

**CHANNAHON  
PARK DISTRICT**

Est. 1971

**2020 - 2025**

# **STRATEGIC MASTER PLAN**

**#PLAYITFORWARDCHANNAHON**







## ACKNOWLEDGEMENTS

THANK YOU TO ALL RESIDENTS & STAKEHOLDERS FOR CONTRIBUTING INPUT  
THROUGHOUT THE DEVELOPMENT OF THIS STRATEGIC MASTER PLAN

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## CHAPTER ONE – EXECUTIVE SUMMARY

### 1.1 INTRODUCTION

The Channahon Park District (“District”) is a National Gold Medal winning agency and an Illinois Distinguished Accredited Agency that covers almost 38 square miles and serves over 16,000 people in and around the Village of Channahon, Illinois.

The District was formed in 1971 and over the last fifty years has developed an enviable variety of park and facility resources, including a 44-acre Central Park, Skateland Recreation Center, Tomahawk Aquatic Center and Heritage Bluffs Public Golf Club among others.

The District desired to update its 2009 Districtwide Comprehensive Master Plan with the creation of a Strategic Master Plan (“Plan”) that sought to combine physical elements of a Master Plan with the Strategic Vision to ensure its next half century sustains the path of excellence it has been on.

To achieve that goal, the District leadership and staff selected PROS Consulting, INC., a national management consulting firm to assist in completing its 2020-2025 Strategic Master Plan.



### 1.2 HISTORY

The District is located 50 miles southwest of Chicago in Will and Grundy Counties, Illinois. The boundaries include all of the Village of Channahon, unincorporated areas within Channahon Township and the Will County portion of the Village of Minooka.

As the Village of Channahon’s boundaries extend westward into Aux Sable Township, the Park District will grow with the Village. Joliet, Minooka, Shorewood, Morris, Elwood and Wilmington are all neighboring communities.

Channahon may be among the oldest venues for recreation in Illinois. Native Americans called the area ‘The Meeting of the Waters’ for the convergence of the DuPage, Des Plaines, and Kankakee Rivers that meet and form the Illinois River. Many traveled to the area for relaxing, fishing, and horse racing.

Community support for the referendum to form the District was strengthened by the planned closing of the Channahon Access to the I&M Canal, now known as Channahon State Park, by the Illinois Department of Conservation (DOC). The new District was a method to maintain the State Park for community use under a lease with the Illinois DOC.



Before obtaining its own program facilities, the Park District utilized many local partnerships, most significantly the Manor Motel pool for summer swim lessons and Channahon School District 17 gymnasiums for indoor activities.

During the 1980s and 1990s, the District continued to grow with acquisition for property now known as Central Park, Skateland Recreation Center and the development of Arrowhead Community Center on the Central Park property.

In addition, the opening of signature facilities Tomahawk Aquatic Center and Heritage Bluffs Public Golf Club, one of the finest public golf facilities in the nation highlighted the District's continued growth and resulted in accolades from the National Park and Recreation Association (National Gold Medal Finalist in 1996 and 1997). The District was also, deservedly, named the Grand Award Winner in 1997 as the top public park agency in the country with a population under 25,000.

The District's spirit of partnership has fostered ongoing growth including the development of Heritage Crossing Field House with Channahon School District 17 in 2003.

The Park District was recognized in 2014 as an Illinois Distinguished Accredited Agency by the Illinois Association of Park Districts (IAPD) and the Illinois Park and Recreation Association (IPRA).



### 1.3 GOALS

The following goals were established for the Plan:

- Engage the staff, 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 current and potential unmet needs.
- Shape financial and operational preparedness through innovative and "next" practices to achieve the strategic objectives and recommended actions and create "living" document which reflects the outcomes of the strategic planning process.
- Develop a dynamic and realistic action plan with measurable strategies that creates a concise and useful plan to ensure long-term success of the District, as well as action steps to support the family-oriented community and businesses that call Channahon home.

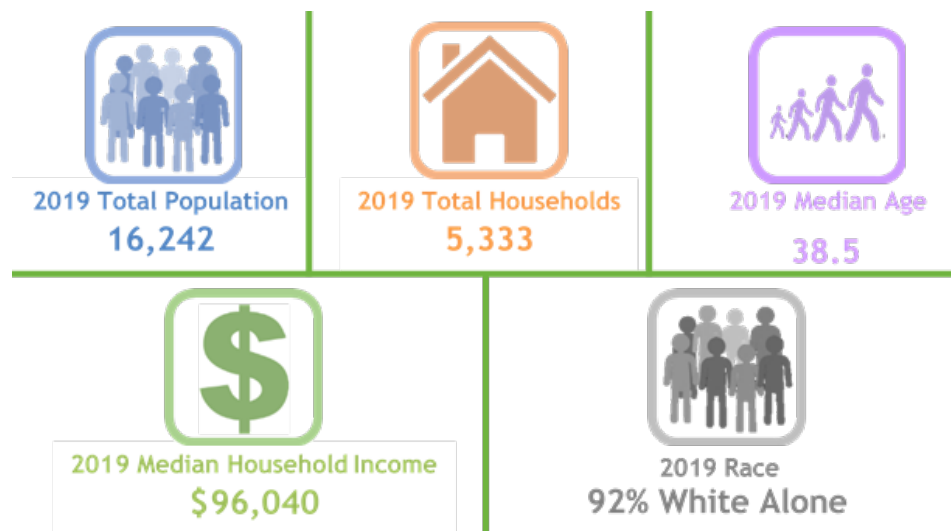
## 1.4 KEY FINDINGS

The following sections highlight the major elements of the Plan and outlines the key findings from the report.

### 1.4.1 DEMOGRAPHIC ANALYSIS

The following are the key takeaways from the Demographic Analysis found in section 2.2.

- The **annual growth rate** for both the District's **population** and **households** is slightly under the national rate; however, significantly higher than the state's annual rate.
  - The average size of the household in the District is greater than the state and national averages. Larger households may indicate the District should be considering more family focused facilities and programs.
- Assessing **age segments**, the District has a higher percentage of 0-17 and 35-54 age distributions in comparison to the state of Illinois. There is also a lower representation of ages 75+ and ages 18-34. However, the population is expected to follow the national aging trend with an increase in population of the 55+ age segment over the next 15 years.
  - The age distribution of the District, along with anticipated age demographic shifts, should be an important consideration when developing space allocation, program development plans and capital improvement plans.
  - Planning for the future, the District should support the growth of the 55+ population interest for both active seniors and inactive seniors. For active seniors, the District may consider dedicated indoor or outdoor pickleball courts, additional golf programs, low-impact fitness, and physical therapy. While considering the inactive seniors, the District may want to increase programs related to socialized enrichment classes and/or continual education opportunities.
- The District's **racial distribution** is very limited in diversity and has a significantly large White Alone population. The District's percentage of **Hispanic/Latino population** is well below the national level.
- The District's **per capita income** is slightly above average while the **median household income** (\$96,040) is well above average compared to the U.S. income characteristics. These numbers may reflect a higher level of disposable income which should be considered when designing facilities and programs which could support high cost recovery goals.

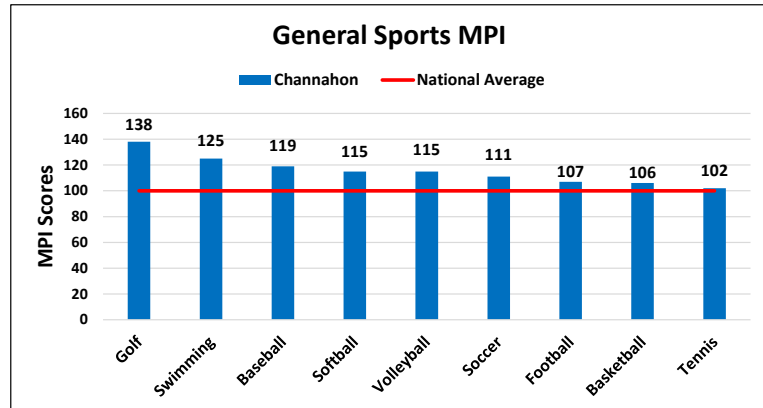


#### 1.4.2 RECREATION TRENDS

The Plan also explored recreational trends on a national, regional, and local level to better understand the types of activities District residents are likely to participate in. The full Recreational Trends Analysis can be found in Section 2.3.

In order to assess local participation in recreational activities, the Plan utilized a Market Potential Index (MPI) that measures the probable demand for a product or service within the District. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the U.S. national average (i.e. MPI score of 100).

Overall, the District demonstrates strong market potential based on MPI scores. This is particularly noticeable when analyzing golf, swimming and boating. General sports, fitness activities, and outdoor activities reflect strong market potential, in that every activity within this category has an MPI score greater than 100. Analyzing MPI for commercial recreation, all but one activity scored above the national average. These above average MPI scores show that District residents have a rather strong participation presence when it comes to recreational activities. This is important as the District considers starting new programs or improving facilities / amenities, as the MPI scores provide a tool to estimate resident attendance and participation.



#### 1.4.3 PUBLIC INPUT

As a fundamental component of the planning process, the project team conducted a series of focus group interviews and one public forum over a two-day period in August 2019. The feedback received from community stakeholders is critical to the discovery phase of the planning process. Participants in the community input phase of the planning process included:

- Board of Commissioners
- Business Community
- Channahon School District
- Elected Officials
- Park District Staff
- Residents and user groups
- Rotary Club
- Students
- Village Departments

Although the Stakeholders have a variety of priorities for the District, some common themes were identified through interviews. First and foremost, the District must find the best path to fiscal sustainability, while addressing shortcomings related to aging infrastructure, future needs, and golf course operations. Many are hopeful this planning process clearly identifies the recreational needs of the



community, provides a vision for the District, and gauges the support for additional taxes that could solidify the operational and/or capital needs of the community.

The top priorities for the District that were most frequently mentioned during the community input process include:

- Fiscal Sustainability across all areas of the Park District
- Understand community wants and needs for facilities and programs
- Improve existing facilities, infrastructure and equipment
- Increase facility space
- Improve communication between the District and residents
- Specific priorities related to parks and programs that were suggested during the public forum included:
  - Update Skateland Community Center
  - Develop before school program to complement After the Bell
  - Multigenerational recreation center
  - Program opportunities related to Science, Technology, Engineering, and Math (STEM)
  - Biking and walking trail access across the river

Additional details about the subjective public input in included in **Chapter 3 Section 3.1**.

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#### 1.4.4 STATISTICALLY VALID SURVEY

ETC Institute administered a community needs assessment for the District in Fall of 2019 by mailing a survey packet to randomly selected households in the District. Residents were given the option of returning the survey by mail or completing it on-line at [channahonsurvey.org](http://channahonsurvey.org).

To prevent people who were not residents in the District from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey.

The goal was to obtain completed surveys from at least 400 residents and it was met with the overall results for the sample of 400 households with a precision of at least +/- 4.9 at the 95% level of confidence.

The detailed results are presented in **Chapter 3 Section 3.3**.

**Priorities for Facility Investments:** The Priority Investment Rating (PIR) was developed to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The PIR equally weights (1) the importance that residents place on facilities / programs and (2) how many residents have unmet needs for the facility / program.

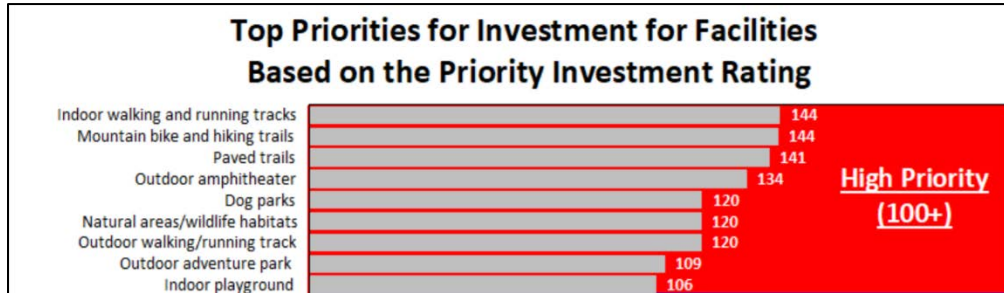
In order to ensure that the District continues to meet the needs and expectations of the community, this Plan recommends that the District sustain and/or improve the performance in the following areas that were identified as “high priorities” by the Priority Investment Rating (PIR).

#### FACILITY PRIORITIES

The following are the high priority investments for Facilities based on the results of the statistically-valid survey.

- Indoor walking and running tracks (PIR=144)
- Mountain bike and hiking trails (PIR=144)
- Paved trails (PIR=141)
- Outdoor amphitheater (PIR=134)

- Dog parks (PIR=120)
- Natural areas/wildlife habitats (PIR=120)
- Outdoor walking/running track (PIR=120)
- Outdoor adventure park (PIR=109)
- Indoor playground (PIR=106)

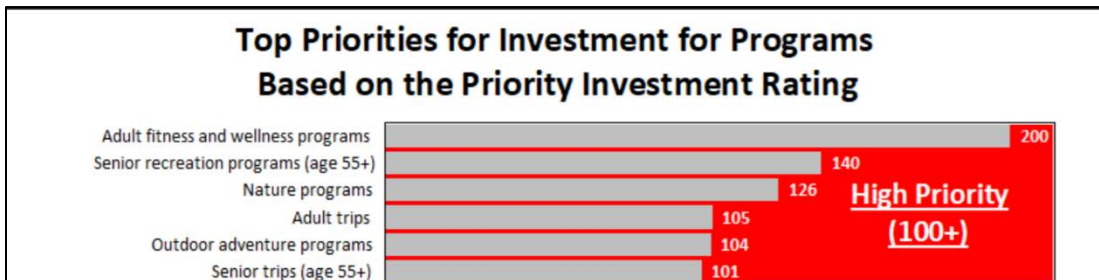


Source: ETC Institute 2019

### PROGRAM PRIORITIES

The following are the high priority investments for Programs based on the results of the statistically-valid survey.

- Adult fitness and wellness programs (PIR=200)
- Senior programs (age 55+) (PIR=140)
- Nature programs (PIR=126)
- Adult trips (PIR=105)
- Outdoor adventure programs (PIR=104)
- Senior trips (age 55+) (PIR=101)



Source: ETC Institute 2019

#### 1.4.5 BENCHMARK (HIGHLIGHTS)

This included top performing agencies from the Chicagoland area and the greater Midwest. The peer agencies in the study are great examples for the District to compare against for a better understanding of how its performance stacks up to industry best practices.

The following is a summary of the key findings from the benchmark comparison. See **Section 4.3** for detailed benchmark analysis and reports.

Key Metric	Channahon Park District	Benchmark Summary
<b>Parkland:</b> Acres per 1,000 Residents	33.99	Ranked 1st out of 7 benchmark peers 3 times larger than the national median (11.8)
<b>Trails:</b> Miles per 1,000 Residents	0.51	Ranked 3rd out of 7 benchmark peers Meets industry best practice level (0.5-1.0)
<b>Staffing:</b> FTEs per 10,000 Residents	53.56	Ranked 1st out of 6 benchmark peers 5 times larger than the national median (9.6)
<b>Expenditures:</b> Operating Expense per Resident	\$578.66	Ranked 1st out of 7 benchmark peers 6 times larger than the national median (\$95.76)
<b>Revenues:</b> Non-Tax Revenue per Resident	\$176.71	Ranked 1st out of 7 benchmark peers 7 times larger than the national median (\$24.92)
<b>Cost Recovery:</b> Operational Cost Recovery	31%	Ranked 7th out of 7 benchmark peers Consistent with the national median (30%)
<b>Marketing:</b> Dollars Spent per Resident	\$8.79	Ranked 1st out of 7 benchmark peers No national median or best practice figure to compare
<b>Programs:</b> Participations per Resident	0.73	Ranked 6th out of 7 benchmark peers No national median or best practice figure to compare
<b>Programs:</b> Program Cost Recovery	94%	Ranked 5th out of 7 benchmark peers No national median or best practice figure to compare
<b>Golf:</b> Rounds Played per Resident	1.61	Ranked 1st out of 4 benchmark peers No national median or best practice figure to compare
<b>Facilities:</b> Indoor Recreation Sq. Ft. per Resident	4.49	Ranked 2nd out of 7 benchmark peers More than double the national best practice (1.5-2.0)





#### 1.4.6 SWOT ANALYSIS

The following table describes the strength, weaknesses, opportunities, and threats (SWOT) of the District that were identified during the planning process.

Strengths (Internal - You can control)	Weaknesses (Internal - You can control)
<ul style="list-style-type: none"> <li>• Tenure / experience of staff</li> <li>• Variety of opportunities / experiences (e.g. Central Park)</li> <li>• Ample open space with room to grow; not landlocked</li> <li>• Well-trained staff</li> <li>• Strong brand with good community support</li> <li>• Foundation support</li> <li>• Positive community image</li> <li>• Fiscal responsibility / awareness</li> <li>• Local staff, especially among part-timers</li> <li>• Festival attendance and longevity</li> <li>• Strong traditions and community events</li> <li>• Well-maintained parks and facilities</li> <li>• Supportive Board and leadership</li> <li>• Biggest bang for the tax payer buck among Government departments (i.e. 4 cents of every dollar goes to parks)</li> </ul>	<ul style="list-style-type: none"> <li>• Financial stability - reliance on tax anticipation warrant</li> <li>• Aging facilities / infrastructure (i.e. Skateland, golf course, pool, many buildings approaching end of lifecycle)</li> <li>• Doing things "the way it's always been done"</li> <li>• Giving up on an idea because it didn't work before</li> <li>• District expectation of giving away services / inequitable partnerships</li> <li>• Mowing of many properties outside of the District's assets</li> <li>• District growth versus responsibilities (i.e. mowing)</li> <li>• Acquiring undesirable land</li> <li>• Lack of staff hours / human resources in specific areas (e.g. marketing)</li> <li>• Revenue generation in some areas (e.g. golf)</li> <li>• Limited office space and lack of storage space</li> </ul>
Opportunity (External-May not be able to control)	Threats (External - May not be able to control)
<ul style="list-style-type: none"> <li>• Large industry presence</li> <li>• Young families moving back to town / young population</li> <li>• Industry shift moving from social services to a business mindset</li> <li>• Not landlocked</li> <li>• Located near major thoroughfares</li> <li>• Splash Station (neighboring competitor) closed</li> <li>• Need of neighboring municipalities without a Parks and Recreation department / District</li> <li>• Potential closures of nearby golf courses</li> <li>• Technology</li> <li>• Alternative funding (i.e. sponsorships, partnerships)</li> <li>• New businesses coming into town / growing tax base</li> <li>• Village leadership support for recreation</li> <li>• Role of parks and rec in improving quality of life / health impact</li> </ul>	<ul style="list-style-type: none"> <li>• Community expectation of low-cost / free offerings</li> <li>• Location (e.g. golf course not getting a lot of drive through traffic)</li> <li>• Industry shift moving from social services to a business mindset</li> <li>• Philosophy that services should be free because of tax support</li> <li>• Reducing participation in golf on national scale</li> <li>• Increased competition for sponsorship dollars</li> <li>• Increased competition for program revenue</li> <li>• Unfunded liabilities</li> <li>• Minimum wage increases</li> <li>• State pension reform</li> <li>• State committee on property tax relief (recent bill passed)</li> <li>• Healthcare costs</li> <li>• Competition from within (i.e. libraries, school district)</li> <li>• State tax increases limiting disposable income</li> <li>• Dwindling population statewide</li> </ul>

#### 1.4.7 PROGRAM ASSESSMENT

As part of the Plan, the Consulting Team performed a Recreation Program Assessment of the services offered by the District. The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents and visitors.

The following points highlight the key findings from the program assessment:

- Overall, the **program descriptions** effectively communicate the key benefits and goals of each Core Program Area.
- **Age segment distribution** is good, but needs to be annually monitored to ensure program distribution aligns with community demographics.
- **Program lifecycles:** Approximately 8% of the system's current programs are categorized in the Introduction Stage; while 1% of programs fall into the Decline Stage. A complete description of Lifecycle Stages can be found in **Section 1.3.2**.
- The District's **volunteer program** allows residents and organizations to easily get involved and give back to the community through various volunteer opportunities, special events, programs, etc. However, better promotion of volunteer opportunities is recommended moving forward (E.g. Via District's Website).
- From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods when promoting their programs including: printed and online program guides, the District's website, flyers/brochures, direct mail, email blast, road sign marquees, road advertisements, in-facility signage, webinars, and various social media channels as a part of the marketing mix.
  - The District would benefit from identifying marketing Return on Investment (ROI) for all marketing initiatives
  - Opportunity to increase the number of cross-promotions
- Currently, **customer feedback methods** are heavily utilized. Moving forward, it is strongly recommended that the District continues incorporating user feedback, on a more consistent basis, as a key performance measure that can be tracked over time. Additionally, lost customer surveys and crowdsourcing tools are highly recommended feedback methods that should be considered moving forward.
- **Pricing strategies** are varied across the board. Currently, the most frequently used approaches include: residency rates, cost recovery goals, and customer's ability to pay. These are good practices and must be continued. In addition, it is essential to understand current cost of service in order to determine ideal cost recovery goals.
- **Financial performance measures** such as cost recovery goals are currently being utilized for a majority of programs. Moving forward, it is recommended for staff to continue tracking cost recovery for all program areas. When doing so, the staff should factor in all direct and indirect costs pertaining to programming. A focus on developing consistent earned income opportunities would be beneficial to the District's overall quest for greater fiscal sustainability.



#### 1.4.8 LEVEL OF SERVICE (LOS) ANALYSIS

Level of Service (“LOS”) standards matrix was developed during the planning process, which describes the inventory for the District and other similar providers (e.g. Forest Preserve and Canal Trail) in relation to the population served. The LOS is an effective measure that can be used to support capital investment decisions related to parks, facilities, and amenities.

In collaboration with the District, the planning team developed the appropriate standard service level for a variety of parks, facilities, and amenities. The level of service standards were applied to the current population, as well as projections over the next five years to anticipate additional inventory that will be necessary to meet the population growth over the next five years. In addition, planned capital improvements related to the new development of Whispering Oaks Subdivision Park, Woods of Aux Sable Subdivision Park, McGowan Woods Park, and Greenwald Bluffs Park were incorporated into the projected needs.

Applying the facility standards to the service area, gaps and surpluses in park and facility/amenity types are identified. Based on this methodology, it is recommended that the District will need to add the following park acres, trail miles, and amenities by 2024:

- 3 Acres of Pocket Parks
- 8 Acres of Neighborhood Parks
- 3 Miles of Paved Trail
- 3 Miles of Unpaved Trail
- 1 Outdoor Basketball Court
- 1 Dog Park
- 16,374 SF of Indoor Community Recreation Space

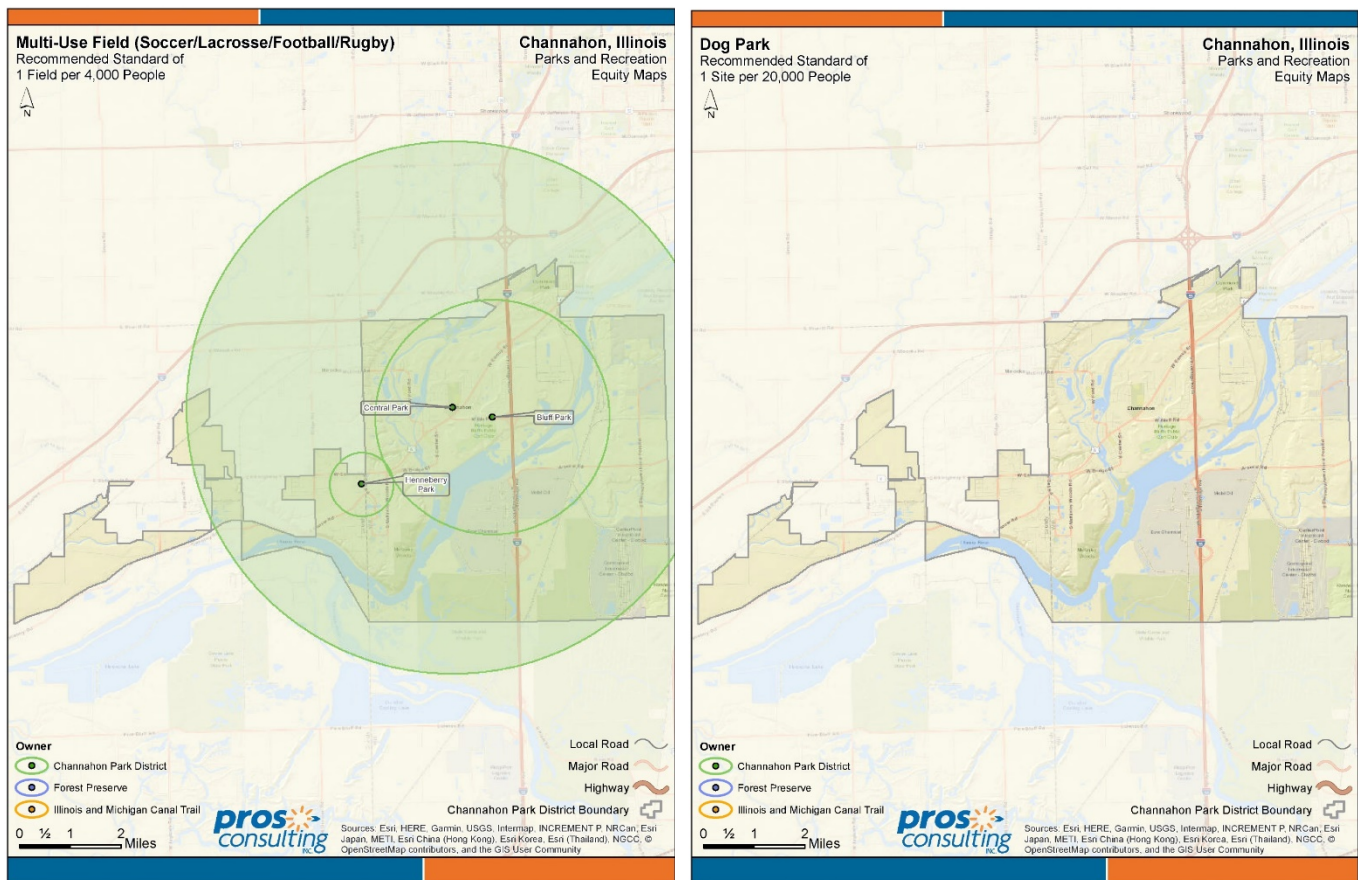


#### 1.4.9 EQUITY MAPS

Equity Maps utilize level of service standards to assist the District leadership and staff in assessing where services are offered and determining equitable service distribution and delivery across the District. These maps provide a visual depiction of the effectiveness of the service as it pertains to the demographic density. In addition, Equity Maps allow the District to identify gaps and overlap in services with respect to a specific park, trail, facility, or amenity. This assessment allows the District to make appropriate capital improvement and development decisions based on the population needs and areas that may be under/overserved.

As seen in the maps below, shaded rings in the Equity Maps indicate the service level (i.e. the population being served by a specific park type/facility/amenity) as outlined in the level of service matrix. Thus, the central point inside the ring indicates the location of the facility or amenity. The ring extends out from the central point based on the service reach of a particular park, facility, or amenity when compared to the population nearby. Equity Maps are based on the size of a park / facility or the number of amenities at a location, the established level of service standards, and the density of the surrounding population.

As can be seen, the District is adequately served for its Multi-Use Fields but is lacking in a Dog Park for the community. The Equity Maps for various park and amenity types are in Chapter 5 Section 5.3.





#### 1.4.10 CIP

The District develops its Capital Improvement Plan (CIP) over a ten-year period with appropriations occurring on an annual basis. This approach maintains flexibility in order to maximize efficiencies as the overall needs of the District change from year to year.

Over the next ten years, this Plan recommends a combination of modernizing existing parks, facilities, and amenities and building new ones. The recommendation is based on a three-tiered approach to address CIP priorities, which includes Short-Term Priorities, Upcoming Lifecycle Replacement, and Visionary Projects for the District.

The **Short-Term Priorities** category represents the most immediate improvement needs and enhancements to infrastructure that are estimated at \$4.7 million over the next 2-3 years.

**Upcoming Lifecycle Replacement** includes mid-range priorities for updates to parks that will have exceeded their useful life, which are estimated at \$1.9 million and an expected timeline between 2023-2028.

**Visionary Projects** are major improvements that would add significant value to the existing system and address community needs, but don't necessarily have expected timelines and/or budget estimates; these are estimated to cost more than \$12.1 million over a broad (10+ years) time horizon. Based on all three tiers of recommended improvements, the District's total CIP is expected to total \$18.7 million over the next ten, or more, years.

The table below summarizes the CIP plan by tier.

*Note: It should be noted there are a total of three Visionary Projects that have not been assigned a capital budget amount; therefore, the overall CIP amount would increase if these projects are eventually pursued by the District.*

Timeline	CIP Tier	Total Budget
2020-2022	Short Term Priorities	\$ 4,735,000
2023-2028	Upcoming Lifecycle Replacement	\$ 1,850,000
2020-2030+	Visionary Projects*	\$ 12,125,000
<b>Total CIP Investment*</b>		<b>\$ 18,710,000</b>

\*Visionary Projects include improvements with no current budget estimates that will increase the total investment amount if the District decides to proceed.



## 1.5 VISIONING AND RECOMMENDATIONS

In February 2020, the Consulting Team conducted a visioning workshop with the District Board and staff leadership. Using this iterative process along with the community input, demographics and trends and an analysis of the Department's offerings and levels of service, the following Core Values, Vision and Mission Statement and Big Moves were identified.

### MISSION

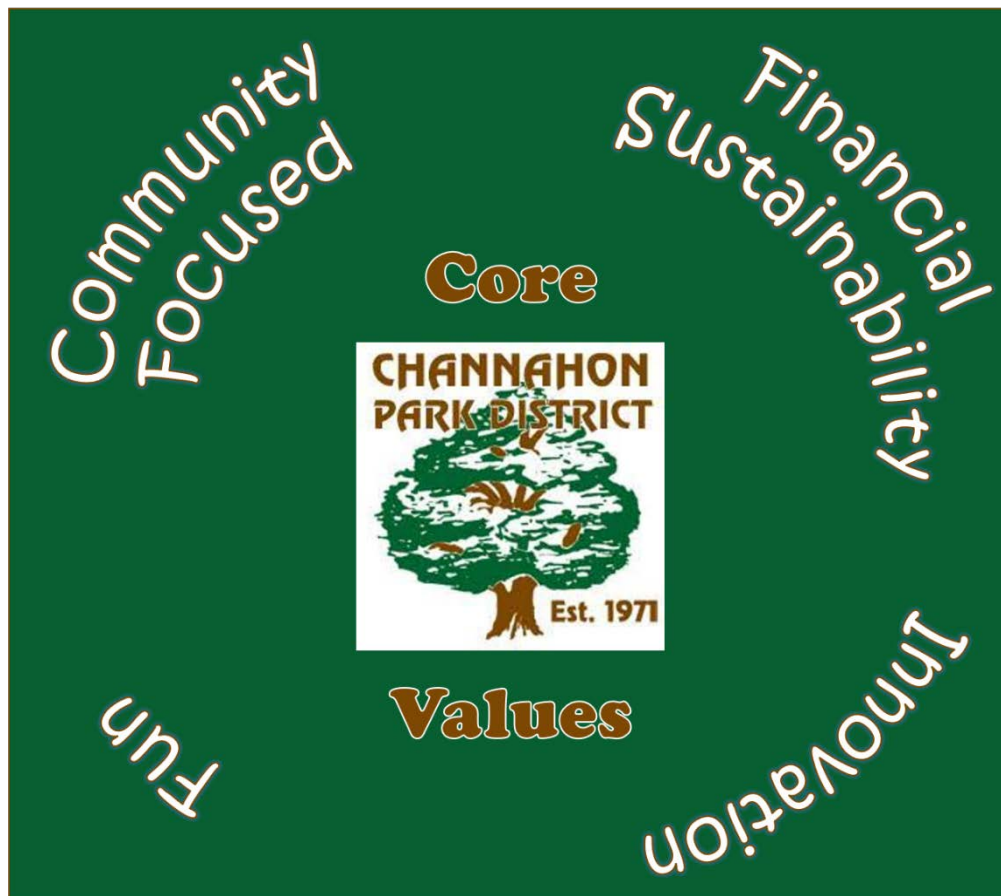
To bring people together.

### VISION

To be the best provider of fun experiences that impact lives. In communicating this vision, the District can utilize the tagline, #WeImpactLives.

### CORE VALUES

These represent the organization's personality and establishes the virtues that staff strive to uphold: Community Focused, Financial Sustainability, Innovation, and Fun





## BIG MOVES

The following were the major recommendations that were developed through the Visioning Process.

### INCREASE FOCUS ON FINANCIAL SUSTAINABILITY

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The District is currently at a crossroads with its financial situation. It has been blessed with a supportive community and dedicated property tax funding over the years. However, with decreased (and uncertain) revenues due to the Covid-19 Pandemic and impending staffing cost increases based on increases in minimum wage, it will be increasingly harder to sustain the existing level of quality and service for the Channahon community.

The District leadership has taken a critical step in the right direction with embracing Financial Sustainability as a core value. The following are some key action items that the District needs to be implement to make that a reality.

- **Create a Reserve Fund** - This will ensure the District is positioned to weather unforeseen circumstances or economic shocks in the future. It is recommended that the Reserve Fund have a minimum of 4 months and ideally 6 months of operating dollars in it.
- **Focus on Cost Recovery** - Chapter 5, Section 5.3.3. and Section 5.3.4. outline the various Program Classifications and their proposed cost recovery goals. The cost recovery needs to factor in the true cost (direct, indirect and overhead, if possible) of providing the services and the pricing strategies must be developed to help the District meet or exceed the cost recovery goals.
- **Maximize Earned Income Generation** - Park and recreation agencies will continue to become more creative and collaborative in their revenue and earned income generation. This entails exploring partnerships, sponsorships, advertising etc. that can help complement the revenue generated from tax support and user fees. Chapter 6 Section 6.2 provides funding and revenue strategies that have been developed in collaboration with District staff.

### BUILD A CULTURE OF CUSTOMER SERVICE EXCELLENCE

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Now more than ever, the District faces increased competition and its customers have more choices for offerings. The one sustainable advantage is a superior customer service experience that consistently goes above and beyond. The District must embark upon a multi-year Customer Service / Organizational Culture Training process that emphasizes superior customer experiences (for internal and external customers), diversity, equity and inclusion, consistent onboarding and ongoing staff training to help create the “Channahon Park District Way”

### FIX / IMPROVE EXISTING INFRASTRUCTURE

---

Based on the statistically-valid survey, Sixty-one percent (61%) respondents indicated they would be “very supportive” or “somewhat supportive” of repairing and improving infrastructure and security and 28% cited “repair and improve infrastructure and security facilities” as the project they would most support funding with your tax dollars.

The District has a wide variety of facilities and amenities at a high level of service in comparison to other agencies, as seen in the Benchmark (Section 4.3). However, many facilities are aging past their lifecycles and upgrading them would significantly elevate the quality and safety of the user experience, and maximize revenue generation potential for each of them.

### UPGRADE HERITAGE BLUFFS GOLF CLUB AND CLUBHOUSE

---

Golf is the top sport based on local participation trends for General Sports (Section 2.3.5) in Channahon (138 compared to a national average of 100). While Heritage Bluffs has been an award-winning golf course in the 1990s, it is due for an upgrade.

Community input from stakeholders also indicated a need to renovate the Clubhouse to help make it more viable for group rentals, small events etc. as well.

### RENOVATE TOMAHAWK AQUATIC CENTER

---

Despite the cancellation of the summer season due to the Covid-19 Pandemic, aquatics continues to be a very popular, and much needed, activity in Channahon and nationwide. Local participation trends in Channahon also demonstrate the popularity of Swimming (125 compared to a national average of 100) as a Fitness activity (Section 2.3.5). The current facility is aging and with outdated features that need to be reinvigorated to generate excitement and additional revenue for the facility.

### EXPAND FIELDHOUSE & FITNESS CENTER

---

Based on the Level of Service Analysis (Section 5.2), the District is currently facing a shortfall of over 16,000sf of indoor recreation space. As we have seen, one of the core values embraced by the District is Financial Sustainability and nationwide trends indicate that Indoor Fitness and Classes are among the most heavily participated and highest revenue generators in parks and recreation agencies.

### REPURPOSE OR BETTER UTILIZE SKATELAND RECREATION CENTER

---

Skateland Recreation Center served as is the place for community memories over the years. The original design and current condition of this 12,000-sf facility is not suitable for future trends, optimal revenue generation or a quality experience befitting a National Gold Medal Agency like the District.

Nationwide, there has been rapid growth in Virtual Offerings, driven by the Covid-19 Pandemic, (the District recently started Virtual Programs) and eSports both of which must be explored, along with Fitness Programs and Classes, as potential additions as the District evaluates future offerings at Skateland Recreation Center.

### EXPAND TRAIL NETWORK AND COMPLETE ARROYO TRAILS (NATURE PARK) MASTER PLAN

---

Trails and connectivity rank among the top priority needs in virtually every community nationwide. The Arroyo Trails Master Plan (see Appendix) addresses multiple top priority investment needs according to the Statistically-Valid Survey (#2 - *Mountain Bike and Hiking Trails*; #4 - *Outdoor Amphitheater*; #6 - *Natural Areas / Wildlife Habitats*; #8 - *Outdoor Adventure Park*).

In addition to that, several other planned innovative, interpretive and educational offerings will make this “A Discovery Woodlands” a true destination for the Channahon community and beyond.

### CONTINUE TO BUILD THE DISTRICT’S NATIONAL PROFILE

---

The District has been a former Gold Medal winning agency and it has all the right elements in place to recreate past successes. To set upon that path again, it must embrace a data-driven and performance standards-based culture, continue to benchmark against the best of the best agencies and aim for two key national recognitions in the next 5 years:

- CAPRA Accreditation (Commission for the Accreditation of Park and Recreation Agencies)
- National Gold Medal (American Academy for Park and Recreation Administration)

## BE A LEADER IN ENVIRONMENTAL STEWARDSHIP

---

The National Recreation & Parks Association (NRPA) identifies *Conservation* as one of its three pillars, which calls for protection of open space, connecting people to nature, and engaging the community in conservation efforts. The District is undoubtedly the most important entity related to conservation efforts for the residents it serves due to its significant inventory of developed greenspace and undeveloped / natural areas.

It is important that the District positions itself as an environmental steward as the system continues to develop and ensure that the community has adequate opportunities for environmental education and create experiences that connect people with nature. The District should also dig into its core value of *innovation* to better the environment by exploring alternative energy sources and sustainability measures, such as electric charging stations in parking lots and solar panels for facilities.

## BUILD A NEW DOG PARK (POSSIBLY ON THE WEST SIDE)

---

As the Level of Service Analysis (Section 5.2) and Equity Maps (Section 5.3) indicate, the District does not currently have a Dog Park and based on current population numbers is in need of one. In addition, a Dog Park is one of the highest priorities for investment based on the results of the Statistically-Valid Survey (Section 3.3).

Nationwide, pet ownership and the need for dog parks continues to grow and the Covid-19 pandemic has only resulted in accelerating that trend. The west side of the District has a greater population concentration and projected future population growth which would be well served by the addition of a Dog Park. In addition, the Will County Forest Preserve District does currently operate a dog park on the eastside of the District.

## CONTINUE TO STRENGTHEN MARKETING EFFORTS

---

As identified in the Benchmark Analysis, the District is spending much more on marketing per capita than its peers. In addition, based on the results of the Statistically-Valid Survey, only 6% of the respondents rated "Lack of Awareness" as a barrier to participation. All of this speaks well to the District's understanding of the importance of marketing and investing in it. At the same time, there continues to be increasing competition and more "noise" that consumers are exposed to and the District must ensure that its efforts are effective in delivering a return on investment (ROI) and that performance metrics are established to gauge success.

This includes understanding the value of the product the District delivers to its residents, effectively communicating that value and telling "our story", and pricing programs and services to reflect the value received by the user. Although essential services are expected to be widely accessible to the public and supported by the tax base, value added services must be priced competitively to reflect the benefit to the individual user, especially for enterprise facilities like Heritage Bluffs Public Golf Club.

## 1.6 CONCLUSION

The District has had a track record of excellence in offerings and operations over the years. It's Board and staff are dedicated to serving the community's needs and played an admirable role over the years in doing so over the past 50 years. Looking at the next half century, the District is facing a number of significant challenges that are further compounded by the Covid-19 pandemic situation. With aging infrastructure, a minimally growing population and rising costs, the District will have to emphasize revenue generation and financial sustainability in order to continue its growth story. In addition, the upcoming minimum wage increases and the uncertainty around the revenue situation due to the pandemic will certainly impact operational cost recovery in the future.

This Plan aims to provide a roadmap for the short and the long term. In the short term, it is key to commence the implementation of the Big Moves identified in this plan while in the mid to long term setting the District up to continue its National Accreditation and Gold Medal ways.

One of the rare silver linings in this pandemic has been the eye-opening realization of the value of parks, recreation, trails and open spaces and the positive impact they have on the physical, mental and emotional wellbeing of every individual. The District and its staff continue to play an essential role in connecting the Channahon community and we are confident that with this plan the District will leave no stone unturned to PLAYITFORWARD for Channahon.



## CHAPTER TWO – MARKET ANALYSIS

### 2.1 INTRODUCTION

The Market Analysis assesses the demographics of District residents to understand *who* are the current users and how will the population change in years to come. Then, the analysis identifies recreational trends on a national, regional, and local level to better understand *what* are the current population's recreational interests.

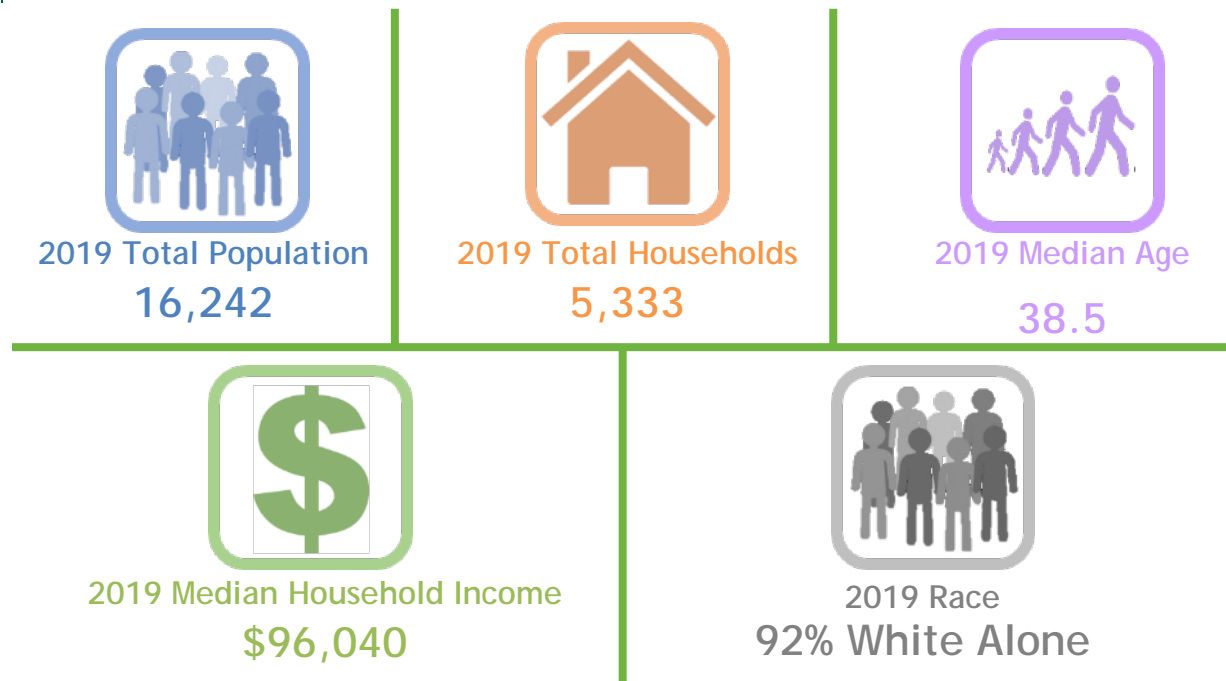
The District includes of the Village of Channahon, unincorporated areas of Channahon Township and the Will County portion of the Village of Minooka. The service area spans two counties, Will and Grundy, and is located approximately 50 miles southwest of Chicago.



### 2.2 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.

#### 2.2.1 CHANNAHON DEMOGRAPHIC OVERVIEW





### 2.2.2 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 2019 and reflects actual numbers as reported in the 2010 Census as well as estimates for 2019 and 2024 as obtained by ESRI. Straight line linear regression was utilized for 2029 and 2034 projections. The District boundaries shown below were utilized for the demographic analysis

(Figure 1).

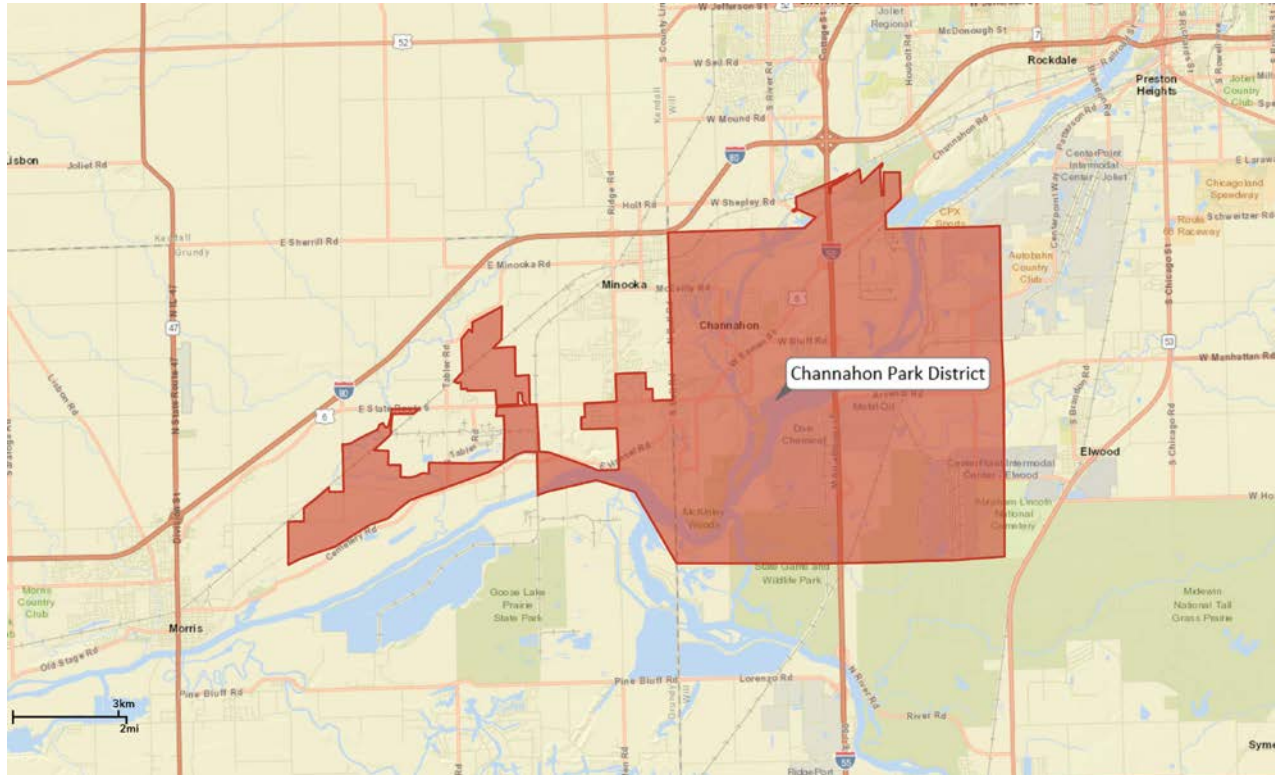


Figure 1: District Boundaries

### 2.2.3 DISTRICT POPULACE

#### POPULATION

The District's population had a steady increase of 6.39% from 2010 to 2019 (0.71% per year). This is just below the national annual growth rate of 0.85% (from 2010-2019), though it is well above the state average of .07% annually. Similar to the population, the total number of households also increased in recent years (7.11% since 2010).

Currently, the population is estimated at 16,242 individuals living within 5,333 households. Projecting ahead, the total population and total number of households are both expected to continue growing at a minimal rate over the next 15 years. Based on 2034 predictions, the District is expected to have 17,941 residents living within 5,936 households (Figures 2 & 3).

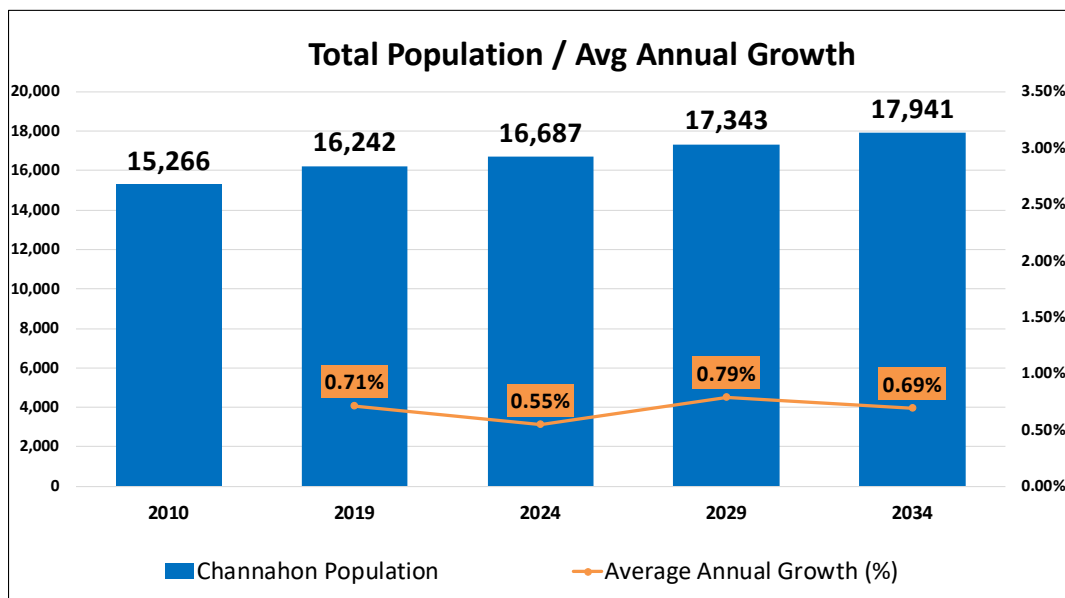


Figure 2: Total Population

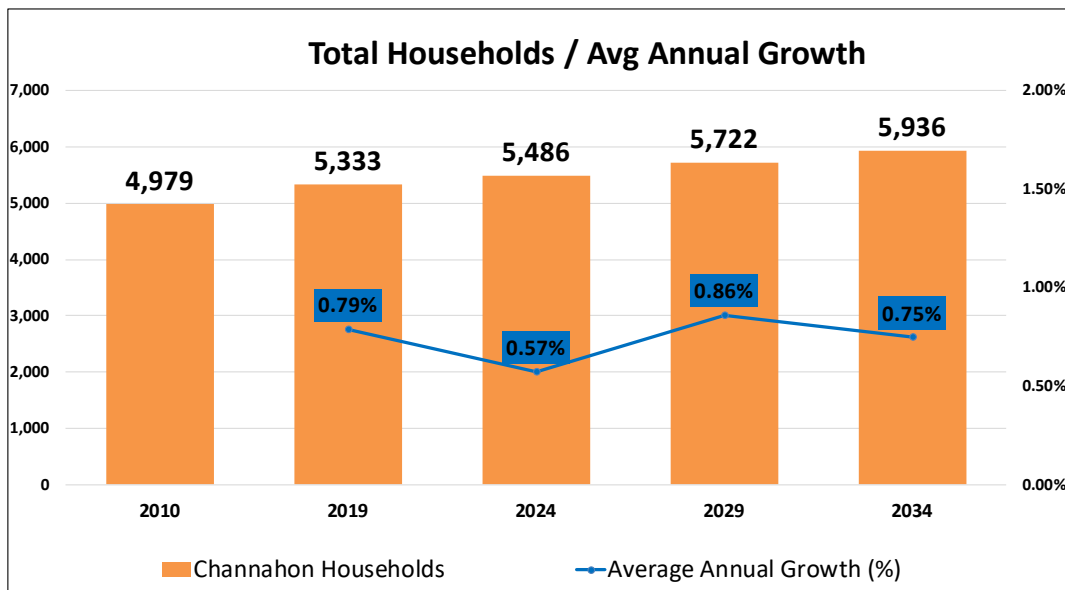


Figure 3: Total Number of Households

**AGE SEGMENT**

Evaluating the District by age segments, currently the District has (3%) higher percentage of 0-17 and 35-54 age distributions in comparison with the state of Illinois. They are (3%) lower when considering ages 75+ and ages 18-34. The District's age segment will likely follow the national trend with individuals over the age of 55 increasing over the next 15 years. The service area has a median age of 38.5 years which is older than the U.S. median age of 37.1 years. Assessing the population as a whole, the District is projected to continue its current aging trend over the next 15 years, with the 55 and older population increasing to 36% of the total population, followed by individuals aged 18-34 (25%). (Figure 4).

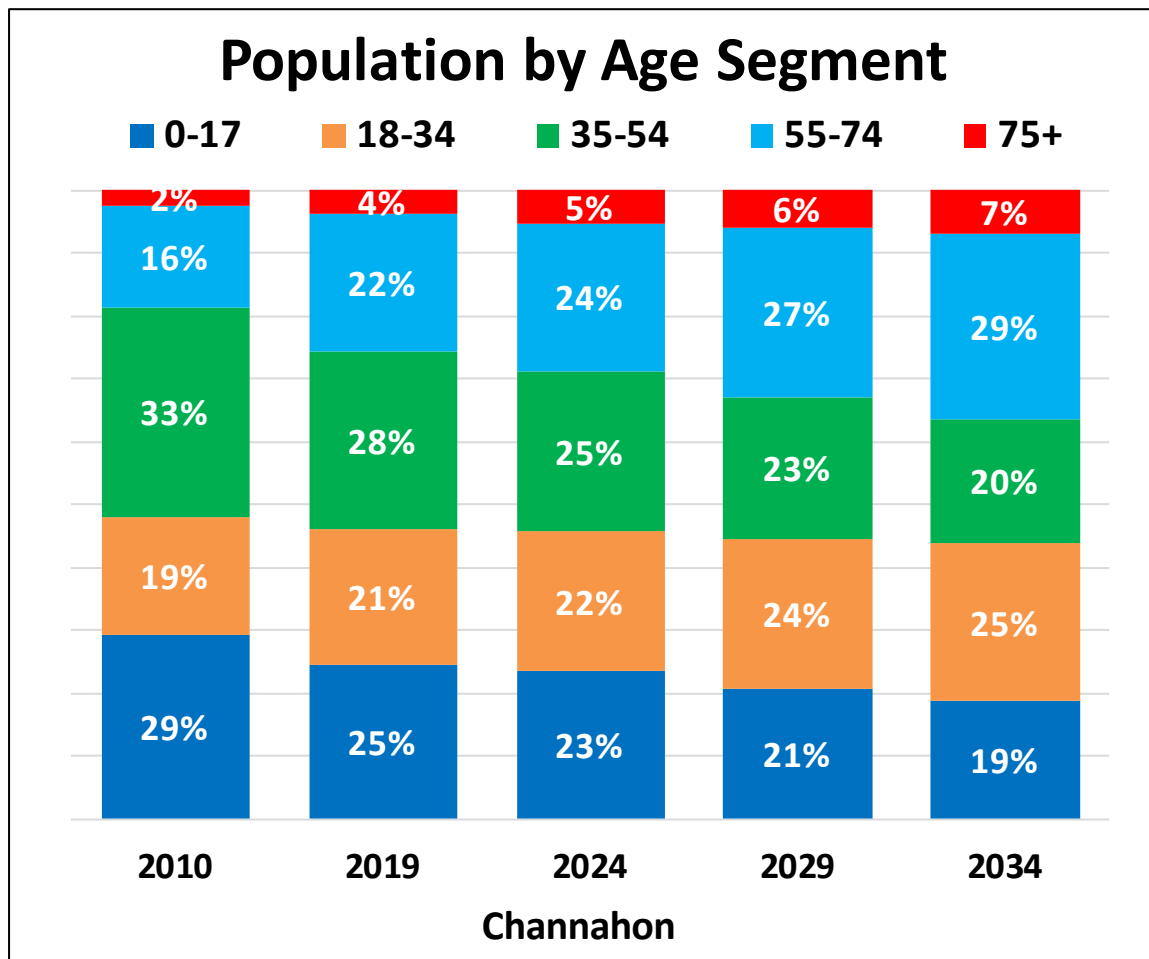


Figure 4: Population by Age Segments

## 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 as below. The Census 2010 data on race are not directly comparable with data from the 2000 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 2010) definitions and nomenclature are used within this analysis.

- American Indian - This includes 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 - This includes 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 - This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

*Please Note: The Census Bureau defines 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. While 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**

Analyzing race, the District's current population is primarily White Alone. The 2019 estimate shows that 92% of the population falls into the White Alone category, while Some Other Race (3%) represents the largest minority group followed by Black Alone (2%) & two or more races (2%). The District is less diverse than the national population, which is approximately 70% White Alone, 13% Black Alone, and 7% Some Other Race. The predictions for 2034 expect the District's population to maintain the current make up with only a 3% decrease in the White Alone population compared to 2019. (Figure 5).

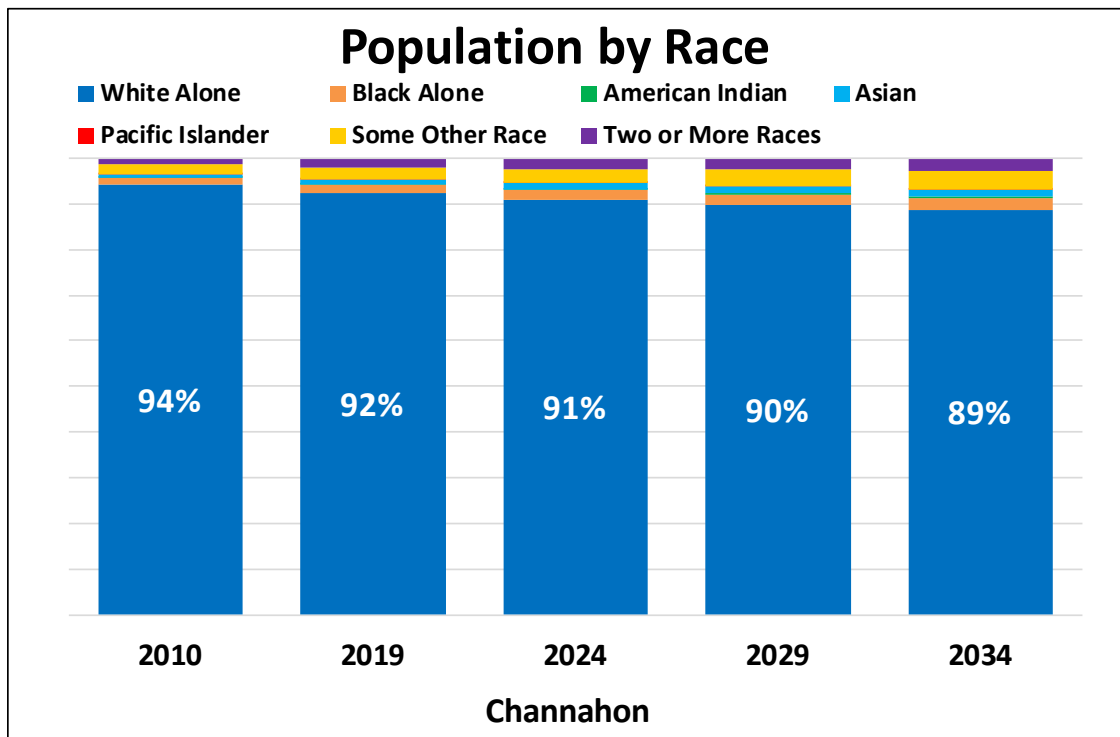


Figure 5: Population by Race



## 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 can also identify with any of the racial categories from above.

Based on the current estimate for 2019, those of Hispanic/Latino origin represent just 10% of the service area's current population, which is much lower than the national average (18% Hispanic/ Latino). The Hispanic/Latino population is expected to grow over the next 15 years, to represent 15% of the District's total population by 2034 (Figure 6).

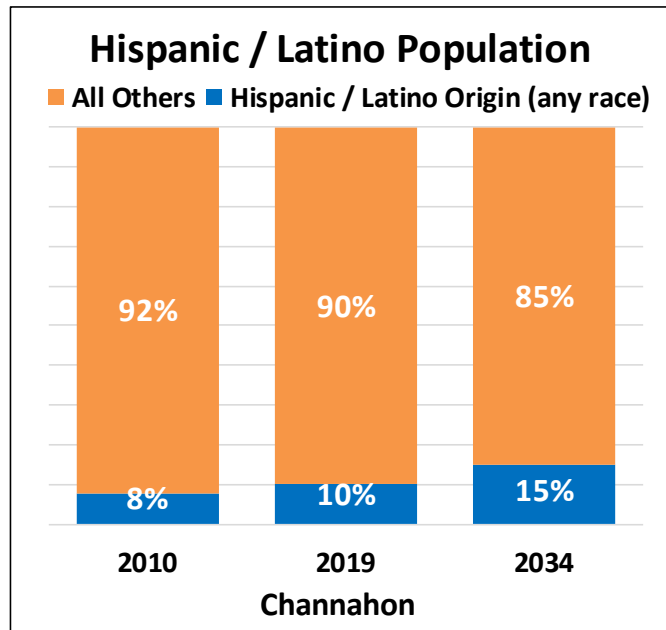


Figure 6: Population by Ethnicity

### HOUSEHOLD INCOME

The District's median household income (\$96,040) is significantly higher than the state (\$63,871) and national (\$60,548) levels. While the District's per capita income (\$36,079) is slightly higher than both the state (\$34,484) and national (\$33,028) level. This indicates a much higher rate of disposable income among the population served and could afford the District opportunities to ensure a high quality of offerings, both programs and facilities, as well as a focus on financial sustainability through price.

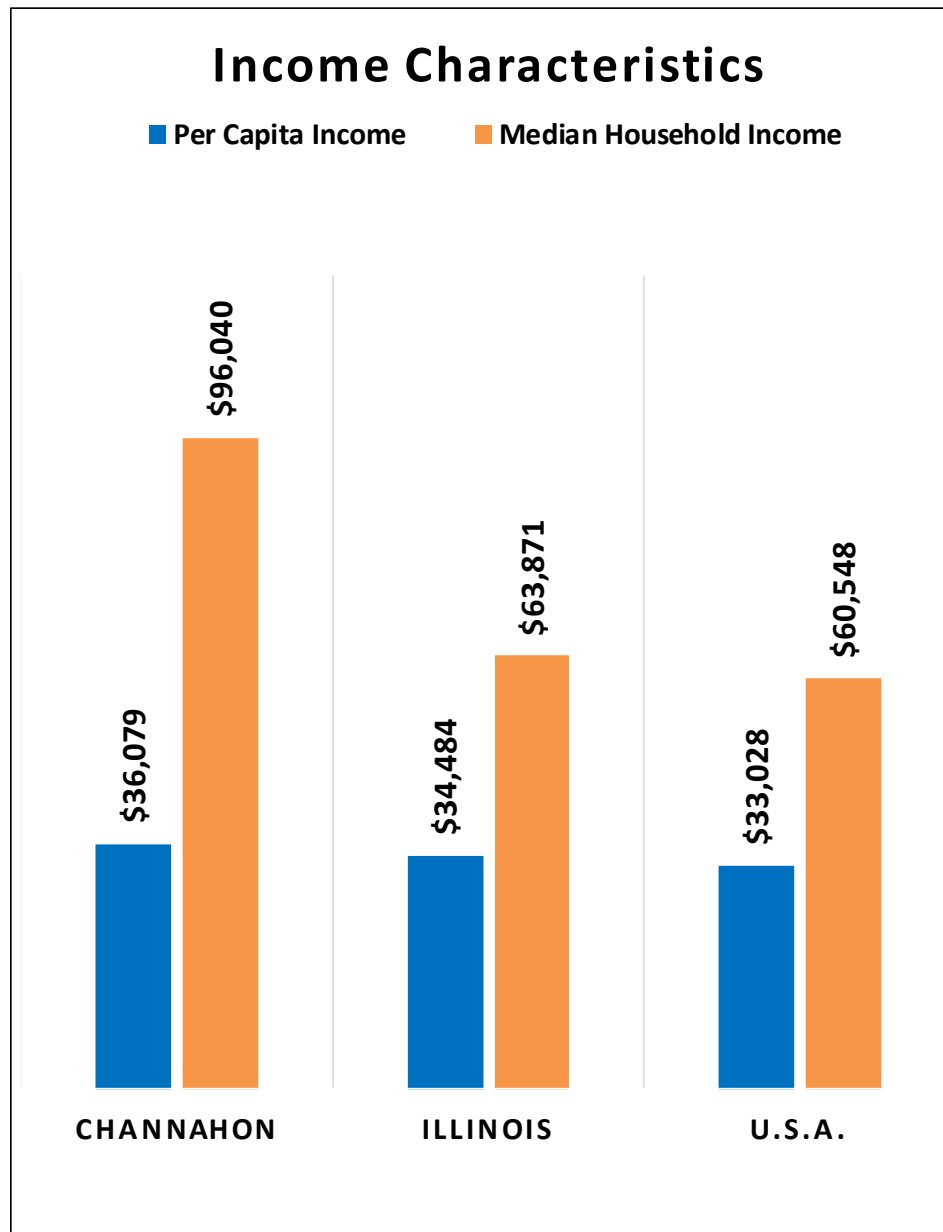


Figure 7: Income Characteristics

#### 2.2.4 DISTRICT DEMOGRAPHIC COMPARATIVE SUMMARY

The table below is a summary of the District's demographic figures. These figures are then compared to the state and U.S. populations to enable a local and national comparison of the local demographic. The highlighted cells represent key takeaways from the comparison between the District and the national population.

= Significantly higher than the National Average  
 = Significantly lower than the National Average

2019 Demographic Comparison		Channahon	Illinois	U.S.A.
Population	Annual Growth Rate (2010-2019)	0.71%	0.07%	0.85%
	Projected Annual Growth Rate (2019-2034)	0.70%	0.03%	0.90%
Households	Annual Growth Rate (2010-2019)	0.79%	0.13%	0.80%
	Average Household Size	3.05	2.58	2.59
Age Segment Distribution	Ages 0-17	25%	22%	22%
	Ages 18-34	21%	24%	23%
	Ages 35-54	28%	25%	25%
	Ages 55-74	22%	22%	23%
	Ages 75+	4%	7%	7%
Race Distribution	White Alone	92.2%	69.4%	69.6%
	Black Alone	1.9%	14.2%	12.9%
	American Indian	0.2%	0.4%	1.0%
	Asian	1.0%	5.8%	5.8%
	Pacific Islander	0.0%	0.0%	0.2%
	Some other Race	2.7%	7.5%	7.0%
	Two or More Races	1.9%	2.7%	3.5%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	10.1%	17.7%	18.6%
	All Others	89.9%	82.3%	81.4%
Income Characteristics	Per Capita Income	\$36,079	\$34,484	\$33,028
	Median Household Income	\$96,040	\$63,871	\$60,548

Figure 8: Service Area's Demographic Comparative Summary Table

## DEMOGRAPHIC SUMMARY

- The **annual growth rate** of the District's **population** (0.71%) is slightly under the national (0.85%) rate; however, significantly higher than the state's annual rate (0.07%)
- The District's **household annual growth rate** (0.79%) is very similar to the national (0.80%) average. The District is significantly higher when compared to the state's household growth rate (0.13%). The average size of the household in the District (3.05) is greater than the Illinois and National averages (2.58 & 2.59, respectively).
  - Larger households may indicate the District should be considering more family focused facilities and programs.
- When assessing **age segments**, currently the District has (3%) higher percentage of 0-17 and 35-54 age distributions in comparison with the state of Illinois. They are (3%) lower when considering ages 75+ and ages 18-34. However, the population is expected to follow the national aging trend with an increase in population of the 55+ age segment over the next 15 years.
  - The age distribution of the District, along with anticipated age demographic shifts, should be an important consideration when developing space allocation, program development plans and capital improvement plans.
  - Planning for the future, the District should support the growth of the 55+ population interest for both active seniors and inactive seniors. For active seniors, the District may consider dedicated indoor or outdoor pickleball courts, additional golf programs, low-impact fitness, and physical therapy. While considering the inactive seniors, the District may want to increase programs related to socialized enrichment classes and/or continual education opportunities.
- The District's **racial distribution** is very limited in its diversity and has a significantly high White Alone population.
- The District's percentage of **Hispanic/Latino population** (10%) is well below the national level (18.6%)
- The District's **per capita income** (\$36,079) is slightly above average while the **median household income** (\$96,040) is well above average compared to the U.S. income characteristics (\$33,028 & \$60,548, respectively).
  - These numbers potential reflect a higher level of disposable income which should be considered when designing facilities and programs which could support high cost recovery goals.
- To support the summary and opportunity reflected in the demographics, the District should examine the regional and national recreational and sports trends defined in the next section while also considering their own communities' market potential index (Figures 23-26).



## 2.3 RECREATIONAL TRENDS ANALYSIS

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

### 2.3.1 NATIONAL TRENDS IN RECREATION

#### METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2019* was utilized in evaluating the following trends:

- National Sport and Fitness Participatory Trends
- Core vs. Casual Participation Trends
- Participation by Generation
- Non-Participant Interest by Age Segment



The study is based on findings from surveys carried out in 2018 by the Physical Activity Council (PAC), resulting in a total of 20,069 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 20,069 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 0.31 percentage points at a 95 percent confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 300,652,039 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.

#### CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. 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 individual activity. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year.

In a given 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.

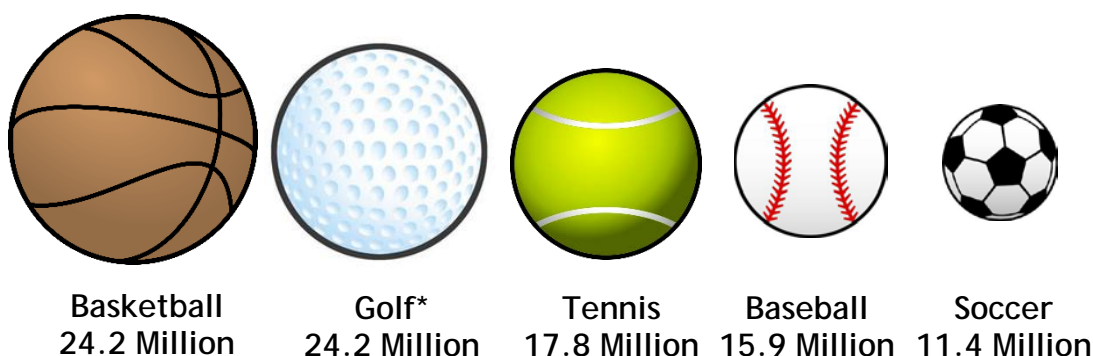
### 2.3.2 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

#### NATIONAL TRENDS IN GENERAL SPORTS

##### PARTICIPATION LEVELS

The most heavily participated in sports in the United States were Basketball (24.2 million) and Golf (24.2 million), which have participation figures well in excess of the other activities within the general sports category. This was followed by Tennis (17.8 million), Baseball (15.9 million), and Soccer (11.4 million).

Even though Golf has experienced a recent decrease in participation, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. Basketball's success can 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.



##### FIVE-YEAR TREND

Since 2013, Roller Hockey (33.6%) and Rugby (31.9%) have emerged as the overall fastest growing sports. During the last five-years, Baseball (19.5%), Cheerleading (18.7%), and Flag Football (17.1%) have also experienced significant growth. Based on the five-year trend, the sports that are most rapidly declining include Ultimate Frisbee (-46.6%), Touch Football (-22.7%), Tackle Football (-16.4%), Badminton (-11.4%), and Outdoor Soccer (-10.4%).

##### ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends; with Pickleball (5.4%), Basketball (3.5%), and Baseball (1.5%) experiencing the greatest increases in participation this past year. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, such as Roller Hockey (-5.5%). Other sports including Squash (-13.9%) and Ultimate Frisbee (-13.3%) have also seen a significant decrease 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, have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). While less mainstream sports, such as Ultimate Frisbee, Roller Hockey, Squash, and Boxing for Competition have larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities, which is likely why they have all experienced a decline in participation this past year. *Please see Appendix A for full Core vs. Casual Participation breakdown.*



National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Basketball	23,669	23,401	24,225	2.3%	3.5%
Golf (9 or 18-Hole Course)	24,720	23,829	24,200	-2.1%	1.6%
Tennis	17,678	17,683	17,841	0.9%	0.9%
Baseball	13,284	15,642	15,877	19.5%	1.5%
Soccer (Outdoor)	12,726	11,924	11,405	-10.4%	-4.4%
Softball (Slow Pitch)	6,868	7,283	7,386	7.5%	1.4%
Football, Flag	5,610	6,551	6,572	17.1%	0.3%
Badminton	7,150	6,430	6,337	-11.4%	-1.4%
Volleyball (Court)	6,433	6,317	6,317	-1.8%	0.0%
Football, Touch	7,140	5,629	5,517	-22.7%	-2.0%
Soccer (Indoor)	4,803	5,399	5,233	9.0%	-3.1%
Football, Tackle	6,165	5,224	5,157	-16.4%	-1.3%
Volleyball (Sand/Beach)	4,769	4,947	4,770	0.0%	-3.6%
Gymnastics	4,972	4,805	4,770	-4.1%	-0.7%
Track and Field	4,071	4,161	4,143	1.8%	-0.4%
Cheerleading	3,235	3,816	3,841	18.7%	0.7%
Racquetball	3,824	3,526	3,480	-9.0%	-1.3%
Pickleball	N/A	3,132	3,301	N/A	5.4%
Ultimate Frisbee	5,077	3,126	2,710	-46.6%	-13.3%
Ice Hockey	2,393	2,544	2,447	2.3%	-3.8%
Softball (Fast Pitch)	2,498	2,309	2,303	-7.8%	-0.3%
Lacrosse	1,813	2,171	2,098	15.7%	-3.4%
Wrestling	1,829	1,896	1,908	4.3%	0.6%
Roller Hockey	1,298	1,834	1,734	33.6%	-5.5%
Rugby	1,183	1,621	1,560	31.9%	-3.8%
Squash	1,414	1,492	1,285	-9.1%	-13.9%
Boxing for Competition	1,134	1,368	1,310	15.5%	-4.2%
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 9: General Sports Participatory Trends

## 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. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities amongst the U.S. population include: Fitness Walking (111.1 million), Treadmill (53.7 million), Free Weights (51.3 million), Running/Jogging (49.5 million), and Stationary Cycling (36.7 million).



**Fitness Walking**  
111.1 Million



**Treadmill**  
53.7 Million



**Dumbbell Free Weights**  
51.3 Million



**Running/Jogging**  
49.5 Million



**Stationary Cycling**  
36.7 Million

### FIVE-YEAR TREND

Over the last five years (2013-2018), the activities growing most rapidly are Trail Running (47.4%), Aerobics (24.8%), Barre (21.8%), Stair Climbing Machine (18.8%), and Yoga (18.2%). Over the same time frame, the activities that have undergone the biggest decline include: Dumbbell Free Weights (-12.0%), Running/Jogging (-8.7%), Fitness Walking (-5.3%), Traditional Triathlon (-4.2%), and Boot Camps Style Cross Training (-3.1%).

### ONE-YEAR TREND

In the last year, activities with the largest gains in participation were Trail Running (9.4%), Yoga (5.1%), and Elliptical Motion Trainer (3.0%). From 2017-2018, the activities that had the largest decline in participation were Non-Traditional Triathlon (-15.5%), Running/Jogging (-2.6%), and Cross-Training Style Workout (-2.1%).

### CORE VS. CASUAL TRENDS IN GENERAL FITNESS

It should be noted that many of the activities that are rapidly growing have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. All of the top trending fitness activities, for the one-year and five-year trend, consist primarily of casual users. This is significant, as casual users are much more likely to switch to alternative activities compared to a core user. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Fitness Walking	117,351	110,805	111,101	-5.3%	0.3%
Treadmill	48,166	52,966	53,737	11.6%	1.5%
Free Weights (Dumbbells/Hand Weights)	58,267	52,217	51,291	-12.0%	-1.8%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,247	36,035	36,668	4.0%	1.8%
Weight/Resistant Machines	36,267	36,291	36,372	0.3%	0.2%
Elliptical Motion Trainer	30,410	32,283	33,238	9.3%	3.0%
Yoga	24,310	27,354	28,745	18.2%	5.1%
Free Weights (Barbells)	25,641	27,444	27,834	8.6%	1.4%
Bodyweight Exercise	N/A	24,454	24,183	N/A	-1.1%
Dance, Step, & Choreographed Exercise	N/A	22,616	22,391	N/A	-1.0%
Aerobics (High Impact)	17,323	21,476	21,611	24.8%	0.6%
Stair Climbing Machine	12,642	14,948	15,025	18.8%	0.5%
Cross-Training Style Workout	N/A	13,622	13,338	N/A	-2.1%
Trail Running	6,792	9,149	10,010	47.4%	9.4%
Stationary Cycling (Group)	8,309	9,409	9,434	13.5%	0.3%
Pilates Training	8,069	9,047	9,084	12.6%	0.4%
Cardio Kickboxing	6,311	6,693	6,838	8.4%	2.2%
Boot Camp Style Cross-Training	6,911	6,651	6,695	-3.1%	0.7%
Martial Arts	5,314	5,838	5,821	9.5%	-0.3%
Boxing for Fitness	5,251	5,157	5,166	-1.6%	0.2%
Tai Chi	3,469	3,787	3,761	8.4%	-0.7%
Barre	2,901	3,436	3,532	21.8%	2.8%
Triathlon (Traditional/Road)	2,262	2,162	2,168	-4.2%	0.3%
Triathlon (Non-Traditional/Off Road)	1,390	1,878	1,589	14.3%	-15.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b> <div> <div>Large Increase (greater than 25%)</div> <div>Moderate Increase (0% to 25%)</div> <div>Moderate Decrease (0% to -25%)</div> <div>Large Decrease (less than -25%)</div> </div>					

Figure 10: General Fitness National Participatory Trends

## NATIONAL TRENDS IN OUTDOOR RECREATION PARTICIPATION LEVELS

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints. In 2018, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (47.9 million), Road Bicycling (39.0 million), Freshwater Fishing (39.0 million), and Camping within ¼ mile of Vehicle/Home (27.4 million), and Recreational Vehicle Camping (16.0 million).



**Hiking**  
(Day)  
**47.9 Million**



**Bicycling**  
(Road)  
**39.0 Million**



**Fishing**  
(Freshwater)  
**39.0 Million**



**Camping**  
(<¼mi. of Car/Home)  
**27.4 Million**



**Camping**  
(Recreational Vehicle)  
**16.0 Million**

### FIVE-YEAR TREND

From 2013-2018, BMX Bicycling (58.6%), Day Hiking (39.2%), Fly Fishing (18.1%), Backpacking Overnight (16.2%), and Recreational Vehicle Camping (9.8%) have undergone the largest increases in participation.

The five-year trend also shows activities such as In-Line Roller Skating (-17.8%), Birdwatching (-12.8%), Camping within ¼ mile of Home/Vehicle (-6.3%), and Road Bicycling (-4.5%) experiencing the largest decreases in participation.

### ONE-YEAR TREND

The one-year trend shows activities growing most rapidly being Day Hiking (6.6%), Camping within ¼ mile of Home/Vehicle (4.4%), and Fly Fishing (2.2%). Over the last year, activities that underwent the largest decreases in participation include: Adventure Racing (-12.4%), In-Line Roller Skating (-4.3%), and Overnight Backpacking (-4.0%).

### CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A large majority of outdoor activities have experienced participation growth in the last five- years, with In-Line Roller Skating, Birdwatching, Camping within ¼ mile of Home/Vehicle, and Road Bicycling being the only activities decreasing in participation. Although this a positive trend for outdoor activities, it should be noted that a large majority of participation growth came from an increase in casual users. This is likely why we see a lot more activities experiencing decreases in participation when assessing the one-year trend, as the casual users likely found alternative activities to participate in. *Please see **Appendix A** for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Hiking (Day)	34,378	44,900	47,860	39.2%	6.6%
Bicycling (Road)	40,888	38,866	39,041	-4.5%	0.5%
Fishing (Freshwater)	37,796	38,346	38,998	3.2%	1.7%
Camping (< 1/4 Mile of Vehicle/Home)	29,269	26,262	27,416	-6.3%	4.4%
Camping (Recreational Vehicle)	14,556	16,159	15,980	9.8%	-1.1%
Fishing (Saltwater)	11,790	13,062	12,830	8.8%	-1.8%
Birdwatching (>1/4 mile of Vehicle/Home)	14,152	12,296	12,344	-12.8%	0.4%
Backpacking Overnight	9,069	10,975	10,540	16.2%	-4.0%
Bicycling (Mountain)	8,542	8,609	8,690	1.7%	0.9%
Archery	7,647	7,769	7,654	0.1%	-1.5%
Fishing (Fly)	5,878	6,791	6,939	18.1%	2.2%
Skateboarding	6,350	6,382	6,500	2.4%	1.8%
Roller Skating, In-Line	6,129	5,268	5,040	-17.8%	-4.3%
Bicycling (BMX)	2,168	3,413	3,439	58.6%	0.8%
Climbing (Traditional/Ice/Mountaineering)	2,319	2,527	2,541	9.6%	0.6%
Adventure Racing	2,095	2,529	2,215	5.7%	-12.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b> <div> <div>Large Increase (greater than 25%)</div> <div>Moderate Increase (0% to 25%)</div> <div>Moderate Decrease (0% to -25%)</div> <div>Large Decrease (less than -25%)</div> </div>					

Figure 11: Outdoor / Adventure Recreation Participatory Trends



## 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 2018, Fitness Swimming was the absolute leader in overall participation (27.6 million) amongst aquatic activities, largely due to its broad, multigenerational appeal.



### FIVE-YEAR TREND

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out having increased 24.0% from 2013-2018, most likely due to the ongoing research that demonstrates the activity's great therapeutic benefit, followed by Competitive Swimming (15.4%) and Fitness Swimming (4.6%).

### ONE-YEAR TREND

Similar to the five-year trend, all aquatic activities also experienced growth regarding the one-year trend. Fitness Swimming (1.6%) had the largest increase in 2018, with Competitive Swimming (1.3%) and Aquatic Exercise (0.6%) not far behind.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,354	27,135	27,575	4.6%	1.6%
Aquatic Exercise	8,483	10,459	10,518	24.0%	0.6%
Swimming (Competition)	2,638	3,007	3,045	15.4%	1.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 12: Aquatic Participatory Trends

### CORE VS. CASUAL TRENDS IN AQUATICS

All aquatic activities have undergone increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2013 to 2018, casual participants of Competition Swimming increased by 45.5%, Aquatic Exercise by 40.0%, and Fitness Swimming by 10.7%. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five-years. Please see *Appendix A* for full Core vs. Casual Participation breakdown.

## NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

### PARTICIPATION LEVELS

The most popular water sports / activities based on total participants in 2018 were Recreational Kayaking (11.0 million), Canoeing (9.1 million), and Snorkeling (7.8 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 long winter seasons 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.



**Kayaking**  
**11.0 Million**



**Canoeing**  
**9.1 Million**



**Snorkeling**  
**7.8 Million**



**Jet Skiing**  
**5.3 Million**



**Sailing**  
**3.8 Million**

### FIVE-YEAR TREND

Over the last five years, Stand-Up Paddling (73.3%) was by far the fastest growing water activity, followed by Recreational Kayaking (26.4%), White Water Kayaking (19.4%), Boardsailing/Windsurfing (17.5%), and Sea/Tour Kayaking (4.1%). From 2013-2018, activities declining in participation most rapidly were Surfing (-21.4%), Water Skiing (-20.0%), Jet Skiing (-17.0%), Wakeboarding (-15.7%), and Rafting (-11.3%).

### ONE-YEAR TREND

Contradicting the five-year trend, Surfing was the fastest growing of all water sports/activities increasing 7.2% in 2018. Recreational Kayaking (4.6%) and Stand-Up Paddling (3.8%) also had a spike in participation this past year. Activities which experienced the largest decreases in participation in the most recent year include: Wakeboarding (-7.0%), Snorkeling (-6.8%), and Water Skiing (-5.9%).

### 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	
	2013	2017	2018	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,716	10,533	11,017	26.4%	4.6%
Canoeing	10,153	9,220	9,129	-10.1%	-1.0%
Snorkeling	8,700	8,384	7,815	-10.2%	-6.8%
Jet Skiing	6,413	5,418	5,324	-17.0%	-1.7%
Sailing	3,915	3,974	3,754	-4.1%	-5.5%
Stand-Up Paddling	1,993	3,325	3,453	73.3%	3.8%
Rafting	3,836	3,479	3,404	-11.3%	-2.2%
Water Skiing	4,202	3,572	3,363	-20.0%	-5.9%
Surfing	3,658	2,680	2,874	-21.4%	7.2%
Scuba Diving	3,174	2,874	2,849	-10.2%	-0.9%
Kayaking (Sea/Touring)	2,694	2,955	2,805	4.1%	-5.1%
Wakeboarding	3,316	3,005	2,796	-15.7%	-7.0%
Kayaking (White Water)	2,146	2,500	2,562	19.4%	2.5%
Boardsailing/Windsurfing	1,324	1,573	1,556	17.5%	-1.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 13: Water Sports / Activities Participatory Trends

### 2.3.3 PARTICIPATION BY GENERATION

Analyzing participation by age for recreational activities reveals that fitness and outdoor sports were the most common activities across all generations. Breaking down activity level by generation shows a converse correlation between age and healthy activity rates.

#### 2018 PARTICIPATION RATES BY GENERATION

U.S. population, Ages 6+

Active High  
Calorie

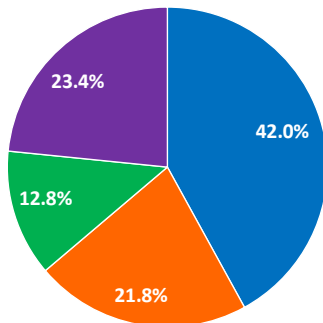
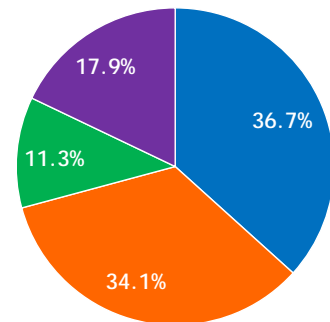
Casual High  
Calorie

Low/Med  
Calorie

Inactive

#### Generation Z (born 2000+)

Generation Z were the most active, with only 17.9% of the population identifying as inactive. Approximately 81% of individuals within this generation were deemed high calorie burning in 2018; with 36.7% being active high calorie and 34.1% being casual high calorie.

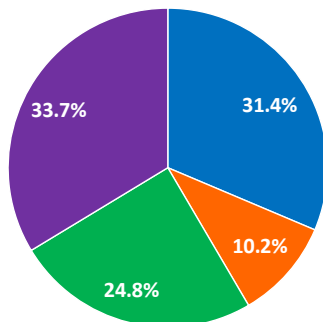
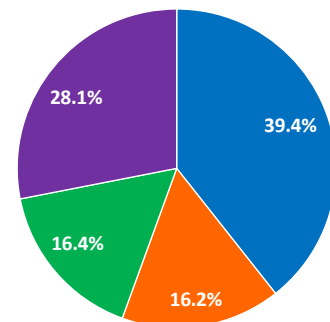


#### Millennials (born 1980-1999)

Almost half (42.0%) of millennials were active high calorie (35.4%) or active & high calorie (11.3%), while 24.0% claimed they were inactive. Even though this inactive rate is much higher than Generation Z's (17.6%), it is still below the national inactive rate (28%).

#### Generation X (born 1965-1979)

Generation X has the second highest active to a healthy level rate (35.0%) among all generations, only being 0.4% less than Millennials. At the same time, they also have the second highest inactive rate, with 28.1% not active at all.



#### The Boomers (born 1945-1964)

The Boomers were the least active generation, with an inactive rate of 33.3%. This age group tends to participate in less intensive activities. Approximately 34% claimed to engage in casual & low/med calorie (4.3%) or low/med calorie (29.6%) burning activities.

**Definitions:** Active (3+ times per week), Casual (1-2 times per week), High Calorie (20+ minutes of elevated heart rate), Low/Med Calorie (>20 minutes of elevated heart rate), Inactive (no physical activity in 2018)

### 2.3.4 NON-PARTICIPANT INTEREST BY AGE SEGMENT

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in, if they were readily available.

Overall, the activities most age segments are interested in include: Camping, Bicycling, Fishing, and Swimming for Fitness. All of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.





## NATIONAL AND REGIONAL PROGRAMMING TRENDS

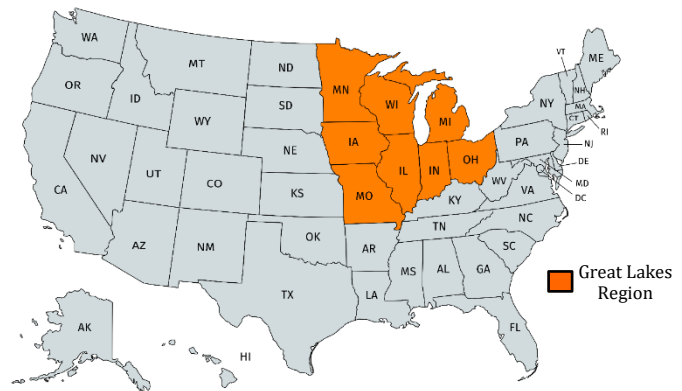
### PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (GREAT LAKES REGION)

NRPA's *Agency Performance Review 2019* summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,075 park and recreation agencies across the U.S. as reported between 2016 and 2018.

Based on this year's report, the typical agency (i.e., those at the median values) offers 175 programs annually, with roughly 63% of those programs being fee-based activities/events.

According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below (Figure 14). A complete comparison of regional and national programs offered by agencies can be found in Figure 15.

When comparing Great Lakes Region agencies to the U.S. average, themed special events, social recreation events, team sports, health & wellness education, and fitness enhancement classes were all identified as the top five most commonly provided program areas offered regionally and nationally.



Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
Great Lakes (% of agencies offering)	U.S. (% of agencies offering)
<ul style="list-style-type: none"> <li>Themed Special Events (89%)</li> </ul>	<ul style="list-style-type: none"> <li>Themed Special Events (87%)</li> </ul>
<ul style="list-style-type: none"> <li>Social Recreation Events (87%)</li> </ul>	<ul style="list-style-type: none"> <li>Team Sports (87%)</li> </ul>
<ul style="list-style-type: none"> <li>Team Sports (84%)</li> </ul>	<ul style="list-style-type: none"> <li>Social Recreation Events (86%)</li> </ul>
<ul style="list-style-type: none"> <li>Health &amp; Wellness Education (81%)</li> </ul>	<ul style="list-style-type: none"> <li>Health &amp; Wellness Education (79%)</li> </ul>
<ul style="list-style-type: none"> <li>Fitness Enhancement Classes (79%)</li> </ul>	<ul style="list-style-type: none"> <li>Fitness Enhancement Classes (77%)</li> </ul>

Figure 14: Top 5 Core Program Areas

Overall, Great Lakes Region parks and recreation agencies are very similar to the U.S. average regarding program offerings. However, utilizing a discrepancy threshold of +/-5% (or more), Great Lakes agencies are currently offering Performing Arts and Golf programs at a higher rate than the national average.

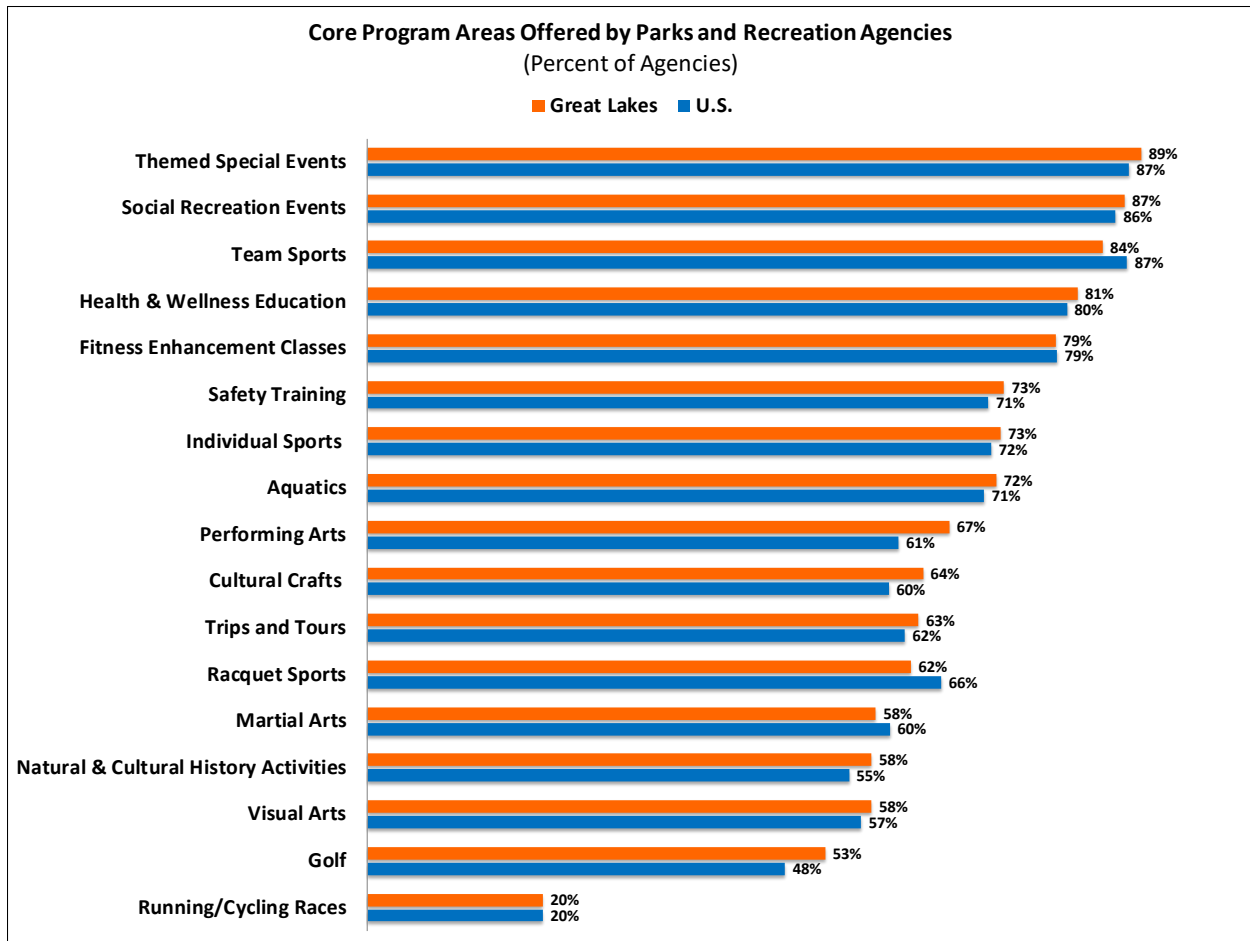


Figure 15: Programs Offered by Parks and Recreation Agencies

## TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For a better understanding of targeted programs (programs that cater to a specific age segment, demographic, etc.), NRPA also tracks program offerings that are dedicated specifically to children, seniors, and people with disabilities. This allows for further analysis of these commonly targeted populations on a national and regional basis.

Based on information reported to the NRPA, the top three targeted programs offered by park and recreation agencies, nationally and regionally, are described in the table below (Figure 16). A complete comparison of regional and national targeted program offerings can be found in Figure 17.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
Great Lakes (% of agencies offering)	U.S. (% of agencies offering)
<ul style="list-style-type: none"> <li>Summer Camp (81%)</li> </ul>	<ul style="list-style-type: none"> <li>Summer Camp (82%)</li> </ul>
<ul style="list-style-type: none"> <li>Senior Programs (76%)</li> </ul>	<ul style="list-style-type: none"> <li>Senior Programs (78%)</li> </ul>
<ul style="list-style-type: none"> <li>Teen Programs (65%)</li> </ul>	<ul style="list-style-type: none"> <li>After School Programs (77%)</li> </ul>

Figure 16: Top 3 Core Target Program Areas

Agencies in the Great Lakes Region tend to offer targeted programs at a lower rate than the national average. Great Lakes agencies are currently offering After School Programs at a significantly lower rate than the national average. Preschool Programs, and Before School Programs

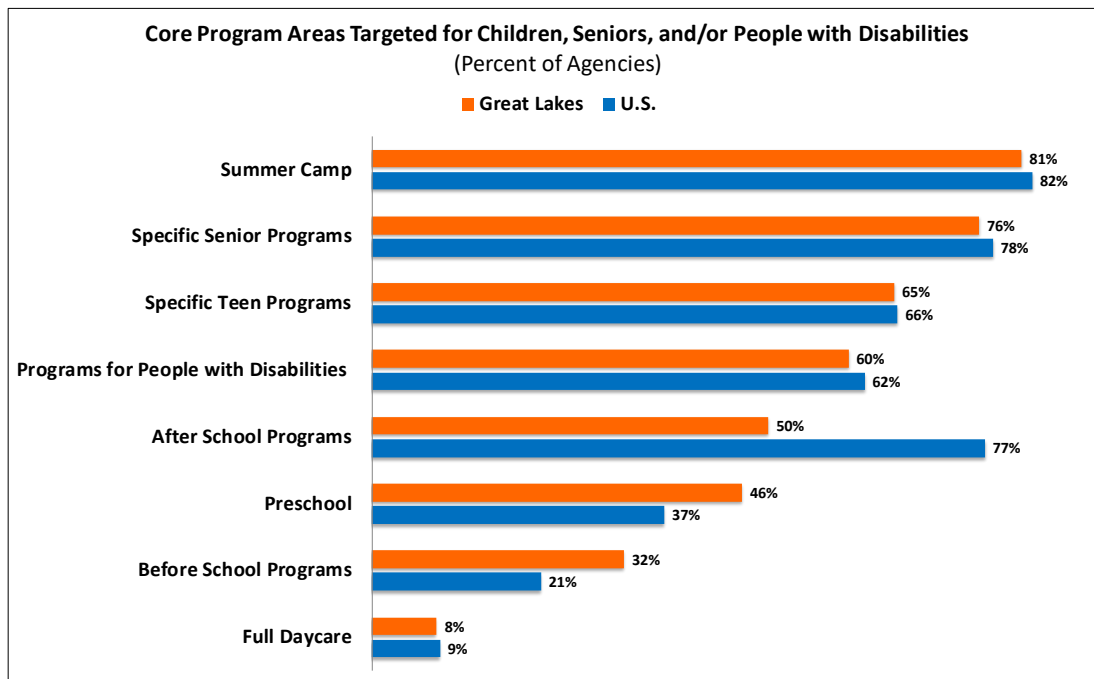


Figure 17: Targeted Programs for Children, Seniors, and People with Disabilities

### 2.3.5 LOCAL SPORT AND LEISURE MARKET POTENTIAL

#### MARKET POTENTIAL INDEX (MPI)

The following charts show sport and leisure market potential data for the District's service area, as provided by ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service within the District. The MPI shows the likelihood that an adult resident of the target area 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.

Overall, the District demonstrates strong market potential based on MPI scores. This is particularly noticeable when analyzing golf, swimming and power boating. General sports, fitness activities, and outdoor activities reflect strong market potential, in that every activity within this category has an MPI score greater than 100. Analyzing MPI for commercial recreation, all but one activity scored above the national average.

These above average MPI scores show that District residents have a rather strong participation presence when it comes to recreational activities. This is important as the District considers starting new programs or improving facilities / amenities, as the MPI scores provide a tool to estimate resident attendance and participation

As seen in the charts below, the following sport and leisure trends are most prevalent for residents within the District. The 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 Channahon's Department of Parks, Recreation and Community Services.

#### GENERAL SPORTS MARKET POTENTIAL

When analyzing the general sports MPI chart, Golf (138 MPI), Swimming (125), Baseball (119 MPI), and Softball/Volleyball (115 MPI) are the most popular sports amongst District's residents when compared to the national average. The District operates the only golf course within Channahon, with another 31 courses within a 20-mile drive.

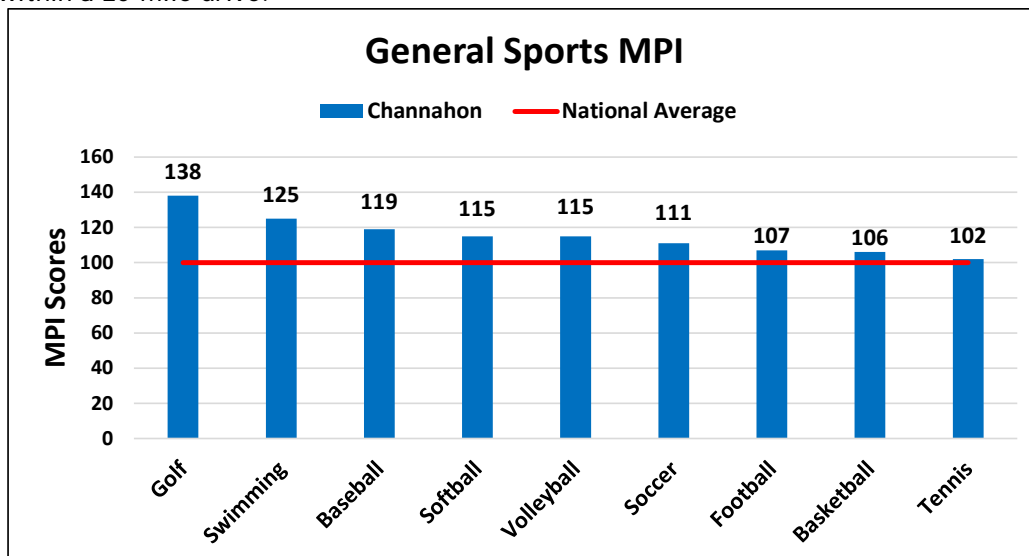


Figure 18: General Sports Participation Trends

## FITNESS MARKET POTENTIAL

The fitness MPI chart shows Weight Lifting (126 MPI), Jogging/Running (123 MPI), and Yoga (120) as the most popular activities amongst District residents when compared to the national average. Residents have an opportunity for year-round fitness activities accessible to the community at the Arrowhead Community Center and the Dimensions Fitness Center.

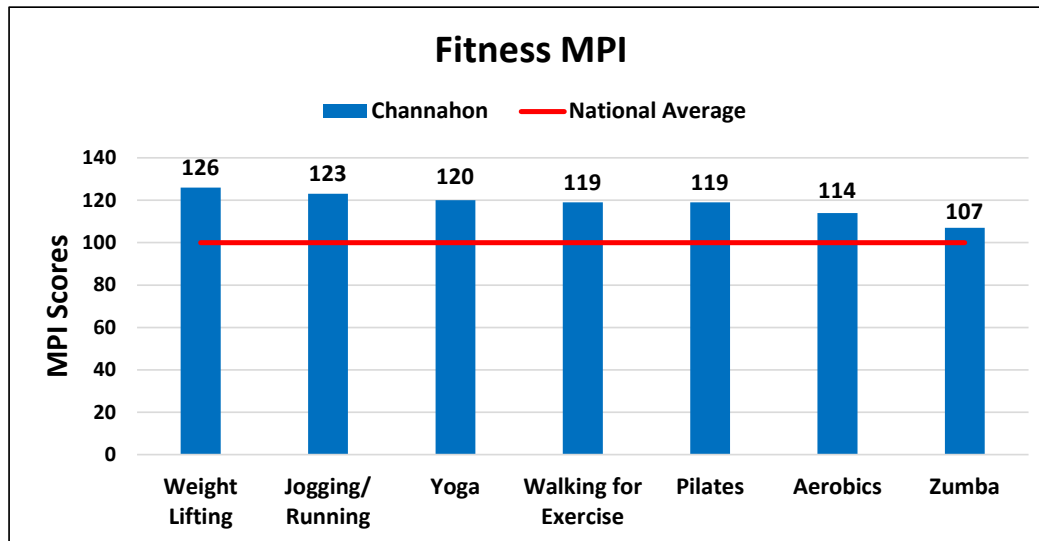


Figure 19: Fitness Participation Trends

## OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing the outdoor activity MPI chart, Boating (143 MPI) and Hiking (127 MPI) are the most popular activities among District's residents when compared to the national average. Overall, District residents have a high propensity for participating in outdoor activities, which lends insight into the types of programs residents may be interested in and highlights the importance of amenities related to natural resources, such as the DuPage River Trail & Water Trail.

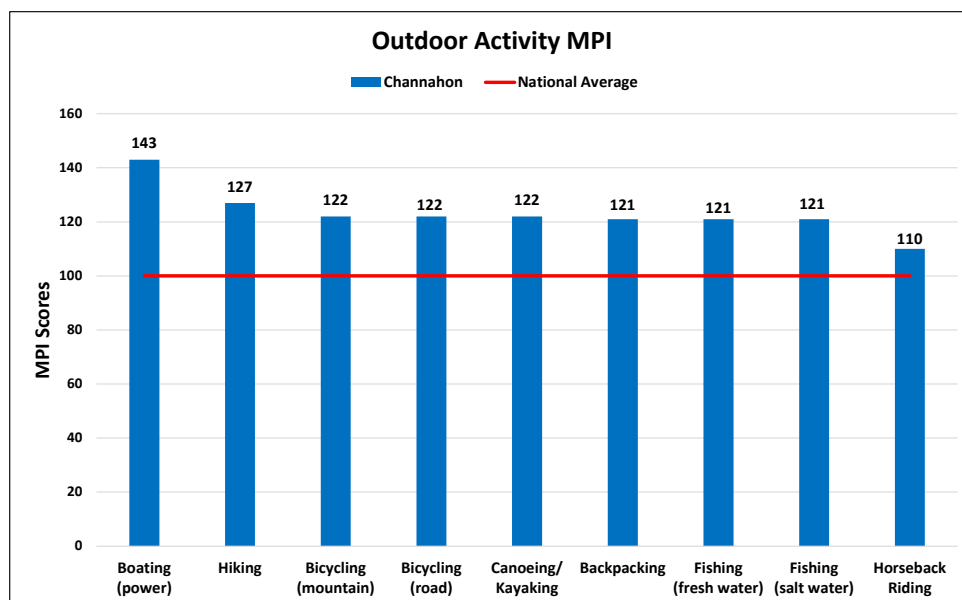


Figure 20: Outdoor Activity Participation Trends



## COMMERCIAL RECREATION MARKET POTENTIAL

The commercial recreation MPI chart shows spent \$250 on sports/recreation equipment (133 MPI), visited a zoo in the last 12 months (130 MPI), and attending sporting events (127 MPI) as the most popular activities amongst Channahon residents when compared to the national average.

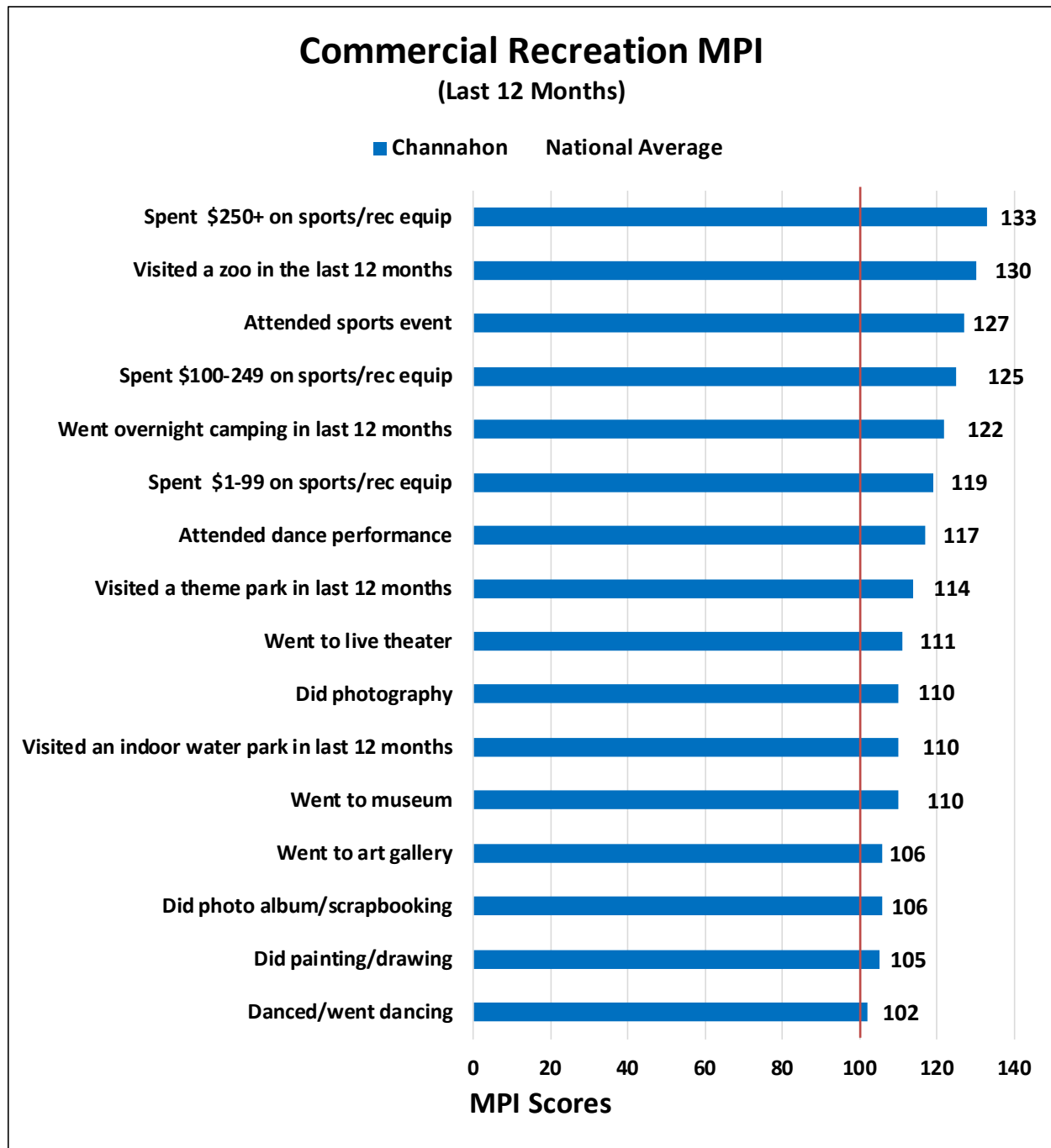


Figure 21: Commercial Recreation Participation Trends

## MARKET POTENTIAL SUMMARY

- The District's top 8 activities in general sports, fitness, and outdoor recreation all have an MPI score above the national average. This indicates a probability of high demand for recreational activities in the community.
- Reflecting the top activities in general sports, fitness and outdoor recreation the District may have high demand among residents for Boating, Golf, Hiking, Bicycling (both mountain and road), and fitness activities like weightlifting, jogging/running, and Yoga.
  - The District operates the only golf course in Channahon, with another 31 courses within a 20-mile radius. Golf continues to benefit from its wide age segment appeal, including active seniors.
  - Boating is currently not supported by the District, but could provide opportunities for future partnership, class offerings, and/or land acquisition near a water body.



## CHAPTER THREE - COMMUNITY INPUT

In order to provide a foundational understanding of the District, a thorough community input process was conducted. This included a series of key stakeholder interviews and focus groups, a public forum, the statistically-valid community survey, and an online community survey. The following sections highlight the key phases and findings from the community input process.

It should be noted that the online community survey was designed to mirror the statistically-valid survey and provide supplemental feedback; therefore, the summary of findings for the online version of the survey can be found in **Appendix C**.

### 3.1 KEY STAKEHOLDER/FOCUS GROUP INTERVIEW SUMMARY

#### 3.1.1 INTRODUCTION

As a fundamental component of the planning process, the project team conducted a series of focus group interviews over a two-day period in August 2019. stakeholder focus groups and interviews were developed for an understanding of recreational needs for residents in the District. Questions asked of interview participants were designed to better understand current strengths, opportunities and priorities for the District.

The feedback received from community stakeholders is critical to the discovery phase of the process. Invited stakeholders included:

- Board of Commissioners
- Business Community
- Channahon School District
- Elected Officials
- Park District Staff
- Residents and user groups
- Rotary Club
- Students
- Village Departments

#### 3.1.2 STRENGTHS

Based on feedback from key stakeholder interviews, four common themes arose in many conversations. These themes included quality programs, superior staff, strong partnerships, and the variety of facility offerings.

The District is providing great value to residents through its recreation programs. Stakeholders agree that the variety and affordability of programming is a great strength of the District. The District's youth programs are highly praised with strong participation bases in sports, aquatics, afterschool care, and early childhood. The community also shows support and appreciation for various special events provided by the District, highlighted each year by the Three Rivers Fest.

Stakeholders also commended the District for the quality of staff. Employees of the District are perceived as highly knowledgeable, committed, and responsive to the needs of residents. Staff are also noted for being resourceful by continuing to provide quality service and offerings, even when presented with funding challenges. The District strives for innovation and leadership believes in a culture that allows ideas to be heard and explored. Staff also represent an important presence in the community that provide recreational outlets and help bring residents together in a safe environment.

Over the years, the District has proven very successful in developing and sustaining partnerships that benefit the community. The District has a great reputation as a team player in the Village and there is good communication and working relationships cross-departmentally. Youth programs have also been strengthened through partnerships created with the schools and library. More recently, stakeholders highlighted the collaboration with the Township to develop the first fully ADA accessible playground in Channahon, which demonstrates the effectiveness of the District's partnering abilities as a strength. Stakeholders agree that existing partnerships must continue to be nurtured and leveraged, while also seeking new opportunities for synergy.

Stakeholders also identified the quality and variety of parks and facilities that are provided by the District. Parks in the district are considered to be diverse, well-maintained, and safe. Considering the size of the community, the District provides a significant level of service to residents and unique facility offerings that are typically available in larger municipalities. Residents appreciate the new developments, such as the recently opened Arroyo Trails and an ADA playground, while having a long-standing sentiment for established facilities, like Skateland Recreation Center and the award-winning Heritage Bluffs Public Golf Club.

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### 3.1.3 OPPORTUNITIES

Themes for opportunities for the District could be split into three categories; facilities and amenities, programs and services, and administration. Stakeholders have a variety of perspectives and ideas for the future of the District; however, all focus groups voiced concerns with the facilities and aging infrastructure of the system.

#### FACILITIES & AMENITIES

Stakeholders believe that facilities are aging, in need of repair, too small, and/or not accommodating the needs for the community. There is a general shortage of storage and office space throughout the system. Existing facilities identified as the most eminent need for updates include the Skateland Recreation Center, Heritage Bluffs Golf Course, and Tomahawk Aquatic Center. Stakeholders would like more indoor sports fields/courts, potential indoor aquatics, adventure amenities, banquet hall / meeting space, and parks / facilities that accommodate the growing population on the west side of the District.

As provided by stakeholders, the top recreation facility and amenity needs included:

- Address current aging facilities, equipment, and infrastructure
- Enhancing golf course club house (events, banquet hall, restaurant, meeting space)
- Increase and add facilities for indoor sports fields/courts (especially to the West)
- Upgrade Skateland (i.e. multi-use spaces, increased activity, increase rental space, office space)

#### PROGRAMS AND SERVICES

Programs were consistently identified as a strength of the District; though Stakeholders believe opportunities exists in the growth of unique and/or trending recreation programs. Many believe new ideas can focus on non-traditional opportunities for teens and senior population to better serve these segments. Youth programs are very popular and as the Village attracts more young families, an opportunity exists to expand youth offerings, especially before and after school care and preschool. It will be important to provide sufficient programs for the increasing population, especially as development to the West of the Village continues. The District must also develop additional offerings and provide adequate inclusive programs for the population with disabilities.

Key Programs and Services that need to be addressed:

- Increase senior activities
- Increase teen and young adult activities (eSports)
- Increase inclusive programs
- Accommodate for increase in population especially preschool and school age children

### ADMINISTRATION

The District is nearing its 50th year of existence (2021), which coincides with a transition in leadership that has been consistent throughout the life of the system. Stakeholders indicated this planning effort is an exciting time for the District to build on its strong legacy and carve a strategic path that will sustain the system for the next 50 years. Limited funding is an issue that will continue to present a challenge for the District. Stakeholders agree that the ongoing financial sustainability is paramount and many are interested as to whether residents would support additional tax support dedicated to the District, which could help offset the, infrastructure needs, further development of the system, operations of the Golf Course, and additional programming opportunities. Partnerships are a great strength for the District to further leverage to help alleviate funding concerns.

The most common administrative needs identified by stakeholder

- Fiscally Sustainable
- Survey community wants and needs, especially when its tied to a referendum
- Developing a new staff culture to increase structure and new leadership
- Develop or strengthen existing partnership to assist with current challenges

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### 3.1.4 TOP PRIORITY

Although the Stakeholders have a variety of priorities for the District, some common themes were identified through interviews. First and foremost, the District must find the best path to fiscal sustainability, while addressing shortcomings related to aging infrastructure, future needs, and golf course operations. Many are hopeful this planning process clearly identifies the recreational needs of the community, provides a vision for the District, and gauges the support for additional taxes that could solidify the operational and/or capital needs of the community.

Top priorities for the District that were most frequently mentioned include:

- Fiscal Sustainability across all areas of the Park District
- Understand community wants and needs for facilities and programs
- Improve existing facilities, infrastructure and equipment
- Increase facility space

## 3.2 PUBLIC MEETING SUMMARY

In order to generate additional feedback from the community, a public meeting was held as an opportunity for residents to learn about the planning process and share opinions regarding the District. After a brief presentation on the process and initial findings, participants provided feedback on the strengths, opportunities, and weaknesses of the District. Attendees were also engaged through a live polling exercise to gauge facility / amenity priorities and preferred methods of communication from the District. It should be noted that there were approximately ten (10) attendees for the public meeting which can present some limitations and subjectivity in the feedback received.

### 3.2.1 STRENGTHS

Based on responses from public meeting attendees, the following were identified as strengths of the District.

- Recreation sports
- Variety of programs for all ages
- Adult fitness - Yoga, Pilates, Barre
- Variety of facilities
- Affordable, quality programs (e.g. rentals)
- Summer camp / After the Bell program
- Collaboration between Village departments
- Great value in offerings and experiences

### 3.2.2 OPPORTUNITIES

The following opportunities for the District were suggested by participants of the public meeting.

- Before school care
- Better communication of public input meetings (e.g. text notifications)
- Expand hours for Aquatic Exercise programs
- More variety of open gym opportunities
- More STEM programs like coding, robotics, camps, chemistry
- Extend pool season and increase hours of operation
- Trail connection across the river
- Safe trail access across Highway 6
- Collaboration with Joliet Special Recreation programs

### 3.2.3 TOP PRIORITY

Each attendee also provided their number one top priority for the District, as follows:

- Improve communication between the District and residents
- Update Skateland facility
- Develop before school program to complement After the Bell
- Multigenerational recreation center
- Program opportunities related to Science, Technology, Engineering, and Math (STEM)
- Biking and walking trail access across the river
- Indoor Pool
- Sledding Hill
- Implement tree replacement program

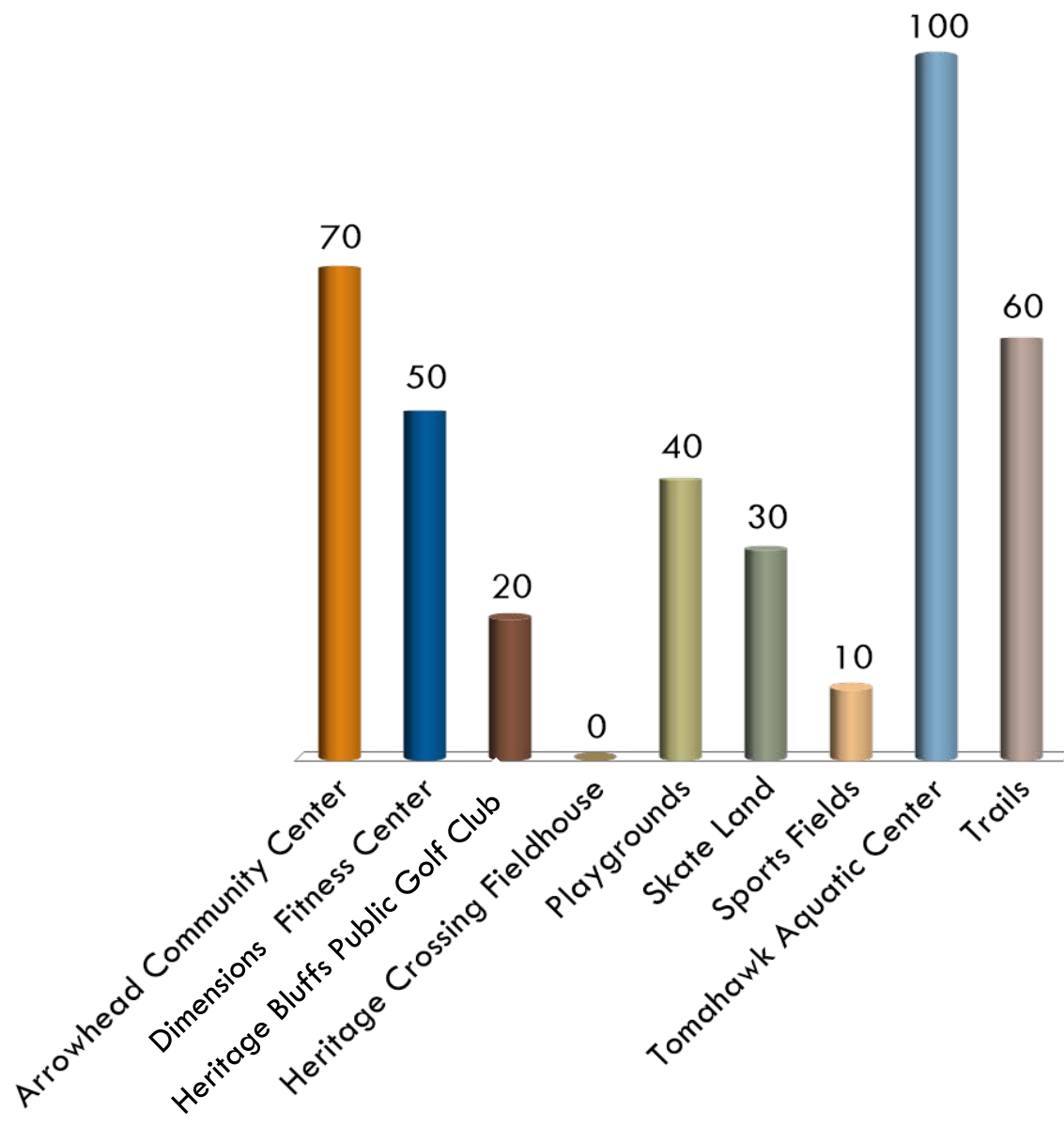


### 3.2.4 LIVE POLLING RESULTS

The consultant team worked with the District to develop three questions to poll meeting attendees in real time. The following sections describe the results for each question, which provide insight on facilities / amenities that should be renovated or expanded, new facility / amenity development, and the most preferred methods of communication.

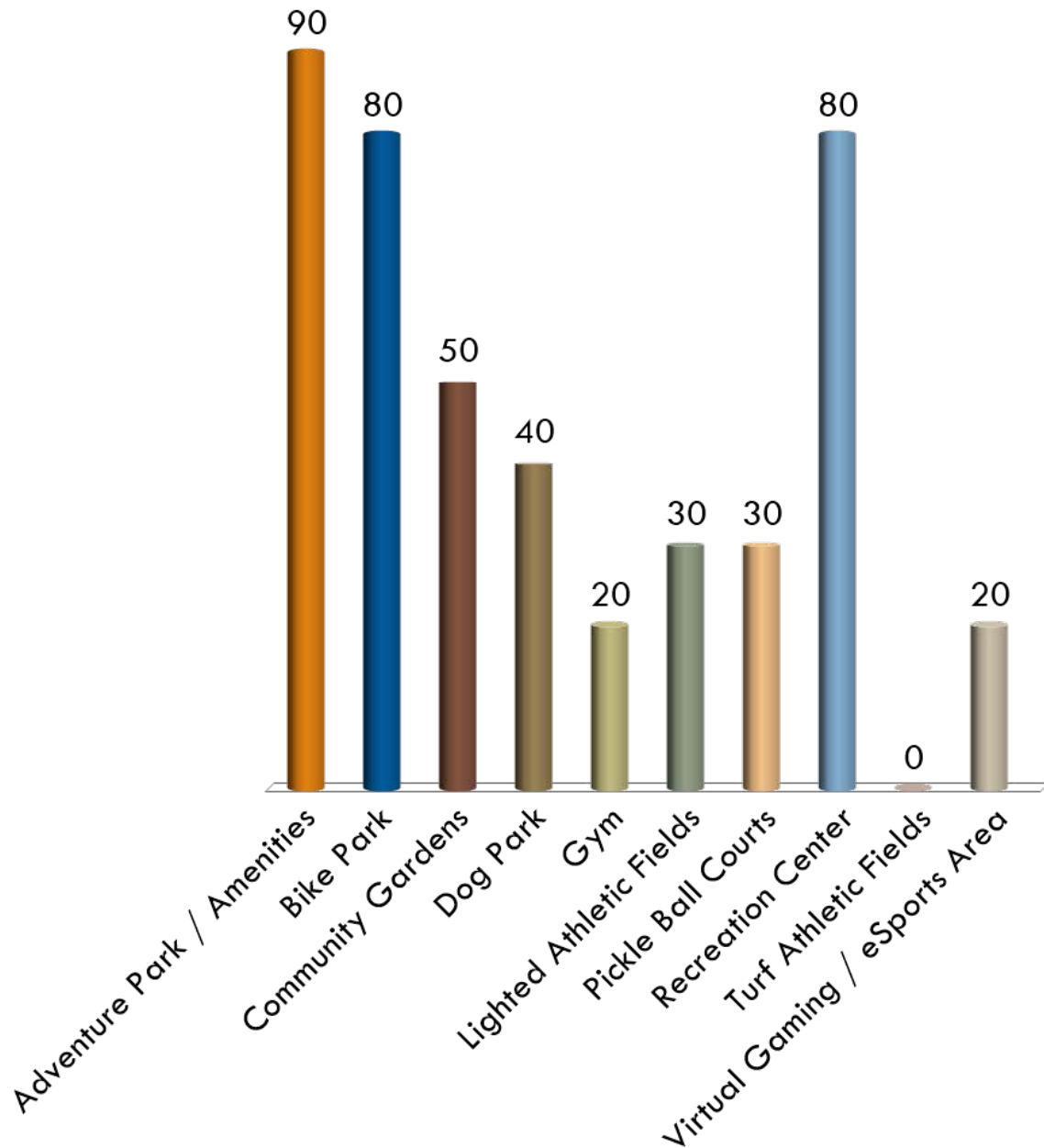
#### LIST THE TOP 3 RENOVATED OR EXPANDED FACILITIES / AMENITIES YOU WANT THE DISTRICT TO PROVIDE?

Respondents were able to select up to three facilities / amenities they would like renovated or expanded. As seen below, the top priority for renovation or expansion of existing facilities / amenities was the Tomahawk Aquatic Center, followed by the Arrowhead Community Center, Trails, Dimensions Fitness Center, and Playgrounds. Facilities / amenities with the lowest priority for renovation / expansion were the Heritage Crossing Fieldhouse, Sports Fields, and Heritage Bluffs Public Golf Club.



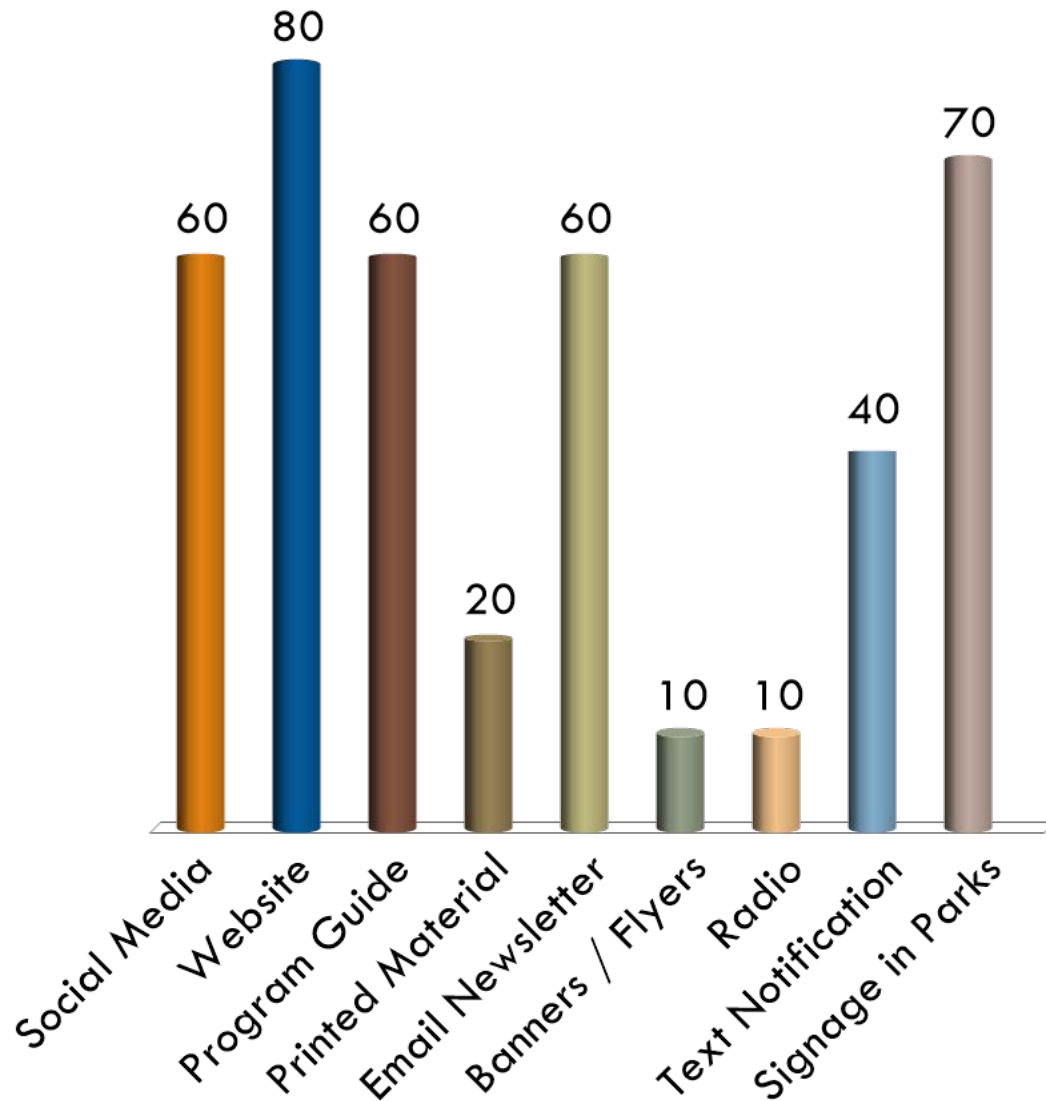
### LIST THE TOP 3 NEW FACILITIES / AMENITIES YOU WANT THE DISTRICT TO PROVIDE?

Meeting attendees were also asked to identify up to three new facilities / amenities they would like the District to provide. The most desired new offering among respondents was an Adventure Park, followed by Bike Park, Recreation Center, and Community Gardens. The audience polled indicated the least desired facilities / amenities to add to the District are Turf Athletic Fields, Gym, and Virtual Gaming / eSports Area.



**CHOOSE YOUR TOP 3 PREFERRED MEANS OF COMMUNICATION FROM THE DISTRICT?**

Finally, public meeting attendees identified their preferred means of communication by selecting up to three mediums for receiving information from the District. Among those surveyed, the Website is the most preferred method, followed by Signage in Parks, and a three-way tie for Social Media, Program Guide, and Email Newsletter. The least preferred methods were Banners / Flyers, Radio, and Printed Material.



### 3.3 STATISTICALLY VALID COMMUNITY SURVEY

ETC Institute administered a community needs assessment for the District the Fall of 2019. This survey will help establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. In addition, the survey will aid the District in taking a resident-driven approach to making decisions that will enrich the future of our community and positively affect the lives of its residents.

#### 3.3.1 METHODOLOGY

ETC Institute mailed a survey packet to randomly selected households in the District. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents were given the option of returning the survey by mail or completing it on-line at [channahonsurvey.org](http://channahonsurvey.org).

Ten days after the surveys were mailed, ETC Institute sent emails to households to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents in the District from participating, everyone who completed the survey on-line were required to enter their home address prior to submitting the survey.

The goal was to obtain completed surveys from at least 400 residents. The goal was met with a total of 400 residents completing the survey. The overall results for the sample of 400 households have a precision of at least +/- 4.9 at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey (Section 1)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs

The major findings of the survey are summarized on the following pages.

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### 3.3.2 PARKS AND FACILITIES USE AND RATING

**Park Use:** The top 2 most used parks by respondent households were: Central Park (57%) and Community Park (56%). Residents of households that indicated they had visited the park, rated the quality of 12 of the 14 parks as “excellent” or “good”.

**Facility Use:** The top 2 most used recreation and facilities used by respondent households were: Arrowhead Community Center (50%) and Heritage Crossing Field House (48%). Residents of households that indicated they had visited the facility rated the overall quality as “Excellent” or “Good” for all seven facilities rated.

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### 3.3.3 PROGRAM USE AND RATINGS

Forty percent (40%) of households surveyed indicated that they had participated in any recreation programs offered by the District during the past 12 months. Seventy-two percent (72%) of respondents indicated the location of program facility as the primary reason they had participated in programs. Ninety-one percent (91%) of households that indicated they had participated in a program rated the overall quality as “Excellent” or “Good”.

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### 3.3.4 INFORMATION SOURCES

Respondents were asked which information sources informed their household about the District’s programs and activities. Over 80% of residents indicated they utilize the Channahon Park District Program Guide for information. The District Program Guide was also indicated by most residents (82%) as the most preferred information source.

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### 3.3.5 BARRIERS TO PARK, FACILITY AND PROGRAM USAGE

Respondents were asked to identify, from a list of 21 potential reasons, using parks, recreation facilities, and programs more often. The top two reasons, given by survey participants were: “program times are not convenient” (26%) and “not enough time” (24%).

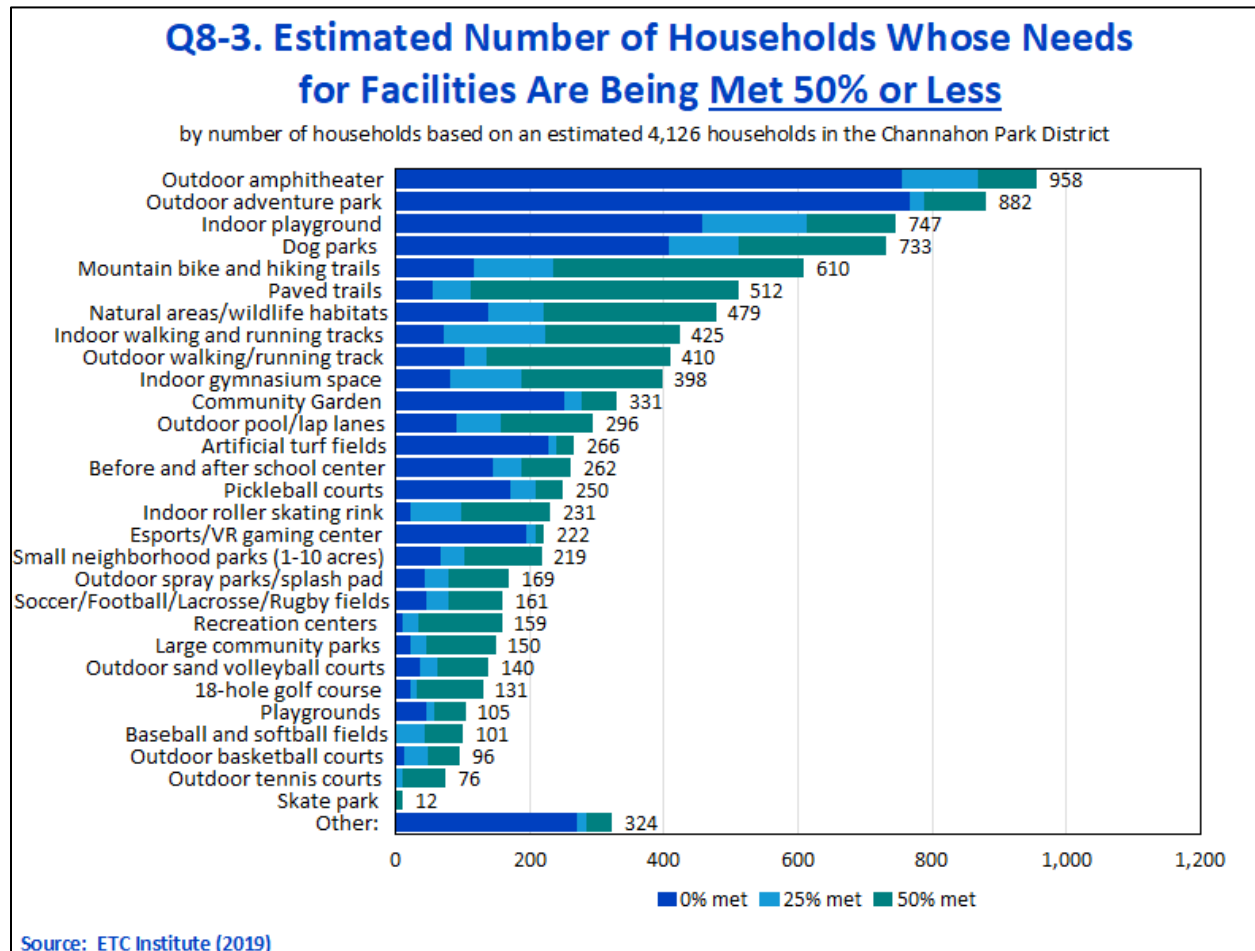
### 3.3.6 FACILITY NEEDS AND PRIORITIES

**Facility Needs:** Respondents were asked to identify if their household had a need for 30 facilities and 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.

The four facilities with the highest number of households that have an unmet need were:

- Outdoor amphitheater -958 households
- Outdoor adventure park - 882 households
- Indoor playground -747 households
- Dog parks-733 households

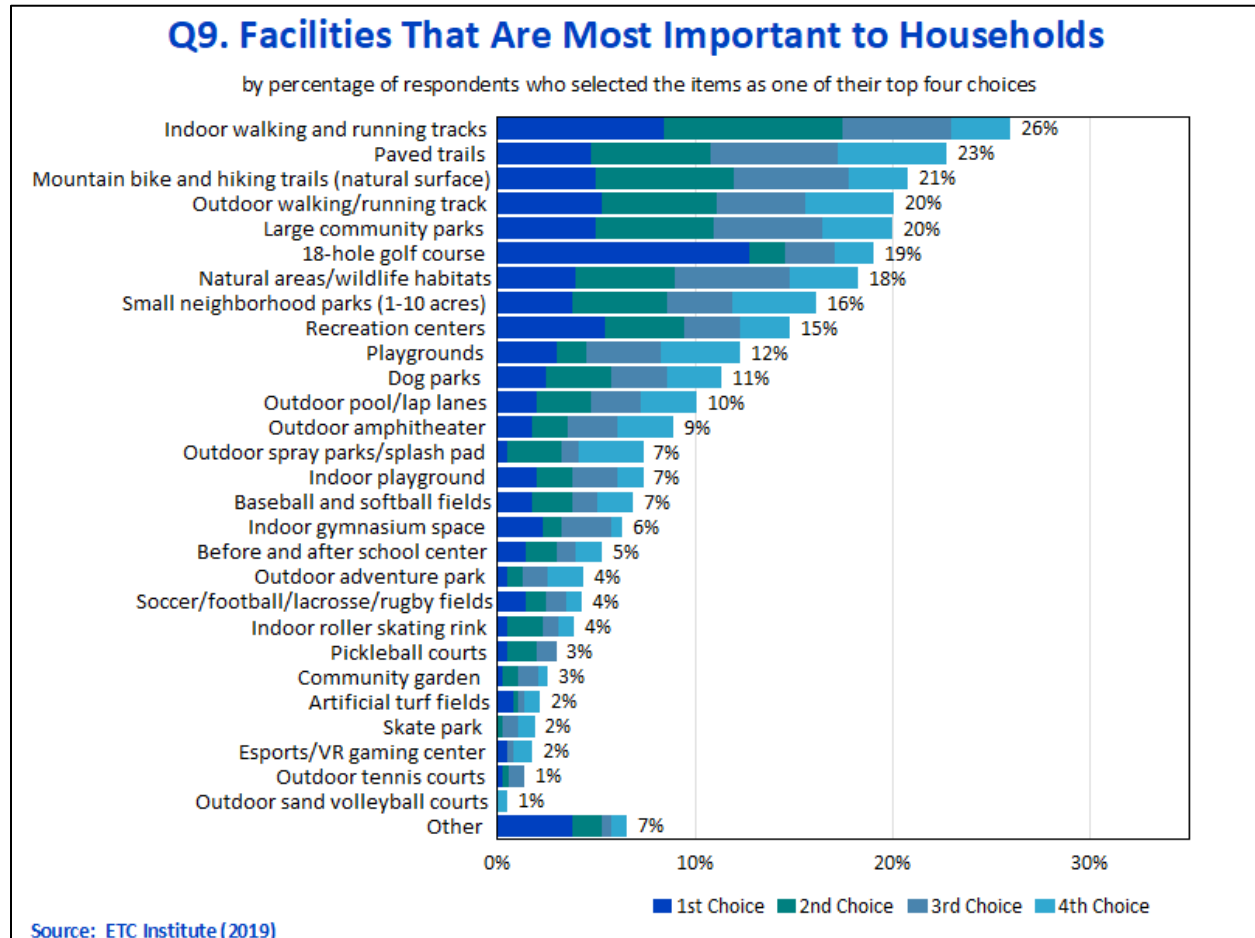
The estimated number of households that have unmet needs for each of the 30 facilities that were assessed is shown in the chart below.





Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents' top four choices the three most important facilities to residents were: Indoor walking and running tracks (26%), Paved trails (23%) and Mountain bike and hiking trails (21%).

The percentage of residents who selected each facility as one of their top four choices is shown on the chart below.

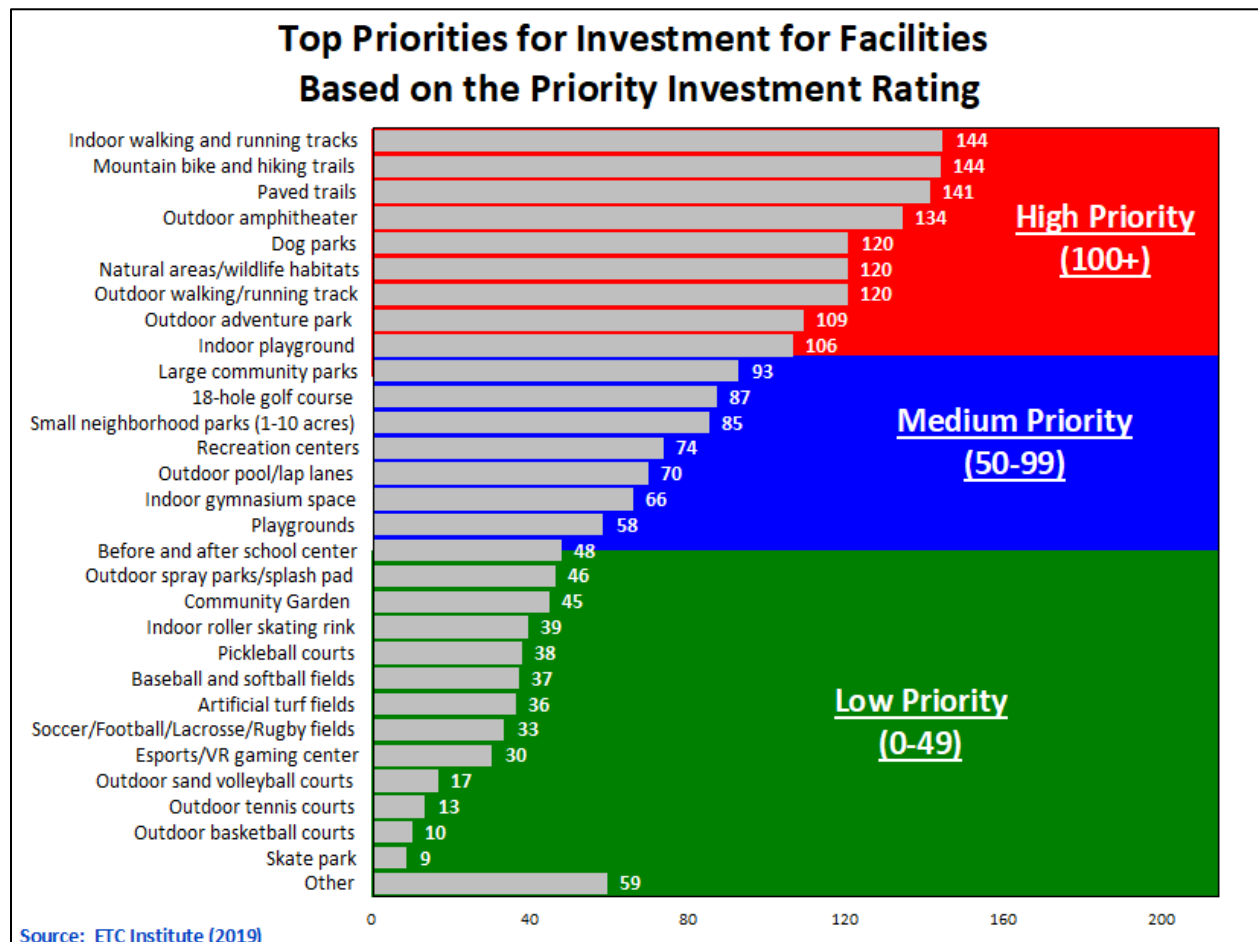


Priorities for Facility Investments: The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks, Recreation and Forestry investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility. [Details regarding the methodology for this analysis are provided in the Appendix of this report.]

Based on the Priority Investment Rating (PIR), the following nine facilities were rated as high priorities for investment:

1. Indoor walking and running tracks (PIR=144)
2. Mountain bike and hiking trails (PIR=144)
3. Paved trails (PIR=141)
4. Outdoor amphitheater (PIR=134)
5. Dog parks (PIR=120)
6. Natural areas/wildlife habitats (PIR=120)
7. Outdoor walking/running track (PIR=120)
8. Outdoor adventure park (PIR=109)
9. Indoor playground (PIR=106)

The chart below shows the Priority Investment Rating for each of the 30 facilities that were assessed on the survey.

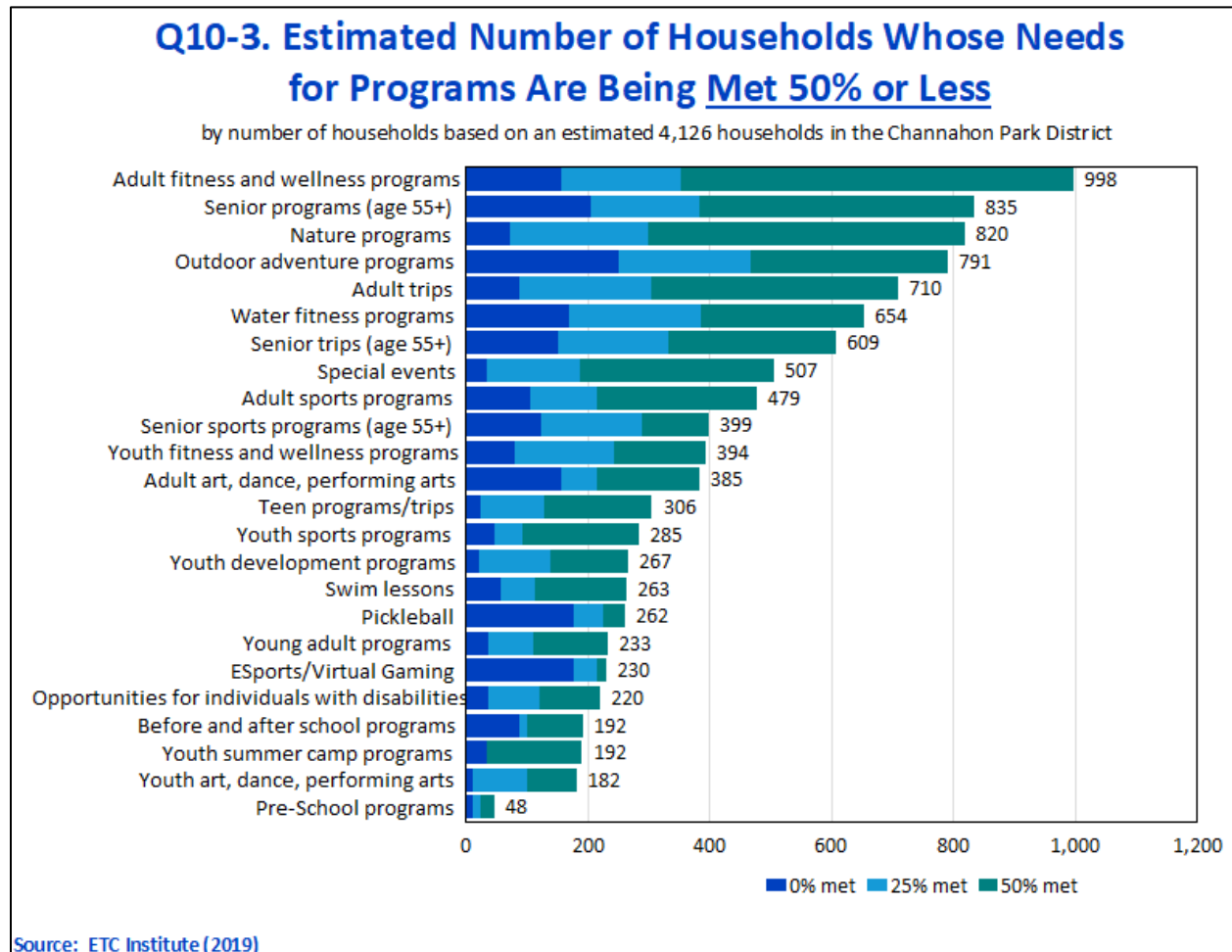


### 3.3.7 PROGRAM NEEDS AND PRIORITIES

**Activity Needs:** Respondents were also asked to identify if their household had a need for 25 programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program. The five activities with the highest percentage of households that have an unmet need were:

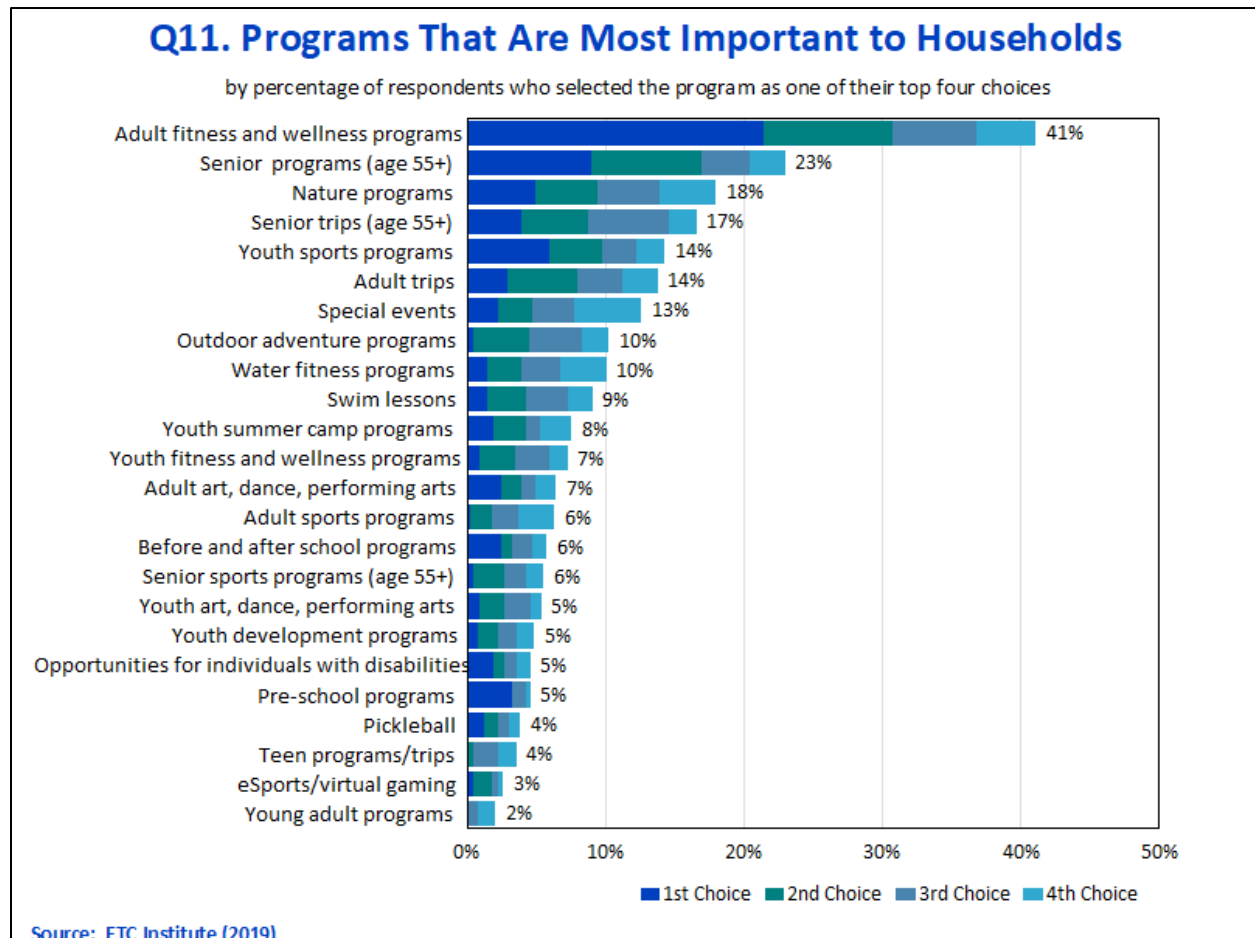
- Adult fitness and wellness programs- 998 households
- Senior fitness, wellness and recreation programs (age 55+)- 835 households
- Nature programs- 820 households
- Outdoor adventure programs- 791 households
- Adult trips- 710 households

The estimated number of households that have unmet needs for each of the 25 activities that were assessed is shown in the chart below.



**Program Importance:** In addition to assessing the needs for each activity, ETC Institute also assessed the importance that residents place on each activity. Based on the sum of respondents' top four choices, the most important activity to residents was adult fitness & wellness programs (41%).

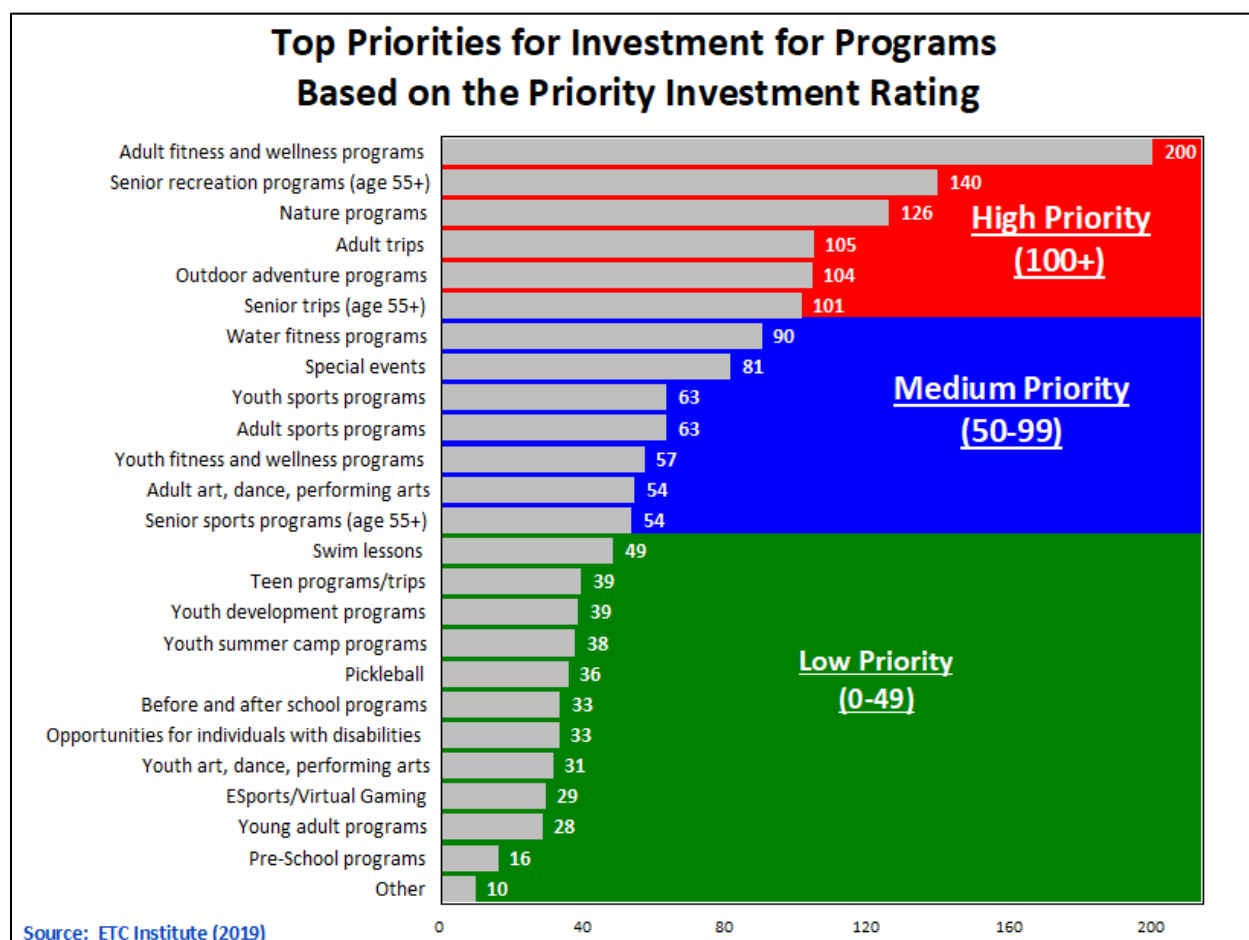
The percentage of residents who selected each activity as one of their top four choices is shown in the chart below.



Priorities for Programming Investments. Based on the priority investment rating (PIR), which was described briefly earlier in this Executive Summary and is described in more detail in the Appendix of this report, the following six programs were rated as “high priorities” for investment:

1. Adult fitness and wellness programs (PIR=200)
2. Senior recreation programs (age 55+) (PIR=140)
3. Nature programs (PIR=126)
4. Adult trips (PIR=105)
5. Outdoor adventure programs (PIR=104)
6. Senior trips (age 55+) (PIR=101)

The chart below shows the Priority Investment Rating (PIR) for each of the 25 activities that were rated.



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### 3.3.8 POTENTIAL IMPROVEMENTS TO THE PARK SYSTEM

Respondents were asked how supportive they would be of projects the District could take to improve the parks and recreation system. Sixty-five percent (65%) of respondents indicated they would be “very supportive” or “somewhat supportive” of: developing new and connect existing trail system older recreation facilities. Sixty-one percent (61%) respondents indicated they would be “very supportive” or “somewhat supportive” of repairing and improving infrastructure and security. Sixty-one percent (61%) respondents indicated they would be “very supportive” or “somewhat supportive” of additional access to restrooms at parks.

The projects to improve the Recreation and Parks system respondents would be most willing to fund with their tax dollars were: developing new and connect existing trail system & connect existing trails (32%) and repair and improve infrastructure and security facilities (28%).

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### 3.3.9 ADDITIONAL FINDINGS

Seventy percent (70%) of respondents indicated the District as the organization they use for parks and recreation, 38% more than any other organization.

Seventy-eight percent (78%) of respondents were “very satisfied” or “somewhat satisfied” with the overall value received from the Channahon Park District.

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### 3.3.10 CONCLUSIONS AND RECOMMENDATIONS

In order to ensure that the District continues to meet the needs and expectations of the community, ETC Institute recommends that the Park District sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The facilities and activities with the highest PIR ratings are listed below.

#### FACILITY PRIORITIES

- Indoor walking and running tracks (PIR=144)
- Mountain bike and hiking trails (PIR=144)
- Paved trails (PIR=141)
- Outdoor amphitheater (PIR=134)
- Dog parks (PIR=120)
- Natural areas/wildlife habitats (PIR=120)
- Outdoor walking/running track (PIR=120)
- Outdoor adventure park (PIR=109)
- Indoor playground (PIR=106)

#### PROGRAM PRIORITIES

- Adult fitness and wellness programs (PIR=200)
- Senior programs (age 55+) (PIR=140)
- Nature programs (PIR=126)
- Adult trips (PIR=105)
- Outdoor adventure programs (PIR=104)
- Senior trips (age 55+) (PIR=101)



## CHAPTER FOUR - ORGANIZATIONAL ASSESSMENT

### 4.1 SWOT ANALYSIS

The Consulting team engaged District leadership and other key staff in discussions to identify strengths, weaknesses, opportunities, and threats (SWOT) of the organization. These were open, guided discussions with the intent of developing a fundamental understanding of the organization in its current state and identifying a vision for the future from the perspective of THE DISTRICT staff.

The SWOT discussion was facilitated using the following definitions and feedback was organized into summary charts for each category.

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#### 4.1.1 SWOT DEFINITIONS

##### STRENGTHS

Strengths are an internal analysis of what an organization does well and it is useful to think of strengths as special capabilities or expertise. These are things that have enabled the organization to be successful to this point, and how it has prepared itself to compete in the future.

##### WEAKNESSES

Weaknesses are also considered to be an internal analysis and is the opportunity for an organization to identify areas of improvement. They include problems that need to be corrected, deficiencies recognized through a comparison with other agencies or best practices, or deficiencies such as lacking the resources to grow.

Once strengths and weaknesses have been identified, the SWOT analysis becomes more external in nature and involves identifying ways in which the organization can better position itself for increased success in the future.

##### OPPORTUNITIES

Opportunity seeking is an external analysis of strategic factors that can enhance or improve services the organization offers (both new and existing services), and a defined customer group at which that service is targeted (again including new and existing customers).

##### THREATS

Threat identification is also external in nature as “internal threats” are considered to be weaknesses. Threats are external trends or forces that adversely affect the organization that cannot be left unaddressed or even ignored.

#### 4.1.2 SWOT SUMMARY

<ul style="list-style-type: none"> <li>• Tenure / experience of staff</li> <li>• variety of opportunities / experiences (e.g. Central Park)</li> <li>• Ample open space with room to grow; not landlocked</li> <li>• Well-trained staff</li> <li>• Strong brand with good community support</li> <li>• Foundation support</li> <li>• Positive community image</li> <li>• Fiscal responsibility / awareness</li> <li>• Local staff; especially among part-timers</li> <li>• Festival attendance and longevity</li> <li>• Strong traditions, community events</li> <li>• Well-maintained parks and facilities</li> <li>• Supportive Board and leadership</li> <li>• Biggest bang for the tax payer buck among govt depts (i.e. 4 cents of every dollar goes to parks)</li> </ul>	<ul style="list-style-type: none"> <li>• Financial stability - reliance on tax anticipation warrant</li> <li>• Aging facilities / infrastructure (i.e. Skateland, golf course, pool, many buildings approaching end of lifecycle)</li> <li>• Doing things "the way it's always been done"</li> <li>• giving up on an idea because it didn't work before</li> <li>• Park District expectation of giving away services / inequitable partnerships</li> <li>• Mowing of many properties outside of the District's assets</li> <li>• District growth versus responsibilities (i.e. mowing)</li> <li>• Acquiring undesirable land</li> <li>• Lack of staff hours / human resources in specific areas (e.g. marketing)</li> <li>• Revenue generation in some areas (e.g. golf)</li> <li>• Limited office space</li> <li>• Lack of storage space</li> </ul>
Opportunity (External-May not be able to control)	Threats (External - May not be able to control)
<ul style="list-style-type: none"> <li>• Large industry presence</li> <li>• Young families moving back to town / young population</li> <li>• Industry shift moving from social services to a business mindset</li> <li>• Not landlocked</li> <li>• Located near major thoroughfares</li> <li>• Splash Station (neighboring competitor) closed</li> <li>• Need of neighboring municipalities</li> <li>• Potential closures of nearby golf courses</li> <li>• Technology</li> <li>• Alternative funding (i.e. sponsorships, partnerships)</li> <li>• New businesses coming into town / growing tax base</li> <li>• Village leadership support for recreation</li> <li>• Role of parks and rec in improving quality of life / health impact</li> </ul>	<ul style="list-style-type: none"> <li>• Community expectation of low-cost / free offerings</li> <li>• Location (e.g. golf course not getting a lot of drive through traffic)</li> <li>• Industry shift moving from social services to a business mindset</li> <li>• Philosophy that services should be free because of tax support</li> <li>• Reducing participation in golf on national scale</li> <li>• Increased competition for sponsorship dollars</li> <li>• Increased competition for program revenue</li> <li>• Unfunded liabilities</li> <li>• Minimum wage increases</li> <li>• State pension reform</li> <li>• State committee on property tax relief (recent bill passed)</li> <li>• Healthcare costs</li> <li>• Competition from within (i.e. libraries, school district)</li> <li>• State tax increases limiting disposable income</li> <li>• Dwindling population statewide</li> </ul>

## 4.2 BENCHMARK ANALYSIS

### 4.2.1 METHODOLOGY

The Consulting team and the District identified operating metrics to benchmark against comparable parks and recreation agencies. The goal of the analysis is to evaluate how the District is positioned among peer agencies, as it applies to efficiency and effectiveness practices. The benchmark assessment is organized into specific categories based on peer responses to targeted questions that lend an encompassing view of each system's operating metrics as compared to the District. The information sought allows for a comparison of key performance factors such as inventory of assets, budgets, staffing levels, programming, capital investment, marketing, maintenance, and operational philosophies.

Information used in this analysis was obtained directly from each participating benchmark agency, when available, and, supplemental data was collected from agency websites, Comprehensive Annual Financial Reports (CAFR), and through the National Recreation and Park Association's (NRPA) Park Metrics Database.

Due to differences in how each system collects, maintains, and reports data, variances may exist. These variations can impact the per capita and percentage allocations, and the overall comparison must be viewed with this in mind. The benchmark data collection for all systems was complete as of March 2020. It is possible that information in this report may have changed since the original collection date, and in some instances, the information was not tracked or not available.

The table below lists each benchmark agency and reveals key characteristics, including location, jurisdiction type, population size, land area, density, and whether peers have won the NRPA Gold Medal Award and/or achieved CAPRA Accreditation. Peer agencies selected are located in the Midwest and the majority are managed as park/special districts. This study included a wide range of populations served from less than 20,000 residents in the Channahon Park District to nearly 100,000 in Carmel Clay.

The benchmark also included high performing agencies, with five former Gold Medal recipients and three agencies that have achieved CAPRA accreditation through the NRPA. The District is much smaller than the benchmark median population (16,242) in the study but it has the second largest jurisdiction size (45.03 sq. mi.), which results in the lowest population density (361 residents per sq. mi.) relative to its peers.

Agency	State	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.	NRPA Gold Medal Winner (Year)	CAPRA Accredited (Origin Year)
Channahon Park District	IL	Park District	16,242	45.03	361	Yes (1997)	No
Carmel Clay Parks & Recreation	IN	Special District	95,797	47.46	2,018	Yes (2014)	Yes (2014)
Lemont Park District	IL	Park District	21,100	25.00	844	Yes (1988)	No
Lockport Township Park District	IL	Park District	72,000	40.00	1,800	No	No
New Lenox Community Park District	IL	Park District	66,000	32.00	2,063	No	No
Oswegoland Park District	IL	Park District	57,000	38.00	1,500	No	No
Westerville Parks & Recreation	OH	Municipality	39,737	12.62	3,149	Yes ('19/'13/'07/'01/'74)	Yes (2005)

#### 4.2.2 BENCHMARK COMPARISON

##### PARK ACRES

The following table provides a general overview of each system's park acreage and expresses the key performance metric of total acres per 1,000 residents. The District is just below the benchmark median for both total park sites (20) and total acres owned or managed (552). Further dissecting park acreage, the majority of the District's inventory is developed acreage (95%), which is consistent with peer agencies in the study having parkland that is largely developed. Assessing the key performance indicator (KPI) of level of service for park acres, the District stands out at the benchmark leader with 34 acres of parkland for every 1,000 residents, which demonstrates the significant role it plays in providing recreational opportunities to District residents. The District is nearly three times the NRPA median for park systems serving less than 20,000 residents (11.8 acres of parkland per 1,000 residents).

Agency	Population	Total Park Sites	Total Acres Owned or Managed	Total Developed Acres	Developed Acres as % of Total	Total Acres per 1,000 Residents
Channahon Park District	16,242	20	552	523	95%	33.99
Oswegoland Park District	57,000	63	1,290	787	61%	22.63
Westerville Parks & Recreation	39,737	34	666	445	67%	16.75
Lockport Township Park District	72,000	45	1,000	800	80%	13.89
New Lenox Community Park District	66,000	39	597	587	98%	9.05
Lemont Park District	21,100	19	123	117	95%	5.84
Carmel Clay Parks & Recreation	95,797	17	535	116	22%	5.58
NRPA Median for Agencies Serving less than 20K Residents = 11.8 Acres per 1,000 Residents						

##### TRAIL MILES

The information below reveals the service levels for trails within each system and delineates mileage by type of trail. By comparing total trail mileage to the population of the service area, the level of service provided to the community can be determined, which is expressed as trail miles for every 1,000 residents. The District represents the benchmark median for total miles of trail (8.3), while it does provide the most balance between soft (4.9 miles) and paved trails (3.4).

The District is above the median for trail mileage per capita (0.51 miles per 1,000) among benchmark agencies. This level of service for trail mileage also falls within the best practice range 0.5-1.0 of trail miles per 1,000 residents. It should also be noted that no peer agency currently offers water trail miles, which may be an opportunity for the District.

Agency	Population	Soft Trail Miles	Paved Trail Miles	Total Trail Miles	Trail Miles per 1,000 Residents
Westerville Parks & Recreation	39,737	2.5	48.0	55.0	1.38
Oswegoland Park District	57,000	7.5	24.9	32.4	0.57
Channahon Park District	16,242	4.9	3.4	8.3	0.51
Carmel Clay Parks & Recreation	95,797	4.4	20.3	24.7	0.26
Lemont Park District	21,100	-	3.1	3.1	0.15
Lockport Township Park District	72,000	1.5	6.5	8.0	0.11
New Lenox Community Park District	66,000	-	3.5	3.5	0.05
Best practice is 0.5-1.0 trail miles per 1,000 residents					

## STAFFING

This section compares levels of staffing for each system by comparing full-time equivalents (FTEs) to the total population served. Total FTEs per 10,000 residents is a key performance metric that assesses how well each system is equipped, in terms of human resources, to provide recreational space and services.

Agencies participating in the benchmark report very strong staffing levels across the board, as all peers are well above NRPA median for small systems of 9.6 FTEs per 10,000 residents. Among benchmark agencies, the District is well above its peers, ranking first in the study with 53.56 FTEs per 10,000 residents.

Agency	Population	Total FTEs	FTEs per 10,000 Residents
Channahon Park District	16,242	87	53.56
Lemont Park District	21,100	73	34.60
Westerville Parks & Recreation	39,737	106	26.68
Carmel Clay Parks & Recreation	95,797	180	18.79
Lockport Township Park District	72,000	130	18.06
Oswegoland Park District	57,000	93	16.32
<i>NRPA Median for Agencies Serving less than 20K Residents = 9.6 FTEs per 10,000 Residents</i>			

Note: New Lenox total FTEs were not available at time of study.

## VOLUNTEERS

Volunteers are critical for a sustainable park district because they help supplement the workforce and significantly reduce operating costs. The table below measures the total bodies and hours contributed by volunteers, then provides the average hours worked per volunteer and equates volunteer hours to Full-Time Equivalents (FTEs).

The District is doing an excellent job of securing volunteers, as they rank third in total hours contributed (6,000) and volunteer FTEs (2.88). Although the volunteer base is one of the smallest (150) among peers, the District currently gets the most average hours per volunteer (40) by far, which speaks to the effectiveness of the District for engaging individuals in the volunteer program.

Agency	Total Volunteers	Total Hours Contributed	Avg Hours Contributed per Volunteer	Volunteer Hours Converted to FTEs
Oswegoland Park District	1,027	18,914	18.4	9.09
Westerville Parks & Recreation	2,380	12,552	5.3	6.03
Channahon Park District	150	6,000	40.0	2.88
Lemont Park District	585	5,041	8.6	2.42
Carmel Clay Parks & Recreation	378	2,703	7.2	1.30
Lockport Township Park District	50	360	7.2	0.17
New Lenox Community Park District	567	n/a	n/a	n/a

Note: New Lenox volunteer hours and FTEs not available at time of study.



## OPERATING EXPENSE PER CAPITA

The table below reveals the total operating expenditures for each agency and compares it to the population served. Dividing the annual operational budget by each service area's population allows for a comparison of how much each agency is spending on a per resident basis. The District ranks just below the benchmark median with total operating expenditures totaling \$9.4 million, but ranks at the top among all peers with a substantial \$578.66 spent on operations per resident. This is more than five times the NRPA median for small agency spending (\$95.76 operating expense per resident), which can be largely attributed to the small size of the population served and the significant level of staffing of the District.

Agency	Population	Total Operating Expense	Operating Expense per Resident
Channahon Park District	16,242	\$ 9,398,572	\$ 578.66
Lemont Park District	21,100	\$ 6,912,114	\$ 327.59
Westerville Parks & Recreation	39,737	\$ 10,662,843	\$ 268.34
Lockport Township Park District	72,000	\$ 14,807,150	\$ 205.65
Oswegoland Park District	57,000	\$ 10,072,315	\$ 176.71
Carmel Clay Parks & Recreation	95,797	\$ 13,567,512	\$ 141.63
New Lenox Community Park District	66,000	\$ 7,462,025	\$ 113.06
<i>NRPA Median for Agencies Serving less than 20K Residents = \$95.76 Operating Expense per Resident</i>			

## DISTRIBUTION OF EXPENDITURES

For a closer look at the operating budget, the benchmark study also analyzed the designation of operating expenses. This includes allocation of funds towards personnel, operations, capital expenses not included in CIP, and other expenses. As shown below, the District is fairly consistent with benchmark peers, with a heavier portion of spending attributed to personnel; however, the District has the lowest percentage of spending going towards operations.

Based on the NRPA median for small agencies, the District has much higher allocation for personnel and other expenses, while the percentage dedicated to operations is half of the national median.

Agency	Personnel	Operations	Capital Expense not in CIP	Other
Channahon Park District	61%	20%	8%	12%
Carmel Clay Parks & Recreation	62%	38%	0%	0%
Lemont Park District	45%	26%	0%	29%
Lockport Township Park District	40%	45%	15%	0%
New Lenox Community Park District	41%	52%	5%	2%
Oswegoland Park District	61%	35%	4%	0%
Westerville Parks & Recreation	69%	29%	2%	0%
<i>NRPA agencies serving less than 20K residents</i>	<i>51.8%</i>	<i>40.0%</i>	<i>6.7%</i>	<i>1.5%</i>



### REVENUE PER CAPITA

By comparing each agency's annual non-tax revenue to the population, the annual revenue generated on a per resident basis can be determined. All peer agencies participating in the benchmark are generating a very high level of revenue per resident, with each one reporting figures well above the NRPA median for small agencies (\$24.92 per resident).

Compared to the population served, the District has the highest revenue per resident at \$176.71, which is approximately seven times the national median for agencies serving less than 20,000 residents.

Agency	Population	Total Non-Tax Revenue	Revenue per Resident
Channahon Park District	16,242	\$ 2,870,148	\$ 176.71
Lemont Park District	21,100	\$ 3,067,000	\$ 145.36
Oswegoland Park District	57,000	\$ 7,394,000	\$ 129.72
Carmel Clay Parks & Recreation	95,797	\$ 11,495,655	\$ 120.00
Lockport Township Park District	72,000	\$ 6,894,658	\$ 95.76
Westerville Parks & Recreation	39,737	\$ 3,726,641	\$ 93.78
New Lenox Community Park District	66,000	\$ 5,175,686	\$ 78.42
NRPA Median for Agencies Serving less than 20K Residents = \$24.92 Revenue per Resident			

### REVENUE TREND

In order to better depict peer agencies' revenue generation over time, figures for the last three years were captured to show the recent trend. As shown below, there is a dichotomy of agencies experiencing growth and decline in revenues. Although the District has experienced a 4% decline over the three-year trend, the District has maintained the most consistent revenue stream with only a slight dip in the most recent year.

Agency	2017 Revenues	2018 Revenues	2019 Revenues	3-Year Trend
Carmel Clay Parks & Recreation	\$ 10,219,354	\$ 10,611,166	\$ 11,495,655	12%
Oswegoland Park District	\$ 6,814,194	\$ 7,226,354	\$ 7,394,000	9%
Lemont Park District	\$ 2,900,000	\$ 2,976,000	\$ 3,067,000	6%
Channahon Park District	\$ 3,000,351	\$ 3,023,401	\$ 2,870,148	-4%
Lockport Township Park District	\$ 9,789,000	\$ 8,782,227	\$ 8,782,227	-10%
Westerville Parks & Recreation*	\$ 4,247,827	\$ 4,461,943	\$ 3,726,641	-12%
New Lenox Community Park District	\$ 6,542,572	\$ 4,338,022	\$ 5,175,686	-21%

\*Westerville's decrease in revenue in 2019 is due to community center construction.



## OPERATIONAL COST RECOVERY

Operational cost recovery is a key performance indicator, arrived at by dividing total non-tax revenue by total operating expense. This measures how well each agency's revenue generation covers the total cost of operations. Overall, agencies participating in the benchmark study exhibit very strong cost recovery rates, as all peers are achieving better than the NRPA median and many are among the top performers in the country, in terms of operational cost recovery. The District has the lowest cost recovery rate among peer agencies, but its 31% operational cost recovery is on track with the NRPA median for small agencies (30%).

Agency	Total Non-Tax Revenue	Total Operating Expense	Operational Cost Recovery
Carmel Clay Parks & Recreation	\$ 11,495,655	\$ 13,567,512	85%
Oswegoland Park District	\$ 7,394,000	\$ 10,072,315	73%
New Lenox Community Park District	\$ 5,175,686	\$ 7,462,025	69%
Lockport Township Park District	\$ 6,894,658	\$ 14,807,150	47%
Lemont Park District	\$ 3,067,000	\$ 6,912,114	44%
Westerville Parks & Recreation	\$ 3,726,641	\$ 10,662,843	35%
<b>Channahon Park District</b>	<b>\$ 2,870,148</b>	<b>\$ 9,398,572</b>	<b>31%</b>
<i>NRPA Median for Agencies Serving less than 20K Residents = 30% Cost Recovery</i>			

## CIP SUMMARY

Due to the volatility of Capital Improvement Plan (CIP) budgets and availability of funding from year to year, the table below reveals the last four years of actual investment and the budgeted CIP for 2020. These figures were then utilized to show the average annual capital investment for each agency. Benchmark agencies are investing significant dollars into CIP efforts each year, as all agencies are well above the NRPA median for agencies serving 20,000 residents or less (\$638K annual average).

Both Westerville and Carmel Clay made significant additions/improvements to its facility infrastructure, which inflated their five-year average investment. Over the last five years, The District is below the benchmark median for average annual spending on capital, but it is still more than double the national median for small agencies.

Agency	CIP Expense 2016	CIP Expense 2017	CIP Expense 2018	CIP Expense 2019	CIP Budget 2020	Avg Annual CIP
Westerville Parks & Recreation	\$ 5,094,004	\$ 3,651,728	\$ 28,805,786	\$ 3,156,950	\$ 2,913,000	\$ 8,724,294
Carmel Clay Parks & Recreation	\$ 5,438,209	\$ 3,846,733	\$ 9,285,449	\$ 5,306,785	\$ 6,193,300	\$ 6,014,095
Lockport Township Park District	\$ 1,944,118	\$ 5,030,457	\$ 5,569,237	\$ 2,267,078	\$ 5,035,500	\$ 3,969,278
Lemont Park District	\$ 2,247,706	\$ 1,574,195	\$ 1,301,570	\$ 1,318,754	\$ 1,534,020	\$ 1,595,249
<b>Channahon Park District</b>	<b>\$ 688,300</b>	<b>\$ 1,025,860</b>	<b>\$ 1,511,350</b>	<b>\$ 2,726,990</b>	<b>\$ 1,478,373</b>	<b>\$ 1,486,175</b>
Oswegoland Park District	\$ 1,219,465	\$ 1,114,398	\$ 1,010,726	\$ 1,058,056	\$ 2,118,445	\$ 1,304,218
New Lenox Community Park District	\$ 917,638	\$ 700,884	\$ 678,547	\$ 695,232	\$ 2,463,944	\$ 1,091,249
<i>NRPA Median for Agencies Serving less than 20K Residents = \$638K CIP Budget</i>						

**CIP USE**

The table below describes the designated uses for capital investments for each of the benchmark agencies. The District is solely focused on renovation and development for capital improvements, while it's significantly high level of service for park acreage explains the lack of need for acquisitions. Most benchmark agencies are spending the majority of their capital budgets on renovation, along with notable investment in development, while acquisitions and other investments are utilized to a much lesser degree.

Agency	Renovation	Development	Acquisition	Other
Channahon Park District	50%	50%	0%	0%
Carmel Clay Parks & Recreation	55%	43%	2%	0%
Lemont Park District	65%	25%	10%	0%
Lockport Township Park District	80%	20%	0%	0%
New Lenox Community Park District	22%	40%	20%	18%
Oswegoland Park District	65%	35%	0%	0%
Westerville Parks & Recreation	31%	69%	0%	0%
<i>NRPA agencies serving less than 20K residents</i>	<i>56.0%</i>	<i>28.4%</i>	<i>5.8%</i>	<i>9.8%</i>

**MARKETING**

Marketing budgets for parks and recreation agencies are typically much less than the private sector, but the industry is beginning to realize the value of investing in marketing and the potential return on investment that can be achieved. The table below compares the current marketing budget (2020) for each agency, then the current budget is divided by the total population served to arrive at the total marketing spend per resident. The District represents the median marketing budget (\$142,800) in the study, and reports the highest spending per capita (\$8.79).

Agency	Population	Current Marketing Budget (2020)	Marketing Spend per Resident (2020)
Channahon Park District	16,242	\$ 142,800	\$ 8.79
Carmel Clay Parks & Recreation	95,797	\$ 631,332	\$ 6.59
Lockport Township Park District	72,000	\$ 305,000	\$ 4.24
Westerville Parks & Recreation	39,737	\$ 165,000	\$ 4.15
Lemont Park District	21,100	\$ 59,038	\$ 2.80
Oswegoland Park District	57,000	\$ 135,000	\$ 2.37
New Lenox Community Park District	66,000	\$ 61,700	\$ 0.93

## SOCIAL MEDIA

Social media has increasingly become an integral part of marketing for parks and recreation agencies. The table below reveals the annual amount of staff hours that are dedicated to social media and provides a snapshot of how many followers / subscribers each agency has across multiple platforms. The District represents the median of the study by dedicating 520 annual staff hours to managing social media. Considering the small population served, Channahon has a relatively strong follower base for the two largest outlets, Facebook and Twitter. The District's Instagram and YouTube pages are lagging behind in engagement, while LinkedIn could be a potential opportunity for the District to expand its social media presence.

Agency	Annual Staff Hours Managing Social Media	Followers/Subscribers by Social Media Platform				
		Facebook	Twitter	Instagram	YouTube	LinkedIn
Westerville Parks & Recreation	520	18,770	3,429	3,360	161	7,380
Carmel Clay Parks & Recreation	625	14,619	5,572	2,918	93	565
Lockport Township Park District	832	10,394	85	755	-	-
New Lenox Community Park District	n/a	8,182	598	462	-	7
<b>Channahon Park District</b>	<b>520</b>	<b>7,548</b>	<b>701</b>	<b>139</b>	<b>8</b>	<b>-</b>
Lemont Park District	520	7,257	1,007	1,525	-	-
Oswegoland Park District	365	6,254	1,183	1,431	31	189

## PROGRAM PARTICIPATION

This portion assesses program participation for each agency by comparing total registered program participations to the population of each service area to determine the average participation rate per resident. Program activity is measured in participations (versus participants), which accounts for each time a resident participates in a program and allows for multiple participations per individual. The District represents the low end of the benchmark with less than a single participation per resident (0.73).

Agency	Population	Total Program Participations	Participations per Resident
Westerville Parks & Recreation	39,737	273,459	6.88
New Lenox Community Park District	66,000	286,972	4.35
Oswegoland Park District	57,000	100,000	1.75
Carmel Clay Parks & Recreation	95,797	160,158	1.67
Lockport Township Park District	72,000	55,553	0.77
<b>Channahon Park District</b>	<b>16,242</b>	<b>11,853</b>	<b>0.73</b>
Lemont Park District	21,100	10,776	0.51

### PROGRAM REVENUES

As an additional indicator of revenue-generating capabilities of benchmark agencies, the program revenue of each department was compared to total residents within each jurisdiction. Channahon ranks second among benchmark agencies and demonstrates strong earnings from programming, generating more than \$113 in program revenue per resident.

Agency	Population	Total Program Revenue	Program Revenue per Resident
Lemont Park District	21,100	\$ 2,529,278	\$ 119.87
Channahon Park District	16,242	\$ 1,844,178	\$ 113.54
Oswegoland Park District	57,000	\$ 5,690,000	\$ 99.82
Carmel Clay Parks & Recreation	95,797	\$ 5,434,546	\$ 56.73
Westerville Parks & Recreation	39,737	\$ 1,387,250	\$ 34.91
Lockport Township Park District	72,000	\$ 1,994,869	\$ 27.71
New Lenox Community Park District	66,000	\$ 1,765,734	\$ 26.75

### PROGRAM COST RECOVERY

Similar to the overall cost recovery, each agency's recovery levels for programs were assessed by dividing total program revenues by the direct cost to provide them. The District programming is nearly self-supporting with a cost recovery rate of 94% for programs, which is just below the benchmark median.

Agency	Total Program Revenue	Total Operating Expense for Programs	Cost Recovery for Programs
New Lenox Community Park District	\$ 1,765,734	\$ 1,382,305	128%
Lockport Township Park District	\$ 1,994,869	\$ 1,562,000	128%
Oswegoland Park District	\$ 5,690,000	\$ 4,990,000	114%
Carmel Clay Parks & Recreation	\$ 5,434,546	\$ 5,466,548	99%
Channahon Park District	\$ 1,844,178	\$ 1,958,082	94%
Lemont Park District	\$ 2,529,278	\$ 3,276,264	77%
Westerville Parks & Recreation	\$ 1,387,250	\$ 1,807,571	77%

### GOLF ROUNDS

As the operator of Heritage Bluffs Public Golf Club, the District has a specific interest in assessing agencies that have golf operations. The table below identifies four agencies with 18-hole courses and compares the total rounds played against the population served to arrive at rounds of golf per resident. With more than 26,000 rounds played annually, the District has the highest rounds per resident (1.61), which is more than three times the next closest peer.

Agency	Golf Course Operation	Population	Annual Rounds of Golf	Rounds of Golf per Resident
Channahon Park District	Yes (18-hole)	16,242	26,156	1.61
New Lenox Community Park District	Yes (18-hole)	66,000	34,904	0.53
Oswegoland Park District	Yes (18-hole)	57,000	25,699	0.45
Lockport Township Park District	Yes (18-hole)	72,000	27,842	0.39

## INDOOR RECREATION SPACE

Assessing the available indoor community / recreation center space among benchmark agencies, the majority of peer agencies, including the District, are providing strong levels of service. By dividing the existing square footage by the total population, the amount of indoor space available per resident can be determined. The District's 4.49 square feet per resident is well above the benchmark median as well as the generally accepted national best practice of 1.5-2.0 sq. ft. of indoor space per resident.

Agency	Population	Total Indoor Recreation Facilities	Total Sq. Ft. Indoor Rec Facilities	Sq. Ft. per Resident
Lemont Park District	21,100	3	100,044	4.74
Channahon Park District	16,242	3	73,000	4.49
Westerville Parks & Recreation	39,737	2	100,000	2.52
Carmel Clay Parks & Recreation	95,797	3	160,000	1.67
Oswegoland Park District	57,000	4	40,000	0.70
Lockport Township Park District	72,000	2	34,000	0.47
New Lenox Community Park District	66,000	1	14,540	0.22
<i>National Best Practice = 1.5-2.0 Square Feet of Indoor Space per Resident</i>				

### 4.2.3 BENCHMARK SUMMARY

The Benchmark Analysis included top performing agencies from the Chicagoland area and the greater Midwest. The peer agencies in the study are great examples for the District to compare against for a better understanding of how its performance stacks up to industry best practices. The following is a summary of the key findings from the benchmark comparison.

- **Parkland & Trails Inventory:** The District provides significant parkland inventory to the public. Based on the current level of service, the District has by far the largest number of acres per 1,000 residents among all peer agencies. The District also provides trail access to residents at a best practice level.
- **Staffing:** From a human resources standpoint, the District has the highest amount of staff per capita and is more than five times the NRPA national median for similar sized agencies. This could suggest the District is overstaffed and should evaluate whether current levels are efficient. The District is also engaging volunteers to a high level, which helps supplement staff and alleviate operating costs.
- **Operating Expenditures:** As a whole, benchmark peers are spending a significant amount on operations and no participating agency spends less than the national median for small agencies. The District has the highest spending per resident among all benchmark agencies, which the majority is spent on personnel.
- **Revenue:** Similar to operating expenses, all peer agencies are generating significant revenue on a per resident basis. Again, no benchmark agency reports earnings anywhere near the national median for similar-sized agencies. The District ranks first in revenue per capita and is generating revenue at a rate of seven times the national median. However, over the last three years revenues have experienced a slight decline.
- **Operational Cost Recovery:** Based on operational cost recovery (i.e. what level non-tax revenues recoup operational costs), the District is ranked last among benchmark peers, with 31% of operations supported by earned income. Although the District trails benchmark peers in the category, it is still



slightly above the national median for cost recovery among similar-sized agencies reporting data to the NRPA. As mentioned previously, this lower rate of cost recovery can be partially attributed to the lack of growth in revenue over the last three years and elevated personnel costs.

- **Marketing:** The marketing efforts of the District are an area of strength that should be built upon. The District ranks first for marketing dollars spent per resident and demonstrates good social media efforts. The District must ensure marketing dollars generate a return on investment and establish additional performance metrics related to marketing to measure success over time.
- **Programming:** Comparing metrics related to programming, the department is doing a good job in generating revenues and it ranks second among peer agencies for program dollars earned per resident. However, the District has one of the lowest overall participation rates for programs and falls below the benchmark median for cost recovery for programs. Among the four peer agencies that operate golf courses, the District has the highest rounds of golf per resident.
- **Facilities:** Based on level of service for indoor recreation space, the District ranks second among peers and is more than double the national best practice level. While the total inventory demonstrates a significantly high level of service, the District's facility inventory includes some specialized facilities that aren't available for traditional recreational uses or are somewhat limited in access to the public (e.g. Skateland Community Center and the joint-venture with the schools at the Fieldhouse). This may signal the need for additional indoor space and/or the repurposing of existing spaces to meet specific community needs that aren't currently being met.





## CHAPTER FIVE - ASSESSMENT OF PROGRAMS, PARKS, & FACILITIES

### 5.1 PROGRAM ASSESSMENT

#### 5.1.1 INTRODUCTION

As part of the Plan, the consulting team performed a Recreation Program Assessment of the services offered by the District. The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents and visitors.

The consulting team based these program findings and comments from a review of information provided by the District including program descriptions, financial data, website content, and discussions with staff. This report addresses the program offerings from a systems perspective for the entire portfolio of programs.

#### 5.1.2 FRAMEWORK

The mission of the District is to, "To bring people together."

The vision is, "To be the best provider of fun experiences that impact lives."

The District provides a broad range of recreation and leisure programming for all ages. These program offerings are supported with dedicated spaces which include 26 parks, a community center, a field house, an aquatic center, a golf course, and a skating rink.



### 5.1.1 PROGRAM ASSESSMENT OVERVIEW

Below are some overall observations that stood out when analyzing the program assessment sheet:

- Overall, the **program descriptions** effectively communicate the key benefits and goals of each Core Program Area.
- **Age segment distribution** is good, but needs to be annually monitored to ensure program distribution aligns with community demographics.
- **Program lifecycles:** Approximately 8% of the system's current programs are categorized in the Introduction Stage; while 1% of programs fall into the Decline Stage. A complete description of Lifecycle Stages can be found in **Section 1.3.2**.
- The District's **volunteer program** allows residents and organizations to easily get involved and give back to the community through various volunteer opportunities, special events, programs, etc. However, better promotion of volunteer opportunities is recommended moving forward (E.g. Via District's Website).
- From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods when promoting their programs including: printed and online program guides, the District's website, flyers/brochures, direct mail, email blast, road sign marquees, road advertisements, in-facility signage, webinars, and various social media channels as a part of the marketing mix.
  - The District would benefit from identifying marketing Return on Investment (ROI) for all marketing initiatives
  - Opportunity to increase the number of cross-promotions
- Currently, **customer feedback methods** are heavily utilized. Moving forward, it is strongly recommended that the District continues incorporating user feedback, on a more consistent basis, as a key performance measure that can be tracked over time. Additionally, lost customer surveys and crowdsourcing tools are highly recommended feedback methods that should be considered moving forward.
- **Pricing strategies** are varied across the board. Currently, the most frequently used approaches include: residency rates, cost recovery goals, and customer's ability to pay. These are good practices and must be continued. In addition, it is essential to understand current cost of service in order to determine ideal cost recovery goals.
- **Financial performance measures** such as cost recovery goals are currently being utilized for a majority of programs. Moving forward, it is recommended for staff to continue tracking cost recovery for all program areas. When doing so, the staff should factor in all direct and indirect costs pertaining to programming. A focus on developing consistent earned income opportunities would be beneficial to the District's overall quest for greater fiscal sustainability.



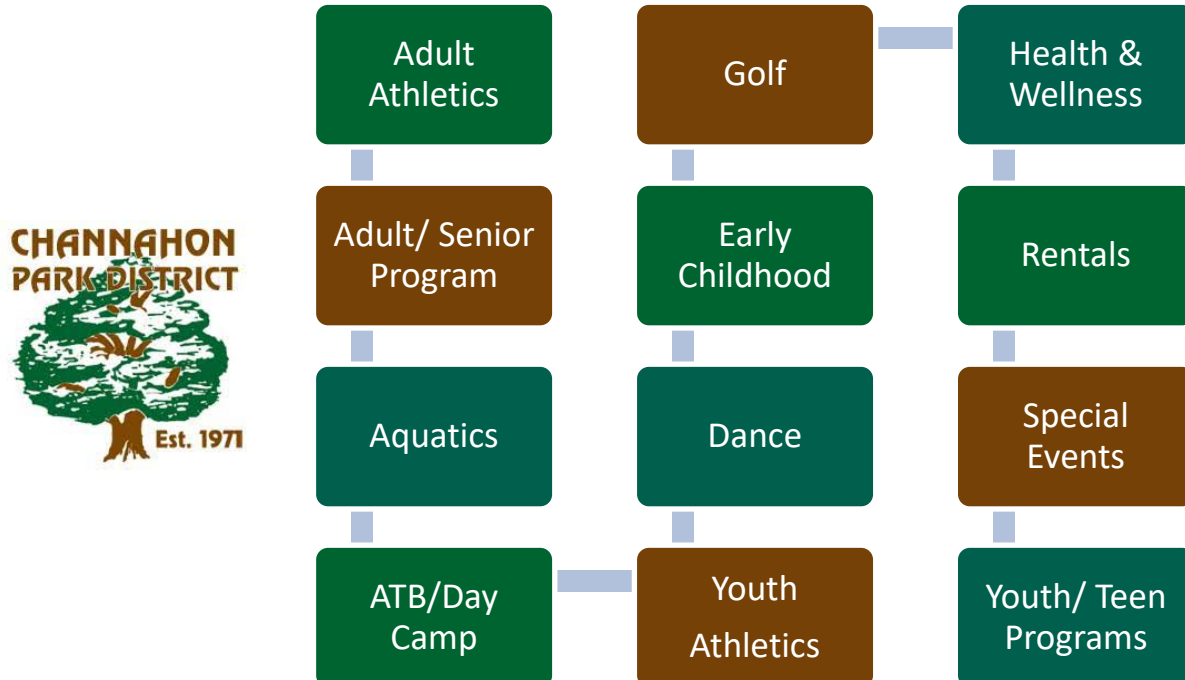
## 5.2 CORE PROGRAM AREAS

To help achieve the mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area is to assist staff, policy makers, and the public to focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:




- 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.

### 5.2.1 EXISTING CORE PROGRAM AREAS

In consultation with the District staff, the planning team identified twelve Core Program Areas currently being offered.









<p>Adult Athletics</p>		<p><b>Description:</b> Provide adults the opportunity to place recreational and competitive basketball</p> <p><b>Goals:</b> Our goal for this program is to give adults the opportunity to stay active and continue playing a sport that they love against other teams.</p>	<ul style="list-style-type: none"> <li>• Men's Basketball</li> </ul>
<p>Adult/Senior Programs</p>		<p><b>Description:</b> Provide a variety of programs and trips for people ages 18 and up</p> <p><b>Goals:</b> Our goal is for adults to have the opportunity to try something new or refine a skill or to experience a new place with one of our trips and to meet new people.</p>	<ul style="list-style-type: none"> <li>• Day Trips</li> <li>• Cooking Classes</li> <li>• Big Bingo</li> <li>• Holiday Party</li> <li>• Infant Safety Class</li> </ul>
<p>Aquatics</p>		<p><b>Description:</b> Provide programs through the aquatic center for all ages and abilities that promote safety, community, healthy atmosphere.</p> <p><b>Goals:</b> The goal is to provide a safe, clean, healthy environment for youth, adults, families, and groups to enjoy water activities and learn water related life safety skills.</p>	<ul style="list-style-type: none"> <li>• Learn to Swim</li> <li>• Aqua Aerobics</li> <li>• Flick and Float</li> <li>• Floating Obstacle Course</li> <li>• Private Swim Lessons</li> </ul>
<p>ATB/Camp</p>		<p><b>Description:</b> These programs provide a safe and fun place for children to go during out of school time.</p> <p><b>Goals:</b> Our goal is for children to have fun, learn, grow and have new experiences during that out of school time during the summer and school year.</p>	<ul style="list-style-type: none"> <li>• Spring Break Camp</li> <li>• After the Bell</li> <li>• Kinder Kamp</li> <li>• Camp Heritage</li> <li>• Teen Camp</li> </ul>

<p>Youth Athletics</p>		<p><b>Description:</b> Athletics provides programs that gets and keeps kids active.</p> <p><b>Goals:</b> Our goal in athletics is to nurture a love of being active, to teach teamwork, how to win and how to lose, how to follow rules, to challenge the athletes and for them to make new friends.</p>	<ul style="list-style-type: none"> <li>• Volleyball</li> <li>• Tumbling</li> <li>• Karate</li> <li>• Speed &amp; Agility</li> <li>• Soccer Camp</li> <li>• Flag Football</li> <li>• Basketball</li> </ul>
<p>Dance</p>		<p><b>Description:</b> Programs that teach the basic to more advance skills for a variety of dance genres.</p> <p><b>Goals:</b> Our goal is to encourage children to be active and to learn to love dance. We want our students to develop the skills and desire needed to become part of our competitive dance team.</p>	<ul style="list-style-type: none"> <li>• Ballet &amp; Tumbling</li> <li>• Hip Hop &amp; More</li> <li>• Adult Beginner Ballet</li> <li>• Summer Dance Camp</li> <li>• Lovely Leos</li> </ul>
<p>Early Childhood</p>		<p><b>Description:</b> To provide a variety of programs for children under the age of 6 years old.</p> <p><b>Goals:</b> Our goals for these programs are to introduce young children to new experiences. We hope to teach fine and gross motor skills. We also work towards teaching socialization skills and being away from the child's primary caregiver for the first time.</p>	<ul style="list-style-type: none"> <li>• Play and Learn</li> <li>• Kids Connection</li> <li>• Camp Exploration</li> <li>• Tot time Open-gym</li> <li>• Fables, Fairytales and Fun</li> </ul>
<p>Golf</p>		<p><b>Description:</b> Provide a variety of programs and rental opportunities at our golf facility.</p> <p><b>Goals:</b> Our goal is to provide a variety of programs and rental opportunities that will provide a first-class experience and allow the facility to run at a profit.</p>	<ul style="list-style-type: none"> <li>• Golf Outings</li> <li>• Private Golf Lessons</li> <li>• Junior Golf League</li> <li>• Golf Leagues</li> <li>• Banquet &amp; Meeting Rentals</li> </ul>



<p>Health &amp; Wellness</p>		<p><b>Description:</b> Provide programs that encourage use of fine and gross motor skills to promote healthy and wellness.</p> <p><b>Goals:</b> The goal is to provide opportunities to improve strength, cardiovascular stamina, mental and social well-being.</p>	<ul style="list-style-type: none"> <li>• Zumba</li> <li>• Forever Fit</li> <li>• Hardcore Yoga</li> <li>• HIIT</li> <li>• Saturday Cardio Challenge</li> </ul>
<p>Rentals</p>		<p><b>Description:</b> Provide affordable birthday parties and rental experiences for all ages.</p> <p><b>Goals:</b> Our goal is to offer to the community affordable parties and meeting spaces in a variety of different facilities.</p>	<ul style="list-style-type: none"> <li>• ACC Birthday Parties</li> <li>• ACC Room Rentals</li> <li>• Gym Rentals</li> <li>• Skateland Birthday Parties</li> <li>• Private Rentals</li> <li>• Pavilion Rentals</li> </ul>
<p>Special Events</p>		<p><b>Description:</b> These events provide a one-time experience usually themed around a holiday or special occasion.</p> <p><b>Goals:</b> Our goal is to provide unique experiences that they whole community can enjoy to little or no cost.</p>	<ul style="list-style-type: none"> <li>• Jr. NBA Skills Challenge</li> <li>• Princess Ball</li> <li>• Flashlight Egg Hunt</li> <li>• Walk N Wag</li> <li>• Movie in the Park</li> </ul>
<p>Youth/Teen Programs</p>		<p><b>Description:</b> To provide a variety of programs for children ages 6 years - 15 years old</p> <p><b>Goals:</b> Our goals are for these programs to encourage youth to try something new, to encourage growth, help them find their independence, learn, volunteer, make new friends and have fun.</p>	<ul style="list-style-type: none"> <li>• Music Lessons</li> <li>• Robotics</li> <li>• Keyboarding &amp; Coding</li> <li>• Cooking Classes</li> <li>• Theatre Class</li> </ul>

### 5.2.2 CORE PROGRAM AREA RECOMMENDATIONS

These existing core program areas provide a generally well-rounded and diverse array of programs that could serve the community at present. Based upon the observations of the planning team, demographic and recreation trends information, District staff should evaluate making Virtual Programs and eSports as Core Program Areas and review the program mix on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community.

## 5.3 PROGRAM STRATEGY ANALYSIS

### 5.3.1 AGE SEGMENT ANALYSIS

The table below 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.

Age Segment Analysis						
Core Program Area	Preschool (5 & Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages Programs
Adult Athletics				P		
Adult/ Senior Program				P	P	
Aquatics	P	P	S	P	S	P
ATB/Day Camp		P	P	S		
Youth Athletics	P	P	P	S		
Dance	P	P		S		
Early Childhood	P			S		
Golf						P
Health & Wellness			S	P	P	
Rentals		P	P	S	S	
Special Events						P
Youth/ Teen Programs		P	P	S		

For this report, an Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas, and displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis by individual programs, in order to gain a more nuanced view of the data. Based on the age demographics of the District, current programs seem to be fairly well-aligned with the community's age profile. With roughly 25% of District's population falling between 0-17, it is fitting that the Youth segments are highly catered to.

That being said, the lack of primary programs dedicated to the Senior segment is noticeable. Moving forward, it is recommended that the District considers introducing new programs to address any unmet needs. With approximately 36% of the District's overall population expected to fall in the 55+ ages segment in the next 15-years, offering an adequate number of senior programs is essential for the District's success.

Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met. It would be best practice to establish a plan including what age segment to target, establish the message, which marketing method(s) to use, create the social media campaign, and determine what to measure for success before allocating resources towards a particular effort.

### 5.3.2 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 not based on strict quantitative data, but rather, is based on staff members’ knowledge of their program areas. The following table 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	Description	Actual Programs Distribution		Recommended Distribution
Introduction	New Programs; modest participation	8%	59%	50%-60% Total
Take-Off	Rapid participation growth	8%		
Growth	Moderate, but consistent participation growth	43%		
Mature	Slow participation growth	38%	38%	40%
Saturation	Minimal to no participation growth; extreme competition	1%	2%	0-10% Total
Decline	Declining participation	1%		

The Lifecycle Analysis depicts a healthy program distribution. Approximately 59% of all programs fall within the beginning stages (Introduction, Take-Off, & Growth), which is right in line with the recommended range (50%-60%). These beginning stages are important as they provide the District an avenue to energize its programmatic offerings. It is key to continue adding new programs in the Introduction stage as those programs are meant to progress through the lifecycle stages.

According to staff, 38% of all program offerings fell into the Mature Stage. This stage anchors a program portfolio and it is recommended to have roughly 40% of programs within the Mature category in order to achieve a stable foundation.

Additionally, 2% of programs are saturated or declining. It is a natural progression for programs to eventually evolve into saturation and decline. However, if programs reach these stages rapidly, it could be an indication that the quality of the programs does not meet expectations, or there is not as much of a demand for the programs.

As programs enter into the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, the District should modify these programs to begin a new lifecycle with the Introductory stage or to add new programs based upon community needs and trends.

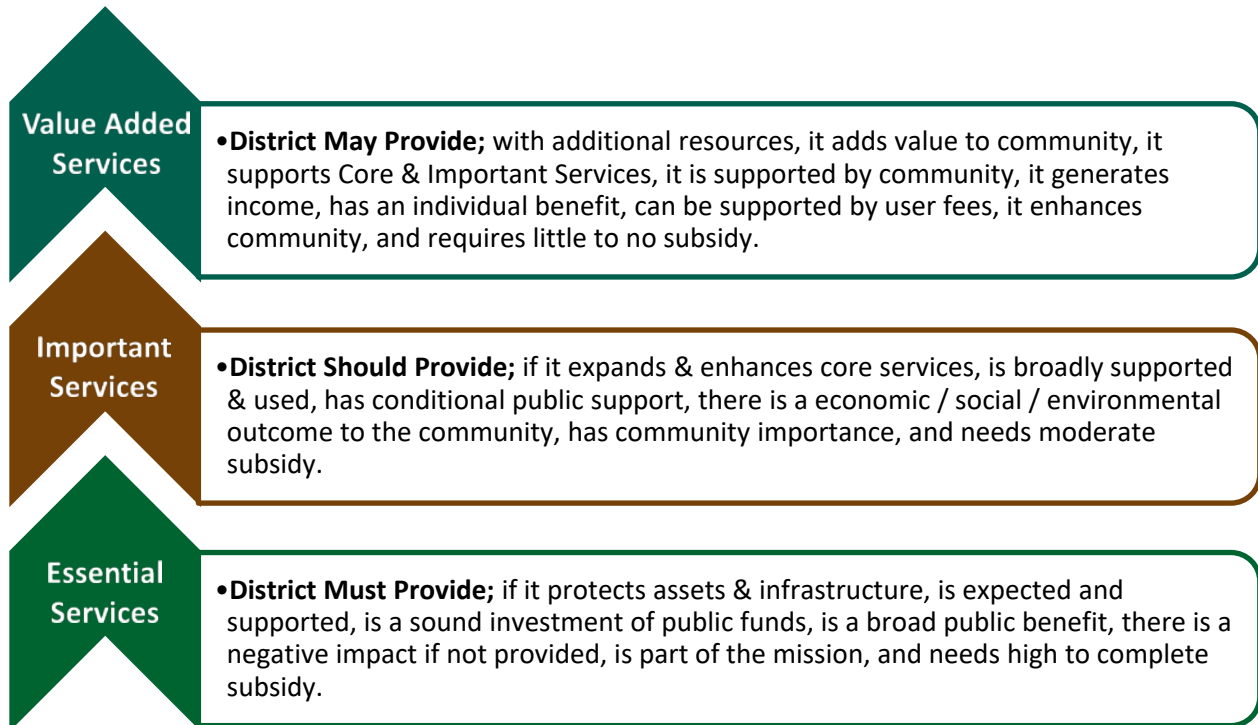
Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the District could include annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.

### 5.3.3 PROGRAM CLASSIFICATION

Conducting a classification of services analysis informs how each program serves the overall organization mission, the goals and objectives of each Core Program Area, and how the program should be funded with regard to tax dollars and/or user fees and charges. How a program is classified can help to 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.

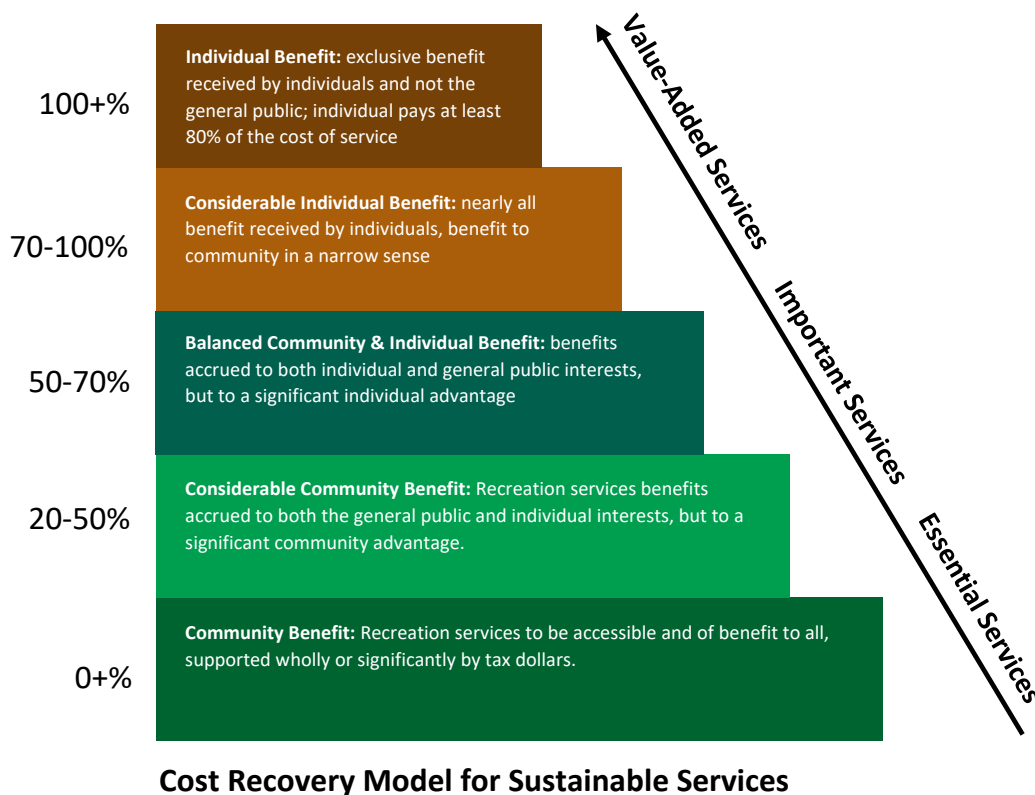
For this exercise, the District used a classification method based on three indicators: Essential Services, Important Services, and Value-Added Services. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates,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



With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by the District. The results presented in the following table represent the current classification of recreation program services. Programs should be assigned cost recovery goal ranges within those overall categories. A full program list organized by core area can be found in the *APPENDIX*.

District Program Classification Distribution		
Essential	Important	Value-Added
12%	51%	37%

As the District continues to evolve to better meet the community's needs, there could be an added benefit to managing the services if they all were classified according to the Cost Recovery Model for Sustainable Services depicted below in *Figure 5*.



Given the broad range of cost recovery goals (i.e., 0% to 40% for Essential Services or 40% to 80% for Important Services), it would be helpful to further distribute programs internally within sub-ranges of cost recovery as depicted in the previous Figure. This will allow for programs to fall within an overall service classification tier while still demonstrating a difference in expected / desired cost recovery goals based on a greater understanding of the program's goals (e.g., Pure Community services versus Mostly Community Services or Community and Individual Mix versus Mostly Individual Mix).

#### 5.3.4 COST OF SERVICE & COST RECOVERY

Cost recovery targets should at least be identified for each Core Program Area, and for specific programs or events where 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.

The following provide more detail on steps 2 & 3.

#### 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. The diagram below illustrates the common types of costs that must be accounted for in a Cost of Service Analysis.





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 undertaken on a regular basis.

#### CURRENT COST RECOVERY

The District's program staff also utilize an internal budget worksheet for each program, this tool is useful to review quarterly, seasonally, or annually depending on set goals for each core area. The table below provides the existing cost recovery percentages by Core Program Area. It should be noted, however, that all District cost recovery percentages utilize *direct costs* and are not reflective of indirect costs. Since personnel costs and pricing structures vary by park agency, there is no example best practice cost recovery range presented for *direct costs*. The District's current Core Program Area with the greatest average cost recovery is Rentals (64%). Additionally, Early Childhood also has an average cost recovery above 50% (56%)

Cost Recovery Goal by Core Program Area			
Core Program Area	Current Cost Recovery (Direct Costs)	Core Program Area	Current Cost Recovery (Direct Costs)
Adult Athletics	Min: 29.5%	Early Childhood	Min: 30%
	Max: 29.5%		Max: 100%
	Avg: 29.5%		Avg: 56%
Adult/ Senior Program	Min: 0%	Golf	N/A
	Max: 30%		
	Avg: 9%		
Aquatics	Min: 0%	Health & Wellness	Min: 7.4%
	Max: 47%		Max: 53%
	Avg: 24%		Avg: 29.4%
ATB/Day Camp	Min: 24.5%	Rentals	Min: 26%
	Max: 68%		Max: 100%
	Avg: 47%		Avg: 64%
Youth Athletics	Min: 19%	Special Events	Min: 0%
	Max: 79%		Max: 85%
	Avg: 46%		Avg: 19%
Dance	Min: 48%	Youth/Teen Programs	Min: 0%
	Max: 48%		Max: 100%
	Avg: 48%		Avg: 34%

## COST RECOVERY BEST PRACTICES

Cost recovery targets should reflect the degree to which a program provides a public versus individual good. Programs providing public benefits (i.e., Essential programs) should be subsidized more by the District; programs providing individual benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the following definitions to help classify specific programs within program areas.

- **Essential Programs**-category are critical to achieving the organizational mission and providing community-wide benefits and, therefore, generally receive priority for tax-dollar subsidization.
- **Important or Value-Added** program classifications generally represent programs that receive lower priority for subsidization.
  - **Important** programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall).
  - **Value-Added** programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.



### 5.3.5 PRICING

Pricing strategies are one mechanism agencies can use to influence cost recovery. Overall, the degree to which the District uses various pricing strategies is fairly limited. Pricing tactics are concentrated in residency rates, cost recovery goals, and customer's ability to pay. However, some core areas also use age segment pricing and prime/non-prime time rates.

The core area with the largest variety of pricing strategies would be Golf Programs which utilizes seven of the ten strategies. Considering family/household rates is also a valuable strategy when setting prices. *Figure 8* highlights all of the Core Program Areas and any untapped pricing strategies not currently being used. These are all useful tactics to help stabilize usage patterns and help with cost recovery for higher quality amenities and services. The consulting team recommends that all Core Program Areas continue to utilize cost recovery as a major factor in determining pricing and look at underutilized pricing strategies to bolster participation and revenue.

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

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
Adult Athletics			X						X	X
Adult/ Senior Program	X		X							X
Aquatics	X		X		X	X			X	X
ATB/Day Camp		X	X		X				X	X
Youth Athletics			X						X	X
Dance			X						X	X
Early Childhood			X						X	X
Golf	X		X	X	X	X		X	X	
Health & Wellness			X						X	
Rentals			X		X		X	X	X	
Special Events		X	X						X	X
Youth/ Teen Programs			X						X	X

Figure 22: Pricing Strategies

### 5.3.6 PROGRAM STRATEGY RECOMMENDATIONS

In general, the District program staff should continue the cycle of evaluating programs on both individual merit as well as the program mix as a whole. 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 planning team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be updated on a yearly basis. These plans should evaluate the Core Program Area 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.

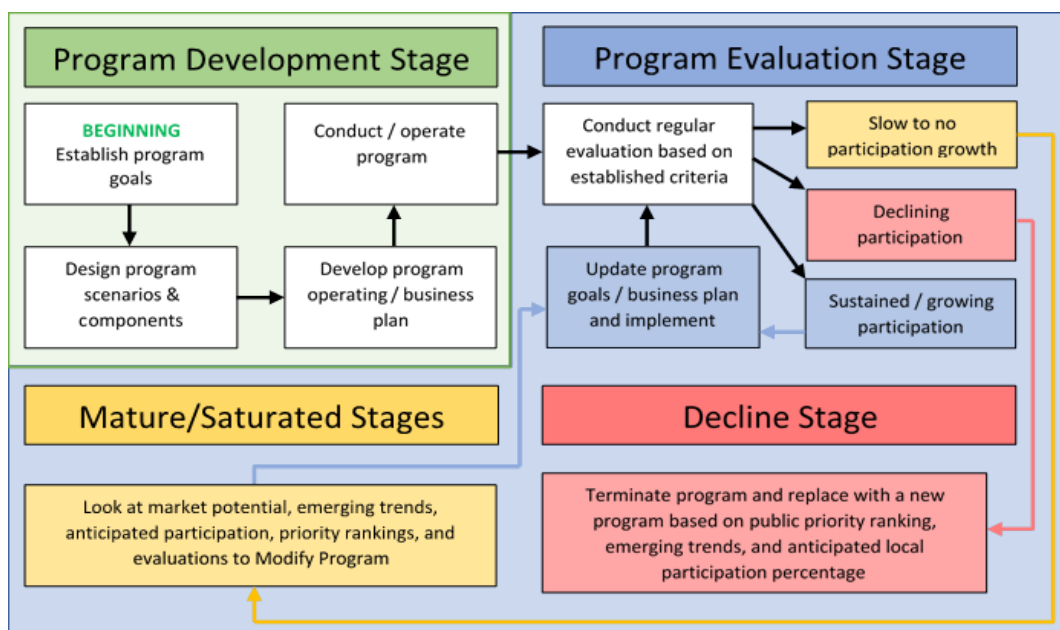
## PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all of the Core Program Areas and individual program analysis discussed in this Program Assessment. 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 in on specific program areas to develop new opportunities in what group of citizens to target including the best marketing methods to use.

## 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 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 the flow chart below. During the Introductory 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 re-energize the customers to participate. 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.





## 5.4 MARKETING, VOLUNTEERS, AND PARTNERSHIPS

### 5.4.1 CURRENT RECREATION MARKETING AND COMMUNICATIONS

The District follows a marketing plan which currently communicates with residents through printed and online program guides, the District's website, flyers/brochures, direct mail, email blast, road sign marquees, road advertisements, in-facility signage, webinars, and various social media channels.

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.

### 5.4.2 WEBSITE

The District's homepage has a rotating banner with upcoming programs, camps, and/or events making it easy to inform users and boost awareness. Additionally, the homepage also has four active buttons, located in the center of the homepage, which guide users to the online program guide, the summer camp guide, new (virtual) program offerings, and the registration portal. These active buttons are very visible and allow users to easily navigate through the District's webpage.



#### Channahon Park District Mission Statement

The mission of the Channahon Park District is to serve by creating diverse opportunities and experiences that enhance quality of life.

#### Vision

Aggressively seek alternative sources of revenue, advance partnerships within the community, provide progressive programming for all, gather input from our constituents, acquire and develop additional open space, and embrace change as a means to progress.

### 5.4.3 SOCIAL MEDIA

The District uses of Web 2.0 technology with Facebook, Twitter, and Instagram. The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement. This could be done by:

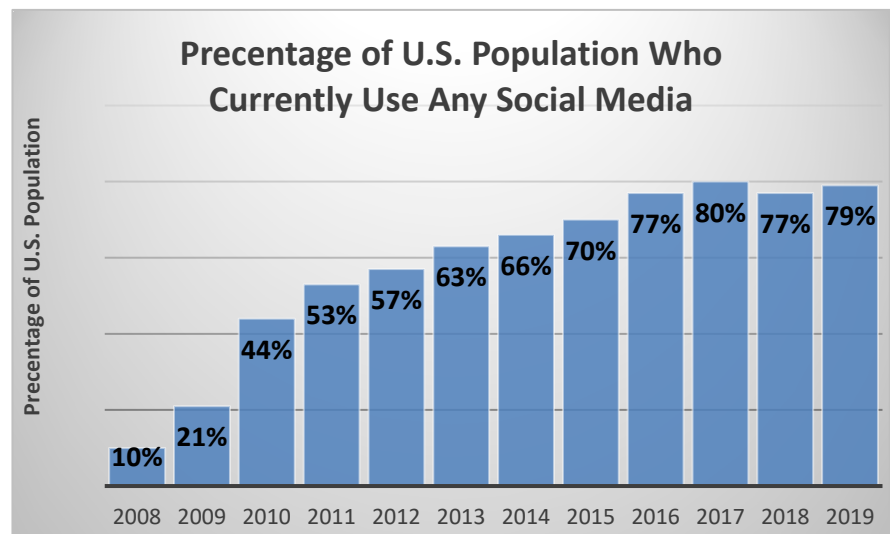


- Allowing controlled 'user generated content' by encouraging users to send in their pictures from the District's special events or programs
- Introducing Facebook-only promotions to drive greater visitation to Facebook
- Leverage the website to obtain customer feedback for programs, parks and facilities and customer service
- Expand opportunities for Crowdsourcing information on an ongoing basis. Crowdsourcing is use for a call out of all types of resources such as man power, volunteers, and equipment to help accomplish your set goal
  - Some existing resources include [mindmixer.com](http://mindmixer.com) and [peakdemocracy.com](http://peakdemocracy.com) which can be evaluated if the District has the resources and can utilize it on an on-going basis.
  - Crowdsourcing options could include printing program guides or developing marketing material
- Provide opportunities for Donations or Crowdfunding through the website. Crowdfunding is a monetary call out to complete a project or meet a goal.
  - [kickstarter.org](http://kickstarter.org) / [indiegogo.com](http://indiegogo.com) / [razoo.com](http://razoo.com) these sites help bring small amounts of money together to create needed capital
- Maximize the website's revenue generating capabilities
- Conduct annual website strategy workshop with the staff to identify ways and means that the website can support the District's Social Media Trends



### SOCIAL MEDIA USERS

Over the last decade, social media has become one of the Country's fastest growing trends. With only ten percent of the country using social media in 2008; today, an estimated seventy-nine percent of the U.S. population is currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the District to take advantage of these marketing opportunities. Social media can be a useful and affordable tool to reach current

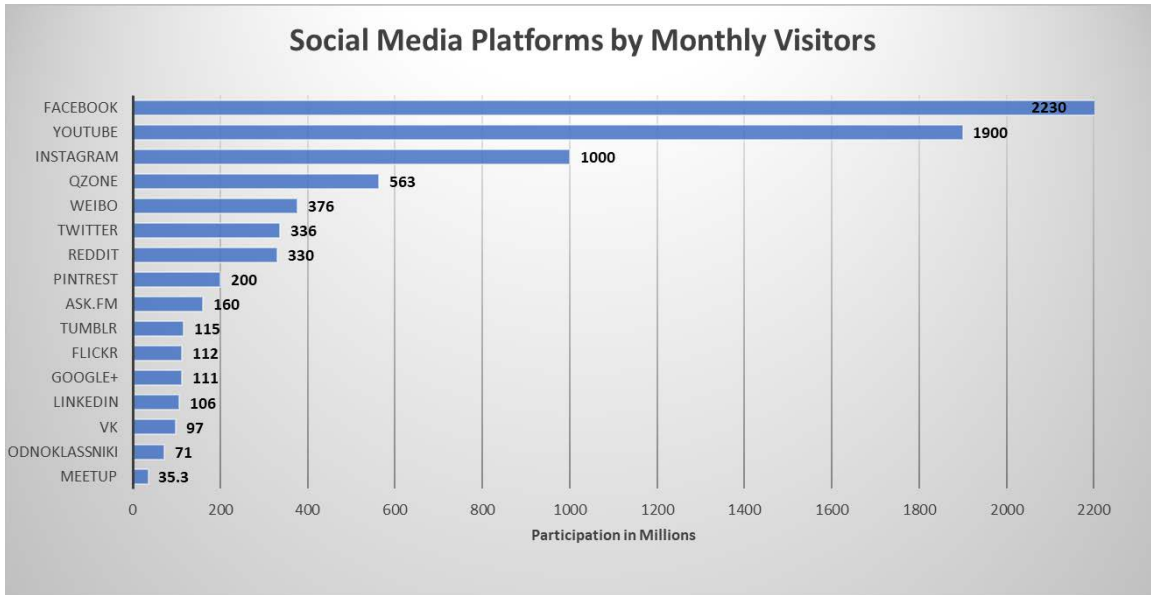


Source: <https://www.statista.com/statistics/273476/percentage-of-us-population-with-a-social-network-profile/>

and potentially new system users. Such platforms as Facebook, YouTube, Instagram, Pinterest, Twitter, or LinkedIn are extremely popular with not only today's youth but also young and middle-aged adults.

### SOCIAL MEDIA PLATFORMS

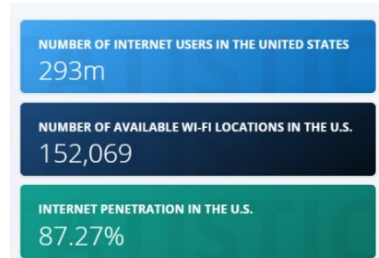
Below is a chart that depicts the most frequently used social media sites throughout the world. As of August 2019, Facebook stands out as the most heavily trafficked social media platform, with an estimated 2.2 billion visitors per month. YouTube is second with 1.9 billion visitors per month.



Source: [www.dreamgrow.com/top-15-most-popular-social-networking-sites/](http://www.dreamgrow.com/top-15-most-popular-social-networking-sites/)

### 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, number of available Wi-Fi locations, and internet penetration in the US. Only 10% of surveyed adults state they do not use the internet in 2019. As of 2018 Statista, the United States has the largest online market in the world with 312 million users.



Source: [www.statista.com/topics/2237/internet-usage-in-the-united-states/](http://www.statista.com/topics/2237/internet-usage-in-the-united-states/)

#### 5.4.4 MARKETING AND COMMUNICATIONS RECOMMENDATIONS

- Ensure the marketing plan includes the components and strategies identified in this section.
- 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 increased use of 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.



#### 5.4.5 VOLUNTEER AND PARTNERSHIP MANAGEMENT

Today's realities require most public recreation and parks Districts to seek 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. Currently, the District does a great job of monitoring volunteers. They are able to track the number of individual volunteers and the number of volunteer hours donated on an annual basis with the systems they have in place. Tracking volunteer hours can be used in budget discussions showing how well the District is able to leverage limited resources. Additionally, the District has a formal volunteer policy in place to help regulate volunteers.

However, the District does not currently have volunteer opportunities posted on their website. Moving forward, it is highly recommended that the District begins doing so in order to attract more potential volunteers.



## BEST PRACTICES IN VOLUNTEER MANAGEMENT

Some best practices that the District should be aware of with regards to a volunteer policy 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.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- 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 considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- **Special event volunteers:** Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
- **Episodic volunteers:** Volunteers who help out 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 of time to fulfill a community service requirement.

The District should continue to encourage employees to volunteer themselves 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.

#### 5.4.6 RECREATION PROGRAM PARTNERSHIPS

The District currently works with several different types of partners throughout the community. These partnerships support the District through sponsorships of community events and programs. As with tracking of volunteer hours, tracking partnerships helps show leadership how well staff are able to leverage resources. In many instances, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. It is not suggested that the District's existing partnerships are inequitable; rather, in general many park and recreation agencies' partnerships tend to be inequitable.

The following recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage against 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 entities such as neighboring towns/cities, colleges, state or federal agencies, nonprofit organizations, as well as with private or for-profit organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.

#### POLICY BEST 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.

### Sponsorships & Advertising

**Join the Channahon Park District in making an impact in our community by supporting a local event or sports program!**

For more information contact Jennifer at 815-521-3112 or [jmensik@channahonpark.org](mailto:jmensik@channahonpark.org)

**Sponsorship Opportunities**

New Summer Sponsorship Opportunities coming soon!

**Advertising Opportunities**

**Aladdin Jr. Playbill Advertising**

**Program & Service Guide**

Guide is delivered to approximately 6,100 households in Channahon and Minoa.

Three issues are mailed each year – summer, fall and winter/spring.

Inside front cover, half page – \$400

- Ad is 7.25" w x 4.5" h and full color.
- Ad price is per issue

**Back cover, one third page – \$400**

- Ad is 7.5" w x 3" h and full color.
- Ad price is per issue

**Heritage Crossing Field House**

A cooperative venture between Channahon School District 17 and the Channahon Park District.

This 37,000 square foot of community recreation space houses a full size gymnasium, batting cage, 3,000 square foot Dimensions Fitness Center, three lane suspended walking/running track, meeting/program room, childcare and locker rooms.

Athletics Banner Sponsor – \$600



- 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.

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#### 5.4.7 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 of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as 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 or 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.

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### 5.4.8 VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

The planning team recommends the following regarding volunteers and partnerships:

#### ESTABLISH FORMAL VOLUNTEER AND PARTNERSHIP POLICIES AND AGREEMENTS

Following the best practice listed in the previous section, continue to monitor and update established volunteer and partner policies and agreements which are tailored to the different types of volunteers and partnerships the District encounters. Additionally, begin tracking volunteer metrics which include individual volunteers used annually and volunteer hours donated annually. Lastly, continue background checks for all volunteers working with all programs.

## 5.5 LEVEL OF SERVICE ANALYSIS

Level of Service (LOS) standards matrix on the following page displays inventory for the District and other similar providers (e.g. Forest Preserve and Canal Trail) in relation to the population served. Applying the District's population to the total inventory establishes the current level of service for the District, while also projecting future needs based on changes in the population and planned additions to the parks system. The LOS is an effective measure that can be used to support capital investment decisions related to parks, facilities, and amenities.

In collaboration with the District, the planning team developed the appropriate standard service level for a variety of parks, facilities, and amenities. The level of service standards were applied to the current population, as well as projections over the next five years to anticipate additional inventory that will be necessary to meet the population growth over the next five years. In addition, planned capital improvements related to the new development of Whispering Oaks Subdivision Park, Woods of Aux Sable Subdivision Park, McGowan Woods Park, and Greenwald Bluffs Park were incorporated into the projected needs. This approach allows for level of service standards and future capital needs to be specifically tailored to the District.

These standards should be viewed as a conservative guide for future planning purposes. The standards are to be coupled with conventional wisdom and judgment related to the 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. Based on this methodology, it is recommended that the District will need to add the following park acres, trail miles, and amenities by 2024:

- 3 Acres of Pocket Parks
- 8 Acres of Neighborhood Parks
- 3 Miles of Paved Trail
- 3 Miles of Unpaved Trail
- 1 Outdoor Basketball Court
- 1 Dog Park
- 16,374 SF of Indoor Community Recreation Space

It should be noted that the LOS can and will change over time as program lifecycles change, recreational trends shift, and demographics of a community evolve. The following table details the LOS standards and projected needs for the District based on population figures for 2019 and 2024.





## 5.5.1 CHANNAHON PARK DISTRICT LEVEL OF SERVICE MATRIX

### Channahon Park District Level of Service Standards

2019 Inventory - Developed Facilities											Current Facility Needs			Anticipated Future Park Development 2019 - 2024		Forecasted Five-Year Facility Needs		
Inventory:	Channahon Park District	Forest Preserve	Illinois and Michigan Canal Trail	Total Inventory	Current Service Level based upon population			Recommended Service Levels			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Project	Adding Inventory	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
PARKS:																		
Pocket Parks	9.60			9.60	0.59	acres per	1,000	1.00	acres per	1,000	Need Exists	7	Acre(s)	Whispering Oaks Subdivision Park - 2.6 acres Woods of Aux Sable Subdivision - 1.5 acres	4.10	Need Exists	3	Acre(s)
Neighborhood Parks	25.40			25.40	1.56	acres per	1,000	2.00	acres per	1,000	Need Exists	7	Acre(s)			Need Exists	8	Acre(s)
Community Parks	171.50			171.50	10.56	acres per	1,000	10.00	acres per	1,000	Meets Standard	-	Acre(s)			Meets Standard	-	Acre(s)
Regional Parks	79.80			79.80	4.91	acres per	1,000	4.50	acres per	1,000	Meets Standard	-	Acre(s)	McGowan Woods Park	22.14	Meets Standard	-	Acre(s)
Total Developed Park Acres	452.30	-	-	-	17.63	acres per	1,000	17.50	acres per	1,000	Meets Standard	-	Acre(s)	Total New Developed Acres	26.24	Meets Standard	-	Acre(s)
Special Use Parks	166.00			166.00	10.22	acres per	1,000		acres per	1,000	Meets Standard	-	Acre(s)			Meets Standard	-	Acre(s)
Open Space/Natural Areas	66.70	563.50		630.20	38.80	acres per	1,000		acres per	1,000	Meets Standard	-	Acre(s)	Greenwald Bluffs Park	4.60	Meets Standard	-	Acre(s)
Total Park Acres	519.00	563.50	-	1,082.50	66.65	acres per	1,000	17.50	acres per	1,000	Meets Standard	-	Acre(s)	Total Acres	30.84	Meets Standard	-	Acre(s)
TRAILS:																		
Paved Trails	7.42	1.75	13.32	22.49	1.38	miles per	1,000	1.50	miles per	1,000	Need Exists	2	Mile(s)			Need Exists	3	Mile(s)
Unpaved Trails	4.46	4.66		9.12	0.56	miles per	1,000	0.75	miles per	1,000	Need Exists	3	Mile(s)			Need Exists	3	Mile(s)
OUTDOOR AMENITIES:																		
Picnic Shelters	7.00	4.00		11.00	1.00	site per	1,477	1.00	site per	5,000	Meets Standard	-	Sites(s)			Meets Standard	-	Sites(s)
Pavilions / Amphitheaters	2.00			2.00	1.00	site per	8,121	1.00	site per	10,000	Meets Standard	-	Sites(s)			Meets Standard	-	Sites(s)
Youth Baseball / Softball Fields	4.00			4.00	1.00	field per	4,061	1.00	field per	5,000	Meets Standard	-	Field(s)			Meets Standard	-	Field(s)
Adult Baseball / Softball Fields	2.00			2.00	1.00	field per	8,121	1.00	field per	10,000	Meets Standard	-	Field(s)			Meets Standard	-	Field(s)
Multi-Use Field	12.00			12.00	1.00	field per	1,354	1.00	field per	4,000	Meets Standard	-	Field(s)			Meets Standard	-	Field(s)
Outdoor Basketball Courts	4.00			4.00	1.00	court per	4,061	1.00	court per	3,500	Need Exists	1	Court(s)			Need Exists	1	Court(s)
Tennis Courts	5.00			5.00	1.00	court per	3,248	1.00	court per	4,000	Meets Standard	-	Court(s)			Meets Standard	-	Court(s)
Playground (Youth & Tot)	18.00			18.00	1.00	site per	902	1.00	site per	2,000	Meets Standard	-	Site(s)			Meets Standard	-	Site(s)
Dog Park	-			-	1.00	site per	n/a	1.00	site per	20,000	Need Exists	1	Site(s)			Need Exists	1	Site(s)
Skatepark	1.00			1.00	1.00	site per	16,242	1.00	site per	50,000	Meets Standard	-	Site(s)			Meets Standard	-	Site(s)
Outdoor Aquatic Center	1.00			1.00	1.00	site per	16,242	1.00	site per	25,000	Meets Standard	-	Site(s)			Meets Standard	-	Site(s)
RECREATION SPACE:																		
Indoor Community Recreation Space	17,000.00			17,000.00	1.05	SF per	person	2.00	SF per	person	Need Exists	15,484	Square Feet			Need Exists	16,374	Square Feet
Indoor Special Use Space	55,000.00	14,356.00		69,356.00	4.27	SF per	person	2.00	SF per	person	Meets Standard	-	Square Feet			Meets Standard	-	Square Feet
2019 Estimated Population		16,242																
2024 Estimated Population		16,687																
Notes:																		
CPD's Indoor Community Recreation Space includes square footage from Arrowhead Community Center																		
CPD's Indoor Special Use Space includes square footage from Heritage Crossing Field House and Skateland Recreation Center																		
Forest Preserve includes acres and amenities from McKinley Woods and Briscoe Mounds																		
Forest Preserve's Special Use Space includes a nature center found at McKinley Woods																		





## 5.6 EQUITY MAPPING

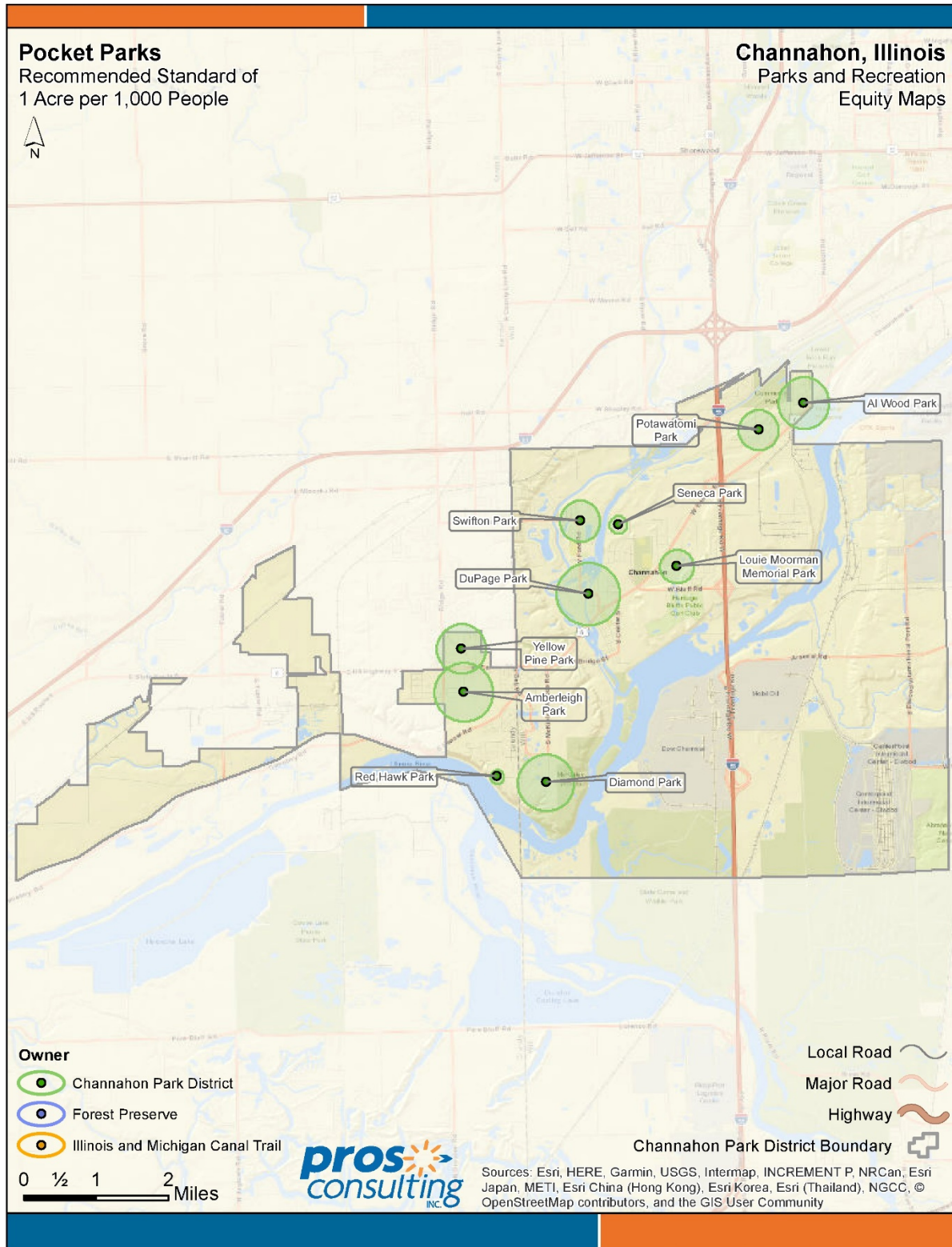
Equity Maps utilize level of service standards to assist the District leadership and staff in assessing where services are offered and determining equitable service distribution and delivery across the District. These maps provide a visual depiction of the effectiveness of the service as it pertains to the demographic density.

In addition, Equity Maps allow the District to identify gaps and overlap in services with respect to a specific park, trail, facility, or amenity. This assessment allows the District to make appropriate capital improvement and development decisions based on the population needs and the Equity Maps allow a quick visualization of geographical areas that may be under/overserved. Equity Maps were developed for each of the following major assets:

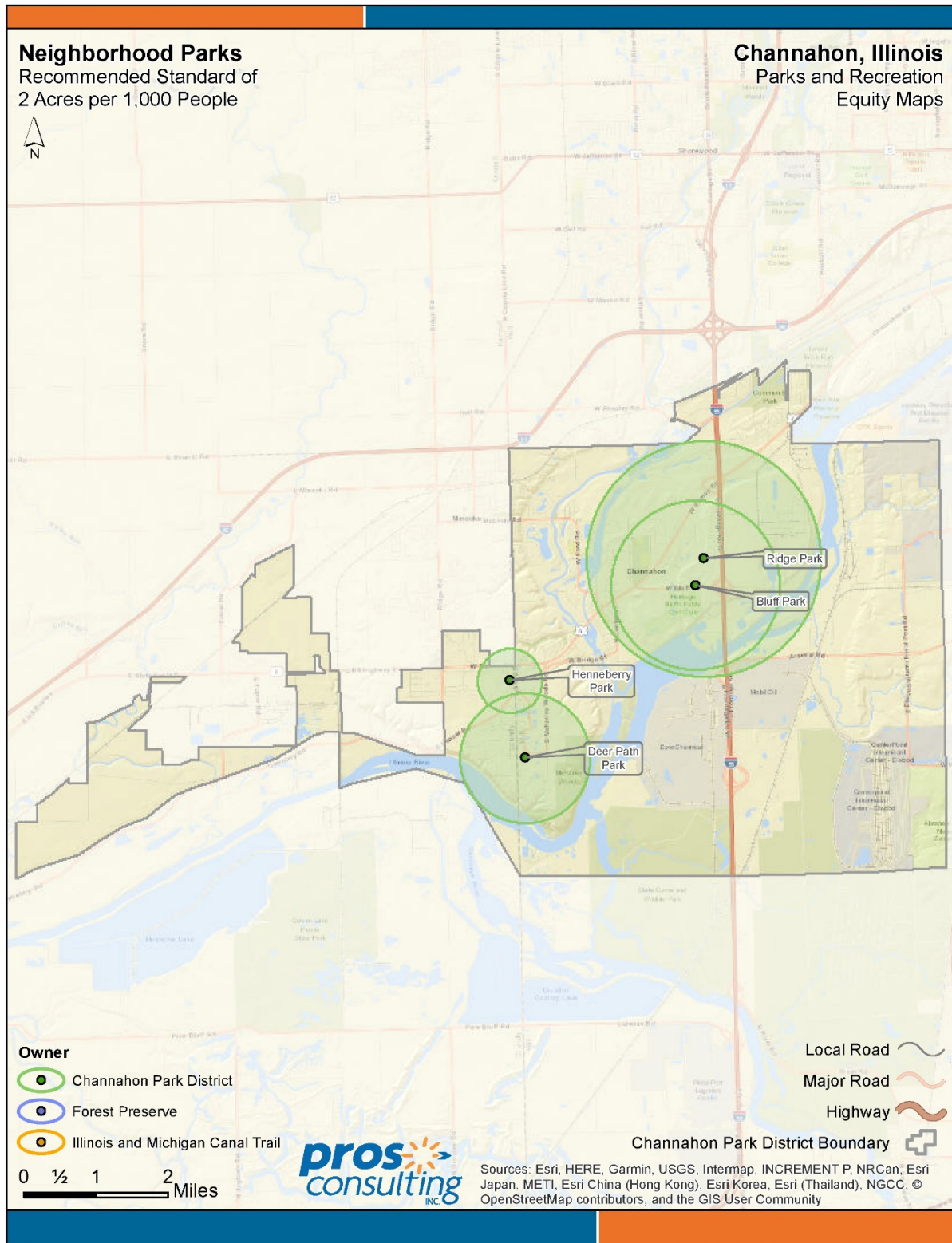
- Pocket Parks
- Neighborhood Parks
- Community Parks
- Regional Parks
- Special-Use Parks
- Open Space / Natural Areas
- Picnic Shelters
- Pavilions / Amphitheaters
- Multi-Use Fields (Soccer/Lacrosse/Football/Rugby)
- Adult Baseball / Softball Fields
- Youth Baseball / Softball Fields
- Outdoor Basketball Courts
- Tennis Courts
- Playgrounds
- Dog Parks
- Skateparks
- Paved Trails
- Unpaved Trails
- Outdoor Aquatic Center
- Indoor Recreation Space
- Indoor Special Use Space

The shaded rings in the Equity Maps indicate the service level (i.e. the population being served by a specific park type/facility/amenity) as outlined in the level of service matrix. Thus, the central point inside the ring indicates the location of the facility or amenity. The ring extends out from the central point based on the service reach of a particular park, facility, or amenity when compared to the population nearby. Equity Maps are based on the size of a park / facility or the number of amenities at a location, the established level of service standards, and the density of the surrounding population.

5.6.1 POCKET PARKS

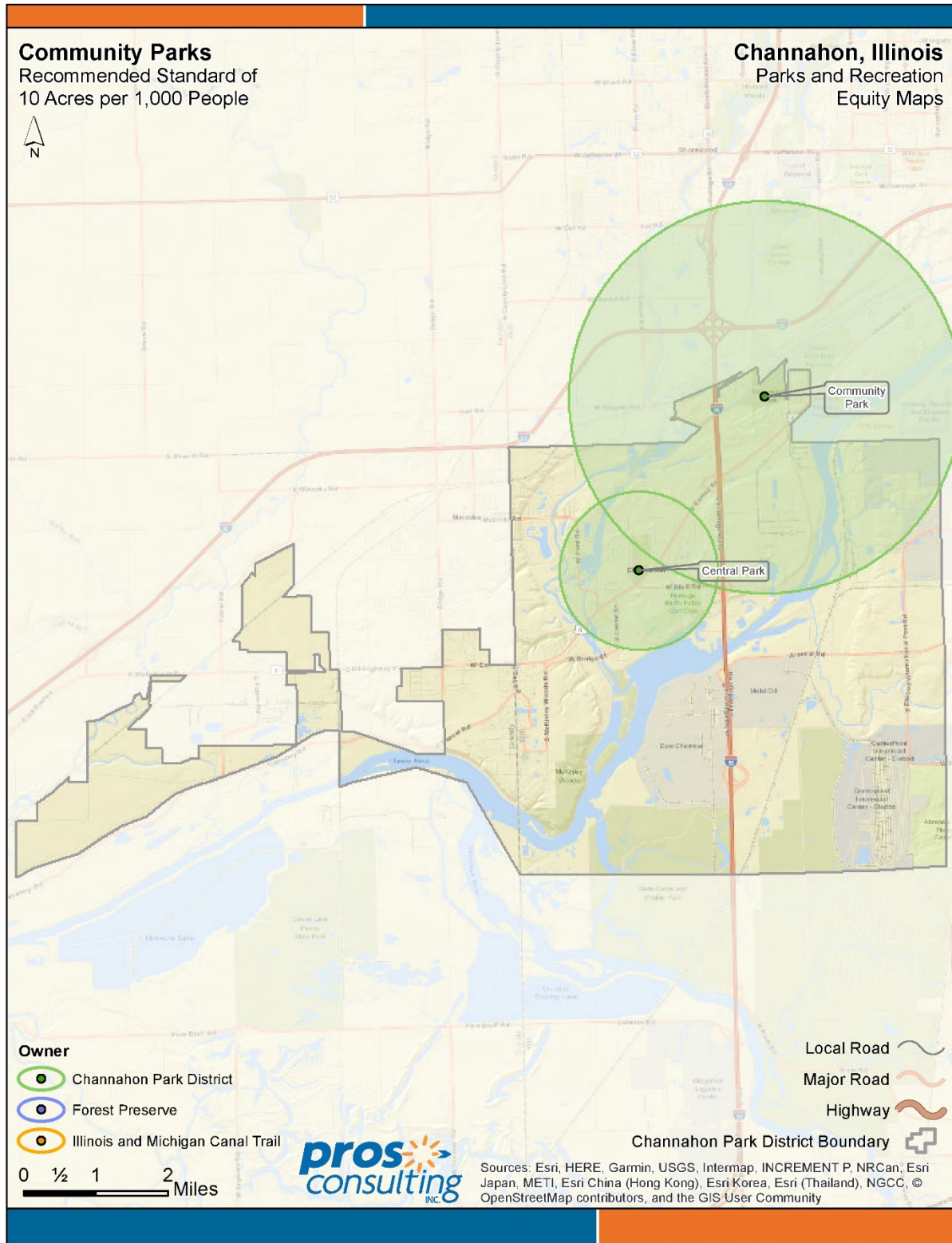


## 5.6.2 NEIGHBORHOOD PARKS

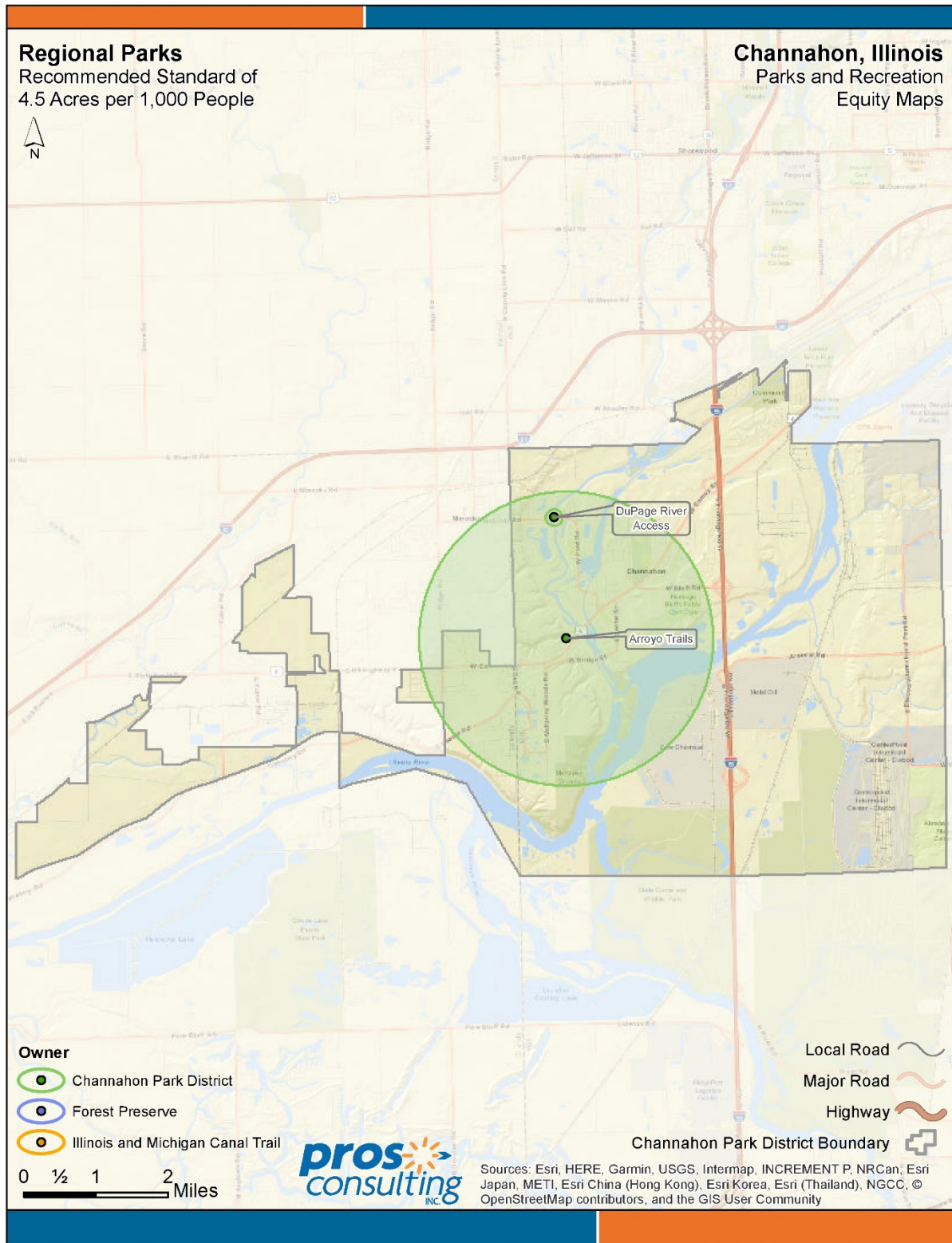




5.6.3 COMMUNITY PARKS

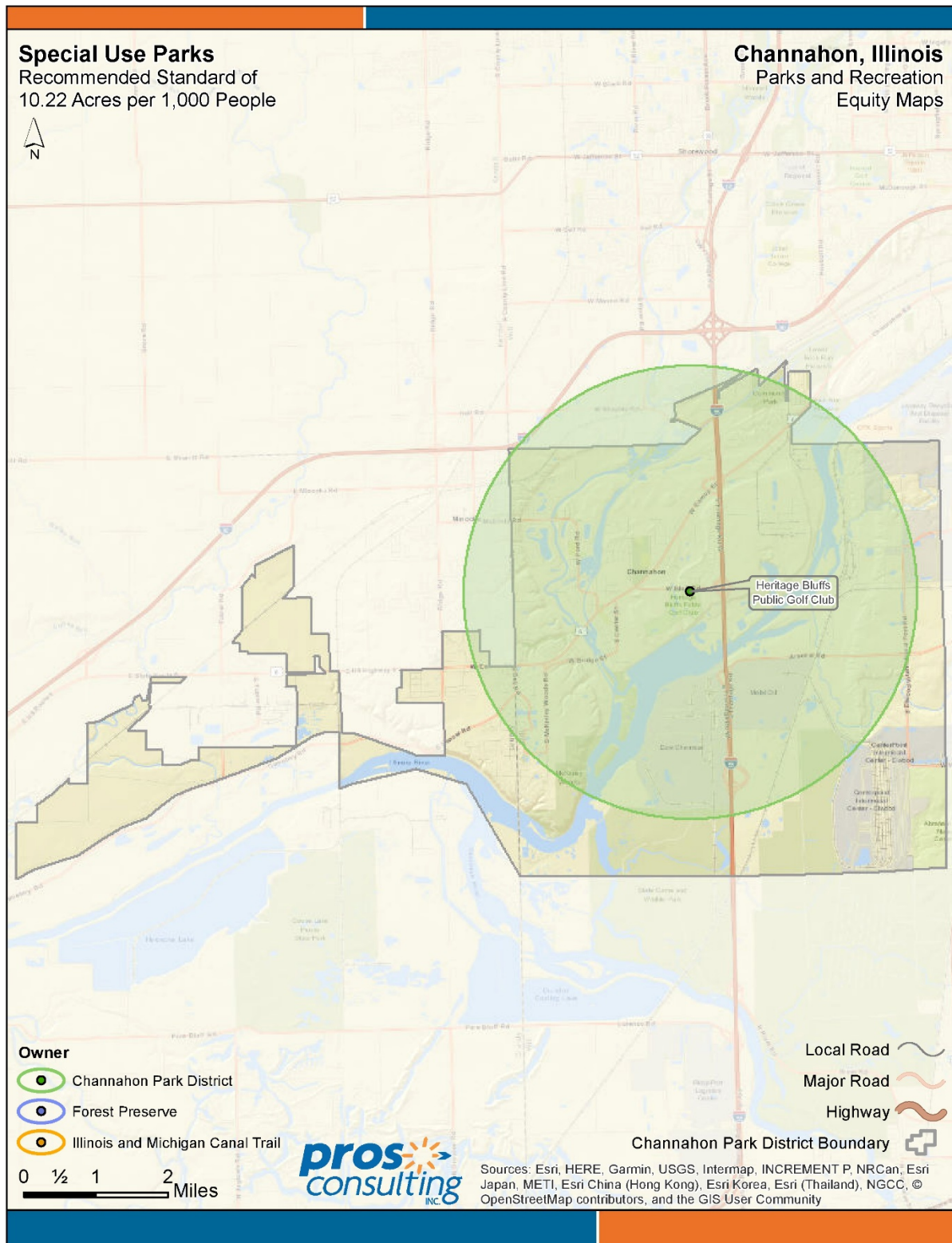


## 5.6.4 REGIONAL PARKS

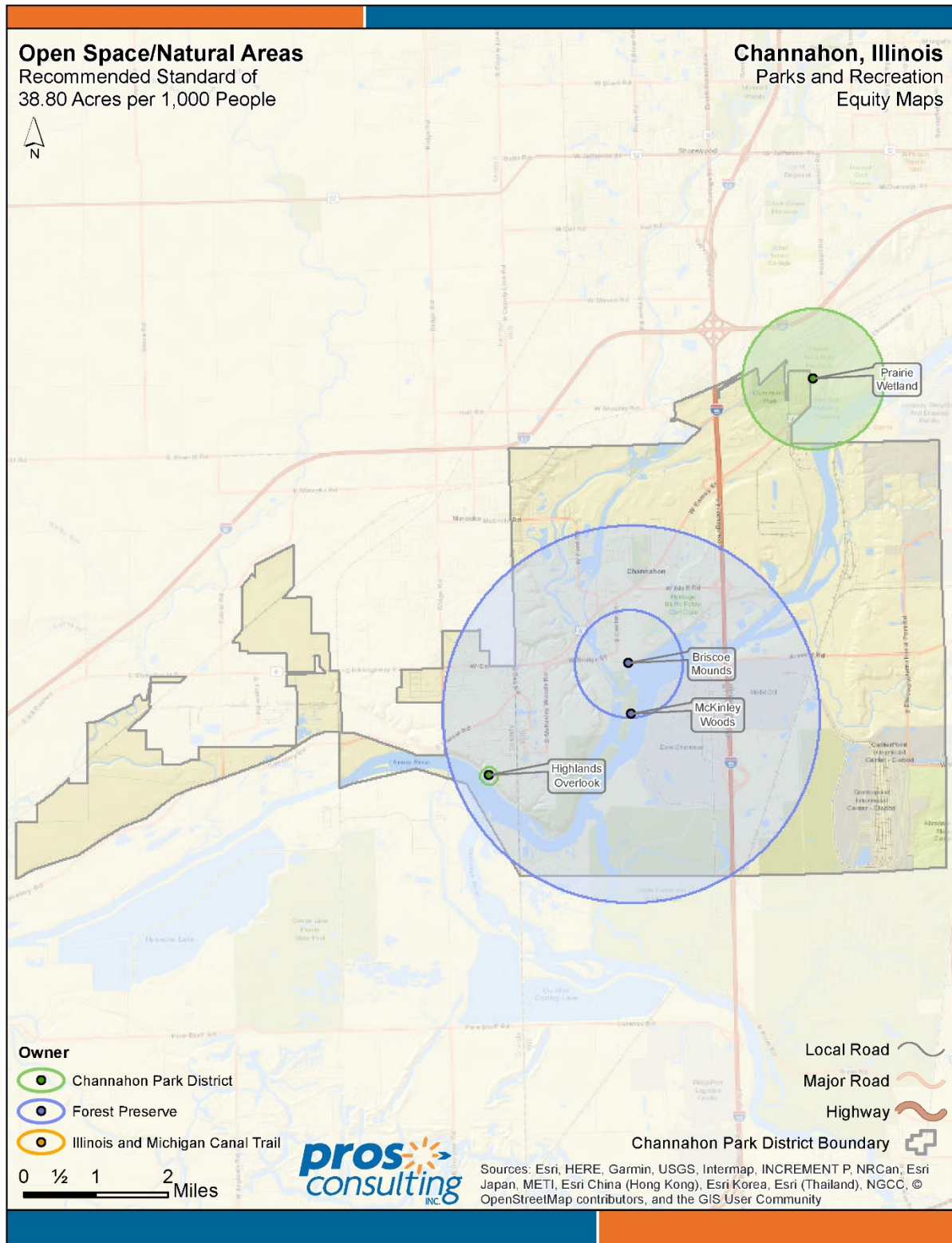




5.6.5 SPECIAL USE PARKS

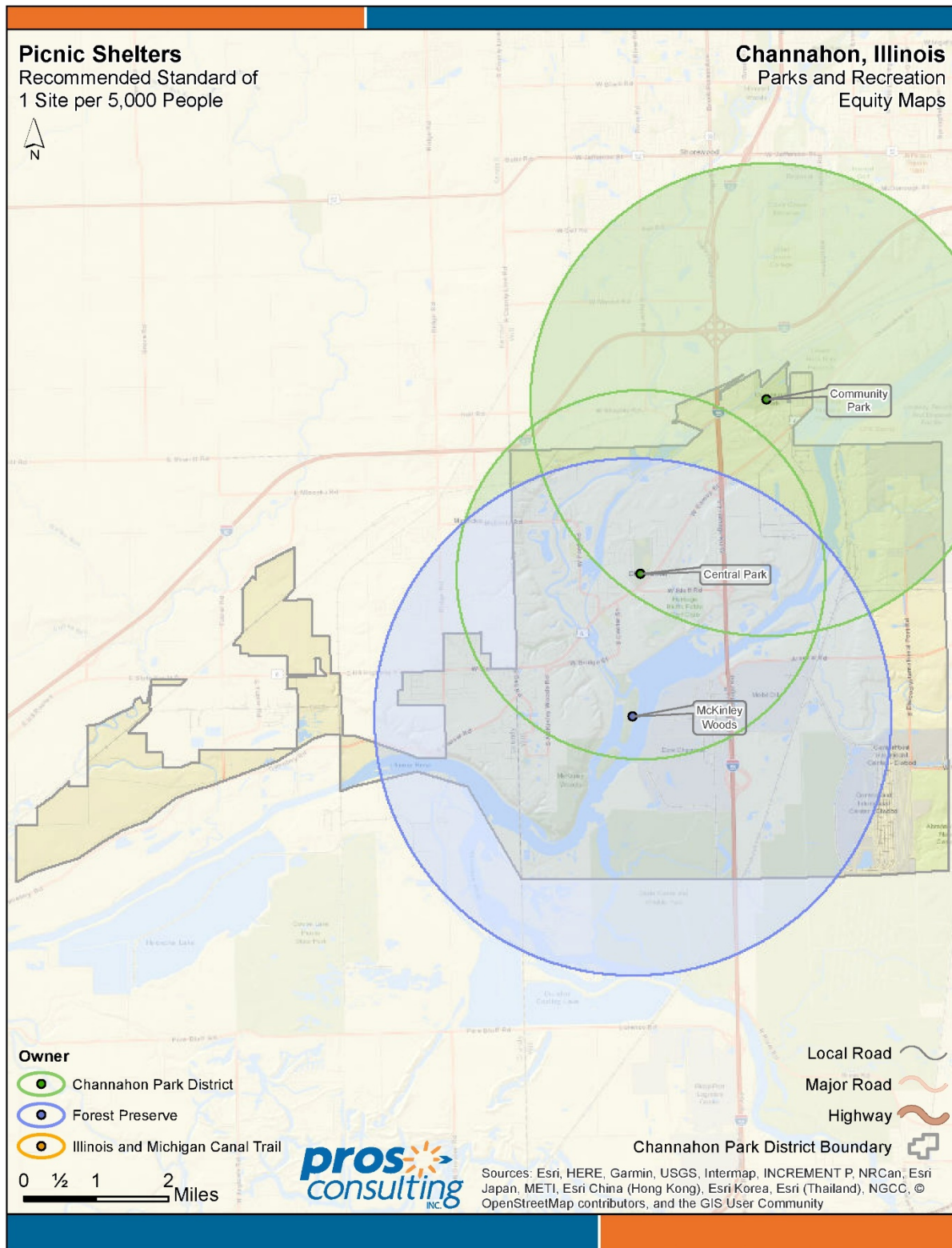


## 5.6.6 OPEN SPACE / NATURAL AREAS

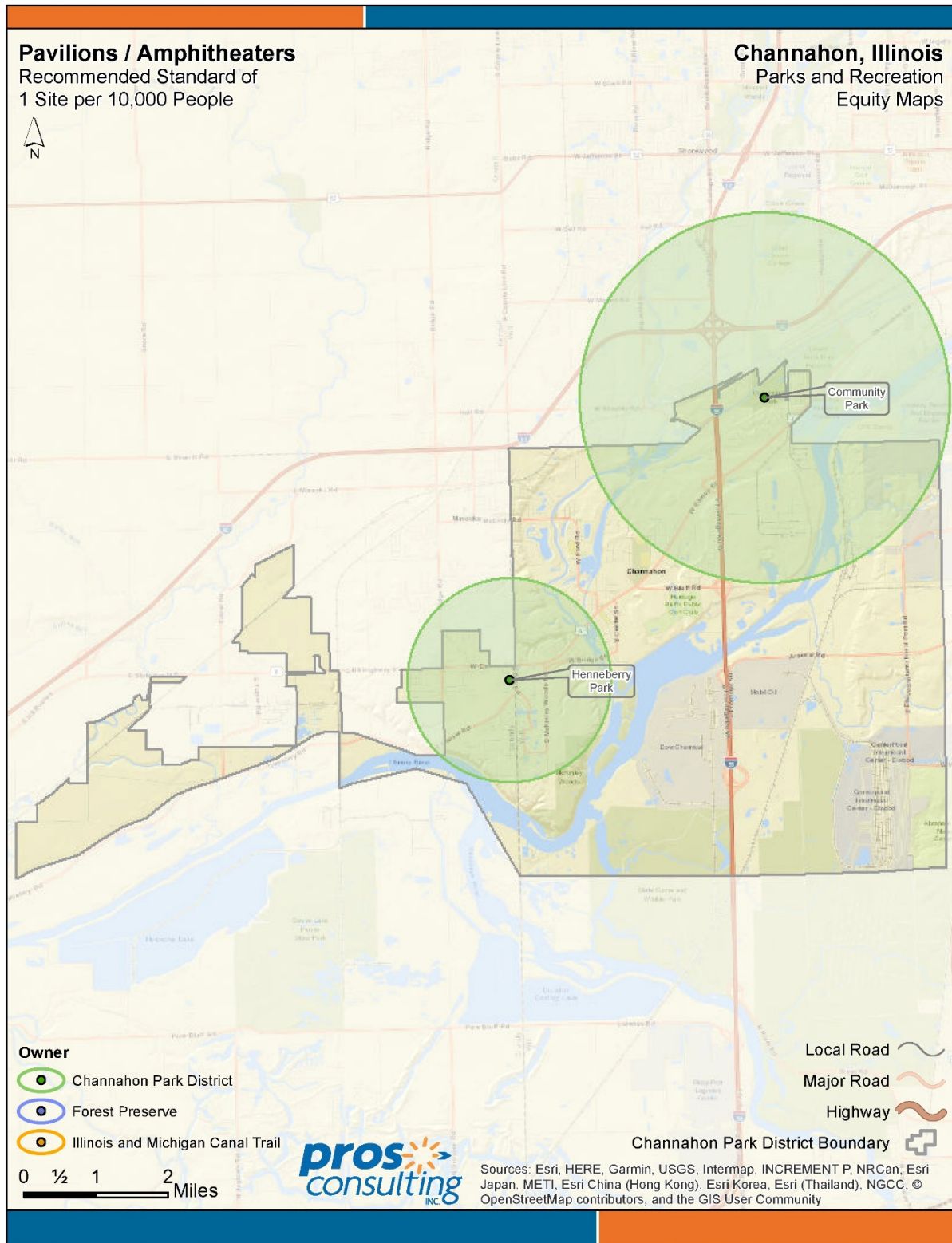




5.6.7 PICNIC SHELTERS

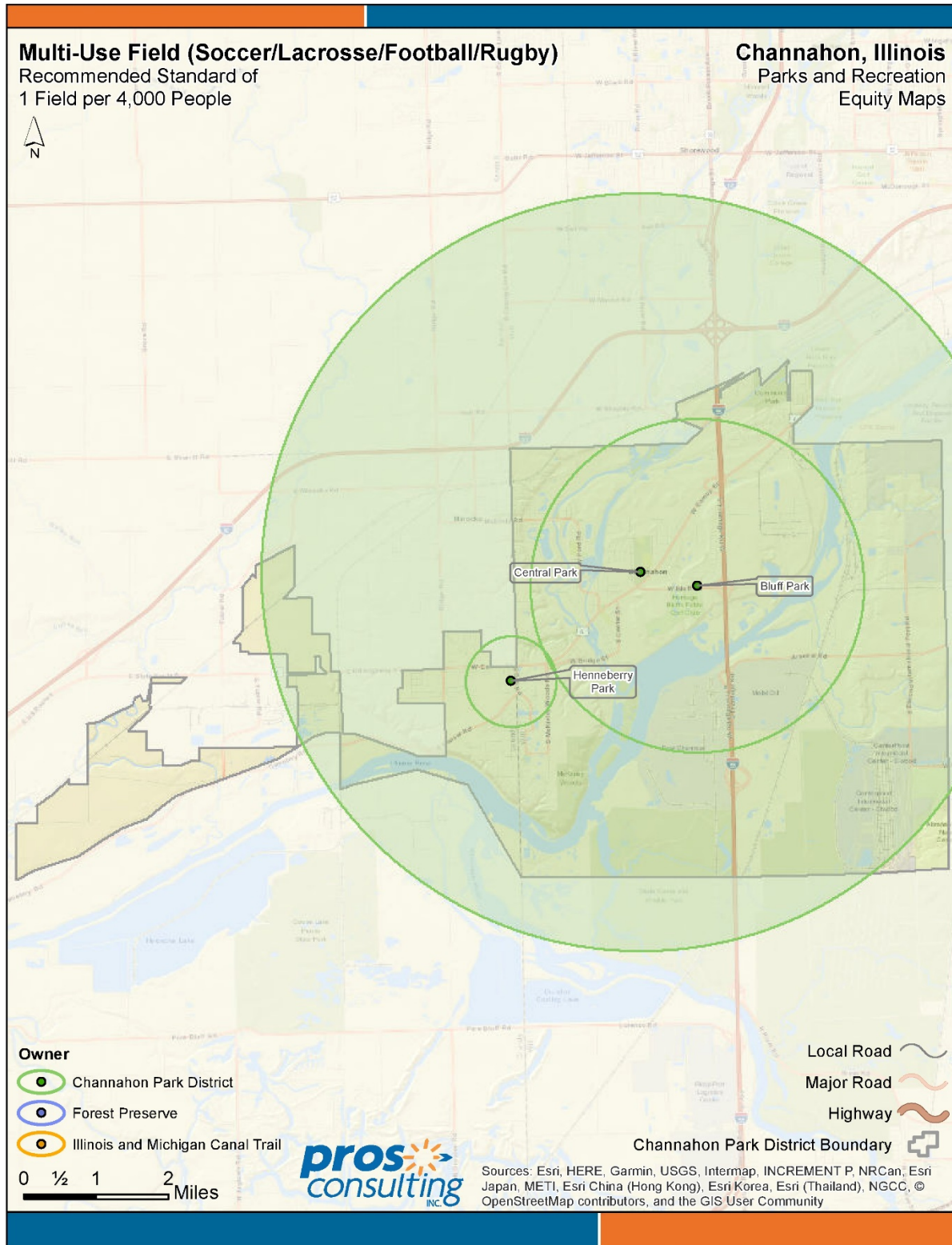


## 5.6.8 PAVILIONS / AMPHITHEATERS



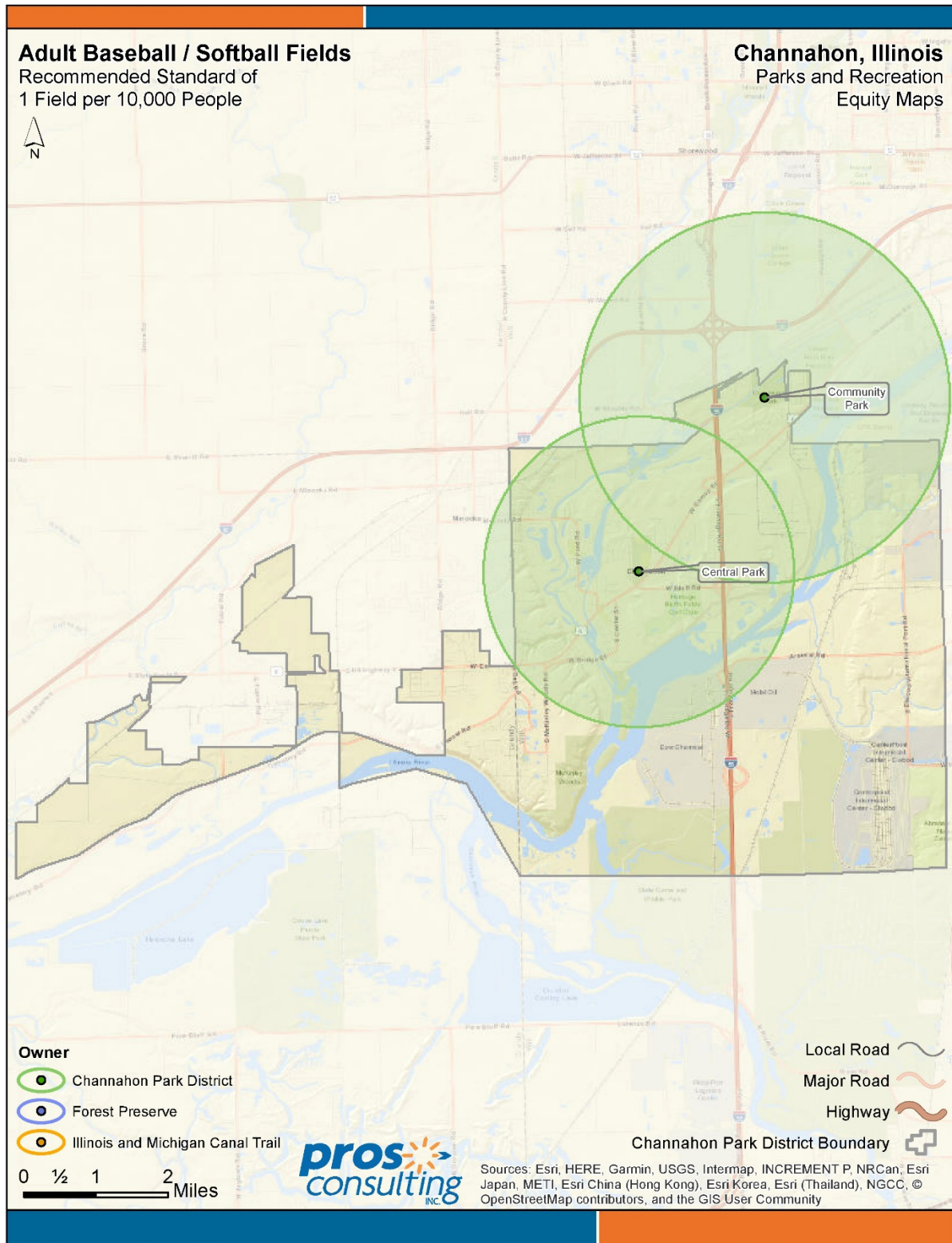


5.6.9 MULTI-USE FIELDS (SOCCER/LACROSSE/FOOTBALL/RUGBY)

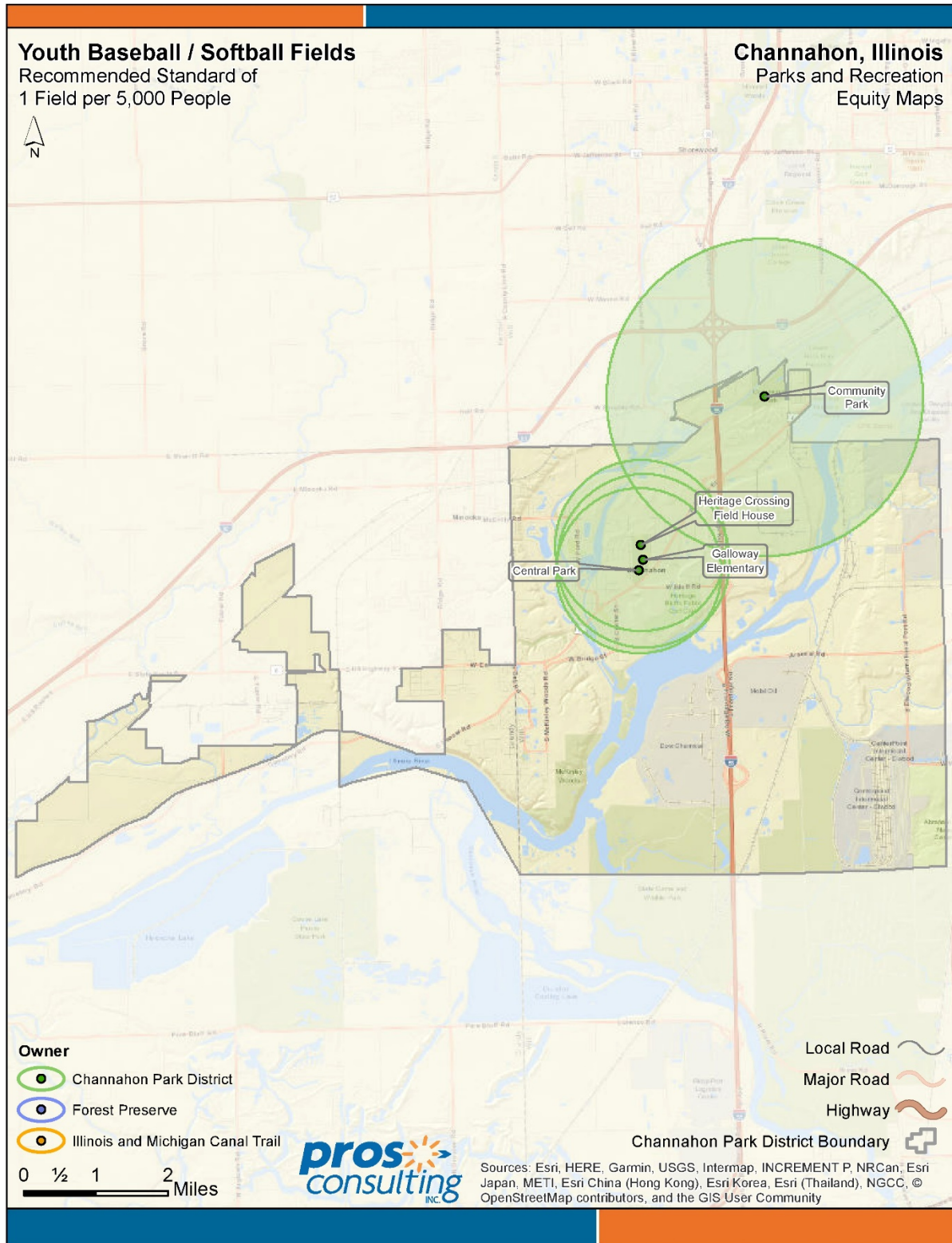




## 5.6.10 ADULT BASEBALL / SOFTBALL FIELDS

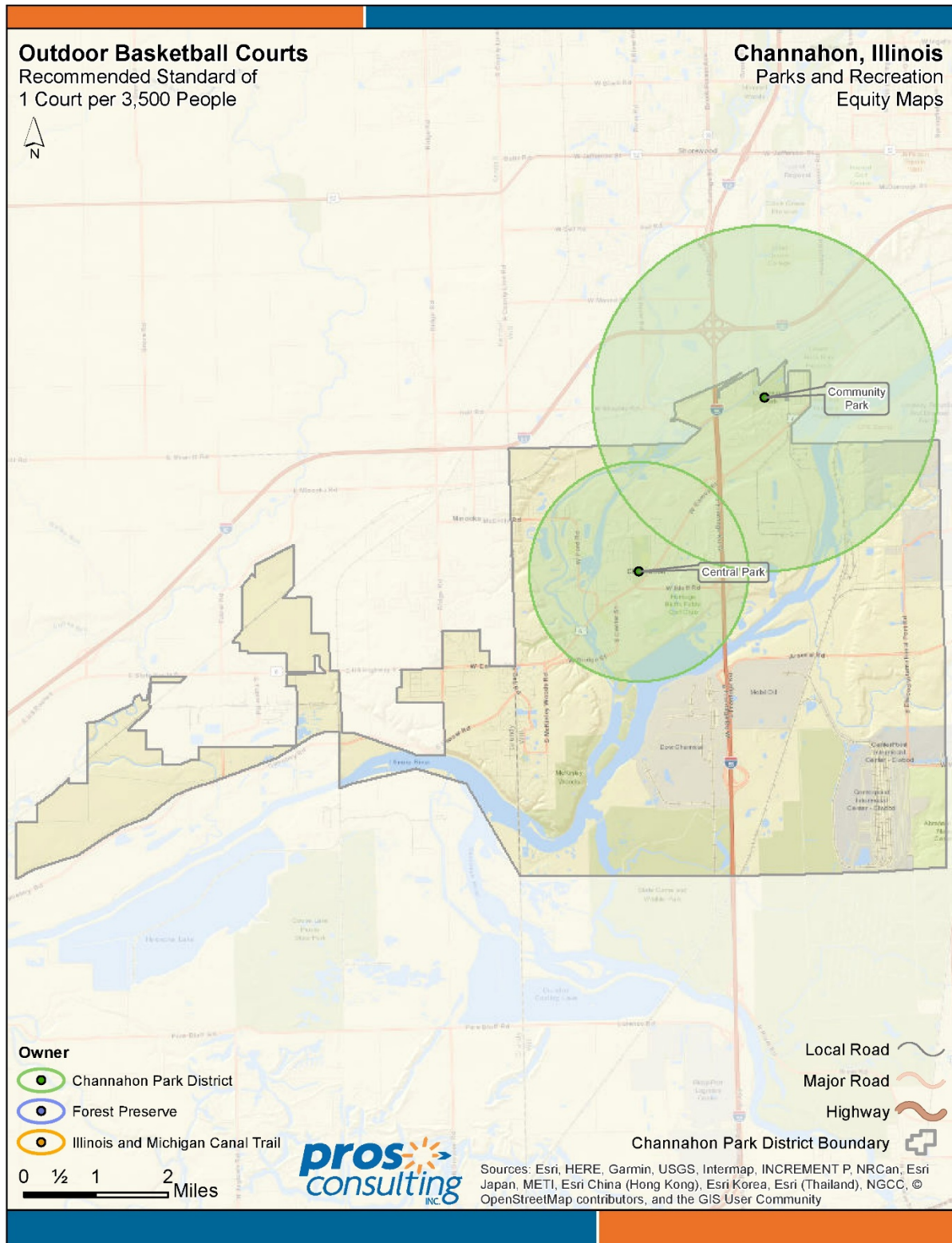


5.6.11 YOUTH BASEBALL / SOFTBALL FIELDS

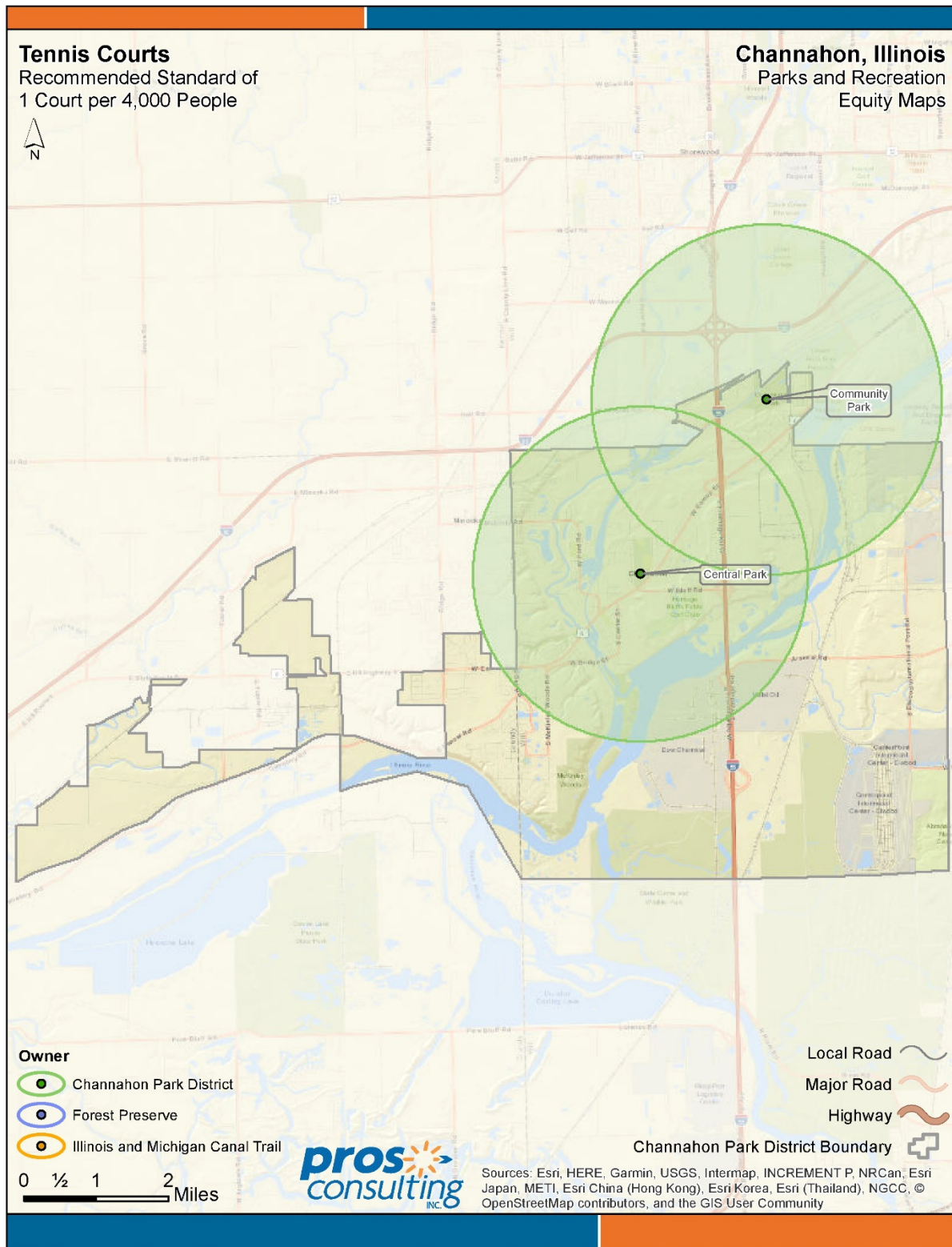




## 5.6.12 OUTDOOR BASKETBALL COURTS

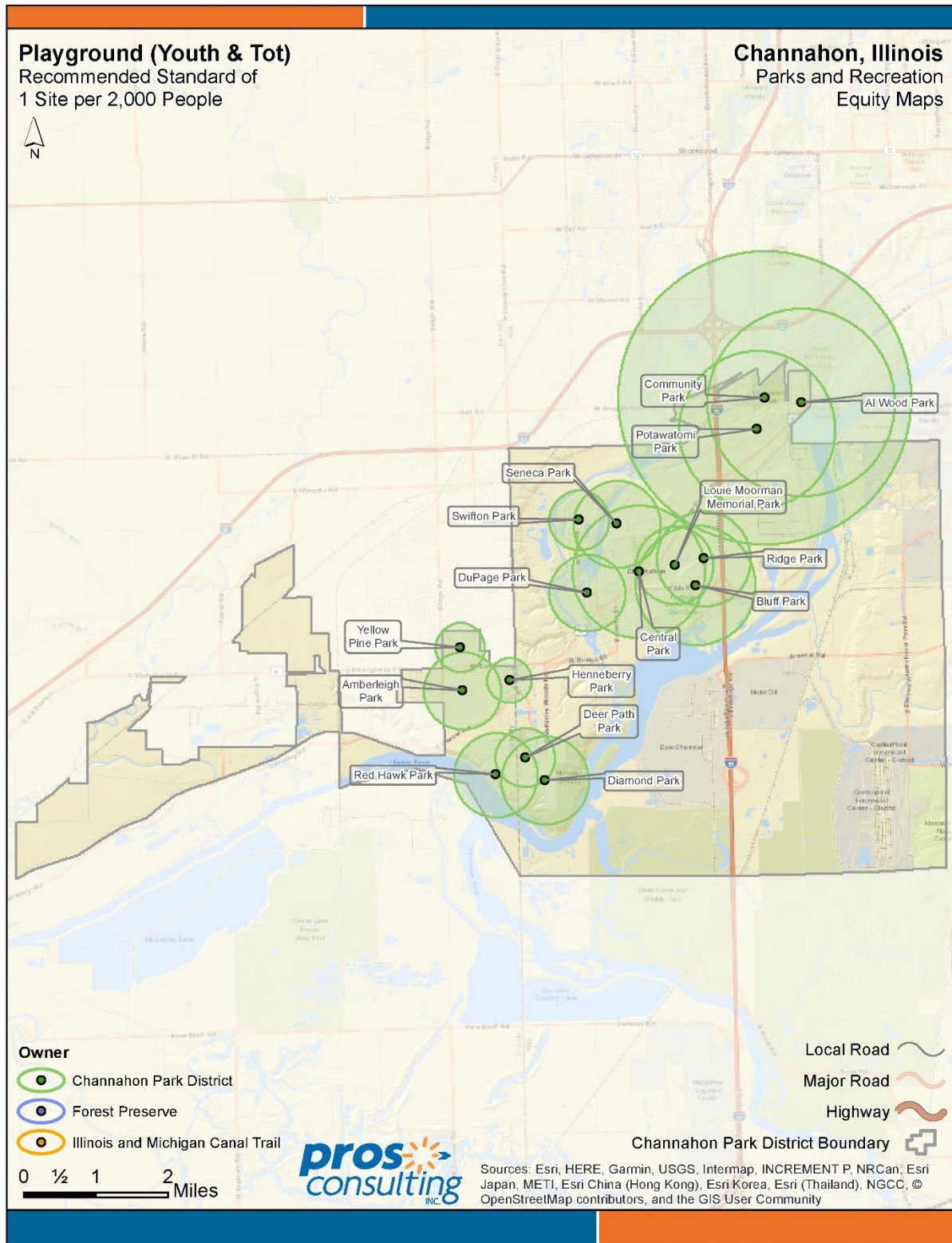


5.6.13 TENNIS COURTS



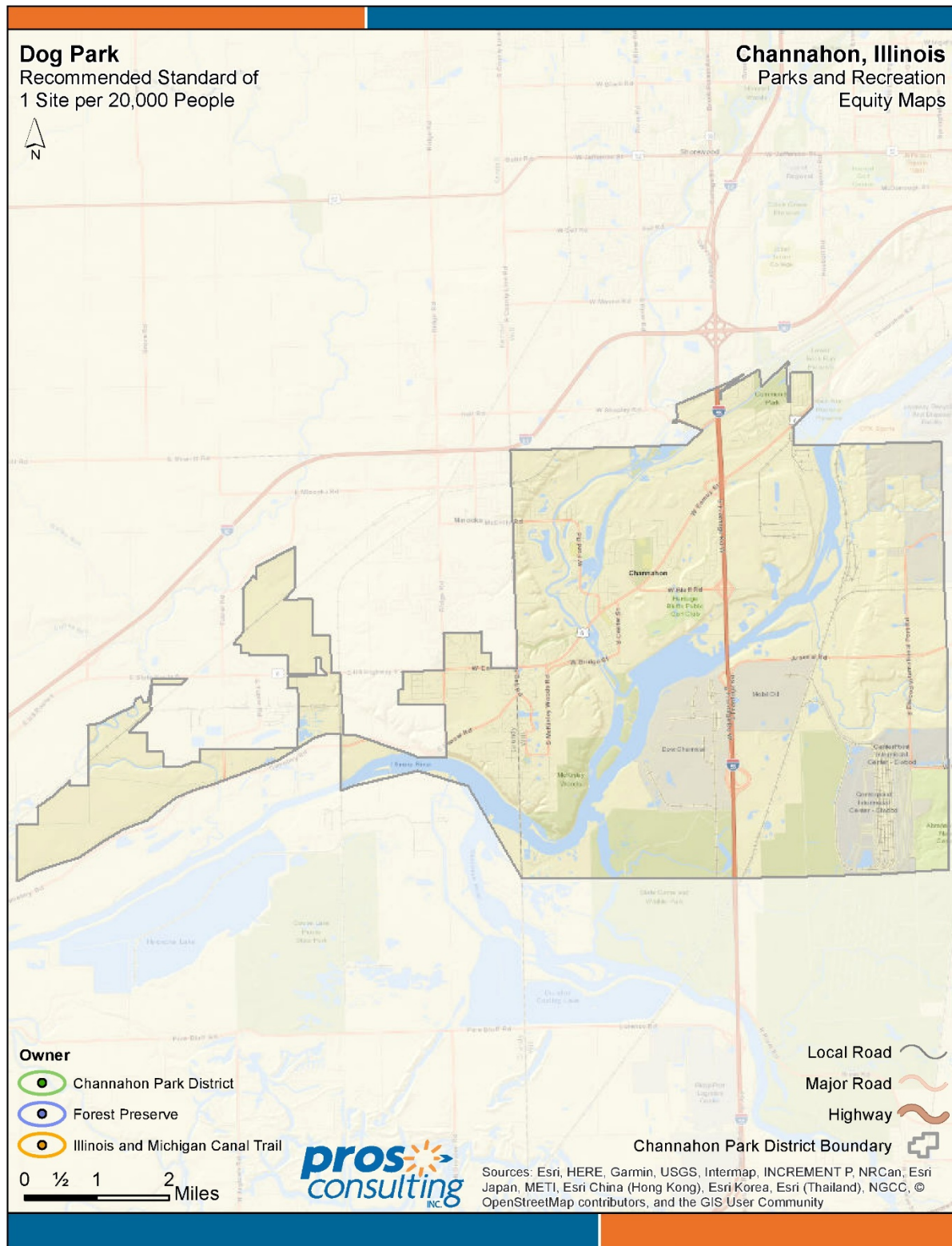


## 5.6.14 PLAYGROUNDS

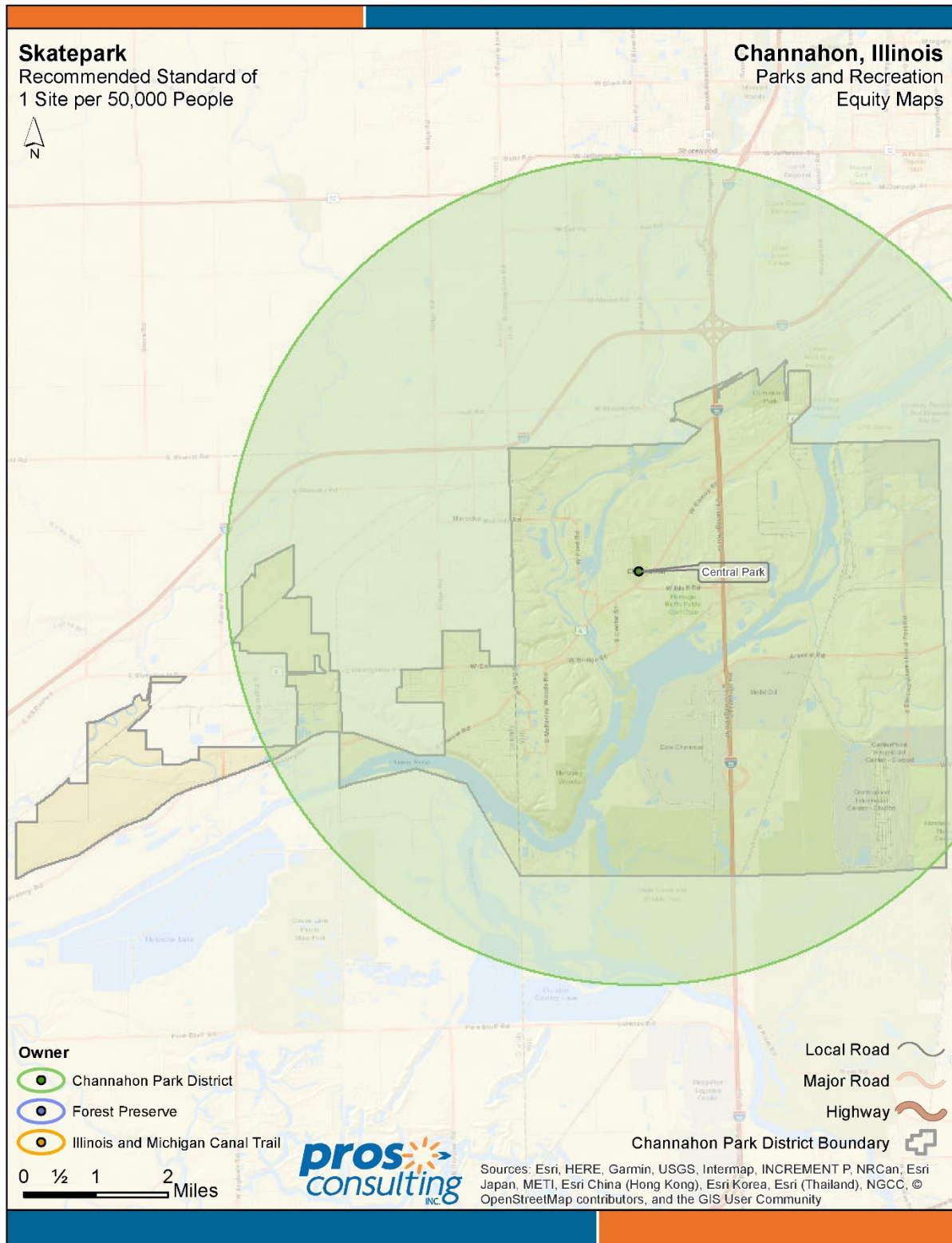




5.6.15 DOG PARKS

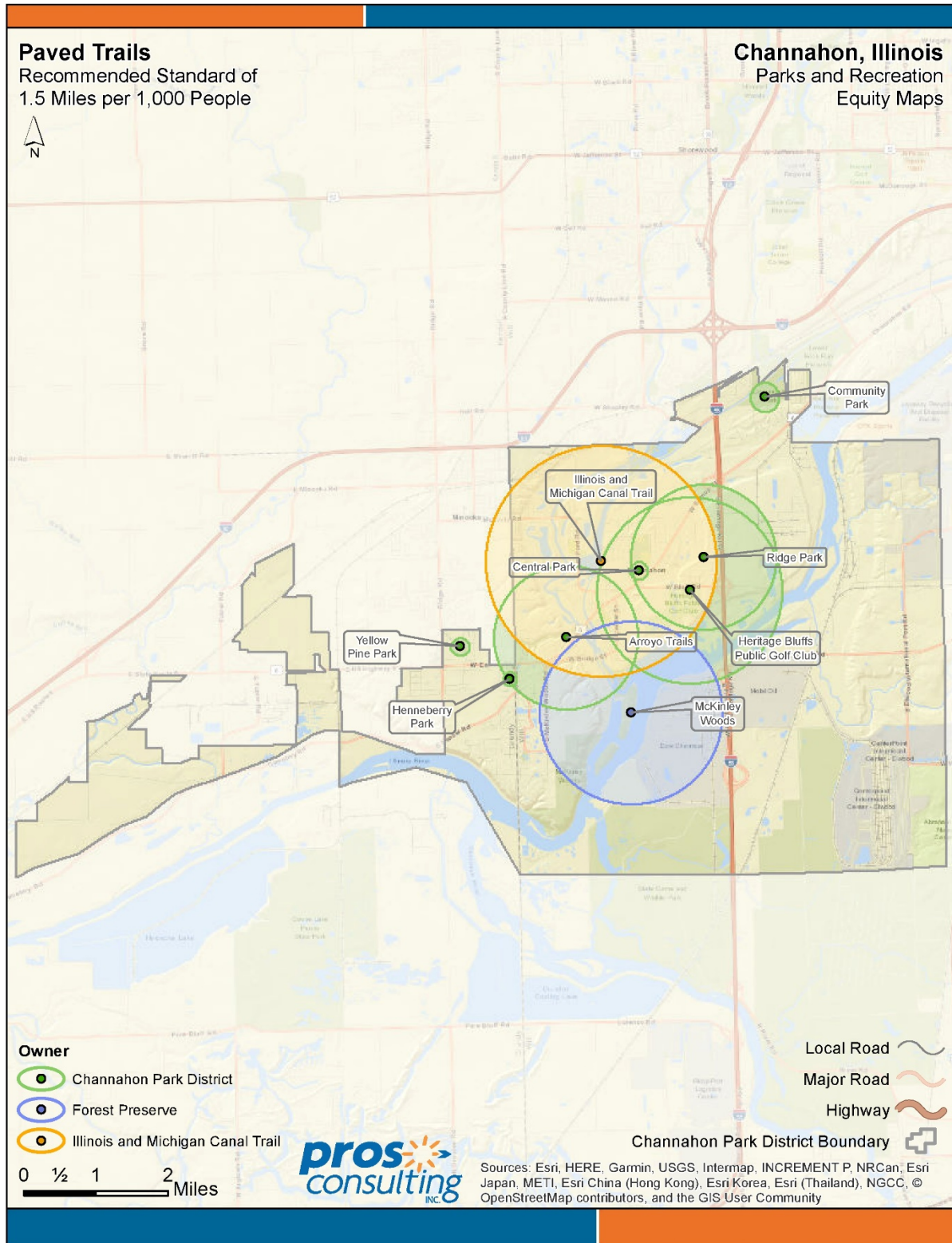


## 5.6.16 SKATEPARKS

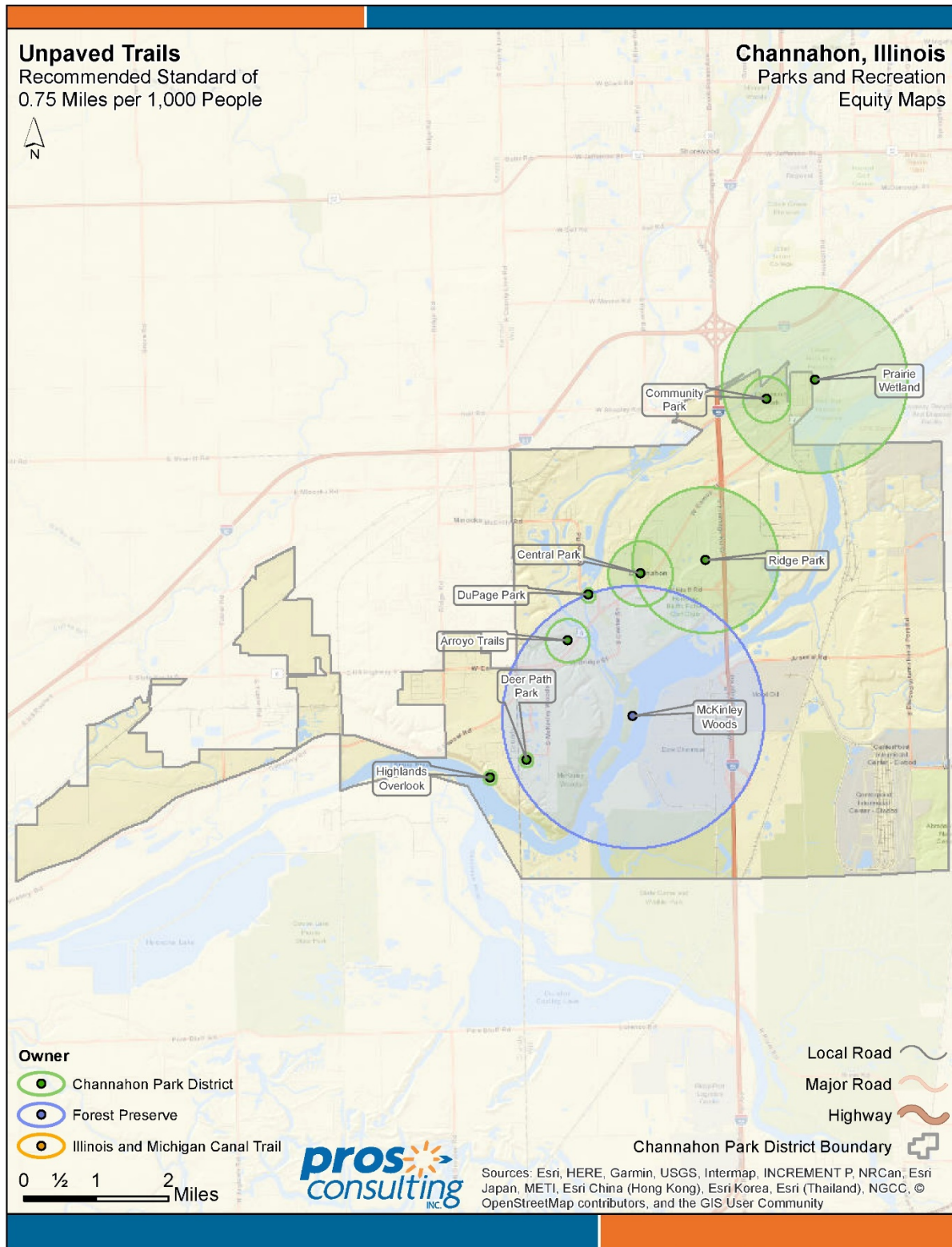




5.6.17 PAVED TRAILS

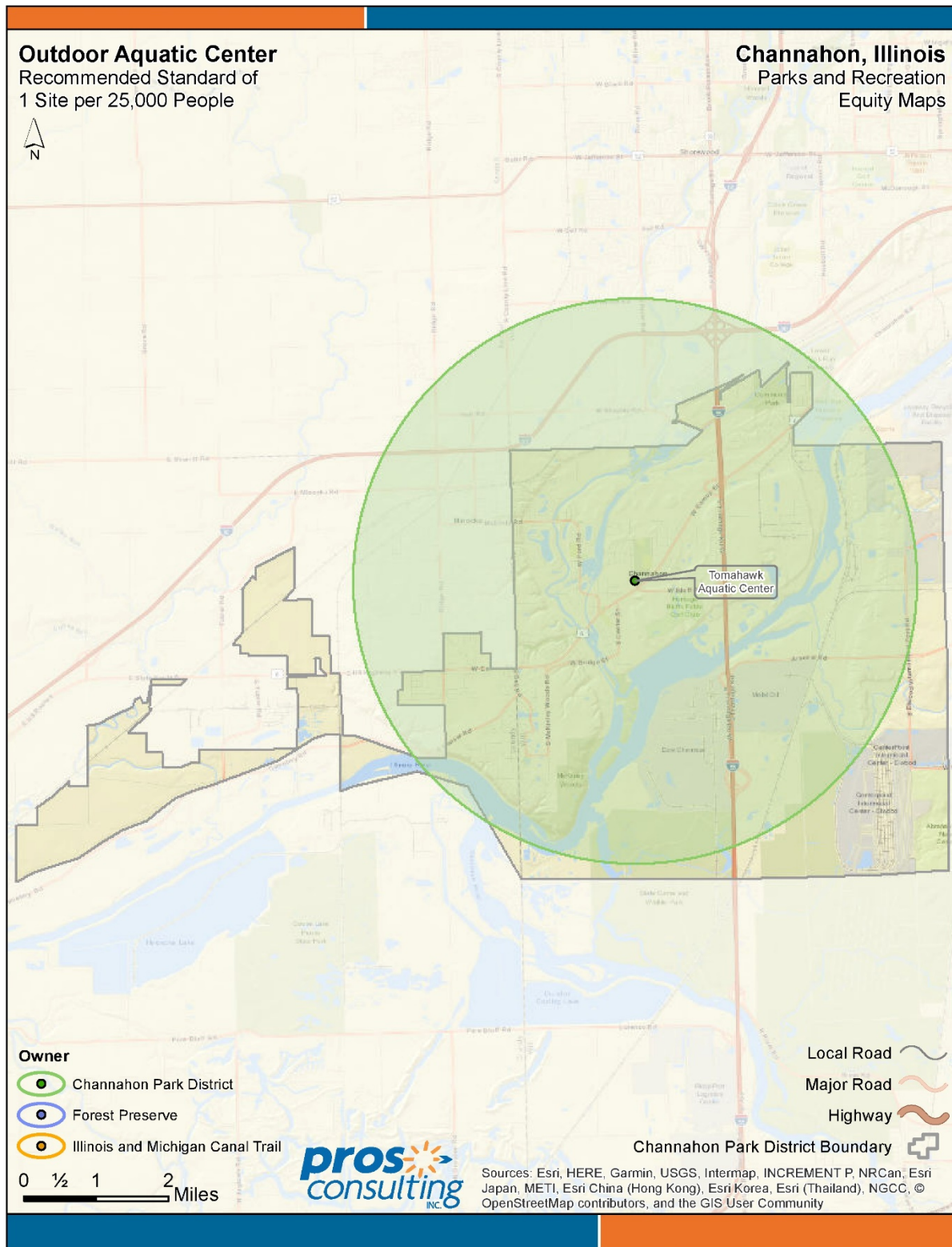


## 5.6.18 UNPAVED TRAILS



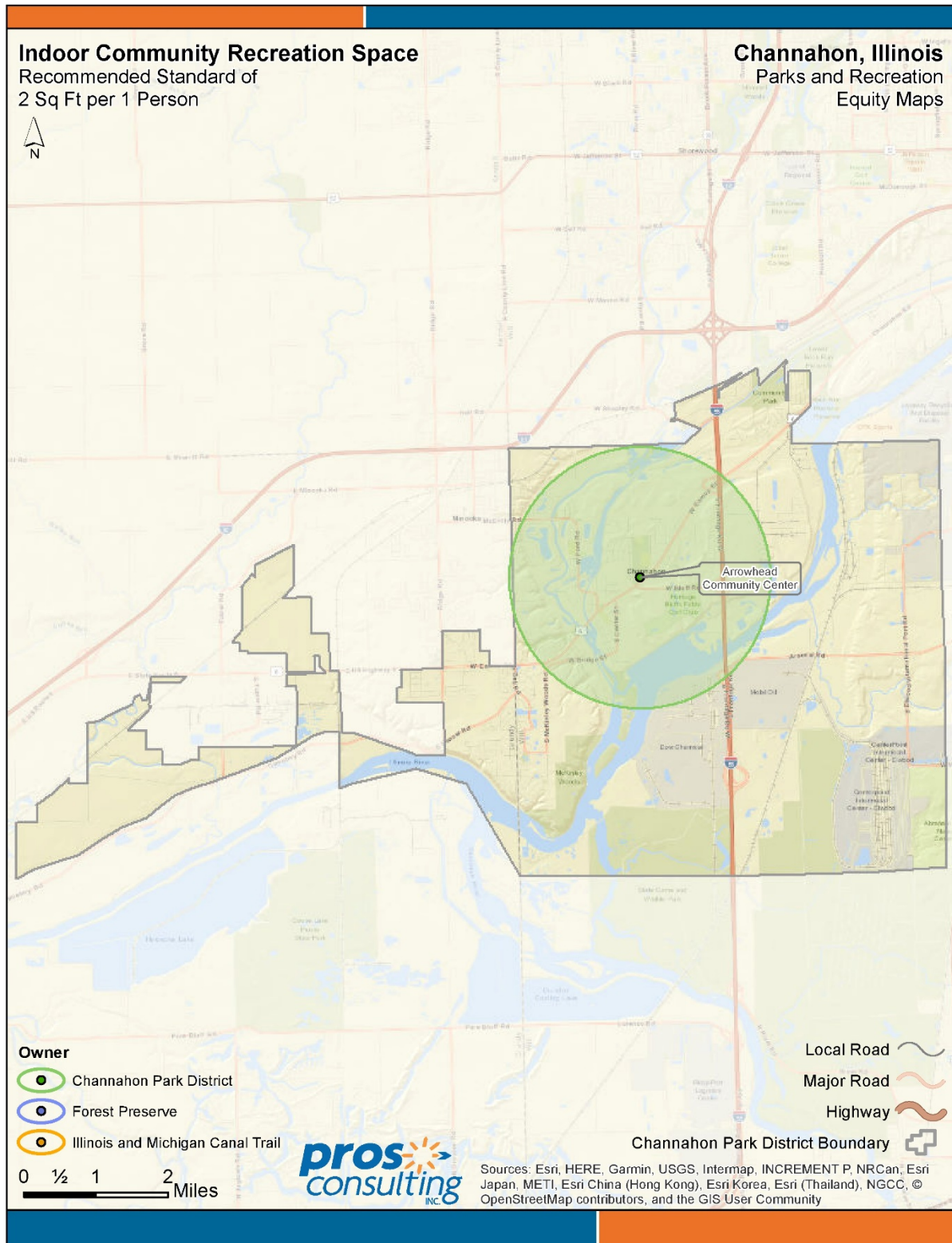


5.6.19 OUTDOOR AQUATIC CENTER

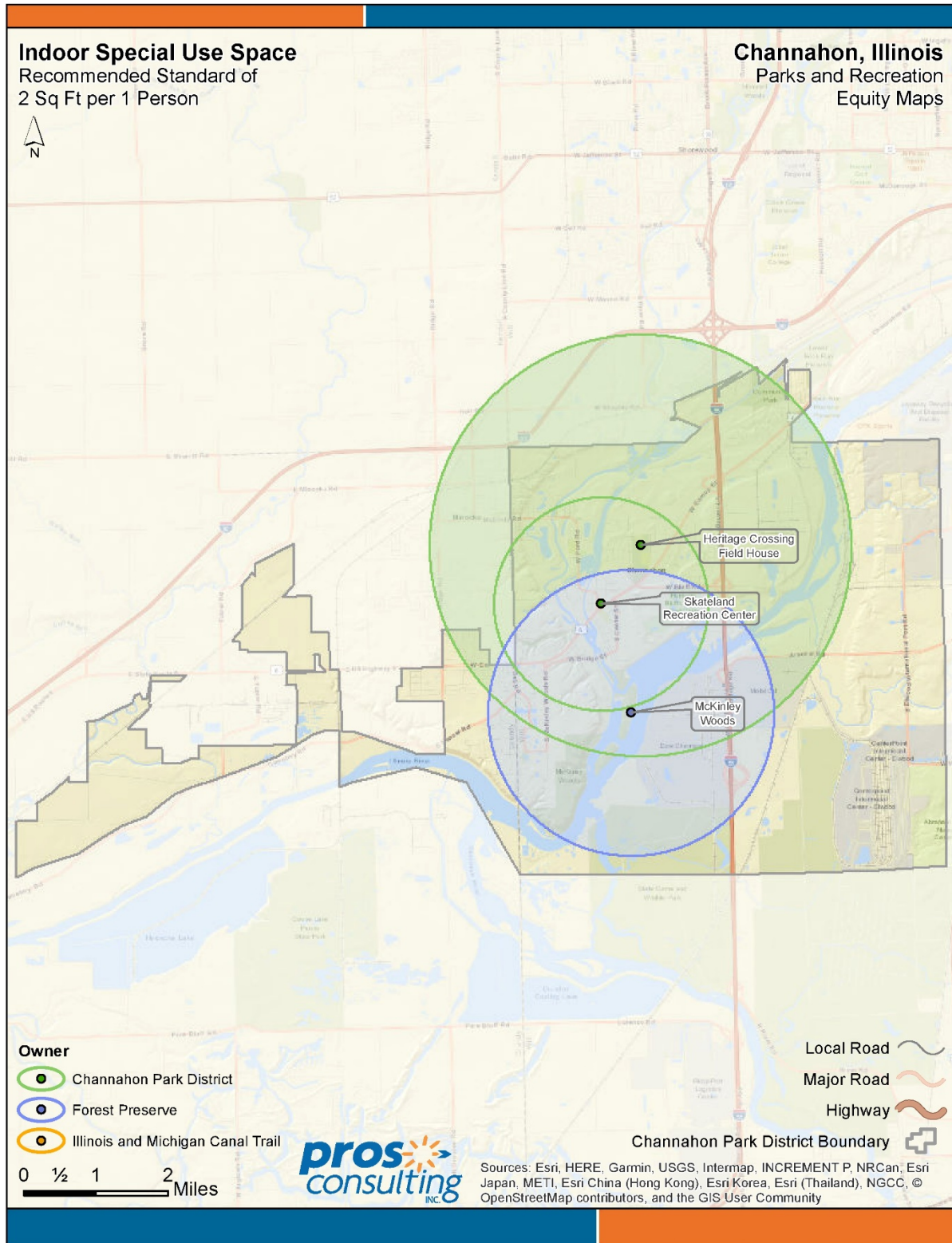




## 5.6.20 INDOOR RECREATION SPACE



5.6.2i INDOOR SPECIAL USE SPACE





## CHAPTER SIX - CAPITAL IMPROVEMENT PLAN & FUNDING STRATEGIES

### 6.1 CAPITAL IMPROVEMENT PLAN

The District develops its Capital Improvement Plan (CIP) over a ten-year period with appropriations occurring on an annual basis. This approach maintains flexibility in order to maximize efficiencies as the overall needs of the District change from year to year.

#### 6.1.1 CIP OVERVIEW

Over the next ten years, this Plan recommends a combination of building new and modernizing existing parks, facilities, and amenities. The recommendation is based on a three-tiered approach to address CIP priorities, which includes Short-Term Priorities, Upcoming Lifecycle Replacement, and Visionary Projects for the District.

The **Short-Term Priorities** category represents the most immediate improvement needs and enhancements to infrastructure that are estimated at \$4.8 million over the next 2-3 years.

**Upcoming Lifecycle Replacement** includes mid-range priorities for updates to parks that will have exceeded their useful life, which are estimated at \$1.9 million and an expected timeline between 2023-2028.

**Visionary Projects** are major improvements that would add significant value to the existing system and address community needs, but don't necessarily have expected timelines and/or budget estimates; these are estimated to cost more than \$11.1 million over a broad (10+ years) time horizon. Based on all three tiers of recommended improvements, the District's total CIP is expected to total \$17.8 million over the next ten, or more, years.

The table below summarizes the CIP plan by tier.

*Note: There are a total of three Visionary Projects that have not been assigned a capital budget amount; therefore, the overall CIP amount would increase if these projects are eventually pursued by the District.*

Timeline	CIP Tier	Total Budget
2020-2022	Short Term Priorities	\$ 4,835,000
2023-2028	Upcoming Lifecycle Replacement	\$ 1,850,000
2020-2030+	Visionary Projects*	\$ 11,125,000
<b>Total CIP Investment*</b>		<b>\$ 17,810,000</b>

\*Visionary Projects include improvements with no current budget estimates that will increase the total investment amount if the District decides to proceed.



**6.1.2 CIP DETAIL BY TIER**

The following sections provide projects, tentative construction timelines, budgets, and anticipated funding sources for each CIP area (i.e. Short-Term Priorities, Upcoming Lifecycle Replacement, and Visionary Projects).

**SHORT-TERM PRIORITIES**

Tentative Construction	CIP Project	Budget	Anticipated Funding Source
2021	Heritage Bluffs Clubhouse Addition & Remodel	\$ 2,000,000	2020 Bond Refinance
2021	Heritage Bluffs Cart Path Replacement	\$ 550,000	2020 Bond Refinance
2021	Skateland Interior Remodel & Landscaping	\$ 1,000,000	2020 Bond Refinance
2021	Tomahawk Aquatic Center 2nd Slide & Shade	\$ 300,000	2020 Bond Refinance
2021	Woods of Aux Sable (New Park)	\$ 250,000	2020 Bond Refinance
2021	Arroyo Trails Improvements - Boardwalk Extension	\$ 150,000	2020 Bond Refinance
2021	Arroyo Trails Improvements - Picnic Shelter	\$ 75,000	Foundation
2021	Central Park Tennis Courts	\$ 100,000	General Fund
2022	ACC Gutters	\$ 60,000	General Fund
2022	ACC Parking Lot	\$ 150,000	General Fund
2022	Ravine Woods Park (New Park)	\$ 200,000	General Fund
<b>Total Investment - Short-Term Priorities</b>		<b>\$ 4,835,000</b>	

**UPCOMING LIFECYCLE REPLACEMENT**

Tentative Construction	CIP Project	Budget	Anticipated Funding Source
2023	Louie Moorman Memorial Park	\$ 150,000	General Fund
2023	Potawatomi Park	\$ 150,000	General Fund
2024	Diamond Park	\$ 150,000	General Fund
2024	DuPage Park	\$ 150,000	General Fund
2025	Swifton Park	\$ 150,000	General Fund
2025	Ridge Park	\$ 150,000	General Fund
2026	Bluff Park	\$ 150,000	General Fund
2026	Seneca Park	\$ 150,000	General Fund
2026	Henneberry Park	\$ 300,000	General Fund
2027	Red Hawk Park	\$ 150,000	General Fund
2027	Community Park (2-5 yr.)	\$ 50,000	General Fund
2028	Deer Path Park	\$ 150,000	General Fund
<b>Total Investment - Upcoming Lifecycle Replacement</b>		<b>\$ 1,850,000</b>	

## VISIONARY PROJECTS

Tentative Construction	CIP Project	Budget	Anticipated Funding Source
TBD	Community Park Picnic Shelters	\$ 325,000	General Fund
TBD	Central Park Picnic Shelters	\$ 150,000	General Fund
TBD	Heritage Crossing Field House Expansion	\$ 8,000,000	Referendum FY22
TBD	Pool Spray Pad and Landscape Project	\$ 2,000,000	Referendum FY22
TBD	Arroyo Trails Nature Center	\$ 650,000	TBD
TBD	Town Center Park (northwest parcel)	TBD	TBD
TBD	Town Center Park (village green area)	TBD	TBD
TBD	Whispering Oaks Subdivision Park	TBD	TBD
<b>Total Investment - Upcoming Lifecycle Replacement</b>		<b>\$ 11,125,000</b>	





## 6.2 FUNDING & REVENUE STRATEGIES

The purpose of developing funding and revenue strategies is to help District staff prepare for the plan's implementation by identifying viable funding opportunities, including fees, charges, and partnerships, and to pursue and share examples from other agencies that may have been in a similar place.

In order to continue to build and maintain a great park system, the following are some of the funding sources that are available and used by many other public agencies throughout the United States.

New, sustainable funding sources are essential to implementing the needs assessment and action plan. The District has been a great steward of tax payer dollars but its future growth will need additional funding and diverse funding sources to help the implementation of the plan's recommendations.

The sources listed below have been selected in conjunction with staff based on their viability and the desire to pursue them further. These are meant to serve as recommendations and guidelines and do not commit the District to pursue them.

In today's environment, it is important for residents to know that all opportunities are being looked at as part of a bigger funding strategy that includes multiple sources. Explore the following external funding strategies to diversify the funding sources of the park system.

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### 6.2.1 EXTERNAL FUNDING STRATEGIES:

#### CORPORATE SPONSORSHIPS

This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events.

#### PARTNERSHIPS

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a governmental entity, or a private business and a governmental entity. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner.

#### FOUNDATIONS AND GIFTS

These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.

#### PRIVATE DONATIONS

Private Donations may also be received in the form of funds, land, facilities, recreation equipment, art or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued.

#### FRIENDS GROUPS

These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.

#### IRREVOCABLE REMAINDER TRUSTS

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the organization in a trust fund that allows the fund to grow over



a period of time and then is available for the organization to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

### **VOLUNTEERISM**

Volunteers are an indirect revenue source in that persons donate time to assist the organization in providing a product or service on an hourly basis. This reduces the organization's cost in providing the services such as recreation events, landscaping, painting, removing invasive species, and other needs where a volunteer's skill is matched with a District need. It is also helpful to inform volunteers with operational details, as it builds advocates into the system.

### **CROWD-FUNDING**

This is the collection of funds to sustain an initiative from a large pool of backers—the "crowd"—usually made online by means of a web platform. The initiative could be a nonprofit campaign (e.g. to raise funds for a school or social service organization), a philanthropic campaign (e.g. for emergency funds for an ill person or to produce an emerging artist), a commercial campaign (e.g. to create and sell a new product) or a financing campaign for a public agency (capital projects or program/operations related e.g. printing costs for all marketing materials)

Crowdfunding models involve a variety of participants. They include the people or organizations that propose the ideas and/or projects to be funded, and the crowd of people who support the proposals. Crowdfunding is then supported by an organization (the "platform") which brings together the project initiator and the crowd.

### **SPECIAL FUNDRAISERS**

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.

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## **6.2.2 CAPITAL FEES**

### **CAPITAL FEES**

Capital Fees are added to the cost of revenue producing facilities such as golf courses, pools, recreation centers, hospitality centers and sports complexes and are lifted off after the improvement is paid off. This strategy is often used to help fund signature facilities such as recreations centers, aquatic centers, zoos and museums.

### **DEDICATION / DEVELOPMENT FEES**

These fees are assessed for the development of residential properties with the proceeds to be used for parks and recreation purposes, such as open space acquisitions, community park site development, neighborhood park development, regional park acquisition and development, etc.

### **IMPACT FEES**

These fees are on top of the set user rate for accessing facilities such as golf courses, recreation centers and pool facilities to support capital improvements that benefit the user of the facility.

### **GENERAL BOND REFERENDUM**

The District initially intended to pursue a General Obligation Bond referendum in the 2020 Presidential election but correctly deferred it in light of the current, pandemic driven, economic situation facing the community and the country. As long as the economy continues on a path to recovery in the coming years, it would be recommended for the District to revisit its referendum pursuit for the Fall 2022 mid-term election cycle.

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### 6.2.3 USER FEES

#### FEES AND CHARGES

The District must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public park and recreation agencies, which generate an average 35% to 50% of operating expenditures. This is an area of growth for the District as it evaluates fees and charges for all its offerings from the Heritage Bluffs Golf Course and Skateland Recreation Center among others. By providing high quality experiences, the District must effectively market offerings at price points that are consistent with market rates and align with the cost recovery goals recommended based on service classifications. Competitive fees are most appropriate for value-added enterprise facilities, such as the Heritage Bluffs Public Golf Club.

#### RECREATION SERVICE FEES

This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local government.

Examples of such activities include adult basketball, volleyball, tennis, youth soccer, football, softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used. This is also an area of growth in particular for all programs offered at the Arrowhead Community Center, Tomahawk Aquatic Center and Heritage Crossing Fieldhouse.

#### TICKET SALES AND ADMISSIONS

This revenue source is on accessing facilities for self-directed activities such as pools, roller skating rinks, ballparks, and entertainment facilities. These user fees help off-set operational costs.

#### PERMITS (SPECIAL USE PERMITS)

These special permits allow individuals to use specific park property for financial gain. The District either receives a set amount of money or a percentage of the gross service that is being provided by the company.

#### RESERVATIONS

This revenue source comes from reserving exclusive use of public property for a set amount of time. The reservation rates are usually set and apply to group picnic shelters, meeting rooms for weddings, reunions and outings or other types of facilities for special activities.

#### EQUIPMENT RENTAL

The revenue source is available on the rental of equipment such as tables, chairs, tents, stages, bicycles, roller blades, kayaks, boats etc. that are used for recreation purposes.

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### 6.2.4 GRANTS

#### PARTNERSHIP ENHANCEMENT MONETARY GRANT PROGRAM

Partnership Enhancement Monetary Grant Program, administered by the National Tree Trust. Matching grants are available on a 50/50 cost share basis. Funds are available for projects which promote public awareness in support of tree planting, maintenance, management, protection and cultivation of trees in rural, community and urban settings. These are small grants ranging from \$500 to \$20,000.

#### COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUNDING

Funding received in accordance with the Community Development Block Grant (CDBG) Programs national objectives as established by the U.S Department of Housing and Urban Development. Funding may be applied to such programs as Infrastructure Improvements, Public Facility and Park Improvements, Human Service Enhancements, Lead-Based Paint Education and Reduction, Housing Education Assistance, and Economic Development and Anti-poverty strategies.

### LAND TRUST

Many systems have developed land trusts to help secure and fund the cost for acquiring land that needs to be preserved and protected for greenway purposes. This could be a good source to look to for acquisition of future lands.

### PARKS AND GREENWAYS FOUNDATIONS

The District has been supported by the People for Channahon Parks Foundation ("The Foundation"). This has been instrumental in helping the development of the Arroyo Trails, A Discovery Woodlands. Parks and Greenways Foundations have been developing across the United States over the last several years to support matching monies for cities and counties. These Foundations have raised money for both capital improvements and operational costs as per the needs of the agencies similar to what The Foundation has been doing for the District with its initiatives including the most recent 5<sup>th</sup> Annual Putts and Suds For Parks (2020).



### RECREATIONAL TRAILS PROGRAM

This grant is for development of urban trail linkages, trail head and trailside facilities; maintenance of existing trails; restoration of trail areas damaged by usage; improving access for people with disabilities; acquisition of easements and property; development and construction of new trails; purchase and lease of recreational trail construction and maintenance equipment; environment and safety education programs related to trails.

### LAND AND WATER CONSERVATION FUND

Preserve, develop and renovate outdoor recreation facilities. Focus is on America's Great Outdoors Initiative and this was permanently reauthorized in 2019 but new legislation is being introduced to ensure it is fully funded and the \$900 million put in the fund is spent on conservation efforts. New or renovation of pavilions, playgrounds or play areas, ball fields, bleachers, golf course meeting rooms, multi-purpose courts, parking facilities, pathways and trails, roads, signs, ski areas, snowmobile facilities and tennis courts. Federal Funds-Average Award is \$70,000.

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## 6.2.5 TAX SUPPORT

### PROPERTY TAX

Ad valorem taxes on real property collected and distributed to municipal departments such as park and recreation for annual operations.

### FOOD & BEVERAGE TAX

The tax is usually associated with convention and tourism bureaus. However, since parks and recreation agencies manage many of the tourism attractions, they receive a portion of this funding source for operational or capital expenses.

### PUBLIC IMPROVEMENT DISTRICT (PID)



New developments can establish a Public Improvement District (PID) when authorized by the District Board and legally set up according to state law. This taxing district provides funds especially for the operation and maintenance of public amenities such as parks and major boulevards.

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#### 6.2.6 FRANCHISE AND LICENSES

##### CATERING PERMITS AND SERVICES

This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to the organization. Many parks and recreation agencies have their own preferred catering service for signature facilities and receive a percentage of dollars off the sale of their food. This can apply to food trucks for outdoor events as well.

##### POURING RIGHTS

Private soft drink companies that execute agreements with the District for exclusive pouring rights within facilities that include vending machines. A portion of the gross sales goes back to the District. The City of Westfield, IN signed a 10 year, \$2 million pouring rights deal at their Grand Park Sports Complex with Pepsi. On a smaller scale, vending machine revenue within the parks can generate revenue. However, the vending companies may require the property owner to secure the machines on a nightly basis.

##### CONCESSION MANAGEMENT

Concession management is from retail sales of merchandise or rentals of recreational equipment. The District either contracts for the service or receives a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses.

##### GREENWAY UTILITY

Greenway utilities are used to finance acquisition of greenways and development of the greenways by selling the development rights underground for the fiber optic types of businesses, such as phone companies or cable companies.

##### NAMING RIGHTS

Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement. County of San Diego Parks and Recreation Department has a great naming rights program where individuals, business, and/or non-profit groups can have their name on variety of amenities ranging from ball fields, community gardens, playgrounds to multi-use trails.

##### PRIVATE DEVELOPERS

These developers lease space from District-owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include a golf course, marina, restaurants, driving ranges, sports complexes, equestrian facilities, recreation centers and ice arenas.

##### EASEMENTS

This revenue source is available when the District allows utility companies, businesses or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time and a set dollar amount to be received by the District on an annual basis.

### ADVERTISING SALES

This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as in the District's program guide, on scoreboards, dasher boards and other visible products or services that are consumable or permanent that exposes the product or service to many people.

### INTERLOCAL AGREEMENTS

Contractual relationships entered into 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 and development of sports fields, regional parks, or other facilities.

### PRIVATE CONCESSIONAIRES

This funding source is a contract with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector, with additional compensation paid to the organization.

<http://www.sdparks.org/content/dam/sdc/parks/NamingRights/NamingRightOpportunitiesBooklet.pdf>



## CHAPTER SEVEN - VISIONING & RECOMMENDED STRATEGIES

In February 2020, the Consulting Team conducted a visioning workshop with the District Board and staff leadership. Using this iterative process along with the community input, demographics and trends and an analysis of the Department's offerings and levels of service, the following Core Values, Vision and Mission Statement and Big Moves were identified.

### 7.1 MISSION

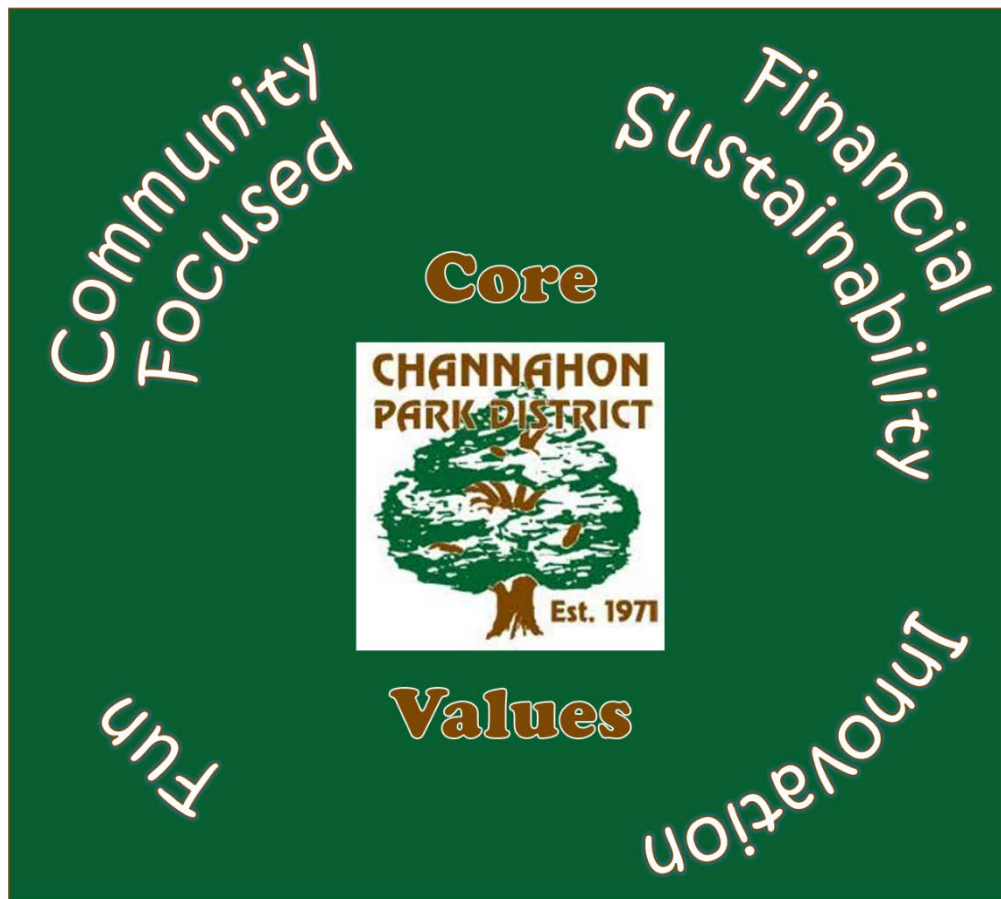
To bring people together.

### 7.2 VISION

To be the best provider of fun experiences that impact lives. In communicating this vision, the District can utilize the tagline, #WeImpactLives.

### 7.3 CORE VALUES

These represent the organization's personality and establishes the virtues that staff strive to uphold: Community Focused, Financial Sustainability, Innovation, and Fun





## 7.4 BIG MOVES

The following were the major recommendations that were developed through the Visioning Process.

### INCREASE FOCUS ON FINANCIAL SUSTAINABILITY

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The District is currently at a crossroads with its financial situation. It has been blessed with a supportive community and dedicated property tax funding over the years. However, with decreased (and uncertain) revenues due to the Covid-19 Pandemic and impending staffing cost increases based on increases in minimum wage, it will be increasingly harder to sustain the existing level of quality and service for the Channahon community.

The District leadership has taken a critical step in the right direction with embracing Financial Sustainability as a core value. The following are some key action items that the District needs to be implement to make that a reality.

- **Create a Reserve Fund** - This will ensure the District is positioned to weather unforeseen circumstances or economic shocks in the future. It is recommended that the Reserve Fund have a minimum of 4 months and ideally 6 months of operating dollars in it.
- **Focus on Cost Recovery** - Chapter 5, Section 5.3.3. and Section 5.3.4. outline the various Program Classifications and their proposed cost recovery goals. The cost recovery needs to factor in the true cost (direct, indirect and overhead, if possible) of providing the services and the pricing strategies must be developed to help the District meet or exceed the cost recovery goals.
- **Maximize Earned Income Generation** - Park and recreation agencies will continue to become more creative and collaborative in their revenue and earned income generation. This entails exploring partnerships, sponsorships, advertising etc. that can help complement the revenue generated from tax support and user fees. Chapter 6 Section 6.2 provides funding and revenue strategies that have been developed in collaboration with District staff.

### BUILD A CULTURE OF CUSTOMER SERVICE EXCELLENCE

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Now more than ever, the District faces increased competition and its customers have more choices for offerings. The one sustainable advantage is a superior customer service experience that consistently goes above and beyond. The District must embark upon a multi-year Customer Service / Organizational Culture Training process that emphasizes superior customer experiences (for internal and external customers), diversity, equity and inclusion, consistent onboarding and ongoing staff training to help create the “Channahon Park District Way”

### FIX / IMPROVE EXISTING INFRASTRUCTURE

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Based on the statistically-valid survey, Sixty-one percent (61%) respondents indicated they would be “very supportive” or “somewhat supportive” of repairing and improving infrastructure and security and 28% cited “repair and improve infrastructure and security facilities” as the project they would most support funding with your tax dollars.

The District has a wide variety of facilities and amenities at a high level of service in comparison to other agencies, as seen in the Benchmark (Section 4.3). However, many facilities are aging past their lifecycles and upgrading them would significantly elevate the quality and safety of the user experience, and maximize revenue generation potential for each of them.



### UPGRADE HERITAGE BLUFFS GOLF CLUB AND CLUBHOUSE

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Golf is the top sport based on local participation trends for General Sports (Section 2.3.5) in Channahon (138 compared to a national average of 100). While Heritage Bluffs has been an award-winning golf course in the 1990s, it is due for an upgrade.

Community input from stakeholders also indicated a need to renovate the Clubhouse to help make it more viable for group rentals, small events etc. as well.

### RENOVATE TOMAHAWK AQUATIC CENTER

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Despite the cancellation of the summer season due to the Covid-19 Pandemic, aquatics continues to be a very popular, and much needed, activity in Channahon and nationwide. Local participation trends in Channahon also demonstrate the popularity of Swimming (125 compared to a national average of 100) as a Fitness activity (Section 2.3.5). The current facility is aging and with outdated features that need to be reinvigorated to generate excitement and additional revenue for the facility.

### EXPAND FIELDHOUSE & FITNESS CENTER

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Based on the Level of Service Analysis (Section 5.2), the District is currently facing a shortfall of over 16,000sf of indoor recreation space. As we have seen, one of the core values embraced by the District is Financial Sustainability and nationwide trends indicate that Indoor Fitness and Classes are among the most heavily participated and highest revenue generators in parks and recreation agencies.

### REPURPOSE OR BETTER UTILIZE SKATELAND RECREATION CENTER

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Skateland Recreation Center served as is the place for community memories over the years. The original design and current condition of this 12,000-sf facility is not suitable for future trends, optimal revenue generation or a quality experience befitting a National Gold Medal Agency like the District.

Nationwide, there has been rapid growth in Virtual Offerings, driven by the Covid-19 Pandemic, (the District recently started Virtual Programs) and eSports both of which must be explored, along with Fitness Programs and Classes, as potential additions as the District evaluates future offerings at Skateland Recreation Center.

### EXPAND TRAIL NETWORK AND COMPLETE ARROYO TRAILS (NATURE PARK) MASTER PLAN

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Trails and connectivity rank among the top priority needs in virtually every community nationwide. The Arroyo Trails Master Plan (see Appendix) addresses multiple top priority investment needs according to the Statistically-Valid Survey (#2 - *Mountain Bike and Hiking Trails*; #4 - *Outdoor Amphitheater*; #6 - *Natural Areas / Wildlife Habitats*; #8 - *Outdoor Adventure Park*).

In addition to that, several other planned innovative, interpretive and educational offerings will make this “A Discovery Woodlands” a true destination for the Channahon community and beyond.

### CONTINUE TO BUILD THE DISTRICT’S NATIONAL PROFILE

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The District has been a former Gold Medal winning agency and it has all the right elements in place to recreate past successes. To set upon that path again, it must embrace a data-driven and performance standards-based culture, continue to benchmark against the best of the best agencies and aim for two key national recognitions in the next 5 years:

- CAPRA Accreditation (Commission for the Accreditation of Park and Recreation Agencies)
- National Gold Medal (American Academy for Park and Recreation Administration)

## BE A LEADER IN ENVIRONMENTAL STEWARDSHIP

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The National Recreation & Parks Association (NRPA) identifies *Conservation* as one of its three pillars, which calls for protection of open space, connecting people to nature, and engaging the community in conservation efforts. The District is undoubtedly the most important entity related to conservation efforts for the residents it serves due to its significant inventory of developed greenspace and undeveloped / natural areas.

It is important that the District positions itself as an environmental steward as the system continues to develop and ensure that the community has adequate opportunities for environmental education and create experiences that connect people with nature. The District should also dig into its core value of *innovation* to better the environment by exploring alternative energy sources and sustainability measures, such as electric charging stations in parking lots and solar panels for facilities.

## BUILD A NEW DOG PARK (POSSIBLY ON THE WEST SIDE)

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As the Level of Service Analysis (Section 5.2) and Equity Maps (Section 5.3) indicate, the District does not currently have a Dog Park and based on current population numbers is in need of one. In addition, a Dog Park is one of the highest priorities for investment based on the results of the Statistically-Valid Survey (Section 3.3).

Nationwide, pet ownership and the need for dog parks continues to grow and the Covid-19 pandemic has only resulted in accelerating that trend. The west side of the District has a greater population concentration and projected future population growth which would be well served by the addition of a Dog Park. In addition, the Will County Forest Preserve District does currently operate a dog park on the eastside of the District.

## CONTINUE TO STRENGTHEN MARKETING EFFORTS

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As identified in the Benchmark Analysis, the District is spending much more on marketing per capita than its peers. In addition, based on the results of the Statistically-Valid Survey, only 6% of the respondents rated "Lack of Awareness" as a barrier to participation. All of this speaks well to the District's understanding of the importance of marketing and investing in it. At the same time, there continues to be increasing competition and more "noise" that consumers are exposed to and the District must ensure that its efforts are effective in delivering a return on investment (ROI) and that performance metrics are established to gauge success.

This includes understanding the value of the product the District delivers to its residents, effectively communicating that value and telling "our story", and pricing programs and services to reflect the value received by the user. Although essential services are expected to be widely accessible to the public and supported by the tax base, value added services must be priced competitively to reflect the benefit to the individual user, especially for enterprise facilities like Heritage Bluffs Public Golf Club.

## 7.5 KEY PERFORMANCE INDICATORS

The following are the key areas of focus and key performance indicators (KPIs) that the District must add or continue measuring against for the future. These are meant to be dynamic and must be revisited on an annual basis to ensure alignment with the District's values and cost recovery goals.

Area of Focus	Metric	Existing	Recommended
Finance	Operational Cost Recovery	31%	40% by 2023 (3% annual increase)
	Non-Tax Revenue / Resident	\$176.71	5% annual increase
	Other Earned Income (Grants, Sponsorship, Advertising etc.)	0% of non-tax revenue	3% by 2023 or \$90,000 annually
Programs	Program Participations per Resident	0.73 participations / resident	1.00 participations / resident
	Program Cost Recovery	94%	100% by 2023
	Program Lifecycle Distribution	Introduction Stage - 8% Decline Stage - 1%	10% of higher annually 3% or lower annually
	Program Classification Distribution	Important - 51% Value Added - 37%	40% or less by 2023 50% by 2023
Marketing	Marketing Expense per Resident	\$8.79 / resident	\$10.00 / resident by 2023
	Marketing Return on Investment	N/A	At least \$10 for every \$1 spent
Staffing	FTEs per 10,000 Residents	53.56	TBD based on offerings shared
Customer Satisfaction	Track Net Promoter Score (NPS)	N/A	Implement NPS and target score of 50+
Social Media	Follower Count	Facebook: 7548 Twitter: 701 Instagram: 139 YouTube: 8	Minimum 10% increase in follower count annually / Increased engagement overall

### 7.5.1 KPI DEFINITIONS

As identified in the previous section, the following provides a brief description for each KPI metric:

- **Operational Cost Recovery:** this metric is arrived at by dividing total non-tax revenue against operational expenditures to determine how well the District's revenue generation supports the total operational cost.
- **Non-tax Revenue per Resident:** this measure is used to gauge how well the District is engaging residents through revenue generation by dividing total non-tax revenues by the total residents served.
- **Other Earned Income:** this includes alternative funding sources outside of taxes, fees, and charges, which would include revenues from grants, sponsorships, advertising, etc.
- **Program Participation per Resident:** to understand how effective the District's program delivery is, total program participations are divided by the total number of residents served to determine the average amount of programs each resident participates in.
- **Program Lifecycle Distribution:** this measure identifies where a program is in its current lifecycle stage based on participation, from introduction to saturation / decline. This is a marketing tool that is explained in further detail in the Program Assessment.
- **Program Classification Distribution:** program classifications are based on the level of public or private benefit received by individual participants and ties directly to pricing and cost recovery goals of each program. Essential, Important, and Value-Added programs are described in detail in the Program Assessment.
- **Marketing Expense per Resident:** by dividing total marketing expenditures against total residents, the District can evaluate its marketing efforts on a per resident basis.
- **Marketing Return on Investment:** marketing ROI measures the annual impact of marketing initiatives on revenue growth by taking sales growth minus total marketing costs, then dividing by total marketing cost and converting to a percentage. The higher the percentage, the better return on investment.
- **FTEs per 10,000 residents:** this is a KPI that assesses staffing levels of the District by calculating the total number of full-time equivalents (FTEs) available for every 10,000 residents.
- **Net Promoter Score (NPS):** the NPS measures the loyalty of customers to CPD by having past customers indicate their satisfaction level from 1-10. Those selecting 1-6 are considered "detractors", those 7-8 are "passives", and scores of 9-10 are "promoters". Each category is divided against the total responses to arrive at a percentage. The net promoter score is determined by taking the percentage of promoters minus the percentage of detractors. The goal is to have a positive NPS, and the higher the better.
- **Followers:** in order to gauge how effective CPD's digital marketing is, the total number of followers or subscribers of each social media channel can be tracked to establish trends in user engagement.



## CHAPTER EIGHT - CONCLUSION

The District has had a track record of excellence in offerings and operations over the years. It's Board and staff are dedicated to serving the community's needs and played an admirable role over the years in doing so over the past 50 years. Looking at the next half century, the District is facing a number of significant challenges that are further compounded by the Covid-19 pandemic situation. With aging infrastructure, a minimally growing population and rising costs, the District will have to emphasize revenue generation and financial sustainability in order to continue its growth story. In addition, the upcoming minimum wage increases and the uncertainty around the revenue situation due to the pandemic will certainly impact operational cost recovery in the future.

This Plan aims to provide a roadmap for the short and the long term. In the short term, it is key to commence the implementation of the Big Moves identified in this plan while in the mid to long term setting the District up to continue its National Accreditation and Gold Medal ways.

One of the rare silver linings in this pandemic has been the eye-opening realization of the value of parks, recreation, trails and open spaces and the positive impact they have on the physical, mental and emotional wellbeing of every individual. The District and its staff continue to play an essential role in connecting the Channahon community and we are confident that with this plan the District will leave no stone unturned to #PLAYITFORWARD for Channahon.





