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Executive Summary

Introduction

The Prospect Heights Park District 2017 Parks and Recreation Master Plan provides a vision for the future of parks, recreation and facilities for the District, as well as recommendations for providing enhanced programs and a high level of service. The “Plan” will include guiding principles, resource allocation and an action plan to guide the District in planning for the future, and serve as a “blueprint” for future growth and maintenance of the District’s parks, facilities, programs, and services. Park development, recreation services, current deficiencies, trail connectivity, open space, and the need for future indoor facilities are all addressed.

The District’s 2012 Parks and Recreation Master Plan is being updated to provide an assessment of its parks and recreation system, and to plan for future growth in the community for the next decade. This plan is designed to provide an understanding of the community’s needs, attitudes, interests, and priorities, and the results will aid the District in planning for policy making and management decision making. Areas of strengths and areas needing improvement have been identified to advance the delivery of parks and recreation programs, facilities, and services.

The District’s goals for this project include:

- Identify and serve current and future parks and recreational needs through an integrated park system that provides adequate open space, recreational services and facilities, trails, and the stewardship of natural and cultural resources.
- Provide an accessible and diverse offering of park and recreation facilities and programs to all Prospect Heights Park District participants.
- Develop an action plan and strategy for prioritizing, phasing, funding, and accomplishing the identified needs.
- Develop facility and parks revitalization plans.

This information, along with significant feedback from stakeholders and the public, served as the basis for the development of goals and recommendations for guiding parks, facilities, and recreational services for the future of Prospect Heights Park District participants.

Planning Process Summary

The Prospect Heights Park District project team included the Executive Director and the Superintendent of Recreation to help guide this project. This team provided input to the consultant team throughout the planning process, resulting in a collaborative effort to create a plan that blends the consultant’s expertise with community input and history. The plan includes a comprehensive public input process encompassing public meetings, focus groups, and a statistically-valid survey. Analysis of all collected data provides an understanding of how well the District is currently meeting the community’s expectations and recommendations to maintain, improve, and enhance the level of services, facilities, and programs provided.

It is important to utilize various methods for gathering input and assessing community needs while developing a master plan. Each piece is vital to the process and should be looked at collectively. Communities that gather input via open forums and stakeholder meetings, statistically-valid surveys, and national standards tend to get a more accurate depiction of needs.

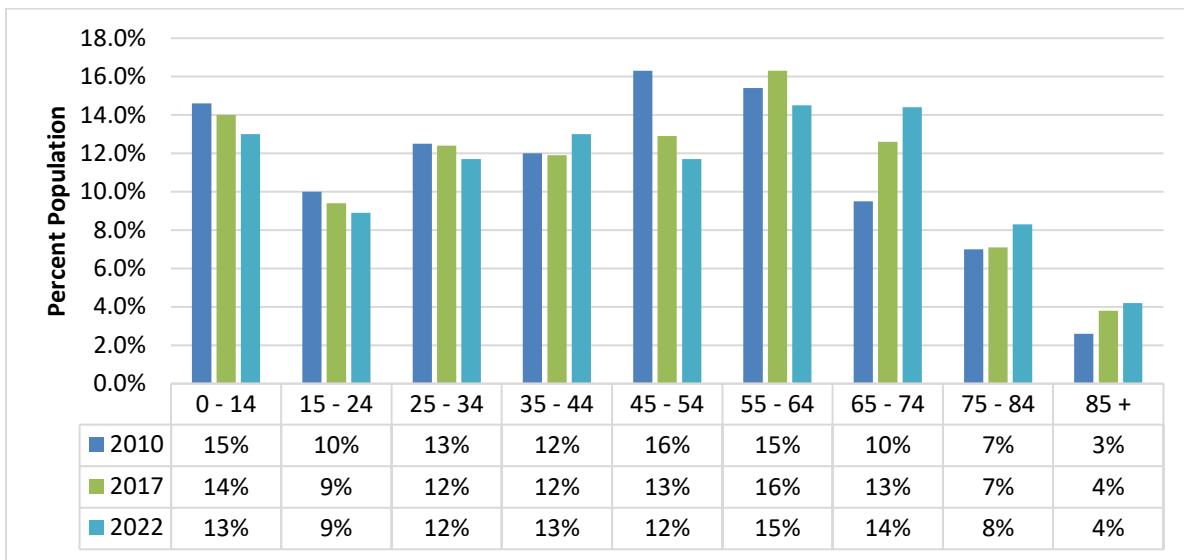
The project consisted of the following tasks:

- Review and incorporation of other Prospect Heights Park District documents
- Community Input
 - Focus Groups
 - Stakeholder Meetings
 - Survey
- Demographics and Trends Analysis
- Level of Service Analysis
- Programs and Services Gaps Analysis
- Operational Analysis
- Findings Presentation
- Visioning Workshop
- Draft Plan & Presentation
- Final Plan

Demographic highlights of several key age characteristics of the existing and projected Park District population include:

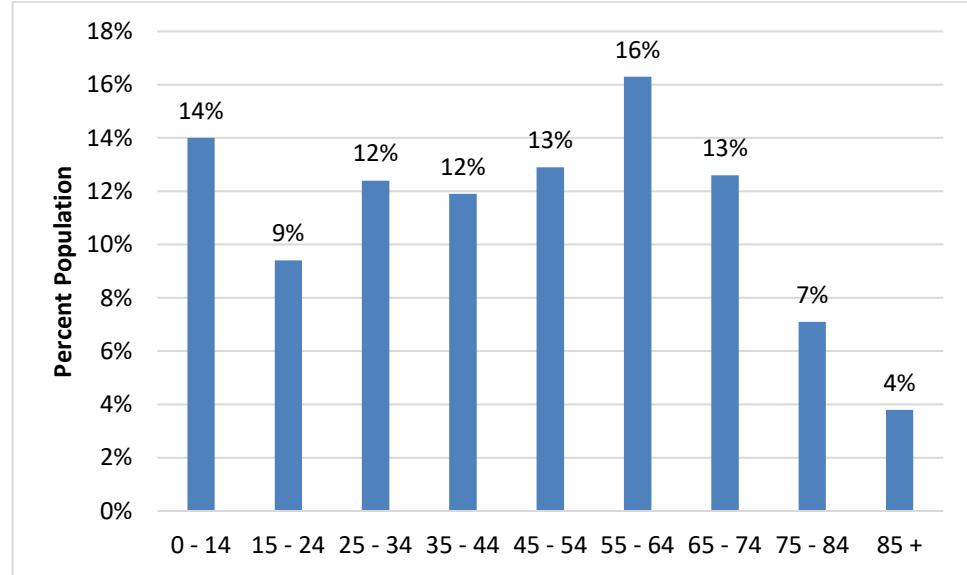
- The median age of residents is increasing. The U.S. Census Bureau reported the median age of the Prospect Heights residents to be 45.6 years in 2010. Esri estimates the median age of the 2017 population to be 47.2 years, and projects the median age to increase to 47.7 years by 2022.
- As illustrated in **Figure 1**, in general, the population of age cohorts 0 to 14, 15 to 24, 25 to 34, and 45 to 54 are projected to decrease. Over the same time period, the population of age cohorts 35 to 44, 65 to 74, and 75 to 84, and 85+ are all expected to increase.
- As illustrated in **Figure 2**, the 2017 estimated population for ages 55 to 64 becomes the largest age cohort at nearly 16 percent; the age cohorts between 25 and 44 were consistent, with these cohorts making up an estimated 37 percent.

Figure 1: Population Age Distribution: 2010 to 2022



Source: U.S. Census Bureau and Esri Business Analyst

Figure 2: 2017 Estimated Population by Age Cohort



Source: Esri Business Analyst

Key Issues and Recurring Themes Summary

Generally, findings from the public input process consistently identified an appreciation of existing parks, programs, and services being offered by the Prospect Heights Park District. A lack of updated indoor recreation and aquatic facilities and a desire for a community gathering place were identified as key needs and desires by the Prospect Heights Park District community.

The following key issues were identified:

- Keep core and nostalgic programming (ex. youth baseball)
- Multi-generational programs wanted
- Create a community gathering space
- Update facilities with “small-town” feel in mind
- Keep the character of the community, but facilities need to be updated
- Embrace friendly atmosphere
- Keep affordability
- Make sure all facilities and services are accessible

The following key demographics were identified:

- The median age of residents is projected to increase to 47.7 years by 2022.
- Generally, the population of age cohorts 0 to 14, 15 to 24, 25 to 34, and 45 to 54 are projected to decrease.
- The population of age cohorts 35 to 44, 65 to 74, and 75 to 84, and 85+ are all expected to increase.
- The 2017 estimated population for ages 55 to 64 becomes the largest at nearly 16 percent.
- The age cohorts between 25 and 44 were consistent, with these cohorts making up an estimated 37 percent.
- Overall the racial and ethnic composition of Prospect Heights Park District has not significantly changed since 2010, and is not anticipated to change to a high degree through 2022.
 - The Park District is predominately white at 82.7 percent of the Park District.
 - The Asian only population makes up 10.1 percent of the Park District.
 - People identifying as of Hispanic Origin make up 10.7 percent of the Park District.
- The total number of housing units and households in Prospect Heights Park District has been, and is projected to continue to increase slowly through 2022 at an annual rate of 0.17 percent.
 - The majority of homes in the Park District were, and are projected to continue to be owner occupied.
 - The average household size is projected to remain relatively stable at 2.26.
- The median income of Prospect Heights Park District households has been, and is predicted to continue to rise through 2022.
 - In 2017, the median household income in the park district was \$65,410, but 2022, the median household income of district households is projected to rise about \$7,000 to \$72,110.

The following key trends were identified:

- The strong participation in various recreation, sports, fitness, and leisure activities of Prospect Heights Park District households was also likely of benefit to the local economy.
 - Of the \$5.4 million in total city household spending on recreation, nearly three quarters of this total, or almost \$3.9 million was spent on admissions and other fees associated with participation in entertainment and recreation activities.
- Prospect Heights Park District residents are very active in their recreation pursuits:
 - 12.5 percent participate in hiking
 - 11.9 percent participate in road biking
 - 10.5 percent golf
 - 8.2 percent play basketball
 - 4.7 percent play baseball
 - 4.6 percent play football
 - 4.4 percent play soccer
- Fitness Activities are very popular in the Park District:
 - 30 percent of residents walk for exercise
 - 16 percent swim
 - 14.9 percent jog/run
 - 11.5 percent lift weights
 - 9.3 percent participate in group exercise
 - 8.7 percent participate in yoga

The following recurring themes were identified as priorities:

- Improve condition and maintenance of parks and facilities
- Improve condition of Gary Morava Recreation Center
- Do more to serve teens/adults/seniors
- Extend hours of operation
- Plan for high crossover participation between PHPD & surrounding park districts
- Improve connectivity of trails and pathways
- Preserve green space and appropriate land acquisition
- Add aquatics facilities and splash pad
- Add an indoor walking track

Recommendations

The following recommendations are made based on the entirety of the master plan update which was inclusive of members of the community, and the public was given many opportunities to participate through focus groups, stakeholder meetings, public meetings, an invitation survey, and an open link survey. A Level of Service (LOS) analysis and funding analysis were also conducted. These recommendations provide methods to enhance the level of service and the quality of life through improved parks, services, facilities, programs, and amenities, a dedication to customer service, improved programming and service delivery, organizational efficiencies, and increased financial opportunities.

Greater detail is provided in section V of the main report.

Goal 1: Improve Facilities and Amenities

- Objective 1.1: Renovate/replace the Gary Morava Recreation Center.
- Objective 1.2: Develop additional recreational facilities and amenities.
- Objective 1.3: Maintain and improve existing facilities, parks, trails, and open spaces.
- Objective 1.4: Explore improving/adding trail & pathway connectivity, shade shelters with restrooms, natural area preservation, & playgrounds.
- Objective 1.5: Explore additional land acquisition for new parks.
- Objective 1.6: Invest in the establishment of new parks in developed areas.
- Objective 1.7: Specific Park Master Planning
- Objective 1.8: Renovate/replace the Old Orchard Country.
- Objective 1.9: Facility Assessments
- Objective 1.10: Continue to address the District's ADA Transition Plan.

Goal 2: Continue to Improve Programs and Service Delivery

- Objective 2.1 Monitor the participation and usage of the programs, facilities, and services and make appropriate adjustments based on collected data.
- Objective 2.2 Enhance special event and community programming.
- Objective 2.3: Explore opportunities to increase recreational programming and service delivery based on demand and trends.
- Objective 2.4 Continue to monitor affordability of programs and services.

Goal 3: Continue to Improve Organizational Efficiencies

- Objective 3.1 Develop a Vision Statement to support the District's Mission Statement.
- Objective 3.2 Ensure the organizational structure of the District remains efficient.
- Objective 3.3 Enhance and improve external communication regarding District activities, programs, and services to increase community awareness.
- Objective 3.4: Staff appropriately to meet current demand and maintain established quality of service.
- Objective 3.5 Review current Cooperative Agreements with school system and how it is benefitting the Parks and Recreation District – maximize potential.
- Objective 3.6 Explore additional partnerships to assist with funding, volunteering, and marketing.
- Objective 3.7 Work with other departments to increase safety and security.

Goal 4: Increase Financial Opportunities

- Objective 4.1 Explore additional funding options.
- Objective 4.2 Explore opportunities to increase sponsorships.
- Objective 4.3: Pursue grant and philanthropic opportunities.
- Objective 4.4: Explore capital funding opportunities.
- Objective 4.5: Explore dedicated funding sources for parks maintenance.

I. Introduction of the Planning Context

A. Purpose of this Plan

The purpose of this plan is to evaluate the Prospect Heights Park District's parks and facilities and to provide the Park District with a Comprehensive Master Plan they can use as a blueprint for managing the system and planning for future growth and maintenance. The result of this project will be to provide the District with usable information in the areas of asset inventory, level of service assessment and community feedback through citizen engagement in order to guide the District's planning over the next 5-10 years. The final product will be a report that includes goals, objectives and actionable and implementable strategies to help guide the Park District's recreation programming, park renovations and improvements, facility renovations, development and enhancements, and marketing.

B. History of Parks and Recreation District

The District, incorporated in 1966, operates under a Board-Director form of government. Policymaking authority is vested in a governing Board of Commissioners consisting of the President and six other members. Board of Commissioners members are elected at large and serve four-year terms, with elections every two years. The Board of Commissioners appoints the Executive Director who is responsible for the day-to-day operations.

The District has been met with challenges such as the fallout from the economic downturn of 2008, increased competition with private providers, a decrease in assessed property value, maintenance and repair needs, and others. Despite these and other challenges, the District has moved forward with plan recommendations and remains committed to maintaining a high-quality parks and recreation system for residents and visitors.

Always seeking to ensure its stability, the District is committed to providing all its services and operations in a responsive, efficient, and cost-effective manner while retaining a high level of service. During 2012, the District began implementing a five-year master plan. In that time, several trends and economic factors affected the operations of the District to some extent:

- The continuing negative effect of the tax cap on the District's property tax revenue.
- Decrease in the Equalized Assessed Value of the property within the District.
- Economic condition of the state of Illinois.
- Low interest earnings rates.
- Increased competition from private industry for participation and users.
- Continued maintenance and repair of park lands and buildings.
- Unfunded mandates increasing at a rate that clearly has outpaced inflation.

Despite these factors, the District recently:

- Completed an ADA compliance audit.
- Implemented a new accounting software and program registration software systems.
- Created a new website
- Upgraded an on-line registration.
- Continued to maintain and repair park lands and buildings while addressing the ADA compliance issues related to the accessibility of the facilities.

- Implemented changes to the organizational management structure which included adding a full-time Marketing Coordinator.

A new Executive Director for the Prospect Heights Park District was named in January of 2016.

C. Strategic Framework

Some of the highlights from the previous Comprehensive Plan include completion of an ADA compliance audit, the addition of a Marketing Coordinator, implementation of new software and a registration system, upgrading of the website, and continued repair and maintenance of park lands and facilities. The Park District's staff and Park Board of Commissioners are continually striving to improve their services, programs and facilities to best meet the needs and desires of the Park District's residents.

D. Parks and Recreation District Overview

The Prospect Heights Park District, located about 20 miles northwest of Chicago, is a community of approximately 11,224. The District primarily serves residents of the City of Prospect Heights, and small portions of the three surrounding Villages of Arlington Heights, Mount Prospect, and Wheeling. The District provides recreation services and opportunities to all residents of the District. To accomplish this, the District follows a written mission statement.

Prospect Heights Park District Mission Statement

"To enhance the quality of life for all residents of the District through the development and maintenance of park lands and facilities utilizing available resources, as well as to promote community involvement through a variety of recreation programs, educational opportunities, and special events."

Based on the mission, the District provides recreational programs, park management, capital development, and general administration. Facilities operated by the District includes the Gary Morava Recreation Center, 14 park sites totaling 70 acres of park land, the Old Orchard Country Club totaling 100 acres, one outdoor swimming pool, and an assortment of baseball/ softball diamonds, football/soccer fields, tennis courts, playgrounds and picnic areas. The District participates in the Northwest Special Recreation Association (NWSRA) to provide programs for residents with special needs. The District partners with School District 23 and several local organizations and clubs to provide youth and adult programming. Additionally, the District maintains intergovernmental/cooperative agreements with Prospect Heights City, Police and Fire Departments, the Village of Mount Prospect and the three surrounding Park Districts: River Trails, Mount Prospect and Wheeling.

The District operates 14 park sites, a country club/golf course, a recreation center, an outdoor swimming pool, and various sports fields and facilities.

E. Methodology of this Planning Process

GreenPlay, LLC, whose project team also consisted of GreenbergFarrow Architects and RRC Associates, worked with the staff and residents of the Prospect Heights Park District in developing this Master Plan. The process offered many opportunities for public input through focus groups, stakeholder meetings, public meetings, an invitation survey, and an open link survey. Many residents consider the Prospect Heights Park District to be an essential element in meeting their family's recreation needs.

The project consisted of the following tasks:

Project Coordination, Strategic Kick-Off, and Determination of Critical Success Factors

- Initial Strategic Kick Off meeting held via conference call
- Detailed Work Plan discussed and finalized
- Initial Startup Document Package reviewed
- Critical Success Factors identified
- Project Schedule approved

Public and Stakeholder Engagement

- Staff Focus Group Meeting
- Staff SWOT Analysis
- Public Focus Group Meetings (3)
- Stakeholder Group Meetings
- Park and Recreation Board of Commissioners Meeting
- Staff Debriefing Meeting
- Open Public Forum – Meeting with all stakeholders to share findings, preliminary recommendations, and to gather any remaining thoughts and concerns

Statistically-Valid Random Invitation Community-Wide Survey

- Survey developed based on information gathered during Input Week and feedback from Prospect Heights Park District staff
- 4,036 Surveys Invitation Postcards were randomly mailed with 2,500 reminder Postcards mailed
- An open link web survey was available to residents
- 368 survey responses

Market Assessment

- Demographics and Population Projections
- Trends Analysis
- Program Analysis

Programs and Services Gaps Analysis

- Park and facility tours
- Reviewed recreation/customer service programs/sports programs, policies, and practices

Operational Analysis

- SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis

Inventory and Level of Service Analysis

- Site Inventory & Assessment of Parks, Facilities, and Amenities
- Park Classifications & Level of Service (Acreage, Amenities, and Distribution)
- Recommendations (Areas of Focus & Goals, and Individual Park Enhancements)

Final Plan, Presentations, and Deliverables

- Results of the Public Input Process
- Results of the Statistically-Valid Random Invitation Survey
- Appropriate written materials and graphics, PowerPoint presentations, slides, and photographs that can be used for public presentations
- Presentation of the final plan

Details for the major tasks are summarized in the following sections.

F. Related Planning Efforts and Integration

Review and incorporation of other Prospect Heights Parks District documents to facilitate the comprehensive analysis of the District and future recommendations including the following documents and findings:

2001 Open Space & Outdoor Facilities Master Plan Highlights

- Major problem in the report was the lack of recreational facilities
- Need to develop paved running, biking, walking paths
- Need for a number of different types of parks
- Need for facility standards

2014 PHPD Rec Facility Equipment Replacement List - Gary Morava Recreation Center

- The large majority of building and mechanical systems will have reached the end of their estimated life expectancy by 2026

2015 PHPD Golf Course Building Condition Report

- “The building is showing its age – building enclosure, some structural components, and building services are in need of immediate repair and possible wholesale replacement.”
- Significant improvements in the building’s thermal envelope and mechanical systems required to meet 2012 International Energy Conservation Code with the Village of Mt. Prospect has adopted.
- Clubhouse Condition Inspection Matrix showed all building components except A/C and Locker room in fair, poor, unknown, or n/a. Majority of building components listed as original and/or past useful life.
- “Old Orchard Country Club (1963) & Gary Morava Recreation Center (1976) met the needs of community for types and programs that were being offered in the 1960s and 1970s.”
- A modern centralized recreation center must be constructed for year-round programming serving the needs of many patrons young and old.
- ... “perhaps it is possible to construct a new multiple-use recreational comprehensive sport complex building that would meet current and accommodate future recreational needs” ...

- “It may be least expensive to build and operate a new multi-story building that would serve all Park District patrons.”

2015 PHPD Rec Facility Building Condition Report

- Site adjacent to tributary B of McDonald Creek causing poor soils, flooding, and subsurface drainage issues.
- Gymnasium foundation has continued to settle creating structural integrity issues of the steel frame/wall system and wood floor.
- General building has been well maintained.
- Original design has become obsolete, no longer adaptable to the changing recreational needs of patrons.
- Building lacks flexibility to serve the future needs of patrons.
- Building is nearing its 50-year design life.
- Building Condition Inspection Matrix showed majority of building components in fair or poor condition, original equipment/past useful life expectancy.
- A modern centralized recreation center must be constructed for year-round programming serving the needs of many patrons young and old.
- The building must be designed with function and flexibility
- ... “perhaps it is possible to construct a new multiple-use recreational comprehensive sport complex building that would meet current and accommodate future recreational needs” ...
- “It may be least expensive to build and operate a new multi-story building that would serve all Park District patrons.”

Prospect Heights Park District Organizational Chart 2017

- A review of the 2017 Organizational Chart reveals a well thought out, functional and efficient organization.

PHPD 2010 Community Survey Needs Assessment Final Report

- 74 percent of survey respondents do not use the fitness center at the Gary Morava Recreation Center.
- Walking/jogging/track, indoor aquatic center, senior center facilities, larger fitness center top 4 requested amenities.
- There seems to be support for improving the Morava Center.

PHPD Program Inventory Master

- Variety of special events are conducted throughout the year generating nearly \$9,600.
- All aquatics programs operate as revenue generating.
- Majority of Early Childhood Programs operate as revenue generating.
- Childhood Programs operate as revenue generating.
- Youth Athletic Programs operate as revenue generating.
- Dance & Performing Arts Programs operate as revenue generating.
- Summer Camps operate as revenue generating.
- Adult Programs operate as revenue generating.
- Fitness Classes operate as revenue generating.
- Golf Programs operate as revenue generating.
- Ancillary (Rentals, Concessions, etc.) operate as revenue generating.

PHPD December 2015 & 2016 Comprehensive Annual Financial Report

- Financial Highlights
 - Assets exceeded liabilities in both audits compared to the previous year.
 - Fund Balance increased in both audits compared to the previous year.
 - Governmental debt outstanding decreased in both audits compared to the previous year.
 - Total revenues increased slightly in both audits compared to the previous year.
 - Total expenses increased slightly in both audits compared to the previous year.

The following recurring themes were observed during the review of the above-mentioned documents:

- Lack of recreational facilities.
- Need to develop paved running, biking, walking paths.
- Need for a number of different types of parks.
- Need for facility standards.
- The large majority of building and mechanical systems will have reached the end of their estimated life expectancy by 2026.
- A modern centralized recreation center must be constructed for year-round programming serving the needs of many patrons young and old.
- Walking/jogging/track, indoor aquatic center, senior center facilities, larger fitness center top 4 requested amenities.
- There seems to be support for improving the Morava Center.

II. What We Want – Our Community and Identified Needs

A. Prospect Heights Park District Demographic Profile

Gaining a clear understanding of the existing and projected demographic character of the park district is an important component of the planning process for the Prospect Heights Park District Master Plan. By analyzing population data, trends emerge that can inform decision making and resource allocation strategies for the provision of public parks, recreation amenities and open spaces.

Key areas were analyzed to identify current demographic statistics and trends that can impact the planning and provision of public parks and recreation services in the Prospect Heights Park District. Community characteristics analyzed and discussed consist of:

- Existing and projected total population
- Age and gender distribution
- Ethnic/Racial diversity
- Housing and household information
- Educational attainment
- Employment
- State and Local Health Ranking

This demographic profile for the park district was completed using the most current data available (as of August 2017) from Esri Business Analyst, the U.S. Census Bureau data, and U.S. Census Bureau's American Community Survey. A summary of demographic highlights is noted in **Table 1** below, followed by a more detailed demographic analysis.

Table 1: 2017 Prospect Heights Park District Demographic Profile

Population	11,224
Median Age	47.2
Households	4,965
Median Household Income	\$65,410

Source: Esri Business Analyst

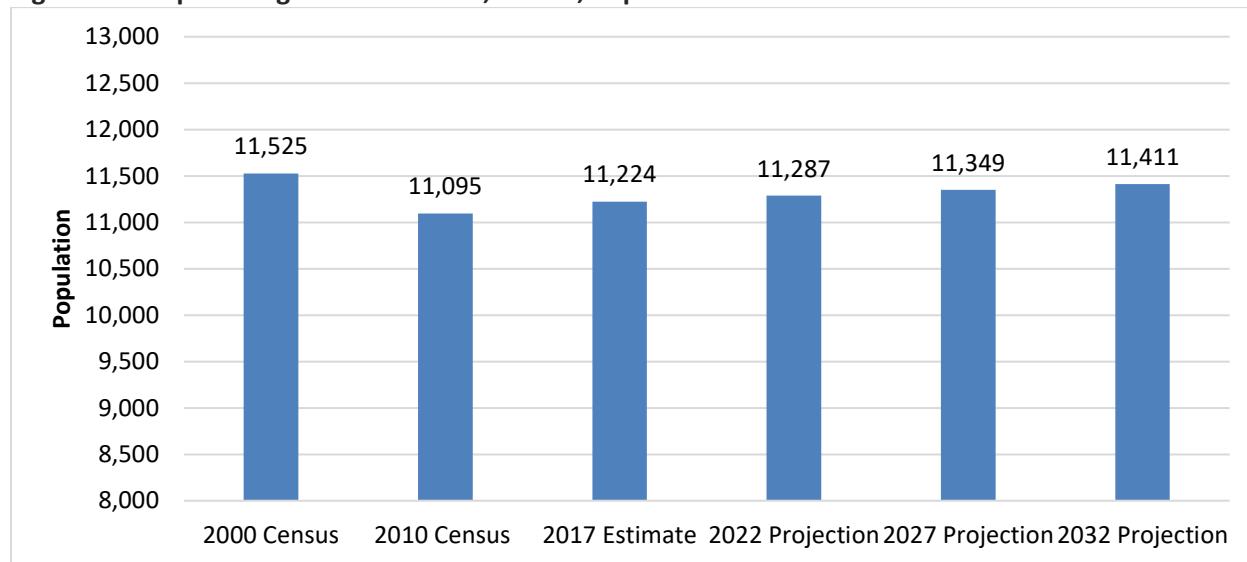
Key general 2017 demographic comparisons – Park District, State and National:

- The estimated median age of Prospect Heights Park District residents was 47.2 years, higher than both the median age for Illinois (37.7) and the United States (38.2).
- The median household income for Prospect Heights Park District in 2017 was estimated to be \$65,410. This is higher than the median household income of \$59,409 in Illinois and higher than the national median household income of \$56,124.
- Prospect Heights' estimated population was almost evenly split between male (49.72%) and female (50.29%) residents. The populations of Illinois and the United States are also roughly evenly divided between the sexes.

Prospect Heights Park District Population Projections

Although future population growth cannot be predicted with certainty, it is helpful to make growth projections for planning purposes. **Figure 3** contains actual population figures based on the 2000 and 2010 U.S. Census for the Prospect Heights Park District, and the Esri 2017 estimated population and 2022 projected population. Prospect Height's Park District population decreased by about 500 people between 2000 and 2010. Based on current Esri estimates and projections, an annual growth rate of 0.11 percent from 2017 to 2022 is projected. This growth rate was used to estimate the population until 2032. At this low growth rate, Prospect Heights Park District should not expect significant differences in population within the next decade.

Figure 3: Prospect Heights Park District, Illinois, Population Growth Trend



Source: U.S. Census Bureau, and Esri Business Analyst

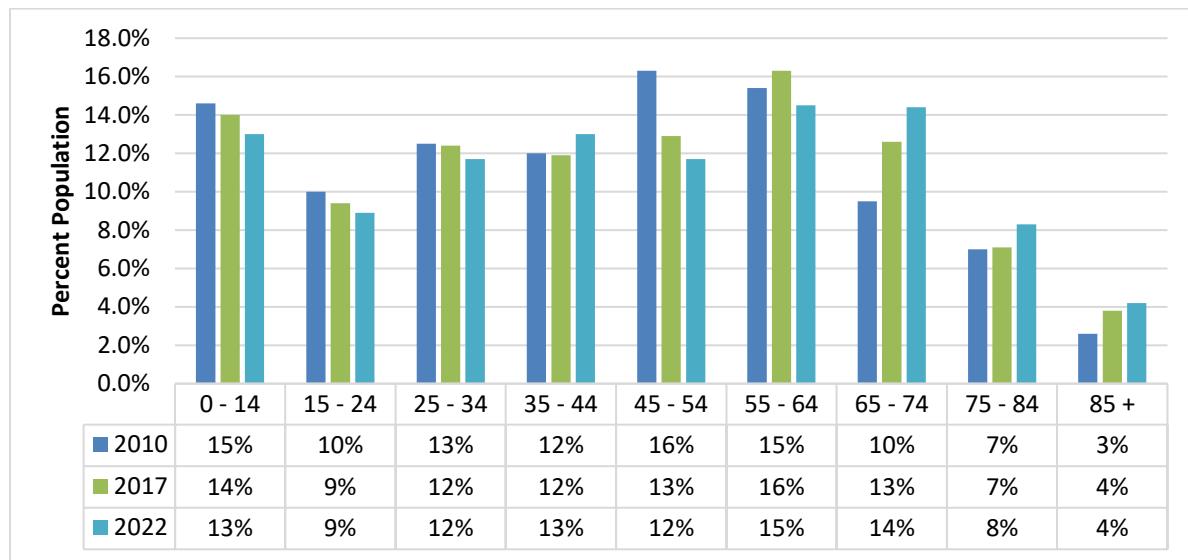
Population Age Distribution

The existing and projected population of different age groups, or cohorts, within Prospect Heights Park District is illustrated in the following series of figures. **Figure 4** illustrates the 2017 population by age cohort, and **Figure 5** provides this breakdown for the 2010 population, 2017 estimated population, and 2022 projected population.

Several key age characteristics of the existing and projected Park District population include:

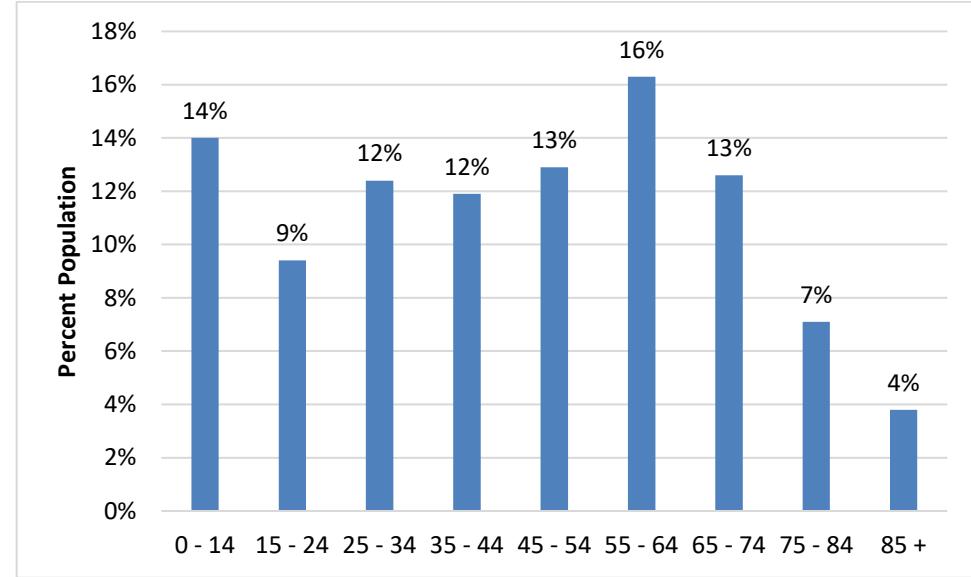
- The median age of residents is increasing. The U.S. Census Bureau reported the median age of Prospect Heights residents to be 45.6 years in 2010. Esri estimates the median age of the 2017 population to be 47.2 years, and projects the median age to increase to 47.7 years by 2022.
- As illustrated in **Figure 4**, generally the population of age cohorts 0 to 14, 15 to 24, 25 to 34, and 45 to 54 are projected to decrease. Over the same time period, the population of age cohorts 35 to 44, 65 to 74, and 75 to 84, and 85+ were all expected to increase.
- As illustrated in **Figure 5**, the 2017 estimated population for ages 55 to 64 becomes the largest at nearly 16 percent; the age cohorts between 25 and 44 were consistent, with these cohorts making up an estimated 37 percent.

Figure 4: Population Age Distribution: 2010 to 2022



Source: U.S. Census Bureau and Esri Business Analyst

Figure 5: 2017 Estimated Population by Age Cohort



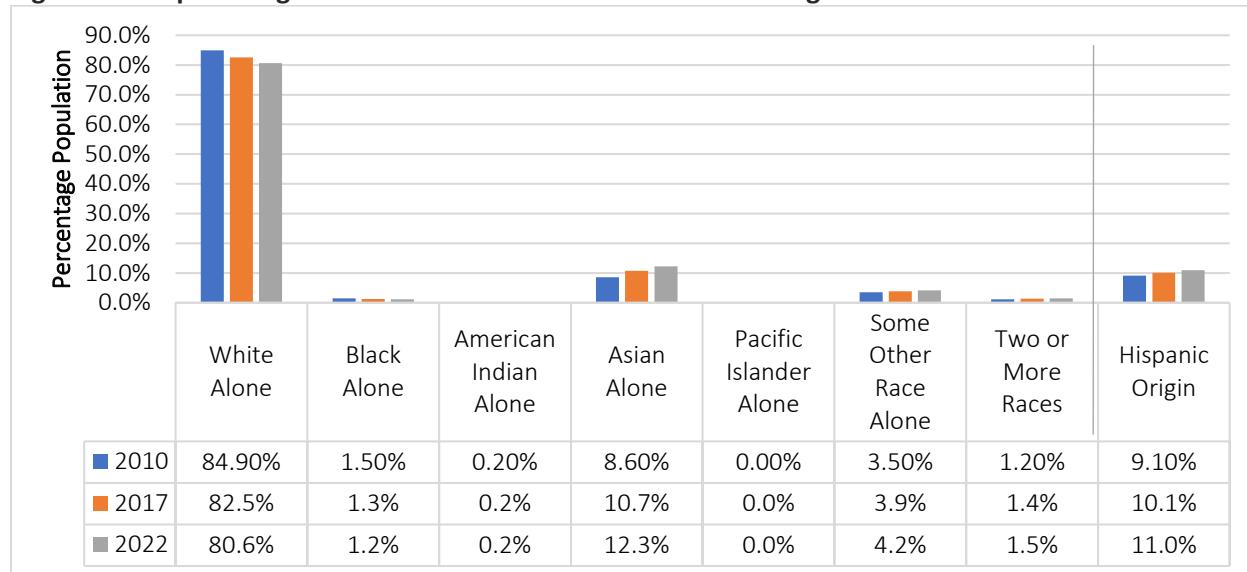
Source: Esri Business Analyst

Race/Ethnicity

Prior to reviewing demographic data pertaining to a population's racial and ethnic character, it is important to note how the U.S. Census classifies and counts individuals who identify as Hispanic. The Census notes that Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person's parents or ancestors before arrival in the United States. In the U.S. Census, people who identify as Hispanic, Latino, or Spanish may be any race and are included in all of the race categories. All race categories add up to 100 percent of the population, the indication of Hispanic origin is a different view of the population and is not considered a race.

Figure 6 reflects the approximate racial/ethnic population distribution for Prospect Heights Park District based on the 2010 U.S. Census and the Esri 2017 estimates and 2022 projections. It was estimated that in 2017, 10.1 percent of the population identified as Hispanic; that number is expected to increase just one percent in 2022. This number is significantly less than the City's population, of which 30.3 percent of the population identify as Hispanic, as seen in **Figure 7**.

Figure 6: Prospect Heights Racial and Ethnic Character 2010 through 2022

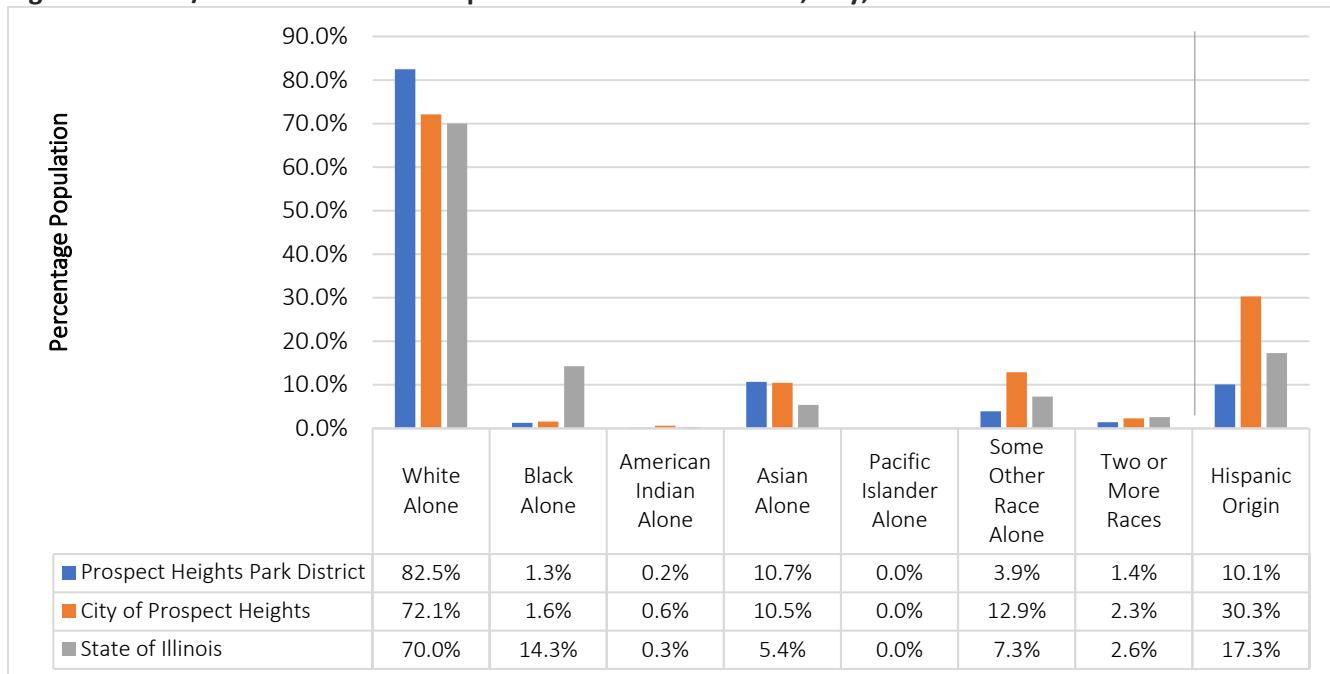


Source: U.S. Census Bureau and Esri Business Analyst

Overall, the racial and ethnic composition of Prospect Heights Park District has not significantly changed since 2010, and it is not anticipated to change to a high degree through 2022. The majority of the park district's population identified as Caucasians, and largest minority group were "Asians." In 2022, Asians are expected to make up over 12 percent of Prospect Heights Park District's population.

As illustrated in **Figure 7**, the 2017 racial and ethnic composition of the population of Prospect Heights Park District was much different than the City of Prospect Heights and the State of Illinois. In 2017, blacks were expected to make up 14.3 percent of the population, while Prospect Heights was only expected to make up 1.6 percent of the population. As reflected in Census and Esri data, the District's population has been, and is projected to continue to be predominantly Caucasian. In 2017, nearly 72.1 percent of the city's population was estimated to identify as Caucasian, compared to 70 percent of the state's population.

Figure 7: Racial/Ethnic Character Comparison 2017 – Park District, City, and State



Source: Esri Business Analyst

Household Information

As reflected in **Table 2**, the total number of housing units and households in Prospect Heights Park District has been, and is projected to continue to increase slowly through 2022 at an annual rate of 0.17 percent. The majority of homes in the Park District were, and are projected to continue to be, owner occupied. The average household size is projected to remain relatively stable. The percentage of owner occupied housing units is estimated to decrease by about two percent between 2010 and 2022. Likewise, renter occupied units and vacant housing units are anticipated to increase between that same time period.

Table 2: Prospect Heights Housing Profile 2010 to 2022

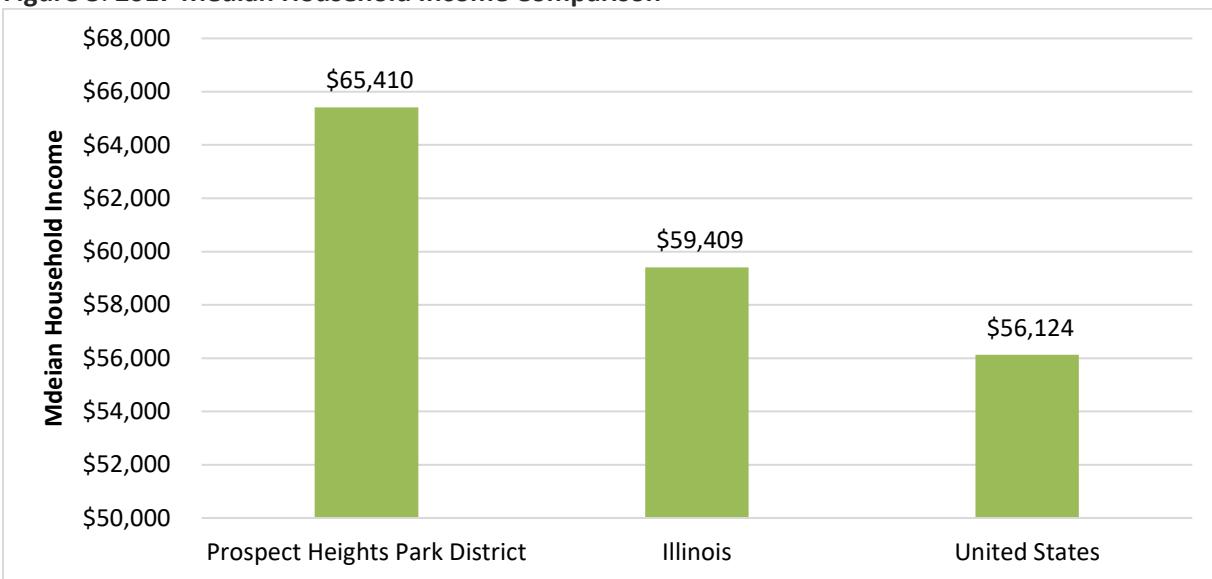
	2010	2017	2022
Total Housing Units	5,214	5,249	5,306
Number of Households	4,878	4,965	5,003
Average Household Size	2.27	2.26	2.26
Owner Occupied Housing Units	70.90%	69.30%	68.80%
Renter Occupied Housing Units	22.70%	25.20%	25.50%
Vacant Housing Units	6.40%	5.40%	5.70%

Source: Esri Business Analyst

Household Income

Data from Esri Business Analyst, illustrated in **Figure 8**, indicates that the 2017 median household income in Prospect Heights Park District was higher than both the median household incomes in Illinois and the United States.

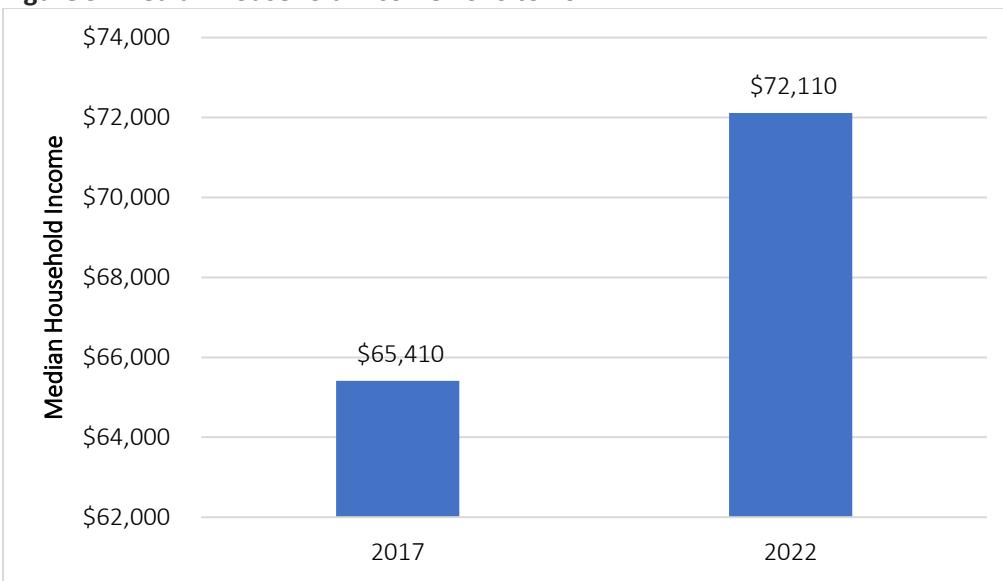
Figure 8: 2017 Median Household Income Comparison



Source: Esri Business Analyst

As Figure 9 illustrates, the median income of Prospect Heights Park District households has been rising, and is predicted to continue to rise through 2022. In 2017, the median household income in the park district was \$65,410. By 2022, the median household income of district households is projected to rise about \$7,000 to \$72,110.

Figure 9: Median Household Income 2010 to 2022



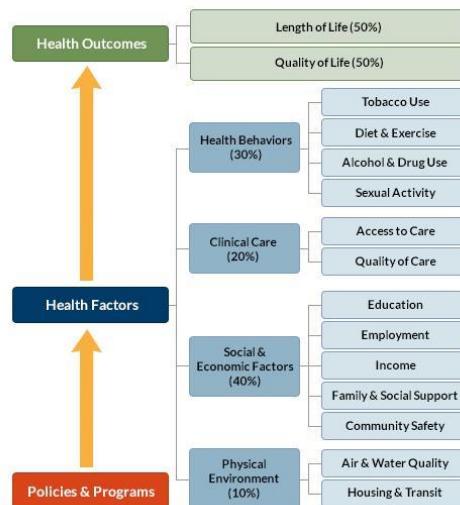
Source: U.S. Census Bureau and Esri Business Analyst

Health Ranking

Robert Wood Johnson Foundation's *County Health Rankings and Roadmaps* provide annual insight on the general health of national, state, and county populations. According to the Foundation, its modeling of population health, "emphasizes many factors that, if improved can help make communities healthier places to live, learn, work, and play." The 2017 *Rankings* model shown in **Figure 10** highlights the topic areas reviewed by the Foundation.

The health ranking for Cook County, which contains the Prospect Heights Park District, gauged the public health of the population based on, "how long people live and how healthy people feel while alive," coupled with ranking factors including healthy behaviors, clinical care, social and economic, and physical environment factors.¹ Out of the 102 Illinois counties reviewed, Cook County was ranked as 59th for overall health outcomes, and 77th for health factors. Several significant social challenges impacting the public health in the County included high numbers of premature death, poor or fair health, and poor mental health days. With regard to health factors, Cook County had higher levels of adult smoking, physical inactivity, excessive drinking, and alcohol impaired driving deaths. Cook County ranked very highly in regard to access to exercise opportunities, at a rate of 99 percent.

Figure 10: County Health Ranking Model



B. Park and Recreation Influencing Trends

The provision of public parks and recreation services can be influenced by a wide variety of trends, including the desires of different age groups within the population, community values, and popularity of a variety of recreational activities and amenities. Within this section of the Plan, a number of local and national trends are reviewed that should be considered by the park district when determining where to allocate resources toward the provision of parks, recreational facilities, and recreational programming to its residents and visitors.

This report is generally organized into two sections:

1. ***Review of estimated Prospect Heights Park District*** household participation in, and spending on, a variety of recreational, sports, fitness, and leisure activities. Opportunities for participation in many of the activities analyzed are provided through city facilities and programs.
2. ***Overview of key national recreation trends*** pertinent to the provision of parks, recreation facilities, and open spaces relevant to the population of the Prospect Heights Park District.

¹ University of Wisconsin Population Health Institute & Robert Wood Johnson Foundation, *County Health Rankings 2017*, <http://www.countyhealthrankings.org>

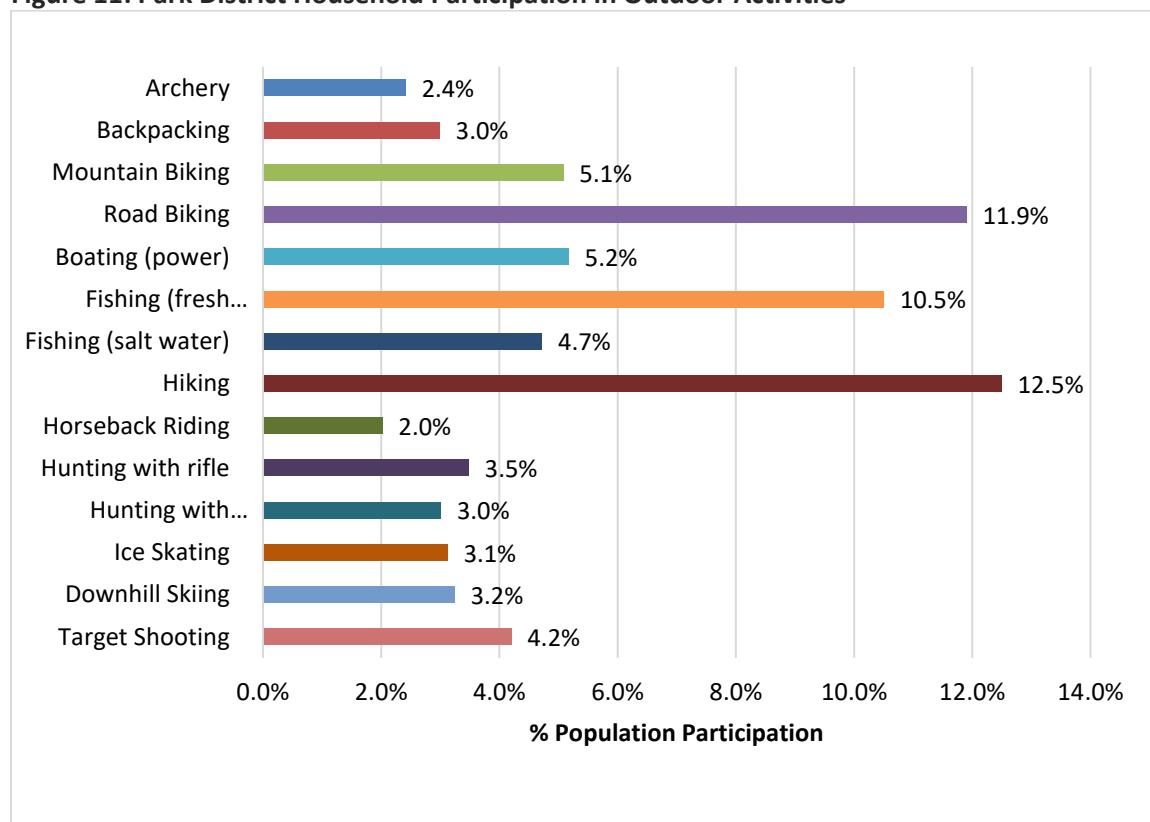
Estimated Household Participation Rates and Spending

Through Esri Business Analyst, a combination of information from the U.S. Census Bureau, Bureau of Labor Statistics, and other data sources that gauge national tendencies to participate and spend on various recreation, fitness, and leisure activities is weighed against current Esri local demographic characteristics, including population, age, and household income, to yield an estimate (August 2017) of household participation in recreation, fitness, and leisure activities in Prospect Heights Park District, and of the household spending on fees, equipment, and other typical costs associated with participation.

Estimated Participation

Esri models and resulting data indicate that Prospect Heights Park District households included members that participated in a number of recreation, sports, fitness, and leisure activities in the past year. The activities reviewed are representative of those that are often offered through parks and recreation facilities and programs throughout the country. **Figures 11 through 14** review estimated participation rates of the park district's households in outdoor recreation activities, team and individual sports and fitness activities, and leisure activities. This level of local participation generated over \$5.4 million in associated spending in 2017. **Figures 14 and 15** provide insight into the various fees and costs Prospect Heights Park District residents paid to participate in sports, recreation, fitness, and leisure activities.

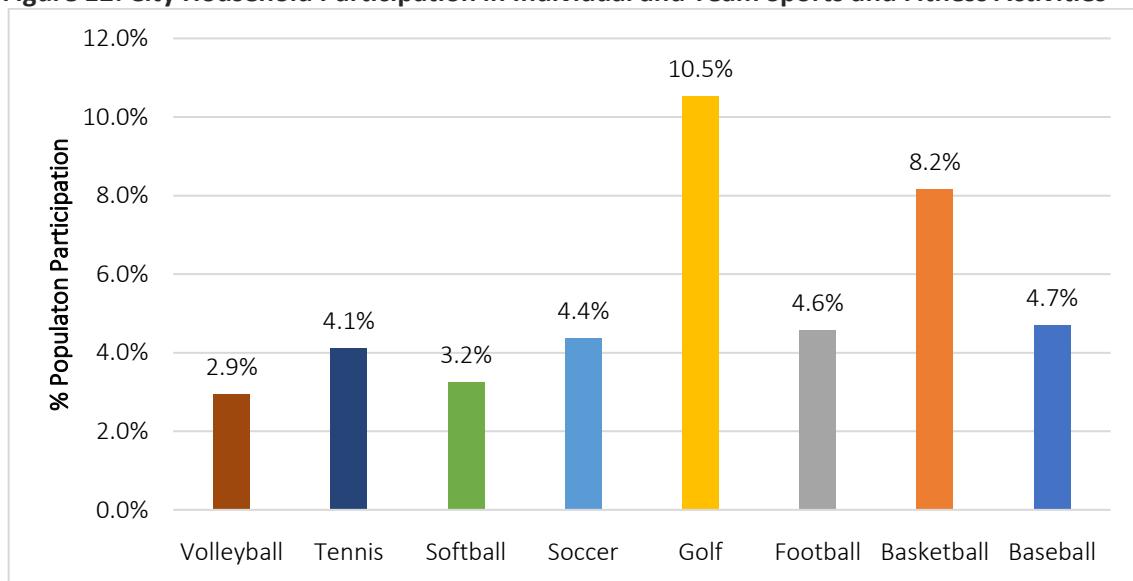
Figure 11: Park District Household Participation in Outdoor Activities



Source: Esri Business Analyst, Sports and Leisure Market Potential, August 2017

As illustrated in **Figure 11**, close to 12.5 percent of households were estimated to have included members that went hiking last year; road biking (11.9%) and fresh water fishing (10.5%) were also popular outdoor activities.

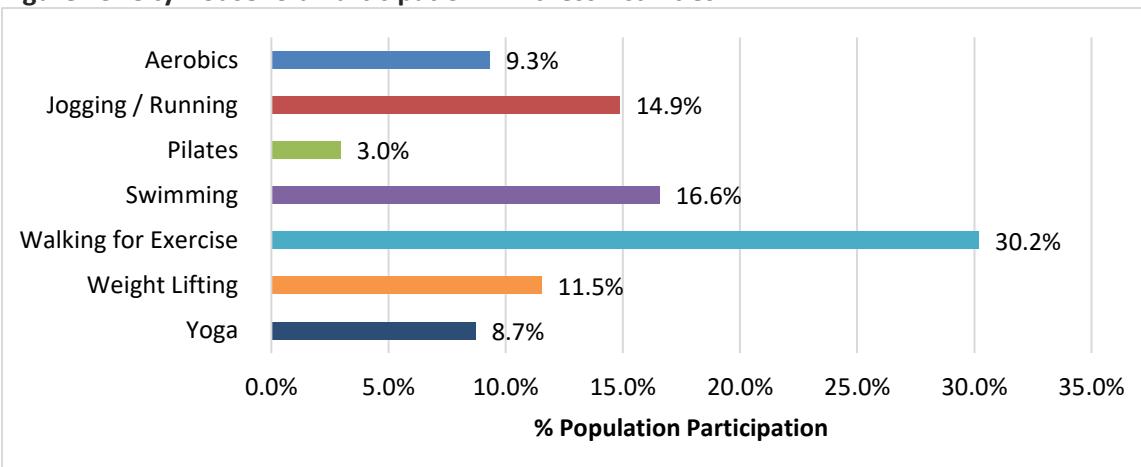
Figure 12: City Household Participation in Individual and Team Sports and Fitness Activities



Source: Esri Business Analyst, Sports and Leisure Market Potential, August 2017

As illustrated in **Figure 12**, in general, less than 10 percent of households were estimated to have included members that participated in various organized team and individual sports. Of the sports reviewed, golf (10.5%) was the only activity that had more than 10 percent participation. Basketball (8.2%) was the sport with the second highest level of participation last year. Less than five percent of park district households participated in the other sports activities reviewed. Although these household participation figures for organized sports may appear low, it should be noted that generally households with children tend to have higher rates of participation in these types of sports through organized youth and school leagues. Access to these types of activities for youth is often very important for such households.

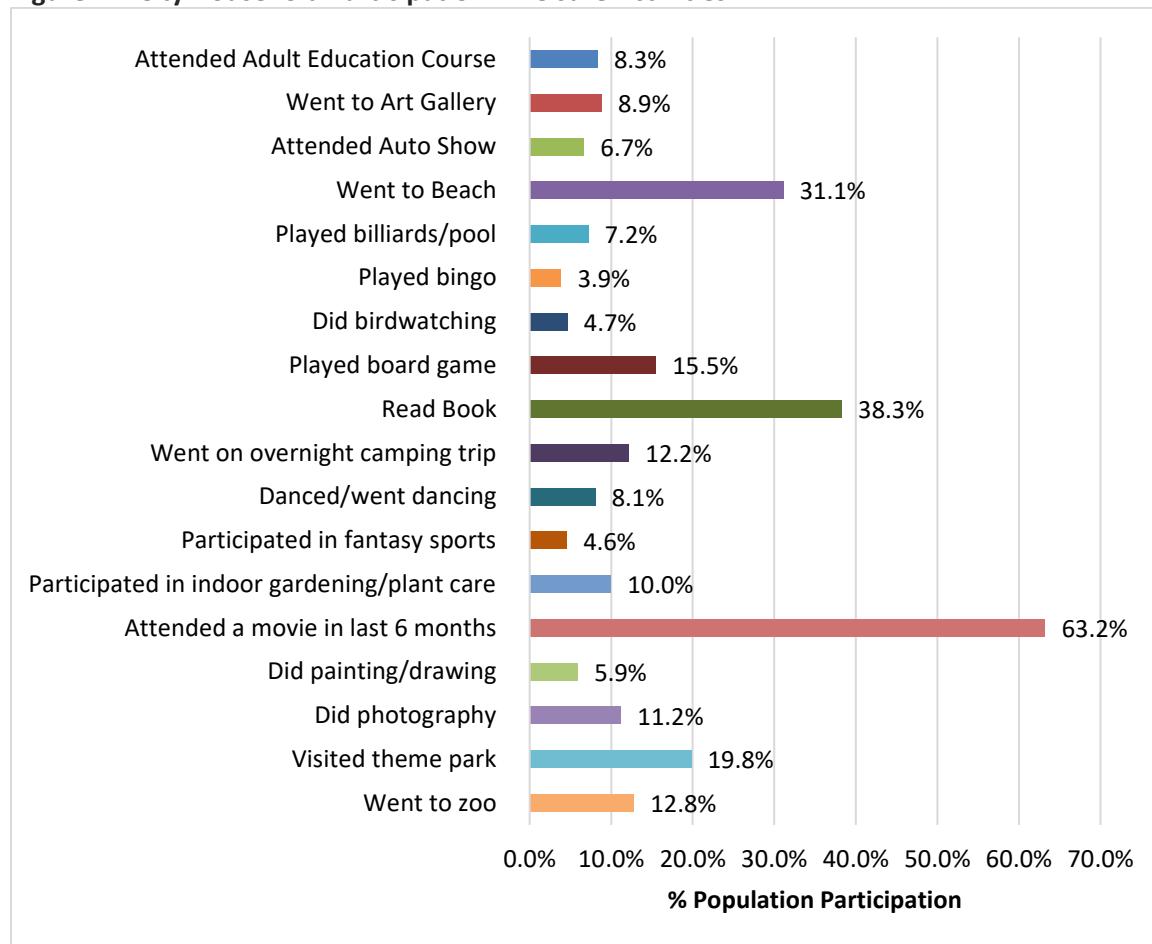
Figure 13: City Household Participation in Fitness Activities



Source: Esri Business Analyst, Sports and Leisure Market Potential, August 2017

As illustrated in **Figure 13**, Esri estimated that walking for fitness was the most heavily participated in fitness activity among Prospect Heights households. Over 30 percent of households included members that walked for fitness in 2017. Over 1 in 10 households participated in either jogging/running, swimming, and/or weight lifting for fitness in 2017.

Figure 14: City Household Participation in Leisure Activities



Source: Esri Business Analyst, Sports and Leisure Market Potential, August 2017

In addition to offering recreation, fitness, and sports programs and facilities, many local public parks and recreation agencies also provide various art, culture, and leisure activities. As illustrated in **Figure 14**, attending a movie was popular, with over half of households estimated to have participated in 2017. Both reading a book (38.3%) and visiting the beach (31.1%) received significant rates of participation by members of Prospect Heights Park District households.

Estimated Spending

The strong participation in various recreation, sports, fitness, and leisure activities of Prospect Heights Park District households was also likely of benefit to the local economy. **Figure 15** illustrates that of the \$5.4 million in total city household spending on recreation, nearly three quarters of this total, or almost \$3.9 million was spent on admissions and other fees associated with participation in entertainment and recreation activities. The estimated spending on entertainment, recreation fees, and admissions is further detailed in **Figure 6**.

2017 Park District Household Spending on Recreation

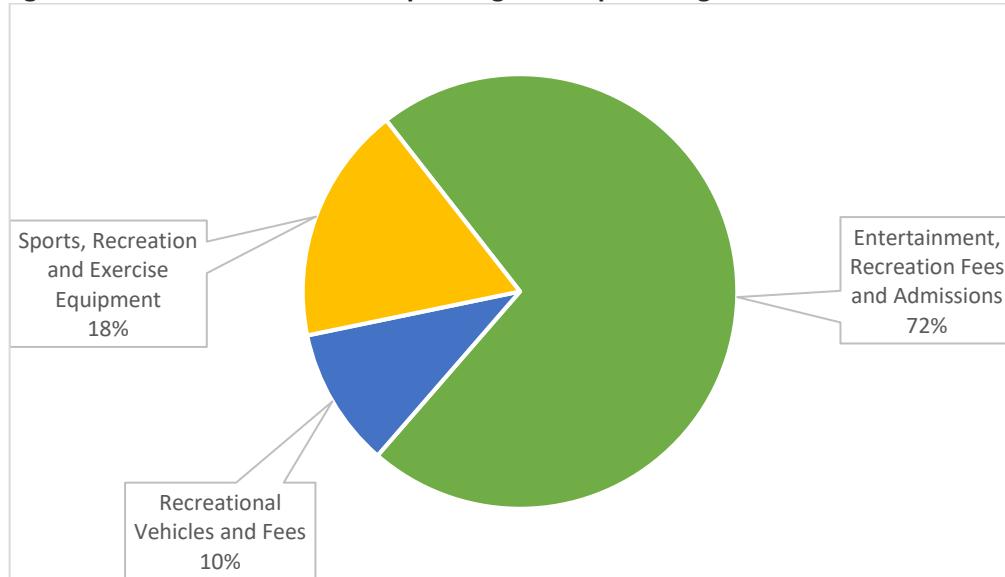
\$5.4 million

Estimated total spending of all households

\$1,089

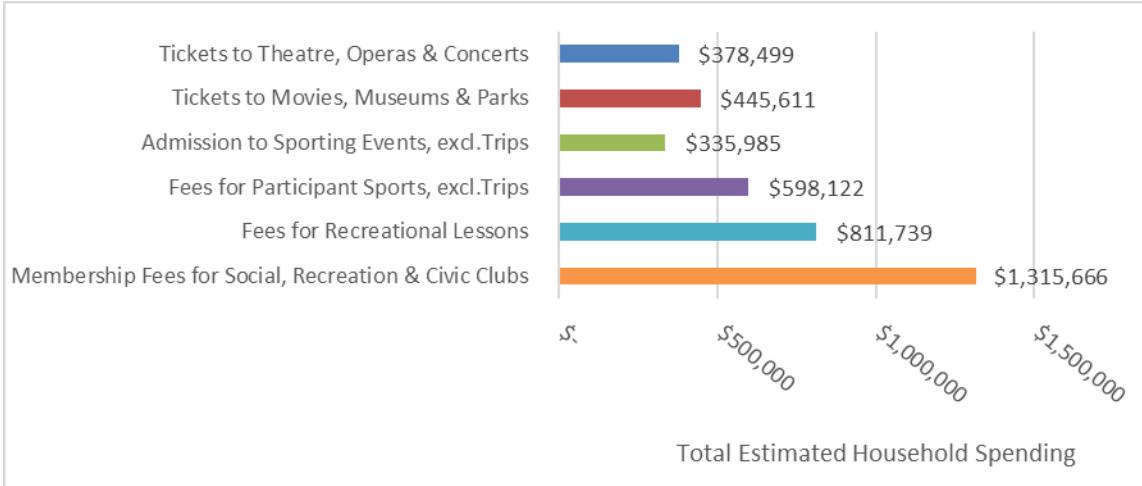
Estimated average spending per household

Figure 15: General Recreational Spending of Prospect Heights Park District Households



Source: Esri Business Analyst, *Recreation Expenditures*, August 2017

Figure 16: City Household Spending on Entertainment, Recreation Fees, and Admissions



Source: Esri Business Analyst, *Recreation Expenditures*, August 2017

Table 3 provides a detailed breakdown of the average household spending, total spending of all households, and the Spending Potential Index for Prospect Heights Park District. The Spending Potential Index figures represent the amount the average park district household spent for a product or service relative to a national index average of 100 in 2017.

"The Spending Potential Index compares the average expenditure made locally for a product to the average amount spent nationally. An index of 100 is average. An index of 120 shows that average spending by local consumers is 20 percent above the national average."

Esri Consumer Spending Methodology 2016

Table 3: City Household Spending on Recreation, Fitness, and Leisure Activities

	Spending Potential Index	Average Amount Spent	Total
Entertainment, Recreation Fees and Admissions	123	\$783.54	\$3,890,288
Tickets to Theatre, Operas, and Concerts	128	\$76.23	\$378,499
Tickets to Movies, Museums, and Parks	116	\$89.75	\$445,611
Admission to Sporting Events, excl. Trips	121	\$67.67	\$335,985
Fees for Participant Sports, excl. Trips	121	\$120.47	\$598,122
Fees for Recreational Lessons	123	\$163.49	\$811,739
Membership Fees for Social, Recreation & Civic Clubs	126	\$264.99	\$1,315,666
Recreational Vehicles and Fees	111	\$113.04	\$561,246
Docking & Landing Fees for Boats & Planes	126	\$13.43	\$66,695
Camp Fees	117	\$37.83	\$187,807
Payments on Boats, Trailers, Campers, and RVs	98	\$40.63	\$201,730
Rental of RVs or Boats	120	\$21.15	\$105,015
Sports, Recreation and Exercise Equipment	113	\$192.67	\$956,627
Exercise Equipment, Gear & Game Tables	111	\$66.26	\$328,988
Bicycles	115	\$32.61	\$161,927
Camping Equipment	116	\$19.10	\$94,835
Hunting & Fishing Equipment	109	\$46.16	\$229,168
Winter Sports Equipment	133	\$7.96	\$39,516
Water Sports Equipment	121	\$6.83	\$33,922
Other Sports Equipment	104	\$11.00	\$54,609
Rentals & Repairs of Sports, Recreation & Exercise Equipment	126	\$2.75	\$13,663
Total Overall Spending in All Categories		\$1,089.25	\$5,408,161

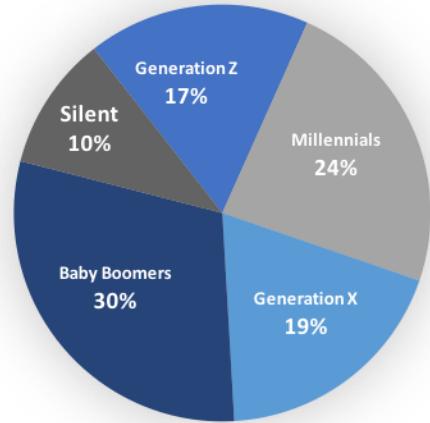
Source: Esri Business Analyst, Recreation Expenditures, August 2017

National Demographic Trends in Recreation

Prospect Heights Park District Generation Trends

Three major age groups, the Baby Boomers, Millennials, and Generation Z, are having significant impacts in the planning and provision of parks and recreation services nationwide. In 2017, approximately 71 percent of Prospect Heights Park District residents fell into one of these age groupings.

Roughly 17 percent of the population were members of Generation Z, 24 percent were Millennials, and 30 percent were Baby Boomers. Generation X exceeded Generation Z by two percent. The Silent Generation, those 72 and older, only made up 10 percent of the population.



The *2016 Participation Report*² from the Physical Activity Council characterized generational participation in recreation, sports, fitness, and other physical activities as:

Generation X	Millennials	Baby Boomers	Generation Z
<ul style="list-style-type: none">• Varied activity levels• Top 3 activity preferences:<ul style="list-style-type: none">• fitness sports• outdoor sports• individual sports	<ul style="list-style-type: none">• Moderately active• Top 3 activity preferences:<ul style="list-style-type: none">• fitness sports• outdoor sports• individual sports	<ul style="list-style-type: none">• Least active generation• Top 3 activity preferences:<ul style="list-style-type: none">• fitness sports• outdoor sports• individual sports	<ul style="list-style-type: none">• Most active generation• Top 3 activity preferences:<ul style="list-style-type: none">• outdoor sports• team sports• fitness sports

² Physical Activity Council, *2017 Participation Report*, <http://www.physicalactivitycouncil.com/PDFs/current.pdf>; accessed June 2017

Adults – Baby Boomers

Baby Boomers are defined as individuals born between 1946 and 1964, as stated in “Leisure Programming for Baby Boomers.”³ They are a generation that consists of nearly 76 million Americans, and comprised 30 percent of Prospect Heights Park District’s population in 2017.

Generation X

This generational group is comprised of individuals in the 37 to 52-year-old age range. In 2017, the median age of Prospect Heights Park District’s residents was 47.2 years, and 19 percent of County’s population was a member of Generation X. Many members of this generation are in the peak of their careers, raising families, and growing their connections within the community.

The Millennial Generation

The Millennial Generation is generally considered those born between about 1980 and 1999, and in April 2016, the Pew Research Center reported that this generation had surpassed the Baby Boomers as the nation’s most populous age group.⁴ Millennials comprised approximately 24 percent of Prospect Heights Park District’s 2017 total population. Making up the largest generational cohort in Prospect Heights Park District, Millennials are influential, and have an understanding of some of their general characteristics can help guide decision making in the provision of parks and recreation services to this significant segment of the local population.

Youth – Generation Z

As of the 2010 Census, the age group under age 18 forms about a quarter of the U.S. population. Nationwide, nearly half of the youth population is ethnically diverse and 25 percent is Hispanic. In Prospect Heights Park District, roughly 17 percent of the population was under the age of 18 in 2017.

Multiculturalism

The United States is becoming increasingly racially and ethnically diverse. In May 2012, the U.S. Census Bureau announced that non-white babies now account for the majority of births in the United States. “This is an important tipping point,” noted William H. Frey,⁵ senior demographer at the Brookings Institution, describing the shift as a, “transformation from a mostly white Baby Boomer culture to the more globalized multi-ethnic country that we are becoming.”

In 2017, the population of Prospect Heights Park District was predominantly (82.5%) Caucasian. The next most populous racial/ethnic groups were estimated to include residents identifying as Asian (10.7%) illustrated in **Figure 17**.

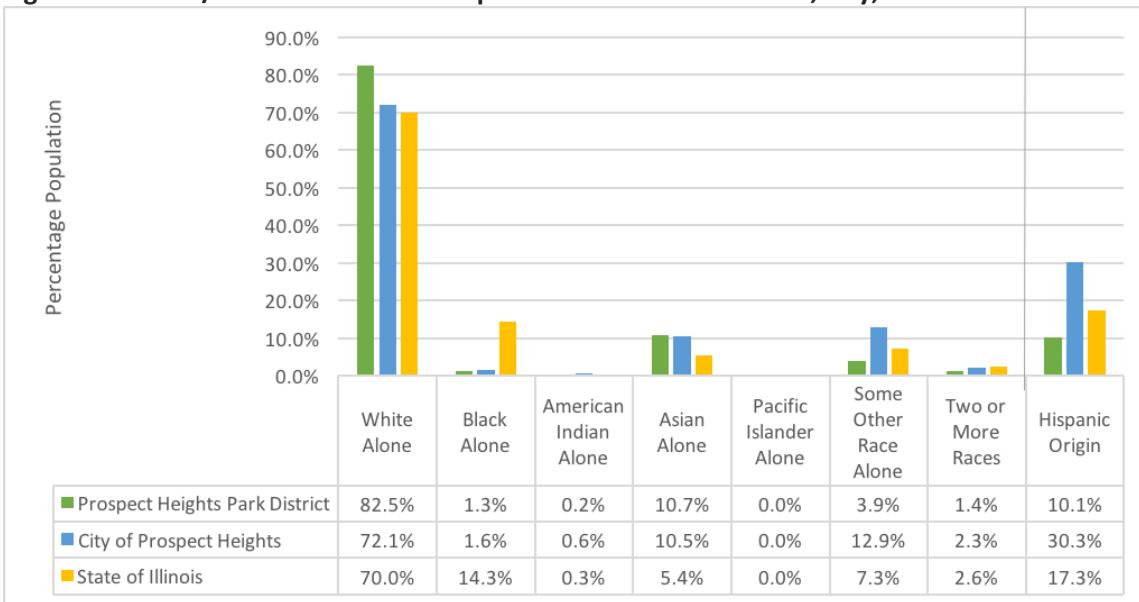
In reviewing population data, it is important to note that the indication of Hispanic origin is a different view of the population. Hispanic origin is not considered a race. People who identify as Hispanic, Latino, or Spanish may be any race and are included in all of the race categories. The U.S. Census Bureau notes that Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person, or the person’s parents or ancestors before arrival in the United States.

³ Linda Cochran, Anne Roshchadl, and Jodi Rudick, “Leisure Programming For Baby Boomers,” *Human Kinetics*, 2009.

⁴ Richard Fry, “Millennials overtake Baby Boomers as America’s Largest Generation,” *Pew Research Center Fact Tank*, April 25, 2016, <http://www.pewresearch.org/fact-tank/2016/04/25/millennials-overtake-baby-boomers/>, accessed May 2015

⁵ Adam Serwer, “The End of White America,” *Mother Jones*, <http://www.motherjones.com/kevin-drum/2012/05/end-white-america>, May 17, 2012.

Figure 17: Racial/Ethnic Character Comparison 2017 – Park District, City, and State



Source: Esri Business Analyst

Cultural and ethnic diversity adds unique character to communities expressed through distinct neighborhoods, multicultural learning environments, and restaurants, places of worship, museums, and nightlife.⁶ More than ever, recreation professionals will be expected to work with, and have significant knowledge and understanding of individuals from many cultural, racial, and ethnic backgrounds.

Facilities

According to *Recreation Management* magazine's "2016 State of the Industry Report,"⁷ an annual survey of parks and recreation facility operators and service providers, current national trends influencing recreation facilities included:

- *Partnerships* – The popularity of partnering with outside organizations to share facility spaces to extend programming capabilities or potentially increase funding is continuing to grow in popularity nationally. Over 87 percent of agencies reported partnering with another agency in 2016. Of these partnerships, nearly 3/5 were with local schools, and nearly 52 percent with local government agencies.
- *Cost Recovery* – More recreation, sports, and fitness providers are being tasked to recover higher percentages of their operating costs through increasing revenues. The average level of cost recovery from public organizations nationwide was approximately 43 percent; with levels of cost recovery varying widely between different types of providers and facilities. The most common operating cost reduction action taken by parks and recreation providers was to improve the energy efficiency of facilities. Over half of agencies surveyed reported investing in energy efficiencies as an overall cost reduction strategy.

⁶ Baldwin Ellis, "The Effects of Culture & Diversity on America," http://www.ehow.com/facts_5512569_effects-culture-diversity-america.html, accessed on Sept. 20, 2012.

⁷ *Recreation Management*, "2016 State of the Industry Report," <http://recmanagement.com/state-of-the-industry/>; accessed June 2017

- *Memberships and Usage Fees* – Nearly 60% of service providers surveyed charged membership or usage fees for their facilities. The vast majority of YMCAs (93.1%), health clubs (90.6%), and community recreation centers (69.3%) charged fees for memberships or facility use.
- *Facility Use* – In 2014 and 2015, the majority (59.8%) of survey respondents reported they had expected use of their facilities to increase. In 2016, over 54 percent of survey respondents reported increased facility usage in the previous two years. Providers in urban areas were 10 percent more likely to have reported increased usage of their facilities when compared to rural providers.
- *Existing Facilities* – Park agencies reported providing a variety of facilities and amenities. Compared to other recreation providers, parks agencies were more likely to provide:
 - Playgrounds
 - Picnic shelters
 - Outdoor sport courts
 - Community centers
 - Bike trails
 - Skate parks
 - Dog parks
 - Community gardens
 - Disc golf courses
 - Fitness trails or outdoor fitness equipment
 - Splash play areas
 - Golf courses
 - Water parks
 - Ice rinks
 - Bikes/BMX parks

The average age of the “main” recreation facility operated by survey respondents increased from 27.5 years in 2013 to 32.6 years in 2016. Over 60 percent of respondents noted their main facility was at least 21 years old.

Construction Plans – With aging facilities being commonplace, and general increase of facility usage reported nationally, the majority (66.4%) of 2016 survey respondents reported having plans to renovate existing facilities or construct new ones to enhance service provision. This percentage of recreation service providers planning capital investments increased 3.7 percent from 2013 to 2016. The average planned capital improvement budget for public organizations in 2016 was expected to be \$3,887,000. Nationally, there has been a trend by public parks and recreation agencies toward the construction of “one-stop” indoor recreation facilities to serve all age groups. These facilities are typically large, multipurpose regional centers that have been observed to help increase operational cost recovery, promote user retention, and encourage cross-use. Parks and recreation agencies across the United States are generally working toward increasing revenue production and cost recovery. Providing flexible or multiple use space allows for one area to be adapted to serve programming and free-play opportunities. “One-stop” facilities often attract young families, teens, and adults of all ages. In addition to their large indoor recreation spaces, the sites of regional recreation centers are often developed with outdoor recreation amenities such as sports fields and courts, or playgrounds. In many communities that have them, these regional recreation centers often serve as a major community hub.

Aquatics/Water Recreation Trends

According to the National Sporting Goods Association (NSGA), swimming ranked third nationwide among recreational activities in terms of participation in 2014.⁸ Nationally, there is an increasing trend toward indoor leisure and therapeutic pools. Swimming for fitness is the top aspirational activity for inactive individuals in all age groups, according to the Sports & Fitness Industry Association (SFIA) 2016 “Sports, Fitness, and Leisure Activities Topline Participation Report,” representing a significant opportunity to engage inactive populations.

Aquatic amenities such as splash pads, shallow spray pools, and interactive fountains are becoming increasingly popular attractions in the summer months, and if designed for such, can be converted into ice rinks for the winter months. These features can also be designed to be ADA-compliant, and are often cheaper alternatives to build and maintain than community swimming pools. Trends in the architectural design for splash parks can be found in *Recreation Management* magazine articles in 2014 and 2015.⁹

Dog Parks

Dog parks are increasingly popular community amenities and have remained among the top planned additions to parks and recreational facilities over the past three years. In fact, the 10 largest cities in the U.S. increased the number of dog parks in their parks system by 34 percent between 2005 and 2010. Dog parks not only provide safe spaces for animals to socialize and exercise, they are also places where dog owners socialize and enjoy the outdoors. They help build a sense of community and can draw potential new community members and tourists traveling with pets.¹⁰

In 2014 the National Dog Park Association was established and focused their mission on providing informational resources for establishing and maintaining dog parks. *Recreation Management* magazine¹¹ suggested that dog parks can serve as a relatively low-cost way to provide an oft-visited, popular community amenity. Dog parks can be as simple as a gated area, or more elaborate with “designed-for-dogs” amenities such as water fountains, agility equipment, and pet wash stations. Even splash pads are being designed for dog parks. Well-designed dog parks cater to users with design features for their comfort and pleasure. Some park agencies even offer creative programming at some dog parks for owners and their dogs.¹² Amenities in a well-designed dog park might include the following:

- Benches, shade, and water – for dogs and people
- At least one acre of fenced-in space with adequate drainage
- Double gated entry
- Ample waste stations well-stocked with bags
- Sandy beaches/sand bunker digging areas
- Custom designed splash pads or water-play feature for dogs
- People-pleasing amenities such as walking trails, water fountains, restroom facilities, picnic tables, and dog wash stations.

⁸ National Sporting Goods Association, “2014 Participation – Ranked by Total.”

⁹ Dawn Klingensmith “Make a splash: Spraygrounds Get (Even More) Creative,” *Recreation Management*, April 2014 (and April 2015 updates), http://recmanagement.com/feature_print.php?fid=201404fe01

¹⁰ Joe Bush, “Tour-Legged-Friendly Parks,” *Recreation Management*, February 2, 2016.

¹¹ Emily Tipping, “2014 State of the Industry Report, Trends in Parks and Recreation,” *Recreation Management*, June 2014.

¹² Dawn Klingensmith “Gone to the Dogs: Design and Manage an Effective Off-Leash Area,” *Recreation Management*, March 2014, http://recmanagement.com/feature_print.php?fid=201403fe02

Programming

Current National Trends in Public Parks and Recreational Programming

According to *Recreation Management* magazine's 2016 "State of the Industry Report," 96.5 percent of survey respondents provided recreation, sports, fitness, and leisure programs of some kind. The most common programming offered included:

1. Holiday/special events
2. Fitness programs
3. Educational programs
4. Day and summer camps
5. Youth sports teams
6. Mind-body/balance programs
7. Sports tournaments and races
8. Swimming programs
9. Adult sports teams
10. Active senior/older adult programs

Approximately 31 percent of survey respondents indicated that they were planning to expand programming over the next several years. According to the 2016 "State of the Industry Report," the most commonly planned program new or expanded programs planned included:

1. Educational programs
2. Fitness programs
3. Mind-body/balance programs
4. Teen programs
5. Active senior/older adult programs
6. Environmental education
7. Arts and crafts
8. Day camps and summer camps
9. Sports tournaments and races
10. Holiday events and other special events

Fitness Programming

Fitness programming and popularity of various activities has significantly evolved over the past fifteen years. The American College of Sports Medicine (ACSM) *Health and Fitness Journal* has conducted annual surveys since 2007 to gauge trends that would help inform the creation of standards for health and fitness programming. The survey focuses on trends in the commercial, corporate, clinical, and community health and fitness industry. **Table 2** compares the results of ACSM's original 2007 survey, and findings from their survey conducted for 2017, preferences in fitness programming change over time. Some trends first identified in 2007 have remained popular while other activities and associated programs were widely popular for short durations. For example, Zumba was a top 10 fitness trend/activity in 2012 but quickly declined in popularity. Two years later, in 2014, it failed to register in the top 20. Body weight training and high-intensity interval training were highly popular in 2015. Fitness programs for older adults had been in the top 10 for a decade, but ranked as 11th in the 2017 survey.¹³

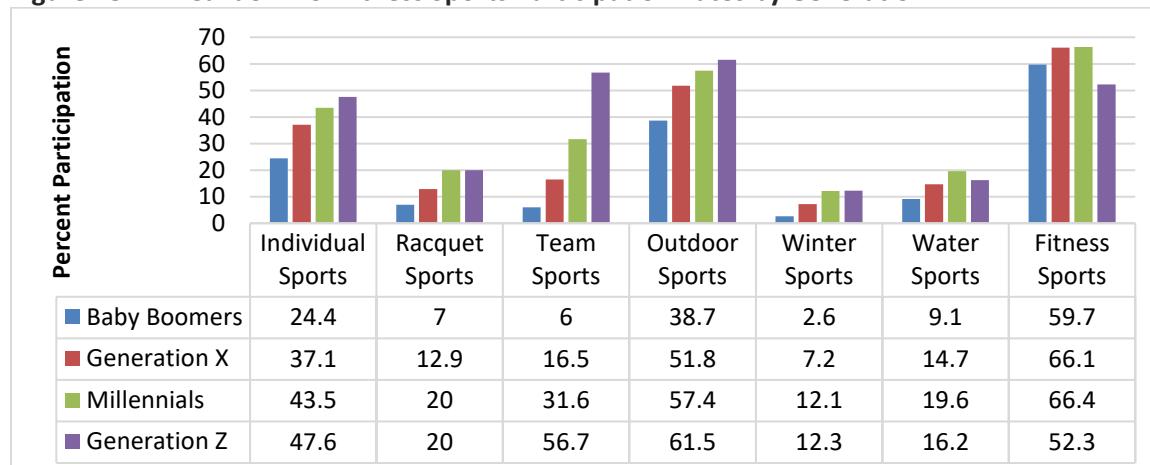
¹³ Walter R. Thompson, Ph.D., "Worldwide Survey of Fitness Trends for 2017," *Health & Fitness Journal*, Volume 20, Issue 6, American College of Sports Medicine, November/December 2016

Table 4: Top 10 National Fitness Trends – 2007 and 2017

2007 Trends	2017 Trends
1. Children and obesity	1. Wearable technology
2. Fitness programs for older adults	2. Body weight training
3. Educated and experienced fitness professionals	3. High-intensity interval training
4. Functional fitness	4. Educated and experienced fitness professionals
5. Core training	5. Strength training
6. Strength training	6. Group training
7. Personal training	7. Exercise is Medicine
8. Mind/body exercise	8. Yoga
9. Exercise and weight loss	9. Personal training
10. Outcome measurements	10. Exercise and weight loss

Source: American College of Sports Medicine Health and Fitness Journal

According to the 2017 “Participation Report” by the Physical Activity Council, over half of each generation participates in fitness sports; with roughly 2/3 of Millennials and Generation Xers participating in fitness activities. Generation Z, those generally under the age of 18, participated at higher rates than their older peers in individual, team, and outdoor sports. Baby Boomers participated the least, however, roughly ¼ of this generation participated in individual sports, more than 1/3 participated in outdoor sports, and nearly 60 percent participated in fitness sports. **Figure 8** illustrates participation rates by generation.¹⁴

Figure 18: A Breakdown of Fitness Sports Participation Rates by Generation

Source: Physical Activity Council 2017 Participation Report

¹⁴ 2017 Participation Report,” Physical Activity Council, 2017

Older Adults and Senior Programming

Many older adults and seniors are choosing to maintain active lifestyles and recognize the health benefits of regular physical activities. With the large number of adults in these age cohorts, many communities have found a need to offer more programming, activities, and facilities that support the active lifestyle this generation desires. Public parks and recreation agencies are increasingly expected to be significant providers of such services and facilities. The American Academy of Sports Medicine issues a yearly survey of the top 20 fitness trends.¹⁵ It ranks senior fitness programs eighth among most popular fitness trends for 2015. Programs including Silver Sneakers, a freestyle low-impact cardio class, and water aerobics are increasing in popularity as more Americans are realizing the many benefits of staying active throughout life. According to the National Sporting Goods Association, popular senior programming trends include hiking, birding, and swimming.

Festivals and Special Events

Festivals and other special events are often popular activities in communities that not only entertain, generate economic activity, and serve to celebrate community identity, they are also fantastic means of introducing people to the community's public parks and recreation system. Public parks and recreation agencies play a major role in planning, managing, and hosting festivals and other community programs that often serve to draw new users into their facilities. Attendants to events hosted in parks or recreation centers who enjoy their experience may want to return for another event or program or simply to enjoy the park or recreation facility. Participants in these special programs can become interested in visiting other parks, recreation facilities or participating in programs.

The success rate for festivals should not be evaluated solely on the basis of profit (sales), prestige (media profile), and size (numbers of events or overall attendance). Research by the European Festival Research Project (EFRP) indicates there is evidence of local and county government supporting and even instigating and managing particular festivals themselves to achieve local or regional economic objectives, often defined very narrowly (sales, jobs, and tourism).¹⁶ There are also a growing number of smaller, more local, community-based festivals and events in communities, most often supported by local councils that have been spawned partly as a reaction to larger festivals that have become prime economic-drivers. These community-based festivals often will re-claim cultural ground based on their social, educational, and participative value. For more information on the values of festivals and events, see the CRC Sustainable Tourism research guide¹⁷ on this topic.

¹⁵ American College of Sports Medicine, "Survey Predicts Top 20 Fitness Trends for 2015," <http://www.acsm.org/about-acsm/media-room/news-releases/2014/10/24/survey-predicts-top-20-fitness-trends-for-2015>, accessed January 2015.

¹⁶ European Festival Research Group, <http://www.efa-aef.eu/en/activities/efrp/>, accessed October 2012.

¹⁷ Ben Janeczko, Trevor Mules, Brent Ritchie, "Estimating the Economic Impacts of Festivals and Events: A Research Guide," Cooperative Research Centre for Sustainable Tourism, 2002, <http://www.sustainabletourismonline.com/destinations-and-communities/implementation/destination-development/destination-products-and-experiences/events-festivals>, accessed October 2012.

Healthy Lifestyle Trends and Active Living

Health and Obesity

According to the Centers for Disease Control and Prevention (CDC), obesity continues to be a serious issue in America, growing at an epidemic rate—almost tripling since 1990. Overall, more than one-third (35.7%) of adults and 17 percent of children in the United States are obese.¹⁸ These statistics illustrate the importance of intervention and curbing of the epidemic in youth. As obesity in the United States continues to be a topic of interest for legislators and our government, there continues to be research suggesting that activity levels are stagnant among all age groups. For example, the CDC has reported that:

- Only 25 percent of adults and 27 percent of youth (grades 9-12) engage in recommended levels of physical activity.
- Fifty-nine percent (59%) of American adults are sedentary.
- Children nationally spend between 4.5 to 8 hours daily (30 to 56 hours per week) in front of a screen (television, computer, or other electronic device).

Trails and Health

Trails can provide a wide variety of opportunities for being physically active, such as walking/running/hiking, rollerblading, wheelchair recreation, bicycling, cross-country skiing and snowshoeing, fishing, hunting, and horseback riding. Trails and community pathways are a significant recreational and alternative transportation infrastructure, but are most effective in increasing public health when they are part of a system. In fact, the Centers for Disease Control and Prevention's Trails for Health Initiative¹⁹ concluded that a connected system of trails increases the level of physical activity in a community. Several groups, including American Trails have created resources explaining the many benefits of trails: <http://www.americantrails.org/resources/benefits>.

The health benefits are equally as high for trails in urban neighborhoods as for those in state or national parks. A trail in the neighborhood, creating a “linear park,” makes it easier for people to incorporate exercise into their daily routines, whether for recreation or non-motorized transportation. Urban trails need to connect people to places they want to go, such as schools, transit centers, businesses, and neighborhoods.²⁰

¹⁸ Center for Disease Control and Prevention, “Obesity and Overweight – Facts,” <http://www.cdc.gov/obesity/data/facts.html>, accessed on October 3, 2012.

¹⁹ Centers for Disease Control and Prevention, “Guide to Community Preventive Services,” <http://www.thecommunityguide.org/index.html>

²⁰ National Trails Training Partnership, “Health Community: What you should know about trail building,” <http://www.americantrails.org/resources/health/healthcombuild.html>, accessed May 2016

Shade Structures – Solar Relief

Communities around the country are considering adding shade structures as well as shade trees to their parks, playgrounds and pools, as “a weapon against cancer and against childhood obesity,”²¹ both to reduce future cancer risk and promote exercise among children. A 2005 study found that melanoma rates in people under 20 rose three percent a year between 1973 and 2001, possibly due to a thinning of the ozone layer in the atmosphere. It is recommended that children seek shade between 10 a.m. and 4 p.m., but with so little shade available, kids have nowhere to go. Additionally, without adequate shade, many play areas are simply too hot to be inviting to children. On sunny days, playground equipment can be hot enough to scald the hands of would-be users.

Trees would help provide protection, as tree leaves absorb about 95 percent of ultraviolet radiation, but they take a decade or more to grow large enough to make a difference. As such, many communities are building shade structures instead. The non-profit Shade Foundation of American is a good resource for information about shade and shade structures, www.shadefoundation.org.

Economic and Health Benefits of Parks

There are numerous economic and health benefits of parks, including the following:

In Illinois, the 2012 Outdoor Recreation Economy Generated...

204,000 Direct State Jobs

\$6.7 Billion in Wages and Salaries

\$22 Billion in Consumer Spending

\$1.6 Billion in State and Local Tax Revenue

- In 2012 in Illinois alone, outdoor recreation generated \$22.0 billion in annual consumer spending and \$1.6 billion in state and local tax revenue. Outdoor recreation was also estimated to generate 204,000 jobs in the State and an estimated \$6.7 billion in wages and salaries.²²
- In 2017, the Outdoor Industry Association estimated that national consumer spending on outdoor recreation generated \$887 billion in consumer spending, and directly supported 7.6 million jobs
- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home.
- Research from the University of Illinois shows that trees, parks, and green spaces have a profound impact on people’s health and mental outlook.²³
- U.S. Forest Service research indicates that when the economic benefits produced by trees are assessed, the total value can be two to six times the cost for tree planting and care.²⁴

²¹ Liz Szabo, “Shade: A weapon against skin cancer, childhood obesity,” *USA Today*, June 30, 2011, www.usatoday.com/news/health/wellness/story/2011/06/Shade-serves-as-a-weapon-against-skin-cancer-childhood-obesity/48965070/1, accessed May 2015

²² Outdoor Industry Association, The Outdoor Recreation Economy, https://outdoorindustry.org/images/researchfiles/OIA_OutdoorRecEconomyReport2012.pdf; accessed May 2016

²³ F.E. Kuo, “Environment and Crime in the Inner City: Does Vegetation Reduce Crime?” *Environment and Behavior*, Volume 33, p. 343-367

²⁴ Nowak, David J., “Benefits of Community Trees,” Brooklyn Trees, USDA Forest Service General Technical Report

- Nearly half of active Americans regard outdoor activities as their main source of exercise.²⁵

The Benefits of Parks: Why America Needs More City Parks and Open Space, a report from the Trust for Public Land, makes the following observations about the health, economic, environmental, and social benefits of parks and open space:²⁶

- Physical activity makes people healthier.
- Physical activity increases with access to parks.
- Contact with the natural world improves physical and psychological health.
- Residential and commercial property values increase.
- Value is added to community and economic development sustainability.
- Benefits of tourism are enhanced.
- Trees are effective in improving air quality and act as natural air conditioners.
- Trees assist with storm water control and erosion.
- Crime and juvenile delinquency are reduced.
- Recreational opportunities for all ages are provided.
- Stable neighborhoods and strong communities are created.

Researchers have long touted the benefits of outdoor exercise. According to a study published in the *Journal of Environmental Science and Technology* by the University of Essex in the United Kingdom, “as little as five minutes of green exercise improves both mood and self-esteem.”²⁷ A new trend started in China as they prepared to host the 2008 Summer Olympics. Their aim was to promote a society that promotes physical fitness and reaps the benefits of outdoor exercise by working out on outdoor fitness equipment.

The United States has caught up on this trend, as parks and recreation Districts have increasingly installed “outdoor gyms.” Equipment that can be found in these outdoor gyms is comparable to what would be found in an indoor workout facility, such as leg and chest presses, elliptical trainers, pull down trainers, etc. With no additional equipment such as weights and resistance bands, the equipment is fairly easy to install. Outdoor fitness equipment provides a new opportunity for parks and recreation Districts to increase the health of their communities, while offering them the opportunity to exercise outdoors. Such equipment can increase the usage of parks, trails, and other outdoor amenities while helping to fight the obesity epidemic and increase the community’s interaction with nature.

Sports and Recreation Trends

General Sports and Recreation Trends

The National Sporting Goods Association (NSGA) statistical survey on sports participation in the United States 2015 edition tracked participation in 54 different sports and activities for 2014. A summary of the survey results are noted in **Figure 19**, with several highlights below:²⁸

²⁵ *Outdoor Recreation Participation Report 2016*

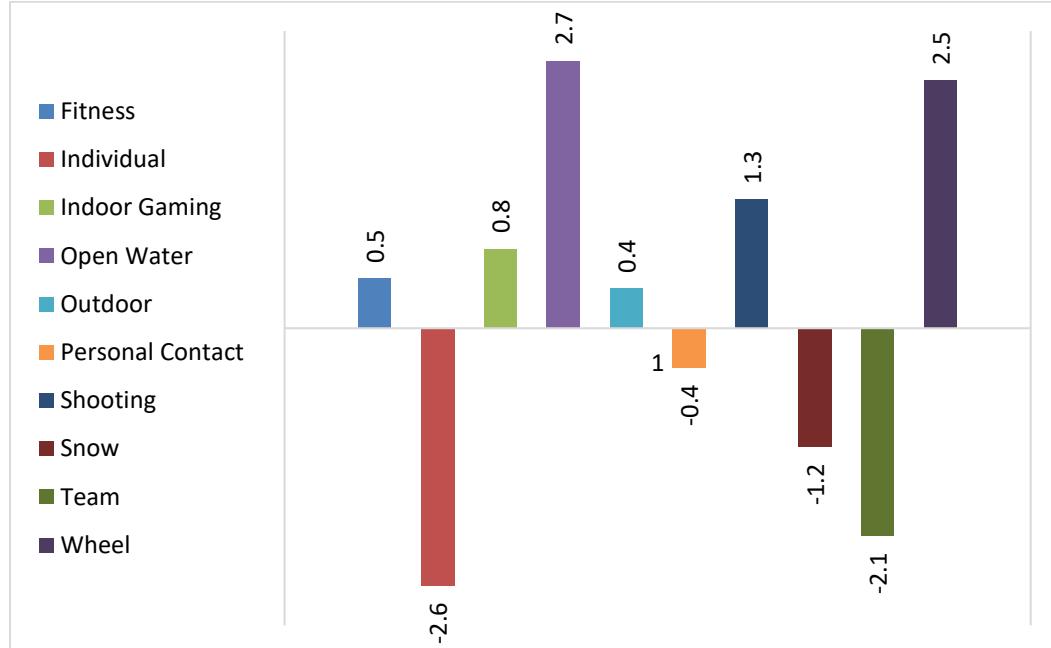
²⁶ Paul M. Sherer, “The Benefits of Parks: Why America Needs More City Parks and Open Space,” The Trust for Public Land, San Francisco, CA, 2006

²⁷ Sally Russell, “Nature Break: Five Minutes of Green Nurture,” *Green Nurture Blog*, <http://blog.greennurture.com/tag/journal-of-environmental-science-and-technology>, accessed November 14, 2012.

²⁸ Irwin Broh Research, “Sports Participation in the United States 2015 Edition,” National Sporting Goods Association, 2015

- Participation increased in 33 sports and activities in 2014 over the previous year. Roughly half that number (17) of sports and activities saw increases in 2013 compared to 2012.
- Open water sports saw the highest percentage increase (2.7%) in terms of number of participants. The increase is attributed to growth in popularity of boating (motor/power boat), canoeing, and kayaking.
- Individual sports and activities experienced the highest decrease in participation, falling 2.6 percent in 2014 compared to the previous year. The decrease is attributed to declining participation in bowling, golf, and tennis.

Figure 19: Changes in Sport Activity Participation 2013 to 2014



Source: National Sporting Goods Association

Longer term data from National Sporting Goods Association show that despite a recent downturn in the participation in the past year, over the past decade, participation in individual sports has increased, especially in aerobic exercising, exercise walking, exercising with equipment, hiking, kayaking, running/jogging, and yoga. Table 5 illustrates a ten year change in participation for selected activities including both team sports and individual sports.²⁹

Table 5: Ten-Year History of Sports Participation (in millions) 2005-2014

Sport	2005	2007	2009	2011	2013	2014
Aerobic Exercising	33.7	34.8	33.2	42.0	44.1	44.2
Backpack/Wilderness Camping	13.3	13.0	12.3	11.6	12.2	12.0
Baseball	14.6	14.0	11.5	12.3	11.7	11.3
Basketball	29.9	24.1	24.4	26.1	25.5	23.7
Bicycle Riding	43.1	37.4	38.1	39.1	35.6	35.6

²⁹ National Sporting Goods Association, "Historical Sports Participation 2015 Report," <https://www.nsga.org/research/nsga-research-offerings/sports-participation-historical-file-2015>, accessed April 2016

Camping (Vacation/Overnight)	46.0	47.5	50.9	42.8	39.3	39.5
Canoeing	N/A	N/A	N/A	N/A	6.7	7.3
Exercise Walking	86.0	89.8	93.4	97.1	96.3	104.3
Exercising with Equipment	54.2	52.9	57.2	55.5	53.1	55.1
Fishing (Salt Water)	10.0	10.4	8.2	9.7	9.5	9.4
Football (Flag)	N/A	N/A	N/A	N/A	6.8	6.3
Football (Tackle)	9.9	9.2	8.9	9.0	7.5	7.5
Football (Touch)	N/A	N/A	N/A	N/A	8.8	8.9
Golf	24.7	22.7	22.3	20.9	18.9	18.4
Gymnastics	N/A	N/A	3.9	5.1	5.1	5.4
Hiking	29.8	28.6	34.0	39.1	39.4	41.1
Kayaking	N/A	5.9	4.9	7.1	8.1	9.0
Lacrosse	N/A	1.2	N/A	2.7	2.8	2.8
Mountain Biking (off road)	9.2	9.3	8.4	6.0	5.2	5.4
Running/Jogging	29.2	30.4	32.2	38.7	42.0	43.0
Scuba Diving (Open Water)	N/A	2.4	N/A	N/A	2.7	2.4
Skateboarding	12.0	10.1	8.4	6.6	5.0	5.4
Soccer	14.1	13.8	13.6	13.9	12.8	13.4
Softball	14.1	12.4	11.8	10.4	10.0	9.5
Swimming	58.0	52.3	50.2	46.0	45.5	45.9
Tennis	11.1	12.3	10.8	13.1	12.6	12.4
Volleyball	13.2	12.0	10.7	10.1	10.1	10.2
Weight Lifting	35.5	33.2	34.5	29.1	31.3	34.0
Work-Out at Club/Gym/Fitness Studio	34.7	36.8	38.3	34.5	34.1	35.9
Wrestling	N/A	2.1	3.0	3.2	3.1	2.9
Yoga	N/A	10.7	15.7	21.6	25.9	29.2

Source: National Sporting Goods Association

The Sports & Fitness Industry Association (SFIA) produces a yearly report on sports, fitness, and leisure activities in the United States. The following findings were highlighted in the 2016 report:³⁰

- Overall participation in sports, fitness, and related physical activities has fluctuated in recent years with an increase in team, winter, water, and fitness sports participation. Racquet and outdoor sport participation remained flat in 2015, while individual sports declined slightly.
- Team sports experienced the largest increase in participation, including at least a four percent increase in baseball, cheerleading, ice hockey, lacrosse, rugby, indoor soccer, team swimming, and flag and tackle football.
- Forty-three percent (43%) of parents reported an increase in spending on team sports at school in 2015.
- Twenty-eight percent (28%) of all Americans are inactive while 31 percent are active to a healthy level.

³⁰ Sports and Fitness Industry Association, 2016 "Sports, Fitness and Leisure Activities Topline Participation Report"

Trends in Adult and Youth Recreation

Adult Recreation: Pickleball

No adult recreational sport is taking off faster than pickleball.³¹ Pickleball is a racquet sport played on a badminton court with a lowered net, perforated plastic ball and wood paddles. While it originated in the Pacific Northwest in the 1960s, it has grown exponentially since 2000. The USA Pickleball Association (USAPA) estimates that there were about 500 pickleball players in 2000, with that number growing to 125,000 in 2013. It is especially popular with the 50+ crowd because it is low impact but gets the heart rate pumping.³² Pickle ball is an attractive programming option for recreation managers because it is adaptable to a variety of existing facilities – four pickleball courts fit in one tennis court.

Adult Sport Teams In and After the Work Place

Adult sports teams of all sorts, from competitive volleyball to local flag football teams to casual kickball, are becoming more and more popular around the country, especially among Millennials who grew up with a full extra-curricular schedule of team sports. While adult team sport participation is not limited to the millennial generation by any means, a recent survey conducted on behalf of the Sports Fitness Industry Association (SFIA) found that Millennials are twice as likely as Generation Xers (born between 1965 and 1979) to participate in team sports as adults.³³

Adult team sports are attractive as ways to be social, get exercise, or just for something to do after work. Instead of the bar scene, this provides a more comfortable form of interaction for many.³⁴

Sports teams in the work place are also a growing trend in the United States as companies look for new ways to keep their employees healthy and happy. The United States Tennis Association (USTA) promotes tennis in the work place, citing the following benefits:

- Developing team-building
- Creating leadership opportunities
- Increasing employee morale and overall health

Youth Sports

The Sports & Fitness Industry Association (SFIA) produces a yearly report on sports, fitness and leisure activities in the United States. The following findings regarding youth and sports were highlighted in the 2016 report:³⁵ In 2015 youth aged 6 to 16 (Generation Z) participation was highest for outdoor (62%), team (59%), and fitness sports (51%). Camping was a top interest for youth across the age spectrum, age 6 to 24.

³¹ Chris Gelbach, "Never Stop Playing: Trends in Adult Recreational Sports" *Recreation Management*, September 2013, http://recmanagement.com/feature_print.php?fid=201309fe02, accessed January 2015

³² David Crumpler, "Pickleball a fast-growing sport, especially for the 50 and older crowd," *Florida Times Union*, January 26, 2015, <http://jacksonville.com/prime-time/2015-01-26/story/pickleball-fast-growing-sport-especially-50-and-older-crowd>, accessed January 2015

³³ Sarah M. Wojcik, "Millennials Fuel Rise of For-profit Recreation Leagues," *The Morning Call*, <http://www.mcall.com/news/local/mc-millennials-adult-sports-leagues-2010727-story.html>, July 27, 2015, accessed July, 2015

³⁴ Liz Butterfield, "Adult Sport Leagues: The New After Work Social Scene," *RVA News*, <http://rvanews.com/sports/adult-sport-leagues-the-new-after-work-social-scene/100639>, August 8, 2013, accessed July, 2015

³⁵ Sports and Fitness Industry Association, *2016 Sports, Fitness and Leisure Activities Topline Participation Report*, <http://www.sfia.org/reports/all/>.

Therapeutic Recreation

The Americans with Disabilities Act of 1990 (ADA) established that persons with disabilities have the right to the same access to parks and recreation facilities and programming as those without disabilities. In 2004, The National Council on Disability (NCD) issued a comprehensive report, “Livable Communities for Adults with Disabilities.”³⁶ This report identified six elements for improving the quality of life for all citizens, including children, youth, and adults with disabilities. The six elements are:

1. Provide affordable, appropriate, accessible housing
2. Ensure accessible, affordable, reliable, safe transportation
3. Adjust the physical environment for inclusiveness and accessibility
4. Provide work, volunteer, and education opportunities
5. Ensure access to key health and support services
6. Encourage participation in civic, cultural, social, and recreational activities

Therapeutic services bring two forms of service for persons with disabilities into play, specific programming and inclusion services. Individuals with disabilities need not only functional skills but to have physical and social environments in the community that are receptive to them and accommodating individual needs. Inclusion allows individuals to determine their own interests and follow them.

Many park and recreation departments around the country are offering specific programming for people with disabilities, but not as many offer inclusion services. In “Play for All—Therapeutic Recreation Embraces All Abilities,” an article in *Recreation Management* magazine,³⁷ Dana Carman described resources for communities looking to expand their therapeutic recreation services.

Therapeutic recreation includes a renewed focus on serving people with the social/emotional challenges associated with “invisible disabilities” such as ADHD, bipolar disorders, spectrum disorders and sensory integration disorders. A growing number of park and recreation departments are making services for those with invisible disabilities a successful part of their programming as well. When done well, these same strategies improve the recreation experience for everyone.³⁸

Americans with Disabilities Act (ADA) Compliance

On September 14, 2010 the U.S. Department of Justice (DOJ) issued an amended regulation implementing the Americans with Disabilities Act (ADA 2010 Standards)³⁹ and, for the first time, the regulations were expanded to include recreation environment design requirements. Covered entities were to be compliant with design and construction requirements and the development of three-year transition plan by March 15, 2012. The deadline for implementation of the three-year transition plan was March 15, 2015.

³⁶ National Council on Disability, *Livable Communities for Adults with Disabilities*, December 2004, <http://www.ncd.gov/publications/2004/12022004>.

³⁷ Dana Carmen, “Play for All,” *Recreation Management*, February 2007, <http://recmanagement.com/200710fe03.php>, accessed May 2016

³⁸ Kelli Anderson, “A Welcome Inclusion,” *Recreation Management*, October 2010, <http://recmanagement.com/201010fe03.php>, accessed February 2015

³⁹ U.S. Department of Justice, Americans with Disabilities Act, ADA Home Page, <http://www.ada.gov/>, accessed November 15, 2012.

Funding

According to *Recreation Management* magazine's 2015 "State of the Industry Report," survey respondents from parks and recreation departments/districts reporting about their revenues from 2012 through 2014 indicated a continued recovery from the impact of the recession of 2008. From 2013 to 2014, 44.1 percent of respondents reported that their revenues had either had increased and another 44.1 percent reported revenues staying steady. About 48.7 percent of respondents said they expected revenues to continue to increase in 2015, while 44 percent expected no change.

Trends in Marketing by Parks and Recreation Providers

Active Network offers expertise in activity and participation management. Its mission is to make the world a more active place. In its blog, they offered the following marketing mix ideas which came out of a meeting with park and recreational professionals in the Chicago area.⁴⁰

- Updated booths and community event presence—Utilization of a tablet or laptop to show programs you offer and provide event participants the opportunity to register on the spot.
- Facebook redirect app—This application redirects people automatically to the link you provide. Add it to your Facebook page.
- Instagram challenge—Think about how you can use mobile and social tools at your next event. It could be an Instagram contest during an event set up as a scavenger hunt with participants taking pictures of clues and posting them on Instagram.
- Social media coupons—Research indicates that the top reason people follow an organization on a social network is to receive discounts or coupons. Consider posting an event discount on your social networks redeemable by accessing on phone or printing out.

Mobile marketing is a growing trend. Social websites and apps are among the most used features on mobile phones. Popular social media marketing tools include Facebook, Twitter, YouTube, Snapchat, Instagram, and LinkedIn. Private messaging apps such as Snapchat and WhatsApp are being used more and more for live media coverage.⁴¹

Ninety-one percent (91%) of Americans own a cell phone and most use the devices for much more than phone calls. Young adults engage in mobile data applications at much higher rates than adults ages 30 and older. Usage rates trends indicate that Millennials tend to get information most frequently using mobile devices such as smartphones. For example, 97 percent of cell phone owners ages 18 to 29 send and receive text messages, compared to 94 percent of ages 30 to 49, 75 percent of ages 50 to 64, and 35 percent of those 65 and older. In 2016, the vast majority of the population in the United States has access to a smartphone, computer, or other device, and is nearly always "connected."

⁴⁰ Active Network, <http://www.activenetwork.com>, accessed May 2014

⁴¹ Jacqueline Woerner, "The 7 Social Media Trends Dominating 2015," Emarsys Blog, <http://www.emarsys.com/en/resources/blog/the-7-social-media-trends-dominating-2015/>, accessed February 26, 2015.

C. Community and Stakeholder Engagement

Key Issues and Values for Prospect Heights Park District Identified during Community Engagement

- Keep core and nostalgic programming (ex. youth baseball)
- Multi-generational programs wanted
- Create a community gathering space
- Update facilities with “small-town” feel in mind
- Keep the character of the community, but facilities need to be updated
- Embrace friendly atmosphere
- Keep affordability
- Make sure all facilities and services are accessible

Information Gathering

Stakeholder interviews were conducted during the week of May 7, 2017. A total of 29 people participated in 3 focus groups and 5 stakeholder meetings. These interviews took place in the form of focus group sessions, and were held throughout the District. The goal of these sessions was to gather information that would guide the development of the survey tools. Participants included:

- Users/community members
- Staff
- School District 23
- City of Prospect Heights Administration
- Police and Fire Departments
- Library District
- Northwest Special Recreation Association
- Sports clubs and associations

A summary of responses follows. Responses are not prioritized, but recurring responses are denoted by an asterisk. It should be noted that some participants chose not to respond during the sessions.

Years Participants have lived in Prospect Heights

14%	<5 years
10%	5-9 years
31%	10-19 years
38%	20+ years
7%	Not a resident but use programs / facilities

Strengths

- Partnerships with other communities and agencies (ex. library, schools, other rec districts) *
- District is a gathering place/ a gateway to the community
- District has a “small-town” feel*
- High quality programs and staff*

- High maintenance standards*
- Programming for all generations*
- Owns a lot of green space
- Old Orchard Country Course
- Community wants to engage with the District
- Kinder-ready and preschool programs*
- Youth programs*
- Potential in the Morava Center*
- Fitness center
- Great location*
- Tennis courts
- Senior programs*
- Youth programs*
- Partnership with clubs and community organizations* (ex. baseball club)
- Highly accessible for individuals with disabilities*
- Racquetball courts
- Brochure is extensive
- High value programs
- Dance programs
- Pool amenity
- Customer Service goes over and above*
- District tries new things*

Opportunities for Improvement

- Aging infrastructure and outdated components*
- Residents are going to programs outside of the District*
- Athletics fields need upgrades
- Communication and marketing*
- Perception that other communities offer better programs*
- Minor issues prevent facility use (ex. snack shop closed at the pool)
- Operational issues at the golf course
- Programs close because of low attendance*
- Programs seem to lack direction
- Partnerships are often short-term
- Reliant on volunteers for programs
- Programs are lacking qualified coaches*
- Operations are often in conflict
- Youth age out of activities and programs offered at PHPD
- Competes with other Districts for Prospect Heights residents
- Maintenance issues in parks*
- Pool needs to stay open later in the evening and seasonally*
- Missing a gathering or community space in the City
- Preschool has outgrown facility
- Programs seem to be the same year after year*
- Registration system is frustrating
- Doesn't necessarily feel welcome in other communities' programs
- Pool is too cold
- Community event is deteriorating
- Golf communication is not working.
- Parents doing the part of the park district by getting families to sign up and create leagues.
- No "open-use" facility time
- Missing teen programming
- Missing middle-aged/active adult programming

Satisfaction with Quality of Existing Programs

- | | |
|-------|-------------|
| 25% | 5 Excellent |
| 10% | 4 Very Good |
| 65% | 3 Good |
| _____ | 2 Fair |
| _____ | 1 Poor |

Activities that should be Enhanced

- Senior programming – fitness, trips, skill building*
- Timing and scheduling should be reevaluated
- Residents are willing to pay more for a better experience
- Youth soccer*
- Tennis
- Youth basketball*
- Fitness programs
- Summer camps
- Dance programs*
- Youth Programs*
- Communication programs
- Teen programming
- Art programs*

Overall Satisfaction of the Quality of Existing PHPD Facilities

12%	5 Excellent
_____	4 Very Good
23%	3 Good
65%	2 Fair
_____	1 Poor

Overall Level of Maintenance at the Existing PHPD Facilities

45%	5 Excellent
41%	4 Very Good
14%	3 Good
_____	2 Fair
_____	1 Poor

Maintenance or Management Practices to Improve

- Pool is cold*
- Park district does basic field prep
- Uneven terrain at parks*
- Holes in the fields*
- Cement patch in park
- Volunteers are filling holes
- Dugouts could use shade and covers
- Dirt is encroaching on the grass*
- Maintenance schedule could be changed*
- The Morava Center is too cold

New Amenities Desired in PHPD

- Updated or new center*
- Partner with library for new facility, teen/senior/art center
- More multipurpose rooms*
- Crafts/arts rooms*
- New pool space or water amenities*
- Dog parks*
- Walking/jogging track*
- Senior specific center

- Skateboard ramps/park/outdoor activities
- Climbing wall
- Multi-generational center*
- Sport court/multipurpose facility for activities
- Gathering space in the center
- Educational space
- More natural space with trails, wildlife
- Focus on connectivity
- More lightning
- Focus on support services (ex. bathrooms, parking, etc.)
- Update to more modern facilities*
- Destination playground amenities*
- Shade structures in park

New Services Desired in PHPD

- Senior/teen/youth services*
- Active adults
- Volunteer programs*
- Arts and educational classes*
- Wellness classes*
- Dance
- CPR/first-aid classes*
- Computer classes
- Self-defense classes

Underserved Portions of the Community

- Polish community
- Latino community
- Youth/Seniors
- Teens*
- Middle-aged/active adults
- Scheduling and communication
- Non-sport participants
- Age groups don't cross – cross generational programs
- Age 10 – Teenagers

Funding Options for PHPD

- User fees*
- Bond issue*
- Grants
- More effective cooperative agreements*
- Combination of taxes and through fees*

Overall Effectiveness of PHPD's Communication

9%	5 Excellent
29%	4 Very Good
33%	3 Good
29%	2 Fair
_____	1 Poor

Best Way for Users to Receive Information

- Internet
- Text messaging
- Website
- Bulletin board at GMRC
- E-mail and other forms of electronic communication*
- Monthly newsletter, email, and website more info*
- Social media*
- Brochure/newsletter more often
- Flyer to the schools
- More user-friendly website*
- Too far behind the times

Key Partners and Stakeholders for PHPD

- Library*
- District 23 and 214*
- Churches
- Local businesses*
- St. Al's School*
- Harper College*
- Other park districts*
- Forest reserve/ conservancy groups*
- Clubs/associations*

Key Issues and Values in Prospect Heights

- Keep core/nostalgic programming (ex. youth baseball)*
- Multi-generational*
- Create a community gathering space*
- Update facilities with “small-town” feel in mind
- Keep the character of the community, but facilities need to be updated*
- Friendly
- Affordable
- Accessible

Other Suggestions for PHPD

- Continue to update playgrounds
- Focus on updating all services – programs and amenities
- Promote walkability and accessibility
- Re-evaluate operation/maintenance and programming schedule
- Keep the character of the community
- Promote the golf course
- Promote the entire system
- Continue to form partnerships with regional providers
- Bike Path – promoting it
- Promote events and programs with more images
- People “come home” here

Top Parks and Recreation Priorities for PHPD

- Update programming for all ages*
- Update facilities*
- Communication and marketing
- Pursue more funding sources*
- Cross generational programming and facilities
- Evolve with the community*

D. Community Survey Summary

A total of 4,036 postcards were originally mailed to all households determined to be within the Park District Boundaries. An additional 2,500 reminder postcards were mailed to assist in increasing the response rate in addition to providing paper copies of the survey in facilities and at events. In addition to the mailed invitation survey, an open link on-line survey was made available to all Park District residents. 368 survey responses were received resulting in a 5.1%+/- confidence rate.

Survey Results Major Themes

- **Improve condition and maintenance of parks & facilities, particularly at Gary Morava Recreation Center**
- **Taxes are already too high, user fees are the most supported funding mechanism**
- **Effective for young children, more can be done to serve teens/adults/seniors**
- **Extended hours of operation**
- **High level of crossover participation between PHPD and surrounding park districts**
- **Increasing the number and connectivity of trails and pathways a top priority**
- **Preserving green space/land acquisition and adding aquatics facilities/splash pad**
- **Indoor walking track**
- **Email, program guide/brochure preferred communication**
- **Old Orchard Golf Course has a small but passionate following**

The demographic profile of the survey closely resembled the demographic profile of the Park District. The survey demographic profile for the open link survey tended to be representative of households with children completed by females age 35 – 54 years of age. The open link survey results were similar to the invitation survey. The following charts graphically show this information

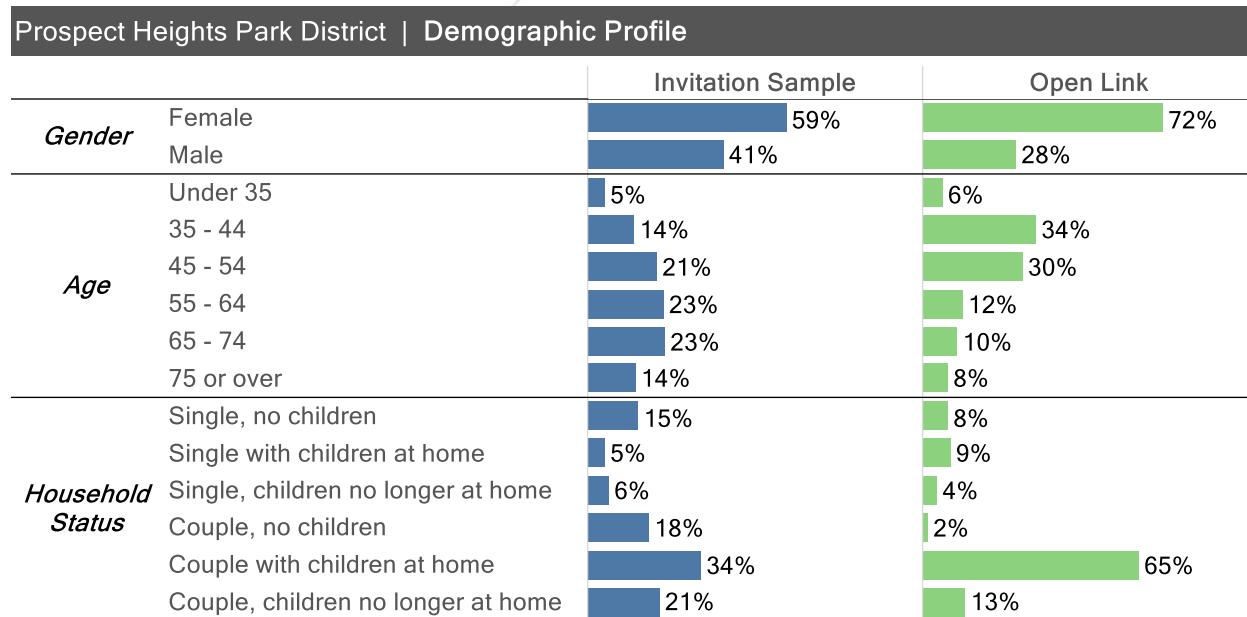
Top 10 Findings

1. Residents desire improved condition/maintenance of parks and facilities, particularly at Gary Morava Recreation Center, the most-utilized park and facility in PHPD.
2. However, sources of funding for such improvements appear to be a contentious issue; many respondents feel that taxes are already too high. For that reason, user fees are the most supported funding mechanism.
3. PHPD is considered effective in its programming for young children, but many feel that more can be done to serve teens/adults/seniors. Extended hours of operation also came up frequently in the survey.
4. Two-thirds of all respondents have attended a community event in the past year and comments support the sentiment to “keep up the good work.”
5. Results support a high level of crossover participation between PHPD and surrounding park districts, with about half of all respondents using River Trails, Arlington Heights, or Mount Prospect Park District facilities in the past year. Respondents seem to support continued cooperation, with many calling for enhanced partnership.

6. Increasing the number and connectivity of trails and pathways was selected as the top priority for PHPD to address over the next 5 to 10 years. Respondents who live in Prospect Heights were particularly likely to prioritize this item.
7. Other highly prioritized items include preserving green space/land acquisition and adding aquatics facilities/splash pad. Older residents and those without children at home are more likely to prioritize the former, while younger residents and those with children are more likely to place importance on the latter.
8. With regards to specific amenities and services, an indoor walking track was the most-selected item for addition/expansion/improvement. Furthermore, many comments mentioned a need for more indoor and winter activities.
9. Email and the program guide/brochure are the most preferred methods for receiving information from PHPD.
10. Old Orchard Country Club has a small but passionate following. Comments further support that this is a “niche” facility: many respondents value the OOCC, while others think too much money is used to support the facility. Measuring participation when planning for future improvements may prove valuable. Survey results show that about 35 percent of respondents have visited the OOCC at least once in the past year.

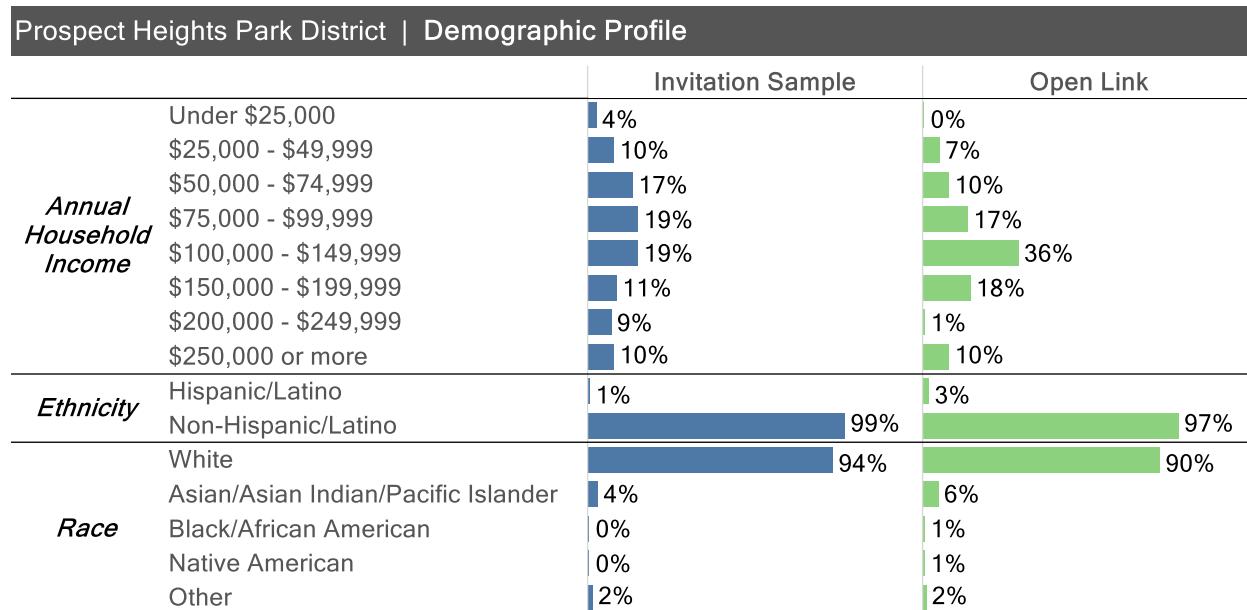
Demographic Profile

The invitation sample skews female (59%). Forty percent (40%) of invitation respondents are under age 55. About 39 percent of invitation sample respondents live with children at home, 33 percent are singles or couples without children, and 27 percent are empty nesters. Open link respondents skew more female, younger, and are more likely to have children at home.



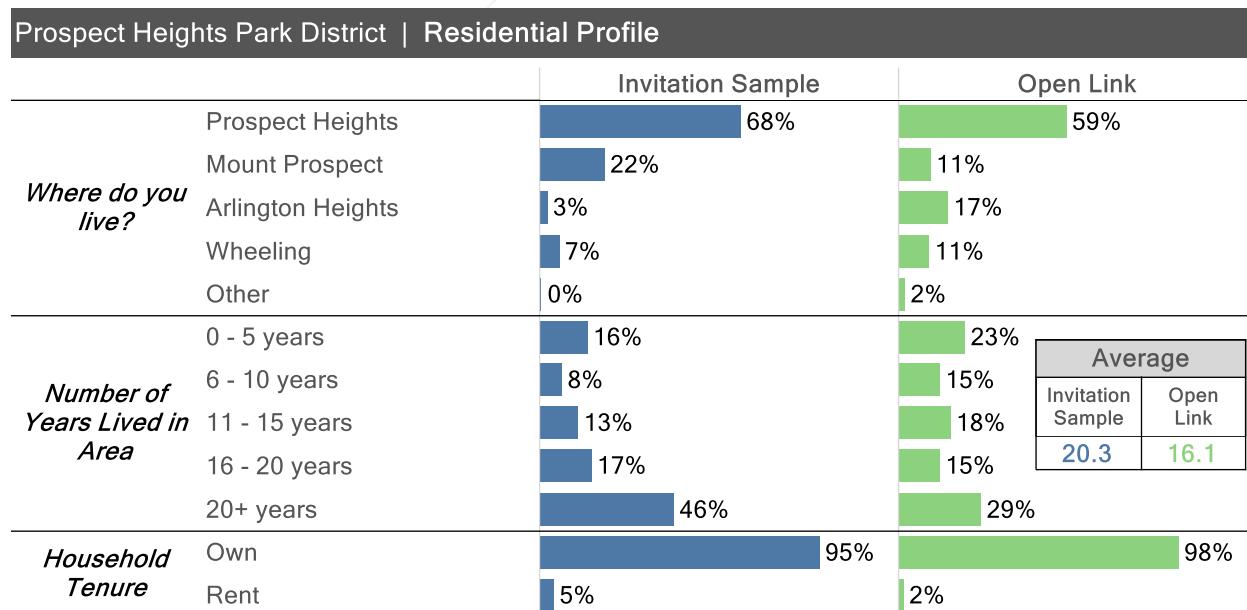
Source: RRC Associates and GreenPlay

Roughly half of invitation households earn under \$100,000 and half over \$100,000 annually. Meanwhile, 65% of open link respondents earn over \$100,000 annually. A majority of invitation respondents are white (94%) and 4 percent are Asian, Asian Indian, or Pacific Islander. Open link respondents skew more affluent and slightly more diverse.



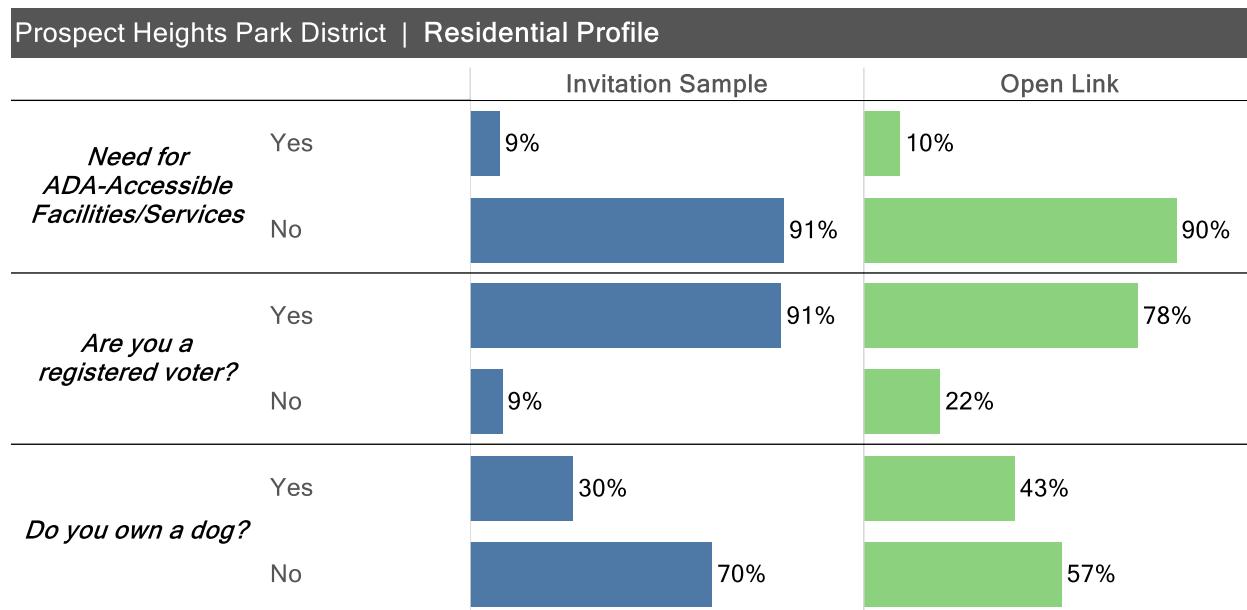
Source: RRC Associates and GreenPlay

Prospect Heights is the community most strongly represented among both samples (68% and 59%, respectively). Open link respondents are more likely to be from Arlington Heights (17%) than invitation respondents (3%). Invitation respondents average around 20 years of living in the area, with open link respondents reporting around 16 years in the area, on average. Nearly all respondents own their home.



Source: RRC Associates and GreenPlay

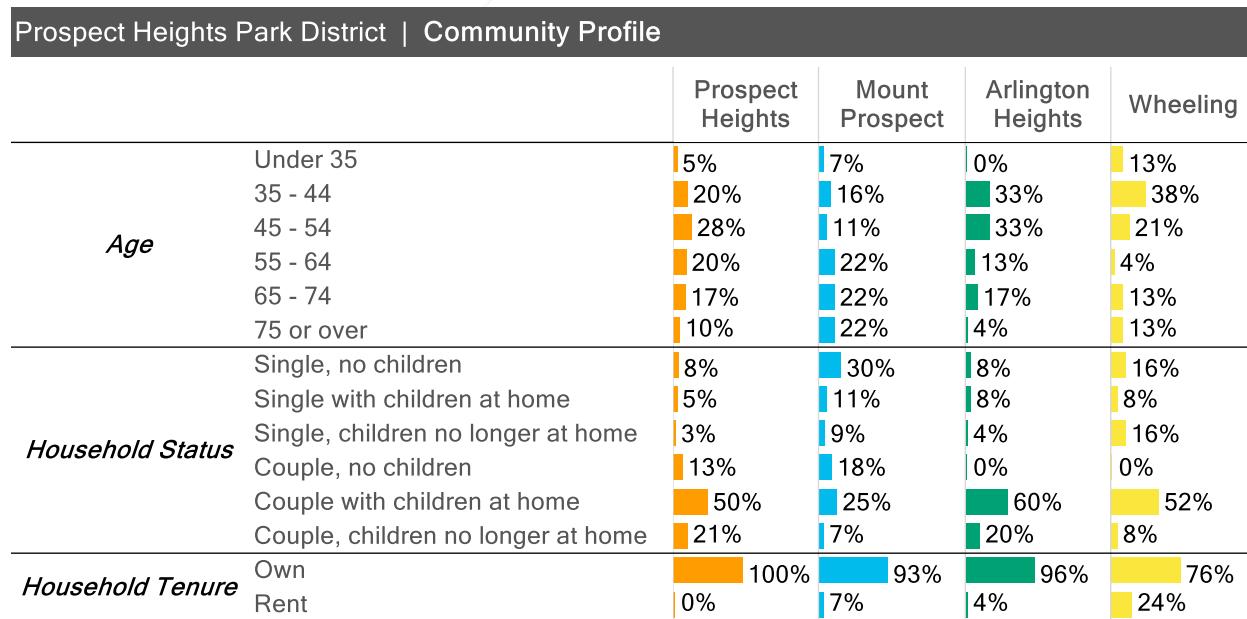
About one in ten respondents within each sample have a need for ADA-accessible facilities and services. Invitation sample respondents are more likely to report being a registered voter in PHPD (91%) than open link respondents (78%). Open link respondents are more likely to own a dog (43%) than invitation respondents (30%).



Source: RRC Associates and GreenPlay

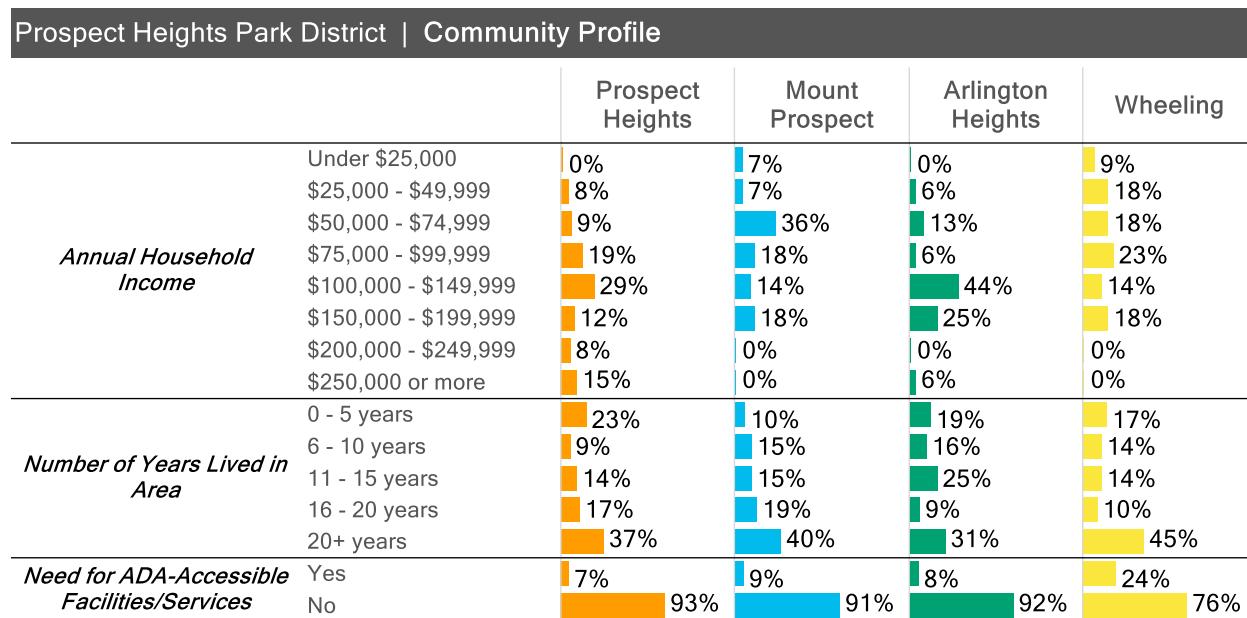
Community Profile

Respondents from Wheeling skew younger, while respondents from Mount Prospect skew older. Arlington Heights respondents are the most likely to have children at home. All respondents from Prospect Heights own their home, while about three-quarters of those who live in Wheeling own theirs.



Source: RRC Associates and GreenPlay

Respondents from Prospect Heights and Arlington Heights are more affluent, overall, than those from Mount Prospect or Wheeling. Each community averages around 18 years for the length of time respondents have lived in the area; however, Prospect Heights has the highest share of respondents reporting they have lived in the area for 5 years or less (23%). A notable share of respondents from Wheeling cited a need for ADA-accessibility (24%).

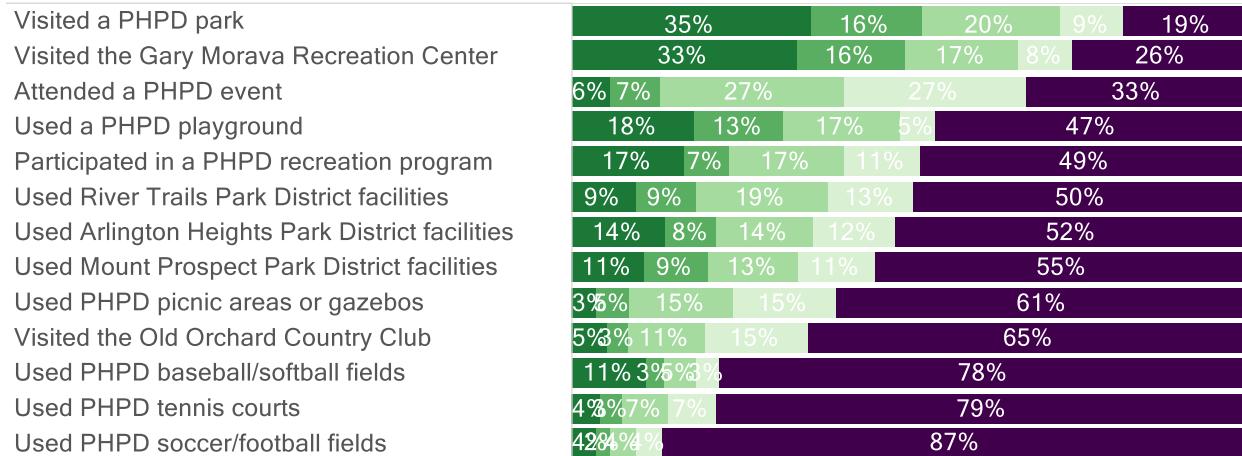


Source: RRC Associates and GreenPlay

Usage of Parks/Facilities in Past Year

About 81 percent of respondents of all respondents visited a PHPD park in the past year, and 74 percent visited the Gary Morava Recreation Center (74%), with 33-35 percent visiting each at least once a week. Other PHPD items with high usage include events, playgrounds, and recreation programs. Meanwhile, roughly half of respondents have used River Trails (50%), Arlington Heights (48%), or Mount Prospect (45%) facilities.

Prospect Heights Park District | Current Usage of Parks and Recreation Facilities



Once a Week or More
Once a Month

Once Every Few Months
Once a Year

Did Not Use in Past Year

Source: RRC Associates and GreenPlay

Arlington Heights and Wheeling respondents were the most likely to report visiting the Gary Morava Rec Center in the past year. Arlington Heights respondents are the most likely to have attended a PHPD event. Meanwhile, 85 percent of Arlington Heights respondents have used AHPD facilities in the past year and 56 percent of Mount Prospect respondents have used MPPD facilities in the past year.

Prospect Heights Park District | Current Usage of Parks and Recreation Facilities

	Prospect Heights		Mount Prospect		Arlington Heights		Wheeling	
	Used at Least Once in Past Year	Did Not Use in Past Year	Used at Least Once in Past Year	Did Not Use in Past Year	Used at Least Once in Past Year	Did Not Use in Past Year	Used at Least Once in Past Year	Did Not Use in Past Year
Visited a PHPD park	82%	18%	75%	25%	84%	16%	79%	21%
Visited the Gary Morava Recreation Center	72%	28%	70%	30%	82%	18%	83%	17%
Attended a PHPD event	66%	34%	53%	47%	87%	13%	76%	24%
Used a PHPD playground	54%	46%	38%	62%	59%	41%	69%	31%
Participated in a PHPD recreation program	47%	53%	46%	54%	76%	24%	61%	39%
Used River Trails Park District facilities	53%	47%	48%	52%	28%	72%	57%	43%
Used Arlington Heights Park District facilities	44%	56%	37%	63%	85%	15%	48%	52%
Used Mount Prospect Park District facilities	43%	57%	56%	44%	39%	61%	44%	56%
Used PHPD picnic areas or gazebos	42%	58%	37%	63%	35%	65%	32%	68%
Visited the Old Orchard Country Club	34%	66%	43%	57%	40%	60%	18%	82%
Used PHPD baseball/softball fields	21%	79%	9%	91%	43%	57%	29%	71%
Used PHPD tennis courts	25%	75%	14%	86%	16%	84%	14%	86%
Used PHPD soccer/football fields	14%	86%	4%	96%	24%	76%	14%	86%

Source: RRC Associates and GreenPlay

Parks Visited in Past 12 Months

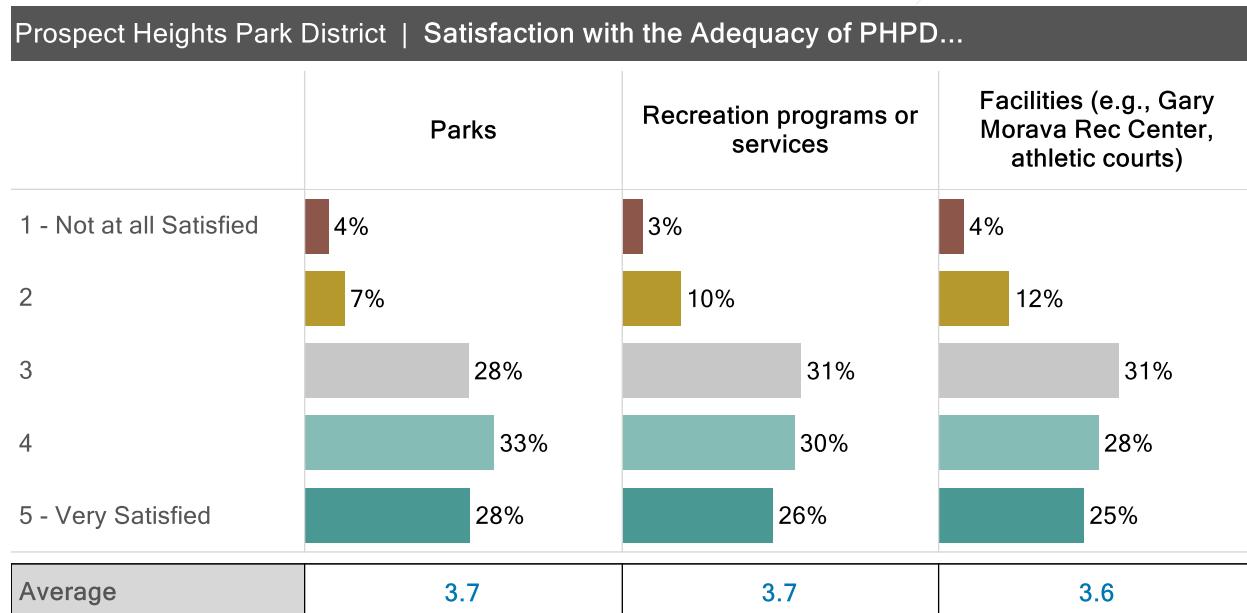
Respondents who had been to a park in the past year were asked to indicate which one(s). Below are the five most mentioned parks, from most to least mentioned. Respondents also reported which activities they typically engage in when visiting those parks, and the five most frequently mentioned activities are also listed below.

Most mentioned:

Parks	Activities
1. Gary Morava	1. Walking
2. Lions Park	2. Playground
3. Country Gardens	3. Play
4. Claire Lane Park	4. Baseball
5. Kiwanis Park	5. Tennis

Satisfaction with Parks & Recreation

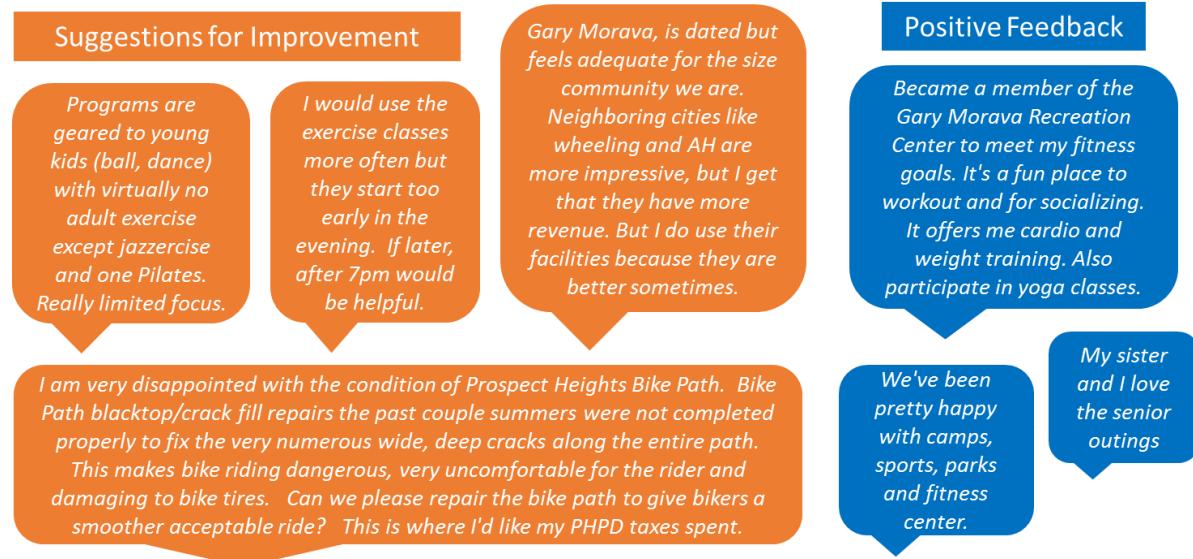
Satisfaction skews highest for parks (61% very or mostly satisfied), followed by recreation programs or services (56%), and then facilities (53%).



Source: RRC Associates and GreenPlay

Comments on Satisfaction Ratings

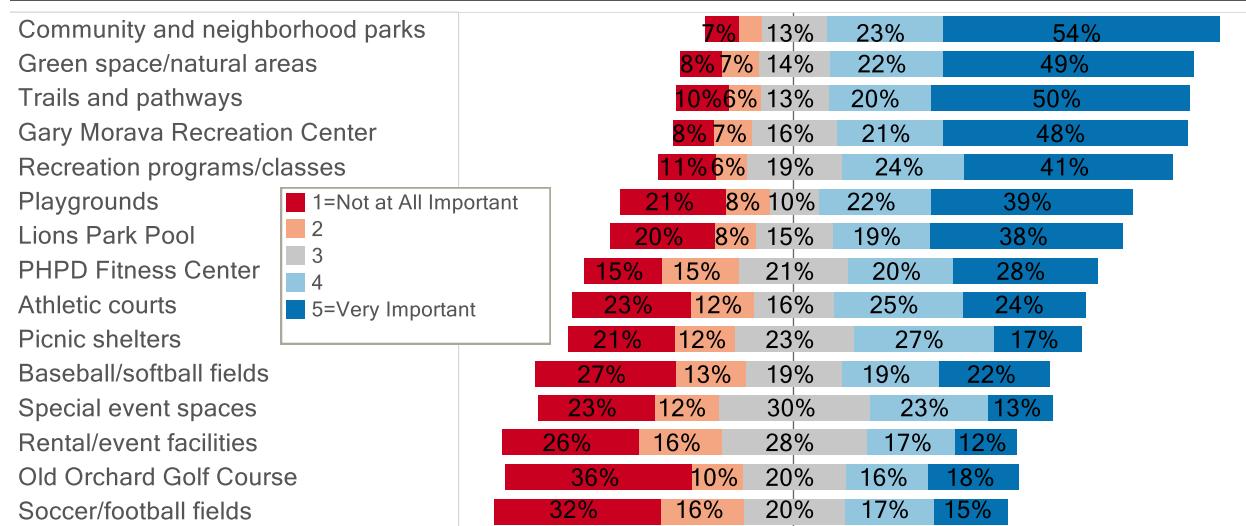
Respondents had an opportunity to further comment on their level of satisfaction with the adequacy (e.g., quality, condition, quantity, distribution) of PHPD parks, recreation programs/services, and facilities. Improvements were frequently suggested, but many respondents also used the space to compliment PHPD. A selection of verbatim responses is shown below. The full listing of responses has been provided as a staff resource document and should be reviewed to fully understand the breadth and depth of respondents' input.



Importance of Existing Facilities

Community and neighborhood parks (77% rated as important), green space/natural areas (71%), trails and pathways (70%), the Gary Morava Recreation Center (69%), and recreation programs/classes (65%) were rated as the most important to respondent households.

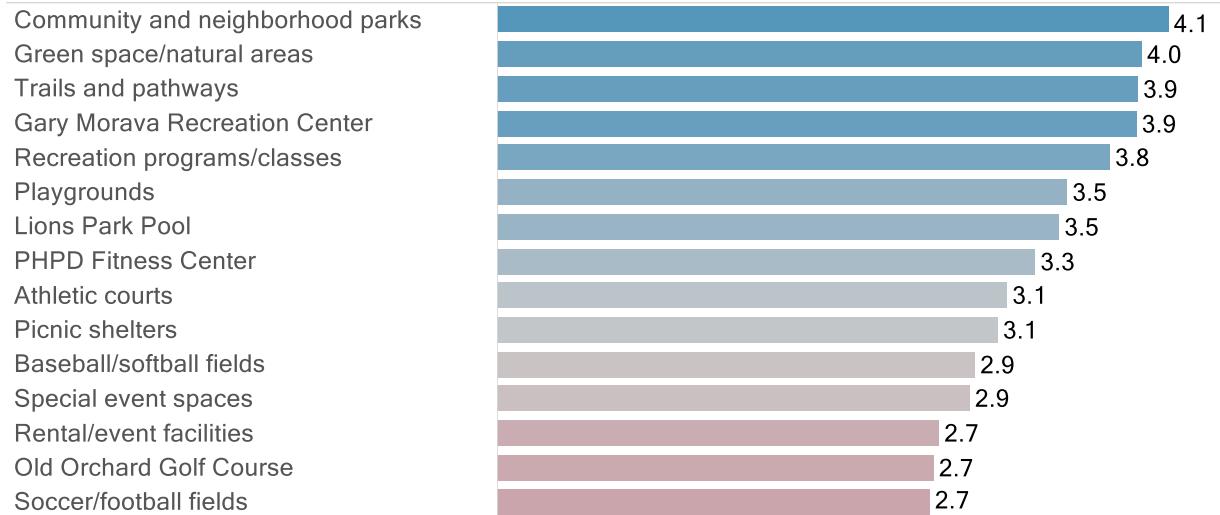
Prospect Heights Park District | Importance of Current Facilities to Household
Sorted by Average Rating



Source: RRC Associates and GreenPlay

Average importance ratings ranged from 4.1 for community and neighborhood parks to 2.7 for rental/event facilities, Old Orchard Country Club, and soccer/football fields.

Prospect Heights Park District | Importance of Current Facilities to Household
Average Rating (1=Not at All Important, 5=Very Important)

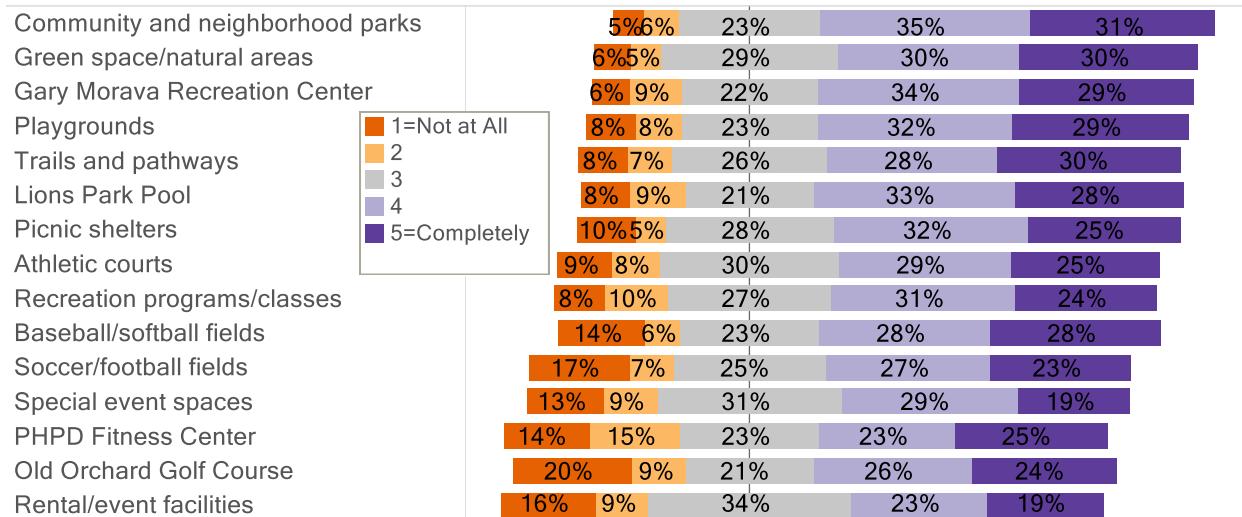


Source: RRC Associates and GreenPlay

Degree to Which Facilities Meet Needs

Community and neighborhood parks (66% rated as meeting needs), green space/natural areas (60%), the Gary Morava Recreation Center (63%), playgrounds (61%), and Lions Park Pool (61%) received the highest share of respondents reporting that these facilities are meeting community needs.

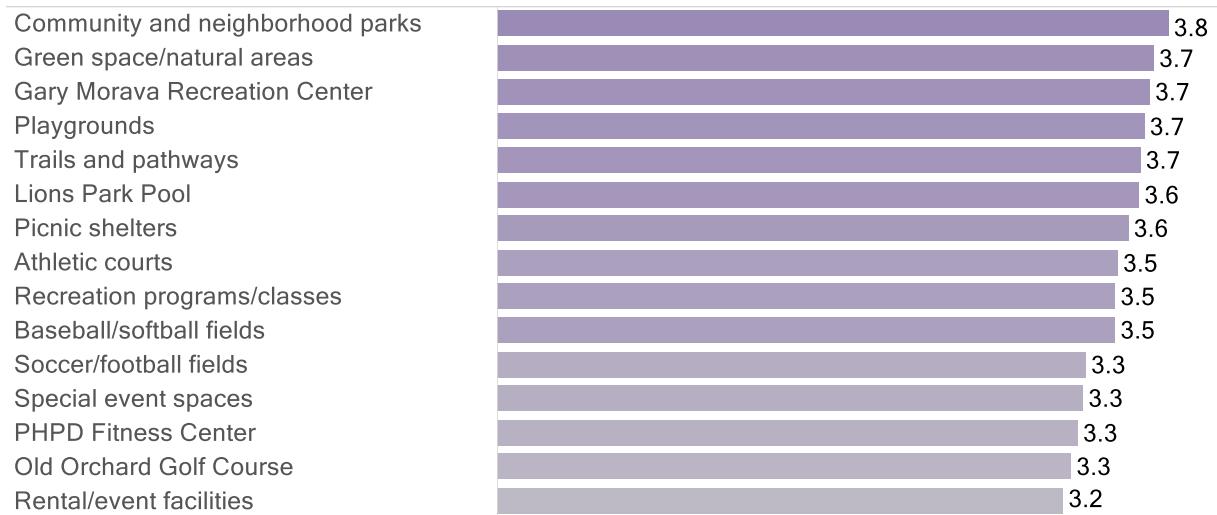
Prospect Heights Park District | Degree to Which Current Facilities Meet Community Needs
Sorted by Average Rating



Source: RRC Associates and GreenPlay

Average needs-met ratings ranged from 3.8 for community and neighborhood parks to 3.2 for rental/event facilities.

Prospect Heights Park District | Degree to Which Current Facilities Meet Community Needs
Average Rating (1=Not at All, 5=Completely)



Source: RRC Associates and GreenPlay

Importance-Performance Matrix

High Importance/ Low Needs Met

These are key areas for potential improvements. Improving these facilities would likely positively affect the degree to which community needs are met overall.

High Importance/ High Needs Met

These amenities are important to most respondents and should be maintained in the future, but are less of a priority for improvements as needs are currently being adequately met.

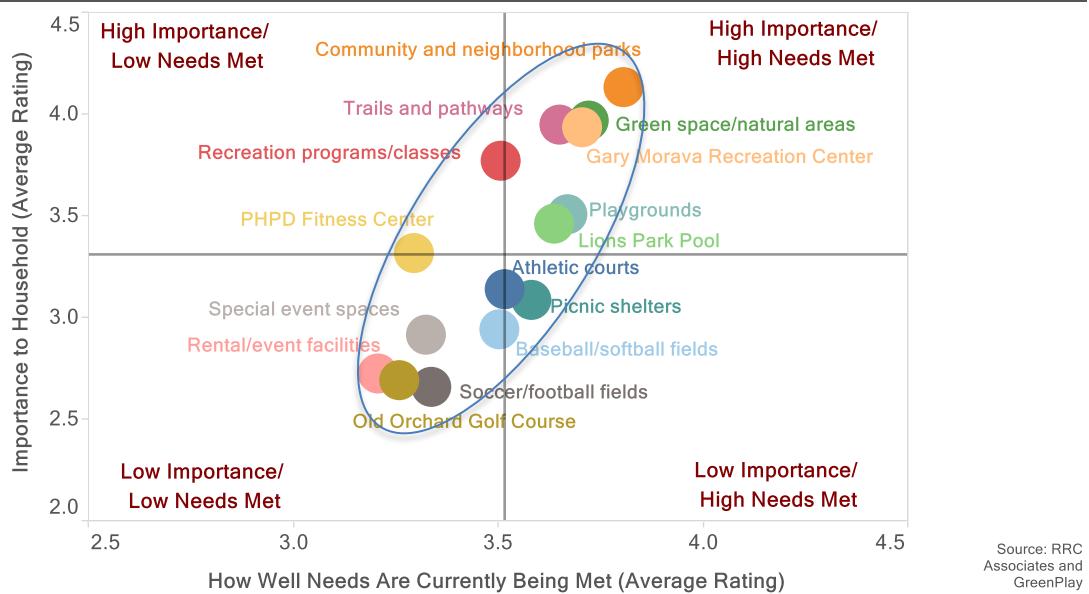
These “niche” facilities have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.

Low Importance/ Low Needs Met

Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities outweigh the benefits may be constructive.

Low Importance/ High Needs Met

Prospect Heights Park District | Level of Importance vs. Needs Met for Current Facilities



Source: RRC
Associates and
GreenPlay

The importance-performance matrix shows that the majority of the community's needs are being appropriately met.

Comments on Current Facility Ratings

Respondents had a chance to provide comments/suggestions for how the parks, facilities, or recreation programs in PHPD could be improved to better meet the needs of their households/the community. Respondents addressed a wide variety of topics. A selection of verbatim responses is shown below. The full set of responses is provided in the appendix.

I love the opportunities you provide for my kids to do activities with friends from school. Just wish there were more opportunities for older kids (middle school age).

Wireless at Gary Morava is broken / limited functionality. It would be nice to have this available while at the gym, waiting for classes, etc. This has been true for months.

Gary Morava needs a makeover. Programs are best when combined with other park districts in order to increase participation/teams (e.g. youth basketball).

I think the pool could use a makeover to stay competitive with surrounding area. The pool is always so cold, it's almost unbearable. There are a few fields that aren't maintained very well. The fitness center just got a makeover with new equipment, no one can show me how to use it. The staff should be trained so they can support people and guide them in using any and all equipment.

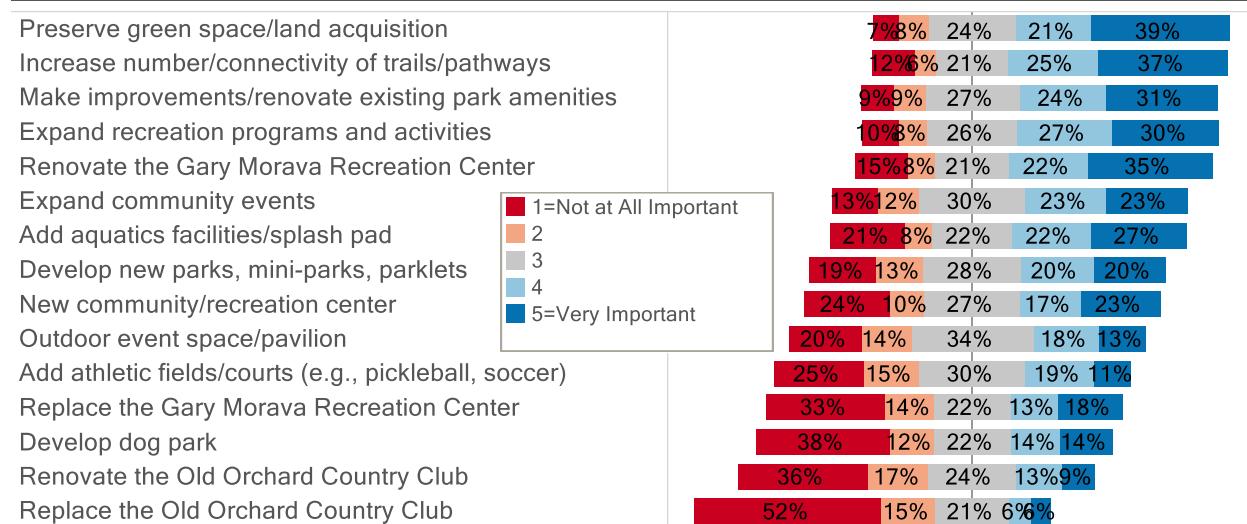
The Claire Ln Park is close to us, so we go there often. It is beautifully maintained and recently updated. Definitely a huge plus for our neighborhood. The kids enjoy the recreation programs and the pool. I am unaware of trails and pathways and special event spaces, so maybe those need better PR.

Pickleball is a must for seniors. Old Orchard Golf Course needs to be made available for cross-country skiing. More paths are needed for walking and biking.

Importance of Future Facilities

Preserving green space/land acquisition (60% rated as important) and increasing number and connectivity of trails and pathways (62%) were rated as the most important future needs overall. In a second tier of responses, making improvements and/or renovating existing amenities at parks, expanding recreation programs and activities, and renovating the Gary Morava Rec Center were also considered important (55%-57%).

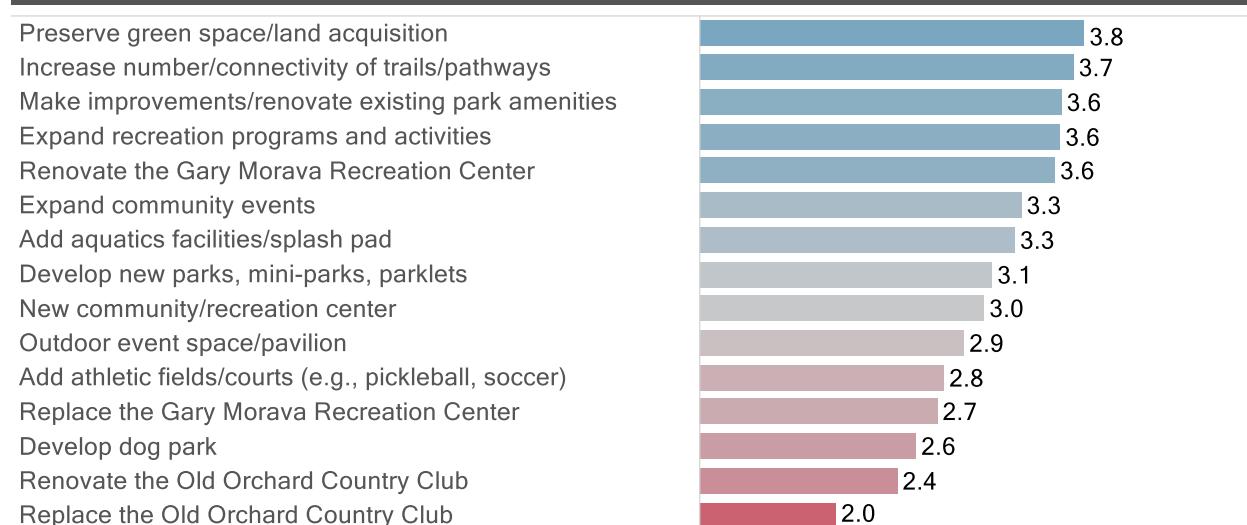
Prospect Heights Park District | Importance of Needs to Address Over Next 5 - 10 Years
Sorted by Average Rating



Source: RRC Associates and GreenPlay

Average importance ratings ranged from 3.8 for preserving green space/land acquisition to 2.0 for replacing the Old Orchard Country Club.

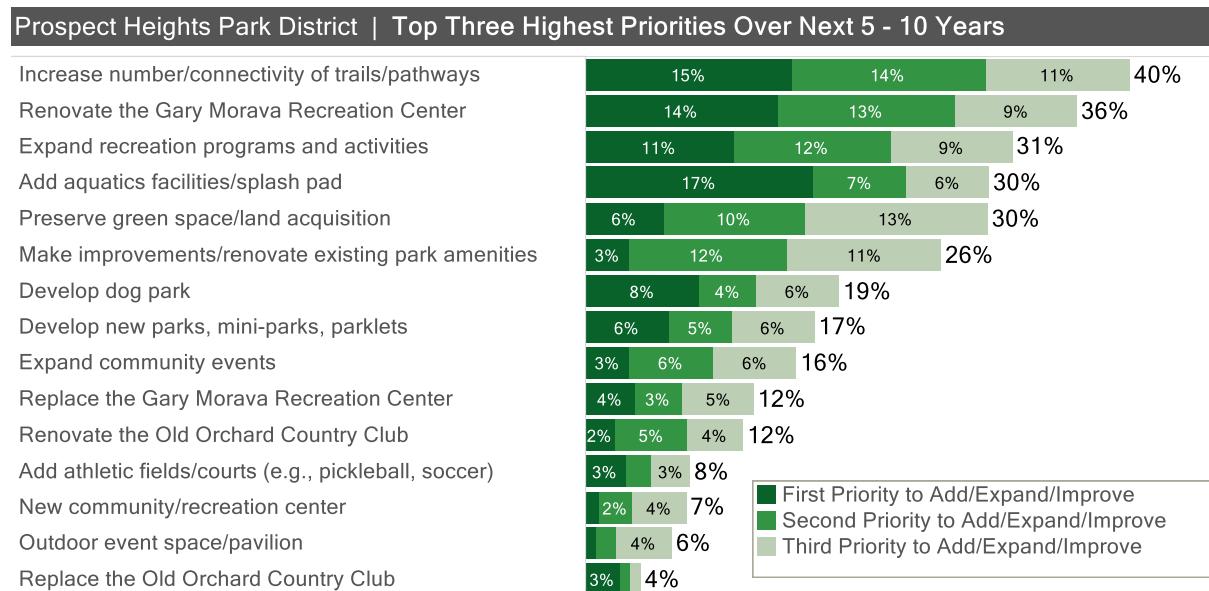
Prospect Heights Park District | Importance of Needs to Address Over Next 5 - 10 Years
Average Rating (1=Not at All Important, 5=Very Important)



Source: RRC Associates and GreenPlay

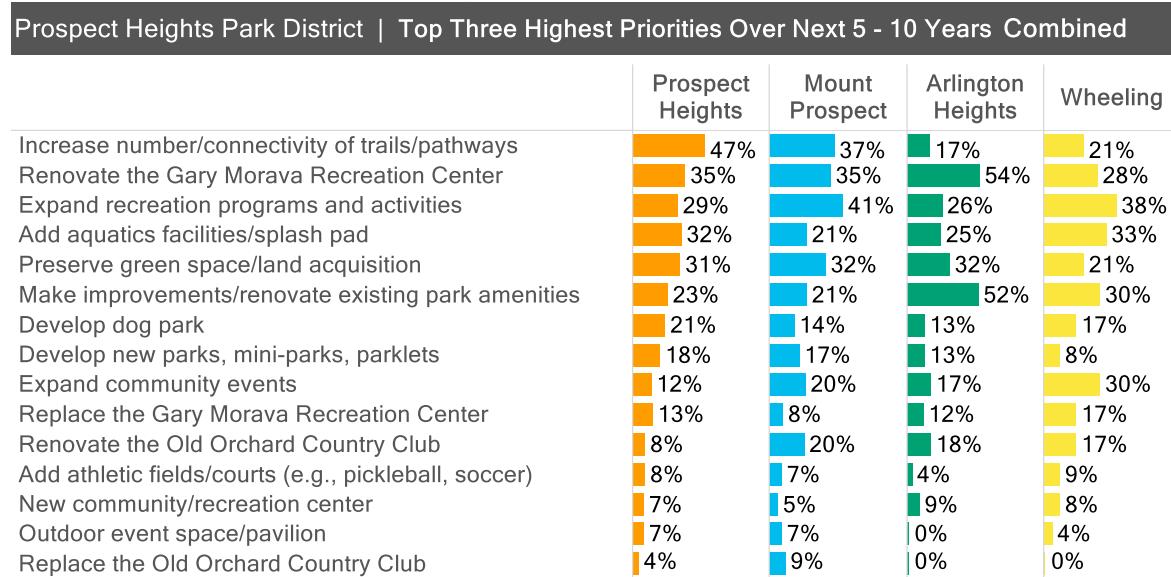
Top Three Future Facility Priorities

Forty percent (40%) of all respondents indicated that increasing number and connectivity of trails and pathways is one of their top three priorities for the future (15% also selected it as their first priority). Renovating the Gary Morava Rec Center, expanding recreation programs and activities, adding aquatics facilities/splash pad, and preserving green space/land acquisition also rose to the top (30%-36%).



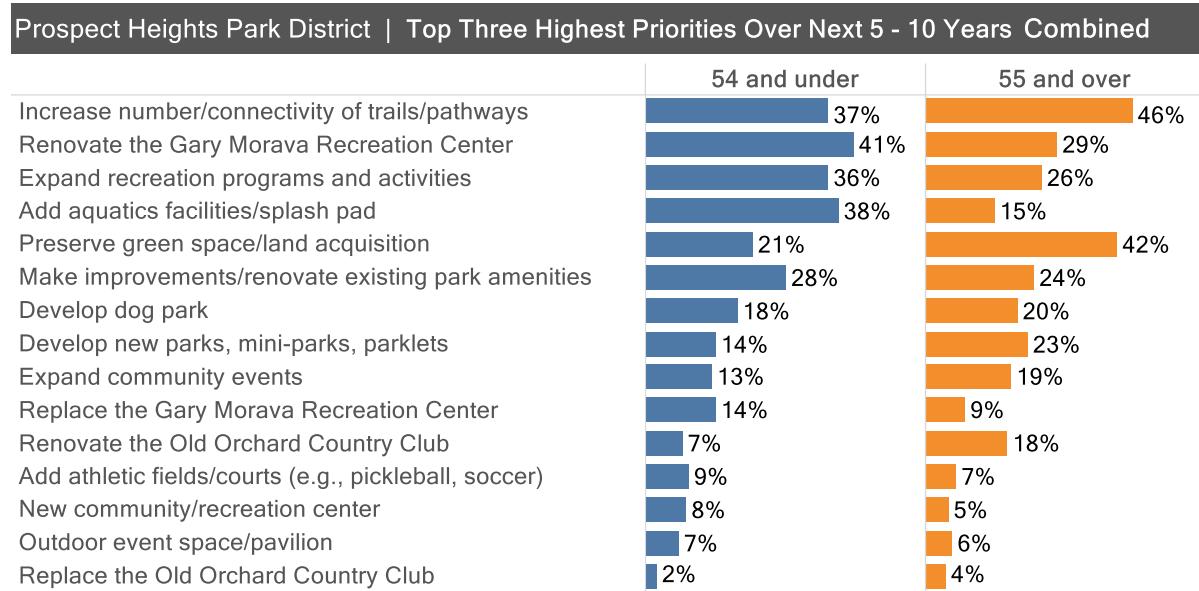
Source: RRC Associates and GreenPlay

Respondents from Prospect Heights are most likely to prioritize increasing the number and connectivity of trails and pathways (47%); from Mount Prospect and Wheeling: expansion of recreation programs and services (41% and 38%, respectively); from Arlington Heights: renovating the Gary Morava Rec Center (54%) and making improvements and/or renovating existing amenities at parks (52%).



Source: RRC Associates and GreenPlay

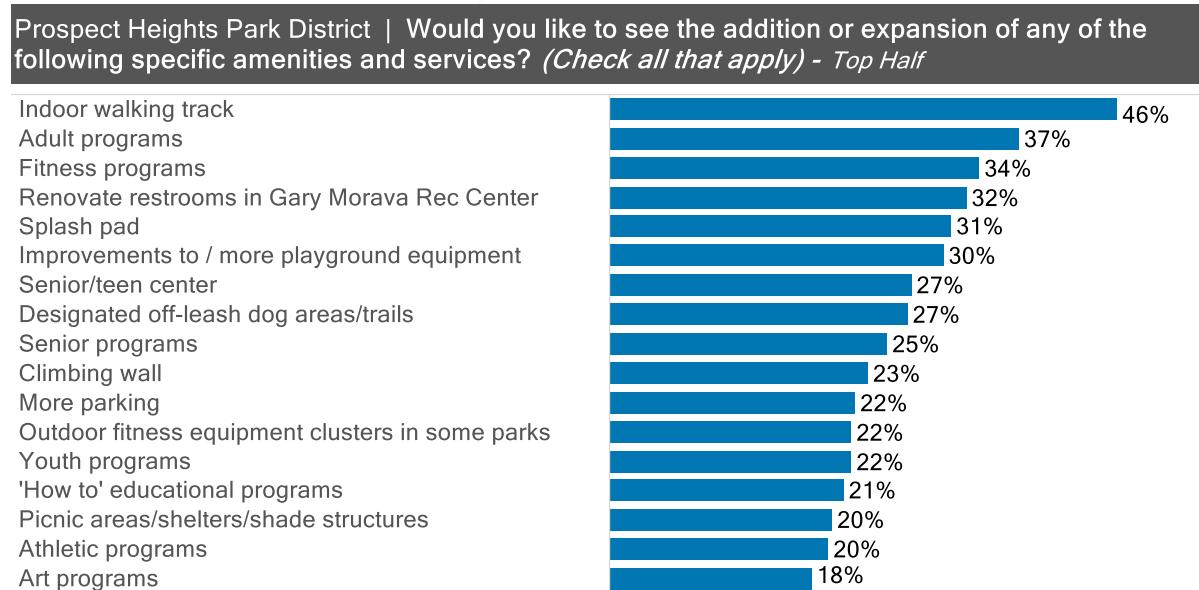
Respondents 54 and under were most likely to prioritize renovating the Gary Morava Rec Center (41%), closely followed by adding aquatics facilities/splash pad (38%), increasing number/connectivity of trails/pathways (37%), and expanding recreation programs and activities (36%). Respondents 55 and over were most likely to prioritize increasing number/connectivity of trails/pathways (46%) and preserving green space/land acquisition (42%).



Source: RRC Associates and GreenPlay

Specific Amenities and Services

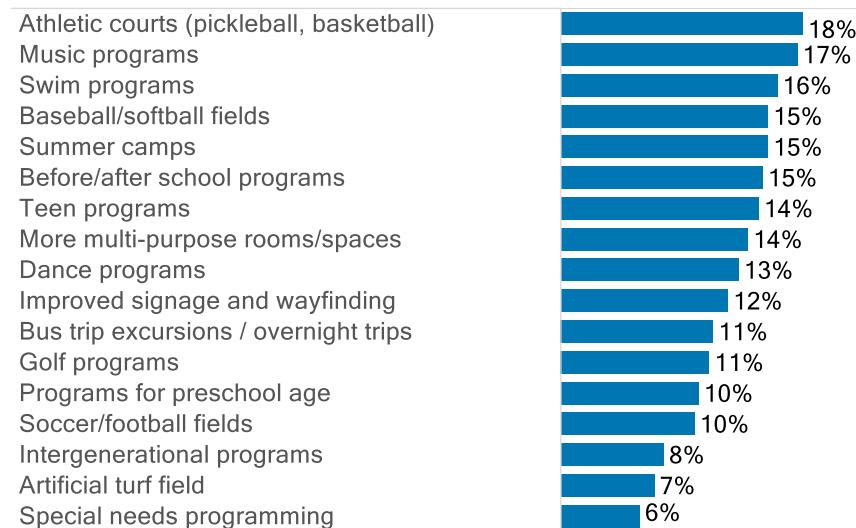
Respondents reported a desire for the addition or expansion of a number of facilities/amenities and programs/activities, reporting an average of 6.6 items from the list. The most-selected amenity was an indoor walking track (46%), with adult programs as the second most-selected item (37%).



Source: RRC Associates and GreenPlay

Several items had fewer than one in five respondents citing interest – this indicates that these items may be less of a priority for addition, expansion, or improvement moving forward.

Prospect Heights Park District | Would you like to see the addition or expansion of any of the following specific amenities and services? (Check all that apply) - Bottom Half

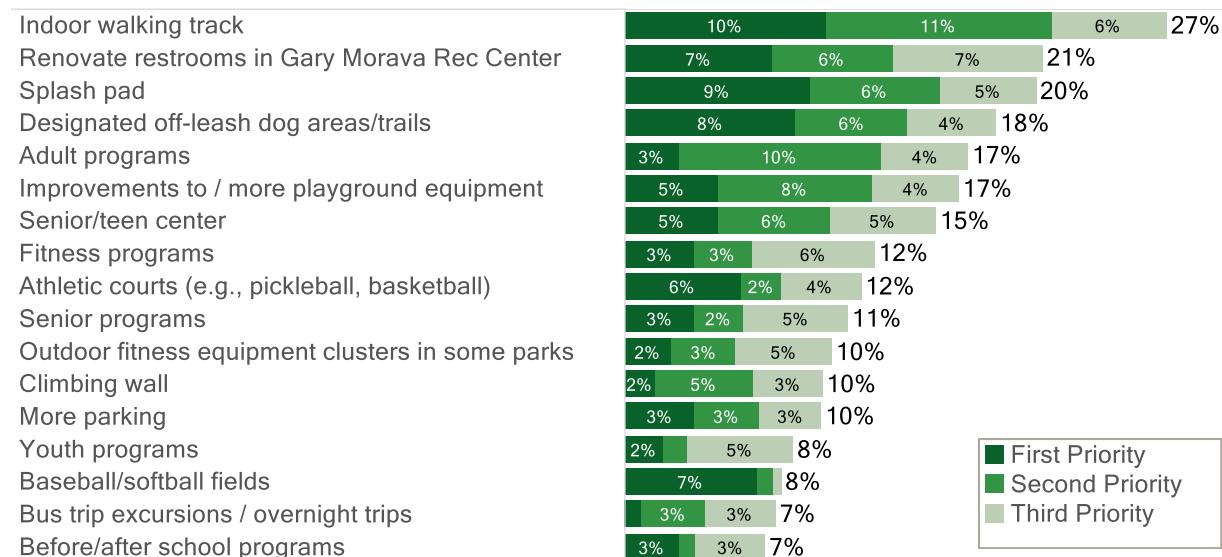


Source: RRC Associates and GreenPlay

Top Three Amenities and Services

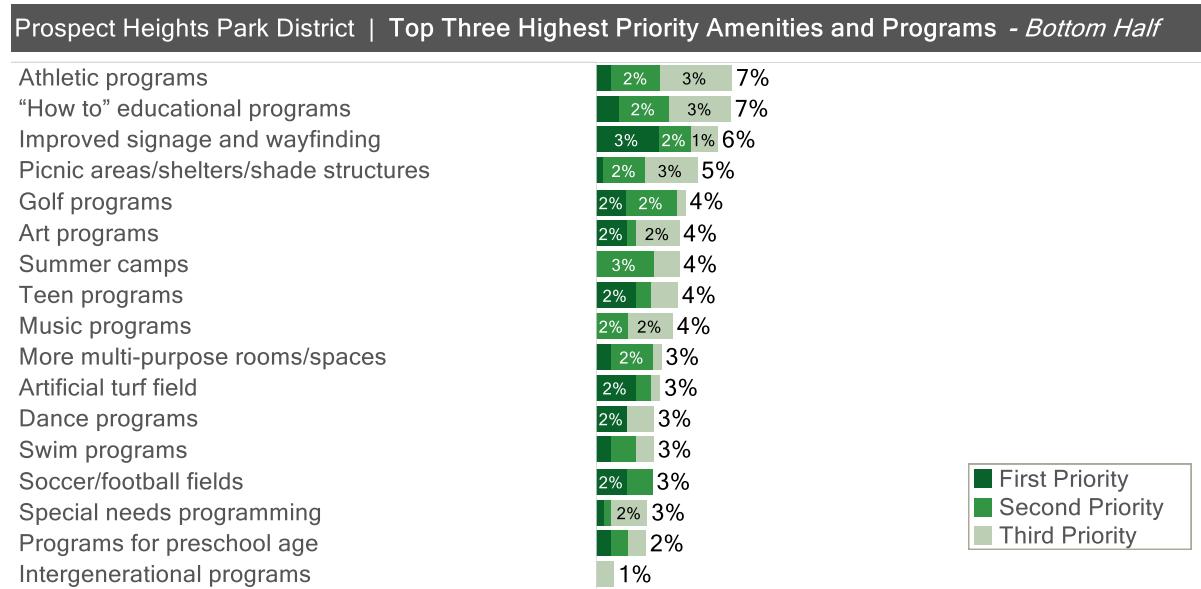
When asked to select their top three priorities for addition, expansion, or improvement, indoor walking track again topped the list, with 27 percent of respondents selecting it as a first, second, or third priority. In a second tier of selections, renovating restrooms in Gary Morava Rec Center, splash pad, and designated off-leash dog areas/trails had 7-9 percent of respondents reporting those items as a number one priority.

Prospect Heights Park District | Top Three Highest Priority Amenities and Programs - Top Half



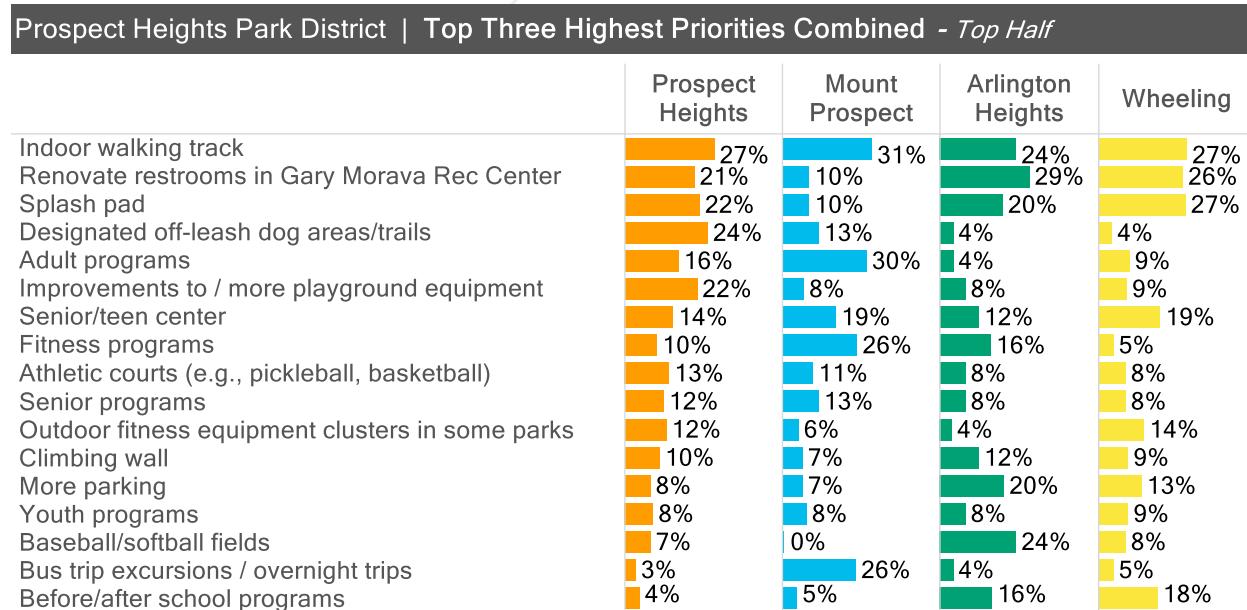
Source: RRC Associates and GreenPlay

Several specific amenities and services received very few respondents indicating they were first, second, or third priorities. Again, these items might be less of a priority for future planning/improvement.



Source: RRC Associates and GreenPlay

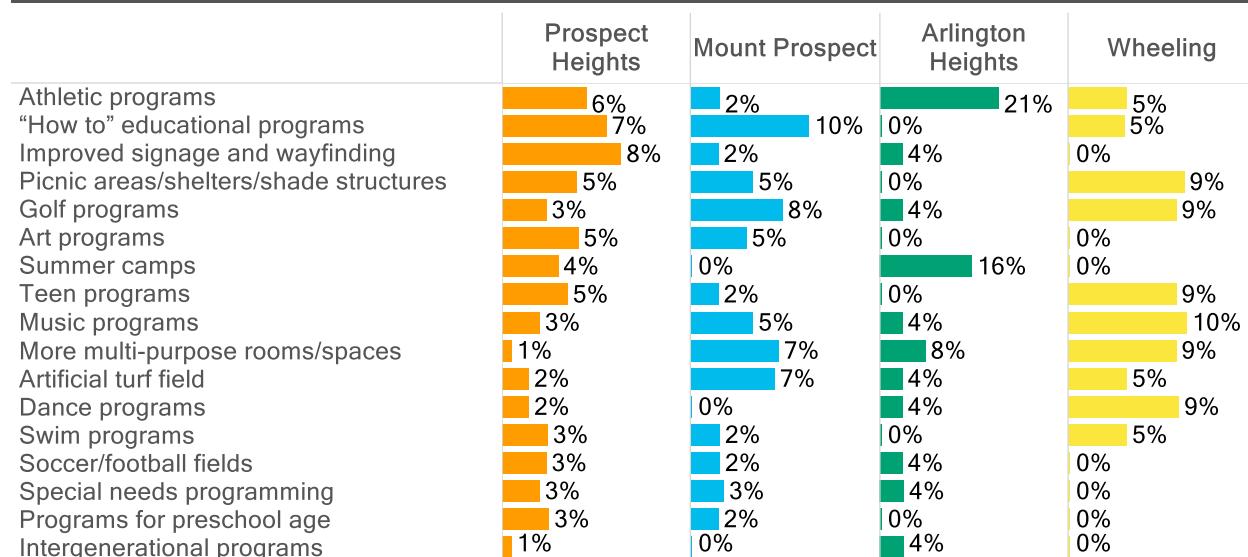
All respondents, regardless of community of residence, indicated strong interest in an indoor walking track. Furthermore, respondents from all areas except for Mount Prospect cited interested in renovating restrooms in the rec center and splash pads. Respondents from Prospect Heights were more likely to prioritize designated off-leash dog areas/trails than respondents from other communities; from Mount Prospect: adult programs and fitness programs; from Arlington Heights: more parking and baseball/softball fields, from Wheeling: splash pads.



Source: RRC Associates and GreenPlay

While the items below were not as commonly selected overall, results show that respondents from Arlington Heights were notably more likely to prioritize athletic programs and summer camps than respondents from the other communities.

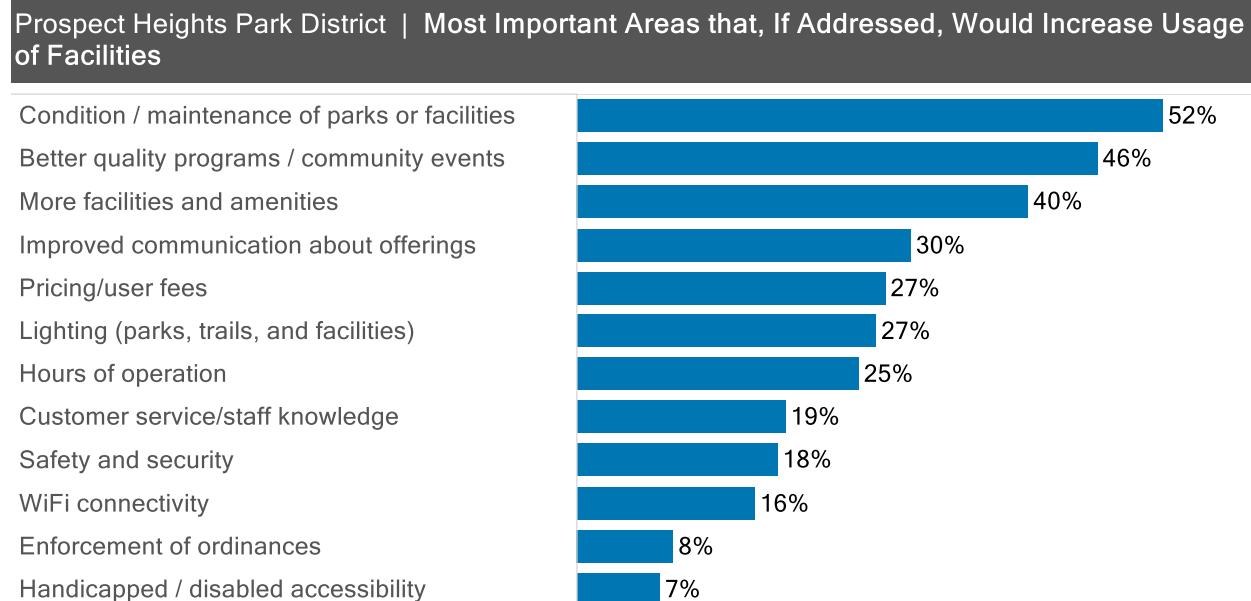
Prospect Heights Park District | Top Three Highest Priorities Combined - Bottom Half



Source: RRC Associates and GreenPlay

Factors That Would Increase Usage

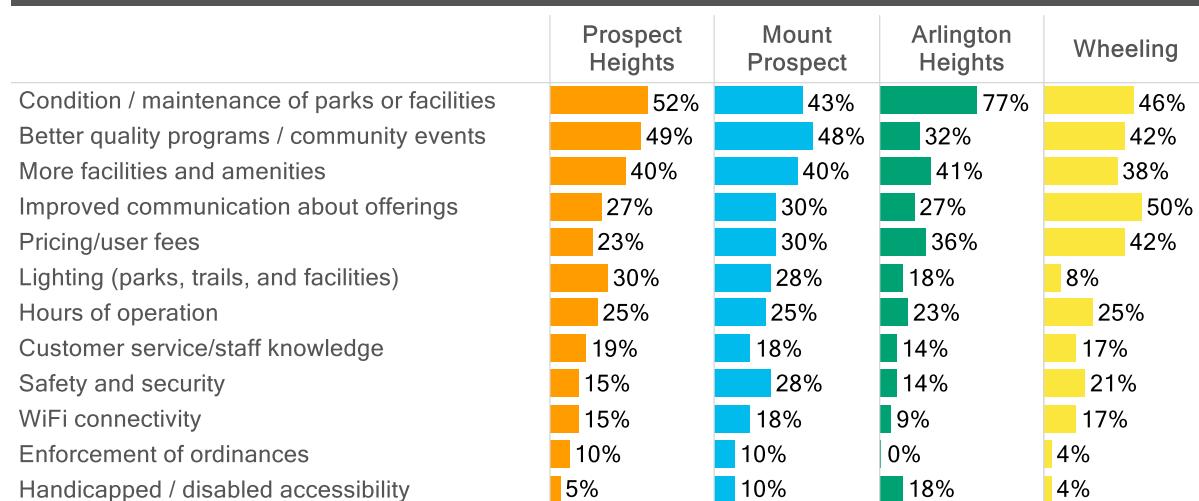
When asked what would increase their usage of PHPD facilities, respondents were most likely to report condition/maintenance of parks or facilities (52%), better quality programs/community events (46%), and more facilities and amenities (40%).



Source: RRC Associates and GreenPlay

Respondents from Arlington Heights were much more likely to report that improved condition/maintenance of parks or facilities would increase their usage (77%). They were also more likely to select pricing/user fees and handicapped/disabled accessibility than other respondents. Respondents from Mount Prospect were more likely to select safety and security; from Wheeling: improved communication about offerings and pricing/user fees.

Prospect Heights Park District | Most Important Areas that, If Addressed, Would Increase Usage of Facilities

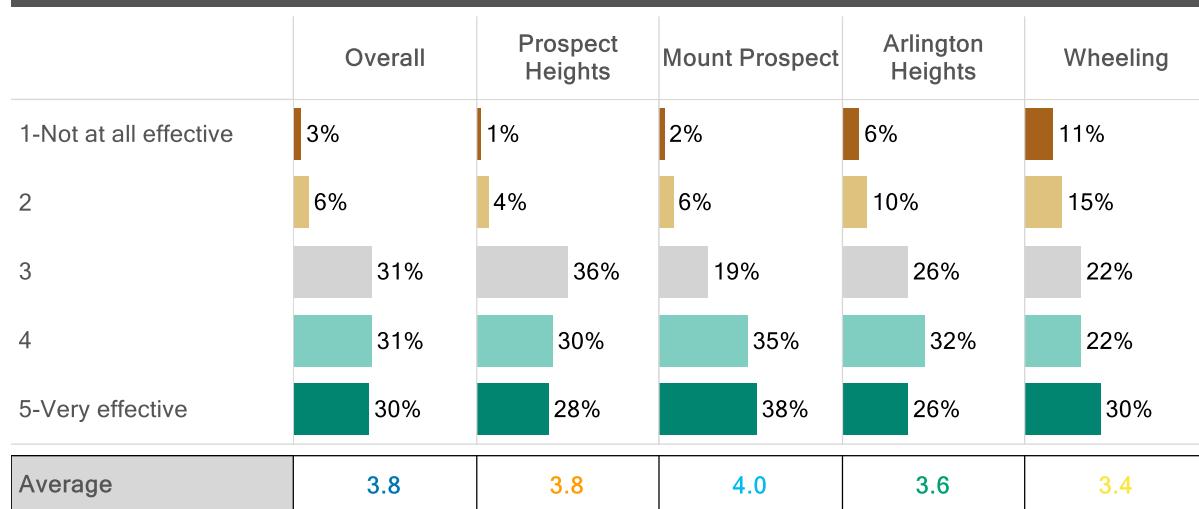


Source: RRC Associates and GreenPlay

Communication Effectiveness

About three in five respondents rated PHPD as “effective” in reaching them with information on parks and recreation facilities, services, and programs. Mount Prospect respondents provided the highest average rating (4.0), followed by Prospect Heights (3.8), Arlington Heights (3.6), and Wheeling (3.4).

Prospect Heights Park District | How effective are we at reaching you with information on parks and recreation facilities, services, and programs?



Source: RRC Associates and GreenPlay

Best Way to Receive Information

The best way to reach respondents is email (65%) or program guide/brochure (64%). In a second tier of responses, Internet/website (46%) and city email/newsletter (44%) are also considered to be effective communication channels.



Source: RRC Associates and GreenPlay

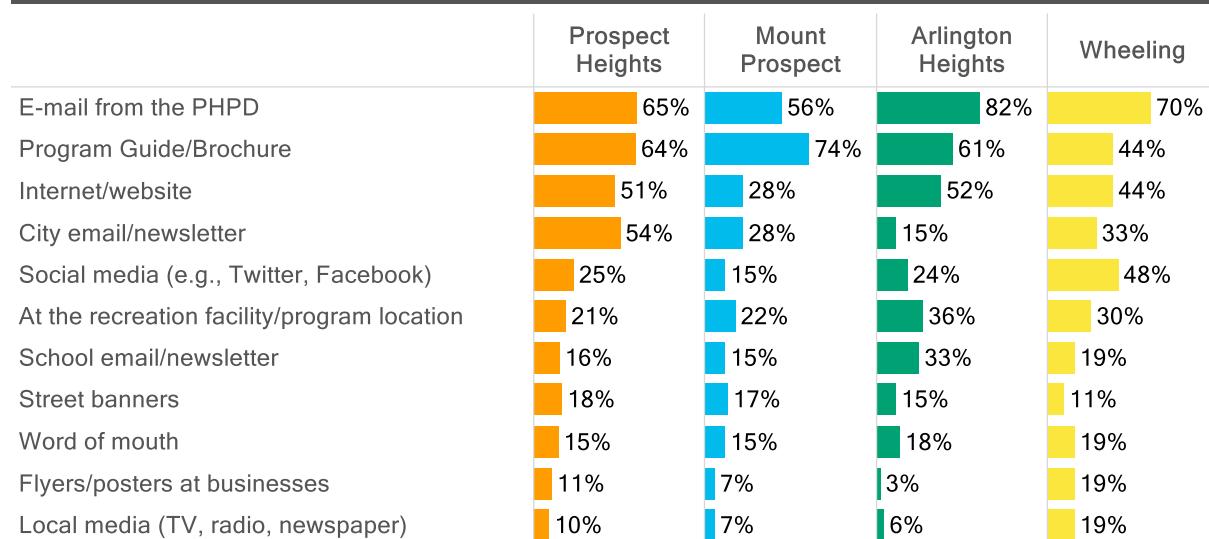
All residents cite email and program guide/brochure as top communication channels. However, those 54 and under are more likely to select social media, at the recreation facility, and school email/newsletter as ways to reach them as compared to those 55 and over. Those 55 and over are more likely to select city email/newsletter.



Source: RRC Associates and GreenPlay

It is worthwhile to consider the preferred methods of communication among Arlington Heights and Wheeling residents in particular, as they were less likely to report that PHPD is effective in communicating with them. A notable share of both Arlington Heights and Wheeling respondents selected email (82% and 70%, respectively). Wheeling respondents also indicated that social media is a top communication method (48%).

Prospect Heights Park District | Best Way to Reach You With Parks & Recreation Information

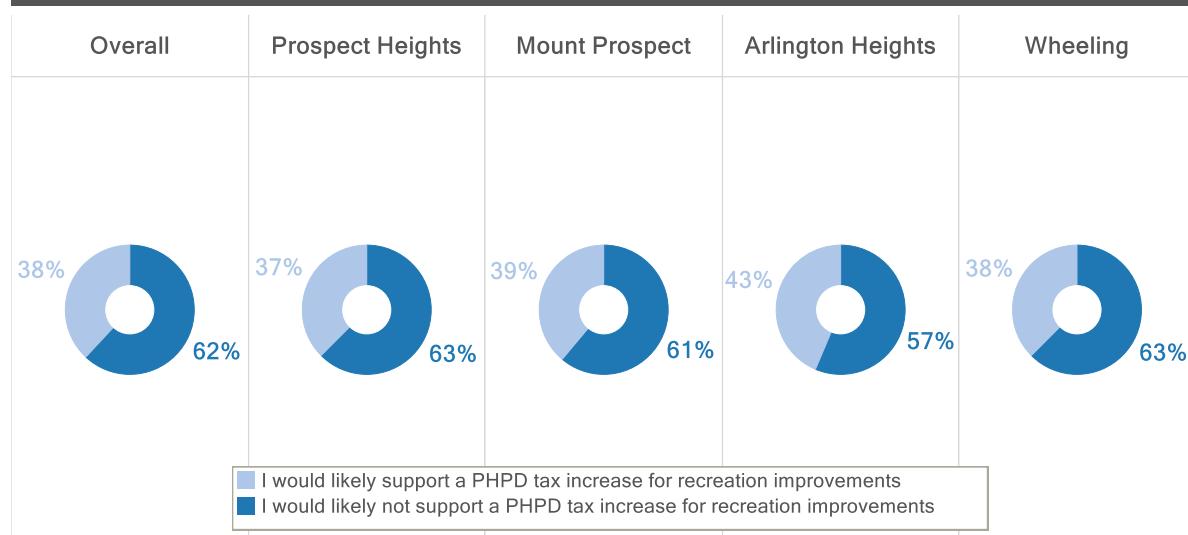


Source: RRC Associates and GreenPlay

Level of Support for Tax Increase

About two in five respondents would likely support a PHPD tax increase to fund recreation improvements. Level of support was consistent regardless of community of residence, although respondents from Arlington Heights were slightly more likely to support such a measure (43%).

Prospect Heights Park District | Level of Support for a PHPD Tax Increase



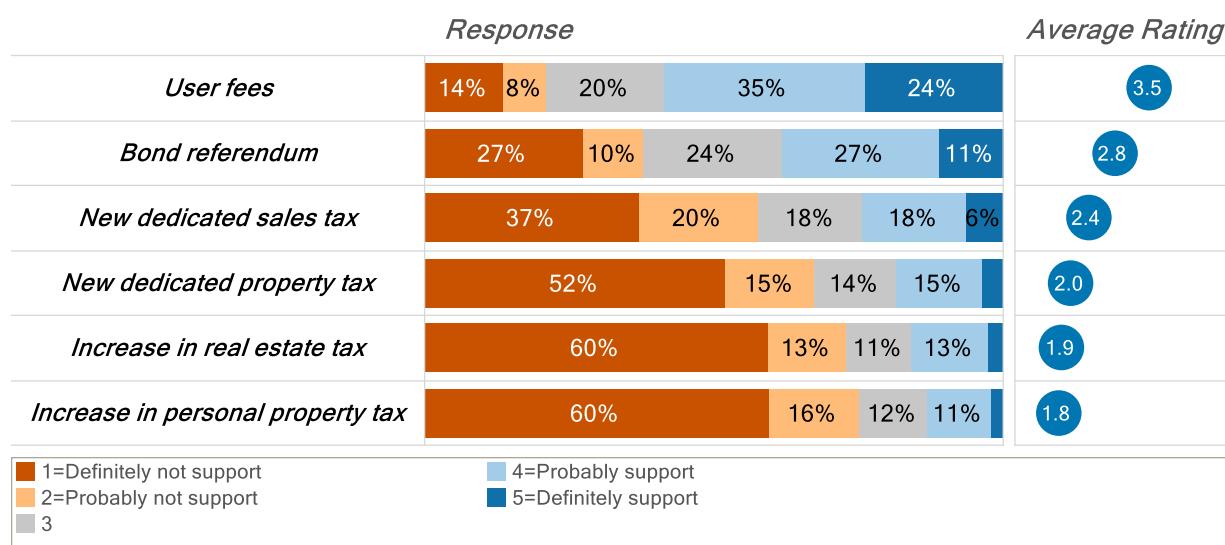
Source: RRC Associates and GreenPlay

Sample sizes for Arlington Heights and Wheeling are small, and therefore results should be interpreted with caution.

Support for Funding Mechanisms

Of all the funding mechanisms probed, user fees received the highest level of support, with 59 percent of respondents indicating support and an average rating of 3.5 provided. Bond referendum is supported by 38 percent of respondents with an average rating of 2.8. All of the other methods received a higher share of respondents indicating they do not support the mechanism as compared to those who support it.

Prospect Heights Park District | Willingness to Support Parks & Recreation Funding Mechanisms



Source: RRC Associates and GreenPlay

Additional Comments/Suggestions

At the end of the survey, respondents were given the opportunity to provide any additional comments or suggestions for PHPD. Themes that came up frequently through the survey were again prominent in this comment field, including a desire for improved condition/maintenance of the Gary Morava Rec Center, additional program options for all ages, and enhanced trail/pathway connectivity. Many respondents also used this final comment field as an opportunity to provide feedback on funding mechanisms, with many opposed to tax increases. A selection of verbatim responses is shown below. The full listing of responses is provided in the appendix.

The past several months have shown some improvements within the PHPD. I feel they are moving in the right direction in terms of communication and events. This momentum needs to follow through for the remainder of the community's concerns.

Wish the Gary Morava pool (which is great) had longer hours. Wish it opened a little earlier and stayed open into the evening. Would be nice to come home from work and take the kids to the pool in the evening. When I was a kid our local pool was open until 9pm and we went often.

Improve online registration process - very difficult to use.

It looks from your program guide that you are providing a lot of great programs for kids. Keep it up! Now, what about adults/seniors?

Old Orchard is a hidden gem in our community. We have been to many events there. Perhaps utilizing it for community events would be a great idea for everyone, even for something like snowshoeing in the winter, kids golf programs, etc. When family visit from out of town, that's always a place they frequent during their stay. We love it there!

It's hard to support more property, sales, and any other increases when they're so high already. My property taxes are already 20,000. Sales taxes as see frequently are 11%. Is a merger of PH Pk Dist with other districts (Mt Prospect, River Trails, Arlington Hts, Wheeling) to obtain more economies of scale and less overhead?

E. Organizational and Marketing Analysis

Staff interviews, consultant's observations, and conversations with patrons along with a review of the 2017 Organizational Chart reveals a well thought out, functional and efficient organization.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Staff interviews were conducted during the week of May 9, 2017. These interviews were SWOT analyses, allowing staff to provide further perspective for this planning process. A summary of responses is below. Responses are not prioritized, but recurring responses are denoted by an asterisk.

Strengths

- Long-term staff, mixed with older staff*
- Size of staff*
- Engaged staff*
- Athletics fields*
- Golf - Top-ranked course
- Golf - High quality condition
- Golf - Quality Pro Shop
- Golf - Quality driving range amenity
- Golf - Strong youth programs*
- Golf - Central location*
- Camps
- Dance programs
- Youth programs*
- Customer service*
- Preschool/ Kinderstop*
- Swimming pool and programs*
- Sports leagues – youth
- In house repairs
- Maintenance and park staff is cooperative
- Getting new equipment at the playgrounds
- Pool always has room

Weaknesses

- Longevity of staff
- Lack of space in Morava – loses the opportunity to grow*
- Missing dedicated space for preschool; uses meeting room – lacks amenities like bathrooms*
- Marketing and communication – looking for new channels*
- Missing outdoor space for sports, many parks are not programmable
- Pool somewhat outdated compared to other regional amenities
- Gym is outdated – no air-conditioning
- Internal negativity and morale
- Limited infrastructure*
- Staff is separated in two buildings
- Staff wears multi different hats; decisions effect multiple roles
- Limited storage space
- Gym floor is sinking
- Golf – tenant runs food and beverage, limited staffing for operations, hours of operation are inconsistent, lacking dress code
- Golf – outdated grounds equipment
- Golf – Finding challenges with ability to maintain course
- Golf – limited training opportunities during busy times
- Golf – current reservation and POS system don't work well
- Snow removal
- Staff works in silos*
- Staff slow to change with new direction
- Internal communication could improve
- Staff does not represent a diverse community

Opportunities

- Opportunities for growth – programs, services*
- Golf – More training for staff
- Golf – Marketing new operating system (Course Trends)
- Golf – looking for more permanent business
- Golf – take over food and beverage
- Golf – host more special events
- Golf – developing more permanent tee times
- More programs – evolving to new trends*
- New fitness center*
- Find new partnerships
- Revitalize marketing – website, social media, registration*
- Staff should be cross-trained*
- What's the WOW factor?
- How do you get the buy-in from staff? (internal marketing opportunities, staff training)
- New programming with Mt Prospect Ice Arena
- Partnering with the golf clubhouse for indoor space
- New park site opportunities
- Contract/independent employees
- Expand preschool programming
- Find the balance in scheduling and communicating it to the users
- Develop green space behind recreation center
- Skating rink on baseball diamond
- Finding new times for programs*
- Privatized fitness*
- Library does children's programming for free – arts, education, special events – also offers adult programming
- Small city amongst the larger group*
- Athletics programs in neighboring towns are taking away residents*
- Volunteer programs are down – especially in youth sports programs
- Golf – weather related business
- Golf – Money goes to where people can see it
- Golf – Erosion of members

Recreation Program Analysis

The basis of determining essential services should come from the vision and mission of the Park District and what brings the greatest community benefit in balance with the skills and abilities of the District, current trends, the market, and the responses from the 2017 Community Survey.

Prospect Heights Park District Mission Statements

Our mission is to enhance the quality of life for all residents of the District through the development and maintenance of park lands and facilities utilizing available resources, as well as to promote community involvement through a variety of recreation programs, educational opportunities, and special events.

The Prospect Heights Park District does not have a current vision statement. Unofficially, the Park District's vision is to develop parks and facilities to make more recreational programs available to the residents in the future. For the past decade or so, it seems as if the District has been striving to survive and made due with the best available at the time. With different staff, new Board of Commissioners members, addition of marketing coordinator and an enhanced IT network which includes new registration software, the District has a better outlook on the future. The Park District plans to develop a vision statement at the conclusion this Master Plan project.

The District should pursue program development around the priorities identified by community feedback. Survey respondents and focus group participants indicated the types of new and enhanced programming desired include:

- Increased quantity of recreation programs/classes
- Improve recreation opportunities for young children
- Improve recreation opportunities for teens
- Improve recreation opportunities for adults
- Improve recreation opportunities for seniors
- Explore opportunities to expand recreation programming based on trends and demand
 - Events
 - Series programming
 - Nature/Environmental programming
 - Wellness and Fitness

Concern was expressed by residents over the lack of adequate indoor facilities, including:

- Walking/jogging/running track
- Gymnasium space
- Indoor recreation aquatics facilities
- Group exercise space
- Classroom space
- Craft and arts space
- Community gathering space

New recreation trends may indicate the need for changing the current program offerings. Changing program offerings requires careful consideration, planning, and proper communication with the community. Programs need to be continually assessed for viability. Decisions regarding changes, expansions, enhancements, and/or program eliminations need to be made carefully and with proper data. Starting new programs, based on community demand and/or trends, need to be well researched, planned, and advertised to provide the best possibility of their success. If new program interest seems sufficient based on a survey or community input, then the new programs should be developed, advertised, and implemented. Available capacity within existing facilities and funding opportunities need to be considered when adding new facilities or expanded programs. Program enhancements and changes need to be properly communicated to the community.

Using past participation statistics and program evaluations/participant/staff feedback to determine program popularity can be helpful in deciding if programs should be continued, altered, or eliminated. In addition, utilizing community surveys and participant feedback, and researching trends in park and recreational programming are useful tools in determining future programming needs and desires. Sources for trends information include:

- State Parks and Recreation Associations and Conferences
- National Recreation and Parks Association
- International Health, Racquet, and Sports Association
- Parks and Recreation Trade Publications
- Outdoor Recreation Publications

Program Evaluation

Industry best standards indicate that all current programs should be evaluated at the completion of their session (at a minimum evaluation should be conducted annually) to determine if they should be continued, changed (market segment focus, time/day offered, etc.), or discontinued. A few simple questions should be asked of participants and staff about each program that includes:

- Is participation increasing or decreasing? If participation is increasing, then it could clearly mean that the program should be continued. If participation is decreasing, are there any steps to take to increase interest through marketing efforts, change the time/day that the program is offered and change the format or instructor? If not, it may be time to discontinue the program.
- Is there information contained in the participation/staff feedback that can be used to improve the program?
- Are cost recovery goals being met? If not, can costs be reduced or fees realistically increased?
- Is there another provider of the program that is more suitable to offer it? If yes, the District could provide referrals for its clients for the program it does not offer or is not willing or able to offer.
- Is this program taking up facility space that could be used for expansion of more popular programs or new programs in demand by the community?

Funding Resources and Cost Recovery

Parks and recreation facilities, programs, and services are essential to maintaining Prospect Heights Park District's energetic and desirable community. However, not all facilities, programs, and services are equal. In general, the degree to which a facility, program, or service provides a community benefit to its citizens as a whole, should determine whether that element should be paid for by all citizens as part of the District's general fund. Facilities, programs, or services that provide more individual benefits should

be paid for by user fees. This funding and cost recovery philosophy acknowledges the tremendous public benefits of parks and recreation to the community. Parks and recreation districts also promote and support a community's economic development, crime prevention, and community health. The District should seek to leverage partnerships wherever possible to help fund the facilities, programs, and services that it provides to the community.

Maintenance and Facilities

A review of parks and facilities has shown that the small but dedicated staff have done an excellent job maintaining the parks and facilities with the limited resources available to them. The Prospect Heights Park District staff is committed to providing high quality parks and facilities.

The Gary Morava Recreation Center and the Old Orchard Country Club Facility are both reaching the end of their originally planned useful life. The Old Orchard Country Club (1963) & Gary Morava Recreation Center (1976) met the needs of community for types and programs that were being offered in the 1960s and 1970s. Both facilities should be considered to be replaced.

- The large majority of building and mechanical systems will have reached the end of their estimated life expectancy by 2026.
- The Old Orchard Country Club Facility is showing its age – building enclosure, some structural components and building services are in need of immediate repair and possible wholesale replacement.
- Significant improvements in the Old Orchard Country Club Facility's thermal envelope and mechanical systems required to meet 2012 International Energy Conservation Code with the Village of Mt. Prospect has adopted.
- Clubhouse Condition Inspection Matrix showed all building components except A/C and Locker room in fair, poor, unknown, or n/a. Majority of building components listed as original and/or past useful life.
- Site adjacent to the Gary Morava Recreation Center is a tributary of McDonald Creek causing poor soils, flooding and subsurface drainage issues.
- Gymnasium foundation has continued to settle creating structural integrity issues of the steel frame/wall system and wood floor.
- Original designs have become obsolete, no longer adaptable to the changing recreational needs.
- Buildings lack flexibility to serve the future needs of patrons.
- Gary Morava Recreation Center is nearing its 50-year design life, majority of building components in fair or poor condition, original equipment/past useful life expectancy.

A modern centralized recreation center must be constructed for year-round programming serving the needs of many patrons young and old. Perhaps it is possible to construct a new multiple-use recreational comprehensive sport complex building that would meet current and accommodate future recreational needs. It may be least expensive to build and operate a new multi-story building that would serve all Park District patrons. A Feasibility/Conceptual Plan study is recommended to determine the best path forward for the Park District related to these facilities.

III. Inventory and Level of Service Analysis

A. Park Classification and Level of Service

In 1996, the National Recreation and Park Association (NRPA) published the Park, Open Space, and Greenway Guidelines. The book presented a model of typical park classifications, as well as recommended service levels based on population. “The purpose of the publication is to underscore the most important objective of the park and recreation planning process; to ensure that a community knows how to go about securing enough of the right kind of land to provide the scale of park and open space system the citizens desire.” (James D. Mertes, 1996)

This valuable resource provides definitions, criteria, classifications, and development standards for the recreation industry. The publication also includes a Level of Service (LOS) analysis which is a “systems approach” to facility planning. The NRPA guidelines and LOS together with input received from the community provides for an ongoing, dynamic planning process. However, NRPA recognizes that these numbers do not take into account the unique qualities and needs of all communities across the country. Local trends, demographics, climate, and the popularity of certain activities over others often dictate a greater need for certain facilities.

Classification of Parks

The Park, Recreation, Open Space, and Greenway Guidelines provide a template for the various park classifications as a means of standardizing recreational areas. Mini Park, Neighborhood Park, School-Park, Community Park, Large Urban Park, and Sports Complexes are the six classifications for parks recognized by the NRPA. The classifications used in the Prospect Heights Park District are:

- Mini Park
- Neighborhood Park
- Community Park

The definitions for the park classifications are based upon the NRPA guidelines, but are refined to address the needs of the Prospect Heights Park District (PHPD) and its residents. The classification of parks and open space is determined not only by acreage but also by function.

MINI PARKS

Mini parks are the smallest type of park. Terms such as “pocket park” or “tot lot” have also been used to identify a mini park. The amenities provided usually focus on apparatus for young children; however, some include passive activities for adults and seniors depending on the needs of the adjacent population. Other amenities typically include small shelters, benches, game tables, and ornamental landscaping. In addition, residents should not have to cross any major roads. Mini park service levels are 0.25 to 0.5 acres per thousand residents.

Service Area: The park is designed to attract residents who live within walking distance to the park, or designed for a ¼-mile radius of service.

Minimum Desirable Size: 2,500 square feet - 1.0 acre

The PHPD, excluding school sites, contains three mini parks.

- Jaycee Park – 1.00 acres
- Rosemary Roth Park – 0.50 acres
- Kiwanis Park – 0.67 acres

NEIGHBORHOOD

Neighborhood parks will concentrate intense recreation activities into limited amount of space and serve residents in a variety of age groups. The park should be easily accessible without pedestrian barriers and are designed to have a clear line of site of amenities to the street. Neighborhood parks also provide aesthetically designed play areas incorporating themes, colors, and age-appropriate equipment to the neighborhood demographics as well as safety and comfort for park patrons. Features include picnic areas, splash pads, ball fields, skating, and open space for field games along with playground apparatus. Typically, neighborhood parks do not provide off street parking; however, parking is usually necessary due to the scope of activities and size. Neighborhood parks should serve between 10,000 to 20,000 residents, or 1.0 to 2.0 acres per thousand people. They generally range in size from 5 to 10 acres; however, due to the land available and the amenities provided; sites as small as 1.0 acre in size can be appropriate to accommodate a neighborhood park.

Service Area: Neighborhood parks are designed for a $\frac{1}{4}$ to $\frac{1}{2}$ mile radius of service.

Minimum Desirable Size: 1.0 – 10 acres

The PHPD has seven neighborhood park sites:

- Claire Lane Park – 0.50 acres
- East Wedgewood Park – 0.50 acres
- McDonald Field – 1.30 acres
- Tully Park – 1.50 acres
- School Street Park – 3.00 acres
- Izaak Walton Park – 4.00 acres
- John Muir Park – 4.50 acres

COMMUNITY

Community parks are needed within a park system to ensure that all users' recreation needs and interests are addressed. They are larger than neighborhood parks and are intended to serve several neighborhoods. Community parks serve recreational needs that require more space than is generally available at neighborhood park facilities and generally range in size from 15 to 50 acres. However, due to available land area, sites over 10 acres in size can be appropriate to accommodate such activities. Community parks should include a mix of active and passive activities and attract users of all ages. They are also easily accessible by multiple modes of transportation with on-site parking available. Community Parks usually have both day and evening activities which can result in lighted fields and amenities. Large play structures, baseball fields, football fields, soccer fields, hiking trails, sled hills, and swimming pools can all be part of a community park. The service area for such a facility can vary based upon the size and scope of activities offered; however, a park of this type may serve 50,000-80,000 people or 5-8 acres per 1,000 people.

Service Area: These parks are designed for a 1 to 3-mile radius of service and usually serve two or more neighborhoods.

Minimum Desirable Size: 15 – 50 Acres

The PHPD has four community parks.

- Walnut Woods Park – 8.5 acres
- Country Gardens Park – 9.0 acres
- Lions Park – 10.0 acres (includes the Gary Morava Recreation Center)
- Somerset Park – 26.00 acres

Park & Open Space Inventory Matrix

The PHPD oversees 14 park sites, with a total of 170.97 acres, this total includes the Old Orchard Country Club which comprises 100.0 acres. Based on the 2017 inventory, the PHPD Park Matrix below reflects the current inventory of parks, their acreage, classification, and amenities.

	ACREAGE	PARK CLASSIFICATION	PLAYING GROUND	TENNIS COURT	BASKETBALL COURT	SOFTBALL/BASEBALL FIELD	OPEN AREA	PICNIC AREA/SHELTER	SWIMMING POOL	GYM	EXERCISE ROOM	SAUNA	RACQUETBALL COURT	MEETING ROOM	SOCER FIELDS	HANDICAP ACCESSIBLE PLAYGROUND
Country Gardens Park	9.00	C	1	2	1		1	1							1	1
John Muir Park	4.50	N				1	1								1	
School Street Park	3.00	N	1				1	1								
Izaak Walton Park	4.00	N					1	1								
Claire Lane Park	0.50	N	1	1			1	1							0***	
Jaycee Park	1.00	M	1				1	0**								
Tully Park	1.50	N					1									
Rosemary Roth Park	0.50	M					1									
East Wedgewood Park	0.50	N	1		1*											
Lions Park	10.00	C	1	6		1	1	1							1	
McDonald Field	1.30	N				1										
Kiwanis Park	0.67	M	1		1		1								1	
Somerest Park	26.00	C					1									
Old Orchard Country Club	100.00													1		
Gary Morava Recreation Center		C			1				1	1	1	1	1	1		
Walnut Woods	8.50	C				1										
Park District Totals	170.97		7	9	4	3	12	5	1	1	1	1	1	2	2	3

* Half courts

** Have picnic area, no shelter

*** Not accessible per field investigation m - mini park

N - neighborhood park c - community park

Level of Service

Based upon the Park, Recreation, Open Space and Greenway Guidelines, the NRPA Level of Service (LOS) is a standard evaluation of park type and acreage across all park agencies based on what they offer their residents (James D. Mertes, 1996). The LOS is typically defined in parks and recreation master plans as a ratio representing the minimum amount of open space and park land needed to meet the recreation demands of the community as well as quantification of the park and recreation delivery, philosophy, and policy of a community. These benchmarks provide agency officials with the ability to respond to growing communities, evolving demographics, and changing needs. This approach places emphasis on locally identified needs and desires and not on trying to achieve a blanket standard that may or may not be responsive to community growth and desires.

The National and Recreation Park Association recognizes the importance of the level of service as:

- An expression of minimum acceptable facilities for citizens of every community.
- A guideline to determine land requirements for various kinds of park and recreation areas and facilities.
- A basis for relating recreational needs to spatial analysis within a community-wide system of parks, recreation areas, and open areas. (James D. Mertes, 1996)

For the Prospect Heights Park District, the following Level of Service measurements, acreage, amenities, and distribution were analyzed to understand the equity and comprehensiveness of current PHPD park and recreation offerings.

Another database for park districts to review their offerings with other communities across the United States is NRPA Park Metrics. Launched in 2009 and previously known as PRORAGIS, these agency performance resources assist park and recreation professionals in the effective management and planning of their resources and facilities. The power of NRPA Park Metrics is its ability to run comparative reports to help agencies effectively manage and plan their resources and facilities and is a replacement for the NRPA standards that have guided facility standards and development for the past 45 years. The data obtained through the database is more accurate because you can compare standards with Districts in your state or region and the data that is reported comprises actual numbers rather than a more generic national average. (www.nrpa.org, 2017) The park agency enters the information regarding their district and the data can then be used to generate benchmarking reports. Users also have access to GIS mapping tools.

Acreage

“Per the 2017 NRPA Agency Performance Review, the typical park and recreation agency offers one park for every 2,266 residents served, with 9.6 acres of parkland per 1,000 residents.”

NRPA states that each community should be considered on an individual basis in order to tailor the most appropriate range, quantity and quality of recreational facilities within the district's fiscal limits. Acreage of park land per 1,000 residents remains the most common technique of expressing equal opportunity, even though conditions and needs vary greatly between areas. This technique was utilized to determine the acreage Level of Service for the Prospect Heights Park District. The PHPD currently is providing 6.31 acres/1,000 population, which is less than the median of typical park agencies within the nation.

NRPA's median benchmark for agencies with a population served of less than 20,000 residents is 10.5 acres per 1,000 residents. The lower quartile is 4.4 acres per 1,000 and the upper quartile is 18.1 acres per 1,000 residents.



(www.nrpa.org, 2017)

It is not uncommon seeing deficiencies in meeting the acres per 1,000 recommendation in older, mature communities such as Prospect Heights that experienced their growth prior to the development of the NRPA standards and benchmarking. The total recreation and park land calculation does not reflect Prospect Heights school facilities. These facilities include additional green space and amenities that could offset the minor shortage.

The following table incorporates the 11,224 population served by the Prospect Heights Park District and compares it to the minimum NRPA Standard of acres per 1,000 population for each Mini Park, Neighborhood and Community Park classifications. PHPD is slightly deficient in the acreage per population for Mini Parks and Community Parks but exceeds the acreage for Neighborhood Parks.

2017 Population of Prospect Heights Park District 11,224					
Park Classification	Prospect Heights Park District Existing Parks		NRPA Recommended Guidelines		Total Acreage Provided
	Acreage	Level of Service (acres per 1,000 residents)	Acreage	Level of Service (acres per 1,000 residents)	
Mini Parks	2.17	0.19	2.80	0.25	(-0.63 deficit)
Neighborhood Parks	15.30	1.36	11.22	1.00	4.08 surplus
Community Parks	53.50	4.76	56.10	5.00	(-2.6 deficit)
TOTAL ACRES	70.97	6.31	70.12	6.25	

*The golf course is not figured into the overall park acreage.

Amenities

In addition to acreage, facilities and amenities available to the park district residents is another measure of Level of Service. The NRPA Agency Performance Review has facility development metrics in addition to the core system for park classifications. Facility standards define the number of recreation facilities needed to accommodate a community's needs for various activities. It is important to note that local demand may be greater than the national metrics standard. However, the NRPA's Outdoor Park and Recreation Facilities metric is generally an adequate approximation of the surpluses and deficiencies of various facilities.



"Per the 2017 NRPA Agency Performance Review, an overwhelming majority of park and recreation agencies have playgrounds (90 percent) and basketball courts (82 percent) in their portfolio of outdoor assets. Further, a majority of agencies have diamond fields for baseball and/or softball, tennis courts, outdoor swimming pools and multipurpose rectangular fields."

The Illinois Department of Natural Resources conducted a study on the state's total supply of local outdoor recreation lands and facilities per 1,000 state residents. The state standards referenced below are from the 2009- 2014 Illinois Statewide Comprehensive Outdoor Recreation Plan (SCORP). In conjunction with information gathered via surveys and community meetings, the Park District can then modify the results to local needs. The Illinois Recreation Facilities Inventory (IRFI) identified the current inventory of community recreation facilities and park lands offered by public park and recreation agencies and departments at the local community and county level. The data is used by IDNR to assist in analyzing community grant applications.

When the District is compared to the State of Illinois SCORP, the District exceeds the recommended number for all of the amenities and facilities provided.

Prospect Heights Park District Amenities per Park District Population					
Prospect Heights Park District		Illinois Recreation Facilities Inventory (SCORP)			
Amenity	Existing No. of Facilities	IRFI (state average per 1,000 pop.)	Current Facility (Shortfall)**	Current Facility Overage**	Total No. of Facilities to meet IRFI Standards
Outdoor Basketball	4	0.2500		1	3
Tennis	9	Not Available		9	
Volleyball	1	Not Available		1	
Baseball Fields	3	0.2552			3
Spray Park	1	0.0292		1	0
Football	0	0.546		1	0
Soccer	2	0.1779			2
Swimming Pool	1	0.0282		1	0
Running Track	0	Not Available			
Playground	7	0.4035		2	5
Recreation Center	1	Not Available			
Picnic Shelters	5	0.2060		3	2
Skate Park	0	0.0163			0
Golf Driving Range	1	Not Available			
18-Hole Golf Course	1	0.0017		1	0
Trail System (miles)	4.01	0.163		2.01	2

**Using IRFI Standards



When the District is compared to the NRPA Park Metrics average residents per facility, the District is above average for all of the facilities provided.

NRPA Park Metrics - Outdoor Park and Recreation Facilities		
Outdoor Facility Agencies Offering	Median Number of Residents per Facility	Prospect Heights Park District Residents per Facility
Playgrounds	3,633	1603
Basketball courts	7080	2806
Tennis courts (outdoor only)	4375	1247
Diamond fields: baseball	6453	3741
Swimming pools (outdoor only)	33040	11224
Dog park	42500	0
Rectangular fields: soccer field	6199	5612
Rectangular fields: football field	26250	0
Multiuse courts -basketball, volleyball	15250	2245
Ice rink (outdoor only)	16572	0
Multipurpose synthetic field	34242	0
Rectangular fields: lacrosse field	27332	0
Rectangular fields: cricket field	147500	0
Rectangular fields: field hockey field	20340	0

Distribution

Planning areas were used to analyze park distribution as well as review land acquisition possibilities and redevelopment or expansion possibilities. Not only is the quality and quantity of the park amenities important but also the location and distribution which indicates the level the Park District is serving its residents. The Planning Areas were delineated by major roadways and/or pedestrian barriers; per NRPA guidelines, the Mini and Neighborhood Park service areas are truncated at the boundaries of the individual planning areas in which they reside. Community Parks are considered drive-to destinations

and service areas are not truncated to the planning area boundaries. The Prospect Heights Park District was divided into three planning areas and each planning area was analyzed to review the current park site distribution. This analysis revealed the well-served and under-served areas within the District.

Mini Parks

Map 3 illustrates that 0% of the 4,084 residents within Planning Area 1 have walkable access within a 1/4 mile to a Mini Park. Planning Areas 2 and 3 have Mini Parks which serve 6% and 33% of the residents respectively. Overall 9% of the Prospect Heights Park District population has access to a park asset within 1/4 mile walking distance.

Neighborhood Parks

Map 4 illustrates the population served for Neighborhood Parks. Planning Area 1 has 2,607 residents within 1/2 mile radius; 64% of the residents are served. 50% of the residents within Planning Area 2 have walkable access, as well as 65% of the residents in Planning Area 3. Overall 50% of the Prospect Heights Park District population has access to a park asset within 1/2 mile service radius.

Community Parks

Map 5 illustrates that 100% of the Park District residents have access to a Community Park.

The following maps, Map1 and Map 2 illustrate the Park District's Jurisdictional Boundaries and the PHPD's Existing Facilities. Maps 3-5 illustrate the service areas for Mini, Neighborhood, and Community Parks. The PHPD provides access to a recreation park site for 100% of its residents; whether it is a Mini, Neighborhood, or Community Park. The largest coverage gap is present in Planning Area 1 where 0% of their residents have access to a Mini Park. Based on this distribution analysis, Planning Area 1 has the highest priority for a new Mini Park, if an opportunity arises. The second priority would be providing an additional neighborhood park for Planning Area 2.

Other Park And Recreation Service Providers

In addition to the parks above, private providers offer recreation opportunities to the residents of Prospect Heights. Private providers are membership-based and are commonly found in metropolitan areas. It is the planning team's experience that most private providers serve a different user group than public recreation facilities. Public providers tend to be more family orientated and offer programs that, in many cases, are not revenue generators for the facility. Another provider of recreation is the school districts; four school sites exist within or directly adjacent to the Park District's boundaries. All provide recreational resources within the community, although they are not considered part of the park system. Below is a chart indicating six of the private local providers.

Name	Location	Distance	Service Offered
Orange Theory	Mount Prospect	1.00 mile	Fitness Center/ Personal Training
The Gymnastics Shop	Mount Prospect	1.09 miles	Gymnastics
Crunch	Mount Prospect	1.30 miles	Fitness Center/ Group Exercise/Personal Training
Anytime Fitness	Mount Prospect	1.80 miles	Fitness Center/ Group Exercise/Personal Training
LA Fitness	Mount Prospect	2.70 miles	Fitness Center/ Group Exercise/Personal Training
Cardinal/Charter Fitness	Niles	2.82 miles	Fitness Center/ Personal Training

Summary

The Prospect Heights Park District's existing park facilities are generally in good condition and provide quality amenities to serve the neighborhood or larger community as intended. The Park District is

slightly below the NRPA Park Metrics on acres per 1,000 residents at 6.31 acres/1,000. However, the District is exceeding the recommended number for the amenities and facilities provided compared to the State of Illinois SCORP.

Upon review of the community visioning results, the residents do not feel they are lacking in park space. However, they do desire additional walking paths including connectivity throughout the community, improved maintenance and favor land acquisition. If you combine the service area summary with the residents' satisfaction with the overall quality of the park sites, it is evident that the PHPD offers facilities and services that meet the residents' expectations.

B. Site Inventory and Assessments

The purpose of the inventory and assessment was to gain a comprehensive and accurate picture of the opportunities available to the residents. The inventory process was conducted by the consultant team during the month of May 2017. An average of an hour and a half was spent on each park property preparing a general inventory of amenities, assessing their condition and noting potential improvements for each site.

Existing conditions of site furnishings, recreation amenities, court surfaces and equipment, athletic fields, fencing, lawns, etc. were documented. The “comfort and convenience” elements were analyzed, including the availability of adequate shade, seating, parking, restrooms, etc. The overall design and ambiance of the site was also assessed. The information collected on the outdoor park sites is detailed in this chapter and the site locations are identified on Map 1 Existing Facilities.

Additionally, 2016 aerial photography by Google™ Earth was reviewed and served as the basis for the park maps in this plan. Individual inventory sheets were prepared and photographs taken of each site, including general park views, specific amenity views and detail photos of furnishings and problem areas. Park maintenance was also considered in the evaluation. Maintenance recommendations are included as a part of the comprehensive plan where appropriate. In addition to the tangible features listed above, the team also evaluated the broad “sense of place” or overall function of the facility’s design. These broad categories were evaluated by assessing the overall facility, as well as the site’s setting.



C. Inventory and Level of Service Recommendations

These Inventory and Level of Service Recommendations should be added to the overall Comprehensive Master Plan and should be used by the Prospect Heights Park District staff and Board of Commissioners as a guide to implement the primary action items over the next ten years. The Action Plan should be thought of as a working document that will need to be updated annually. The Comprehensive Master Plan will serve to define the future direction of the Park District, and will be used as a tool by the staff to accomplish the recommendations of the plan.

These Inventory and Level of Service Recommendations are the synthesis of the Park Classification & Level of Service section and Site Inventory & Assessments section information documented in the previous sections. The areas of focus, goals and enhancements have been developed as a result of the park/facility inventory and assessment, community visioning, program analysis, and meetings with staff and the public. Many influences will have an impact on the success of this plan; including funding availability, staff buy-in, and political and community support. These factors will play significant roles in the implementation process. Due to a constantly changing society, including demographics and economics, and evolving recreation trends, it is recommended the District perform an annual review of these recommendations.

The Inventory and Level of Service Recommendations are divided into Areas of Focus & Goals, and Individual Park Site Enhancements.



Areas of Focus & Goals

Trails/Walking Paths

Eight out of ten (80.7%) respondents to the 2013-2014 Illinois Outdoor Recreation Survey (conducted by the Illinois Department of Natural Resources Office of Realty and Environmental Planning) reported pleasure walking as their most popular outdoor activity. Per the 2017 Prospect Heights Park District Master Plan Survey, the highest priority rated for the majority of residents, was preserving green space/land acquisition (60% rated as important), and increasing number and connectivity of trails and pathways (62%) was rated as the most important future needs overall for PHPD to address over the next 5 to 10 years.

- The Park District should identify new trails within District Boundaries, and maximize regional recreation opportunities by implementing new trail heads and connections to local and regional trails, such as the Prospect Heights Bike Path and the Des Plaines River Trail.
- Provide additional multi-use trails within parks including looped systems of varying distances for increased recreation opportunities and/or trail connections to adjacent parks that can be built and construct appropriate trail segments if funding is available.
- Increase trail signage, way-finding, and improved entrance access.
- Future discussions with the City planning department and the Strategic Directions Committee will be beneficial in aligning the Master Plan's facility improvement and capital development strategies with the City's vision. One example is the development of greenways and trail expansion. Through cooperative efforts and combined resources, these walking trail needs can be met benefiting the entire community.

Invest In The Establishment Of New Parks In Developed Areas

The Prospect Heights Park District is very close to meeting the national standards for park acres per 1,000 population. The Park District should continue to actively pursue opportunities to acquire new land adjacent to existing parks, or vacant parcels with particular emphasis on acquiring land for Mini Parks in Planning Areas 1, 2, and 3.

- Establish new parks to address park and open space acreage and distribution deficiencies.
- Evaluate areas of highest park land deficiency as defined in the Level of Service Analysis and illustrated on the park distribution maps for park land acquisition.
- Planning Area 1 would benefit from three additional mini parks; develop two mini parks in the central and southwestern portion of Planning Area 2, and Planning Area 3 would benefit from a mini park located in the western portion of the Planning Area.
- Continue to develop partnering opportunities with the City of Prospect Heights, the local School District(s), the Forest Preserve District of Cook County, and local developers to potentially share and develop recreational facilities.
- Review all existing intergovernmental agreements and update as necessary.
- Develop additional inter-local agreement between the adjacent park districts, as well as conduct a planning study to determine if land and facilities could be used jointly to meet education and recreational needs.

Park Master Planning

The majority of the PHPD Park Master Plans were completed more than 15 years ago, and while conditions vary, many have surpassed their useful life. The Park District should plan to update and create site master plans for each of the various parks within the District. These master plans should identify improvements that will substantially affect the curb appeal, access, and the physical character of each park while enhancing its recreational value. The park planning process will also provide another opportunity to engage the public from the surrounding neighborhoods to determine appropriate new amenities and their locations. The site master plans should be accomplished in a phased approach over several years and budgeted into the PHPD five-year capital plan.

- Engage the services of a landscape architect/park planning consultant with experience in the entire park planning process, and community familiarity.
- The plans developed should explore the site as a cohesive whole and plan for all site factors, needs, and relationships to work together.
- The Site Master Plans will also form the basis for developing and evaluating implementation plans and budgeting improvements annually.
- For the creative play areas, a themed atmosphere should be designed to avoid all playgrounds in the community being similar. Creative play areas should be designed to provide unique or different experiences for children.
- Construct parks that strive to have elements that blend active and passive uses.
- Develop an action plan for each inaccessible parcel of land which would include whether to maintain the property as is, develop the parcel, or re-purpose the parcel.
- Include amenities to address key deficiencies as listed under the Inventory & Analysis Chapter.
- Consider new trends including: Disc Golf, Spray Ground, Horseshoe Court, Baggo Courts, Bocce Ball, Pickleball, Nature-based playgrounds, Rope climbers, and Dog Parks.
- Add a splash pad within the District. Per the survey, it was the third most requested amenity at 22 percent, tied with “improvements to/more playground equipment.”



Old Orchard Country Club

Per the 2017 PHPD Master Plan Survey, Old Orchard Country Club (OOCC) has a small but passionate following. Comments further support that this is a “niche” facility – many respondents value the OOCC, while others think too much money is used to support the facility. Measuring and evaluating participation levels when planning for future improvements may prove valuable. Survey results show that about 35 percent of respondents have visited the OOCC at least once in the past year. The 2017 resident comments echo the results of the 2010 Needs Assessment.

- Evaluate and conduct a study on decommissioning 9-holes of golf. This was also a comment in the open-ended responses of the 2010 Needs Assessment.
- Develop a master plan for the south-eastern area of the course for possible new recreation amenities. In addition, the existing homeowners of Colony Country would still maintain their golf course views.
- Increase community awareness of the Park District; per the 2010 Needs Assessment and 2017 Master Plan Survey, the public “didn’t realize it was a public course.”

Facility Assessment

The Park District should perform a full architectural evaluation and assessment of their building facilities to evaluate each structure and function to determine how they would like to ideally operate. The assessments should entail a full review of compliance with current code requirements, space requirements, and conditions. The condition of the building envelope, roof, and interiors are reviewed as part of this report, along with an opinion on the life expectancy of mechanical and electrical systems. A schematic design exercise should be undertaken to determine the scope of the corrective measures involved for the more complex issues identified within each facility.

The following facilities should be assessed: the Gary Morava Recreation Center, the Administrative Building, Maintenance Facility, OOCC Banquet Hall and Pro Shop and Lions Park Pool.

Site Furnishings

Develop a program to standardize park site furnishings; a standard for park site furnishings can provide a unified look throughout the Park District. When creating this standard choose durable materials that will have a long lifespan.

Maintenance

Evaluate and prioritize improvements to the condition and maintenance in all parks, so as to meet the needs of the community (as identified in the Master Plan Survey) and to increase the experience of park users.

- Implement a Tree Replacement Program: Immediate attention should be given to all trees infested with the Emerald Ash Borer.
- Address non-compliance with 2010 ADA Standards for Accessible Design; the standards include requirements for all playgrounds, hard courts, pathways, spectator areas, restroom and programming spaces to be accessible. The Park District should refer to the ADA Transition Plan completed by Recreation Accessibility Consultants, LLC in 2009.

- Develop a Life-Cycle Replacement Program.
 - A system which will track the life-cycle of the play apparatus and associated hardscape and site furnishings. This will allow the agency to plan for the replacement and purchasing of equipment. Per the Illinois Department of Natural Resources, the life cycle of a playground is approximately 10-15 years.
 - Create a playground replacement program that will allow funding to be allocated well ahead of replacement needs. Playgrounds should be designed utilizing the latest standards and guidelines for safety and accessibility.
 - Address park visibility by relocating signs so they are easy to see and clearly identify the park entrances. If there are multiple entrances, each should have a sign. Incorporate an overall park system map on each park sign with a “you are here” marker and add distances to next park or trail.

D. Individual Park Enhancements

Park enhancement recommendations are based on the assessments presented in Site Inventory & Assessments. While the condition of the parks varied, many similar issues were seen District wide. The following section outlines the master planning and capital replacement strategies for the individual parks and open spaces within the Prospect Heights Park District. Parks are organized alphabetically.

The recommendations identify a variety of specific ideas for the Park District to undertake. Also identified within this section are the implementation priorities (short-term, mid-term, long-term) per park site.

The District should develop a policy of including strategic capital elements from the Comprehensive Master Plan into its annual operating budget and capital improvement budget. As with the District's operating budget and capital improvement program, the Plan should be viewed as a working document that is reviewed and updated annually. A yearly updating allows the Plan to stay relatively current taking into account unforeseen events, changing conditions, new information, political decisions, etc. Integrating up-to-date Plan recommendations with the budget process ensures that the Plan recommendations can be implemented in a systematic manner. This results in a Plan that can be realized with a priority that reflects changing circumstances and actual need.

To achieve the park system envisioned in the preceding Chapters, the PHPD will have to make numerous decisions and take action steps. With the limited resources and current financial restraints, it would be impossible to implement all the recommendations described in the previous sections. Some efforts will require direct capital expenditure, while other efforts will require planning and cooperation with other agencies and organizations.

Short-Term Recommendations (2018 - 2020)

Recommendations identified as first priority should be initiated within the next one to three years. These priorities are deemed important because they represent current needs and initiatives, as well as elements relative to safety.

Mid-Term Recommendations (2021 - 2023)

The second priority recommendations should be implemented in a range of three to six years depending on conditions, trends, and funding opportunities.

Long-Term Recommendations (2024-2028)

Third priority recommendations present larger capital improvements that would be completed in seven to ten years. These recommendations also look beyond the philosophy of a five-year plan to provide a listing of future needs that can be addressed as time and budget allow.

Costs following each improvement recommendation represent 2017 dollars for installation only. Additional cost such as A/E fees, mobilization, demolition, permitting, and soil erosion and sediment control will be required.

Claire Lane Park		
	Item	Cost
A	Add ADA ramps into playground areas	\$1,500.00
	Total	\$1,500.00
Country Gardens Park		
	Item	Cost
A	Add ADA ramp for swings and spring riders	\$1,000.00
A	Add ADA path to tennis courts	\$2,500.00
B	Expansion of trail network	\$15,500.00
	Total	\$19,000.00
East Wedgewood Park		
	Item	Cost
A	Repair ADA ramp to playground	\$1,000.00
	Total	\$1,000.00
Gary Morava Recreation Center		
	Item	Cost
A	Complete feasibility study	\$30,000.00
	Total	TBD
Issak Walton Park		
	Item	Cost
A	Add wayfinding elements: signage (3)	\$3,600.00
	Total	\$3,600.00
Jaycee Park		
	Item	Cost
A	Install erosion control at site drainage areas	\$4,000.00
C	Creative play area renovation and redevelopment	\$200,000.00
	Total	\$204,000.00

John Muir Park		
	Item	Cost
A	Add wayfinding elements: signage (3)	\$3,600.00
	Total	\$3,600.00
Kiwanis Park		
	Item	Cost
A	Add ADA path to basketball court	\$2,500.00
A	Add wayfinding elements: signage (2)	\$2,400.00
A	Update landscaping for increased security and open sight lines into the park	\$4,500.00
B	Streambank erosion control	\$25,000.00
	Total	\$34,400.00
Lions Park		
	Item	Cost
C	Property acquisition and development of the lot to the north	\$750,000.00
C	Outdoor climbing wall/ropes course	\$125,000.00
C	Create a loop trail network	\$40,000.00
	Total	\$915,000.00
Old Orchard Country Club		
	Item	Cost
A	Complete feasibility study	\$30,000.00
A	Add ADA access ramp to the Pro Shop on the exterior	\$50,000.00
B	Decommission 9-holes of golf and Master Plan area for recreation programming	\$35,000.00
	Total	\$85,000.00

School Street Park		
	Item	Cost
A	Add ADA access ramp to play equipment	\$1,000.00
B	Create a walking loop that connects to the Prospect Heights Bike Path (north of the park)	\$50,000.00
	Total	\$51,000.00
Somerset Park		
	Item	Cost
A	An accessible route should be added to pathway system	\$3,500.00
A	Add wayfinding elements: signage and define park entrances	\$25,000.00
B	Define park boundaries with landscaping	\$35,000.00
B	Add bridge across creek at the south end to utilize western open space	\$50,000.00
	Total	\$113,500.00
Tully Park		
	Item	Cost
A	Add wayfinding elements: signage (2)	\$2,400.00
	Total	\$2,400.00
Walnut Woods		
	Item	Cost
A	Move park sign on N Wheeling Road for visibility	\$5,000.00
C	Provide paved parking lot (10 stalls)	\$150,000.00
	Total	\$155,000.00

Summary of Priority costs:

Priority A - \$167,000 Priority B - \$246,500 Priority C - \$1,265,000

The following **General Recommendations** are based on opportunities for improvements on a District-wide basis. It is recommended that these improvements be implemented over a one to three-year period to bring all PHPD sites to the same standards. While many of these are listed above in the recommendations for individual parks, they should be considered system-wide.

- Provide ADA accessible routes from parking lots to park amenities.
- Provide concrete curb edge containment on wood chip safety surface.
- Install landscaping to increase curb appeal.

- Install benches on concrete pads for accessibility and ease of maintenance.
- Inspect engineered wood fiber mulch to comply with fall height requirements and recommendations.
- Develop a playground replacement schedule considering useful life of equipment.
- Develop a program to standardize park site furnishings; a standard for park site furnishings can provide a unified look throughout the Park District.



IV. Key Issues and Recurring Themes Summary

Generally, findings from the public input process consistently identified an appreciation of existing parks, programs, and services being offered by the Prospect Heights Park District. A lack of updated indoor recreation and aquatic facilities and a desire for a community gathering place were identified as key needs and desires by the Prospect Heights Park District community.

The following key issues were identified:

- Keep core and nostalgic programming (ex. youth baseball)
- Multi-generational programs wanted
- Create a community gathering space
- Update facilities with “small-town” feel in mind
- Keep the character of the community, but facilities need to be updated
- Embrace friendly atmosphere
- Keep affordability
- Make sure all facilities and services are accessible

The following key demographics were identified:

- The median age of residents is projected to increase to 47.7 years by 2022.
- Generally, the population of age cohorts 0 to 14, 15 to 24, 25 to 34, and 45 to 54 are projected to decrease.
- The population of age cohorts 35 to 44, 65 to 74, and 75 to 84, and 85+ were all expected to increase.
- The 2017 estimated population for ages 55 to 64 becomes the largest at nearly 16 percent.
- The age cohorts between 25 and 44 were consistent, with these cohorts making up an estimated 37 percent.
- Overall, the racial and ethnic composition of Prospect Heights Park District has not significantly changed since 2010, and is not anticipated to change to a high degree through 2022.
 - The Park District is predominately white at 82.7 percent of the Park District.
 - The Asian only population makes up 10.1 percent of the Park District.
 - People identifying as of Hispanic Origin make up 10.7 percent of the Park District.
- The total number of housing units and households in Prospect Heights Park District has been, and is projected to continue to increase slowly through 2022 at an annual rate of 0.17 percent.
 - The majority of homes in the Park District was, and are projected to continue to be owner occupied.
 - The average household size is projected to remain relatively stable at 2.26.
- The median income of Prospect Heights Park District households has been, and is predicted to continue to rise through 2022.
 - In 2017, the median household income in the park district was \$65,410, but 2022, the median household income of district households is projected to rise about \$7,000 to \$72,110.

The following key trends were identified:

- The strong participation in various recreation, sports, fitness, and leisure activities of Prospect Heights Park District households was also likely of benefit to the local economy.
 - Of the \$5.4 million in total city household spending on recreation, nearly three quarters of this total, or almost \$3.9 million was spent on admissions and other fees associated with participation in entertainment and recreation activities.
- Prospect Heights Park District residents are very active in their recreation pursuits:
 - 12.5 percent participate in hiking
 - 11.9 percent participate in road biking
 - 10.5 percent golf
 - 8.2 percent play basketball
 - 4.7 percent play baseball
 - 4.6 percent play football
 - 4.4 percent play soccer
- Fitness Activities are very popular in the Park District:
 - 30 percent of residents walk for exercise
 - 16 percent swim
 - 14.9 percent jog/run 11.5 percent lift weights
 - 9.3 percent participate in group exercise
 - 8.7 percent participate in yoga

The following recurring themes were identified as priorities:

- Improve condition and maintenance of parks and facilities
- Improve condition of Gary Morava Recreation Center
- Do more to serve teens/adults/seniors
- Extend hours of operation
- Plan for high crossover participation between PHPD & surrounding park districts
- Improve connectivity of trails and pathways
- Preserve green space and appropriate land acquisition
- Add aquatics facilities and splash pad
- Add an indoor walking track

V. Great Things to Come - Recommendations and Action Plans

A. Recommendations

The following recommendations are made based on the entirety of the master plan update which was inclusive of members of the community, and the public was given many opportunities to participate through focus groups, stakeholder meetings, public meetings, an invitation survey, and an open link survey. A Level of Service (LOS) analysis and funding analysis were also conducted.

This section describes ways to enhance the level of service and the quality of life through improved parks, services, facilities, programs, and amenities, a dedication to customer service, improved programming and service delivery, organizational efficiencies, and increased financial opportunities.

Goals and Objectives

Goal 1: Improve Facilities and Amenities

Objective 1.1: Renovate/replace the Gary Morava Recreation Center.

A Feasibility/Conceptual Plan study is recommended to determine the best path forward for the Park District related to the renovation/replacement of this facility.

Objective 1.2: Develop additional recreational facilities and Amenities.

The District should explore adding a walking track or loop and additional indoor space and outdoor space for winter activities. Preserving green space and adding aquatics facilities/splash pad should also be a priority. Include amenities to address key deficiencies as listed under the Inventory & Analysis section. Consider new trends including: Disc Golf, Spray Ground, Horseshoe Court, Baggo Courts, Bocce Ball, Pickleball, Nature-based playgrounds, Rope climbers, and Dog Parks.

Objective 1.3: Maintain and improve existing facilities, parks, trails, and open spaces.

The District should continue to monitor the condition of existing community and neighborhood parks, trails and pathways, and park shelters, as these facilities have been identified by residents as being of high importance. Improvements to existing playgrounds and more playground equipment should be considered:

- Provide concrete curb edge containment on wood chip safety surface.
- Install landscaping to increase curb appeal.
- Install benches on concrete pads for accessibility and ease of maintenance.
- Inspect engineered wood fiber mulch to comply with fall height requirements and recommendations.
- Implement existing playground replacement schedule considering useful life of equipment.
- Implement a Tree Replacement Program: Immediate attention should be given to all trees infested with the Emerald Ash Borer.
- Explore opportunities to add restrooms, drinking fountains/water filling stations, shade, storage, public art, seating, etc. appropriately at existing facilities.
- Implement the park enhancement recommendations identified in the Site Inventory & Assessments section of this report. While the condition of the parks varied, many similar issues

were seen District wide. The recommendations identify a variety of specific ideas for the Park District to undertake.

Standardized evaluation methods and instruments to measure and track the level of quality of maintenance of these areas are already in place and should be continued to be used on a regular basis. Providing additional staff and resources to ensure continuous maintenance of these areas should be considered. Maintenance staffing should be monitored and adjusted as needed to meet current demand for services, and a staffing plan for future growth should be developed. Regular inspections of all facilities, parks, trails, and open spaces should continue. Maintenance projects and annual maintenance needs should be funded on a regular schedule to minimize backlog of maintenance. Priorities for future maintenance projects for these areas should be continued to be developed and reviewed regularly. Capital improvement plans, costs, and phasing recommendations and implementation plans should continue to be developed to prioritize items/projects. Appropriate funding should be provided to address the capital improvement plans.

Objective 1.4: Explore improving/adding trail & pathway connectivity, shade shelters with restrooms, natural area preservation, & playgrounds.

Increasing the number and connectivity of trails and pathways was selected as the top priority for PHPD to address over the next 5 to 10 years. The Park District should identify new trails within District Boundaries, and maximize regional recreation opportunities by implementing new trail heads and connections to local and regional trails, such as the Prospect Heights Bike Path and the Des Plaines River Trail. Provide additional multi-use trails within parks including looped systems of varying distances for increased recreation opportunities and/or trail connections to adjacent parks that can be built and construct appropriate trail segments if funding is available. Increase trail signage, way-finding, and improved entrance access. Future discussions with the City planning department and the Strategic Directions Committee will be beneficial in aligning the Master Plan's facility improvement and capital development strategies with the City's vision. One example is the development of greenways and trail expansion. Through cooperative efforts and combined resources, these walking trail needs can be met benefiting the entire community. The need for shade shelters with restrooms were identified as a high priority during the engagement process. The District should look for opportunities to add shade features with restrooms to its parks.

Objective 1.5: Explore additional land acquisition for new parks.

The District should follow the recommendations detailed in the Level of Service Analysis which identified potential gaps in service within the community. The District should continue to assess available land for future park development. Opportunities to increase open space and passive recreation through the development of new parks should be considered. Priorities for future development of new parks, conceptual plans, and financial projections for construction, O&M budget projections, and pro-forma for each park should also be completed.

Objective 1.6: Invest in the establishment of new parks in developed areas.

The Park District should continue to actively pursue opportunities to acquire new land adjacent to existing parks, or vacant parcels with particular emphasis on acquiring land for Mini Parks in Planning Areas 1, 2 and 3.

- Establish new parks to address park and open space acreage and distribution deficiencies.
- Evaluate areas of highest park land deficiency as defined in the Level of Service Analysis and

illustrated on the park distribution maps for park land acquisition.

- Planning Area 1 would benefit from three additional mini parks; develop two mini parks in the central and southwestern portion of Planning Area 2; and Planning Area 3 would benefit from a mini park located in the western portion of the Planning Area.
- Continue to develop partnering opportunities with the City of Prospect Heights, the local School District(s), the Forest Preserve District of Cook County, and local developers to potentially share and develop recreational facilities.
- Review all existing intergovernmental agreements and update as necessary.
- Develop additional inter-local agreement between the adjacent park districts, as well as conduct a planning study to determine if land and facilities could be used jointly to meet education and recreational needs.

Objective 1.7: Specific Park Master Planning

The Park District should plan to update and create site master plans for each of the various parks within the District. These master plans should identify improvements that will substantially affect the curb appeal, access, and the physical character of each park while enhancing its recreational value. The park planning process will also provide another opportunity to engage the public from the surrounding neighborhoods to determine appropriate new amenities and their locations. The site master plans should be accomplished in a phased approach over several years and budgeted into the PHPD five-year capital plan.

- Engage the services of a landscape architect/park planning consultant with experience in the entire park planning process, and community familiarity **when in the best interest of the public based on the scope of each project.**
- The plans developed should explore the site as a cohesive whole and plan for all site factors, needs, and relationships to work together.
- The Site Master Plans will also form the basis for developing and evaluating implementation plans and budgeting improvements annually.
- For the creative play areas, a themed atmosphere should be designed to avoid all playgrounds in the community being similar. Creative play areas should be designed to provide unique or different experiences for children.
- Construct parks that strive to have elements that blend active and passive uses.
- Develop an action plan for each inaccessible parcel of land which would include whether to maintain the property as is, develop the parcel, or re-purpose the parcel.

Objective 1.8: Renovate/replace the Old Orchard Country Club

A Feasibility/Conceptual Plan study is recommended to determine the best path forward for the Park District related to the renovation/replacement of this facility.

- Increase community awareness of the Park District; per the 2010 Needs Assessment and 2017 Master Plan Survey, the public “didn’t realize it was a public course.”
- Examine usage of OOCC for additional events and other sports.

Objective 1.9: Facility Assessments

The Park District should perform a full architectural evaluation and assessment of their building facilities to evaluate each structure and function to determine how they would like to ideally operate. The assessments should entail a full review of compliance with current code requirements, space requirements, and conditions. The condition of the building envelope, roof, and interiors should be

reviewed as part of this report, along with an opinion on the life expectancy of mechanical and electrical systems. A schematic design exercise should be undertaken to determine the scope of the corrective measures involved for the more complex issues identified within each facility.

The following facilities should be assessed: the Gary Morava Recreation Center, the Administrative Building, Maintenance Facility, OOGC Banquet Hall and Pro Shop and Lions Park Pool.

Objective 1.10: Continue to Address the District's ADA Transition Plan

The District should continue to work to make its programs and services accessible to people with disabilities. Ongoing self-evaluation and implementation of a comprehensive transition plan must be a high priority for the District especially in terms of access.

- Provide ADA accessible routes from parking lots to park amenities.
- Address non-compliance with 2010 ADA Standards for Accessible Design; the standards include requirements for all playgrounds, hard courts, pathways, spectator areas, restroom and programming spaces to be accessible. The Park District should refer to the ADA Transition Plan completed by Recreation Accessibility Consultants, LLC in 2009.

Goal 2: Continue to Improve Programs and Service Delivery

Objective 2.1 Monitor the participation and usage of the programs, facilities, and services and make appropriate adjustments based on collected data.

The District should continue to conduct regular facility and participation counts for programs, facilities, and services to determine usage and feasibility of continuing current programs or changing the program offerings to better utilize available resources. Program evaluations should also be conducted at the end of each program session to determine participants' level of satisfaction and direct appropriate programming changes or adjustments.

Objective 2.2 Enhance special event and community programming.

The District should explore expanding opportunities and enhancing special event and community programming. The District should explore new special events, possibly themed by the community or season of the year. The District should continue to look for opportunities to expand community events and activities based on community demand and trends. The community would like to see more opportunities for more Arts and Cultural events in the parks. As new events are developed, continue to monitor trends to stay current with programming and demand. Look to add new events that will attract all members of the Prospect Heights Park District community.

Objective 2.3: Explore opportunities to increase recreational programming and service delivery based on demand and trends.

Continue to evaluate the opportunities to expand and enhance program opportunities for fitness/wellness, environmental education, young children, teens, adults, seniors, and adult non-sport programs. As new programs and services are developed and implemented, continue to create a balance between passive and active recreation.

Objective 2.4 Continue to monitor affordability of programs and services.

As the popularity of program offerings and activities increase, the District should look to opportunities to expand and enhance programs and services. Monitoring of resource allocation, spending, and cost recovery associated with program and services will be essential to ensuring continued affordability for

the community. Performing a detailed study of the costs associated with each program and service annually will also assist with maintaining the appropriate level of affordability.

1. Continue to Improve Organizational Efficiencies

- *Enhance and improve internal & external communication regarding District*
- *Staff appropriately to meet current demand & maintain established quality of service*

Goal 3: Continue to Improve Organizational Efficiencies

Objective 3.1 Develop a Vision Statement to support the District's Mission Statement

The District should develop a Vision Statement aligned with the District's Mission Statement which supports this master plan, and is used to guide the development and delivery of parks and recreation services in future years.

Objective 3.2 Ensure the Organizational Structure of the District Remains Efficient.

The District should regular review its organization structure and performance to ensure the maximum level of staff efficiency and greatest usage of available resources are being used to provide the best facilities, programs, and services to the Prospect Heights Park District community.

Objective 3.3 Enhance and improve external communication regarding District activities, programs, and services to increase community awareness.

The District utilizes a number of effective marketing tools and strategies actively promoting parks and recreation services in the community. These tools include, but are not limited to, City Newsletter, Parks & Recreation Program Guide, website, and email. Develop a Marketing Plan for the District.

Objective 3.4: Staff appropriately to meet current demand and maintain established quality of service.

As parks and facility upgrades are implemented, it is important to ensure that staffing levels are adequate to maintain current performance standards. The intensity of maintenance practices required for upgraded facilities and amenities require additional manpower be focused in this area. This would indicate for additional resources and most likely new maintenance positions within the District. It is important to evaluate staffing levels to maintain current and desired performance standards.

Objective 3.5 Review current Cooperative Agreements with school system and how it is benefitting the Parks and Recreation District – maximize potential.

The District should look to maximize potential usage of school facilities as a key goal of any joint operating agreement. One way to address this issue is to increase partnerships with schools to promote use of school facilities through on-site community programming and environmental cues to make them easier to use and more inviting.

Objective 3.6 Explore additional partnerships to assist with funding, volunteering, and marketing.

The District should look to develop relationships with local business, service agencies, clubs, and organizations to seek funding, gifts -of-kind, volunteers, and marketing support to expand programming and enhance facilities.

Objective 3.7 Work with other departments to increase safety and security.

The District should work with the Police to develop strategies to improve safety and security in the parks. Improved lighting and increased police and security presence should be explored.

Goal 4: Increase Financial Opportunities

Objective 4.1 Explore additional funding options.

The District should continue to explore additional funding sources and develop strategies to seek alternative funding sources that include donations, grants, and sponsorships. Communication with current sponsors and donors should be conducted on a regular basis to ensure their continued positive relationships with the District.

Objective 4.2 Explore opportunities to increase sponsorships.

The District currently has limited sponsorship arrangements for special events and activities. The District should continue to explore additional sponsorship opportunities for these areas and standard programs as well. All existing and future sponsorships should be evaluated to ensure that they are in line with existing sponsorship policies and procedures.

Objective 4.3: Pursue grant and philanthropic opportunities.

The District should consider new grant opportunities available for programming and parks and facility improvements and should continue to pursue any and all grant opportunities at the federal, state, regional, and local levels. To accomplish this, the District may need to consider adding a new position or contracting with a dedicated grant writer to research, submit, and track such grants.

Objective 4.4: Explore capital funding opportunities.

The District should develop a policy of including strategic capital elements from the Comprehensive Master Plan into its annual operating budget and capital improvement budget. As with the District's operating budget and capital improvement program, the Plan should be viewed as a working document that is reviewed and updated annually. A yearly updating allows the Plan to stay relatively current taking into account unforeseen events, changing conditions, new information, political decisions, etc. Integrating up-to-date Plan recommendations with the budget process ensures that the Plan recommendations can be implemented in a systematic manner. This results in a Plan that can be realized with a priority that reflects changing circumstances and actual need.

Additional opportunities that should be explored are Land and Water Conservation Funds, and Transportation Funds available from Federal and/or State governments.

Objective 4.5: Explore dedicated funding sources for parks maintenance.

The District should explore the possibility of partnering with local businesses to sponsor the park maintenance for specific parks in exchange for specific event advertising opportunities.

B. Action Plan and Prioritization

The following Goals, Objectives, and Action Items for the recommendations are drawn from the public input, inventory, level of service analysis, findings feedback, and all of the information gathered during the master planning process. The primary focus is maintaining, sustaining, and improving the Prospect Heights Park District's parks, facilities, programs, and services. Funding availability, staff buy-in, and political and community support will play significant roles in future planning efforts. All cost estimates are in 2017 figures where applicable. Most costs are dependent on the extent of the enhancements and improvements determined.

Timeframe to complete is designated as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)

Goal 1: Improve Facilities and Amenities

Objective 1.1: Renovate/replace the Gary Morava Recreation Center.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Conduct a Feasibility/Conceptual Plan study to determine the best path forward related to the renovation/replacement of this facility.	\$30,000		Short-Term
Objective 1.2: Develop additional recreational facilities and Amenities.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.2.a Explore adding a walking track or loop and additional indoor space and outdoor space for winter activities.	TBD	TBD	Short-Term
1.2.b Preserve any available green space.	TBD	TBD	Short-Term
1.2.c Explore adding aquatics facilities/splash pad, Disc Golf, Spray Ground, Horseshoe Court, Baggo Courts, Bocce Ball, Pickleball, Nature-based playgrounds, Rope climbers, and Dog Parks to existing parks.	Will vary based on amenities added	TBD	Short-Term
Objective 1.3 Maintain and improve existing facilities and amenities.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.3.a Implement the following improvements: <ul style="list-style-type: none"> Provide concrete curb edge containment on wood chip safety surface. Install landscaping to increase curb appeal. Install benches on concrete pads for accessibility and ease of maintenance. Inspect engineered wood fiber mulch to comply with fall height requirements and recommendations. Implement existing playground replacement schedule considering useful life of equipment. Implement a Tree Replacement Program: Immediate attention should be given to all trees infested with the Emerald Ash Borer. Explore opportunities to add restrooms, drinking fountains/water filling stations, shade, storage, public art, seating, etc. appropriately at existing facilities. Implement the park enhancement recommendations identified in the Site Inventory & Assessments section of this report. While the condition of the parks varied, many 	Will vary based on projects	TBD	Short-Term

similar issues were seen District wide. The recommendations identify a variety of specific ideas for the Park District to undertake.			
1.3.b Continue to use the standardized evaluation methods and instruments to measure and track the level of quality of maintenance of facilities and amenities that are already in place on a regular basis.	\$0	Staff time – may increase with addition of new or expanded facilities	Ongoing
1.3.c Develop a staffing plan for future growth, providing additional staff and resources to ensure continuous maintenance of these areas.	\$0	Staff time	Short - Term
1.3.d Maintenance staffing should be monitored and adjusted as needed to meet current demand for services.	\$0	Staff time, potential costs for additional FTEs, PTEs and/or seasonal staff	Ongoing
1.3.e Regular inspections should continue to monitor the condition of existing community and neighborhood parks, trails and pathways, and park shelters.	\$0	Staff time	Ongoing
1.3.f Maintenance projects and annual maintenance needs should be funded on a regular schedule. Priorities for future maintenance projects for should be developed and reviewed regularly.	Will vary based on projects	TBD	Short - Term
1.3.g Capital improvement plans, costs, and phasing recommendations and implementation plans should continue to be developed to prioritize items/projects. Appropriate funding should be provided to address the capital improvement plans.	\$0	Staff time or possible contract with consultant	Short-Term
	Claire Lane Park		
	Item		Cost
	A	Add ADA ramps into playground areas	\$1,500.00
	Total		\$1,500.00
	Country Gardens Park		
	Item		Cost
	A	Add ADA ramp for swings and spring riders	\$1,000.00
	A	Add ADA path to tennis courts	\$2,500.00
	B	Expansion of trail network	\$15,500.00
	Total		\$19,000.00
East Wedgewood Park			

	Item	Cost
A	Repair ADA ramp to playground	\$1,000.00
	Total	\$1,000.00
	Issak Walton Park	
	Item	Cost
A	Add wayfinding elements: signage (3)	\$3,600.00
	Total	\$3,600.00
	Jaycee Park	
	Item	Cost
A	Install erosion control at site drainage areas	\$4,000.00
C	Creative play area renovation and redevelopment	\$200,000.00
	Total	\$204,000.00
	John Muir Park	
	Item	Cost
A	Add wayfinding elements: signage (3)	\$3,600.00
	Total	\$3,600.00
	Kiwanis Park	
	Item	Cost
A	Add ADA path to basketball court	\$2,500.00
A	Add wayfinding elements: signage (2)	\$2,400.00
A	Update landscaping for increased security and open sight lines into the park	\$4,500.00
B	Streambank erosion control	\$25,000.00
	Total	\$34,400.00
	Lions Park	
	Item	Cost
C	Property acquisition and development of the lot to the north	\$750,000.00
C	Outdoor climbing wall/ropes course	\$125,000.00
C	Create a loop trail network	\$40,000.00
	Total	\$915,000.00
	School Street Park	
	Item	Cost
A	Add ADA access ramp to play equipment	\$1,000.00
B	Create a walking loop that connects to the Prospect Heights Bike Path (north of the park)	\$50,000.00
	Total	\$51,000.00
	Somerset Park	
	Item	Cost
A	An accessible route should be added to pathway system	\$3,500.00
A	Add wayfinding elements: signage and define park entrances	\$25,000.00
B	Define park boundaries with landscaping	\$35,000.00
B	Add bridge across creek at the south end to utilize western open space	\$50,000.00
	Total	\$113,500.00
	Tully Park	

	Item	Cost	
A	Add wayfinding elements: signage (2)	\$2,400.00	
	Total	\$2,400.00	
	Walnut Woods		
	Item	Cost	
A	Move park sign on N Wheeling Road for visibility	\$5,000.00	
C	Provide paved parking lot (10 stalls)	\$150,000.00	
	Total	\$155,000.00	

Objective 1.4: Explore improving/adding trail & pathway connectivity, shade shelters with restrooms, natural area preservation, & playgrounds.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.4.a The Park District should identify new trails within District Boundaries, and maximize regional recreation opportunities by implementing new trail heads and connections to local and regional trails, such as the Prospect Heights Bike Path and the Des Plaines River Trail.	Will vary based on material and construction	\$0	Ongoing
1.4.b Provide additional multi-use trails within parks including looped systems of varying distances for increased recreation opportunities and/or trail connections to adjacent parks that can be built and construct appropriate trail segments if funding is available.	Will vary based on projects	Staff time	Ongoing
1.4.c Increase trail signage, way-finding, and improved entrance access.	TBD	Staff time	Ongoing
1.4.d Look for opportunities to add shade shelters with restrooms at existing or future parks and trails	\$40,000 - \$100,000 depending on size and amenities	TBD	Short-Term

Objective 1.5: Explore additional land acquisition for new parks.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.5.a Identify and explore opportunities to acquire additional land for new parks to address level of service low or no services areas identified in the Master Plan.	Will vary based on location and future amenities added	TBD	Short-Term

Objective 1.6: Invest in the establishment of new parks in developed areas.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete

1.6.a The Park District should continue to actively pursue opportunities to acquire new land adjacent to existing parks, or vacant parcels with particular emphasis on acquiring land for Mini Parks in Planning Areas 1, 2 and 3.	Will vary based on location and future amenities added	TBD	Short-Term
Objective 1.7: Site specific Park Master Planning			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.7.a The Park District should plan to update and create site master plans for each of the various parks within the District. These master plans should identify improvements that will substantially affect the curb appeal, access, and the physical character of each park while enhancing its recreational value. The park planning process will also provide another opportunity to engage the public from the surrounding neighborhoods to determine appropriate new amenities and their locations. The site master plans should be accomplished in a phased approach over several years and budgeted into the PHPD five-year capital plan.	TBD	TBD	Short-Term/Mid-Term

<p>1.7.b</p> <p>Engage the services of a landscape architect/park planning consultant with experience in the entire park planning process, and community familiarity when in the best interest of the public based on the scope of each project.</p> <p>The plans developed should explore the site as a cohesive whole and plan for all site factors, needs and relationships to work together.</p> <p>The Site Master Plans will also form the basis for developing and evaluating implementation plans and budgeting improvements annually.</p> <p>For the creative play areas, a themed atmosphere should be designed to avoid all playgrounds in the community being similar.</p> <p>Creative play areas should be designed to provide unique or different experiences for children.</p> <p>Construct parks that strive to have elements that blend active and passive uses.</p> <p>Develop an action plan for each inaccessible parcel of land which would include whether to: maintain the property as is, develop the parcel, or re-purpose the parcel.</p>	TBD	TBD	Short-Term/Mid-Term
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Objective 1.8: Renovate/replace the Old Orchard Country Club

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.8.a Conduct a Feasibility/Conceptual Plan study to determine the best path forward related to the renovation/replacement of this facility.	\$30,000	Staff time	Short-Term
1.8.b Increase community awareness of the golf course; per the 2010 Needs Assessment and 2017 Master Plan Survey.	TBD	Staff time	Short-Term
1.8.c Examine usage of OOCC for additional events and other sports	TBD	Staff time	Short-Term
1.8.d Add ADA access ramp to the Pro Shop on the exterior.	\$50,000	TBD	Short-Term

Objective 1.9: Facility Assessments			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.9.a Perform a full architectural evaluation and assessment of their building facilities to evaluate each structure and function to determine how they would like to ideally operate. The assessments should entail a full review of compliance with current code requirements, space requirements, and conditions. The condition of the building envelope, roof, and interiors should be reviewed as part of this report, along with an opinion on the life expectancy of mechanical and electrical systems. A schematic design exercise should be undertaken to determine the scope of the corrective measures involved for the more complex issues identified within each facility.	\$30,000 - 50,000	Staff time	Short-Term

Objective 1.10: Continue to Address the District's ADA Transition Plan.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.10.a Develop and implement an ADA Accessibility Transition Plan.	Will vary based on projects	TBD	On-going
1.10.b Provide ADA accessible routes from parking lots to park amenities.	Will vary based on projects	TBD	Short-Term
1.10.c Address non-compliance with 2010 ADA Standards for Accessible Design; the standards include requirements for all playgrounds, hard courts, pathways, spectator areas, restroom and programming spaces to be accessible. The Park District should refer to the ADA Transition Plan completed by Recreation Accessibility Consultants, LLC in 2009.	Will vary based on projects	TBD	Short-Term

	Claire Lane Park		
	Item	Cost	
A	Add ADA ramps into playground areas	\$1,500.00	
	Country Gardens Park		
	Item	Cost	
A	Add ADA ramp for swings and spring riders	\$1,000.00	
A	Add ADA path to tennis courts	\$2,500.00	
	East Wedgewood Park		
	Item	Cost	

A	Repair ADA ramp to playground	\$1,000.00
	Issak Walton Park	
	Item	Cost
A	Add wayfinding elements: signage (3)	\$3,600.00
	Jaycee Park	
	Item	Cost
C	Creative play area renovation and redevelopment	\$200,000.00
	John Muir Park	
	Item	Cost
A	Add wayfinding elements: signage (3)	\$3,600.00
	Kiwanis Park	
	Item	Cost
A	Add ADA path to basketball court	\$2,500.00
A	Add wayfinding elements: signage (2)	\$2,400.00
	School Street Park	
	Item	Cost
A	Add ADA access ramp to play equipment	\$1,000.00
	Somerset Park	
	Item	Cost
A	An accessible route should be added to pathway system	\$3,500.00
A	Add wayfinding elements: signage and define park entrances	\$25,000.00
	Tully Park	
	Item	Cost
A	Add wayfinding elements: signage (2)	\$2,400.00
	Walnut Woods	
	Item	Cost
A	Move park sign on N Wheeling Road for visibility	\$5,000.00
C	Provide paved parking lot (10 stalls)	\$150,000.00

Goal 2: Continue to Improve Programs and Service Delivery and Affordability

Objective 2.1 Monitor the participation and usage of the programs, facilities, and services and make appropriate adjustments based on collected data.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Conduct regular facility and participation counts for programs, facilities, and services to determine usage. <ul style="list-style-type: none"> • Develop a method to conduct and record daily facility and participation counts. 	N/A	Staff Time	Ongoing
2.1.b Based on trends and demand, look to partner with other providers to expand and enhance programming.	N/A	Staff Time	Short-Term

Objective 2.2 Enhance special event programming.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.2.a Based on trends and demand, look for opportunities to expand and enhance special event programming. Look for new special events, possibly community, or season of the year themed.	N/A	Staff Time	Ongoing
2.2.b Expand community events and activities <ul style="list-style-type: none"> • Expand Arts and Cultural events in the parks. • Look to add new events that will attract all members of the Prospect Heights community. 	N/A	Varies based on events and event management	Ongoing

Objective 2.3: Explore opportunities to increase recreational opportunities based on demand and trends.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.3.a Expand program opportunities for fitness/wellness, environmental education, and adult non-sport programs.	N/A	Varies based on programs and contracted services	Short-Term
2.3.b As new programs and services are developed and	N/A	Staff Time	Ongoing

implemented, continue to create a balance between passive and active recreation.			
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Objective 2.4: Continue to monitor affordability of programs and services.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.4.a The District should look to opportunities to expand and enhance programs and services. Monitoring of resource allocation, spending, and cost recovery associated with program and services will be essential to ensuring continued affordability for the community. Performing a detailed study of the costs associated with each program and service annually will also assist with maintaining the appropriate level of affordability.	N/A	Staff time	Short-Term

Goal 3: Continue to Improve Organizational Efficiencies

Objective 3.1 Develop a Vision Statement.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a The District should develop a Vision Statement aligned with the District's Mission Statement which supports this master plan, and is used to guide the development and delivery of parks and recreation services in future years.	N/A	Staff time	Short-Term
Objective 3.2 Ensure the Organizational Structure of the District Remains Efficient.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.2.a Perform regular review of its organization structure and performance to ensure the maximum level of staff efficiency and greatest usage of available resources.	N/A	Staff time	Short-Term
Objective 3.3 Enhance and improve external communication regarding District activities, programs, and services.			
3.3.a Develop a Marketing Plan for the District that includes but is not limited to: <ul style="list-style-type: none">• Branding of the District• Use of social media• Use and development of the District's website• Partnership opportunities	N/A	Staff time	Short-Term

3.3.b Review Marketing Plan annually. Update every 5 years.	N/A	Staff time	Ongoing
Objective 3.4: Staff appropriately to meet current demand and maintain established quality of service.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.4.a As parks and facility upgrades are implemented, Ensure that staffing levels are adequate to maintain current performance standards. This may require new positions in the District. It is important to evaluate staffing levels to maintain current and desired performance standards.	N/A	Additional FT or PT or seasonal staff	Ongoing
3.4.b Assess the advantages and disadvantages of using contractual services for part time, instructional, and seasonal staff.	N/A	TBD	Ongoing
3.4.c Review current volunteer program and look for additional volunteer opportunities.	N/A	Staff time	Short-Term
Objective 3.5 Review current Cooperative Agreements with school system and how it is benefitting the Parks and Recreation District – maximize potential.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.5.a Review current Cooperative Agreements with schools to maximize potential.	N/A	Staff time	Short-Term
3.5.b Ensure all existing and future partnerships are accurately portrayed in a signed agreement.	N/A	Staff time	Short-Term
Objective 3.6 Explore additional partnerships to assist with funding, volunteering, and marketing.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.6.a Explore additional partnership opportunities to assist with funding programs, facilities and events.	N/A	Staff time	Ongoing
3.6.b Explore additional partnership opportunities to assist with volunteering for programs, facilities, and events.	N/A	Staff time	Ongoing
Objective 3.7 Work with other Districts to increase safety and security.			

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.7.a Work with the Police to improve safety and security in the parks. <ul style="list-style-type: none"> • Improve lighting • Improve police presence 	TBD	TBD	Short-Term

Goal 4: Increase Financial Opportunities

Objective 4.1 Explore additional funding options.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.1.a Continue to seek alternative funding sources that includes donations, grants, and others.	\$0	Staff Time	Short-Term

Objective 4.2 Explore opportunities to increase sponsorships.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.2.a Explore additional sponsorship opportunities and build on existing sponsorships.	\$0	Staff Time TBD Potential increased revenue or decreased expenses	Ongoing
4.2.b Ensure all existing and future sponsorships are accurately portrayed in a signed sponsorship agreement.	\$0	Staff Time	Short-Term

Objective 4.3: Pursue grant and philanthropic opportunities.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.3.a Continue to pursue grant opportunities and philanthropic donations.	\$0	Staff Time	On-going
4.3.b Consider contracting with a dedicated grant writer to research, submit, and track federal, regional, state, and local grants.	Potential Matching Funds TBD	percent of successful grants TBD	Short-Term

Objective 4.4: Explore capital funding opportunities.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.4.a The District should develop a policy of including strategic capital elements from the Comprehensive Master Plan into its annual operating budget and capital improvement budget. As with the District's operating budget and capital improvement program, the Plan should be viewed as a working document that is reviewed and updated annually	TBD	Staff Time	Short-Term
4.4.b Additional opportunities that should be explored are Land and Water Conservation Funds, and Transportation Funds available from Federal and/or State governments.	TBD	Staff Time	Short-Term
Objective 4.5 Explore dedicated funding sources for parks maintenance.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.5.a The District should explore the possibility of partnering with local businesses to sponsor the park maintenance for specific parks in exchange for specific event advertising opportunities.	TBD	Staff Time	Short-Term

