons, a mini-trampoline, calming lights, and more. In the summer, they'll set up a sensory swing, which provides a feeling of a large hammock that hugs you. **
**"Minneapolis Parks Thinking About Inclusion for People With Invisible Disabilities" Next City Newsletter, Josh Cohen, January 23, 2018*

TOP INDUSTRY TRENDS

Each year, the National Recreation and Park Association publishes an article about industry trends. In the January 2019 edition of the Parks and Recreation Magazine, *Top Trends in Parks and Recreation for 2019*, Richard Dolesh lists the following trends:

- De-emphasis on recycling as a result of China's recent refusal to accept any paper waste with more than 0.3% contamination.
- Opioid use in parks continues to grow and has resulted in agencies providing training for staff about opioid addiction and re-thinking design of parks to provide better site lines to bathrooms and other amenities. Agencies are also creating stronger partnerships with health related agencies.
- Increased use and presence of technology in parks, such as monitoring systems to determine park usage, drones, and geofencing.
- ESports have been growing exponentially for individuals and teams competing in a variety of electronic games.
- An increase in infrastructure funding from state and local governments to rebuild or renovate park assets such as playgrounds, bridges, trails, etc.
- Dog parks and dog-related activities continue to grow.
- Consolidation of government agencies, such as libraries and parks and recreation.
- The growth of private indoor facilities such as multi-sport centers, trampoline centers, and climbing facilities.



TRENDS FOR ADULTS AGES 55+

Lifelong Learning

A Pew Research Center survey found that 73% of adults consider themselves lifelong learners. Do-it-yourself project classes and programs that focus on becoming a more well-rounded person can be offered. Phrases like, “how to” can be added to the agency website’s search engine optimization, as consumers now turn to the Internet as their first source of information regarding how-to projects. Topics like safeguarding online privacy are also trending.

Fitness and Wellness

As mentioned previously, programs such as yoga, pilates, tai chi, balance training, chair exercises, and others continue to be popular with the older generation.

Encore Programming

This is a program area for baby boomers who are soon-to-be retired and focus on a broad range of programs to prepare people for transitions into retirement activities. Popular programs for 55+ market include: fitness and wellness (specifically yoga, mindfulness, tai chi, relaxation, personal training, etc.) drawing and painting, photography, languages, writing, computer and technology, social media, cooking, mahjong, card games, volunteering, and what to do with your time during retirement. Howard County Maryland Department of Recreation and Parks is an example of an agency that is pursuing Encore programs.

Specialized Tours

Participants are looking for more day trips that highlight unique local experiences or historical themes. For example, a focus on authentic food, guided night walks, bike tours, concentration on a specific artist’s work, and ghost walks are among the themes being sought out.

Surprise Vacations

Adventurers are seeking service providers like Pack Up + Go to experience surprise travel. A survey of their interests and travel preferences helps guide the staff to surprise them with their journey and final destination.

Creative Endeavors

Improv classes are specifically targeting age groups with classes called, “Humor Doesn’t Retire.” Workshops and groups help seniors play, laugh, and let loose while practicing mental stimulation, memory development, and flexibility.

Pickleball

Though not at its peak, pickleball is still trending nationwide as a sport popular with the active aging demographic.

Cooking Classes

Nationally, park and recreation agencies are seeing an uptick in individuals desiring to participate in cooking classes.



TRENDS FOR AGES 25-55

“Fun” fitness is a current trend. Exercises like “P90x,” “Insanity,” or “Crossfit” have proven that a lot of equipment to get fit is not required. Since these programs have become popular, newer versions have become available—some cutting the time in half to look and feel fit. These types of classes have been, and will continue to, grow in popularity at recreation departments and fitness centers.

Group cycling continues in popularity as the younger fitness enthusiasts embrace this high performance group exercise activity as well as program variations to attract the beginner participant are developed. However, group cycling is not projected to grow much beyond current participation numbers.

For most age groups, swimming for fitness or weight training are the two most frequently mentioned activities that people indicate they would like to participate in. Running, walking, and biking for fitness continue to show strong and consistent growth. A good balance of equipment and classes is necessary to keep consistent with trends.

While Pilates has shown an incredible 10-year growth trend, the past three years have seen a decline in participation. Perhaps participation migrated to Yoga, as participation is up across all levels for the year. Yoga is more class-based, while Pilates is more of an individual activity. The Gen Y fitness participants are showing a higher propensity to go with group-oriented programs.

Outdoor Fitness

Many agencies around the country have added fitness equipment in parks. In Mecklenburg County, NC, outdoor exercise sites are called Fitzones. In order to place the equipment in the most ideal locations, they looked at neighborhood health disparities.

Utilizing numerous data points (percentage obesity in surrounding area, income, population density around the park, rates of diabetes, mortality rates, etc.) and GIS mapping, this data was overlaid with parks. The work was done in partnership with the Trust for Public Land for the mapping and analysis. Parks and Recreation then identified fifteen priority park sites where they anticipated the best return on investment in terms of health outcomes.

Glamping

To marry the ideal of nature connectivity with today’s first-world modern conveniences, many service providers are offering “high-end” modifications to the traditional camping experiences. Dubbed “glamping” by some, a variety of service providers entice those who want to be in nature, without experiencing the ‘roughing it’ side of being outdoors.

Goat Yoga

What started out as a fun setting for birthday parties and happy hours, Lainey Morse of Willamette Valley, Oregon, held the first yoga class that involved goats on the suggestion of her friend and yoga instructor, Heather Davis. Described as goat therapy, the connection to the living creatures makes it “impossible to be sad and depressed when there’s baby goats jumping around.”



TRENDS FOR TEENS AGES 20-24

Esports

According to Wikipedia, Esports (also known as electronic sports, e-sports, or eSports) is a form of competition using video games. ESPN.com estimates that 427 million people will be watching some form of eSports by 2019, the International Olympic Committee is considering it as a new Olympic sport. Local recreation applications include training classes, open play, tournaments, and major competition viewing.

Parkour

Parkour is a physical training discipline that challenges the participants to move their bodies through obstacle courses, very much like military training. Using body movements like running, jumping, and swinging, the participant moves through static indoor courses or outdoor urban environments. Structured indoor courses have been developed by some municipal entities, like River Trails Park District in Illinois.

Functional Fitness

Functional fitness training is a classification of exercise which involves training the body for the activities performed in daily life. Functional fitness exercises train muscles to work together and prepare individuals for daily tasks by simulating common movements one might do at home, at work, or in sports. While using various muscles in the upper and lower body at the same time, functional fitness exercises also emphasize core stability.

For example, a squat is a functional exercise because it trains the muscles used when rising up and down from a chair or picking up low objects. By training muscles to work the way they do in everyday tasks, the body is prepared to perform well in a variety of common situations.

Functional fitness exercises can be done at home or at the gym. Gyms may offer functional fitness classes or incorporate functional fitness into boot camps or other types of classes. Exercise tools, such as fitness balls, kettle bells and weights, are often used in functional fitness workouts.

Outdoor Active Recreation

This includes activities such as kayaking, canoeing, stand-up paddle boarding, snowshoeing, skiing and snowboarding, mountain biking, and climbing. There are rental opportunities for equipment in many of the activities.

Life Sports

According to LERN's "Top Trends in Recreation Programming, Marketing and Management" article "Life Sports" are a new priority in the recreation world, where the focus is on developing youth interests in activities that they can enjoy for a lifetime, like biking, kayaking, tennis, swimming, and jogging/walking.

Holistic Health

Park and recreation's role in maintaining a holistic lifestyle will continue to grow. Opportunities to practice mindfulness, authentic living, and disconnection from electronic media are intentionally being sought out. Programs to support mental health, including those that help to combat anxiety, perfectionism, and substance abuse in youth and young adults are increasingly needed.



TRENDS FOR YOUTH PROGRAMS

Traditional Sport Programming

Participation in traditional sports of basketball, football, and soccer has experienced a downward trending participation rate across the country. However, travel teams for these sports continue to remain strong. Lacrosse and hockey continue to grow in popularity. Many recreation and park agencies have a difficult time balancing the offerings of in-house recreational programs with travel leagues, as there is such a pull toward highly competitive leagues.

Summer and School Break Camps

Participation in park and recreation youth camp programs continues to be very strong. For some agencies, these programs are the most significant revenue producers.

Nature Related Programming

There is an international movement to connect children, their families, and their communities to the natural world. The New Nature Movement, which includes adults, is having an impact, especially in these six areas:

- Increased research on the link between our experience of the natural world and human health and cognition.
- Greater understanding that, in cities, the quality of nearby nature is linked to human well-being and biodiversity.
- More health care professionals are getting involved.
- More educators are promoting the benefits of nature-enriched schools.
- The movement is expanding from both the grassroots and the political canopy.

STEM or STEAM Programs

STEM or science, technology, engineering, and mathematics programs—or STEAM, including arts programming—are other areas of growing popularity. Some examples include learn to code, design video games, mod Minecraft, create with Roblox, engineer robots, print 3D characters, work with AI, and build laptops.

The National Recreation and Parks Association is partnering with The Digital Harbor Foundation to embark on the Rec-to-Tech National Design Challenge to build a scalable model that creates maker and computer science education programs serving youth in recreation centers around the country.

Youth Fitness

The organization Reimagine Play developed a list of top 10 trends for youth fitness for 2018. The sources for their trends information comes from ACSM's (American College of Sports Medicine) 2018 Worldwide Survey of Fitness Trends, ACE Fitness, and SHAPE America. The ACSM Survey showed children's exercise for the treatment/prevention of obesity falling off the top 20 list of trends, despite the growing prevalence of childhood obesity. The top trends include:

- Physical education classes are moving from sports activities to physical literacy curriculum that include teaching fundamentals in movement skills and healthy eating.
- High-Intensity Interval training classes.
- Wearable technology and digital fitness media.
- Ninja warrior training and gyms.
- Outdoor recreational activities.
- Family fitness classes.
- Kids obstacle races.
- Kids running clubs.



OPERATIONS REVIEW

As part of the Comprehensive Plan process, an Operational Review was completed. Major elements include comments from a series of staff focus groups; a review of the organizational structure; and a review of District documents, including the District's Strategic Plan, the Village of Oswego's Strategic Plan, marketing information, website and program guide reviews, and financial information. In addition, the National Recreation and Park Association database was used to assist with comparisons to other agencies.

ASSESSMENT

The assessment includes the following elements:

- Staff Focus Group Summary
- Purpose Statement and Values
- Strategic Action Teams
- Strategic Plan Information
- Organization Structure
- Key Performance Indicators

STAFF FOCUS GROUP

The following information is a summary of comments generated from the employee focus groups. All of the comments represent the opinions and perspectives of District employees.

What are the strengths of the District that we should build upon?

Oswegoland Park District employees believe that what makes the District so great is fellow employees, the relationships, the feeling of family, and camaraderie among staff. The majority of the staff commented about the programs and services offered—specifically special events, great trails and well-maintained parks, the wide variety of programs, athletics, gymnastics, and a good amount of open space acreage. They feel as though they provide a lot of service with having limited facilities and are very resourceful. The cooperation with the School District is good for Kid's Connection. The District has a good presence in the community, and residents feel comfortable and enjoy visiting District facilities.

What are the major issues and challenges facing the District? Your Department?

The lack of indoor space was the most frequently-mentioned response to this question. There are wait lists for several programs, and offering additional programs is highly impacted by the lack of indoor space.

In addition, space for park operations, office space, and storage space for programs, such as athletics, is limited. The furniture also requires an upgrade.

The second-most mentioned topic was the need for technological updates for customers to efficiently access services. That was emphasized by several comments showing a need for a full-time technology staff member. Population growth, in general, will provide a challenge for the District. Given the lack of resources, staff feels that it will be difficult to keep up with the growth. A lack of financial resources was also mentioned as a concern to many.

To retain good employees, it is important to provide staff with promotional opportunities or the ability to grow within their current roles. If the Comprehensive Plan calls for more parks and facilities, the staffing numbers will need to grow. There have been recent retirements and more will occur in the next several years. As a result, the District needs to think about succession planning.

Does the current organizational structure work well? What are your thoughts on how it can be improved?

Some employees feel that the structure works well, while others had ideas for improvements. The Operations Assessment full report (Appendix) provides detailed recommendations for a revised organization chart.

How would you assess the adequacy of staffing numbers throughout the District/your Department?

The operations group's staffing levels were mentioned most frequently. There are 64 park sites to maintain, which is difficult given the number of maintenance staff. Operations is supplemented with additional part-time and seasonal employees. Continued growth of the population will stretch resources even further.

Recruitment and retention of part-time staff is a challenge. The available pool of possible employees is not as large as it used to be. Furthermore, the pay for part-time positions is not high enough, which can cause some to leave.

Are there any positions/job responsibilities that currently do not exist in the District that you can think will be needed within the next five years?

Many brought up the continuous discussion for the need for a full-time technology staff member. Also mentioned was the need to have a staff position dedicated to generating alternative revenues like sponsorships and grant writing.

There is a need to project new full-time staff positions for the future. This should be an ongoing discussion. It was also mentioned that there is not much flexibility in being able to change job responsibilities of full-time positions.

Tell us about your level of satisfaction toward internal support functions such as marketing, finance, park maintenance, human resources, etc.

Most of the comments were positive. There is great appreciation for the skill set that the Human Resources Superintendent brings to the organization. Operations support was deemed as very good. The quarterly meetings with marketing were also deemed as very helpful. The District should consider having a training specialist who provides training for all new hires.

As for operations, forms are now on the P-drive, which is helpful to staff. There have been improvements to finance related forms and processes, but some staffers mentioned that the forms are not always up to date. Although in a previous question, it was mentioned that Springbrook (financial software) is helpful, some concerns were raised in this question. As for hiring, a team of staffers are working on streamlining the process, reducing the number of forms and paperwork required.



Staff members mentioned that the District is very task oriented, and there is not enough available time to get to know other employees and to work together. Having employees spread out among different buildings also creates challenges in providing support.

How do you establish work priorities and goals and objectives for performance?

There is accountability associated with the Strategic Plan implementation. There does not appear to be a standard approach to employee performance appraisals. One employee mentioned it would be appreciated if staff could provide some performance feedback to their supervisor.

There could be more emphasis on professional development throughout the District.

How do you measure performance?

Recreation staff mentioned the work being done related to cost recovery, which will exert more accountability and a basis for better decision-making for pricing services. Customer surveys are also used as a tool to determine customer satisfaction. There are quarterly finance reports provided to the Board which is another form of measurement of performance.

How would you assess the internal communication throughout the District and the level of cooperation among staff?

There were many comments about internal collaboration and good camaraderie throughout the District. It is obvious the District is working on continuously improving communication.

Employees appreciate efforts by top management to communicate ongoing efforts by the District. Marketing has a good communication system, referencing ready, set, go meetings. Some supervisors are much better at communicating than others. There is a committee for calendars which has been helpful. The STAT Teams

have been helpful to improve internal communications. The Staying Connected Newsletter and Staff News Bites are helpful.

How would you assess the District's use of technology? Any areas for improvement that you can think of?

There was consensus from all the groups that a full-time technology staff person is needed. Comments related to the need for more automated processes as there is manual work being done that could be performed more efficiently. There are only two laptops in the District. There is a lack of information sharing of how each Department uses technology. There have been advancements made in the administration building and other facilities.

The phone system was deemed as being inadequate. An automated work order system would be a big improvement, as well as inventory software. The District has ARC GIS which could help in building a work order system. Employees mentioned having to use their own cell phones for Park District business. Mobile apps and iPads in trucks would be helpful for information about property lines, inspections, and information requiring an internet search. Everyone does a paper check request; there are more efficient ways of doing this.

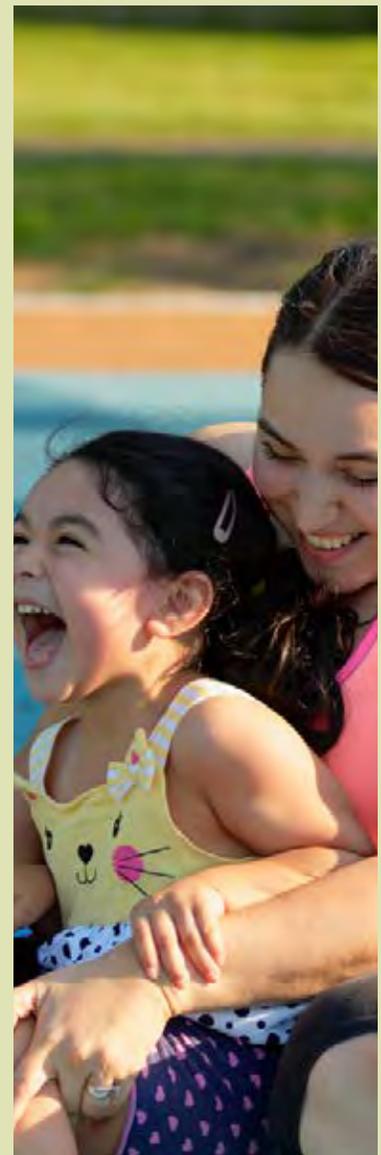
When you think about working for the District, what are the things you most like/enjoy? What are the areas that need the greatest improvement?

- The people that we work with
- The freedom and flexibility
- Not tied down and can visit other buildings
- The work itself is rewarding; we find value in what we do
- I like the little people (kids)
- I like the customers that come in
- Small town feel
- We are proud of what we offer
- Technology, space, be bolder, be innovative, follow through

What changes or improvements are needed to build the District into a best practice organization?

This question was asked of some, but not all, of the focus group meetings. The comments included:

- A brand new building
- Fitness center
- Indoor Pool
- We need to demolish Prairie Point building and build a new facility
- Technology and space
- Being creative with how to capture more revenue



LEADERSHIP SYSTEM

There is a significant amount of good work being done by the District in relation to its leadership system. An effective leadership system can be defined as developing a workforce that is competent, motivated, adaptive, and values people in a trusting environment. This includes establishing a participatory, collaborative organization dedicated to continual learning and improvement. It also suggests that the organization's leadership exerts accountability throughout the agency. A good leadership system provides a focus and emphasis on opportunities for professional and leadership development and strives to create an integrated, well-coordinated team that results in high performance.

The District has developed and is operationalizing its purpose and values.

PURPOSE

We Create Opportunities for a Healthy Community

VALUES

Integrity, Collaboration, Innovation

There is visual evidence throughout the District about the importance of the purpose statement and values. They are prominently mentioned throughout documents. Compared to most organizations, the District does an effective job of operationalizing them. It may be helpful to have definitions developed for the values, to ensure a common understanding of their intended meaning. It would be helpful for the District to create a robust orientation process that includes reinforcement of the statements and the values. The recruitment and hiring process should emphasize the skill sets included in the values. In addition, reward and recognition systems and the performance appraisal process should reinforce the Purpose Statement.

As of January 2019, the District is currently in the process of completing a compensation study and a revised performance appraisal process that will be completed by May 2019. These efforts will assist in strengthening overall recruitment, hiring, and retention processes as well as leadership development.

STEERING COMMITTEE AND LEADERSHIP TEAM

The District provides employees with the opportunity to be engaged in the strategic direction of the organization. There is a Steering Committee and a Leadership Team. The Steering Committee is an invited list of staff who desire to be engaged in the strategic direction of the District. The Steering Committee empowers an ever-evolving Leadership Team as a way of implementing the Strategic Plan.

The Leadership Team is comprised of:

- Departmental Teams focused on department specific initiatives.
- Short Term Action Teams (STAT) focused on short term goals and initiatives.
- Innovation Teams focused on long term, district-wide initiatives.

The District has a purpose statement and organizational values, which are important elements to reinforce the leadership system. Efforts at deploying these throughout the District have started. Specifically, there is an Innovation Team that is overseeing the deployment of values.



STRATEGIC PLAN IMPLEMENTATION

Leadership Teams were developed by the Steering Committee as a method of successfully deploying the elements of the Strategic Plan and other significant organizational improvements. The Teams evolve each year based on Strategic Plan initiatives and include topic areas such as Indirect Costs, Committee Reviews, Sponsorship Valuation, Values, Space Inventory, CIP, Strategic Communication, and others. The District is to be commended for efforts in this area. The teams represent a continuous improvement environment, which is a best practice approach to leading a Park District. Each team includes a sponsor, a lead, and team members. There is an annual evaluation process and a set of guidelines for individual roles of the group.

A Leadership Team focused on customer service quality is the Standard of Service Excellence Team. The consistency of service is usually the most significant challenge in the delivery of service for park and recreation organizations. Agencies that have committed to strengthening their service system typically have a cross-functional team representing all areas of the agency and various hierarchical levels.

In order to maintain success, the District should dedicate efforts toward succession planning and the development of future leaders. This can be achieved through individual career development plans. In addition, another successful element that should be developed is the creation of an organizational set of performance indicators to monitor the success of the District.

PARK DISTRICT STRATEGIC PLAN

The Park District Strategic Plan, 2017 to 2021, follows the framework of the Balanced Scorecard approach to strategy. The Balanced Scorecard strategy framework includes four themes:

- **Customer:** To achieve our mission and vision, how should we seek to meet our customer needs?
- **Financial:** To succeed financially, how do we show evidence of our financial stewardship to our taxpayers?
- **Internal Business:** To satisfy our customers, which business practices must we do extremely well?
- **Learning and Growth:** To achieve our mission and vision, how will we sustain our ability to change and improve, and develop leaders among the staff and Board?

Adapting these to the District, the Strategic Themes for the organization include:

- Upgrading and Expanding Core Assets
- Building Market Share and Competitiveness
- Developing and Sustaining Meaningful Partnerships and Revenue Sources
- Developing and Executing Strategies for Internal Engagement and Continuous Improvement

In addition to the development of the Plan, the District has been intentional about successfully implementing the Plan. An implementation document exists that lists the Strategic Goals, Actions, Targets, Sponsorship, and Status. This is an excellent follow up to the development of the Plan, as it creates accountability for the completion of the Plan.



A suggestion to consider, at some point in the deployment of the Strategic Plan, is to add elements of the Internal Business Support Theme. Internal Business includes four major areas of focus:

- Operations Management (maintenance practices, program development, park and facility design)
- Customer management processes (support systems and technology)
- Innovation processes and systems (how do we embed innovation, operationalize it, measure it?)
- Regulatory and social processes (safety, environmental, and equity requirements)

Given that innovation is a focus of the Innovation Team, as well as the District's interest in developing innovative approaches to work, it is important to ensure that strategic direction includes reference to innovation.

A notable absence to the Plan is a listing of key performance indicators, aligned with the objectives. The measurement system is an extremely important element of the Balanced Scorecard.

Many times, employees cannot relate to the organization's strategic plan because it represents big picture thinking that employees may have a hard time thinking of how it relates to their specific job function. Ideally, an organization should develop a strategy for each department, aligned with the organization's strategic plan. This provides a clearer picture for individual employees, not only where the District is headed, but their Department as well.

One of the Strategic Objectives of the Plan includes: Foster productive collaborations and partnerships with local governmental agencies and community organizations. In a review of the Village of Oswego's Strategic Plan 2017 to 2020, there are many opportunities for collaboration. The Village's strategic theme areas include:

- Financial sustainability
- Infrastructure maintenance and expansion
- Community engagement
- Effective growth and development
- Productive and engaged workforce

In reviewing the Village's Strategic Initiatives, there are possible areas of collaboration including:

- Implement tourism plan
- Develop marketing plan for Village services
- Create internal service response to citizen feedback
- Conduct community survey
- Marketing and promotion program for community events
- Economic development strategic plan
- Shared services initiative
- Create leadership development program



ORGANIZATION STRUCTURE

Currently, the Executive Director position supervises nine positions. The current structure includes the following positions reporting to the Executive Director:

- Director of Finance
- Director of Operations
- Director of Planning
- Director of Marketing & Customer Service
- Executive Assistant
- Director of Recreation
- Superintendent of Events & Cultural Arts
- Superintendent of Human Resources
- Golf Course General Manager

When evaluating the current structure, HHC utilized span of control metrics to ascertain areas in which opportunities exist to improve business outcomes by reducing hierarchy and driving decision-making to the lowest professional level possible. It is commonly-accepted that span of control at the executive and department head level should generally include between four and seven direct reports. The Oswegoland Executive Director has nine direct reports, which is a very large span of control.

KEY PERFORMANCE INDICATORS

Employees mentioned not being aware of the District's efforts in measuring performance. Many park and recreation agencies struggle with the development of measures or key performance indicators (KPI). Best practice performance includes laying the groundwork for operationalizing measures. This includes using visual management techniques to communicate results. Visual management is a significant part of a body of knowledge known as Lean Manufacturing and the Toyota Production System. As the name implies, Visual Management is the ability to manage everything in the organization visually, giving the organization the ability to quickly show the current status of operations.

Public sector organizations that have well-established measurement processes, spend a significant amount of effort in connecting the KPI program with staff and showing the value of the measures. Many times employees are resistant to the development of measures; however, good organizations understand the importance of measures as a way of telling the agency's story.

Effective KPI systems develop a list of key organizational and departmental metrics. Many organizations make the mistake of tracking too many measures that result in data that is not of great value to improving organizational performance. The District should have approximately 12-20 key metrics on an organizational level and Departmental measures of about 10-12 metrics. The KPI process should include:

- Name of Metric
- Definition of Metric
- Data Source Used to Measure
- Result of the Measure
- Baseline Performance
- Target

Examples of measures in the parks and recreation industry include:

- Ratio of tax to non-tax revenue
- Cost recovery of various programs and facilities
- Full-time and part-time turnover rates
- Employee satisfaction
- Customer satisfaction
- Acres per thousand population
- Sustainability metrics such as tracking utility usage, measuring carbon footprint
- Program cancellation rates
- Number of programs offered per thousand population

The quarterly tracking of performance results in an Excel spreadsheet is a good way to start, but eventually, the District will want to develop dashboards that provide real-time information of results.





BEANE

SUNGLASSES

BEANE

SUNGLASSES

Prairieest
STAFF

RECREATION ASSESSMENT

The Recreation Assessment includes an analysis of the Oswegoland Park District program and service offerings. This section offers a detailed perspective of recreation programs and events and helps to identify the strengths, weaknesses, and opportunities for future program direction.

ASSESSMENT

The recreation assessment assists in identifying program categories, program gaps within the community, and future program offerings for residents based on industry trends, and survey results.

The assessment includes:

- Lifecycle Analysis and Outcomes Rating Analysis
- Review of Needs Assessment Survey Results
- Core Program Analysis
- Financial Review
- Participation Review
- Sports and Leisure Market Report (*Appendix*)
- Marketing Review
- Best Practices

PROCESS

A review of program information, program assessment worksheets completed by staff, and interviews and meetings with the staff were conducted. A series of reports and data were also reviewed, including three seasonal program guides, Community Survey results, the Activity Revenue Report, and notes from staff workshops.

AGE SEGMENT ANALYSIS

One of the elements of the recreation assessment is a review of the distribution of program offerings according to the age segments serviced. For the purposes of this assessment, age categories were segmented according to the following age structure:

- Early Childhood, ages 0-5 years
- Youth, ages 6-12 years
- Teen, ages 13-18 years
- Adult, ages 18+ years

It is important to note that the District does not tend to directly program for seniors, as the local senior center provides specific programs and services for this age segment.

Age segment percentages of program offerings are illustrated in Figure 27. This information was developed by reviewing the Winter-Spring 2017-18, Summer 2018, and Fall 2018 program guides. The number of program opportunities geared towards particular age groups were tallied for the three seasons. If a program section spanned clearly across two age categories, e.g. ages 8-14, that section was counted once in the Youth and once in the Teen category. Special Events, typically service “all ages” and were not included in the analysis.

Figure 27: Age Segments of Programs Offered by Season

AGE SEGMENTS OF PROGRAMS OFFERED BY SEASON								
	WINTER / SPRING 2017-18		SUMMER 2018		FALL 2018		AGE SEGMENT TOTAL	
	OFFERED	%	OFFERED	%	OFFERED	%	OFFERED	%
0-5 years	600	40.2%	460	38.4%	356	36.2%	1416	38.5%
6-12 years	431	28.9%	457	38.2%	293	29.8%	1181	32.1%
13-17 years	304	20.4%	199	16.6%	204	20.7%	707	19.2%
18+ years	158	10.6%	81	6.8%	131	13.3%	370	10.1%
Season Total	1493	100%	1197	100%	984	100%	3674	100%

The age distribution within program offerings is as follows:

The age group that had the highest total quantity of programs planned for them was the 0-5 year-old age segment, at 1,416 (38.5%) of all programs offered. This age group also had the highest percentage and quantity of programs in each individual season. In second place, with one-third of total programming was the youth age group, ages 6-12 years at 1,181. On the opposite end of the spectrum, adult programs held the lowest percentage spot each season and for all three seasons.

Seasonally, the quantity of programs offered in the winter/spring season was the highest at 1,493. That is directly related to the fact that this season spans the longest duration of time. Fall programming had the lowest quantity of programs at 984. The full year's programmatic opportunities by specific age segment is illustrated in Figure 28.

As a municipal parks and recreation agency, a typical goal is to offer programs for all ages, in a manner that balances resident demand with an equitable supply. The segmentation does not necessarily have to perfectly mirror the community's age demographic segmentation. However, we can use that segmentation to assess the extent to which each age group is being served.

A side-by-side comparison of population and program offerings is illustrated in Figure 29. Currently, programs for youth under the age of 18 account for 90% of all programming. Considering the fact that youth comprised one-third of the population in 2010, the programmatic menu is heavily weighted towards children. Ten percent of programs were geared towards adults (two-thirds of the population). When assessed against the population of those under 55 years (instead of total population, to create an assumption that the Senior Center is programming for that group), the ratio is 40% youth and 60% adults. Even in this computation, the programmatic menu still heavily services youth.

When considering opportunities for program expansion, Figure 29 can help identify target areas for enhancements, additions, and/or innovations. Extending the programmatic reach to those age segments that have the highest spread between offerings and population is more likely to result in a higher potential of market capture (e.g. adults, with a current 56.6 percentage-point difference).

When compared to the age demographic data of the community, attention should be paid to the growing population of adults ages 25-34 years (predicted to increase 19.3%). Significant attention should also be paid to the growing population of adults over the age of 55 years.

As noted in the demographics section, Active Adults, 55-74 years, are anticipated to increase by 43.4% and Seniors, age 75+, 50.5%. Consideration of the intentional growth of programming for active adults is recommended. This age segment in general does not like to be labeled as "senior" and subsequently do not tend to feel that senior centers are for them. The District should explore partnering more closely with the senior center to create a plan and identify which entity will service which age group, to ensure needs of all segments and/or abilities are being met comprehensively. The anticipated shift from 17% to 21% of the total population from 2010 to 2023 should be a catalyst to intentionally develop a more robust program menu geared towards residents over 55 years.

Figure 28: Age Segmentation of Programs Offered

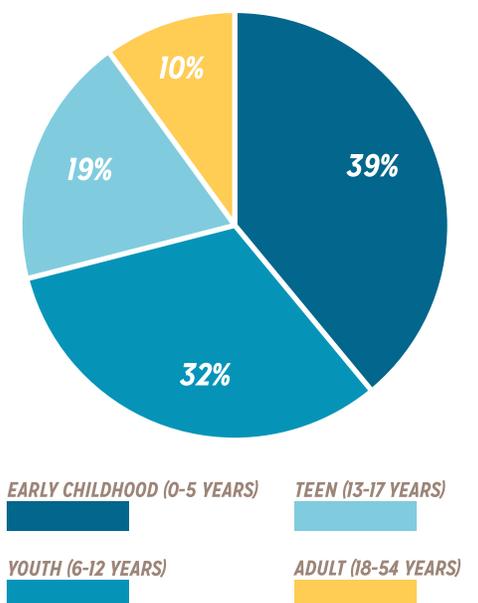


Figure 29: Age Category and Program Offerings Comparison

PROGRAMS OFFERED BY AGE CATEGORY		
POPULATION	AGE CATEGORY	PROGRAMS OFFERED
33.3%	Youth	90%
66.6%	Adult	10%

PROGRAM CATEGORIES

The following is a listing of major program categories that park and recreation agencies, on the national level, commonly provide. The selection of program categories is used by the consulting team, based on completing recreation assessments for agencies all over the United States. This list (right) helps identify any common program areas not offered by the District. Most agencies offer a majority of programs. In matching the District’s inventory of programs against this master list, most program areas (76.2%) are represented (*red text* represents programs that were not offered).

- Active Adult Programs
- Aquatics
- Arts
- Before/After School
- *Biking*
- *Birthday Party Services*
- *Childcare*
- Cooking
- Dance
- Day Camps/School Break Camps
- Early Childhood
- Environment/Nature
- Extreme Sports
- Fitness
- General Interest
- Golf
- Gymnastics/Tumbling
- Historical Programs
- Homeschool
- Horseback Riding
- *Ice Skating/Hockey*
- Language Arts
- Lifelong Learning
- Martial Arts
- Music
- Open Gym
- *Outdoor Adventure*
- *Pets*
- Preschool
- Running/Walking
- *Seniors*
- Special/Community Events
- Sports
- STEM
- Summer Camp
- *Sustainability/Green programs*
- Teen Programs
- Tennis
- Theatre/Acting
- Therapeutic Recreation
- *Trips*
- Wellness



The categories in Figure 31 have been defined as the core program areas by the Oswegoland Park District Staff. The quantity of total programs offered in each of the core program areas are displayed according to season, along with the corresponding percentage of the whole, by both program area and season.

The winter/spring season offered the highest total quantity of programs at 843. Gymnastics had the highest total annual quantity at 605, which accounted for about one-fourth of the total number of programs. Aquatics edged out gymnastics for the largest summer program area by four programs, with 168 (20.3%) programs. Conversely, the area with the lowest quantity of programming was golf, with 20 (0.9%) programs.

It is important to note that registrations conducted in FlexReg are not accounted for in the calculations. Figure 31 does not necessarily compare apples to apples - one section of a theatre production is not "equal" to a one-time special event. The analysis helps gain a knowledge of the spread across program areas and seasons.

Total programming offered by the District during the year of 2018 is illustrated in Figure 30.

Figure 30: Program Distribution

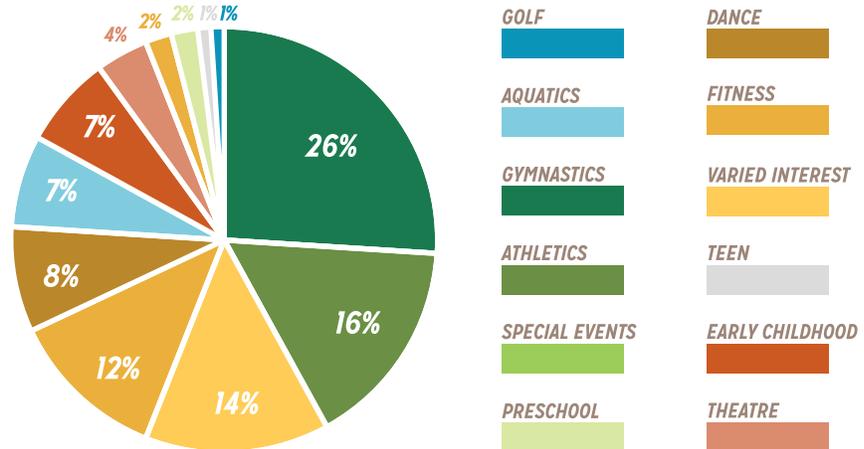


Figure 31: Program Types by Season

PROGRAM TYPES BY SEASON								
PROGRAM AREA	WINTER / SPRING 2018		SUMMER 2018		FALL 2018		TOTAL	
	OFFERED	%	OFFERED	%	OFFERED	%	OFFERED	%
Aquatics	0	0%	168	20.3%	0	0%	168	7.2%
Athletics	137	16.3%	137	16.5%	100	15.2%	374	16.1%
Dance	74	8.8%	37	4.5%	67	10.2%	178	7.6%
Early Childhood	43	5.1%	70	8.5%	44	6.7%	157	6.7%
Fitness	113	13.4%	68	8.2%	102	15.5%	283	12.2%
Golf	0	0%	20	2.4%	0	0%	20	0.9%
Gymnastics	267	31.7%	164	19.8%	174	26.5%	605	26%
Preschool	26	3.1%	14	1.7%	16	2.4%	56	2.4%
Special Events	10	1.2%	28	3.4%	14	2.1%	52	2.2%
Teen	3	0.4%	12	1.4%	8	1.2%	23	1%
Theater	37	4.4%	26	3.1%	29	4.4%	92	4%
Varied Interest	133	15.8%	84	10.1%	103	15.7%	320	13.7%
Total	843	100%	828	100%	657	100%	2328	100%

LIFECYCLE ANALYSIS

This analysis helps to determine if the District's staff need to develop newer and more innovative programs, reposition programs that have been declining, or continue the current mix of lifecycle stages. This assessment was based on staff members' opinions of the different stages that the core programs were categorized under. The stages were as follows:

- Introduction Stage (Getting a program off the ground, heavy marketing)
- Growth Stage (Moderate and interested customer base, high demand, not as intense marketing)
- Mature Stage (Steady and reliable performer, but increased competition)
- Decline Stage (Decreased registration)

Based on staff's feedback, the percentage distribution of core programs according to lifecycle categories are illustrated in Figure 32.

A healthy balance between the stages is optimal, with a bulk of programs in growth and mature stages. A bulk of the District's programs are in growth and mature (80%) stages.

As a normal part of the planning cycle, a recreation menu should always have programs in the Introduction stage as a means to introduce new and innovative programming. There will always be programs in the decline stage, and those should receive specific attention to either reposition or decommission them. The District has a diverse mix of introductory versus decline, which shows that more programs are being started and attempted than those that are declining and/or decommissioned. The large percentage of programs in the growth stage (52%) is representative of the development that the community is experiencing, mirroring the recently revitalized housing development boom that started in the pre-recession years.

A visual representation of all major program categories and their respective spread of lifecycle stages is illustrated in Figure 33. A well-balanced individual program area would have programming that falls into all four lifecycle stages, with the majority in growth and mature (dark and light blue). The Athletics, Dance/Contractor Varied Interest, Limelight, and Special Events program areas demonstrate very well-balanced stages. Preschool is encouraged to consider the introduction of new opportunities.

The District is encouraged to examine programs that qualify into the decline stage, including Golf. Early childhood/Teen area may want to allow some of the introductory and growing programs to shift into the next stage, to balance the distribution of stages.

Figure 32: Lifecycle of Programs by Stage

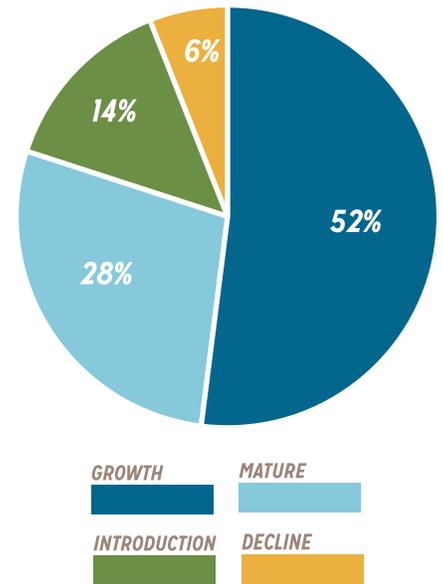
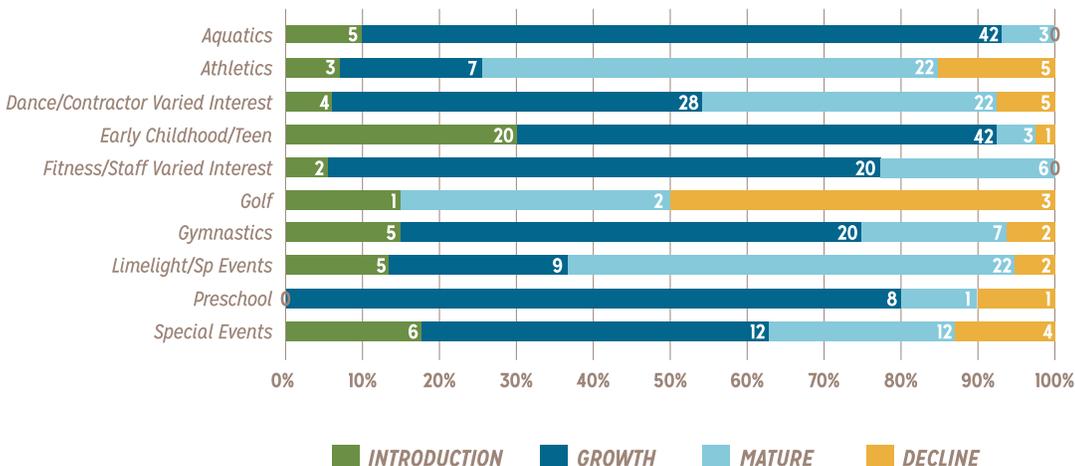


Figure 33: Lifecycle Distribution of Programs



OUTCOMES ANALYSIS

Assessment as to how the organizational unit is performing can be accomplished using private-sector drivers, like revenue for example. At the same time, a balanced evaluation of both private-sector and public-sector enterprise can be completed, as Park and Recreation Districts also play a role as a social service provider. Staff members were asked to review their program areas according to five Outcome Categories, outlined below:

IMPACT

*The extent to which a program is impactful can be measured by key categories, such as **repeat customers, participant feedback, and supervisor observations**. It could be inferred that a program with participants who choose to re-enroll session after session is positively impacting the customer. Participant feedback gathered through evaluations and dialogue can help provide measurement to the level of impact. Supervisors can also conduct their own observations by taking note of the participants' attentiveness, smiles, and engaging behaviors.*

EXECUTION

A service-based agency can gauge its performance by how well it carries out the service. Execution can be measured through participant feedback/evaluation data, instructor performance, and financial performance. If the service provided fulfills participant expectations, is a well-organized and comprehensive experience, and if the instructor is engaging, inclusive, and effectively imparts knowledge, it can be concluded that the service was well-executed.

COMMUNITY

Four core questions can assess the extent to which the program area positively impacts the community. Is the community better, safer, or healthier because of the program? Does the program foster community collaboration or partnerships? Does the program serve underserved groups? Would there be a significant community impact if the program went away?

LEVERAGE

Sometimes a program adds value to the agency's comprehensive offerings due to a leveraging effect. The program could positively enhance public relations or it could serve as a feeder into other programs.

COMPETITION

The effect competition has on service outcomes can be measured by the quantity of providers within a 20-minute drive. If supply is high, it can be seen as positive due to the community's increased quantity of choices in service providers; conversely, excess competition can mean that the agency either needs to find its niche or perhaps remove itself from that service provision. Competition can also be used to influence pricing outcomes for the agency. Price comparisons against the local competition can ensure the price-points remain affordable for the community. They can also help ensure the program 'stays in the market', as prices that are too low could infer low value. Marketplace position is the final consideration in this section.

The five outcome categories were reviewed by staff to assess their core program areas. Each outcome measure was reviewed using a four-point scale, with one being the least effective and four being the most. Ratings summarized into the five outcome categories are illustrated in Figure 34.

Staff felt that Execution was an area of strength, giving an average of a 3.4 rating in the category. Golf, Aquatics, and Athletics felt the most successful at execution; Limelight, Special Events, and Dance/Contractor Varied Interest felt they could improve upon their execution. The area that staff rated themselves the lowest in was Community with a 2.2 rating. More specifically, partnering and collaborating scored the lowest of any area with a 1.6 rating. When further analyzing this section, it is important to note that not every program must/should be a partnership or collaboration, nor should every program serve underserved groups (1.9 rating).

Each program's positioning in the community is unique; the data will help staff determine if they are satisfied with where each core program area "landed" in regards to its score and whether or not the reality of that position is appropriate and/or satisfactory. If not, the opportunity lies in the extent to which, in this case, partnerships could develop. For example, if the Golf team was not satisfied with its score of 1.0 in partnering, a brainstorming session could evoke ideas as to how partnering could be integrated into the operation. Potential ideas could be the hosting of more school-based events on-site, collaborative new programs with First Tee of Aurora, and/or a classroom site for a local college's course in environmental studies.

Capitalizing on strengths is an important consideration when evaluating the outcomes illustrated in Figure 34. For example, Athletics was rated high in its position as a feeder into other programs with a 3.3 rating. Creating specialized marketing to that group that portrays “what’s

next” or “what else” messaging can take advantage of the known tendency of young athletics participants to explore - and feed into - more District activities. The District shall examine the areas that scored the highest (scores ranking 3.5 or higher are doing well in their corresponding outcome category)

and can be modeled for success in other areas. For example, what are the Aquatics and Preschool program areas doing to achieve such a high impact (3.7) that golf (2.1) can learn from, emulate, or adopt?

Figure 34: Core Program Area Outcomes

CORE PROGRAM AREA OUTCOMES																					
	Repeat customers	Participation feedback	Supervisor Observations	IMPACT (Total)	Participant Feedback/Evaluation Data	Instructor Performance	Financial Performance	EXECUTION (Total)	Community is better because of this program?	Program is a community collaboration/partnership	Program serves underserved groups	Community impact if the program went away	COMMUNITY (Total)	Enhances Public Relations	Serves as a feeder into other programs	LEVERAGE (Total)	Similar Providers within 20 min	Program's Pricing as compared to the others	Marketplace Position	COMPETITION (Total)	AVERAGE RATING (Total)
Aquatics	3.8	3.7	3.6	3.7	3.7	3.6	3.4	3.6	4.0	1.5	2.9	2.9	2.8	3.4	3.0	3.2	2.4	3.9	3.1	3.1	3.3
Athletics	2.6	3.9	3.3	3.3	3.7	3.9	3.2	3.6	2.9	3.5	2.4	3.2	3.0	3.1	3.3	3.2	2.2	3.6	2.5	2.9	3.2
Dance/Contractor Varied Interest	2.7	3.6	3.5	3.2	3.3	3.4	2.7	3.1	1.5	1.6	1.5	1.2	1.4	1.2	2.0	1.6	2.2	2.8	2.1	2.5	2.4
Early Childhood/Teen	2.3	3.6	3.1	3.0	3.4	3.7	3.0	3.4	2.8	1.1	2.1	2.3	2.1	1.5	2.1	1.8	2.6	2.9	2.7	2.7	2.6
Fitness/Staff Varied Interest	2.9	3.6	3.1	3.2	3.5	3.6	2.8	3.3	2.0	1.0	1.5	1.2	1.4	1.3	2.4	1.8	2.1	3.1	2.4	2.6	2.5
Golf	1.0	2.7	2.7	2.1	4.0	4.0	3.0	3.7	3.0	1.0	1.0	2.0	1.8	3.0	3.0	3.0	2.5	3.0	2.2	2.8	2.7
Gymnastics	3.4	3.6	3.6	3.5	3.3	3.3	3.6	3.4	3.0	1.0	1.0	2.0	2.0	3.0	3.0	3.1	2.5	3.0	2.2	2.0	2.8
Limelight/Special Events	3.2	3.5	3.6	3.4	3.1	3.3	2.8	3.0	2.8	1.3	2.3	2.6	2.3	2.4	2.8	2.6	2.0	3.1	3.5	2.6	2.8
Preschool	3.0	4.0	4.0	3.7	3.1	4.0	3.5	3.5	4.0	2.0	1.0	3.3	2.6	4.0	3.0	3.5	2.5	3.0	3.3	2.8	3.2
Special Events	3.2	3.4	3.2	3.3	2.9	3.3	3.0	3.1	3.2	2.3	2.8	1.9	2.6	3.3	3.0	3.1	2.9	2.8	2.9	2.8	3.0
Average	2.8	3.6	3.4	3.2	3.4	3.6	3.1	3.4	2.9	1.6	1.9	2.4	2.2	2.7	2.7	2.7	2.2	3.1	2.7	2.7	2.8

CORE PROGRAMS

The following section outlines specific information that relates to core programs and services offered by the District. Integrated into each program area’s review is a consideration of the market, lifecycle, and outcome analyses, and correlation with community feedback regarding the program area. Survey respondents rated the overall quality of the programs they participated in as excellent (32%) and good (60%) - indicating a 92% level of program quality satisfaction. With only 1% responding as “poor”, the program staff is providing outstanding service delivery.

AQUATICS

The Aquatics offerings in the Oswegoland Park District are seasonal in nature, at two outdoor pools, Winrock and Civic Center. Winrock is the smaller of the two pools. It is one body of water, with an eight-lane, 25-yard, section and a zero-depth entry, play feature, and small slide. The Civic Center location is much larger, with more amenities. One body of water has a five-lane, 25-yard section with two flume slides, large open water area between three to five feet deep, and a tall slide. A second body of water is a large zero-depth space that does not exceed two feet of depth. Spray features and a small slide are also in this space. A sand play area, concession building, eating area and open grass round out the other amenities. The Civic Center Pool is attached to the Civic Center, a community recreation space with multipurpose rooms, office space, and locker rooms for the pool.

Programmatically, swim lessons, swim team, and special events are offered outside of the traditional membership and daily pass use. The programs were reported to be largely (84%) in the growth lifecycle stage, with most of the swim lessons and swim team levels showing that growth (Figure 33 on page 66). Introductory courses included Sand & Sea Squad, Swim Skills & Drills, Seahorse Swim Squad and Adult Beginner/Intermediate Swim Lessons.

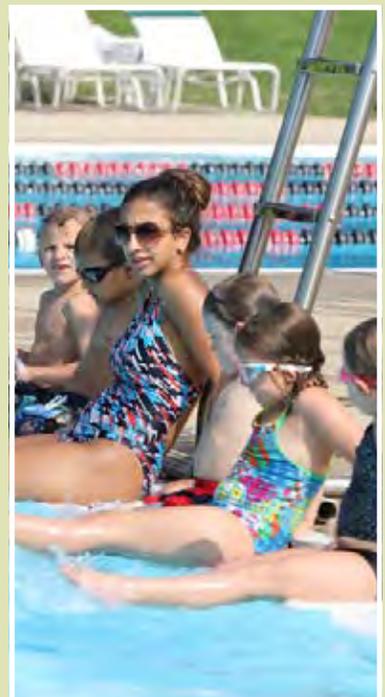
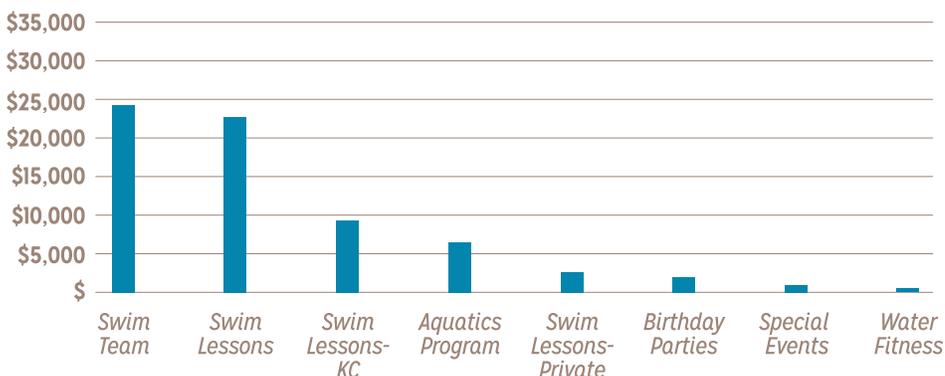
Camp group usage and facility rentals are areas to consider for increased future growth.

Youth and families were the primary markets depicted; only one program was designed primarily for adults. The swim team was viewed to execute extremely well - scoring a four at all team levels. Aquatics was rated with the highest outcomes rating at 3.3, compared to all other program areas, quantified by high rankings in repeat customers (3.8), the community being a better place because of the program (4.0), and pricing (3.9). Impact was viewed as the strongest outcome category (3.7). Outcome ratings are illustrated in Figure 34 on page 68.

Survey respondents rated their quality of youth swim lesson experience as 82% excellent or good. Youth swim lessons ranked 11th out of 25 possible programs that were most important to households. Ninety percent (90%) were satisfied with the physical condition of the facility swim lessons were held in.

The Aquatics program areas' net revenue performance are illustrated in Figure 35. Swim team and swim lessons were the highest-netting programs in 2017.

Figure 35: Aquatics Program 2017 Net Revenue



ATHLETICS

Athletic programming encompasses sports-based experiences like skill development courses, training programs, youth and adult leagues, and martial arts. After special events, athletics had the highest quantity of participants in 2017 – 4,817 (21.4%) of all participations. The youth soccer spring and fall leagues boasted over 800 participants. Youth basketball and T-ball/baseball leagues comprise the other two main league-play opportunities, with not nearly the participation rates. The skill development courses, mostly for the early childhood and elementary school aged youth, offer a variety of options for participants to explore sports. Adult sport leagues include softball, soccer, and indoor volleyball.

The athletics program uses hundreds of volunteer coaches for its youth sports teams. To incentivize the experience, each coach receives a \$15 credit at the end of the season. That credit can increase if the coach attends additional coaching clinic opportunities.

Staff indicated that 22 of the 36 (61.1%) athletic programs were in the mature lifecycle stage. Programs in the decline stage that should be monitored, include the adult soccer leagues (spring and fall), and a number of contracted skill development courses (Figure 33 on page 66). Introductory courses included archery, lacrosse, and a pre-season soccer camp.

In addition to the previously-offered outdoor archery classes, the District has partnered with a new privately-run local archery facility to offer more year-round instruction. Similarly, partner relationships have been created with a local martial arts facility, a sports training facility, and a local lacrosse club. The overall primary target market of current athletic programming is elementary-aged participants (56.8%). The outcome of execution rated the highest of all athletic areas with a 3.6 rating, with the best score of 3.9 in instructor performance. Participant feedback was rated high as well, with a 3.9 rating. From a competition perspective, there are a lot of similar providers within a 20-minute drive (2.2); however, the programs' comparative pricing was significantly better (3.6). Staff felt a strong collaborative effort with the local community (3.5), by far the highest rating of all core programs in this area. Outcome ratings are illustrated in Figure 34 on page 68.

From a list of 25 programs, survey respondents ranked youth sports as fifth and adult sports as 14th most important. Respondents rated the youth sports quality of experience as good or excellent 92% of the time and 88% of the time for adult sports. Respondents were more satisfied with the physical conditions of youth sports facilities (90%) than adult (72%).

Youth soccer and adult softball were the highest-netting sports activities - illustrated in Figure 36 and Figure 37.



Figure 36: Adult Sports 2017 Net Revenue

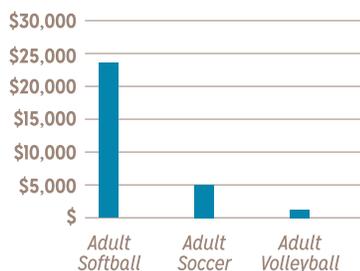
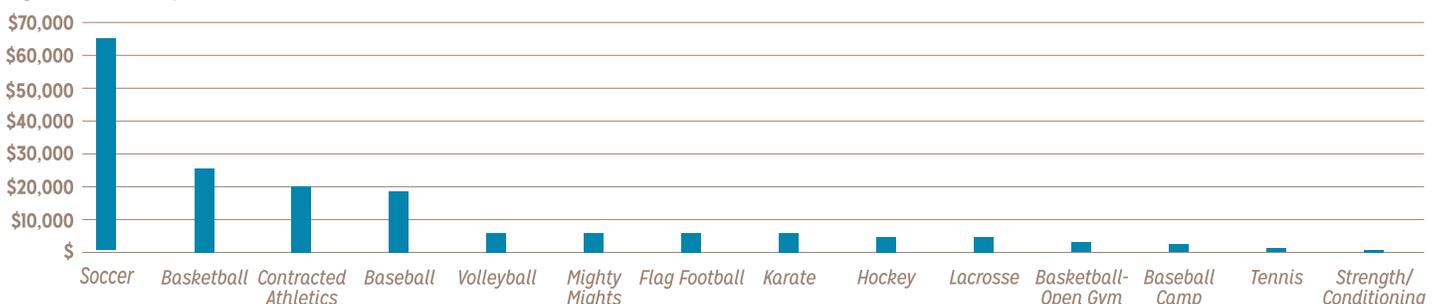


Figure 37: Youth Sports 2017 Net Revenue



DANCE

Instructional dance classes are available in several traditional modes of dance: ballet, tap, hip-hop, jazz, contemporary, pre pointe, poms, and more. Parent-tot classes and junior-level classes are available for younger participants and ballet, tap, and ballroom dancing are typical adult offerings. A Step Above Dance Company shifts the recreational level dance classes to the competitive environment; practices and performances take place over a ten-month timespan, and yet with a no-cut Company philosophy. There are a fair number of similar providers nearby; the dance program's competitive advantage is with pricing. Eighty percent (80%) of the courses offered are primarily for the youth market. Half (50%) the programs are in the growth lifecycle stage and 40% in the mature stage. The remaining programs are split evenly between introduction and decline, Figure 33 on page 66.

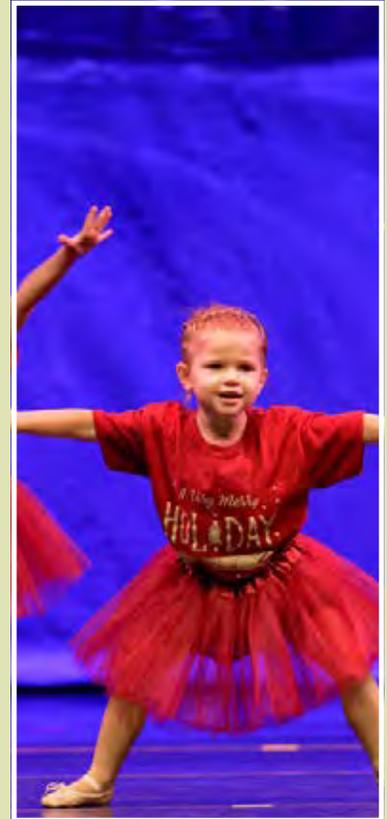
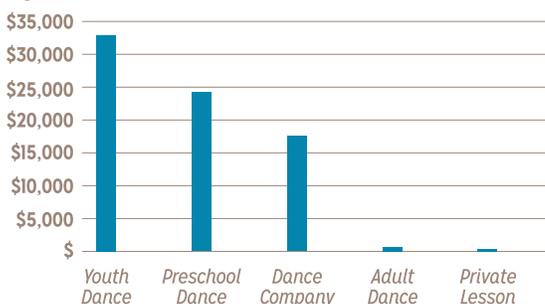
Overall, the dance program area scored low in both the community and leverage outcome categories (1.4 and 1.6 respectively). Scores do not necessarily have to be "high" in every program area. Appropriate application of the knowledge is more important. For example, if increased scores (and subsequent positive outcomes) were desired, staff could consider investing in a series of free workshops during local elementary school physical education class times.

This would promote goodwill, increase exposure, and act as a potential feeder into dance classes. An area of strength was the impact category, where participant feedback scored a 3.6 rating. Outcome ratings are illustrated in Figure 34 on page 68.

There were a number of comments about the dance program in the open-ended survey responses. Several of these comments mentioned the desire for better/bigger/improved space for classes. Others mentioned feedback about the instructors. Youth dance classes were rated excellent or good by 92% of the respondents; Adult dance classes were rated excellent or good by 80% of the respondents.

Youth and Preschool Dance were the highest net revenue performers - illustrated in Figure 38.

Figure 38: Dance 2017 Net Revenue



EARLY CHILDHOOD/TEEN

The two age markets of early childhood and teens are merged together in this analysis largely due to the fact that the same supervisor oversees programming geared toward both groups. Examples of early childhood courses include STEM, music exploration, school readiness and socialization, and language. Examples of teen programs include teen sports night, self-esteem & leadership, babysitter training, and counselor training. Classes appropriate for both groups include: art courses, piano lessons, and/or homeschool opportunities.

Two-thirds of the early childhood courses were in the growth lifecycle stage, and a little less than one-third in the introduction stage. Teen courses were mostly in the introduction lifecycle stage - which is appropriate for a group that tends to only participate in the latest-and-greatest opportunities, Figure 33 on page 66.

Several of the courses offered were add-on extensions to the preschool experience. A local brick-and-mortar art location closed, which created a new opportunity for those classes to be hosted by the Park District. Staff expressed that an advantage of the early childhood programs is that they serve as a gateway and/or feeder opportunity into all other District programs.

The early childhood/teen's outcome category that displayed the most strength was execution, with an overall score of 3.4. Staff indicated that instructor performance was exceptionally high (3.7). Categories that did not demonstrate as much strength were leverage (1.8) and community (2.1). Though an historically difficult group to connect with, if increased impact in these two outcome areas are desired, it is possible. A great way to connect

with teens is on common ground, most commonly their schools. Working with student leadership groups to develop a relationship with them and subsequently learn what interests them most will inform the team of exactly what activities they are most interested in at the moment. Nimble and fast implementation is required with this group. Outcome ratings are illustrated in Figure 34 on page 68.

Survey respondents ranked preschool programs/early childhood as third in the Quality of Experience While Participating in Programs question, with 97% of respondents rating the program area as excellent (62%) or good (35%). Participants were highly satisfied with the physical conditions of the facility, 97%. There were several sentiments expressed in the open-ended comments section about the buildings needing updates. Preschool/early childhood programs ranked sixth of 25 programs that were most important. Survey respondents were less satisfied with the quality of experience in teen programming (87%), and ranked teen programs as 22nd out of 25. When respondents were asked when teens would prefer to participate in programs, 32% indicated Saturdays and 20% indicated Sundays. It would be interesting to cross-reference these results with teen focus groups that get asked the same question (i.e. visiting school student leadership groups).



FITNESS

The District offers group fitness classes and personal training sessions at four of its facilities. There is no District-owned or operated fitness center. One of the sites, the White School Museum, will be converted to complete museum usage in 2019 and will subsequently come offline for programs.

Typical types of fitness classes on the program menu include cycling, interval training, step, boot camps, Pilates, Pound, Zumba, and more. In addition to yoga, other mind-body course offerings included meditation. Class start times are either in the morning between 5:30am and 10:30am or in the evening between 4:15pm and 8:15pm. Some fitness events, most of them free, are held to encourage people to try new types of fitness programs or simply to host a one-time fitness class. Community members can try any fitness class one time, free of charge. Participants can register for full sessions of a single course or they can purchase a flexible drop-in punch card.

Adults ages 24-55 were the primary market for 77% of all fitness classes offered. There were no fitness classes that marketed to middle or high school aged youth. Most (71%) of the classes were in the growth lifecycle stage (20 out of 28), six (21%) were mature and two (8%) introduction, Figure 33 on page 66. A few of the courses have a competitive advantage due to the structure and/or equipment

used; there are no other 30-minute yoga classes in the area, the Barre Fitness class uses ballet barres, and there are new Keiser M3i spin bikes.

Execution was an outcome area of strength, with a 3.3 rating; instructor performance (3.6) was highlighted as a reason for the strong execution. The program area did not demonstrate as strong of leverage in the community, nor high-scoring community outcomes. Collaborations and partnerships and serving the underserved are likely attainable areas to improve upon; fitness class outreach and culturally-based health endeavors can be easy to accomplish. Outcome ratings are illustrated in Figure 34 on page 68.

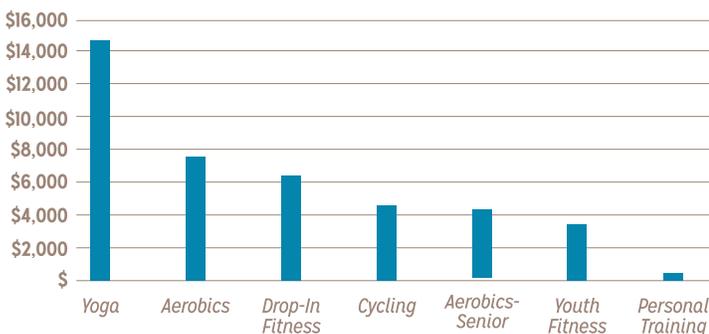
Outdoor fitness is an area that could be further explored. The most important outdoor amenity to surveyed Oswegoland households was walking/hiking/biking trails. More and/or expanded programs like the Monday Miles and coordinating groups/clubs to gather to use the trails with like-minded people would likely be successful.

Adult fitness and wellness programs ranked fourth out of 25 programs that were most important to survey respondents. Eighty-four percent (84%) were satisfied with the quality of fitness experience, and 74% were satisfied with the physical condition of the facilities the program is held in.

Survey respondents expressed a sentiment of “missing the YMCA” in the open-ended comments as well as the need for a fitness center. The opportunity to fulfill a missing need in the community’s fitness offerings is one the District should commit to.

Yoga is the highest-netting program area, with \$14,471 net revenue recorded in 2017 - illustrated in Figure 39.

Figure 39: Fitness 2017 Net Revenue

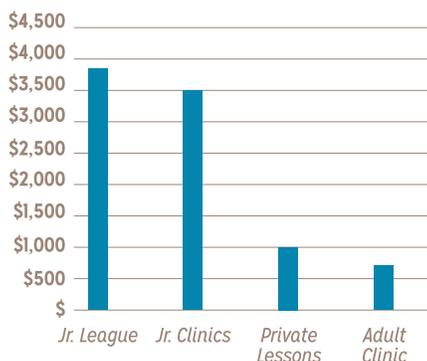


GOLF

Fox Bend Golf Course is an 18-hole public course in a central Oswego location. The clubhouse contains a restaurant, bar, and pro shop. A large outdoor tent space is available for rent. A practice range and practice green are also available. Outside of regular 18-hole and 9-hole play, foot golf, golf lessons, clinics, leagues, and outings are the various ways to play at Fox Bend. Foot golf is offered on Sunday and Monday evenings; family times are on Saturday and Sunday late afternoons. The food and beverage service used to be operated by the Park District. In 2018, a rental agreement was signed with a local restaurateur to manage the facility.

Programmatically, the golf course has not offered many programs. Adult, ladies, and short-game golf clinics, individual and group lessons, junior golf league and junior tournament are the options outside of the “regular” play structure. Regular, session-based golf lessons in a class setting, summer golf camps, and other classes/experiences that would creatively encourage participation are suggested. Special events, bringing more potential players to the course, are highly encouraged. The junior open golf tournaments and short game clinic were in the decline lifecycle stage. The golf clinics and junior golf league were in the mature phase, Figure 33 on page 66.

Figure 40: Golf 2017 Net Revenue

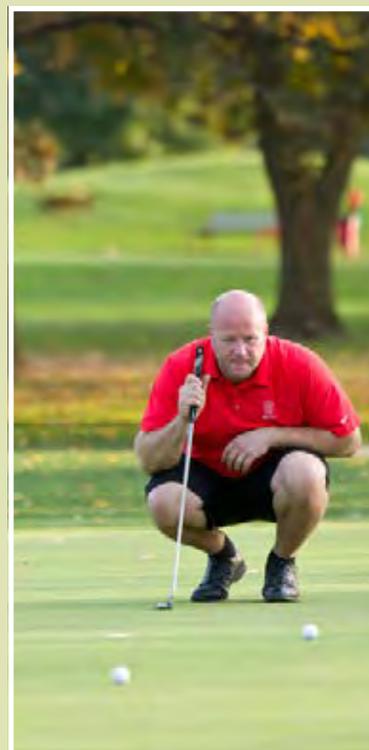


Decommissioning is not recommended at this time; a rejuvenation of all golf-based programs is highly encouraged.

Reviewing practices that might be barriers to participation may attract more new participants. For example, rental equipment should be available during lessons, or better yet, include loaner clubs as a component of class participation. The course is an asset to the District that can be capitalized upon beyond straight increasing of rounds. The intentional development of young players can result in a whole crop of new future adult players.

Survey respondents indicated they were quite satisfied with the experience of adult golf programs - 100% rated their experience as excellent (53%) or good (47%). The golf course also received a Priority Investment Rating of 122. These two results would indicate a high level of support for continuing to provide golf as a service. Expanding that service programmatically to broaden the golf reach is a pragmatic next step.

The Junior Leagues and Junior Clinics out-performed the Private Lessons and Adult Clinics in 2017 - illustrated in Figure 40.



GYMNASTICS

One of the most comprehensive, robust program areas of the District is its gymnastics program. With year-round recreational and competitive options, the program services the needs of toddlers to teens. A dedicated gymnastics space is located in the Boulder Point facility. It boasts the standard gymnastics equipment as well as a variety of training equipment and features (e.g. pits, trampoline, spotting belt, et cetera).

Tumbling, boys, girls, junior high, and team programs are held every weekday morning, noon, and night as well as weekend mornings through at least 1pm. Multiple levels and multiple session choices offer a variety of registration options. Open gyms are available for “play time” in the gym as well. The quantity of class choices offered in 2017 were more than double of any other in the District, with 605 total sections.

Staff felt that a majority (59%) of the classes were in the growth lifecycle stage, while 21% were in mature and 15% in introduction, Figure 33 on page 66. Due to the nature of the activity, youth of all ages are the primary target market. The District has recently changed its niche in the local gymnastics market. There are two private gymnastics clubs in town; the new positioning of the Park District gymnastics program is that it is recreation-based and family-oriented, to better align with the District’s vision

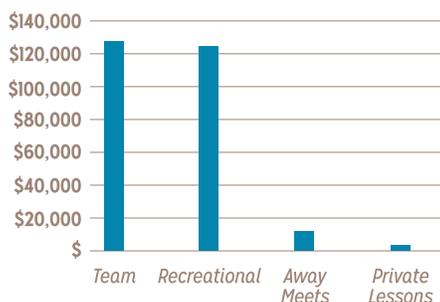
and values. An identified competitive advantage was that there are other classes happening in the recreation center at the same time, so siblings can recreate at the simultaneously.

Gymnastics’ general outcomes study results matched the overall results exactly - a score of 2.8. Impact was the strongest performing outcome area (3.5), with high participant feedback and supervisor observation ratings (3.6) to support the overall positive category rating. Financial performance was the other equally-strong (3.6) high rating within the sub-categories. Areas to consider thinking about are gymnastics’ place in either collaborative efforts and/or serving underserved groups. Outcome ratings are illustrated in Figure 34 on page 68.

Survey respondents ranked gymnastics ninth out of 25 programs that were most important. Satisfaction with the quality of experience and physical condition of the facility was lower than most other program areas - 79% and 74% respectively. Approximately 2.5% of the open-ended responses to Question 25’s ideas for improvement referenced the need to update the gymnastics facility.

Team and recreational gymnastics produced about the same quantity of net revenue in 2017 - illustrated in Figure 41.

Figure 41: Gymnastics 2017 Net Revenue



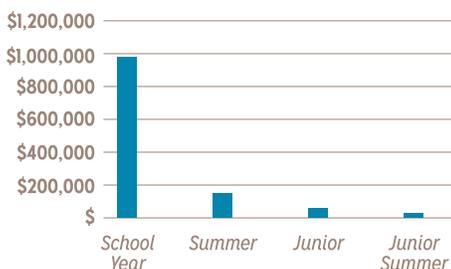
KIDS CONNECTION

Kids Connection is the branded name of the before and after school care and camp programs. There is also a Junior Kids Connection for four- and five-year-olds. The program is fully compliant with DCFS and subsequently follows strict staff-to-participant ratios, educational requirements, and serves food. The before and after school care program is located in the gymnasium of every School District 308 elementary school site except for one, Long Beach Elementary. Summer Camp Connection is usually held at two school sites. The program has a very good relationship with the schools; the program is rarely pushed out due to school programs. Storage space within the schools that is allocated to the program is described as being sufficient.

When pricing the program, the staff calculates the cost per child and conducts a market analysis every year. The final price goal is to be lower than the other local facilities. The program shares a portion of the net revenue with the School District on an annual basis; the amount is not specifically noted in writing in any formal agreement between the Park District and School District.

The before school program participation numbers have increased by approximately 15% in 2018 due to the school district changing the school start times. Despite the fact that the change in start time shifted by ten minutes, the result was that more families needed care for that additional time.

Figure 42: Kids Connection 2017 Net Revenue



Participation at the Churchill location was the highest in 2017 with 77 program registrants, closely followed by The Wheatlands with 74 participants. Registration into the Kids Connection program uses a feature of the software called FlexReg, which allows for flexible registration based on the day and time care is needed. A set daily fee for before, after, or both before and after pertains to each regular school day; a daily rate is available for the days off of school and early release days. Summer Camp Connection is also offered on a per-day registration basis. Total fees are calculated based on the total number of days a participant registers within a season. Historically, registration in these types of programs were based on set 3- and 5-day rates. These new flexible attendance options are a convenient, service-oriented way to fulfill the parents' desire for recreation-based childcare only when they need it. From an administrative perspective, new software functionality has helped to automate these new registration features.

Survey participants were satisfied with the physical condition of the before and after school sites (93%) as well as with the quality of their experience (84%). Kids Connection ranked seventh out of 25 programs that were most important to respondents.

The school year's before and after school care program revenue by far out-performs the other Kids Connection areas - illustrated in Figure 42.



PRESCHOOL

Oswegoland's preschool program is branded with its own name, As We Grow Preschool. Enrollment options include two- or three-day per week participation for three-year-olds and two-, three-, and four-days per week for four-year-olds. There is also a comprehensive preschool preparation program, where children as young as 18 months can participate in programming designed to prepare them for the preschool classroom setting. Traditional preschool classes are held at two Park District facilities: Boulder Point and South Point. A nature-based preschool classroom is located at the Civic Center.

With 75% of the preschool classes (8) in the growth lifecycle stage, two in introduction, one in mature and one in decline, there is room for development and maturation, Figure 33 on page 66. Large classrooms, the use of gymnastics facilities and the nature-based classroom were identified as competitive advantages; price was also cited as an advantage. Staff did not feel the program served underserved groups; this is an area to consider in the future, to ensure all groups feel welcome in the program and that scholarship funds are advertised.

The outcome of being impactful was the highest-scoring category (3.7) of the outcomes analysis. Staff scored several sub-categories with a rating of 4: participant feedback, supervisor observations, instructor performance, the community is a better place, and enhances public relations. Outcome ratings are illustrated in Figure 34 on page 68.

Survey respondents ranked preschool programs/early childhood as third in the Quality of Experience While Participating in Programs question, with 97% of respondents rating the program area as excellent (62%) or good (35%). Participants were highly satisfied with the physical conditions of the facility (97%). There were a handful of sentiments expressed in the open-ended comment section, that the buildings do need updates. Preschool/early childhood programs ranked sixth of 25 programs that were most important.

Net revenue for preschool was \$159,960 in 2017.



SPECIAL EVENTS

A large variety of special events are offered throughout the year. Runs/ triathlons, holiday-based celebrations, family-themed events, farmer's market, and events specific for either kids or adults encapsulate the event menu. Staff have expressed that they seek to provide low-cost events with high interest and high value. The signature event of the year, Prairie Fest, is a free community-wide collaboration that spans four days.

Special events boast the highest quantity of participants out of any of the core program areas: 5,649. The events as a whole are all very balanced among the lifecycle stages; 35% are in both growth and mature, 18% introduction, and 12% decline. Staff have done a nice job of decommissioning events that have exceeded their lifetime and introduced new events in their place, Figure 33 on page 66.

About half of the events identify families as the primary market; the remaining targets spread across all other age categories. Impact was the outcome with the strongest rating (3.3), which was supported most by participant feedback (3.4). Staff's ratings in the community category were on average stronger than the total

average (2.6); however, staff's rating of a few of the individual event's "potential effect if it went away" seemed underestimated. Several of the events are beloved community traditions. Outcome ratings are illustrated in Figure 34 on page 68.

A sentiment expressed over and over again in the open-ended survey comments revolved around the sentiment of how well-loved special events are in the community. Prairie Fest was mentioned specifically, as were events held in the downtown area. "Bringing community together" was a common thread, and events are a way to do just that.

Brew at the Bridge and the Gobbler Hobbler Race were the two highest-netting special events in 2017 - illustrated in Figure 43.

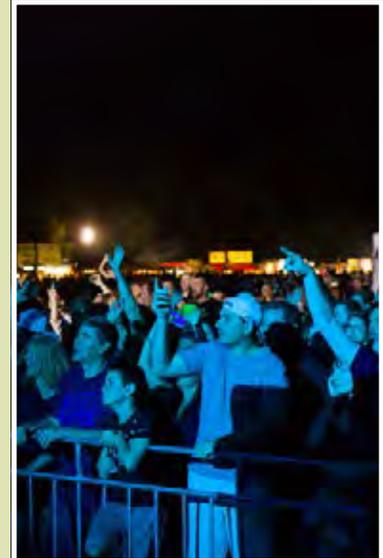
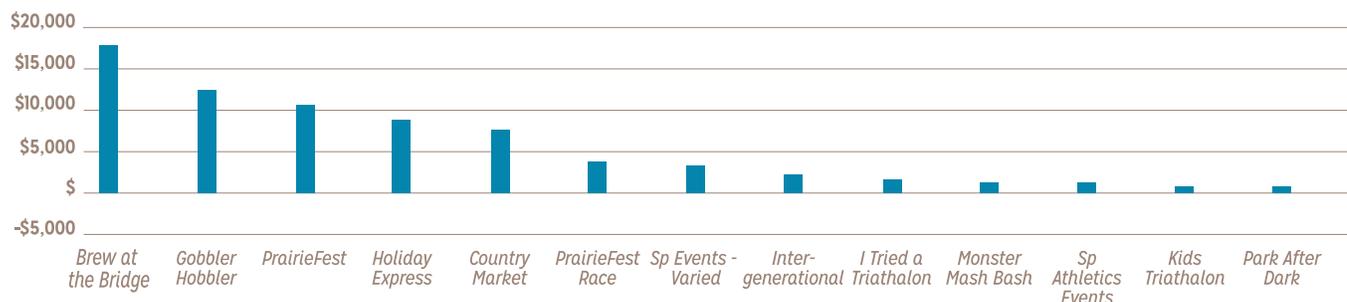


Figure 43: Special Events 2017 Net Revenue



THEATER

The Limelight Theatre Company, the branded name of the Park District's theatrical opportunities, offers classes in acting, writing, character development, and improv as well as performance experiences such as radio shows, one-act shows, and plays. One-day workshops, camps, and multiple-day courses offer skill development. Both school-aged youth and adult participants are welcome.

The reach of the program's regular participants expands to non-resident communities like Yorkville, Plainfield, Aurora, and Naperville; 33.5% of the 710 participants are non-residents (238). The Company has developed its own mission: To teach, to learn, to create, and to share through theatre, as well as its five simple rules to follow: Be original, be gracious, be "we", be bold, and be challenging. It is also important to note that the reach of the program goes beyond the registered participants. The countless volunteers who assist with the show development and/or production and the attendees who watch the final products represent the full reach of the Company.

A majority of Limelight Theatre Company program offerings are in the mature lifecycle stage (58%). Radio plays were identified as in the decline stage; staff will want to further explore whether

to reinvent the radio plays, by perhaps shifting to a podcast or some other technologically-based venue, or to decommission, Figure 33 on page 66. The programs have a broad market reach - across all age groups.

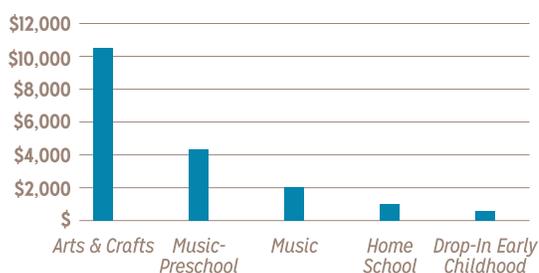
Of the core program area outcomes, Limelight averaged a 2.8 rating, exactly the same as the District average. Impact was its strength (3.4); Community was its lowest-scoring area (2.3). New collaborations and/or partnerships could help bolster the Community outcome; continue to capitalize on the positive impact the program produces. Some of the advantages described by staff include unique offerings, exceptional staff, multiple skill levels, multigenerational participation, and specialized content. The position in the marketplace was rated very high, with a score of 3.5. There are few year-round providers within a 20-minute drive. Outcome ratings are illustrated in Figure 34 on page 68.

Survey respondents were extremely satisfied with the quality of their experience in Limelight Theatre company; 91% rated their experience as either excellent (55%) or good (36%). Limelight ranked 15 out of 25 most important programs to households. Limelight Theatre Company's net revenue was \$43,850 in 2017.



VARIED INTEREST

Figure 44: Varied Interest 2017 Net Revenue



Programs that are designed to meet a variety of interests are scattered throughout the core program areas mentioned in the above sections. From a fiscal perspective, the five main types of varied interest program's net revenue are illustrated in Figure 44.

ADDITIONAL PROGRAM FINDINGS

PARTICIPATION

Total participation in 2017 was 22,499 registrants. That calculation accounts for each registration into one program's code one time. Special events was by far the program area with the highest quantity of participants 5,649, followed by Athletics had 4,817 participants and Gymnastics had 3,745.

PARTICIPANT RESIDENCY

The ratio of resident to non-resident registration was 4:1, or 79.7% resident, 20.3% non-resident. Program areas that had a much higher non-resident registration percentage were Limelight Theatre and special events, with 33.5% and 29.2% non-resident participation respectively. The fact that one-third of these program's participants are non-residents indicates that people are willing to travel further in order to gain access to these strong programs. The program area with the highest percentage of resident participation was fitness, with 86.4%, followed by dance at 85.6%.

CANCELLATION RATES

Cancellation rates for this analysis were gleaned from the recreation software's Activity Revenue Report, as provided by staff. Courses that listed zero participants signified that the course did not run and were therefore assessed as "cancelled". As a whole, the average cancellation rate was 25.9%. Another way to visualize this data is to depict the run rate versus cancellation rate, as a whole of each program area's program menu.

An average cancellation rate of 25.9% is slightly higher than the industry benchmark of 15-20%. The higher rate will generally mean one of two things:

- The programming team has been charged with trying new, innovative programs that just haven't taken off yet, or
- The programs being offered simply are not meeting the needs and/or interests of the community.

A rate higher than 20% can indicate that the staff are doing a lot of work preparing for and marketing courses that do not run. A goal of the District should be to pull that cancellation rate down a little closer to the 20% mark.

PROGRAM PERFORMANCE

When reviewing a recreation program plan, its comprehensive performance can be measured by two key indicators: Participation and Revenue. A visual way to conduct this review is in a matrix format, where both participation and revenue are considered on a "high-low" scale. A visual depiction of where the District's main program areas fall in relation to each other is illustrated in Figure 45 on page 81.

The axes represent the mid-line of the actual revenue and participation range. In this case, the averages were 2,306 participants and \$206,191. Programs that land in quadrant one are the star performers in both revenue and participation. Quadrant two represents high financial performers despite the fact that registration numbers may be lower. Those programs that land in quadrant three are low in both participation and revenue. Quadrant four may break even or even lose money, but have a high participation rate.

The size of each circle represents the actual cost recovery percentage. For example, the yellow Special Events circle represents the cost recovery of 118.2%. The green Gymnastics circle represents a cost recovery percentage of 218.1%, and therefore the green circle is much larger than yellow. The program areas had very different numbers of participants (5,649 and 3,745 respectively) and therefore land in two different quadrants (4 and 2). Net revenue landed special events (\$66,513) below the revenue axis due to it being below the average of \$206,191 and gymnastics (\$265,240) above the revenue axis due to being above the average.

The outliers in this piece of the assessment are Kids Connection due to its extremely high revenue, and Athletics and Special Events due to their extremely high participation numbers. Because of the outliers, the rest of the program areas' circles become a bit bunched up. When reviewing the results, it is important to keep all the program areas in perspective, relative to the outliers. Review of the District's program plan in this way offers the opportunity to consider:

- Alignment with the District's mission
- Actual versus desired location on the matrix
- Growth opportunities
- Where to invest, discontinue, or develop

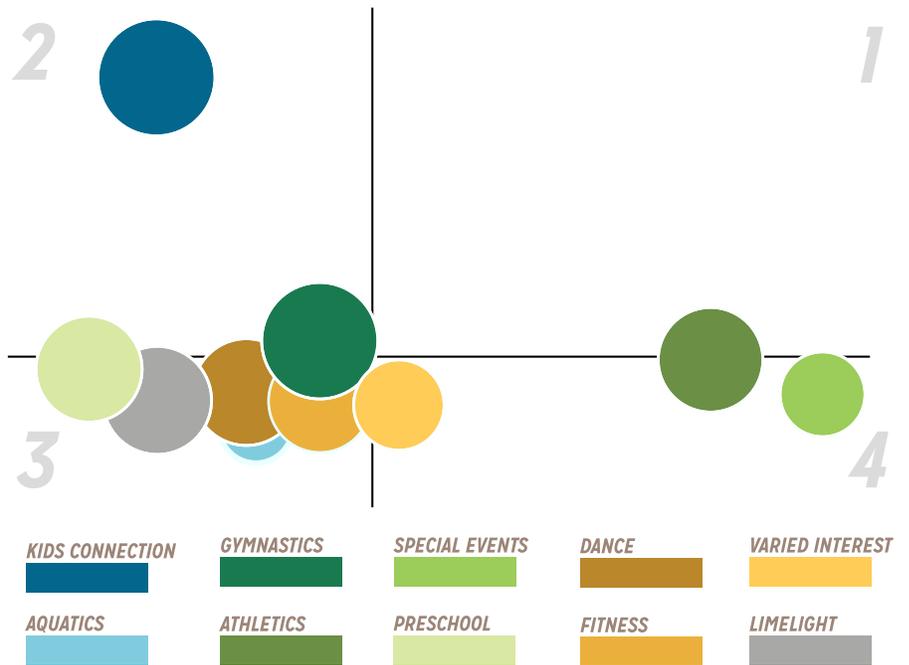
Location on the program performance matrix is not inherently "bad" or "good" - whether or not the location on the map aligns with the District's mission is what should be assessed here. For example, the special events program category has a relatively low net revenue; however, participation is higher than all the other program

categories. Generally speaking, for a community-based recreation district there should be program categories that sit in quadrant four, like Special Events.

The programs that land in quadrant three should get the most attention and further introspection. The following questions should guide a more in-depth analysis of quadrant three programs:

- Are expenses being managed efficiently?
- Are price points appropriate?
- How much time, effort, and money are being invested to make these programs run?
- Are the programs filling an otherwise unmet community need?
- What would the impact be without the program?

Figure 45: Program Performance

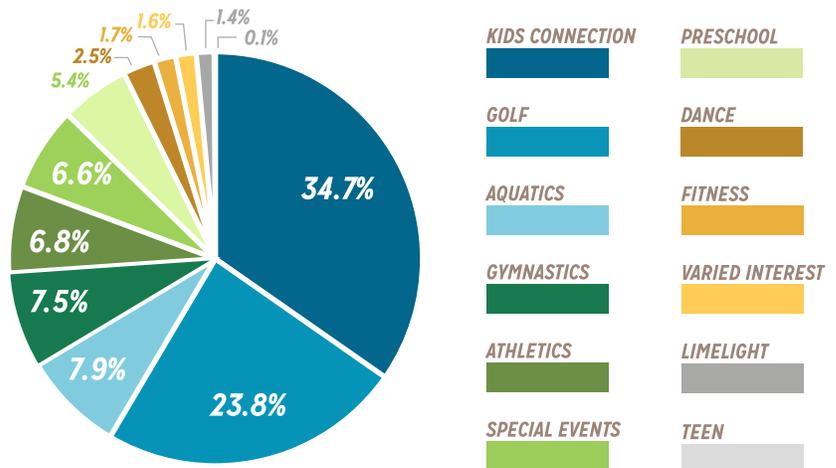


FINANCIAL REVIEW

Proper fiscal management is the cornerstone of quality programming. Realistic budget goals and continuous monitoring of each program area's fiscal performance is a necessary component of ensuring the financial health of the District. The recreation team has done well with its budgeting process. Budget reports are clearly segmented by program area, where each program can clearly monitor its revenues and expenses.

From a gross revenue perspective, Kids Connection is by far the highest performing program area - with 34% of total gross revenue coming from that program, Figure 46.

Figure 46: Gross Revenue, Core Programs



The more critical piece of the analysis lies in which program areas have the highest net revenue. A higher net revenue total typically exemplifies strong expense management. Occasionally a high percentage of net revenue can also indicate the pricing is too high for the service. Careful connection to the District's cost recovery assignments are important with this consideration. See the Cost Recovery section below.

Over time, the tracking of net revenue can help observe fiscal trending. The recreation fund's total revenue and expense over time, between fiscal years 2015 - 2017 is illustrated in Figure 48.

The average amount a participant will pay in each program area is another critical piece of the analysis. The 2017 results are illustrated in Figure 49. There is a marked difference between the cost for childcare services versus general programming.

Figure 47: Net Revenue, Core Programs

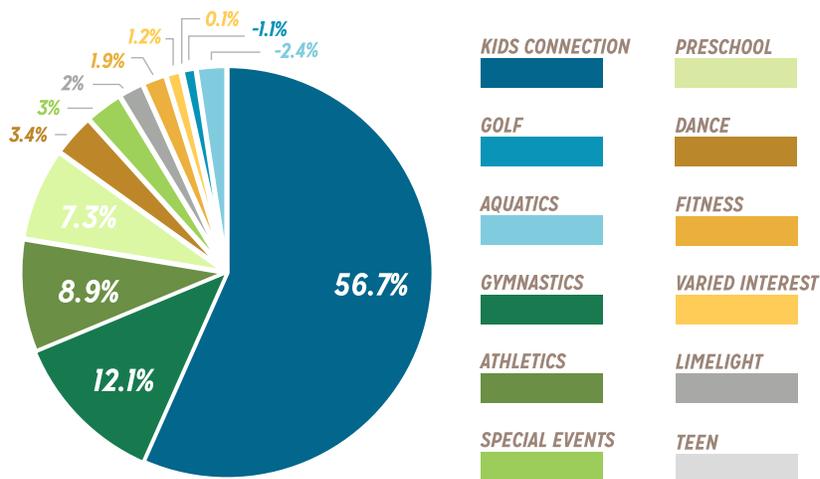


Figure 48: Recreation Net Revenue

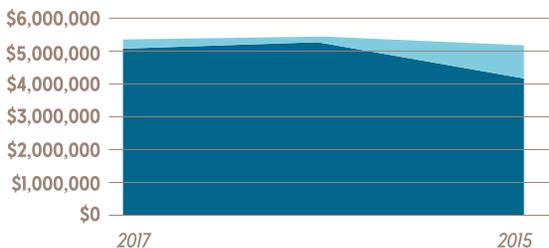
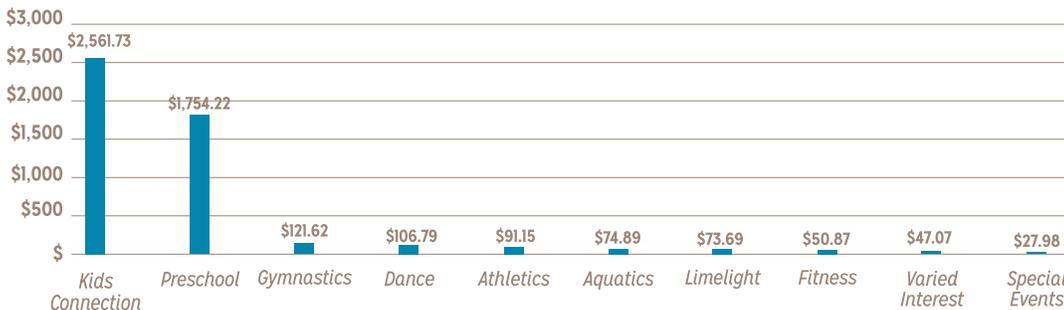


Figure 49: Dollars Per Participant



COST RECOVERY

The District has done a very effective job in working towards cost recovery calculations. What can be a daunting process at first, has resulted in several years of quantitative data to help staff make informed decisions. A comprehensive Excel workbook has been created to track and report on the five tiers of cost recovery levels that have been established, and the programs that fall within those tiers.

Staff have indicated that they have already made programmatic decisions (e.g. discontinuation of birthday parties) based on the data. The Recreation staff plan to review the tier structure to determine whether or not the program areas are assigned to the correct/realistic cost recovery tier. The team deserves tremendous credit for the hard work exerted and commitment they have made to responsibly track their programs' fiscal performance.

From a benchmarking perspective, usually the consultant recommends the development of a cost recovery model. In this case, the recommendation is to keep going - staff have a great handle on cost recovery and are moving in the right direction.

MARKETING

MARKETING OVERVIEW

In this marketing analysis, the consulting team examines the extent to which the recreation function is supported by the marketing function. Based on conversations with marketing and recreation staff, the team is doing “all the right things” to provide great support to the entire District. There is a thoughtful, structured marketing plan with clear visualization of responsibilities (e.g. Promotion Mix). There is a clear brand vision that is easily depicted in the Brand Identity Guide. Internal communication processes between recreation and marketing staff ensure all parties are clear on timelines, needs, and workflow. The marketing department has both a healthy budget and the staff resources that enable them to accomplish a lot. The current marketing team produces a high quality and quantity of support through its efforts.

PROGRAM GUIDE

Three program guides entitled “Play!” are created and distributed by the marketing team on an annual basis: Winter/Spring, Summer, and Fall. The community needs assessment survey respondents indicated that the number one way they learn about the Park District is through the seasonal brochure (76%), and the brochure is by far the number one most-preferred method of learning about Park District programs and activities (58%).

The guides are produced in color, with a glossy cover and matte internal finish. Each season’s contents are organized in exactly the same order, with corresponding color-coded sections to ensure continuity and ease of use. A two-column format is used to structure program offerings, with course titles emphasized with a larger, different-colored font. Program codes stand out with their own color and bold font. Dates, days, times, and fees are clearly outlined in a similar fashion from program to program. Special teasers and calls to action are accentuated with banners and specially-colored boxes to offset the message from the page’s main focus. The structure, imagery, quantity of information, ease of use, and design interest were consistently strong among the three seasons reviewed. One recommendation is to give summer camps a bit more of a prominent focus in the summer brochure. The guide as a final product is an area of strength to be commended.



BEST PRACTICES

This section addresses key areas of best practices for recreation program and facility performance, including the following attributes:

- Quality standards
- Customer requirements
- Key performance indicators
- Cost recovery goals

A key to developing consistent services is the use of service and program standards. The use of standards provides a more consistent service experience. As program growth continues, and as staff time permits, standards can be deployed throughout the entire recreation program system, such as customer service standards, instructor standards, safety, continuous staff trainings and program quality.

In addition to standards, efforts should be made to develop a listing of key customer requirements for core program/membership areas. Key customer requirements are defined as those areas of the program purchasing process that are most important to registrants. For example, an adult softball player's key requirements may include: cost of the league, quality of athletic field maintenance, cleanliness of restrooms, quality of the umpires, game times and location of the facility. Identifying key requirements is vitally important for staff to deliver well in the items most important to the customer. This also reinforces key elements of service that staff should become familiar with.

Key requirements should be identified by customers and can be included as part of an importance/performance matrix. This determines how important a requirement is to the customer and how the District is performing. Surveys and program evaluations should include questions that assess customer satisfaction in these areas.

Another area of strength includes the development of key performance indicators. Organizations that measure performance also have a documented process in place to ensure follow through on results. A robust measurement system generally includes a more comprehensive set of measures, including:

- Number of programs offered per age segment
- Customer satisfaction
- Facility utilization rate
- Number of new programs offered annually (to drive innovation)
- Household percentage of program participation
- Percent of programs in introduction and growth stages
- Market penetration by age group
- Customer retention, repurchase intent, and referral

Best practice agencies have identified cost recovery goals for core program areas. As described in the Cost Recovery section, The Oswegoland Park District can be viewed as a leader in establishing, following, and continuously analyzing its cost recovery structure and performance.





SCORECARDS

The Park and Facility Scorecard is an effort to measure the quality of park and facility infrastructure and maintenance in order to ensure the highest level of service possible for park users.

PURPOSE

The scorecard will help the Park District:

- Understand the present state of the Oswegoland Park District's public open spaces and facilities.
- Determine priorities for improvements and provide direction for allocation of funds, staff, and other resources.
- Communicate priorities internally among employees and externally to governing boards, citizen committees, and the public.
- Measure the impact of open space infrastructure and facility investments, as well as open space and facility maintenance efforts.
- Help Oswegoland residents understand how their local parks and facilities are performing in comparison to other parks in the District.

Ultimately, the Park and Facility Scorecard is intended to help guide capital improvement plans, master plans, and maintenance standards, helping Oswegoland Park District maintain and improve its park and facility infrastructure.

GRADING LEGEND

- **A** = 4.0
- **A -** = 3.8 - 3.99
- **B +** = 3.3 - 3.79
- **B** = 3.0 - 3.29
- **B -** = 2.8 - 2.99
- **C +** = 2.3 - 2.79
- **C** = 2.0 - 2.29
- **C -** = 1.8 - 1.99
- **D +** = 1.3 - 1.79
- **D** = 1.0 - 1.29
- **D -** < 1.0

The planning team assessed the condition of all park categories, except for undeveloped areas. The majority of the parks and open spaces scored above 3.0 out of 4.0. The scorecards include site observations and site recommendations. Facilities were similarly assessed in this process. For the park and facility scorecards report, please refer to the appendix section.



ENGAGE





COMMUNITY ENGAGEMENT

Community input is the foundation of any successful planning process. Throughout this process, we created places and platforms for the community to express their thoughts, ideas, and concerns.

PROCESS

The planning team facilitated a thorough engagement process that ensured the Comprehensive Plan is grounded in community, stakeholder, staff, and Board input. Key elements in the community engagement process included:

- **Project branding** to maintain consistency in project messaging.
- **Website and social media pages** to keep the community up-to-date on the process, key meetings, surveys, and working documents.
- **Stakeholder interviews:** 19 participants
- **Stakeholder Focus Groups:** 15 participants
- **Statistically-Valid Survey:** 700 responses
- **Community Pop-up Event (Farmer's Market):** 23 participants
- **Community Workshop #1 Monster Mash Bash:** 97 participants
- **Community Workshop #2:** 45 participants
- **Interactive Board Workshop:** scheduled for April 23, 2019

KEY STAKEHOLDER & FOCUS GROUPS

Thirty-four stakeholders participated in interviews and focus group discussions over the course of two days (October 2 and 4, 2018). These stakeholders represented organizations, groups, and agencies throughout the Oswegoland community including, but not limited to, schools, municipalities, sports affiliates, and other interest groups. The sessions were 45 minutes-to-one hour long and covered a variety of topics, including communication, existing and future partnerships, existing and future parks, open space, facilities, and recreation programs. Major themes that emerged from these discussions include:

VALUABLE COMMUNITY ASSET

There was an overwhelming consensus that the Park District is a visible, valuable asset to the community. From the impeccably-maintained parks and open spaces to a variety of programs and community events, stakeholders reported that the District provides quality indoor and outdoor recreational opportunities to residents of all ages.

DESTINATION BUILDING

A reoccurring theme throughout the stakeholder conversations was creating destinations throughout the District through parks, trails, and water features. Pulling together all jurisdictions could be helpful in envisioning a regional destination.

As one stakeholder said, “We are killing each other by cannibalizing our assets.” Many stakeholders noted that the Oswegoland Park District could be a helpful asset in facilitating community conversations about potential destination amenities and coordinating cohesive wayfinding and branding initiatives to ensure visual connectivity between these destinations. Many stakeholders agreed that Prairie Point Park, as well as the Riverfront, were destinations within the Park District to expand offerings and serve as a regional destination.

PARTNERSHIPS

School District: The partnership between the Park District and the School District 308 has existed for the last 25 years and greatly benefits local children and families. Stakeholders feel that the current intergovernmental agreement between the School District and the Park District is aging and needs to be re-evaluated. Both parties would benefit from a joint discussion on reviewing the terms and structure of the agreement. Identical playground issue: School District does not want anyone on their playgrounds during school hours.

Senior Facilities & Programs: The District is seeing an overall aging of its population; and with the uncertainty of the Senior Center, stakeholders expressed a desire for more senior-oriented programming and shared spaces. Specific programming that was mentioned included exercise classes, senior sports leagues, and intergenerational programs. Another key issue that was discussed was accessibility, especially from those traveling far distances to reach certain programs and activities.

Fox Valley Park District: Because of the geography of the District boundaries, many residents who live within the Oswegoland Park District would benefit from reciprocity with the Fox Valley Park District, and vice versa. Stakeholders also discussed how it is oftentimes unclear to residents which District they are “in” and that communication between Oswegoland and Fox Valley needs to be improved.

Businesses & Chambers of Commerce:

Business and business representative stakeholders expressed their very strong existing partnership with the District. They use the parks and would like to use them more, and discussed the idea of developing the riverfront area so that it is even more of a regional commercial and retail attraction.

Multi-jurisdictional Collaboration:

Due to the constant turnover of elected officials throughout the region, education and outreach are critical themes for ensuring multi-jurisdictional coordination and collaboration. Stakeholders would like to see existing partnerships strengthened and new partnerships established, especially in regards to pursuing grants and other funding opportunities. Regional coordination could also identify duplication of resources and efficient ways to address community needs. One stakeholder offered the idea of “think tank lunches,” where elected officials and staff could get together to discuss regional partnerships.

CONNECTIVITY

Stakeholders emphasized the importance of **connectivity along** the river, which they cited as preserving land around the Fox River and creating greenways along the riverway. They felt that universal messaging and cohesive branding along the river is a very important initiative because the area is so significant in terms of tourism, recreation, and economic development.

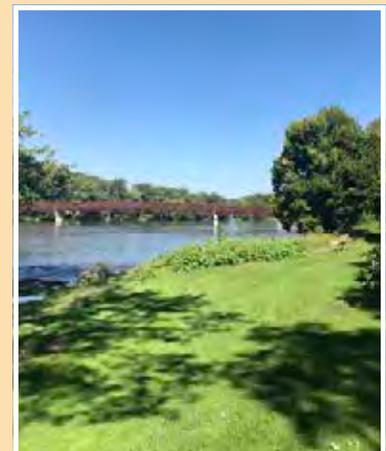
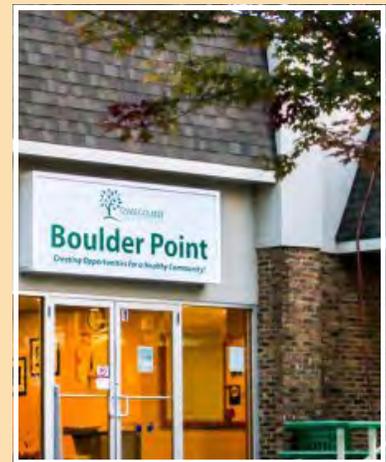
Closing gaps to trails was another major theme throughout discussions. One participant noted “we need to start looking more regionally at closing trail gaps; we all recognize it and see it, but we need to do this in a consolidated manner where the taxpayers don’t see overlap.” Stakeholders noted the importance of regional cooperation, facility and program sharing, and public-private partnerships in closing these gaps.

INDOOR FACILITIES

Stakeholders noted that there is an availability issue for indoor facilities. They acknowledged that a lack of indoor space is an obstacle they face for expanding programs and activities, increasing partnerships, and providing better service. Spaces mentioned included indoor aquatics facilities and indoor athletic space—indoor running and walking track, group exercise rooms, gymnastics area, turf fields, and indoor courts.

SPORTS FIELDS

Many stakeholders indicated a need for improved outdoor sport field conditions. Adequate amenities, competing interests, lighting at night, and available space after a stormwater event were issues raised during these discussions. A strong desire was expressed by many for synthetic turf fields for multiple sports.



STATISTICALLY VALID SURVEY

There were 617 completed surveys, which results in a precision of at least +/- 3.9 % at the 95% level of confidence.

In the Fall of 2018, ETC Institute mailed a survey packet to a random sample of households in the Oswegoland Park District. The survey results will help the District take a resident-driven approach to making decisions that will enrich the community and positively impact the lives of its residents.

METHODOLOGY

The survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete. To prevent non-residents from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

CROSS TABULATIONS

Additionally, the survey results were cross-tabulated by the household compositions below:

- Households with children under 10
- Households with children age 10-19
- Households with no children (age 20-54)
- Households with no children (age 55+)

Survey findings and cross-tabulations report can be found in the appendix.

Note: The rating does not take into consideration the volume of the answers to the question, but to the specific program/facility/amenity. Participants were asked to rate, only if they have been involved in a certain program/facility/amenity. The more engaged respondents are, the more likely it is for the rating not to be at 100%.

RECREATION FACILITIES/PARKS USAGE, IMPORTANCE, & RATING

USAGE

The top three most **used** facilities/parks in the past twelve months were:

- Hudson Crossing Park (59%)
- Prairie Point Community Park (46%)
- Civic Center (35%)

The three least **used** facilities/parks over the past twelve months were:

- Winrock Pool (16%)
- Grande Park Community Park (12%)
- Jaycee Park (8%)

IMPORTANCE

The three most **important** facilities/parks to respondents, based on the sum of their top three choices, were:

- Hudson Crossing Park (44%)
- Civic Center Aquatic Park (28%)
- Prairie Point Community Park (26%)

The three least **important** facilities/parks to respondents, based on the sum of their top three choices, were:

- Winrock Pool (7%)
- Grande Park Community Park (4%)
- Jaycee Park (2%)

RATING

The top rated three facilities/parks in quality and condition rating were:

- South Point Center (98%)
- Prairie Point Community Park (97%)
- Hudson Crossing Park (96%)

Hudson Crossing Park (338), Prairie Point Community Center (262), and Civic Center (176) ranked the highest in number of excellent and good responses compared to other facilities/parks.

CROSS TABULATION

Hudson Crossing Park, Prairie Point Community Park, and Civic Center were mostly used by households with children. Violet Patch Park, Little White School Museum, and Fox Bend Golf Course were most visited by households without children in the past twelve months.

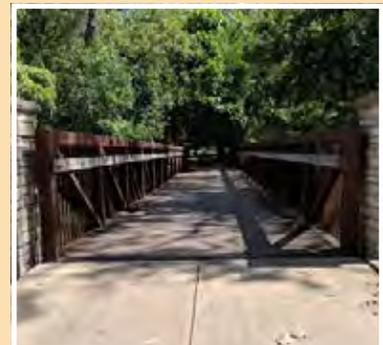
ORGANIZATIONS USED FOR PARKS AND RECREATION

The Oswegoland Park District is by far the top parks and recreation provider in the service area, with 65% of respondent households identifying that they have used the District for indoor and outdoor parks and recreation. This percentage is much higher than the national average of 52%. Other top organizations that households use most include the Forest Preserve District (37%), public schools (32%), and churches (32%).

CROSS TABULATION

The District is the top provider for all household compositions. Households with no children (age 20-54) and households with children under the age of 19, use the Forest Preserve District the most.

The Oswegoland Park District is the Top Parks and Recreation provider in the community.



Example: ratings for facilities/parks shows South Point Center as the highest rated facility at 98%. A total of 120 respondents rated this facility (120 out of 617 visited this facility in the last 12 months). Out of the 120 respondents, 118 rated the facility as excellent/good. Civic Center had 176 excellent/good, 27 fair, and 2 poor responses. That gives the facility a rating of 84.6% excellent/good although number of responses of 176 for excellent/good were higher than South Point Center responses of 118 excellent/good.

INDOOR FACILITY/AMENITY NEEDS, IMPORTANCE, AND PIR

INDOOR FACILITY/AMENITY NEED

Respondents were asked to identify if their household had a need for nine indoor recreation facilities & amenities and rate how well their needs for each facility/amenity are currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various indoor facilities/amenities. The top facilities/amenities indicated include:

- Indoor fitness/exercise facility (56.7%)
- Indoor running/walking track (50.4%)
- Indoor aquatics facility (45.9%)

Out of the estimated 20,000 households in the Oswegoland Park District, the following estimates were determined:

Needs

- 11,340 households have a need for an indoor fitness and exercise facility
- 10,080 households have a need for indoor running/walking tracks
- 9,180 households have a need for indoor aquatics facility

Unmet Needs

- 8,084 households have an unmet need for indoor running/walking track
- 7,170 households have an unmet need for an indoor aquatics facility
- 7,122 households have an unmet need for indoor fitness and exercise facilities

INDOOR FACILITY/AMENITY IMPORTANCE

The survey assessed the importance that residents placed on each indoor facility/amenity. Based on the sum of respondents’ top two choices, the four most important indoor facilities/amenities to residents were:

1. Fitness and exercise facilities (35%)
2. Aquatics facility (30%)
3. Running/walking track (29%)
4. Group exercise rooms (12%)

PRIORITIES FOR INDOOR FACILITY/AMENITY INVESTMENTS (PIR)

The Priority Investment Rating (PIR), developed by ETC Institute, equally weights (1) the importance that residents place on facilities/amenities, and (2) how many residents have unmet needs for the facility. Based the Priority Investment Rating (PIR), the following three indoor facilities/amenities were rated as high priorities for investment (see Figure 50 below):

- Indoor fitness & exercise facilities (**PIR=188**)
- Indoor running/walking track (**PIR=183**)
- Indoor aquatics facility (**PIR=176**)



Figure 50: Priority Investment for Indoor Amenities/Facilities



OUTDOOR FACILITY/AMENITY NEEDS, IMPORTANCE, AND PIR

OUTDOOR FACILITY/AMENITY NEED

Respondents were asked to identify if their household had a need for 18 outdoor recreation facilities and amenities and rate how well their needs for each program were currently being met. Based on this analysis, estimates were developed for the number of households in the community that had “unmet” needs for each outdoor facility/amenity.

The four programs with the highest percentage of households that had needs were:

- Walking, hiking, & biking trails (75.7%)
- Natural areas (63.2%)
- Large community parks (57.5%)

Out of the estimated 20,000 households in the Oswegoland Park District, the following estimates were determined:

Needs

- 15,140 households have a need for walking, hiking, & biking trails
- 12,640 households have a need for natural areas
- 11,500 have a need for large community parks

Unmet Needs

- 4,904 households have an unmet need for a nature center
- 4,572 households have an unmet need for walking, hiking, & biking trails
- 4,336 households have an unmet need for natural areas

OUTDOOR FACILITY/AMENITY IMPORTANCE

The survey assessed the importance that residents placed on each outdoor facility/amenity. Based on the sum of respondents’ top three choices, the four most important programs to residents were:

1. Walking, hiking, & biking trails (51%)
2. Natural areas (26%)
3. Playgrounds (21%)
4. River shoreline parks (19%)

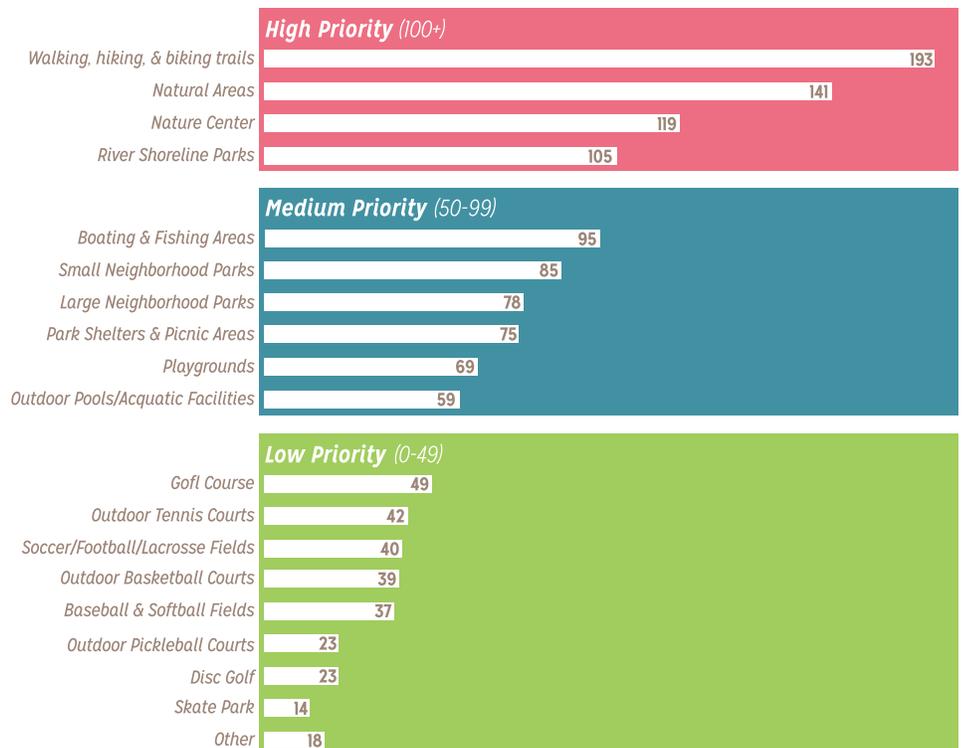
PRIORITIES FOR OUTDOOR FACILITY/AMENITY INVESTMENTS (PIR)

Based on the Priority Investment Rating (PIR), which was described briefly above in the Indoor Facility/Amenity Investments sub-section, the following seven outdoor facilities/amenities were rated as “high priorities” for investment (see Figure 51 below):

- Walking, hiking, and biking trails (PIR=193)
- Natural areas (PIR=141)
- Nature center (PIR=119)
- River shoreline parks (PIR=105)



Figure 51: Priority Investment for Outdoor Amenities/Facilities



PROGRAM USAGE, PARTICIPATION, IMPORTANCE, UNMET NEEDS, AND RATING

PROGRAM USAGE

Forty-six percent (46%) of respondents indicated that they or a member of their household has participated in recreation program(s) offered by the Oswegoland Park District during the past twelve months, which is greater than the national average of 34%. Of those respondents who indicated their household had a participant, 21% participated in one program, 48% participated in two and three programs, 22% participated in four to six programs, 6% participated in seven to ten programs, and 2% participated in 11 or more programs. This data suggests that once households have become engaged in District programs, they are likely to remain engaged.

PROGRAM PARTICIPATION

The recreation programs that respondents have participated in the most include:

- PrairieFest (66%)
- Farmers Market (60%)
- Special Events (50%)
- Adult Fitness and Wellness Programs (29%)

PROGRAM IMPORTANCE

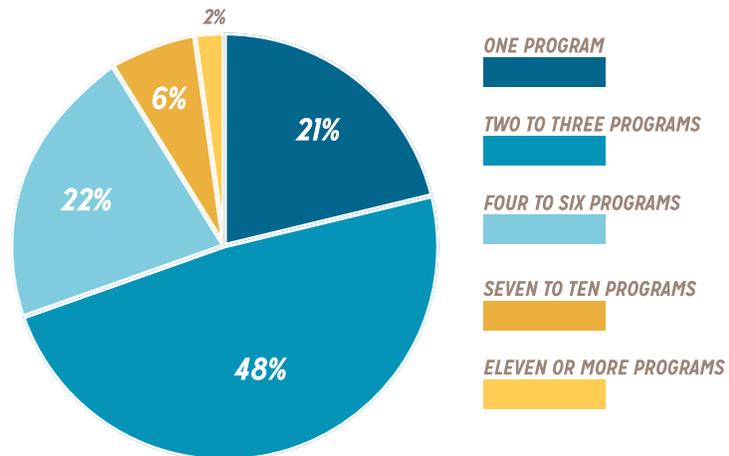
The programs that respondents indicated were most important to them, based on the sum of their top three choices, were:

- Farmers Market (37%)
- PrairieFest (33%)
- Special Events (33%)
- Adult Fitness and Wellness Programs (20%)

The top three reasons that respondents participated in Oswegoland Park District recreation programs were:

- Convenient times (39%)
- Economical fees (39%)
- Location of facility (32.6%)

Figure 52: Program Usage



92% of respondents who participated in a program within the past year rated the quality of the programs as either “Excellent” (32%) or “Good” (60%). This exceeds the national benchmark of 88% (a combined 34% “Excellent” and 54% “Good”), which speaks to the District’s high-quality program offerings.

PROGRAM UNMET NEEDS FOR AGES 55+

Of the households with member(s) age 55+ (288 participants), the majority mentioned that their program needs 100% or 75% met:

- Needs are **100%** met (18%)
- Needs are **75%** met (28%)
- Needs are **50%** met (26%)
- Needs are **25%** met (18%)
- Needs are **0%** met (11%)

PROGRAM RATINGS

The highest ratings of the physical condition of facilities the programs are held in, based on the sum of “Excellent” and “Good” responses among residents who had an opinion, were:

- Preschool Programs / early childhood (96.1%)
- Footgolf (94.8%)
- Museum/historic programs (93.6%)
- Before and after school programs (92.9%)

Youth learn to swim programs (85), Youth gymnastics (78), and Before and after school programs (65) ranked the highest in number of excellent and good responses compared to other programs.

The highest ratings of the quality of experience while participating in the recreation program(s), based on the sum of “Excellent” and “Good” responses among residents who had an opinion, were:

- Adult golf programs (100%)
- Special events (98%)
- Preschool programs/early childhood (97%)
- Footgolf (94%)

PrairieFest (305), Farmers market (276), Special events (252), and Adult fitness & wellness programs (127) ranked the highest in number of excellent and good responses compared to other programs.

SOURCES USED TO LEARN ABOUT THE PARK DISTRICT

The top sources where respondents learn about the Oswegoland Park District were:

- Park District seasonal brochure (76%)
- Community banners/signs (45%)
- From friends and neighbors (39%)

The most preferred method of learning about park district programs and activities, as indicated by respondent households and based on the sum of their top two choices, were the District seasonal brochure (58%), Park District emails (26%), and the District website (19%).

The Oswegoland Park District seasonal brochure is evidence of the District's successful communication and dissemination of information in a more traditional form, while the website communication is much lower.

CROSS TABULATION

The Park District seasonal brochure is the most-used source for all households with and without children. Households with children also rely on District emails and District website more than households without children. Newspaper/magazine advertisements are one of the main sources for households without children. Households without children (ages 20-54) tend to rely on social media the most, followed by households with children under 10.



BARRIERS TO PARK, FACILITY, AND PROGRAM USAGE

Respondents were given a list of 20 reasons that would deter them and/or their household from using parks, facilities, or programs offered by the Oswegoland Park District. The top three reasons were:

- Program times are inconvenient (30%)
- Residents are too busy (28%)
- Fees are too high (21%)

These are common reasons for lack of participation. As compared to national results in ETC Institute's benchmarking database, two of the three exceeded national percentages: Program times are not convenient (30% local, 19% national), and fees are too expensive (21% local, 16% national).

CROSS TABULATION

Reasons that deter households with children under 10 are mainly that the classes are full or the fees are too high. They are the household that responded most to this question. The main reason that deters households with no children (ages 20-54) is that they are unaware of what is being offered. As for households 55+ with no children, the main reasons are that the fees are high and that they are not aware of what is being offered.



PARKS, TRAILS, AND NATURAL AREAS BENEFIT THE COMMUNITY

Respondents were asked to indicate to which level they agree that Park District parks, trails, and natural areas confer benefits to the community ("Strongly Agree," "Agree," "Neutral," "Disagree," and "Strongly Disagree).

The highest levels of agreement with benefits being provided by parks, trails, and nature areas, based on the sum of "Strongly Agree" and "Agree" responses among residents responded to this question, were:

Parks, trails, and natural areas

- Improve physical health and fitness (93%)
- Provide healthy recreational opportunities (93%)
- Preserve open space and the environment (91%)

IMPORTANCE

The most important benefits to respondent households, based on the sum of their top two choices, were

- Improve physical health and fitness (49%)
- Improve the quality of life in the community (29%)
- Preserve open space and the environment (27%)

CROSS TABULATION

Parks, trails, and natural areas improve physical health and fitness to households with children 10-19 and all households without children. They also preserve open space and environment and improve the quality of life in the District to households with children under 10. Households with no children (ages 55+) conferred that parks, trails, and natural areas provide healthy recreational opportunities,

OVERALL SATISFACTION WITH PARK AND RECREATIONAL SERVICES & OVERALL SATISFACTION

Respondents' overall satisfaction with park and recreational services they receive from the Oswegoland Park District was:

- Very satisfied (27%)
- Somewhat satisfied (43%)
- Neutral (22%)
- Somewhat dissatisfied (5%)
- Very dissatisfied (3%)

The highest level of satisfaction with parks and recreation services provided by the Oswegoland Park District, based on the sum of “**Very Satisfied**” and “**Satisfied**” responses were:

- Maintenance of parks (80%)
- Ease of registering programs (80%)
- Customer assistance by staff over the phone (77%)

The lowest level of satisfaction with parks and recreation services were:

- Quality of Adults Programs (48%)
- Rental of parks or meeting rooms (49%)
- Number of walking and biking trails (62%)

CROSS TABULATION

Households cross tabulation results were:

- **Households with children under 10** were **most satisfied** with the availability of information about programs & facilities and customer assistance by staff at facilities. They were **least satisfied** with number of walking and biking trails.
- **Households with children 10-19** were **most satisfied** with ease of registering for programs and maintenance of parks. They were **least satisfied** with the number of walking and biking trails and quality of adult programs.
- **Households without children (ages 20-54)** were **most satisfied** with maintenance at parks and

availability of information about programs & facilities. They were **least satisfied** with number of walking and biking trails and quality of adult programs.

- **Households without children (ages 55+)** were **most satisfied** with maintenance of parks and availability of information about programs & facilities. They were **least satisfied** with number of walking and biking trails.

PREFERRED DAYS OF THE WEEK & TIMES OF THE DAY

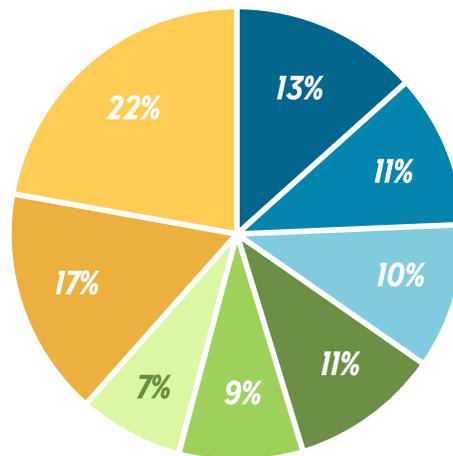
DAYS OF THE WEEK

Respondents were asked to identify which days of the week they prefer to use recreation programs offered by the District. Saturday and Sunday were the most preferred days at 46.6% and 31.7% respectively. Weekdays were almost equally preferred (17.3 to 19%), with Friday as the top weekday choice.

TIME OF THE DAY

Respondents were asked to identify which time of the day they prefer to use recreation programs offered by the District. were: in the morning for children (66%), in the morning for older adults (43%), in the evening for the household (46%), in the evening for youth (51%), in the evening for teen (59%), and in the evening for adult (61%).

Figure 53: Budgeting \$100 for services



BUDGETING \$100 FOR SERVICES

Respondents were asked to allocate a budget of 100\$ on eight services provided by the District. The results were:

- Develop new indoor facilities was the most funded service with *\$22.1 out of \$100*. Echoing other engagement results, a new indoor facility is a necessity to the residents of the Oswegoland Park District.
- Acquire new park land & open space was the second most funded service with *\$16.6 out of \$100*. Although the District has a surplus of more than 700 acres in open space, it has a deficiency in Community Parks.
- Upgrade existing parks and park amenities was the third most funded service with *\$13.45 out of \$100*. This service is an ongoing task that the District has been working on.
- Upgrade existing indoor facilities and improve maintenance of parks and amenities almost tie as the fourth most funded service at *\$10.6 to \$10.84 out of \$100*.
- Expand existing indoor facilities was the fifth most funded service at *\$10.48 out of \$100*. Developing a new facility would help clear congested space in existing facilities.



OPEN ENDED COMMENTS

The survey's open-ended opportunities for comment provided a wealth of insight into the respondents' sentiments beyond the structured lines of questioning. The overarching theme that wove through the comments was the desire to have clean, updated, and well-maintained spaces in which to recreate. This was recounted in a variety of ways and through a plethora of ideas. Those ideas typically focused on a facility first, and then subsequently what programs/services could then be improved/added because of that facility. A majority of the focus was on the spaces in which recreation happens, with much less feedback regarding specific programs that happen within them.

Question 25 asked for additional comments that would improve parks, trails, open space, or recreational facilities and programs. 358 respondents provided additional comments. Approximately 13% of these respondents were interested in an "indoor facility"; expansion of that idea included direct references to the Vaughan Center in Aurora and Fort Hill Activity Center in Naperville. Specific amenities desired included a fitness center, walking track, gymnasium space, multipurpose space, and references to activities that could occur therein. The sentiment of "missing the YMCA" was also frequently mentioned.

Approximately 10% of the respondents specifically requested an indoor pool, sometimes in the same reference to an activity center and sometimes independently.

Trails were top-of-mind for over 10% of the respondents: the connection of existing, addition of new, repairing existing, and adding amenities like water fountains, dog bags, and trash cans to trails were all expressed needs. There were seven specific mentions of expanding trails toward Yorkville. Praise for a job well-done, and the sentiment of "maintaining what you have" were both expressed by approximately 6% of respondents. Some other take-a-ways from the comments that were expressed less frequently than the above-mentioned areas, yet still worth noting: dog park requests (4%), gymnastics room improvements (2%), more evening classes (2%), senior programming (2%), river access (2%), and fishing (1%).

Seventy-eight survey respondents took time to write in answers to "other" reasons they do not participate in Park District programs. Seven of the comments (9%) referenced "age" as the reason they do not participate. Classes of interest to them being cancelled was a factor for five of the respondents (6%); the same number expressed that the programs did not interest them. Four of the respondents shared that they were new to the community. Now that the barriers have been identified, staff can review and respond with efforts to remove those barriers as able/ appropriate.



COMMUNITY POP-UP FARMERS MARKET

The District hosted a pop-up event at the Oswego Country Market on Sunday, September 30, 2018. Twenty-three participants filled-out cards that highlighted what they wanted to change within the District and what the desired outcome was. Major themes included:

- Additional indoor facility space (gym, sports, indoor turf, & farmers market)
- Additional biking and walking trails
- Need for a dog park
- Additional seating areas at event spaces
- Ensure all parks and facilities are ADA compliant



COMMUNITY WORKSHOP MONSTER MASH BASH

The District invited the planning team to join their annual Halloween event 'Monster Mash Bash' on Saturday, October 27, 2018. About 100 community residents engaged in the workshop. Through several stations, the community was introduced to the planning process and were given the opportunity to share their ideas and priorities.

1- At the Priority Voting Station, participants were asked to vote on their top six priorities (out of 8) by placing acorns (votes) into various mason jars. Participants were instructed to "spend" their votes however they wanted—from spreading them evenly out to placing them all in their top vote jar—depending on how strongly they felt about each option. The eight budget options are listed below, in order of highest to lowest number of votes:

- Develop new indoor facilities **(96 votes)**
- Acquire new park & open space **(91 votes)**
- Upgrade existing indoor facilities **(77 votes)**
- Upgrade existing parks & amenities **(76 votes)**
- Improve maintenance of existing indoor facilities **(43 votes)**
- Improve maintenance of existing parks & amenities **(35 votes)**
- Improve existing sports fields (soccer, baseball, etc.) **(33 votes)**
- Expand existing indoor facilities **(32 votes)**

2- Participants were asked about their level of satisfaction with parks, facilities, programs, and services. The following is a summary of the results:

- **Parks: 96%** of participants were "Very Satisfied" or "Satisfied"
- **Facilities: 89%** of participants are "Very Satisfied" or "Satisfied"
- **Programs: 92%** of participants are "Very Satisfied" or "Satisfied"
- **Services: 93%** of participants are "Very Satisfied" or "Satisfied"

3- Participants were asked about their favorite parks, facilities, and programs. The following is a summary of the results:

Parks

- Hudson Crossing Park is the most favorite park, at 32%
- Civic Center Park and Prairie Point Community Park are the second most favorite parks, at 23%
- 11 additional parks were mentioned once or twice

Facilities

- Civic Center is the most favorite facility, at 36%
- Boulder Point is the second most favorite facility, at 28%
- The majority of participants expressed a need for indoor space

Programs

- "Gymnastics" is the most favorite program, at 19%
- "Dancing" and "Swimming" are the second most favorite programs, at 10%
- Participants listed 13 programs in total



COMMUNITY OPEN HOUSE

The District hosted a Community Open House on Tuesday, February 26, 2019 at Boulder Point. About 45 community residents engaged in the workshop. The event featured four interactive stations: Parks and Amenities, Programs, Trails, and Thinking Big.

STATION 1: PARKS & AMENITIES

The Parks and Amenities station asked participants to identify if they have a need for specific indoor/outdoor amenities, and design their own park.

INDOOR AMENITIES that residents have a need for (*top five*):

- Indoor Running/Walking Track **(40 votes)**
- Indoor Performing Arts Center **(35 votes)**
- Indoor Aquatic Facility **(32 votes)**
- Indoor Fitness and Exercise Facilities **(26 votes)**
- Indoor Gymnastic Area **(21 votes)**
- *Other: indoor sports facility*

OUTDOOR AMENITIES that residents have a need for (*top five*):

- River Shoreline Parks **(63 votes)**
- Walking, Hiking, and Biking Trails **(50 votes)**
- Large Community Parks **(38 votes)**
- Natural Areas **(34 votes)**
- Playgrounds **(33 votes)**
- *Other: dog park, synthetic turf fields, and ice skating rink*

BUILD-YOUR-OWN PARK

Participants were asked to choose one of 10 future park locations (2 Community Parks, 8 Neighborhood Parks - Figure 54 shows the locations) to design their 'Dream Park' using color-coded legos. Amenities included:

- **Open space** (*natural area, sled hill, landscaped area*)
- **Playground structure** (*nature base play, themed playground, 2-5 age play, 5-12 age play, sequential play, sensory play*)
- **Athletic field** (*baseball/softball, volleyball, disc golf, golf, soccer/lacrosse, pickleball, tennis*)
- **Water feature** (*splash pad, fishing area, swimming pool*)
- **Unique feature** (*skate park elements, ice rink, art/sculpture, sport/fitness equipment*)
- **Building structure** (*indoor fitness, indoor sports field, theater space, indoor pool, indoor program space*)

RESULTS

The majority of participants chose either Community Parks 1 & 2 or Neighborhood Parks 2, 3, 4 as their sites. The top choices for:

Open space included natural areas and green paths, with a mention of hiking trails and green paths.

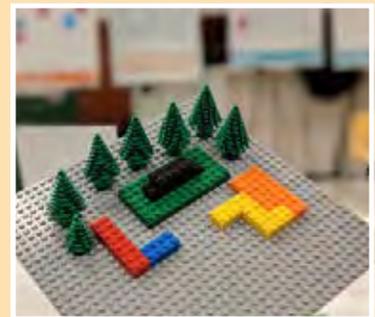
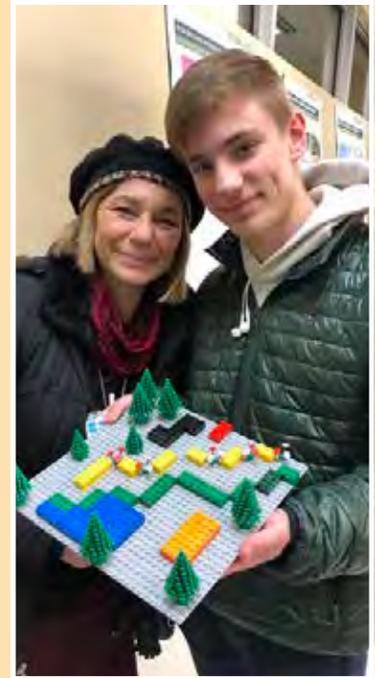
Playground structure included themed playgrounds and nature base play, with a mention of ninja challenge.

Athletic field included Tennis and Disc Golf.

Water feature included splash pad, with a mention of decorative water fountain.

Unique feature included art/sculpture and ice rinks.

Building Structure included indoor program space, indoor fitness space, and theater space.



STATION 2: PROGRAMS

PROGRAMS that residents have a need for (*top five*):

- Special Events
(35 votes)
- Adult Varied Interest
(31 votes)
- Gymnastics
(29 votes)
- Aquatics
(24 votes)
- Dance
(23 votes)
- *Other: more fitness classes, more sports for teens, running clubs, youth all-day summer sports camps, bike club with programs, exploring cultures, adult orchestra, kickboxing class, and adult ping pong league.*

STATION 3: TRAILS

TRAIL AMENITIES that residents have a need for (*top five*):

- Trash Receptacle
(27 votes)
- Drinking Fountain
(23 votes)
- Interpretive Signage
(22 votes)
- Bench + Washroom (tie)
(17 votes)
- Bike rack
(7 votes)

TRAIL JOURNEY

Participants were asked to draw their walking and biking trajectory from start to finish using push-pins (start & finish points), thread (trajectory), and yellow pins (obstacles along the way). Participants were also asked to elaborate on their choice of trajectory and the severity of the obstacles.

RESULTS

Multiple trajectories ran along already planned trails, which confirms with the district and municipal trail extension plans (identified below)

- **Trajectory one:** runs along Wolfs Crossing Rd., a future planned municipal trail.

- **Trajectory two:** runs along the Fox River, south west of Hudson Crossing Park, which is a future planned District trail.
- **Trajectory three:** runs along Waubonsie Creek, connecting to Virgil Gilman Regional trail.

Additional paths identified included:

- **Trajectory one:** connects Prairie Point Community Park with Hudson Crossing Park through Washington St.
- **Trajectory two:** connects Oswego East Highschool to Ogden Falls Park.
- **Trajectory three:** connects Tuscany Trail Park to Lakewood Creek Park.

Barriers identified included:

- Area of dirt needs a path connection east of Orchard Rd., near the tracks.
- Broken glass often along River Rd. passing under Route 30.
- No path along Route 31.
- Douglas Rd. is four lanes and is hard to cross.



STATION 4: THINKING BIG

FAVORITE PARKS

Participants were asked to identify their favorite parks with a heart sticker. Figure 55 illustrates the most favored parks (*top three*):

- Hudson Crossing Park
(15 votes)
- Prairie Point Community Park
(13 votes)
- Civic Center
(9 votes)

OPPORTUNITIES & CHALLENGES

Participants were asked to identify opportunities and or challenges with parks and or facilities, and elaborate on their ideas using comment cards.

RESULTS - PARKS

- Connect Hudson Crossing Park to Aurora and Plainfield.
- Enhance the downtown character around Hudson Crossing Park.
- Add synthetic turf at Prairie Point Community Park.
- Add restrooms in Lakeview Park.
- Develop a park east of 5th street, as it is dangerous for kids to cross.
- Install a playground and interpretive signage at Bluegrass Prairie Park.
- Bluegrass Park has a lot of undeveloped park land.

RESULTS - FACILITIES

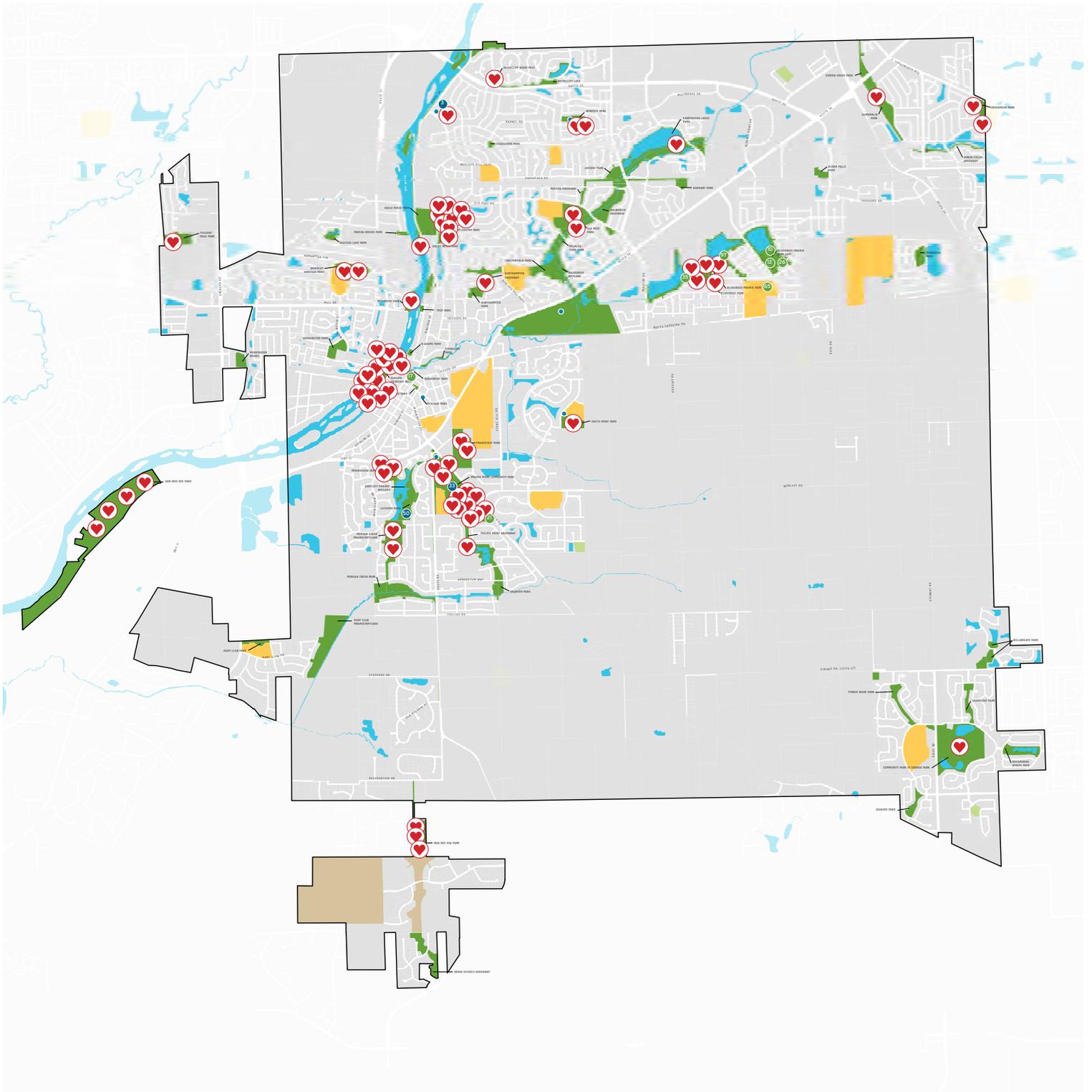
- Develop a Recreation Center at Prairie Point Community Park.
- Boulder Point lacks enough waiting area for kids.

BIG IDEA

Participants were asked to share their big ideas for the Oswegoland Park District:

- Dog Park
(15 votes)
- River walk connecting to Aurora
(7 votes)
- Recreation Center - indoor sports
(4 votes)
- River long walkway and trail
(2 votes)
- Adult theater troop
(2 votes)

Figure 55: Thinking Big



OPPORTUNITIES OR CHALLENGES

STEP #1: PLACE YOUR STICKY DOTS

Peel the numbered dots off the "Big Map" cards and place them on the map to identify **opportunities or challenges** following the legend below.

- PARKS
- FACILITIES

STEP #2: ELABORATE

Using the "Big Map" card, elaborate more on your choice of location, and explain your opportunities or concerns

PARKS YOU LOVE!

Using the **heart** stickers provided, share your favorite parks.

- ♥ HEARTS



ENVISION





Farm Our Village
Oswegondo Park District
Pottery Garden

ENVISION

Envisioning the Oswegoland Park District's future can be achieved through the development of short and long term themes and strategies.

“We create opportunities for a healthy community” is the District's mission.

VALUES

The Oswegoland Park District Comprehensive Plan is driven by values which guide the Plan's recommendations. Below are the District's values:

INTEGRITY: True, honest ambassadors of the public trust

- I contribute my best efforts to provide the highest quality for this community.
- I display positive character, professional behavior, and a strong work ethic.
- I value opinions of coworkers and customers.
- I respect this agency's role in the community and my position in the agency.

COLLABORATION: Working together to accomplish a common goal

- I work with other departments to accomplish our goals and support others.
- I am responsive to the needs of the community.
- I partner with community organizations, agencies and surrounding communities.

INNOVATION: Empowering staff to create and lead our community

- I explore trends that can positively impact our community.
- I learn and accept challenges and opportunities.
- I strive for improvements that benefit the agency internally and externally.

ENVISION THEMES

Seven themes emerged as a result of a collaborative planning process between the Oswegoland Park District, the community, stakeholders, and other partners. The following section details the themes and their corresponding strategies; depicts how they relate to the Plan's analysis and community engagement efforts. Cost estimates, time estimates for implementation, team leads, and potential funding sources are also outlined.

THEME A. INCREASE PARK ACCESS AND OPPORTUNITIES

Increasing park access can be achieved through several strategies including partnerships; improved infrastructure; and most importantly, an increase in recreation spaces. With 1,200 acres of parkland, the Oswegoland Park District is the number one open space provider of public space within its boundary. Although the District has 713 acres of open space more than the NRPA's recommended benchmark, only 37% are classified as active recreation (community and neighborhood) parks, which is 104 acres less than recommended.

Which park category should the District invest in? While both are needed, more than 84% of the community has access to a neighborhood park, and only 63% has access to a community park. The need for large amenities including full size courts and fields, special features, also emphasizes the value of an additional community park. District residents echoed the level of service analysis results and expressed a need for additional community parks. During the Open House, most participants chose a community park over a neighborhood park when presented with the option.

STRATEGY	PRIORITY	COST ESTIMATE	TIME ESTIMATE TO IMPLEMENT	TEAM LEAD	FUNDING SOURCES
Increase total Active Recreational Areas acreage.	HIGH	\$\$\$	①	Administration + Recreation	Capital budget / Land donations
Increase Community Park access in planning areas B1, B2, B8, B9, B10, C2, C4, C5, C7, D1, E2, E3, F1, F2, F4, F5.	MEDIUM	\$\$\$\$	①	Administration + Recreation	Capital budget
Improve pedestrian crossing and access to parks.	MEDIUM	\$\$	○	Planning	Capital budget
Evaluate district boundaries and planning areas to address continuing community growth.	MEDIUM	\$	○	Planning	Operating budget
Increase Neighborhood Park access in planning areas E3 and B9.	LOW	\$\$\$	①	Administration + Recreation	Capital budget

LEGEND

\$ = \$0 - \$25,000
 \$\$ = \$25,001 - \$99,999
 \$\$\$ = \$100,000 - \$499,000
 \$\$\$\$ > \$500,000
 * Potential grant funding

○ < 6 months
 ● 6 months - 1 year
 ● 1 - 3 years
 ● 3 - 5 years
 ● > 5 years
 ■ Short-term

THEME B. DEVELOP NEW INDOOR FACILITIES & EXPAND/MAINTAIN EXISTING FACILITIES

The District needs to acquire more than 42,000 square feet of additional indoor facility space to meet the standard of similar park and recreation providers within the region. Facilities including Boulder Point have exceeded their peak space utilization, and in some cases, present safety concerns. Lack of indoor space is an obstacle for expanding new programs and considering additional ones. Amenity spaces, including waiting areas, are needed to accommodate waiting kids and parents.

Additional indoor space was an overarching theme heard across all engagement efforts in this planning process. Many stakeholders expressed a desire for a new indoor facility, emphasized the need for a new recreation center with indoor fitness, and requested additional walking and running tracks. The “indoor fitness/exercise facility” was voted the top indoor facility need and received the highest priority investment rating in the statistically valid survey.

STRATEGY	PRIORITY	COST ESTIMATE	TIME ESTIMATE TO IMPLEMENT	TEAM LEAD	FUNDING SOURCES
Invest in a new community-wide multi-purpose facility.	HIGH	\$\$\$\$	①	Administration + Recreation + Planning	Referendum / bond
Relocate administration offices at Prairie Point Center to a new facility.	HIGH	\$\$\$\$	①	Administration + Planning	Capital budget
Update Little White School Museum.	HIGH	\$\$\$\$	①	Events & Cultural Arts + Planning	Capital budget / Historic Tax Credit *
Improve access to facilities through the implementation of the District’s ADA Transition Plan.	HIGH	\$\$	①	Operations + Planning	Capital budget / Special recreation fund
Develop Master Plans to maintain/update/expand District facilities.	MEDIUM	\$\$ - \$\$\$	①	Administration + Planning	Operating budget
Address maintenance facility needs.	MEDIUM	\$\$\$\$	①	Operations	Capital budget
Upgrade maintenance standards for indoor facilities.	ONGOING	-	-	Planning + Operations	Operating budget

LEGEND

\$ = \$0 - \$25,000

\$\$ = \$25,001 - \$99,999

\$\$\$ = \$100,000 - \$499,000

\$\$\$\$ > \$500,000

* Potential grant funding

THEME C. EXPAND AND IMPROVE TRAIL CONNECTIVITY

The Oswegoland Park District has 12.73 miles of approved paved paths, which exceeds the national standard by 0.8 miles. Within the District boundary, there are also several municipal and regional trails that connect to District-owned trails. Even with its impressive trail system, the District could benefit from improvements to existing trail amenities and continued planning for future trails. Trail activities are trending nationally for different age groups, and this trend will continue to grow as it provides multiple recreation and fitness opportunities.

Prior to this planning process, the District had identified several future planned local trails. Although these planned trails are designed to extend further east, south, and southwest, there is a need to close minor trail gaps.

The community felt that trail improvements and connectivity were major priorities for the District. The need for essential trail amenities, including bike racks, trash receptacles, benches, drinking fountains was highly expressed. Stakeholders consistently ranked “walking, hiking, and biking trails” as the highest need and top priority investment rating amenity in outdoor amenities. Also households, both with and without kids, were least satisfied with the number of walking and biking trails.

STRATEGY	PRIORITY	COST ESTIMATE	TIME ESTIMATE TO IMPLEMENT	TEAM LEAD	FUNDING SOURCES
Increase awareness of existing and future planned paths and connections.	HIGH	\$		Marketing + Planning	Operating budget
Close trail gaps and increase trail connections, including connections to regional trails.	HIGH	\$\$		Planning	Capital budget *
Provide trail amenities that support trail usage and improve visitor experience.	MEDIUM	\$\$		Recreation + Planning	Operating budget
Improve connectivity to the Fox River frontage.	MEDIUM	\$\$\$		Administration + Planning	Capital budget

THEME D. MAINTAIN AND UPDATE EXISTING PARK AND FACILITY AMENITIES AND OFFERINGS

Based on the Illinois Statewide Comprehensive Outdoor Recreation Plan, the Oswegoland Park District meets or exceeds the recommended number of amenities for 12 out of the 19 amenities. The District is most deficient in pickleball and tennis courts, which can overlap on the same court. However, the District should reassess the demand for pickleball within the next year before fulfilling the demand. Although the District has at least 19 half basketball courts above the recommended average, it still has a shortage of ten full basketball courts. A community park could address the deficiencies listed above.

While not as urgent, the District should also consider filling the gap for two additional fishing areas, one volleyball court, one splash pad, and a dog park.

Throughout the planning process, stakeholders mentioned the need for improved athletic fields and the addition of a fitness center and walking track. “Upgrade existing parks and park amenities” was the third-most funded service in the budgeting exercise. It was also noted that there is a redundancy in amenities offered in Neighborhood Parks.

STRATEGY	PRIORITY	COST ESTIMATE	TIME ESTIMATE TO IMPLEMENT	TEAM LEAD	FUNDING SOURCES
Increase the variety of amenities throughout Neighborhood Parks.	HIGH	\$\$ - \$\$\$		Recreation + Planning	Capital budget *
Provide additional “special features” in existing or future Community Parks.	HIGH	\$\$ - \$\$\$		Recreation + Planning	Capital budget *
Provide additional full basketball courts.	MEDIUM	\$\$		Recreation	Capital budget *
Increase key amenities identified as “high priorities” in the community needs assessment.	MEDIUM	\$\$ - \$\$\$		Administration + Recreation + Planning	Capital budget
Develop new multi-use synthetic turf at heavily-utilized park sites.	MEDIUM	\$\$\$\$		Administration + Recreation	Referendum / bond
Work with School District 308 to maximize opportunities for public use of recreational amenities.	MEDIUM	-		Administration + Operations + Recreation	Operating budget
Develop outdoor accessible nature experiences. (e.g. a treehouse nature center and boardwalks over wetlands)	MEDIUM	\$\$ - \$\$\$		Operations + Recreation	Capital budget / Special recreation fund *
Provide additional outdoor tennis and pickleball courts.	LOW	\$\$		Recreation	Capital budget
Develop a dog park.	LOW	\$\$ - \$\$\$		Administration + Recreation	Capital budget *
Prepare Master Plans to update existing parks.	LOW	\$\$		Administration + Recreation + Planning	Operating budget
Conduct detailed athletic field assessments to improve outdoor sport field conditions, efficiency, and usage.	LOW	\$\$		Administration + Recreation	Operating budget
Update the Capital Improvements Plan and Capital Replacement Plan yearly.	ONGOING	-	-	Administration	Operating budget
Define and improve maintenance standards and management procedures for athletic fields.	ONGOING	-	-	Administration + Operations	Operating budget

LEGEND
 \$ = \$0 - \$25,000 \$\$ = \$25,001 - \$99,999 \$\$\$ = \$100,000 - \$499,000 \$\$\$\$ > \$500,000 * Potential grant funding

THEME E. RETAIN AND ENHANCE NATURAL AREAS CHARACTER

The Oswegoland Park District has over 500 acres of natural areas, which is its largest (39%) park category. Natural areas are conservation and wildlife areas, wooded areas, and waterways that are maintained for the most part in their natural state. The Fox River and the Waubonsie Creek Watershed, both of which run through or are within the District, compromise a significant amount of natural areas. The District should consider implementing strategies that increase the programming of these areas and the amenities needed achieve that.

There are opportunities throughout the District’s network to reduce soil erosion, improve flooding, and enhance water quality through the use of Best Management Practices. Specific concerns were expressed by staff and the community regarding the Fox Bend Golf Course flooding issues and its impact on programming.

During the Community Workshop, residents expressed a desire for more natural areas, which was the second most important outdoor amenity need. Additional programming in natural areas will help increase awareness of existing natural areas. Stakeholders also identified a “Nature Center” as the second most needed outdoor amenity/facility.

STRATEGY	PRIORITY	COST ESTIMATE	TIME ESTIMATE TO IMPLEMENT	TEAM LEAD	FUNDING SOURCES
Expand interpretive signage and wayfinding at natural areas.	MEDIUM	\$ - \$\$	1	Planning + Marketing	Operating budget *
Implement Best Management Practices to address stormwater issues.	MEDIUM	\$\$ - \$\$\$	2	Administration + Planning + Operations	Operating budget *
Partner with local and regional organizations to increase awareness and educational opportunities for effective open space and land management.	MEDIUM	\$	3	Administration	Operating budget *
Conduct a wetland inventory.	LOW	\$\$	1	Planning	Operating budget
Implement recommendations from the “Integrated Management Plan for the Fox River Watershed in Illinois”	LOW	\$\$	2	Planning + Operations	Operating budget *

THEME F. EXPAND AND IMPROVE PROGRAM OFFERINGS

The current programmatic menu is diverse in its array of offerings, with a base of solidly performing core program areas. While continued strengthening of these programs will reinforce their success, there is also an opportunity to continuously improve and expand the current program menu. As resident expectations evolve, the provided services can be adapted and changed to better serve the community and align with future trends.

A comparison of the District's age breakdown to program offerings indicated that the program menu heavily focuses on the youth population. The adult population is a market in which to target focused growth. Potential expansion also lies in the full utilization of existing outdoor amenities and natural areas beyond current levels.

A multitude of programmatic expansion ideas were provided through the engagement process and trends data pointed to a listing of programs with high market potential. Expanded fitness opportunities was one of the reoccurring ideas in the statistically valid survey. The community's feedback, along with the closing of other local fitness provider facilities, has created an opportunity for the District to be positioned more favorably and continue to meet the constantly-growing fitness needs of the community.

STRATEGY	PRIORITY	COST ESTIMATE	TIME ESTIMATE TO IMPLEMENT	TEAM LEAD	FUNDING SOURCES
Evolve and adapt to changes in resident expectations for programs and services.	HIGH	TBD	●	Recreation	Operating budget
Define and expand the top active and passive recreational activities with high market potential.	HIGH	\$	⌚	Recreation	Operating budget
Adjust current program menu to reflect demographic changes.	HIGH	\$	⌚	Recreation	Operating budget
Maximize efficiency of programs at Fox Bend Golf Course.	HIGH	\$	⌚	Fox Bend	Operating budget
Remove barriers to participation.	HIGH	\$\$	⊕	Recreation	Operating budget / Special recreation fund / Capital budget
Balance program offerings in comparison to age segmentation.	HIGH	\$	⌚	Recreation	Operating budget
Expand program menu to specifically target the 50-75 age groups.	HIGH	\$	⌚	Recreation	Operating budget
Utilize outdoor amenities/facilities to expand program offerings.	MEDIUM	\$	⌚	Recreation	Operating budget
Expand program offerings at natural areas.	MEDIUM	\$	⌚	Recreation	Operating budget
Initiate best practice approaches, including the development of standards, customer requirements, and key performance indicators.	MEDIUM	\$	⊕	Administration	Operating budget
Attract and support travel and/or affiliate sports teams to practice and compete within the District boundaries.	MEDIUM	\$\$	⊕	Recreation	Operating budget / Capital budget
Invest in fitness program opportunities.	LOW	\$	⌚	Recreation	Operating budget

LEGEND

\$ = \$0 - \$25,000 \$\$ = \$25,001 - \$99,999 \$\$\$ = \$100,000 - \$499,000 \$\$\$\$ > \$500,000

* Potential grant funding

THEME G. SUSTAIN AND/OR IMPROVE DISTRICT OPERATIONS SYSTEM

A series of staff interviews pointed to the need for expanded and enhanced use of information technology. Specific tools and resources were articulated as means by which to continue to support staff and strong customer service provision. Another identified need was the continuous training and leadership opportunities for staff.

Stronger systems, procedures, and measurement through key performance indicators will help maintain a culture that strives for continuous improvement. Finally, assigning accountability to the strategic vision of this Comprehensive Plan is key to its implementation success.

STRATEGY	PRIORITY	COST ESTIMATE	TIME ESTIMATE TO IMPLEMENT	TEAM LEAD	FUNDING SOURCES
Leverage technological advancements in day to day operations.	HIGH	\$\$\$	1	IT	Capital budget / Operating budget
Develop an organizational succession plan/ staffing model, career pathing, and ongoing leadership training.	HIGH	\$	6	Human Resources	Operating budget
Assign accountability for completing the Master Plan initiatives, including but not limited to the operational review recommendations.	HIGH	\$	0	Executive Director	Operating budget
Implement District-wide and job specific orientation programs.	HIGH	\$	1	Human Resources	Operating budget
Measure organizational performance through Key Performance Indicators.	HIGH	\$	●	Executive Director	Operating budget

IMPLEMENT





IMPLEMENT

Themes and strategies identified in Envision require realistic action steps and a potential implementation timeline for short-term strategies.

ACTION STEPS

Developing an action plan will help the District turn visions into reality. The action steps provided will help staff track the progress of different strategies. Each strategy requires a number of action steps depending on type, scale, cost, and projected timeline for implementation.

TIMELINE

Short-term strategies are organized into a four-year priority timeline. The timeline follows the District's fiscal year starting in January 2020 and ending in December of 2024 focusing on four quarters per year. Action steps and the implementation timeline should be updated annually based on the Capital Improvements Plan (CIP) and associated budgets. Some CIP strategies are contingent upon master planning, feasibility studies, and resource allocation.

ACTION STEPS

THEME A. INCREASE PARK ACCESS AND OPPORTUNITIES

A1	Increase total Active Recreational Areas acreage.
A1.1	Develop level of service goals for active recreational areas to serve a larger number of residents: <i>a. Neighborhood parks improving to 90% (increase from 84.65%)</i> <i>b. Community parks improving to 80% (increase from 62.88%)</i>
A1.2	Evaluate opportunities for park land acquisitions including land purchases, land swaps, land share agreements, easement agreements, and land donations / gifts.
A1.3	Explore potential open space partnerships to increase community offerings.
A1.4	Evaluate potential funding sources and develop a funding strategy tied to active recreational areas.
A2	Increase Community Park access in planning areas B1, B2, B8, B9, B10, C2, C4, C5, C7, D1, E2, E3, F1, F2, F4, F5.
A2.1	Establish a ranking system to prioritize planning areas based on the community parks level of service analysis.
A2.2	Conduct a feasibility study and focused needs assessment to determine location and amenities; gather community feedback by 2020.
A2.3	Conduct a Master Plan; design and engineer, bid, and construct at least one community park by 2022.
A3	Improve pedestrian crossing and access to parks.
A3.1	Evaluate access to underutilized park sites.
A3.2	Provide continuous sidewalks on one or both sides of a public street, in collaboration with adjacent municipalities.
A4	Evaluate district boundaries and planning areas to address community growth.
A4.1	Coordinate with adjacent municipalities to assess projected growth within and immediately surrounding the District boundary.
A4.2	Assess the viability of planning areas that extend beyond the District boundary, including major planning areas A, E, & F.
A5	Increase Neighborhood Park access in planning areas E3 and B9.
A5.1	Prioritize planning area B9 for potential increase in neighborhood park acreage.
A5.2	Conduct a feasibility study and focused needs assessment to determine location and amenities; gather community feedback.
A5.3	Conduct a Master Plan; design and engineer, bid, and construct (new or expansion) in the next 10 years.

THEME B. DEVELOP NEW INDOOR FACILITIES & EXPAND/MAINTAIN EXISTING FACILITIES

B1	Invest in a new community-wide multi-purpose facility.
B1.1	Conduct an indoor facility study to assess current and future facility needs.
B1.2	Conduct a feasibility study and focused needs assessment for a new community-wide, multi-purpose facility to determine location and amenities; gather community feedback.
B1.3	Determine referendum strategy and hire a referendum firm to assist the District.
B1.4	Conduct a Master Plan; design and engineer, bid, and construct a new community-wide, multi-purpose facility by 2023-2025.

B2	Relocate administration offices at Prairie Point Center to a new facility.
B2.1	Establish a clear understanding of the District's strategic and operational needs to help streamline the relocation process.
B2.2	Assemble an office relocation team, composed of both professional relocation consultants and District staff members.
B2.3	Evaluate the opportunity to upgrade office hardware, equipment, and furnishings.

B3	Update Little White School Museum.
B3.1	Develop a renovation plan to prioritize areas of improvements and create a phasing schedule in coordination with the Oswego Heritage Association.
B3.2	Nominate and register the Museum as a national and state historic landmark.
B3.3	Monitor funding sources including Federal Rehabilitation incentives, Landmarks Illinois Grant Programs, Illinois Historic Preservation Tax Credit, Facade Renovation funds, and other local historic preservation incentives.
B3.4	Conduct a Master Plan; design and engineer, bid, and renovate.

B4	Improve access to facilities through the implementation of the District's ADA Transition Plan.
B4.1	Update the facility ADA Transition Plan Improvements schedule.
B4.2	Revisit the Inclusivity Assessment Tool for reviewing programs, services, and policies and newly adopted procedures for assisting individuals with disabilities.
B4.3	Review and update the Transition Plan annually and as available funds allow.

B5	Develop Master Plans to maintain/update/expand District facilities.
B5.1	Conduct individual facilities Master Plans to analyze size, location, existing utilization, enrollment trends, existing improvement needs/costs, and community and staff preferences.
B5.2	Prioritize Master Plans based on the 2019 facilities scorecards and future programming needs.
B5.3	Consider reducing the number of aging facilities.

B6	Address maintenance facility needs.
B6.1	Prioritize areas of improvement and create a maintenance phasing schedule to address deferred maintenance items.
B6.2	Assess the feasibility of temporary relocation of programs and services.
B6.3	Align maintenance improvements with capital budget.

B7	Upgrade maintenance standards for indoor facilities.
B7.1	Continue to upgrade maintenance standards for indoor facilities annually.
B7.2	Develop and implement green/environmental maintenance policies and practices for facility improvements including green building standards, recycled materials policy, and other achievable policies.

THEME C. EXPAND AND IMPROVE TRAIL CONNECTIVITY

C1	Increase awareness of existing and future planned paths and connections.
C1.1	Promote “path and destination of the week/month” through marketing and social media platforms.
C1.2	Coordinate with local organizations and adjacent municipalities to promote co-shared paths and trails.
C1.3	Promote walking and biking health benefits.
C1.4	Conduct annual meetups to explore existing or future planned paths and promote their significance.

C2	Close trail gaps and increase trail connections, including connections to regional trails.
C2.1	Continue to collaborate with adjacent municipalities to close trail gaps.
C2.2	Continue to explore opportunities to connect to regional trails, such as Wikaduke trail.

C3	Provide trail amenities that support trail usage and improve visitor experience.
C3.1	Install trail amenities on key paths and trails, including but not limited to: <i>a. Fox River Trail</i> <i>b. Oswego Prairie Trail</i>
C3.2	Install trail amenities that ranked high in the community needs assessment, including: <i>a. Trash receptacles</i> <i>b. Drinking fountain</i> <i>c. Interpretive signage</i> <i>d. Benches and seating areas</i>

C4	Improve connectivity to the Fox River frontage.
C4.1	Explore trail expansions that connect the Fox River trail to existing and future planned trails through downtown Oswego.
C4.2	Coordinate with the Village of Oswego and adjacent municipalities on future riverfront improvements.
C4.3	Use qualitative survey feedback to identify and prioritize key segments of Fox River frontage for trail connections and to gather community feedback on potential trail programming.

THEME D. MAINTAIN AND UPDATE EXISTING PARK AND FACILITY AMENITIES AND OFFERINGS

D1	Increase the variety of amenities throughout Neighborhood Parks.
D1.1	Inventory neighborhood parks that offer identical amenity groupings and are in close proximity to one another.
D1.2	Conduct a focused needs assessment to determine additional amenities and gather community feedback.
D1.3	Offer amenities identified as a high priority investment.
D1.4	Conduct a site Master Plan; design and engineer, bid, and construct.

D2	Provide additional “special features” in existing or future Community Parks.
D2.1	Conduct a focused needs assessment to determine “special feature” amenities and gather community feedback.
D2.2	Special features include: <i>a. Amphitheater</i> <i>b. Splash pad</i> <i>c. Meditation garden</i> <i>d. Art sculpture</i> <i>e. Themed play structure</i>
D2.3	Conduct a site Master Plan; design and engineer, bid, and construct.

D3	Provide additional full basketball courts.
D3.1	Establish appropriate locations and conduct community outreach to construct 2-3 full basketball courts.
D3.2	Potential locations include: <i>a. New community park</i> <i>b. Community Park at Grande Park</i> <i>c. Prairie Point Community Park</i>
D3.3	Conduct a site Master Plan; design and engineer, bid, and construct.

D4	Increase key amenities identified as “high priorities” in the community needs assessment.
D4.1	Explore locations for new amenities to meet level of service benchmarks and to fulfill amenity deficiencies.
D4.2	Potential locations include: <i>a. Bluegrass Park</i> <i>b. Summerlin Park</i> <i>c. Whispering Woods Park</i> <i>d. Community Park at Grande Park</i>
D4.3	Conduct a site Master Plan; design and engineer, bid, and construct.

D5	Increase key amenities identified as “high priorities” in the community needs assessment.
D5.1	Analyze usage of sportfields for both practice and play and prioritize parks with overutilized fields for synthetic turf installation.

D5.2	Potential locations include: <i>a. New community park</i> <i>b. Community Park at Grande Park</i> <i>c. Prairie Point Community Park</i>
D5.3	Consider installing field lights for peak utilization.
D5.4	Design and engineer, bid, and install synthetic turf.
D5.5	Maintain and test the surface hardness of synthetic turf regularly to protect against concussions; consider replacing in 20 years.
D5.6	Coordinate with sport affiliates to share costs of maintenance and additional amenities, including field lights.

D6	Work with School District 308 to maximize opportunities for public use of recreational amenities.
D6.1	Coordinate with School District 308 to maximize opportunities for public use in planning areas, including major planning areas E, C, & F.
D6.2	Assemble a focus team, composed of both School District and Park District staff members, to creatively maximize public use opportunities.

D7	Develop outdoor accessible nature experiences. (e.g. a treehouse nature center and boardwalks over wetlands)
D7.1	Conduct a feasibility study to determine location and gather community feedback to develop outdoor accessible nature experiences.
D7.2	Determine preferred types of experiences targeted to different age groups.
D7.3	Partner with local nature organizations to increase nature-oriented experience offerings.
D7.4	Design and engineer, bid, and install.

D8	Provide additional outdoor tennis and pickleball courts.
D8.1	Establish appropriate locations and conduct community outreach to construct 1-2 tennis and pickleball courts.
D8.2	Potential locations include: <i>a. Washington Park</i> <i>b. New community park</i> <i>c. Prairie Point Community Park</i>
D8.3	Conduct a site Master Plan; design and engineer, bid, and construct.

D9	Develop a dog park.
D9.1	Establish appropriate location and conduct community outreach to develop a dog park.
D9.2	Potential locations include: <i>a. New community park</i> <i>b. Prairie Point Community Park</i> <i>c. Summerlin Park</i>
D9.3	Conduct a site Master Plan; design and engineer, bid, and construct a dog park.

D10	Prepare Master Plans to update existing parks.
D10.1	Determine park redevelopment priorities based on the 2019 park assessments.
D10.2	Develop park design criteria to address access and circulation, landscaping standards, amenity and site furnishing standards, and others.
D10.3	Prepare Master Plans for key parks to determine program and recreation needs; repurpose underutilized areas.
D10.4	Systematically schedule playground replacement in order of visitation and age.

D11	Conduct detailed athletic field assessments to improve outdoor sport field conditions, efficiency, and usage.
D11.1	Analyze current usage and projected demand increase for athletic fields through: <ul style="list-style-type: none"> a. Usage based on Turf Management Best Practices, comparing current usage to recommended usage based on field type. b. Usage based on local light conditions, comparing current usage to available hours of usage on a monthly basis, regardless of field type. c. Demand for diamond and grid fields, comparing affiliates' total needs to existing inventory of field types currently used by the Park District.
D11.2	Assess fields maintenance, distribution, and scheduling availability.

D12	Update the Capital Improvements Plan and Capital Replacement Plan yearly.
D12.1	Continue to update CIP and CRP plans yearly to prioritize facility repairs, address deferred maintenance, and schedule replacement of outdated amenities and equipment.

D13	Define and improve maintenance standards and management procedures for athletic fields.
D13.1	Coordinate operations and maintenance with programs to allow for mid-season field work including aeration, seeding, and top dressing.
D13.2	Explore the need for additional staff to elevate the existing level of maintenance standards.
D13.3	Audit irrigation regularly to verify systems are working as designed; identify opportunities to improve water-use efficiency.

THEME E. RETAIN AND ENHANCE NATURAL AREAS CHARACTER

E1	Expand interpretive signage and wayfinding at natural areas.
E1.1	Prioritize installation of interpretive signage and wayfinding at natural areas based on park utilization, taking into consideration current programming.
E1.2	Develop interpretive signage and wayfinding to reflect the history and character of natural areas, reflecting the District's brand and message.
E1.3	Potential locations include: <ul style="list-style-type: none"> a. Saw Wee Kee Park b. Bluegrass Prairie Park West & East c. Waa Kee Sha Park
E1.4	Design, bid, and install signage and wayfinding.

E2	Implement Best Management Practices to address stormwater issues.
E2.1	Reduce soil erosion, improve flooding, and enhance water quality through BMPs..
E2.2	Explore stormwater detention ponds, rain gardens, bioswales, restored wetlands, vegetative filter strips, porous pavement, silt fences, increased use of deep-rooted native vegetation, biotechnical streambank stabilization, and the creation of buffer zones along wetlands, streams, and drainage ways.
E2.3	Protect river and stream corridors traversing a park property.
E2.4	Provide wildlife and aquatic habitat.
E2.5	Assemble a stormwater focus team, composed of both professional consultants and District staff members to oversee site-specific improvements.

E3	Partner with local and regional organizations to increase awareness and educational opportunities for effective open space and land management.
E3.1	Collaborate with local and regional partners to raise the community's awareness about natural area resource management. Potential partners include: <i>a. Kendall County Forest Preserve</i> <i>b. Friends of the Fox river</i> <i>c. National Audubon Society</i> <i>d. Openlands</i> <i>e. Local Municipalities</i> <i>f. Conservation Foundations</i>
E3.2	Educational topics include: <i>a. Pollinator management resources</i> <i>b. Invasive and exotic species</i> <i>c. Biodiversity and wildlife/aquatic habitats</i>
E3.3	Incentivize students and younger members to engage in different awareness and educational opportunities.

E4	Conduct a wetland inventory.
E4.1	Determine the location and condition of wetland resources.
E4.2	Test the soil, topography, plant species, and hydrology to determine the type of wetland and its function.
E4.3	Prioritize enhancement, expansion, and maintenance of wetlands based on testing results.

E5	Implement recommendations from the Integrated Management Plan for the Fox River Watershed in Illinois.
E4.1	Implement recommendations within the major six action areas: recreation, habitat, land use, water quality, stormwater, and education.
E4.2	Engage in the overall watershed planning effort to access potential funding opportunities, gather data, and create partnerships with other watershed stakeholders.

THEME F. EXPAND AND IMPROVE PROGRAM OFFERINGS

F1	Evolve and adapt to changes in resident expectations for programs and services.
F1.1	Establish an ongoing feedback system through focus groups, surveys, program evaluations, a statistically valid survey every 5-7 years, customer interviews, etc.
F1.2	Analyze feedback quarterly for themes and trends; complete an annual report of results.
F1.3	Adopt a nimble approach for quickly shifting with trends through continued lifecycle assessments and development of ongoing trend reports.

F2	Define and expand the top active and passive recreational activities with high market potential.
F2.1	Use the Sports and Leisure Market Potential Report data to rank and prioritize activities based on need, realistic implementation strategies, and revenue potential.
F2.2	Establish a plan to implement top activities, including timeline, budget, systematic needs, and staffing requirements.

F3	Adjust current program menu to reflect demographic changes.
F3.1	Prioritize top initiatives to address age, race, gender, and income changes.
F3.2	Identify funding needs, if applicable.
F3.3	Determine the extent to which outreach, coordination, and/or group involvement is needed.

F4	Maximize efficiency of programs at Fox Bend Golf Course.
F4.1	Determine untapped groups.
F4.2	Broaden number of days, timeslots, and program type offerings.
F4.3	Potential programs include: <i>a. Youth engaging programs</i> <i>b. Virtual golf experience</i> <i>c. Senior-specific activities (i.e. Senior walking program)</i> <i>d. Other alternative programming for golf course and club house</i>
F4.4	Remove barriers to participation.

F5	Remove barriers to participation.
F5.1	Use the community needs assessment to identify barriers that have a potential for reduction and/or elimination of current programs.
F5.2	Implement a rewards program to incentivize participation.
F5.3	Consider teaser classes at large events (including PrairieFest) to re-acquaint the community with District program offerings at no cost.
F5.4	Utilize the innovation lab to seek staff ideas for barrier reduction.

F6	Balance program offerings in comparison to age segmentation.
F6.1	Determine the desired outcome/balance and whether that indicates divestment or reinvestment.
F6.2	Use qualitative survey feedback to identify new program ideas.
F6.3	Potential new programs include: <i>a. Encore programming for active aging adults</i> <i>b. Lecture series</i> <i>c. Art & dance</i> <i>d. Adventures</i> <i>e. Other programs</i>

F7	Expand program menu to specifically target the 50-75 age groups.
F7.1	Establish active partnerships with local senior center.
F7.2	Create a new market tagline/brand for the 50-75 age group (i.e. Active Agers).
F7.3	Assemble an advisory group.

F8	Utilize outdoor amenities/facilities to expand program offerings.
F8.1	Brainstorm program ideas for currently non-programmed or under-programmed outdoor facilities, including: <i>a. Skate park (e.g. Prairie Point)</i> <i>b. Pickleball courts (e.g. Briarcliff Woods)</i> <i>c. Trails (e.g. Saw Wee Kee)</i> <i>d. Fishing (e.g. Prairieview Park)</i>
F8.2	Determine the most viable, affordable, and/or profitable opportunities.
F8.3	Engage appropriate user groups.
F8.4	Create timelines and action plans.

F9	Expand program offerings at natural areas.
F9.1	Explore potential at different natural area parks, with corresponding types of programs.
F9.2	Identify site needs (i.e. signage, seating, tables, etc.).
F9.3	Research potential grant opportunities.
F9.4	Explore other agencies nationwide for successful ideas.
F9.5	Identify potential partnership opportunities (i.e. conservation associations, local private/non-profit groups, Forest Preserve District).

F10	Initiate best practices approach, including the development of standards, customer requirements, and key performance indicators.
F10.1	Assemble a focus team for standards, customer requirements, and key performance indicators.
F10.2	Allocate necessary staff time and/or budget requirements for successful execution of team action plans.

F11	Attract and support travel and/or affiliate sports teams to practice and compete within the District boundaries.
F11.1	Engage current and potential new sports clubs in exploratory conversations to determine needs.
F11.2	Identify met and unmet needs within current facility inventory and their relation to other Master Plan initiatives.
F11.3	Establish agreements regarding funding, usage, etc.

F12	Invest in fitness program opportunities.
F12.1	Identify current unmet fitness needs at the community level.
F12.2	Document and prioritize space, personnel, budget, and/or partnership needs.
F12.3	Develop potential partnerships with similar providers, including physical therapy agencies and corporations wanting to develop wellness programs.

THEME G. SUSTAIN AND/OR IMPROVE DISTRICT OPERATIONS SYSTEM

G1	Leverage technological advancements in day-to-day operations.
G1.1	Develop a technology strategic plan.
G1.2	Identify features in ActiveNet that would automate and/or assist in operational processes; create a subsequent action plan.
G1.3	Establish a work order system to streamline managerial processes.
G1.4	Integrate new IT hardware into daily operations (e.g. tablets).

G2	Develop an organizational succession plan / staffing model, career pathing, and ongoing leadership training.
G2.1	Assemble focus teams for succession planning / staffing model, career pathing, and leadership training.
G2.2	Allocate necessary staff time and/or budget requirements for successful execution of team action plans.

G3	Assign accountability for completing the master plan initiatives, including but not limited to the operational review recommendations.
G3.1	Create annual goals for project completion, including target dates and budget allocations.
G3.2	Review as a component of annual performance appraisal.

G4	Implement district-wide and job specific orientation programs.
G4.1	Create systems and processes for district-wide orientation programs, i.e. checklists, materials, calendars, etc.
G4.2	Create a template for job-specific training components to be incorporated within each division/job function.
G4.3	Create an individual development plan to define growth expectations for each job description.
G4.4	Establish an annual training calendar.

G5	Measure organizational performance through key performance indicators.
G5.1	Answer the question: “What is it that we want to know?”
G5.2	Establish proper measures to track and measure what it is that the agency needs to know (approximately 12-20 organizational measures).
G5.3	Develop departmental key performance measures (7-10).
G5.4	Develop an educational session for employees to understand the value of measuring performance.
G5.5	Establish how each measurement will be recorded and reported.
G5.6	Measure baseline performance.
G5.7	Annually assess and define benchmarks, and establish future targets.

TIMELINE (SHORT TERM STRATEGIES)

Q1

F4

Maximize efficiency of programs at Fox Bend Golf Course.

G3

Assign accountability for completing the master plan initiatives, including but not limited to the operational review recommendations.

Q2

A4

→ ONGOING

Evaluate District boundaries and planning areas to address continuing community growth.

F8

Utilize outdoor amenities/facilities to expand program offerings.

B1

Invest in a new community-wide multi-purpose facility.

C3

Provide trail amenities that support trail usage and improve visitor experience.

D2

Provide additional “special features” in existing or future Community Parks.

F9

Expand program offerings at natural areas.

G4

Implement district-wide and job specific orientation programs.

2020

2021

Q3

C1

Increase awareness of existing and future planned paths and connections.

D1

Increase the variety of amenities throughout Neighborhood Parks.

F1

→ ONGOING

Evolve and adapt to changes in resident expectations for programs and services.

F7

Expand program menu to specifically target the 50-75 age groups.

Q4

G1

Leverage technological advancements in day-to-day operations.

LEGEND

THEME A

THEME B

THEME C

THEME D

THEME E

THEME F

THEME G

A1

Increase total Active Recreational Areas acreage.

A2

Increase Community Park access in planning areas B1, B2, B8, B9, B10, C2, C4, C5, C7, D1, E2, E3, F1, F2, F4, F5.

E3

Partner with local and regional organizations to increase awareness and educational opportunities for effective open space and land management.

2022

B4

Improve access to facilities through the implementation of the District's ADA Transition Plan.

G2

Develop an organizational succession plan / staffing model, career pathing, and ongoing leadership training.

F3

Adjust current program menu to reflect demographic changes.

Q1

Q2

2023

F6

Balance program offerings in comparison to age segmentation.

Q3

F12

Invest in fitness program opportunities.

Q4

Note: This timeline identifies when a strategy/project would start. For more information about timeline/duration for implementation, visit the "Envision" chapter.

FUNDING STRATEGIES

There are many sources of funding for the District to draw upon. As a result, the District should strategically invest time in developing an overall system wide framework for the strategies.

BACKGROUND

Provided are examples of funding and revenue strategies used by systems throughout the United States; some of these are currently deployed by the Oswegoland Park District. Park and recreation agencies draw on many sources of revenue to help them acquire park land, develop parks and facilities, maintain parks, and offer recreation programs from a variety of revenue options. Some of the sources relate to operating dollars, some to capital dollars, and the rest can be used for either/both capital and operating budgets. Each source listed (excluding the grant and volunteer sections) has an operating, capital, or operating and capital designation.

LONG-TERM SUSTAINING REVENUE SOURCES

LAND LEASES/CONCESSIONS

Operating

Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that enhance the park and recreational experience in exchange for payments and/or services to help reduce operating costs. They can range from vending machines and food services to boat rentals and golf course operations. Some agencies enter into a contract with a soft drink company for the right to sell just their line of products. For this benefit, the soft drink company will provide additional dollars as part of the agreement. One of the latest examples of such trends is to enter into an agreement with a wireless internet service that will provide patrons internet service at no charge. Naperville Park District, IL is an example of an agency that has both beverage and wireless internet contracts.

FINANCIAL ASSISTANCE PROGRAMS

Operating

Most agencies have some level of financial assistance programs, i.e. scholarships, available to financially disadvantaged households. Funding typically comes from earned revenues, corporate and individual contributions, or at times, from an agency's general fund. Another mechanism is to develop a relationship with a retailer, such as a grocery store and at checkout, giving customers the option of having a small contribution toward the scholarship fund added to the bill. Some agencies provide an opportunity for residents to add a fee to their program registration, with that money going to support the scholarship program.

MAINTENANCE ENDOWMENT FUND

Operating

This is a fund dedicated exclusively for parks maintenance, funded by a percentage of user fees from programs, events, and rentals. For example, a \$1.00 surcharge can be added to a golf course green fee, with the \$1.00 dedicated toward maintenance improvements at the course.

USER FEES

Operating but sometimes Capital

User fees are fees paid by participants of programs or recreational facilities to offset the costs of services provided by the district. The fees are set by the district based on cost recovery goals and the level of exclusivity the user receives compared to the general taxpayer. This does not necessarily imply the need for increasing fees, but rather having a sophisticated approach to the charging of fees.

CASH-IN-LIEU OF OPEN SPACE REQUIREMENT

Capital

Ordinances requiring the dedication of open space provisions can allow for a cash contribution to substitute for the land requirement. The proceeds can be applied to a park site, usually within close proximity of the development. This is a very commonly used strategy for acquiring funding for new park and recreation development. Illinois Park Districts tend to rely heavily on this funding strategy.

CONSERVATION DISTRICT

Capital

Conservation Districts operate like a land trust, but are set up to protect specific property areas with high green space value, such as watersheds or sensitive natural areas. The conservation district's role is to provide landowners with tax benefits to allow their properties to be preserved as part of the district. McHenry and Lake County IL are examples of agencies with Conservation Districts.

CAPITAL IMPROVEMENT FEE

Capital

A capital improvement fee can be added to the admission fee of a recreation facility to help pay back the cost of developing the facility. This fee is usually applied to golf courses, aquatic facilities, recreation centers, ice rinks, amphitheaters, and special use facilities such as sports complexes. The funds generated can be used to either pay back the cost of the capital improvement or the revenue bond that was used to develop the facility. Columbia, MO, has successfully used this fee for years. Virtually all of their program and rental fees have a capital improvement fee attached to the cost of the service.

LEASE BACK

Capital

Lease backs are a source of capital funding in which a private sector entity such as a development company buys the land and develops a facility such as a park, recreation attraction, recreation center, pool, or sports complex. After the purchase, the development company leases the facility back to the district or municipality to pay off the capital costs over a 30- to 40-year period. This approach takes advantage of the efficiencies of private sector development, while relieving the burden on the district/municipality to raise upfront capital funds. Capital Source is a private banking company that provides municipal agencies this option without going to the voter for approval and/or using municipal bonds to support parks and recreation needs.

IMPROVEMENT DISTRICT

Generally Capital, but sometimes Operating

An improvement district allows for special assessments on property owners to support acquisition, development, and/or maintenance costs. There are various types of improvement districts that apply to parks and green spaces. Landscape and Lighting Districts are used by California communities to fund park development and ongoing maintenance. Park Benefit Districts establish assessments on properties based on the benefits and costs of acquisition and development associated with a park land improvement. Benefit Districts are typically applied to regional parks, large community parks, event plazas, signature parks, and attractions located in downtown areas or areas slated for redevelopment. In Park Maintenance Districts, the assessments are earmarked to fund park maintenance within a designated area (similar to Landscape and Lighting Districts).

TRANSIENT (HOTEL) OCCUPANCY TAX

Generally Capital, but sometimes Operating

This funding source is used by many cities to fund improvements in a variety of areas such as improving the image of an urban area, enhancing parks surrounded by hotels and businesses, to support the development of a park-related improvement, or to build an attraction. The tax identifies specifically identified areas for funding. Transient occupancy taxes are typically set at 5% to 10% on the value of a hotel room and can be dedicated for park land improvement purposes.

SHORT-TERM SUSTAINING REVENUE SOURCES

GENERAL OBLIGATION BOND

Capital

A general obligation bond is a municipal bond secured by the taxing and borrowing power of the municipal agency issuing it. Many communities seeking to utilize bonds for development require that voter approval be given before issuing debt.

TAX INCREMENT FINANCING (TIF)

Capital and Operating

TIF is a public financing method that is used as a subsidy for redevelopment, infrastructure, and other community-improvement projects. Through the use of TIF, municipalities typically divert future property tax revenue increases from a defined area or district toward an economic development project or public improvement project in the community.

SPECIFIC, INDIVIDUAL FINANCING MECHANISMS, NON-RECURRING

NEW MARKETS TAX CREDIT

Capital

The New Markets Tax Credit (NMTC) was designed to increase the flow of capital to businesses and low income communities by providing a modest tax incentive to private investors. The NMTC was authorized in the Community Renewal Tax Relief Act of 2000 (PL 106-554) as part of a bi-partisan effort to stimulate investment and economic growth in low income urban neighborhoods and rural communities that lack access to capital needed to support and grow businesses, create jobs, and sustain healthy local economies.

The NMTC program attracts capital to low income communities by providing private investors with a federal tax credit for investments made in businesses or economic development projects. Examples of the use of NMTC include Cincinnati, OH, Washington, D.C., Pensacola, FL, Rock Hill, SC Department of Parks, Recreation and Tourism, and North Myrtle Beach Parks and Recreation. As an example, Rock Hill developed an \$11

million outdoor center, including a 250-acre park with a cycling velodrome, BMX/supercross, cyclocross and mountain biking trails. This specialized complex has allowed Rock Hill to carve a niche in attracting sports-based tourism events. Another example of growth among parks and recreation agencies is the city of North Myrtle Beach Parks and Recreation Department's completion of a \$15 million sport tourism and recreation park.

CERTIFICATES OF OBLIGATION

Generally Capital

These are a financing mechanism a municipal entity may use to pay a contractual obligation incurred in: (1) a construction contract; (2) the purchase of materials, supplies, equipment, machinery, buildings, land, and rights-of-way for authorized needs and purposes; or (3) the payment of professional services, including services provided by tax appraisers, engineers, architects, attorneys, map makers, auditors, financial advisors, and fiscal agents. Pflugerville, TX recently used certificates of obligation for general park improvements.

GOVERNMENTAL FUNDING PROGRAMS

Generally Capital but sometimes Operating

A variety of funding sources are available from federal and state government for transportation, water, green space, and sustainability projects. For example, the Land and Water Conservation Fund provides funds to state and local governments to acquire, develop, and improve outdoor recreation areas. AmeriCorps grants can be used to fund support for park maintenance. Federal Housing Grants can be used to develop recreation related facilities to support social needs of housing residents. Also, the federal government oversees the Energy Efficiency and Conservation Block Grants which assist with reducing energy usage. A listing of federal and state resources is included at the end of this document.

REVENUE BOND

Capital

This is a special type of municipal bond distinguished by its guarantee of repayment solely from revenues generated by a specified revenue-generating facility associated with the

purpose of the bonds, rather than from a tax. Revenue bonds are typically used for facilities such as golf courses, stadiums, outdoor waterparks, and marina operations. These facilities then produce a sustainable revenue stream.

REVENUE STRATEGIES/AUGMENTING RESOURCES

ENTERPRISE FUNDS

Operating

These funds are used for services provided to the public on a user charge basis, similar to the operation of a commercial enterprise. An enterprise fund establishes a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. Under enterprise accounting, the revenues and expenditures of services are separated into separate funds with their own financial statements, rather than commingled with the revenues and expenses of all other government activities from a general fund. These funds own assets that they purchase and must pay their own bills from earned revenue without support from other funds. Golf course operations are common examples of government enterprises. The establishment of enterprise funds would require working with the budget office in creating a viable business plan for the service.

SPORTS TOURISM

Many agencies throughout the United States have developed sports complexes and venues as a means for creating revenue through sports tournaments and special events. Economic impact can be significant when including hotel room stays and restaurant visits. Greenville SC County Parks, Recreation and Tourism (GCPRT) generated more than \$10 million in economic impact across the county in 2014. Similarly, the city of North Augusta hosts the annual Nike Peach Jam basketball tournament, an elite men's and women's basketball showcase that generates more than \$4.5 million for the local community, and generates positive press through coverage by ESPN and other outlets. The continued success of the event over 20 years has led to increased funding for

facility development and improvements. Other agencies noted for sports tourism include Mecklenburg County, NC, Aiken, SC, Rockford, IL and Schaumburg, IL. Similarly, Waukegan, IL developed an outdoor sports complex from the repurposing of an 18-hole golf course.

REVOLVING FUND

Capital and Operating

This is a dedicated fund to be used for various purposes that is replenished on an ongoing basis from various funding sources.

CORPORATE NAMING RIGHTS

Capital and Operating

In this arrangement, corporations invest in the right to name an event, facility, or product within a parks system in exchange for an annual fee, typically over a ten-year period. The cost of the naming right is based on the impression points the facility or event will receive from newspapers, TV, Websites, and visitors or users. Naming rights for park facilities are typically attached to sports complexes, amphitheaters, recreation centers, aquatic facilities, stadiums, and events. These can be looked into particularly for some of the special use facilities or signature arts facilities.

CORPORATE SPONSORSHIPS

Capital and Operating

Corporations can also underwrite a portion or all of the costs of an event, program, or activity based on their name being associated with the service. Sponsorships typically are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many cities seek corporate support for these types of activities. Park districts that have leveraged good success from the corporate sector include Naperville, Schaumburg, and Rockford Park Districts.

GIFT CATALOG

Capital and Operating

This can be a Web based shopping list for individuals to “buy” a gift for the Park District. This consists of having a list of amenities the public can buy to help fund park development. Capital and Operating Individual Contributions: Some agencies provide residents with the opportunity to provide donations to the agency. Many times, this is accomplished from having

a contribution opportunity attached to program registration forms.

PUBLIC/NONPROFIT PARTNERSHIP

Capital and Operating

The private nonprofit Forest Park Forever entered into a partnership with the city of St. Louis in 2013. Forest Park Forever agreed to raise \$100 million in endowments for the park and buy \$30 million in city bonds that would pay for capital improvements. The city will pay the group back, with interest, over the course of 30 years with money made from existing taxes and park revenue.

CONSERVANCY OR FRIENDS ORGANIZATION

Capital and Operating

This type of nonprofit is devoted to supporting a specific park. New York City and Philadelphia have had great success with conservancies. Raleigh has developed a conservancy for a park that will soon be developed. Initial fund raising has been very successful. Typically, the conservancy manages a large park and is autonomous from City government, and instead is managed by a board.

LAND TRUST

Capital and Operating

Land trusts are nonprofits focused on preservation. A landowner can donate, sell, or exchange part of their land rights to a trust, in cooperation with the City. There is a tax incentive to donate the land as a charitable gift, although it is the responsibility of the landowner to pursue the tax deduction. Collaborating with land trusts and landowners takes considerable time and effort.

PARKS FOUNDATION

Capital and Operating

Established to support system-wide parks and recreation needs or individual parks, park foundations have helped many cities across the nation to acquire land and develop parks. These are foundations that are based within a city for the sole purpose of raising funds for that city’s park and recreation system. For example, the Parks Foundation of Houston raises \$5 million annually, on average, for land acquisition and park improvements. The River Legacy Park Foundation in Arlington, TX raised \$5 million for a nature center. Foundation

members are typically community leaders who are committed to the parks and recreation agency. The foundation requires staff time as a liaison to the group. Over the past few years, the Oswegoland Parks Foundation has been re-aligning themselves and is working towards a stronger fundraising entity in the community. The group has recently supported some smaller-level District initiatives and is eager to support a large capital goal.

GREENWAY FOUNDATIONS

Capital and Operating

Greenway foundations focus on developing and maintaining trails and green corridors on a citywide basis. The City of Indianapolis Greenway Foundation develops and maintains greenways throughout the city and seeks land leases along the trails as one funding source, in addition to selling miles of trails to community corporations and nonprofits. The development rights along the trails can also be sold to local utilities for water, sewer, fiber optic, and cable lines on a per mile basis to support development and management of these corridors. King County in the Seattle area has done a very good job in accessing this funding source for greenway development.

SPECIAL RECREATION FUNDS

Capital and Operating

As a member of the Fox Valley Special Recreation Association, Oswegoland is able to levy taxes to be utilized specifically for the provision of special recreation services. Generally, these funds are utilized to provide inclusion services; however, they can also be utilized in any future facility and/or program developments.

FEDERAL AND STATE OF ILLINOIS RESOURCES/ GRANTS

ENTERPRISE FUNDS

Operating

These funds are used for services provided to the public on a user charge

CFDA

The authoritative source of federal grant programs can be found in the Catalog of Federal Domestic Assistance (CFDA). This catalog lists all of the available funding programs to all levels of government, nonprofit organizations, for-profit businesses, and other entities. Search Grants within Grants.gov allows you to search, filter, and apply for specific opportunities to receive funding from one of these programs.

COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS (CDBG)

Proposed CDBG projects must be consistent with broad national priorities for CDBG: activities that benefit low- and moderate-income people, the prevention or elimination of slums or blight, or other community development activities to address an urgent threat to health or safety. CDBG funds may be used for community development activities (such as real estate acquisition, relocation, demolition, rehabilitation of housing and commercial buildings), construction of public facilities and improvements (such as water, sewer, and other utilities, street paving, and sidewalks), construction and maintenance of neighborhood centers, and the conversion of school buildings, senior centers, public services, and economic development and job creation/retention activities. CDBG funds can also be used for preservation and restoration of historic properties in low-income neighborhoods. The City of Arlington, TX used CDBG funds to renovate a recreation center and senior center in an underprivileged area.

THE FOUNDATION CENTER

The Foundation Center maintains a comprehensive database of U.S. and global grant-makers and their funding opportunities. It also operates research,

education, and training programs designed to advance knowledge of philanthropy at every level.

COMMUNITY FOUNDATION LOCATOR

Assists cities in identifying foundations in the region.

ILLINOIS DEPARTMENT OF NATURAL RESOURCES

Recreational Grants-in-Aid Programs provide federal and state funds to enhance and improve recreational amenities through a competitive selection process. The programs include the Open Space Land Acquisition and Development (OSLAD) Program. This funds projects which will provide new recreational facilities such as parks and playgrounds. The Bikeway's Program provides for bike trail enhancement and development. The Boat Access program provides for new and improved boat accesses. The Snowmobile Access & Development program provides for new and improved snowmobile trails and trail access.

THE NATIONAL URBAN AND COMMUNITY FORESTRY ADVISORY COUNCIL (NUCFAC)

Provides financial assistance to local units of government for the development of local urban and community forestry programs. These activities must help to establish, manage, conserve and preserve the urban and community forests from inner city to associated public lands. The Council develops annual grant categories and makes recommendations for funding through the Forest Service's National Urban Forestry Challenge Cost Share Grant Program. NUCFAC seeks innovative grant proposals for program development, study, and collaboration.

OPEN SPACE LANDS ACQUISITION & DEVELOPMENT AND LAND & WATER CONSERVATION PROGRAMS

Local units of government can apply for acquisition and/or development of land for public parks and open space. Projects vary from small neighborhood parks or tot lots to large community and county parks and nature areas.

FEDERAL RECREATIONAL TRAILS PROGRAM

Federal, state and local government agencies, not for profit organizations and private operators of recreational facilities open to the public can apply for funding assistance for acquisition, development, rehabilitation and maintenance of both motorized and non-motorized recreation trails.

GRANTS

NATIONAL RECREATION AND PARKS ASSOCIATION (NRPA)

Periodic posting of funding opportunities for parks and recreation agencies can be found at: www.nrpa.org/Grant-Fundraising-Resources/. A new crowdfunding platform called Fund Your ParkSM is designed exclusively for park and recreation agencies. It allows the agency to collect small amounts of money from a large number of people free of charge.

ARTS

THE ILLINOIS ARTS COUNCIL AGENCY

The Illinois Arts Council Agency serves the people of Illinois through a variety of Grant Programs and Special Initiatives meant to Support Illinois' Arts Sector, Advance Arts Education, and Foster Creativity and Working Artists.

THE NATIONAL ENDOWMENT FOR THE ARTS

An independent federal agency that funds, promotes, and strengthens the creative capacity of our communities by providing all Americans with diverse opportunities for arts participation.

COMMUNITY

CAN'D AID CRUSH IT CRUSADE GRANTS

The CAN'd Aid Foundation helps to support recycling programs. The Foundation awards small grants to fund program expenses including signage and education, and also provides in-kind recycling tents and bins and training on sustainable waste management.

COMMON COUNSEL FOUNDATION

The Still We Rise Fund is designed to support community-based efforts to defend residents and families, build resiliency, and develop new strategies and alliances to support the rights of vulnerable communities, including immigrant, Black, Arab and Muslim, Native-American, women, working-class, and LGBTQ communities.

THE RETIREMENT RESEARCH FOUNDATION

Devoted exclusively to improving the quality of life for older adults, especially those who are vulnerable due to advanced age, economic disadvantage, or disparity related to race and ethnicity.

THE ROBERT WOOD JOHNSON FOUNDATION (RWJF)

The nation's largest philanthropy dedicated solely to health. "... our nation has worked to improve health by focusing primarily on the health care system—when in fact, our health is influenced significantly by where we live, learn, work and play. And time and time again, we have come to recognize that no matter the issue, no single organization or sector can change the trajectory of America's health alone."

INCLUSION

ACCESS TO RECREATION PROGRAM

The Community Foundation for the Land of Lincoln supports accessible recreation that provides people with disabilities to participate in indoor and outdoor recreation activities without barriers.

ADAPTIVE SPORTS GRANT PROGRAM

The US Department of Veteran's Affairs' National Veterans Sports Programs and Special Events Office (NVSP&SE) administers a grant program that funds

opportunities for Veterans to improve their independence, well-being, and quality of life through adaptive sports and therapeutic arts programs.

QUALITY OF LIFE GRANTS PROGRAM

The Christopher & Dana Reeve Foundation awards grants to projects that foster community engagement, inclusion and involvement, while promoting health and wellness for individuals living with paralysis and their families.

PLAYGROUNDS

KABOOM

Playground grants awarded for play space projects.

SPORTS/FITNESS

10-MINUTE WALK PLANNING GRANT AND TECHNICAL ASSISTANCE

Through the 10-Minute Walk Campaign, NRPA with support from The JPB Foundation, is excited to offer grants and technical assistance to support planning efforts that help cities increase access to high-quality parks within a 10-minute walk.

BASEBALL TOMORROW FUND (BTW) GRANTS

The Baseball Tomorrow Fund will make awards to nonprofit organizations, municipalities, and other tax-exempt organizations involved in the operation of youth baseball and/or softball programs and facilities. Funds may be used to finance a new program, expand or improve an existing program, undertake a new collaborative effort, or obtain facilities or equipment necessary for youth baseball or softball programs.

SAFE PLACES TO PLAY GRANTS

The U.S. Soccer Foundation's Safe Places to Play Grant program supports soccer field-building initiatives nationwide. Funds are available for field space that will be used for a soccer a majority of the time. Funds may support irrigation, lighting, AstroTurf, and modular athletic flooring material costs.

TONY HAWK FOUNDATION SKATEPARK GRANTS

The Tony Hawk Foundation promotes high-quality, public skateparks in low-income areas throughout the United States. Grants are available to support the design, development, and construction of quality new skateparks on public property that will be available for free.

UNITED STATES GOLF ASSOCIATION (USGA) ALLIANCE GRANT PROGRAM

With funding from the USGA, the National Alliance for Accessible Golf provides financial assistance and resources to make golf more accessible to people with disabilities. The funding agency is especially interested in projects that focus on inclusion of people with disabilities in programs that involve those without disabilities with the ultimate goal of enhancing their inclusion into the fabric of their community.

UNITED STATES TENNIS ASSOCIATION (USTA) FACILITY ASSISTANCE PROGRAM

The USTA offers technical and financial support to improve tennis facilities across the country. In addition, selected communities will be appointed project consultants from the USTA National staff who will deliver personalized support and service.

TRAILS/CONSERVATION

OUTDOOR FOUNDATION GRANTS

The Outdoor Foundation has provided over \$5 million in grants that connect young people to outdoor recreation and nature-based activities.

PARTNERSHIP FOR THE NATIONAL TRAILS SYSTEM (PNTS)

The National Trail Intern Grants creates opportunities for young adults to become involved, or further their involvement, with our national trails.

POLARIS T.R.A.I.L.S. GRANTS

The Polaris Industries T.R.A.I.L.S. (Trail Development; Responsible Riding; Access; Initiatives; Lobbying; Safety) Grant Program promotes safe and responsible riding and preserve access.

Funds can be used for trail development and maintenance projects, safety and education initiatives, lobbying, and other projects to increase and maintain land access.

SEAWORLD & BUSCH GARDENS CONSERVATION FUND

The Fund has 4 major areas of focus: species research, habitat protection, conservation education, and animal rescue and rehabilitation. Grants are awarded twice each year within the year's specific conservation priorities.

THE CONSERVATION ALLIANCE

This group of privately-owned companies seeks to protect threatened wild places throughout North America for their habitat and recreational values, and does so by providing grants to nonprofit organizations working to protect special wild lands and waters.

THE KODAK AMERICAN GREENWAYS AWARDS PROGRAM

A partnership project of the Eastman Kodak Company, the Conservation Fund and the National Geographic Society, the program provides small grants to stimulate the planning and design of greenways in communities throughout America.

THE PEOPLEFORBIKES COMMUNITY GRANT PROGRAM

PeopleForBikes provides funding for important projects that build momentum for bicycling in communities across the U.S. The Community Grant Program provides funding for influential projects that leverage federal funding for projects such as bike paths and rail trails, as well as mountain bike trails, bike parks, BMX facilities, and large-scale bicycle advocacy initiatives.

THE NATIONAL CENTER FOR BICYCLING & WALKING (NCBW)

NCBW's mission is to create bicycle-friendly and walkable communities. The bi-weekly electronic newsletter, CenterLines serves as a text-only news bulleting for trends, grants, and educational opportunities.

VOLUNTEER SOURCES

ADOPT-A-PARK

In this approach, local neighborhood groups or businesses make a volunteer commitment to maintaining a specific park. Adopt-a-Park arrangements are particularly well-suited for smaller parks that are less efficient for a parks department to maintain.

PARK WATCH PROGRAMS

This program provides community members with an opportunity to provide an extra set of eyes in "watching" parks. This is usually done by residents living adjacent or close to a park.

NEIGHBORHOOD PARK INITIATIVES

These are formal or informal initiatives by local groups to address the needs of an individual park. Examples include park watch programs and "clean up/fix up" days.

ADOPT-A-TRAIL

This is similar to Adopt-a-Park but involves sponsorship of a segment of a trail (e.g., one mile) for maintenance purposes. The agency uses community volunteers to monitor trails for safety and as a first-response to report problems on the trails.

COMMUNITY SERVICE WORKERS

Community service workers are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, and assisting in painting or fix-up activities. Most workers are assigned 30 to 60 hours of work.

