



2023 Strategic Master Plan



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ACKNOWLEDGEMENTS

THANK YOU TO THE ENTIRE LISLE PARK DISTRICT COMMUNITY FOR YOUR INPUT
THROUGHOUT THE DEVELOPMENT OF THIS PLAN

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CHAPTER ONE – EXECUTIVE SUMMARY

1.1 INTRODUCTION

Lisle Park District (“District”) selected the PROS Consulting team to assist in developing a Parks and Recreation Comprehensive Master Plan (“Plan”). The purpose of the Plan is to serve as a “blueprint” for the District staff and Board of Park Commissioners in preparing a needs assessment and action plan to best serve the District residents.

This is intended to be a dynamic and realistic document, designed to strengthen existing programs, facilities, and amenities while serving as a road map for the future.



1.2 PLAN GOALS

The following goals were identified as a key outcome of this planning process:

- Engage the Lisle Park District community, leadership and stakeholders through innovative public input means to build a shared vision for the District to ensure there are appropriate balance of programs, facilities, and services;
- Utilize a wide variety of data sources and best practices, including a statistically-valid survey to predict trends and patterns of use and how to address unmet needs in the Park District;
- Determine unique Level of Service Standards to develop appropriate actions regarding parks, recreation, facilities, and trails that reflects the Park District’s strong commitment in providing high quality recreational activities for the Lisle community;
- Shape financial and operational preparedness through innovative and “next” practices to achieve the strategic objectives and recommended actions;
- Develop a dynamic and realistic strategic action plan that creates a road map to ensure long-term success and financial sustainability for the Park District’s parks, recreation programs, and trails, as well as action steps to support the family oriented community and businesses that call Lisle home.

1.3 PROJECT PROCESS

The Plan followed a process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. The project process followed a planning path, as illustrated below in *Figure 1*.



Figure 1: Project Process

1.4 KEY FINDINGS

1.4.1 DEMOGRAPHIC OVERVIEW

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in July 2022 and reflects actual numbers as reported in the 2010 and 2020 Census. ESRI then estimates the current population (2022) as well as a 5-year projection (2027). The consultant team utilized straight-line linear regression to forecast demographic characteristics for 2032 and 2037. *Figure 2* provides an overview of the Lisle District populace based on population, age, race/ethnicity, and income.

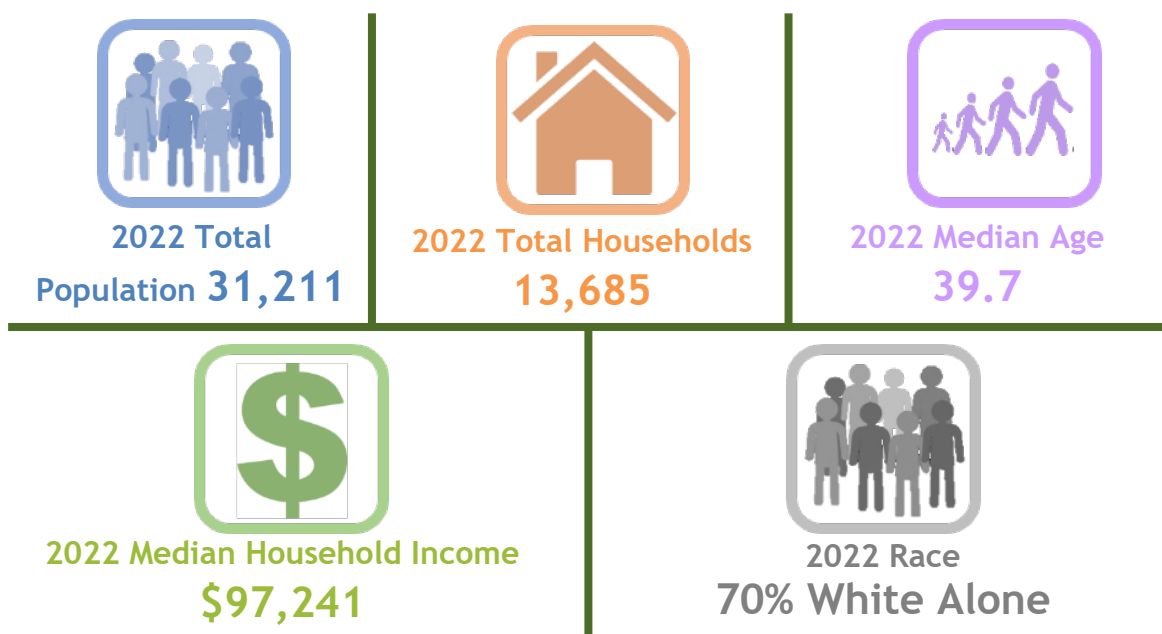


Figure 2: Demographic analysis



Population: The District's population has experienced growth since the 2010 Census, increasing by over 4% in that span (this annual growth rate of 0.33% is well below the national annual growth rate of 0.74%).

Projecting ahead, the total population growth is expected to increase slightly and by 2037, the District's population is projected at 31,967 residents (0.16% annual growth).

Age: The District is beginning to age slowly, and that trend is expected to continue. 31% of residents are now over the age of 55-years old (up from 23% in 2010) and that number is expected to grow steadily over the next 15 years.

Race: The District's current population is becoming more racially diverse. While the numbers are dropping, White Alone (70% in 2022 & 80% in 2010) remains the largest racial group. The District's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race.

Income: The District's per capita income (\$56,152) and median household income (\$97,241) are both higher than the state and national averages



1.4.2 COMMUNITY INPUT SUMMARY



Figure 3: Community Input



1.4.3 STATISTICALLY VALID SURVEY

ETC Institute mailed a survey packet to a random sample of households in Lisle Park District. Each 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 at LislePdSurvey.org.

After the surveys were mailed, ETC Institute followed up by sending text messages and mailing postcards to encourage participation. The text messages and postcards contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Lisle Park District 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 included in the final database for this report. The goal was to complete a minimum of 350 completed surveys from residents.

The goal was exceeded with 445 completed surveys collected. The overall results for the sample of 445 households have a precision of at least ± 4.5 at the 95% level of confidence.

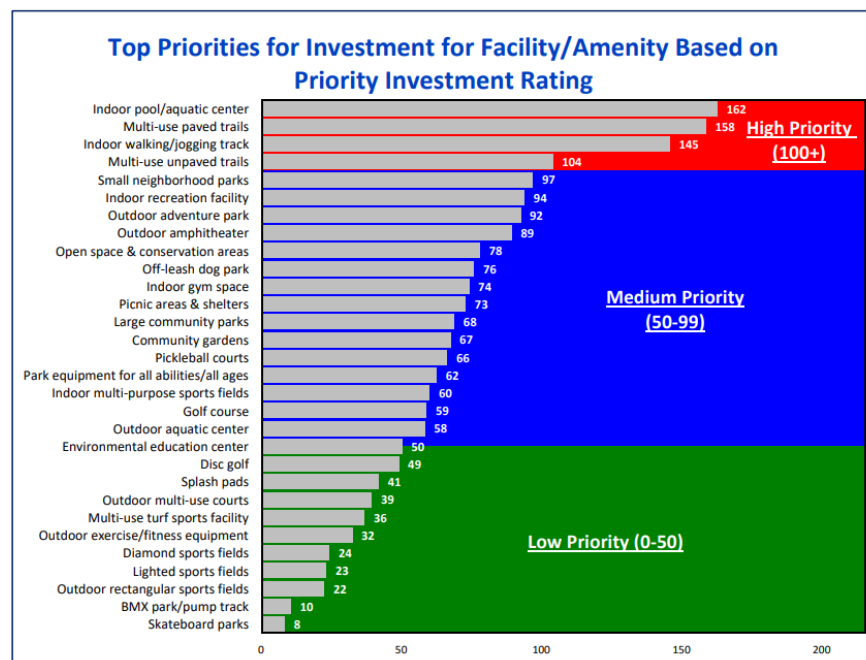


Figure 4: Top Priorities for Investment for Facility/Amenity Based on Priority Investment Rating

Based the Priority Investment Rating (PIR), the following parks and recreation facilities/amenities were rated as high priorities for investment:

- Indoor pool/aquatic center (PIR=162)
- Multi-use paved trails (PIR=158)
- Indoor walking/jogging track (PIR=145)
- Multi-use unpaved trails (PIR=104)

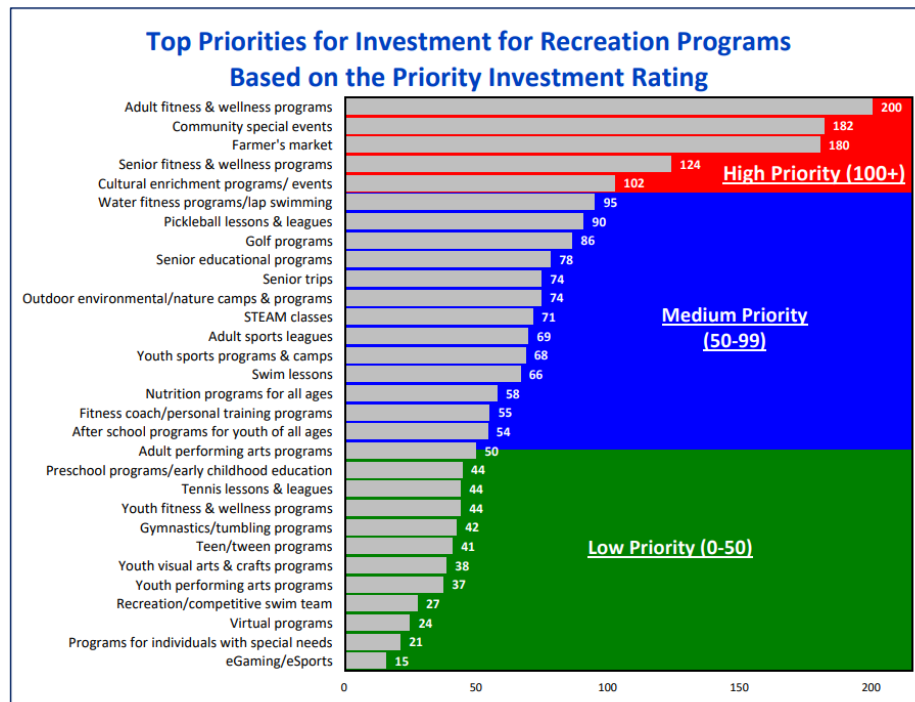


Figure 5: Top Priority for Investment for Recreation Programs Based on the Priority Investment Rating

Based the Priority Investment Rating (PIR), the following Lisle Park District programs were rated as high priorities for investment:

- Adult fitness & wellness programs (PIR=200)
- Community special events (PIR=182)
- Farmer's market (PIR=180)
- Senior fitness/wellness programs (PIR=124)
- Cultural enrichment programs/events (PIR=102)



1.4.4 PARKS AND FACILITIES ASSESSMENT

For each asset in the Lisle Park District, a grading standard has been assigned to the observed amenities within it. These scores are qualitative in nature and are determined based on the rigorous field observations of the personnel conducting the field inventory. These categories were evaluated based on the individual asset's condition as opposed to the overall system during the inventory. If the condition of the existing amenity and/or facility was well below that of similar equipment in other parks, it was noted as such in the matrix. The park was evaluated based on the quantity and quality of opportunities available using numerical values to assign a score. The quality of each asset was assessed as part of the on-site review and inventory. The following factors were the primary categories reviewed during the inventory phase:

- Asset Age
- Asset Condition
- Asset Connectivity (Vehicular, Non-Vehicular, and Contextual)
- Asset Size

SITES AND FACILITIES ASSESSED

ABBNEYWOOD PARK	COMMUNITY PARK	NEW MAINTENANCE GARAGE	RIVER ROAD PARK
ARBORETUM WOODS PARK	COMMUNITY PARK FITNESS	OAK HILL PARK	SEA LION AQUATIC PARK
ARBOR VIEW PARK	CONNELLY MEMORIAL PARK	OAK HILL SOUTH PARK	SUN VALLEY PARK
ARBOR TRAILS PARK	GREEN TRAILS PARK	OAK RIDGE OVERLOOK	SURREY RIDGE ATHLETIC PARK
ASPEN PARK	HAMPSHIRE PARK	OLD TAVERN PARK	SURREY RIDGE PARK
BARKRIDGE PARK	HERITAGE FARMS N. PARK	PARKS MAINTENANCE GARAGE	TANGLEWOOD PARK
BEAUBIEN PARK	HERITAGE FARMS S. PARK	PEACH CREEK PARK	TATE WOODS PARK
BRECKENRIDGE PARK	HITCHCOCK WOODS	PENNYWOOD PARK	TIMBER PARK
CANDLEWOOD PARK	KINGSTON PARK	RECREATION CENTER	VALLEY FORGE PARK
CARRIAGE HILL PARK	LEASK LANE PARK	RIVER BEND GOLF COURSE	WILLOW GLEN PARK
COACH HOUSE PARK	MUSEUMS AT LISLE STATION	RIVER BEND GOLF RESTAURANT	WOODGLENN PARK
COLLEGE ROAD PARK	NEW ALBANY PARK	RIVER BEND MAINT. GARAGE	

Figure 6: Sites and Facilities Assessed

1.4.5 EQUITY MAPS

Service area maps and standards assist the District in assessing where services are offered, how equitable the service distribution and delivery is across the District's service area and how effective the service is as it compares to the demographic densities. In addition, looking at guidelines with reference to population enables the District to assess gaps or overlaps in its services, where amenities/facilities are needed, or where an area is oversaturated.

Based on this, the District can make appropriate capital improvement decisions to meet systemwide needs while assessing the ramifications of the decision on a specific area.

The source for the population used for standard development is the estimated 2020 population as reported by Environmental Systems Research Institute, Inc. (ESRI). The shaded areas within the Equity Maps indicate the service level (i.e., the population being served by that park type/amenity).

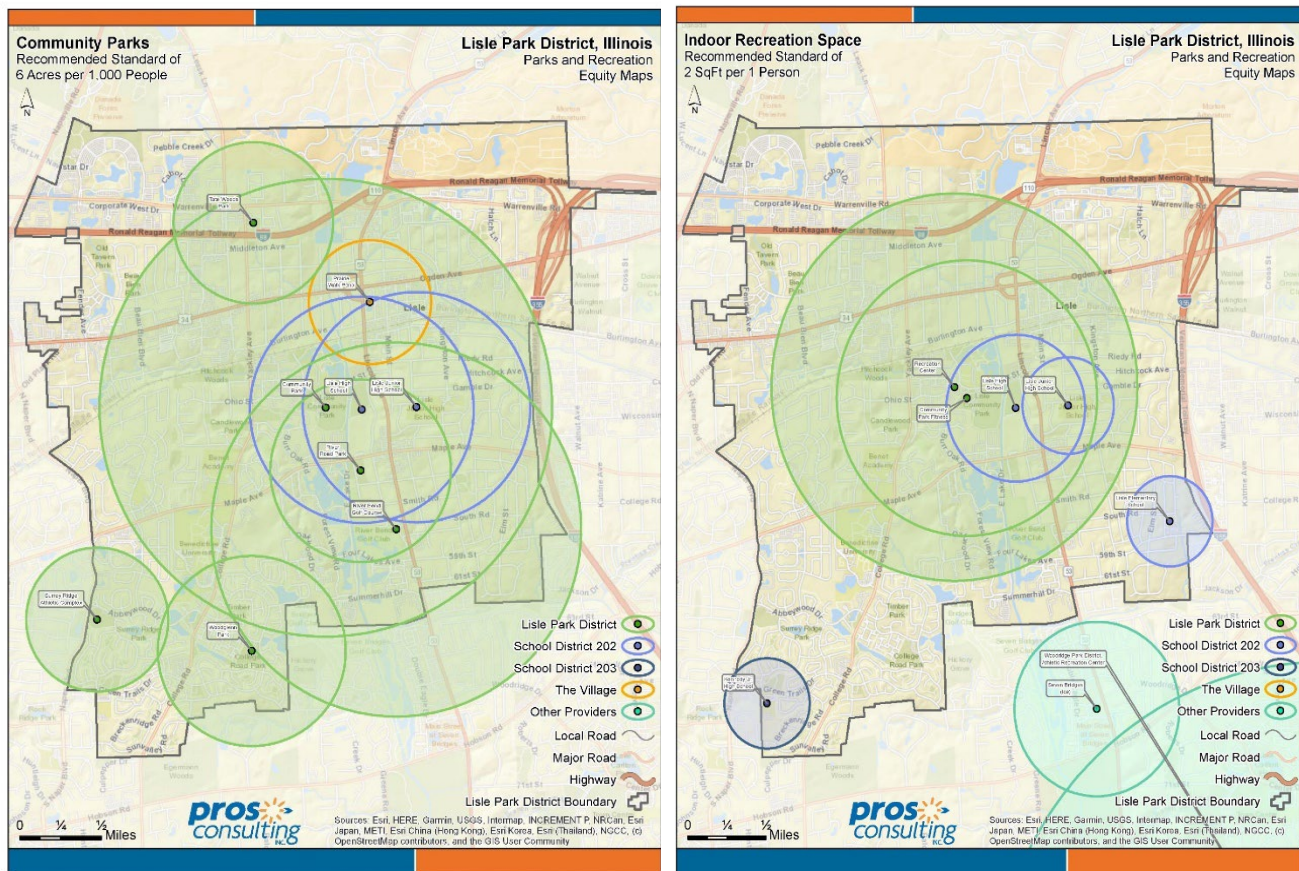


Figure 7: Equity Maps



1.4.6 RECREATION PROGRAM ASSESSMENT

This assessment offers an in-depth perspective of offerings and helps identify strengths, challenges, and opportunities. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, staffing, volunteer and partnership opportunities, and future programs and services for residents and visitors.

The consulting team based these findings and comments on a review of information provided by the District including program descriptions, financial data, website content, and discussions with staff.

Below are some observations that stood out when analyzing the program analysis spreadsheet:

- **Age Segment Distribution:** The Age Segment Analysis chart confirms the results of the Statistically Valid Community Survey regarding the fitness and wellness requirements of adults. In general, the District offers a well-balanced set of programs for people of all ages, with at least two primary program areas that cater to each age group.
- **Program Lifecycles:** Programs in the decline stage make up 14% of programs which is over the recommended 0-10% distribution for this stage. Programs in this stage need to be evaluated for repositioning or discontinuation.
- **Marketing & Communication:** The District inconsistently collects data from program participants via post-program surveys. There are opportunities for growth in this area that would allow for more regular communication and feedback from the community.
- **Pricing Strategies:** The District has room for growth in terms of pricing strategies. The District uses four strategies consistently between all programs (residency, market rate, cost recovery goals, and customer's ability to pay). Additional opportunities for future use include age segment, family/household status, weekday/weekend rates, prime/non-primetime rates, group discounts, and by location.
- **Cost Recovery:** The District has established cost recovery goals, yet it is inconsistent with measuring goals in all Core Program Areas to ensure each area is meeting expectations.



Figure 8: Existing core program areas

1.5 VALUES, VISION, MISSION & BIG MOVES

Based on an iterative visioning process with staff and the board while incorporating community input, demographics and trends, analysis of the District's offerings and levels of service, the following Core Values, Vision and Mission Statement and Big Moves were developed.

1.5.1 CORE VALUES

The following core values were developed through an iterative process during the Visioning workshop with staff and Board. These are the core values by which staff will operate and have also helped shape the District's vision and mission.

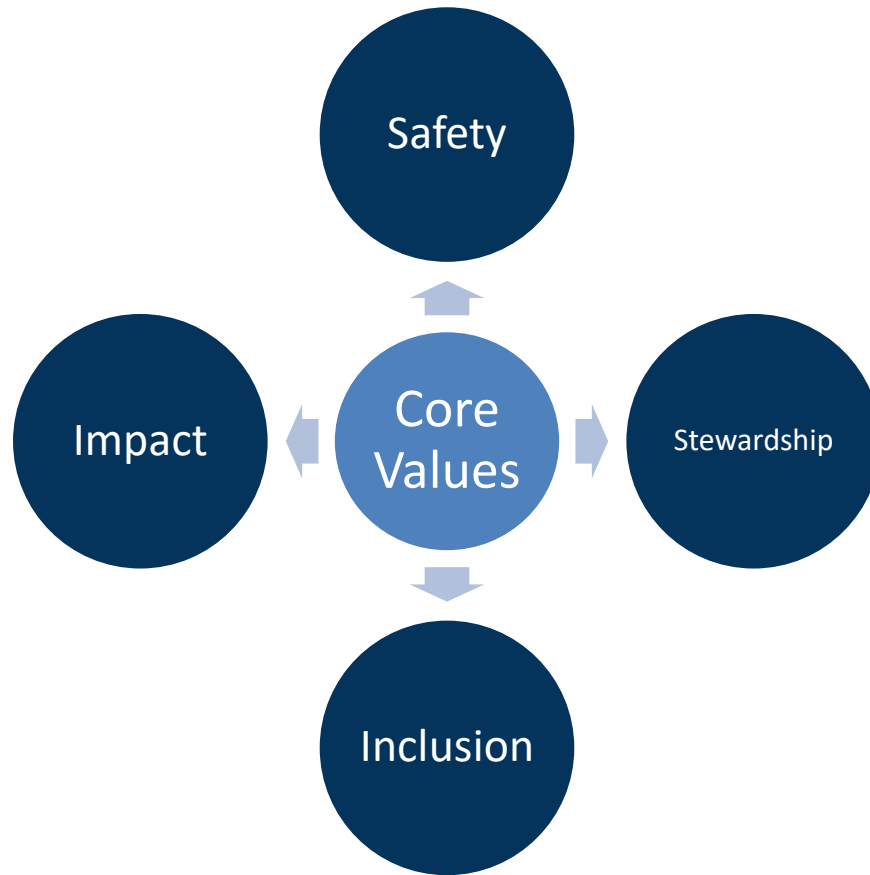


Figure 9: Core Values

1.5.2 VISION

The following is the vision statement that the District aspires to fulfill:

A place where everyone belongs.

1.5.3 MISSION

The following mission statement serves as the “why” for the staff to do what they do every day:

Be community focused



1.5.4 BIG MOVES

The staff and Board collaborated to identify the primary District-wide outcomes they would aspire to achieve from this Plan. These Big Moves are the most significant outcomes desired and, when achieved, will serve as the legacy fulfilling the Plan's vision.

The following are the Big Moves that were identified through this process:

1. Develop additional indoor, multigenerational recreation space
2. Balance staff recruitment / retention with future staffing models
3. Diversify revenue sources and pass a referendum
4. Generate greater awareness and storytelling
5. Improve existing parks, trails, programs and amenities

1.6 CONCLUSION

This Strategic Master Plan is designed to provide a roadmap for the District to continue serving the community and meeting their current and future needs.

The District leadership and staff have done an admirable job focusing on the community to support wellness and promote sustainability while managing operational efficiency. All these have resulted in community satisfaction levels and willingness to support the District as seen in the input process.

For the District to address the aging infrastructure and meet the evolving community needs, funding and staffing strategies will be critical. The District's culture has and should continue to be welcoming and inclusive. It will take the entire team, from leadership to staff and volunteers to community members, to successfully implement this plan and fulfil the vision of a community where everyone belongs.







CHAPTER TWO – COMMUNITY PROFILE

2.1 DEMOGRAPHIC & RECREATION TRENDS ANALYSIS

2.1.1 INTRODUCTION

This analysis provides the District insight into the general makeup of the population served and identifies market trends.

It also helps quantify the market in and around Lisle Park District and understand the types of parks, facilities, and programs/services that are most appropriate to satisfy the needs of residents.

This analysis is two-fold - it aims to answer the *who* and the *what*. First, it assesses the demographic

characteristics and population projections of District residents to understand *who* the District serves. Secondly, recreational trends are examined on a national, regional, and local level to understand *what* the population served wants to do. Findings from this analysis establish a fundamental understanding that provides a basis for prioritizing the community's need for parks, trails, facilities, and recreation programs.



2.1.2 DEMOGRAPHIC ANALYSIS

The Demographic Analysis describes the population within the District. This assessment is reflective of the District's total population and its key characteristics such as age segments, race, ethnicity, and income levels.

It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

DEMOGRAPHIC OVERVIEW

Figure 10 provides an overview of the Lisle District populace based on population, age, race/ethnicity, and income.

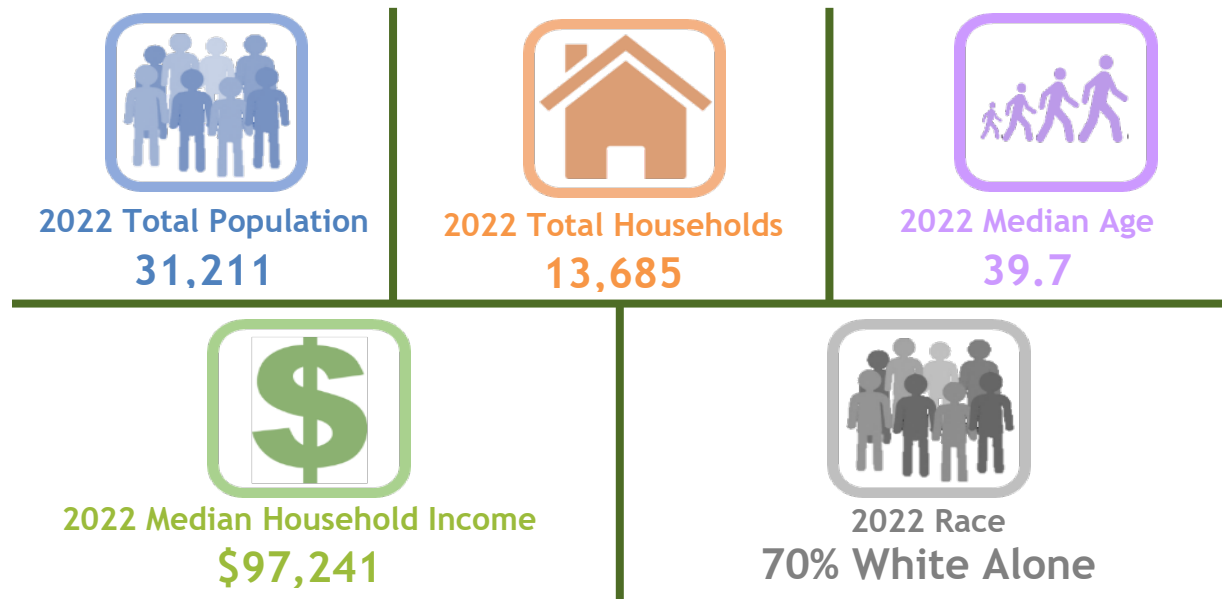


Figure 10: Demographic Analysis

METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in July 2022 and reflects actual numbers as reported in the 2010 and 2020 Census. ESRI then estimates the current population (2022) as well as a 5-year projection (2027). The consultant team utilized straight-line linear regression to forecast demographic characteristics for 2032 and 2037.

DEMOGRAPHIC ANALYSIS BOUNDARY

The District boundaries shown in **Figure 11** were utilized for the demographic analysis.

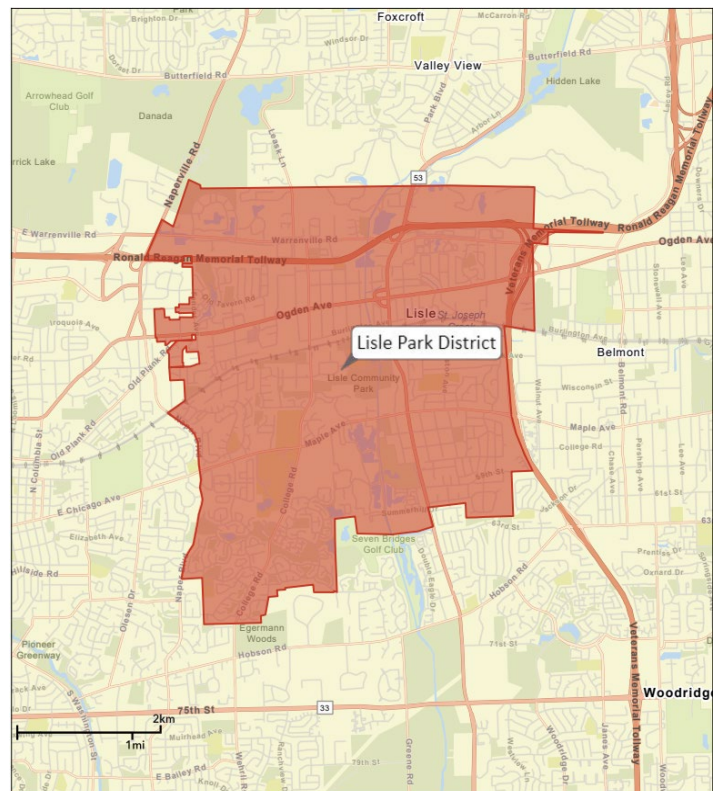


Figure 11: Demographic Analysis Boundary



POPULATION

The District's population has experienced growth since the 2010 Census, increasing by over 4% in that span (this annual growth rate of 0.33% is well below the national annual growth rate of 0.74%). The total number of households has also increased slightly (0.08%) over the past 12 years.

Currently, the population is estimated at 31,211 individuals living within 13,685 households. Projecting ahead, the total population growth is expected to decrease slightly and then return to near its current rate, while remaining below the national average. By 2037, the District's population is projected at 31,967 residents (0.16% annual growth) living within 14,322 households (0.04% annual growth).

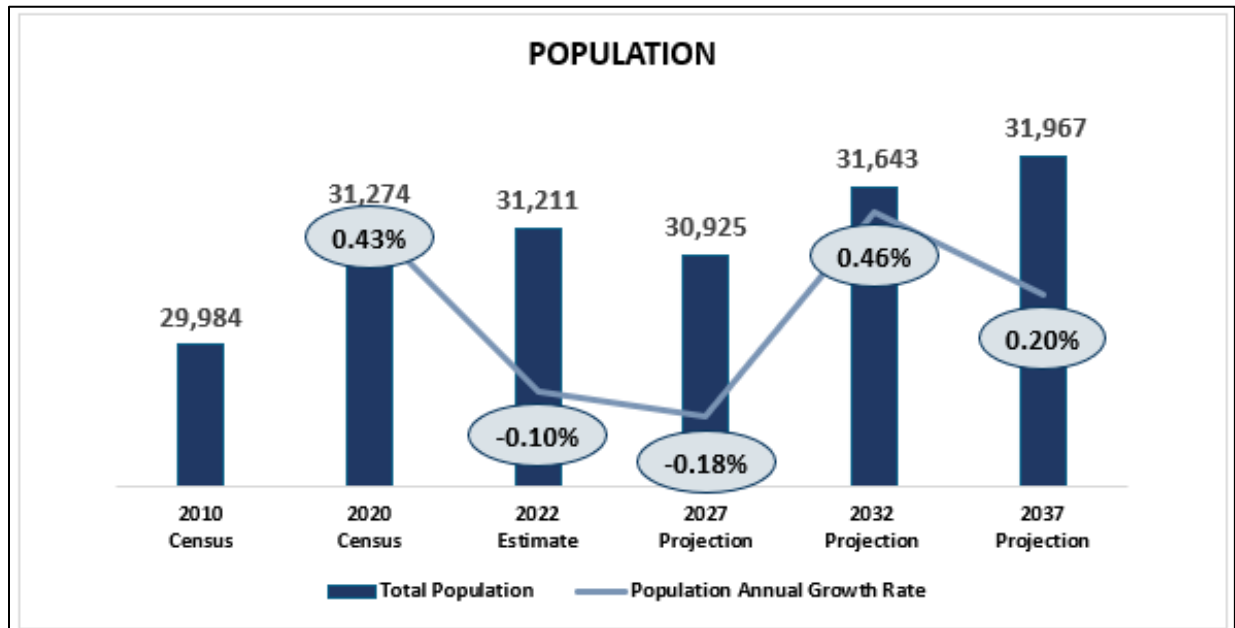


Figure 12: Population

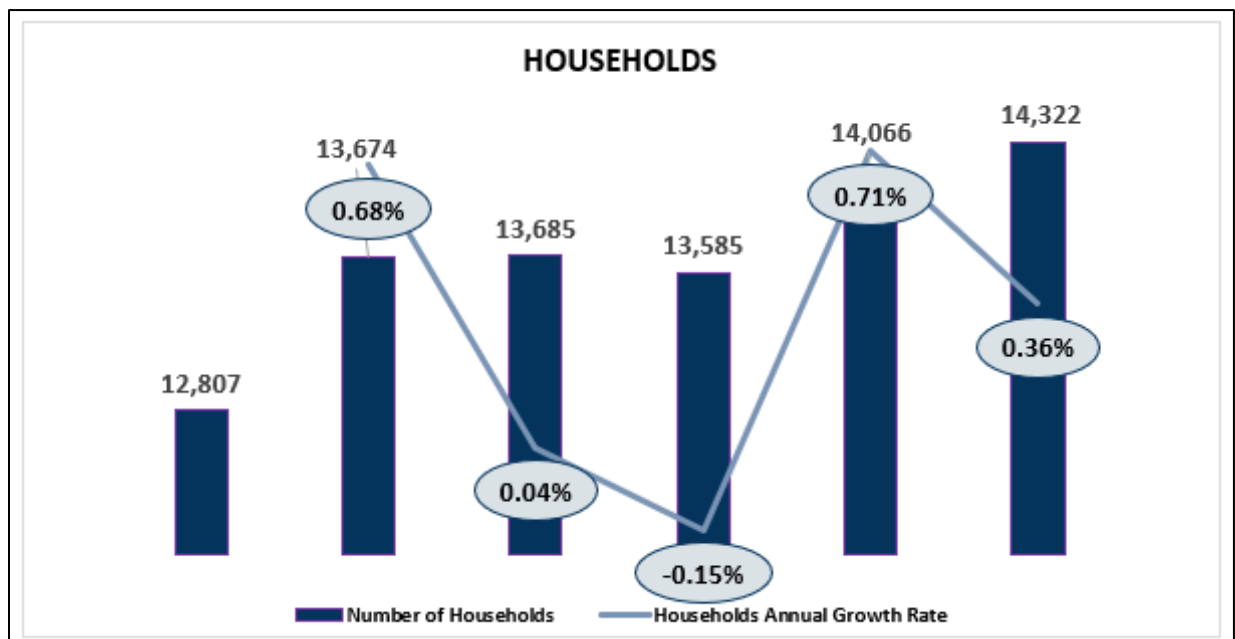


Figure 13: Households

AGE SEGMENT

The District is beginning to age slowly, and that trend is expected to continue. 31% of residents are now over the age of 55-years old (up from 23% in 2010) and that number is expected to grow steadily over the next 15 years. The District median age is now 39.7 years old (37.4 in 2010) which is older than the U.S. median age of 38.3 years. By 2037, nearly two out of every five District residents is expected to be 55 or older.

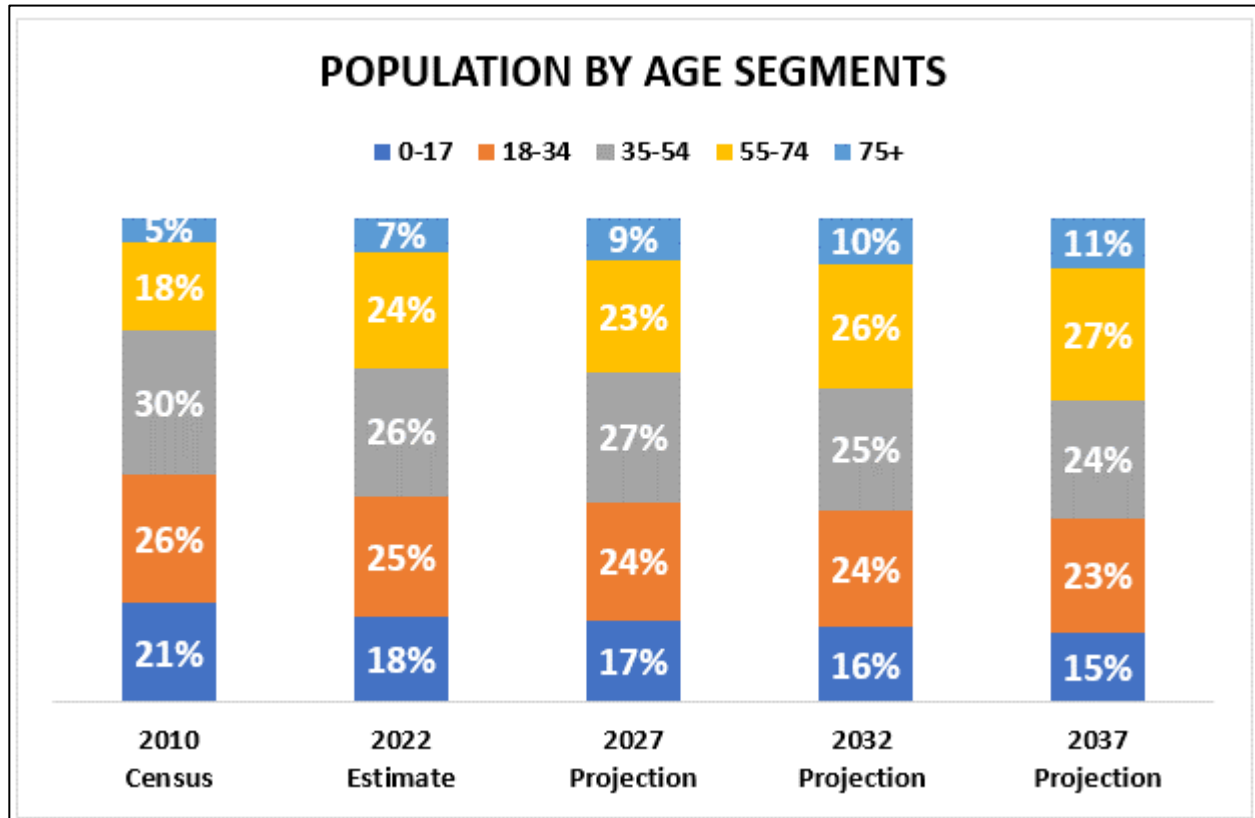


Figure 14: Population by Age Segments

RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined below. The Census 2020 data on race are not directly comparable with data from the 2010 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2020) definitions and nomenclature are used within this analysis.

- **American Indian or Alaska Native:** A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- **Asian:** A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black or African American:** A person having origins in any of the black racial groups of Africa.
- **Hispanic or Latino:** A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
- **Native Hawaiian or Other Pacific Islander:** A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White:** A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Please Note: The Census Bureau states that the race and ethnicity categories generally reflect social definitions in the U.S. and are not an attempt to define race and ethnicity biologically, anthropologically, or genetically. We recognize that the race and ethnicity categories include racial, ethnic, and national origins and sociocultural groups. They define Race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.



RACE

The District's current population is becoming more racially diverse. While the numbers are dropping, White Alone (70% in 2022 & 80% in 2010) remains the largest racial group. Asian is the largest minority making up 13% of the population, which is substantially above the national average of 6.1%, and well above the average for the State of Illinois (also 6.1%). The predictions for 2037 expect the population to continue along these lines as the percentage of the White Alone population decreases, and we see an increase of representation for Asian, Black Alone, Two or More Races, and Some Other Race.

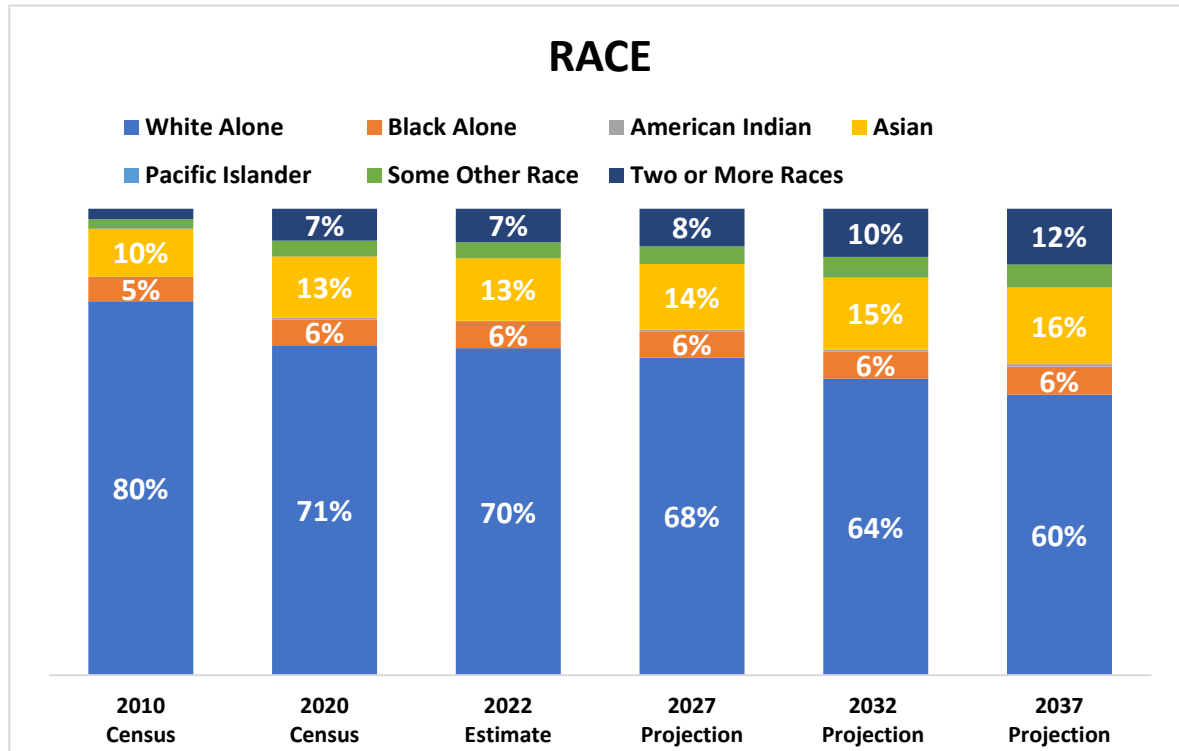


Figure 15: Race

ETHNICITY

The District's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any racial categories identified above.

We see more growth in diversity here as well. Based on the current 2022 estimate, people of Hispanic/Latino origin now represent approximately 9% of the District's population, up from 6% in 2010. This is still substantially below the national average (18.9% Hispanic/Latino), but projections show this number will increase to 11% by 2037.



HOUSEHOLD INCOME

The District's per capita income (\$56,152) and median household income (\$97,241) are both higher than the state and national averages. The per capita income is that earned by an individual while the median household income is based on the total income of everyone over the age of 16 living under the same roof. While this may indicate a higher level of disposable income, it also is indicative of the higher expectation of quality that the community in Lisle has from District offerings.

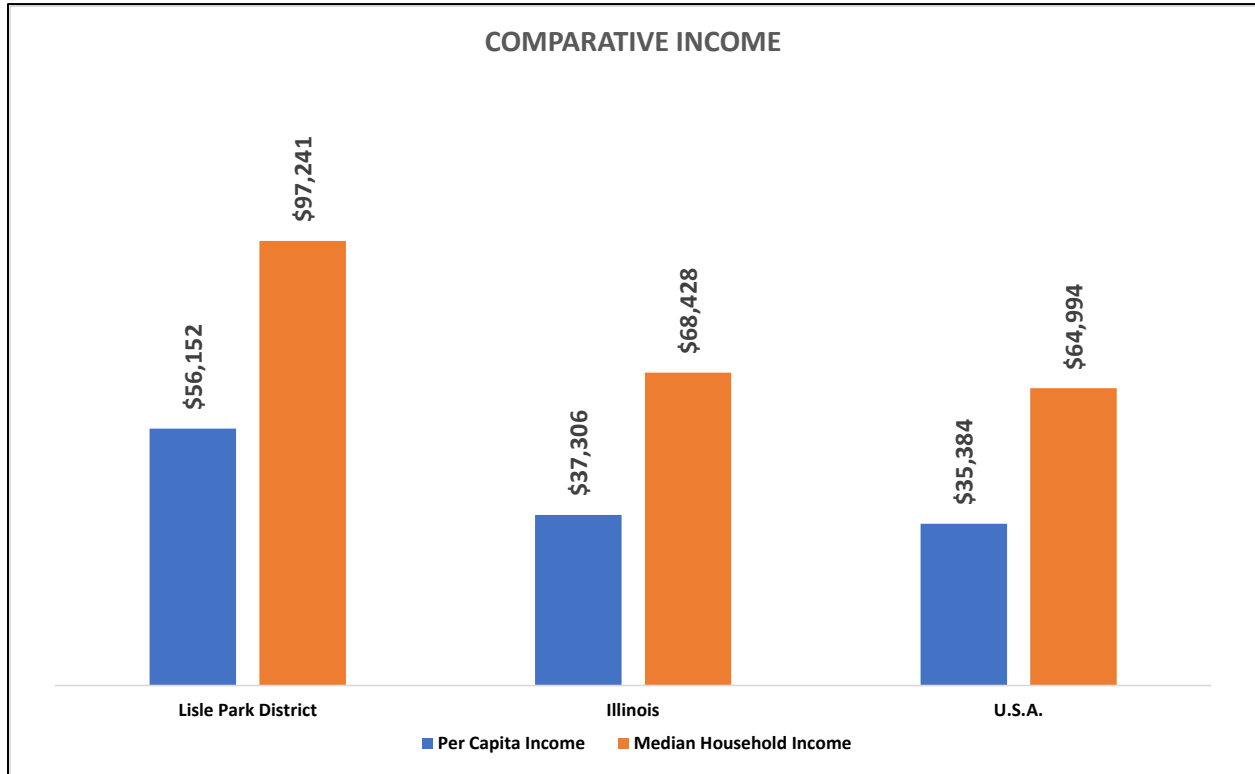


Figure 16: Comparative Income

2.1.3 RECREATIONAL TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well as recreational interest by age segments. Trends data used for this analysis was obtained from the Sports & Fitness Industry Association (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trend data is based on current and/or historical participation rates, statistically valid survey results, or NRPA Park Metrics.

2.1.4 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2022* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends



The study is based on findings from surveys carried out in 2021 by the Physical Activity Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 304,745,039 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 118 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on the frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each activity. For instance, core participants engage in most fitness activities more than 50-times per year, while for sports, the threshold for core participation is typically 13-times per year.

In each activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

2.1.5 IMPACT OF COVID-19

Approximately 232.6 million people ages 6 and over reported being active in 2021, which is a 1.3% increase from 2020 and the greatest number of active Americans in the last 5 years. There were more things to do as outdoor activities thrived, fitness at home became more popular, and team sports started back up after the COVID-19 hiatus.

Americans continued to practice yoga, attend Pilates training and work out with kettlebells. They were drawn to the ease of pickleball and the competitiveness of tennis. Many started indoor climbing, while others took to the hiking trail. The waterways traffic had an increase in stand-up paddlers, kayaks, and



jet skis. Gymnastics, swimming on a team, court volleyball, and fast-pitch softball benefited from the participation boom created from the Olympics.

Water sports had the largest gain in participation rates. Activities such as kayaking, stand-up paddling, and boardsailing/windsurfing all contributed to the 2.0 percent increase. Outdoor sports continued to grow with 53.9 percent of the U.S. population participating. This rate remains higher than pre-pandemic levels, having a 6.2 percent gain over the 50.7 percent participation rate in 2019. The largest contributor to this gain was trail running having increased by 5.6 percent in one year and 13.9 percent since 2019.

Generationally, fitness sports continue to be the go-to means of exercise for Boomers, Gen X, and Millennials. Over half of Gen X, Millennials, and Gen Z generations participated in one type of outdoor activity. Team sports were heavily dominated by generation Gen Z.

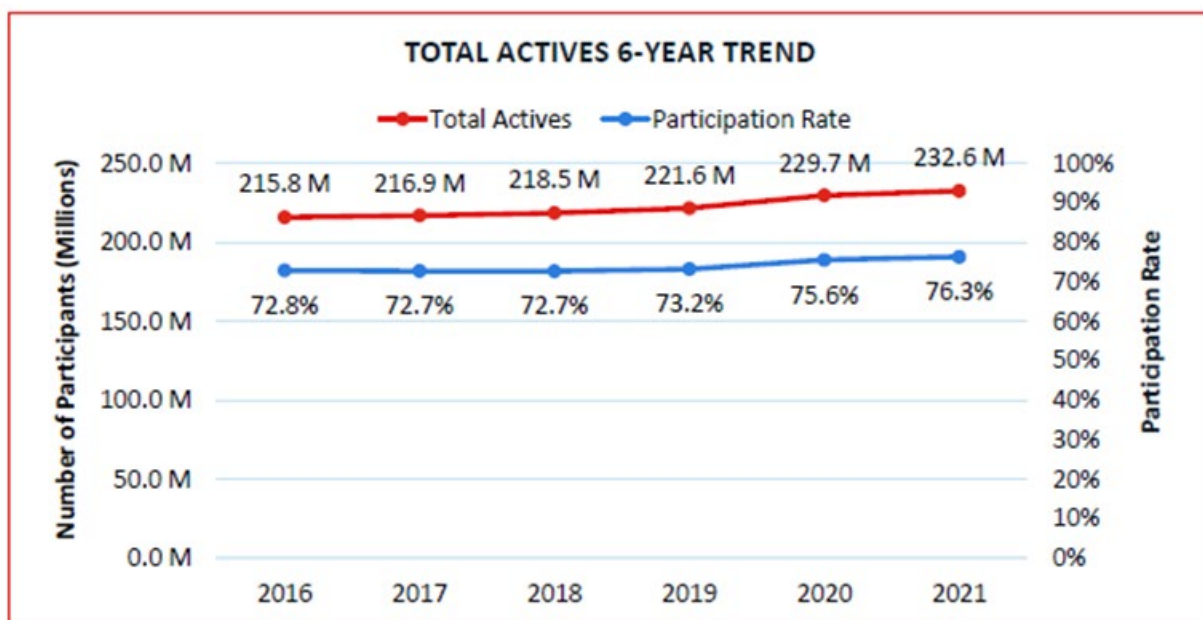


Figure 17: Total Actives 6-Year Trend

2.1.6 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

PARTICIPATION LEVELS

The top sports most heavily participated in the United States were Basketball (27.1 million), Golf (25.1 million), and Tennis (22.6 million) which have participation figures well more than the other activities within the general sports category. Baseball (15.5 million), and Outdoor Soccer (12.5 million) round out the top five.

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants, this coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball's overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or Golf Entertainment Venues have increased drastically (72.3%) as a 5-year trend, using Golf Entertainment (e.g., Top Golf) as a new alternative to breathe life back into the game of golf.

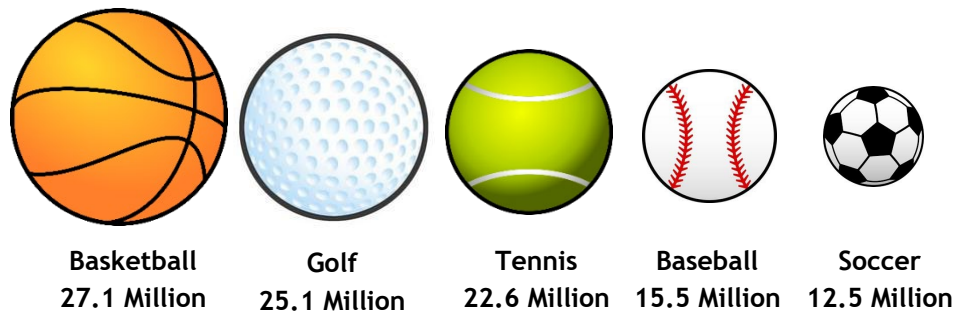


Figure 18: Participation Levels

FIVE-YEAR TREND

Since 2016, Pickleball (71.2%), Golf- Entertainment Venues (51.3%), and Tennis (25.1%) have shown the largest increase in participation. Similarly, Boxing for Fitness (21.4%) and Competition (20.7%) have also experienced significant growth. Based on the five-year trend from 2016-2021, the sports that are most rapidly declining in participation include Ultimate Frisbee (-40.4%), Roller Hockey (-26.1%), Volleyball (Sand/Beach) (-23.8%), Squash (-23.5%), Slow Pitch Softball (-21.9%), and Gymnastics (-20.7%).

ONE-YEAR TREND

The most recent year shares some similarities with the five-year trends; with Pickleball (14.8%) and Boxing for Competition (7.3%) experiencing some of the greatest increases in participation this past year. The greatest one-year increases also include Fast Pitch Softball (15.3%), Gymnastics (10.9%), and Court Volleyball (8.1%). Basketball (-2.2%), Flag Football (-1.6%), Indoor Soccer (-0.6%) and Baseball (-0.5%) have shown a five-year trend increase, but a one-year trend decrease. This is likely a direct result of coming out of the COVID-19 pandemic. Similarly, other team sports such as Ultimate Frisbee (-5.8%), Slow Pitch Softball (-5.4%), Roller Hockey (-5%), Racquetball (-4.8%) and Beach/Sand Volleyball (-3.1%), also had significant decreases in participation over the last year.



CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball generally have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). Due to the COVID-19 Pandemic, most activities showed a decrease in their percentage of core participants. However, there were significant increases in the percentage of casual participation for Court Volleyball, Pickleball, Fast Pitch Softball, Gymnastics and Lacrosse in the past year. *Please see Appendix A for full Core vs. Casual Participation breakdown*

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Basketball	22,343	27,753	27,135	21.4%	-2.2%
Golf (9 or 18-Hole Course)	23,815	24,804	25,111	5.4%	1.2%
Tennis	18,079	21,642	22,617	25.1%	4.5%
Baseball	14,760	15,731	15,587	5.6%	-0.9%
Soccer (Outdoor)	11,932	12,444	12,556	5.2%	0.9%
Golf (Entertainment Venue)	8,173	12,057	12,362	51.3%	2.5%
Softball (Slow Pitch)	7,690	6,349	6,008	-21.9%	-5.4%
Football (Flag)	6,173	7,001	6,889	11.6%	-1.6%
Volleyball (Court)	6,216	5,410	5,849	-5.9%	8.1%
Badminton	7,354	5,862	6,061	-17.6%	3.4%
Soccer (Indoor)	5,117	5,440	5,408	5.7%	-0.6%
Football (Touch)	5,686	4,846	4,884	-14.1%	0.8%
Football (Tackle)	5,481	5,054	5,228	-4.6%	3.4%
Gymnastics	5,381	3,848	4,268	-20.7%	10.9%
Volleyball (Sand/Beach)	5,489	4,320	4,184	-23.8%	-3.1%
Track and Field	4,116	3,636	3,587	-12.9%	-1.3%
Cheerleading	4,029	3,308	3,465	-14.0%	4.7%
Pickleball	2,815	4,199	4,819	71.2%	14.8%
Racquetball	3,579	3,426	3,260	-8.9%	-4.8%
Ice Hockey	2,697	2,270	2,306	-14.5%	1.6%
Ultimate Frisbee	3,673	2,325	2,190	-40.4%	-5.8%
Softball (Fast Pitch)	2,467	1,811	2,088	-15.4%	15.3%
Lacrosse	2,090	1,884	1,892	-9.5%	0.4%
Wrestling	1,922	1,931	1,937	0.8%	0.3%
Roller Hockey	1,929	1,500	1,425	-26.1%	-5.0%
Boxing for Competition	1,210	1,361	1,460	20.7%	7.3%
Rugby	1,550	1,242	1,238	-20.1%	-0.3%
Squash	1,549	1,163	1,185	-23.5%	1.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 19: National Participatory Trends - General Sports

2.1.7 NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2021 also were those that could be done at home or in a virtual class environment. The activities with the most participation were Fitness Walking (115.8 million), Treadmill (53.6 million), Free Weights (52.6 million), Running/Jogging (48.9 million), and Yoga (34.3 million).

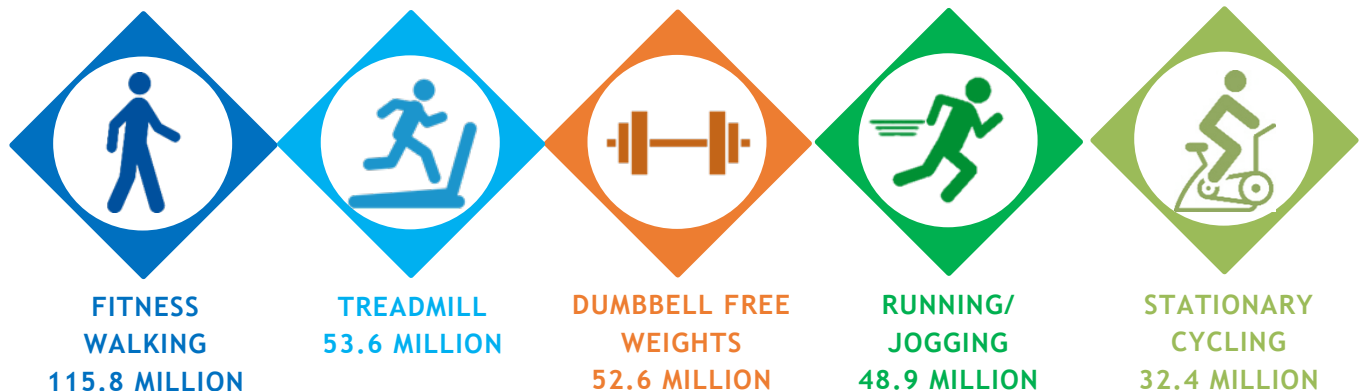


Figure 20: Participation Levels

FIVE-YEAR TREND

Over the last five years (2016-2021), the activities growing at the highest rate are Trail Running (45.9%), Yoga (30.8%), Dance, Step & Choreographed Exercise (13.3%), and Pilates Training (9.6%). Over the same time frame, the activities that have undergone the biggest decline include Group Stationary Cycling (-33.5%), Traditional Triathlon (26.4%), Cardio Kickboxing (-26.1%), Cross-Training Style Workout (-24.4%) and Non-Traditional Triathlons (-23.5%).

ONE-YEAR TREND

In the last year, activities with the largest gains in participation were those that can be done alone at home or socially distanced outdoors. The top increases were in Treadmill (7.6%), Cross-Training Style Workouts (6.4%) Trail Running (5.6%), Yoga (4.7%), and Stair Climbing (4.7%). In the same span, the activities that had the largest decline in participation were those that would generally take more time and investment. The greatest drops were seen in Traditional Triathlon (-5.3%), Aerobics (-5.1%), Non-Traditional Triathlons (-4.3%), and Cardio Kickboxing (-3.7%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities all had increases in their casual users' base (participating 1-49 times per year) over the last year. These fitness activities include Fitness Walking, Free Weights, Running/Jogging, Treadmills, Yoga, and Recumbent/Upright Stationary Cycling. *Please see Appendix A for full Core vs. Casual Participation breakdown.*



National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Fitness Walking	107,895	114,044	115,814	7.3%	1.6%
Treadmill	51,872	49,832	53,627	3.4%	7.6%
Free Weights (Dumbbells/Hand Weights)	51,513	53,256	52,636	2.2%	-1.2%
Running/Jogging	47,384	50,652	48,977	3.4%	-3.3%
Stationary Cycling (Recumbent/Upright)	36,118	31,287	32,453	-10.1%	3.7%
Weight/Resistant Machines	35,768	30,651	30,577	-14.5%	-0.2%
Elliptical Motion Trainer	32,218	27,920	27,618	-14.3%	-1.1%
Yoga	26,268	32,808	34,347	30.8%	4.7%
Free Weights (Barbells)	26,473	28,790	28,243	6.7%	-1.9%
Dance, Step, & Choreographed Exercise	21,839	25,160	24,752	13.3%	-1.6%
Bodyweight Exercise	25,110	22,845	22,629	-9.9%	-0.9%
Aerobics (High Impact/Intensity Training HII)	10,575	10,954	10,400	-1.7%	-5.1%
Stair Climbing Machine	15,079	11,261	11,786	-21.8%	4.7%
Cross-Training Style Workout	12,914	9,179	9,764	-24.4%	6.4%
Trail Running	8,582	11,854	12,520	45.9%	5.6%
Stationary Cycling (Group)	8,937	6,054	5,939	-33.5%	-1.9%
Pilates Training	8,893	9,905	9,745	9.6%	-1.6%
Cardio Kickboxing	6,899	5,295	5,099	-26.1%	-3.7%
Boot Camp Style Cross-Training	6,583	4,969	5,169	-21.5%	4.0%
Martial Arts	5,745	6,064	6,186	7.7%	2.0%
Boxing for Fitness	5,175	5,230	5,237	1.2%	0.1%
Tai Chi	3,706	3,300	3,393	-8.4%	2.8%
Barre	3,329	3,579	3,659	9.9%	2.2%
Triathlon (Traditional/Road)	2,374	1,846	1,748	-26.4%	-5.3%
Triathlon (Non-Traditional/Off Road)	1,705	1,363	1,304	-23.5%	-4.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 21: National Participatory Trends - General Fitness

2.1.8 NATIONAL TRENDS IN OUTDOOR RECREATION

PARTICIPATION LEVELS

Results from the SFIA report demonstrate strong growth in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with proper social distancing in a group, and are not as limited by time constraints. In 2021, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (58.6 million), Road Bicycling (42.7 million), Freshwater Fishing (40.8 million), Camping within ¼ mile of Vehicle/Home (35.9 million), and Recreational Vehicle Camping (16.3 million).

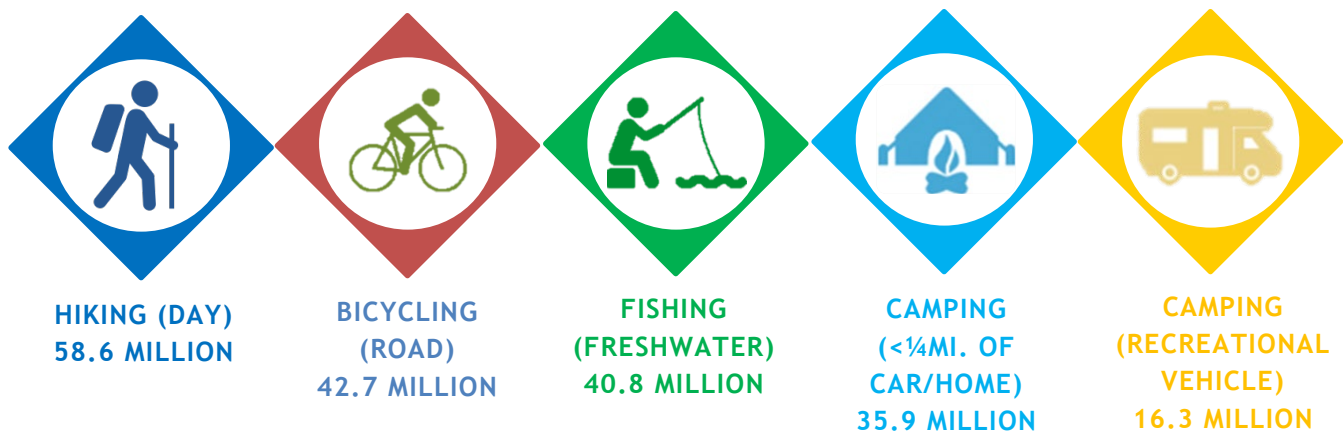


Figure 22: Participation Levels

FIVE-YEAR TREND

From 2016-2021, Day Hiking (39.3%), Camping within ¼ mile of Vehicle/Home (36.0%), Skateboarding (35.8%), Birdwatching (27.8%), BMX Bicycling (24.4%), and Fly Fishing (15.5%) have undergone the largest increases in participation. The five-year trend also shows activities such as Adventure Racing (-39.1%), Traditional Climbing (-14.9%), In-Line Roller Skating (-8.2%), Archery (-7.1%), and to be the only activities with decreases in participation.

ONE-YEAR TREND

The one-year trend shows almost all activities declining in participation from the previous year. The growing activities being Indoor Climbing (2.7%), Day Hiking (1.5%), Archery (1.3%), In-Line Roller Skating (1.0%), Boulder Climbing (0.5%), and over the last year, the activities that underwent the biggest decreases in participation were Recreational Vehicle Camping (-8.2%) and Adventure Racing (-7.1%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A majority of outdoor activities have experienced participation growth in the last five years. Although this is a positive trend, it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users. *Please see Appendix A for full Core vs. Casual Participation breakdown.*



National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Hiking (Day)	42,128	57,808	58,697	39.3%	1.5%
Bicycling (Road)	38,365	44,471	42,775	11.5%	-3.8%
Fishing (Freshwater)	38,121	42,556	40,853	7.2%	-4.0%
Camping (< 1/4 Mile of Vehicle/Home)	26,467	36,082	35,985	36.0%	-0.3%
Camping (Recreational Vehicle)	15,855	17,825	16,371	3.3%	-8.2%
Fishing (Saltwater)	12,266	14,527	13,790	12.4%	-5.1%
Birdwatching (>1/4 mile of Vehicle/Home)	11,589	15,228	14,815	27.8%	-2.7%
Backpacking Overnight	10,151	10,746	10,306	1.5%	-4.1%
Bicycling (Mountain)	8,615	8,998	8,693	0.9%	-3.4%
Archery	7,903	7,249	7,342	-7.1%	1.3%
Fishing (Fly)	6,456	7,753	7,458	15.5%	-3.8%
Skateboarding	6,442	8,872	8,747	35.8%	-1.4%
Climbing (Indoor)	-	5,535	5,684	N/A	2.7%
Roller Skating, In-Line	5,381	4,892	4,940	-8.2%	1.0%
Bicycling (BMX)	3,104	3,880	3,861	24.4%	-0.5%
Climbing (Traditional/Ice/Mountaineering)	2,790	2,456	2,374	-14.9%	-3.3%
Climbing (Sport/Boulder)	-	2,290	2,301	N/A	0.5%
Adventure Racing	2,999	1,966	1,826	-39.1%	-7.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 23: National Participatory Trends - Outdoor/Adventure Recreation

2.1.9 NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2021, Fitness Swimming remained the overall leader in participation (25.6 million) amongst aquatic activities, even though most, if not all, aquatic facilities were forced to close at some point due to the COVID-19 pandemic.

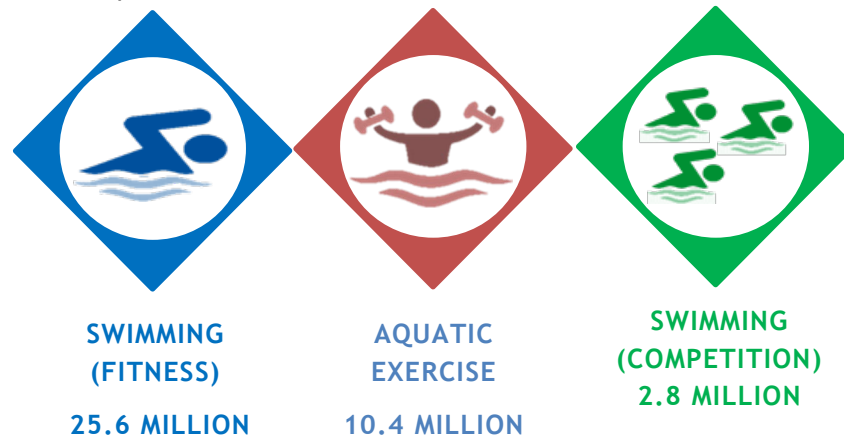


Figure 24: Participation Level

FIVE-YEAR TREND

Assessing the five-year trend, no activity has experienced an increase from 2016-2021, most likely due to the accessibility of facilities during Covid-19. While Fitness Swimming and Aquatic Exercise underwent a slight decline, dropping -3.7% and -1.7% respectively, Competitive Swimming suffered a -16.2% decline in participation.

ONE-YEAR TREND

The impact of the COVID-19 pandemic is seen here as most aquatic facilities were forced to shut down for some part of the year. This caused decreases to Aquatic Exercise (-5.1%) having the largest decline, followed by Fitness Swimming (-0.2%). Participation in Competitive swimming increased by 8%.

CORE VS. CASUAL TRENDS IN AQUATICS

Only Aquatic Exercise has undergone an increase in casual participation (1-49 times per year) over the last five years, however, they have all seen a drop in core participation (50+ times per year) in the same time frame. This happened before the COVID-19 pandemic, and the large decreases in all participation over the last year have furthered this trend. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,601	25,666	25,620	-3.7%	-0.2%
Aquatic Exercise	10,575	10,954	10,400	-1.7%	-5.1%
Swimming (Competition)	3,369	2,615	2,824	-16.2%	8.0%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 25: National Participatory Trends - Aquatics

2.1.10 NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

PARTICIPATION LEVEL

The most popular water sports / activities based on total participants in 2020 were Recreational Kayaking (13.3 million), Canoeing (9.2 million), and Snorkeling (7.3 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.



Figure 26: Participation Level

FIVE-YEAR TREND

Over the last five years, Recreational Kayaking (33.3%), Surfing (24%), and Stand-Up Paddling (16.1%) were the fastest growing water activities. White Water Kayaking (1.4%) was the only other activity with an increase in participation. From 2016-2021, activities declining in participation most rapidly were Boardsailing/Windsurfing (-25.3%), Scuba Diving (-20.4%), Water Skiing (-17.4%), Sea Kayaking (-17.2%) Snorkeling (-16.1%), and Sailing (-15.4%).

ONE-YEAR TREND

Recreational Kayaking (2.7%) and Stand-Up Paddling (1.7%) were the activities to grow both over 5 years and in the last one year. Activities which experienced the largest decreases in participation in the most recent year include Surfing (-8.9%), Snorkeling (-5.3%), Scuba Diving (-4.3%), and Canoeing (-4.1%).

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high causal user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Kayaking (Recreational)	10,017	13,002	13,351	33.3%	2.7%
Canoeing	10,046	9,595	9,199	-8.4%	-4.1%
Snorkeling	8,717	7,729	7,316	-16.1%	-5.3%
Jet Skiing	5,783	4,900	5,062	-12.5%	3.3%
Sailing	4,095	3,486	3,463	-15.4%	-0.7%
Stand-Up Paddling	3,220	3,675	3,739	16.1%	1.7%
Rafting	3,428	3,474	3,383	-1.3%	-2.6%
Water Skiing	3,700	3,050	3,058	-17.4%	0.3%
Surfing	2,793	3,800	3,463	24.0%	-8.9%
Wakeboarding	2,912	2,754	2,674	-8.2%	-2.9%
Scuba Diving	3,111	2,588	2,476	-20.4%	-4.3%
Kayaking (Sea/Touring)	3,124	2,508	2,587	-17.2%	3.1%
Kayaking (White Water)	2,552	2,605	2,587	1.4%	-0.7%
Boardsailing/Windsurfing	1,737	1,268	1,297	-25.3%	2.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 27: National Participatory Trends - Water Sports/Activities



2.1.11 LOCAL SPORT AND LEISURE MARKET POTENTIAL

The following figures show sport and leisure market potential data for District residents, as provided by ESRI. Market Potential Index (MPI) measures the probable demand for a product or service within the defined service areas. The MPI shows the likelihood that an adult resident will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

For each category, activities are listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents within the service area will actively participate in offerings provided by the District. Vice versa, below-average MPI scores signal lower levels of participation for a given activity and may suggest where there is a need for certain recreational spaces, amenities, and/or programs.

MPI scores are a tool that the District can use for consideration when starting new programs or developing new facilities and amenities. The market potential gives the District a starting point for estimating resident attendance and participation in a broad set of recreational activities.

GENERAL SPORTS MARKET POTENTIAL

The General Sports category shows five activities that are at or above the national average. Those activities are Tennis (119), Golf (117), Soccer (112), Softball (103), and Baseball (103). Basketball (99), Volleyball (96), and Football (92).

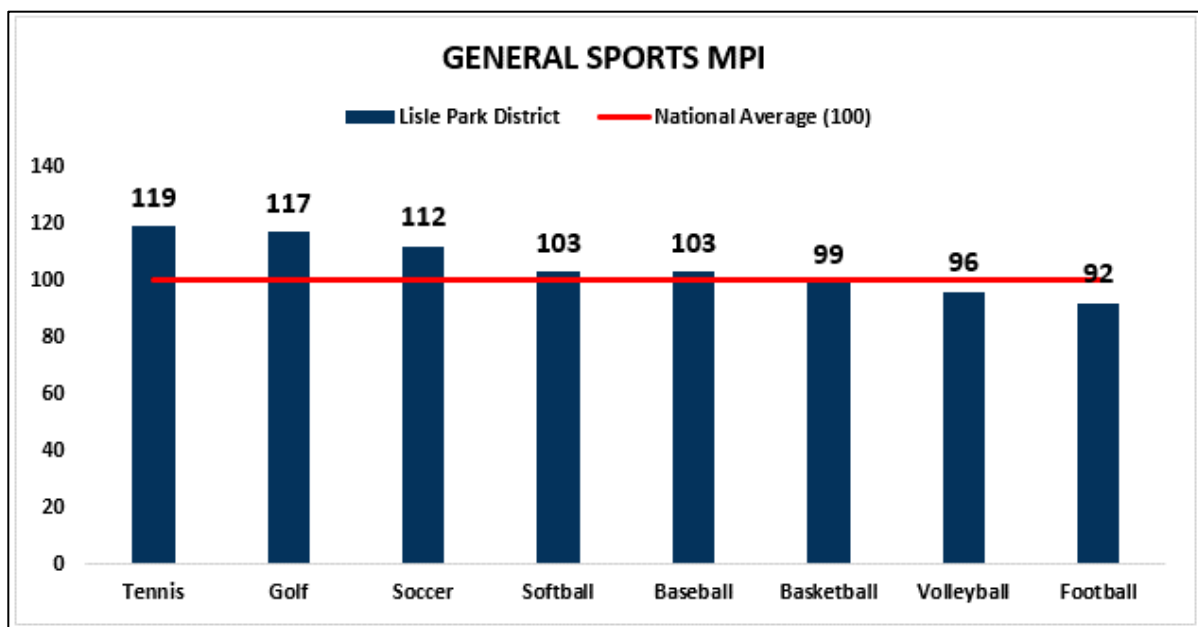


Figure 28: General Sports MPI

FITNESS MARKET POTENTIAL

Assessing MPI scores for the Fitness Activity category show seven of the eight listed activities being above the National Average. The top activities based on MPI were Pilates (129), Jogging/Running (128), Yoga (127), Weightlifting (122), and Aerobics (118). Only Zumba (93) was below the National Average.

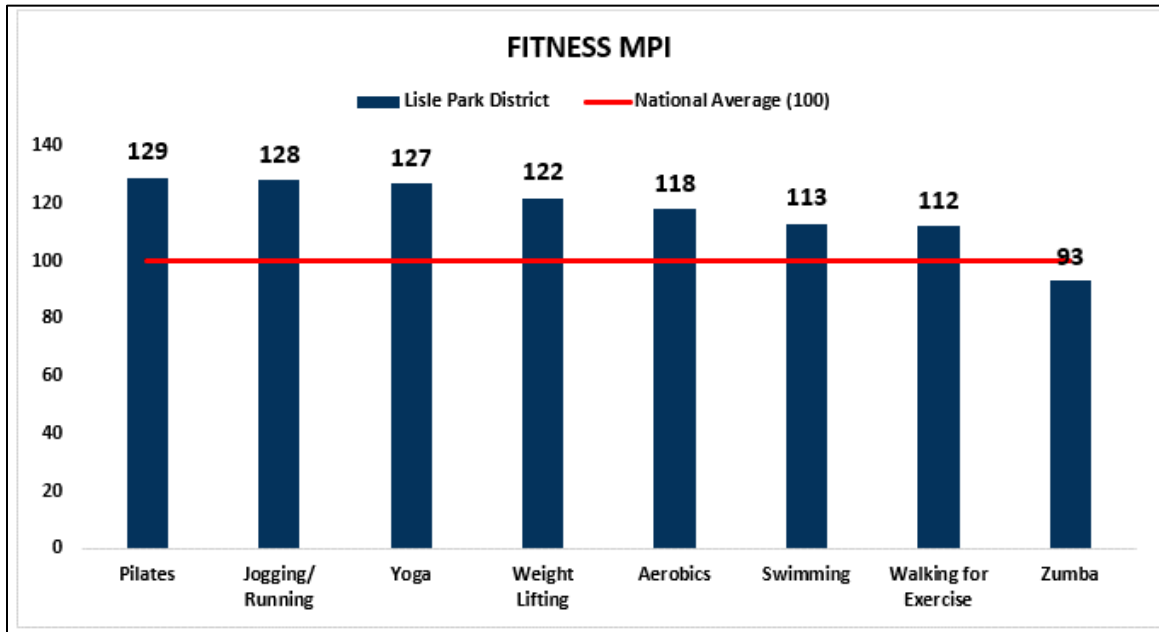


Figure 29: Fitness MPI

OUTDOOR ACTIVITY MARKET POTENTIAL

The data demonstrates more high MPI scores for the Outdoor Activity category with eight out of ten activities being above the National Average. The top activities based on MPI were Canoeing/Kayaking (127), Hiking (125), Bicycling (124 road, 121 mountain), and Rock Climbing (117).

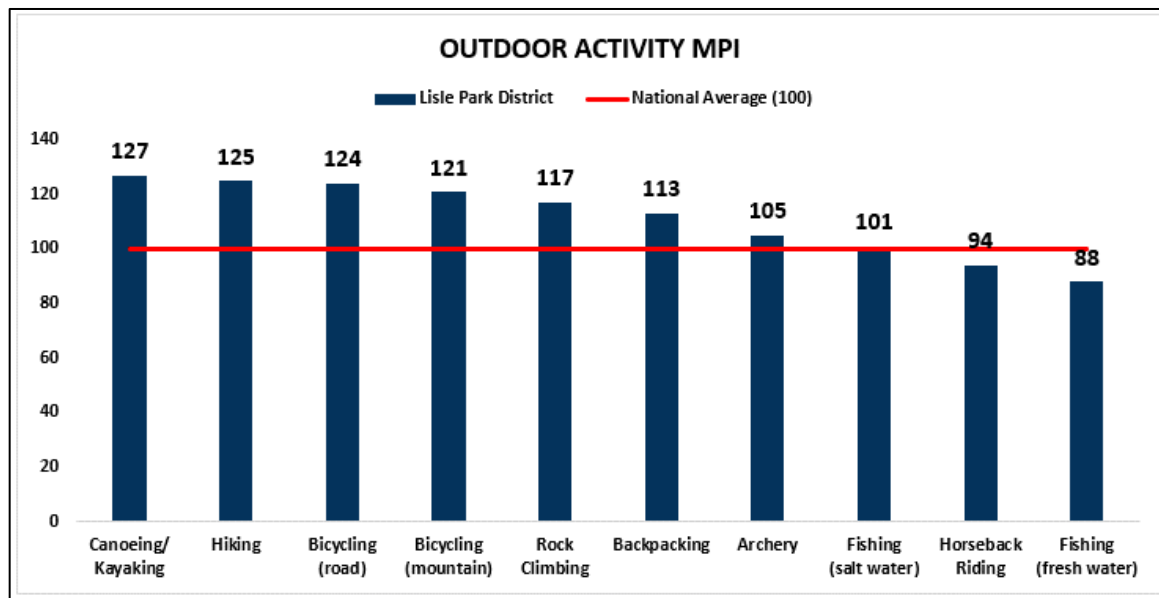


Figure 30: Outdoor Activity MPI



COMMERCIAL RECREATION MARKET POTENTIAL

The Commercial Recreation category shows a populace that enjoys attending a wide variety of events, and a willingness to spend money on sports/recreation equipment. The top activities were Went to museum (132), Went to live theater (127), Went to art gallery (124), Participated in a book club (122), and Attended sports event (121). **Figure 31** points to the above average spending on Sports/Recreation Equipment with the MPI scores of Spent \$250+ on sports/rec equip (116), Spent \$100-249 (107) and Spent \$1-99 (100) on sports/req equipment all being at or above the National Average.

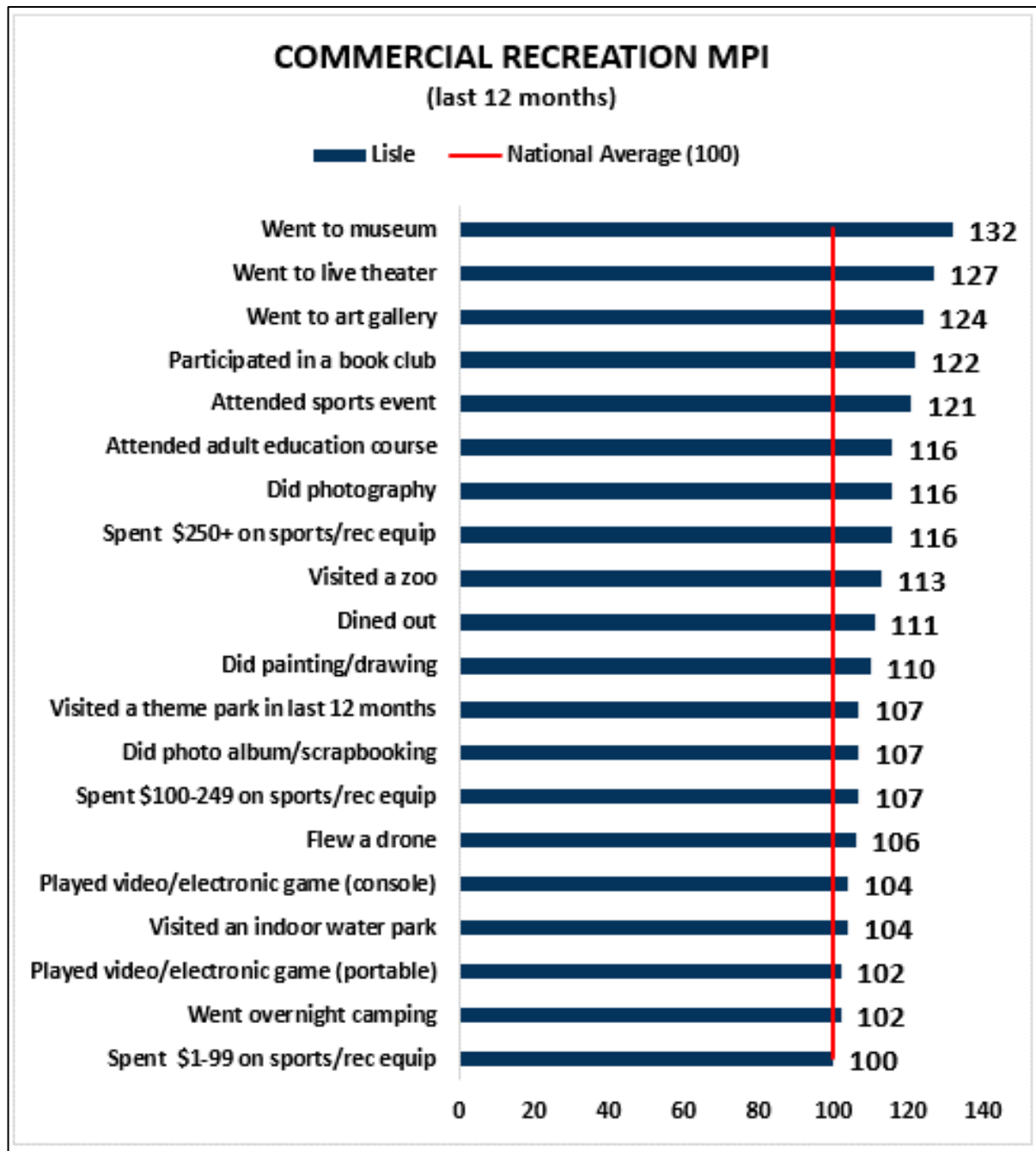


Figure 31: Commercial Recreation MPI

2.1.12 KEY FINDINGS

Based on the information presented in the analysis, the following key findings are of particular interest and/or have significant implications for the District:

- **Population:** The District's population has grown slightly over the last 12 years and this rate of growth is projected to slow over the next 10 years, with the projected annual growth rate being well below National Average. While Lisle is currently at a built-out stage, the District must continue to monitor population growth to ensure that programs, facilities, and amenities are keeping up with community needs.
- **Age:** District residents are now slightly older than the national median age, and there is a growing presence of older adults between the ages of 35-54. By 2037, the population will continue to age, as the oldest age segments (55-74 and 75+) are expected to grow, while all other segments are projected to decline slightly. The District must continue to focus on multigenerational offerings and regularly reevaluate its programming mix to effectively serve this ageing, yet active population.
- **Race / Ethnicity:** The District's populace is predominately categorized as White Alone (70%), however, that percentage has dropped since 2010 (80% White Alone) and is projected to continue shrinking (60% White Alone in 2037). This drop will lead to a more diverse populace with Asians (13% in 2022) being the largest minority group, and projections show that two out of every five residents will be non-white by 2037. People of Hispanic / Latino ethnicity currently represent 9% of the total population, which is substantially below the national average (19%), and the Illinois State average (18%). This group is expected to reach almost 11% by 2037. The District should continue to monitor program participation to ensure that the offerings are adequately serving residents and are representative of the race/ethnicity distribution of Lisle Park District residents.
- **Income Levels:** The income characteristics of District residents are higher than the state and national levels for per capita income and median household income. These income levels coupled with above-average MPI numbers suggest a willingness of the population to spend money to attend events and/or facilities in which they see the value, as well as purchase recreation equipment.
- **National Participatory Trends:** National participatory trends are promising for Lisle Park District, as many of the activities in sports and fitness aligned with core offerings are trending positively in recent years. Despite the facility closures due to the pandemic, overall, people are recreating more and the importance of living an active, healthy lifestyle is on the rise. The District must continue to provide active recreation opportunities and seek out new, trending activities that will drive interest and meet the demand for parks, facilities, and recreation programs among Lisle Park District residents for many years to come.
- **Local Participatory Trends:** Local recreation trends show above-average participation across the board with an impressive 40 of the 46 tracked activities having MPI scores at, or above the national average. This is indicative of an active population, seeking to participate in a wide range of fitness, sports, and outdoor activities.



CHAPTER THREE – PUBLIC PROCESS

3.1 PUBLIC ENGAGEMENT/ADVOCACY STRATEGY

To better understand the District's current state and determine future needs and priorities, the planning process sought input from Lisle Park District residents through various methods. These included stakeholder interviews, focus group discussions, a public input meeting, a statistically valid survey, and the crowdsourcing website www.planlisleparks.com. The subsequent sections outline the key findings from each stage of this comprehensive public input process.

These engagement methods involved over 1,000 participants, such as elected and appointed officials, employees, and residents, representing a diverse range of community groups serving the Lisle Park District community.



Figure 32: Community Input

3.2 KEY LEADERSHIPS/FOCUS GROUP INTERVIEWS

Stakeholder and focus group interviews play a crucial role in community engagement, helping to set priorities for the District's future direction, improvements, management, and planning. These discussions allow the District to understand users' values, concerns, and unmet needs that could be addressed. Interview participants included representatives from:

REPRESENTATIVE GROUPS	
DuPage County Board	Green Trails Improvement Association
Lisle Area Chamber of Commerce	Lisle Board of Park Commissioners
Lisle Community Unit School District 202	Lisle Elementary School
Lisle Football Club	Lisle Heritage Society
Lisle Police Department	Lisle Township Board
Lisle Transportation Commission	Lisle Woman's Club
Lisle Woodridge Fire District	The Morton Arboretum

Three primary questions were asked across all groups to spark conversations and gather information.

1. What are the strengths of Lisle Park District?
2. What are the opportunities for improvement?
3. What is the top priority that should be addressed through this planning process?





3.2.1 STRENGTHS

The key leader interviews and focus group discussions identified the most commonly shared strengths as follows:

Leadership and Staff: Numerous mentions of individuals on the leadership team, the positive feedback on the superintendents, and the hardworking and conscientious staff show that the leadership and staff are a strong asset to the district.

Communication: The effective use of social media, newsletters, and other means of communication with constituents highlights the district's dedication to keeping the community informed and engaged.

Programming and Offerings: Creativity in programming, a wide range of offerings, and well-organized programs tailored to different age groups (such as senior activities, preschool programs, and youth groups) demonstrate the district's commitment to serving the diverse needs of the community.

Partnerships and Collaboration: The cooperative agreement between the District and School District, IGA partnerships, and the sharing of resources emphasize the District's ability to collaborate and work effectively with other organizations.

Park and Facility Maintenance: The well-maintained parks, Community Park being a great asset, and the popular Sea Lion Aquatic Park highlight the District's dedication to providing high-quality facilities for residents to enjoy.

3.2.2 OPPORTUNITIES

The following were identified as the most commonly shared opportunities in the key leader interviews and focus group discussions:

Facility Upgrades and Expansions: Upgrading and expanding facilities like the fitness center, adding indoor recreation spaces, and constructing additional pickleball courts can better cater to the community's needs.

Improved Accessibility and Inclusivity: Enhancing ADA accessibility, providing better inclusion offerings for individuals with special needs, and ensuring safe walking routes across Lisle can make the park district more accessible and inclusive for all residents.

Park Enhancements: Adding shade structures, benches and seating areas, outdoor fitness equipment, and improving pathways within parks can create a more enjoyable experience for park users.

Connectivity and Collaboration: Connecting bike trails between communities, improving access to the Morton Arboretum, and strengthening the relationship with the Village of Lisle can create a more cohesive and collaborative community experience.

Diverse Programming: Offering part-time programming options for younger children, more programs for children under five years old, and unique recreational opportunities can further appeal to a wider demographic and meet the changing needs of the community.

3.2.3 TOP PRIORITIES

During the key leader interviews and focus group discussions, the following were identified as the top five priorities:

Community Engagement and Alignment: Listening to the community's needs, maximizing public involvement, and ensuring that the District's actions align with community desires should be a top priority.

Fiscal Responsibility and Resource Management: Balancing the need for maintaining and upgrading existing facilities with new developments, concentrating resources on the largest demographic groups, and being fiscally responsible are important for the District's long-term sustainability.

Facility Upgrades and Expansions: Improving and expanding indoor recreation spaces, including an indoor sports center or recreation center, while also maintaining the quality of existing offerings, can help meet the community's needs and expectations.

Accessibility and Connectivity: Ensuring full accessibility for any development, creating safe pathways for travel, and connecting Arboretum architecture to Community Park can make the park district more inclusive and connected to the rest of the community.

Diverse Programming and Offerings: Reinforcing early childhood programs, increasing elementary programs, and keeping up with trends can ensure that the District continues to provide a wide range of programs and offerings that cater to various community needs.



3.3 PUBLIC FORUMS WORKSHOP

The consulting team organized a public input meeting in addition to the stakeholder and focus group interviews, to engage the residents of the District in the Strategic Master Plan process. The primary objective of this meeting was to educate the community on the process and obtain their input on the future of the Parks & Recreation system.

To solicit feedback from the attendees, the consulting team utilized live polling of the audience. The team developed questions within a PowerPoint presentation based on the responses received from the focus group and key leadership interviews to better understand the park district's needs.

During the in-person meetings, attendees could respond to these questions and view the responses in real-time using Mentimeter, an online interactive presentation tool that enabled participants to use their smartphones, tablets, or computers to respond in real-time. The results were displayed to the attendees immediately after all respondents had provided their input. The cumulative results of the meeting are presented in **Figure 33**.

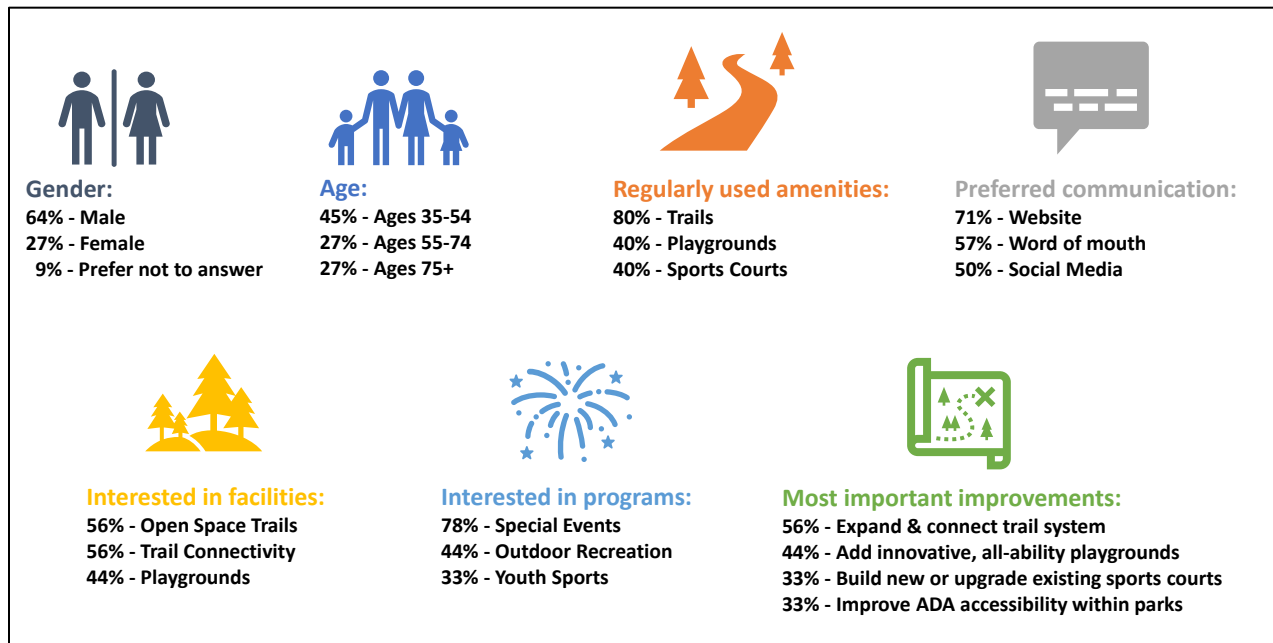


Figure 33: Public Input Meeting Poll Results

3.4 STATISTICALLY VALID SURVEY

3.4.1 OVERVIEW

ETC Institute administered a Needs Assessment Survey for Lisle Park District during the months of summer 2022. The survey will help Lisle Park District plan for future recreation programs and facilities that meet the community's needs and preferences.

3.4.2 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in Lisle Park District. Each 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 at LislePdSurvey.org.

After the surveys were mailed, ETC Institute followed up by sending text messages and mailing postcards to encourage participation. The text messages and postcards contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Lisle Park District 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 included in the final database for this report. The goal was to complete a minimum of 350 completed surveys from residents.

The goal was exceeded with 445 completed surveys collected. The overall results for the sample of 445 households have a precision of at least ± 4.5 at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs
- Benchmarks comparing Lisle Park District results to National Averages
- Tabular data showing the overall results for all questions on the survey
- Responses from open-ended questions
- A copy of the survey instrument

The major findings of the survey are summarized on the following pages and the details are in [Appendix B](#).

3.4.3 PARKS AND RECREATION FACILITIES USE

USE OF PARKS AND RECREATION FACILITIES

Respondents were asked if they had used the Lisle Park District parks or recreation facilities within the past year. Eighty-six percent (86%) of respondents said they had used the parks/facilities. Of those respondents, the highest number (34%) said they used them 2-4 times a week followed by 1-3 times a month. Those same respondents were asked to rate the physical condition of those facilities: the highest number of respondents (61%) rated them good, 27% said excellent, and 12% said either fair (10%) or poor (2%).



BARRIERS TO USE

Respondents were asked to indicate the reasons why they didn't use facilities or didn't use them more often; multiple selections could be made. The highest number of respondents said they use parks/trails in other park districts (22%), lack of features they want to use (21%), lack of restrooms (20%), and not aware of parks/trails locations (20%).

BENEFITS OF SERVICES

Respondents were asked to rate their level of agreement with 13 statements regarding ways Lisle Park District benefits their household and community. The highest number of respondents agreed or strongly agreed that parks and recreation preserves open spaces and protects the environment (87%), makes Lisle a more desirable place to live (82%), and improves household's overall quality of life (79%).

3.4.4 PARKS AND RECREATION PROGRAMS PARTICIPATION

PARTICIPATION IN PROGRAMS

Respondents were asked if they had participated in Lisle Park District parks or recreation programs within the past two years. Forty-eight percent (48%) of respondents said someone in their household had participated. Of those respondents, the highest number (51%) said they participated in 2-3 programs. Those same respondents were then asked to rate the overall quality of those programs: the highest number of respondents (59%) rated them good, 30% said excellent, and 11% said either fair (10%) or poor (1%).

BARRIERS TO USE

Respondents were asked to indicate the reasons why they didn't participate in programs or didn't participate more often; multiple selections could be made. The highest number of respondents said they were too busy/ not interested (32%), they didn't know what was offered (24%), or the program times are inconvenient (23%).

ORGANIZATIONS USED FOR RECREATION

Respondents were asked to select all the organizations their household used for recreation and sports activities. Most common were Lisle Park District (73%), Morton Arboretum (67%), and the library (53%).

COMMUNICATION METHODS

Respondents most often learned about recreation programs and activities from the park district program guide (78%), the park district website (71%), or emails from the park district (53%). These are also the three methods respondents most prefer.

3.4.5 FACILITIES AND AMENITIES NEEDS AND PRIORITIES

FACILITY/AMENITY NEEDS

Respondents were asked to identify if their household had a need for 30 facilities/amenities and to rate how well their needs for each were 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 facilities/amenities.

The three facilities/amenities with the highest estimated number of households that have an unmet need:

1. Indoor pool/aquatic center - 4,271 households
2. Indoor walking/jogging track - 4,086 households
3. Indoor recreation facility - 2,884 households

The estimated number of households that have unmet needs for each of the 30 facilities/amenities assessed is shown in **Figure 34**.

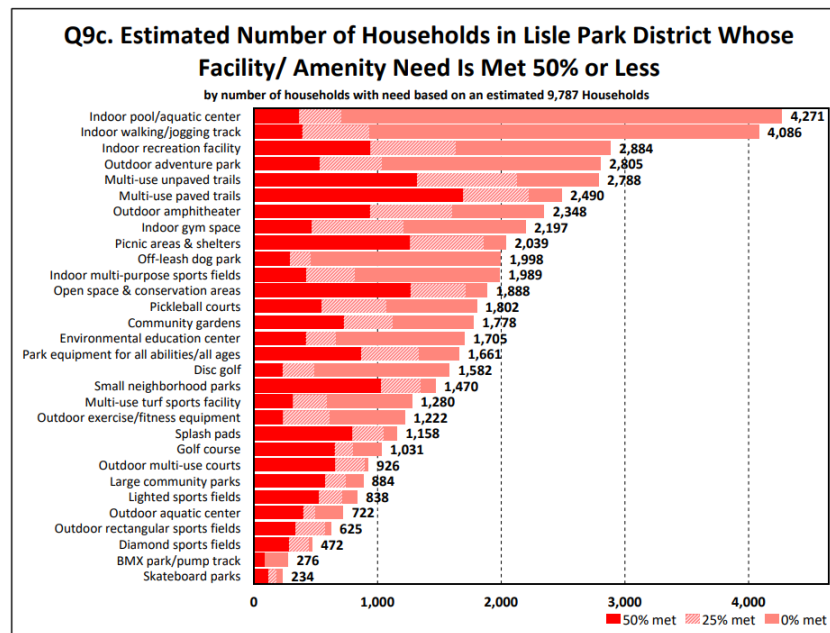


Figure 34: Survey Question 9c



FACILITIES AND AMENITIES IMPORTANCE

In addition to assessing the needs for each facility/amenity, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these were the four most important amenities to residents:

1. Multi-use paved trails (40%)
2. Indoor pool/aquatic center (25%)
3. Small neighborhood parks (25%)
4. Indoor walking/jogging track (18%)

The percentage of residents who selected each facility/amenity as one of their top four choices is shown in **Figure 35**.

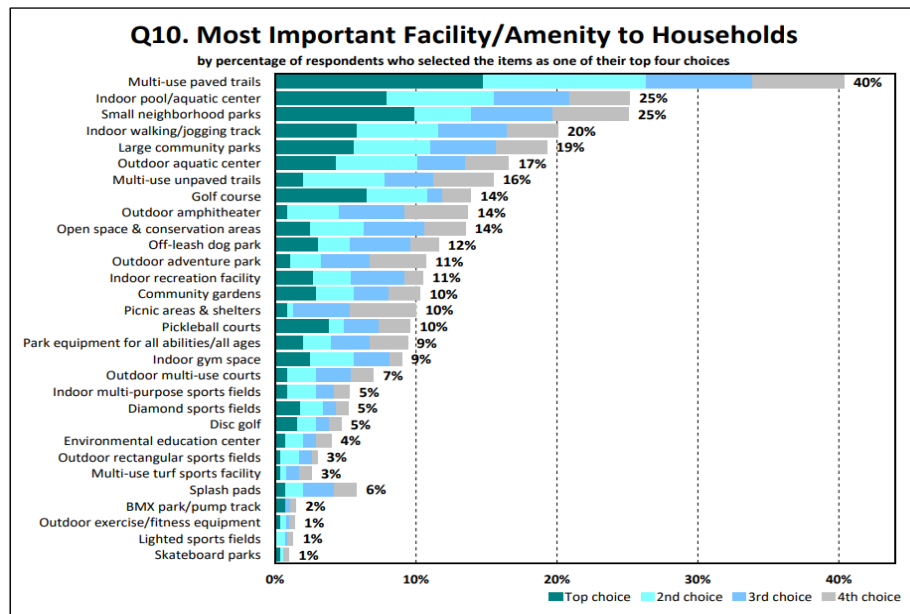


Figure 35: Survey Question 10

PRIORITIES FOR FACILITY INVESTMENTS

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on amenities/facilities and (2) how many residents have unmet needs for the facility/amenity. (Details regarding the methodology for this analysis are provided in Section 3 of this report.)

Based the Priority Investment Rating (PIR), the following parks and recreation facilities/amenities were rated as high priorities for investment:

- Indoor pool/aquatic center (PIR=162)
- Multi-use paved trails (PIR=158)
- Indoor walking/jogging track (PIR=145)
- Multi-use unpaved trails (PIR=104)

Figure 36 shows the Priority Investment Rating for each of the 30 facilities/amenities assessed on the survey.

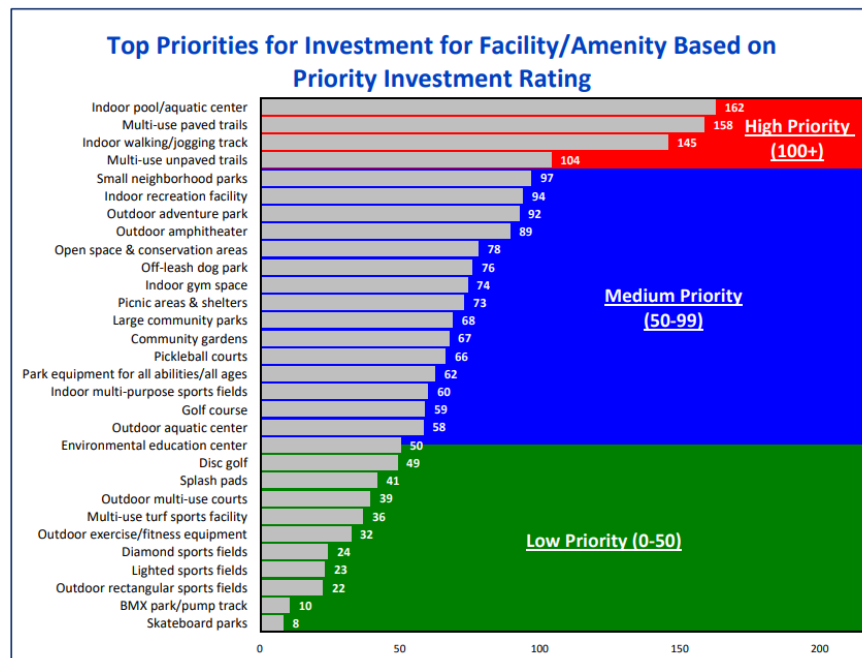


Figure 36: Top Priorities for Investment for Facility/Amenity Based on Priority Investment Rating



3.4.6 LISLE PARK DISTRICT RECREATION PROGRAM NEEDS AND PRIORITIES

PROGRAM NEEDS

Respondents were asked to identify if their household had a need for 30 programs and to rate how well their needs for each were 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 facilities/amenities.

The three programs with the highest estimated number of households that have an unmet need:

1. Adult fitness & wellness programs - 3,716 households
2. Community special events - 3,085 households
3. Farmer’s market - 3,030 households

The estimated number of households that have unmet needs for each of the 30 recreation programs assessed is shown in **Figure 37**.

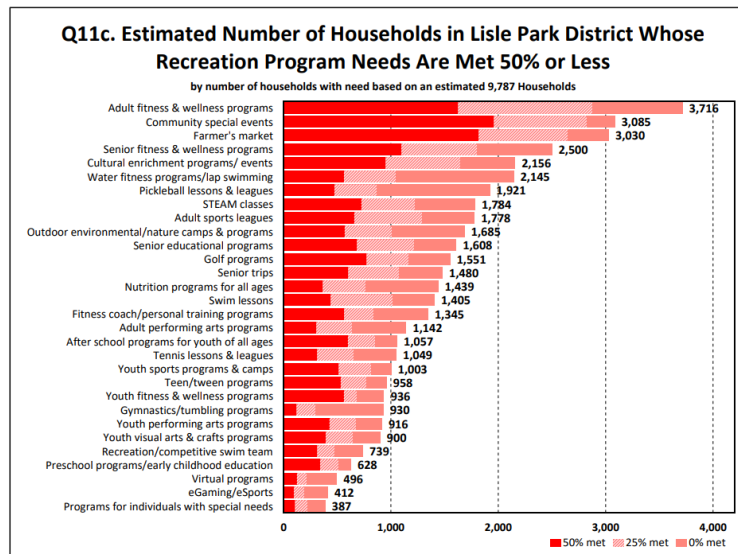


Figure 37: Survey Question 11c

PROGRAMS IMPORTANCE

In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents’ top four choices, these are the four most important programs to residents:

1. Adult fitness & wellness programs (30%)
2. Community special events (29%)
3. Farmer’s market (29%)
4. Senior fitness & wellness programs (17%)

The percentage of residents who selected each program as one of their top four choices is shown in **Figure 38**.

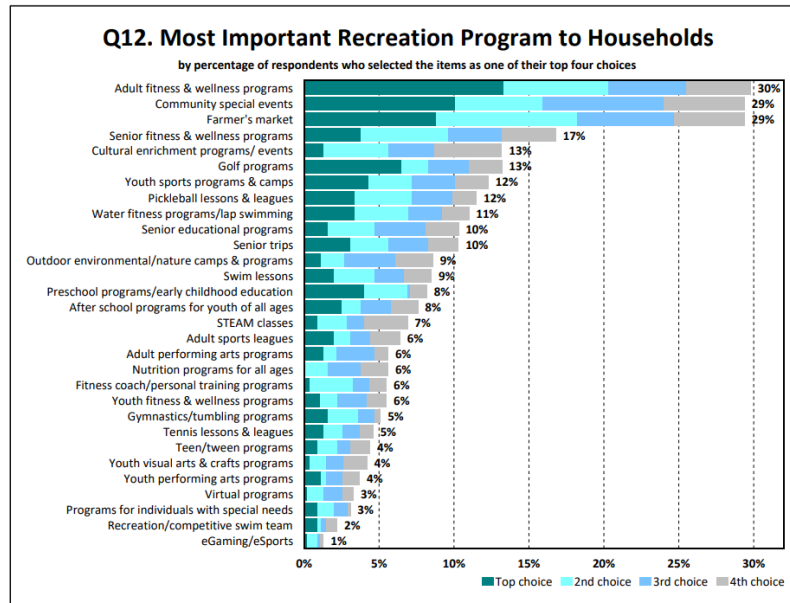


Figure 38: Survey Question 12

PRIORITIES FOR PROGRAM INVESTMENTS

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on each program and (2) how many residents have unmet needs for the program. (Details regarding the methodology for this analysis are provided in Section 3 of this report.)

Based the Priority Investment Rating (PIR), the following Lisle Park District programs were rated as high priorities for investment:

- Adult fitness & wellness programs (PIR=200)
- Community special events (PIR=182)
- Farmer's market (PIR=180)
- Senior fitness/wellness programs (PIR=124)
- Cultural enrichment programs/events (PIR=102)

Figure 39 shows the Priority Investment Rating for each of the 30 programs assessed.

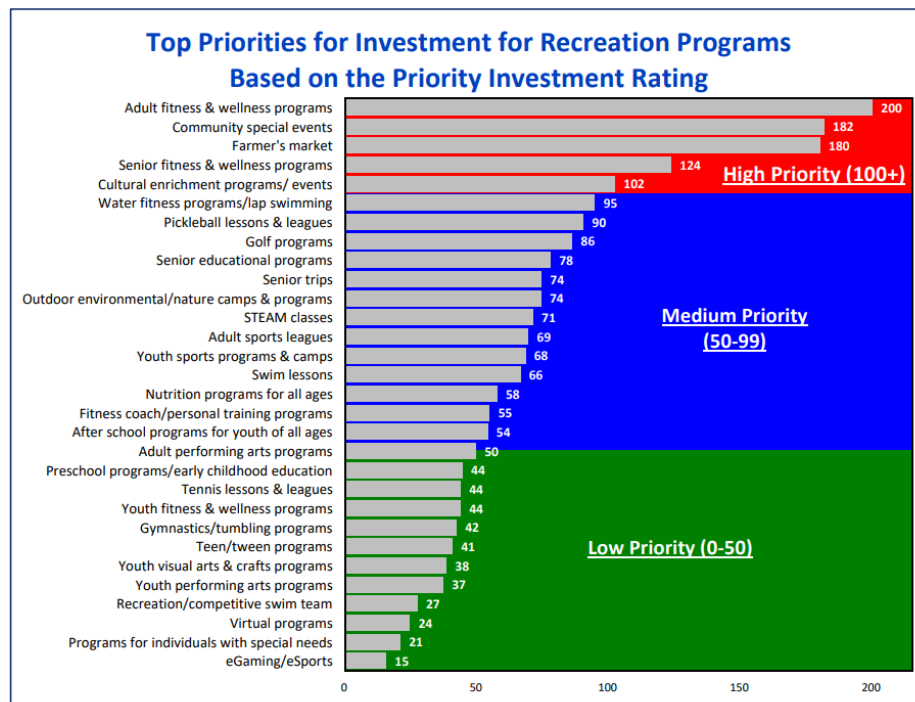


Figure 39: Top Priorities for Investment for Recreation Programs based on the Priority Investment Rating

3.4.7 VALUE OF PARKS AND RECREATION AND ALLOCATION OF FUNDS

OVERALL VALUE

Respondents were asked to rate their level of satisfaction with the overall value they received from the Parks and Recreation Department: the highest percentage of respondents felt somewhat satisfied (44%) followed by very satisfied (28%) and neutral (20%). Households were then asked if their perception of value had changed due to the COVID-19 pandemic. The highest number of respondents (33%) said there was no change, 31% said it significantly increased, and 30% said it somewhat increased. Fifty-five percent (55%) of respondents felt funding should stay the same based on their perception of value, 9% thought it should increase, and 12% were not sure.

ALLOCATION OF FUNDS

Respondents were asked to allocate a hypothetical \$100 budget for Parks and Recreation. The highest amount of funding (\$28.30) went to improvements/maintenance of existing parks, pools, and recreation facilities followed by \$24.86 for development of new indoor facilities and \$18.45 for acquisition and development of walking and biking trails.

SUPPORT FOR IMPROVEMENTS/ DEVELOPMENTS

Respondents were provided a list of 18 potential actions to improve parks and recreation. Respondents were most supportive (selecting “very supportive” or “somewhat supportive”) of adding more trees/shade structures to parks (81%), developing/expanding trails and connectivity of trails throughout the community (80%), and improving existing parks in general (78%). Respondents were also asked to

select the top four items they would be most willing to fund. These were the four items selected most often:

1. Develop/expand trails & connectivity of trails throughout the community (43%)
2. Add more trees/shade structures to parks (40%)
3. Develop/expand a new indoor recreation facility (30%)
4. Improve existing parks in general (27%)

Most respondents (59%) were either very supportive (16%) or somewhat supportive (43%) of paying additional taxes to acquire, develop, and/or maintain the types of parks, trails, and recreation facilities that are most important to their household.







3.5 SURVEY COMPARISON

3.5.1 OVERVIEW

The District had both a Statistically Valid Survey (“SVS”) (distributed by ETC Institute) and an Online Community Survey (“OCS”) (powered by SurveyMonkey) conducted to better prioritize community needs. The OCS mirrored the SVS allowing those who were not randomly selected to take the SVS a chance to participate in the community engagement process and give their input.



ETC Institute administered the SVS to residents of the Lisle Park District service area. The survey, cover letter and postage-paid return envelope were mailed to a random sample of households, looking to match the demographics of the town. The cover letter explained the purpose of the survey and encouraged residents to either return their survey by mail or complete the survey online at www.LislePdSurvey.org.

 Statistically Valid Survey (SVS)	 Online Community Survey (OCS)
<ul style="list-style-type: none"> • 445 households (Goal of 350) • Precision rate of at least +/- 4.5% at the 95% level of confidence • Residents were able to return the survey by mail, by phone or completing it online • Only scientific & defensible method to understand community needs • Translation services available in multiple languages including Spanish. 	<ul style="list-style-type: none"> • 254 responses • No precision rate or level of confidence due to there being no selection criteria for respondents • Asked same questions as the Statistically Valid Survey • Provides further insight on community expectations • Available in English



The following sections present a side-by-side comparison of survey results. All areas of congruence (in terms of order or response percentage range) are shaded in each table. **Green** identified responses 10% or higher than the statistically valid survey, **orange** indicates responses 10% lower than the statistically valid survey, and **white** identifies unique responses.

This report presents some of the key findings in a comparative format from both the SVS and OCS results. *Please note that some charts will be higher or lower than 100% due to rounding.*

3.5.2 PARKS & FACILITIES



PARKS AND FACILITIES USAGE

The survey results showed consistent results across both SVS and OCS respondents. More than half of all respondents visit District parks and facilities regularly.

 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
1. 2-4 times a week (34%)	1. 2-4 times a week (36%)
2. 1-3 times a month (23%)	2. 1-3 times a month (20%)
3. Once a week (16%)	3. Less than once per month (16%)
4. 5+ times a week (14%)	4. Once a week (15%)
5. Less than once per month (13%)	5. 5+ times a week (13%)

PHYSICAL CONDITION OF PARKS AND FACILITIES



Respondents overwhelmingly indicate that the condition of the District's parks and facilities are good or excellent, with the rating "good" being the most selected for both groups.

 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
1. Good (61%)	1. Good (53%)
2. Excellent (27%)	2. Excellent (34%)
3. Fair (10%)	3. Fair (12%)
4. Poor (2%)	4. Poor (1%)





PARKS AND FACILITIES USAGE BARRIERS

SVS and OCS respondents shared most of the same barriers for using parks and recreation facilities. While the percentages were similar, slight differences impacted how each barrier ranked between respondents. For instance, “Use of parks/trails in other park districts” ranked first by percentage for SVS respondents, and ranked last for OCS respondents though both had the same percentage (22%). Additionally, 33% of OCS respondents selected “other” and indicated the following as barriers: lack of time/interest, illness/mobility, lack of/unaffordable senior programs, limited fitness facility hours, and lack of aquatic amenities.

 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
1. Use parks/trails in other park districts (22%)	1. Other (33%)
2. Lack of features we want to use (21%)	2. Lack of features we want to use (25%)
3. Lack of restrooms (20%)	3. Not aware of parks’ or trails’ locations (25%)
4. Not aware of parks’ or trails’ locations (20%)	4. Lack of restrooms (23%)
5. Too far from your home (5%)	5. Use parks/trails in other park districts (22%)

NEED FOR FACILITY OR AMENITY



Respondents from both surveys indicated similar needs for facilities and amenities within the community, varying only in the last or fifth spot. SVS respondents indicate a need for an outdoor amphitheater (53%), while OCS respondents indicated a need for an outdoor aquatic center (71%). For SVS an outdoor aquatic center ranked 9th (49%) and for OCS an outdoor amphitheater ranked 7th (67%).

 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
1. Multi-use paved trails (77%)	1. Large community parks (87%)
2. Large community parks (63%)	2. Multi-use paved trails (86%)
3. Small neighborhood parks (62%)	3. Small neighborhood parks (83%)
4. Open space & conservation areas (55%)	4. Open space and conservation areas (73%)
5. Outdoor amphitheater (53%)	5. Outdoor aquatic center (71%)

3.5.3 RECREATION PROGRAMS



RECREATION PROGRAM QUALITY

89% of SVS respondents and 90% of OCS respondents rated District programs as “good” or “excellent”.

 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
1. Good (59%)	1. Good (52%)
2. Excellent (30%)	2. Excellent (38%)
3. Fair (10%)	3. Fair (8%)
4. Poor (1%)	4. Poor (3%)

BARRIERS TO PARTICIPATION IN RECREATION PROGRAMS



SVS and OCS respondents shared similar barriers to recreation program participation with all but one barrier being shared between them. OCS respondents indicated “other” as a barrier listing the following via open-ended responses: lack of indoor aquatics space, COVID-19 concerns, new to the area, senior programs too expensive, and outdated/limited fitness facilities.

 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
1. Too busy/not interested (32%)	1. Program times are not convenient (30%)
2. I don't know what is offered (24%)	2. Other (23%)
3. Program times are not convenient (23%)	3. Program not offered (23%)
4. Use of programs of other agencies (16%)	4. Use programs of other agencies (21%)
5. Program not offered (15%)	5. I don't know what's offered (17%)





ORGANIZATIONS USED FOR RECREATION

Respondents were asked to identify the organizations their households used within the last two year for recreation and sports activities. Multiple choices could be made. Of the organizations used, the chart below identifies the top five which is the same among both survey groups, with the fourth and fifth organizations ranked slightly different.

 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
1. Lisle Park District (73%)	1. Lisle Park District (84%)
2. Morton Arboretum (67%)	2. Morton Arboretum (60%)
3. Library (53%)	3. Library (55%)
4. Forest Preserve District (52%)	4. Neighboring park districts/communities (55%)
5. Neighboring park districts/communities (52%)	5. Forest Preserve District (46%)



PROGRAM NEEDS

While both SVS and OCS respondents indicated a need for more special events and adult fitness programs, OCS respondents identified the need for youth sports programs and swim lessons within their top five, which was not indicated with SVS responses. For SVS respondents, youth sports programs ranked 12th (21%) and swim lessons ranked 10th (23%).

 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
1. Farmer's market (61%)	1. Community special events (82%)
2. Community special events (57%)	2. Farmer's market (71%)
3. Adult fitness & wellness programs (56%)	3. Adult fitness & wellness programs (65%)
4. Senior fitness & wellness programs (33%)	4. Youth sports programs and camps (47%)
5. Cultural enrichment programs/events (30%)	5. Swim lessons (45%)



MOST IMPORTANT RECREATION PROGRAMS TO HOUSEHOLDS

SVS respondents ranked all but one of the same programs identified as “needed” in their top five most important programs. Golf programs, while having an identical percentage to cultural enrichment programs/events (13%), had more respondents select golf programs as their top choice for importance placing it in the top five, with cultural enrichment programs/events right behind it. The top choices for OCS respondents were markedly different from SVS counterparts. OCS respondents included preschool programs, senior trips, and pickleball in their top five most important programs, which are also different from the programs identified as a need for the same group.

 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
1. Adult fitness & wellness programs (30%)	1. Preschool programs/early childhood education (69%)
2. Community special events (29%)	2. Senior trips (59%)
3. Farmer's market (29%)	3. Adult fitness & wellness programs (49%)
4. Senior fitness & wellness programs (17%)	4. Pickleball lessons and leagues (44%)
5. Golf programs (13%)	5. Golf programs (42%)

PREFERRED METHODS TO HEAR ABOUT RECREATION PROGRAMS

The Park District program guide is the most preferred method by respondents of both surveys. Aside from “newspaper” and “Facebook”, the top five communications methods were the same, albeit their rankings were slightly different. What is particularly intriguing about the OCS results is that 33% of respondents want information from the newspaper which ranked it as the second most preferred method. SVS respondents ranked the newspaper much further down their list with 6%.



 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
1. Park District program guide (70%)	1. Park District program guide (63%)
2. Park District website (61%)	2. Newspaper (33%)
3. Email from Park District (45%)	3. Email from Park District (30%)
4. Facebook (25%)	4. Park District website (27%)
5. Friends & neighbors (12%)	5. Friends & neighbors (23%)



3.5.4 FUNDING & SUPPORT



FUNDING ALLOCATIONS WITH \$100 BUDGET

Respondents were asked to indicate how they would allocate \$100 towards funding projects in the District. Results from both SVS and OCS respondents rendered similar allocations towards the available choices. “Improvements to existing parks, pools, and recreation facilities” and the “development of new indoor facilities” were in the top two for both groups.

 Statistically Valid Survey (SVS)	 Online Community Survey (OCS)
1. Improvements/maintenance of existing parks, pools, & recreation facilities (\$28.30)	1. Development of new indoor facilities (\$31.87)
2. Development of new indoor facilities (\$24.86)	2. Improvements/maintenance of existing parks, pools, & recreation facilities (\$28.77)
3. Acquisition & development of walking & biking trails (\$18.45)	3. Acquisition and development of walking and biking trails (\$13.15)
4. Acquisition of new park land & open space (\$8.84)	4. Construction of new outdoor sports fields and/or courts (\$11.57)
5. Construction of new outdoor sports fields and/or courts (\$7.77)	5. Acquisition of new park land and open space (\$8.22)
6. Improvements to existing outdoor sports fields (\$6.32)	6. Improvements to existing outdoor sports fields (\$6.41)
7. Other (\$5.46)	7. Other (not listed as an option in the online survey)



LEVEL OF SUPPORT FOR ACTIONS TO IMPROVE PARKS & RECREATION

The surveys asked respondents their level of support for actions to improve parks and recreation. The chart below highlights the top five actions that respondents would be “very supportive” of. While most of the selections were the same, OCS respondents indicated in their top five, that they would be “very supportive” of developing/expanding a new indoor recreation facility (60%), compared to SVS respondents who indicated that they would be “very supportive” of improving/expanding existing smaller neighborhood parks (34%) within their top five. For SVS respondents a new indoor facility ranked 7th and OCS respondents ranked improving smaller neighborhood parks 8th.

 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
1. Add more trees/shade structures to parks (54%)	1. Develop/expand trails & connectivity of trails throughout the community (62%)
2. Develop/expand trails & connectivity of trails throughout the community (52%)	2. Add more trees/shade structures to parks (61%)
3. Improve existing parks in general (45%)	3. Improve existing park restrooms (61%)
4. Improve existing park restrooms (45%)	4. Develop/expand new indoor recreation facility (60%)
5. Develop/expand smaller neighborhood parks (34%)	5. Improve existing parks in general (51%)

ITEMS RESPONDENTS ARE MOST WILLING TO FUND

Respondents were asked to indicate their top choices for items they would be most willing to fund. Both groups of respondents shared the same percentage of willingness to fund “Develop/expand trails & connectivity throughout the community” (43%) and “Add more trees/shade structures to parks” (40%) although they ranked slightly differently. The top five differs for the two in terms of willingness to fund smaller neighborhood parks and improving existing parks in general.



 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
1. Develop/expand trails & connectivity throughout the community (43%)	1. Develop/expand new indoor recreation facility (46%)
2. Add more trees/shade structures to parks (40%)	2. Develop/expand trails & connectivity throughout the community (43%)
3. Develop/expand new indoor recreation facility (30%)	3. Add more trees/shade structures to parks (40%)
4. Improve existing parks in general (27%)	4. Improve existing park restrooms (31%)
5. Improve existing park restrooms (25%)	5. Develop/expand smaller neighborhood parks (25%)

SUPPORT FOR ADDITIONAL TAXES

Respondents were asked to provide feedback about how supportive they would be for adding additional taxes to acquire, develop, and/or maintain the types of parks, trails, and recreation facilities most important to their households. The majority of respondents from both the SVS and OCS surveys indicated





that they would be very supportive or somewhat supportive. OCS respondents held a higher percentage of support overall.

 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
1. Somewhat supportive (43%)	1. Somewhat supportive (44%)
2. Not supportive (29%)	2. Very supportive (24%)
3. Very supportive (16%)	3. Not supportive (21%)
4. Not sure (13%)	4. Not sure (12%)



PERCEPTIONS OF THE VALUE OF PARKS, TRAILS, OPEN SPACES, AND RECREATION SINCE COVID-19

Respondents were asked to indicate how their perception of the value of parks, trails, open spaces, and recreation has changed since the Covid-19 pandemic. Overall, there was an increase in the perceptions of value of the District between both groups of respondents.

 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
1. No change (33%)	1. Significant increase (37%)
2. Significant increase (31%)	2. Somewhat increased (34%)
3. Somewhat increased (30%)	3. No change (23%)
4. Somewhat decrease (4%)	4. Significant decrease (3%)
5. Significant decrease (2%)	5. Somewhat decrease (1%)

PERCEPTION BASED FUNDING



Respondents were asked based on their perceptions since Covid-19, how they would want for the District to fund parks, trails, open spaces, and recreation in the future. The majority of respondent would like to maintain or increase funding based on their perceptions. More respondents of the OCS survey would want the District to increase funding (40%).

 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
1. Maintain funding (55%)	1. Increase funding (40%)
2. Increase funding (29%)	2. Maintain funding (45%)
3. Not sure (12%)	3. Not sure (12%)
4. Reduce funding (4%)	4. Reduce funding (3%)

OVERALL LEVEL OF SATISFACTION

Respondents of the SVS and OCS both indicated that a majority of households are “very satisfied” or “somewhat satisfied” with the overall value they receive from the District. In both surveys, there were



more households that indicated “somewhat satisfied”, however, OCS responses very nearly identical between being “somewhat” and “very” satisfied.

 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
1. Somewhat satisfied (44%)	1. Very satisfied (39%)
2. Very satisfied (28%)	2. Somewhat satisfied (40%)
3. Neutral (20%)	3. Neutral (13%)
4. Somewhat dissatisfied (5%)	4. Somewhat dissatisfied (6%)
5. Very dissatisfied (3%)	5. Very dissatisfied (1%)

3.5.5 DEMOGRAPHICS COMPARISON



AGE OF HOUSEHOLD MEMBERS

The survey results indicate an even representation of ages within household among respondents of the SVS and the OCS.

<u>Ages</u>	 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
Under 19	27%	26%
20-34	11%	11%
35-54	27%	25%
55+	35%	38%

DEMOGRAPHICS - GENDER



Survey results indicate an overrepresentation of respondents who identify as female in the OCS survey and an underrepresentation of who's identifying as male.

	 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
Male	51%	23%
Female	49%	76%
Non-binary/Prefer to self-describe	0%	0%

YEARS LIVED WITHIN LISLE PARK DISTRICT SERVICE AREA



The chart shows that there was a similar distribution of respondents who represent various lengths of time living in the District's service area. A quarter of respondents in the OCS have lived in the area for 0-5 years, similar to SVS respondents (20%). There was a larger representation of individuals who have lived in the area for 21+ years in the SVS.



<u>Years</u>	 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
5 years or less	20%	25%
6-10 years	16%	17%
11-15 years	9%	10%
16-20 years	8%	12%
21-30 years	25%	19%
31+ years	22%	18%

RACE / ETHNICITY

Respondents were asked to select all the responses that applied to what they best described as their race/ethnicity. The survey results show an overrepresentation of respondents who identified as “White” taking the OCS, and an underrepresentation of those identifying as Asian/Pacific Islander.

<u>Race</u>	 <u>Statistically Valid Survey (SVS)</u>	 <u>Online Community Survey (OCS)</u>
American Indian or Alaska Native	1%	1%
Asian/Pacific Islander	17%	7%
Black/African American	5%	1%
Hispanic, Spanish, or Latino/a/x	5%	3%
Native Hawaiian or other Pacific Islander	1%	0%
White	72%	90%

3.5.6 FINDINGS

After analyzing the data collected from both surveys there are several key findings that rose to the surface:

- **Survey Respondents:** There were many similarities between SVS and OCS respondents in terms of priorities, needs, and funding. It is not uncommon for OCS respondents to have higher overall percentages when compared to a SVS, as OCSs are typically taken by current, engaged users of the organization's services, facilities, and amenities. Having a randomly selected sample as used in the SVS tends to provide a higher likelihood of non-users providing feedback and is considered a more accurate depiction of the community.
- **Facility Usage Barriers:** The top choice selected for OCS respondents to the barriers they face to using parks and facilities was "other". Respondents identified a lack of time/interest, illness/mobility, lack of and unaffordable senior programs, limited fitness hours, and lack of aquatics amenities.
- **Facility/Amenity Needs:** Respondents identified similar needs for facilities and amenities with large community parks and multi-use paved trails as the top two needs among both SVS and OCS respondents.
- **Program Participation Barriers:** Sharing all but one, SVS and OCS respondents shared similar barriers to participation in programs. SVS respondents' top barrier was "too busy/not interested" while the top response for OCS was "program times not convenient". OCS respondents ranked "other" as the second top barrier to participation indicating a lack of indoor aquatics space, Covid-19 concerns, being new to the area, senior programs being too expensive, and outdated/limited fitness equipment.
- **Organizations Used for Recreation:** Most respondents indicated that the top organization they use for recreation is the District followed by the library and Morton Arboretum in second and third place, in the same order for both SVS and OCS respondents.
- **Program Needs:** Respondents overall would like to see more community special events and adult fitness & wellness programs.
- **Preferred Methods of Communication:** Survey respondents selected "Park District program guide" as the number one source they prefer to learn about District programs and offerings.
- **Funding & Support:** Respondents are most likely to fund the District for improvements and maintenance of parks, pools, and recreation facilities and the development of new indoor facilities when asked to allocate funding with a \$100 budget. Respondents also indicated that they are more likely to financially support the district for the addition of more trees and shade structures to parks and to connect trails throughout the community.



3.6 CROWD SOURCING PROJECT WEBSITE

The project website www.PlanLisleParks.com was deployed to provide ongoing plan updates, promote opportunities for public engagement and to share input via the open-ended comment option on the home page. The following are the website analytics for the duration of the project with 350+ new users visiting the website during the project.

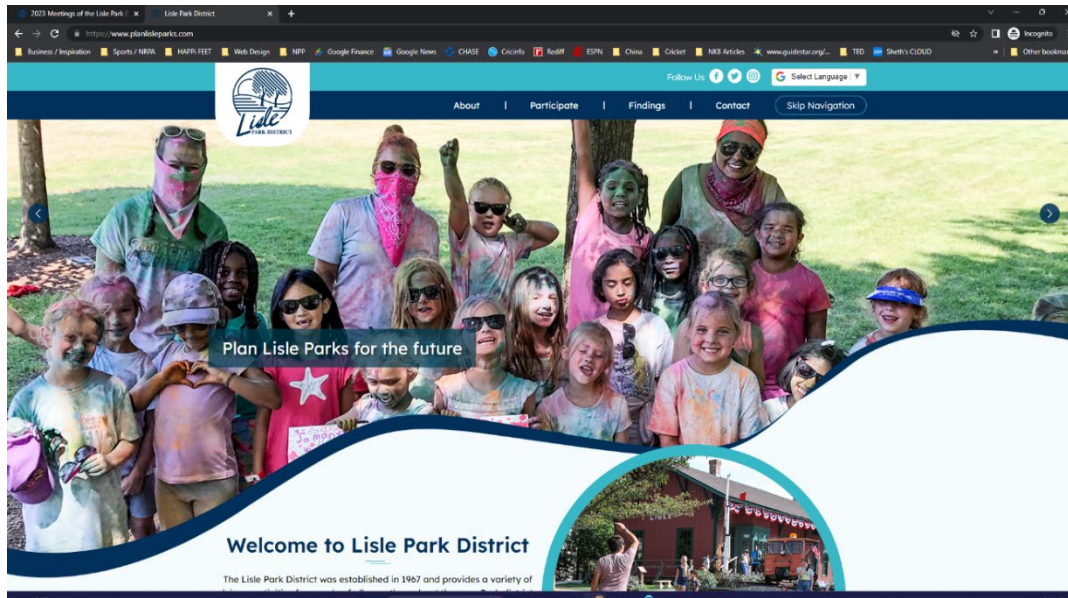


Figure 40: Lisle Survey Website

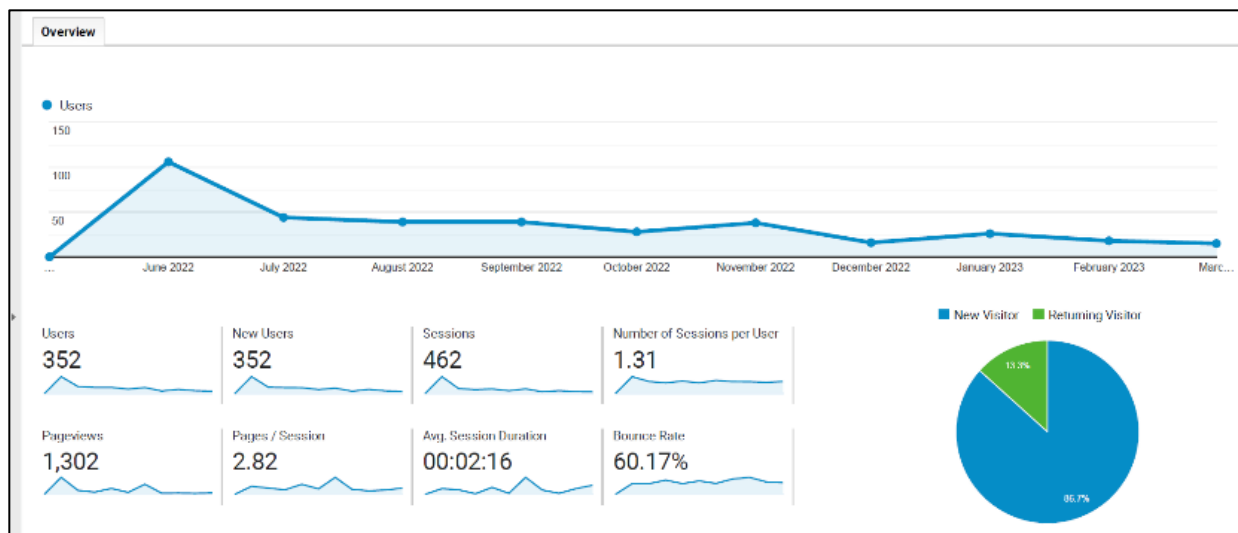


Figure 41: Website Analytics





CHAPTER FOUR – PARKS, FACILITIES, & RECREATION PROGRAM ASSESSMENT

4.1 PARKS AND FACILITIES INVENTORY ASSESSMENT

4.1.1 METHODOLOGY

To provide an evaluation of the amenities within the Lisle Park District, a grading standard has been assigned to each asset. These standards are determined through rigorous field observations conducted by personnel during the inventory process. The evaluation is based on the condition of each individual asset, rather than the overall system. If an existing amenity or facility was found to be in worse condition than similar equipment in other parks, this was noted in the evaluation. In addition, a numerical score was given to each park based on the quality and quantity of opportunities provided. This score was based on a number of factors, such as the availability and standard of facilities, and the opportunities available to visitors.

The quality of each asset was assessed as part of the on-site review and inventory. The following factors were the primary categories reviewed during the inventory phase:

- Asset Age
- Asset Condition
- Asset Connectivity (Vehicular, Non-Vehicular, and Contextual)
- Asset Size

4.1.2 THE FOLLOWING SCORING SYSTEM WAS USED

GRADING STANDARD F / BAD - CURRENTLY CRITICAL

Conditions in this category require immediate action by the end of the current fiscal year to:

- Correct a safety hazard
- Stop accelerated deterioration
- Return a facility/system to operational status

GRADING STANDARD D / POOR - POTENTIALLY CRITICAL

Conditions in this category, if not corrected expeditiously, will become critical soon. Situations within this category include:

- Correct a safety hazard
- Stop accelerated deterioration
- Return a facility/system to operational status

GRADING STANDARD C / FAIR - NECESSARY, BUT NOT YET CRITICAL

Conditions in this category require appropriate attention to manage predictable deterioration and associated damage or higher costs if deferred further.

GRADING STANDARD B / GOOD - RECOMMENDED

Conditions in this category include items that represent a sensible improvement to existing conditions, including finishes that have deteriorated and are required to maintain the required aesthetic standards. These are not required for the most basic functioning of the facility.

GRADING STANDARD A / EXCELLENT - EARLY IN LIFECYCLE

Conditions in this category function properly and are early enough in their lifecycle that improvements are not currently needed.

SITES AND FACILITIES ASSESSED

ABBNEYWOOD PARK	COMMUNITY PARK	NEW MAINTENANCE GARAGE	RIVER ROAD PARK
ARBORETUM WOODS PARK	COMMUNITY PARK FITNESS	OAK HILL PARK	SEA LION AQUATIC PARK
ARBOR VIEW PARK	CONNELLY MEMORIAL PARK	OAK HILL SOUTH PARK	SUN VALLEY PARK
ARBOR TRAILS PARK	GREEN TRAILS PARK	OAK RIDGE OVERLOOK	SURREY RIDGE ATHLETIC PARK
ASPEN PARK	HAMPSHIRE PARK	OLD TAVERN PARK	SURREY RIDGE PARK
BARKRIDGE PARK	HERITAGE FARMS N. PARK	PARKS MAINTENANCE GARAGE	TANGLEWOOD PARK
BEAUBIEN PARK	HERITAGE FARMS S. PARK	PEACH CREEK PARK	TATE WOODS PARK
BRECKENRIDGE PARK	HITCHCOCK WOODS	PENNYWOOD PARK	TIMBER PARK
CANDLEWOOD PARK	KINGSTON PARK	RECREATION CENTER	VALLEY FORGE PARK
CARRIAGE HILL PARK	LEASK LANE PARK	RIVER BEND GOLF COURSE	WILLOW GLEN PARK
COACH HOUSE PARK	MUSEUMS AT LISLE STATION	RIVER BEND GOLF RESTAURANT	WOODGLENN PARK
COLLEGE ROAD PARK	NEW ALBANY PARK	RIVER BEND MAINT. GARAGE	

Figure 42: Sites and Facilities Assessed

4.1.3 RECOMMENDATIONS

It is important to note that the consultant team conducted in-person site assessments of Lisle Park District parks over the summer of 2022. This assessment establishes a baseline understanding and a “snapshot” in time of the system’s existing conditions, facilities, and amenities. This assessment does not account for additions and improvements to the system that were not completed in the 2022 fiscal year or other improvements to the system that have occurred since the site assessments were conducted.

4.1.4 FINDINGS

The Lisle Park District has an excellent park system with quality facilities and amenities. The level of service at each park and facility is exemplary. The following are the findings and recommendations from the assessment:

- Community Park and newly established or renovated parks have unique elements and sense of identity.
- Many restroom facilities were closed and in need of renovation/replacement. Portable toilets were sited in lieu of utilizing built restrooms but do not create the same level of comfort as dedicated indoor restrooms.
- Many tennis courts, pickleball courts, basketball courts, baseball fields, and playgrounds were missing player benches or lacking benches for patrons to use at these assets.
- Many playgrounds are lacking adequate shade.
- Many sites experience encroachments from neighboring properties. Identifying park boundaries should remain a priority addressing encroachments as they occur.
- Most of the site pavement throughout the District is asphalt with annual maintenance requirements.
- Multiple parks lacked large outdoor pavilions as shelters and many of the wooden structures are showing signs of wear/tear.
- Multiple ponds were noted as having algae blooms. The District is aware of the water quality issues/challenges with sedimentation and understands the costs.



- New parks have unique elements that create an identity and uniqueness. Older parks appear to lack this opportunity and are ripe for revitalization. Tate Woods Park and Surrey Ridge Athletic Complex both provide strong opportunities to improve and revitalize.
- Park monument signage is consistent but is not visible from the road in many locations.
- Parks are clean, user-friendly, and well-maintained.
- Park property limits were not clearly defined.
- Quality maintenance of existing infrastructure has prolonged the life cycle of many of the District's buildings and Park assets.
- Significant amounts of park land are dedicated to turf grass.
- Sump pump discharges onto District property from adjacent neighbors occur in many parks.
- The walking paths/trails are extensive and well maintained.
- Wood chip playground mulch requires intensive maintenance. Many playground containment borders are in various states of disrepair and should be replaced with concrete curb borders.

RECOMMENDATIONS

- The recommendations for the District's assets are provided below. The District should:
- Add smaller identity signs at the right-of-way for park monument signage not visible from the road.
- Add directional pedestrian/bicycle wayfinding & signage at key access points throughout the parks.
- Consider replacing select turf areas with native plantings or no-mow turf to improve stormwater infiltration and reduce maintenance.
- Consider creating a dedicated greenhouse or horticulture seed starting area for the naturalist.
- Consider creating picnic grove rental areas to improve features offered in multiple parks.
- Consider identifying a location to install a frisbee golf course to increase amenities provided to the community.
- Consider identifying a potential location for a dog park with separate small / large dog areas.
- Consider improving pathway widths to accommodate for vehicular maintenance access.
- Consider performing a tree inventory to better manage existing assets, mitigate tree risks, and to obtain a value of the District's urban forest assets.
- Consider surveying the meets and bounds of parks with adjacent neighbor encroachments and mark the corner pins with split rail corner posts or monumentation set in concrete.
- Continue to accelerate the implementation of recommendations from previous ADA transition audit(s) and to prioritize the implementation of these recommendations.
- Continue to pursue collaborating with School District 202 on plans to revitalize the old Schiesher Elementary School location as a joint cooperative improvement project.
- Evaluate adding benches at tennis courts, pickleball courts, basketball courts, baseball fields, and playgrounds that are currently missing them.
- Evaluate having large outdoor pavilions as shelters and replace wooden structures that are showing signs of wear/tear.
- Evaluate strategic real estate property for land acquisition that would help meet the evolving needs of the community
- Expand existing no-mow zones to reduce maintenance costs and to improve the ecology in natural areas
- Include bicycle racks at every park
- Pursue opportunities to create identity through unique playgrounds as older parks are renovated.

- Renovate / replace restroom facilities that were closed and are due for upgrades.
- Replace stormwater basins planted with mowed turf with native mesic to dry prairie seed mixes to handle wet conditions more naturally.
- Resurface and restripe parking lots and asphalt trails, in general.
- Study options to pursue to help with managing algae blooms at park ponds

4.1.5 EVALUATION EXAMPLES

Figure 43 demonstrates a sample park assessment, in this case, Arbor Trails Park. To see the assessments of each individual park, please refer to [Appendix G](#).

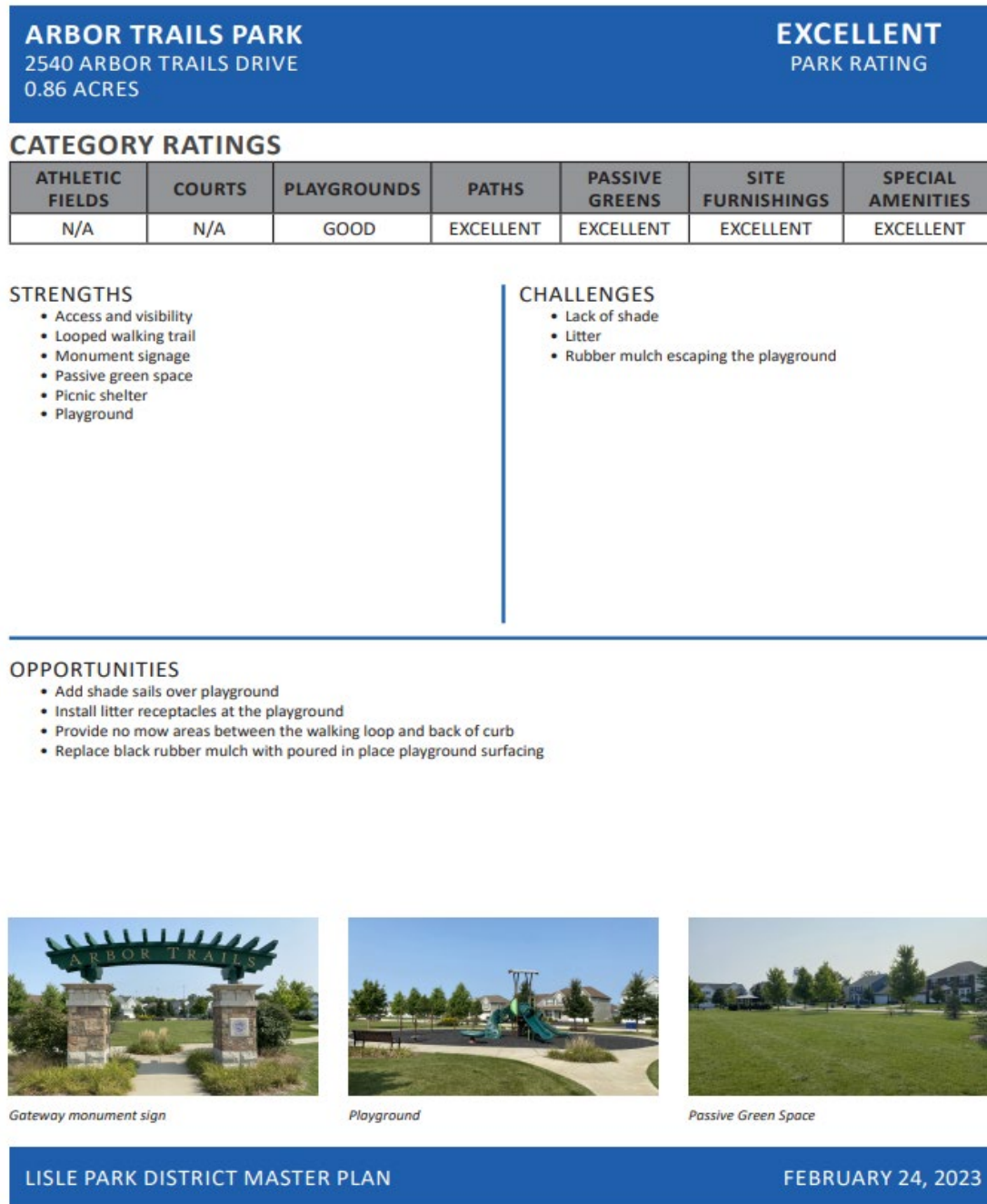


Figure 43: Park Evaluation Example



4.2 FACILITY CLASSIFICATIONS & LEVEL OF SERVICE STANDARDS

Level of Service (LOS) standards is a matrix displaying inventory of the District. By totaling the inventory and applying the District's population, we can understand the current level of service of parks, facilities, and amenities to the residents of the District. The LOS can help support investment decisions related to the addition and development of parks, facilities, and amenities. The LOS can and will change over time as the program lifecycles change and demographics of a community change. The recommended standards were evaluated using a combination of resources.

These resources included: National Recreation and Park Association (NRPA) guidelines; recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2020 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and in the District area; community and stakeholder input; statistically valid survey; and findings from the prioritized needs assessment report and general observations. This combination of information allowed standards to be customized for the District.

The LOS standards should be viewed as a guide for future planning purposes. The standards are to be coupled with conventional wisdom and judgment related to a particular situation and needs of the community. By applying these facility standards to the service area, gaps and surpluses in park and facility/amenity types are identified.



PARKS: 2022 Inventory - Developed Facilities														2022 Facility Standards			2032 Facility Standards			
Park Type	Lisle Park District	School District 202	School District 203	The Village	Other Providers	Total Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists		Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists		Additional Facilities/ Amenities Needed	
Neighborhood Parks	182.57	13.32	29.57	-	-	225.46	7.22	acres per	1,000	6.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)		
Community Parks	196.38	32.53	-	5.28	-	234.19	7.50	acres per	1,000	6.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)		
Total Developed Park Acres	378.95	45.85	29.57	5.28	-	459.65	14.73	acres per	1,000	12.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)		
Specialty Parks	2.18	-	-	-	6.80	8.98	0.29	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)		
Total Park Acres	381.13	45.85	29.57	5.28	6.80	468.63	15.01	acres per	1,000	12.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)		
TRAILS:																				
Trails (paved and unpaved)	13.10	-	0.05	0.50	-	13.65	0.44	mile per	1,000	0.50	mile per	1,000	Need Exists	2	Mile(s)	Need Exists	2	Mile(s)		
OUTDOOR AMENITIES:																				
Basketball Courts	6	0.17	1.2	-	-	7	1.00	court per	4,576	1.00	court per	5,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)		
Tennis Courts	21	-	-	-	-	21	1.00	court per	1,486	1.00	court per	2,500	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)		
Pickleball Courts	4	-	-	-	-	4	1.00	court per	7,803	1.00	court per	5,000	Need Exists	2	Court(s)	Need Exists	2	Court(s)		
Ball Fields (Diamond)	14	1	-	-	-	15	1.00	field per	2,075	1.00	field per	5,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)		
Multi-purpose Fields (Rectangular)	11	0.3	1.0	-	-	12	1.00	field per	2,533	1.00	field per	5,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)		
Playgrounds	30	1	0.7	1.0	-	33	1.00	site per	946	1.00	site per	2,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)		
Picnic Shelters	7	-	-	-	-	7	1.00	site per	4,459	1.00	site per	3,500	Need Exists	2	Site(s)	Need Exists	2	Site(s)		
Group Rental Pavilions	8	-	-	-	-	8	1.00	site per	3,901	1.00	site per	3,000	Need Exists	2	Site(s)	Need Exists	3	Site(s)		
Outdoor Swimming Pools	1	-	-	-	-	1	1.00	site per	31,211	1.00	site per	40,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)		
Skate Parks	1	-	-	-	-	1	1.00	site per	31,211	1.00	site per	40,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)		
Splash Pads	-	-	-	1	-	1	1.00	site per	31,211	1.00	site per	20,000	Need Exists	1	Site(s)	Need Exists	1	Site(s)		
Dog Parks	-	-	-	-	-	-	1.00	site per	n/a	1.00	site per	30,000	Need Exists	1	Site(s)	Need Exists	1	Site(s)		
INDOOR AMENITIES:																				
Indoor Aquatic Space	-	-	-	-	-	-	-	SF per	person	0.50	SF per	person	Need Exists	15,606	Square Feet	Need Exists	15,822	Square Feet		
Indoor Recreation Space	30,600	1,320	250	-	10,851	43,021	1.38	SF per	person	2.00	SF per	person	Need Exists	19,401	Square Feet	Need Exists	20,265	Square Feet		
2022 Estimated Population	31,211																			
2032 Estimated Population	31,643																			

Figure 44: Level of service standards



4.3 GEOGRAPHICAL ANALYSIS THROUGH MAPPING

Service area maps and standards assist the District in assessing where services are offered, how equitable the service distribution and delivery is across the District's service area and how effective the service is as it compares to the demographic densities. In addition, looking at guidelines with reference to population enables the District to assess gaps or overlaps in its services, where amenities/facilities are needed, or where an area is oversaturated.

Based on this, the District can make appropriate capital improvement decisions to meet systemwide needs while assessing the ramifications of the decision on a specific area.

Figure 45 shows the service area maps that were developed for each of the major assets:

District GIS Mapping	
Parkland	
Community Parks	Neighborhood Parks
Specialty Parks	
Trails	
Trails (Paved and Unpaved)	
Outdoor Amenities	
Ball Fields (Diamond)	Picnic Shelters
Basketball Courts	Playgrounds
Group Rental Pavilions	Skate Parks
Multi-Purpose Fields (Rectangular)	Splash Pads
Outdoor Swimming Pools	Tennis Courts
Pickleball Courts	
Indoor Facilities	
Indoor Recreation Space	

Figure 45: District GIS Mapping

The source for the population used for standard development is the estimated 2020 population as reported by Environmental Systems Research Institute, Inc. (ESRI). The shaded areas within the Equity Maps indicate the service level (i.e., the population being served by that park type/amenity) as outlined in **Section 4.2**.

The circles' sizes vary dependent upon the amount of a given amenity (or acre type) located at one site and the surrounding population density. Lower density causes the circle to be larger, as more geographical area is needed to meet the set level of service. Higher density areas will cause a smaller circle, as there are more people served in a smaller area, meaning less geographical area is needed to meet the said standard.

The legend at the bottom right-hand corner of each map depicts the various owners included in the equity mapping process. The areas of overlapping circles represent adequate service, or duplicated service, and the areas with no shading represent the areas not served by a given amenity or park acre type.



4.3.2 BASKETBALL COURTS

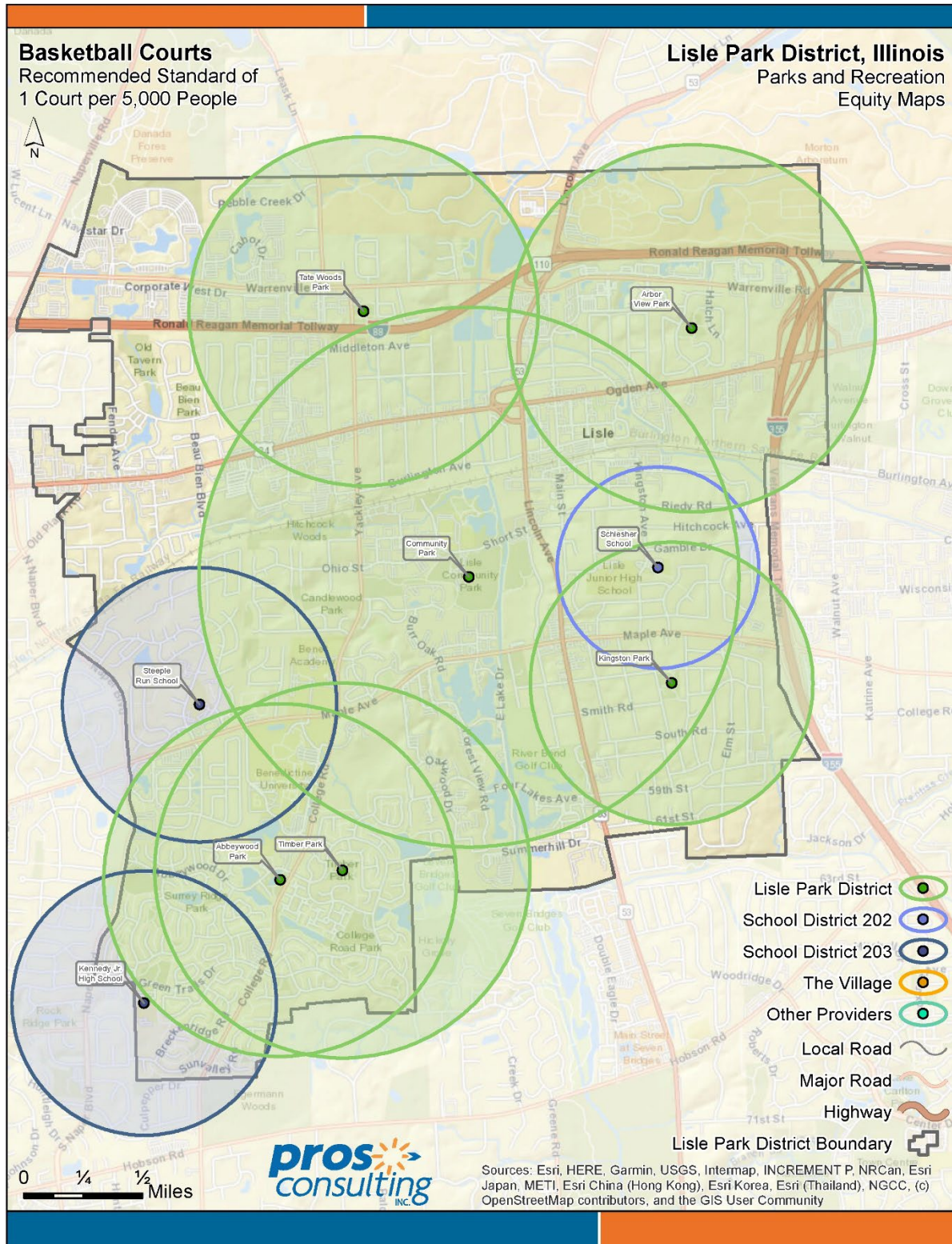


Figure 47: Basketball Courts Map





4.3.4 DOG PARKS

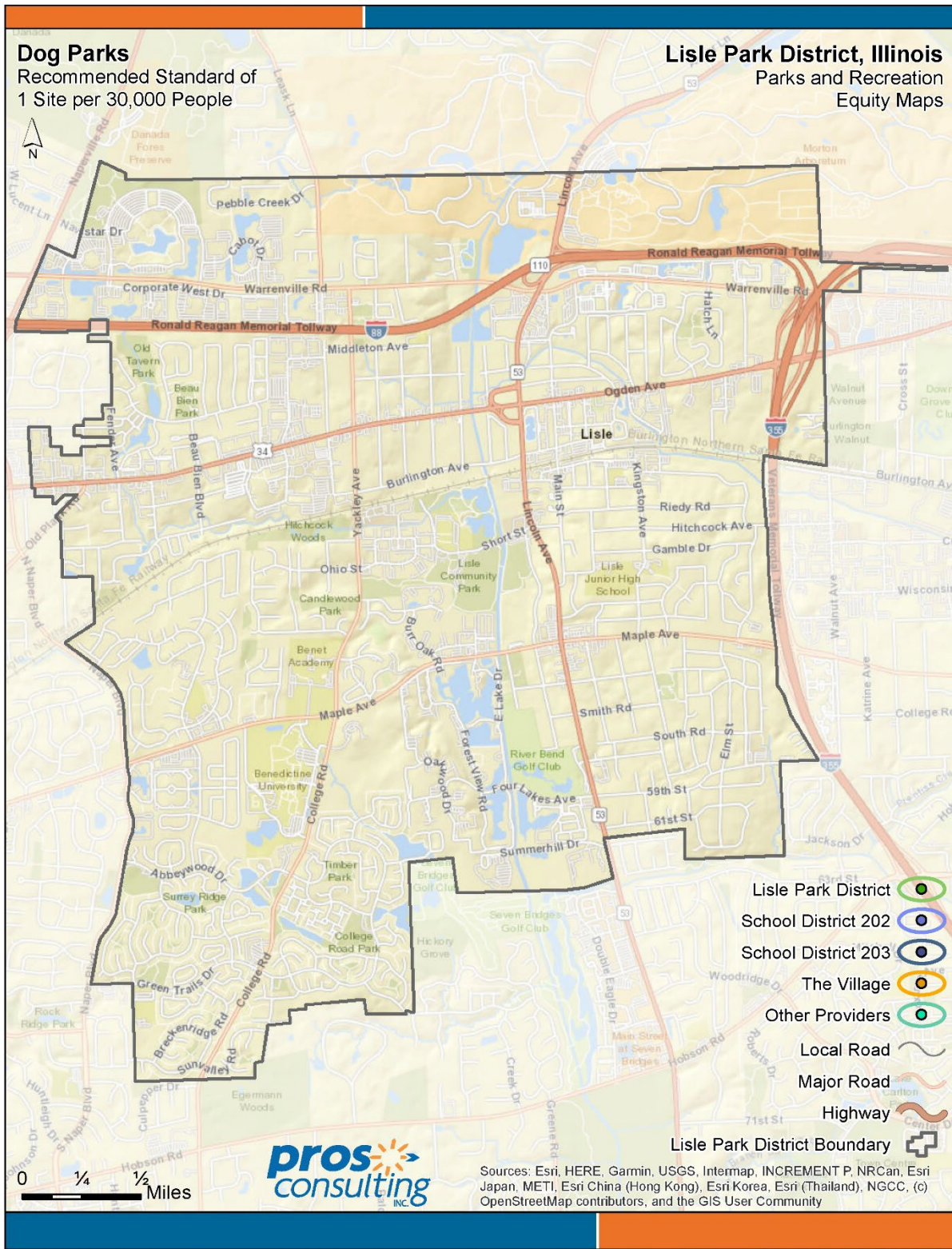


Figure 49: Dog Parks

4.3.5 GROUP RENTAL PAVILLIONS

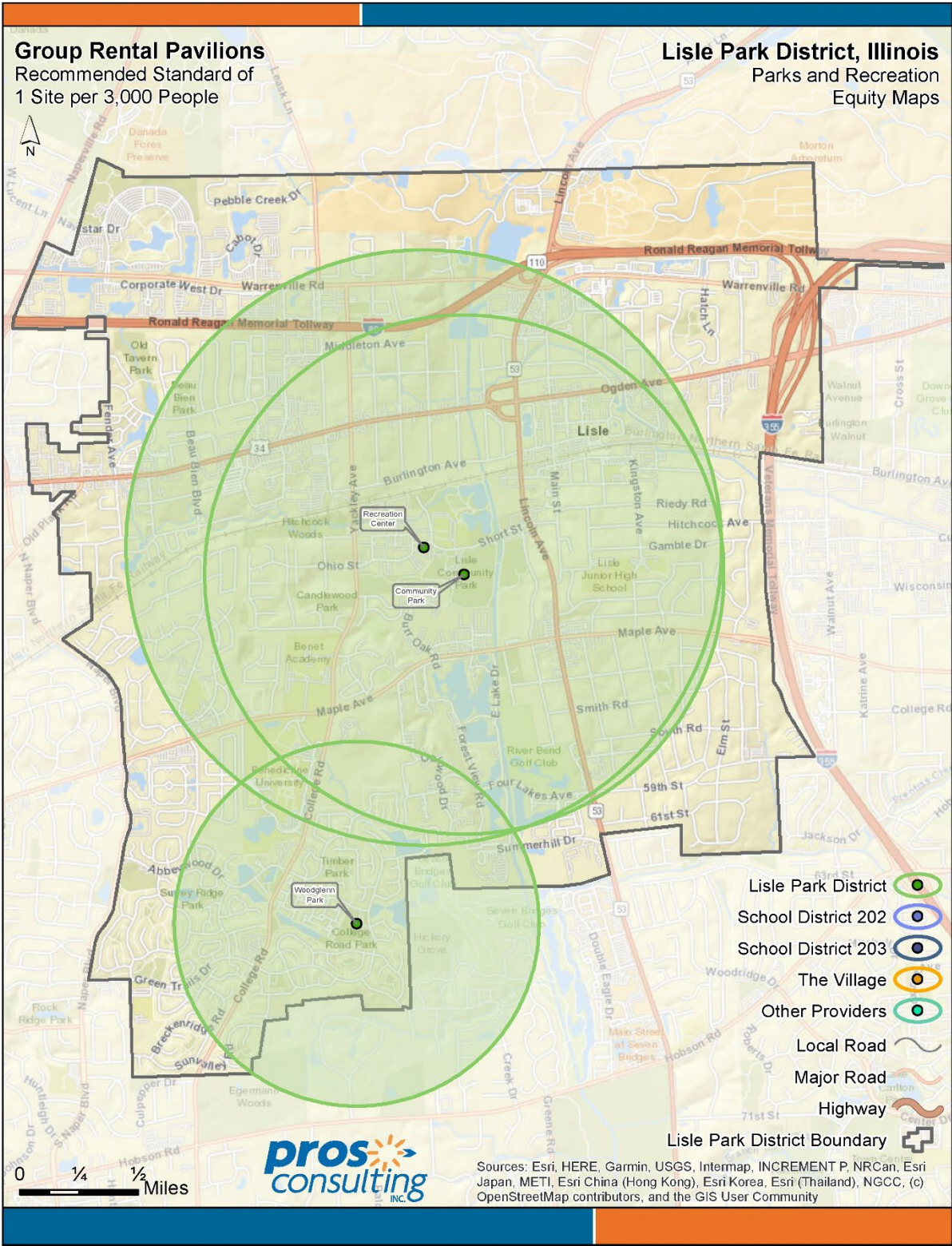


Figure 50: Group Rental Pavilions



4.3.6 INDOOR RECREATION SPACE

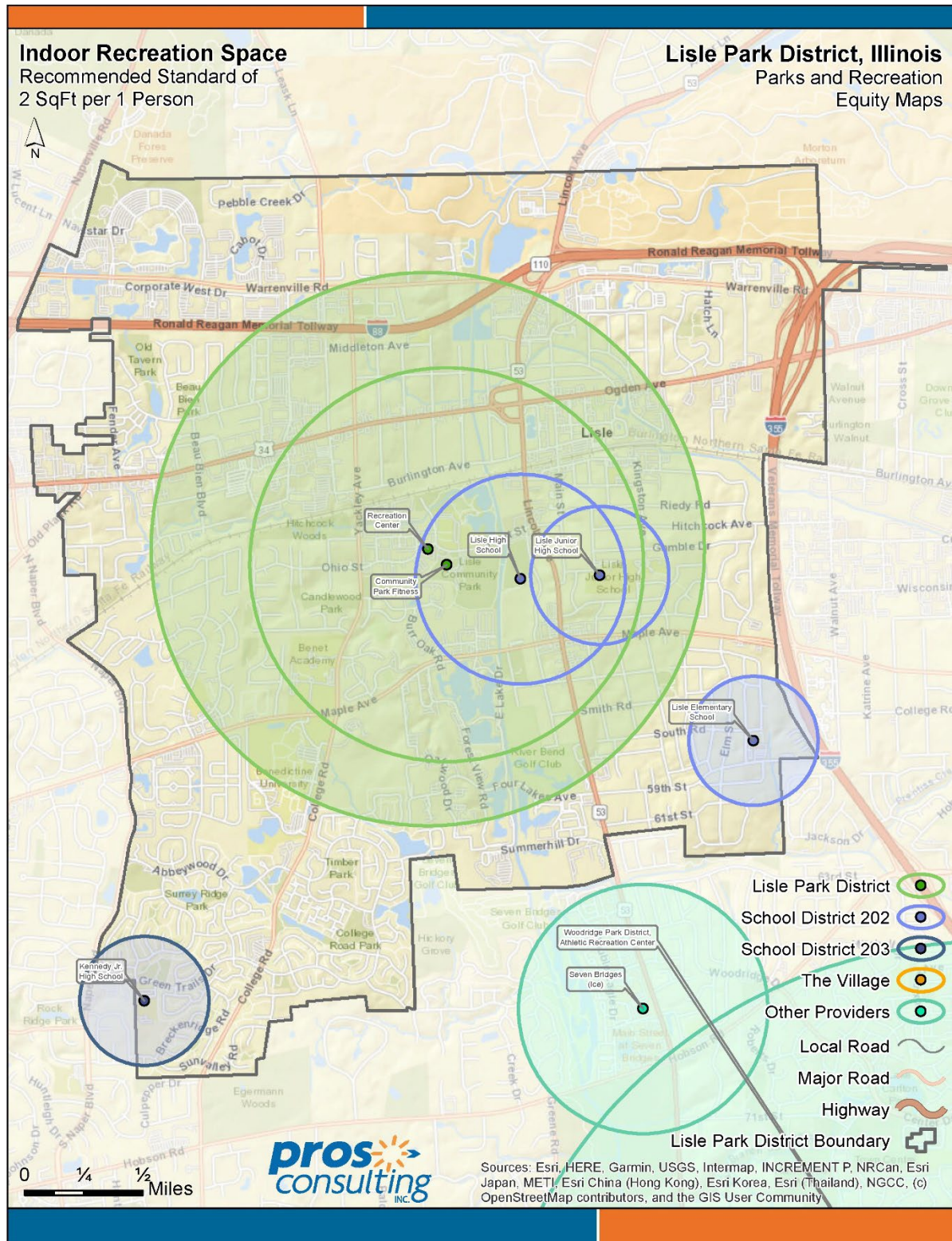


Figure 51: Indoor Recreation Space

4.3-7 MULTI-PURPOSE FIELDS(RECTANGULAR)

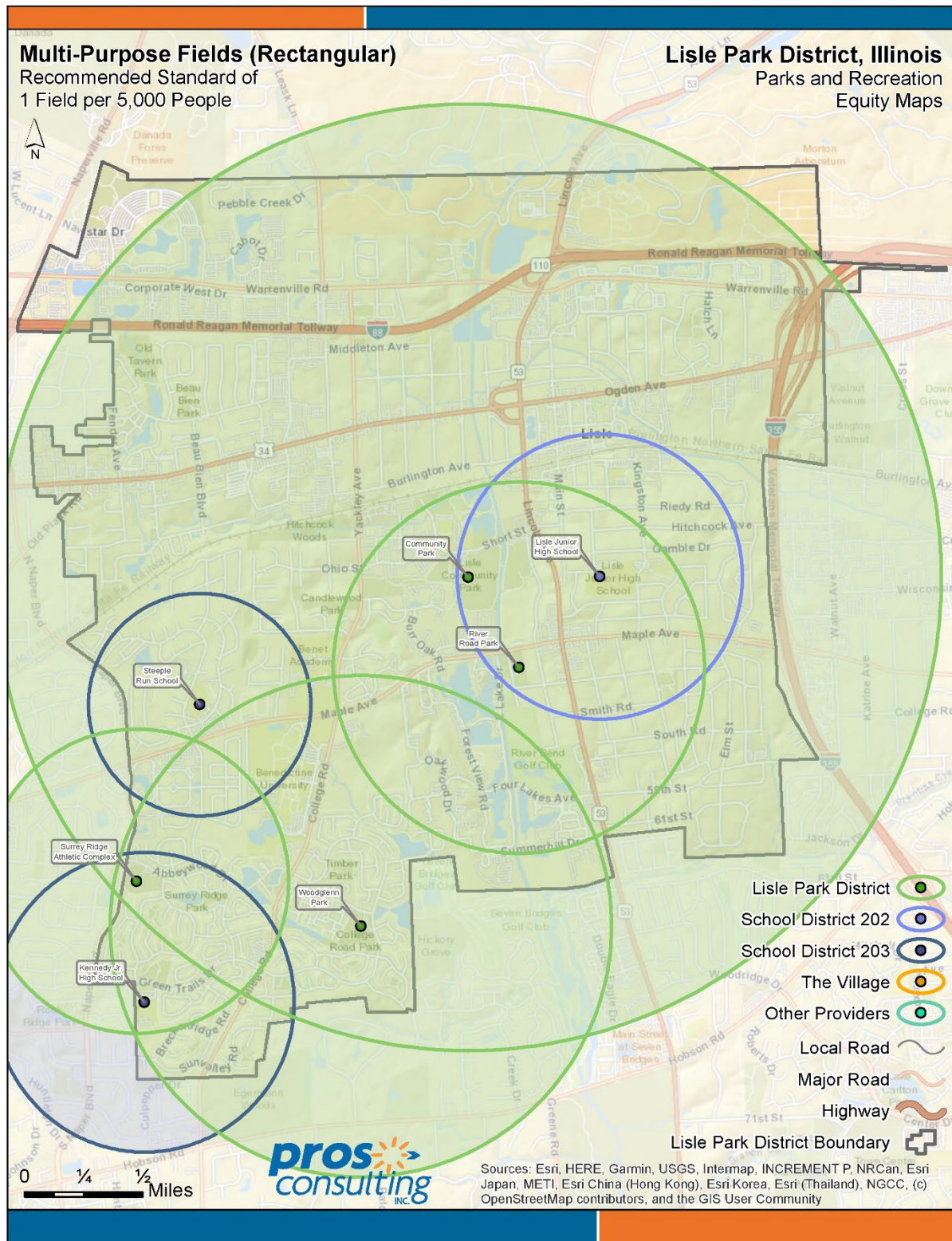


Figure 52: Multi-Purpose Fields Map



4.3.8 NEIGHBORHOOD PARKS

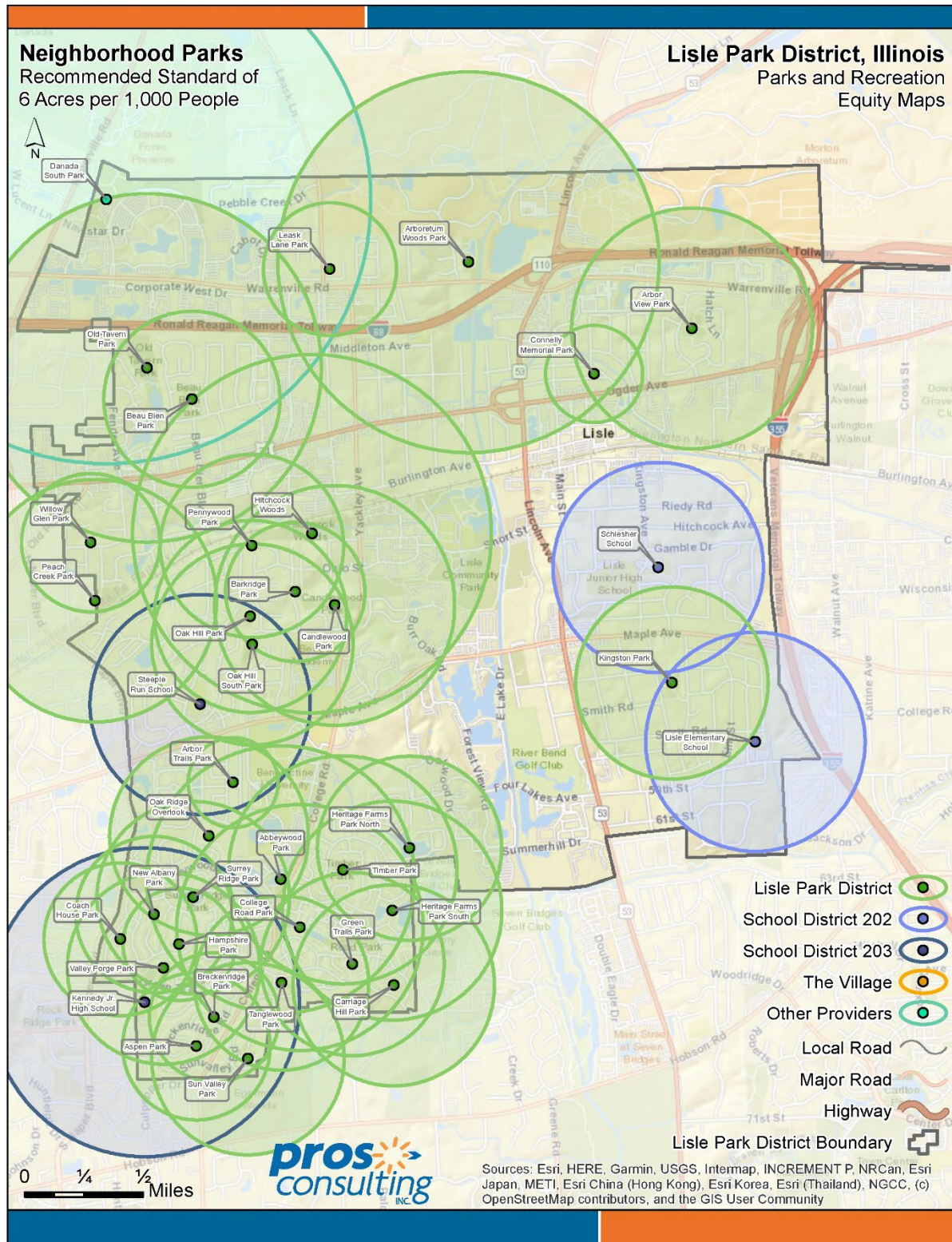


Figure 53: Neighborhood Parks Map

4.3.9 OUTDOOR SWIMMING POOLS

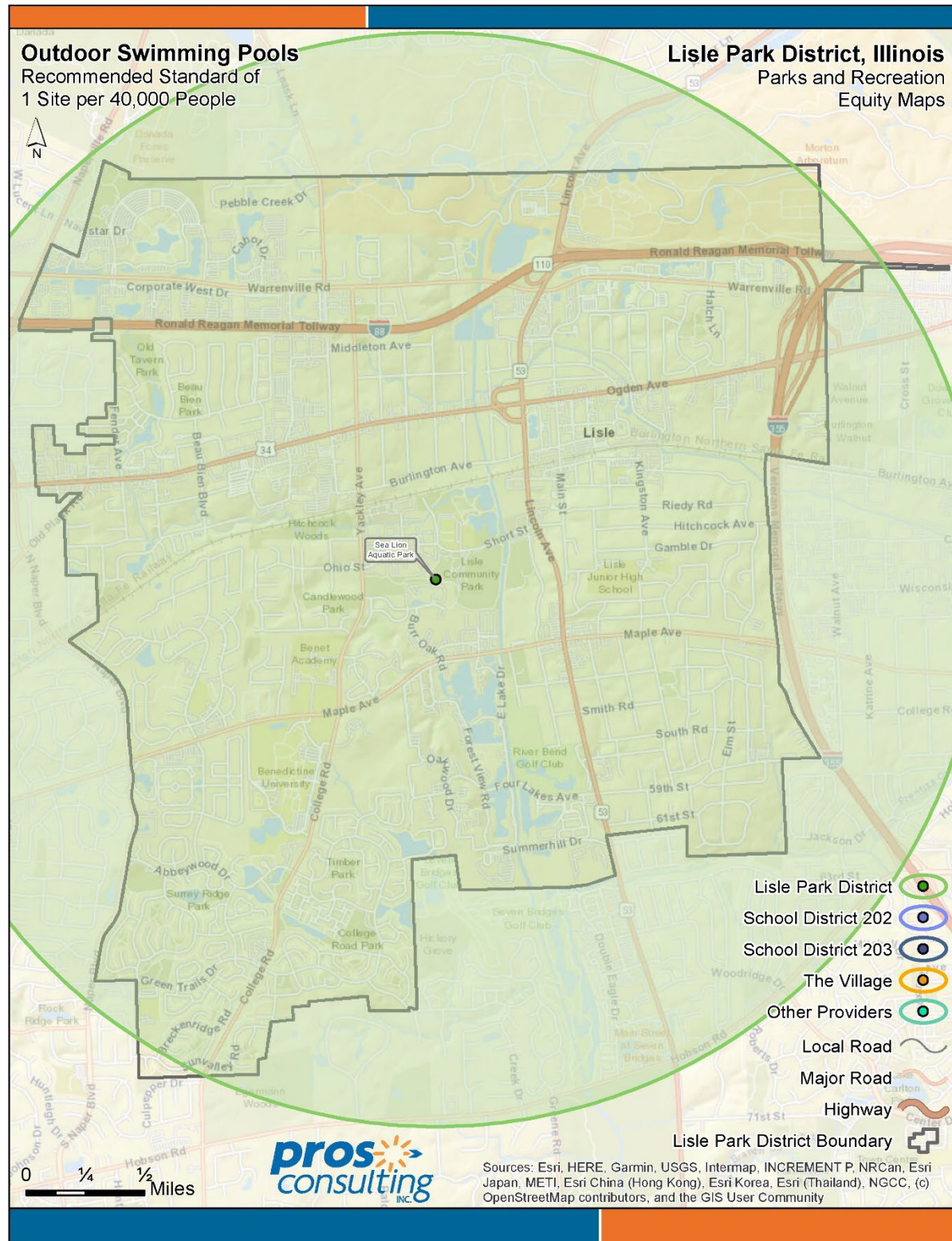


Figure 54: Outdoor Swimming Pools Map
84



4.3.10 PICKLEBALL COURTS

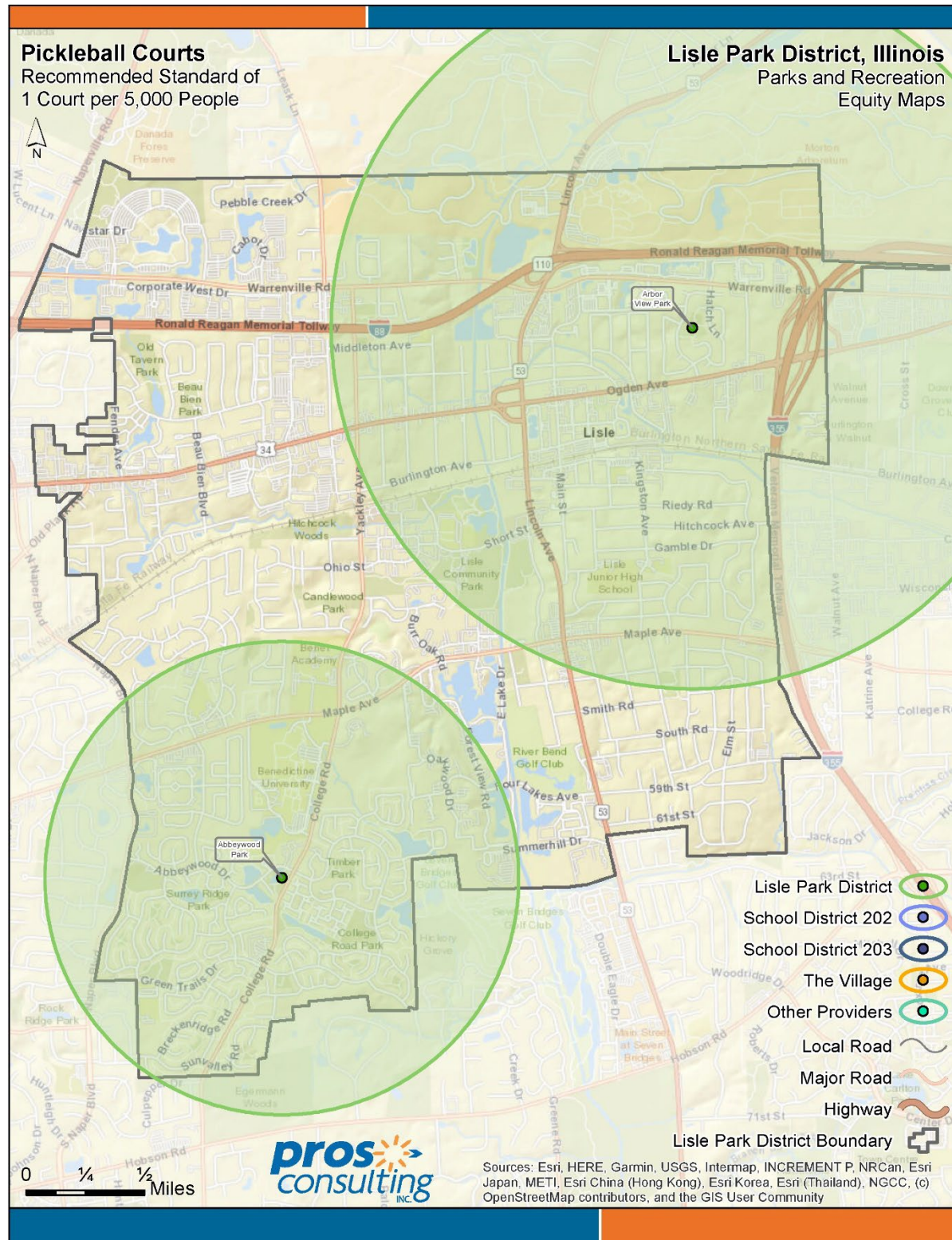


Figure 55: Pickleball Courts Map

4.3.11 PICNIC SHELTERS

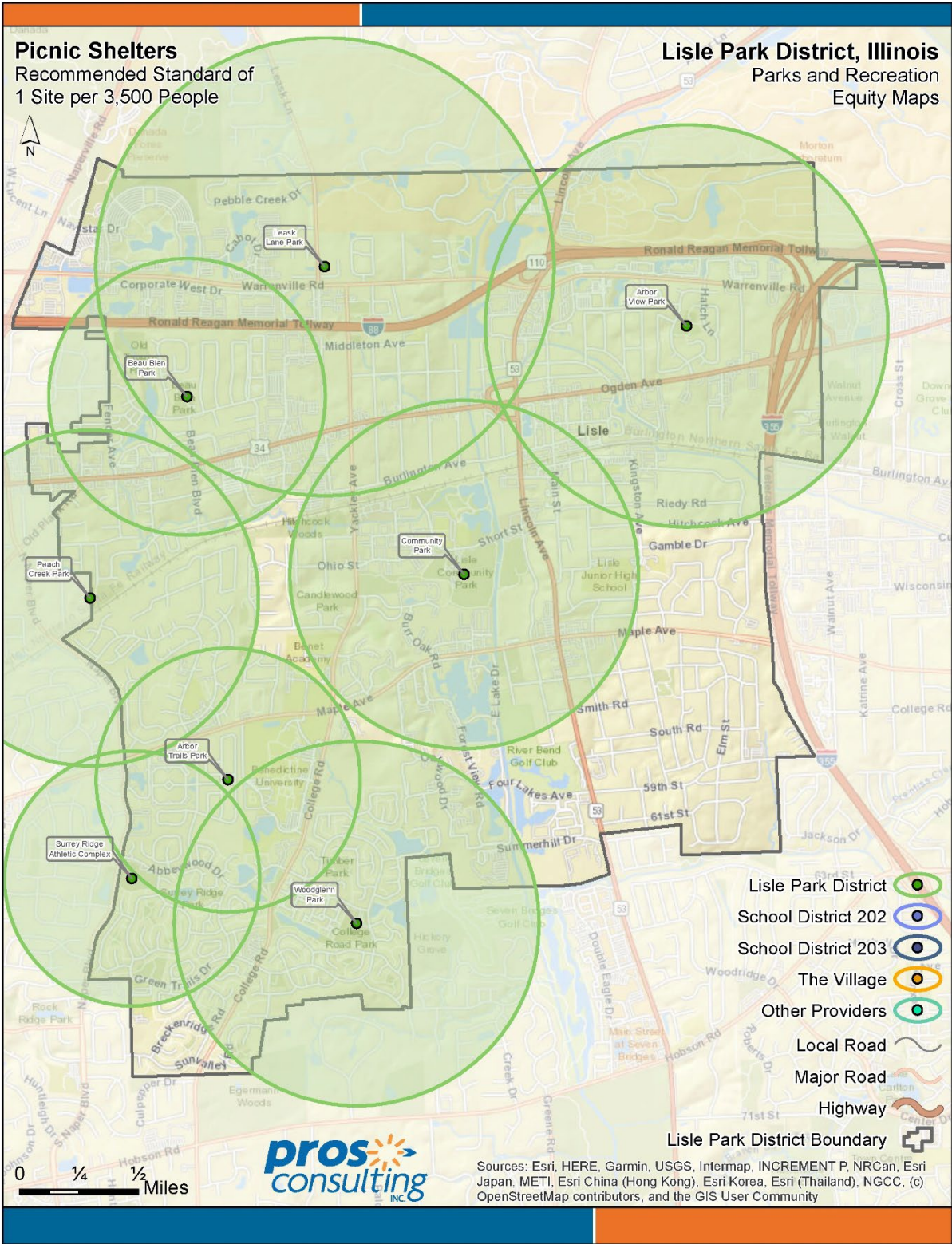


Figure 56: Picnic Shelters Map



4.3.12 PLAYGROUNDS

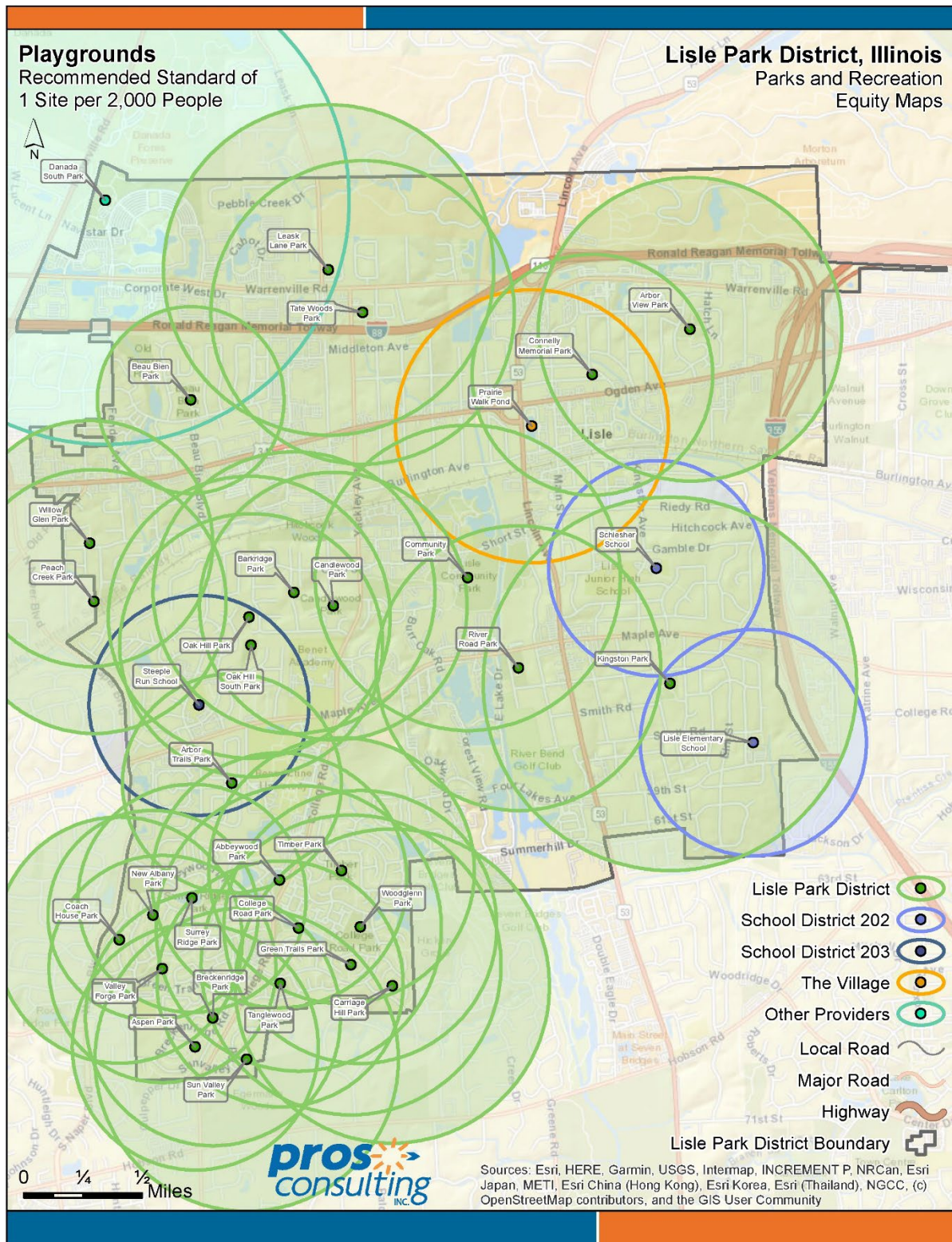


Figure 57: Playgrounds Map

4.3.13 SKATE PARKS

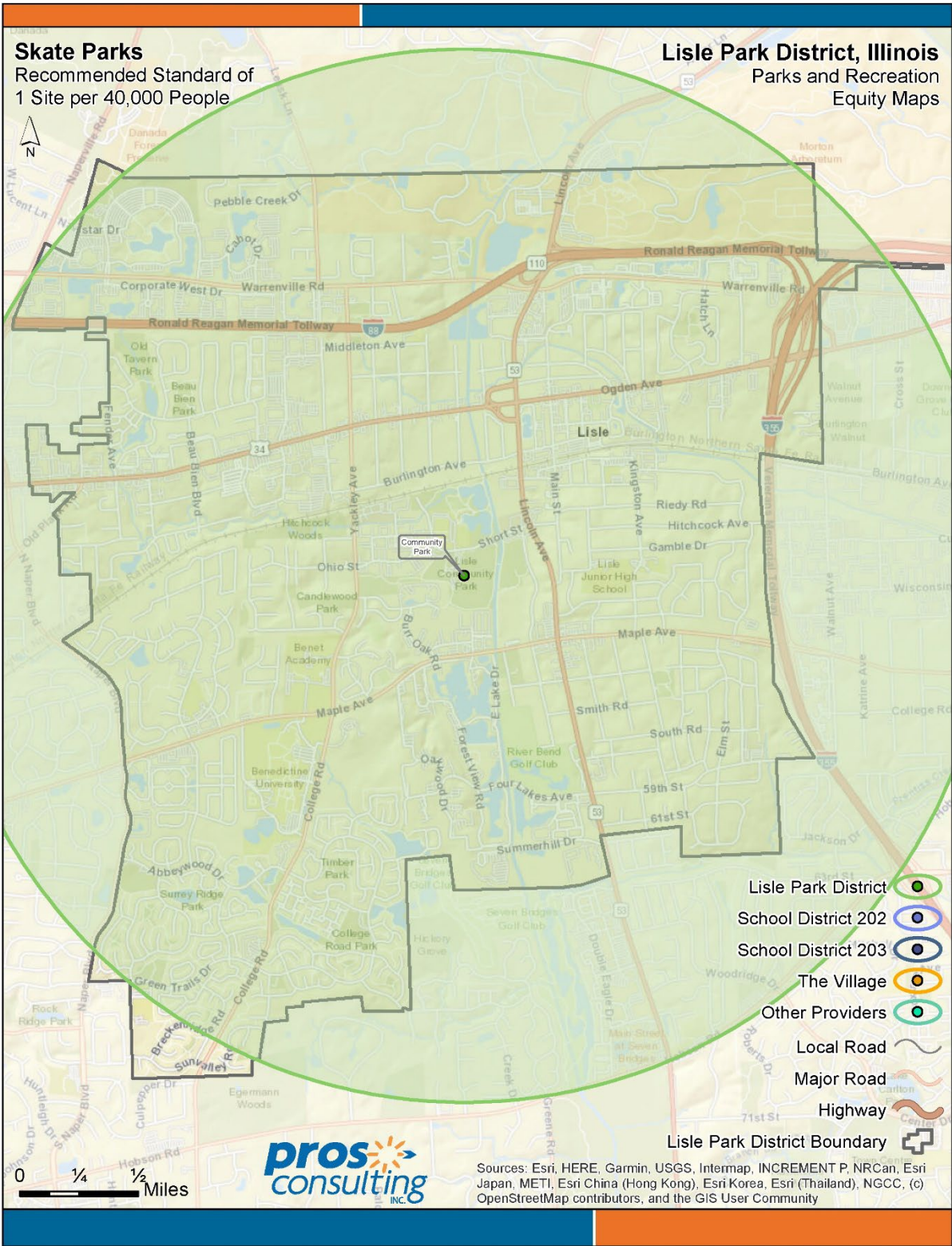


Figure 58: Skate Parks Map



4.3.14 SPECIALTY PARKS

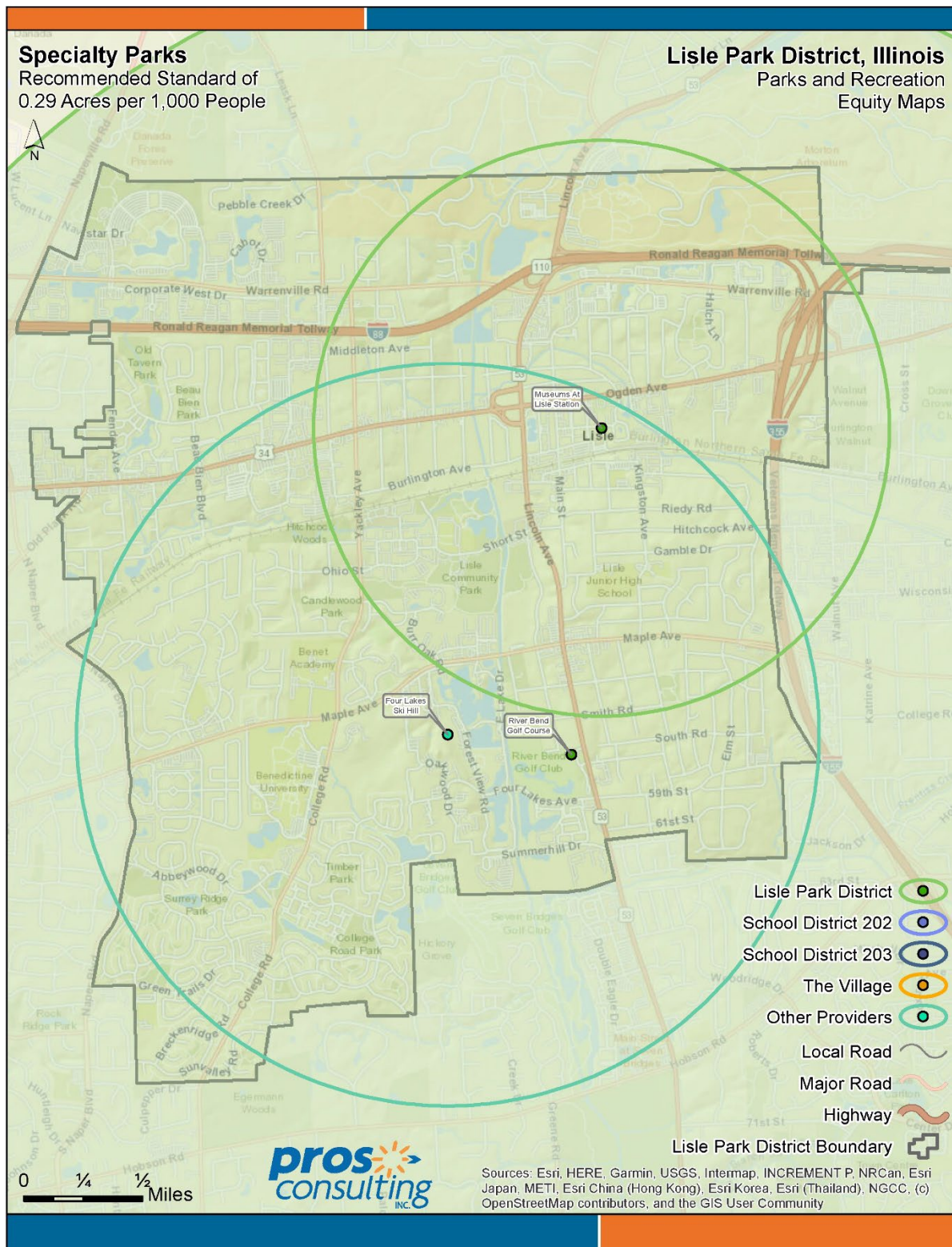


Figure 59: Specialty Parks Map

4.3.15 SPLASH PADS

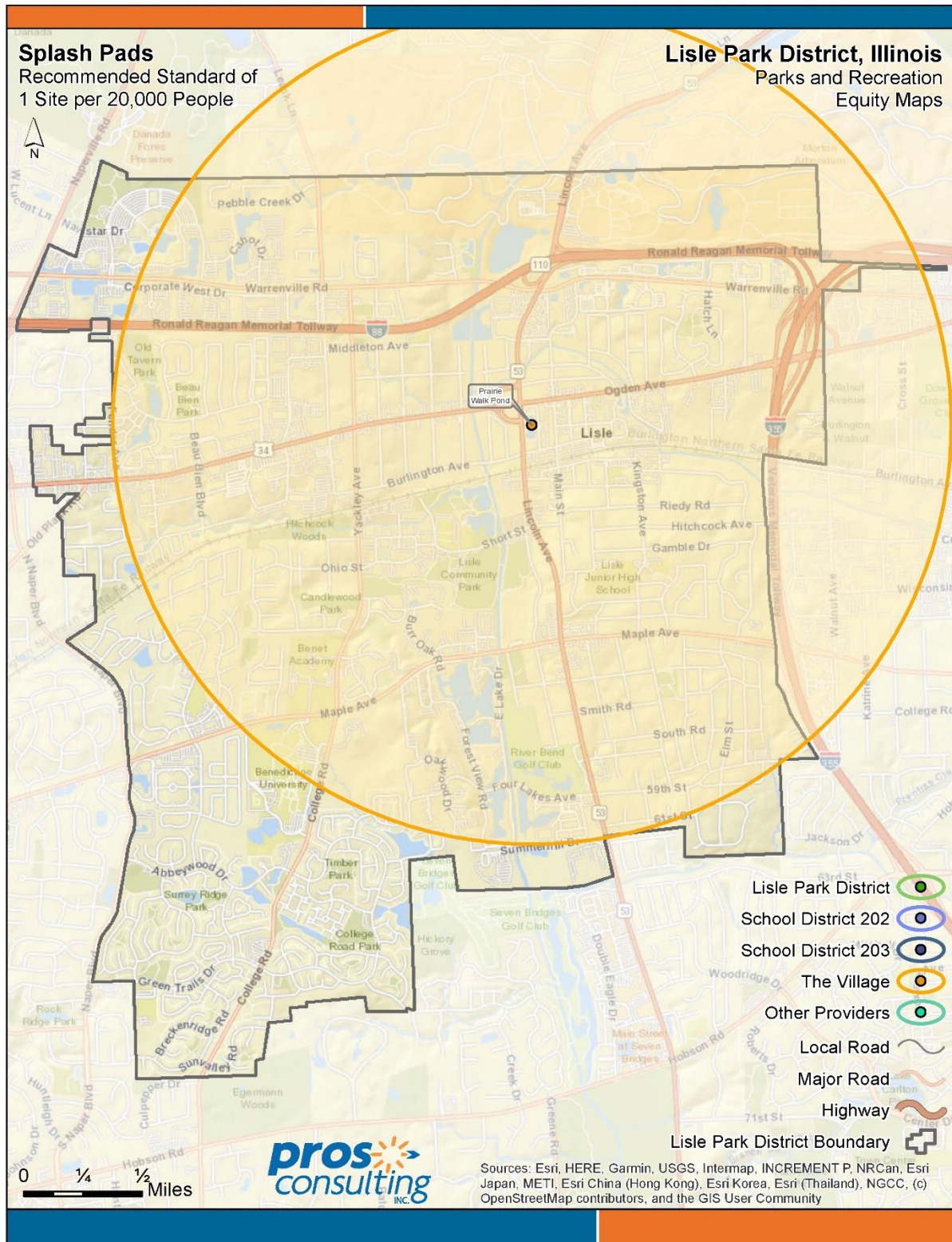


Figure 60: Splash Pad Map



4.3.16 TENNIS COURTS

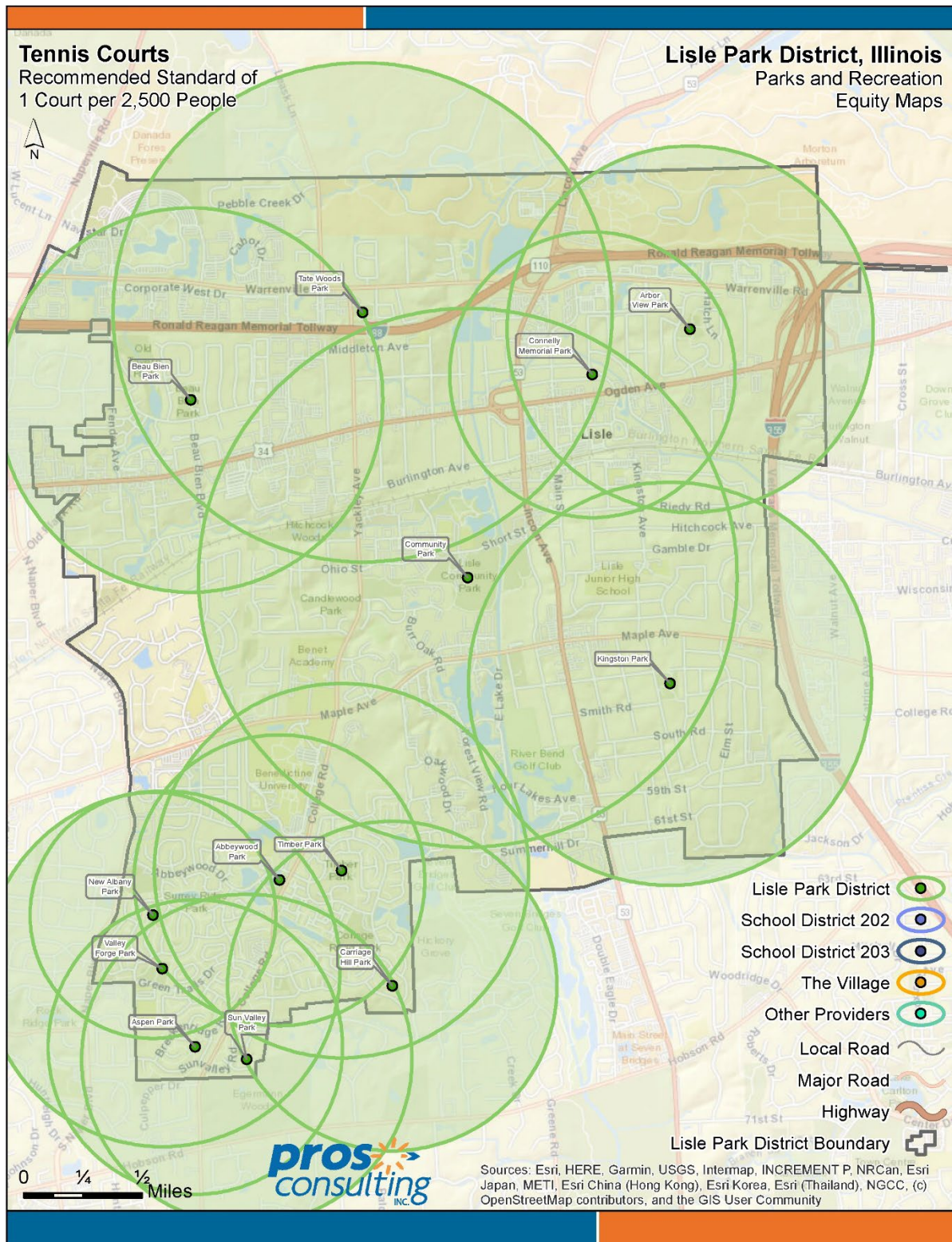


Figure 61: Tennis Courts Map

4.3.17 TRAILS (PAVED AND UNPAVED)

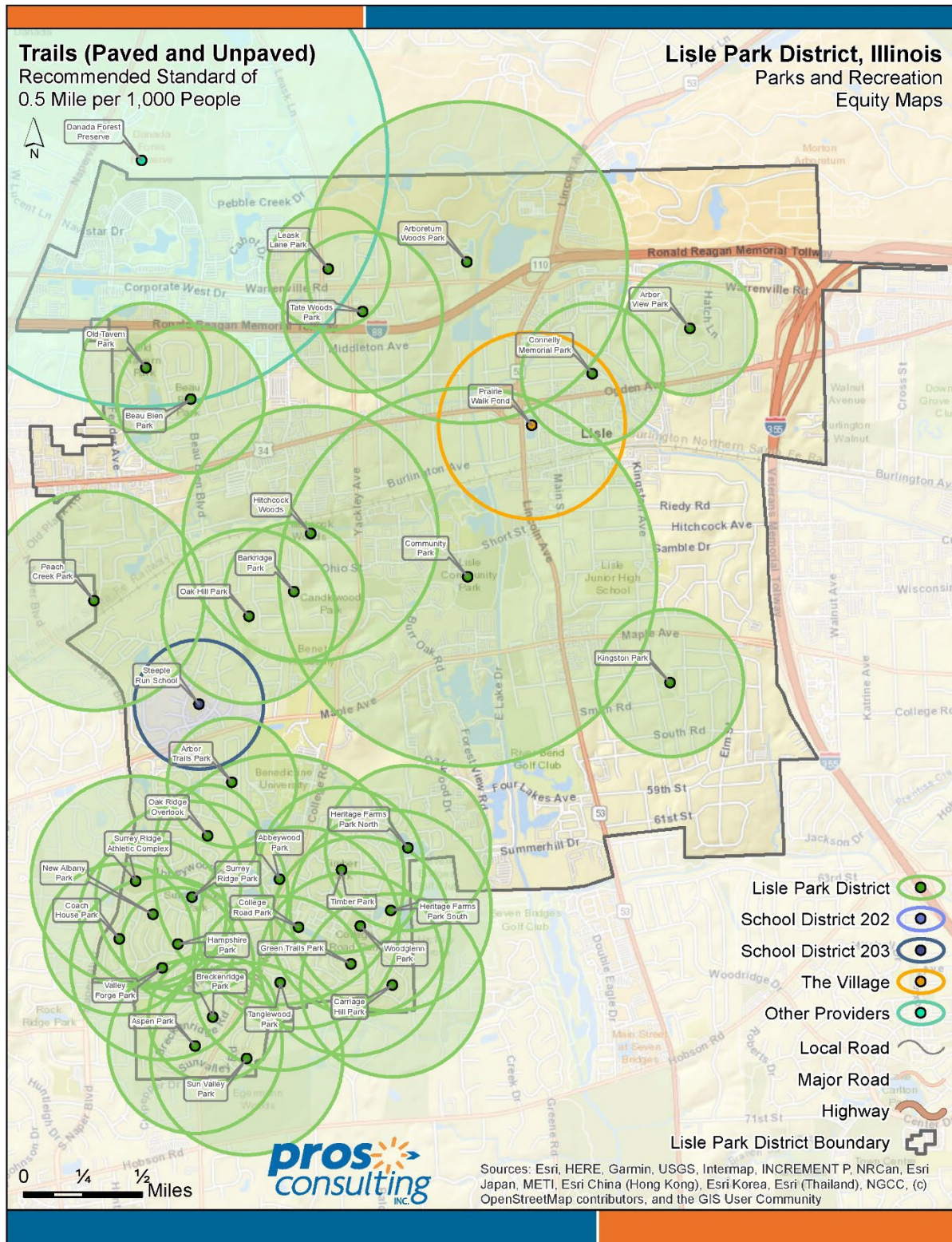
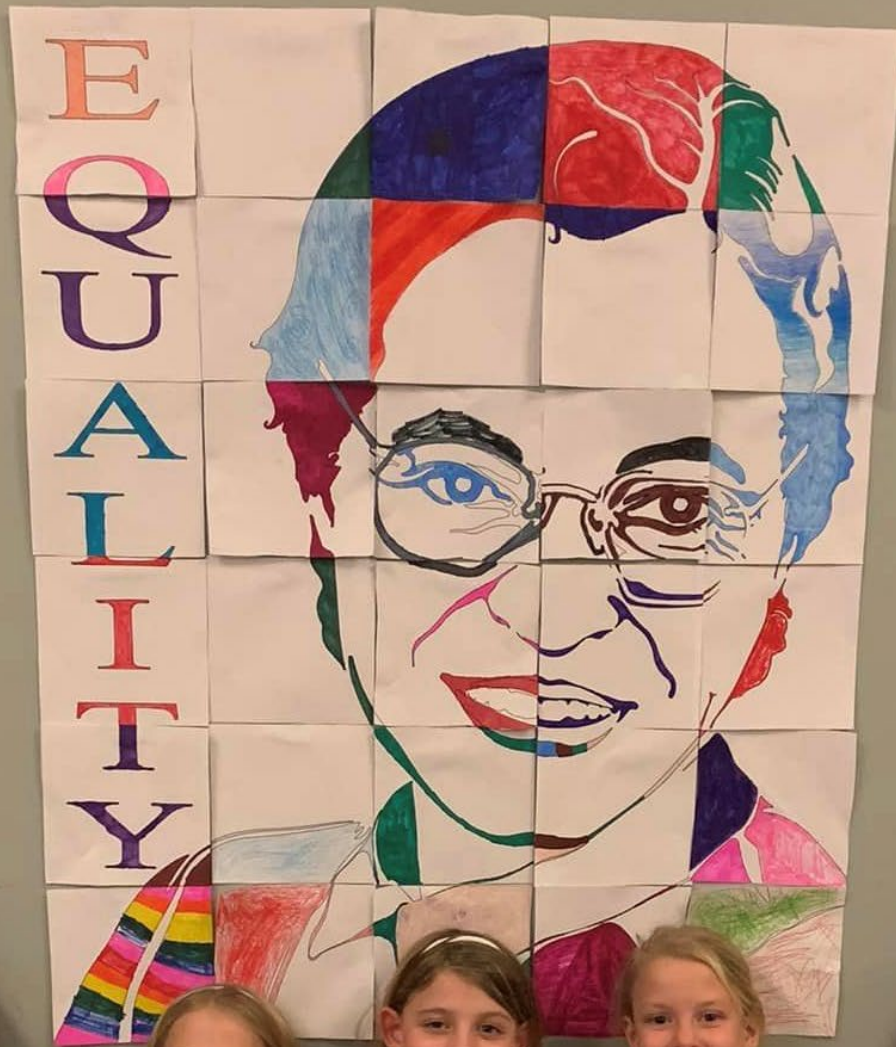


Figure 62: Trails (Paved and Unpaved) Map



Lisle Park District



4.4 RECREATION PROGRAM ANALYSIS

4.4.1 OVERVIEW

INTRODUCTION

As part of the Lisle Park District (“District”) Strategic Master Plan (“Plan”), the consultant team assessed the recreation programs of the District. This assessment offers an in-depth perspective of offerings and helps identify strengths, challenges, and opportunities. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, staffing, volunteer and partnership opportunities, and future programs and services for residents and visitors.

The consulting team based these findings and comments on a review of information provided by the District including program descriptions, financial data, website content, and discussions with staff.

FRAMEWORK

It is the new mission of the Lisle Park District to “Be community focused”. Spread out across almost 400 acres, the District works to achieve its mission through the oversight and operation of various programs, facilities, and outdoor amenities including recreation centers, early childhood, youth, teen, adult, & senior programs, an aquatic park, a golf course, and outdoor sports courts.

CORE PROGRAM AREAS

Identifying core program areas helps to establish a focused approach to achieve the District’s mission. Core program areas assist District staff, policy makers, and the public focus on what is important to the community. Program areas are considered as Core if they meet most of the following criteria:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency’s overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the program area’s offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

4.4.2 EXISTING CORE PROGRAM AREAS

In discussions with the consultant team, District staff has identified 10 core program areas currently being offered.



Figure 63: Existing Core Program Areas



4.4.3 CORE PROGRAM AREA DESCRIPTIONS & GOALS



Aquatics

- **Description:** General open swim service, as well as learn to swim programs, swim team, and other recreational options within the aquatic environment.
- **Goal:** Provide high quality service and ensure safety standards are prioritized at all times.



Arts & Enrichment

- **Description:** Nurturing the creativity of participants and instilling appreciation of the arts for future generations. Provide programming in the theatre, studio arts, and community-based events/initiatives that foster a positive and inclusive environment for self expression.
- **Goal:** Create and expand opportunities for all ages within performing & studio arts.



Athletics

- **Description**
 - Introductory, recreational and competitive athletic programming options for all ages.
- **Goal:** Expand offerings to new segments. Leverage new opportunities within realms such as pickleball and water sports related to the boat launch.



Camps

- **Description :** Provide a safe and enriching environment for participants to play, learn and grow.
- **Goal:** Develop ways to accommodate demand. Determine how to overcome physical space constraints. Explore new camp offerings.



Early Childhood

- **Description:** Education and enrichment programs to promote physical, social and mental wellbeing for preschool age children.
- **Goal:** Provide a variety of quality offerings to encourage young students to learn while playing.
Offer competitive fees while maintaining minimum financial margins in-line with General Recreation Programming and Preschool goals (40-55%).
Monitor trends and feedback to continually refine offerings.



Fitness

- **Description:** Exercise, fitness, and wellness activities and education to promote healthy lifestyles for all ages.
- **Goal:** Develop ways to attract and retain new participants. Determine methods of competing with private providers.



School Age

- **Description:** Programming for elementary age that includes before/after school care and days off options.
- **Goal:** Develop ways to accommodate demand. Determine how to overcome physical space constraints.



Seniors

- **Description:** Provide recreational and social services to those 50 years and older.
- **Goal:** Determine ways to achieve financial sustainability and full cost recovery. Identify and focus upon strengths of services.



Special Events

- **Description:** Provide activities and entertainment to encourage joining of friends, neighbors and families while building a sense of unity within the community.
- **Goal:** Provide high quality options for all ages. Develop new offerings and expand upon existing options as feasible.



Teens

- **Description:** Activities for ages 12-17 that promote recreational and social services.
- **Goal:** Generate new programming that will attract and retain teenage participants.

4.4.4 PRIORITY INVESTMENT RATING (PIR)

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The PIR equally weighs:

- (1) the importance that households place on each facility/amenity/program **and**
- (2) how many households have unmet needs for the facility/amenity/program.

Results of the Statistically Valid Community Survey indicate that the top 5 unmet needs are:

1. Adult fitness & wellness programs
2. Community special events
3. Farmer's market
4. Senior fitness & wellness programs
5. Cultural enrichment programs/events

This data is displayed in **Figure 64**. Based on these results, the two primary areas of interest are the expansion of Adult Fitness & Wellness and Special Events.

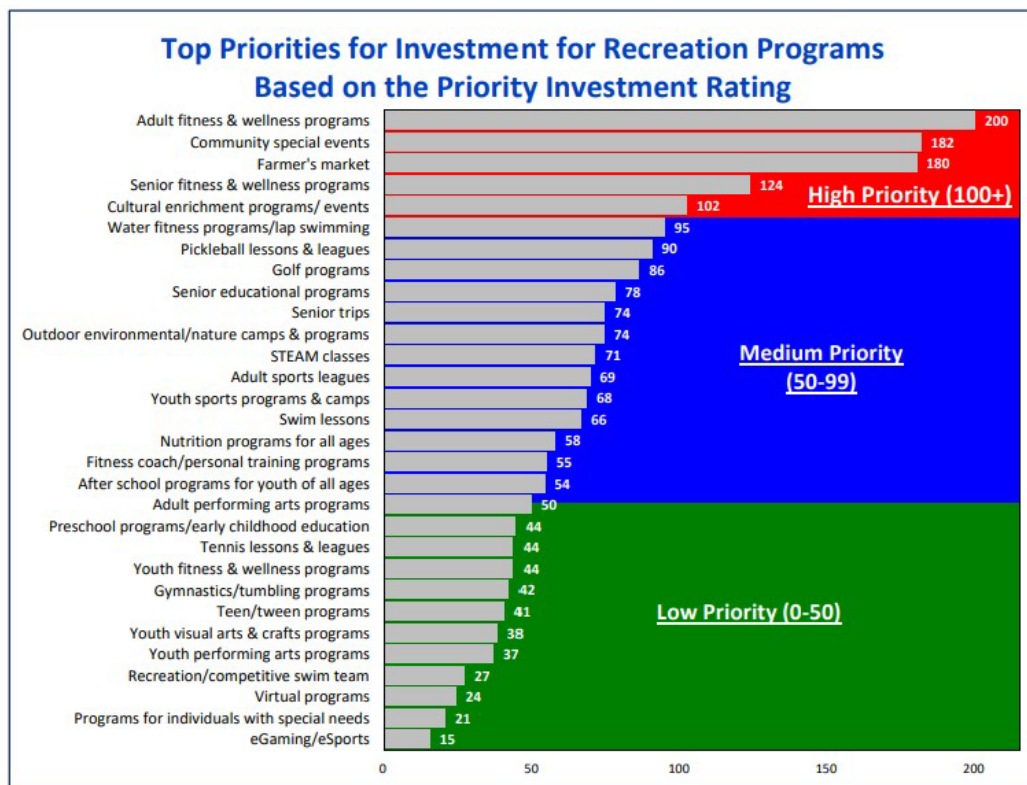


Figure 64: Top Priorities for Program Investment



4.4.5 AGE SEGMENT ANALYSIS

An Age Segment Analysis was completed by core program area. This analysis helps to identify where services are spread among age groups and allows us to identify gaps.

Figure 65 depicts each core program area and the most prominent age segments they serve. Recognizing that many core program areas serve multiple age segments, Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified.

AGES SERVED						
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (50+)	All Ages Programs
Aquatics						P
Arts & Enrichment	S	P	S	S	S	
Athletics	P	P	S	P		
Camps	P	P	P			
Early Childhood	P					
Fitness			S	P	P	
School Age		P				
Seniors					P	
Special Events						P
Teens			P			

Figure 65: Program Priority by Age Segment

The Age Segment Analysis chart confirms the results of the Statistically Valid Community Survey regarding the fitness and wellness requirements of adults. In general, the District offers a well-balanced set of programs for people of all ages, with at least two primary program areas that cater to each age segment.

Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met. It is recommended that staff perform an Age Segment Analysis by individual programs to further understand and tailor future offerings to community needs. When establishing a new program, it is essential to develop a plan that includes the target age segment, the messaging, identification of the marketing method(s), creation of the marketing campaign, and defining the indicators for measuring success prior to allocating resources towards a specific effort.

4.4.6 PROGRAM LIFECYCLE

A Program Lifecycle Analysis involves reviewing each program offered by the District to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are “fresh” and that relatively few programs if any, need to be discontinued. This analysis is based on both quantitative data and staff members’ knowledge of their program areas. **Figure 66** shows the percentage distribution of the various lifecycle categories of the District’s programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Lifecycle Stage	Description	Actual Program Distribution		Recommended Distribution
Introduction	New program; modest participation	6%	51%	50-60% total
Take-Off	Rapid participation growth	6%		
Growth	Moderate, but consistent population growth	40%		
Mature	Slow participation growth	32%	32%	40% total
Saturation	Minimal to no participation growth; extreme competition	3%	17%	0-10% total
Decline	Decline participation	14%		

Figure 66: Program Lifecycle

The Lifecycle Analysis shows that 51% of programs fall within the beginning stages (Introduction, Take-Off, & Growth), 32% of programs fall with the mature stage, and 17% fall within the saturation and decline stages. The Lifecycle Analysis chart shows that half of the programs are in the mature, saturation, and decline stages, which aligns with the nationally recommended distribution standards. However, independently, the percentages fall outside of the recommendations. It is suggested that 40% of programs fall within the mature stage as this stage provides the foundation of the program portfolio. At 32%, mature programs fall below the recommended distribution. Additionally, at 14%, declining programs are above the recommended 0-10% distribution and may point to certain programs continuing to be offered despite declining popularity.

Staff should complete a Program Lifecycle Analysis annually and ensure that the percentage distribution closely aligns with desired performance. The District could also include annual performance measures for each core program area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.

This Plan will help the District explore options to expand space and / partnerships for increased capacity to ensure community needs are met. The District should explore ways to reposition or replace programs that are saturated or in decline due to lack of interest in new opportunities based on community needs and trends.

4.4.7 PROGRAM SERVICES CLASSIFICATION

Conducting a classification of services analysis informs how each program serves the overall organizational mission, the goals, and objectives of each Core Program Area, and how the program should be funded regarding tax dollars and/or user fees and charges. A program's classification can help determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. **Public** benefit can be described as everyone receiving the same level of benefit with equal access, whereas **private** benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

For this exercise, the District used a classification method based on three categories: **Essential Services**, **Important Services**, and **Value-Added Services**. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. **Figure 68** describes each of the three program classifications.

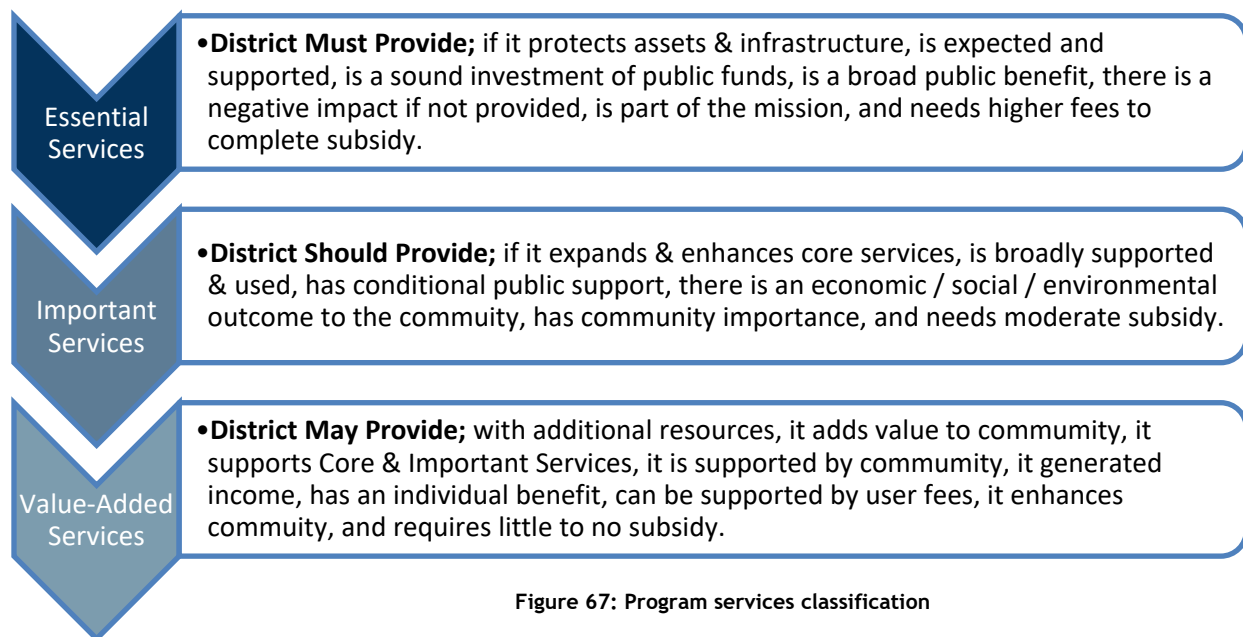


Figure 67: Program services classification

With assistance from staff, all recreation programs offered by the District were classified into three categories. The results presented in **Figure 68** represent the current classification of recreation program services. Programs should be assigned ranges for cost recovery goals within those overall categories. A full program list organized by Core Program Areas can be found in **Appendix C**.

Program Classification			
Factors	Essential	Important	Value-Added
Public interest; Legal Mandate; Mission Alignment	High public expectation	High public expectation	High individual and interest group expectation
Financial Sustainability	Free, nominal or fee tailored to public needs, Requires public funding	Fees cover some direct costs, Requires a balance of public funding and a cost recovery target	Fees cover most direct and indirect costs, Some public funding as appropriate
Benefits (health, safety, protection of assets, etc.)	Substantial public benefit (negative consequence if not provided)	Public and individual benefit	Primarily individual benefit
Competition in the Market	Limited or no alternative providers	Alternative providers unable to meet demand or need	Alternative providers readily available
Access	Open access by all	Open access Limited access to specific users	Limited access to specific users
Best Practice Cost Recovery Goal*	0 - 50%	50% - 75%	75% - 100%+
Program Distribution	15%	59%	25%

Figure 68: Program Services Classification Distribution

4.4.8 COST-OF-SERVICE & COST RECOVERY

Cost recovery targets should at least be identified for each core program area, and for specific programs or events when realistic. The previously identified core program areas would serve as an effective breakdown for tracking cost recovery metrics including administrative costs. Theoretically, staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost-of-Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through District policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

UNDERSTANDING THE FULL COST-OF-SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the District's program staff should be trained on this process. A Cost-of-Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead)

costs. Completing a Cost-of-Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs. **Figure 69** illustrates the common types of costs that must be accounted for in a Cost-of-Service Analysis.



Figure 69: Total Costs for Activities

The methodology for determining the total Cost-of-Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per-unit basis. Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service

Agencies use Cost-of-Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the District between one another. Cost recovery goals are established once Cost-of-Service totals have been calculated. Program staff should be trained on the process of conducting a Cost-of-Service Analysis and the process should be undertaken on a regular basis.

4.4.9 PRICING

Pricing strategies are one mechanism agencies can use to influence cost recovery. **Figure 70** details pricing methods currently in place for each core program area and additional areas for strategies to implement over time.

Staff should monitor the effectiveness of the various pricing strategies they employ and adjust as necessary. It is also important to continue monitoring for yearly competitors and other service providers (i.e., similar providers) as found in **Appendix D**.

PRICING STRATEGIES										
Core Program Area	Age Segment	Family / Household Status	Residency	Weekday / Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
Aquatics			X					X	X	X
Arts & Enrichment			X					X	X	X
Athletics			X					X	X	X
Camps			X					X	X	X
Early Childhood			X					X	X	X
Fitness			X					X	X	X
School Age			X					X	X	X
Seniors			X					X	X	X
Special Events			X					X	X	X
Teens			X					X	X	X

Figure 70: Pricing Strategy Usage

4.4.10 PROGRAM STRATEGY RECOMMENDATIONS

In general, the District's program staff should continue the cycle of evaluating programs on both individual merits and program mix. This can be completed at one time on an annual basis or in batches at key seasonal points of the year, as long as each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

MINI BUSINESS PLANS

The consulting team recommends creating Mini Business Plans (2-3 pages) for each Core Program Area that is updated on a yearly basis. These plans should evaluate the core program areas based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, Cost-of-Service, pricing strategy for the next year, and marketing strategies that are to be implemented.



If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools. See **Appendix F** for a template.

PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all the core program areas and individual program analyses discussed in this Recreation Program Analysis. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information, along with the latest demographic trends and community input, should be factors that lead to program decision-making. Community input can help staff focus on specific program areas to develop new opportunities in what group of residents to target, including the best marketing methods to use.

A simple, easy-to-use tool similar to **Figure 71** will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired.

If the program/service is determined to have high priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions, the next step is to determine the marketing methods by completing a similar exercise as the one in **Figure 71**.

Marketing & Promotion Methods				
Program Idea (Name or Concept): _____				
Marketing Methods	Content Developed	Contact Information	Start Date	
Activity Guide				
Website				
Newspaper Article				
Radio				
Social Media				
Flyers - Public Places				
Newspaper Ad				
Email Notification				
Event Website				
School Flyer/Newsletter				
Television				
Digital Sign				
Friends & Neighbors Groups				
Staff Promotion @ Events				

Internal Factors			
Priority Ranking:	High	Medium	Low
Program Area:	Core	Non-core	
Classification	Essential	Important	Discretionary
Cost Recovery Range	0-40%	60-80%	80+%
Age Segment	Primary	Secondary	
Sponsorship/Partnership			
Potential Partnerships	Monetary	Volunteers	Partner Skill Location/Space
Potential Sponsors	Monetary	Volunteers	Sponsor Skill Location/Space
Market Competition			
Number of Competitors			
Competitiveness	High	Medium	Low
Growth Potential	High	Low	

Figure 71: Program Development Template

PROGRAM EVALUATION CYCLE (WITH LIFECYCLE STAGES)

Using the Age Segment and Lifecycle Analysis and other established criteria, program staff should evaluate programs on an annual basis to determine the program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle is found in **Figure 72**. During the beginning stages, program staff should establish program

goals, design program scenarios, and components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

If participation levels are still growing, continue to provide the program. When participation growth is slowing (or non-existent) or competition increases, staff should look at modifying the program to maintain customer interest. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public's priority ranking and/or in activity areas that are trending nationally/regionally/locally, while taking into consideration the anticipated local participation percentage.

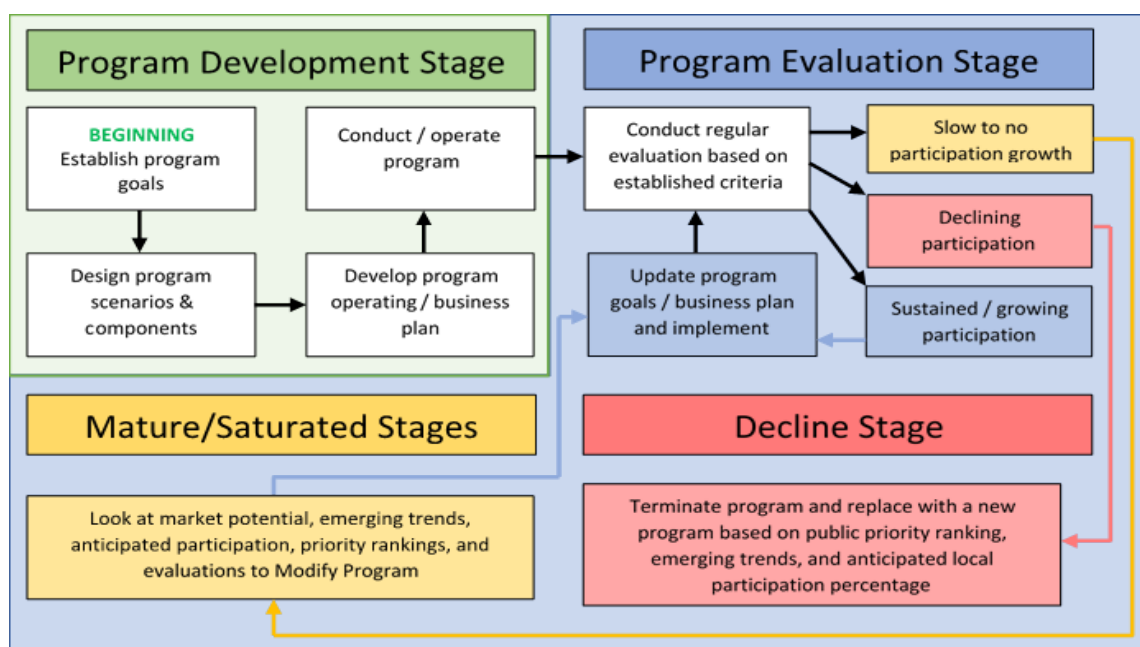


Figure 72: Evaluation Cycle with Program Lifecycle Logic Matrix

4.4.11 CURRENT RECREATION MARKETING AND COMMUNICATIONS

The District uses a variety of marketing strategies combining traditional (flyers and brochures) with modern (social media) strategies to advance its message when promoting activities.

The list of marketing approaches used by the District includes:

- Direct mail
- Email blasts and/listserv
- Flyers and/or brochures
- In-Facility signage
- Newsletters (print and online)
- Online Program Guides (printed upon request)
- QR Codes
- Smart/mobile phone enabled site
- Social media (Facebook, Instagram, YouTube)
- Website

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the “right” methods of delivery. The District has a broad



distribution of delivery methods for promoting programs. It is imperative to continue updating the marketing plan annually to provide information for community needs, demographics, and recreation trends.

An effective marketing plan must build upon and integrate with supporting plans and directly coordinate with organization priorities. The plan should also provide specific guidance as to how the District's identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.

Communication should also be a two-way street between the District and the community. The District provides, on an inconsistent basis, post-program surveys to participants. There are several other methods the district can use to receive feedback from the community including:

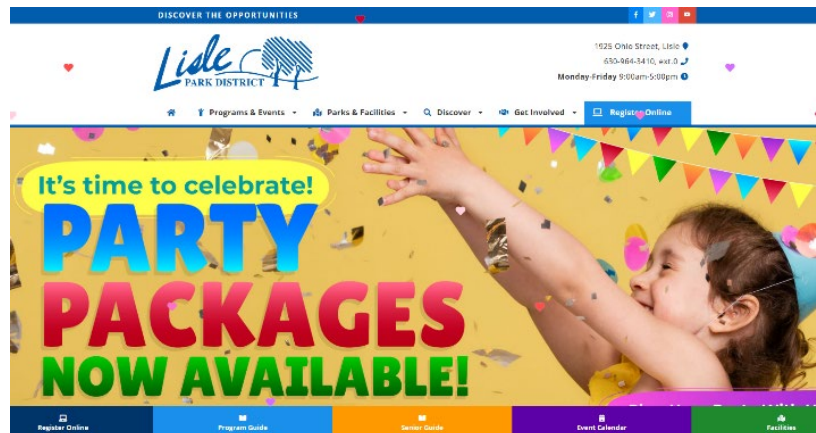
- Pre-program surveys
- Lost customer/user surveys
- Focus groups
- Statistically valid surveys / In-facility/In-park/on-site surveys
- Crowdsourcing tools (Peak Democracy, HappiFeet, etc.)

4.4.12 WEBSITE

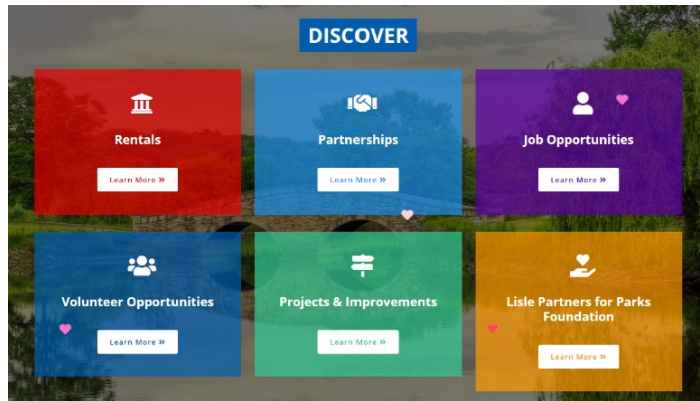
The District website can be found at <https://www.lisleparkdistrict.org/>.

The website looks clean, is colorful, and has an interactive, scrolling headline section that promotes key seasonal highlights and information. The bottom of the page has a static navigation bar that allows users to easily register online, view the program & senior guides, view the event calendar, and see a list of facilities. The District's contact

information is clearly visible in the top right hand corner which allows easy access for users who need to contact the District's main office. The area also has direct links to the District's social media platforms. The website allows users to navigate to different areas through a drop-down menu at the top of the page with the headers: Programs & Events, Parks & Facilities, Discover, Get Involved, and Register Today.



As you move down the page, users can view the latest news and highlights and click directly on links to learn more about each topic. Underneath that section is the Discover section that has colorful buttons users can use to learn more about Rentals, Partnerships, Job Opportunities, Volunteer Opportunities, Projects & Improvements, and Lisle Partners for Parks Foundation.



The webpage ends with clickable buttons to view the facilities and a section to thank the 2023 Premier Sponsors. The final section of the webpage provides District contact information, social media links, a fillable form to sign-up for the e-newsletter, and agency membership highlights.

Overall, the website is user friendly, easy to navigate, and provides numerous opportunities for users to gather information about the District and all its offerings. A recommendation for the website is to integrate a translation service (e.g., Google Translate) that would allow users to read content in their preferred language.



4.4.13 SOCIAL MEDIA

The District utilizes Web 2.0 technology through Facebook, Twitter, Instagram, LinkedIn, and YouTube. Here is a quick analysis of the District by each platform. All numbers are as of March 2023.



FACEBOOK

- 14,269 followers.
- Posts multiple times a week.
- Used to promote programs and activities and share news of the happenings within the District.
- Great mixture of content that shows community engagement while sharing information about District happenings.

INSTAGRAM

- 3,215 followers.
- Great use of the Reels section, lots of engagement from followers based on views.
- Posts multiple times per week.
- Similar content to Facebook with a great mixture of information sharing and highlights of community engagement.

TWITTER

- 1,121 followers.
- Posts about once per week.
- Similar content to Facebook & Instagram with great mixture of content that combines community engagement and information sharing.

YOUTUBE

- 15 subscribers.
- The most recent video was November 2022
- The channel offers several playlists and shorts
- Minimal viewership on most videos with the Sea Lion Aquatic Park video from 7 years ago having over 6,900 views.

LINKEDIN

- 465 Followers.
- Last update/post was 3 years ago.
- Recommendations for LinkedIn include adding more regular posts that include professional content, examples of your organizational culture, company news and job opportunities.

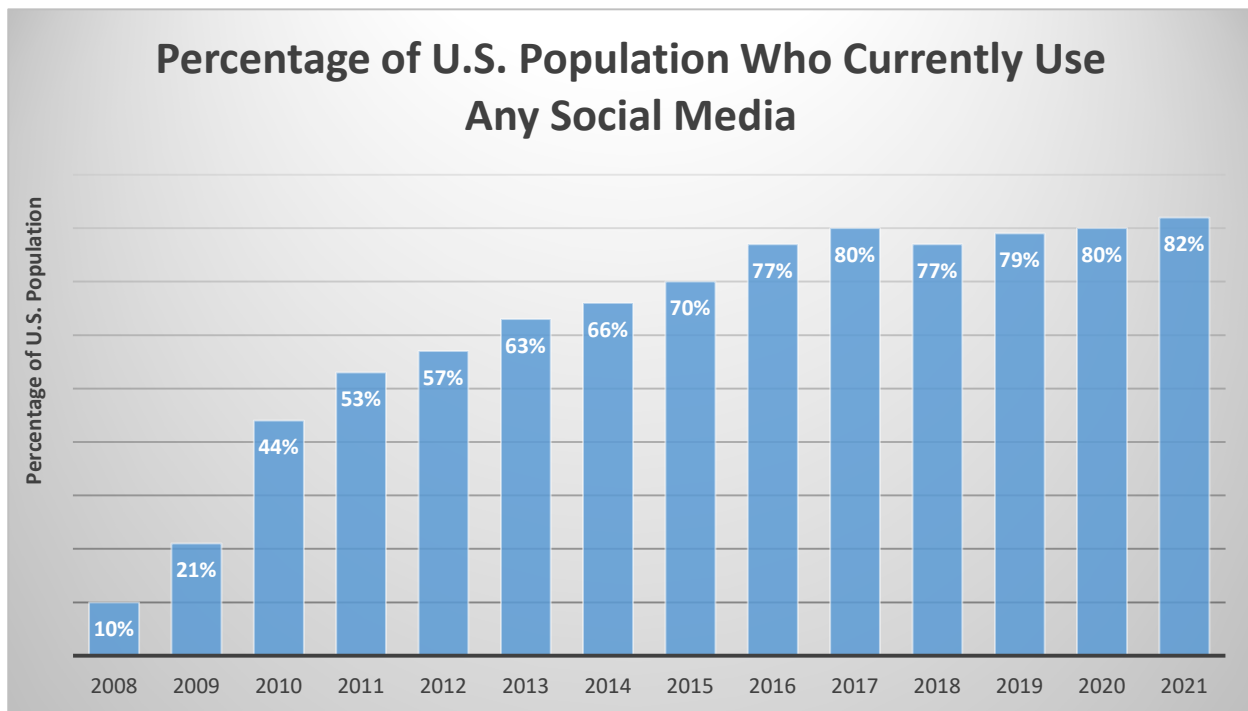
The key to successful implementation of a social network is to move participants from awareness to action and creating greater user engagement. This could be done by:

- Allowing controlled 'user generated content' by encouraging users to send in their pictures from special events or programs.
- Leveraging the website to obtain customer feedback for programs, parks & facilities, and customer service.
- Conducting an annual website strategy workshop with the staff to identify ways and means that the website can support the District's Social Media Trends.
- Determine Social Media engagement trends through the Next Practice Partners' social media rankings report - www.benextpractice.com/npp-2022-social-media-engagement-rankings.html.

- Identifying popular social media platforms for different age segments and posting in alignment with the trends on that platform.
- Better engaging on LinkedIn to promote your organizational culture and employment opportunities.
- Continued use of a Content Calendar to set posting schedule on all platforms that is unique to the trends on that site.

SOCIAL MEDIA USERS

Over the last decade, social media has become one of the country's fastest growing trends. In 2008, only 10% percent of the U.S. population used social media. Today, we see an estimated 82% percent of the country using some form of social media. With such a large percentage of the population using online media platforms in their daily lives, it is essential for the District to continue taking advantage of these marketing opportunities while staying on top of social trends and new applications. Social media can be a useful and affordable tool to reach current and potentially new system users.

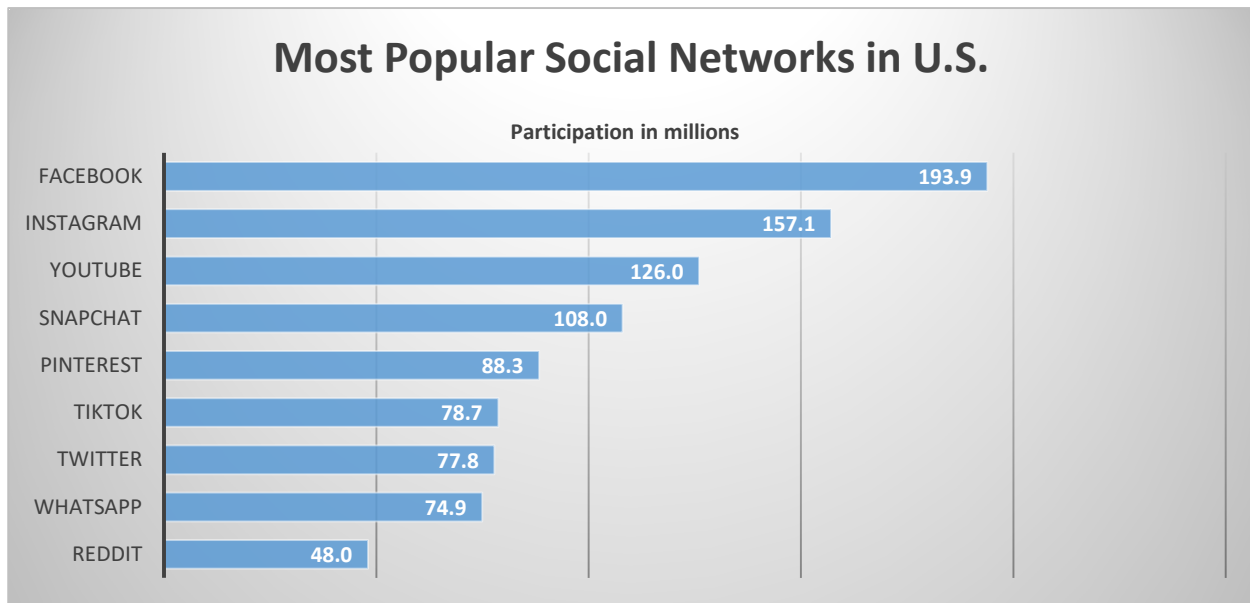


Source: [www. https://www.statista.com](https://www.statista.com)

Figure 73: U.S. Population Using Social Media

SOCIAL MEDIA PLATFORMS

Figure 74 is a chart that depicts the most frequently used social media sites throughout the world. As of October 2021, Facebook stood out as the most heavily trafficked social media platform, with an estimated 2.9 billion visitors per month. YouTube is second with 2.3 billion visitors per month. TikTok had the highest growth rate at 85.3% in 2021.

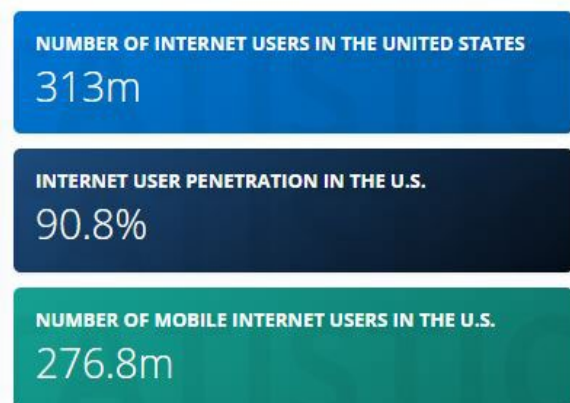


Source: [www. https://www.statista.com](https://www.statista.com)

Figure 74: Most Popular Social Networks in U.S.

MEDIUMS USED TO ACCESS THE INTERNET

The neighboring image is taken directly from Statista.com and depicts the number of internet users in the United States, internet penetration in the U.S., and the number of mobile internet users in the U.S. Less than 10% of surveyed adults state they did not use the internet in 2021.



Source: www.statista.com/topics/2237/internet-usage-in-the-united-states/

Figure 75: Internet Usage in U.S.

4.4.14 MARKETING AND COMMUNICATIONS RECOMMENDATIONS

- Regularly review and adjust the District marketing plan including the components and strategies identified in this report.
- Establish priority segments to target in terms of new program/service development and communication tactics.
- Establish and review regularly, performance measures for marketing; performance measures can be tracked through customer surveys as well as some web-based metrics.
- Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes.

4.4.15 VOLUNTEER AND PARTNERSHIP MANAGEMENT

Public parks and recreation agencies' effectiveness rests on the ability to seek out and maintain productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Effective partnerships and meaningful volunteerism are key strategy areas for the District to meet the needs of the community in the years to come.

CURRENT VOLUNTEER MANAGEMENT

When managed with respect and used strategically, volunteers can serve as the primary advocates for the District and its offerings.

The District's volunteer homepage (<https://www.lisleparkdistrict.org/volunteer.html>) provides users with a brief overview of the District's volunteer program, potential benefits (venture outdoors, make new friends, enhance experiences, and have fun!) Under the benefits there is a section with specific areas of the District where users may be able to volunteer, each with a clickable button to learn more about the opportunity.

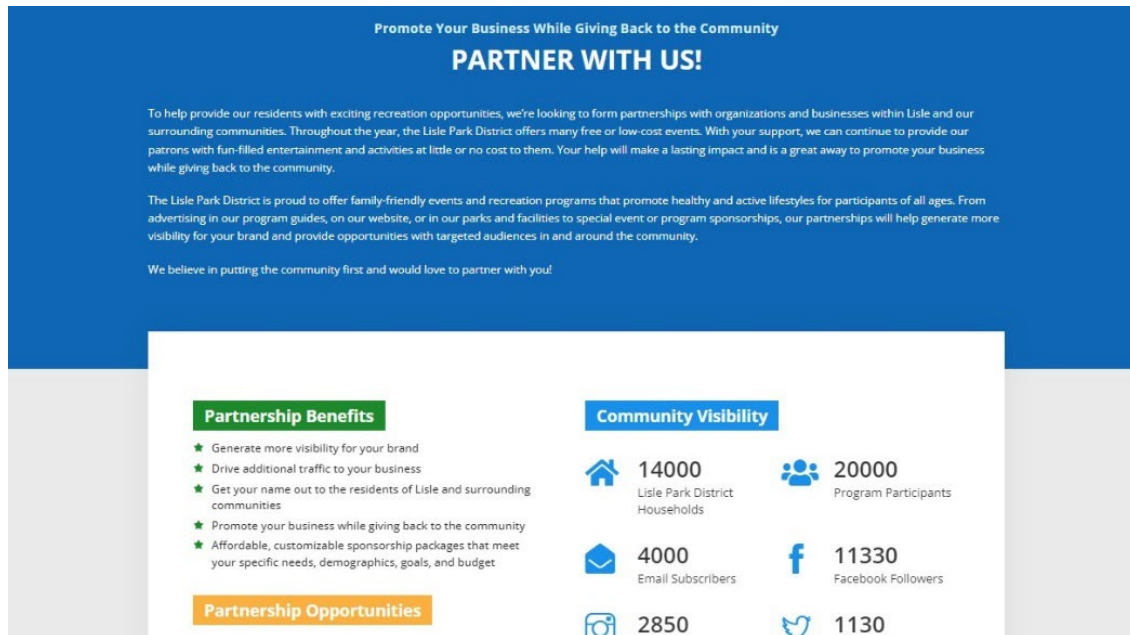
Some areas users can volunteer for are event support, museum support, adopt-a-park, photography, litter pick-up and invasive species removal. Clicking on the link for Event Support takes users to the events calendar.



The Museum Support button takes users to the Museums at Lisle Station Park homepage. On that page, users need to click on "Support" at the top of the page or on the "Support Us" button at the bottom of the page to be taken to the "Support Us" subpage. This page provides information about making donations, volunteering, and becoming a community partner.

4.4.16 PARTNERSHIPS

The District currently works with several different types of partners throughout the community. The 2023 Premier Sponsors (as of the date of this report) are Baird & Warner and Brookdale Senior Living. The District provides a webpage specific to partnerships that outlines benefits, opportunities, and District contact information. The webpage can be accessed by clicking “Get Involved” at the top of the main webpage and by clicking the “Partnerships” button under the “Discover” section on the same page. The page is easy to navigate and informative.





















PARTNER WITH US!

Promote Your Business While Giving Back to the Community

To help provide our residents with exciting recreation opportunities, we're looking to form partnerships with organizations and businesses within Lisle and our surrounding communities. Throughout the year, the Lisle Park District offers many free or low-cost events. With your support, we can continue to provide our patrons with fun-filled entertainment and activities at little or no cost to them. Your help will make a lasting impact and is a great away to promote your business while giving back to the community.

The Lisle Park District is proud to offer family-friendly events and recreation programs that promote healthy and active lifestyles for participants of all ages. From advertising in our program guides, on our website, or in our parks and facilities to special event or program sponsorships, our partnerships will help generate more visibility for your brand and provide opportunities with targeted audiences in and around the community.

We believe in putting the community first and would love to partner with you!

Partnership Benefits	Community Visibility						
<ul style="list-style-type: none">★ Generate more visibility for your brand★ Drive additional traffic to your business★ Get your name out to the residents of Lisle and surrounding communities★ Promote your business while giving back to the community★ Affordable, customizable sponsorship packages that meet your specific needs, demographics, goals, and budget	<table border="1"><tbody><tr><td> 14000 Lisle Park District Households</td><td> 20000 Program Participants</td></tr><tr><td> 4000 Email Subscribers</td><td> 11330 Facebook Followers</td></tr><tr><td> 2850</td><td> 1130</td></tr></tbody></table>	 14000 Lisle Park District Households	 20000 Program Participants	 4000 Email Subscribers	 11330 Facebook Followers	 2850	 1130
 14000 Lisle Park District Households	 20000 Program Participants						
 4000 Email Subscribers	 11330 Facebook Followers						
 2850	 1130						

Partnership Opportunities

Partnerships support the facilitation of programs and sponsorships of community events. As with tracking of volunteer hours, tracking partnerships helps show organizational impact and how well staff can leverage resources.

The following recommended partnership principles will promote fairness and equity within the existing and future partnerships while helping staff to manage potential internal and external conflicts. Certain partnership principles must be adopted by the District for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership including an annual review to determine renewal potential.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

Additional partnerships can be pursued and developed with other public, private and non-profit entities and there are recommended standard practices that can be applied to these partnerships.

4.4.17 VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

The consulting team recommends that the District do the following:

- **Continue monitoring and updating** established volunteer and partnership policies and agreements and ensure they are tailored to the different types of volunteers and partnerships the District encounters.
- **Track** volunteer and partnership metrics (monetary support and hours) on a consistent basis
- **Establish & Track** measurable outcomes for each partnership

4.4.18 CURRENT STAFFING

The District's Organizational Chart (**Figure 76**) shows the District operates 51 FTEs which puts them at about 15.9 for every 10,000 residents in their jurisdiction. This puts the District above the national median for agencies serving a population between 20,000 - 49,999 which is 11.1 FTEs per 10,000 residents.

A full summary of national benchmarks regarding staff can be found in the 2022 NRPA Agency Performance review at:

<https://www.nrpa.org/siteassets/2022-nrpa-agency-performance-review.pdf>

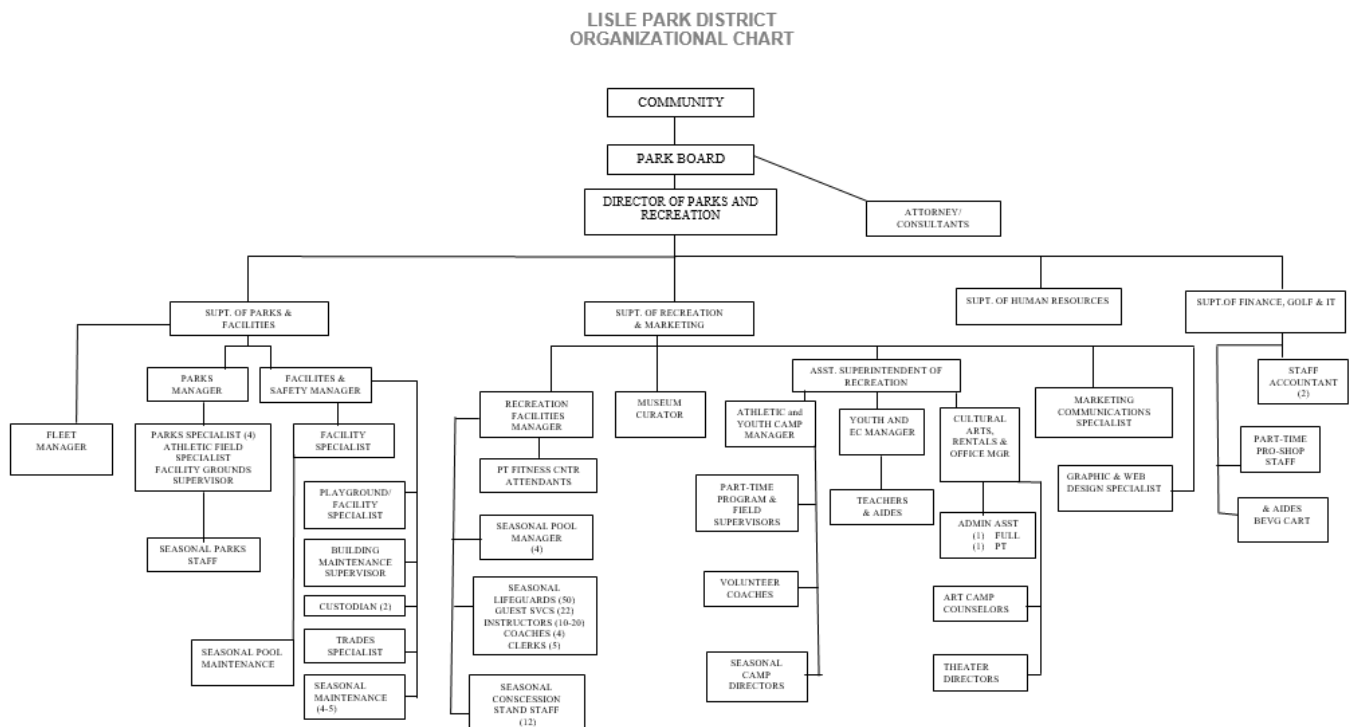


Figure 76: Organizational Chart

As the agency continues to evolve it will be critical to identify ways not just to “right-size” the District but to “right-staff” it. As the needs of the community continues to grow, so too should the District’s emphasis on ensuring there are enough staff and volunteers to deliver.

Figure 77 is from the 2022 National Recreation and Park Association Agency Performance Review and outlines the average percentage distribution of staff responsibilities. This will be a helpful benchmark for the District as it grows and aligns its staff with the growing community needs.

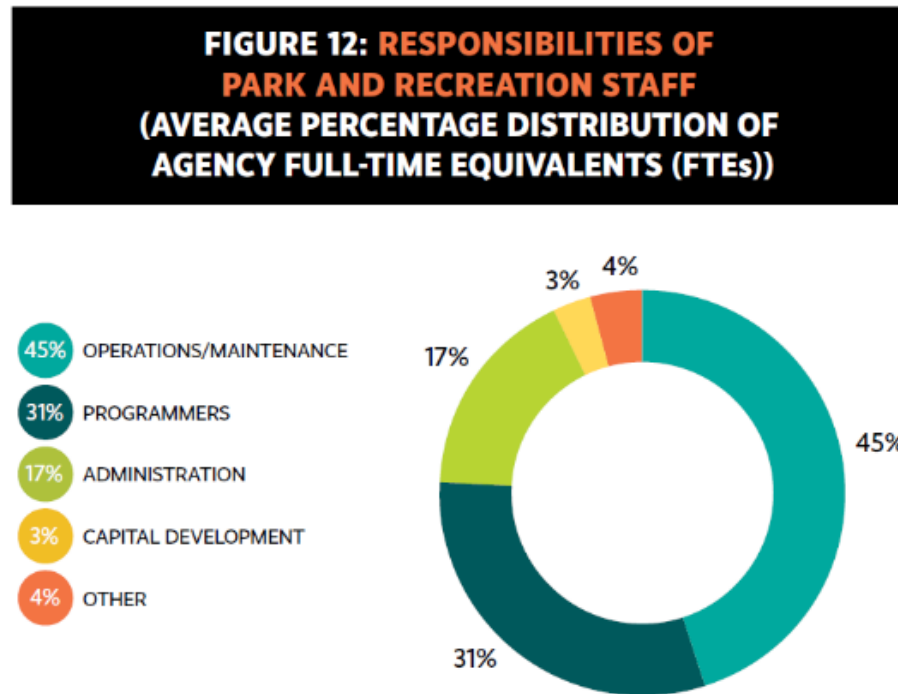


Figure 77: Responsibilities of Park and Recreation Staff

4.4.19 CONCLUSION

The consultant team has highlighted a few important recommendations from this report. These recommendations may change with any shifts in demographics, District structure, and community and District priorities.

- **Age Segment Distribution:** The Age Segment Analysis chart confirms the results of the Statistically Valid Community Survey regarding the fitness and wellness requirements of adults. In general, the District offers a well-balanced set of programs for people of all ages, with at least two primary program areas that cater to each age group.
- **Program Lifecycles:** Programs in the decline stage make up 14% of programs which is over the recommended 0-10% distribution for this stage. Programs in this stage need to be evaluated for repositioning or discontinuation.
- **Marketing & Communication:** The District inconsistently collects data from program participants via post-program surveys. There are opportunities for growth in this area that would allow for more regular communication and feedback from the community.

- **Pricing Strategies:** The District has room for growth in terms of pricing strategies. The District uses four strategies consistently between all programs (residency, market rate, cost recovery goals, and customer's ability to pay). Additional opportunities for future use include age segment, family/household status, weekday/weekend rates, prime/non-primetime rates, group discounts, and by location.
- **Cost Recovery:** The District has established cost recovery goals, yet it is inconsistent with measuring goals in all core program areas to ensure each area is meeting expectations.





4.5 PRIORITIZED PARK & FACILITY/PROGRAM PRIORITY RANKINGS

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on parks, trails, recreational facilities and services. The PIR equally weighs, one, the importance that residents place on facilities and, two, how many residents have unmet needs for the facility.

Based the PIR, the following six park facilities were rated as high priorities for investment:

- Outdoor pickleball courts (PIR=149)
- Neighborhood parks (PIR=147)
- Community parks (PIR=142)
- Off-leash dog parks (PIR=142)
- Community gardens (PIR=120)
- Outdoor swimming pools (PIR=112)

Figure 78 shows the PIR for each park facility that was assessed in the survey.

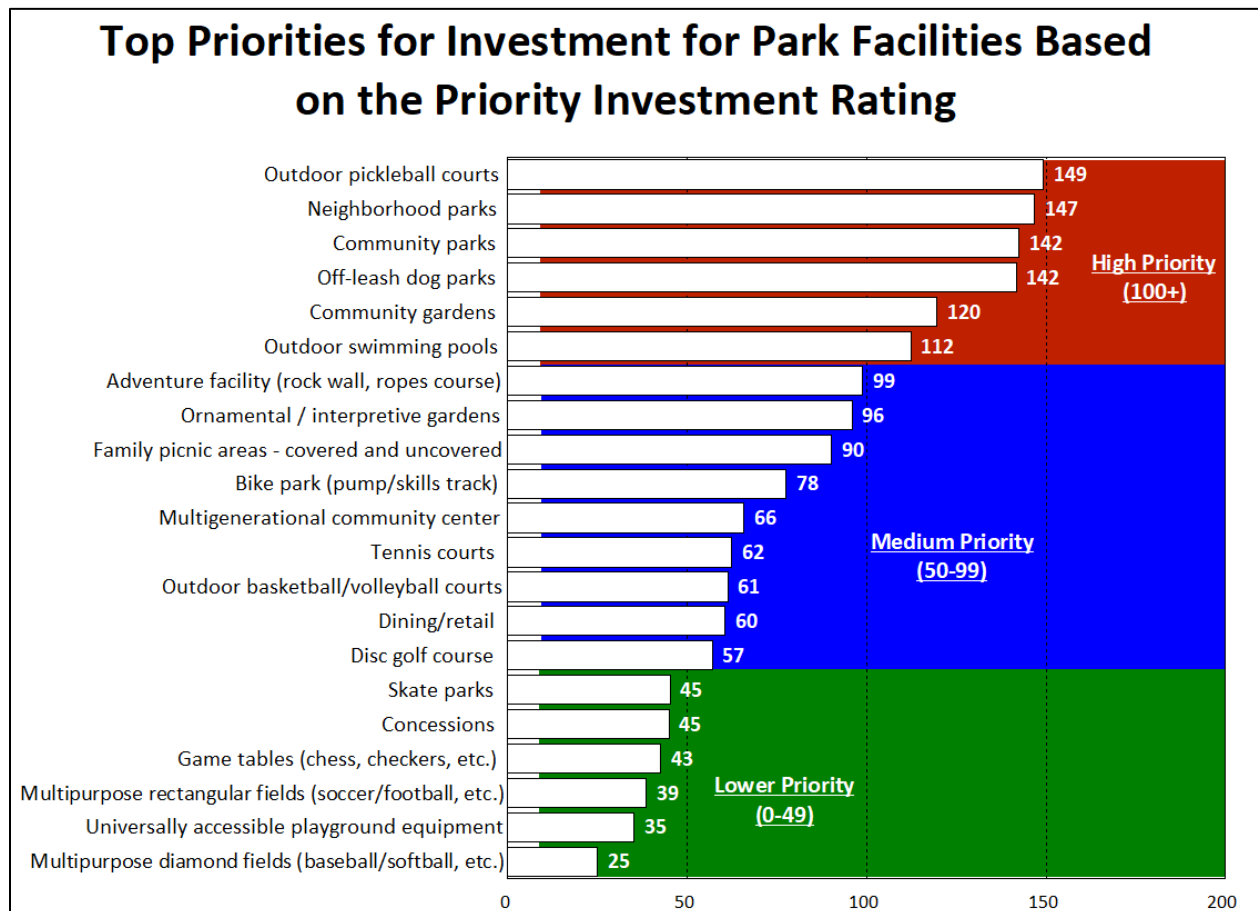


Figure 78: Priority Investment Rating Graph

Figure 79 shows the PIR for each of the programs that were rated.

Based the PIR, the following eight programs were rated as high priorities for investment:

- Adult fitness and wellness programs (PIR=200)
- Senior adult and fitness programs (age 50+) (PIR=176)
- Senior Trips/Other Targeted Senior Programs (PIR=128)
- Aquatics programming (PIR=122)
- Culinary arts programs (PIR=122)
- Adult sports programs (PIR=118)
- Cultural arts programs (PIR=117)
- Outdoor skills/adventure programs (PIR=100)

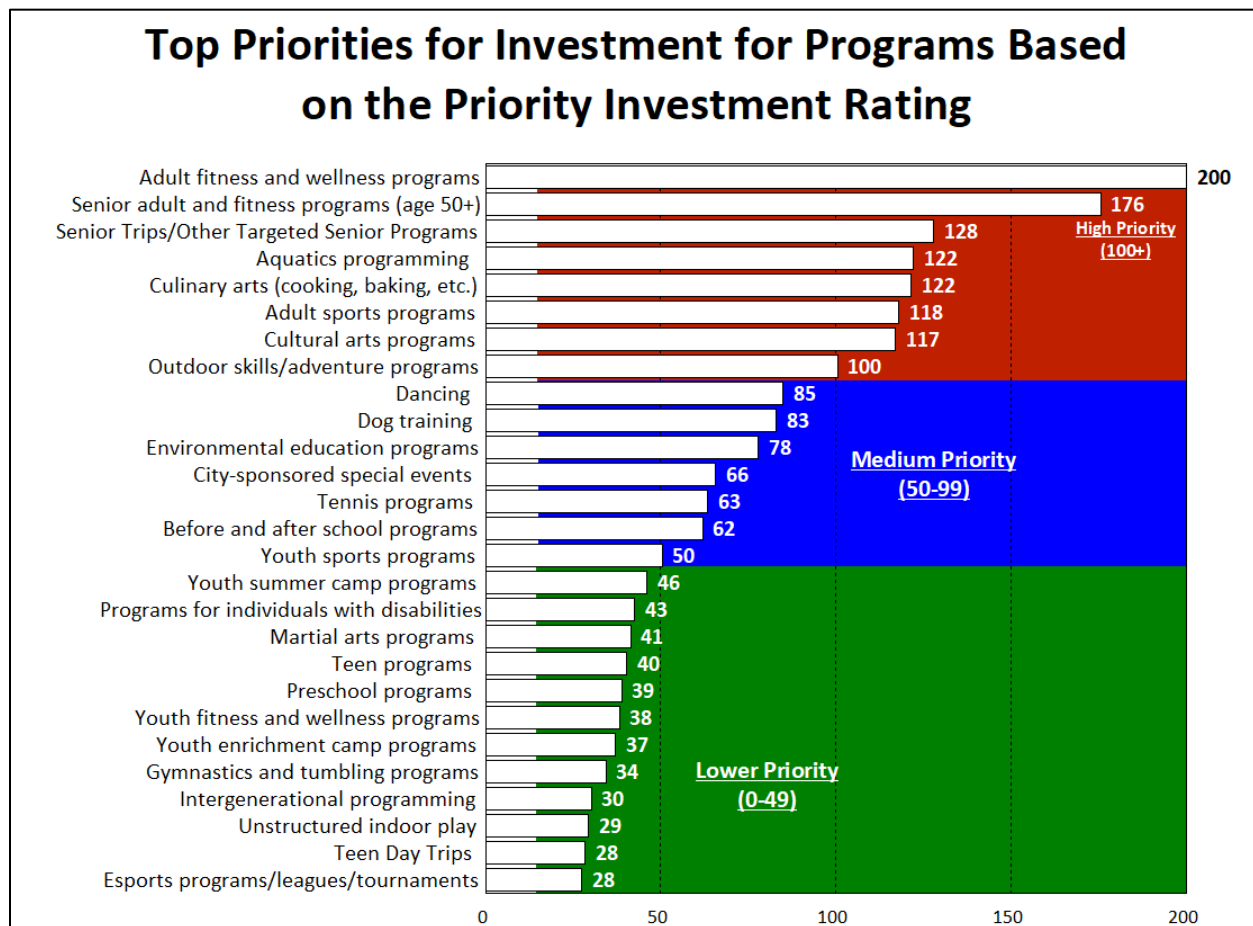


Figure 79: Priority Investment Rating Graph



Lisle Park District



CHAPTER FIVE – OPERATIONAL REVIEW & FUNDING STRATEGIES

5.1 MAINTENANCE AND OPERATIONS REVIEW

The consulting team carried out an internal maintenance and operations review as part of their plan to evaluate the district's sustainability, efficiency, and organizational structure. They focused on pinpointing areas for enhancement and offering guidance for future planning. To gain a thorough understanding, interviews were conducted with key leaders, and a focus group was held with staff members from different divisions and hierarchical levels.

This high-level review highlights the District's internal operations' current strengths, opportunities, and priorities, as well as recommendations for increasing operational efficiency, policy formulation, technological advancements, and marketing/communication opportunities as suggested by staff members.

The review's goal is to better position the district for enhancing internal operations and successfully executing its plan, ultimately ensuring that the District continues to provide outstanding service to the community.



Figure 80: Operations Summary Graph

5.1.1 STRENGTHS

During this process, the staff identified the following strengths:

- 1. Communication and Collaboration:** Prioritize a culture that values open communication, teamwork, and collective problem-solving. Encourage staff members to share their opinions and facilitate interdepartmental communication to provide the best possible services.
- 2. Employee Engagement and Support:** Focus on employee well-being, offering the necessary tools and frameworks for success. Promote a supportive culture that values and respects team members, ensuring opportunities for professional growth and recognizing the importance of employee longevity.
- 3. Exceptional Customer Service:** Strive to exceed customer expectations by providing excellent service to both internal and external customers. Maintain a commitment to continuous improvement and adaptation to changing needs.



4. **Innovation and Adaptability:** Demonstrate the ability to adapt to changing circumstances, such as during the COVID-19 pandemic, by investing in technology, implementing new software solutions, and realigning focus on organizational priorities.

5. **Comprehensive Programs and Facility Development:** Take pride in the wide range of programs, events, and facilities offered by the District. Ensure well-documented operating procedures, strong recreation and marketing teams, and a well-run park district. Address aging infrastructure, expand indoor recreation spaces with multi-use capabilities, and enhance productivity across departments through system streamlining.

5.1.2 OPPORTUNITIES

The staff identified these opportunities during the process:

1. **Communication and Collaboration:** Foster a culture that emphasizes consistent internal communication and nurtures camaraderie among departments. Encourage in-person interactions, meetings, and the effective use of current technology for communication.

2. **Digital Transformation:** Commit to investing in technology to streamline processes, reduce paper usage, and improve efficiency. Implement solutions such as GIS or inventory programs, digitize financial documentation, and better optimize the use of tools like Office 365.

3. **Succession Planning and Workload Management:** Prioritize succession planning and process documentation to ensure the organization's long-term success considering several experienced leaders nearing retirement. Staff wanted to address current staff workload concerns, evaluate future staffing requirements, and identify opportunities for enhanced efficiency as well.

4. **Staffing and Recruitment:** Tackle the challenges of hiring skilled parks staff and maintaining adequate staffing levels for programming and marketing teams. Emphasize hiring for aptitude, and provide internal training to develop staff capabilities.

5. **Indoor Recreation Space and Services Expansion:** Respond to the demand for additional indoor recreation spaces and strive for consistent operations across departments. Plan for the future lifecycle of existing facilities, such as the pool, and take into account the impact of inflation on maintenance costs.

5.1.3 PRIORITIES

The top priorities identified by staff were as follows:

1. **Culture and People:** Foster a culture that everyone is proud of, focusing on teamwork, communication between departments, and ensuring the best services possible. Expand staffing where needed and provide opportunities for growth within the district.

2. **Financial Sustainability and Infrastructure:** Address aging infrastructure, maintain long-term financial stability and adapt to changing costs of services/products. Consider raising fees or charges if necessary and strive for Lisle Park District's financial sustainability.

3. **Professional Development and Succession Planning:** Promote the attainment of CPRP and CPRE credentials among staff and ensure effective succession planning to capture institutional knowledge.

4. **Program Expansion and Quality:** Offer safe, innovative, and quality programs, focusing on the "why" in program creation. Grow programming to allow staff to focus on their specialties and meet community needs, including health and wellness offerings.

5. Facility Improvement and Development: Build an indoor community recreation space with multi-use capabilities, such as a gym, courts, and a walking track. Consider updating or repairing outdated facilities (1825 Short Street mentioned specifically) and streamline systems to enhance productivity across departments.

5.2 FUNDING & REVENUE STRATEGIES

5.2.1 INTRODUCTION

The purpose of developing funding and revenue strategies is to help the Lisle Park District (“District”) prepare for the plan’s implementation by identifying viable funding opportunities and sharing strategies that have been used by other agencies in Illinois and throughout the United States.

It is essential to identify new and sustainable funding sources to ensure the continued growth and maintenance of the District’s park system. The key to future growth is the diversification of funding sources which will help support the development and sustainability of the initiatives recommended in the plan.

The sources in this section have been selected based on the District’s desire to pursue them further and their viability. These are meant to serve as recommendations and guidelines and do not commit the District or the staff to pursue them.

Funding Sources To Explore					
External Funding Sources	Capital Funding Sources	User Fees	Grants	Taxes	Franchise/Licenses
Partnerships	Capital Fees	Fees & Charges	Land & Water Conservation Fund	Sales, Interest, and other Revenue	Catering Permits and Services
Foundations/Gifts	Impact Fees/Retail Impact Fees	Permits (Special Use Permits)	Recreational Trails Program		Concession Management
Private Donations		Equipment Rental	Local Nonprofit Foundations Grant		Private Concessionaires
Friends Groups			Partnership Enhancement Monetary Grant Program		Leaseback
Irrevocable Remainder Trusts			NRPA Grant & Funding Resources		Interlocal Agreements
Volunteerism			Community Development Block Grant (CDBG) Funding		
Special Fundraisers			Park and Recreational Facilities Construction Program (PARC)		
			Open Space Land Acquisition and Development (OSLAD)		

Figure 81: Funding Sources to Explore

5.2.2 EXTERNAL FUNDING SOURCES

PARTNERSHIPS

The District primarily uses this strategy for programs and events including the annual fireworks show. It has identified the school district as a potential partner for future capital projects. Partnerships are joint development or operational funding sources between two separate agencies both sharing risks, costs, responsibilities, and asset management.

Implication for Lisle Park District: While this strategy is used by the District, expansion efforts are challenged due to the limited staffing resources needed to oversee and coordinate relationships.



FOUNDATIONS/GIFTS

These dollars are raised by tax-exempt, non-profit organizations established by private donations to support specific causes. Funds are collected in a variety of ways including through capital campaigns, fundraisers, gift catalogs, and endowments. The Lisle Partners for Parks Foundation helps to support the District's efforts and there is room to grow that support.

Implication for Lisle Park District: With additional development support for the Foundation, this strategy can be used more regularly without the heavy dependence on staff. Foundations should operate independently as non-profit organizations designed to help support District efforts. The Illinois-based, National Association of Park Foundations, <https://www.the-napf.org>, is a great resource for member development, fundraising tool kits, educational webinars, and networking events.

PRIVATE DONATIONS

Private donations may be received in various forms including donations of land, equipment, art, money, and in-kind support. With the right resources and support for the Lisle Partners for Parks Foundation members, this strategy can be a successful means of funding as members leverage their networks, other community members, and businesses for donations.

Implication for Lisle Park District: The District has identified this as a long-term strategy in conjunction with building a stronger foundation. With a strategic action plan, this is a strategy that can bring in incremental revenue for the District.

FRIENDS GROUPS

Friends Groups can support agencies through fundraising for a specific purpose. Friends Groups are often formed by individuals who have a common special interest, and these groups use their passion and influence to create a positive impact on the community through their dedication to a specific cause.

Implication for Lisle Park District: The District has several community parks and signature sites that could leverage the support of a Friends Group. This group can help with programming, basic maintenance (cleaning, beautification, etc.), fundraising, and safety through park/site activation.

IRREVOCABLE REMAINDER TRUSTS

The District has benefited from this strategy in the past with the gift of River Road Park on the Dryszel property. Irrevocable trusts are set up with individuals who typically have over a million dollars in wealth. These individuals leave a portion of their wealth to the foundation in a trust fund that allows the fund to grow over time allowing the agency to use funds from the interests gained to support specific purposes. Trusts may also include the gift of non-monetary contributions such as land.

Implication for Lisle Park District: With the support of a dedicated staff member and/or increased action through the Foundation, the District can expand communication and outreach efforts and an action plan to increase awareness about the ability to leave a gift through a trust to support the District. It is important to recognize this takes a while to cultivate and the District needs to invest in this for the long-term if it has to yield meaningful results over time.

VOLUNTEERISM

Volunteerism is an indirect revenue source whereby individuals donate their time to assist in providing a specific service or product on an hourly basis. The District currently uses this strategy for various uses including special events, museum operations, and Adopt-A-Park. There are also opportunities for individuals to provide support through photography, invasive species removal, and litter pick-up. The

2022 average for a volunteer hour in IL is \$30.97 as per data from Independent Sector with the Do Good Institute.

Implication for Lisle Park District: The District leverages episodic volunteers in various capacities and could expand prospects through long-term volunteer opportunities to support administrative activities, programming, and other year-round functions. This needs to continue and grow, if possible, by evaluating volunteering opportunities beyond those that provide physical labor to others that can also help with intellectual capital and support e.g., Fundraising Consulting volunteer.

SPECIAL FUNDRAISERS

Special fundraisers are typically done on an annual basis for specific programs and capital projects. The District uses this strategy throughout the year with the Lisle Partners for Parks Foundation. Beverage sales were recently introduced to increase revenue during these events.

Implication for Lisle Park District: The District may benefit from hosting one larger signature fundraising event that combines efforts of all parties into a well-executed, impactful, and sought-after event each year. Smaller campaigns can be done in addition to this event to keep the community engaged throughout the year and to increase revenue potential from different segments of the community. E.g., The Parks Alliance of Indianapolis does an annual corporate fundraising luncheon titled Indy's Lunch for Parks <https://www.parks-alliance.org/events/>





5.2.3 CAPITAL FUNDING SOURCES

CAPITAL FEES

Capital fees are used to fund improvement projects on revenue producing facilities such as pools, hospitality centers, golf courses, and recreation centers. They are added on top of fees until after the improvements are paid off.

Implication for Lisle Park District: As needed, this could be a beneficial strategy that allows community members to continue enjoying their favorite facilities while simultaneously supporting capital improvements.

IMPACT FEES/RETAIL IMPACT FEES

Impact Fees/Retail Impact Fees are charged on top of the set user fee for accessing revenue generating facilities such as golf courses, recreation centers, and pools. This revenue is used to fund capital improvement that benefits the users of the facilities.

Implication for Lisle Park District: The District has identified this as a viable strategy done on a “case by case” basis to fund future projects.

5.2.4 USER FEES

FEES AND CHARGES

Fees and charges are common among parks and recreation agencies, including the Lisle Park District. They are market-driven based on public and private facilities. The national average suggests that agencies generate between 35%-50% of their operating expenditures through this strategy.

Implication for Lisle Park District: An annual review of market rates and established fees and charges can help the District stay competitive while providing justification for making any fee adjustments, based on annual cost of living increases, that are needed to ensure financial sustainability for the District.

PERMITS (SPECIAL USE PERMITS)

Permits for special use allow for agencies to collect a portion of revenue from an organization using the agency’s property or spaces for exclusive, for-profit gain.

Implication for Lisle Park District: This could be a strategy used to increase the use of certain parks, facilities, and amenities for revenue generation. It is important to balance for-profit revenue generation opportunities with the needs of the community so as not to alienate residents and regular users.

EQUIPMENT RENTAL

Equipment rentals are a revenue source available on the rental of equipment that complements a reservation of space such as microphones, portable speakers, furniture, and tents, and can also include recreational equipment like bicycles, boogie boards, etc.

Implication for Lisle Park District: There are challenges associated with this revenue strategy because of the logistical impacts for inventory control, replacement, and insurance / liability concerns as needed. It is recommended to charge fees and assess a loss/damage deposit when using this strategy to ensure costs can be covered to replace worn, lost, or damaged items.

5.2.5 GRANTS

LAND AND WATER CONSERVATION FUND

The Land and Water Conservation Fund (LWCF) provides up to 50% reimbursement for outdoor recreation projects. The state reviews applications and forwards them to the National Park Service for final approval. There are several agencies within the state who have taken advantage of these funds including the Champaign Park District, Urbana Park District, Rockford Park District, and the Cook County Forest Preserve District.

Implication for Lisle Park District: LWCF Grants can be used by the Lisle Park District to implement outdoor recreation plans to enhance accessibility and access to its outdoor amenities. More information about LWCF grant programs can be found at: <https://lwcf.tplgis.org/about/lwcf-programs/>.

RECREATIONAL TRAIL PROGRAM

The Federal Recreational Trails Program provides funding for trail completion and rehab, restoration of areas adjacent to trails damaged by unauthorized trail use, construction of trail-related support facilities and amenities and acquisition from willing sellers of trail corridors through easements and fee simple title.

Implication for Lisle Park District: The District has identified this as a potential revenue source for future projects as they arise. As the District continues to evaluate its trails and other outdoor amenities, this strategy can support action items identified in the master plan and provide opportunities for increased accessibility, rehabilitation of existing trails, and connectivity. More information can be found at: <https://www2.illinois.gov/dnr/AEG/Pages/FederalRecreationalTrailsProgram.aspx>.

LOCAL NONPROFIT FOUNDATIONS GRANT

Local Nonprofit Foundation grants help to support local foundations on the state and regional levels. The Lisle Park District has used this to grant source to support the Pesticide Free Park initiative. There are additional opportunities to expand to other projects throughout the District.

Implication for Lisle Park District: The District can continue identifying projects and priorities that would qualify for funding through this program and use it to develop new ideas that can qualify for funding once established.



PARTNERSHIP ENHANCEMENT MONETARY GRANT PROGRAM

The Partnership Enhancement Monetary Grant Program offered by the National Tree Trust is available to not-for-profit, 501(c)(3) organizations designed to support efforts in tree planting, education & training, and maintenance. This funding strategy is not currently used by the District.

Implication for Lisle Park District: In partnership with the Lisle Partners for Parks Foundation, the District can apply for grant funding to expand tree planting and educational programs.

This funding opportunity can support the expansion of outdoor education related to trees and increase tree equity. More information at:

<https://cals.arizona.edu/maricopa/garden/html/funding/treetrst.htm>.

NRPA GRANT & FUNDING RESOURCES

The National Recreation and Park Association (NRPA) offers a variety of grants and funding opportunities throughout the year. Grant opportunities are posted in areas of conservation, environmental/habitat, programming, social issues, art, and facility amenity development.

Implication for Lisle Park District: The District may be able to leverage funds from NRPA to enhance services in the community. More information about NRPA grant and funding resources can be found at: <https://www.nrpa.org/our-work/Grant-Fundraising-Resources/>. Fundraising and grant opportunities posted are updated periodically throughout the year and it would be beneficial to continue to review their website regularly for opportunities.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUNDING

CDBG grants are awarded to agencies that meet federal guidelines for income. These grants are typically awarded to agencies serving low-income communities or population segments and can be used to fund infrastructure improvements, human service enhancements, lead-based paint education & reduction, housing education assistance, and economic development and anti-poverty strategies.

Implication for Lisle Park District: The District has explored CDBG grants and has identified possible areas within its jurisdiction that may qualify for funding in the future.

PARK AND RECREATIONAL FACILITIES CONSTRUCTION PROGRAM (PARC)

The PARC Act provides funding for eligible governments for park and recreation unit construction projects and land acquisition. PARC grants are available to units of local government that are authorized by Illinois law to spend public funds for the acquisition and development of public indoor/outdoor park, recreation, or conservation purposes. School districts are not eligible.

Implication for Lisle Park District: The District has identified PARC grants for future projects. Since school districts are ineligible for these funds, the Lisle School District would not be a viable option for a partnership in the application process. The District can visit the PARC website to assess its eligibility for future projects using their prequalification tool. <https://www2.illinois.gov/dnr/grants/pages/parc-grant.aspx>.

OPEN SPACE LANDS ACQUISITION AND DEVELOPMENT (OSLAD)

The OSLAD program provides state-financed grants that provide funding assistance to local government agencies for the acquisition and/or development of land for public parks and open space when they are combined with matching funds.

Implication for Lisle Park District: With the completion of the Strategic Master Plan, the Lisle Park District will be better positioned to apply for and be awarded OSLAD grants to support acquisition and development projects similar to what other agencies in Illinois have done.

5.2.6 TAX FUNDING SOURCES

SALES, INTEREST, AND OTHER REVENUE

The District currently uses this revenue strategy and has identified areas for potential expansion. The Sales, Interest, and Other Revenue strategy represents revenue from the sale of assets, interest earned on long term accounts, concessions sales, royalty revenue, and the sale of retail products including clothing, maps, publications, and supplies.

Implication for Lisle Park District: The District currently uses this strategy to generate revenue at Sea Lion Aquatic Park and River Bend and has recognized the potential to increase revenue through the expansion of these sales.

5.2.7 FRANCHISES AND LICENSES

CATERING PERMITS AND SERVICES

Catering Permits and Services provide a license for caterers to work in the park system on a permit basis with a set fee or percentage of food sales returning to the District.

Implication for Lisle Park District: The District has identified opportunities for expansion to the permitting already allowed with the system to include ice cream and food trucks.

CONCESSION MANAGEMENT

Concessions management is a form of retail sales or rentals of soft goods, hard goods, or consumable items. This strategy is used by the District at Sea Lion Aquatic Park.

Implication for Lisle Park District: The District is challenged with a dwindling workforce and is looking at options for external concessions management solutions. If services are outsourced the District would contract with a third-party vendor and would receive a set amount of gross revenue as outlined in the agreement.

PRIVATE CONCESSIONAIRES

Private concessionaires are contracts with private businesses to provide and operate desirable recreational activities financed, constructed, and operated by the private sector with additional compensation paid to the District. A popular use of this strategy is Pop-up Beer Garden events.

Implication for Lisle Park District: The District has identified a potential private concessionaire, Naperville Kayak. A contractual agreement with Naperville Kayak would allow the company to provide rental kayaks at Community Park with a portion of revenue paid to the District.

LEASEBACK

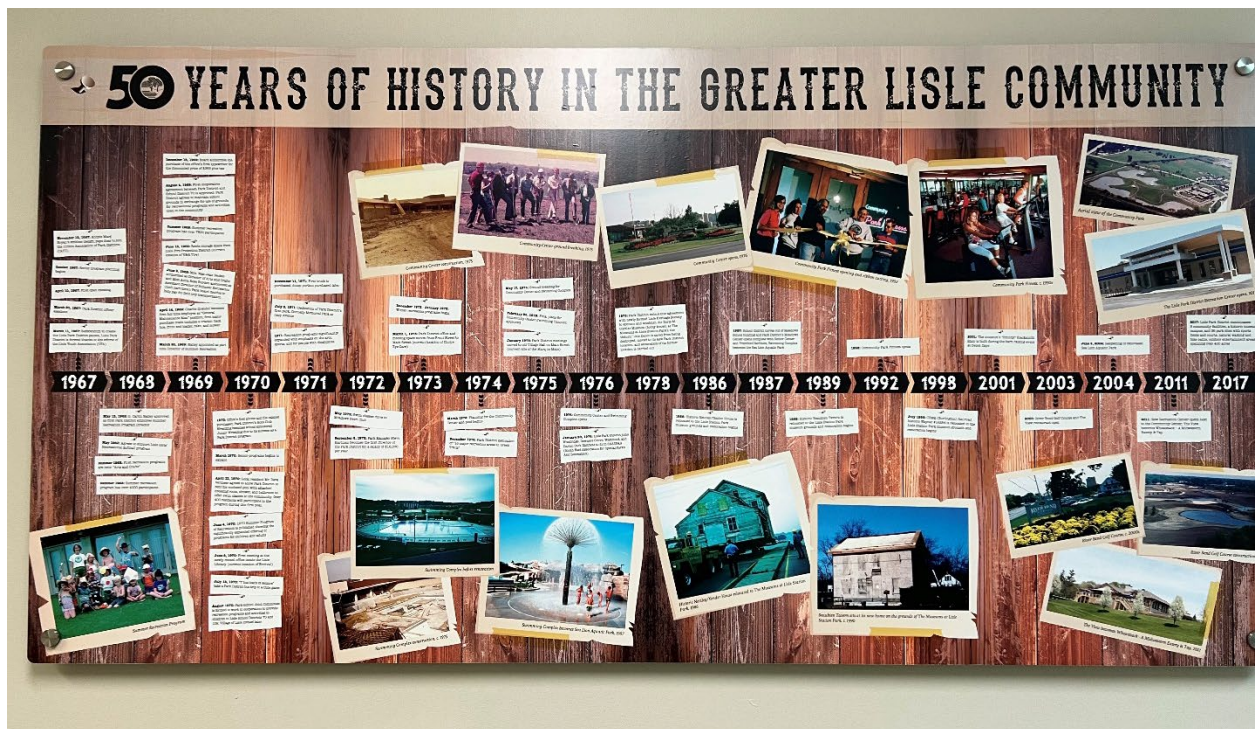
Leasebacks are instances where a private individual or company builds a recreational facility and the revenue earned comes back to pay the development costs. The City of Dublin, OH entered into a leaseback agreement with the Columbus Chill Ice Hockey franchise to build a state of the art ice arena that is operated by the City of Dublin (<https://www.nrpa.org/parks-recreation-magazine/2021/april/public-private-partnership-models/>). Dublin residents get use of the facility, and it helps drive regional tourism.

Implication for Lisle Park District: The District has not used this strategy yet. The completion of the Strategic Master Plan can help position the District as a desirable community for a private entity to partner with in a way that benefits both the District and the private entity.

INTERLOCAL AGREEMENTS

Interlocal agreements are contractual relationships between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, and other recreational facilities. Interlocal agreements with neighboring cities, school districts, and non-profits like the YMCA and Boys & Girls Club, have been popular among Park and Recreation agencies nationwide.

Implication for Lisle Park District: The District has identified this strategy as one that could be beneficial for a future development project. Interlocal agreements are not just for new developments but can also be used to provide additional community benefits and shared resources already available in the community.





CHAPTER SIX – VISION, MISSION, & BIG MOVES

6.1 VISIONING OVERVIEW

In October 2022, over 20 staff members from different divisions throughout the District participated in a day-long Visioning Workshop to determine the District’s Core Values, Vision, and Mission. Staff from different divisions were grouped together and collaboratively developed strategies to address service gaps, community priorities, funding mechanisms, marketing, and operations along with Core Values, Mission and “Big Moves”. The consulting team conducted a visioning session with board members prior to visioning with the District staff.

6.1.1 CORE VALUES

The following Core Values were developed through an iterative process during the Visioning workshop with staff and Board. These are the core values by which staff will operate. They have also helped shape the Vision and Mission for the District.

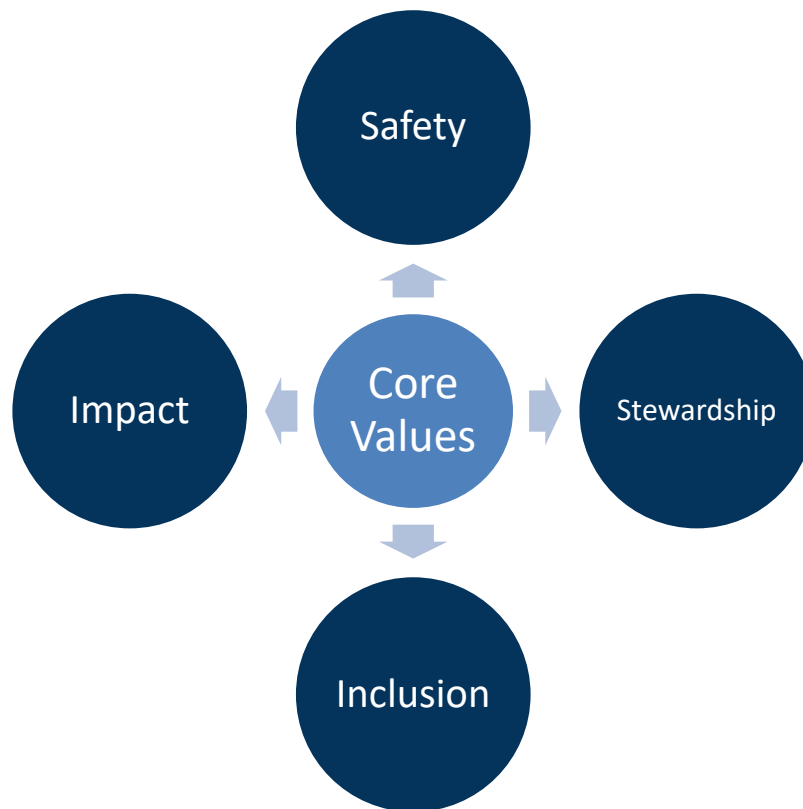


Figure 82: Core Values

6.1.2 VISION

The following is the vision statement that the District aspires to fulfill:

A place where everyone belongs.

6.1.3 MISSION

The following mission statement serves as the “why” for the staff to do what they do every day:

Be community focused

6.1.4 BIG MOVES

Staff and the Board collaborated to identify the primary District-wide outcomes they would aspire to achieve from this Plan. These Big Moves are the most significant outcomes desired and, when achieved, will serve as the legacy fulfilling the Plan’s vision. The following are the Big Moves that were identified through this process:

1. Develop additional indoor, multigenerational recreation space
2. Balance staff recruitment / retention with future staffing needs
3. Diversify revenue sources and pass a referendum
4. Generate greater awareness and storytelling
5. Improve existing parks, trails, programs and amenities





CHAPTER SEVEN – CONCLUSION

This Strategic Master Plan is designed to provide a roadmap for the District to continue serving the community and meeting their current and future needs. As seen in the report, it is shaped by extensive community input and reflects the vision and values of the community.

The District leadership and staff have done an admirable job including through the pandemic to be community focused, to support health and wellness, promote sustainability, while managing operational efficiency. All these have resulted in community satisfaction levels and willingness to support the District as seen in the input process.

For the District to address the aging infrastructure and meet the evolving community needs, it will take funding and staffing based on changing times. The District's culture is welcoming and team oriented and it will take the entire team from leadership to staff and volunteers to community members to successfully implement this plan and fulfil the vision of a community where everyone belongs.



APPENDICES



APPENDIX A - CORE VS. CASUAL PARTICIPATION TRENDS

GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Basketball	22,343	100%	27,753	100%	27,135	100%	21.4%	-2.2%
Casual (1-12 times)	7,486	34%	11,962	43%	11,019	41%	47.2%	-7.9%
Core(13+ times)	14,857	66%	15,791	57%	16,019	59%	7.8%	1.4%
Golf (9 or 18-Hole Course)	23,815	100%	24,804	100%	25,111	100%	5.4%	1.2%
Tennis	18,079	100%	21,642	100%	22,617	100%	25.1%	4.5%
Baseball	14,760	100%	15,731	100%	15,587	100%	5.6%	-0.9%
Casual (1-12 times)	5,673	38%	8,089	51%	7,392	47%	30.3%	-8.6%
Core (13+ times)	9,087	62%	7,643	49%	8,195	53%	-9.8%	7.2%
Soccer (Outdoor)	11,932	100%	12,444	100%	12,556	100%	5.2%	0.9%
Casual (1-25 times)	6,342	53%	8,360	67%	7,586	60%	19.6%	-9.3%
Core (26+ times)	5,590	47%	4,084	33%	4,970	40%	-11.1%	21.7%
Softball (Slow Pitch)	7,690	100%	6,349	100%	6,008	100%	-21.9%	-5.4%
Casual (1-12 times)	3,377	44%	2,753	43%	2,729	45%	-19.2%	-0.9%
Core(13+ times)	4,314	56%	3,596	57%	3,279	55%	-24.0%	-8.8%
Football (Flag)	6,173	123%	7,001	121%	6,889	123%	11.6%	-1.6%
Casual (1-12 times)	3,249	53%	4,287	61%	4,137	60%	27.3%	-3.5%
Core(13+ times)	2,924	47%	2,714	39%	2,752	40%	-5.9%	1.4%
Core Age 6 to 17 (13+ times)	1,401	23%	1,446	21%	1,574	23%	12.3%	8.9%
Volleyball (Court)	6,216	100%	5,410	100%	5,849	100%	-5.9%	8.1%
Casual (1-12 times)	2,852	46%	2,204	41%	2,465	42%	-13.6%	11.8%
Core(13+ times)	3,364	54%	3,206	59%	3,384	58%	0.6%	5.6%
Badminton	7,354	100%	5,862	100%	6,061	100%	-17.6%	3.4%
Casual (1-12 times)	5,285	72%	4,129	70%	4,251	70%	-19.6%	3.0%
Core(13+ times)	2,069	28%	1,733	30%	1,810	30%	-12.5%	4.4%
Football (Touch)	5,686	100%	4,846	100%	4,884	100%	-14.1%	0.8%
Casual (1-12 times)	3,304	58%	2,990	62%	3,171	65%	-4.0%	6.1%
Core(13+ times)	2,383	42%	1,856	38%	1,713	35%	-28.1%	-7.7%
Soccer (Indoor)	5,117	100%	5,440	100%	5,408	100%	5.7%	-0.6%
Casual (1-12 times)	2,347	46%	3,377	62%	3,054	56%	30.1%	-9.6%
Core(13+ times)	2,770	54%	2,063	38%	2,354	44%	-15.0%	14.1%
Football (Tackle)	5,481	146%	5,054	144%	5,228	140%	-4.6%	3.4%
Casual (1-25 times)	2,242	41%	2,390	47%	2,642	51%	17.8%	10.5%
Core(26+ times)	3,240	59%	2,665	53%	2,586	49%	-20.2%	-3.0%
Core Age 6 to 17 (26+ times)	2,543	46%	2,226	44%	2,110	40%	-17.0%	-5.2%
Gymnastics	5,381	100%	3,848	100%	4,268	100%	-20.7%	10.9%
Casual (1-49 times)	3,580	67%	2,438	63%	2,787	65%	-22.2%	14.3%
Core(50+ times)	1,800	33%	1,410	37%	1,482	35%	-17.7%	5.1%
Volleyball (Sand/Beach)	5,489	100%	4,320	100%	4,184	100%	-23.8%	-3.1%
Casual (1-12 times)	3,989	73%	3,105	72%	2,918	70%	-26.8%	-6.0%
Core(13+ times)	1,500	27%	1,215	28%	1,265	30%	-15.7%	4.1%
Track and Field	4,116	100%	3,636	100%	3,587	100%	-12.9%	-1.3%
Casual (1-25 times)	1,961	48%	1,589	44%	1,712	48%	-12.7%	7.7%
Core(26+ times)	2,155	52%	2,046	56%	1,875	52%	-13.0%	-8.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

GENERAL SPORTS (CONTINUED)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Cheerleading	4,029	100%	3,308	100%	3,465	100%	-14.0%	4.7%
Casual (1-25 times)	2,365	59%	1,931	58%	2,030	59%	-14.2%	5.1%
Core(26+ times)	1,664	41%	1,377	42%	1,435	41%	-13.8%	4.2%
Pickleball	2,815	100%	4,199	100%	4,819	100%	71.2%	14.8%
Casual (1-12 times)	1,710	61%	2,835	68%	3,454	72%	102.0%	21.8%
Core(13+ times)	1,106	39%	1,364	32%	1,365	28%	23.4%	0.1%
Racquetball	3,579	100%	3,426	100%	3,260	100%	-8.9%	-4.8%
Casual (1-12 times)	2,488	70%	2,476	72%	2,270	70%	-8.8%	-8.3%
Core(13+ times)	1,092	31%	950	28%	990	30%	-9.3%	4.2%
Ice Hockey	2,697	100%	2,270	100%	2,306	100%	-14.5%	1.6%
Casual (1-12 times)	1,353	50%	1,165	51%	1,206	52%	-10.9%	3.5%
Core(13+ times)	1,344	50%	1,105	49%	1,101	48%	-18.1%	-0.4%
Ultimate Frisbee	3,673	100%	2,325	100%	2,190	100%	-40.4%	-5.8%
Casual (1-12 times)	2,746	75%	1,476	63%	1,441	66%	-47.5%	-2.4%
Core(13+ times)	927	25%	849	37%	749	34%	-19.2%	-11.8%
Softball (Fast Pitch)	2,467	100%	1,811	100%	2,088	100%	-15.4%	15.3%
Casual (1-25 times)	1,198	49%	650	36%	934	45%	-22.0%	43.7%
Core(26+ times)	1,269	51%	1,162	64%	1,154	55%	-9.1%	-0.7%
Lacrosse	2,090	100%	1,884	100%	1,892	100%	-9.5%	0.4%
Casual (1-12 times)	1,153	55%	902	48%	1,009	53%	-12.5%	11.9%
Core(13+ times)	938	45%	982	52%	883	47%	-5.9%	-10.1%
Wrestling	1,922	100%	1,931	100%	1,937	100%	0.8%	0.3%
Casual (1-25 times)	1,139	59%	1,239	64%	1,290	67%	13.3%	4.1%
Core(26+ times)	782	41%	692	36%	647	33%	-17.3%	-6.5%
Roller Hockey	1,929	100%	1,500	100%	1,425	100%	-26.1%	-5.0%
Casual (1-12 times)	1,438	75%	1,129	75%	1,088	76%	-24.3%	-3.6%
Core(13+ times)	491	25%	371	25%	337	24%	-31.4%	-9.2%
Boxing for Competition	1,210	100%	1,361	100%	1,460	100%	20.7%	7.3%
Casual (1-12 times)	1,035	86%	1,214	89%	1,262	86%	21.9%	4.0%
Core(13+ times)	176	15%	147	11%	199	14%	13.1%	35.4%
Rugby	1,550	100%	1,242	100%	1,238	100%	-20.1%	-0.3%
Casual (1-7 times)	1,090	70%	807	65%	778	63%	-28.6%	-3.6%
Core(8+ times)	460	30%	435	35%	460	37%	0.0%	5.7%
Squash	1,549	100%	1,163	100%	1,185	100%	-23.5%	1.9%
Casual (1-7 times)	1,111	72%	669	58%	720	61%	-35.2%	7.6%
Core(8+ times)	437	28%	495	43%	466	39%	6.6%	-5.9%
Golf (Entertainment Venue)	8,173	100%	12,057	100%	12,362	100%	51.3%	2.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	



GENERAL FITNESS

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Fitness Walking	107,895	100%	114,044	100%	115,814	100%	7.3%	1.6%
Casual (1-49 times)	34,535	32%	34,742	30%	39,036	34%	13.0%	12.4%
Core(50+ times)	73,359	68%	79,302	70%	76,778	66%	4.7%	-3.2%
Treadmill	51,872	100%	49,832	100%	53,627	100%	3.4%	7.6%
Casual (1-49 times)	23,490	45%	19,549	39%	25,353	47%	7.9%	29.7%
Core(50+ times)	28,381	55%	30,283	61%	28,276	53%	-0.4%	-6.6%
Free Weights (Dumbbells/Hand Weights)	51,513	100%	53,256	100%	52,636	100%	2.2%	-1.2%
Casual (1-49 times)	18,245	35%	20,070	38%	21,560	41%	18.2%	7.4%
Core(50+ times)	33,268	65%	33,186	62%	31,076	59%	-6.6%	-6.4%
Running/Jogging	47,384	100%	50,652	100%	48,977	100%	3.4%	-3.3%
Casual (1-49 times)	21,764	46%	24,438	48%	23,441	48%	7.7%	-4.1%
Core(50+ times)	25,621	54%	26,214	52%	25,537	52%	-0.3%	-2.6%
Stationary Cycling (Recumbent/Upright)	36,118	100%	31,287	100%	32,453	100%	-10.1%	3.7%
Casual (1-49 times)	18,240	51%	13,249	42%	15,124	47%	-17.1%	14.2%
Core(50+ times)	17,878	49%	18,038	58%	17,330	53%	-3.1%	-3.9%
Weight/Resistant Machines	35,768	100%	30,651	100%	30,577	100%	-14.5%	-0.2%
Casual (1-49 times)	14,346	40%	10,940	36%	11,954	39%	-16.7%	9.3%
Core(50+ times)	21,422	60%	19,711	64%	18,624	61%	-13.1%	-5.5%
Elliptical Motion/Cross Trainer	32,218	100%	27,920	100%	27,618	100%	-14.3%	-1.1%
Casual (1-49 times)	15,687	49%	14,403	52%	14,156	51%	-9.8%	-1.7%
Core(50+ times)	16,532	51%	13,517	48%	13,461	49%	-18.6%	-0.4%
Yoga	26,268	100%	32,808	102%	34,347	100%	30.8%	4.7%
Casual (1-49 times)	15,486	59%	19,953	61%	20,110	59%	29.9%	0.8%
Core(50+ times)	10,782	41%	13,471	41%	14,237	41%	32.0%	5.7%
Free Weights (Barbells)	26,473	100%	28,790	100%	28,243	100%	6.7%	-1.9%
Casual (1-49 times)	10,344	39%	13,428	47%	12,649	45%	22.3%	-5.8%
Core(50+ times)	16,129	61%	15,363	53%	15,595	55%	-3.3%	1.5%
Dance, Step, Choreographed Exercise	21,839	100%	25,160	100%	24,752	100%	13.3%	-1.6%
Casual (1-49 times)	14,158	65%	16,652	66%	16,622	67%	17.4%	-0.2%
Core(50+ times)	7,681	35%	8,507	34%	8,130	33%	5.8%	-4.4%
Bodyweight Exercise	25,110	100%	22,845	100%	22,629	100%	-9.9%	-0.9%
Casual (1-49 times)	9,763	39%	9,581	42%	9,915	44%	1.6%	3.5%
Core(50+ times)	15,347	61%	13,264	58%	12,714	56%	-17.2%	-4.1%
Aerobics (High Impact/ Intensity Training)	10,575	100%	10,954	100%	10,400	100%	-1.7%	-5.1%
Casual (1-49 times)	7,135	67%	8,331	76%	8,347	80%	17.0%	0.2%
Core(50+ times)	3,440	33%	2,623	24%	2,053	20%	-40.3%	-21.7%
Stair Climbing Machine	15,079	100%	11,261	100%	11,786	100%	-21.8%	4.7%
Casual (1-49 times)	9,332	62%	6,339	56%	7,332	62%	-21.4%	15.7%
Core(50+ times)	5,747	38%	4,922	44%	4,453	38%	-22.5%	-9.5%
Cross-Training Style Workout	12,914	100%	9,179	100%	9,764	100%	-24.4%	6.4%
Casual (1-49 times)	6,430	50%	3,476	38%	4,179	43%	-35.0%	20.2%
Core(50+ times)	6,483	50%	5,704	62%	5,585	57%	-13.9%	-2.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

GENERAL FITNESS (CONTINUED)

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Trail Running	8,582	100%	11,854	100%	12,520	100%	45.9%	5.6%
Stationary Cycling (Group)	8,937	100%	6,054	100%	5,939	100%	-33.5%	-1.9%
<i>Casual (1-49 times)</i>	5,751	64%	3,134	52%	3,134	53%	-45.5%	0.0%
<i>Core(50+ times)</i>	3,186	36%	2,920	48%	2,805	47%	-12.0%	-3.9%
Pilates Training	8,893	100%	9,905	100%	9,745	100%	9.6%	-1.6%
<i>Casual (1-49 times)</i>	5,525	62%	6,668	67%	6,611	68%	19.7%	-0.9%
<i>Core(50+ times)</i>	3,367	38%	3,237	33%	3,133	32%	-6.9%	-3.2%
Cardio Kickboxing	6,899	100%	5,295	100%	5,099	100%	-26.1%	-3.7%
<i>Casual (1-49 times)</i>	4,760	69%	3,438	65%	3,328	65%	-30.1%	-3.2%
<i>Core(50+ times)</i>	2,139	31%	1,857	35%	1,771	35%	-17.2%	-4.6%
Boot Camp Style Training	6,583	100%	4,969	100%	5,169	100%	-21.5%	4.0%
<i>Casual (1-49 times)</i>	4,484	68%	3,204	64%	3,461	67%	-22.8%	8.0%
<i>Core(50+ times)</i>	2,099	32%	1,765	36%	1,709	33%	-18.6%	-3.2%
Martial Arts	5,745	100%	6,064	100%	6,186	100%	7.7%	2.0%
<i>Casual (1-12 times)</i>	1,964	34%	2,679	44%	2,728	44%	38.9%	1.8%
<i>Core(13+ times)</i>	3,780	66%	3,385	56%	3,458	56%	-8.5%	2.2%
Boxing for Fitness	5,175	100%	5,230	100%	5,237	100%	1.2%	0.1%
<i>Casual (1-12 times)</i>	2,678	52%	2,962	57%	2,985	57%	11.5%	0.8%
<i>Core(13+ times)</i>	2,496	48%	2,268	43%	2,252	43%	-9.8%	-0.7%
Tai Chi	3,706	100%	3,300	100%	3,393	100%	-8.4%	2.8%
<i>Casual (1-49 times)</i>	2,245	61%	1,858	56%	2,001	59%	-10.9%	7.7%
<i>Core(50+ times)</i>	1,461	39%	1,442	44%	1,393	41%	-4.7%	-3.4%
Barre	3,329	100%	3,579	100%	3,659	100%	9.9%	2.2%
<i>Casual (1-49 times)</i>	2,636	79%	2,721	76%	2,822	77%	7.1%	3.7%
<i>Core(50+ times)</i>	693	21%	858	24%	837	23%	20.8%	-2.4%
Triathlon (Traditional/Road)	2,374	100%	1,846	100%	1,748	100%	-26.4%	-5.3%
Triathlon (Non-Traditional/Off Road)	1,705	100%	1,363	100%	1,304	100%	-23.5%	-4.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	



OUTDOOR/ADVENTURE RECREATION

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	42,128	100%	57,808	100%	58,697	100%	39.3%	1.5%
Bicycling (Road)	38,365	100%	44,471	100%	42,775	100%	11.5%	-3.8%
<i>Casual (1-25 times)</i>	19,244	50%	23,720	53%	22,280	52%	15.8%	-6.1%
<i>Core(26+ times)</i>	19,121	50%	20,751	47%	20,495	48%	7.2%	-1.2%
Fishing (Freshwater)	38,121	100%	42,556	100%	40,853	100%	7.2%	-4.0%
<i>Casual (1-7 times)</i>	20,308	53%	24,309	57%	22,451	55%	10.6%	-7.6%
<i>Core(8+ times)</i>	17,813	47%	18,247	43%	18,403	45%	3.3%	0.9%
Camping (< 1/4 Mile of Vehicle/Home)	26,467	100%	36,082	100%	35,985	100%	36.0%	-0.3%
Camping (Recreational Vehicle)	15,855	100%	17,825	100%	16,371	100%	3.3%	-8.2%
<i>Casual (1-7 times)</i>	8,719	55%	11,281	63%	9,688	59%	11.1%	-14.1%
<i>Core(8+ times)</i>	7,136	45%	6,544	37%	6,683	41%	-6.3%	2.1%
Fishing (Saltwater)	12,266	100%	14,527	100%	13,790	100%	12.4%	-5.1%
<i>Casual (1-7 times)</i>	7,198	59%	9,109	63%	8,543	62%	18.7%	-6.2%
<i>Core(8+ times)</i>	5,068	41%	5,418	37%	5,246	38%	3.5%	-3.2%
Birdwatching (>1/4 mile of Vehicle/Home)	11,589	100%	15,228	100%	14,815	100%	27.8%	-2.7%
Backpacking Overnight	10,151	100%	10,746	100%	10,306	100%	1.5%	-4.1%
Bicycling (Mountain)	8,615	100%	8,998	100%	8,693	100%	0.9%	-3.4%
<i>Casual (1-12 times)</i>	4,273	50%	4,803	53%	4,517	52%	5.7%	-6.0%
<i>Core(13+ times)</i>	4,342	50%	4,194	47%	4,176	48%	-3.8%	-0.4%
Archery	7,903	100%	7,249	100%	7,342	100%	-7.1%	1.3%
<i>Casual (1-25 times)</i>	6,650	84%	6,102	84%	6,054	82%	-9.0%	-0.8%
<i>Core(26+ times)</i>	1,253	16%	1,147	16%	1,288	18%	2.8%	12.3%
Fishing (Fly)	6,456	100%	7,753	100%	7,458	100%	15.5%	-3.8%
<i>Casual (1-7 times)</i>	4,183	65%	5,020	65%	4,762	64%	13.8%	-5.1%
<i>Core(8+ times)</i>	2,273	35%	2,733	35%	2,696	36%	18.6%	-1.4%
Skateboarding	6,442	100%	8,872	100%	8,747	100%	35.8%	-1.4%
<i>Casual (1-25 times)</i>	3,955	61%	6,315	71%	6,181	71%	56.3%	-2.1%
<i>Core(26+ times)</i>	2,487	39%	2,557	29%	2,566	29%	3.2%	0.4%
Climbing (Indoor)	-	n/a	5,535	100%	5,684	100%	n/a	2.7%
Roller Skating (In-Line)	5,381	100%	4,892	100%	4,940	100%	-8.2%	1.0%
<i>Casual (1-12 times)</i>	3,861	72%	3,466	71%	3,525	71%	-8.7%	1.7%
<i>Core(13+ times)</i>	1,520	28%	1,425	29%	1,415	29%	-6.9%	-0.7%
Bicycling (BMX)	3,104	100%	3,880	100%	3,861	100%	24.4%	-0.5%
<i>Casual (1-12 times)</i>	1,760	57%	2,532	65%	2,466	64%	40.1%	-2.6%
<i>Core(13+ times)</i>	1,344	43%	1,348	35%	1,396	36%	3.9%	3.6%
Climbing (Traditional/Ice/Mountaineering)	2,790	100%	2,456	100%	2,374	100%	-14.9%	-3.3%
Climbing (Sport/Boulder)	-	n/a	2,290	100%	2,301	100%	n/a	0.5%
Adventure Racing	2,999	100%	1,966	100%	1,826	100%	-39.1%	-7.1%
<i>Casual (1 times)</i>	1,081	36%	328	17%	312	17%	-71.1%	-4.9%
<i>Core(2+ times)</i>	1,918	64%	1,638	83%	1,514	83%	-21.1%	-7.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

AQUATICS

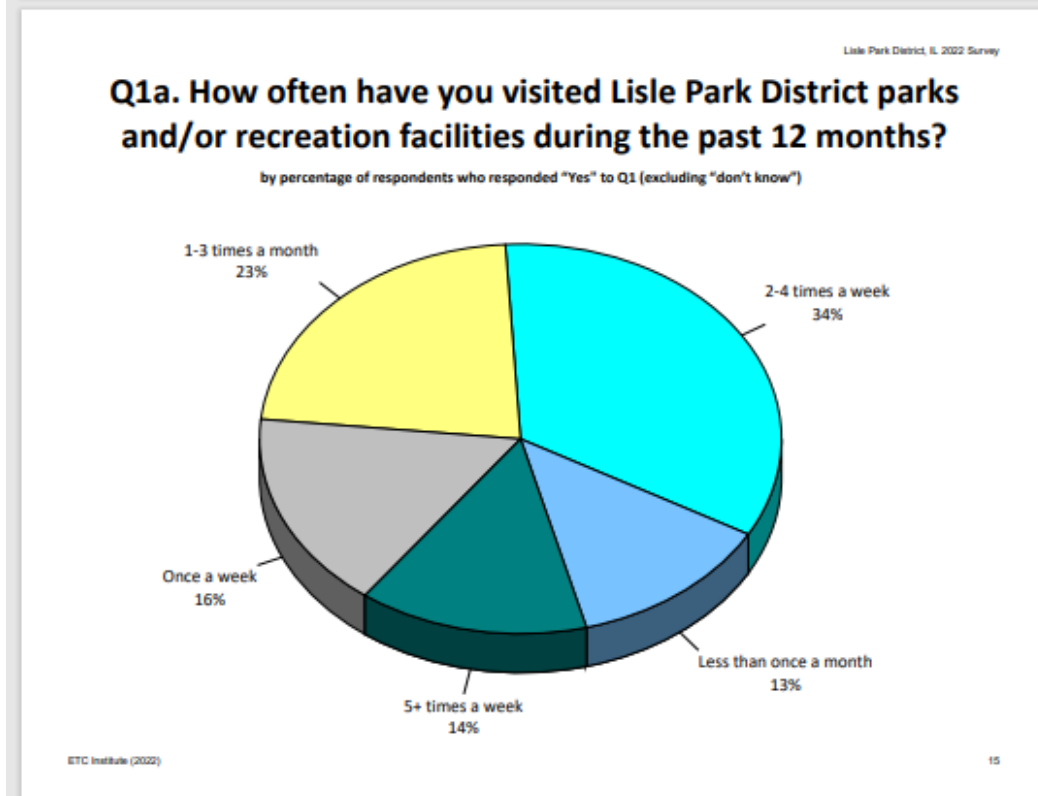
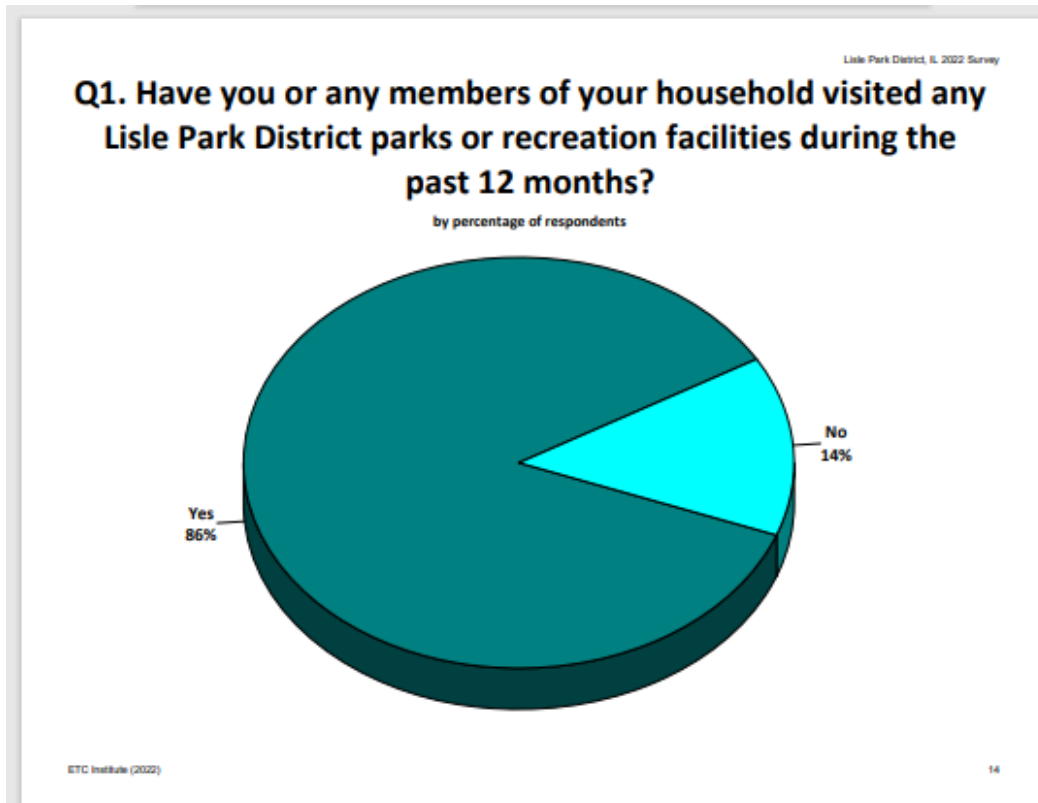
National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	26,601	100%	25,666	100%	25,620	100%	-3.7%	-0.2%
Casual (1-49 times)	17,781	67%	17,987	70%	17,598	69%	-1.0%	-2.2%
Core(50+ times)	8,820	33%	7,680	30%	8,022	31%	-9.0%	4.5%
Aquatic Exercise	10,575	100%	10,954	100%	10,400	100%	-1.7%	-5.1%
Casual (1-49 times)	7,135	67%	8,331	76%	8,347	80%	17.0%	0.2%
Core(50+ times)	3,440	33%	2,623	24%	2,053	20%	-40.3%	-21.7%
Swimming (Competition)	3,369	100%	2,615	100%	2,824	100%	-16.2%	8.0%
Casual (1-49 times)	1,881	56%	1,524	58%	1,708	60%	-9.2%	12.1%
Core(50+ times)	1,488	44%	1,091	42%	1,116	40%	-25.0%	2.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)



WATER SPORTS/ACTIVITIES

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Kayaking (Recreational)	10,017	100%	13,002	100%	13,351	100%	33.3%	2.7%
Canoeing	10,046	100%	9,595	100%	9,199	100%	-8.4%	-4.1%
Snorkeling	8,717	100%	7,729	100%	7,316	100%	-16.1%	-5.3%
Casual (1-7 times)	6,945	80%	6,374	82%	5,989	82%	-13.8%	-6.0%
Core(8+ times)	1,773	20%	1,355	18%	1,326	18%	-25.2%	-2.1%
Jet Skiing	5,783	100%	4,900	100%	5,062	100%	-12.5%	3.3%
Casual (1-7 times)	4,143	72%	3,783	77%	3,780	75%	-8.8%	-0.1%
Core(8+ times)	1,640	28%	1,116	23%	1,281	25%	-21.9%	14.8%
Sailing	4,095	100%	3,486	100%	3,463	100%	-15.4%	-0.7%
Casual (1-7 times)	2,833	69%	2,395	69%	2,418	70%	-14.6%	1.0%
Core(8+ times)	1,262	31%	1,091	31%	1,045	30%	-17.2%	-4.2%
Stand-Up Paddling	3,220	100%	3,675	100%	3,739	100%	16.1%	1.7%
Rafting	3,428	100%	3,474	100%	3,383	100%	-1.3%	-2.6%
Water Skiing	3,700	100%	3,050	100%	3,058	100%	-17.4%	0.3%
Casual (1-7 times)	2,667	72%	2,189	72%	2,209	72%	-17.2%	0.9%
Core(8+ times)	1,033	28%	861	28%	849	28%	-17.8%	-1.4%
Surfing	2,793	100%	3,800	100%	3,463	100%	24.0%	-8.9%
Casual (1-7 times)	1,768	63%	2,507	66%	2,158	62%	22.1%	-13.9%
Core(8+ times)	1,024	37%	1,293	34%	1,305	38%	27.4%	0.9%
Wakeboarding	2,912	100%	2,754	100%	2,674	100%	-8.2%	-2.9%
Casual (1-7 times)	2,017	69%	2,007	73%	1,902	71%	-5.7%	-5.2%
Core(8+ times)	895	31%	747	27%	772	29%	-13.7%	3.3%
Scuba Diving	3,111	100%	2,588	100%	2,476	100%	-20.4%	-4.3%
Casual (1-7 times)	2,292	74%	1,880	73%	1,795	72%	-21.7%	-4.5%
Core(8+ times)	819	26%	708	27%	680	27%	-17.0%	-4.0%
Kayaking (Sea/Touring)	3,124	100%	2,508	100%	2,587	100%	-17.2%	3.1%
Kayaking (White Water)	2,552	100%	2,605	100%	2,587	100%	1.4%	-0.7%
Boardsailing/Windsurfing	1,737	100%	1,268	100%	1,297	100%	-25.3%	2.3%
Casual (1-7 times)	1,449	83%	1,015	80%	1,002	77%	-30.8%	-1.3%
Core(8+ times)	288	17%	253	20%	295	23%	2.4%	16.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

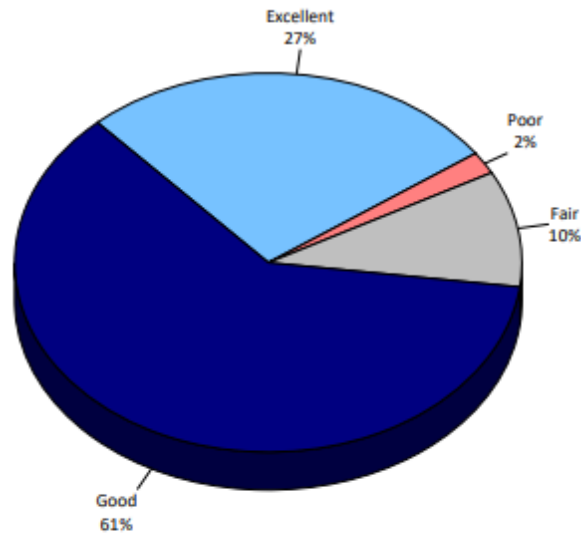
APPENDIX B – STATISTICALLY SURVEY QUESTIONS RESULTS





Q1b. Overall, how would you rate the physical condition of ALL the Lisle Park District parks and recreation facilities you have visited?

by percentage of respondents who responded "Yes" to Q1 (excluding "not provided")

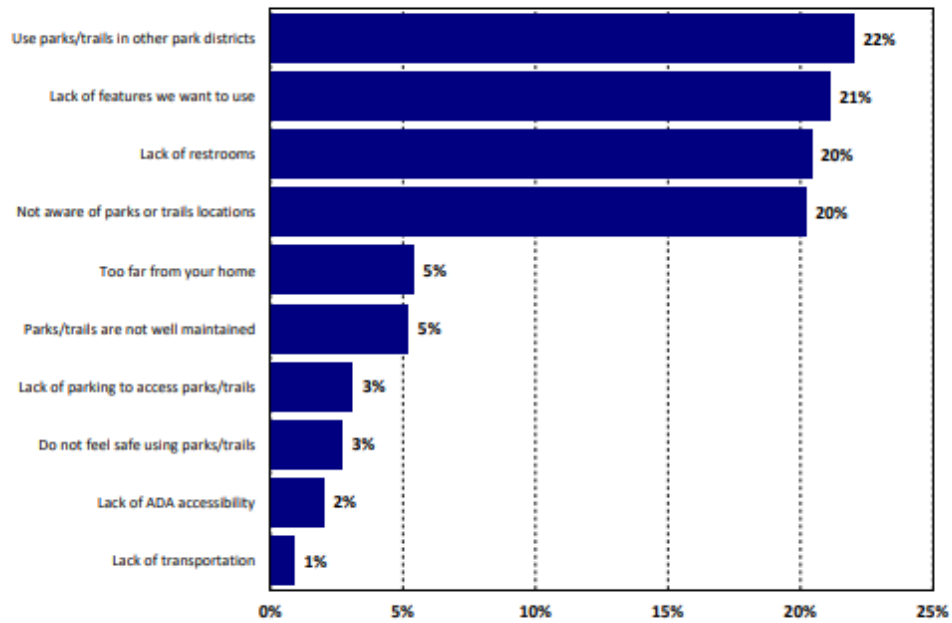


ETC Institute (2022)

16

Q2. Barriers to Parks or Recreation Facilities Use

by percentage of respondents (multiple selections could be made)



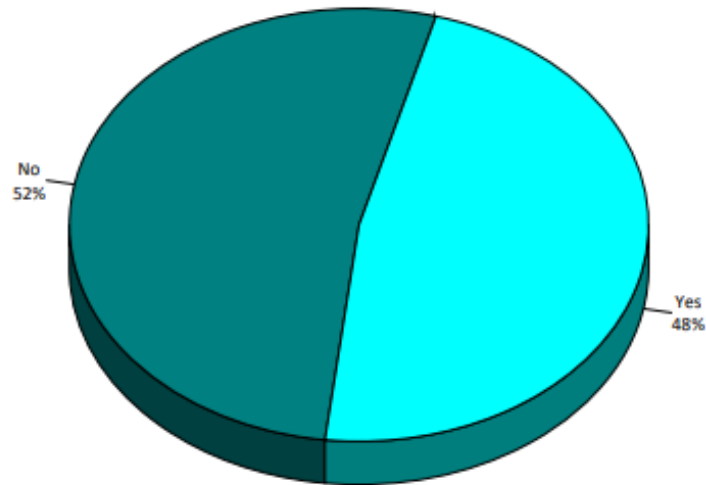
ETC Institute (2022)

17

Lisle Park District, IL 2022 Survey

Q3. Has your household participated in any recreation programs/events offered by the Lisle Park District during the past two years?

by percentage of respondents



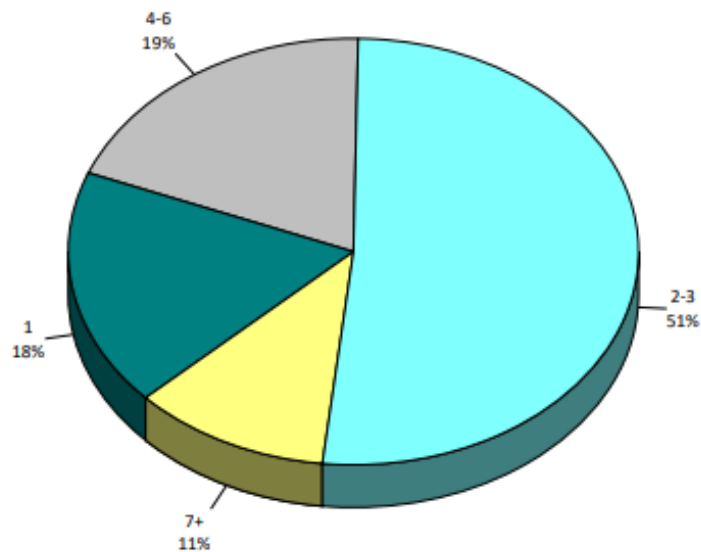
ETC Institute (2022)

18

Lisle Park District, IL 2022 Survey

Q3a. How many recreation programs/events offered by the Lisle Park District have you or members of your household participated in during the past two years?

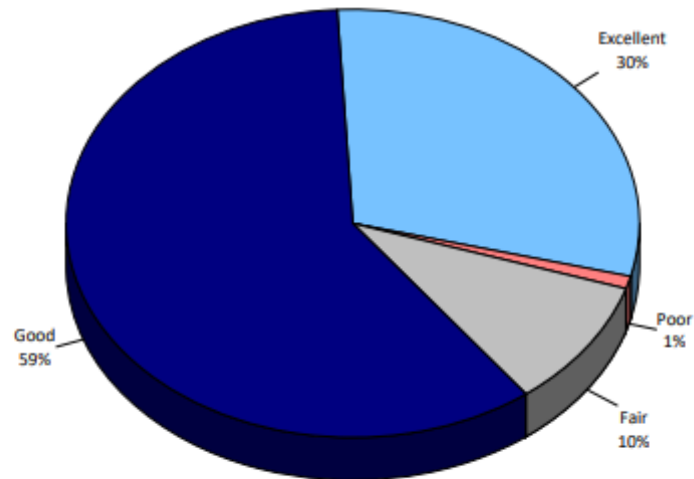
by percentage of respondents who responded "Yes" to Q3 (excluding "not provided")



ETC Institute (2022)

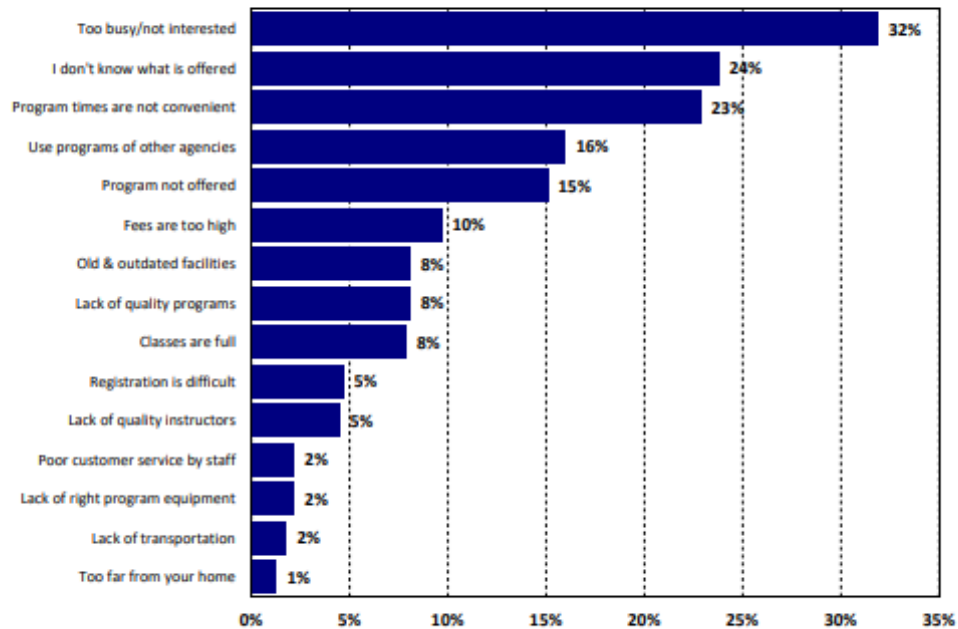
19

Q3b. How would you rate the overall quality of recreation programs/events offered by the Lisle Park District in which your household has participated?
by percentage of respondents who responded "Yes" to Q3



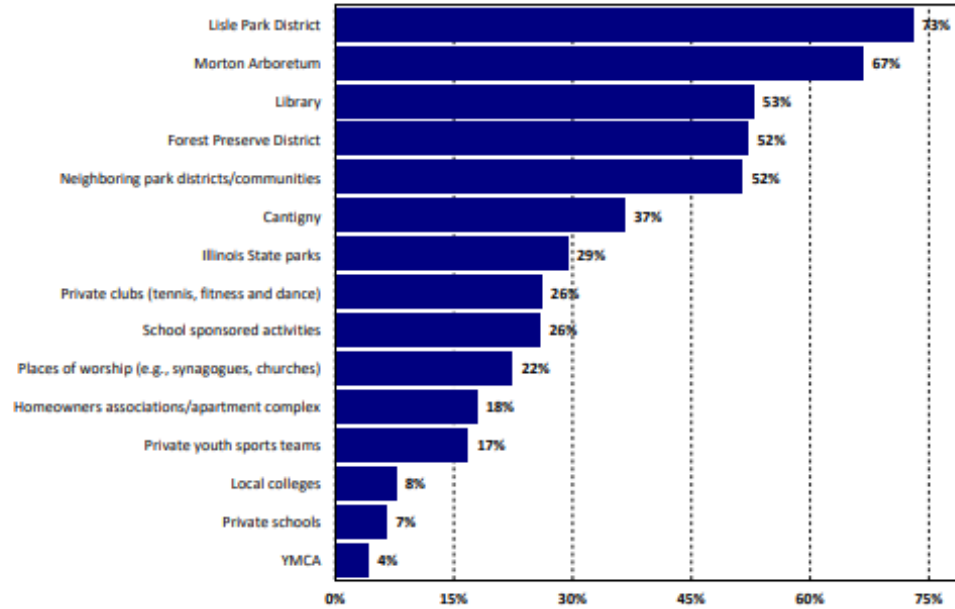
Q4. Barriers to Recreation Programs Participation

by percentage of respondents (multiple selections could be made)



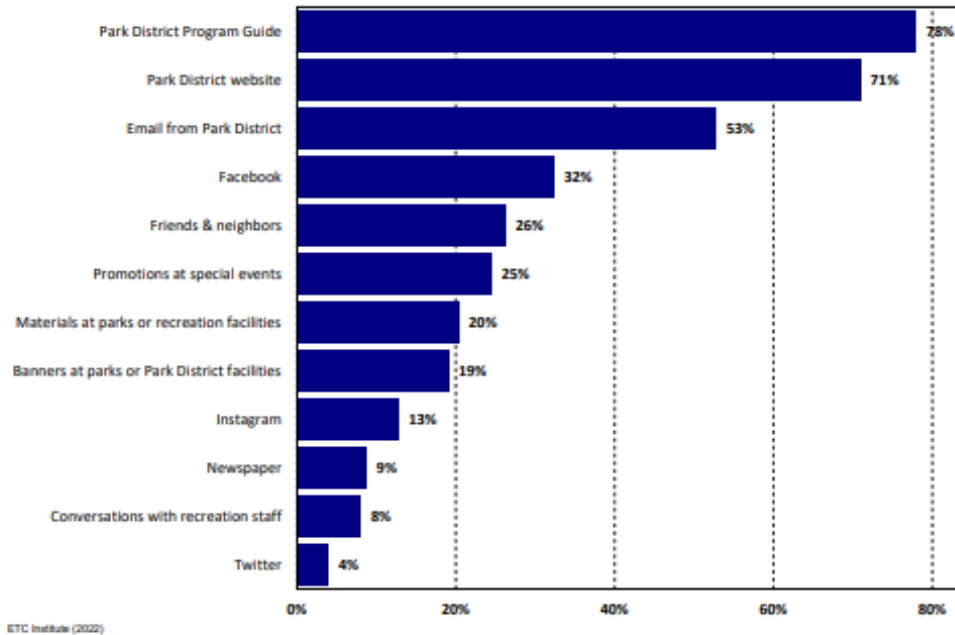
Q5. Organizations Households Used within the Last Two Years for Recreation and Sports Activities

by percentage of respondents (multiple selections could be made) (excluding "none")



Q6. From the following list, please CHECK ALL of the ways you would like to learn about Lisle Park District activities and events

by percentage of respondents (multiple selections could be made)

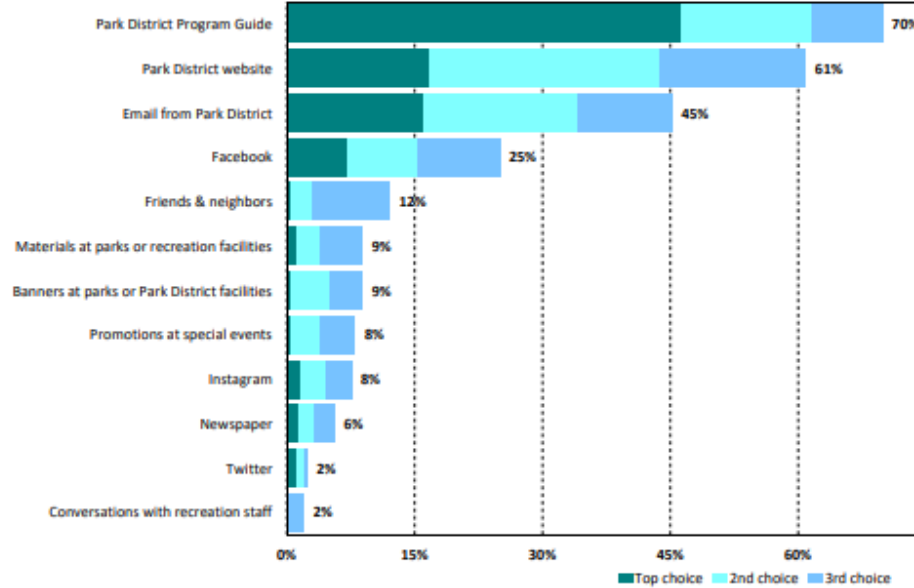




Lisle Park District, IL 2022 Survey

Q7. Most Preferred Sources for Learning About Recreation Programs and Activities

by percentage of respondents who selected the items as one of their top three choices



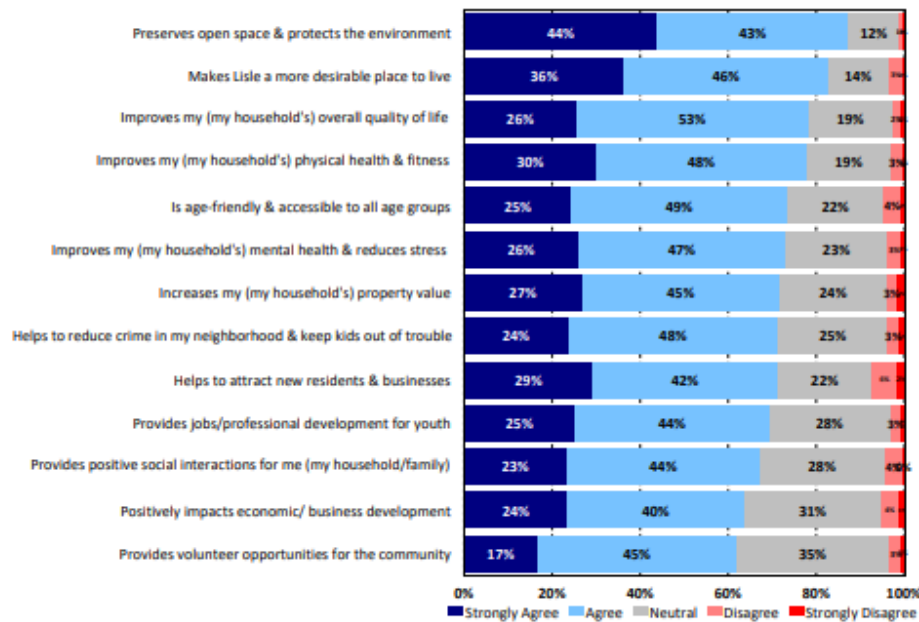
ETC Institute (2022)

24

Lisle Park District, IL 2022 Survey

Q8. Level of Agreement with Statements Regarding Benefits of Lisle Park District

by percentage of respondents (excluding "don't know")



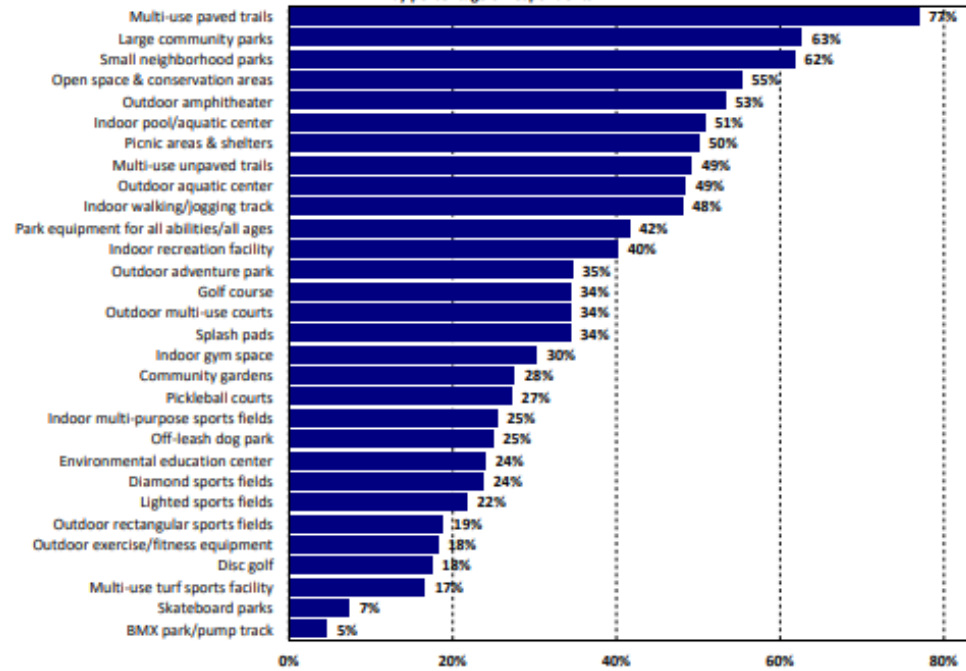
ETC Institute (2022)

25

Lisle Park District, IL 2022 Survey

Q9. Respondents With Need for Facility or Amenity

by percentage of respondents



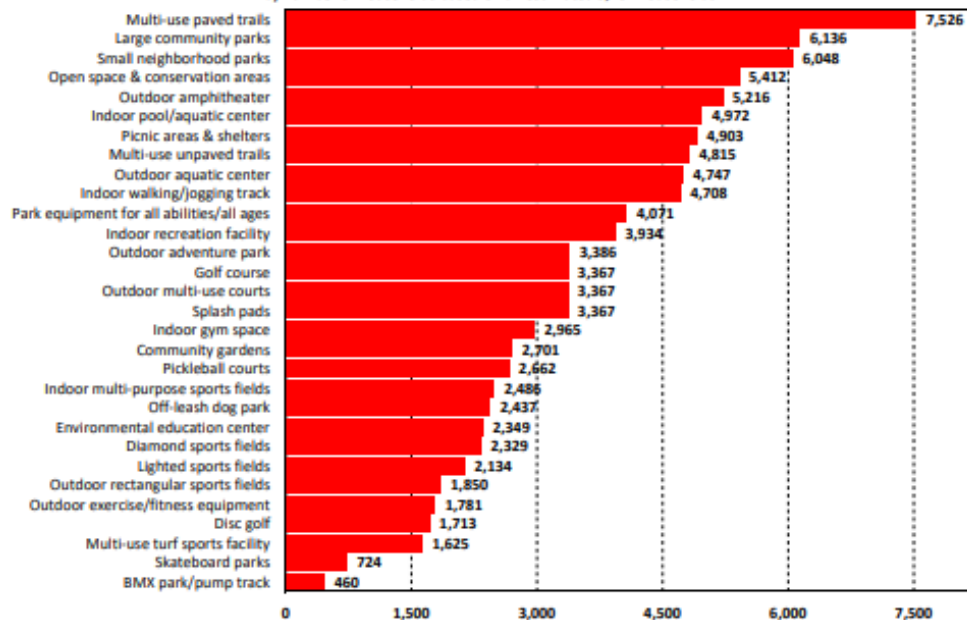
ETC Institute (2022)

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Lisle Park District, IL 2022 Survey

Q9a. Estimated Number of Households in Lisle Park District Who Have a Need for Facility/ Amenity

by number of households based on an estimated 9,787 households



ETC Institute (2022)

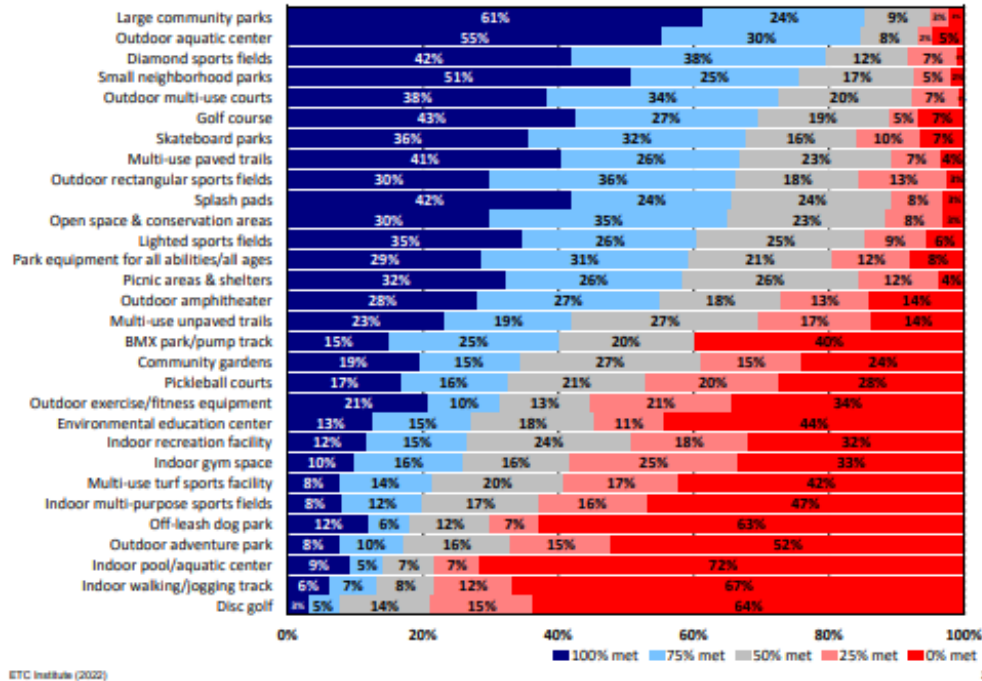
27



Lisle Park District, IL 2022 Survey

Q9b. How Well Households' Need For Facility/Amenity Is Currently Being Met

by percentage of respondents who answered "Yes" to Q9



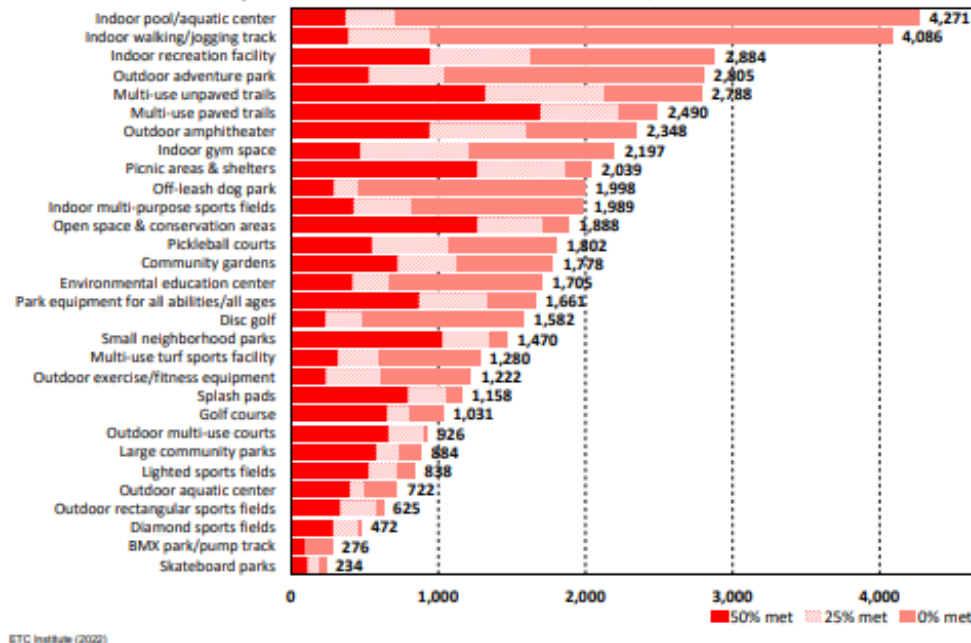
ETC Institute (2022)

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Lisle Park District, IL 2022 Survey

Q9c. Estimated Number of Households in Lisle Park District Whose Facility/ Amenity Need Is Met 50% or Less

by number of households with need based on an estimated 9,787 Households



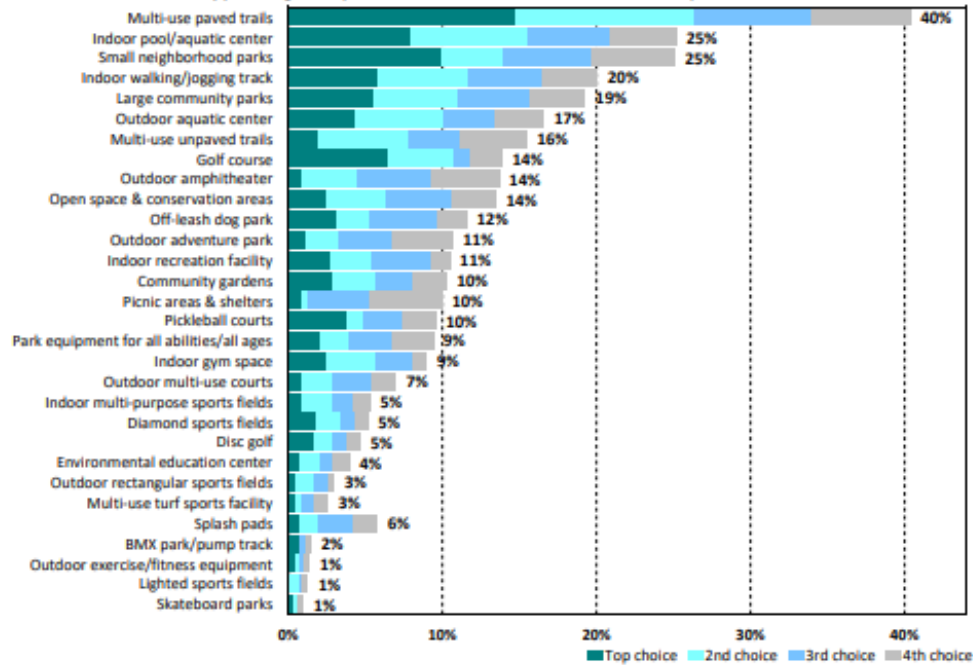
ETC Institute (2022)

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Lisle Park District, IL 2022 Survey

Q10. Most Important Facility/Amenity to Households

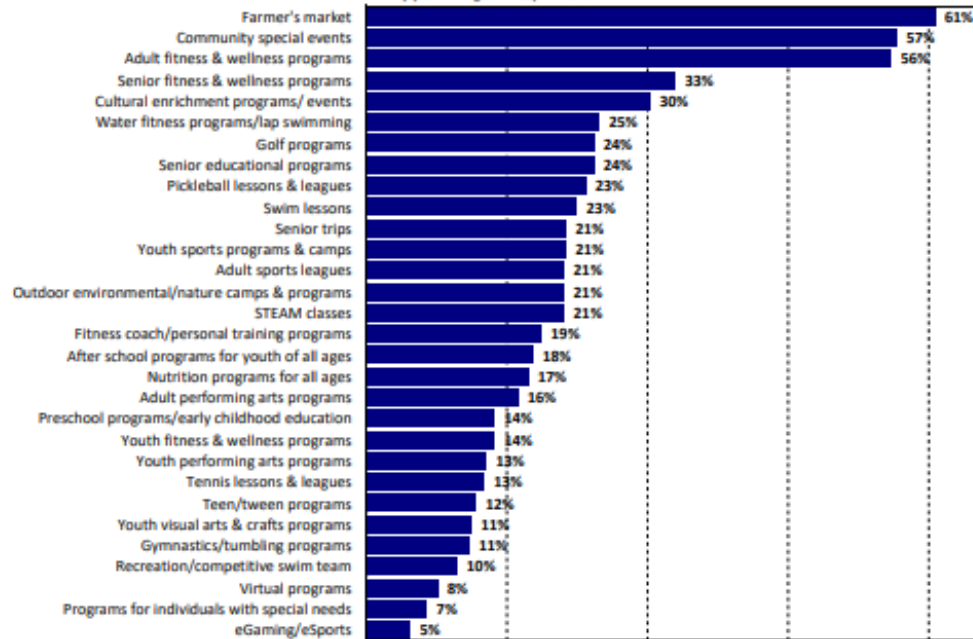
by percentage of respondents who selected the items as one of their top four choices



Lisle Park District, IL 2022 Survey

Q11. Respondents With Need for Recreation Program

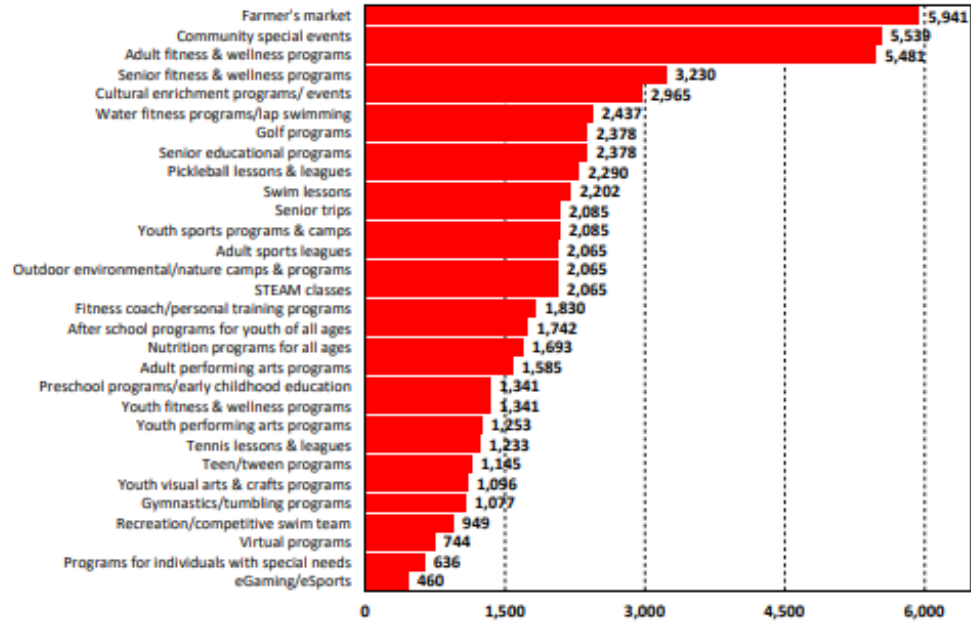
by percentage of respondents





Q11a. Estimated Number of Households in Lisle Park District Who Have a Need for Recreation Program

by number of households based on an estimated 9,787 Households

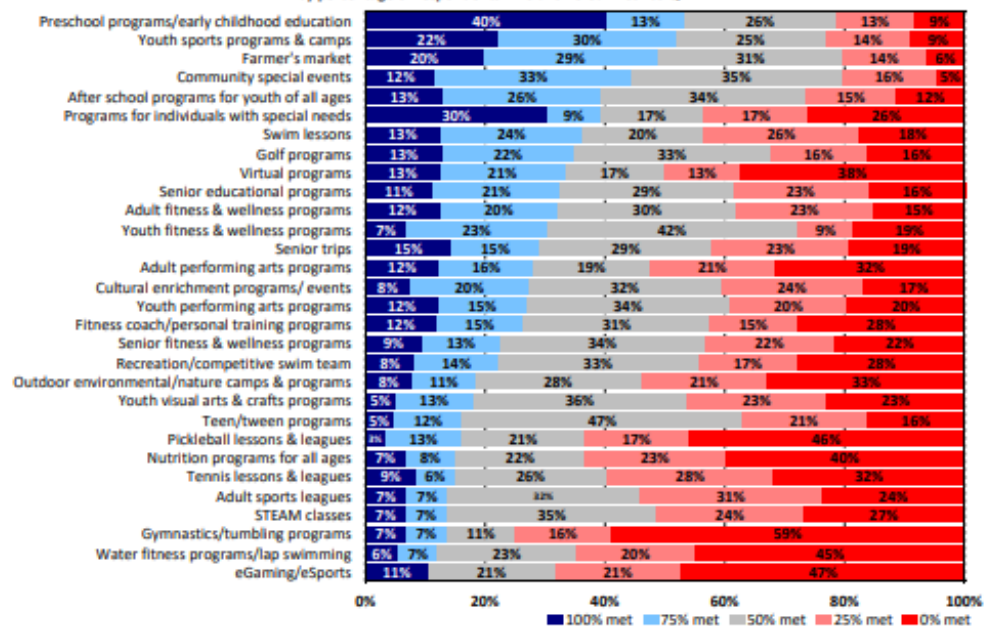


ETC Institute (2022)

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Q11b. How Well Households' Need For Recreation Program Is Currently Being Met

by percentage of respondents who answered "Yes" to Q11

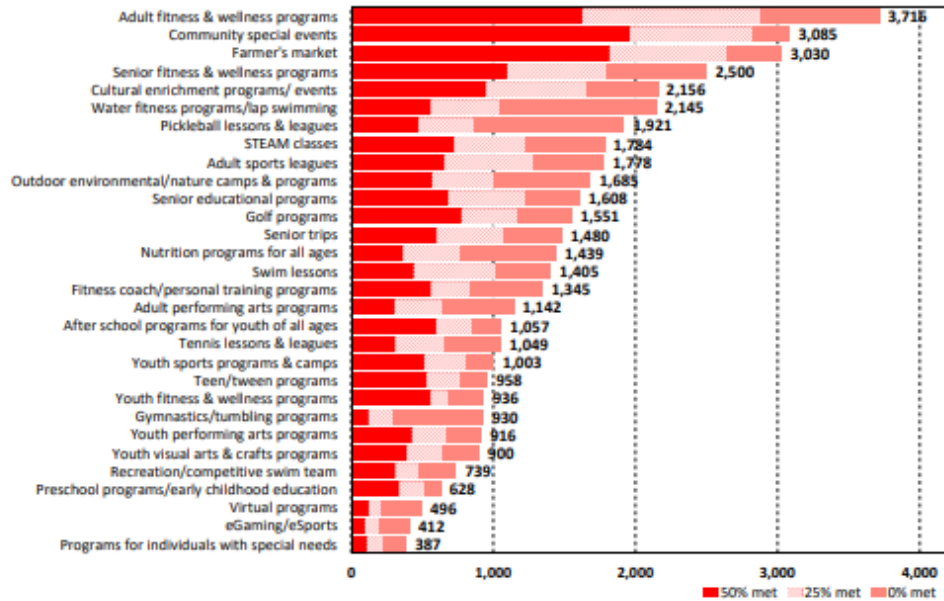


ETC Institute (2022)

33

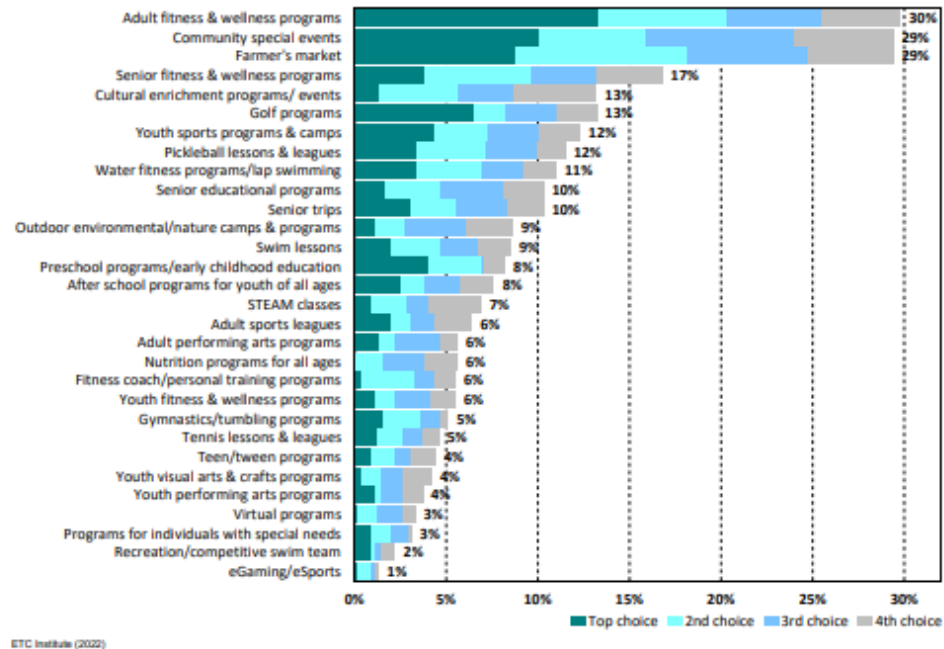
Q11c. Estimated Number of Households in Lisle Park District Whose Recreation Program Needs Are Met 50% or Less

by number of households with need based on an estimated 9,787 Households



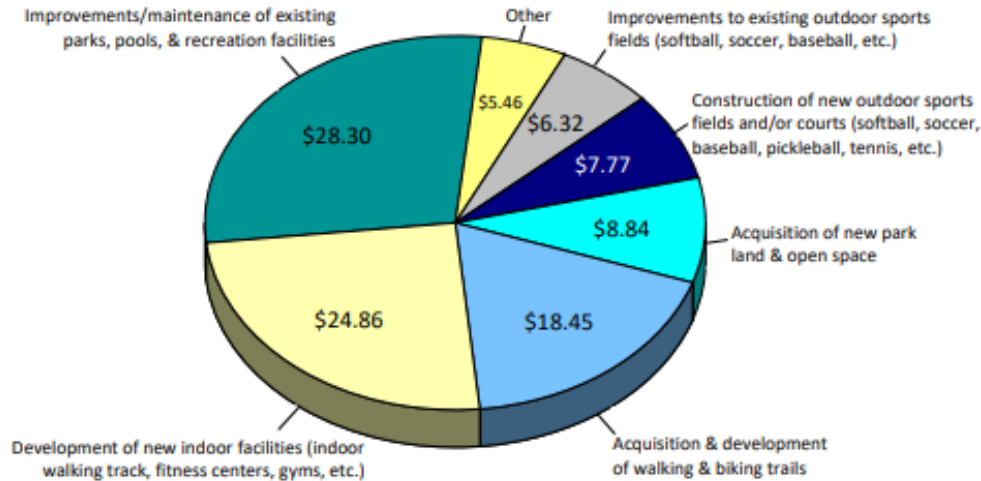
Q12. Most Important Recreation Program to Households

by percentage of respondents who selected the items as one of their top four choices



Q13. With a Budget of \$100, How Would Respondents Allocate Funds for Parks and Recreation?

by average allocated per item

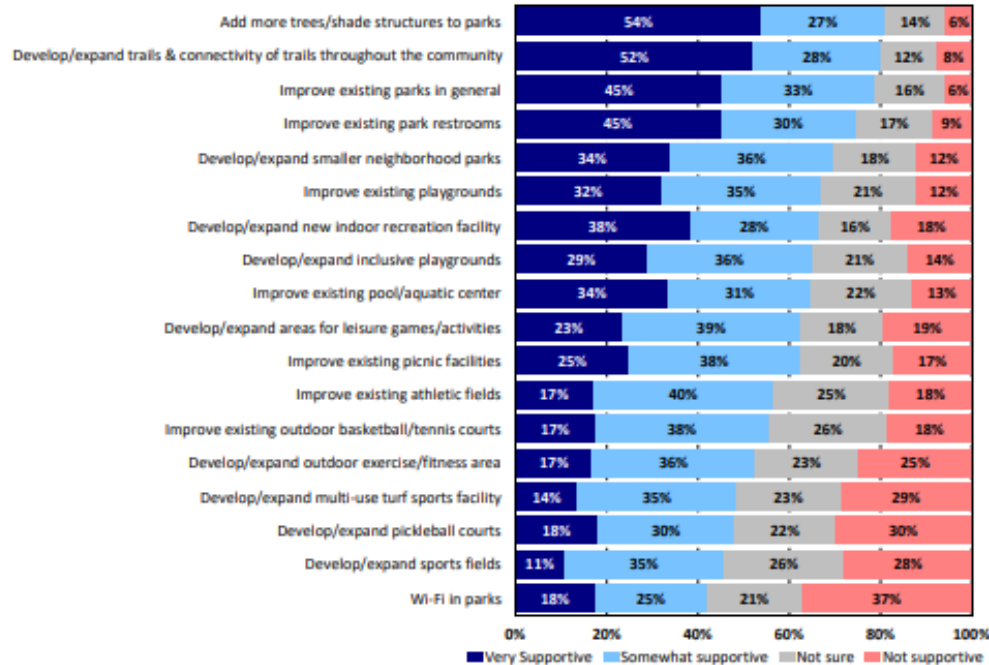


ETC Institute (2022)

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Q14. Level of Support for Actions to Improve Parks and Recreation

by percentage of respondents (excluding "not provided")



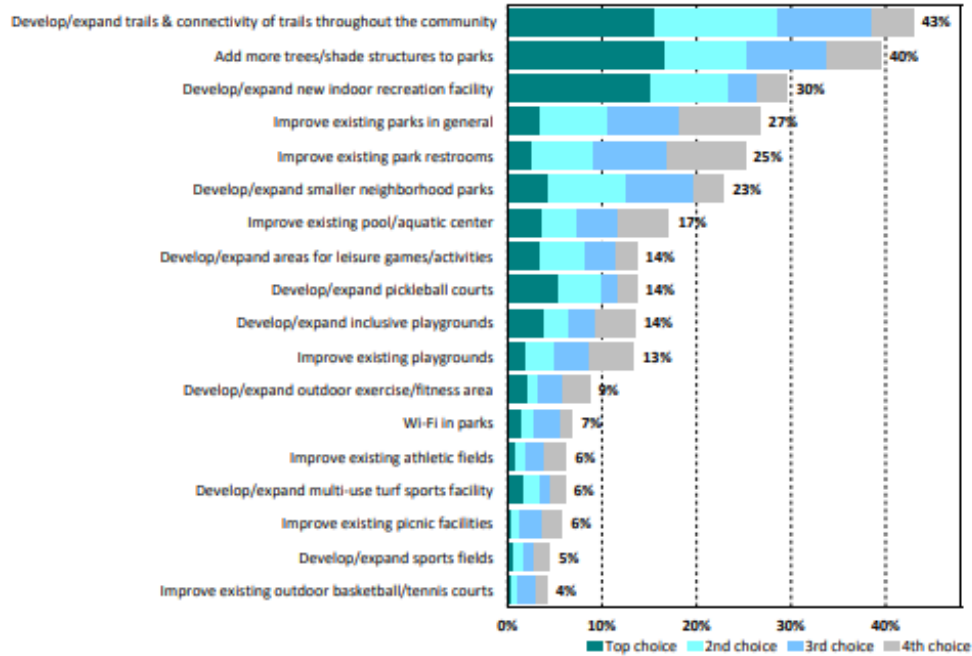
ETC Institute (2022)

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Lisle Park District, IL 2022 Survey

Q15. Items Respondents are Most Willing to Fund

by percentage of respondents who selected the items as one of their top four choices



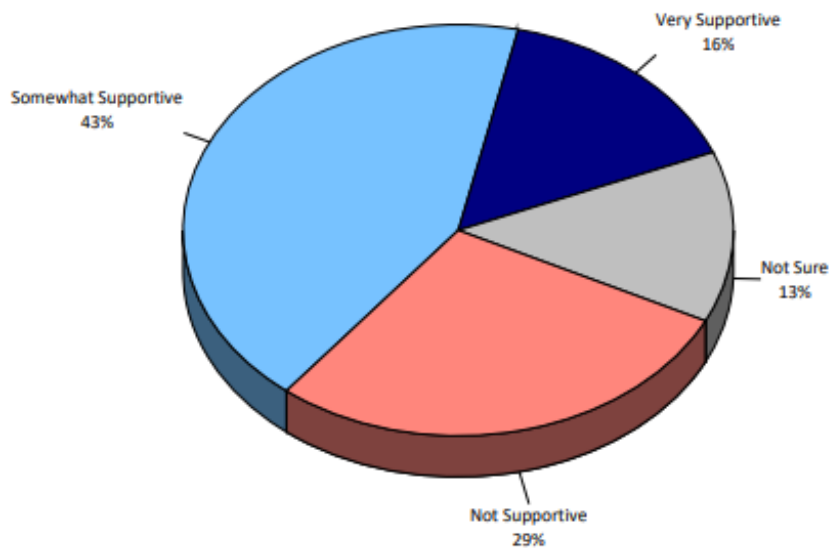
ETC Institute (2022)

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Lisle Park District, IL 2022 Survey

Q16. How supportive would you be of paying additional taxes to acquire, develop, and/or maintain the types of parks, trails, and recreation facilities that are most important to your household?

by percentage of respondents

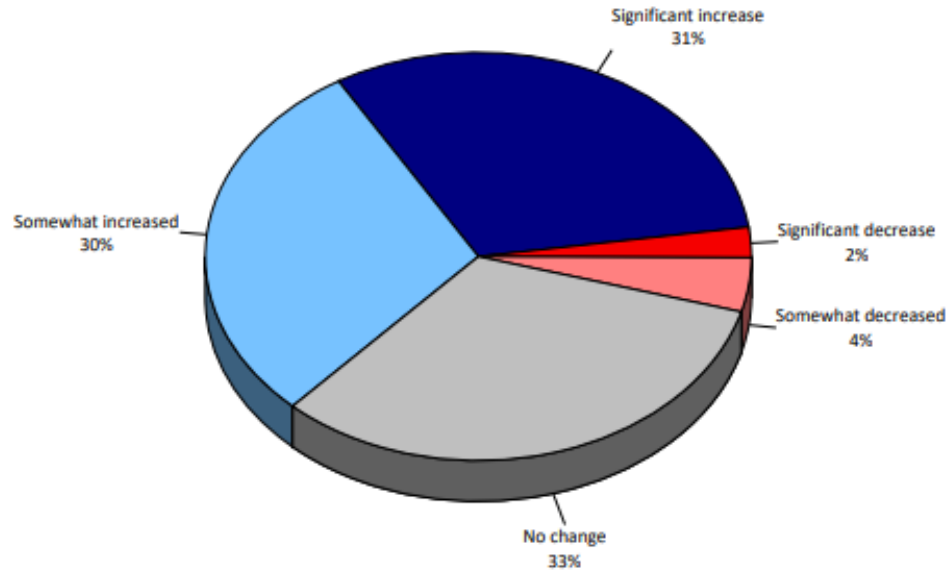


ETC Institute (2022)

39

Q17. Given the recent COVID-19/Coronavirus Pandemic, how has your and your household's perception of the value of parks, trails, open spaces, and recreation changed?

by percentage of respondents (excluding "not provided")

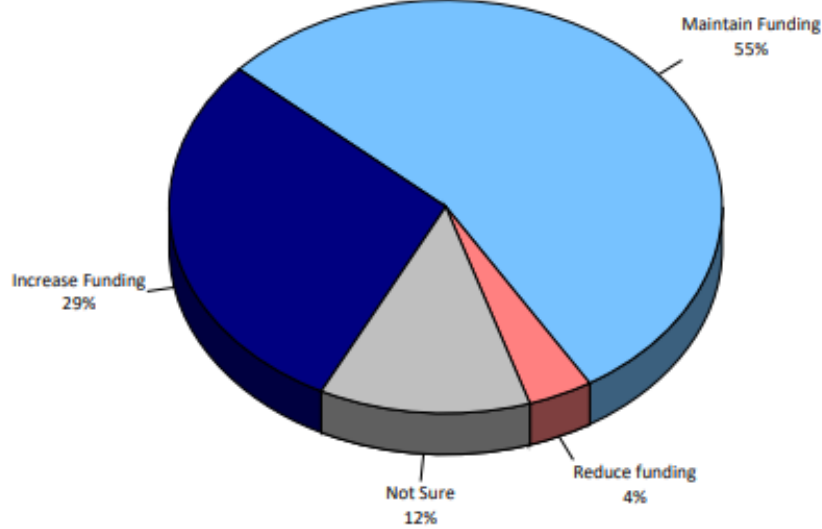


ETC Institute (2022)

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Q18. Based on your perception of value in Question 17, how would you want the Lisle Park District to fund future parks, recreation, trails and open space needs

by percentage of respondents



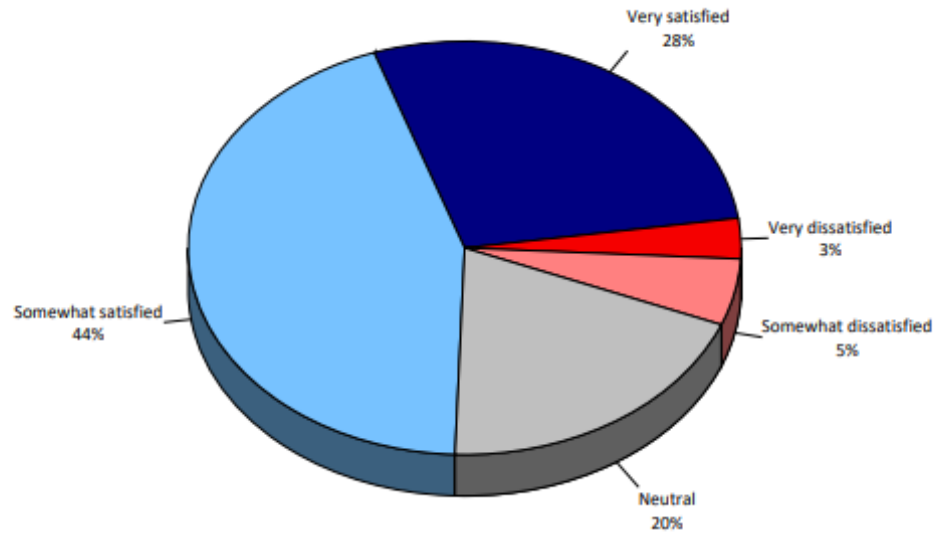
ETC Institute (2022)

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Lisle Park District, IL 2022 Survey

Q19. Please rate your level of satisfaction with the overall value your household receives from the Lisle Park District.

by percentage of respondents (excluding "don't know")



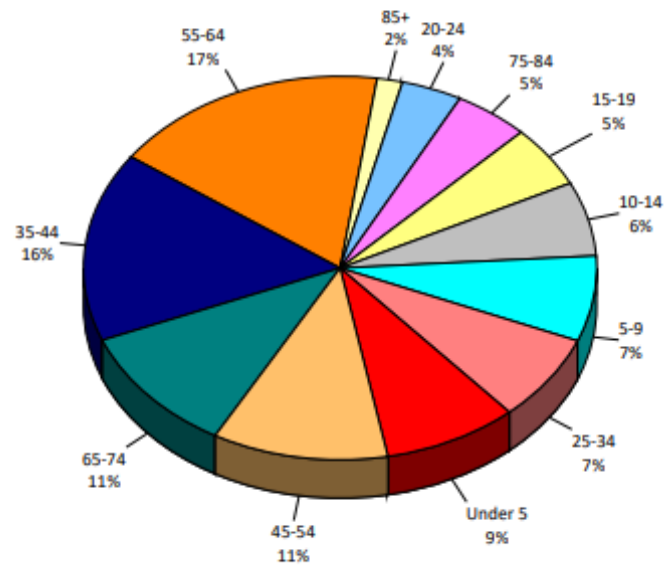
ETC Institute (2022)

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Lisle Park District, IL 2022 Survey

Q20. Including yourself, how many people in your household are in the following age groups?

by percentage of persons in household

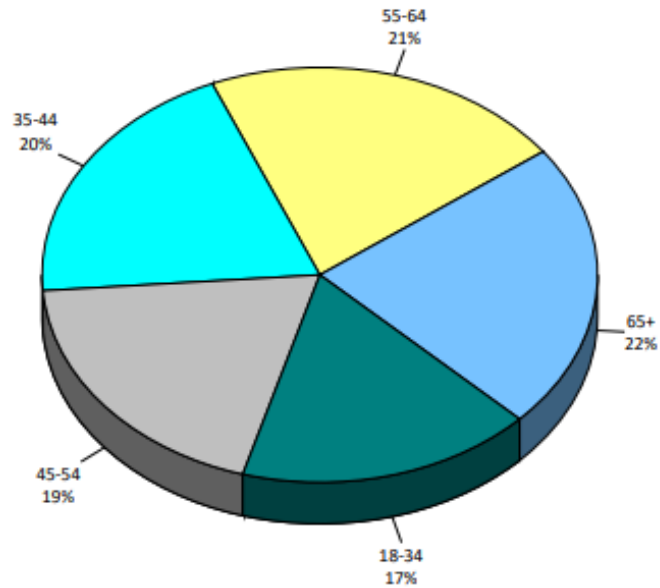


ETC Institute (2022)

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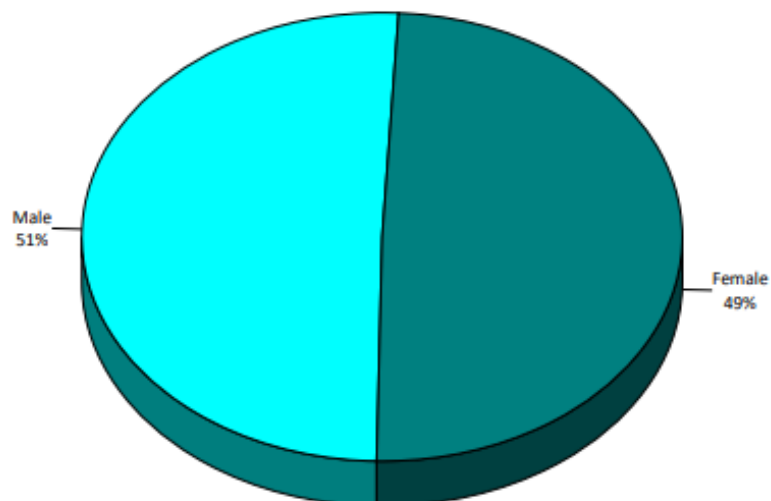
Q21. Respondent Age

by percentage of respondents (excluding "not provided")



Q22. Your gender:

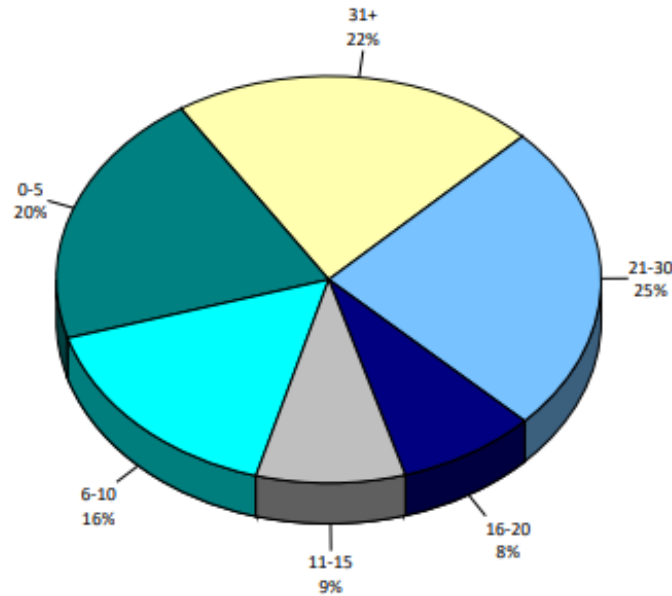
by percentage of respondents (excluding "prefer not to answer")



Lisle Park District, IL 2022 Survey

Q23. Years Lived in Lisle Park District

by percentage of respondents (excluding "not provided")



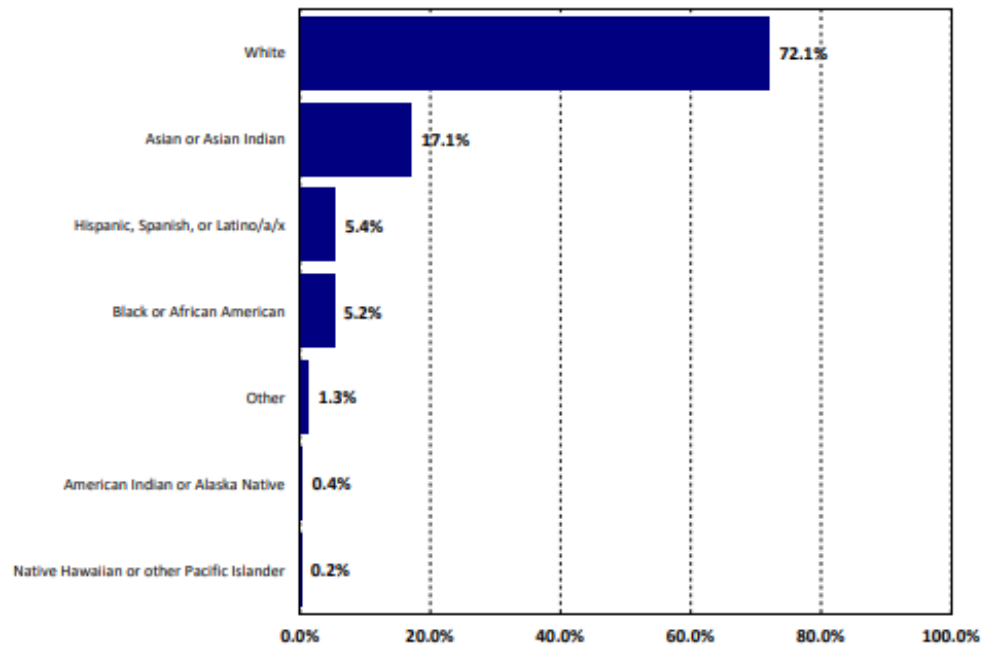
ETC Institute (2022)

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Lisle Park District, IL 2022 Survey

Q24. Which of the following best describes your race/ethnicity?

by percentage of respondents (multiple selections could be made)



ETC Institute (2022)

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APPENDIX C - PROGRAM CLASSIFICATION

Program Classification	
Aquatics (AQ)	Fitness (F)
Arts & Enrichment (AE)	School Age (SA)
Athletics (ATH)	Seniors (SNR)
Camps (C)	Special Events (SE)
Early Childhood (EC)	Teens (T)

Essential	
Preschool (EC)	Gentle Learning Summer Camp (EC)
Monster Madness (SE)	Summer Entertainment Series (SE)
Group Swim Lessons (AQ)	Camp Summer Quest (C)
No Name Teen Camp (C)	Winter Break Camp (C)
Spring Break Camp (C)	Before/After School (SA)

Important	
Kid's Day Out (EC)	GLP Enrichment Classes (EC)
Stepping Stones (EC)	Beginner Jazz & Hip Hop (AE)
Ballet & Tap (AE)	Garden Plots (AE)
Intermediate/Advanced Jazz & Hip Hop (AE)	Introduction to Ballet & Tap (AE)
Pom & Dance Team Prep(AE)	Pre Ballet & Tap(AE)
Summer Theatre Program (AE)	Theatre Club(AE)
Candy Cane Hunt (SE)	Cookies With Mrs. Claus (SE)
Daddy Daughter Date Night (SE)	Depot Days (SE)
Egg Hunt (SE)	Family Picnic in the Park (SE)
Mother Son Night Out (SE)	Road Rally (SE)
Spring High Tea (SE)	Visit From Santa & Mrs Claus (SE)
Drop-In Group Games (SNR)	Walking Club (SNR)
Aqua Aerobics (AQ)	Group Exercise Classes (F)
Lisle Teens With Character (T)	Co-Rec Summer Softball (ATH)
Tennis Lessons-Adult (ATH)	Pickleball Clinics (ATH)
Soccer Shooting Stars (ATH)	Early Childhood/Youth Instructional-Contractual (ATH)
Co-Rec Basketball (ATH)	Co-Rec Youth Volleyball (ATH)
Volleyball Camp (ATH)	Tennis Lessons (ATH)

Thunder & Lightning (ATH)	Youth Basketball League (ATH)
Golf Lessons (ATH)	Flag Football (ATH)
Kids Karate (ATH)	Creation Academy Summer Camp (C)

Value-Added	
Music Creators (EC)	Art Cart Class (AE)
Dungeons & Dragons (AE)	Blacksmithing (AE)
Cardboard Boat Regatta (SE)	Down and Dirty Day (SE)
Father's Day Fishing Derby (SE)	WWII Girls Baseball Game (SE)
Seasonal/Special Programs (i.e. movies/lunches) (SNR)	Private Swim Lessons (AQ)
Swim Team (AQ)	Personal Training (F)
Babysitting Training (T)	Cup in Hand Kickball League (ATH)
Cup in Hand Kickball (ATH)	Ice Skating Lessons (ATH)
Ski Lessons (ATH)	



APPENDIX D - SIMILAR PROVIDERS

<i>Name of Agency</i>	<i>Location in the City / County</i>	<i>Operator (Public / Private / Not-for-Profit)</i>	<i>General Description</i>	<i>Price Comparison with your Services (Same / Lower / Higher)</i>	<i>Distance in minutes from your Prime Facility</i>
KinderCare	Lisle	Private for profit	Preschool Services	Higher	10
Chesterbrook Academy	Lisle	Private for profit	Preschool Services	Higher	10
Naperville Senior Center	Naperville	Private for profit	Senior programs and services	Higher	10
Burr Ridge Park District / Village of Willowbrook	Burr Ridge	Public not-for-profit	Senior programs and services	Higher	20
Woodridge Park District	Woodridge	Public not-for-profit	General recreation services	Same	15
Wheaton Park District	Wheaton	Public not-for-profit	General recreation services	Same	12
Naperville Park District	Naperville	Public not-for-profit	General recreation services	Same	15
Downers Grove Park District	Downers Grove	Public not-for-profit	General recreation services	Same	15
Westmont Park District	Westmont	Public not-for-profit	General recreation services	Same	15
Stacy De & Company, School of Performing Arts	Lisle	Private for profit	Cultural Arts/Music & Theatre	Higher	1
Dance West	Naperville	Private for profit	Cultural Arts/Dance	Higher	15

APPENDIX E - VOLUNTEER/PARTNERSHIP RECOMMENDED PRACTICES

RECOMMENDED PRACTICES IN VOLUNTEER MANAGEMENT

In developing a volunteer policy, some recommended practices that the District should be aware of include:

- Involve volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the District.
- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other District function. Identify and summarize volunteer recognition policies in a Volunteer Policy document. The District should ensure that it is compliant with State Board of Accounts' requirements as the volunteer program and recognition is developed.
- Create and then regularly review and update volunteer position descriptions, as needed. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- Make the Volunteer Manual available on the Volunteer webpage for users to review.
- Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.

In addition to number of volunteers and volunteer hours, categorization and tracking volunteerism by type and extent of work, is important:

- **Regular volunteers:** Those volunteers whose work is continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- **Special event volunteers:** Volunteers who help with a particular event with no expectation that they will return after the event is complete.
- **Episodic volunteers:** Volunteers who help with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
- **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- **Community service volunteers:** Volunteers who are volunteering over a specified period to fulfill a community service requirement.
- The full list of NRPA Recommended Guidelines for Credentialing Volunteers can be found at https://www.nrpa.org/uploadedFiles/nrpaorg/Membership/Endorsed_Business_Provider/NRPA%20recommended%20guidelines%20-%20Final.pdf.



The District should encourage employees to volunteer in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

RECOMMENDED PRACTICE FOR ALL PARTNERSHIPS

All partnerships developed and maintained by the District should adhere to common policy requirements. These include:

- Each partner will meet with or report to the District staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.

POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of the District's facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publicly owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities. These unique partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, the District staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals, and integrity of the District.
- As an outcome of the partnership, the District must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the District for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year, or multiple years.
- If applicable, the private contractor will provide a working management plan annually that they will follow to ensure the outcomes desired by the District. The management plan can and will be negotiated, if necessary. Monitoring the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, if the outcomes are achieved, and the terms of the partnership agreement are adhered to.

- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the District Director or their designee.
- The agency has the right to advertise for private contracted partnership services or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

PARTNERSHIP OPPORTUNITIES

The District currently has a strong network of recreation program partners. Therefore, the following recommendations are both an overview of existing partnership opportunities available to the District, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but this list can be used as a reference tool for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. **Operational Partners:** Other entities and organizations that can support the efforts of the District to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the District in exchange for reduced rates, services, or some other agreed upon benefit.
3. **Service Partners:** Nonprofit organizations and/or friends groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community collaboratively.
4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the District in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
5. **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives



APPENDIX F - MINI BUSINESS PLAN

Program Area: _____

Completed By: _____ Date: _____

GENERAL DESCRIPTION OF CORE PROGRAM AREA

DISTRICT VISION STATEMENT

DISTRICT MISSION STATEMENT

CORE PROGRAM AREA OUTCOMES

SERVICE AREA PROFILE

Service Area Description:

Key Demographic Trends:

TARGET MARKETS

<u>Primary Markets</u>	<u>Secondary Markets</u>

AGE SEGMENT APPEAL

Program/ Amenity	Length of Experience	Age Segments								
		Under 5	6-8	9- 12	13- 18	19- 30	31- 45	46- 60	61- 75	76+

PARTICIPATION/ATTENDANCE TRENDS

Program/ Amenity												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

S.W.O.T. ANALYSIS

<u>Strengths</u>	<u>Weaknesses</u>
<u>Opportunities</u>	<u>Threats</u>



COST OF SERVICE ANALYSIS

Program/ Amenity	Expenditures		Participants/ Attendance	Revenue	Net Income (Subsidy)		Cost per Participant		Cost Recovery	
	Direct	Total			Direct	Total	Direct	Total	Direct	Total

MARKETING & PRICING TACTICS

Tactic	Responsible	Timeline

PERFORMANCE MEASURES

Outcome (from p.1)	Performance Measure	Result

Approved By: _____

Date: _____

APPENDIX G - PARKS EVALUATIONS

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CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	GOOD	GOOD	GOOD	GOOD	EXCELLENT	FAIR

STRENGTHS

- Acorns from pre-settlement oaks are harvested on site
- Ample shade
- High quality and diverse trees
- Looped walking trail
- Pond & wildlife habitat
- Woodland park

CHALLENGES

- ADA access to playground
- Addressing the two pickleball courts and the associated impacts they are having on adjacent neighbors
- Chain-link at basketball court is stretching out
- Pond Sedimentation & Algae
- Pressure washing is recommended to address moss, algae, dirt, and debris on the playground equipment

OPPORTUNITIES

- Add additional park signage along Abbeywood Drive where cars pull up to the park
- Create an ADA parking stall with improved access to the park
- Create no-mow areas at the pedestrian bridge and along the creek that flows under the bridge to improve ease of maintenance
- Develop approach to fund dredging & pond improvements - estimated at \$1.4 million
- Expand no-mow zones to reduce on maintenance costs and improve ecology in natural areas
- Install educational signs for local bug, plant, and bird species
- Provide additional railings at the pedestrian bridge for fall protection and replace warped railing board
- Provide a sidewalk adjacent to the side street parking to help provide access to the park
- Provide court benches to the basketball and pickleball courts
- Repair chain-link fence at basketball court by fastening the chainlink fabric to a new bottom rail



Basketball court



Wooded playground



Pickleball courts

ARBORETUM WOODS PARK

WARRENVILLE ROAD & WHITE BRICK DRIVE
8.41 ACRES

GOOD
PARK RATING

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	N/A	GOOD	GOOD	EXCELLENT	FAIR

STRENGTHS

- Fishing
- Looped Walking Trail
- Passive open green space
- Proximity to the East Branch River & Morton Arboretum

CHALLENGES

- Algae blooms
- Floodway creates future development limitations
- Limited signage identifying park and access
- No dedicated ADA path of travel to the grill, bench, and picnic table area
- Street side parking in front of houses and no dedicated parking lot

OPPORTUNITIES

- Create an East Branch DuPage River walking trail or dedicated lookout
- Create park monument signage along Warrenville Road and White Birch Drive at completion of bridge replacement
- Install educational signs for local bug, plant, and bird species
- Provide dedicated fishing/lookout platforms adjacent to the pond
- Provide paved access to the outdoor garden barbecue area
- Reduce mowed areas and increase woodland areas to align further with the name of the park



Outdoor garden barbecue



Fishing pond



Walking paths & open space

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	GOOD	EXCELLENT	EXCELLENT	EXCELLENT	EXCELLENT

STRENGTHS

- Access and visibility
- Looped walking trail
- Monument signage
- Passive green space
- Picnic shelter
- Playground

CHALLENGES

- Lack of shade
- Litter
- Rubber mulch escaping the playground

OPPORTUNITIES

- Add shade sails over playground
- Install litter receptacles at the playground
- Provide no mow areas between the walking loop and back of curb
- Replace black rubber mulch with poured in place playground surfacing



Gateway monument sign



Playground



Passive Green Space

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
GOOD	*	*	EXCELLENT	GOOD	GOOD	GOOD

*The park was under construction at the time of this assessment and is not representative of the final built condition

STRENGTHS

- Bridges
- Concrete pathways
- Monument signage
- Multiple points of access into the park
- Passive green space
- Pedestrian path access
- Very visible from the neighborhood

CHALLENGES

- Detention basins
- Poor drainage
- Standing water in swales
- Steep slopes
- Sump pump discharges from adjacent properties
- Turf maintenance in wet areas

OPPORTUNITIES

- Add an ADA parking space in the parking lot
- Add no-mow areas in detention basins, below bridges, low points, and areas with flows of water
- Consider relocating monument sign closer to pedestrian path entry or the tee intersection of Basswood Drive & Arbor View Drive
- Provide additional park signage at pedestrian entry points



Pedestrian bridge



Passive green / detention basin



Ball diamond

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	GOOD	FAIR	FAIR	GOOD	GOOD	N/A

STRENGTHS

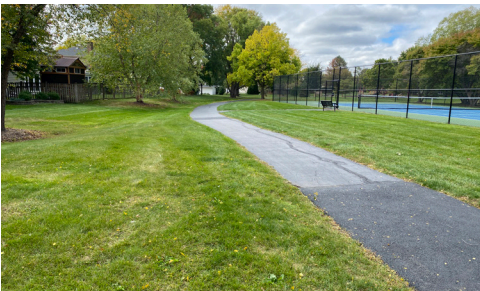
- Buffered from roadway
- Multiple pedestrian path connections
- Nice pedestrian paths
- Tennis court

CHALLENGES

- Asphalt path degradation
- Defining park property limits
- Playground retaining wall is failing and in disrepair
- Multiple sump pump discharges from neighbors into the park
- Monument signage not easily visible from roadway
- Not enough shade
- Playground surfacing maintenance

OPPORTUNITIES

- Add monument signs at the road rights of way
- Consider installing wet tolerant plants at wet low points in lieu of turf
- Improve drainage in poor draining areas
- Install a litter receptacle at the tennis court
- Renovate the playground area including failing retaining walls, adding in handrails at steps, & replacing equipment at end of useful life



Pedestrian paths



Playground



Tennis court with pickleball striping

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	FAIR	GOOD	GOOD	GOOD	N/A

STRENGTHS

- Buffered from roadway
- Passive green space
- Secluded park

CHALLENGES

- Drainage issues
- Limited shade
- Park property limits not clearly defined
- Playground wood barrier falling apart
- Wood chip mulch maintenance at playground

OPPORTUNITIES

- Add monument sign at the road rights of way
- Install litter receptacle locations at the pathway
- Provide additional picnic table under tree at playground
- Provide benches at playground
- Replace wood chip mulch playground edging material with a maintenance free barrier



Monument sign



Playground



Passive green space

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
GOOD	GOOD	GOOD	GOOD	EXCELLENT	GOOD	EXCELLENT

STRENGTHS

- Available off-street parking
- Great walking loop
- High quality and diverse trees
- Multiple amenities for park users to enjoy
- Nice passive lawn area
- Picnic shelter

CHALLENGES

- Narrow drive access for parking
- Not enough shade and seating at playground
- Potential drainage issues on the west side of the park
- Tennis court surface cracking

OPPORTUNITIES

- Add additional benches for seating adjacent to the playground
- Construct sidewalk connection at the intersection of Beau Bien Road to provide pedestrian access into the park
- Create naturalized areas to reduce maintenance
- Increase shade by playground by adding trees or shade structures
- Introduce additional amenities and create more activity within the park
- Modernize picnic shelter



Walking path and playground



Tennis courts and shelter



Drainage and erosion issue on west side of park

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	GOOD	GOOD	GOOD	GOOD	N/A

STRENGTHS

- Buffered from the road
- Multiple pedestrian path connections
- Vibrant playground

CHALLENGES

- ADA access to playground & high concrete curbs
- Not enough shade and seating at playground
- Wood fiber playground surface requires intensive maintenance

OPPORTUNITIES

- Add monument signs at the pedestrian path access entry points
- Consider removing crabapple trees and replace with native plantings to reduce maintenance and expand natural areas in the park
- Construct ADA path and concrete ramp down into the playground surfacing
- Create no-mow non-turf areas to reduce maintenance costs
- Include additional benches at the playground
- Include additional shade around playground through planting trees and/or shade sails
- Provide bicycle racks



Playground



Walking path & bench

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	GOOD	GOOD	GOOD	GOOD	N/A

STRENGTHS

- Heavily forested
- Large specimen trees
- Pedestrian access
- Shaded playground
- Woodland trail(s)

CHALLENGES

- Maintenance of woodland trails
- No on-site parking
- No pedestrian access from Yackley Ave
- Park property limits not clearly defined

OPPORTUNITIES

- Creating additional hiking trails through the woodland
- Enhance wayfinding by providing additional monument signs at park entries
- Provide additional benches for seating at playground
- Provide pedestrian access from Yackley Ave into the park
- Replenish playground mulch surfacing



Pedestrian path and basin



Monument sign and playground



Woodland hiking trail

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	GOOD	FAIR	GOOD	N/A	GOOD	N/A

STRENGTHS

- Buffered from the road
- Multiple pedestrian path connections
- Shaded playground

CHALLENGES

- No ADA curb ramp into the playground mulch surfacing
- Maintenance of playground threshold/perimeter boundary
- Park property limits not clearly defined
- Signage and wayfinding lacking or ineffective

OPPORTUNITIES

- Add additional benches at the playground and tennis court
- Construct ADA concrete ramp down into the playground surfacing
- Construct concrete curb around playground surfacing
- Include additional monument signs at the pedestrian path access entry points



Playground



Walking path and litter/recycling receptacle



Park monument sign and tennis court

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	GOOD	GOOD	N/A	GOOD	N/A

STRENGTHS

- Buffered from the road
- Multiple pedestrian path connections

CHALLENGES

- Limited shade at playground
- No ADA ramp to playground and high curbs impact access
- Park property limits not clearly defined
- Signage and wayfinding lacking or ineffective

OPPORTUNITIES

- Construct ADA concrete ramp down into the playground surfacing
- Increase path width into the park for vehicular maintenance access
- Install additional benches at the playground and along the walking paths
- Provide additional monument signs at the pedestrian path access entry points
- Provide bicycle racks
- Provide shade at playgrounds by planting additional shade trees or constructing shade structures



Playground



Walking path



Park monument sign

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	GOOD	GOOD	N/A	GOOD	N/A

STRENGTHS

- Access to adjacent parks
- Buffered from the road
- Central pond(s) & fishing opportunities
- Looped walking trails
- Multiple pedestrian path connections

CHALLENGES

- Limited shade at playground
- Managing algae blooms on pond
- No ADA ramp to playground and high curbs impact access
- Signage and wayfinding lacking or ineffective

OPPORTUNITIES

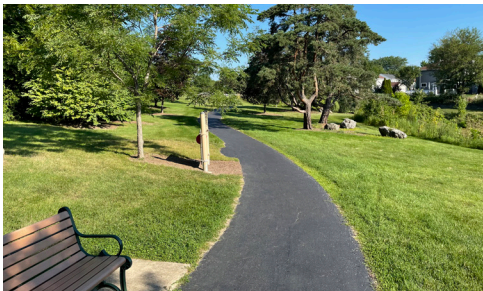
- Add monument signs at the pedestrian path access entry points
- Consider constructing dedicated fishing platform/areas with picnic benches for anglers near the ponds
- Construct a concrete path and ADA ramp down into the playground surfacing
- Construct overlook nodes off the trail at key viewpoints over the ponds with benches for seating
- Create no-mow non-turf areas between pond fringe and walking path
- Install additional benches at the playground and along the walking paths around the ponds
- Introduce additional shade at the playground through additional tree plantings and/or shade structures



Playground



Pond



Walking path and bench

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
EXCELLENT	GOOD	EXCELLENT	GOOD	EXCELLENT	GOOD	GOOD

STRENGTHS

- Beehives with honey harvest for sale
- Cluster of active elements including fields, courts, skate park, Van Kampen stage, fitness trail, boat launch, and other amenities
- Great natural features and passive recreation opportunities
- High quality accessible playground
- Large central park with significant offerings to the community

CHALLENGES

- ADA and accessibility issues to certain features or parts of the park
- Heavily used requiring additional maintenance
- Lacking undeveloped space and opportunities to add more elements without compromising others (pickleball, cricket lacrosse, etc.)
- Most of the park is within the floodplain and prone to frequent flooding
- Small pavilions limit the quantity of campers the district can facilitate

OPPORTUNITIES

- Assess the development of a synthetic field to provide additional field flexibility in field usage and provide increased stormwater storage
- Consider adding pathway lighting along asphalt trails to expand usage by the park patrons
- Consider constructing an ADA accessible fishing pier and an ADA-conforming paddle/kayak launch at the south end of the pond to provide paddling programs, fishing programs, events, etc.
- Consider creating a hub or plaza for the fields that will create a sense of placemaking and act as a gathering spot
- Explore constructing a new larger pavilion expanding or replacing the South Shelter to allow the District to increase enrollment in seasonal camps, rentals, and special events
- Reconfigure walking path by the Parks Dept. to avoid users from walking down unprotected and narrow access road



Passive activity areas and amphitheater



Accessible playground



Active field

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	FAIR	EXCELLENT	GOOD	GOOD	GOOD	GOOD/FAIR

STRENGTHS

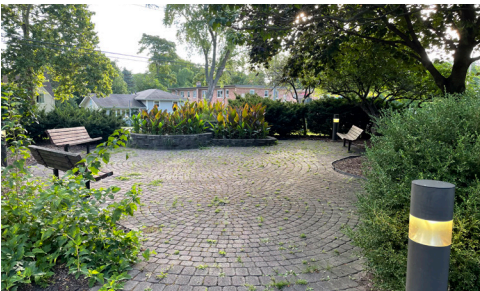
- Head-in off-street parking
- Small neighborhood park with several amenities, including tennis, playground, and memorial plaza

CHALLENGES

- No ADA ramp provided to the playground
- Paths are not efficient and do not make logical connections
- Plaza space in need of maintenance or upgrades
- Roads create most of the park perimeter
- Tennis court wall requires ongoing maintenance

OPPORTUNITIES

- Create more barriers through plantings or fence to buffer park from roads
- Enhance the plaza and create a more useful community space
- Simplify path system when it next needs to be replaced



Memorial plaza



Playground



Tennis Court

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	FAIR/GOOD	GOOD	GOOD	GOOD	N/A

STRENGTHS

- Neighborhood park with playground
- Significant trail connections with internal loop

CHALLENGES

- Playground mulch needs refreshing
- Playground ADA ramp is not functioning appropriately
- Large drainage swale coming into the park from Green Trails Drive requires ongoing attention and maintenance

OPPORTUNITIES

- Directional signage may assist newcomers in connecting to other trails from the park



Entry signage



Playground



Swings in need of maintenance

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	N/A	FAIR	GOOD	GOOD	N/A

STRENGTHS

- Provides trail connections within the neighborhood

CHALLENGES

- Paving is aging

OPPORTUNITIES

- Provide identity signage at the street
- Provide shaded seating areas



Entry from neighborhood



Park signage within park



Passive green

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	N/A	GOOD	N/A	GOOD	GOOD

STRENGTHS

- Central pond
- Pedestrian path connections

CHALLENGES

- Pond maintenance
- Steep pond embankments
- Vegetation management

OPPORTUNITIES

- Add benches along walking path at locations with key views across the pond
- Include additional no-mow areas between the pedestrian path and the pond
- Provide dedicated viewpoint overlooks adjacent to the path



Central pond



Pedestrian path and picnic table



Park entry and monument sign

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	N/A	GOOD/FAIR	GOOD	GOOD/FAIR	N/A

STRENGTHS

- Strong path connections to neighborhood
- Unique pond elements

CHALLENGES

- Goose droppings on pathways
- Several entry points into park with no identity signage
- Significant algae growth in the rear pond
- Steep pond embankments

OPPORTUNITIES

- Create additional shaded seating with views across the pond
- Improve pond health
- Potential to increase no-mow areas between pond and pathway to reduce maintenance and goose activity
- Provide benches at pond overflow locations which produce tranquil running water sounds
- Provide identity signage at secondary entries
- Provide paved path between pond and golf course to loop the walking trail



West pond



Trail



Pond wildlife

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	N/A	GOOD/FAIR	N/A	N/A	N/A

STRENGTHS

- Close proximity to Pennywood Park
- Creek/water feature running through the site
- Expansive park/trail network
- Located off of a busy thoroughfare with good visibility into the park from the bridge
- Mature oaks
- Shaded woodlands/natural areas

CHALLENGES

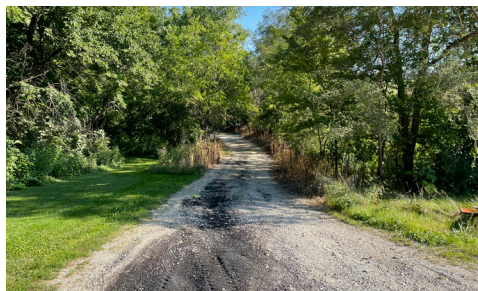
- Intergovernmental agreements
- Managing invasive species
- Park lies within floodplain
- Trail disconnections at the Creek
- Trail maintenance

OPPORTUNITIES

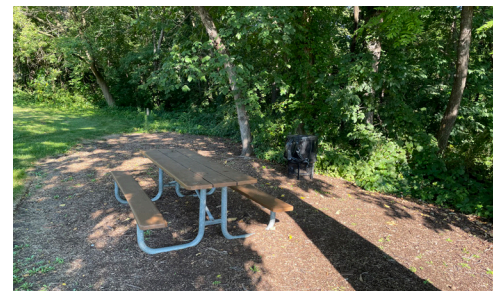
- Consider improving parking lot with parking spot curb stops
- Consider providing additional trail linkages and connections through pedestrian bridge(s) to cross over the creek
- Consider providing a dedicated rail observation area for train enthusiasts
- Improve ADA accessibility by providing a dedicated handicap parking location
- Provide a trail head map which could include general information, hazards, and ecological features found within the park
- Providing additional seating opportunities near the entrance



Monument sign



Trail head path



Park picnic table

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
FAIR	FAIR	GOOD	GOOD	GOOD	GOOD	GOOD

STRENGTHS

- Good connections to surrounding neighborhoods
- Heavily wooded perimeter
- Unique topography
- Variety of elements

CHALLENGES

- Basketball court in poor to critical condition with spalling concrete
- Parking lot is small and difficult to get into and out of when crowded
- Topography creates ADA and accessibility issues

OPPORTUNITIES

- Consider installing a handrail along the route up the sled hill
- Create a closed walking loop within the park
- Naturalize drainage area to reduce maintenance and introduce more native species
- Potential to replace basketball court with other element, such as a nature play area



Sled hill



Tennis courts



Spalling concrete at basketball court

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	GOOD	GOOD	EXCELLENT	GOOD	N/A

STRENGTHS

- Dedicated parking lot
- Great passive green/open lawn
- Looped walking trail
- Path connections
- Pesticide free park
- Picnic shelter

CHALLENGES

- No shade at playground
- No sidewalk connection at the northwest corner of the park

OPPORTUNITIES

- Add shade at the playground through additional tree plantings and/or shade structures
- Create no-mow non turf areas between the back for curb and looped walking path
- Install additional benches along walking path and at the playground



Playground



Picnic shelter & barbecue grill



Passive greens

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	GOOD	GOOD/FAIR	GOOD/FAIR	GOOD	GOOD	N/A

STRENGTHS

- Community playground, tennis court, and open field
- Internal loop and strong path connections to neighborhood

CHALLENGES

- Several entrances without identity signage
- The swings appear to have paint flaking
- The playground modular block border is degrading

OPPORTUNITIES

- Additional shaded seating
- Provide identity signage at secondary entries
- Replace modular block playground containment with a concrete perimeter containment curb
- Striping court for pickleball



Entry signage



Tennis court



Playground

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	GOOD	GOOD/FAIR	GOOD	GOOD	N/A

STRENGTHS

- Neighborhood playground and open field
- Pesticide free maintenance

CHALLENGES

- Concrete retaining wall along edge of playground should be evaluated
- No ADA ramp for playground
- Only using one neighborhood connection
- Visibility and access

OPPORTUNITIES

- Investigate the integrity of the concrete wall next to the playground and repair/replace if necessary
- Provide identity signage at Pennywood Drive
- Use second connection point to Oak Hill Drive to make a loop walk



Entry path



Playground



Playground retaining wall

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	GOOD	GOOD/FAIR	EXCELLENT	GOOD/FAIR	N/A

STRENGTHS

- Neighborhood playground and open field

CHALLENGES

- Playground curb needs maintenance and repair
- Some aging site furniture
- Visibility and access

OPPORTUNITIES

- Consider adding an interior looped trail to the park
- Provide identity signage at Rainer Drive
- Replace timber playground containment with concrete perimeter containment curb
- Use second connection point to Rainer Drive to make a loop walk



Entry path



Playground



Passive open space

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	N/A	EXCELLENT	N/A	GOOD	GOOD

STRENGTHS

- Informational signage provides educational opportunities regarding wetlands
- Preserved wetland provides unique passive park character

CHALLENGES

- Park signage is set deep into the site
- Plantings are overgrown and interfering with signage and benches
- Worn unplanned path connection from overlook to the neighborhood sidewalk to the south

OPPORTUNITIES

- Create an additional pathway connection to the south to connect to the pedestrian path
- Create entry signage closer to public road
- Maintain plant materials to ensure visibility of signs and usability of benches



Entry to park without visible signage



Park signage



Overlook

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	N/A	GOOD	EXCELLENT	GOOD	RATING

STRENGTHS

- Large passive open space

CHALLENGES

- Bridge showing age and needs maintenance
- Difficult to access
- Maintenance and additional crushed stone needed at area around memorial and connecting path
- Monitor erosion on the banks of the pond

OPPORTUNITIES

- Install additional pathway stone to the memorial area
- Large grass areas could be converted to naturalized areas with native plantings to reduce maintenance
- Potential to provide more amenities such as loop path, pond overlook, or fishing pier



Large grass field



Memorial area



Pedestrian bridge in need of maintenance

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	GOOD	GOOD	GOOD	GOOD	EXCELLENT

STRENGTHS

- Loop walking path
- Off street parking
- Park shelter

CHALLENGES

- Retaining wall at playground in need of repair

OPPORTUNITIES

- Potential to naturalize the turf area outside of the looped trail with native species to reduce maintenance



Playground



Shelter



Retaining wall

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	N/A	FAIR	FAIR	FAIR	N/A

STRENGTHS

- Buffered from roadway
- Passive green space
- Wooded trail connections to Hitchcock Woods

CHALLENGES

- Lack of shade and seating
- Only one pedestrian path connection into park
- Park signage is set deep into the site

OPPORTUNITIES

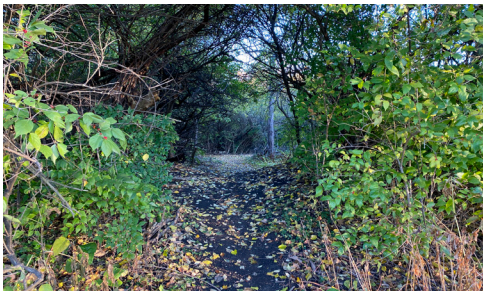
- Add paved looped walking path along top of basin berms
- Construct a pedestrian bridge over the creek to improve trail pathway connections to Hitchcock Woods
- Improve wooded trails through additional clearing, mulching, signage/wayfinding, installing pathway edge material, grading etc.
- Introduce no-mow areas on steep slopes and within the detention basin
- Provide additional park entry monument sign at Barnwall Court
- Provided additional benches along pathway into the park
- Relocate monument sign closer to the road right-of-way



Monument sign



Detention basin and top of berm



Wooded trails

RIVER BEND GOLF COURSE

5900 SOUTH IL-53
59.77 ACRES

GOOD
PARK RATING

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	N/A	GOOD	EXCELLENT	GOOD	N/A

STRENGTHS

- Expansive green space
- Great frontage & digital monument sign
- Large dedicated parking lot
- Lightning detection system
- Outdoor event space
- Views
- Water features
- Well manicured landscape

CHALLENGES

- Concrete spalling at clubhouse and settling sidewalk sections
- Flooding
- Golf cart path degradation
- Irrigation system & pumps
- Low points/poor drainage
- South/original parking nearing end of useful life

OPPORTUNITIES

- Add signage at River Bend Maintenance Facility entrance
- Consider reimagining the south parking lot area to relocate parking lot to the north and closer to the building.
- Improve golf cart rental check in experience with signage and striping
- Improve hole 1 tee off area by creating a more defined tee and start to the entire course
- Install area drains in low points to improve drainage
- Investigate additional revenue opportunities such as ice skating, shelters for rentals, wedding venue, etc.
- Pave all golf cart paths in lieu of crushed stone
- Potential to expand pathway connections and to make pathway improvements
- Regrade path low points to prevent water from ponding / degrading pathways
- Repave south parking lot full depth and rebuild base material asphalt where linear dips have occurred due to settling
- Repave walks with spalling concrete, stairs with spalling concrete, and rusting handrails near clubhouse with failing concrete



Manicured landscape



Golf cart rental and hole #1



Digital monument sign

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	EXCELLENT	POOR	GOOD	GOOD	GOOD

STRENGTHS

- Adjacency to river for future blue way connections
- Beehive location
- Community gardens
- Multi-use field

CHALLENGES

- Crushed stone paths and parking
- Lack of pedestrian connectivity
- Low area prone to flooding

OPPORTUNITIES

- Convert limestone pathway to the playground to concrete to improve accessibility and decrease maintenance
- Future opportunities for extended greenway if adjacent properties are acquired
- Potential dog park location
- Replace existing playground containment with concrete



Community garden



Playground



Crushed stone paths

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	GOOD	EXCELLENT	GOOD	GOOD	GOOD	N/A

STRENGTHS

- Connections to Egermann Woods County Forest Preserve
- Neighborhood playground with ADA access
- Significant pathway connections to adjacent roads
- Tennis court striped for pickleball

CHALLENGES

- Several larger dead or dying trees
- Swale and inlet awkwardly incorporated into park

OPPORTUNITIES

- More seating along path
- Potential to rework drainage into an amenity with native plants
- Remove dead and dying trees
- With five different connections points on the walk/trail, directional signage could help create clarity for neighborhood network



Playground with ADA access



Tennis court with pickleball striping



Drainage swale and inlet

SURREY RIDGE ATHLETIC COMPLEX

2600 SURREY RIDGE ROAD
11 ACRES

GOOD
PARK RATING

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
GOOD	N/A	N/A	GOOD	GOOD	GOOD	FAIR

STRENGTHS

- Fitness equipment along walking path
- Is a community relief valve for athletic activities
- Large passive green space
- Looped walking path
- Multiple path connections
- Picnic pavilion

CHALLENGES

- Irregular parking lot layout
- Maintaining pavilion wood eaves and fascia
- Non-lighted ballfields inhibit maximum use and relief to Community Park
- Not enough shade
- Pavilion is in an awkward location
- Standing water in parking lot
- Sun faded fitness and site furnishing equipment
- Weeds in baseball field and below fitness equipment

OPPORTUNITIES

- Consider constructing a larger pavilion and locate it to be closer to parking and along looped pathway
- Consider constructing a permanent restroom facility for the park and sport field patrons
- Construct ADA path to bleacher pads
- Construct baseball dugouts with roofs for shade
- Construct concrete mow curb below backstop and fencing as a threshold to maintain turf and to hold in the infield mix
- Construct concrete mow curb or a bed edger around fitness equipment mulching
- Construct pedestrian connection to existing sidewalks at Abbeywood Dr and Naper Blvd
- Evaluate feasibility of synthetic turf field options
- Include additional shading through planting trees and/or shade structures
- Renovate the park to better accommodate the evolving needs of the community including upgrading existing equipment and furnishings



Fitness equipment



Baseball field



Picnic pavilion

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	GOOD	GOOD	GOOD	GOOD	N/A

STRENGTHS

- Buffered from roadway
- Central pond
- Looped walking path
- Multiple path connections

CHALLENGES

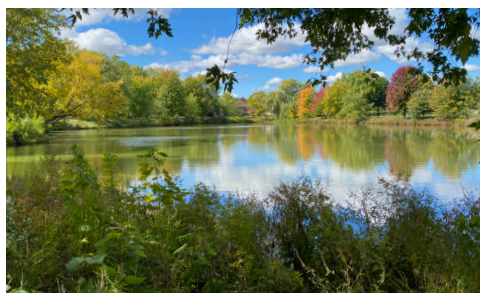
- Managing asphalt pathways
- No ADA access to playground
- No shade at playground
- Steep pond embankment slopes

OPPORTUNITIES

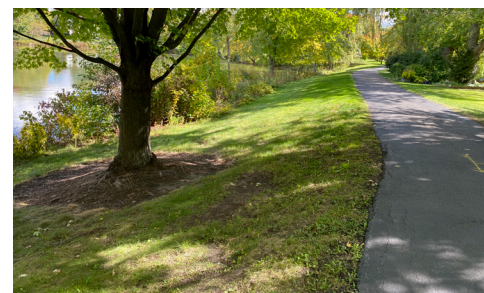
- Construct concrete path and ADA ramp at the playground going into the mulch surfacing
- Define park boundaries with split rail fencing or change in vegetation
- Include additional benches at the playground and along the walking path around the pond
- Include shade at the playground with additional trees or shade structures
- Include wayfinding signage and/or additional monument signs at park path entries and path intersections
- Provide additional no-mow areas between the pond and asphalt pathway
- Provide dedicated lookout areas with key views to look out across the pond



Playground



View across central pond



Pathway & mowed pond embankment

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	GOOD	FAIR	GOOD	GOOD	N/A

STRENGTHS

- Ample Shade
- Pathway light illuminates playground
- Loop trail with neighborhood connections
- Neighborhood playground
- Unique wooded site

CHALLENGES

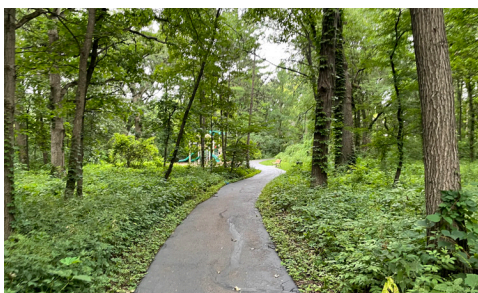
- Asphalt paths are aging
- Managing invasive species within the woodland
- No on-site parking

OPPORTUNITIES

- Consider creating a woodland non-paved stepping stone path through the woods
- Create a more unique playground capitalizing on wooded character, such as nature play
- Include bug, plant, bird, and fauna educational signs



Path next to Green Trails Dr



Wooded path



Playground

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
GOOD	FAIR	FAIR	FAIR	EXCELLENT	GOOD	N/A

STRENGTHS

- Diverse elements and amenities
- Large canopy tree cover
- Looped walk within the park
- Good connections to adjacent neighborhoods
- Shared off-street parking lot

CHALLENGES

- Basketball and tennis courts are aging
- Noise pollution from expressway
- Playground is aging and far from the parking lot making access more difficult
- Walkway connection to neighborhood to the east may not meet ADA requirements

OPPORTUNITIES

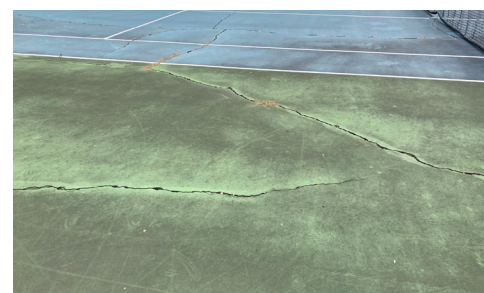
- Consider converting or replacing tennis courts with new pickleball courts
- Create naturalized areas to reduce maintenance and introduce native plantings
- Evaluate parking needs related to future use or improvements and consider expanding the parking lot to accommodate
- Improve accessibility of connection to east
- Renovate the park to better accommodate the evolving needs of the community



Entry sign and courts



Playground



Cracks at tennis court

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	GOOD	GOOD	GOOD	GOOD	FAIR	N/A

STRENGTHS

- Large oaks and native areas
- Loop walking trail with connections to adjacent neighborhoods
- No-mow areas
- On-site parking

CHALLENGES

- Angled parking makes exiting challenging
- Maintaining turf in heavy shade is difficult
- No player benches at tennis and basketball courts

OPPORTUNITIES

- Connect path to basketball court/playground and provide ADA accessibility
- Further naturalization of open spaces to reduce maintenance
- Install educational signage about the old growth oaks
- Install benches by courts
- Reconfigure parking lot to allow for more and easier access to park amenities



Tennis and basketball courts



Wooded areas



Playground

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
GOOD	N/A	GOOD	GOOD	GOOD	GOOD	GOOD

STRENGTHS

- Large open passive green space
- Looped walking path
- Multiple pedestrian path connections
- Multiple tennis courts

CHALLENGES

- Asphalt path upheaval from tree roots
- Cracks in the tennis court
- Detention basin area drains with 3' ht. metal posts
- Flooding
- Maintaining detention basins
- Neighbors very picky about trash can placement
- Not enough shade and seating at playground
- Steep slopes

OPPORTUNITIES

- Add additional benches along looped walking path
- Include player benches in the tennis court
- Include wayfinding / directional signage in the park
- Install additional rails along pedestrian bridges for fall protection safety
- Install no-mow plantings down in the basins and below pedestrian bridges/at low points
- Plant no-mow or large deciduous shrubs along steep basin slopes in lieu of mowing turf
- Provide bicycle parking at playground and tennis courts
- Relocate existing litter receptacles to strategic locations near trail intersections or active locations to improve ease of maintenance
- Replace 3' height metal posts at detention basins drains and 5'-6' ht. markers to improve park user safety



Detention basin / pedestrian bridge



Cracks in tennis courts



Playground

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
N/A	N/A	GOOD	GOOD	GOOD	GOOD	N/A

STRENGTHS

- Path provides neighborhood connection
- Well kept neighborhood playground

CHALLENGES

- High curb around playground creates barrier with no ADA ramp
- Limited seating opportunities

OPPORTUNITIES

- Create naturalized areas to reduce maintenance and introduce native plantings
- Create ADA ramp for playground
- Introduce additional permanent benches for seating around the playground



Park entry and signage



Playground equipment



High curb and no ADA ramp

CATEGORY RATINGS

ATHLETIC FIELDS	COURTS	PLAYGROUNDS	PATHS	PASSIVE GREENS	SITE FURNISHINGS	SPECIAL AMENITIES
GOOD	N/A	GOOD	GOOD	GOOD	FAIR	GOOD

STRENGTHS

- Ample parking lot
- Large open fields
- Looped walking trail
- Nature trail with educational signage
- Pavilion/Maintenance Building
- Thor guard lightning detection system

CHALLENGES

- Coord. multi-use field with soccer, baseball, lacrosse, special events, and others
- Indoor bathroom maintenance
- Mowing over low points / drainage swales
- Not enough shade for park users
- Overflow grass street parking along Trinity Drive

OPPORTUNITIES

- Consider sideline benches/additional seating for soccer & baseball field(s)
- Further naturalization of low points and swales to reduce maintenance
- Increase shade at Playground and at the multi-use field gathering circle
- Provide evergreen buffer along Trinity Drive Berm at far end of the Soccer Field to buffer the road and keep soccer balls from roadway
- Supplementary monument sign at the Trinity Drive parking lot drive entry



Wetland / Nature Walk



Playground



Soccer Field



APPENDIX H – FACILITY EVALUATIONS

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CATEGORY RATINGS

DOORS	ROOMS	ROOF	RESTROOMS	STORAGE	UTILITIES	WINDOWS
FAIR	GOOD	FAIR	POOR	FAIR	POOR	POOR

STRENGTHS

- District owns aging workout equipment
- Fitness center maximizes the space available
- Office space for facilities staff
- Prime real estate location
- Studio and group fitness areas
- Support space for special events that occur in Bandshell area

CHALLENGES

- A/C is inadequate to keep up with humidity
- Doors are original & past their useful life
- Ductwork is embedded within the concrete floor and creates heating/cooling issues
- Electric duct heaters are obsolete, parts are unavailable, near end of useful life, and are not serviceable
- Exterior wood fascia needs annual maintenance
- Insulation is poor and affects heating/air conditioning
- One abandoned restroom due to plumbing failures
- Plumbing is difficult to access and maintain
- Restrooms are dated and towards the end of useful life
- The facility attendant has poor visibility of the vestibule/ waiting area and is remote from program rooms
- The facility has limited users and the use may already be well provided in the community by other operators.
- The roof is towards the end of uesful life

OPPORTUNITIES

- Consider replacing the roof and plumbing
- Due to overall poor condition of the building, the District should decide if the building should be renovated or demolished
- The location of the facility in Community Park is excellent and would be an ideal location for future development



Exterior facade



Fitness center



Dance studio

CATEGORY RATINGS

DOORS	ROOMS	ROOF	RESTROOMS	STORAGE	UTILITIES	WINDOWS
GOOD	EXCELLENT	EXCELLENT	GOOD	GOOD	EXCELLENT	EXCELLENT

STRENGTHS

- Located in downtown Lisle
- Multiple very well preserved historic buildings
- Multiple working educational exhibits
- Relationship with Lisle Heritage Society allows for collaboration and assistance with event planning, execution, program delivery, facility maintenance, and improvements
- Veterans Memorial

CHALLENGES

- ADA accessibility into the park and through the buildings
- Annual maintenance
- Lisle Heritage Society has limited space for storage and their possessions
- Preservation of the historic buildings
- Site is landlocked and space is limited

OPPORTUNITIES

- Consider approaching the Village of Lisle to acquire/lease vacant parcels to the south of the Veterans Memorial for future expansion and/or collaboration with the Village of Lisle and the Lisle Heritage Society
- Consider developing a site master plan with input from the Village, Lisle Heritage Society, and others
- Consider providing signage on Main Street promoting the facility to the public
- Provide pedestrian wayfinding signs with directional pointing the direction to the museum facilities and veterans memorial
- Provide QR scan codes for the public to see historic photos of the original building sites
- Renovate the train depot platform



Train depot



Blacksmith shop and Yender's market



Museum

"DON'S GARAGE"
1810 SHORT STREET
8,200 SF | EST. 2020

EXCELLENT
FACILITY RATING

CATEGORY RATINGS

DOORS	ROOMS	ROOF	RESTROOMS	STORAGE	UTILITIES	WINDOWS
EXCELLENT	EXCELLENT	EXCELLENT	EXCELLENT	EXCELLENT	EXCELLENT	EXCELLENT

STRENGTHS

- A lot of indoor space to prep for projects and events
- Built tailored to the District's need
- Easy access
- Great location within Community Park
- New construction

CHALLENGES

- N/A

OPPORTUNITIES

- Consider installing fencing and vehicular gate to secure the facility yard from the public. Access from the Community Park trail is direct and unsupervised, even when the gate across the access road is closed and locked
- Maintain the existing building for many decades to come
- Prevent access to facility and site by the public



Building facade



Interior storage



Exterior storage

CATEGORY RATINGS

DOORS	ROOMS	ROOF	RESTROOMS	STORAGE	UTILITIES	WINDOWS
FAIR	GOOD	FAIR	GOOD	FAIR	GOOD	FAIR

STRENGTHS

- Ease of access
- Location within Community Park is ideal
- Masonry construction
- Separate mechanic work areas

CHALLENGES

- Drafty windows
- Exterior wood fascia requires annual maintenance
- Low head clearance in storage loft
- Poor insulation in offices
- Settling concrete

OPPORTUNITIES

- Consider creating supplemental loft space with loader access
- Consider installing fencing and vehicular gate to secure the facility yard from the public. Access from the Community Park trail is direct and unsupervised, even when the gate across the access road is closed and locked.
- Consider replacing the original roof
- Consider upgrading original garage doors
- Consider upgrading windows to be more energy efficient
- Improve Park Manager heating and air conditioning tie-ins
- Limit access to the low head clearance storage loft area and add signage
- Renovate staff lunch room, common area, staff offices, meeting rooms, etc.



Building facade



Work bay with loft



Storage yard

SEA LION AQUATIC PARK

1825 SHORT STREET
5,500 SF | EST. 2003

GOOD
FACILITY RATING

CATEGORY RATINGS

DOORS	ROOMS	ROOF	RESTROOMS	STORAGE	UTILITIES	WINDOWS
GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD

STRENGTHS

- Appeals to wide age ranges and abilities
- Concessions
- Diverse pool amenities
- Well maintained mechanical pumps

CHALLENGES

- Concrete spalling
- Exterior wood fascia requires intensive maintenance
- Maintenance of aging infrastructure
- Modular block stairs and settling bricks near entrance
- Not enough shade
- Paint peeling off splash pad equipment

OPPORTUNITIES

- Add concrete floor sealer to locker rooms to improve ease of maintenance
- Consider adding off-site signage and directional wayfinding to promote the facility
- Consider installing metal flashing / caps where feasible over exposed exterior wood and where feasible replace exterior exposed wood with rot-resistant material
- Consider relocating the rental area to be strategically located at "prime locations" to the pool with the intent to increase rentals
- Provide additional shade structures around pool perimeter
- Recommend performing a detailed existing conditions analysis of the entire facility to study cost of future renovation needs of the pools, mechanical pumps, utilities, slides, structures, roofs, and the associated capital improvement costs
- Replace modular block stairs near entrance with concrete steps



Lap pool



Mechanical pool plumbing



Water slides

RECREATION CENTER

1925 OHIO STREET
39,000 SF | EST. 1978

GOOD
FACILITY RATING

CATEGORY RATINGS

DOORS	ROOMS	ROOF	RESTROOMS	STORAGE	UTILITIES	WINDOWS
GOOD	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD

STRENGTHS

- Maximize use of the allotted space
- Multifaceted building with multipurpose rooms
- Preschool
- Renovation within the past decade
- SEASPAR presence

CHALLENGES

- Athletic space walls, ceilings, and overall space not suitable for use the space receives
- General lack of adequate space prohibits meeting patron needs, especially indoor athletics
- Limited parking close to the building/activity access points
- Not enough organized storage
- Rear wing of building is original

OPPORTUNITIES

- Consider painting a "trike track" to help teach toddlers road signs and safety outside the existing playground area
- Potential to improve storage by installing additional shelving and storage racks to maximize available square footage
- Renovate the rear wing of the building for improved future use and recommendations of the master plan



Building facade



Preschool classroom



SEASPAR

RIVER BEND GOLF RESTAURANT & PRO SHOP

5900 SOUTH, IL-53
10,500 SF | EST. 2002

GOOD
FACILITY RATING

CATEGORY RATINGS

DOORS	ROOMS	ROOF	RESTROOMS	STORAGE	UTILITIES	WINDOWS
GOOD	GOOD	FAIR	GOOD	GOOD	GOOD	GOOD

STRENGTHS

- Bar
- Full restaurant
- Golf cart garage
- Locker rooms
- Outdoor seating with beautiful views
- Private event space
- Pro Shop

CHALLENGES

- Air handler/furnace for kitchen is in the ceiling/hard to access
- Cast iron drain lines are prone to failure and costly to replace
- Kitchen is too small / inadequate
- Kitchen prep station is in the basement
- Not enough storage in kitchen and pro shop
- Ongoing improvement needs will require ongoing funding over time and there is a need to continue to drive the golf course/restaurant revenue as a means to support needed improvements and repairs
- Roof appears to be approaching end of useful life
- Utilities were not run in raceways/difficult to replace

OPPORTUNITIES

- Consider replacing the existing asphalt shingle roof with standing seam metal roof
- Replace all cast iron drain lines with PVC



Front entry and drop-off



Kitchen



Restaurant

RIVER BEND MAINTENANCE/MECHANIC BLDG.

5510 RIVER ROAD
7,000 SF | EST. 1950'S - 1960'S

FAIR
FACILITY RATING

CATEGORY RATINGS

DOORS	ROOMS	ROOF	RESTROOMS	STORAGE	UTILITIES	WINDOWS
FAIR	FAIR	FAIR	GOOD	GOOD	GOOD	FAIR

STRENGTHS

- Dedicated mechanic bays with lift station(s)
- Masonry construction

CHALLENGES

- Doors appear original and are showing signs of wear/tear
- Drafty windows
- Masonry block requires maintenance
- Not enough lighting in mechanic bays
- Not enough paved outdoor storage areas for surplus materials
- Regular flooding

OPPORTUNITIES

- Consider constructing a concrete pad along the west edge of the building x 15' wide for dedicated surplus material storage
- Consider creating a dedicated greenhouse or horticulture seed starting area for the naturalist
- Consider installing cameras around maintenance building to improve security
- Consider replacing overhead doors and updating to have automatic openers
- Consider replacing windows to improve heating & cooling efficiency
- Consider tuck-pointing the exterior CMU block masonry



Overhead doors



Loft and mechanic shop



Tuck-pointing and windows