2023 Strategic Master Plan

Warrenville PARK DISTRICT
PLAY · LEARN · EXPLORE

pros consulting INC.

NEXT PRACTICE PARTNERS
be different

Kimley»Horn

THIS PAGE INTENTIONALLY LEFT BLANK

ACKNOWLEDGEMENTS

ADOPTED BY THE BOARD OF PARK COMMISSIONERS ON APRIL 25TH, 2023.

<u>Warrenville Park District Board of Directors</u>

Colin Wilkie, President

Barb Thornbury, Vice President

Denise Dicianni, Treasurer

Tina Coons, Assistant Treasurer

Mike Machowski, Commissioner

<u>Warrenville Park District Employees</u>

Tim Reinbold, Executive Director

Penny Thrawl, Executive Assistant / HR Manager

Linda Straka, Superintendent Of Finance And Technology

Gregg Ireland, Superintendent Of Parks And Facilities

Matt Odom, Superintendent Of Recreation / Safety Coordinator

Michelle Savage, Office Manager

Sheri Potter, Marketing and Special Events Supervisor

Carol Bartus, Guest Services Supervisor

Nick Bovio, Fitness Supervisor

Ruth Brackmann, CPRP, Recreation Supervisor

Gary Jordan, Park Supervisor

Kevin Panacchia, Park Technician I

Dave Rodak, Park Technician I

Dave Weiner, CPRP, Athletic & Facility Supervisor

Joe Zegiel, Park Technician I

Consulting Team

Neelay Bhatt, Founder & CEO of Next Practice Partners

Jason Elissalde, Senior Project Manager, Next Practice Partners

Phil Parnin, Associate Principal, PROS Consulting

Daniel Grove, Senior Project Manager, Kimley-Horn

Table of Contents

THIS PAGE INTENTIONALLY LEFT BLANK

CHAPTER ONE – EXECUTIVE SUMMARY

1.1 INTRODUCTION

Warrenville Park District ("District") undertook the Strategic Master Plan ("Plan") to serve as a "blueprint" for the District staff and Board of Directors in preparing them for the future. This is intended to be a dynamic and realistic document, designed to strengthen existing programs, facilities, and amenities while being guided by community values and changing trends.

1.2 PLAN GOALS

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

- **Maximize community engagement in an inclusive and innovative manner** through innovative public input means to build a shared vision for the District.
- **Utilize a wide variety of data sources and recommended practices**, including a statistically valid survey to predict trends and patterns of use and to address unmet needs in the District.
- **Determine unique Level of Service Standards** to develop appropriate actions regarding parks, recreation, facilities, and trails that reflects the Park District's strong commitment in providing high quality recreational activities and plan to acquire any remaining greenspace for the Warrenville community.
- **Shape financial and operational preparedness** through innovative and "next" practices to achieve the strategic objectives and future accreditation needs.
- **Develop a dynamic and realistic strategic action plan** that creates a road map to ensure long-term success and financial sustainability for the Park District's parks, recreation programs, and trails, as well as action steps to support the family-oriented community and businesses that call Warrenville home.

1.3 PROJECT PROCESS

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

Figure 1: Project Process

7

1.4 KEY FINDINGS

1.4.1 DEMOGRAPHIC OVERVIEW

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in August 2022 and reflects actual numbers as reported in the 2020 Census as well as estimates for 2027, 2032 and 2037 as obtained by ESRI. Straight line linear regression was utilized for 2027, 2032 and 2037 projections. The district boundaries shown below were utilized for the demographic analysis.

2022 Total Population
13,856

2022 Total Households
5,154

2022 Median Age
39.5

2022 Median Household Income
$100,635

2022 Race
67% White
13% Two or more races
11% Some other race
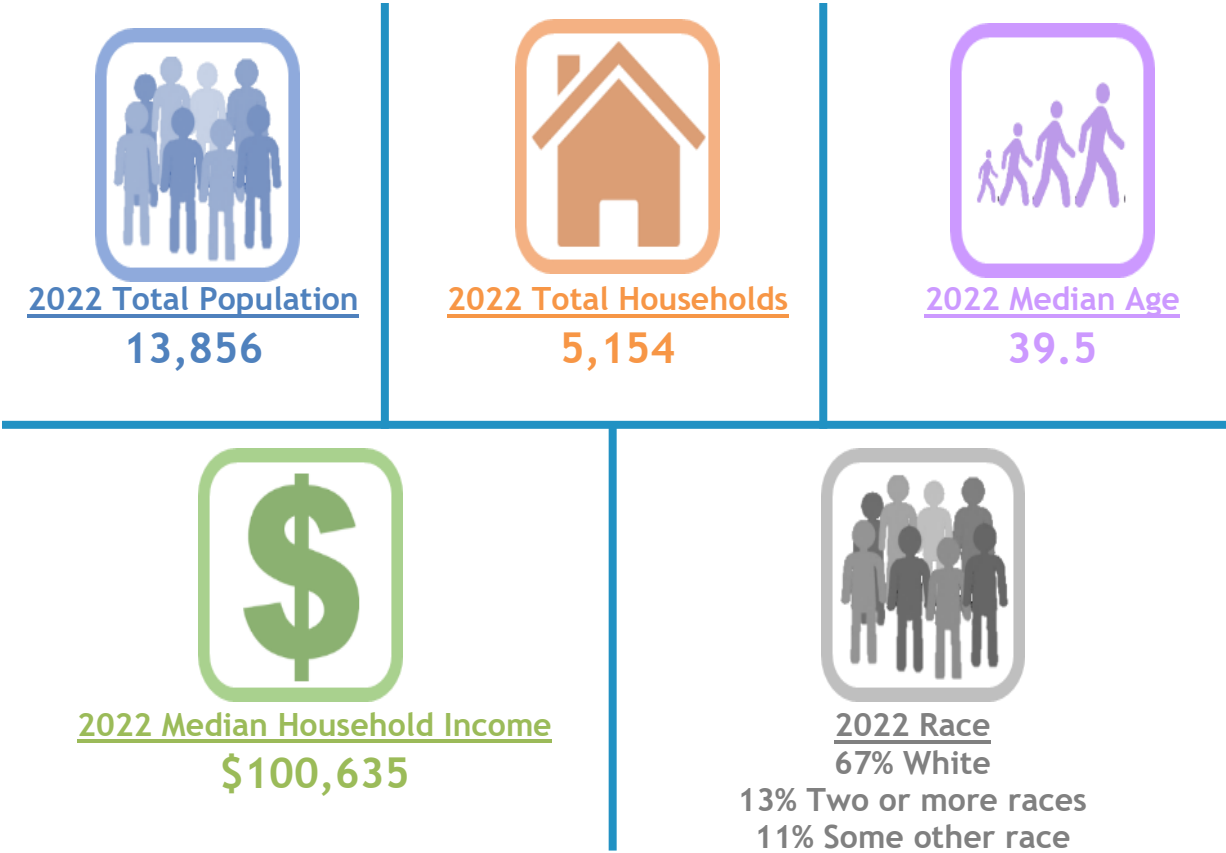
Figure 2: Demographic Overview

Population: The District's population has experienced a notable growing trend in recent years, increasing 6.3% from 2020 to 2022 (averaging 3.15% per year).

Currently, the population is estimated at 13,856 individuals living within 5,154 households. Projecting ahead, the total population and total number of households are both expected to continue growing at an above average rate over the next 15 years.

Age: Evaluating the District's total population by age segments, it exhibits an aging trend, with approximately 30% of its residents being over the age of 55-years old. The population has a median age of 39.5 years old which is one year older than the U.S. median age of 38.5 years.

Race: Analyzing race, the District has become more diverse since the 2010 Census when 82% of the population was White Alone. The 2022 estimate shows that 67% of the population falls into the White Alone category, with Two or More Races (13%) representing the largest minority.

Income: The District's income characteristics show the per capita income ($46,513) is below the state average ($49,811) and above the national average ($35,672) while the median household income ($100,635) is above the state average ($89,536) and significantly above the national average ($65,712).

1.4.2 COMMUNITY INPUT SUMMARY

Figure 3: Community Input

1.4.3 STATISTICALLY VALID SURVEY

ETC Institute mailed a survey packet to a random sample of households in the Warrenville Park District. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at WarrenvilleParksSurvey.org.

After the surveys were mailed, ETC Institute followed up by sending text messages and mailing postcards to encourage participation. The text messages and postcards contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Warrenville from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

The goal was to complete a minimum of 350 completed surveys from Park district residents. The goal was met with 352 completed surveys collected. The overall results for the sample of 352 households have a precision of at least +/-5.0 at the 95% level of confidence.
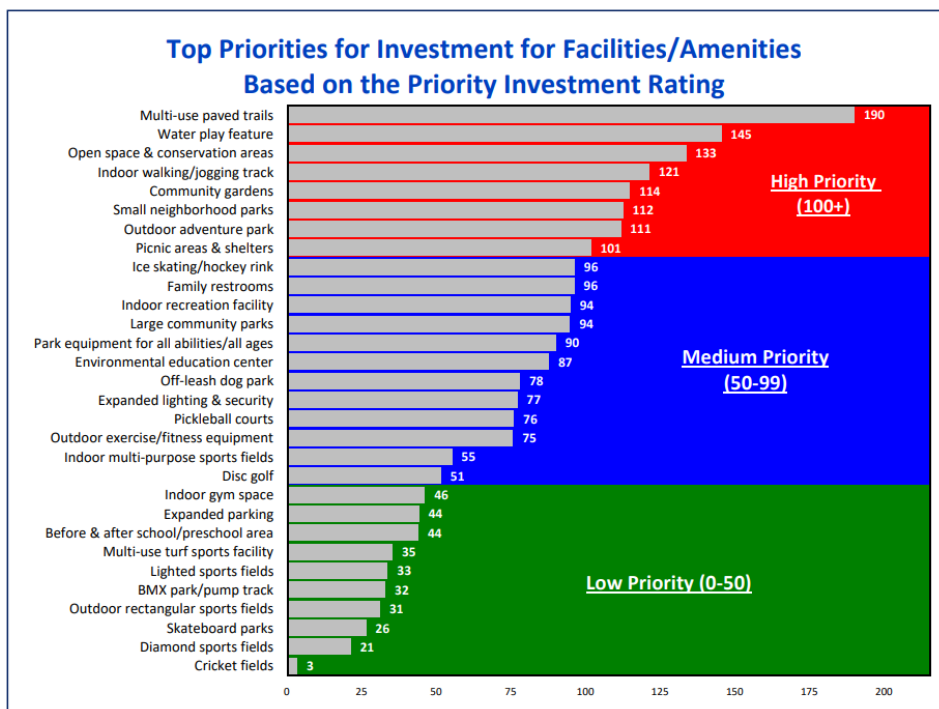

Figure 4: Top Priorities for Investment for Facilities/Amenities

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

- Multi-use paved trails (PIR= 189.6)
- Water play feature (PIR= 145.1)
- Open space & conservation areas (PIR= 133.3)
- Indoor walking/jogging track (PIR= 120.9)

- Community gardens (PIR= 114.5)
- Small neighborhood parks (PIR= 112.2)
- Outdoor adventure park (PIR= 111.4)
- Picnic areas & shelters (PIR= 101.4)

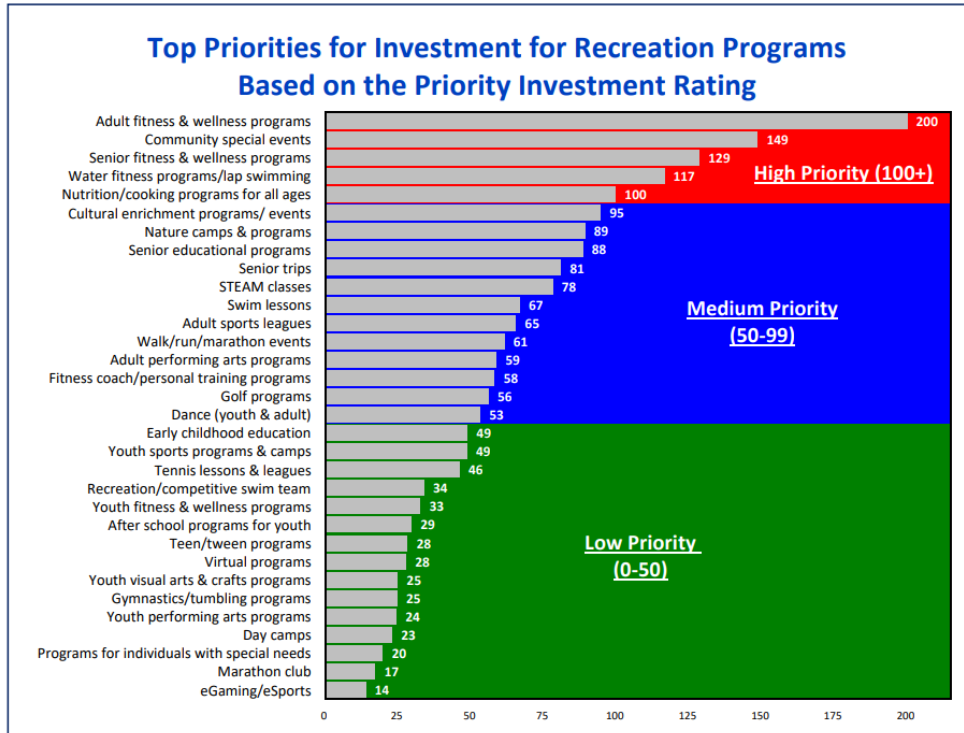**Figure 5: Top Priorities for Investment for Recreation Programs**

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

- Adult fitness & wellness programs (PIR=200)
- Community special events (PIR=149)
- Senior fitness & wellness programs (PIR=129)
- Water fitness programs/lap swimming (PIR=117)
- Nutrition/cooking programs for all ages (PIR=100)

11

1.4.4 PARKS, FACILITIES, AND RECREATION PROGRAM ASSESSMENT

For each asset in the Warrenville Park District, a grading standard has been assigned to the observed amenities within it. These scores are qualitative in nature and are determined based on the rigorous field observations of the personnel conducting the field inventory.

These categories were evaluated based on the individual asset's condition as opposed to the overall system during the inventory. If the condition of the exiting amenity and/or facility was well below that of similar equipment in other parks, it was noted as such in the matrix. Number values were used to provide a numerical score for the park based on the number of opportunities and quality of opportunities offered.

The quality of each asset was evaluated as part of the on-site review and inventory. The following Parks and Facilities were reviewed during the inventory and assessment:

Recreation Center	**Community Building**
Maintenance Building	**Bower School Field**
Cerny Park	**Grace Church Ballfields**
Harding Field	**Hubble School Field**
Johnson School	**Kiwanis Park**
Lions Park	**Plum Path Park**
Sesquicentennial Park	**Summerlakes Park**
VFW Ballfield	**Woodland School Field**

1.4.5 EQUITY MAPS

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

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

The source for the population used for standard development is the estimated 2020 population as reported by Environmental Systems Research Institute, Inc. (ESRI). The shaded areas within the Equity Maps indicate the service level (i.e., the population being served by that park type/amenity). Two sample maps are displayed below for Diamond Fields and Outdoor Pickleball Courts respectively. Outdoo
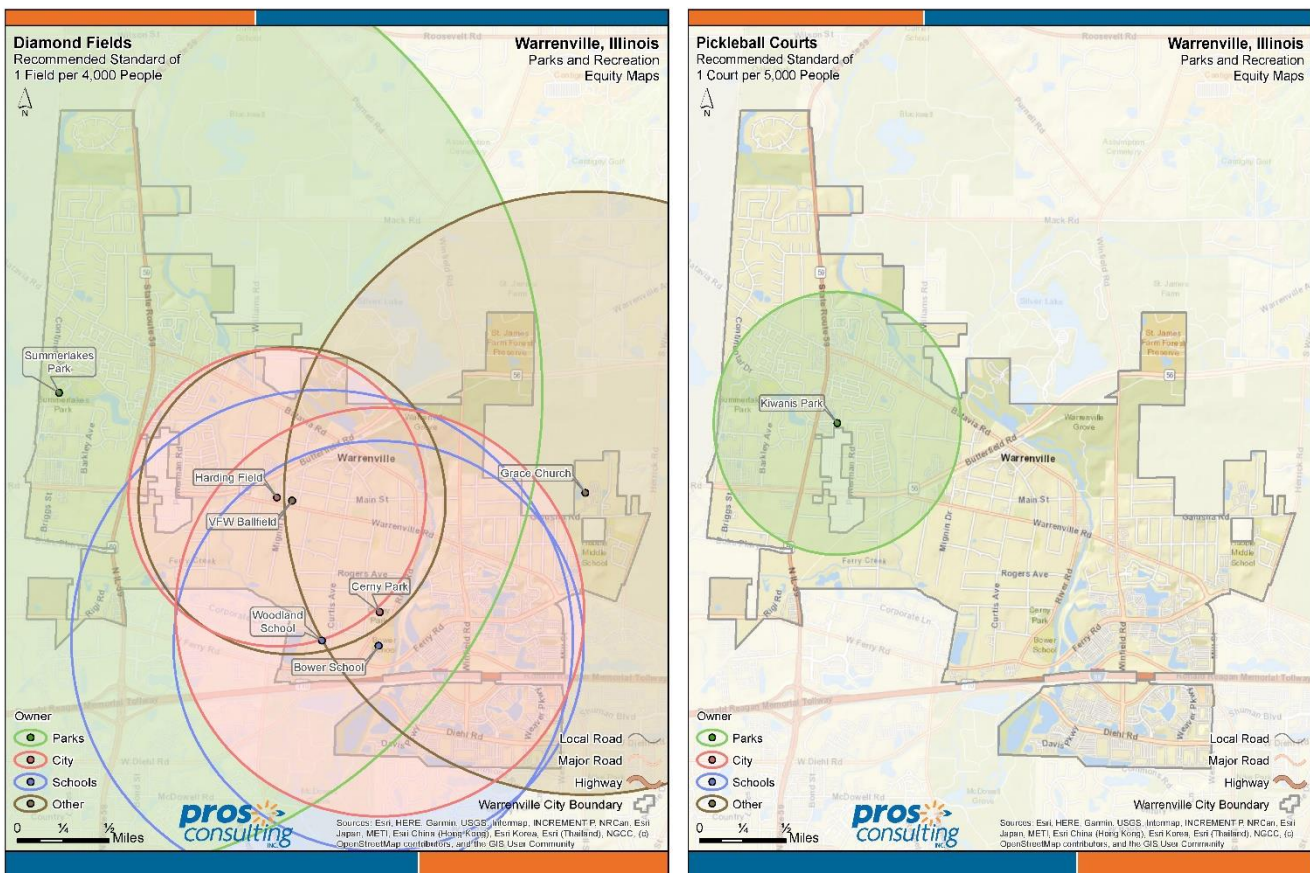

Figure 6: Equity Maps

1.4.6 RECREATION PROGRAMS & SERVICES ANALYSIS

As part of the process, the consulting team performed a Recreation Program Analysis ("Analysis") of the recreation services offered by the District. The Analysis offers an in-depth perspective of program/service offerings and helps identify strengths, weaknesses, and opportunities regarding programming. The Analysis also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents.

The consulting team based these program findings and comments from a review of information provided by District staff including program descriptions, financial data, partnership agreements, promotion methods, etc. This report addresses the program offerings from a systems perspective for the entire portfolio of programs, as well as individual program information.

| Active Adults | Dance | Day Camps |

| Early Childhood & Youth Sports | Fitness | General Recreation |

| Pickleball | Special Events | Sports Leagues |

Figure 8: Existing Programs

1.5 VALUES, VISION, MISSION, AND BIG MOVES

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

1.5.1 CORE VALUES

The following core values were developed through an iterative process during the Visioning workshop with staff and Board. These are the core values by which staff will operate. They have also helped shape Vision and Mission for the District.
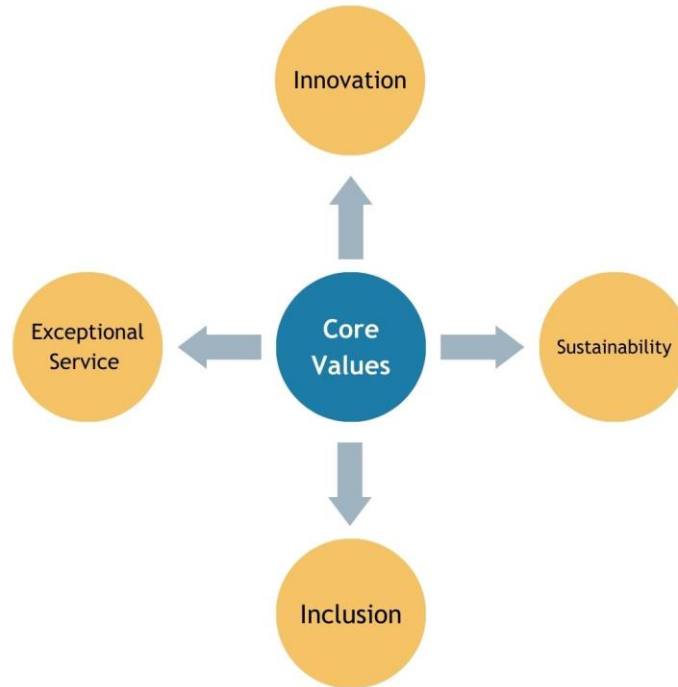
Figure 9: Core Values

1.5.2 VISION

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

The "place to be" for exceptional experiences.

1.5.3 MISSION

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

To create community

1.5.4 BIG MOVES

The staff and board collaborated to identify the primary District-wide outcomes they would aspire to achieve from this Plan. These Big Moves are the most significant outcomes desired and, when achieved,

will serve as the legacy fulfilling the Plan's vision. The following are the 5 Big Moves that were identified through this process:

1. Increased Staffing: Increase staffing district-wide, including mentorship and training programs.
2. Investments in Storytelling: Create engaging narratives around park development and activities.
3. Land Acquisition: Focus on acquiring and developing additional land/space to expand parks and amenities to meet the community's needs.
4. Maintenance Enhancements: Invest in the maintenance facilities and equipment to take care of what you have.
5. Increased Funding: Utilize various mechanisms including a referendum to fund future park development and maintenance.

1.6 CONCLUSION

The Warrenville Park District is the perfect example of a small but mighty performer whose impact significantly outpaces its budget and resources. With great leadership and staff, signature parks like Summerlakes Park and spaces like the Recreation Center, it excels at providing a joyous experience for everyone.

This Strategic Master Plan is the community-input driven roadmap to guide the District forward. As demographics shift, newer trends emerge and existing infrastructure ages, it is critical for the District to embrace bold initiatives and leave behind the status quo.

This plan requires the District to balance taking care of what they have and pursuing other community needs that will require funding, increased staffing and emphasis in storytelling. By embracing next practices and focusing on the community, the Warrenville Park District can undoubtedly become the place to be for exceptional experiences!

CHAPTER TWO – COMMUNITY PROFILE

2.1 DEMOGRAPHIC & RECREATION TRENDS ANALYSIS

2.1.1 INTRODUCTION

A key component of the Plan process is a Demographic & Recreation Trends Analysis. This analysis will help provide a thorough understanding of the demographic makeup of residents within the District, as well as national and local recreational trends.

2.1.2 DEMOGRAPHIC ANALYSIS

The Demographic Analysis describes the population within Warrenville Park District Jurisdiction. This assessment is reflective of the total population in the district and its key characteristics such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

DISTRICT DEMOGRAPHIC OVERVIEW

2022 Total Population
13,856

2022 Total Households
5,154

2022 Median Age
39.5

2022 Median Household Income
$100,635

2022 Race
67% White
13% Two or more races
11% Some other race
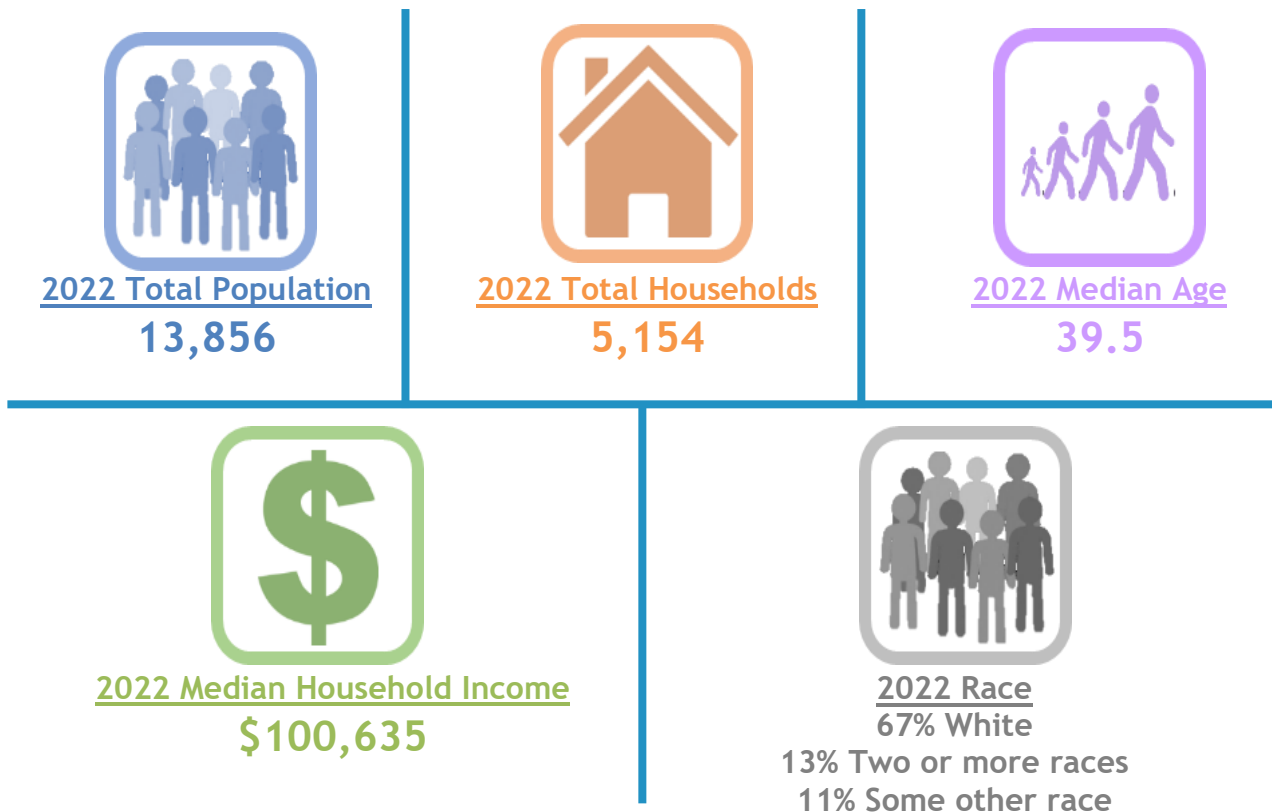
Figure 10: Demographic Overview

METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in August 2022 and reflects actual numbers as reported in the 2020 Census as well as estimates for 2027, 2032 and 2037 as obtained by ESRI. Straight line linear regression was utilized for 2027, 2032 and 2037 projections. The district boundaries shown below were utilized for the demographic analysis.
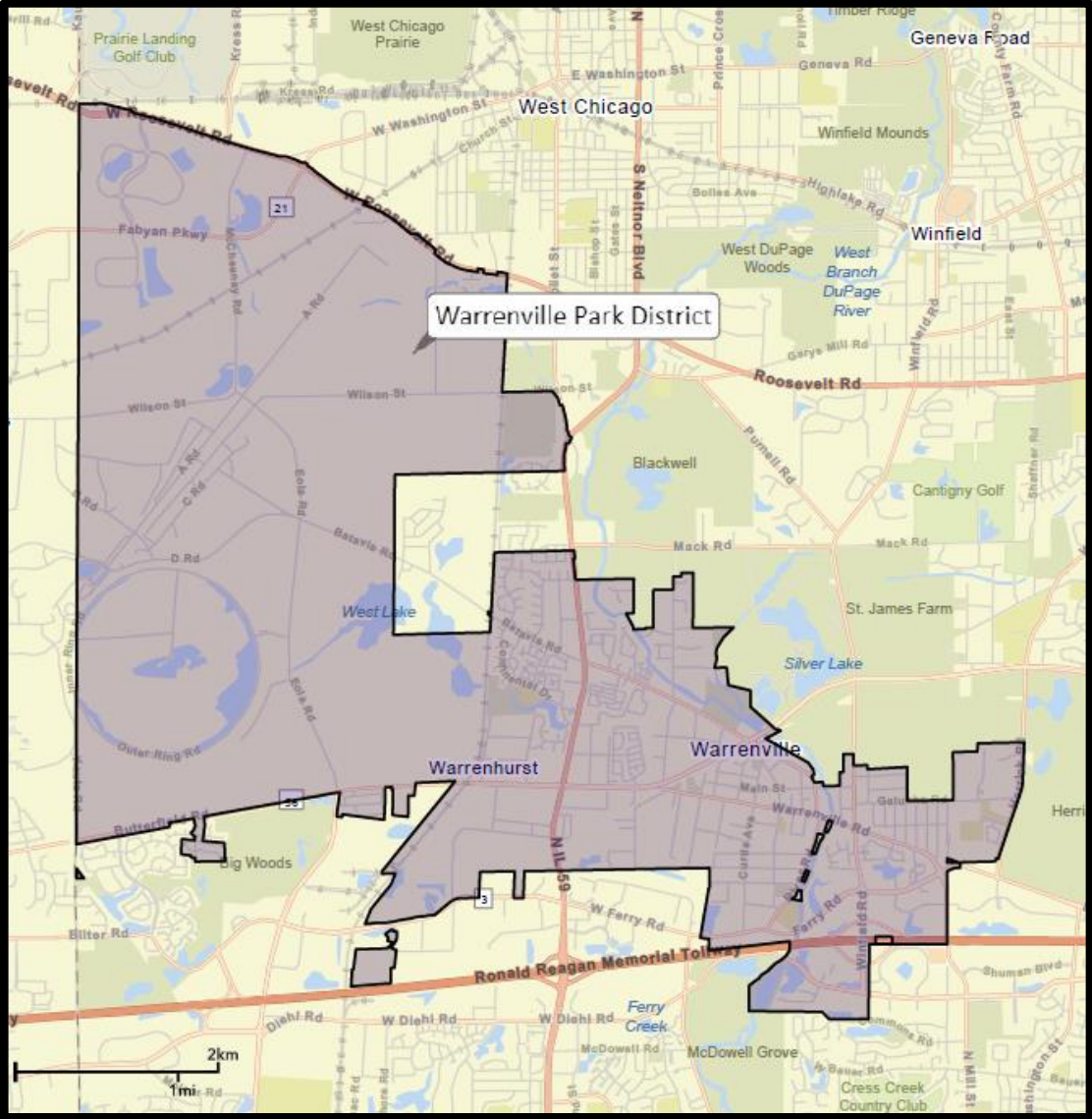
Figure 11: Warrenville Park District Boundary Service Area

2.1.3 DISTRICT POPULACE

POPULATION

The District's population has experienced a notable growing trend in recent years, increasing 6.3% from 2020 to 2022 (averaging 3.15% per year). This is significantly above the national annual growth rate of 0.74% (from 2020-2022). Similar to the population, the total number of households also experienced an increase in recent years (6.5% from 2020).

Currently, the population is estimated at 13,856 individuals living within 5,154 households. Projecting ahead, the total population and total number of households are both expected to continue growing at an above average rate over the next 15 years. Based on 2037 predictions, the District's population is expected to have 15,171 residents living within 5,794 households. **(See Figures 12 & 13)**

Figure 12: Total Population and Average Annual Growth

Figure 13: Total Households and Average Annual Growth

AGE SEGMENT

Evaluating the District's total population by age segments, it exhibits an aging trend, with approximately 30% of its residents being over the age of 55-years old. 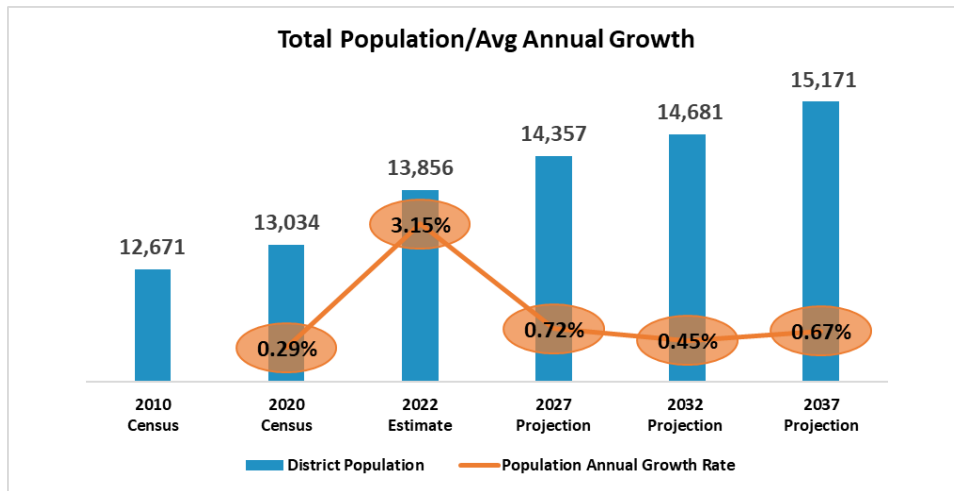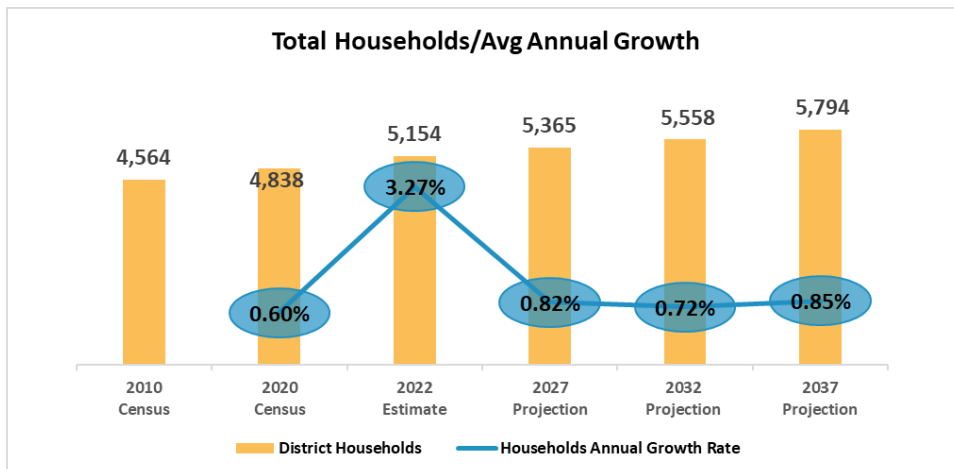 The population has a median age of 39.5 years old which is one year older than the U.S. median age of 38.5 years. Assessing the population, the District is projected to continue aging for the foreseeable future. Over the next 15 years, the 55+ population is expected to grow an additional 7%, totaling 37% of the District's population. This is largely due to the increase in life expectancy coinciding with the remainder of the Baby Boomer generation shifting into the senior age groups and at the same time, the population under 54 is anticipated to decrease. (**See Figure 14).**
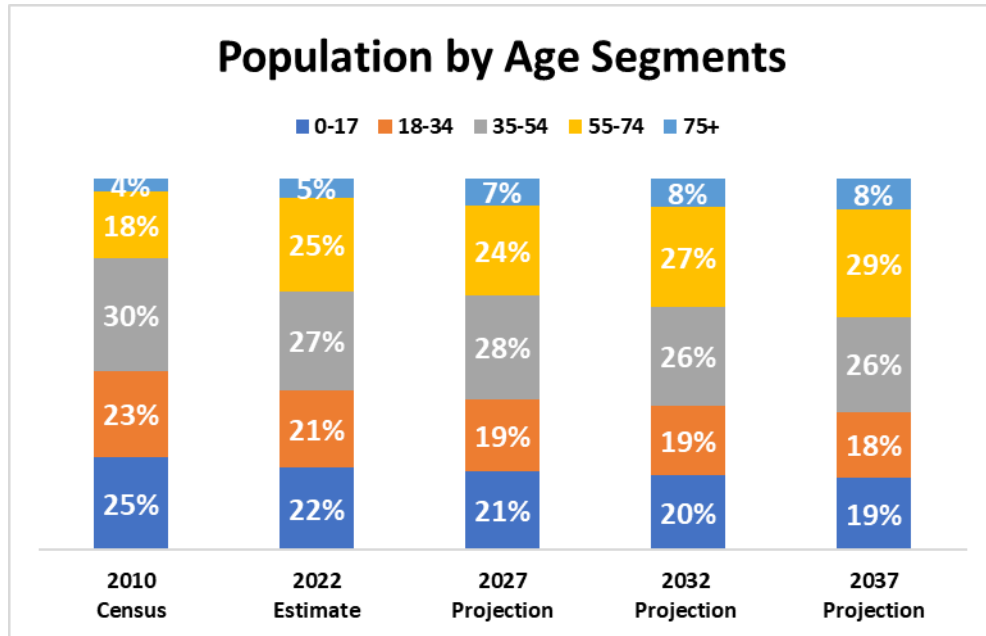
Figure 14: Population by Age Segments

RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

- Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam

- Black – This includes a person having origins in any of the black racial groups of Africa.

- Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands

- White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa

- Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.

Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American Indian, and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. While Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. **For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.**

RACE

Analyzing race, the District has become more diverse since the 2010 Census when 82% of the population was White Alone. The 2022 estimate shows that 67% of the population falls into the White Alone category, with Two or More Races (13%) representing the largest minority. The Black Alone population in the district is significantly lower than the national Black Alone population (13%). The predictions for 2037 expect the population to continue diversifying with the White Alone population decreasing, accompanied by increases to all other race categories. (**Figure 15**)
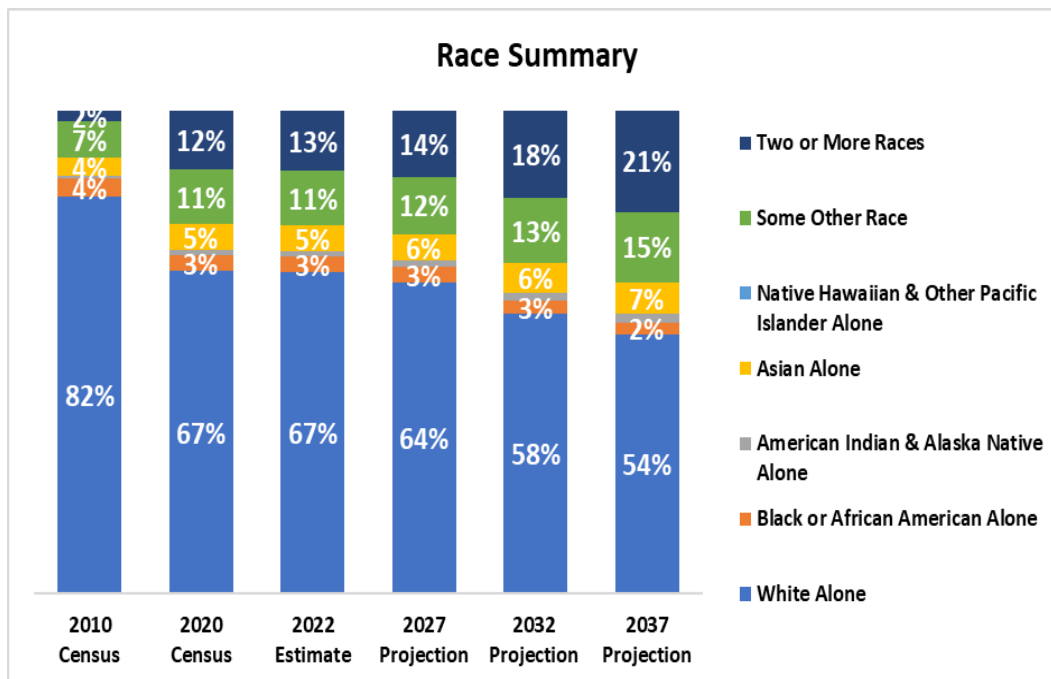
Figure 15: Race Summary

23

ETHNICITY

The District's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any of the racial categories from **Figure 15**. Based on the 2020 Census, those of Hispanic/ Latino origin represent approximately 24% of the current population, which is more than the national average (19% Hispanic/Latino). The Hispanic/ Latino population is expected to continue growing over the next 15 years, increasing to 27% of the total population by 2037. (**Figure 16**)

HOUSEHOLD INCOME

Figure 17 depicts the District's income characteristics showing the per capita income ($46,513) is below the state average ($49,811) and above the national average ($35,672) while the median household income ($100,635) is above the state average ($89,536) and significantly above the national average ($65,712).
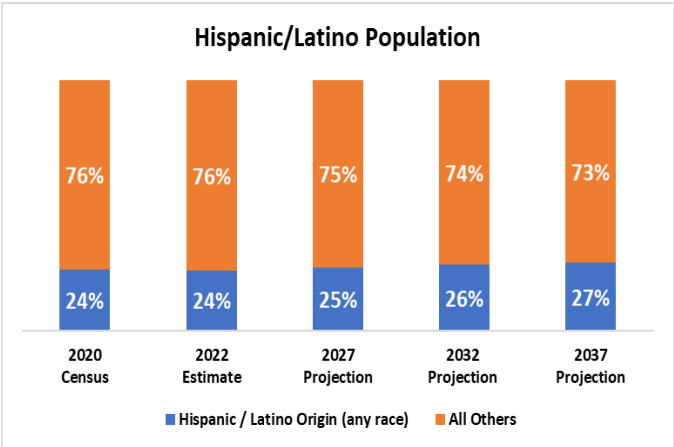
Figure 16: Hispanic/Latino Population
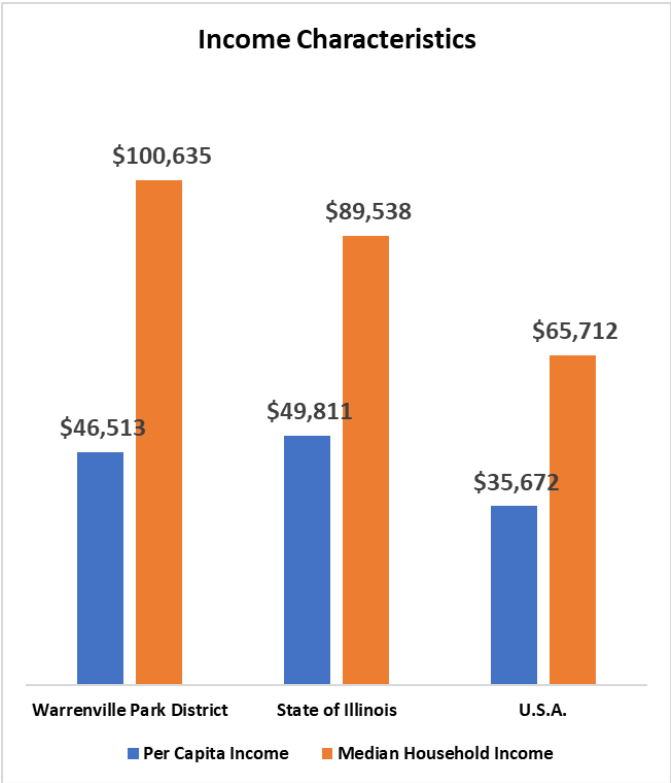
Figure 17: Income Characteristics

2.1.4 DEMOGRAPHIC COMPARATIVE SUMMARY

Figure 18 is a summary of the District's demographic figures. These figures are then compared to the state and U.S. populations. This type of analysis allows the District to see how their population compares on a local and national scale. The highlighted cells represent key takeaways from the comparison between the District and the national population.

☐ = Significantly higher than the National Average

☐ = Significantly lower than the National Average

2022 Demographic Comparison		Warrenville Park District	State of Illinois	U.S.A.
Population	Annual Growth Rate (2020-2022)	3.15%	-0.28%	0.74%
	Projected Annual Growth Rate (2022-2037)	0.63%	-0.12%	0.70%
Households	Annual Growth Rate (2020-2022)	3.27%	-0.05%	0.76%
	Average Household Size	2.68	2.51	2.58
Age Segment Distribution	Ages 0-17	22%	22%	22%
	Ages 18-34	21%	23%	23%
	Ages 35-54	27%	25%	25%
	Ages 55-74	25%	23%	23%
	Ages 75+	5%	7%	7%
Race Distribution	White Alone	66.6%	60.8%	69.2%
	Black Alone	3.1%	14.1%	13.0%
	American Indian	1.2%	0.8%	1.0%
	Asian	5.2%	6.0%	5.9%
	Pacific Islander	0.0%	0.0%	0.2%
	Some other Race	11.3%	9.0%	7.1%
	Two or More Races	12.5%	9.3%	3.6%
Hispanic/ Latino Population	Hispanic / Latino Origin (any race)	24.1%	18.5%	18.9%
	All Others	75.9%	81.5%	81.1%
Income Characteristics	Per Capita Income	$46,513	$42,710	$35,106
	Median Household Income	$100,635	$76,812	$64,730

Figure 18: Demographic Comparative

DEMOGRAPHIC SUMMARY

- The District's recent **population annual growth rate** (3.15%) is significantly higher than the national (0.74%) growth rate.
- The District's **household annual growth rate** (3.27%) is also significantly higher than the national (0.76%) average.
- When assessing **age segments**, the District exhibits an aging population.
- The District's **racial distribution** has a significantly higher Two or More Races population, when compared to national percentage distribution.
- District's percentage of **Hispanic/Latino population** (24%) is above the national average (18.9%) and is expected to increase slightly.
- The District's **per capita income** ($46,513) is below the state average and above the national average. Where the **median house income** ($100,635) is well above when compared to the state ($89,536) and national ($65,712) averages.

2.1.5 DEMOGRAPHIC IMPLICATIONS

While it is important not to generalize recreation needs and priorities based solely on demographics, the analysis suggests some potential implications for the District.

- The District's aging trend may indicate the need to provide more programs and services for the 55+ population. Due to the continued growth of the older age segments, it may be useful to further segment the "Senior" population beyond the traditional 55+ designation. Within the field of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old may be struggling with rheumatoid arthritis and need different recreational opportunities than a healthy 65-year-old who is an active tennis player competing in senior tournaments. Therefore, it may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" Seniors.
- The District should ensure the community's diversity is reflected in marketing and communications outreach, program participation, and response rates when surveying the community. This will help ensure all community needs are being met.

2.1.6 RECREATIONAL TRENDS ANALYSIS

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

NATIONAL TRENDS IN RECREATION

METHODOLOGY

The SFIA's *Sports, Fitness & Recreational Activities Topline Participation Report 2020* was utilized in evaluating the following trends:

- National Recreation Participatory Trends

- Core vs. Casual Participation Trends

The study is based on findings from surveys carried out in 2019 by the Physical Activity Council ("PAC"), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 302,756,603 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 122 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

CORE VS. CASUAL PARTICIPATION

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

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

2.1.7 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS
PARTICIPATION LEVELS

The sports most heavily participated in the United States were Basketball (24.9 million) and Golf (24.3 million), which have participation figures well in excess of the other activities within the general sports category. Followed by Tennis (17.7 million), Baseball (15.8 million), and Outdoor Soccer (11.9 million).

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with a relatively small number of participants. Basketball's success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game. Even though Golf has experienced a recent decrease in participation in the last 5 years, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. In Addition, target type game venues or Golf Entertainment Venues (e.g., Top Golf) have increased drastically (84.7%) as a 5-year trend. The emergence of Golf Entertainment, such as Top Golf, has helped increase participation for golf as an activity outside of traditional golf course environments.
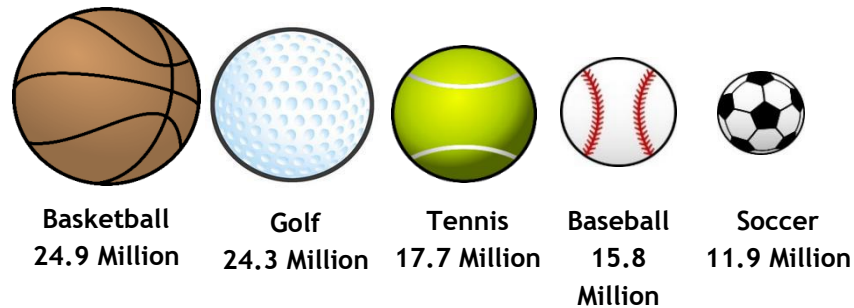

Basketball	Golf	Tennis	Baseball	Soccer
24.9 Million	24.3 Million	17.7 Million	15.8 Million	11.9 Million

Figure 19: General Sports National Trends

FIVE-YEAR TREND

Since 2014, Golf Entertainment Venues (84.7%), Pickleball (40.5%), and Flag Football (23.1%) have emerged as the overall fastest growing sports. Similarly, Baseball (20.2%) and Indoor Soccer (17.8%) have also experienced significant growth. Based on the trend from 2014-2019, the sports that are most rapidly declining include Ultimate Frisbee (-49.4%), Squash (-23.4%), Touch Football (-21.5%), Badminton (-15.1%), and Tackle Football (-14.6%).

ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends; with Boxing for Competition (8.2%), Golf- Entertainment Venues (6.7%), and Pickleball (4.8%) experiencing the greatest increases in participation this past year. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, such as Rugby (-10.8%) and Gymnastics (-1.5%). Other sports including Ultimate Frisbee (-15.5%), Sand Volleyball (-7.8%), Roller Hockey (-6.8%), and Touch Football (-6.3) have also seen a significant decrease in participation over the last year.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball, have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). In the past year, Ice Hockey and Softball -Fast Pitch have increased core participation. While less mainstream sports, such as Boxing for Competition, Roller Hockey, Badminton, and Racquetball have larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities.

National Participatory Trends - General Sports					
Activity	**Participation Levels**			**% Change**	
	2014	**2018**	**2019**	**5-Year Trend**	**1-Year Trend**
Basketball	23,067	24,225	24,917	8.0%	2.9%
Golf (9 or 18-Hole Course)	24,700	24,240	24,271	-1.7%	0.1%
Tennis	17,904	17,841	17,684	-1.2%	-0.9%
Baseball	13,152	15,877	15,804	20.2%	-0.5%
Soccer (Outdoor)	12,592	11,405	11,913	-5.4%	4.5%
Golf (Entertainment Venue)	5,362	9,279	9,905	84.7%	6.7%
Softball (Slow Pitch)	7,077	7,386	7,071	-0.1%	-4.3%
Football, (Flag)	5,508	6,572	6,783	23.1%	3.2%
Volleyball (Court)	6,304	6,317	6,487	2.9%	2.7%
Badminton	7,176	6,337	6,095	-15.1%	-3.8%
Soccer (Indoor)	4,530	5,233	5,336	17.8%	2.0%
Football, (Touch)	6,586	5,517	5,171	-21.5%	-6.3%
Football, (Tackle)	5,978	5,157	5,107	-14.6%	-1.0%
Gymnastics	4,621	4,770	4,699	1.7%	-1.5%
Volleyball (Sand/Beach)	4,651	4,770	4,400	-5.4%	-7.8%
Track and Field	4,105	4,143	4,139	0.8%	-0.1%
Cheerleading	3,456	3,841	3,752	8.6%	-2.3%
Pickleball	2,462	3,301	3,460	40.5%	4.8%
Racquetball	3,594	3,480	3,453	-3.9%	-0.8%
Ice Hockey	2,421	2,447	2,357	-2.6%	-3.7%
Ultimate Frisbee	4,530	2,710	2,290	-49.4%	-15.5%
Softball (Fast Pitch)	2,424	2,303	2,242	-7.5%	-2.6%
Lacrosse	2,011	2,098	2,115	5.2%	0.8%
Wrestling	1,891	1,908	1,944	2.8%	1.9%
Roller Hockey	1,736	1,734	1,616	-6.9%	-6.8%
Boxing for Competition	1,278	1,310	1,417	10.9%	8.2%
Rugby	1,276	1,560	1,392	9.1%	-10.8%
Squash	1,596	1,285	1,222	-23.4%	-4.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 20: General Sports

NATIONAL TRENDS IN GENERAL FITNESS
PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities amongst the U.S. population include Fitness Walking (111.4 million), Treadmill (56.8 million), Free Weights (51.4 million), Running/Jogging (49.5 million), and Stationary Cycling (37.1 million).

| Fitness Walking 111.4 Million | Treadmill 56.8 Million | Dumbbell Free Weights 51.4 Million | Running/ Jogging 49.5 Million | Stationary Cycling 37.1 Million |

Figure 21: General Fitness National Trends

FIVE-YEAR TREND

Over the last five years (2014-2019), the activities growing most rapidly are Trail Running (46.0%), Yoga (20.6%), Cross Training Style Workout (20.2%), and Stationary Group Cycling (17.5%). Over the same time frame, the activities that have undergone the biggest decline include Traditional Triathlon (-9.2%), Running/Jogging (-8.7%), Free Weights (-8.3%), and Fitness Walking (-1.0%)

ONE-YEAR TREND

In the last year, activities with the largest gains in participation were Trail Running (9.9%), Dance, Step, & Choreographed Exercise (7.0%), and Yoga (6.0%). From 2018-2019, the activities that had the largest decline in participation were Traditional Triathlons (-7.7%), Non-Traditional Triathlon (-7.4%), Bodyweight Exercise (-2.8%), and Running/Jogging (-2.6%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities all have a strong core users base (participating 50+ times per year). These fitness activities include Fitness Walking, Treadmill, Free Weights, Running/Jogging, Stationary Cycling, Weight/Resistant Machines, and Elliptical Motion/Cross Training, all having 48% or greater core users.

National Participatory Trends - General Fitness					
Activity	**Participation Levels**			**% Change**	
	2014	**2018**	**2019**	**5-Year Trend**	**1-Year Trend**
Fitness Walking	112,583	111,001	111,439	-1.0%	0.4%
Treadmill	50,241	53,737	56,823	13.1%	5.7%
Free Weights (Dumbbells/Hand Weights)	56,124	51,291	51,450	-8.3%	0.3%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,693	36,668	37,085	3.9%	1.1%
Weight/Resistant Machines	35,841	36,372	36,181	0.9%	-0.5%
Elliptical Motion Trainer	31,826	33,238	33,056	3.9%	-0.5%
Yoga	25,262	28,745	30,456	20.6%	6.0%
Free Weights (Barbells)	25,623	27,834	28,379	10.8%	2.0%
Dance, Step, & Choreographed Exercise	21,455	22,391	23,957	11.7%	7.0%
Bodyweight Exercise	22,390	24,183	23,504	5.0%	-2.8%
Aerobics (High Impact/Intensity Training HIIT)	19,746	21,611	22,044	11.6%	2.0%
Stair Climbing Machine	13,216	15,025	15,359	16.2%	2.2%
Cross-Training Style Workout	11,265	13,338	13,542	20.2%	1.5%
Trail Running	7,531	10,010	10,997	46.0%	9.9%
Stationary Cycling (Group)	8,449	9,434	9,930	17.5%	5.3%
Pilates Training	8,504	9,084	9,243	8.7%	1.8%
Cardio Kickboxing	6,747	6,838	7,026	4.1%	2.7%
Boot Camp Style Cross-Training	6,774	6,695	6,830	0.8%	2.0%
Martial Arts	5,364	5,821	6,068	13.1%	4.2%
Boxing for Fitness	5,113	5,166	5,198	1.7%	0.6%
Tai Chi	3,446	3,761	3,793	10.1%	0.9%
Barre	3,200	3,532	3,665	14.5%	3.8%
Triathlon (Traditional/Road)	2,203	2,168	2,001	-9.2%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,411	1,589	1,472	4.3%	-7.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 22: General Fitness

NATIONAL TRENDS IN OUTDOOR RECREATION
PARTICIPATION LEVELS

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints. In 2019, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (49.7 million), Road Bicycling (39.4 million), Freshwater Fishing (39.2 million), and Camping within ¼ mile of Vehicle/Home (28.2 million), and Recreational Vehicle Camping (15.4 million).
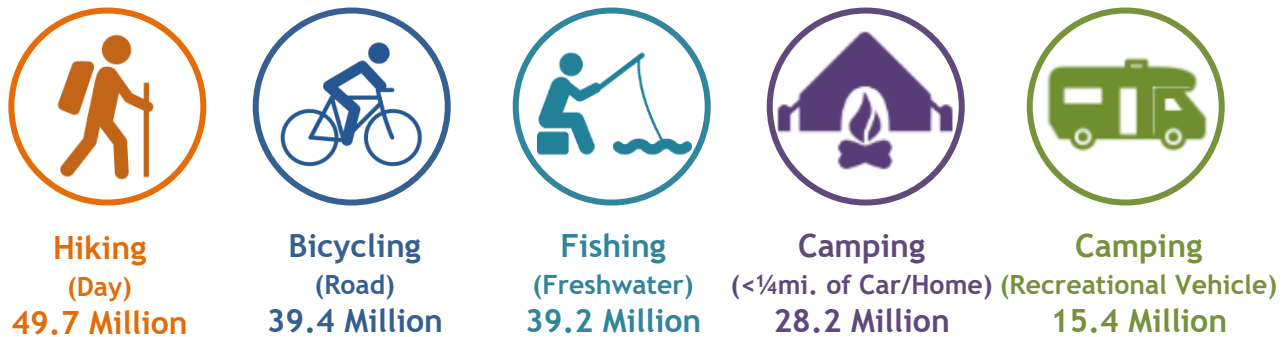
Hiking	Bicycling	Fishing	Camping	Camping
(Day)	**(Road)**	**(Freshwater)**	**(<¼mi. of Car/Home)**	**(Recreational Vehicle)**
49.7 Million	**39.4 Million**	**39.2 Million**	**28.2 Million**	**15.4 Million**

Figure 23: Outdoor Recreation National Trends

FIVE-YEAR TREND

From 2014-2019, BMX Bicycling (55.2%), Day Hiking (37.2%), Fly Fishing (20.1%), Salt Water Fishing (11.6%), and Mountain Bicycling (7.2%) have undergone the largest increases in participation. The five-year trend also shows activities such as In-Line Roller Skating (-20.5%), Archery (-11.7%), and Adventure Racing (-9.5%) experiencing the largest decreases in participation.

ONE-YEAR TREND

The one-year trend shows activities growing most rapidly, BMX Bicycling (6.1%), Day Hiking (3.8%), and Birdwatching (3.8%). Over the last year, activities that underwent the largest decreases in participation include Climbing (-5.5%), In-Line Roller Skating (-4.4%), and Camping with a Recreation Vehicle (-3.5%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A majority of outdoor activities have experienced participation growth in the last five- years. Although this is a positive trend, it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users. This is likely why we see a lot of fluctuation in participation numbers, as the casual users likely found alternative activities to participate in.

National Participatory Trends - Outdoor / Adventure Recreation				
Activity	**Participation Levels**			**% Change**	
	2014	**2018**	**2019**	**5-Year Trend**	**1-Year Trend**
Hiking (Day)	36,222	47,860	49,697	37.2%	3.8%
Bicycling (Road)	39,725	39,041	39,388	-0.8%	0.9%
Fishing (Freshwater)	37,821	38,998	39,185	3.6%	0.5%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	27,416	28,183	-1.7%	2.8%
Camping (Recreational Vehicle)	14,633	15,980	15,426	5.4%	-3.5%
Fishing (Saltwater)	11,817	12,830	13,193	11.6%	2.8%
Birdwatching (>1/4 mile of Vehicle/Home)	13,179	12,344	12,817	-2.7%	3.8%
Backpacking Overnight	10,101	10,540	10,660	5.5%	1.1%
Bicycling (Mountain)	8,044	8,690	8,622	7.2%	-0.8%
Archery	8,435	7,654	7,449	-11.7%	-2.7%
Fishing (Fly)	5,842	6,939	7,014	20.1%	1.1%
Skateboarding	6,582	6,500	6,610	0.4%	1.7%
Roller Skating, In-Line	6,061	5,040	4,816	-20.5%	-4.4%
Bicycling (BMX)	2,350	3,439	3,648	55.2%	6.1%
Climbing (Traditional/Ice/Mountaineering)	2,457	2,541	2,400	-2.3%	-5.5%
Adventure Racing	2,368	2,215	2,143	-9.5%	-3.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 24: Outdoor/Adventure Recreation

NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2019, Fitness Swimming was the absolute leader in overall participation (28.2 million) amongst aquatic activities, largely due to its broad, multigenerational appeal.

Swimming
(Fitness)
28.2 Million

Aquatic Exercise
11.2 Million

Swimming
(Competition)
2.8 Million

Figure 25: Aquatics National Trends

FIVE-YEAR TREND

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out having increased (22.7%) from 2014-2019, most likely due to the ongoing research that demonstrates the activity's great therapeutic benefit, followed by Fitness Swimming (11.5%) and Competition Swimming (4.1%).

ONE-YEAR TREND

From 2018-2019, Competive Swimming (-7.3%) was the only aquatic activity that declined in particpation. While both Aquatic Exercise (6.4%) and Fitness swimming (2.3%) experienced increases when assessing their one-year trend.

CORE VS. CASUAL TRENDS IN AQUATICS

All aquatic activities have undergone increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2014 to 2019, casual participants for Aquatic Exercise (35.7%), Competition Swimming (22.7%), and Fitness Swimming (18.4%) have all grown significantly. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five years.

National Participatory Trends - Aquatics				
Activity	**Participation Levels**			**% Change**	
	2014	**2018**	**2019**	**5-Year Trend**	**1-Year Trend**
Swimming (Fitness)	25,304	27,575	28,219	11.5%	2.3%
Aquatic Exercise	9,122	10,518	11,189	22.7%	6.4%
Swimming (Competition)	2,710	3,045	2,822	4.1%	-7.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 26: Aquatics

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

PARTICIPATION LEVELS

The most popular water sports / activities based on total participants in 2019 were Recreational Kayaking (11.4 million), Canoeing (8.9 million), and Snorkeling (7.7 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.

Kayaking 11.4 Million **Canoeing 9.0 Million** **Snorkeling 7.7 Million** **Jet Skiing 5.1 Million** **Sailing 3.6 Million**

Figure 27: Water Sports/Activities National Trends

FIVE-YEAR TREND

Over the last five years, Stand-Up Paddling (29.5%) and Recreational Kayaking (28.5%) were the fastest growing water activity, followed by White Water Kayaking (9.9%) and Surfing (8.9%). From 2014-2019, activities declining in participation most rapidly were Water Skiing (-20.1%), Jet Skiing (-19.6%), Scuba Diving (-13.7%), Wakeboarding (-12.7%), and Snorkeling (-12.5%).

ONE-YEAR TREND

Similarly, to the five-year trend, Recreational Kayaking (3.3%) and Stand-Up Paddling (3.2%) also had the greatest one-year growth in participation, from 2018-2019. Activities which experienced the largest decreases in participation in the most recent year include Boardsailing/Windsurfing (-9.7%), Sea Kayaking (-5.5), and Water Skiing (-4.8%)

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

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

National Participatory Trends - Water Sports / Activities					
Activity	**Participation Levels**			**% Change**	
	2014	**2018**	**2019**	**5-Year Trend**	**1-Year Trend**
Kayaking (Recreational)	8,855	11,017	11,382	28.5%	3.3%
Canoeing	10,044	9,129	8,995	-10.4%	-1.5%
Snorkeling	8,752	7,815	7,659	-12.5%	-2.0%
Jet Skiing	6,355	5,324	5,108	-19.6%	-4.1%
Sailing	3,924	3,754	3,618	-7.8%	-3.6%
Stand-Up Paddling	2,751	3,453	3,562	29.5%	3.2%
Rafting	3,781	3,404	3,438	-9.1%	1.0%
Water Skiing	4,007	3,363	3,203	-20.1%	-4.8%
Surfing	2,721	2,874	2,964	8.9%	3.1%
Wakeboarding	3,125	2,796	2,729	-12.7%	-2.4%
Scuba Diving	3,145	2,849	2,715	-13.7%	-4.7%
Kayaking (Sea/Touring)	2,912	2,805	2,652	-8.9%	-5.5%
Kayaking (White Water)	2,351	2,562	2,583	9.9%	0.8%
Boardsailing/Windsurfing	1,562	1,556	1,405	-10.1%	-9.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 28: Water Sports/Activities

2.1.8 LOCAL SPORT AND LEISURE MARKET POTENTIAL

MARKET POTENIAL INDEX (MPI)

Figure 29 show sport and leisure market potential data for Warrenville Park District residents, as provided by ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service within the defined service areas. The MPI shows the likelihood that an adult resident living within the District will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and commercial recreation. *It should be noted that MPI metrics are only one data point used to help determine community trends; thus, programmatic decisions should not be based solely on MPI metrics.*

Overall, when analyzing the District's MPIs, the data demonstrates well above average market potential index (MPI) numbers. This is noticeable when only 10 out of 46 activities are slightly below the national average. These overall above average MPI scores show that the District residents have a rather strong participation presence when it comes to recreational offerings, especially pertaining to outdoor activities.

As seen in *Figure 29*, the following sport and leisure trends are most prevalent for residents within the District. The activities are listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents within the service area will actively participate in offerings provided by the District.

GENERAL SPORTS MARKET POTENTIAL

The General Sports MPI chart reveals that overall, the District's residents are most likely to participate when it comes to Golf (127), Soccer (122), Baseball and Football (106), and Tennis (103) when compared to the national average.
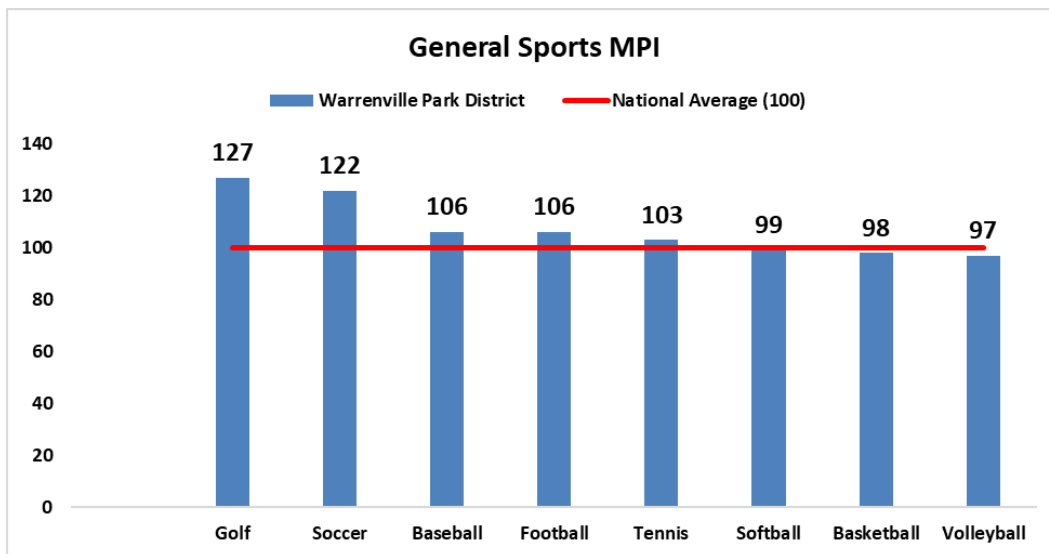

Figure 29: General Sports MPI

FITNESS MARKET POTENTIAL

Overall, the Fitness MPI chart reflects a health-oriented community where indoor facilities like Fitness NOW, along with walk/run events help to keep people active year-round. The categories with the highest MPI are Weightlifting (114), Aerobics and Jogging/Running (113), Walking for Exercise and Yoga (110), Swimming (105) and Pilates (103) with Zumba being the only activity below the national average (100).
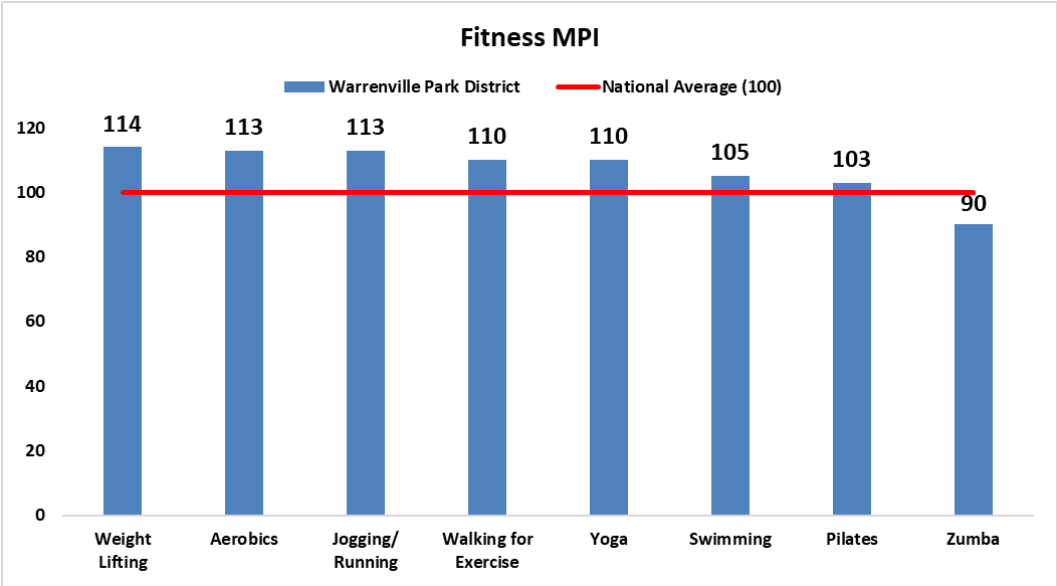

Figure 30: Fitness MPI

COMMERCIAL RECREATION MARKET POTENTIAL

The Commercial Recreation MPI chart shows Attended sports event (119), Went overnight camping (119), Went to art gallery (118), Went to museum (118) and Visited a zoo (117) as the top five activities among District residents when compared to the national average.
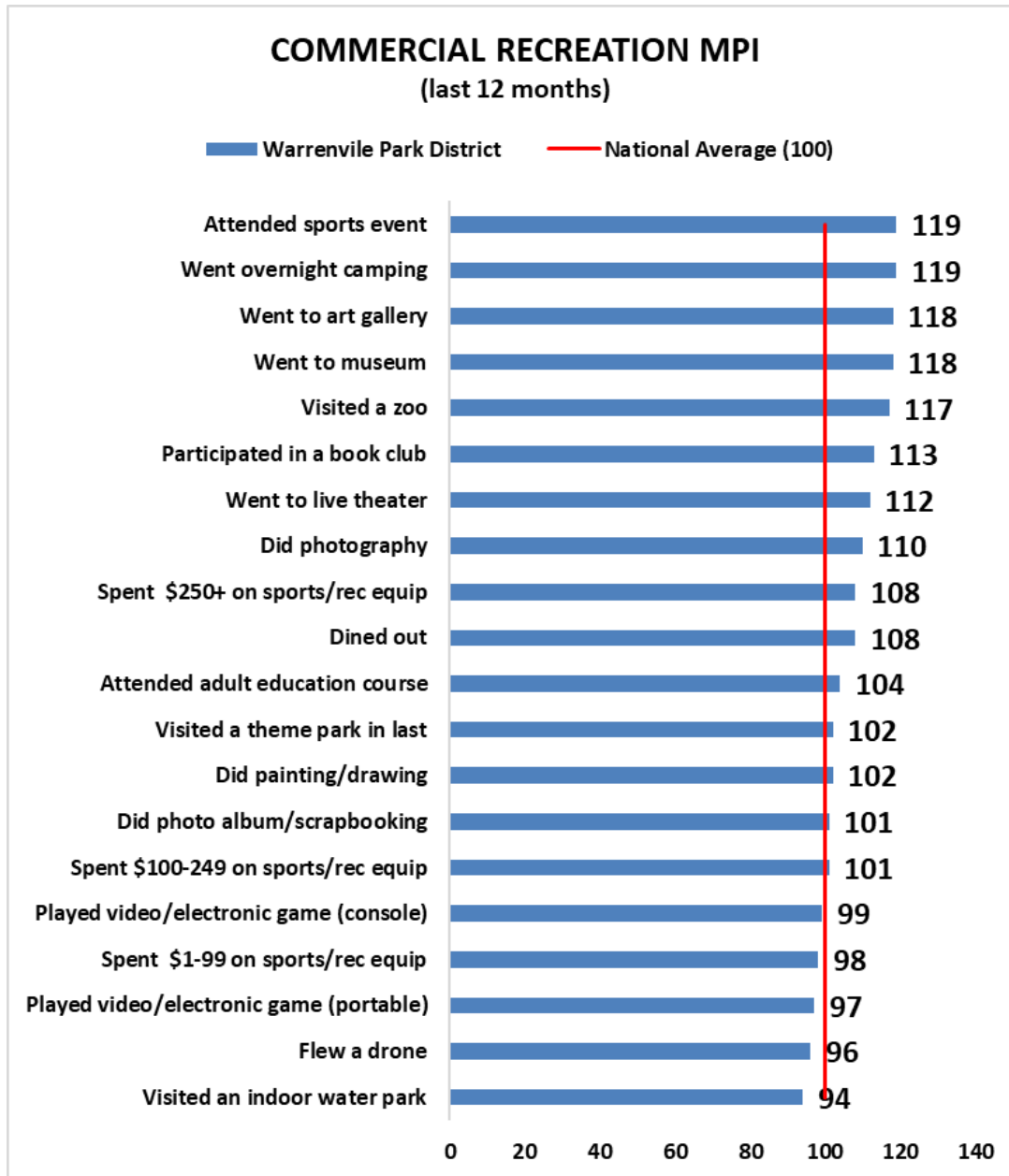

Figure 31: Commercial Recreation MPI

OUTDOOR ACTIVITY MARKET POTENTIAL

Upon examining the Outdoor Activity category, it is evident that it boasts the highest MPI scores across all categories. Canoeing/Kayaking leads with an MPI of 130, followed closely by Mountain Bicycling at 128. Other activities with above-average MPI scores include Hiking (118), Backpacking (117), Archery (113), Road Bicycling (112), Salt Water Fishing (107), Rock Climbing (106), and Horseback Riding (103). Fresh Water Fishing, with an MPI of 97, is the only activity in this category that falls below the national average.
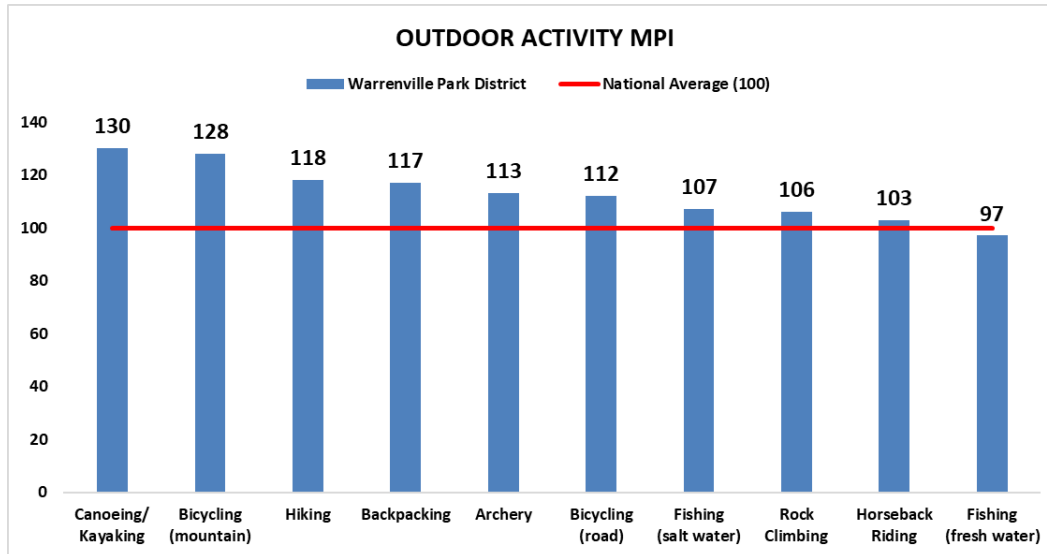

Figure 32: Outdoor Activity MPI

LOCAL RECREATION TRENDS SUMMARY

Overall, the District's residents demonstrate participation trends that have above average potential index numbers in all four categories analyzed (general sports, fitness, outdoor activity, and commercial recreation). Activities of particular interest include:

- Participation in sports such as golf, soccer, baseball, football, and tennis.
- Fitness related programming in all activities except Zumba.
- Outdoor activities are the greatest MPI scores of all categories. All activities, except freshwater fishing have above national average MPI scores.
- Residents spend money on attending sport events, camping, art galleries, museums, as well as visiting a zoo.

Moving forward, it will be important for the District to continue offering these recreational opportunities and seek out new programs for its residents. It will also be important to continue to partner with other organizations to help deliver services that align with resident needs.

2.2 BENCHMARK ANALYSIS

2.2.1 METHODOLOGY

The Consulting team with assistance from Warrenville Park District ("District") staff identified operating metrics to benchmark the District against comparable parks and recreation agencies. The goal of this analysis is to evaluate how the District is positioned among peer agencies. The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend an encompassing view of each system's operating metrics as compared to Warrenville Park District.

Information used in this analysis was obtained directly from each participating benchmark agency, when available, and supplemental data was collected from agency / municipality websites, Comprehensive Annual Financial Reports (CAFR), and information available through the National Recreation and Park Association's (NRPA) Park Metrics Database. Due to differences in how each system collects, maintains, and reports data, variances may exist. These variations can impact the per capita and percentage allocations, and the overall comparison must be viewed with this in mind. The benchmark data collection for all systems was completed between October and December 2022, and it is possible that information in this report may have changed since the original collection date.

The information sought was a combination of operating metrics that factor budgets, staffing levels, and inventories. In some instances, the information was not tracked or not available. *Figure 33* lists each benchmark agency in the study. These agencies were selected due to demographic and/or organizational characteristics similar to Warrenville Park District, and included three (3) Gold Medal Award Winners, one (1) multi-time Finalist and one (1) CAPRA Accredited agency. *Note: CAPRA stands for Commission for Accreditation of Park and Recreation Agencies. Agencies that receive this accreditation either meet, or exceed, standards maintained by park and recreation leaders in programming, facilities, and experiences they provide their communities.*

For all agencies examined, Warrenville Park District ranks fifth in terms of total population (13,856), and population density (2,410 residents per sq. mi.) and was third in jurisdiction size (5.50 sq. mi.).

Agency	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.	CAPRA Accredited	Gold Medal Winner
Warrenville Park District	Park District	13,856	5.50	2,519	No	No
Gurnee Park District	Park District	33,706	14.73	2,288	No	Winner (2010)
Lisle Park District	Park District	32,000	12.00	2,667	No	No
Park District of Oak Park	Park District	55,000	5.00	11,000	Yes (2015, 2020)	Winner (1965, 2015) Finalist (2021, 2022)
Winfield Park District	Park District	11,000	3.50	3,143	n/a	n/a
Wood Dale Park District	Park District	13,969	4.72	2,960	No	Winner (1990)

Figure 33: Overview Table

2.2.2 BENCHMARK COMPARISON

PARK ACRES

Figure 34 provides a general overview of each system's park acreage. Warrenville Park District ranks in the lower half of agencies in this analysis for total acres per 1,000 residents at 4.40 acres and falls well below the NPRA median (12.9 acres/1000 residents) for agencies serving a population with less than 20,000 residents.

Agency	Population	Total Number of Parks	Residents per Park	Total Acres Owned or Managed	Total Acres per 1,000 Residents
Gurnee Park District	33,706	28	1,203.79	416.00	12.34
Lisle Park District	32,000	41	780.49	380.00	11.88
Wood Dale Park District	13,969	12	1,164.08	145.52	10.42
Winfield Park District	11,000	17	647.06	77.00	7.00
Warrenville Park District	13,856	5	2,771.20	61.00	4.40
Park District of Oak Park	55,000	18	3,055.56	82.00	1.49
NRPA Median 2022 = 12.9 Acres per 1,000 Residents					

Figure 34: Park Acres

TRAIL MILES

Figure 35 shows the service levels for dedicated trails within each system. By comparing total trail mileage to the population of the service area, the level of service provided to the community can be determined and is expressed as trail miles for every 1,000 residents. Warrenville Park District ranks fourth amongst benchmarked agencies with 0.12 trail miles per 1000 residents, which is less than half the recommended practice of 0.25-0.5 trail miles per 1,000 residents.

Agency	Population	Total Trail Miles	Trail Miles per 1,000 Residents
Lisle Park District	32,000	13.72	0.43
Gurnee Park District	33,706	8.00	0.24
Warrenville Park District	13,856	1.61	0.12
Winfield Park District	11,000	2.00	0.18
Wood Dale Park District	13,969	0.66	0.05
Recommended Practice = 0.25-0.5 Trail Miles 1,000 Residents			
Note: Trail miles not available for Park District of Oak Park			

Figure 35: Trail Miles

STAFFING

This section compares staffing levels for each system by comparing full-time equivalents (FTEs) to total populations. Total FTEs per 10,000 residents is a key performance metric that assesses how well each system is equipped, in terms of staff, to serve its jurisdiction. Warrenville Park District ranks fourth at 16.7 FTEs per 10,000 residents though it is above the NRPA Median (11.8 FTEs per 10,000 residents) for agencies serving less than 20,000 residents.

Agency	Population	Total Full-Time Employees	Total Part-Time Employees	Total FTEs	FTEs per 10,000 Residents
Gurnee Park District	33,706	50	220	109.03	32.3
Wood Dale Park District	13,969	24	5	27.00	19.3
Park District of Oak Park	55,000	59	300	100.00	18.2
Warrenville Park District	13,856	15	68	22.16	16.0
Lisle Park District	32,000	33	66	51.00	15.9
Winfield Park District	11,000	10	25	-	-
NRPA Median 2022 = 11.8 FTEs per 10,000 Residents					
Note: FTE's was not available for Winfield Park District					

Figure 36: Staffing

REVENUE PER CAPITA

By comparing each agency's annual non-tax revenue to the population, the annual revenue generated on a per resident basis can be determined. Warrenville Park District generates $48.92 per resident which is lower than all other agencies in this benchmark and yet is above the NRPA Median for Agencies serving less than 20,000 residents ($34.55).

Agency	Population	Total Non-Tax Revenue 2021	Total Non-Tax Revenue 2019 (pre-pandemic)	Revenue per Resident 2019	Revenue per Resident
Park District of Oak Park	55,000	$ 27,803,351	$ 31,614,353	$ 574.81	$ 505.52
Gurnee Park District	33,706	$ 5,497,958	$ 7,364,582	$ 218.49	$ 163.12
Winfield Park District	11,000	$ 1,530,600	$ 456,800	$ 41.53	$ 139.15
Wood Dale Park District	13,969	$ 1,848,565	$ 2,420,995	$ 173.31	$ 132.33
Lisle Park District	32,000	$ 2,207,671	$ 4,853,209	$ 151.66	$ 68.99
Warrenville Park District	13,856	$ 677,861	$ 870,267	$ 62.81	$ 48.92
NRPA Median 2022 = $34.55 Revenue per Capita					

Figure 37: Revenue Per Capita

CIP SUMMARY

Capital Improvement Plan (CIP) budgets and availability of funding vary from year to year and *Figure 38* shows the average of the last four years of actual capital investment for each agency. Warrenville Park District ranked last for average annual CIP ($210,080) and is at about 20% the NRPA Median ($1.0M) in Average Annual CIP for agencies serving less than 20,000 residents.

Agency	Population	Avg. Annual CIP	Avg. Annual CIP per Resident
Winfield Park District	11,000	2,962,280	$ 269.30
Park District of Oak Park	55,000	$ 10,053,431	$ 182.79
Wood Dale Park District	13,969	$ 1,013,695	$ 72.57
Gurnee Park District	33,706	$ 1,535,167	$ 45.55
Lisle Park District	32,000	$ 1,059,232	$ 33.10
Warrenville Park District	13,856	$ 210,080	$ 15.16
NRPA Median 2022= $1.0M 5 yr AVG CIP Spending (2022)			

Figure 38: CIP Summary

MARKETING

Figure 39 describes the marketing budget per capita. Warrenville Park District ranks fourth in spending at $1.86 per resident on a total spending of $25,762 on marketing in 2021. The recommended practice for marketing is a minimum 3% allocation of the overall operating budget.

Agency	Population	Total Marketing Expense (2021)	Marketing $$ Spent per Resident (2021)
Park District of Oak Park	55,000	$ 515,668	$ 9.38
Wood Dale Park District	13,969	$ 78,741	$ 5.64
Gurnee Park District	33,706	$ 105,417	$ 3.13
Warrenville Park District	13,856	$ 25,762	$ 1.86
Winfield Park District	11,000	$ 12,000	$ 1.09
Lisle Park District	32,000	$ 26,500	$ 0.83

Figure 39: Marketing

SOCIAL MEDIA

Social Media has become an integral part of marketing for parks and recreation agencies. This portion assesses the social media platforms used by each agency and total followers per resident across all platforms used. Warrenville Park District uses five of the top social media platforms and ranks second in terms of Followers per Resident (0.41) with Facebook and Instagram being its top two highest ranked platforms for total followers.

Agency	Population	Facebook	Twitter	Instagram	YouTube	LinkedIn	Tik Tok	Followers	Followers per Resident
Lisle Park District	32,000	15,236	1,133	3,319	14	450	-	20,152	0.63
Warrenville Park District	13,856	3,378	829	1,278	3	124	-	5,612	0.41
Park District of Oak Park	55,000	10,000	3,191	2,878	154	-	-	16,223	0.29
Wood Dale Park District	13,969	1,900	-	169	-	-	-	2,069	0.15
Winfield Park District	11,000	-	-	-	-	-	-	-	-
Gurnee Park District	33,706	-	-	-	-	-	-	-	-

Note: Social Media followers were not available for Gurnee Park District and Winfield Park District

Figure 40: Social Media

PROGRAM PARTICIPATION AND SPENDING

This portion assesses the program budget for each agency. Warrenville Park District's Program Budget per Resident is $32.04, which ranks it fifth in this comparison. However, they top the list in Programming Cost Recovery (163.26%) and are second in Participation per Resident (1.38), which speaks highly to their overall program quality and the value of the experience that users are paying for.

Agency	Population	Total Program Participation	Participation per Resident	Budget for Programming	Revenue from Programming	Programming Cost Recovery	Program Budget per Resident
Gurnee Park District	33,706	320,027	9.49	$ 5,658,505	$ 6,498,818	114.85%	$ 167.88
Wood Dale Park District	13,969	2,942	0.21	$ 1,462,677	$ 1,560,434	106.68%	$ 104.71
Lisle Park District	32,000	22,000	0.69	$ 2,277,505	$ 1,866,613	81.96%	$ 71.17
Park District of Oak Park	55,000	35,444	0.64	$ 2,500,000	$ 4,000,000	160.00%	$ 45.45
Warrenville Park District	13,856	19,135	1.38	$ 443,964	$ 724,813	163.26%	$ 32.04
Winfield Park District	11,000	2,762	0.25	$ 272,000	$ 339,000	124.63%	$ 24.73

Figure 41: Program Participation and Spending

2.2.3 SUMMARY OF BENCHMARK FINDINGS

This benchmark comparison allowed Warrenville Park District to compare itself to some of the top performing agencies in Illinois with three (3) Gold Medal Award winners and a CAPRA accredited agency.

The following is a summary of the key findings from the benchmark comparison.

COMPARISON AGENCIES
- Gurnee Park District (Gold Medal winner)
- Lisle Park District
- Park District of Oak Park (Gold Medal winner, 2-time Finalist, CAPRA Accredited)
- Winfield Park District
- Wood Dale Park District (Gold Medal winner)

STRENGTHS
- **Social Media** – Warrenville Park District ranks second for social media followers per capita (0.41) and is utilizing five of the top social media platforms.
- **Programming Cost Recovery** – Warrenville Park District is recovering 163.26% of costs associated with programming which is the highest among comparison agencies.
- **Program Participation** - Warrenville Park District ranks second for participation per resident (1.44).

OPPORTUNITIES
- **Trail Miles-** Warrenville Park District ranks fourth in the benchmark (0.12 miles per 1,000 residents) and is at less than half the recommended practice of 0.25-0.50 miles per 1,000 residents. This is also represented in the Statistically Valid Survey which showed multi-use paved trails as the number one priority for investment for facilities/amenities by the community,
- **Staffing** – Warrenville Park District ranks fourth in the benchmark with 16.0 FTEs per 10,000 residents. Wood Dale (ranked second) has 19.3 FTEs and has just over 700 more residents in its jurisdiction.
- **CIP Spending** – Warrenville Park District ranks the lowest in terms of Average CIP Spending among benchmarked agencies ($210,080.40) and falls below the NRPA Median ($1M). Of the agencies in this comparison, Warrenville Park District is the only agency that has not averaged at least $1M in spending over the last four years.

Overall, the benchmark analysis reveals that Warrenville Park District has great potential for enhancing its offerings to meet the needs and desires of the community. The Master Plan's recommendations will use this data to help establish strategic goals to pursue along with key performance indicators (KPIs) that will be tracked and measured over time as the District continues to pursue excellence in all aspects of its operations.

CHAPTER THREE – PUBLIC PROCESS

3.1 PUBLIC ENGAGEMENT/ADVOCACY STRATEGY

The Warrenville Park District has undertaken a comprehensive public input process to gather feedback and suggestions from its residents and stakeholders on the future of parks and recreation in the area. The process involved a range of activities, including key leadership and focus group interviews, a public forum workshop, an online community survey, a statistically valid survey, and a crowd-sourcing project website. With over 550 individuals participating in the process, the findings have been summarized and are presented below. This public input summary provides insights into the current state of the Agency and highlights the priorities and concerns identified by the community, helping to shape the future of the Warrenville Park District.

Figure 42: Community Input

3.2 KEY LEADERSHIPS/FOCUS GROUP INTERVIEWS

Key stakeholder and focus group interviews are crucial for community involvement, as they help establish priorities for the direction, enhancement, management, and planning of future offerings. Through these interviews, the District gains valuable insights into what users value, their concerns, and unmet needs that the District could address.

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

- What are the strengths of the Parks & Recreation System?
- What are the opportunities for improvement?
- What is the top priority that should be addressed through this planning process?

3.2.1 STRENGTHS

Based on the key stakeholder and focus group comments, the top strengths for Warrenville Park District are:

Comprehensive and High-Quality Programs: The Park District offers a wide variety of programs, including special events, holiday programs, and after-school programs that cater to diverse community interests.

Strong Community Engagement and Partnerships: The Park District has a great reputation in the community, maintains strong intergovernmental relationships, and collaborates well with local businesses and organizations.

Well-Maintained Facilities and Parks: The Park District ensures that its facilities and parks are well-maintained, accessible, and evenly distributed throughout the community.

Committed and Multitasking Staff: The Park District boasts a fantastic, dedicated staff that is skilled in multitasking and focused on helping people.

Strategic Location and Natural Features: Warrenville Park District is surrounded by natural spaces, such as forest preserves, and enjoys a walkable community with excellent schools, low crime, and family-oriented values.

3.2.2 OPPORTUNITIES

Key stakeholder and focus group interviews identified the following opportunities:

Diversity and Inclusion: Address the lack of diversity in staff hiring and programming, ensure equal opportunities for all community members, and provide materials and outreach in multiple languages.

Senior and Multigenerational Programs: Explore options to create a dedicated senior center and increase multigenerational programming to strengthen community connections.

Facility Expansion and Maintenance: Consider the redevelopment of unused spaces, such as abandoned schools, and improve the maintenance of parks and facilities to ensure safety and accessibility.

Collaboration and Partnerships: Strengthen collaboration with local organizations, schools, and the city to enhance programs, events, and facilities that cater to the community's evolving needs.

Effective Communication and Marketing: Enhance the Park District's online presence, improve website functionality, and utilize social media platforms to better engage with the community and promote programs and events.

3.2.3 PRIORITIES

The top priorities for the Warrenville Park District, based on key stakeholder and focus group comments, include:

Diversity and Inclusion: Tackle the disparity in staff recruitment and programming, guarantee equal opportunities for all community members, and offer materials and outreach in various languages.

Senior and Multigenerational Programs: Investigate possibilities for establishing a dedicated senior center and expanding multigenerational programming to foster community ties.

Facility Expansion and Maintenance: Examine the potential of repurposing unused spaces, such as vacant schools, and enhance the upkeep of parks and facilities to ensure safety and accessibility.

Collaboration and Partnerships: Reinforce cooperation with local organizations, schools, and the city to enrich programs, events, and facilities that cater to the community's changing needs.

Effective Communication and Marketing: Boost the Park District's online visibility, refine website functionality, and employ social media platforms to better engage with the community and promote programs and events.

3.3 PUBLIC FORUMS WORKSHOP

The consulting team arranged a public input meeting alongside stakeholder and focus group interviews to involve the District's residents in the Master Plan process. This meeting aimed to inform the community about the Master Plan process and gather their opinions on the future of the Parks & Recreation system.

To collect feedback from the attendees, the consulting team used live audience polling. They created questions in a PowerPoint presentation based on the input from focus groups and key leadership interviews, intending to better comprehend the county's requirements.

During the in-person meetings, attendees could answer these questions and see the responses in real-time using Mentimeter, an online interactive presentation tool. This tool allowed participants to use their smartphones, tablets, or computers to provide real-time feedback. The results were shown to the attendees immediately after everyone had submitted their input. The aggregated results of the meeting are presented here.

Gender:
61% - Female
39% - Males

Age:
43% - Ages 55-74
41% - Ages 35-54
11% - Ages 75+

Regularly used amenities:
56% - Trails
44% - FitnessNOW
31% - Playgrounds

Preferred communication:
63% - Email/Newsletter
61% - Program Guide
47% - Facebook

Interested in facilities:
47% - Aquatic Features
33% - Dedicated indoor recreation space for seniors
31% - Sports courts

Interested in programs:
54% - Active Adults
46% - Fitness
43% - Outdoor Adventure
43% - Special Events

Most important improvements:
39% - Expand and connect trail system
39% - Outdoor pool
33% - Expand indoor recreation space

Figure 43: Public forums workshop live polling results

3.4 SURVEY COMPARISON

3.4.1 OVERVIEW

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

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

Statistically Valid Survey	Online Community Survey
• 352 households (Goal of 350)	• 123 responses
• Precision rate of at least +/- 5.0% at the 95% level of confidence	• No precision rate or level of confidence due to there being no selection criteria for respondents
• Residents were able to return the survey by mail, by phone or completing it online	•Asked same questions as the Statistically Valid Survey
• Only scientific & defensible method to understand community needs	• Provides further insight on community expectations
• Translation services available in multiple languages including Spanish.	• Available in English and Spanish

The following sections present a side-by-side comparison of survey results. All areas of congruence (in terms of order or response percentage range) are shaded in each table. Blue identified responses at least 10% higher than the statistically valid survey, orange indicates responses 10% lower than the statistically valid survey, and **white** identifies similar percentage and/or unique responses. Below are some of the key takeaways from both the surveys.

Please note that percentages in tables may be lower or higher than 100% due to rounding.

3.4.2 KEY SURVEY COMPARISONS

PARKS & FACILITIES USE

USE OF PARKS AND RECREATION FACILITIES

Respondents were asked to indicate their use of District parks/facilities during the past year. The table below outlines the top five facilities used during the past year among SVS and OCS respondents. Both survey groups used the same top five facilities, but in different capacities.

Statistically Valid Survey	**Online Community Survey**
1. Recreation Center (34%)	1. Recreation Center (76%)
2. Summerlakes Park (31%)	2. Warrenville Community Building (61%)
3. Warrenville Community Building (29%)	3. Fitness Now (58%)
4. Sesqui Park (26%)	4. Summerlakes Park (44%)
5. Fitness Now (23%)	5. Sesqui Park (29%)

NUMBER OF VISITS

Respondents were asked to indicate how often they visited District parks and/or facilities during the past 12 months. The spread between both survey groups was similar in terms of how often they visited, and the majority of respondents visited 2-4 times per week.

Statistically Valid Survey	**Online Community Survey**
1. 2-4 times a week (32%)	1. 2-4 times a week (37%)
2. Less than once a month (24%)	2. Less than once per month (22%)
3. 1-3 times a month (22%)	3. Once a week (17%)
4. Once a week (15%)	4. 5+ times a week (12%)
5. 5+ times a week (7%)	5. 5 times a month (10%)

NEED FOR FACILITIES/AMENITIES

Respondents were asked to indicate their household needs for recreation facilities and amenities. "Multi-use paved trails" and "Indoor walking/jogging track" ranked in the top two for both SVS and OCS respondents, though OCS responses were at a higher percentage. SVS respondents also indicated a need for "large community parks" and "picnic areas & shelter", while OCS identified "Indoor recreation facility" and "open space and conservation areas" in their top five household needs for recreation facilities and amenities.

Statistically Valid Survey	**Online Community Survey**
1. Multi-use paved trails (68%)	1. Multi-use paved trails (80%)
2. Indoor walking/jogging track (49%)	2. Indoor walking/jogging track (76%)
3. Large community parks (49%)	3. Indoor recreation facility (72%)
4. Open space & conservation areas (47%)	4. Large community parks (64%)
5. Picnic areas & shelters (47%)	5. Open space and conservation areas (63%)

PARKS AND FACILITIES USAGE BARRIERS

When asked what barriers respondents faced for using District parks or recreation facilities, SVS and OCS responses were similar with one deviation between both. OCS respondents indicated "other" (41%) as the top barrier, while SVS respondents indicated "financial barriers" (7%) which ranked fifth among their top five barriers. Using an open-ended format, we were able to gain more insight into the OCS' "other" selection which indicated health concerns, outdated/limited fitness equipment, and lack of time/interest as barriers to using parks and recreation facilities.

Statistically Valid Survey	**Online Community Survey**
1. Lack of features we want to use (23%)	1. Other (41%)
2. Not aware of parks' or trails' locations (19%)	2. Not aware of parks' and trails' locations (29%)
3. Use parks/trails in other park districts (16%)	3. Lack of features we want to use (29%)
4. Lack of restrooms (11%)	4. Lack of restrooms (16%)
5. Financial barriers (7%)	5. Use parks/trails in other park districts (13%)

MOST IMPORTANT PARKS AND RECREATION FACILITIES AND AMENITIES

Respondents were asked to rank their topmost important recreation facilities and amenities. Results were fairly dissimilar among the groups. Of the top five, SVS and OCS respondents shared "Multi-use paved trails" and "Indoor walking/jogging track".

ETC Statistically Valid Survey	**SurveyMonkey** Online Community Survey
1. Multi-use paved trails (40%)	1. Indoor recreation facility (46%)
2. Indoor walking/jogging track (25%)	2. Indoor walking/jogging track (37%)
3. Open space & conservation areas (25%)	3. Multi-use paved trails (35%)
4. Small neighborhood parks (20%)	4. Large community parks (21%)
5. Water play feature (18%)	5. Pickleball courts (17%)

3.4.3 PARK AND RECREATION PROGRAMS USE

RECREATION PROGRAM PARTICIPATION

Respondents were asked to describe how often they participated in District programs and events over the last two years. The majority of respondents participated in 2-6 programs over the last two years.

ETC Statistically Valid Survey	**SurveyMonkey** Online Community Survey
1. 2-3 (44%)	1. 2-3 (34%)
2. 4-6 (22%)	2. 4-6 (24%)
3. 7+ (22%)	3. One (22%)
4. One (12%)	4. 7+ (20%)

RECREATION PROGRAMS/EVENTS QUALITY

When rating the quality of District programs and events, respondents were asked to select "excellent", "good", "fair", and "poor". The overwhelming majority of respondents in both surveys rated programs/events as "good" or "excellent" with similar percentages.

ETC Statistically Valid Survey	**SurveyMonkey** Online Community Survey
1. Good (49%)	1. Excellent (48%)
2. Excellent (42%)	2. Good (45%)
3. Fair (8%)	3. Fair (6%)
4. Poor (1%)	4. Poor (2%)

PROGRAM PARTICIPATION BARRIERS

The top five barriers to participation in recreation programs/events "Program times not convenient" was shared in the top two for both survey groups and had the same percentage of respondents represented (31%). The OCS group deviated from SVS results by indicating "other" one of their top five barriers. Open-ended responses indicated the following: Covid/health concerns, time constraints, lack of interest, prefer drop-in fitness instead of signing up ahead, and classes skewed towards youth/senior, but not enough in the middle.

ETC **Statistically Valid Survey**	SurveyMonkey **Online Community Survey**
1. Too busy/not interested (35%)	1. Program times not convenient (31%)
2. Program times are not convenient (31%)	2. Other (30%)
3. Program not offered (17%)	3. Too busy/Not interested (27%)
4. Fees are too high (14%)	4. Program not offered (16%)
5. I don't know what's offered (12%)	5. I don't know what is offered (12%)

PROVIDERS USED FOR RECREATION PROGRAMS

Respondents from both surveys utilized 4 out of 5 of the same agencies most often, in different capacities, with "Warrenville Park District" and "Forest Preserve District" as the top two most used. OCS respondents used the District in a higher capacity than SVS users. The two groups differ in that SVS respondents indicated they use "Private businesses/clubs/recreation facilities" (27%) whereas OCS respondents used "Homeowners' associations/apartment complex" (23%). Both fell in the fifth spots for their respective groups.

ETC **Statistically Valid Survey**	SurveyMonkey **Online Community Survey**
1. Forest Preserve District (76%)	1. Warrenville Park District (69%)
2. Warrenville Park District (49%)	2. Forest Preserve District (60%)
3. Neighboring park districts/communities (46%)	3. Neighboring park districts/communities (42%)
4. Illinois State parks (38%)	4. Illinois State parks (25%)
5. Private businesses/clubs/recreation facilities (27%)	5. Homeowners' associations/apartment complex (23%)

RECREATION PROGRAM NEEDS

When asked to indicate their top needs for recreation programs, respondents all shared a common need for "Adult fitness & wellness programs", "Community special events", "senior fitness & wellness programs", and "Cultural enrichment programs/events". The two groups differ in that SVS respondents indicated a need for "Nutrition/cooking programs for all ages" and OCS respondents indicated a need for "Walk/run/marathon events".

Statistically Valid Survey	**Online Community Survey**
1. Adult fitness & wellness programs (56%)	1. Adult fitness and wellness programs (81%)
2. Community special events (51%)	2. Community special events (71%)
3. Senior fitness & wellness programs (32%)	3. Cultural enrichment programs/events (61%)
4. Cultural enrichment programs/events (32%)	4. Senior fitness and wellness programs (48%)
5. Nutrition/cooking programs for all ages (24%)	5. Walk/run/marathon events (38%)

RECREATION PROGRAMS THAT ARE MOST IMPORTANT

When asked what the most important recreation programs/events were, respondents top three were "Adult fitness & wellness", "Community special events", and "Senior fitness & wellness" and both groups also identified "Water fitness programs/lap swimming" although in different ranked orders. The two groups differ in that SVS respondents felt that "Senior trips" were important, while OCS respondents thought that "Fitness coach/personal training programs" were important.

Statistically Valid Survey	**Online Community Survey**
1. Adult fitness & wellness programs (36%)	1. Adult fitness & wellness programs (58%)
2. Community special events (31%)	2. Community special events (31%)
3. Senior fitness & wellness programs (21%)	3. Senior fitness & wellness programs (27%)
4. Water fitness programs/lap swimming (14%)	4. Fitness coach/personal training programs (16%)
5. Senior trips (14%)	5. Water fitness programs/lap swimming (16%)

WAYS HOUSEHOLDS LEARN ABOUT PROGRAMS AND EVENTS

Respondents were asked to indicate the ways they learn about District programs and events. The chart below highlights the top five for both SVS and OCS respondents. Respondents to both surveys shared 4 out of 5 of the same methods, differing in that SVS respondents indicated they learn about programs via "Facebook", whereas OCS respondents listed the "Park District website".

Statistically Valid Survey	**Online Community Survey**
1. Park District program guide (69%)	1. Park District program guide (67%)
2. Direct mailers (59%)	2. Email/eBlasts from Park District (63%)
3. Banners at parks or Park District facilities (39%)	3. Direct mailers (49%)
4. Facebook (36%)	4. Park District website (42%)
5. Email/eblasts from Park District (34%)	5. Banners at parks or Park District facilities (37%)

PREFERRED COMMUNICATION METHODS

In addition to asking how respondents learn about programs and events, they were also asked to indicate their preferred method of communication for learning about programs and events. SVS respondents' responses indicate that there is alignment between how they are currently learning about programs and events and how they would prefer to receive information, with the exception of the District website, which is a top five preference, but ranks 6th for how they are getting information. OCS responses are also congruent with how they currently receive information, with the exception of "Banners at parks or Park District facilities" which was not one of their top five most preferred methods of getting information.

Statistically Valid Survey	**Online Community Survey**
1. Park District program guide (69%)	1. Park District program guide (62%)
2. Direct mailers (41%)	2. Email/eBlasts from Park District (57%)
3. Email/eBlasts from Park District (36%)	3. Park District website (36%)
4. Facebook (32%)	4. Facebook (27%)
5. Park District website (28%)	5. Direct mailers (25%)

IMPROVEMENT ACTIONS RESPONDENT ARE MOST WILLING TO FUND

The top five actions respondents were most willing to fund are outlined below. Respondents shared some of the responses including "Add more trees/shade structures", "Add restrooms at select parks", and "Add water play feature". SVS respondents would be more willing to fund improvements of existing parks, and the development/expansion of an indoor recreation facility, while OCS respondents would be more willing to fund the development/expansion of areas of leisure games/activities and the development/expansion of an inclusive playground.

Statistically Valid Survey	Online Community Survey
1. Improve existing parks in general (38%)	1. Add more trees/shade structures to parks (44%)
2. Add more trees/shade structures to parks (33%)	2. Add restrooms at select parks (41%)
3. Add water play feature (32%)	3. Add water play feature (40%)
4. Add restrooms to select parks (29%)	4. Develop/expand areas for leisure games/activities (38%)
5. Develop/expand indoor recreation facility (25%)	5. Develop/expand inclusive playground (34%)

MAXIMUM AMOUNT OF ADDITIONAL TAX REVENUE SPENDING

When asked the maximum amount of additional tax dollars respondents were willing to spend, between $3-$6 was the majority of responses from both surveys.

Statistically Valid Survey	**Online Community Survey**
1. $5-$6 per month (25%)	1. $5-$6 per month (27%)
2. $3-$4 per month (24%)	2. $3-$4 a month (25%)
3. Nothing (21%)	3. $9+ per month (21%)
4. $9+ per month (19%)	4. $7-$8 per month (14%)
5. $7-$8 per month (11%)	5. Nothing (13%)

HOUSEHOLD PERCEPTION OF VALUE

When asked how their perceptions of the value of parks, trails, open space, and recreation has changed given the Covid-19 pandemic the majority of respondents indicated "no change", "somewhat increased" or "significant increase".

Statistically Valid Survey	**Online Community Survey**
1. No change (39%)	1. Somewhat increased (36%)
2. Significant Increase (31%)	2. Significant increase (33%)
3. Somewhat increased (24%)	3. No change (30%)
4. Somewhat decreased (3%)	4. Somewhat decreased (1%)
5. Significant decrease (2%)	5. Significantly decreased (0%)

FUNDING BASED ON PERCEPTION

Based on their perception of the District given the Covid-19 pandemic, respondents were asked how they would want the District to fund future parks, recreation, trails, and open space needs. The majority of all respondents indicated they would want to maintain or increase funding.

Statistically Valid Survey	**Online Community Survey**
1. Maintain funding (44%)	1. Increase funding (46%)
2. Increase funding (38%)	2. Maintain funding (38%)
3. Not sure (14%)	3. Not sure (15%)
4. Reduce funding (4%)	4. Reduce funding (1%)

LEVEL OF SATISFACTION WITH OVERALL VALUE OF THE DISTRICT

Survey participants were asked to rate their satisfaction with the value provided by the District. The findings reveal that 86% of OCS respondents chose either "Very satisfied" or "Somewhat satisfied," indicating higher satisfaction levels compared to the 62% of SVS respondents who selected the same options.

Statistically Valid Survey	Online Community Survey
1. Somewhat satisfied (45%)	1. Very satisfied (45%)
2. Neutral (27%)	2. Somewhat satisfied (41%)
3. Very satisfied (17%)	3. Neutral (11%)
4. Somewhat dissatisfied (8%)	4. Very dissatisfied (2%)
5. Very dissatisfied (2%)	5. Somewhat dissatisfied (1%)

3.4.4 DEMOGRAPHICS COMPARISON

HOUSEHOLD AGES

The chart below represents the age makeup of respondents' households including themselves and shows that the overall age distribution is similar between both groups of respondents.

Ages	Statistically Valid Survey	Online Community Survey
Under 19	25%	31%
20-34	14%	11%
35-54	30%	20%
55+	32%	38%

DEMOGRAPHICS - GENDER

The chart below shows that there is an overrepresented number of respondents identifying as female who took the OCS as compared to the SVS.

The OCS results exclude "prefer not to answer" responses as they were not included in the SVS survey.

Statistically Valid Survey	Online Community Survey
1. Female (51%)	1. Female (69%)
2. Male (49%)	2. Male (27%)
3. Non-binary (1%)	3. Non-binary (0%)

YEARS LIVED IN WARRENVILLE DISTRICT BOUNDARIES

The surveys show a relatively equal representation among respondents. The highest percentages are among newer residents (0-5 years) and long-term residents (30+ years).

Years	ETC Statistically Valid Survey	Online Community Survey
0-5 years	20%	26%
6-10 years	17%	16%
11-15 years	9%	7%
16-20 years	11%	12%
21-30 years	22%	16%
31+ years	22%	22%

RACE/ ETHNICITY

The OCS shows an overrepresentation of respondents who identified themselves as "White" as compared to the SVS. Additionally, there is an underrepresentation of respondents who identified as "Hispanic, Spanish, or Latino/a/x".

Race	ETC Statistically Valid Survey	Online Community Survey
Asian or Asian Indian	7%	1%
Black or African American	5%	1%
Hispanic, Spanish, or Latino/a/x	19%	5%
Native Hawaiian or other Pacific Islander	1%	0%
Other	1%	1%
White	80%	93%

3.4.5 FINDINGS

Below is a summary of key findings identified after analyzing information from both the SVS and OCS responses.

- **Survey Respondents**: As indicated in the responses, 86% of OCS respondents indicated that they are "somewhat" or "very" satisfied with the value they receive from the District, while only 62% of SVS respondents indicated the same. Typically, those who participate in the OCS are currently engaged users and tend to have a higher interest in what is happening. Whereas respondents to an SVS are more likely non or limited-capacity users and thus are a better representation of the community.

- **Use of Parks and Recreation Facilities:** The top five most used District facilities among both sets of survey respondents are: Fitness Now, Recreation Center, Sesqui Park, Summerlake's Park, and Warrenville Community Building.

- **Need for Facilities**: The top four needs identified by both groups were: Indoor walking/jogging track, Large community parks, Multi-use paved trails, and Open space and conservation areas.

- **Parks and Facilities Barriers**: OCS respondents' top ranked barrier was "other". Upon review of the open-ended responses to this selection, it was found that the following are barriers to OCS respondents: Health concerns, Lack of time/interest, Outdated/limited fitness equipment.

- **Program Participation Barriers**: 30% of OCS respondents selected "other" as a top barrier for program/event participation. The open-ended responses indicated the following barriers: Classes skewed towards youth/seniors, Covid/health concerns, Lack of interest, Prefer to drop-in instead of sign-up in advance for fitness classes, and Time constraints.

- **Providers Used:** Respondents identified Warrenville Park District and the Forest Preserve District as the top two organizations used for recreation programs.

- **Recreation Program Needs:** The top four needs identified by both groups were: Adult fitness & wellness programs, Community special events, Cultural enrichment programs/events, and Senior fitness & wellness programs.

- **Programs that are Most Important**: Respondents' top three most important programs were: Adult fitness & wellness, Community special events, and Senior fitness & wellness.

- **Communication**: Respondents from both groups both prefer to receive information and are currently receiving information about District offerings through the program guide.

- **Funding & Improvements:** Respondents of both surveys indicated that they would be willing to spend a maximum of between $3-$6 more per month in additional taxes to support the District. They also indicated they would like to see maintained or increased funding to support future parks, recreation, trails, and open space needs.

- **Overall Value Satisfaction:** 89% of SVS respondents indicated they were either neutral, somewhat, or very satisfied compared to 97% of OCS respondents who said the same in terms of their overall satisfaction with the value they receive from the District.

3.5 STATISTICALLY VALID NEEDS ANALYSIS SURVEY

3.5.1 OVERVIEW

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

3.5.2 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in the Warrenville Park District. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at WarrenvilleParksSurvey.org.

After the surveys were mailed, ETC Institute followed up by sending text messages and mailing postcards to encourage participation. The text messages and postcards contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Warrenville from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

The goal was to complete a minimum of 350 completed surveys from Park district residents. The goal was met with 352 completed surveys collected. The overall results for the sample of 352 households have a precision of at least +/-5.0 at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey (Section 2)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs (Section 3)
- Benchmarks comparing Warrenville results to national averages (Section 4)
- Tabular data showing the overall results for all questions on the survey (Section 5)
- Responses to open-ended questions (Section 6)
- A copy of the survey instrument (Section 7) The major findings of the survey are summarized on the following pages.

3.5.3 PARK DISTRICT PARKS AND FACILITIES USE

USE OF PARKS AND FACILITIES

Respondents were asked to indicate if their household had used any of the 8 Warrenville parks or facilities listed within the past year. The highest number of respondents (34%) visited the recreation center followed by Summer lakes Park (31%) and the Warrenville Community Building (29%). Respondents most often visited parks/recreation facilities 2-4 times a week (32%), less than once a month (24%), or 1-3 times a month (22%).

RATING CONDITION OF PARKS AND FACILITIES

Respondents were then asked to rate the condition of the 8 Warrenville parks or facilities. The parks or facilities rated the highest were the recreation center, Fitness Now, and Sesqui Park (all with 94% of respondents rating either "excellent" or "good").

BARRIERS TO USE

The main reasons why people didn't use the parks and recreation facilities in Warrenville more often were as follows: 23% of the respondents said that there weren't enough features that they wanted to use, 19% said that they didn't know where the parks or trails were located, and 16% said that they preferred to use parks and trails in other park districts.

BENEFITS OF THE PARK DISTRICT

Respondents were asked to assess their level of agreement on 13 statements regarding the benefits of the Warrenville Park District. Respondents most often agreed (by choosing either "strongly agree" or "agree") that the park district preserves open space & protects the environment (85%), makes Warrenville a more desirable place to live (80%), and is age-friendly and accessible to all age groups (75%).

3.5.4 WARRENVILLE PARKS AND RECREATION PROGRAMS USE

USE OF PROGRAMS

Respondents were asked to indicate if their household participated in any Parks and Recreation programs during the past 2 years. Fifty-two percent (52%) of respondents had participated. Of those participants, 44% did 2-3 programs and 44% did more than four programs. Ninety-one percent (91%) of participant respondents rated the programs as either excellent (42%) or good (49%).

ORGANIZATIONS USED FOR RECREATION

Respondents were asked to indicate which organizations their household had used for recreation activities. The highest number of respondents had used the Forest Preserve district (76%), Warrenville Park District (49%), and neighboring park districts/communities (46%).

BARRIERS TO PARTICIPATION

Respondents were asked to select all the reasons they had not participated in Warrenville recreation programs more often. Respondents most often listed that they were too busy/not interested (35%), inconvenient program times (31%), and desired program not offered (17%) and as their major barriers.

WAYS HOUSEHOLDS LEARN ABOUT PROGRAMS AND EVENTS

Respondents were asked to select all the ways they learned about Warrenville Park District programs and events. The highest number of respondents received communication via the program guide (69%), direct mailers (59%), and banners at parks or Park District facilities (39%). Respondents were then asked to rank their top 3 preferred communication methods to learn about programs and events. These were the top three selected choices:

- Warrenville Park District Program Guide (64%)
- Direct Mailers (41%)
- Email/eBlasts from Park District (36%)

3.5.5 VALUE, FUNDING, AND IMPROVEMENTS

LEVEL OF SATISFACTION

Respondents were asked to indicate their level of satisfaction with the overall value their household receives from Warrenville Park District. Sixty-two percent (62%) of respondents said they were either very satisfied (17%) or somewhat satisfied (45%).

PERCEPTION CHANGES DUE TO COVID-19

Respondents were asked to indicate to what extent their household's perception of the value of parks, trails, open spaces, and recreation has changed given the COVID-19 Pandemic. Thirty-nine percent (39%) felt there was no change in their perception, 31% said it significantly increased, and 24% said it somewhat increased. Based on respondent's perception of value, the highest number of respondents (44%) feel funding for parks and recreation should stay the same followed by 38% believing it should increase.

FUNDING ALLOCATION

Respondents were asked to choose how they would allocate funds for parks and recreation improvements if provided a $100 budget. By average allocated, improvements/maintenance of existing parks/pools/recreation facilities ($38.77) received the highest amount of funding followed by acquisition of new park land & open space ($22.26) and development of new indoor recreation facilities ($20.50). The highest percentage of respondents (25%) would be willing to pay $5-6 a month in additional taxes followed by $3-4 a month (24%) or nothing (21%).

SUPPORT FOR IMPROVEMENTS

Respondents were asked rate their level of support for 17 potential improvement actions by the Warrenville Park District. Respondents most supported (rating "very supportive" or "somewhat supportive") improving existing parks in general (84%), adding restrooms to select parks (79%), and adding more trees/shade structures to parks (77%). Respondents were then asked to select the top four improvements their household would be most willing to fund. These were the items selected most often:

- Improve existing parks in general (38%)
- Add more trees/shade structures to parks (33%)
- Add water play feature (32%)
- Add restrooms to select parks (29%)

3.5.6 FACILITY AND AMENITY NEEDS

FACILITY/AMENITY NEEDS

Respondents were asked to identify if their household needed any of the listed 30 parks and recreation facilities/amenities and how satisfied they were with the ones they currently had. By examining the responses, the ETC Institute was able to determine which households in the community had the highest "unmet" need for different facilities/amenities. The three parks and recreation facilities/amenities with the highest percentage of households that have an unmet need:

1. Water play feature– 1,514 households
2. Multi-use paved trails – 1,357 households
3. Outdoor adventure park – 1,305 households

The estimated number of households that have unmet needs for each of the 30 parks and recreation center amenities assessed is shown in *Figure 44*.

Q9d. Estimated Number of Households in Warrenville Whose Needs for Parks and Recreation Facilities and Amenities are 50% Met or Less

by number of households with need based on an estimated 5,068 households in the Warrenville Park District

Facility/Amenity	Households
Water play feature	1,514
Multi-use paved trails	1,357
Outdoor adventure park	1,305
Community gardens	1,256
Ice skating/hockey rink	1,105
Family restrooms	1,103
Open space & conservation areas	1,083
Environmental education center	1,027
Picnic areas & shelters	971
Park equipment for all abilities/all ages	963
Small neighborhood parks	928
Outdoor exercise/fitness equipment	899
Large community parks	887
Indoor walking/jogging track	866
Off-leash dog park	782
Indoor recreation facility	771
Pickleball courts	751
Expanded lighting & security	749
Indoor multi-purpose sports fields	700
Disc golf	549
Expanded parking	522
Indoor gym space	501
Before & after school/preschool area	431
Multi-use turf sports facility	425
Lighted sports fields	375
BMX park/pump track	358
Outdoor rectangular sports fields	347
Skateboard parks	303
Diamond sports fields	206
Cricket fields	46

Legend: Need 0% Met / Need 25% Met / Need 50% Met

Figure 44: Survey Question 9d

FACILITIES AND AMENITIES IMPORTANCE

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

1. Multi-use paved trails (40%)
2. Indoor walking/jogging track (25%)
3. Open space & conservation areas (25%)
4. Small neighborhood parks (20%)

The percentage of residents who selected each facility/amenity as one of their top four choices is shown in *Figure 45*.

Figure 45: Survey Question 10

PRIORITIES FOR FACILITY INVESTMENTS

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

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

- Multi-use paved trails (PIR= 189.6)
- Water plays feature (PIR= 145.1)
- Open space & conservation areas (PIR= 133.3)
- Indoor walking/jogging track (PIR= 120.9)
- Community gardens (PIR= 114.5)
- Small neighborhood parks (PIR= 112.2)
- Outdoor adventure park (PIR= 111.4)
- Picnic areas & shelters (PIR= 101.4)

Figure 46 shows the Priority Investment Rating for each of the 30 recreation facilities assessed on the survey.
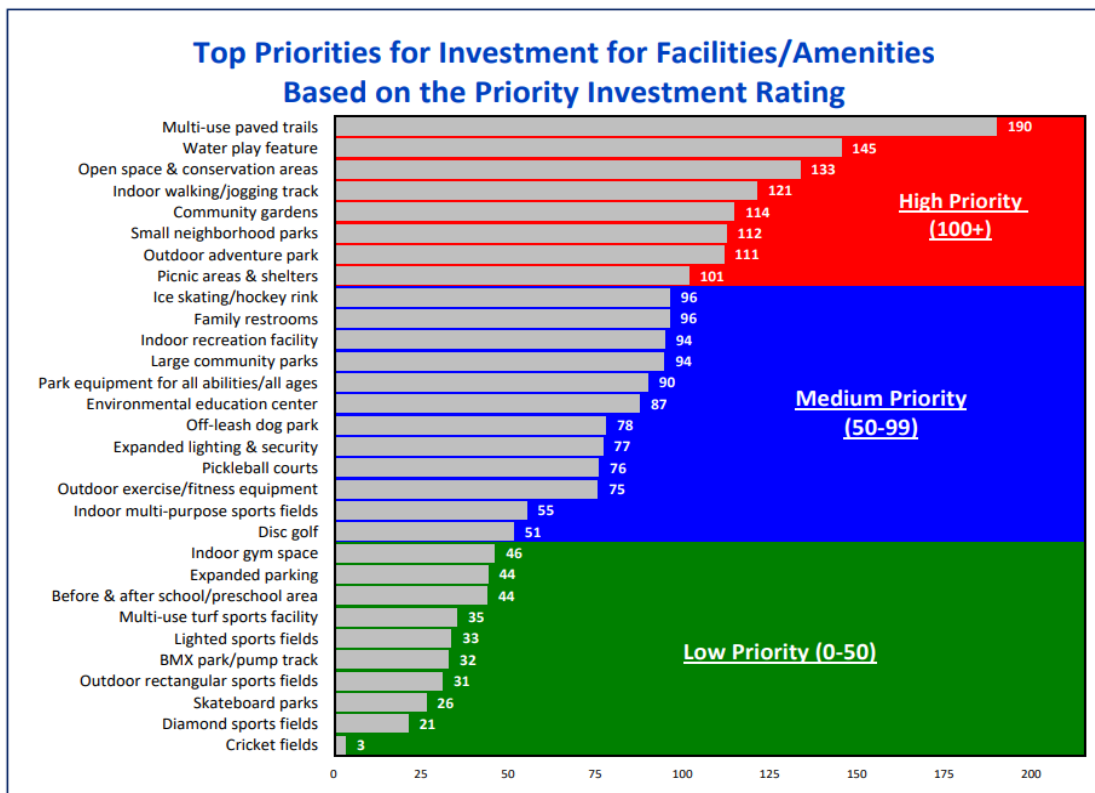
Figure 46: Top Priorities for Investment for Facilities/Amenities

3.5.7 WARRENVILLE PROGRAM NEEDS AND PRIORITIES

PROGRAM NEEDS

The survey asked the respondents whether they required any of the 32 programs and how satisfied they were with the current level of fulfillment of their needs. Based on this analysis, the ETC Institute was able to determine the number of households in the community that had the highest "unmet" need for different facilities/amenities. The three programs with the highest amount of households that have an unmet need:

1. Adult fitness and wellness programs – 1,462 households
2. Water fitness programs/lap swimming – 1,143 households
3. Senior fitness & wellness programs – 1,054 households

The estimated number of households that have unmet needs for each of the 32 parks and recreation programs assessed is shown in *Figure 47*.
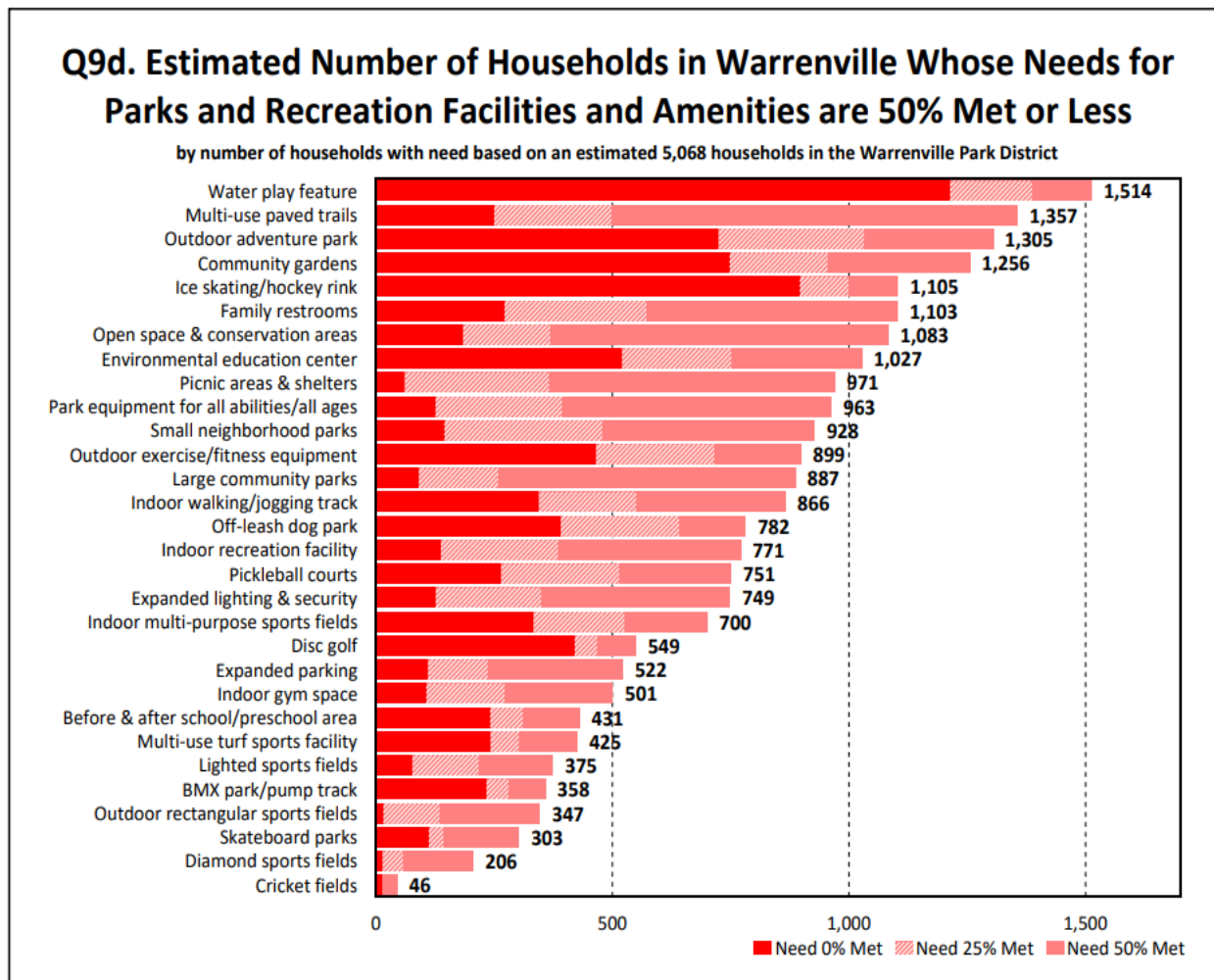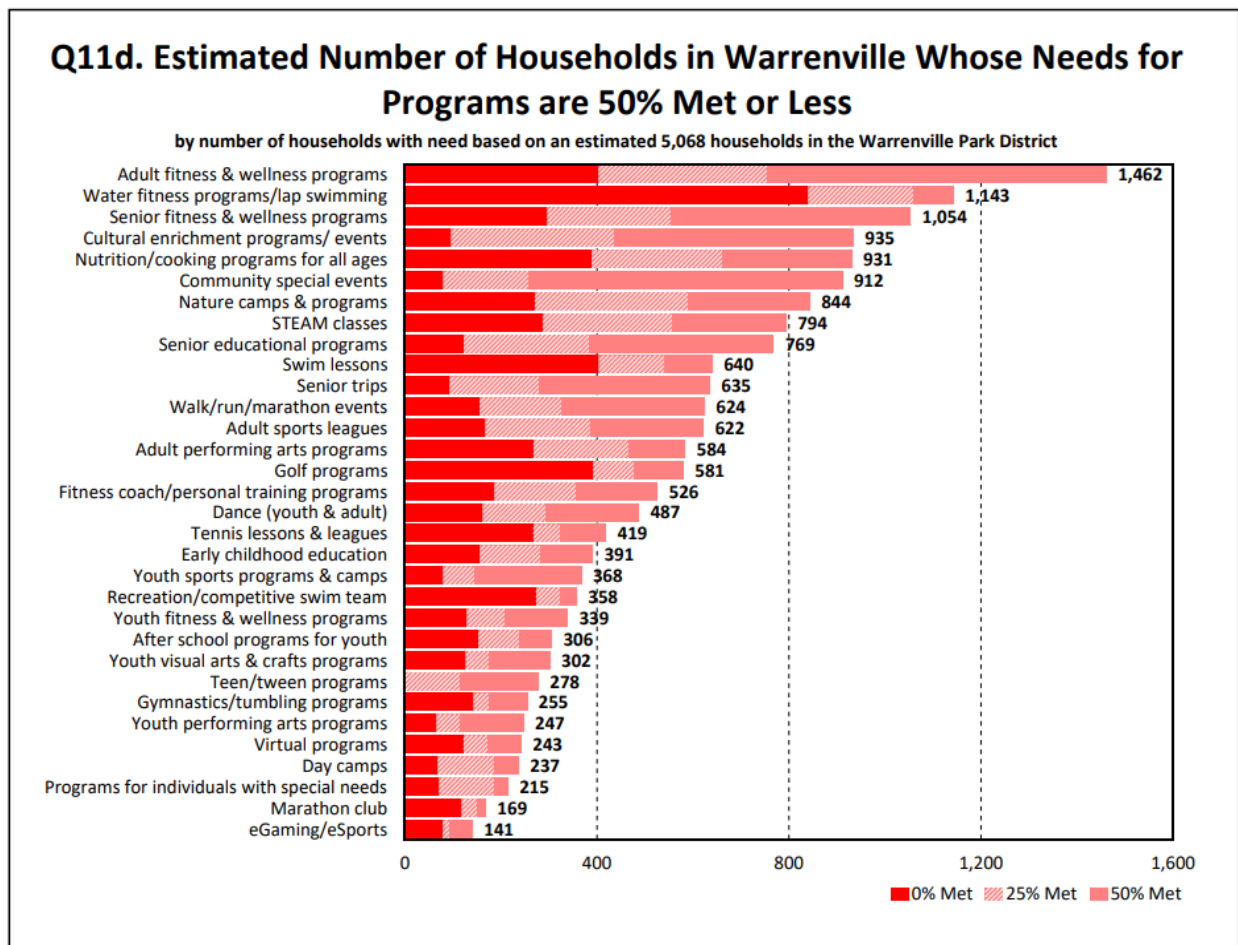

Figure 47: Survey Question 11d

PROGRAMS IMPORTANCE

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

1. Adult fitness & wellness programs (36%)
2. Community special events (31%)
3. Senior fitness & wellness programs (21%)
4. Water fitness programs/lap swimming (14%) and senior trips (14%)

The percentage of residents who selected each program as one of their top four choices is shown in *Figure 48*.
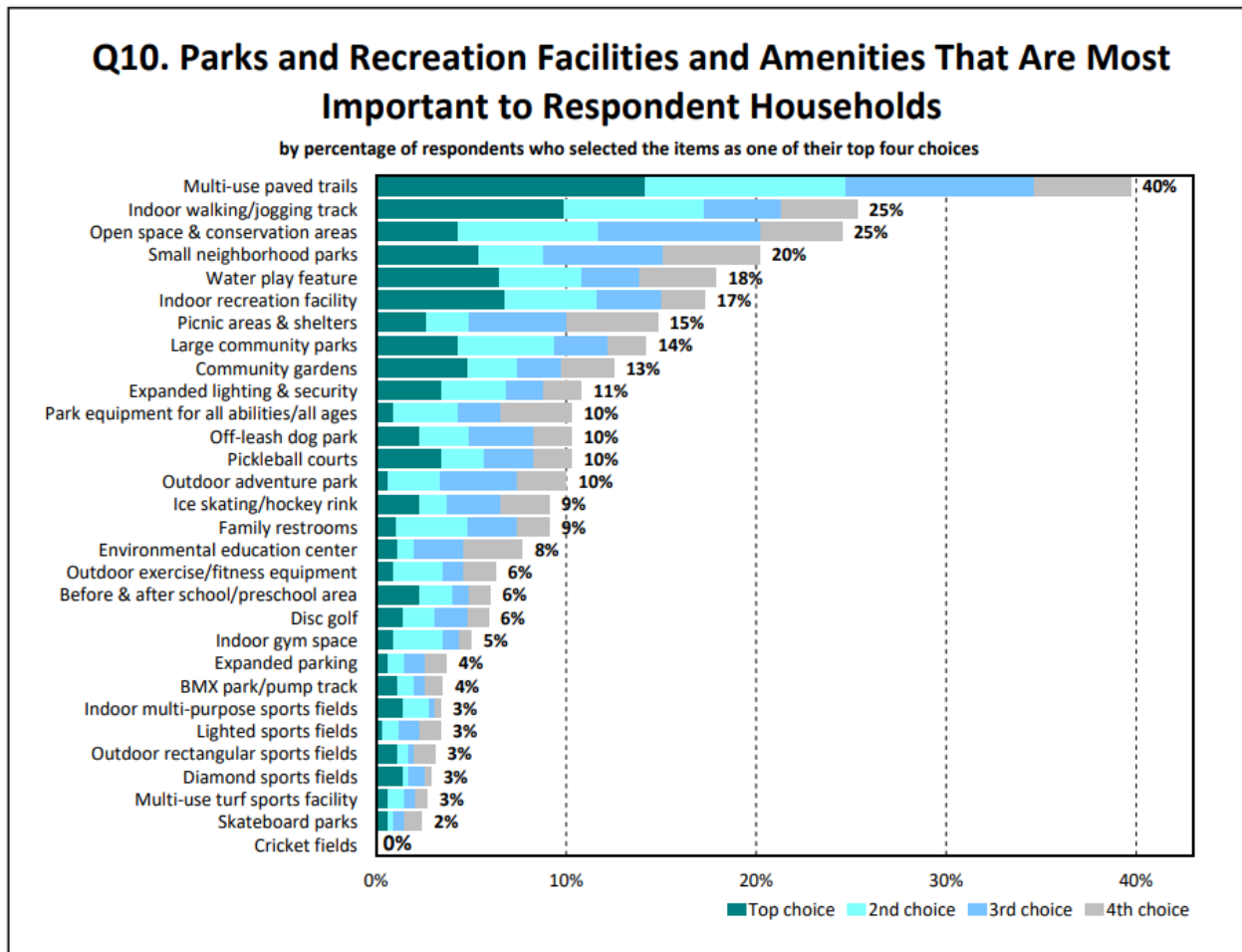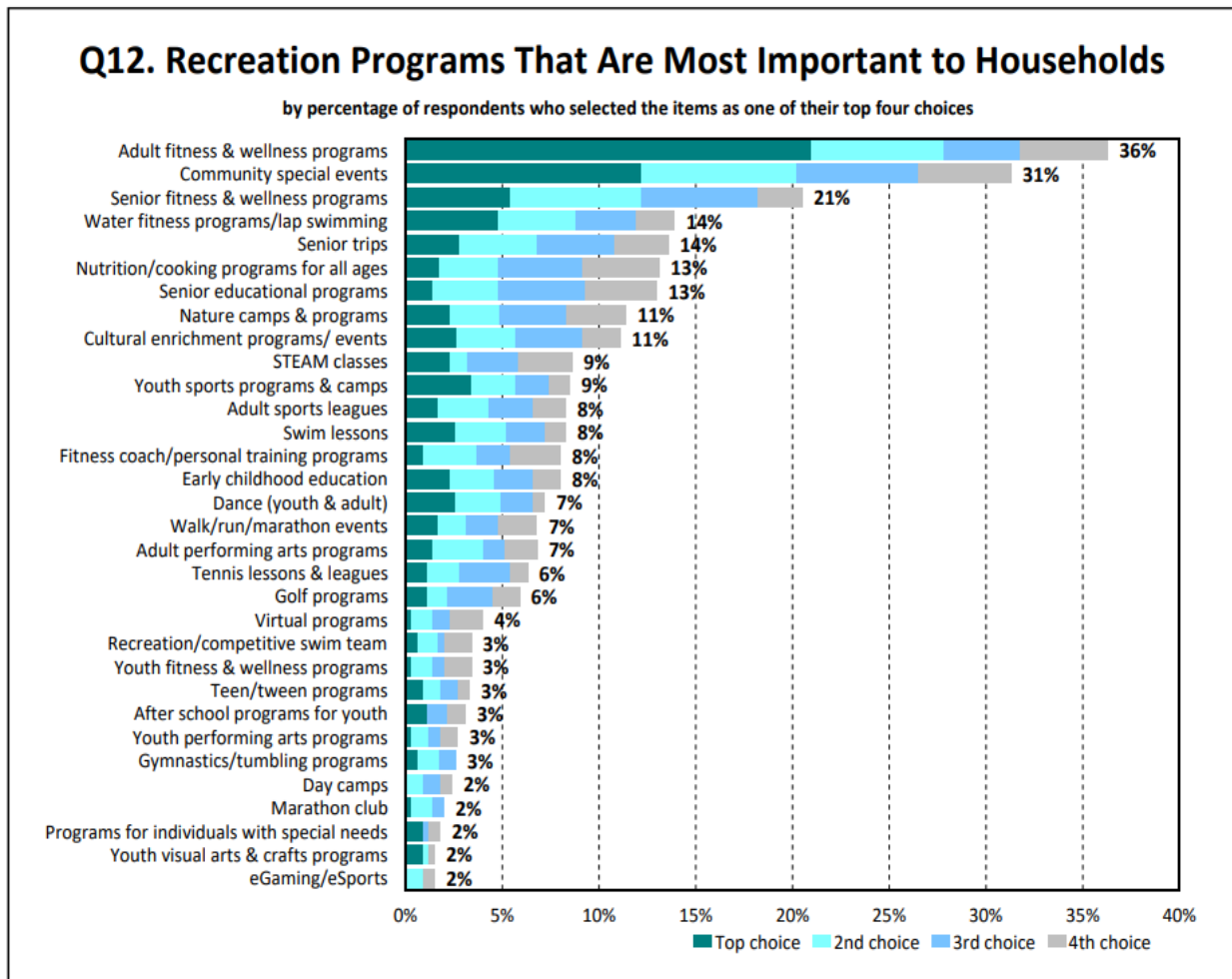

Figure 48: Survey Question 12

PRIORITIES FOR PROGRAM INVESTMENTS

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

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

- Adult fitness & wellness programs (PIR=200)
- Community special events (PIR=149)
- Senior fitness & wellness programs (PIR=129)
- Water fitness programs/lap swimming (PIR=117)
- Nutrition/cooking programs for all ages (PIR=100)

Figure 49 shows the Priority Investment Rating for each of the 32 programs assessed.
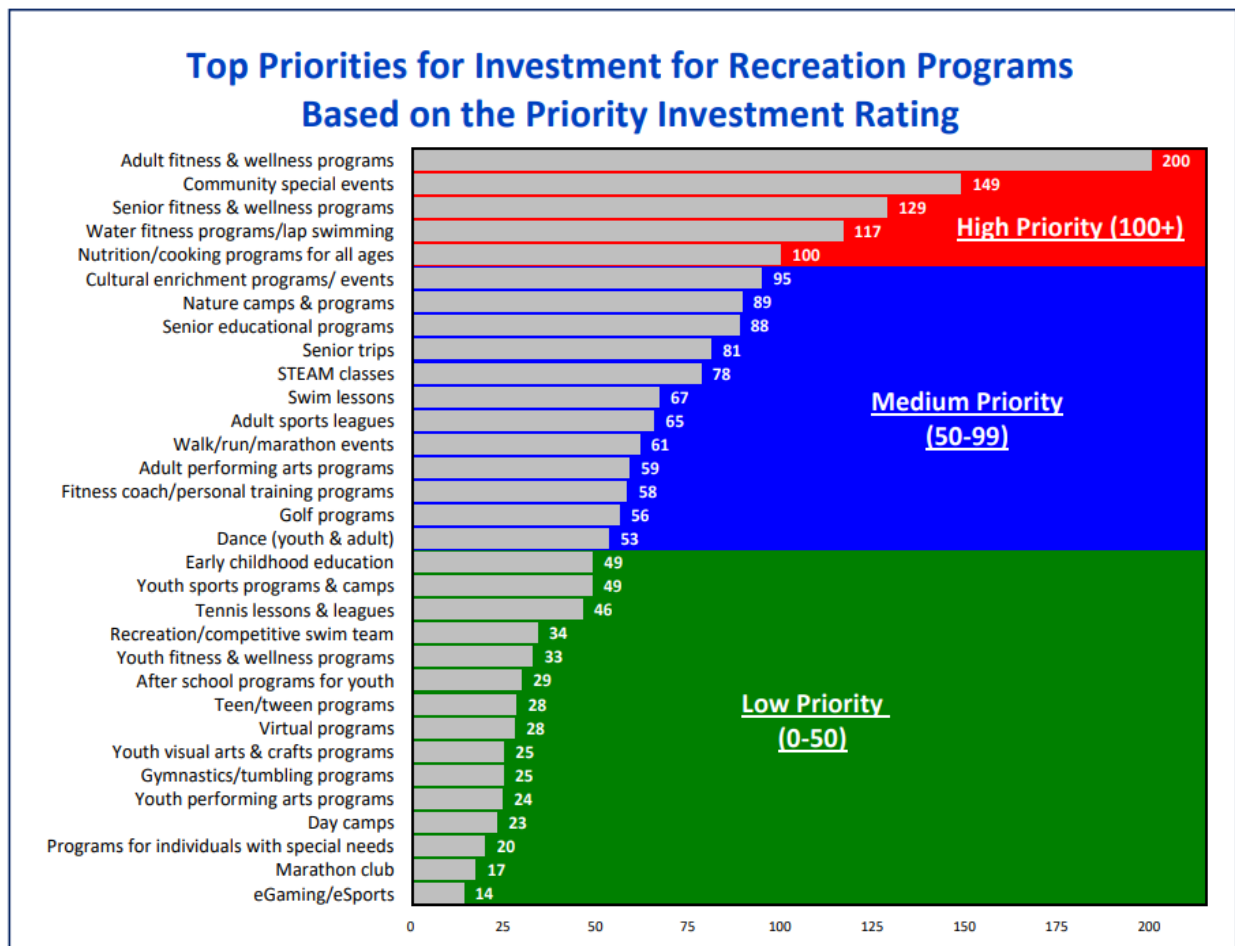
Figure 49: Top Priorities for Investment for Recreation Programs

3.6 CROWD SOURCING PROJECT WEBSITE

The consulting team designed and launched an ADA accessible, multi-lingual and mobile friendly project website warrenvilleparkplan.com to engage the community, update them on the plan and seek ongoing community feedback. The following are the website analytics for the duration of the project with 450+ new users visiting the website during the project.

Figure 50: Survey Website Screenshot
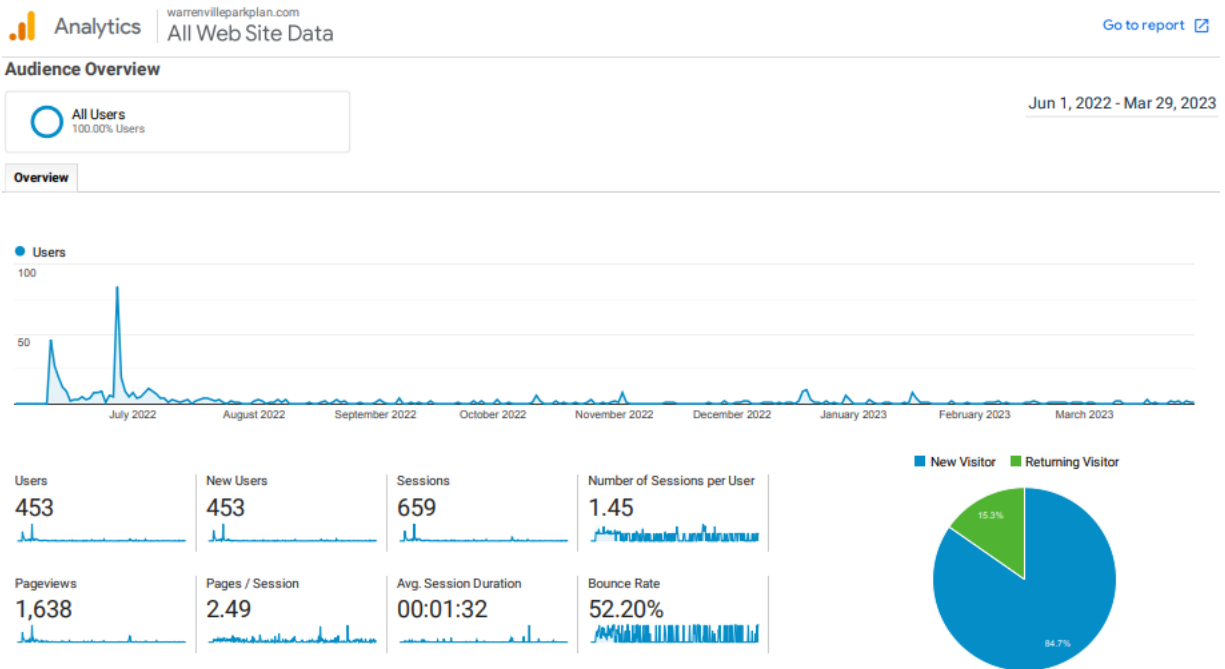
Figure 51: Website Analysis

73

CHAPTER FOUR – PARKS, FACILITIES, & RECREATION PROGRAM ASSESSMENT

4.1 PARKS AND FACILITIES INVENTORY ASSESSMENT

4.1.1 METHODOLOGY

For each asset in the Warrenville Park District, a grading standard has been assigned to the observed amenities within it. These scores are qualitative in nature and are determined based on the rigorous field observations of the personnel conducting the field inventory.

These categories were evaluated based on the individual asset's condition as opposed to the overall system during the inventory. If the condition of the exiting amenity and/ or facility was well below that of similar equipment in other parks, it was noted as such in the matrix. Number values were used to provide a numerical score for the park based on the number of opportunities and quality of opportunities offered.

The quality of each asset was evaluated as part of the on-site review and inventory. The following Parks and Facilities were reviewed during the inventory and assessment:

Recreation Center	Community Building
Maintenance Building	Bower School Field
Cerny Park	Grace Church Ballfields
Harding Field	Hubble School Field
Johnson School	Kiwanis Park
Lions Park	Plum Path Park
Sesquicentennial Park	Summerlakes Park
VFW Ballfield	Woodland School Field

Figure 52: Parks & Facilities Assessed

4.1.2 THE FOLLOWING SCORING SYSTEM WAS USED

GRADE 'A' / EXCELLENT
Criteria to meet this category include:

• Excellent condition or new / like new in early life-cycle.

• No obvious issues could be found.

• Operating / functioning as intended.

GRADE 'B' / GOOD
Criteria to meet this category include:

• Finishes may be weathered with minor issues.

• General purpose maintenance or cleaning may be needed.

• Good condition, relatively new or well maintained.

• Issues do not affect operation / function to any noticeable degree.

• Some minor aesthetic deterioration related to typical wear and tear.

GRADE 'C' / FAIR
Criteria to meet this category include:

• Fair condition or more noticeable deterioration.

• Issues are noticed by many visitors, but do not dissuade use.

• Maintenance and improvements are needed to ensure elements continue to function appropriately.

• Operation / function is impacted, but impacts are still limited to a few elements.

GRADE 'D' / POOR

Criteria to meet this category include:

• Issues are obvious to users and may discourage use.

• Operation / function is highly impacted and may hinder usability.

• Poor condition or very noticeable deterioration.

• Significant maintenance or replacements needed to prevent conditions from becoming critical.

GRADE 'F' / CRITICAL

Criteria to meet this category include:

• Critical condition or severe deterioration.

• Damages could be harmful causing visitors to avoid use.

• Issues prevent much or all of the operation or functionality.

• Maintenance will not be sufficient to alleviate problems, requiring replacement to remedy issues.

4.1.3 EVALUATION

It is important to note that the consultant team conducted in-person site assessments of Warrenville Park District parks and facilities over the summer of 2022. This assessment establishes a baseline understanding and a "snapshot" in time of the system's existing conditions, facilities, and amenities. This assessment does not account for additions and improvements to the system that were not completed in the 2022 fiscal year or other improvements to the system that have occurred since the site assessments were conducted, thus some recommendations or findings may have been addressed by the adoption of this master plan.

Evaluations are summarized per location in three categories of 'Strengths', 'Challenges', and 'Opportunities'. The first category of 'Strengths' outlines some of the assets of the park or facility that are most influential to raise the overall Facility Rating. 'Challenges' are identified problems that may make it difficult to implement repairs, renovations, or additions to parks or facilities, or are concerns to users' health and safety that should be addressed as soon as possible. Finally, 'Opportunities' are suggestions based on the previous two categories combined with community input, level of service analysis, and professional design opinion. Items in this category are not necessary to the continued use of the park or facility, but are intended to improve ratings, provide additional amenity, or improve on existing conditions.

4.1.4 FINDINGS

The Warrenville Park District has an excellent system of parks with quality facilities and amenities. The overall maintenance of the district ensures parks and amenities are available to as many members of the community as possible with the limited land available. The following are the findings and initial observations as part of this assessment:

- • District facilities maximize use of available space to provide as many opportunities as possible
- • General accessibility throughout the District is well maintained and planned
- • Landscape is well maintained in all parks, but lacks variation and interest
- • Many parks have access to parking spaces for increased accessibility
- • Many playground containment borders are in various states of disrepair, damage, or settling

- Most ballfields are aged with worn fencing and dugout areas
- Most of the site pavement throughout the District is well maintained and ADA accessible
- Multiple courts and playgrounds were lacking benches for users
- Park open space is well-maintained and capable of being utilized for multiple purposes
- Park property limits are generally clearly defined
- Parks are clean, user-friendly, and well-maintained
- Parks generally have ample shade and seating opportunities, often with small shelters and tables
- Playground equipment is aged and worn, but well-maintained enough to greatly extend equipment longevity.
- Portable toilets are provided in lieu of utilizing built restrooms but do not create the same level of comfort as dedicated restroom facilities
- Quality maintenance of existing infrastructure and utilities have prolonged the lifetime of many of the District's buildings and park assets
- Some parks provide access to drinking water with outdoor drinking fountains
- Storage throughout the facilities is nearly maxed out for equipment and documents.
- The District operates and maintains many athletic fields that are not owned by the District, and subsequently expends significant time and resources into maintenance of these properties
- There are multiple unique assets throughout the District including a wetland overlook, challenge course, skate park, batting cages, outdoor fitness equipment, and more
- Where possible, parks are connected to regional trail systems to create interconnectivity through the community

4.1.5 RECOMMENDATIONS

The general recommendations for the Park District fall into two categories; 'Maintain' and 'Expand'. Each of these categories has its own value and level of importance and should both be utilized in order to allow the District to flourish in its services and opportunities provided to the community. 'Maintain' refers to recommendations required to preserve the District's current assets and value, holding to the standard that the community has come to expect and rely on the Park District for. Recommendations to 'Expand' are determined by Level of Service, community wants and needs, and opportunities the District has to increase its impact on the community. These recommendations should be evaluated by the Park District on a regular basis to determine current opportunities, if there's available budget, and possible alternatives. The following are the general recommendations for maintaining and expanding within the District:

RECOMMENDATIONS TO MAINTAIN OR REPLACE
- Add variation in landscape throughout parks, especially at signage opportunities
- Clean and resurface ballfields
- Establish a policy or timeline to stagger replacements of aging playground equipment
- Install benches at courts where seating is currently not present
- Install key fob security system at facilities
- Purchase additional maintenance equipment / vehicles
- Remove Sesquicentennial Park volleyball court
- Renovate Recreation Center locker room plumbing
- Renovate Recreation Center preschool room
- Repair / replace damaged challenge course components

• Repair walkways and surfaces that have accessibility concerns
• Replace ballfield fencing, dugouts, and benches
• Replace Community Building and Maintenance Shop air conditioning and furnace
• Replace Community Building gymnasium floor
• Replace fitness equipment over time as needed
• Replace furnishings in damaged or poor condition
• Replace Recreation Center gymnasium furnace
• Replace remaining facility lighting with LED fixtures
• Replace rubber and plastic playground containment boarders with concrete curb
• Resurface athletic courts
• Resurface Recreation Center parking lot

RECOMMENDATIONS TO EXPAND

• Convert excess ballfields to utilize for other outdoor spaces and athletic opportunities
• Create a centralized baseball / softball 'core' at Summerlakes Park
• Install additional outdoor water fountains
• Install additional pickleball courts
• Install educational signage throughout the District and at natural areas
• Install fenced dog park
• Install nature walk at Summerlakes Park
• Install outdoor splash pad / spray park
• Install Women's or unisex restroom at Maintenance Shop
• Obtain additional parkland, utilizing grant opportunities and partnerships with other agencies
• Replace all trash drums with trash / recycling receptacle
• Replace portable toilets with built restroom facilities
• Seek additional storage opportunities for maintenance equipment and recreation / office equipment

4.1.6 EVALUATION EXAMPLES

Figure 53 demonstrates a sample park assessment, in this case, Recreation Center. To see the assessments of each individual park and facility, please refer to .

Figure 53: Recreation Center Evaluation

4.2 FACILITY CLASSIFICATIONS & LEVEL OF SERVICE STANDARDS

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

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

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

Warrenville Level of Service Standards

Park Type	2022 Inventory											2022 Needs			2027 Needs		
	Warrenville Park District	City of Warrenville	Schools	Other Service Provider	Total Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
Pocket Parks	0.42		-	-	0.42	0.03	acres per	1,000	0.10	acres per	1,000	Need Exists	1	Acre(s)	Need Exists	1	Acre(s)
Neighborhood Parks	3.00	3.65	11.10	2.00	19.75	1.43	acres per	1,000	1.75	acres per	1,000	Need Exists	4.5	Acre(s)	Need Exists	5	Acre(s)
Community Parks	30.00	6.28	-	-	36.28	2.62	acres per	1,000	2.50	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Open Space	-			-	-	-	acres per	1,000	0.20	acres per	1,000	Need Exists	3	Acre(s)	Need Exists	3	Acre(s)
Total Developed Park Acres	**33.42**	**9.93**	**11.10**	**2.00**	**56.45**	**4.07**	**acres per**	**1,000**	**4.55**	**acres per**	**1,000**						
Undeveloped Parks	-	-	-	-	-	-	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Total Park Acres	**33.42**	**9.93**	**11.10**	**2.00**	**56.45**	**4.07**	**acres per**	**1,000**	**4.55**	**acres per**	**1,000**						
TRAILS:																	
Trails (paved and unpaved)	1.10	0.66	-	5.50	7.26	0.52	mile per	1,000	0.40	mile per	1,000	Meets Standard	-	Mile(s)	Meets Standard	-	Mile(s)
OUTDOOR AMENITIES:																	
Basketball Courts	2	1	1.00	-	4.00	1.00	court per	3,464	1.00	court per	4,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
Tennis Courts	2	0	-	-	2.00	1.00	court per	6,928	1.00	court per	8,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
Dedicated Pickleball Courts	1	0	-	-	1.00	1.00	court per	13,856	1.00	court per	5,000	Need Exists	2	Court(s)	Need Exists	2	Court(s)
Diamond Fields	5	2	3.00	2.50	12.70	1.00	field per	1,091	1.00	field per	4,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Multi-purpose Rectangular Fields	0	0	2.40	4.50	6.90	1.00	field per	2,008	1.00	field per	4,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Playgrounds	5	1	1.00	-	7.00	1.00	site per	1,979	1.00	site per	2,500	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Picnic Shelters / Pavilions	4	3	-	-	7.00	1.00	site per	1,979	1.00	site per	2,500	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Outdoor Swimming Pools	0	0	-	-	-	1.00	site per	n/a	1.00	site per	50,000	Need Exists	0.3	Site(s)	Need Exists	0.3	Site(s)
Skate Spot	1	0	-	-	1.00	1.00	site per	13,856	1.00	site per	40,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Splash Pads / Spray Park	0	0	-	-	-	1.00	site per	n/a	1.00	site per	25,000	Need Exists	1	Site(s)	Need Exists	1	Site(s)
Dog Parks	0	0	-	-	-	1.00	site per	n/a	1.00	site per	15,000	Need Exists	1	Site(s)	Need Exists	1	Site(s)
INDOOR AMENITIES:																	
Indoor Aquatic Space	-	-	-	-	-	-	SF per	person	0.50	SF per	person	Need Exists	6,928	Square Feet	Need Exists	7,179	Square Feet
Indoor Recreation Space	40,623	-	9,227	-	49,850	3.60	SF per	person	2.00	SF per	person	Meets Standard	-	Square Feet	Meets Standard	-	Square Feet

2022 Estimated Population	13,856
2027 Estimated Population	14,357

Figure 54: Level of Service Standards

4.3 GEOGRAPHICAL ANALYSIS THROUGH MAPPING

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

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

Figure 55 shows the service area maps that were developed for each of the major assets:

District GIS Mapping	
Parkland	
Community Parks	Neighborhood Parks
Trails	
Trails (Paved and Unpaved)	
Outdoor Amenities	
Diamond Fields	Picnic Shelters/Pavilions
Basketball Courts	Playgrounds
Multi-Purpose Rectangular Fields	Skate Spot
Pickleball Courts	Pocket Parks
Tennis Courts	
Indoor Facilities	
Indoor Recreation Space	

Figure 55: District GIS Mapping

The source for the population used for standard development is the estimated 2020 population as reported by Environmental Systems Research Institute, Inc. (ESRI). The shaded areas within the Equity Maps indicate the service level (i.e., the population being served by that park type/amenity) as outlined in **Section 4.3**.

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

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

4.3.1 BASKETBALL COURTS
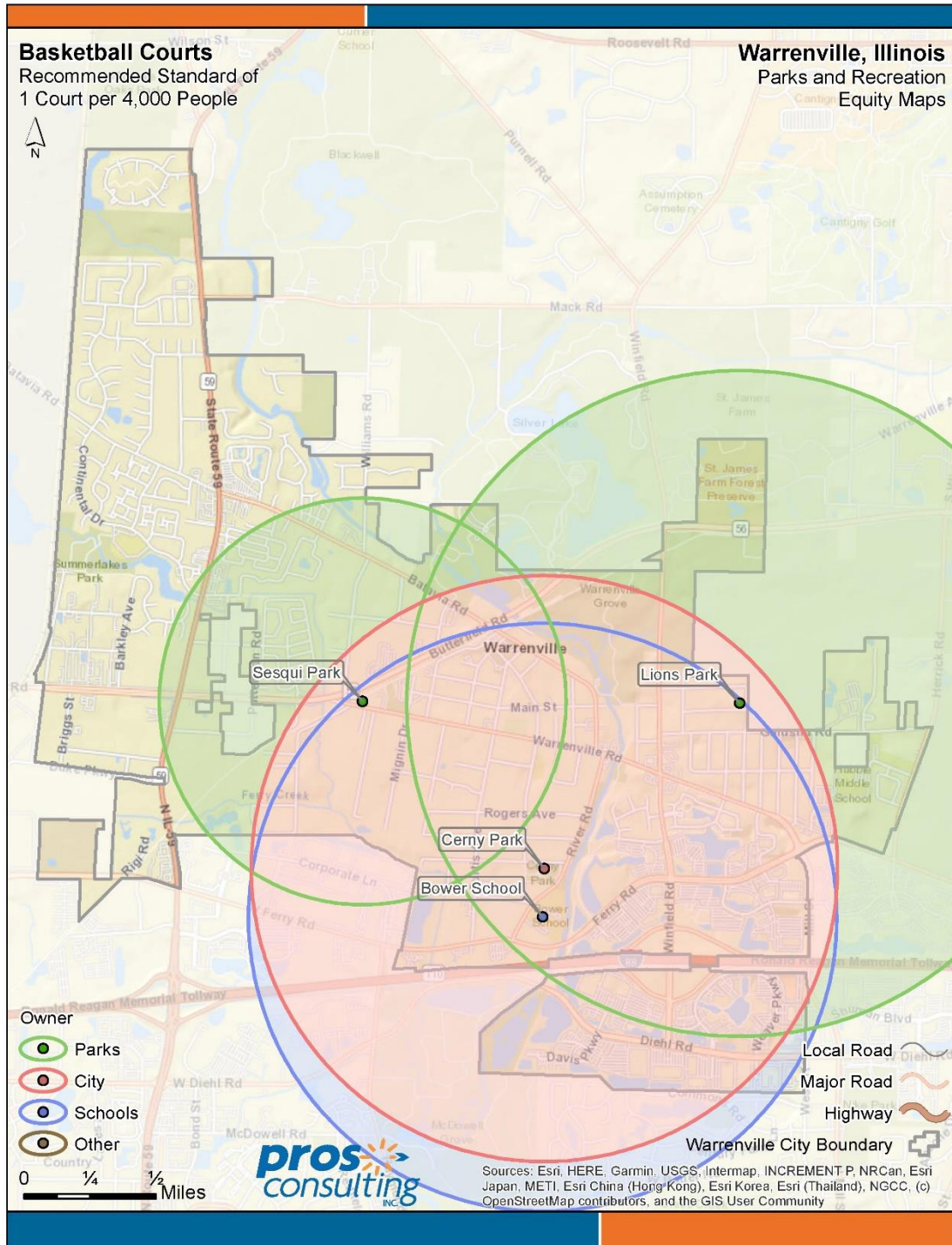
Figure 56: Basketball Courts

4.3.2 COMMUNITY PARKS
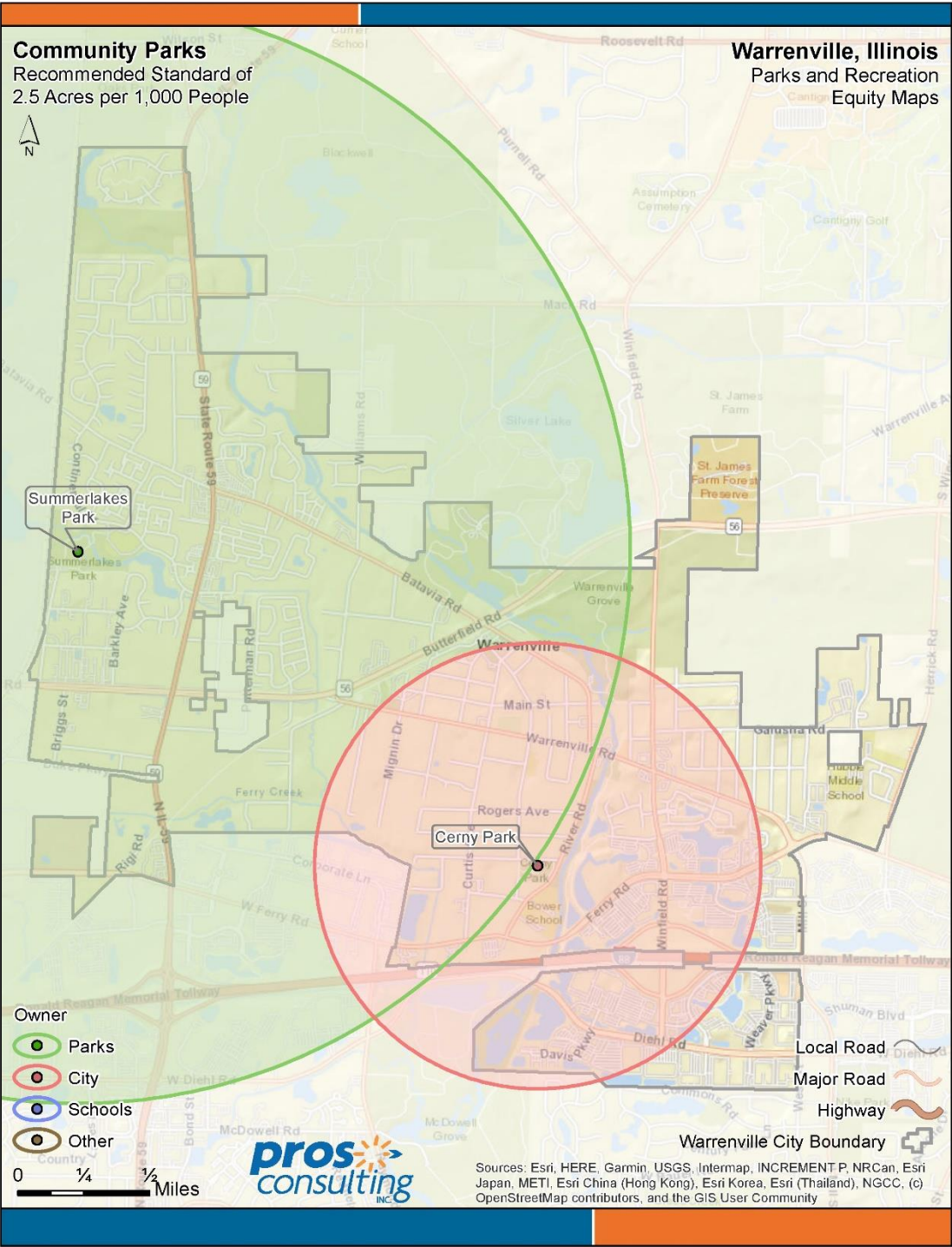
Figure 57: Community Parks

4.3.3 DIAMOND FIELDS
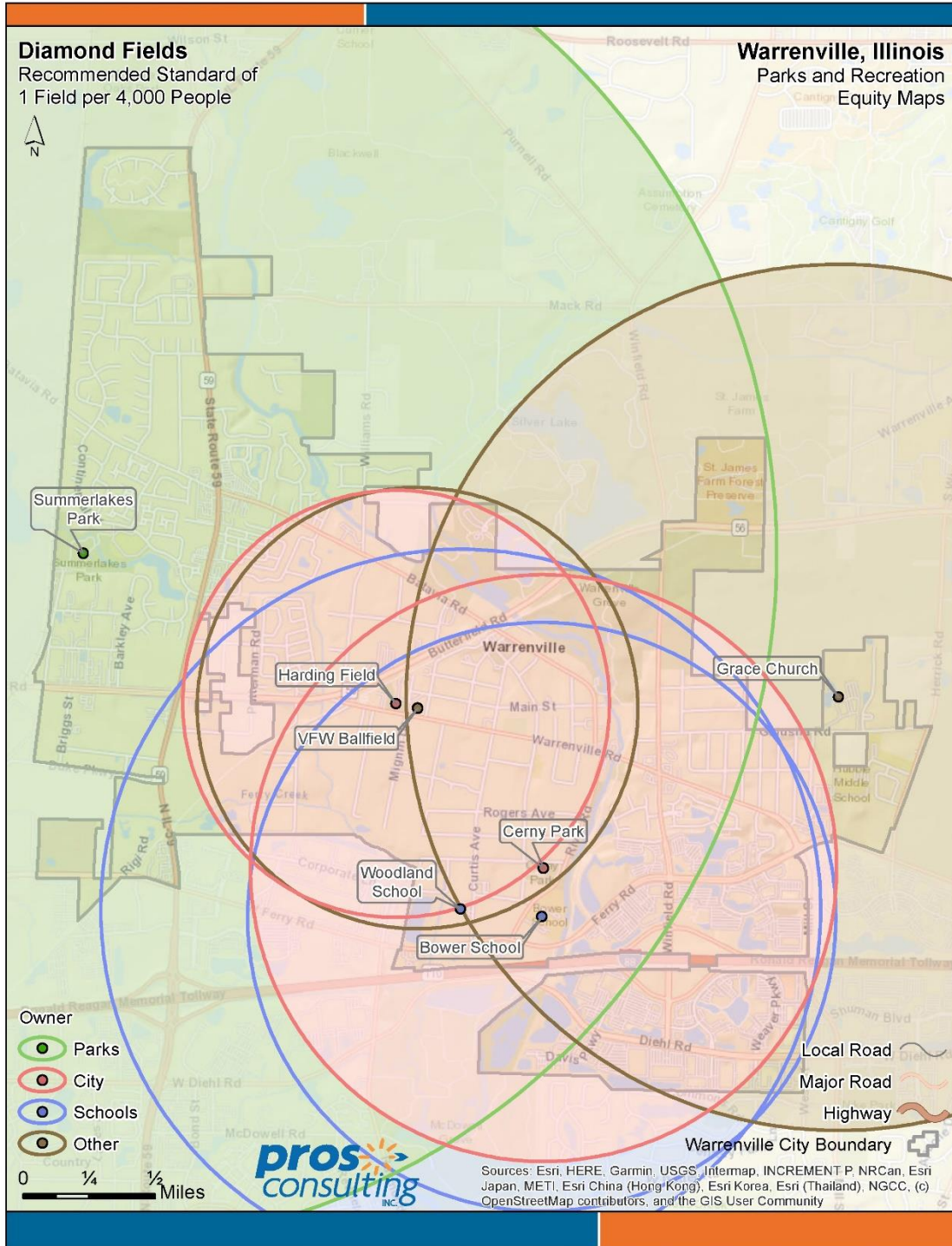
Figure 58: Diamond Fields

83

4.3.4 INDOOR RECREATION SPACE
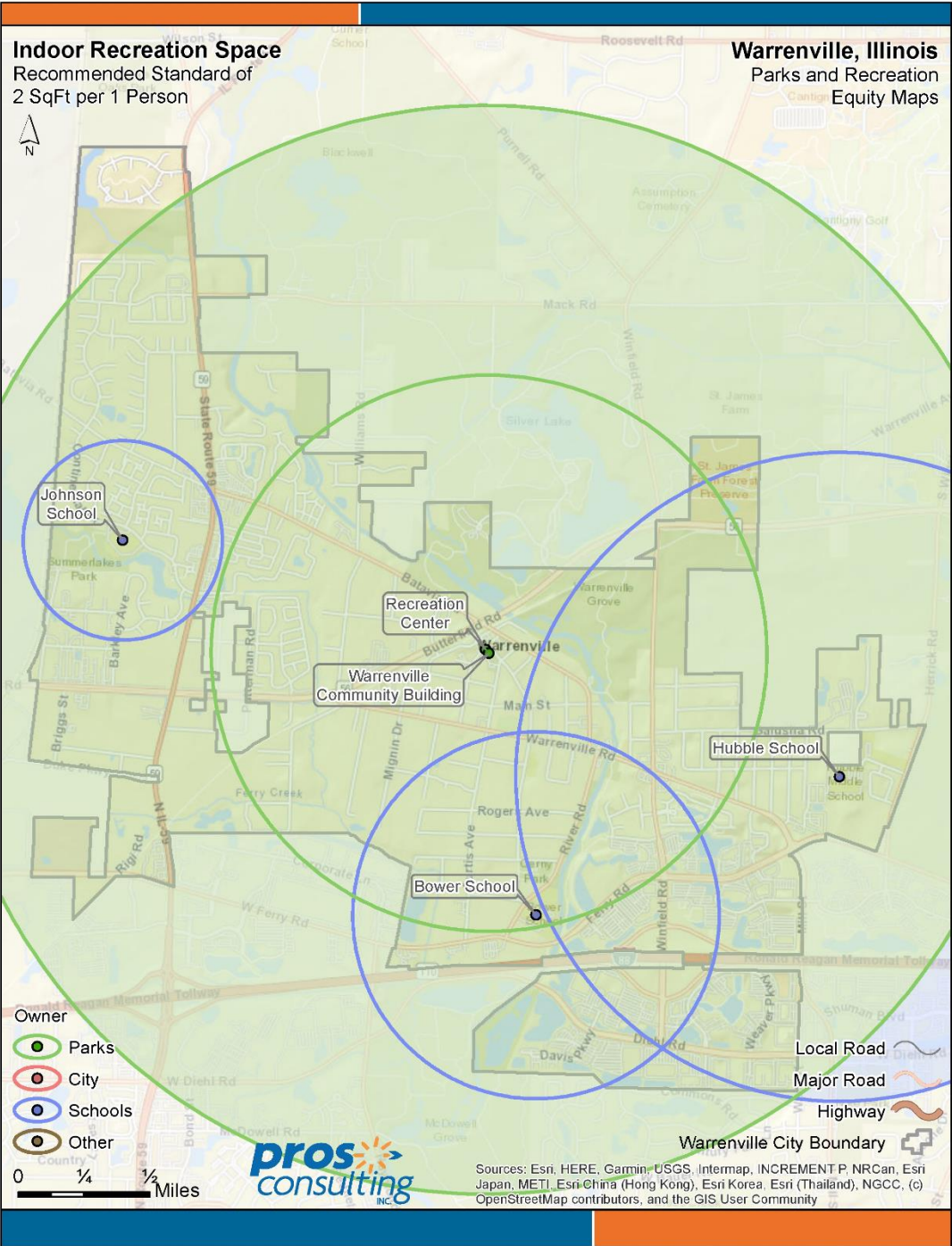
Figure 59: Indoor Recreation Space

4.3.5 MULTI-PURPOSE RECTANGULAR FIELDS
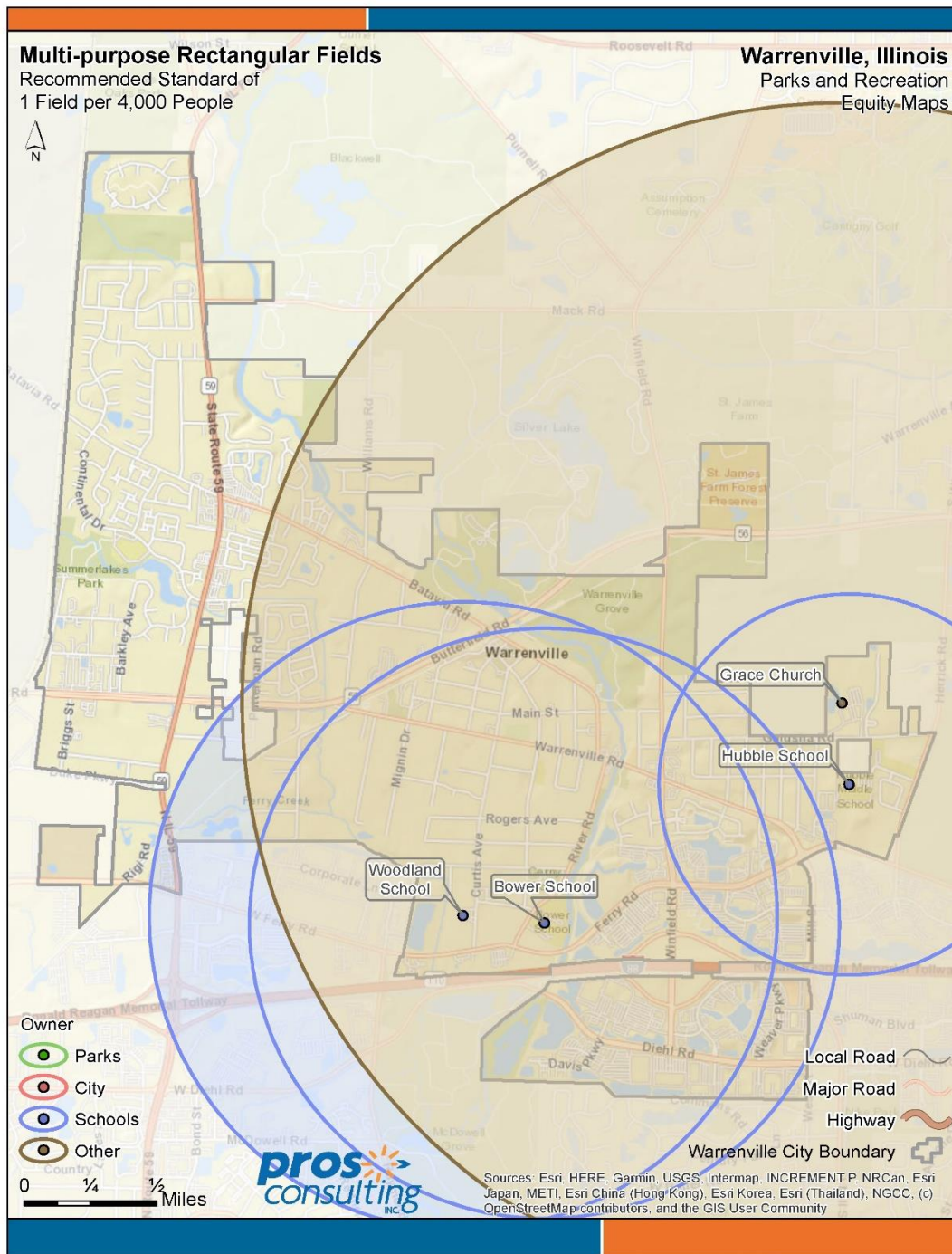
Figure 60: Multi-Purpose Rectangular Fields

4.3.6 NEIGHBORHOOD PARKS
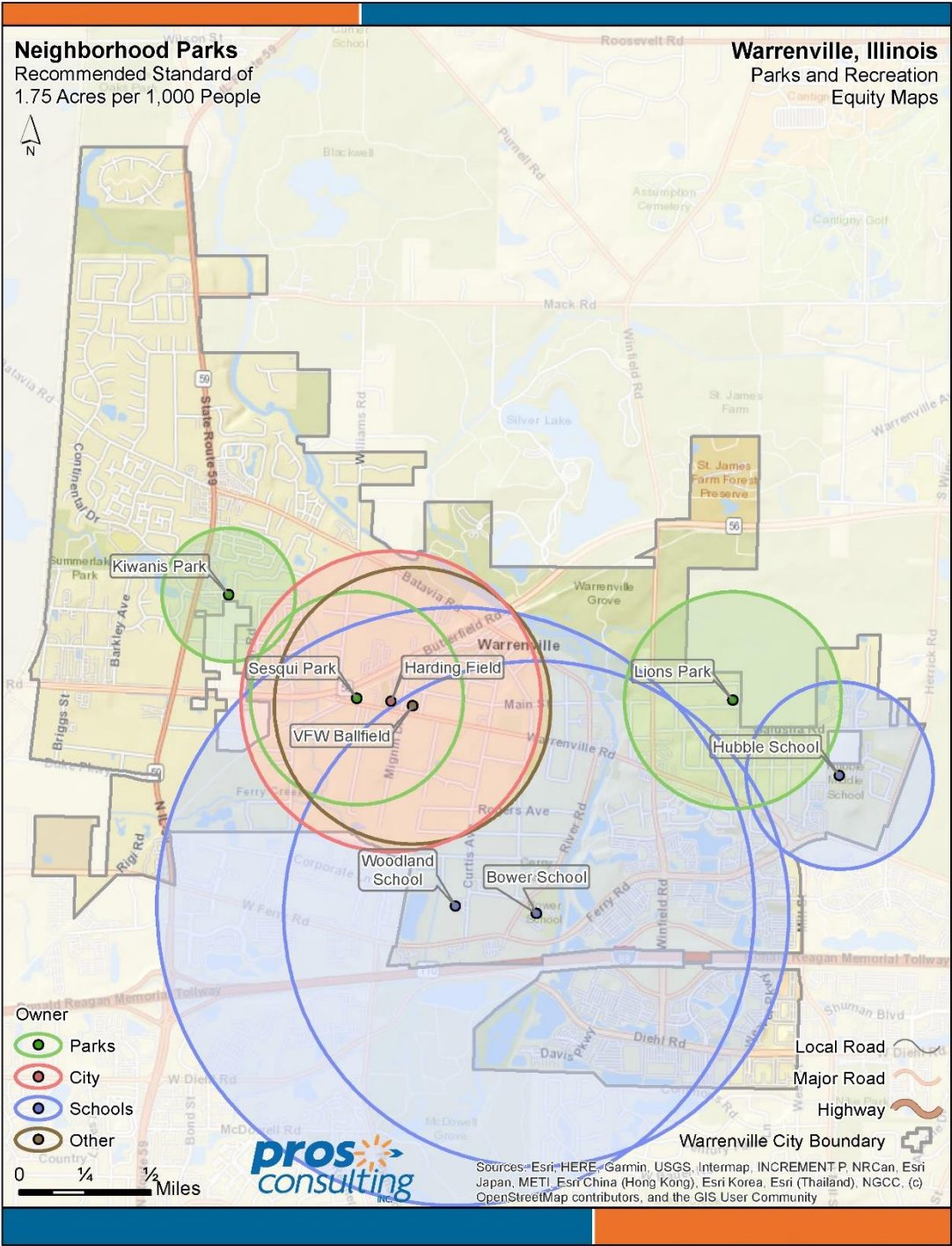
Figure 61: Neighborhood Parks

4.3.7 DEDICATED OUTDOOR PICKLEBALL COURTS
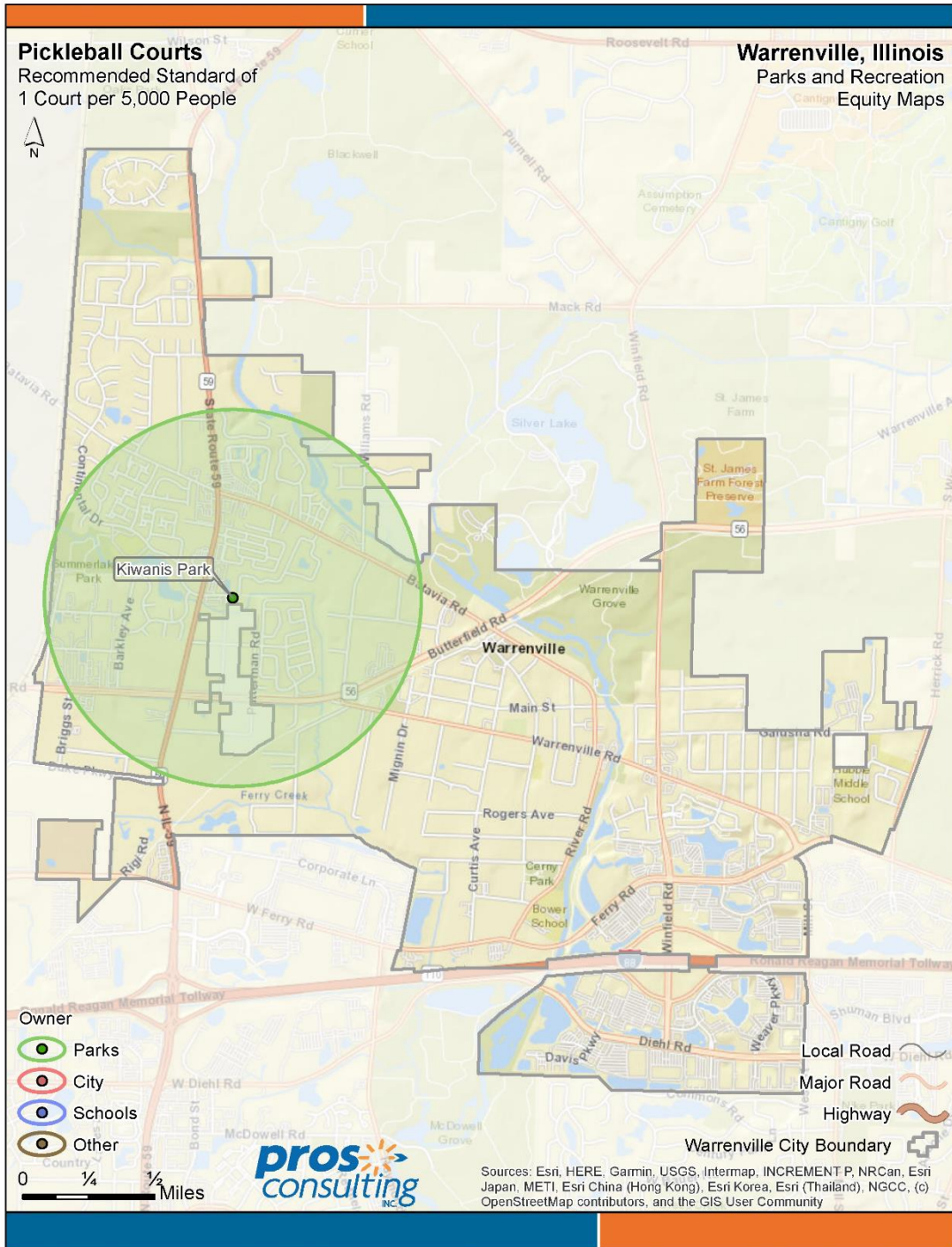
Figure 62: Pickleball Courts

4.3.8 PICNIC SHELTERS/PAVILIONS
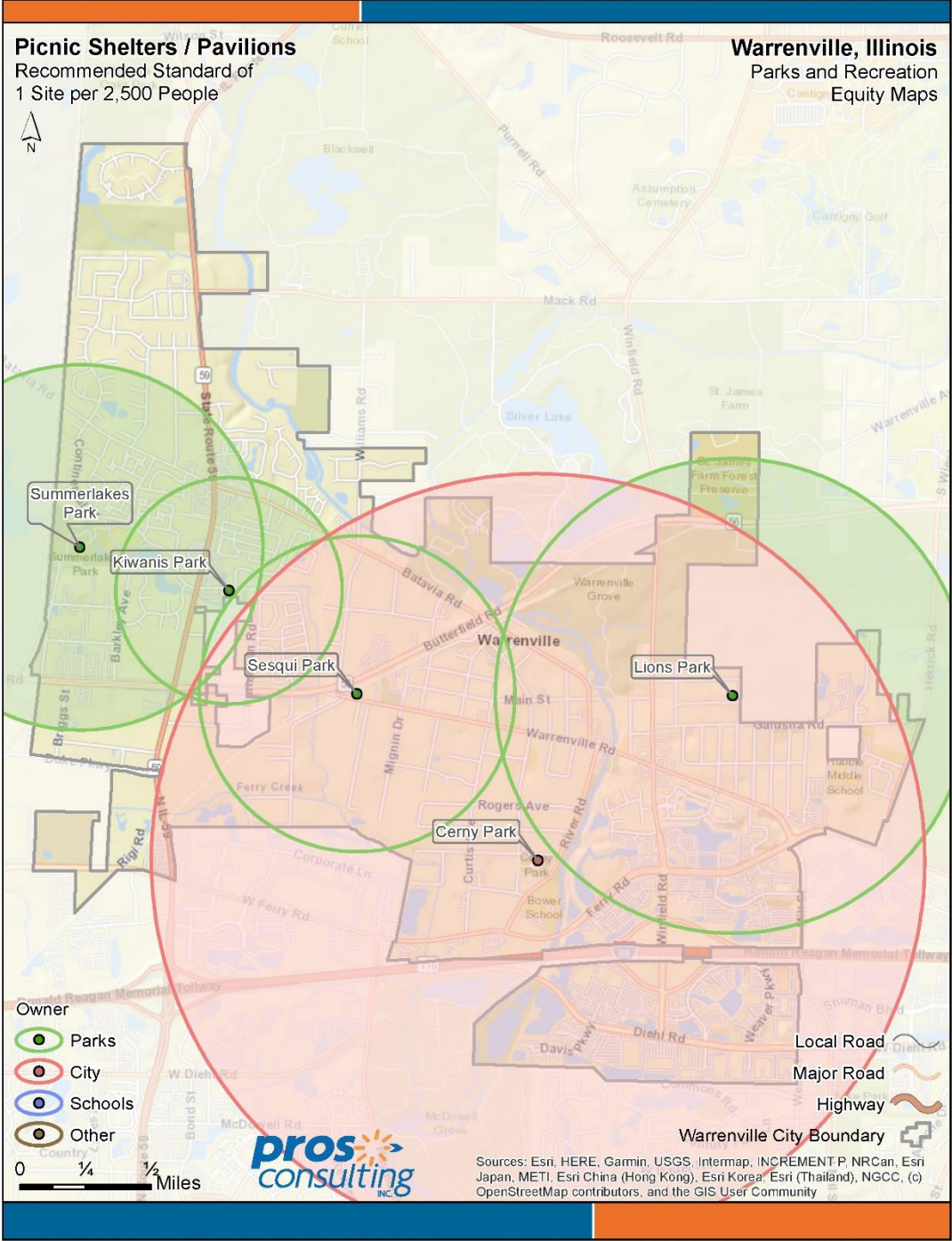
Figure 63: Picnic Shelters/Pavilions

4.3.9 PLAYGROUNDS
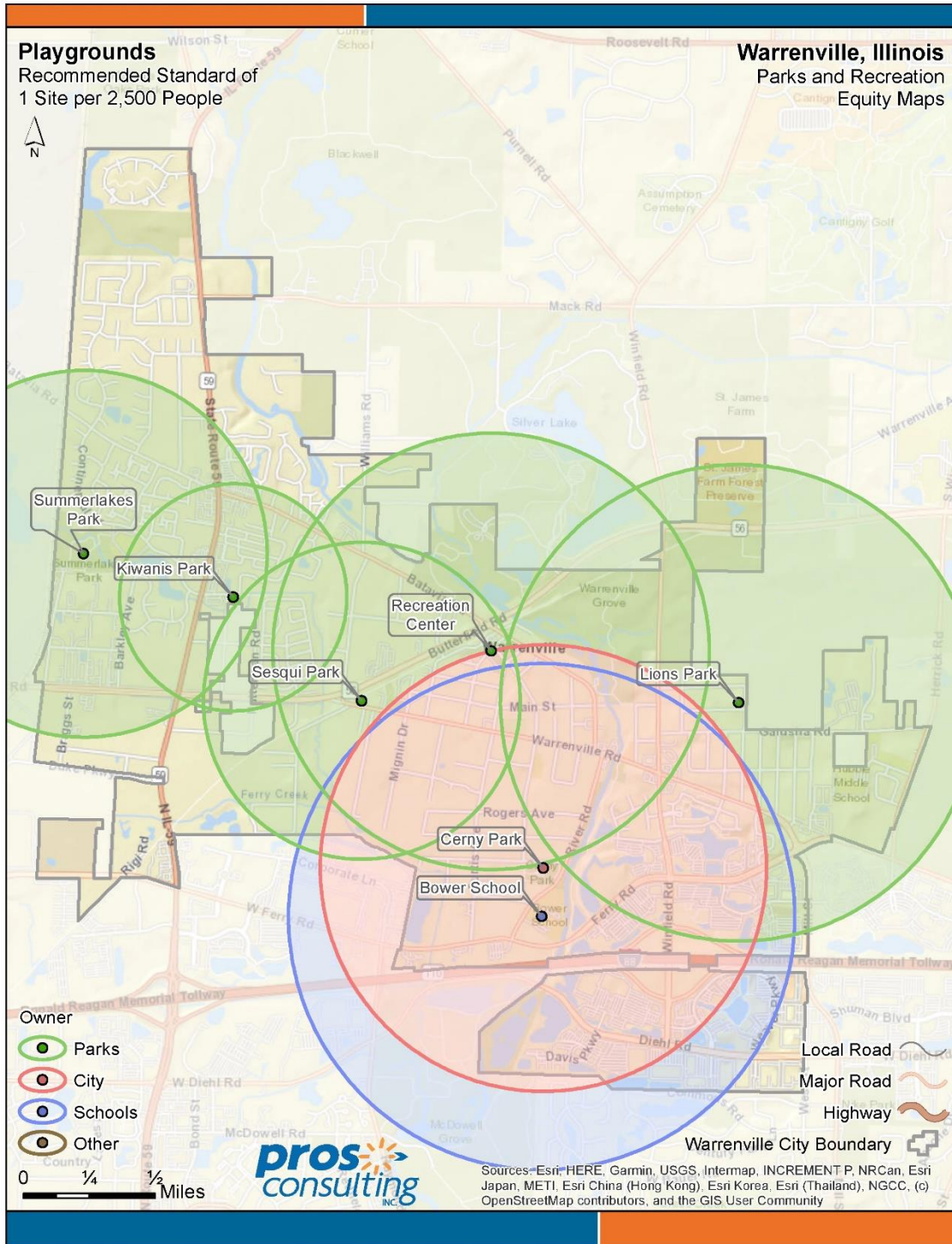
Figure 64: Playgrounds

4.3.10 POCKET PARKS
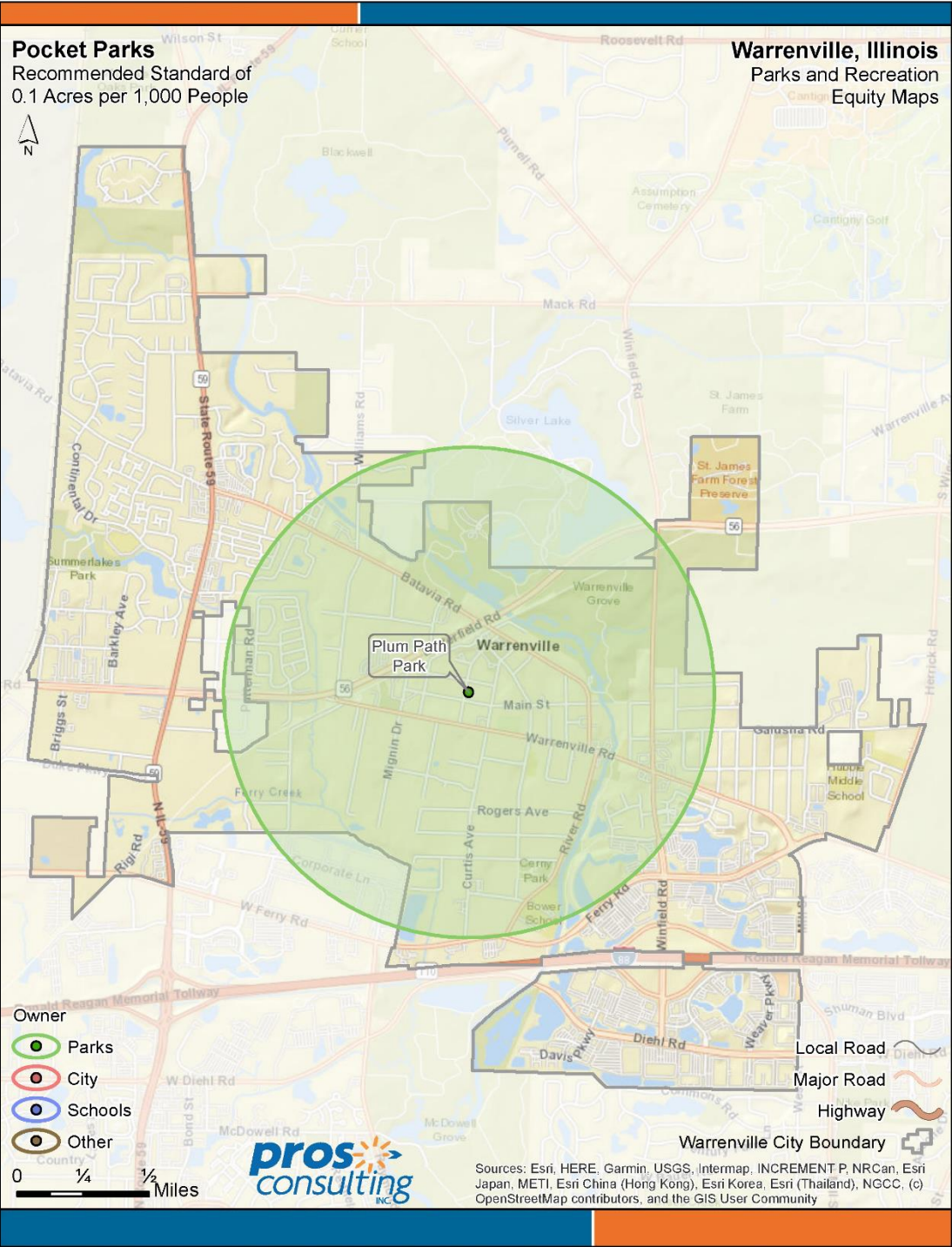
Figure 65: Pocket Parks

4.3.11 SKATE SPOT
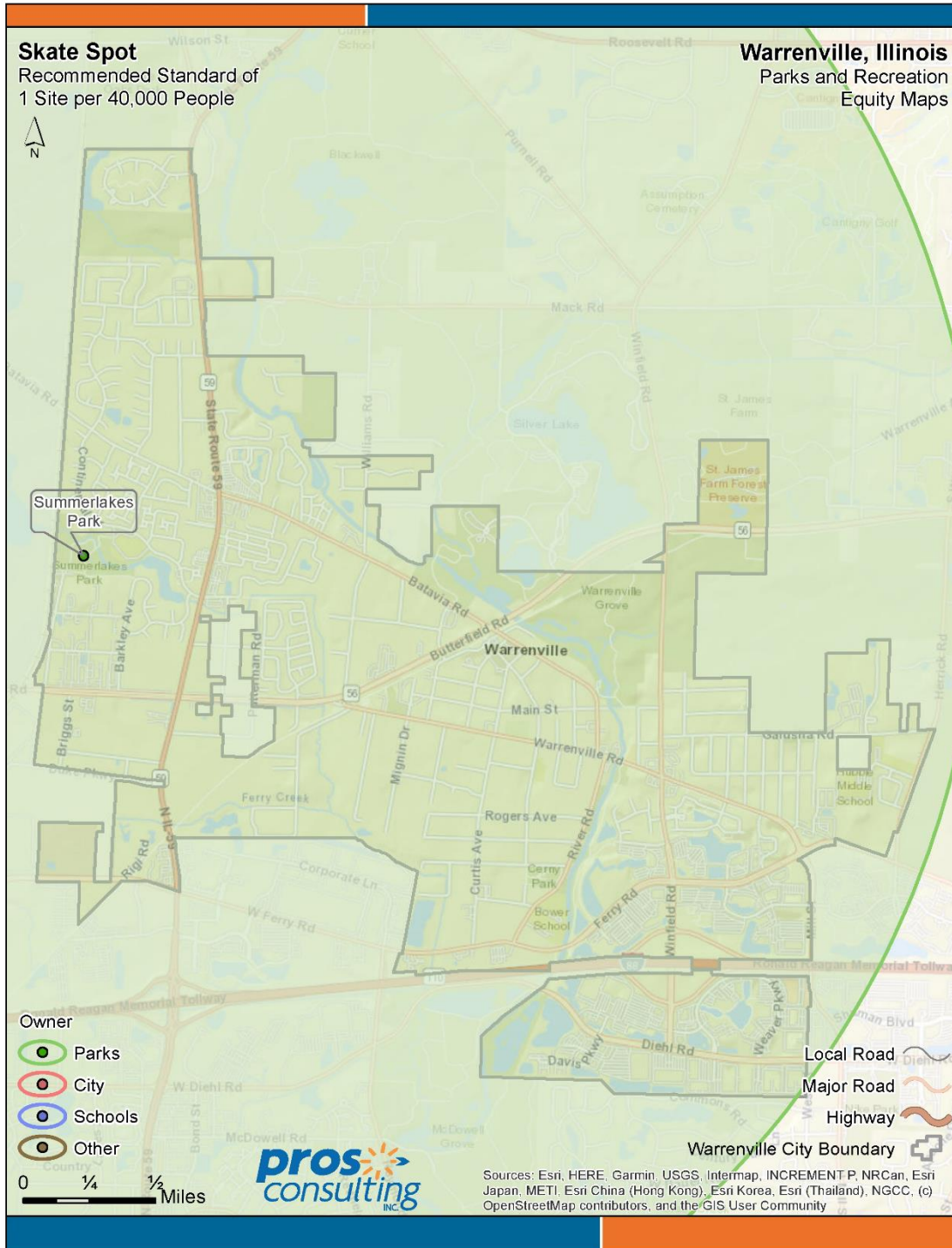
Figure 66: Skate Spot

4.3.12 TENNIS COURTS
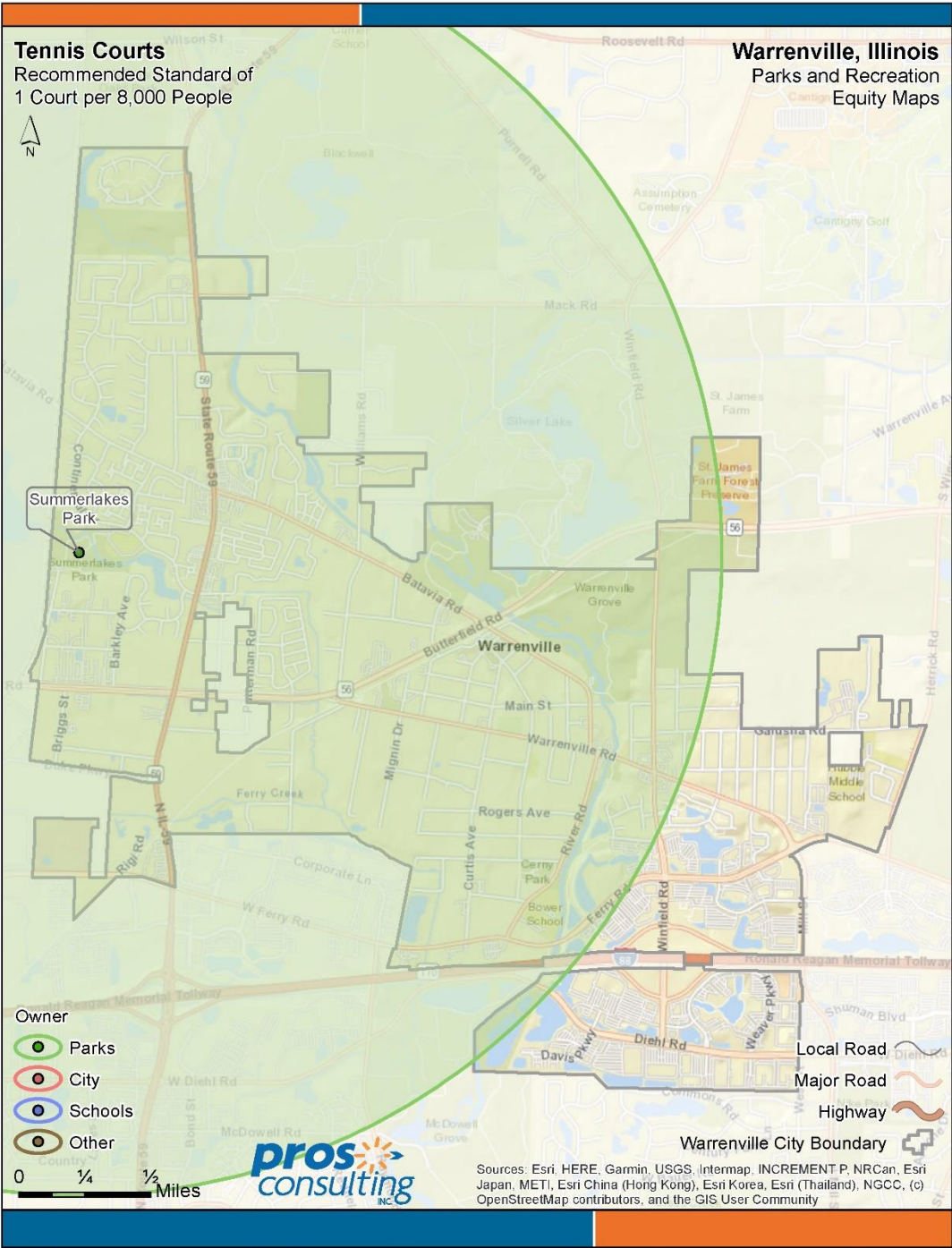
Figure 67: Tennis Courts

4.3.13 TRAILS (PAVED AND UNPAVED)
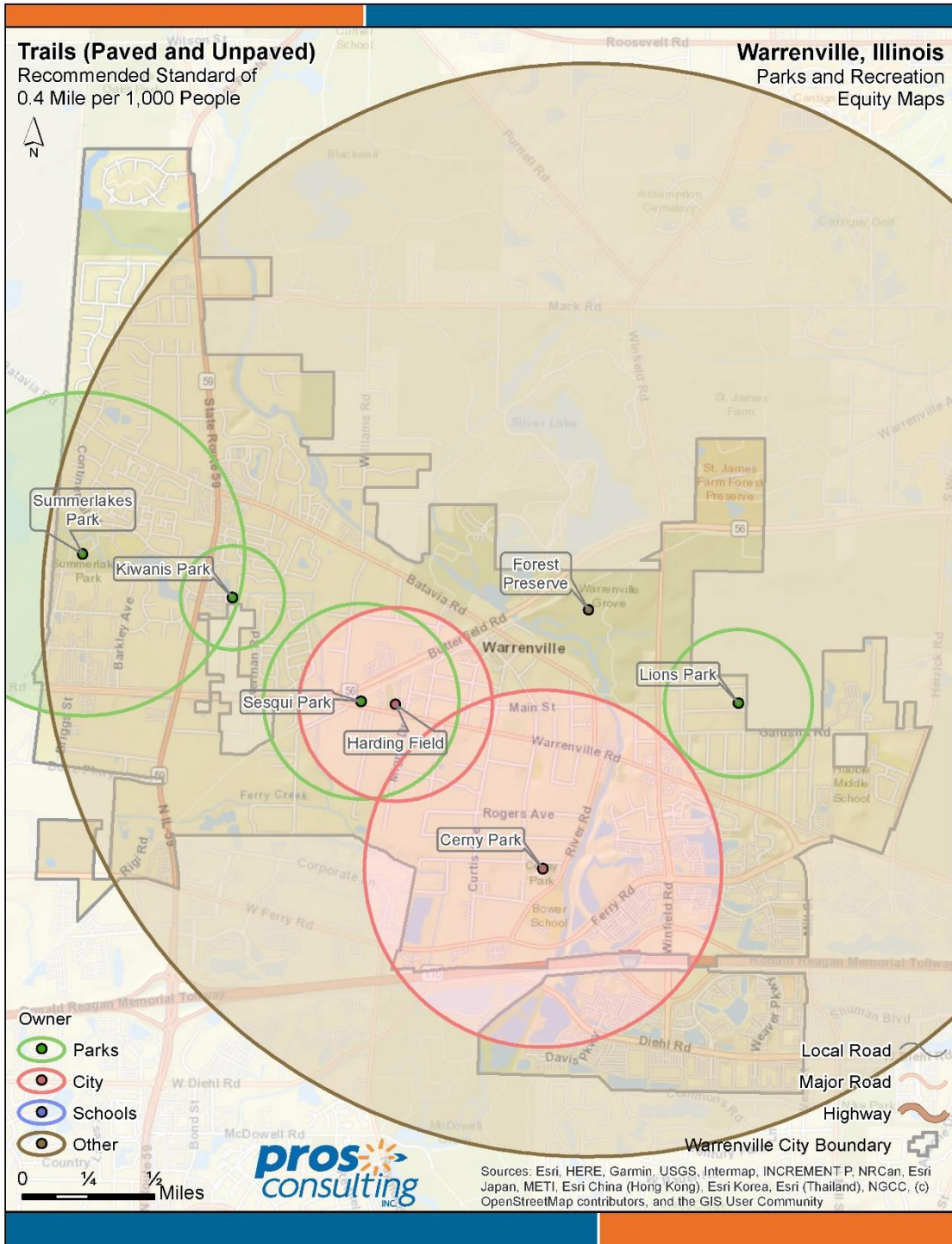
Figure 68: Trails (paved & unpaved)

4.4 RECREATION PROGRAMS & SERVICES ANALYSIS

4.4.1 OVERVIEW

INTRODUCTION

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

The consulting team based these program findings and comments from a review of information provided by District staff including program descriptions, financial data, partnership agreements, promotion methods, etc. This report addresses the program offerings from a systems perspective for the entire portfolio of programs, as well as individual program information.

FRAMEWORK

The District provides a broad range of recreation and leisure programming. These program offerings are anchored by the Recreation Center where diverse health and wellness programs are provided within the facility along with non-fitness related programs too. Programs are supported with dedicated spaces appropriate enough for the District to expand its offerings. What the District does offer involves a significant amount of coordination. The Recreation staff plan the bulk of programs for the entire year and secure needed resources that support recreation program operations.

4.4.2 CORE PROGRAM AREAS

The consulting team worked with staff to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. The philosophy of the Core Program Area assists staff, policy makers, and the public to focus on what is most important. Program areas are considered as Core if they meet any one or more of the following categories:

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

4.4.3 EXISTING & POTENTIAL CORE PROGRAMS

The following nine Core Program Areas are currently being offered:

Active Adults   Dance   Day Camps

Early Childhood Fitness   General
& Youth Sports   Recreation

Pickleball   Special Events Sports Leagues

Figure 69: Existing & Potential Core Program

96

CORE PROGRAM AREA DESCRIPTIONS			
Core Program Area	**Brief Description**	**Internal Goals and/or Desired Outcomes**	**Program Examples**
Active Adults	Various programs that create an environment that engages and provides a social outlet for the active adult population.	Create a welcoming, nurturing social environment for Active Adults including Day Trips that enrich the social aspect of our Active Adults' lives.	• Day Trips • Health Fair • Mahjong Open Play • Mahjong Lessons • Tuesday Lunch Bunch
Dance	Classes for participants ages 2 and up, providing skill development and technique building through a variety of dance forms.	Offer a cost-competitive dance studio environment for the surrounding community. Maintain consistent dance enrollment in relation to proper staffing.	• Adult Ballet • Ballerina Babes • Ballerobica Express • Tuesday Couples Dance • Nia
Day Camps	A variety of camp programming is offered for kids to be able to come play, learn and explore in a structured environment that includes arts & crafts, sports, field trips, on-site entertainers/entertainment, and visits to local parks.	Provide an important, well-respected, and needed camp programs serving local families during out-of-school days.	• Day Off School Camps (Dist. #200) • Holiday Camps • Summer Day Camp
Early Childhood & Youth Sports	A variety of athletic programs for children to receive training necessary for competition at various levels with an emphasis on learning basic skills and incorporating the rules of fair play and sportsmanship.	Provide programs in which participants can participate in early childhood and youth sports in an environment that promotes safety, skill development, fun, teamwork, positivity, sportsmanship, and competition when applicable.	• Cyclones Volleyball • Discovery Soccer • F3 Athletics • Soccer Shots • Tennis Lessons
Fitness	FitnessNOW is a full-service fitness facility that offers a variety of amenities and programs for anyone that include: a fitness floor with cardio equipment, strength machines, free weights, a stretching area, an indoor walking track, personal training, and group exercise classes.	Provide quality service to patrons through various membership types, personal training options, versatile choice of group fitness classes, various fitness equipment, and ultimately create an overall sense of belonging to by way of exceptional customer service.	• Firecracker 5K • Group Fitness Classes • Memberships • Personal Training • Youth Obstacle Course Race

CORE PROGRAM AREA DESCRIPTIONS			
Core Program Area	**Brief Description**	**Internal Goals and/or Desired Outcomes**	**Program Examples**
General Recreation	General recreation programs are offered that explore music, arts & crafts, cooking, art, nature, and science discovery.	Provide educational, fun, and social opportunities for youth and adults that encourage involvement and skill development.	• Dog Obedience (DW) • Kids Cooking • Language In Action (Spanish) • Magic • Outdoor Education
Pickleball	A fun sport that combines many elements of tennis, badminton, and ping-pong. Pickleball programming is offered for skill levels from beginner to advanced.	Build our program through Open Gyms, Mixers, and Pickleball Plus so players will want to advance and participate in our private rentals, lessons, and tournaments.	• Pickleball Lessons • Pickleball Mixers • Pickleball Open Gym/Plus • Pickleball Rentals • Pickleball Tournament
Special Events	Events designed for children, adults, and families to provide entertainment, social opportunities, and celebrate community.	Engage attendees, reach a new audience, and propel agency growth.	• Lunchtime Live • Movies in the Park • Multicultural Festival • Picnic in the Park • Summer Daze
Sports Leagues	Leagues provide a setting that allows for various positive athletic experiences for all participants including instruction on fundamentals, opportunities for skill and knowledge development, and enjoyable social interactions.	To have fun, emphasize sportsmanship, development of skills, and support our coaches, officials, and staff.	• Bitty Basketball Leagues-Grades 1-2 • Co-Ed Softball Leagues-Ages 18+ • Co-Ed Youth Basketball League- Grades 3-4 • Men's Softball Leagues-Ages 18+ • Youth Soccer Leagues-Grades K-8

4.4.4 CORE PROGRAM AREA RECOMMENDATIONS

These existing Core Program Areas provide a generally well-rounded program portfolio though there is room for the District to expand its reach to the diverse segments of the population. Chapter 2 Community Profile provides a detailed description of the community's demographic details and recreation participation trends which in turn influence the recreation programming needs for the future.

Some recommendations include:

- The District should consider developing a campaign that enhances efforts to reach various ethnicities within the population.
- The District should increase hiring efforts to include attracting people who represent the diversity of the District residents it serves.
- Programs and events invigorate public spaces, enhancing their value for residents and encouraging support for additional services. When developing new public areas, it's crucial to identify the Core Program Areas that can benefit from engaging activities, which will ultimately activate and enliven these spaces.
- Based upon the observations of the consulting team, and demographic and recreation trends information, District staff should evaluate Core Program Areas and individual programs. Ideally, evaluations will take place on an annual basis to ensure offerings are relevant to evolving demographics and trends in the local community.

Furthermore, developing Core Program Area standards and a quality control audit process for all core program areas will help set the foundation to increase demand for services, increase participation, and keep quality services in place, retaining customers.

The following enhancements to the Core Program Areas should be explored based on public engagement:

- Fitness Programs – Look to add new fitness programs that are trending up. Residents within the District value health and wellness. Four of the five top priorities for investment are health-related, which demonstrates strong support for FitnessNow services and a desire for more. Additionally, the District should continue to be creative in health and wellness offerings by specifically targeting new programs for active and non-active seniors to evolve with the increased aging expected within the population.
Community Special Events – The District has many events which are supported by residents. District special events are what brings the community together to celebrate with each other. The high priority investment in special events is not that there are not enough, but that they are important to the community. Special events should evolve over time to include new activities and entertainment to keep them fresh.

4.4.5 PROGRAM STRATEGY ANALYSIS

AGE SEGMENT ANALYSIS

Figure 76 depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified. Primary refers to the main target of programs within a core program area, the age segment that benefits the most. Secondary refers to an age segment(s) that is not the target of services but are enticed to participate from either interest or specific marketing or have the opportunity to influence the primary participants.

Ages Served						
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages Programs
Active Adult					P	
Dance	P	P		P	S	
Day Camps	P	P	P			
Early Childhood and Youth Sports	P	P	S			
Fitness		S	P	P	P	
General Recreation	S	S	S			P
Pickleball				S	P	
Special Events		S				P
Sports Leagues		P	S	P	S	

Figure 76: Ages Served

For this report, an Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas, and displaying any gaps in segments served. Based on the age demographics noted previously in this report, current programs seem to be well-aligned with the community's age profile.

It is important to engage seniors in recreation offerings as this age segment also tends to be some of the greatest advocates for recreation agencies. Furthermore, a District that is effective in capturing the senior segment is potentially tapping into a strong volunteer resource. Moving forward, it is recommended that the District continues introducing new programs to continue being seen as a leader in recreation programs and events. Particularly, dedicated senior programs, as the District's population is projected to continue aging over the next decade from 30% to 37% of the population.

The analysis shows an opportunity to highlight offerings to youth and teens in the General Recreation and Special Event Core Program Areas. Many of the programs within these core program areas are well received. New offerings around holidays, childhood milestones in growing up (learning to ride a bike, first sport, job prep: counselor-in-training), and adventure recreation would enhance the program portfolio.

4.4.6 PROGRAM LIFECYCLE ANALYSIS

A Program Lifecycle Analysis involves reviewing each program offered by the District to determine the stage of growth or decline for each. This analysis helps inform strategic decisions about the overall mix of programs managed by the District to ensure that an appropriate number of programs are "fresh" and that relatively few programs, if any, need to be discontinued.

This analysis is not based on strict quantitative data but, rather, is based on the staff's knowledge of program areas. *Figure 77* shows the percentage distribution of the various lifecycle categories of the District's programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Lifecycle Stage	Description	Actual Program Distribution		Recommended Distribution
Introduction	New program; modest participation	12%		
Take-Off	Rapid participation growth	15%	51%	50-60% total
Growth	Moderate, but consistent population growth	24%		
Mature	Slow participation growth	34%	34%	40% total
Saturation	Minimal to no participation growth; extreme competition	9%	15%	0-10% total
Decline	Decline participation	6%		

Figure 77: Program Lifecycle Analysis

The Lifecycle Analysis depicts a healthy program distribution. Approximately 51% of all programs fall within the beginning stages (Introduction, Take-Off, & Growth). The distribution of programs in the beginning stages helps provide the District an avenue to energize existing customers and attract new. Staff should anticipate the programs within the Introduction stages to transition into Mature, especially the 24% in the Growth Stage. Having several new programs ready to roll out when this occurs will help to retain existing customers whose interest has declined. Moving forward, the District needs to ensure that new programs are introduced when retiring programs.

The Mature stage (34%) is typically the anchor of a program portfolio and to achieve a stable foundation, which the District has established a good foundation that will grow as programs transition through the lifecycles. The District should monitor Mature programs for when they transition into saturated and begin research and planning for new programming to be introduced.

According to staff, 15% of programs are saturated or declining. It is a natural progression for programs to eventually evolve into saturation and decline. However, if programs reach these stages rapidly, it could be an indication that the quality of the programs does not meet expectations, or there is not as much of a demand for the programs.

Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, updating performance measures to include specific outcomes for each Core Program Area will help foster innovation and alignment with community trends and needs.

4.4.7 PROGRAM CLASSIFICATION

Conducting a classification of services informs how each program serves the overall organization mission, the goals, and objectives of each Core Program Area. Additionally, it also assists with how programs should be funded through tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

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

This plan proposes a classification method based on three indicators: Essential, Important, and Value-Added. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. *Figure 78* further describes each of the three program classifications.

Value Added Services
•**District May Provide;** with additional resources, it adds value to community, it supports Core & Important Services, it is supported by community, it generates income, has an individual benefit, can be supported by user fees, it enhances community, and requires little to no subsidy.

Important Services
•**District Should Provide;** if it expands & enhances core services, is broadly supported & used, has conditional public support, there is an economic / social / environmental outcome to the community, has community importance, and needs moderate subsidy.

Essential Services
•**District Must Provide;** if it protects assets & infrastructure, is expected and supported, is a sound investment of public funds, is a broad public benefit, there is a negative impact if not provided, is part of the mission, and needs moderate to high subsidy.

Figure 78: Program Classification

Following the workshop with District staff, a classification of programs and services was conducted for all the recreation programs currently being offered. The results are presented in the graphic below. For a complete list of programs offered and their classifications please see *Appendix C*. Approximately 46% of programs were deemed Essential by staff, with 33% considered to be Important, and the remaining 21% being Value-Added. This breakdown is used to identify the current distribution and make recommendations that help the agency achieve a balance consistent with financial goals. District program cost recovery and best practices can be found in *Appendix C*.

Program Classification			
Factors	**Essential**	**Important**	**Value-Added**
Public interest; Legal Mandate; Mission Alignment	High public expectation	High public expectation	High individual and interest group expectation
Financial Sustainability	Free, nominal or fee tailored to public needs, Requires public funding	Fees cover some direct costs, Requires a balance of public funding and a cost recovery target	Fees cover most direct and indirect costs, Some public funding as appropriate
Benefits (health, safety, protection of assets, etc.)	Substantial public benefit (negative consequence if not provided)	Public and individual benefit	Primarily individual benefit
Competition in the Market	Limited or no alternative providers	Alternative providers unable to meet demand or need	Alternative providers readily available
Access	Open access by all	Limited access to specific users	Limited access to specific users
Program Distribution	**46%**	**33%**	**21%**

Figure 79: Program Classification Chart

4.4.8 PRICING

Pricing strategies are one mechanism the District can use to influence cost recovery. The District has a dynamic pricing strategy with a variety of methods used to price services. Currently, the District is focused on residency, cost recovery goals and a customer's ability to pay. These pricing strategies are not uncommon to be the methods predominantly used. Residency helps to identify the primary target market, providers of the assets within the system, and those who contribute to ongoing maintenance. The District recognizes needs within the community and that is also those who need to participate in programming but may need assistance temporarily. This helps to create equity in access to recreation that is typically recognized in access to parks.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and adjust as necessary. It is also important to continue monitoring annually for new direct competitors and other service providers. *Figure 80* details pricing methods currently in place by the Core Program Area and additional areas for strategies to implement over time. Furthermore, an annual fee evaluation should be conducted to ensure pricing is aligned with the market and an increased cost of doing business. This may result in adjusting fees for the District to stay competitive and meet financial sustainability goals.

The District should look to incorporate additional pricing strategies as the program portfolio evolves to offer more services. Should demand and capacity become an issue for District, implementing prime/non-prime time and weekday/weekend strategies would help to balance out demand with capacity.

Pricing Strategies	Active Adults	Dance	Day Camps	Early Childhood & Youth Sports	Fitness	General Recreation	Pickleball	Special Events	Sports Leagues
Method	*Being Used*	*Being Used*	*Being Used*	*Being Used*	*Being Used*	*Being Used*	*Being Used*	*Being Used*	*Being Used*
Age Segment		X			X	X		X	X
Family/Household Status				X	X				
Residency	X	X	X	X	X	X	X	X	X
Weekday/ Weekend									
Prime/Non-Prime Time									
Group Discounts				X	X		X		
By Location									
By Competition (Market Rate)					X				X
By Cost Recovery Goals	X	X	X	X	X	X	X	X	X
By Customer's Ability to Pay		X	X	X	X	X			X

Figure 80: Pricing

4.4.9 PROGRAM STRATEGY RECOMMENDATIONS

In general, the District program staff should continue the cycle of evaluating programs on both individual merit as well as the overall program mix. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, as long as each program is checked once per year. The analysis tools of this assessment can help facilitate this evaluation process along with a couple of examples below:

PROGRAM EVALUATION CYCLE (WITH LIFECYCLE STAGES)

Using the Age Segment and Lifecycle analysis, and other established criteria, program staff should evaluate programs on an annual basis to determine program mix. A diagram of the program evaluation cycle and program lifecycle is found below. During the introductory stages, program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

If participation levels are still growing, continue to provide the program. When participation growth is slowing (or non-existent) or competition increases, staff should look at modifying the program to re-

Figure 81: Program Stages

energize the customers to participate. When program participation is consistently declining, staff should retire the program and replace it with a new program based on the public's priority ranking.

PROGRAM DEVELOPMENT

When developing program plans and strategies, it is useful to consider all the Core Program Areas and individual program analysis discussed in this Analysis. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making. With public input as the driver, the community will help staff focus on specific program areas to develop new opportunities including the best marketing methods to use.

A simple, easy-to-use tool like *Figure 82* will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired. If the program / service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions the next step is to determine the marketing methods using *Figure 82*.

Figure 82: Program Development

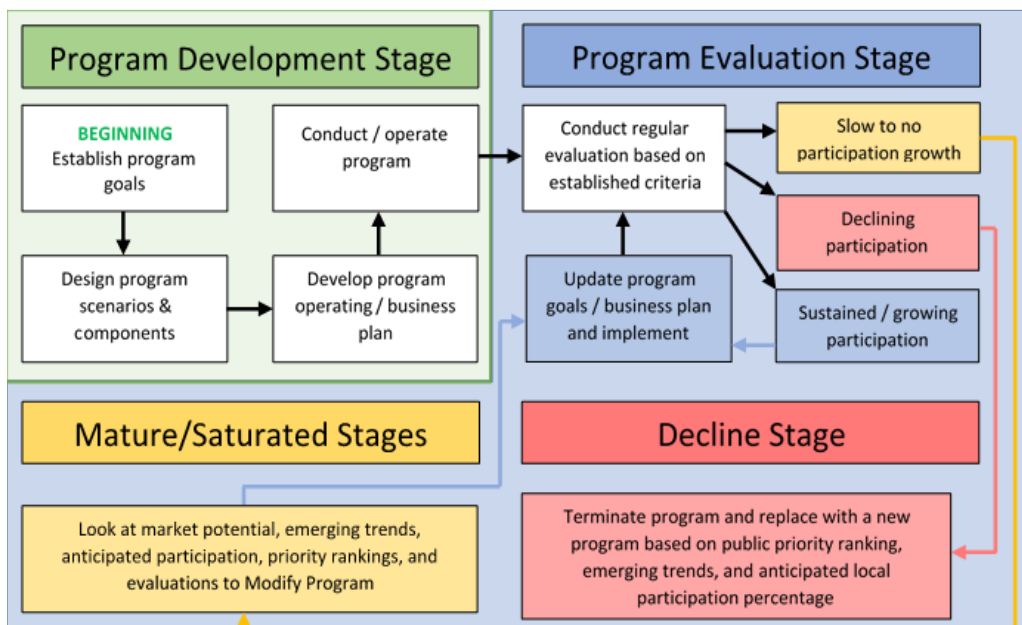## 4.4.10 MARKETING, VOLUNTEERS, AND PARTNERSHIPS

CURRENT RECREATION MARKETING AND COMMUNICATIONS

The District is focused on communication and has dedicated staff internally to develop campaigns, content, and major communications. Current marketing communicates with residents through multiple channels identified in *Figure 83*.

When looking at this list, it is good to consider the public's most preferred methods to learn about programs and activities. When asked, during a statistically valid survey, over half of households stated that they prefer to get information pertaining to recreation programs and events via the District's Program Guide (64%). Direct mailers (41%) and email blasts (36%), round out the top three. Facebook and the District website make up the second tier of preferred methods. Analysis provides insight to where the District is getting the greatest return from marketing efforts. Ideally with online registration and a plethora of information on the District and assets, the website should be a greater return. The best practice with all digital marketing should be to drive readers to the website for action. It is important to do so with as few clicks as possible.

Marketing Methods Used
Apps
Direct mail
Email blasts and/or listserv
Facebook
Flickr
Flyers and/or brochures
In-facility signage
Instagram
Newsletters (online)
Newsletters (print)
On-hold pre-programmed phone messages
Paid advertisements
Program guides (online)
Program guides (print)
Smart/mobile phone enabled site
Twitter
Website

Figure 83: Marketing Methods Used

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the "right" methods of delivery. The District has a broad distribution of delivery methods for promoting programs. It is imperative to continue developing a Marketing content calendar annually to build the brand and develop targeted messaging that reaches people within diverse communities in the District.

An effective content calendar will build upon and integrate supporting plans and organization priorities. The plan should also provide specific

Survey Responses - Marketing
Most Preferred Communication Methods To Learn about Parks, Recreation Programs and Activities
Park District program guide 64%
Direct mailers 41%
Email/eBlasts from Park District 36%
Facebook 32%
Park District website 28%
Banners at parks or Park District facilities 18%

Figure 84: Survey Responses - Marketing

guidance as to how the District's identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication. This is particularly important if communications responsibilities outgrow existing staffing and there is a need to decentralize certain communication methods. This can be done by establishing templates for fliers in facilities and possibly other methods once processes are developed.

WEBSITE

The District homepage (https://www.warrenvilleparks.org) has an eye-catching landing page. The colors of the scrolling banner and the program promotions within are consistent with District branding. Immediately, visitors to the site have multiple interests and services at the top of the page, including social media platforms, phone numbers, about us, parks, and facilities, FitnessNOW, programs, how to get involved and an icon to register now. The layout has the most important things in a broader defined category at the top. The next tier of the website is quick links for the online program guide registering

online, FitnessNOW, weather impacts to customers, and an interactive map of the system. The image below (homepage) is the landing page for the District.

It is widely known that parks and recreation services are the only governmental organizations where people choose to spend their disposable income. When it comes to spending money online, people prefer easy and timely for a company website they choose to use for services. E-commerce is relatively new to parks and recreation agencies and requires a business approach to website layout. Ecommerce has become very commonplace, especially during the Pandemic. The District has capitalized on this by designing a website that is more like a large retail online store with registration in the same location as the cart on retail sites.
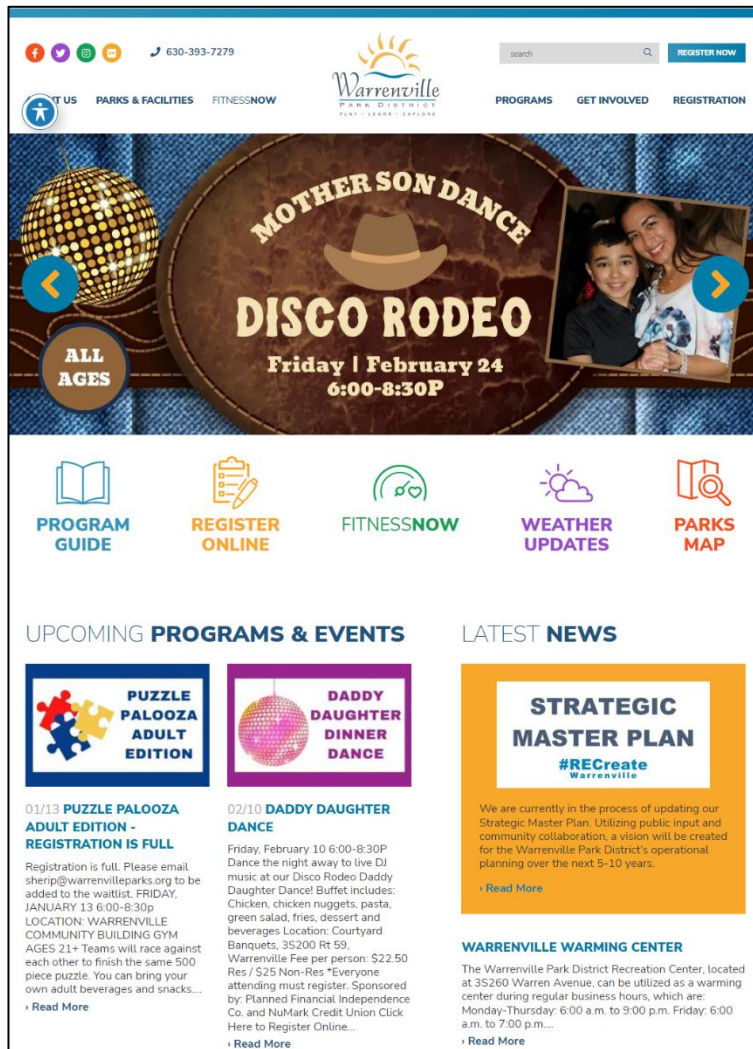

Figure 85: Website Screenshot

4.4.11 SOCIAL MEDIA

The District utilizes Web 2.0 technology through Facebook, Twitter, Instagram, YouTube, and LinkedIn. Here is a quick analysis of the District by each platform. All numbers are as of January 9, 2023.

FACEBOOK
- 3,500 followers
- Posts multiple times a week.
- Content developed to promote programs and activities and share news and images within the District.
- Good use of Events as information mirrors the District website.
- Recommendations for Facebook content include developing campaigns that call to action and project progress videos, along with contests that engage followers.

TWITTER
- 829 followers
- Posts monthly.
- Many posts are the same as Facebook, focusing mostly on promoting activities. Some original content around holidays and special circumstances within the District that help keep the public informed on changing conditions.
- Recommendations for Twitter content include blog posts and threads.

INSTAGRAM
- 1,299 followers
- Multiple posts per week
- Most posts are like Facebook and include GIFS, project updates, and posts during programs and events.
- Recommendations for Instagram include infographics, step-by-step photo guides.

LINKEDIN
- 126 Followers
- 34 employees
- A few posts in the six months with no job postings.
- Recommendations for LinkedIn include professional content, examples of your organizational culture, company news and job opportunities.

FLICKR
- 26 Subscribers
- 41,701 photos have been posted to Flickr since 2011. Thumbnails are interesting and capture the follower.
- No recommendations for Flickr.

4.4.12 MARKETING AND COMMUNICATIONS RECOMMENDATIONS

The key to successful implementation of a marketing strategy is to move the participants from awareness to action and create greater user engagement. The District currently does this very well in many areas across all platforms. Enhancements could be done by:

- Allowing controlled 'user generated content' by encouraging users to send in their pictures from special events or programs.
- Better engagement on LinkedIn to promote your organizational culture and employment opportunities.
- Conduct messaging meetings each week to identify project progress and operations in the field, to post, that reinforce the District brand and demonstrate staff living the mission.
- Utilize TikTok to engage with younger District demographics and creatively share your story.
- Leverage relationships with partners to enhance marketing efforts through cross-promotion to customers/members.

4.4.13 CUSTOMER FEEDBACK

Currently the District utilizes the methods in *Figure 86* for customer feedback. Focus groups, non-customer/non-user surveys, and statistically valid surveys have been completed as part of the Plan process and should be continued by the District every few years.

Customer Feedback
Focus groups
Non-customer/non-user surveys
Post-program surveys
Regular/recurring user surveys
Statistically valid surveys

Figure 86: Customer Feedback

4.4.14 PARTNERSHIPS AND VOLUNTEERS

The District understands today's realities; parks and recreation agencies must seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. The District sees these opportunities as relationships that are mutually beneficial and expand the positive impact of the agency's mission. Partnerships are important to share resources when serving community needs. The District has many partnerships and promotes cooperation and collaboration for District resident's benefits. Some of the partners are shown here:

Volunteering also benefits residents who take advantage of opportunities. Volunteers receive social, physical, and emotional benefits as listed on the website. Volunteers have a sense of pride and will help preserve improvement efforts over time. Currently, The District has postings for volunteering on the website and posts in action photos and special thanks to all their volunteers.

Effective partnerships and meaningful volunteerism are key strategy areas for the District to meet the needs of the community in the years to come.

4.4.15 ANCILLARY SERVICES

Ancillary Services are District services that are provided to resident's that are not programs or events. Examples are rentals, drop-in activities, individual activities, and group activities that support uses of facilities. The District has the ancillary services identified, in *Figure 88*, as part of this Analysis.

Ancillary services analysis can be found in *Figure 89*, which looks at fiscal years 2020, 2021, and 2022.

The fiscal year of the District is May 1 to April 30 of the following year. As an example, fiscal year 2020 (FY20)

Ancillary Services
Birthday Parties
Facility Rentals
Pavilion Rentals
Fitness - Group Fitness Classes
Fitness - Personal Training

Figure 88: Ancillary Services

ended April 30, 2020. Analysis looks at the differences in revenue or participation for each of the ancillary services. From the analysis we can see that Birthday Parties and Facility Rentals increased in revenue, while Pavilion Rentals increased in participation.

COVID-19 protocols and personal apprehension has impacted the indoor and random group ancillary services more than others. Facility rentals in fiscal year 2021 is a positive outlier, as a local volleyball club rented the facility most of the year due to lack of another facility. Basketball open gym has been impacted the most when not offered in fiscal year 2021.

Fitness, while impacted considerably by COVID-19, has participants returning at a higher rate than Open Gym. In fiscal year 2021, Birthday Parties received a programmatic overhaul. The reinvented service has exceeded revenue from previous years.

Ancillary Services				
Services	**FY20**	**FY21**	**FY22**	**Difference (%)**
Birthday Parties				
Revenue	$ 1,355	$ 410	$ 8,055	83%
Facility Rentals				
Revenue	$ 12,350	$ 19,265	$ 15,108	18%
Pavilion Rentals (Part of Facility Rentals)				
Total Participation	23	9	36	36%
Fitness - Group Fitness Classes (Revenue only incl. non-member registration)				
Revenue	$ 14,402.00	$ 5,037.00	$ 8,941.00	-61%
Fitness - Personal Training				
Revenue	$ 28,936.00	$ 13,650.00	$ 19,577.00	-48%

Figure 89: Breakdown of Ancillary Services

4.4.16 PROGRAM ASSESSMENT OBSERVATIONS

Overall, the District has a good to excellent rating (91% combined) from the households that responded to the survey. Activating spaces will continue to be an important component to the District's evolution of services and key to helping residents understand the value of parks and recreation. Below are some overall observations that stood out while analyzing the program data provided by staff:

A total of **9 Core Program Areas** were established for the District. Overall, the program descriptions focus on the key benefits and goals of each Core Program Area. The District currently offers a good variety of offerings that meet the needs and interests of the community in Core Program Areas. The survey identified existing Core Program Areas in the Priority Investment Rating signaling that households would like more and new programming in the high priority areas of:

- Adult fitness & wellness programs
- Community special events
- Senior fitness & wellness programs
- Water fitness programs/lap swimming
- Nutrition/cooking programs for all ages

Age segment distribution is well balanced across the Core Program Areas, with offerings skewed slightly towards youth. This needs to be annually monitored to ensure program distribution aligns with community demographics. Based on the current demographics, the District's target audience is expected to undergo a gradual aging trend over the next 15 years. Senior programs could be increased through partnerships and better serve the aging population with new opportunities.

The **Program Lifecycle** distribution demonstrates optimal levels of programs that are in the early lifecycle stages, but the current mix is low on mature programs and a little heavy on programs at the very end of their lifecycle. It is anticipated that the programs in the Growth Stage will transition into Mature soon. With 15% in the Saturation and Decline Stages, the District should look to survey participants in these programs to identify what they like most from participation. This will allow the District to build new programs with the most popular aspects of those being considered for retirement. The District should promote this to participants in existing programs that are up for retirement.

The **Classification of Programs** analysis reveals that the majority (46%) of the current programming mix consists of essential services. Important programs are 33% of the program portfolio with 21% of recreation programs being value-added services. The District should continue to assess its program classifications and ensure it aligns with the needs of the community and strive to increase value-added programs that enhance the quality of the overall program mix.

The **volunteer program** allows residents and organizations to easily get involved and give back to the community through various opportunities. The District has a formal volunteer communication channel with a Facebook page and is currently tracking key performance data, such as total volunteers and hours contributed. To increase visibility of its volunteers, the District should be more explicit in promoting volunteer opportunities for its specific programs and services.

Pricing strategies are mostly focused on residency, cost recovery goals and a customer's ability to pay. From a business perspective, it is promising that most core programs are priced according to market value and achieve financial goals. These are good practices and should be continued, but there is a need to check the cost of service in the District to ensure the increased cost of business is factored into pricing.

The District has established several partnerships to help deliver services to the residents and neighboring communities. The District's **partnerships** have best practices incorporated into the agreements. There are additional best practices that may be beneficial to include in the agreements. Regular review of partnerships as the system and needs change to ensure terms have relevant outcomes that meet the community needs.

From a **marketing and promotions** standpoint, the District utilizes a wide variety of marketing methods when promoting their programs. The District would benefit from utilizing the methods that are most effective in reaching households as identified in the survey responses. Enhancements to the Districts well-received social media efforts can help to increase followers and reach. Use analytics from the District's website to determine appropriate improvements to decrease clicks and increase e-commerce.

Currently, **customer feedback** for the District is received in the form of Focus groups, non-customer/non-user surveys, post-program surveys, regular/recurring user surveys, and statistically valid survey. Moving forward, it is recommended that the District incorporates focus groups, non-customer/non-user surveys, and statistically valid survey every few years to ask the resident's perceptions to gauge areas of improvement and any areas that may need attention.

Ancillary services are improving in participation and revenue overall. The District should continue to monitor ancillary services and make enhancements in activities, like Birthday Parties, to keep growing participation. Continue to monitor open gym to determine the optimal time and use of that space to benefit the community and desired uses.

4.5 PRIORITIZED PARK & FACILITY/PROGRAM PRIORITY RANKINGS

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

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

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

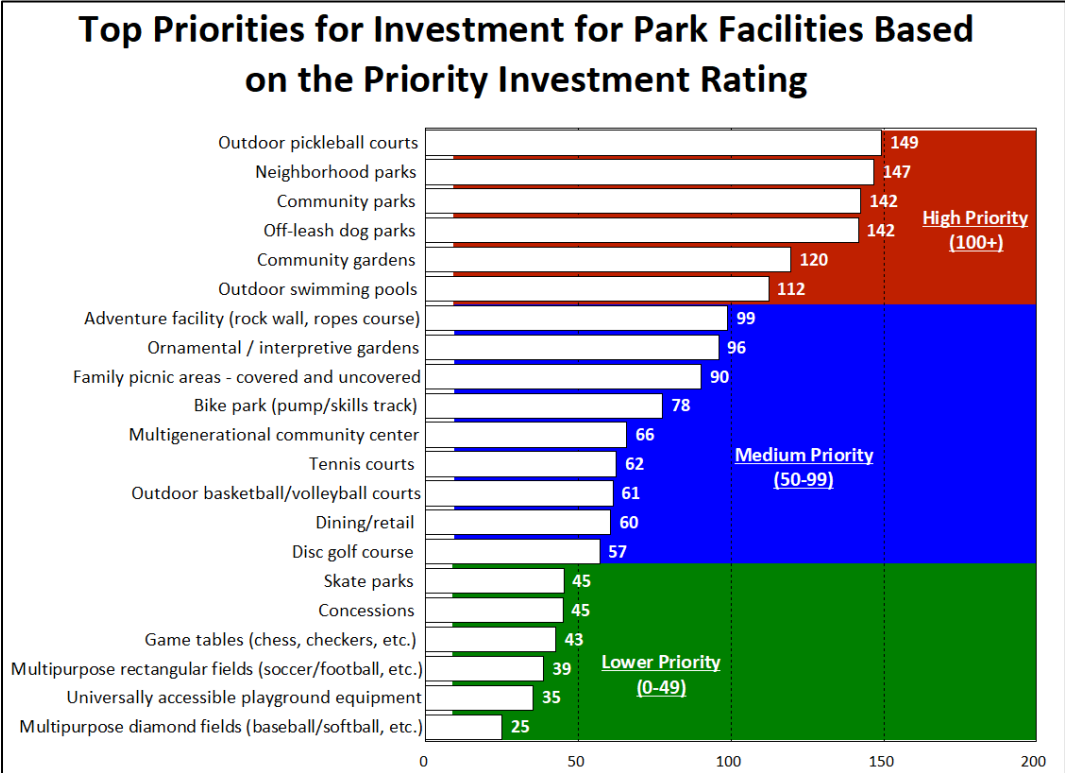*Figure 90* shows the PIR for each park facility that was assessed in the survey.

Top Priorities for Investment for Park Facilities Based on the Priority Investment Rating

Facility	Rating
Outdoor pickleball courts	149
Neighborhood parks	147
Community parks	142
Off-leash dog parks	142
Community gardens	120
Outdoor swimming pools	112
Adventure facility (rock wall, ropes course)	99
Ornamental / interpretive gardens	96
Family picnic areas - covered and uncovered	90
Bike park (pump/skills track)	78
Multigenerational community center	66
Tennis courts	62
Outdoor basketball/volleyball courts	61
Dining/retail	60
Disc golf course	57
Skate parks	45
Concessions	45
Game tables (chess, checkers, etc.)	43
Multipurpose rectangular fields (soccer/football, etc.)	39
Universally accessible playground equipment	35
Multipurpose diamond fields (baseball/softball, etc.)	25

High Priority (100+)

Medium Priority (50-99)

Lower Priority (0-49)

Figure 90: Priority Investment Rating Graph

Figure 91 shows the PIR for each of the programs that were rated.

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

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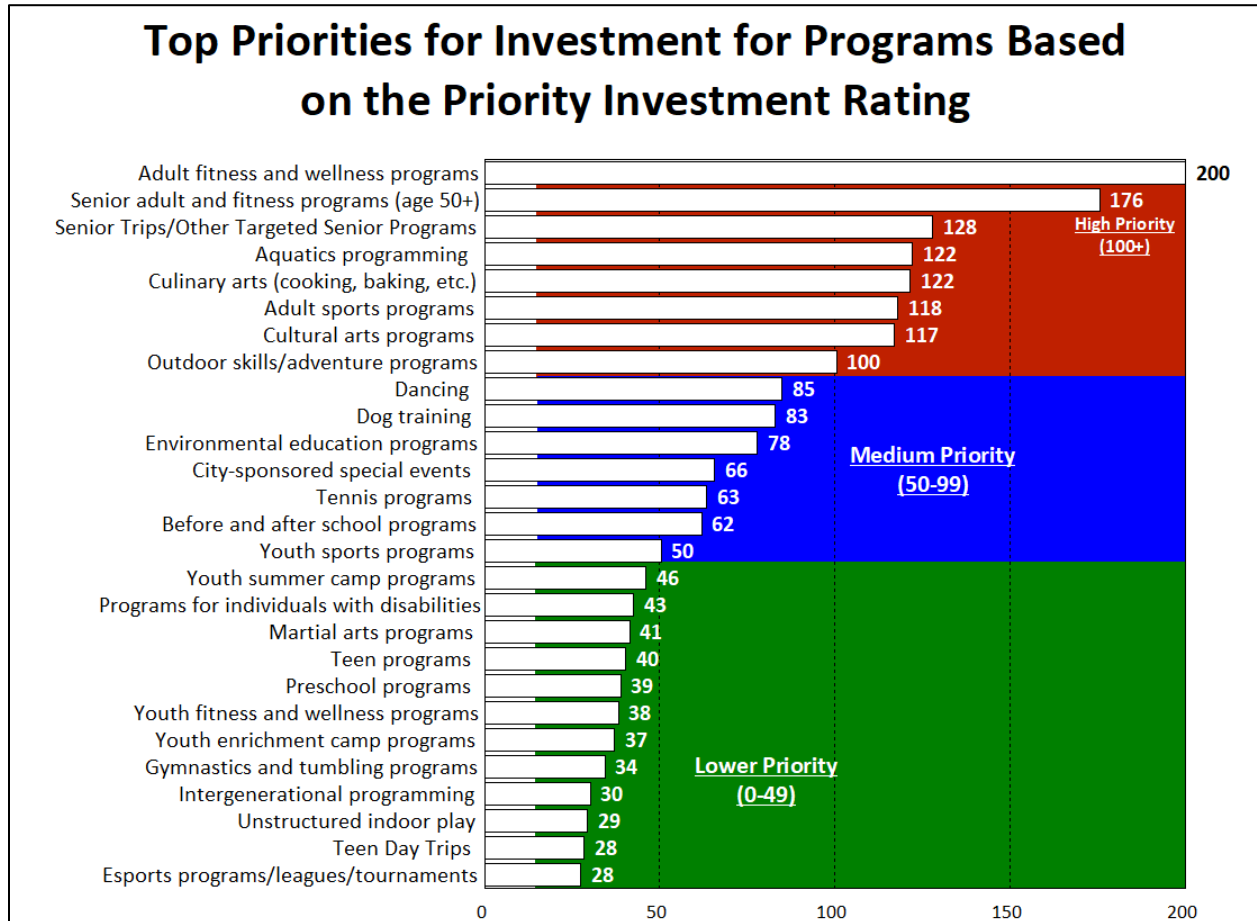- Outdoor swimming pools (PIR=112)

Figure 91: Priority Investment Rating Graph

CHAPTER FIVE - VALUES, VISION, MISSION, AND BIG MOVES

5.1 VISIONING OVERVIEW

In December 2022, multiple staff across the District participated in a Visioning Workshop to determine the District's core values, vision, and mission and road map for the future. Staff from different divisions were grouped together and collaboratively developed strategies to address service gaps, community priorities, funding mechanisms, marketing, and operations along with core values, mission and big moves. The consulting team conducted a visioning session with board members prior to visioning with the District staff.

5.1.1 CORE VALUES

The following core values were developed through an iterative process during the Visioning workshop with staff and Board. These are the core values by which staff will operate and have also helped shape the vision and mission for the District.
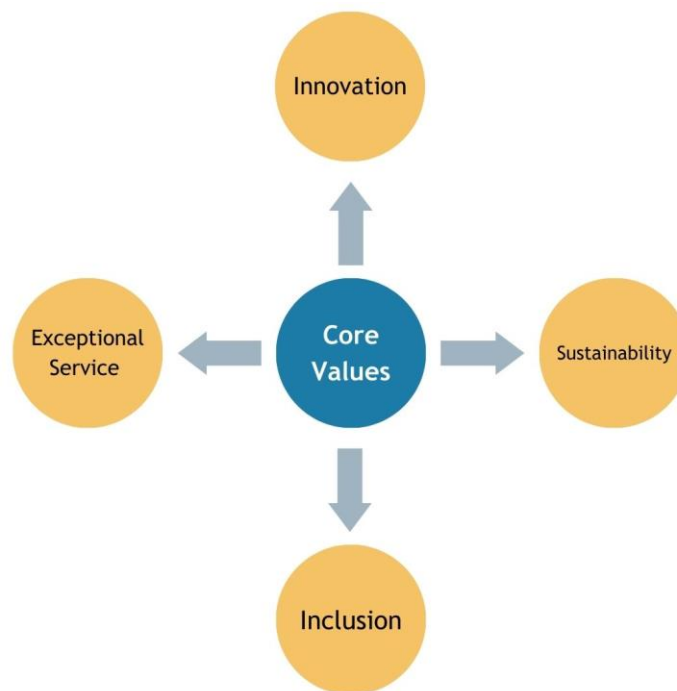
Figure 92: Core Values

5.1.2 VISION

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

The "place to be" for exceptional experiences.

5.1.3 MISSION

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

To create community

5.1.4 BIG MOVES

The staff and board collaborated to identify the primary District-wide outcomes they would aspire to achieve from this Plan. These Big Moves are the most significant outcomes desired and, when achieved, will serve as the legacy fulfilling the Plan's vision. The following are the 5 Big Moves that were identified through this process:

1. Increased Staffing: Increase staffing district-wide, including mentorship and training programs.
2. Investments in Storytelling: Create engaging narratives around park development and activities.
3. Land Acquisition: Focus on acquiring and developing additional land/space to expand parks and amenities to meet the community's needs.
4. Maintenance Enhancements: Invest in the maintenance facilities and equipment to take care of what you have.
5. Increased Funding: Utilize various mechanisms including a referendum to fund future park development and maintenance.

CHAPTER SIX - CONCLUSION

The Warrenville Park District is the perfect example of a small but mighty performer whose impact significantly outpaces its budget and resources. With great leadership and staff, signature parks like Summerlakes Park and spaces like the Recreation Center, it excels at providing a joyous experience for everyone.

This Strategic Master Plan is the community-input driven roadmap to guide the District forward. As demographics shift, newer trends emerge and existing infrastructure ages, it is critical for the District to embrace bold initiatives and leave behind the status quo.

This plan requires the District to balance taking care of what they have and pursuing other community needs that will require funding, increased staffing and emphasis in storytelling. By embracing next practices and focusing on the community, the Warrenville Park District can undoubtedly become the place to be for exceptional experiences!