

An aerial photograph of a park district featuring several baseball and softball fields with green grass and tan dirt bases. In the center, there is a playground with a red-roofed shelter and various play structures. The park is surrounded by a dense line of trees and a residential neighborhood is visible in the far background under a clear blue sky.

**This is your  
Park District.**



**Strategic Plan**  
**2018-2022**

*Ethical, Innovative, Passionate, Transparent...Fun!*



# Project Overview

The Carol Stream Park District's Strategic Planning process focuses on developing a usable and measurable working plan that links our Mission, Vision and Core Values with policy making decisions and plans. This helps guide the District over the next 3-5 years and ensures that operational goals fall within the parameters of these important pillars and align with community needs.

The Carol Stream Park District's Strategic Planning initiative began on January 24, 2017. Staff from all areas and functions of the District reviewed the District's Mission, Vision and Core Values; identified key stakeholders, competition, trends and other issues that impacted our business. We used a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis to create specific, measurable, attainable, realistic and timely goals. We then created tactics to reach these goals, assigning staff and deadlines to maintain accountability to the goals.

## Staff Involvement

To ensure success and fulfillment of the plan and to ensure employee buy-in, staff from every level and function of the District contributed to the process. They were involved in every step from the SWOT analysis, to prioritizing goals, and creating the tactics to reach those goals.



## Board Involvement

Elected board members participated in an independent strategic planning workshop to capture their input as to the SWOT analysis. The Board reviewed staff suggested goals, identified additional goals, and was instrumental in setting priorities of those goals. As representatives of the residents, they focused on ensuring that the Carol Stream Park District provided the highest quality of recreational opportunities and services to the community.



## Community Involvement

Through program evaluations, customer comments, patron engagement, and the 2017 Community Needs Assessment, the Carol Stream Park District actively solicits and incorporates all forms of resident, participant and community input throughout the year. The Park District has used all means of community feedback to finalize a 5-year Strategic Plan. Based on the mission, vision and core values of the District, the plan is a tool to guide strategic initiatives that prioritize and measure all aspects of our operations so we may continue to bring accessible recreational programs to Carol Stream.





# STRATEGIC INITIATIVES

Prioritize use of resources in all aspects of our operation and align the District to address economic/legislative actions, optimize alternative revenue sources, capitalize on partnerships, and pursue funding options.

Provide the best quality of parks and amenities for constituents across the District, and provide for their upkeep, maintenance and replacement.

Fund and support a maintenance schedule that provides for quality facilities for our constituents with updated equipment, optimized LEED functionality and best use of space.

Based on community input, provide great customer service by offering a diverse range of quality recreational programs and opportunities for the entire community while coordinating best use of facilities and space.

Foster a work environment that encourages collaborative teamwork, develops, retains and motivates quality park and recreation professionals.



# Strategic Initiatives



## ● **Highest Quality of Financial Stewardship**

Prioritize use of resources in operation and align the District to address economic/legislative actions, optimize alternative revenue sources, capitalize on partnerships, and pursue funding options.



## ● **Highest Quality Parks & Amenities**

Provide high quality parks and amenities and provide for their upkeep, maintenance and replacement.



## ● **Highest Quality Facilities**

Fund and support a maintenance schedule that provides high quality facilities with updated equipment and optimized LEED functionality.



## ● **Highest Quality Recreation Programs & Services**

Provide high quality service and offer a diverse range of high quality recreational programs and opportunities for the entire community, while coordinating the best use of facilities and space.



## ● **Highest Quality Staff & Team**

Foster a work environment that encourages collaborative teamwork, develops, retains and motivates quality park and recreation professionals.

# Performance Measures

- Improve fund balances
- Performance against budget
- Excellence in Financial Reporting Award
- Grants
- Legislative activity and involvement
- Increased partnerships
- Maintain Accredited Agency Status

- Park Survey satisfaction score
- Reduction of vandalism
- Increased usage of outdoor space

- Facility survey satisfaction scores
- Increase memberships
- LEED functionality scores
- Increased rentals
- Increased usage; reduce unused facility space

- Improve program satisfaction scores
- Increase participation in programs and memberships
- Increase inclusion participation
- Number of programs offered; cancellation rate reduction
- Reduce customer complaints by 5%

- Employee Satisfaction Survey
- Participation in team building events
- Professional certification, industry involvement
- Staff retention

*Performance Measures*  
These performance measures will hold us accountable to the goals established within the Strategic Plan and will help measure our success.

# S

## Strengths

- Employees
  - High level services, events and programs
  - Citizen and community support
  - Facilities and Parks
  - Community Partnerships
  - Strong volunteer base
  - Strong budgeting and financial experience
- Customer service and hospitality
  - Improved brand alignment and recognition
- Dedication to planning for the future
  - Present 'Executive Director'
- Citizen and community support
  - Hours of operation
  - Customer service
  - Innovation, technological and environmental stewards
  - Program guide
  - Walking paths
  - Fiscally responsible and Fun!
  - Safety oriented
- Diversity of staff and patrons

*Strategic initiatives capitalize on our strengths to further our mission and vision.*

# W

## Weaknesses

- Aging Facilities
- Retaining/Adding Fitness Members
- Legal Issues
- Staff burnout
- Staff retention
- Budget constraints; doing more with less
- Outstanding debt; low fund balances
- Board Demographics
- Communication reaching all staff
- Level of relationship with legislators
- Registration processes; customer services
- Land locked, geography, number of parks
- Pending legislation
- Space limits: parking, storage, programming, office
- Competitive Staff Compensation
- Marketing/IT/Communication Plan
- Vehicle and equipment challenges
- Recreation plan including implementation, monitoring and evaluation
- Succession Plan
- Limited repair & replacement funds
- Customer Service
- Bilingual communication
- Community Park
- Staff Morale/Work-Life Balance
- Willingness for change
- Cooperation amongst teams

*Strategic initiatives address areas of needed improvement to increase organizational success.*

# O

## Opportunities

- Seek more partnerships and co-ops
- Providing better services
- Alternative funding sources
- War on Vandalism
- Upgrading parks
- Rentals at all facilities / rental dedicated facility
- Increase number of fitness members
- Marketing / IT Plan
- Competitive Sports Options
- Corporate Sponsors
- Legislative liaisons
- Trails to high traffic parks
- Equipment / Supply Plan
- Intermediate Sports / Recreation
- Programming
- Recreation Plan
- Professional Development & Training
- Maintenance Schedule
- Community Needs Assessment
- Community Park
- Adaptive reuse of facilities
- Expand facilities including parking
- Cross promotion
- Proactive vs. Reactive
- Technology

*Strategic initiatives evaluate opportunities to increase financial success and improved services.*

# T

## Threats

- Economic issues
- Potential increase to minimum wage
- Potential property tax freeze
- Lack of revenue
- Big expenses
- Competition
- Loss of Fitness Memberships
- State lawmakers and unfunded mandates
- Youth and the digital age
- Apathy, complacency, keeping up with industry trends
- Conflicting needs of customers
- Identity theft / cyber-attacks / Network failure
- Travel/Club athletic programs
- Other park districts
- Aging parks, facilities and equipment
- Staff time, untrained, complacent, unions
- Vandalism
- Natural disasters
- Changing demographics

*Strategic initiatives work to reduce risks, prevent service interruption and loss of revenue.*



# Implementation

## Short Term Goals completion by December 2020



### Review District's Fees, Services & Charges

- ☐ Conduct a review of all fees and charges to align with competing markets
- ☐ Not sufficient difference in costs for residents vs non-residents
- ☐ Analyze and determine appropriate cost differentials for residents vs non-residents
- ☐ Review Fountain View Fitness costs and pricing model
- ☐ Compare costs to competitors
- ☐ Explore sponsors to support/reduce costs to customers



Recreation



### Improve communication and education of financial performance among staff for better accountability and budget management.

- ☐ Develop staff education series and make available on employee portal
- ☐ Hold regular meetings to educate/inform staff of financial performance
- ☐ Provide budget management trainings



Administration



### Capture a larger market; non-resident targeting

- ☐ Develop and implement pricing strategies to draw non-residents
- ☐ Cross market to non-resident participants



Recreation



### Provide recreational opportunities and services to enhance the District's reputation, and meet residents' needs.

- ☐ Create measurements to assess how well we meet residents' needs
- ☐ Actively seek residents' feedback



Parks & Facilities



Recreation



### Improve Engagement between Community and Park Board

- ☐ Assess communication vehicles/methods
- ☐ Increase board exposure to community



Administration



Board

# Implementation

## Short Term Goals completion by December 2020



Develop a plan/program to address vandalism and engage community support.

- ☐ Develop public campaign
- ☐ Engage community and bring public awareness
- ☐ Educate the children
- ☐ Educate community of financial impact
- ☐ Train/Educate staff on their role



Administration



Board



Marketing



Parks & Facilities



“Take Care of What we Have”  
Maintain High Quality Parks

- ☐ Develop and maintain comprehensive maintenance plan
- ☐ Evaluate benefits and feasibility of innovative solutions for parks maintenance



Parks & Facilities



Analyze the LEED functionality of Fountain View Recreation Center to ensure optimization of technology.

- ☐ Evaluate the existing Geo-Thermal System
- ☐ Investigate LED lighting options within the pool
- ☐ Evaluate the efficiency of the pool filtration room
- ☐ Recommission the Fountain View Recreation Center
- ☐ Center and track results annually for the highest efficiency possible



Parks & Facilities



Create strategy to address and resolve reoccurring issues at the Fountain View Recreation Center.

- ☐ Identify outstanding facility issues at Fountain View Recreation Center
- ☐ Continue to monitor roof leaks to ensure resolution is sustainable
- ☐ Pursue viable solution to address power surge issues



Parks & Facilities

# Implementation

## Short Term Goals completion by December 2020



Improve cleanliness of Fountain View and Simkus Recreation Centers.

- ☐ Analyze benefits/feasibility of in-house vs. contracted services
- ☐ Investigate methods at other successful facilities
- ☐ Improve internal training and processes for facility and fitness staff
- ☐ Set and maintain standards



*Parks & Facilities*



*Recreation*



Create a system to maximize use of parks and facilities during non-peak hours.

- ☐ Pursue corporate and private rentals
- ☐ Increase marketing penetration to target markets
- ☐ Consider pricing incentives
- ☐ Continue to give priority to in-house programming
- ☐ Work with partners to promote use of facilities
- ☐ Expand internal programming



*Parks & Facilities*



*Recreation*



Identify public needs and interests and create innovative programming that addresses those needs.

- ☐ Implement results of Community Needs Assessment
- ☐ Utilize focus groups consistent with demographic population
- ☐ Assess residents' interest in outdoor programming and mid-level sport activities
- ☐ Explore programs held at alternate locations such as outdoor shelters/parks



*Recreation*



Reduce cancellation rates.

- ☐ Identify and avoid internal competition
- ☐ Use program evaluations as tools to refresh, improve, or change programs
- ☐ Identify trends by utilizing registration system customer data



*Recreation*



*Registration Services*



# Implementation

## Short Term Goals completion by December 2020



### Increase training on recreational trends.

- ☐ Increase staff participation in industry groups and committees that offer sharing of information on trends
- ☐ Identify key research sources of recreational trends on the local and national level
- ☐ Establish quarterly trend discussions.



### Improve Customer Satisfaction

- ☐ Create temporary task forces to address areas identified in Needs Assessment
- ☐ Evaluate life-cycle of programs and events
- ☐ Create effective and improved method to evaluate programs
- ☐ Implement Secret Shopper
- ☐ Reduce cancellations
- ☐ Increase customer ratings



### Connect with neighboring park districts, forest preserve and library on programming opportunities.

- ☐ Reduce competition
- ☐ Identify cooperative opportunities
- ☐ Share resources to reduce cost of high quality recreation/services to residents



### Attract Motivated Volunteers

- ☐ Develop Volunteer Program; consider appreciation benefits
- ☐ Engage community to increase awareness of volunteer opportunities
- ☐ Develop a campaign to highlight importance and rewards of volunteering



# Implementation

## Short Term Goals completion by December 2020



### Hire and retain best staff

- ☐ Improve staff training and development
- ☐ Optimize cross training
- ☐ Analyze staff turnover as tool to improve staff retention
- ☐ Fund recruiting options to improve hiring timeframes, and improve candidate pool
- ☐ Review compensation, benefits, and wage scales



*Administration*



*Human Resources*



### Increase morale

- ☐ Conduct Employee opinion survey to assess morale, incentives and recognition within District
- ☐ Continue to promote staff events for all staff
- ☐ Improve staff involvement and communication
- ☐ Evaluate recognition and award programs



*Human Resources*



# Implementation

## Long Term Goals completion by December 2022



Retain excellent community / governmental partnerships and seek additional opportunities.

- ☐ Review and assess existing public partnerships to ensure optimal and mutually beneficial status
- ☐ Explore 2-3 additional public partnerships
- ☐ Explore private partnership opportunities



*Community Relations*



Improve net position and fund balances.

- ☐ Implement marketing plans to focus on high return programming, memberships, and facilities
- ☐ Develop strategy to deal with legislative and economic changes
- ☐ Pursue State/Federal/County/IDNR Grant Opportunities
- ☐ Pursue sponsorships, donations and naming rights
- ☐ Utilize innovative expense control measures including co-op purchasing/sharing with partners



*Administration*



*Parks & Facilities*



*Recreation*



Maintain high level of financial accountability.

- ☐ Look for opportunities to increase financial transparency with staff and residents
- ☐ Hold periodic meetings with staff to review and analyze financial results
- ☐ Maintain GFOA standards and achieve Certificate of Excellence in Financial Reporting
- ☐ Evaluate benefits of cost centers as a method for measuring performance
- ☐ Utilize Cost Recovery Model to set profit margins for programs and facilities



*Administration*



Align Brand to improve Park District recognition by residents.

- ☐ Realign branding for all teams, programs, and activities
- ☐ Include logo/brand in all external communication, signage, and marketing
- ☐ Increase customer recognition of Park District brand and presence



*Marketing*

# Implementation

Long Term Goals completion by December 2022



Upgrade parks and amenities in underserved, and low-to-moderate income areas of the community.

- ☐ Update Master Plan to include goals for parks in underserved areas
- ☐ Pursue acquisition of park parcel in underserved areas
- ☐ Pursue Funding of CDBG grants to assist with projects



Parks & Facilities



Create and fund a comprehensive repair and replacement plan

- ☐ Develop a detailed replacement inventory and plan
- ☐ Dedicate budgets to take care of what we have; repair, replacements, upkeep
- ☐ Leave the District better than we found it
- ☐ Maintain reserves for emergency allocations and repairs



Parks & Facilities



Explore options for creating a trail/pathway to McCaslin Park.

- ☐ Create a cost estimate and plan to determine features and costs
- ☐ Seek partnerships with other governmental units
- ☐ Explore funding options and grants



Parks & Facilities



Upgrade parks and facilities to accommodate ADA requirements and remove physical barriers

- ☐ Implement ADA Transition Plan
- ☐ Establish Plan for implementation
- ☐ Incorporate ADA equipment in parks, playgrounds, and shelters



All



Reduce Park Maintenance Costs

- ☐ Develop volunteer program to engage community's assistance in maintaining parks
- ☐ Proactive maintenance of equipment to reduce repair costs, and extend life
- ☐ Stagger staff schedules to reduce overtime
- ☐ Develop additional natural/no mow areas



Parks & Facilities



# Implementation

## Long Term Goals completion by December 2022



Explore other revenue generating uses/ options for Coyote Crossing Facility.

- ☐ Conduct analysis to determine future options
- ☐ Assess potential success and ROI of upgrading course and facility



Analyze work/office space for most efficient and effective use.

- ☐ Conduct a cost/needs analysis of staff workspace
- ☐ Investigate future facilities that could accommodate staff offices
- ☐ Identify benefits of relocating staff offices



Pursue options for unique/alternative revenue sources, and new market opportunities other than those related to customer fees.

- ☐ Explore options for an indoor facility dedicated to rentals/programs for a variety of sports and activities
- ☐ Capitalize on new concession business
- ☐ Expand rental business/operations



Improve communication methods and customer service from start to finish.

- ☐ Improve communication to staff so they can communicate better to customers
- ☐ Increase email as a communication tool for programs, services and events
- ☐ Expand online marketing; measure results
- ☐ Improve online registration so that memberships can be completed online instead of in person
- ☐ Create standard communications that incorporate print, electronic, and social media outlets
- ☐ Utilize focus groups to capture preferred communication methods/frequency/etc



# Implementation

Long Term Goals completion by December 2022



Align staff on the District's mission, and common goals.

- ☐ Incorporate as part of new employee, seasonal employee, and annual training
- ☐ Incorporate mission and goals into each employee's annual performance goals



Foster a work environment that applies equal standards amongst departments, equalized workloads, fosters teamwork, and accountability.

- ☐ Build inter-departmental relationships
- ☐ Review organizational structure/staffing needs
- ☐ Review and align workloads and job responsibilities
- ☐ Pinpoint 'root' of workload concerns as a reoccurring staff concern
- ☐ Develop District-Wide Core Standards for matters that apply to all staff
- ☐ Improve Teamwork



Administration



Human Resources



Parks & Facilities



Recreation



# Appendix 1

Insert a copy of the Minutes of Board Meeting with formal presentation and approval of the 2018-2022 strategic plan.

**Carol Stream Park District  
Board of Commissioners  
Regular Meeting  
February 26, 2018  
7:00pm**

<b>1. Call to Order</b>	Commissioner Sokolowski called the meeting to order at 7:00pm.																
<b>2. Roll Call and Pledge of Allegiance</b>	Present: Commissioners Powers, Gramann, Bird, Jaszka, Sokolowski, Del Preto, and Jeffery Staff: Executive Director Reuter, Directors Bachewicz, Rini and Rosenberg																
<b>3. Listening Post</b>	Village Trustee Rick Gieser thanked Commissioners Gramann and Jeffery for attending the Village Board Meeting on February 20, 2018 to review the history of Carol Stream Park District. Trustee Gieser also thanked the Park District for leading the Memorial Park Task Force.																
<b>4. Changes to the Agenda</b>	None																
<b>5. Consent Agenda</b>	<p>Commissioner Powers made a motion to accept the consent agenda. Seconded by Commissioner Del Preto.</p> <p>Roll Call Vote:</p> <table style="width: 100%;"> <tr> <td>Commissioner Powers: Aye</td><td>Commissioner Sokolowski: Aye</td></tr> <tr> <td>Commissioner Gramann: Aye</td><td>Commissioner Jeffery: Aye</td></tr> <tr> <td>Commissioner Bird: Aye</td><td>Commissioner Del Preto: Aye</td></tr> <tr> <td>Commissioner Jaszka: Aye</td><td></td></tr> </table> <p>Motion Passes 7 - 0 - 0</p> <p>Commissioner Powers made a motion to approve the consent agenda. Seconded by Commissioner Jeffery.</p> <p>Roll Call Vote:</p> <table style="width: 100%;"> <tr> <td>Commissioner Powers: Aye</td><td>Commissioner Sokolowski: Aye</td></tr> <tr> <td>Commissioner Gramann: Aye</td><td>Commissioner Jeffery: Aye</td></tr> <tr> <td>Commissioner Bird: Aye</td><td>Commissioner Del Preto: Aye</td></tr> <tr> <td>Commissioner Jaszka: Aye</td><td></td></tr> </table> <p>Motion Passes 7 - 0 - 0</p>	Commissioner Powers: Aye	Commissioner Sokolowski: Aye	Commissioner Gramann: Aye	Commissioner Jeffery: Aye	Commissioner Bird: Aye	Commissioner Del Preto: Aye	Commissioner Jaszka: Aye		Commissioner Powers: Aye	Commissioner Sokolowski: Aye	Commissioner Gramann: Aye	Commissioner Jeffery: Aye	Commissioner Bird: Aye	Commissioner Del Preto: Aye	Commissioner Jaszka: Aye	
Commissioner Powers: Aye	Commissioner Sokolowski: Aye																
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Commissioner Powers: Aye	Commissioner Sokolowski: Aye																
Commissioner Gramann: Aye	Commissioner Jeffery: Aye																
Commissioner Bird: Aye	Commissioner Del Preto: Aye																
Commissioner Jaszka: Aye																	
<b>6. Action Items</b>	<p><b>A. Resolution 18-02: Cash Payments Related to Healthcare Insurance as IMRF Earnings</b></p> <p>During the last IMRF audit in 2010, the District was advised that cash payments made to employees in lieu of health insurance should be classified as IMRF-subject earnings; the District complied. Earlier this month, IMRF issued a memorandum requiring member agencies to pass a formal resolution for such action. This resolution reflects</p>																



sound financial and procedural operating practices, and adherence to IMRF regulations.

Commissioner Gramann made a motion to approve Resolution 18-02, to include cash payments made separately from salary and made in lieu of or related to healthcare benefits as earnings reportable to IMRF. Seconded by Commissioner Del Preto.

Roll Call Vote:

Commissioner Powers: Aye  
Commissioner Gramann: Aye  
Commissioner Bird: Aye  
Commissioner Jaszka: Aye

Commissioner Sokolowski: Aye  
Commissioner Jeffery: Aye  
Commissioner Del Preto: Aye

Motion Passes 7 - 0 – 0

#### **B. Final Strategic Plan**

Executive Director Reuter explained that with the Board's approval of the Strategic Plan, we will post it on our website. Commissioner Gramann suggested we share with the community partners who assisted with the process. Commissioner Powers asked what the cost was to prepare the Strategic Plan. Executive Director Reuter explained that there were no consulting fees; the cost was zero. Commissioner Jeffery emphasized she wants to see this as a working document. Commissioner Sokolowski would like to see an annual report on the progress of the goals. He commented this is the best Strategic Plan we have put in place since he has been on the Board.

Commissioner Jaszka made a motion to approve the 2018-2022 Strategic Plan for the Carol Stream Park District. Seconded by Commissioner Jeffery.

Roll Call Vote:

Commissioner Powers: Aye  
Commissioner Gramann: Aye  
Commissioner Bird: Aye  
Commissioner Jaszka: Aye

Commissioner Sokolowski: Aye  
Commissioner Jeffery: Aye  
Commissioner Del Preto: Aye

Motion Passes 7 - 0 – 0

#### **C. ADA Transition Plan Proposal**


The District's current ADA Transition Plan was originally created in 2006/2007 and updated in 2012. There have been numerous changes to the District's parks and facilities since then, as well as new ADA standards passed into law in 2010. At the January 8, 2018 meeting, the Board asked staff to obtain a second quote to prepare the ADA Transition Plan. Commissioner Gramann commented she likes the details provided in the WT Group proposal. When adding those extra items into the ACTServices proposal, the cost difference is minimal. Executive Director Reuter agreed both companies can provide the service we need. ACTServices is also a partner with WDSRA.

Commissioner Powers made a motion to approve the proposal from ACTServices, Inc. in the

	<p>amount of \$27,600 for preparation and delivery of a complete and updated ADA Transition Plan. Seconded by Commissioner Gramann.</p> <p>Roll Call Vote:</p> <table> <tr> <td>Commissioner Powers: Aye</td><td>Commissioner Sokolowski: Aye</td></tr> <tr> <td>Commissioner Gramann: Aye</td><td>Commissioner Jeffery: Aye</td></tr> <tr> <td>Commissioner Bird: Aye</td><td>Commissioner Del Preto: Aye</td></tr> <tr> <td>Commissioner Jaszka: Aye</td><td></td></tr> </table> <p>Motion Passes 7 - 0 – 0</p> <p><b>D. Intergovernmental Agreement with DuPage County Gary Avenue Bike Trail</b></p> <p>DuPage County is seeking a temporary easement for the construction of the Gary Avenue Bike Trail adjacent to the Carolshire Park property. Corporate counsel reviewed the Intergovernmental Agreement. Commissioner Bird asked when the bike trail will be completed. Director Rosenberg believes it will be done in 2019.</p> <p>Commissioner Jeffery made a motion to approve the Intergovernmental Agreement between the County of DuPage and the Carol Stream Park District for a multi-use path along Gary Avenue. Seconded by Commissioner Gramann.</p> <p>Roll Call Vote:</p> <table> <tr> <td>Commissioner Powers: Aye</td><td>Commissioner Sokolowski: Aye</td></tr> <tr> <td>Commissioner Gramann: Aye</td><td>Commissioner Jeffery: Aye</td></tr> <tr> <td>Commissioner Bird: Aye</td><td>Commissioner Del Preto: Aye</td></tr> <tr> <td>Commissioner Jaszka: Aye</td><td></td></tr> </table> <p>Motion Passes 7 - 0 – 0</p>	Commissioner Powers: Aye	Commissioner Sokolowski: Aye	Commissioner Gramann: Aye	Commissioner Jeffery: Aye	Commissioner Bird: Aye	Commissioner Del Preto: Aye	Commissioner Jaszka: Aye		Commissioner Powers: Aye	Commissioner Sokolowski: Aye	Commissioner Gramann: Aye	Commissioner Jeffery: Aye	Commissioner Bird: Aye	Commissioner Del Preto: Aye	Commissioner Jaszka: Aye	
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Commissioner Jaszka: Aye																	
<b>Discussion Items</b>	<p><b>A. Review 2017, Fourth Quarter Treasurer’s Report</b></p> <p>Director Rini reviewed highlights of the 2017 Fourth Quarter Treasurer’s Report. Financial performance continues a steady improvement signifying a financially sustainable operation. Interest rates are showing very small improvement and has allowed for some interest earnings. Commissioner Powers asked for several points of clarification; he complimented the staff for their work on the report. Commissioner Del Preto commended staff for providing excellent recreation services.</p> <p><b>B. Carol Stream Parks Foundation Liaison</b></p> <p>The Carol Stream Parks Foundation asked Executive Director Reuter if our Board would like to have a liaison attend foundation meetings each month. Commissioner Jeffery agrees we should have a representative at their meetings. Commissioner Gramann wants the foundation to know we support their work. Commissioner Del Preto suggested a rotating schedule so each Commissioner gets to know the Foundation Board. The Board was in agreement. Commissioner Bird scheduled to attend the March 15 meeting. Commissioner Sokolowski will attend in April.</p> <p><b>C. Weekly Happenings (oral)</b></p> <ul style="list-style-type: none"> <li>Commissioner Jeffery reported the Candlelight Bowl on February 23 was attended by over 200 community members. The LaRocca’s really went all out on this event.</li> </ul>																

	<ul style="list-style-type: none"> <li>• Commissioner Sokolowski asked for an update on Memorial Park. Executive Director Reuter replied that we are starting to get more details. The monuments will be carved from solid granite.</li> <li>• Commissioner Sokolowski shared a flyer he picked up at the Conference from the Conservation Foundation. We have several no mow areas which would benefit from the Pollinator Meadow Seed Mix. Our no mow areas still need work in order to look good.</li> </ul>
<b>Closed Session</b>	<p>Performance of an Employee, Section 2(c)(1)</p> <p>Commissioner Gramann made a motion to move to closed session at 8:35. Seconded by Commissioner Powers. Voice vote taken. Motion passed 7-0-0.</p> <p>Closed session adjourned at 9:25.</p>
<b>Action Pertaining to Closed Session</b>	<p>Commissioner Gramann made a motion to approve a 2.5% increase for Executive Director Reuter effective March 3, 2018. Seconded by Commissioner Powers. Voice vote taken.</p> <p>Motion passed 7-0-0.</p>
<b>Adjournment</b>	<p>Commissioner Powers made a motion to adjourn the meeting. Seconded by Commissioner Bird. Voice Vote taken. Motion passed 7-0-0. Meeting adjourned at 9:26 pm.</p>

  
 \_\_\_\_\_  
 President  
 Brian Sokolowski

  
 \_\_\_\_\_  
 Secretary  
 Jim Reuter

March 12, 2018  
 Date



# Appendix 2

## Our Community

Understanding the community's current make-up as well as any prediction of future changes assists with guiding both short term and long terms plans, and guide the direction of services. Integrating this information into the planning process can ensure that future decisions take into account cultural needs, financial spending habits, and social interests.

The Carol Stream Park District includes 3 separate school districts (2 elementary, and 1 high school district), a corporate/industrial corridor, but no formal downtown or business district. The Park District serves as a community gathering place, and an important source for family activities, recreational opportunities, and fitness provider.

The housing market in Carol Stream is in high demand and homes sell quickly. It is considered an affordable, family friendly community with excellent amenities – a hidden gem of a community!

### Income

Income level and related discretionary spending is important in planning services, amenities, and programming to meet residents' needs. Half of the community earns less than \$75,000 per year, and half earns less than \$75,000 per year. Carol Stream's income is anticipated to grow by approximately 5.4% by the year 2021. The largest anticipated growth is in those households earning \$25k-\$34k (29%) followed by \$150k-199k (14.7%). The largest anticipated decline in income segments are in those households earning \$35k-\$49k (46.7%), followed by \$50k-\$74k (20.5%). The median household income is \$75,115.

### Race and Ethnicity

The community's current make-up by race and ethnicity, along with any predicted shifts, can have an impact on setting strategic initiatives and goals. The majority of the community (67%) is white, 17% Asian, 14% Hispanic, and 6% Black, and 6% reported their race as 'other'. Over the 10-year span of 2010 to 2021, the community's race and ethnic make-up has shifted and is expected to continue to shift. The white along population is decreasing, with an anticipated shift from 67.1% in 2016 to 63.5% by 2021. The Asian population is increasing and is anticipated to grow from 17.1% to 19.0 by 2021, and the Hispanic population growth is projected to grow from 14.2% to 17.7% by 2021.

### Age

The age of a community and likely shifts as a percentage of the whole help guide plans for the future needs of the individual groups and subsequently the whole community. In Carol Stream, 75% of the population are adults; 65% are between ages 20-64, and 11% are over the age of 64. The most significant shift in the age of the population is anticipated in Mature Adults category (age 65+), from 4,407 to 5,719, or a 29.8% increase. Other age groups are anticipated to see minimal change. Adults will drop by less than 150 people or 0.6%, early childhood is projected to see a drop by less than 0.3%, youth will see a minor drop of about 200 people, or 3.5%, and teens are expected to drop by 185 people, or 7%.

### Market Potential

This mechanism assesses the recreational behaviors of households in Carol Stream. It utilizes consumer behavior data to provide information for projecting needs. The data is derived from ERSI's Sports and Leisure Marketing Potential Report.

Top six active activities over the last 12 months:

- Went to the beach
- Played golf
- Went jogging/running
- Aerobic exercise
- Weight lifting
- Bicycling

Top six passive activities over the last 12 months:

- Attend sports events
- Baking
- Played board games
- Went to a museum
- Went to a live theater performance
- Did Sudoku puzzle

# Appendix 2

## Our Community

### Recreation Spending Potential

The likelihood to spend money on recreational activities/products can also be examined. Listed below are activities in which data specific to Carol Stream shows residents spent above the national average in these areas.

- Fees for participant sports
- Fees for recreational lessons
- Bicycles
- Membership fees for social/recreation/civic clubs
- Winter sports equipment

This information could indicate continued spending on current facilities and potential increased spending on any new sport-based venues. Carol Stream households are already spending over \$3 million per year on membership fees to social/recreation/civic clubs. Bicycles and winter sports equipment were specifically included in this report as a result of trail/path important ranking in the community needs assessment as well as the interest in additional winter opportunities.

*Footnote: Data was obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and marketing trends. Additional data was acquired from the US Census Bureau.*

# Appendix 3

## Key Stake Holders

Residents  
Park Commissioners  
Staff  
Village of Carol Stream  
Members (Fitness/Aquatic)  
Outside Vendors  
Contractors (Programs & Construction)  
Library  
School Districts  
IPRA/IAPD/NPRA/IDOT  
Special Recreation Association

## Competition

Private Clubs  
Village Sports Core  
Forest Preserve  
Library  
Home Gyms  
Home Owner Associations  
Churches  
Other Park Districts  
Sports Programs at School, club and travel teams  
YMCA  
Country Clubs  
Corporate Fitness Centers

# Appendix 4

## Community Needs Assessment Survey

The Carol Stream Park District conducted a Community Needs Assessment Survey in 2008 that initiated the 2010 referendum, and ultimately brought us the Fountain View Recreation and Fitness Center, McCaslin Park Sports Complex, the Bark Park, and numerous improvements and updates to park district facilities, playgrounds, parks and trails. From that needs assessment, the findings helped in the development and implementation of a comprehensive master plan (community driven) and strategic plan (Board and staff driven). Park District Board and staff used those plans to develop a roadmap that has served the community over the last seven years. With most, if not all, projects complete, we enter a new era of vision, organization, operations, partnerships and community.

Almost ten years ago since the last survey, we reached out to residents again in 2017. Operating within our current theme of “Take care of what we have,” the Park District worked with the Office of Recreation and Park Resources (ORPR) of the University of Illinois at Urbana-Champaign to conduct a community needs assessment. ORPR studied population, developed a questionnaire (survey), conducted meetings and stakeholder interviews and collected and reported resultant data. Individual focus groups and interviews were conducted in March 2017 with commissioners, staff and stakeholders (community leaders). Interviews focused on current issues, anticipated needs and future trends impacting the Carol Stream Park District community. The survey was mailed to a random selection of residents in May 2017. Recipients of the survey were able to tell us how we did, where can we improve, and what else residents would like to see.

Key findings from the needs assessment were integrated into the Strategic Plan to align short term and long term goals and plans with the findings.