

# Comprehensive Master Plan

# 2023-2028

Adopted August 14, 2023







# **Comprehensive Master Plan**

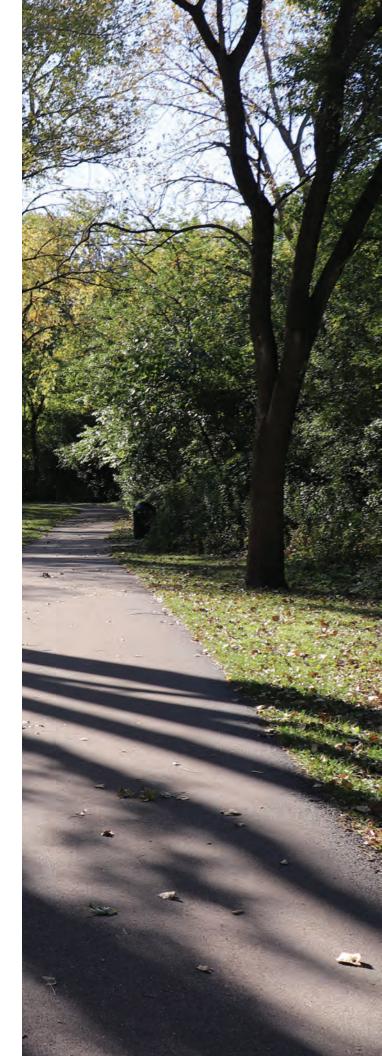
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# EXECUTIVE SUMMARY

#### **SECTION 1.0**

#### **1.1 INTRODUCTION**

Mundelein Park & Recreation District has a long history of providing parks and recreation for it growing community. With over 780+ acres of dedicated park land, the District keeps advancing into an innovative and expansive system. Our mission has continued evolving as it states, "*Connecting the community with safe and quality recreation through diverse programs, facilities and open space.*"

The Master Plan will provide current and future staff and board members direction and allow the community to continue giving the District positive feedback and ratings. Most importantly the Master Plan is dynamic to adjust to trends, needs and statewide and/or worldwide events by involving the entire staff, community and board annually. In 2022, an advancement

strategy was defined and short-term goals and objectives and initiatives were developed, allowing the Board and staff to allocate the appropriate resources on activities that are essential to customer satisfaction, maintaining expenses and building revenue. This will ensure sustainability and increasing value while achieving measurable outcomes. The District has an overall "advancement strategy" with the following strategic initiatives: Execution → Planning → Innovation → Communication → Training & Development.

These strategic initiatives are the backbone of the agency allowing goals, objectives and action steps to align with the initiatives. It builds a team approach and makes the District one of the best employers in Lake County. The District thanks everyone that engaged with a process to "keep advancing," parks and recreation in Mundelein.





# **1.2 BACKGROUND**

In 2015, the Mundelein Park & Recreation District ("District") Board of Commissioners adopted a Comprehensive Master Plan ("Plan") comprised into sections and updated in 2022. Due to the transition of a new Executive Director (former Executive Director retired) and COVID-19 pandemic, the Plan was extended to 2024 as the pandemic identified new challenges and opportunities. Board and staff have been working together to compile feedback, input and ideas to move the District forward. In 2023, the District finalized all the information to develop short and long-term initiatives, goals and objectives. The updated version is comprised of 14 sections and 17 appendices. The Plan was developed with resident, staff and commissioner input on the District's current and future park, facility and recreation needs. The basis of information was from the Community Wide Survey.

Sections are meant to be revised annually; therefore, the District is committed to revisiting the plans annually and/ or every three years due to the following impacts: economic conditions, grants, and/or community needs. Each section impacts another section so it is important that a logical and strategic discussion and sequence be determined for setting a future direction.

In the prior Comprehensive Master Plans there were several sections that didn't change significantly.For 2023–2028 Master Plan there are sections that changed significantly such as demographics, trends, park, facility and program assessments, capital maintenance and capital development. The District completed a Community Wide Survey in 2021 which focused on future needs and new trends emerging since the pandemic.

This Plan is expected to be realistic and a "living, breathing document" that will be refined potentially as the needs of the community and economic conditions change. Each year during the budget process, the plan's priorities will be reviewed. Any adjustments will be determined to best meet the needs of stakeholders based on available funds.

#### The essence of this plan offers the following benefits:

- · Establishes a proactive planning process.
- Creates a planning process that is structured and responsive, yet flexible.
- Keeps the District focused on core activities.
- Minimizes case by case decision making or one-off approvals.
- Empowers staff by providing them with authority to fulfill stakeholder requests as they pertain to the mission in this Comprehensive Plan.
- Reinforces District's commitment and relevance to the Community.
- Encourages transparency to the public.
- Emphasizes the District's desire for continued improvement.
- Position the District to apply for grants and funding.

# 1.2 SHORT AND LONG-TERM GOALS AND OBJECTIVES, AND INITIATIVES-2023-2028

# SUMMARY

Based on the information in the Appendices and discussion with Board and staff, there are numerous goals, objectives, and initiatives to guide the District over the next five years.

# **KEY FINDINGS**

- Maintaining and replacing current assets is a high priority.
- Outdated facilities require funding.
- Developing business plans for facilities and/or determining a change in facility usage/purpose is vital for financial planning.
- Ersi maps assist land/property acquiring strategies.
- State and Federal grants are needed for museum, paths, buildings and accessibility.
- Applying OSLAD grants or other state and federal grant funding is very important for District funding.
- Mundelein Parks Foundation is essential to fund scholarships and projects.
- Intergovernmental agreements with school district addresses needs for facilities and fields.
- · Financial forecasting allows for proactive decision making.
- Distinguished Accreditation Certification promotes best practices.
- Continual advancement of District-wide technology is vital for registration, community and staff.
- Residents value stewardship of natural areas.
- Connectivity to parks and outdoors promotes a healthy life style.
- Outreach to the Hispanic population is necessary.
- Diversity initiatives require review.
- Village and community growth impacts District offerings and operations.
- Inflation and other economic factors impact pricing.
- Minimum wage is having a major impact on personnel expense.
- District must be competitive when recruiting and retaining employees.
- Key leadership development is necessary for advancement.
- In 2020, the total population was 35,300. It is forecasted to be over 40,000 in 2030.
- Total Households is 12,659.
- Median Income is \$105,307.
- Median Age is 36.8 versus 35.6 in 2010.
- The largest population growth has been Hispanic Origin which 33.3% versus 30.2% in 2010.
- Diverse population is forecasted to grow.
- The District has 79% of its parks within a 10-minute walk compared to the national average of 55%.
- Top Five Tapestry Segments are the following: Workday Drive, Urban Villages, Savvy Suburbanites, Home Improvement, Professional Pride

- More than four-fifths (85.5%) of respondents indicate that their household is likely to use the MPRD facilities, programs, or services during the next two-three years, with 62.3% indicating their household is very likely.
- Four-fifths or more of respondents are aware of the Barefoot Bay Aquatic Center (98.5%), Diamond Lake Beach (96.4%), community center (90.0%), athletic fields at Community Park or Keith Mione Community Park (81.6%), Spray Park (80.8%), and the indoor pool (80.2%).
- More than two-thirds (67.2%) of respondents' state that their household would be likely to use the Barefoot Bay Aquatic Center more than six times a year during the next two-three years. Less than one-half of respondents' report that their household would be likely to use the other parks and facilities asked about in the survey more than six times a year during the next two-three years.
- The majority (96.5%) of respondents say that their household would be likely to participate in one or more of the MPRD activities asked about in the survey during the next two-three years. 68.9% of adults aged 50 or greater would be likely to participate in active adult activities, 67.7% of respondents with children in their household under the age of 18 would be likely to participate in youth athletics, and 52.4% of respondents with teens in their household would be likely to participate in teen programming during the next two-three years. Two-fifths or less of respondents' state someone in their household would be likely to participate in the other activities asked about in the survey.
- When asked which factors would increase their household's use of the MPRD parks, facilities, or programs in the future the most frequent responses are the addition of programs, facilities, or activities that their household is interested in (56.9%), lower fees (44.9%), and better communication of what is offered (36.3%).
- The majority of respondents report that the MPRD would be their household's first choice for a community center (77.5%), a fitness center (70.6%), adult athletics (69.3%), youth athletics (63.5%), a preschool (53.3%), and teen athletics (52.5%).
- About ½ of Latino residents would prefer all Park District Communication be in English and Spanish.
- The program guide is the main source of information for residents who have lived in Mundelein more than five years. The website is the main source of information for residents who have lived in Mundelein for five years or less.
- The printed brochure is the main source of information for the majority of residents.
- Be proactive with upgrading district-wide technology.



# **GOALS AND OBJECTIVES**

- Goal: Meet Fund Balance Policies
   Objective: Ensure Corporate Fund meets a 3-4 month policy and Recreation Fund meets two month policy
- Goal: Develop a realistic budget with contingencies based on current conditions
   Objective: Analyze historical financial data while considering stable participation and users
- Goal: Meet Distinguished Accreditation Standards Objective: Review and revise, if necessary, policies, procedures and manuals
- Goal: Identify and Pursue Alternative Funding Objective: Apply for grants and develop capital development concepts
- Goal: Evaluate and protect existing assets
   Objective: Evaluate existing mechanical systems, develop maintenance plans and receive preferred service
- Goal: Provide a safe and accessible environment for patrons and staff

Objective: Evaluate current parks and facilities

- Goal: Strengthen staff support, enhance services, become efficient and improve and beautify parks and facilities Objective: Establish an organizational structure to meet internal and external standards
- Goal: Plan and finance projects for existing facilities, programs and services
   Objective: Develop five-year strategies to keep advancing the District
- Goal: Seek out partnerships
   Objective: Find opportunities to fund capital maintenance and development projects
- Goal: Protect and improve existing facilities and parks Objective: Fund capital maintenance equipment and improvements that meet criteria for "needs"

- Goal: Protect and manage natural areas
   Objective: Utilize experts to share ideas and communicate to residents
- Goal: Encourage Board and Staff to pursue opportunities to learn industry trends

**Objective:** Seek cutting edge continuing education and topics

 Goal: Support and provide employees a fun and learning environment

Objective: Expand existing resources and offer opportunities to volunteer for planning and/or community committees

 Goal: Maintain effective communication with Board and Staff

Objective: Continually discuss future opportunities and direction

- Goal: Encourage and promote an agency with excellent and diverse internal and external communication Objective: Strengthen resources so employees and users are aware of projects, programs, facilities and services
- Goal: Establish a work environment allowing for collaboration, confidentiality and training
   Objective: Evaluate employee office space and secure space to enhance communication
- Goal: Maintain a culture that facilitates and executes new ideas

Objective: Encourage employees to offer programs and services and beautify key entry ways

- Goal: Understand participants needs
   Objective: Gather data and determine next steps
- Goal: Improve and beautify existing facilities and parks
   Objective: Demonstrate aesthetically pleasing areas in sight
   of users

#### **2023 INITIATIVES**

- Apply for OSLAD Grant and other grants to make Kracklauer Park an All-Inclusive Park which includes Playground, Bocce, Garden, Tennis and Pickleball Court and Fishing.
- Apply for grants for Mundelein Heritage Museum specifically for caboose and building.
- Utilize technology to communicate newsletters and brochures in other languages.
- · Complete stewardship standards for Natural Areas.

- Resurface Asbury and Leo Leathers Parks paths.
- Renovate Maurice Noll Tennis Courts to add six Pickleball Courts and one tennis court.
- Add pickleball courts and/or add lines to existing courts.
- Obtain and maintain Cyber Security Insurance.
- Review Five-Year Financial Forecast.
- Relocate Indoor Pool entrance.

#### 2024 INITIATIVES

- Execute OSLAD Grant for Longmeadow Park Improvements.
- Develop a business plan for Diamond Lake Recreation Center and Diamond Lake Beach property and repurpose to • Communicate using a variety of marketing channels and offer services at least six months of the year
- Assess staff organizational structure.
- Rent Ice Rink to outside groups.
- Relocate Learning Center Preschool to Big & Little Child Development Center.
- Improve the Health and Fitness Center with updating carpeting, painting, equipment and other amenities.
- Develop a realistic schedule and funding for replacement for equipment, playgrounds, HVAC and buildings.
- Add simulators and gaming in Steeple Chase basement area.
- Renovate Steeple Chase Clubhouse.
- Purchase a compliant picnic table at Fairhaven Park.
- Add directional signage at Hanrahan Park.
- Communicate effectively with residents on scheduled paths projects.
- Construct a dog park.
- · Offer Dog Park Membership.
- Review Five-Year Financial Forecast annually.
- Develop a Recreation and Facilities Life Cycle Plan to include Action Steps, Core Program Identification, Program Mix, Survey Results, Lifecycle Analysis, Age Segment Analysis, Current Program Assessment, Participation Data, Financial Information, Best Practices, Potential Programs for the Future.
- Develop a consistent program and facility survey tool.
- Charge residents for Spray Park.
- Complete a market analysis study every three years.
- Review and adjust salary ranges, if required, to meet industry market rate.
- · Develop a three-year employee contribution plan for health insurance.
- Develop a full-year Human Resources and Safety calendar.

- Continue to update the website to add convenience for user.
- Expand communications in both English and Spanish.
- add channels when needed.
- Add security cameras to Dunbar Recreation Center, Mundelein Community Center, Regent Center.
- Complete a Cost of Services Model.
- Replace/lower drinking fountains and/or sinks at Big & Little, Barefoot Bay and Museum.
- Switch P-Card Provider.
- Apply for Wetland Mitigation Bank Credits.
- Offer Spray Park rentals after hours.
- Solicit Naming rights for parks, facilities and playgrounds.
- Continue with Affiliate Usage Agreement.
- Research eliminating brochure mailings.
- Continue pond and Diamond Lake invasive species treatment.
- Revise District 75 Intergovernmental Agreement for Carl Sandburg Gym.
- Purchase Barefoot Bay deck chairs.
- Offer and market unique memberships for fitness and aquatics.
- Complete Intranet.
- Complete ADA Transition Plan annual action items.
- Renovate Steeple Chase Clubhouse. (i.e. painting, carpeting, windows)



#### **2025 INITIATIVES**

- Research options to repurpose Regent Center and/or renovate rooms and move playground.
- Lease portions of Village Green from MHS or assist with Management for golf driving range, athletic fields and/or more.
- Resurface Hanrahan Park basketball court.
- Resurface Hanrahan tennis court.
- Purchase an accessible mat for beach.
- Offer more Nature Programs.
- Partner with School Districts for space.
- Purchase accessible picnic tables and benches where necessary.
- Add cameras to Steeple Chase Golf Club.
- Install lighting by employee parking lot near Barefoot Bay and walkway to Barefoot Bay.
- Add three to four offices at Dunbar Recreation Center.
- Pursue lease of Park and Golf Maintenance Equipment.

- Follow Cost of Service/Recovery Strategy.
- Eliminate Softball Leagues and Rent Fields.
- Construct accessible route to Ice Skating Rink, Skate Park and Diamond Lake Sports Complex Disc golf.
- Establish Intergovernmental Agreements with government agencies for asphalt projects and equipment.
- · Seek alternative credit card user fees.
- Continue pond and Diamond Lake invasive species treatment.
- Install security cameras at MCC, Dunbar, Regent Center, and Steeple Chase.
- Resurface driveway into MCC and outer lot.
- Purchase two Park vehicles.
- Replace one playground.
- Replace portions of Steeple Chase cart path.
- Complete ADA Transition Plan annual action items.
- · Adopt and launch a District Mascot

#### 2026 INITIATIVES

- Add bathrooms in specific parks.
- Expand Steeple Chase Golf Clubhouse Deck.
- Renovate Regent Center, repurpose rooms and move playground.
- Research to repurpose Kracklauer Dance Studio.
- Add a ground level play component at Gordon Ray Park.
- Replace picnic tables at Diamond Lake Sports Complex.
- Renovate softball fields to turf fields and add parking.
- Review Diamond Lake Sports Complex soccer fields and determine if best location with expansion of Rt. 60/83.

- Replace doors and hardware at Dance Studio.
- Continue pond and Diamond Lake invasive species treatment.
- Replace Big & Little Playground.
- Replace portions of Steeple Chase cart path.
- Complete ADA Transition Plan annual action items.
- Utilize debt effectively to best meet capital maintenance and/or development priorities and needs.
- · Launch a new website.
- Purchase a van for staff use.

#### 2027 INITIATIVES

- Upgrade disc golf at Diamond Lake Sports Complex.
- Issue debt for Capital Maintenance and/or Development projects before and/or when Dunbar Recreation Center is paid off.
- Build dedicated Pickleball Courts with lights and if demand increases, research area by Community Park Volleyball Courts.
- Continue pond and Diamond Lake invasive species treatment.
- Replace portions of Steeple Chase cart path.
- Replace two playgrounds.
- Complete ADA Transition Plan annual action items.

#### 2028 INITIATIVES

- Relocate Park Maintenance Garage to allow for more space and efficiencies.
- Develop walking and bike paths throughout Keith Mione Community Park.
- Expand nature trails and connect to natural areas allowing for walking and cross-country skiing through Keith Mione Community Park.
- Relocate Spray Park mechanicals above ground.
- Expand existing skate park with more amenities.

- Install new sand filters and other mechanical equipment at Barefoot Bay.
- Continue pond and Diamond Lake invasive species treatment.
- Update Comprehensive Master Plan.
- Replace portions of Steeple Chase cart path.
- Replace two playgrounds.
- Review Distinguished Accreditation process.
- Complete ADA Transition Plan annual action items.

#### LONGER TERM PROJECTS TO CONSIDER IF FUNDING IS AVAILABLE:

- If grants are not eligible for Museum, evaluate whether to relocate Mundelein Heritage Museum to downtown Mundelein.
- Continue to work with Village to seek potential mini-parks if desirable and funding is available.
- Develop land adjacent to Clearbrook Park.
- Construct a Multi-Purpose shade structure with warming station and bathrooms at Keith Mione Community Park allowing for pickleball, basketball, ice skating, hockey, fitness, community events, cultural arts and more.
- Relocate front entrance of Barefoot Bay.
- Utilize Mundelein Community Center Courtyard to expand Group Exercise to larger rooms with windows, add extra lanes, whirlpool, steam therapy pool to indoor pool and create office and training space.
- Construct an indoor playground.
- Install lights at Keith Mione Tennis Courts.





#### **SECTION 2.0**

#### 2.1 GENERAL INFORMATION

Mundelein Park & Recreation District was established in 1954. It has grown from a mere 14 acres of land to over 785 acres serving a population of 39,000 residents. Year-round recreation and leisure opportunities are available to the public through our many facilities.

Currently, the District has 35 park and natural area sites offering over 785 acres of open space, playgrounds, ballfields, lakes and trails. Recreational activities available at various parks include tennis, pickleball, basketball, disc golf, sand volleyball, shuffleboard, bocce ball, skate park, softball/baseball, horseshoe pits and numerous walking trails are available in our parks. Additionally, many parks offer picnic areas, shelters, fishing ponds, and playgrounds. Our Community Park skating rink (2020) with chiller and sled hill are popular recreational spots in the winter months. The recreational activities offered bring meaning, purpose, and pleasure to our community residents. Three more parks will be added by 2024. The District has 19 facilities with 11 designated for the public.

In 1966, Kracklauer Park Dance Studio was constructed. The facility offers dance classes for all ages. Tap, ballet, hip hop classes are just a few favorites that the community enjoys. In conjunction with the Village of Mundelein the District has summer music concerts.

In 1965 the district purchased Lakefront Park for \$22,000. This is the land where the historic Ray Brothers pavilion once stood. The land included 185 feet of lake front footage and a boat ramp. By 1969, the park district had purchased 80 percent of Diamond Lake for \$23,000.

In 1978, Diamond Lake Recreation Center was constructed. Diamond Lake Beach is located on the 149-acre Diamond Lake. The Diamond Lake Recreation Center is home to a sandy beach, boating, fishing, playground and concession. A public boat launch is available on Diamond Lake. Additionally, preschool classes are held at the Recreation Center, September through May.

The Museum was moved in 1983 and opened in 1986. The District boasts that it has it very own museum, Mundelein Heritage Museum, that was reopened in 2020 with a Historical Commission appointed by the Village of Mundelein to manage day to day operations. The museum chronicles the history of Mundelein from a small rural town to the economically efficient village of today. Visitors to the Mundelein Heritage Museum will see new exhibits on early pioneers; the one-room schools of Fremont Township; memorabilia from iconic Mundelein businesses, military displays from WW I, and WW II; and displays dedicated to the five names of Mundelein. A caboose is located on-site but visitors/tourists are unable to view inside due to its condition. In 1988, Regent Center was constructed. Senior residents enjoy the recreational activities offered at the Regent Center. Exercise classes, medical care and information, day trips in addition to weekly bingo, card games, breakfast and dinner clubs plus so much more are offered.

In 1993, Steeple Chase Golf Clubhouse opened. Steeple Chase Golf Club is an award winning 18-hole championship golf course designed by Ken Killian set amongst natural hills, lakes, woods and wetlands. Its's scenic beauty, outstanding course conditions and challenging greens have earned Steeple Chase a 5-Star rating by "Chicagoland Golf" magazine. Steeple Chase's staff or PGA professionals offer tournaments, golf lessons for all ages in addition to a Junior Golf Program, family golf and 9-hole play. Located in the Steeple Chase Golf Club is the Grill Room, a full-service restaurant and bar, banquet room and Pro Shop stocked with top quality merchandise.

In 1997, Mundelein Community Center was built which includes a gymnasium, health and fitness center, indoor pool (added in 2000), and full-day care (Big & Little Child Development Center). The District's facilities include a Community Center equipped with an indoor pool, gymnasium, multi-purpose room, Big & Little Child Development Center; a state licensed child care center for ages 2-6 years old. Also, a full-service Health and Fitness Center is within the Community Center. It offers fitness classes, weight and cardio vascular machines, free weights, an indoor track and child care. The District entered into a partnership with Rush Physical Therapy whom occupies space in the Community Center.

Spray Park opened in 2004. Barefoot Bay opened in 2006 and includes two main areas. It consists of a main pool, tot pool, dive well, lazy river and slides. The Spray Park and our family aquatic center, Barefoot Bay, are located adjacent to the Community Center in Keith Mione Community Park.

In 2019, Dunbar Recreation Center was constructed due to an IDNR PARC Grant. The facility includes a gymnasium, dance/ exercise room, general room space and full kitchen. Before and after school care and camps utilize the general room space extensively.

The District offers over 650 seasonal programs, including: dance, youth sports, tennis, karate, golf, gymnastics, adult and youth leagues, swim instruction, art, fitness and wellness, culinary, adult day trips, science classes, and day camps. In addition, we host over 20 annual events, many free to the public.

Additional parks are being developed at Crossings of Mundelein, Sheldon Woods, and Townes of Oak Creek.



# MISSION · VISION · VALUES

#### **SECTION 2.0 CONTINUED**



# **2.2 VISION**

To be the leader in environmental preservation, recreation activities and unique facilities for those we serve.

# 2.3 MISSION

Connecting the community with quality recreation through diverse programs, facilities and open space.

# 2.4 VALUES

Excellence: Offer a quality product at a great value *Fun:* Provide an enjoyable, positive and pleasant experience Honesty: Always strive to be straightforward and fair *Inclusive:* Welcome those of all abilities and cultures Integrity: Earn trust every day Invested: Commit to improving our community Respectful: Treat everyone with respect *Responsible:* Adhere to fiscal sustainability and transparency

Note: The vision, mission and values were updated on May 9, 2022



# COMMUNITY PROFILE

#### **SECTION 3.0**

#### SUMMARY

The official 2020 Census figures were received September 16, 2021 and a Certificate indicated the number of inhabitants for the Village of Mundelein. The District has obtained the most updated information through Esri. The District has boundaries outside Village of Mundelein and those demographics are unavailable.

# **KEY FINDINGS**

- In 2020, the total population was 35,307 with a 2022 Forecast of 35,119.
- Total Households is 12,659.
- Median Income is \$105,307.
- Median Age is 36.8 versus 35.6 in 2010.
- The largest population growth has been Hispanic Origin which 33.3% versus 30.2% in 2010.
- Top Five Tapestry Segments are the following: Workday Drive, Urban Villages, Savvy Suburbanites, Home Improvement, Professional Pride.
- The District has 79% of its parks within a 10-minute walk compared to the national average of 55%.

#### RECOMMENDATIONS

- Utilize Mundelein Parks Foundation for Scholarships to families on free lunch program.
- Utilize technology to communicate newsletters and brochures in other languages.
- Review pricing strategies.

**Note:** Appendix C has the full census breakdown.

#### **SECTION 4.0**

# **SUMMARY**

Trends can change instantaneously which was demonstrated by the pandemic starting in March, 2020. Programs were limited and facilities were closed and/or required significant safety guidelines impacting participation. Outdoor recreation and park settings became a popular choice across the country and specifically, in Lake County.

While it is important to watch trends within the recreation industry to be prepared to offer what is popular on a local, regional and national level, it is more important to watch our own demographics and know what is popular with our stakeholders.

# **KEY FINDINGS**

- More than four-fifths (85.5%) of respondents indicate that their household is likely to use the MPRD facilities, programs, or services during the next two-three years, with 62.3% indicating their household is very likely.
- Four-fifths or more of respondents are aware of the Barefoot Bay Aquatic Center (98.5%), Diamond Lake Beach (96.4%), community center (90.0%), athletic fields at Community Park or Keith Mione Community Park (81.6%), Spray Park (80.8%), and the indoor pool (80.2%).
- More than two-thirds (67.2%) of respondents' state that their household would be likely to use the Barefoot Bay Aquatic Center more than six times a year during the next two-three years. Less than one-half of respondents' report that their household would be likely to use the other parks and facilities asked about in the survey more than six times a year during the next two-three years.
- The majority (96.5%) of respondents say that their household would be likely to participate in one or more of the MPRD activities asked about in the survey during the next two-three years. 68.9% of adults aged 50 or greater

would be likely to participate in active adult activities, 67.7% of respondents with children in their household under the age of 18 would be likely to participate in youth athletics, and 52.4% of respondents with teens in their household would be likely to participate in teen programming during the next two-three years. Two-fifths or less of respondents' state someone in their household would be likely to participate in the other activities asked about in the survey.

- When asked which factors would increase their household's use of the MPRD parks, facilities, or programs in the future the most frequent responses are the addition of programs, facilities, or activities that their household is interested in (56.9%). lower fees (44.9%), and better communication of what is offered (36.3%).
- The majority of respondents report that the MPRD would • be their household's first choice for a community center (77.5%), a fitness center (70.6%), adult athletics (69.3%), youth athletics (63.5%), a preschool (53.3%), and teen athletics (52.5%).

# **VALUE OF THE MUNDELEIN PARK & RECREATION DISTRICT**

- Almost all (96.0%) of the respondents believe the MPRD is valuable to their community, with 67.8% indicating it is very valuable. Compared with 85.9% of the respondents who think the MPRD is valuable to their household, with 54.9% indicating it is very valuable.
- The majority of respondents believe that the following MPRD programs are valuable to their household.

# **ADDITIONAL FINDINGS**

- Increase usage of open space and walking trails.
- Increase pickleball offerings.
- Perception and importance
   Health & Fitness Center of natural areas.
- Residents would like to see more bathrooms in parks.

- Programs for grade-school aged children (96.0%)
- Programs for preschool-aged children (93.8%)
- Programs for teens (92.8%)
- Programs for active adults (85.5%)
- Programs for adults (83.7%)
- and Indoor Pool are highly valued
- Allow more accessibility to parks and facilities

- RECOMMENDATIONS
- Improve the Health and Fitness Center.
- Improve Diamond Lake Beach and Recreation Center.
- Add bathrooms in parks.





# PARK CLASSIFICATIONS AND USAGE

#### **SECTION 5.0**

#### SUMMARY

In order to organize and plan for future use and needs, public open spaces are classified according to a hierarchy that provides for a comprehensive system. This includes interrelated parks, active and passive recreation areas, natural areas and linear parks, with bike and pedestrian trails, that serve the residents of the Mundelein Park & Recreation District. Open space classifications and definitions are based upon the National Recreation and Park Association (NRPA) guidelines and include:

- Mini-Parks service radius of less than  $\ensuremath{^4}$  mile, size of less than 1 acre
- Neighborhood Parks service radius of ¼ mile, size of 1 to 25 acres
- Community Parks service radius of  $\frac{1}{2}$  mile, size of 25 or more acres

\*These standards have not changed from 2019.

- Bike and Pedestrian Trails/Linear Parks service radius of ¼ mile, acreage varies due to length of park
- Conservancy Parks/Natural Areas
- Special Use Parks & Facilities parks that generate trips by people willing to drive a distance to utilize the facility (i.e., golf course, aquatic park, community center)

# **KEY FINDINGS**

While the Mundelein Park District does not meet the guidelines for mini parks, the District's abundance of neighborhood parks, more than makes up for this. Overall, the District meets or exceeds these guidelines and functions very well with

COMPARISON						
Category	NPRA Guideline	MPRD	Mundelein Inclusive			
Mini-Parks	8.75–17.5 acres	3.25 acres	3.25 acres			
Neighborhood Parks	35–70 acres	206.3 acres	206.3 acres			
Community Parks	175–280 acres	196 acres	196 acres			
Basketball	7 courts	9 courts (2 indoor)	12 courts			
Outdoor Tennis	17.5 courts	16 courts	26 courts			
Baseball -Official Size	3.5 fields (1 lighted)	3	5			
Field Activities	1.5 fields	2 fields	4 fields			
Softball/Youth Baseball	12 fields	24 fields	25 fields			
Bike/Pedestrian Trails	One system	—	One system			
Golf	One 18- hole course	One 18-hole course	Five 18-hole courses			
Aquatic Facility	2	3	4			

existing parks and facilities. Any future park acquisition should be considered to preserve open space and enhance existing parks.

The current distribution of parks shows the District does a good job providing open space for residents. Because there is not much room for additional population growth, there is no need for additional community park acreage. However, there are opportunities to capture large acreage on the north side of community. While there is ample neighborhood park acreage, there may be a need for additional parks if vacant land is developed for housing.

# RECOMMENDATIONS

- Continue to work with Village to seek potential mini-parks if desirable and funding is available.
- Partner with school district for long term planning of facilities and fields.
- Maintain current assets and reinvest to keep fresh and new.



# STEWARDSHIP PLAN OF NATURAL OPEN SPACE

#### **SECTION 6.0**

#### **SUMMARY**

Staff utilized a comprehensive form to evaluate park sites and amenities. All park sites and amenities were evaluated with a standard maintenance numerical system. The District contracted with Hey and Associates to complete a Natural Areas Assessment and outline priorities. The following sites were evaluated:

#### **KEY FINDINGS**

- Asbury Park Path needs to be replaced. New Playground was installed in 2020. Ballfield fencing are outdated.
- Cardinal Terrace Park Consistent stewardship. Path needs to be replaced.
- Clearbrook Park Extend walkway to enter the park. Fencing is outdated.
- Diamond Lake Beach and Recreation Center Recreation Center facility and fencing is outdated. Gazebos require improvement. Repurposing should be evaluated. Any future improvement requires ADA compliance.
- Diamond Lake Sports Complex Clear nature trails. Improve Disc Golf Course by replacing tee markers and clearing trails.
- Hanrahan Park
   Basketball and Tennis Courts need replacement. Specific playground elements require replacement in next five years.
- Keith Mione Park

Path connectivity to ice rink and Dunbar. Lighting necessary by aquatic employee parking lot. Improvement of road. Opportunity for pickleball. Accessible route necessary for ice skating rink.

#### **RECOMMENDATIONS IN PRIORITY ORDER**

- 1. Longmeadow Park
- 4. Asbury Park
- 2. Diamond Lake Beach
- 5. Leo Leathers Park
- 3. Kracklauer Park
- 6. Maurice Noll Park

**Note:** Appendix E has a more comprehensive breakdown.

Kracklauer Park

Playground is outdated and past due. Opportunity for an All-Inclusive Playground. Dance Studio requires improvements.

- Lions Park For future, add several skate park features to the east.
- Longmeadow Park

Playground and paths need replacement. Basketball court relocated due to safety reasons. Buckthorn removal for woodland paths. Accessibility to gazebo.

Leo Leathers Park

Removal of buckthorn. New use for former tennis courts as a challenge course. Path requirements replacement. Pond improvements such as seeding is necessary. Ballfield fence is outdated.

- Orchard Basin Natural areas require stewardship.
- Maurice Noll Park

Natural areas require stewardship. Tennis courts need to be replaced. Baseball field requires analysis for its future use.

Memorial Park

Path needs replacement and widened. Evaluate flooding by homes.

Wilderness Park

Natural area requires stewardship. Replace gazebo roof. Paths require improvement.

- 7. Memorial Park
   8. Hanrahan Park
- 9. Hickory Park
- 10. Lions Park



#### **SECTION 7.0**

## SUMMARY

Staff have been utilizing a comprehensive form to evaluate facilities and amenities. All facilities and amenities will be given a grade. Appendix F has the complete grading system for each facility. The following facilities were evaluated.

#### **KEY FINDINGS**

Barefoot Bay Aquatic Center

Major maintenance equipment requires replacement due to age and deterioration. Deck chairs require replacement. In future, reconstruct front entrance for check-in.

- **Big & Little Child Development Center** Replace outside playground.
- Carl Sandburg Gym
   Requires new lighting. Side hor

Requires new lighting. Side hoops are older and bent requiring replacement.

Diamond Lake Recreation Center

Outdated tile, paint and flooring. Bathrooms are original. Windows are limited. Outside fencing needs full replacement. Purchase an ADA mat for beach. Park area gazebos are outdated and should be replaced and removed. Shade is not available for camps. Parking lot needs complete replacement. Boat Ranger boat needs replacement in two years. The Boat Ranger boat dock requires a new system.

#### Dunbar Recreation Center

Add four offices so building can stay open and relieve crowded existing spaces. Add shade in the back area. Playground will require replacement.

Heritage Museum

Caboose requires replacement which includes electrical, accessible walkway and ramp and security. Museum roof needs replacing. Building requires outdoor electric, display cases and repair of joists and flooring.

Indoor Pool

Several maintenance equipment will need to be replaced in several years. Add a family locker room. Whirlpool leaks and may require future major repairs. In future, add more lanes and therapy pool. Space is available if funds are available.

# **RECOMMENDATIONS IN PRIORITY ORDER**

- 1. Barefoot Bay Aquatic Center
- 2. Steeple Chase Golf Club
- 3. Diamond Lake Recreation Center
- 4. Big & Little Child Development Center
- 5. Heritage Museum
- 6. Park Maintenance Building #1

- Kracklauer Dance Studio Outdated wood and flooring. Not very accessible.
- Mundelein Community Center Front lobby is narrow. Office space is limited.
- Park Maintenance Building #1 Roof requires replacement due to age and leaks.
- Park Maintenance Building #2 Roof requires replacement due to age and leaks.
- Park Maintenance Building #3 Roof requires replacement due to age and leaks.
- Park Maintenance Building #4 Roof requires replacement due to age and leaks.
- Regent Center Remodel Rooms A & B. Add projector and screen.
- Softball Field Shed Continue to maintain.
- Spray Park Bring equipment from vault to above ground.
- Steeple Chase Golf Club

Windows and carpeting need replacement. Refresh with painting trim, walls and bar. Purchase new tables and chairs. Tuckpointing is necessary for the brick areas. For future, expand the deck. Update the bottom floor. Replace the retaining wall and landscaping. Add a shade structure over the carts.

- Steeple Chase Maintenance Building #1 Replace the gravel driveway entrance (Phase 3).
- Steeple Chase Maintenance Building #2
- Steeple Chase Chemical Building

- 7. Regent Center
- 8. Steeple Chase Maintenance Building #1
- 9. Park Maintenance Building #2
- 10. Park Maintenance Building #3
- 11. Park Maintenance Building #4
- 12. Steeple Chase Chemical Building

# **SECTION 8.0**

# SUMMARY

Program Assessment occurs by analyzing participation rates, trends and evaluations. An Annual Data Report is presented to the Board in February. This provides a history of trends through participation. Recreation Department meets monthly to discuss programs. This assessment allows staff to provide offerings based on needs and interest. Staff is in the process completing a Recreation Program Master Plan.

## **KEY FINDINGS**

The following program usage and suggestions findings are from the 2021 Community Survey.

PREFERRED P	ROGRAM LENGTH AND FREQUENC	Υ	
Program	Times	Length	Frequency
Early Childhood	Weekday morning (35.4%) Weekday afternoon (32.3%) Weekday evening (38.5%) Weekend morning (54.2%) Weekend afternoon (13.5%)	1 week (0.3%) 4 weeks (27.1%) 6 weeks (7.1%) 8 weeks (65.6%)	Drop-in (26.3%) Once a week (31.3%) Twice a week (28.7%) More than 3 times a week (13.8%)
Youth	Weekday morning (2.9%) Weekday afternoon (6.4%) Weekday evening (62.1%) Weekend morning (80.7%) Weekend afternoon (45.0%)	1 week (2.1%) 4 weeks (32.3%) 6 weeks (10.4%) 8 weeks (55.2%)	Drop-in (3.8%) Once a week (25.5%) Twice a week (68.1%) More than 3 times a week (2.7%)
Teen	Weekday morning (0%) Weekday afternoon (9.7%) Weekday evening (63.4%) Weekend morning (61.3%) Weekend afternoon (46.2%)	1 week (2.2%) 4 weeks (34.8%) 6 weeks (22.0%) 8 weeks (41.1%)	Drop-in (9.2%) Once a week (35.8%) Twice a week (47.0%) More than 3 times a week (8.0%)
Adult	Weekday morning (20.8%) Weekday afternoon (7.3%) Weekday evening (63.5%) Weekend morning (58.4%) Weekend afternoon (51.7%)	1 week (1.6%) 4 weeks (34.8%) 6 weeks (35.4%) 8 weeks (28.2%)	Drop-in (7.3%) Once a week (63.1%) Twice a week (23.4%) More than 3 times a week (6.1%)
Active Adult	Weekday morning (29.7%) Weekday afternoon (42.8%) Weekday evening (40.0%) Weekend morning (45.5%) Weekend afternoon (37.9%)	1 week (9.4%) 4 weeks (34.1%) 6 weeks (21.0%) 8 weeks (35.5%)	Drop-in (15.6%) Once a week (34.6%) Twice a week (41.6%) More than 3 times a week (8.2%)

ADDITIONAL PROGRAM SUGGESTIONS						
Program	Percent	Program	Percent			
Children's programs	19.4 %	Fitness/Wellness/Health	4.9 %			
Sports	14.6 %	Teen programs	3.9 %			
Art and Crafts/Hobbies	9.7 %	Other programs	15.5 %			
Aquatic	8.7 %	None	7.8 %			
Senior programs	6.8 %	Don't know	8.7 %			
Dance	4.9 %	Other comments	14.6 %			



#### RECOMMENDATIONS

- Develop a consistent survey tool.
- Complete a Cost of Services Model.
- Offer more Nature Programs.
- Partner with School Districts for space.
- Develop a recreation and facility plan to include:
  - Action Steps
  - Core Program Identification
  - Program Mix
  - Survey Results
  - Lifecycle Analysis
  - Age Segment Analysis
  - Current Program Assessment
  - Participation Data
  - Financial Information
  - Best Practices
  - Potential Programs for the Future

**Note:** Appendix G provides history on participation.



#### **SECTION 9.0**

# SUMMARY

In 2009, the District embarked on extensive American with Disabilities Act site reviews of all its parks and facilities. The Site Reviews were translated into an ADA Transition Plan prioritizing tasks over a 10-year time period. The District levies funds through the Special Recreation Fund allowing the District to address the ADA Transition Plan and other programs.

Due to COVID-19, projects were put on hold for two years and the ADA Transition Plan was extended. The parks have 37 priorities and facilities have an estimated 100 priorities to address. The District is a member of Special Recreation Association of Central Lake County, SRACLC, and there are eight agencies representing a Board of Directors.

# **KEY FINDINGS**

• An All-inclusive playground adds value and meets guidelines.

# RECOMMENDATIONS

- Continuing to prioritize improvements throughout the parks and facilities.
- Utilize consultant to review existing plan and hold a public meeting.
- Pursue funding for one All-Inclusive Playground and the location identified is Kracklauer Park.
- Purchase accessible picnic tables.
- Purchase accessible benches where necessary.
- Install compliant directional signage at Hanrahan.
- Construct accessible route to Ice Skating Rink, Skate Park and Diamond Lake Sports Complex Disc golf.

Note: Appendix H has the comprehensive listing of priorities.

- Transition plan must be updated annually.
- Purchase an accessible mat for beach.
- Replace/lower drinking fountains and/or sinks at Big & Little, Barefoot Bay and Museum.
- Replace doors and hardware at Dance Studio .
- Construct an All-Inclusive Playground in a centrally located park.
- Replace picnic tables at Diamond Lake Sports Complex.
- Purchase a compliant picnic table at Fairhaven Park.
- Add a ground level play component at Gordon Ray Park.
- Add directional signage at Hanrahan Park.







#### **SECTION 10.0**

#### SUMMARY

Employees are an important part of any organization and being able to attract and retain professional staff focuses on the following:

- Flexibility
- Growth
- Positive Work Culture

- Appealing Benefits and Compensation
- Growth, Education and Training Opportunities
- Empowerment

#### **10.1 STAFFING**

With wages increasing and shortage of applicants, District is working to become proactive and utilizing a market rate approach when hiring while incorporating philosophy in 10.1. Over the years, District has been hiring more full-time than prior years due to work loads, number of hours worked, projects not getting completed and facilities not able to be maintained and cleaned. These needs require more evaluation and discussion. Appendix I has a breakdown of full-time staff since 2018.

#### **10.2 SUCCESSION PLANNING**

The purpose of the succession plan is to identify and develop potential successors for mission critical roles to ensure MPRD's ongoing business success. To ensure the organization's operations are not interrupted while the Board of Commissioners assesses the leadership needs and recruits a permanents executive officer, the Board may appoint an interim executive to operate without disruption and that all organizational commitments previously made are adequately executed and that the duties of the Executive Director are carried out.

#### **KEY FINDINGS**

- Salary ranges require adjustment and mid-point adjusted for market rate.
- Establish a process for updating ranges.
- Identify key leaders and interchange leaders for managing day to day operations.

#### RECOMMENDATIONS

- Approval of staffing must occur during budget process allowing for discussion with the Board and gain a better understanding of all the needs.
- Develop a succession plan procedure for each Department.

- Train and develop supervisors and managers to gain more knowledge of district-wide operations.
- Minimum wage is having a major impact on personnel expense.
- Complete a market analysis study.
- Develop a three-year employee contribution plan for health insurance.



#### **SECTION 11.0**

# SUMMARY

Capital Maintenance is defined as existing assets requiring replacement. Capital Maintenance consists of the following:

- Playgrounds
- Park Maintenance Equipment
- Facility Maintenance Equipment
- Facility Equipment

# **KEY FINDINGS**

- Maintaining and replacing current assets is a high priority.
- Outdated facilities require funding.

- Technology
- Paved and Trail Paths
- Basketball/Tennis Courts
- Parking Lots
- Developing business plans for facilities and/or determining a change in facility usage/purpose is vital for financial planning.
- Continual advancement of District-wide technology is vital for registration, community and staff.

# RECOMMENDATIONS

- Develop a schedule of replacement for playgrounds, HVAC and buildings.
- Communicate with residents on scheduled paths.
- Apply for grants.
- Update schedule annually and share with Board.
- Improvements include playgrounds, paths, aquatic equipment, vehicles and hvac equipment. Some of the oldest playgrounds requiring replacement are located at Longmeadow Park and Kracklauer Park.
- Longmeadow Park requires replacement of walking path, installing a separate basketball court from the parking lot,

creating nature trails in a beautiful wooded area, adding more active play and creating an area for fishing.

- Kracklauer Park playground and bathrooms require improvements and accessibility.
- Hanrahan and Maurice Noll Parks require tennis court replacement.
- Hanrahan Park requires basketball resurfacing.
- Asbury and Leo Leathers Parks required path replacement.
- Heritage Museum requires replacement of Caboose and making it accessible.
- Diamond Lake Beach needs a fence replacement. Recreation Center requires a refresh.

**Note:** Appendix J & K have a breakdown of all the assets and broken out over five years.

# CAPITAL DEVELOPMENT

#### **SECTION 12.0**

#### SUMMARY

Capital Development is defined as any significant improvement to an existing asset or purchase of a new asset. In January 2022, the Board and staff met to discuss potential capital development projects based on community input from Community Wide Survey, resident comments, staff meetings and board discussions. The consensus was focus on Capital Maintenance or taking care of what currently exists but necessary to have a list of Capital Development ideas in case funding is available.

#### **KEY FINDINGS**

- Mundelein Parks Foundation is essential to fund scholarships and projects.
- Annual research and evaluation of selective options for advancement is necessary.

#### RECOMMENDATIONS

- Construct a dog park.
- Install lighting by employee parking lot near Barefoot Bay.
- Relocate front entrance of Barefoot Bay.
- Expand Steeple Chase Golf Deck, add simulators in basement area and renovate clubhouse.
- Renovate Regent Center, repurpose rooms and move playground.
- Renovate Diamond Lake Recreation Center and open space area.
- Add pickleball courts and/or add lines to existing courts.
- Build dedicated pickleball courts with lights and if demand increases, research area by Community Park Volleyball Courts.
- Develop land adjacent to Clearbrook Park.
- Relocate Park Maintenance Garage.
- Repurpose Diamond Lake Recreation Center and open space area.
- Add extra lanes and therapy pool to indoor pool.

- Village and community growth impacts District offerings and operations.
- Research and evaluate and new development to determine needs and funding
- Expand Group Exercise to larger rooms with windows.
- Construct an indoor playground.
- Acquire property and/or buildings for cultural arts, dance and offices or other activities.
- · Add offices to Dunbar Recreation Center.
- Upgrade disc golf at Diamond Lake Sports Complex and add turf fields.
- Construct a Multi-Purpose shade structure with warming station and bathrooms at Keith Mione Community Park allowing for pickleball, ice skating, hockey, fitness, community events, cultural arts and more.
- Renovate softball fields to turf fields and add parking.
- Add connectivity to ballfields at Keith Mione Community Park.
- Expand skate park.
- Relocate the Heritage Museum to downtown Mundelein.
- Purchase a new caboose for Mundelein Heritage Museum.

Note: Appendix L has a listing of all the potential capital development ideas.



# LAND DEVELOPMENT/ACQUISITION/SALE

#### **SECTION 13.0**

# SUMMARY

The Village of Mundelein continues pursuing development opportunities and there are potential opportunities for land purchases to gain access to parks, develop fields and/or keep as open space. The District encourages land owners to contact the District to determine if it is in the best interest to acquire.

#### **KEY FINDINGS**

- Collaborate with Village to find opportunities to annex properties.
- Be strategic and review Ersi maps to determine if land/property is necessary to acquire.

# RECOMMENDATIONS

• Annex properties when opportunities exist after Village finalizes developments.

## **SECTION 14.0**

## SUMMARY

Marketing and communications needs have expanded significantly since 2019. The pandemic the importance of timely communications to all residents. This resulted in expanded use of marketing channels such as website, social media, brochure, and e-mail.

**Website:** The new website, launched in May 2021, can be read in most languages. The website was enhanced in May 2022, by adding over 27 new pages that include program descriptions and registration links. Communication has been improved with a mobile-friendly interface. (Over 70% of users view the website on their mobile devices).

Social Media: Social Media continues to be a platform to share than in 2019. information and successes while being utilized to recruit staff. Additional Social Media outlets have been used to reach younger populations.

**KEY FINDINGS:** 

- About half of Latino residents would prefer all Park District Communication be in English and Spanish.
- The program guide is the main source of information for residents who have lived in Mundelein more than five years. The website is the main source of information for residents who have lived in Mundelein for five years or less.
- The printed brochure is the main source of information for the majority of residents.

#### **RECOMMENDATIONS:**

- Continue to update the website to add convenience for user.
- Expand communications in both English and Spanish.
- Park District should communicate using a variety of marketing channels and add channels when needed.

**Brochure:** To enhance user experience, the seasonal brochure includes QR Codes which take residents to the website page of their program interest.

**Email:** Marketing continues to improve and automate the District's e-newsletters to target specific audiences. Our email subscriber base has grown to over 14,000, nearly 4,000 more than in 2019.

The Community Wide Survey provided some key information for the District.

- Sponsorships assist with offsetting expenses for special events and programs. Sponsorships account for approximately \$25,000 within the annual budget.
- Advertising assists with offsetting expenses for operating expenses such as the brochure and/or technology. Advertising accounts for approximately \$10,000 within the annual budget.
- Build and launch a new website every five years
- Based on new trends, research moving the printed brochure to digital only.

**Note:** Appendix M provides comprehensive marketing data for the District.







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