



Glencoe Park District Strategic Plan 2011-2015



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February 2011

Dear Glencoe Park District Residents:

The Park District has been very busy in the past seven months gathering survey data and listening to you, our residents, by holding focus group and town hall meetings, participating in visioning sessions and developing an understanding of the collective elements that you cherish about our Park District. What we heard through this process is that the overall experiences that we provide are held in high regard in our community. There are areas in which change is needed, and we are excited to move forward in the next five years to make noticeable improvements in those areas.

The Park District, as with any other unit of local government, has a fiduciary responsibility to its residents. We must be accountable for our actions, your tax dollars and be good stewards of everything that encompasses recreation, parks and facilities within Glencoe. We have identified several key strategic themes, objectives and initiatives. The secret to moving forward starts with leadership at all levels within the Park District.

We hope that you will notice improvements across the Park District as we start the process of implementation of this five-year strategic plan. We have a rich history and a strong desire to offer excellent parks, facilities and programs, now and in the future.

Sincerely,

The Glencoe Park District Board of Park Commissioners

Michael B. Brohman
President

Hilary G. Lee
Vice President

Robert W. Kimble
Treasurer

Maxine L. Retsky
Commissioner

Jack A. Weinberg
Commissioner



Strategic Plan Acknowledgment of Participants

Board of Park Commissioners

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1.0 Introduction & Plan Purpose

The Glencoe Park District (GPD) retained the Public Research Group, LLC (PRG) in the spring of 2010 to facilitate and craft a strategic planning document that was as open and transparent as possible. The process, as envisioned by the Park District, relied heavily on the community as a whole, Park District staff, Park Board, special interest groups and targeted focus groups that could express perspectives and views of the Glencoe community. As a fresh planning initiative, this five-year strategic plan sought to define the essence of the Park District and where appropriate, chart new courses of action to improve the Park District. This plan also took into account any existing initiatives the Park District has undertaken.

Strategic planning focuses on management areas that include administrative, financial and operational objectives. This planning needs to be clearly focused on the strategy behind the day-to-day operations. In order to determine where an agency is going, the agency needs to know exactly where it stands, then determine where it wants to go and how to get there. Strategic innovation and the adjustments that accompany the strategic plan are cornerstone strategies for any organization, providing the means for it to advance its mission regardless of economic and political climates.

The primary goal is to provide a strategic framework for the Glencoe Park District to have meaningful discussions in order to shape its future. This plan begins with an analysis of the environment within which the Glencoe Park District currently exists. It considers the many facets of community involvement that were showcased in the planning process which are reflective in the themes formed. This plan concludes by providing a timeline for implementing the initiatives based on identified needs.

Previous Planning Efforts

The Park District's Open Space Master Plan was updated in 2001. The plan addresses the needs of the community.

The updating of the comprehensive park and recreation master plan is the next level of planning and is on the horizon for the Park District to complete in coming years. This strategic plan systematically records the needs of the community and strategies to meet identified needs. This strategic plan will assist in setting the major goals and initiatives for future objectives in a more comprehensive planning approach.



2.0 Mission, Vision & Core Value Statements

The need to understand core values and competencies of the Park District is paramount to start the discussion of mission, vision and core value statements. This can be only achieved through a series of interactive dialogues with the Park Board and key management personnel.

Core Values & Competencies

To define the current state of the core values and competencies of the Glencoe Park District, numerous visioning sessions were conducted to identify and define the essence of the culture that currently exists in the agency.

Park District competencies identified early in the planning process included:

- Commitment to allocating capital monies towards improving core facilities
- Closing gaps of service in Park District facilities
- Fundamental belief that the Takiff Center needs to fulfill its community obligation
- Crafting recreational experiences that define the essence of the Glencoe community
- Strong focus on early childhood programs



Core values define the agency's moral code, its culture and its ethical standards. Based on our research of the current status of the agency, we have identified three core values that the Glencoe Park District should welcome to create a culture of belonging to the community. The primary purpose of the organization is to meet the recreation, open space and leisure needs of the community. An agency should not lose focus on its fundamental reason to function. In order to achieve the mission and vision of the Park District, the core values of the Glencoe Park District need to emphasize:

- **Customer Culture Commitment**

The Glencoe Park District is committed to learning what its customers' leisure service needs are, identifying solutions to meet those needs and meeting them in a cheerful and positive way.

- **Trust**

The Glencoe Park District is committed to developing trust through its actions, not just its words, delivering more than it promises.

- **Community First Collaboration**

The Glencoe Park District Board and staff will embrace a team approach that puts the needs of the community first building on fairness and equality for all.

The Glencoe Park District has not yet developed a set of core values. The three included in this strategic plan were generated from researching the current status of the agency. The responsibility for maintaining these core values fall to both the Executive Director and the Park Board.

The Park District Board and Staff should prepare a new mission statement and create a vision statement that reflect the strategic goals identified in this plan.



Mission Statement

A good place to start in understanding an agency's primary purpose is to review and possibly enhance mission and vision statements. Mission statements serve as a reminder of the connections between the organizational and departmental priorities. The current mission statement of the Glencoe Park District is:

The Glencoe Park District strives to serve the community faithfully by developing and maintaining quality facilities; open spaces; and recreational, educational and cultural opportunities. To that end the District shall at all times provide responsive and courteous service; exercise fiscal prudence; and manifest environmental awareness. Where possible, the Park District shall cooperate with other community organizations and agencies to enrich further the lives of Glencoe residents.

Vision Statement

The Glencoe Park District does not currently have a vision statement. A practical vision statement that the Park District could explore is:

The Glencoe Park District will foster an inspired culture of community providing for exceptional leisure experiences each and every time.



3.0 Community Input Process & Needs Assessment

During the summer of 2010, a lengthy needs assessment was conducted on behalf of the Glencoe Park District. The needs assessment included telephone and mail surveys, online and e-mail questionnaires, town hall meetings, staff and Board visioning sessions, focus groups and public interest group meetings. The data received was comprehensive and identified community issues. The scope of the needs assessment probed concerns and/or issues surrounding the current agency, the course of future direction (ideas and priorities) that the Park District should undertake. The information presented in the Strategic Plan is summarized in this form. A complete report of the findings from the community needs assessment is presented under separate cover.

Board and Staff Visioning Sessions

One element of feedback which is extremely important to the strategic planning process is to understand the vision of the Board and staff. Gathering staff feedback has been an ongoing process that began on May 24, 2010 with a meeting with the Executive Director and subsequent meetings with the staff. The vision of the staff was one of improving many areas of the Park District. There was a genuine interest in advancing the agency from its current form.

Also, on September 15th, the Glencoe Park District Board of Park Commissioners hosted a Board visioning session. The purpose of the session was to solicit responses from the Board that would provide an insight into what it believed should be the strategic direction the Park District.

The areas that were discussed in these sessions included:

Improving familiarity with the Glencoe Park District

- Reintroduce the community newsletter
- Present more passive marketing, including signage
- Encourage instructors to provide additional self-promotion
- Review the Park District brand and logo and develop new logo if warranted

Improving satisfaction with the Glencoe Park District

- Executive Director should seek out additional community outreach opportunities
- Develop better customer service experience with the public
- Develop programs to serve retired people
- Focus on popular projects like the walking/ biking paths

Consider a fitness facility in the Takiff Center

- Create focus group strategies for engaging public input
- Identify a suitable location in the Takiff Center
- Perform a pro forma feasibility study (including return on investment (ROI)) on the potential operating revenues and costs
- Identify capital funding sources
- Identify other solutions (i.e. intergovernmental agreements, private funding, etc.)

Consider solutions to the swimming pool need expressed

- Develop intergovernmental relationships with agencies that have pools
- Identify a site for a splashpad
- Create a capital funding scenario for a splashpad and/or swimming pool



Consider a new non-resident fee policy

- Identify the programs and facilities that are under-utilized
- Identify the programs and facilities that are over-utilized
- Complete exit surveys with the existing customer bases for each program and facility
- Using a separate model for each program, develop fees based on whatever the market will bear

Determine affordable solutions for improving the parks

- Develop a prioritized capital improvement list
- Apply for grants to leverage park improvement capital funding
- Improve park signage
- Review organizational structure for staffing efficiencies
- Identify sources of capital funding to improve the parks

Improving satisfaction with the Glencoe Park District is one of the most important strategic initiatives suggested by the staff and Board visioning process.

Public Town Hall Meetings

The ability to listen to the community is one of the most important tasks in creating any planning document. An often used medium to accomplish this is to host a series of meetings inviting the public to attend and express their thoughts. By design, representatives of the Park District did not attend these public meetings.

Public meetings were held on June 9th and July 27th in the format of town hall meetings.

The agenda for these meetings covered only a few items and centered around gathering input

from attendees on topics expressed in an open format.

The June 9th meeting had approximately 35 people in attendance. It should be noted that many of the people attending were both residents and early childhood parents, with a bias surrounding much of the discussion on the relationship between Glencoe Park District and the Glencoe Junior Kindergarten and Nursery School (GJK). However, the meeting was facilitated so that it was not just an opportunity to express a GJK point of view, which is why other issues were considered.

The July 27th meeting had a lower attendance, with fewer than 20 people gathered that evening.

The following themes emerged from the meetings:

- Strengthening Partnerships: concern about a lack of working with other governmental units, and developing agreements that would benefit the Park District in the long run.
- Programmatic: lack of a fitness center, fitness classes not being offered in the evening, youth sports teams age requirements do not allow the children to start early enough to be competitive in basic skills on teams compared to other communities, some recreation programs cannot be sustained with Glencoe residents only as participants; non-residents are needed to make Glencoe Park District programs viable but residents should be given priority on access to programs.
- Park System Improvements: a dog area, parking considerations around the beach, improvements to playgrounds, tennis court refurbishments and replacement and addition of walking paths.



Special Interest Groups

Special interest groups are typically interested in advancing a specific area of knowledge of a selected issue. A series of meetings were held on June 16th and 17th that focused on three major topics. These topics were also explored in the focus groups that had a slightly more diverse base of participants. In brief, the topics that illustrated the conversation of three areas were;

Parks & Green Initiatives: Glencoe has a unique ecosystem that needs to be showcased through green initiatives, including nature-based educational offerings.

Facilities: The Beach is a wonderful asset to the community that is adequate in terms of amenities, but improvements should be focused on operational enhancements.

Takiff Center: The vision for the building that was expressed in the past has not been fully realized.

Focus Groups

Focus groups are a recognized planning tool to center on any topic and deliver more detail than in a public meeting format. On July 27th, focus group meetings were conducted. The focus groups were assembled as four different groups of volunteer members of the community, with each focusing on a specific topic. The topics were recreation programs and the Takiff Center, the Watts Ice Center, the Glencoe Beach and the Parks. Representatives of the Park District did not attend these focus group meetings (by design).

The Beach

This focus group agreed on some overall positive considerations regarding the Beach. Participants expressed the feeling that the Glencoe Park

District Beach was better than those in other communities. The focus group also agreed there were many excellent beach front elements such as: the sand and water playground, the pier, sitting areas, boating facilities and the Safran Beach House with a trellis area.

The improvement themes were fairly consistent with comments about the beach in the mail and telephone surveys. Non-resident use of the beach is a concern, in so far as non-resident usage inhibits residents from using the beach. The concession stand was also a point of discussion, as was the size of the swimming area, judged too small by people in the group.

Another issue that garnered much discussion was the hours of operation. Most people believed the beach should be open from 8am to 8pm, and that the staff should be stricter on their enforcement of payment for beach usage. The focus group also believed that staffing was inconsistent, with times when there were too many staff and other times not enough.

Recreation Programs and the Takiff Center

The themes that were discovered within this focus group varied and sometimes got off the main topics of recreational programs and the Takiff Center. Several marketing professionals were included in the focus group and they were comfortable discussing general marketing principles and their experiences. The early childhood parents brought up the issues that concerned them. The fitness facility was a theme, as it was in the survey, adding credence to the idea that this would be a viable addition to the Takiff Center.



Watts Ice Center

This focus group was mostly made up of residents who live around the facility. They generally expressed that ice skating at Watts is an unbelievable asset and is truly a Glencoe novelty. The group identified the need for improvements to the facility, was very open to using it beyond the winter season and saw the need to actually consider expanding it with another full size ice rink.

Parks

The direction of the District over the past few years has been facility based with the development of the Takiff Center. The group confirmed the need heard from other sources of data gathering that the parks, open space, trails, heritage trees and shoreline along Lake Michigan are valued treasures that define the community. They are in need of investment in a smart and respectful manner. A few themes emerged; new park signs, more passive focus with a natural approach and more diversity to the elements within the parks. It was clearly stated in our discussions that there is not a need to over develop the park spaces and lose the open feeling of the spaces.

Community Survey Highlights

The primary reflections on the community survey are illustrated in this section. The information will be presented in graphic form that assisted in the development of the strategic goals and initiatives.

Q: Familiarity with the Glencoe Park District

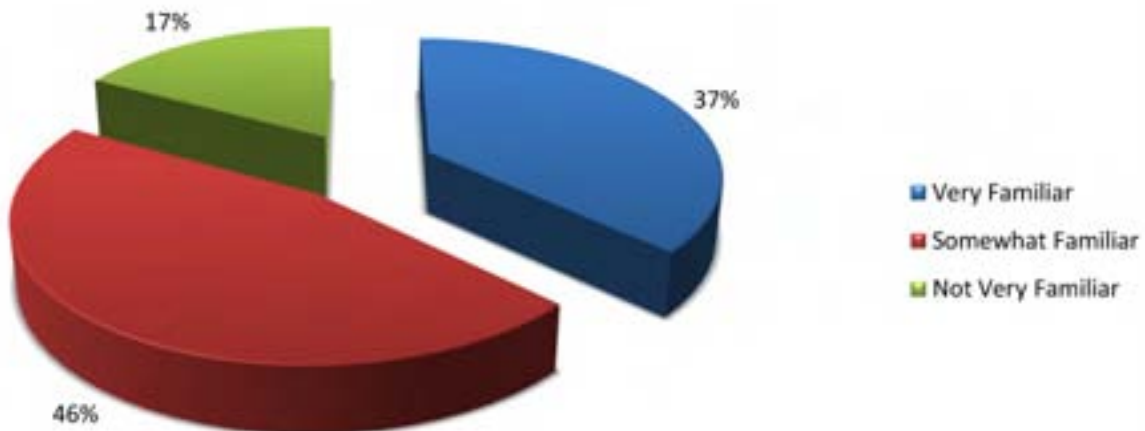


Figure 1.0



Q: Media through Which Respondents Heard About the Park District

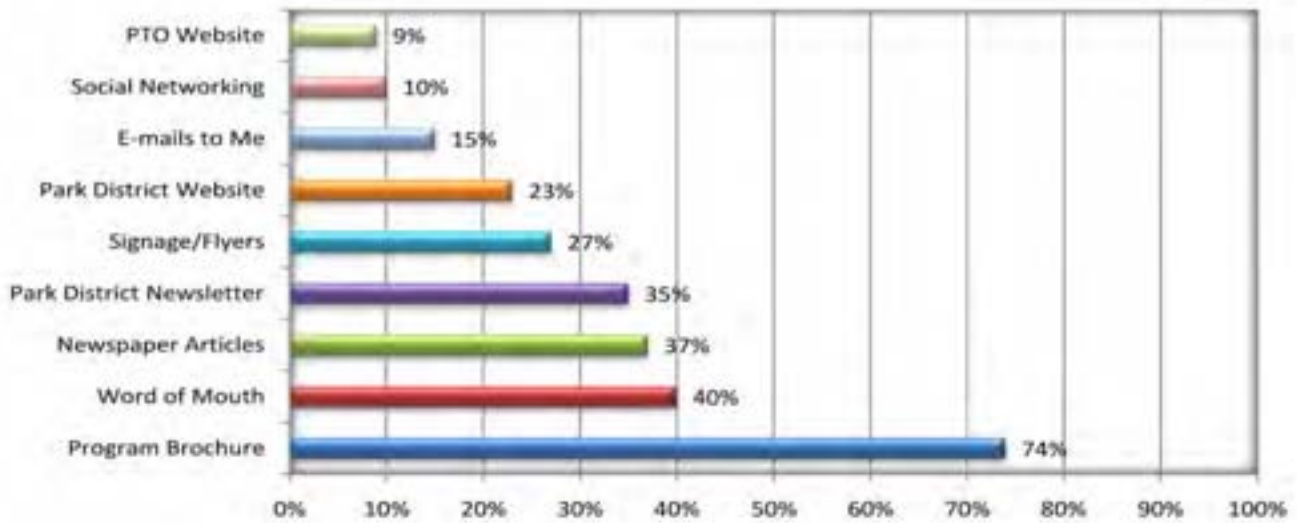
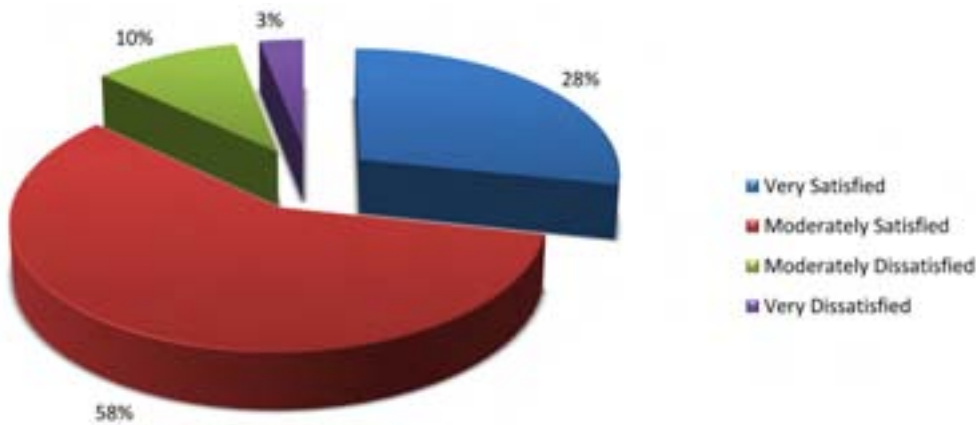


Figure 2.0

Q: Satisfaction with the Website

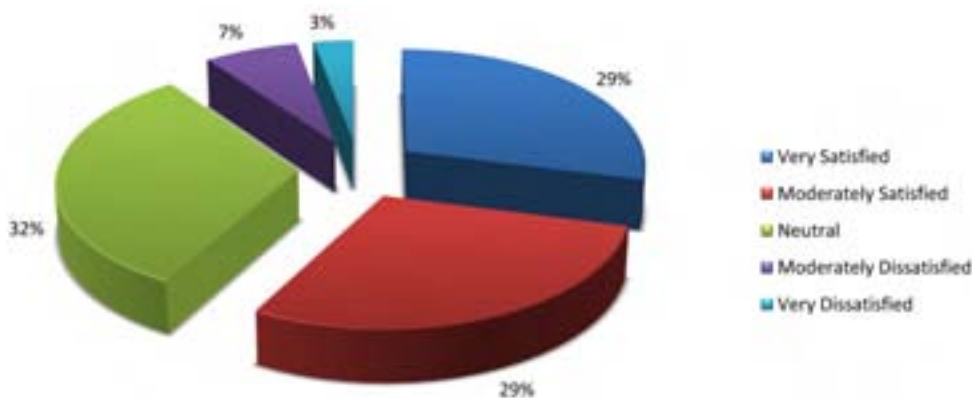


Satisfied with the Website: 86%

Dissatisfied with the Website: 13%

Figure 3.0

Q: Overall Satisfaction with the Park District



Overall Satisfied with the Park District: 58%

Overall Dissatisfied with the Park District: 10%

Figure 4.0



Q: Participation in Recreation Activities

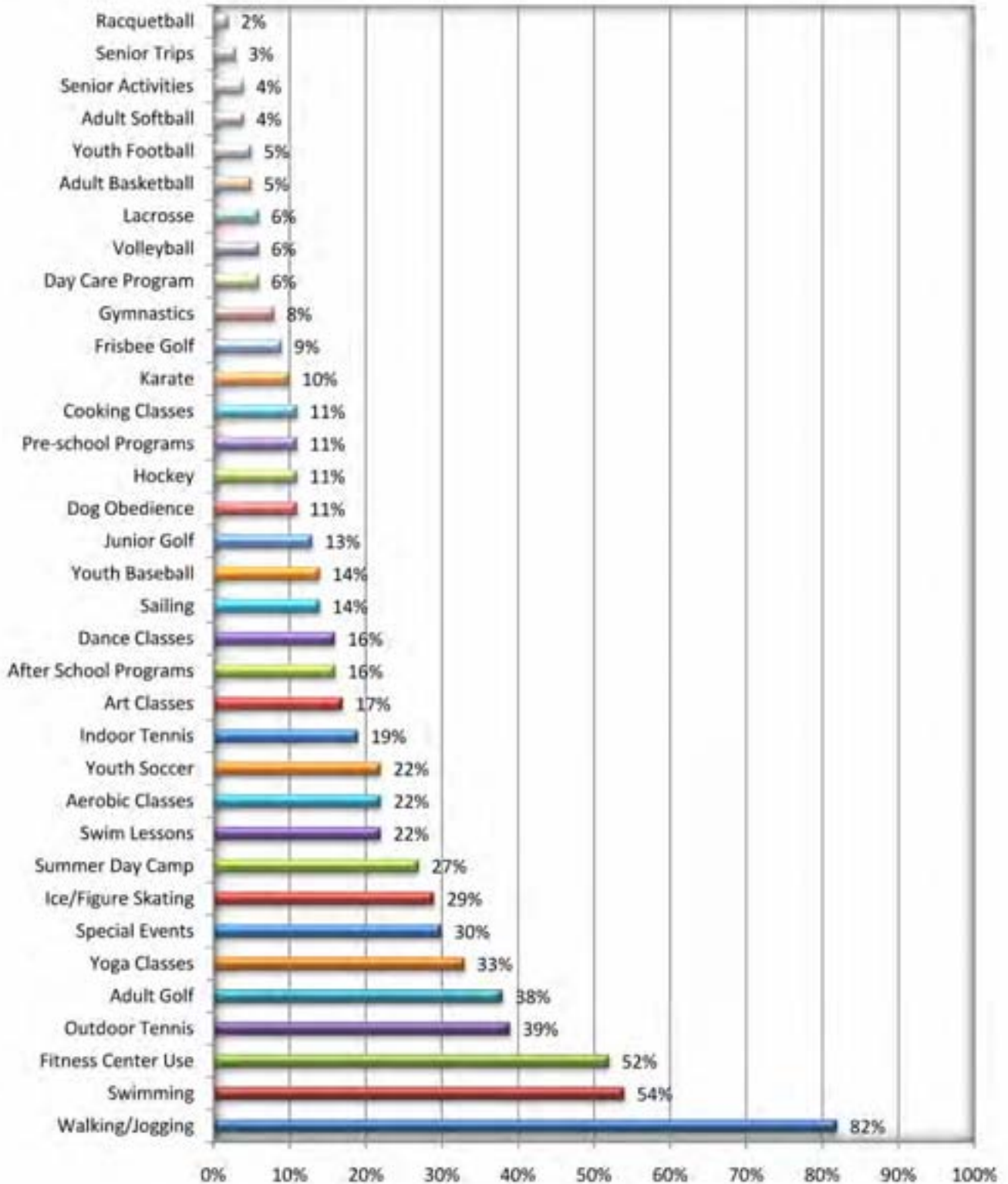


Figure 5.0



Q: Priorities

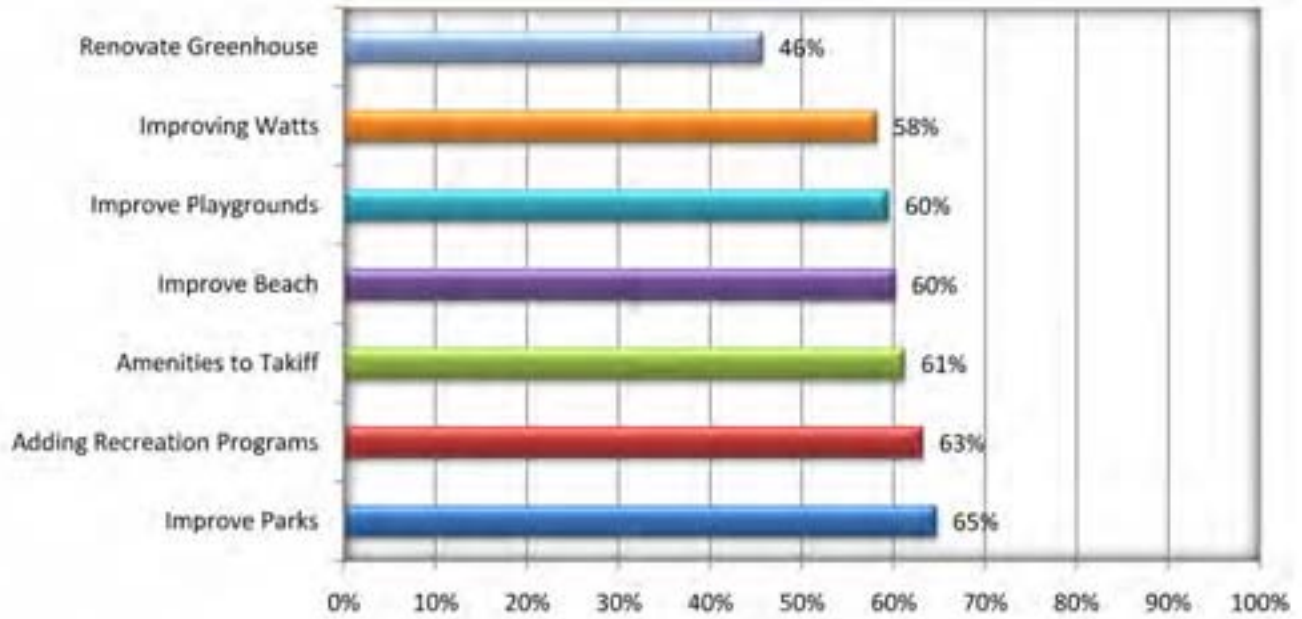


Figure 6.0

Q: Utilize Recreation Services Outside of the Glencoe Park District

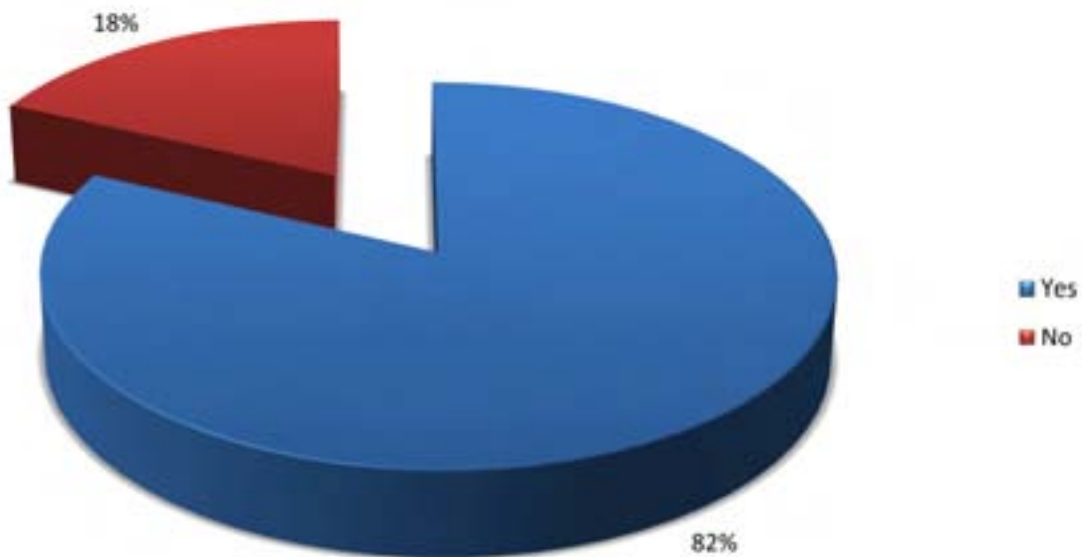


Figure 7.0



Q: Reasons People Utilize Recreation Services Outside of the Glencoe Park District

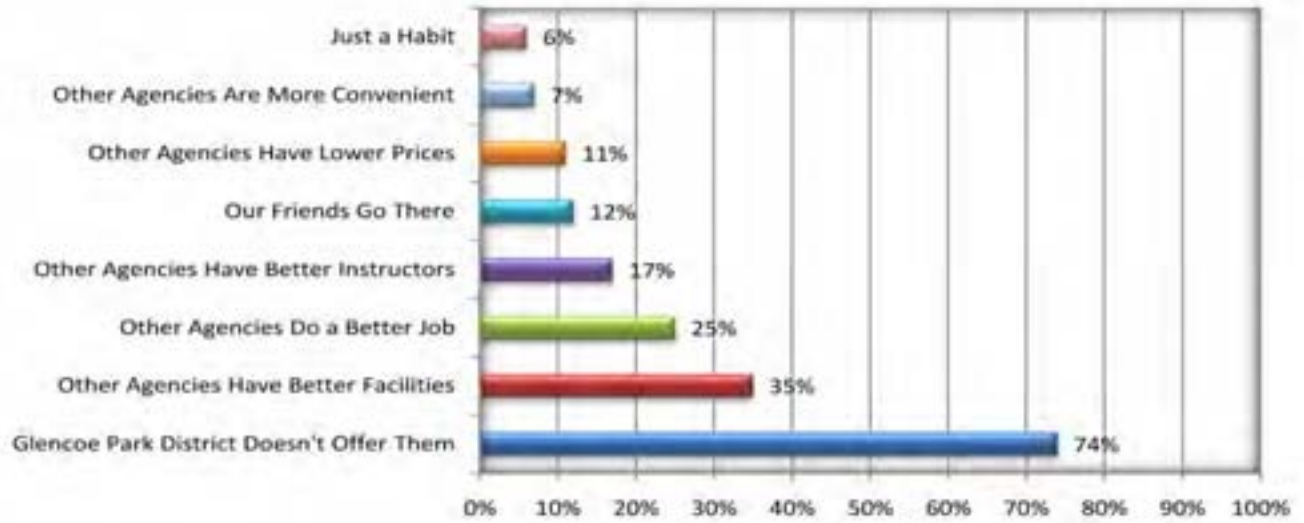


Figure 8.0

Q: Non-Residents Using Glencoe Park District Services

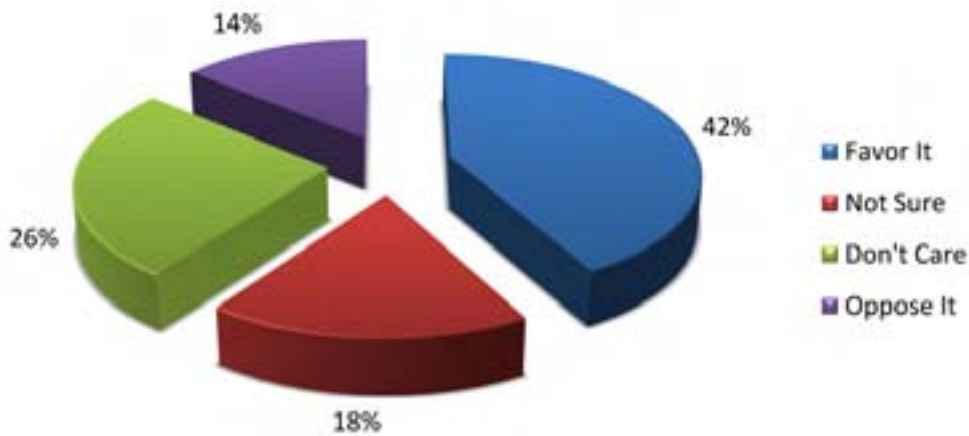


Figure 9.0

Q: Use the Takiff Center

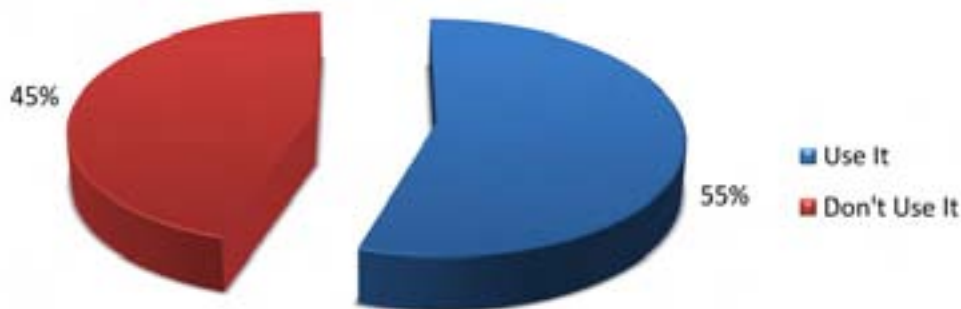


Figure 10.0



Q: Membership at a Fitness Center



Figure 11.0

Q: How Often Would They Use a Fitness Center in the Takiff Center

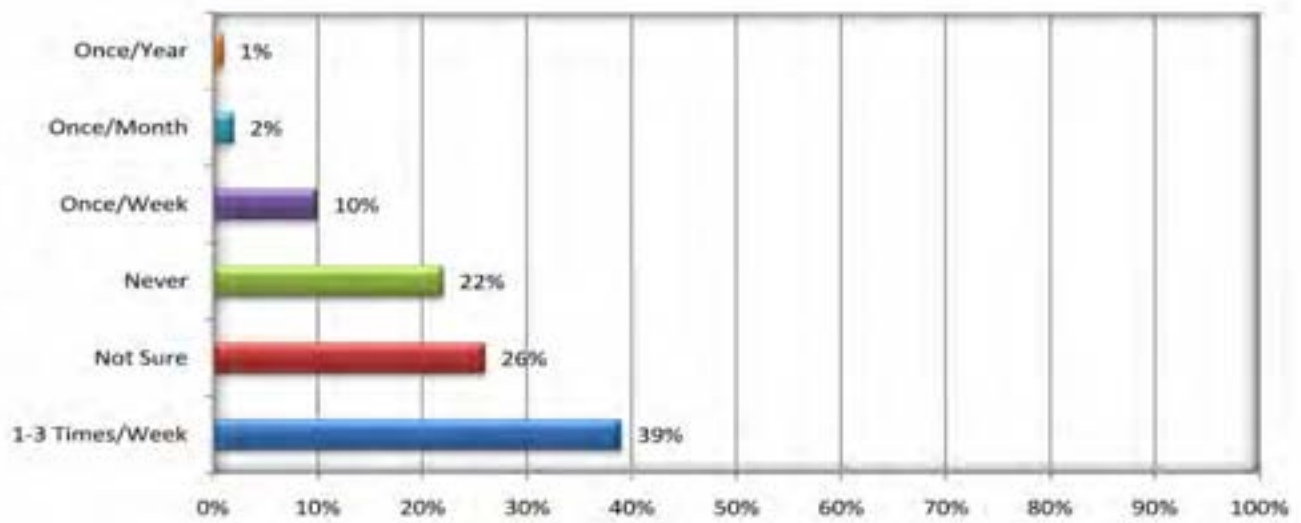


Figure 12.0

Q: Frequency of Use of Watts Center for Skating

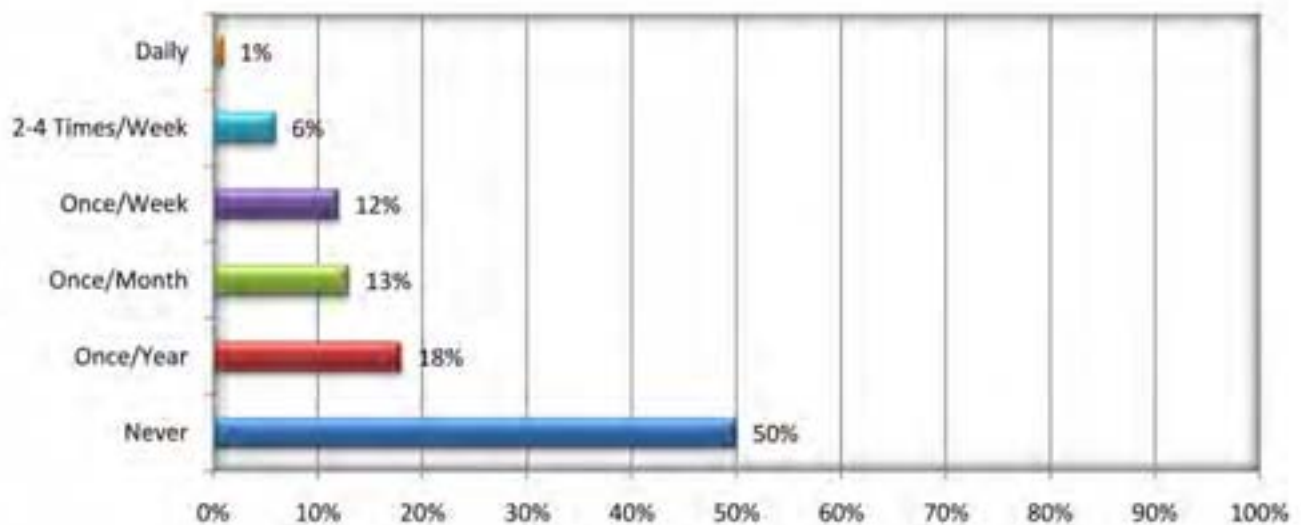


Figure 13.0



Q: Favor In-Line Skating

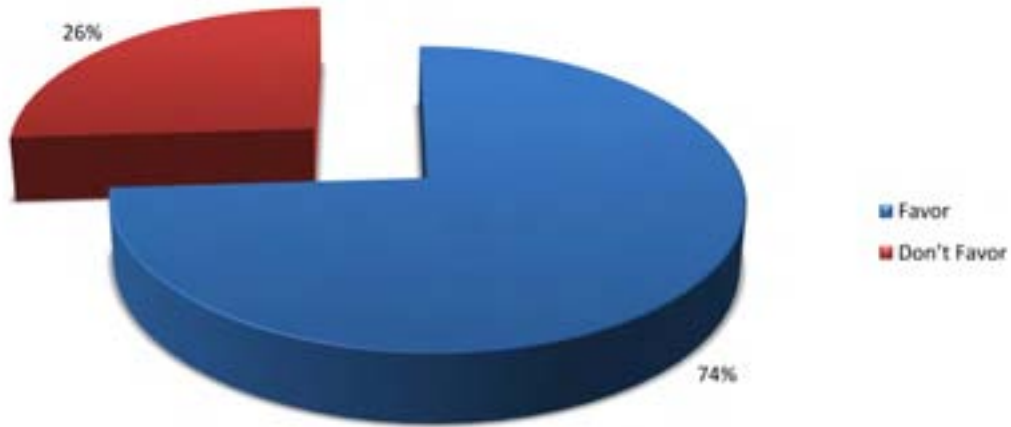


Figure 14.0

Q: Frequency of Glencoe Beach Use

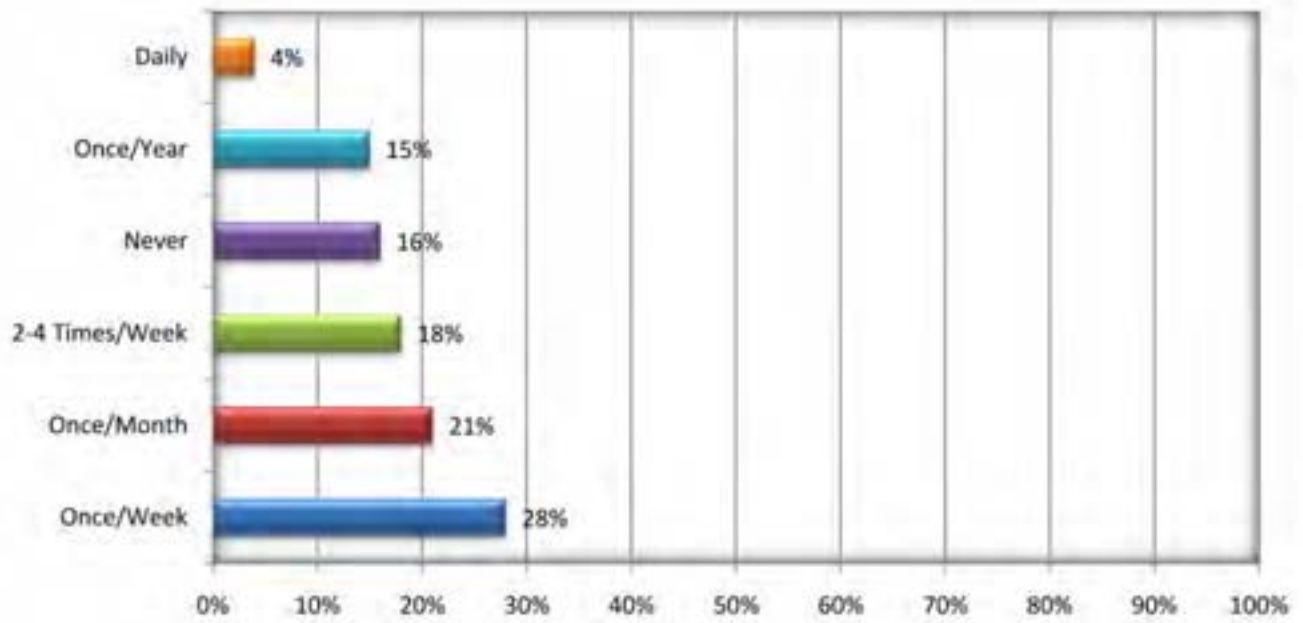


Figure 15.0



Q: Park Usage

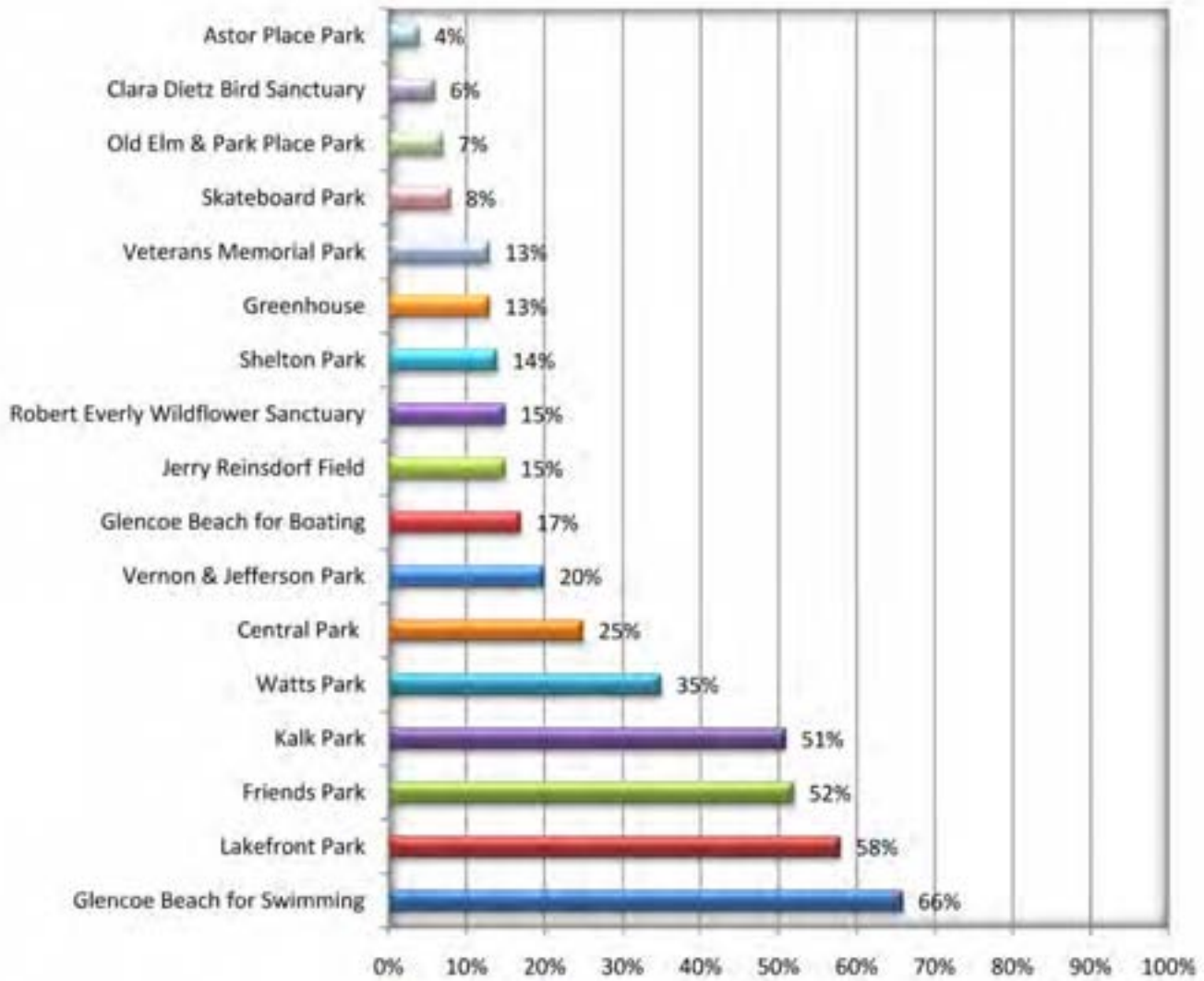


Figure 16.0



Q: Frequency of Park Use

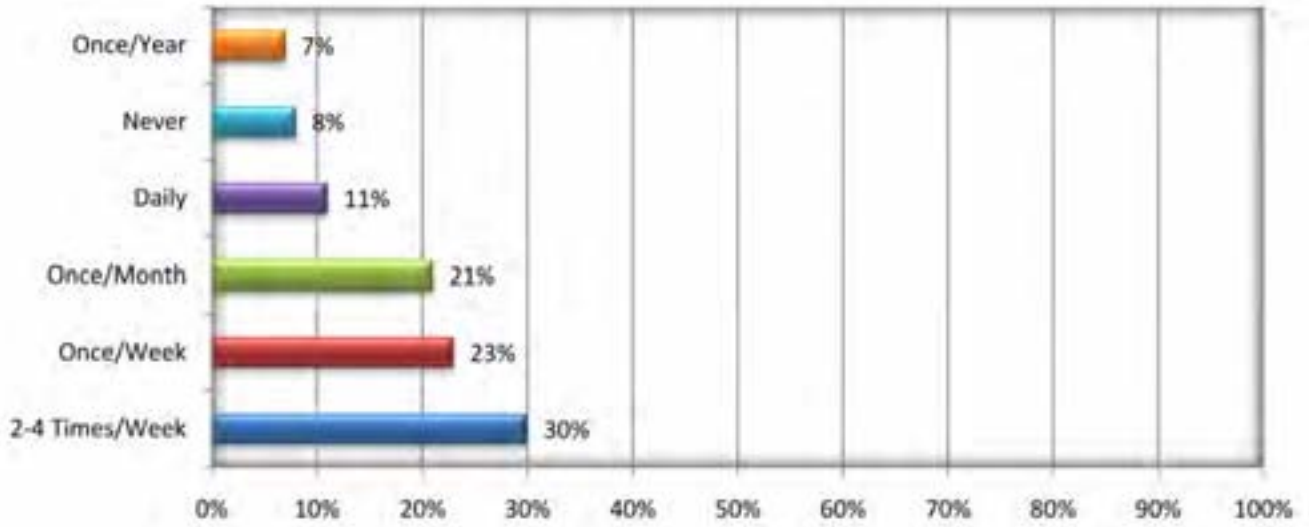


Figure 17.0



Q: Preferred Park Amenities

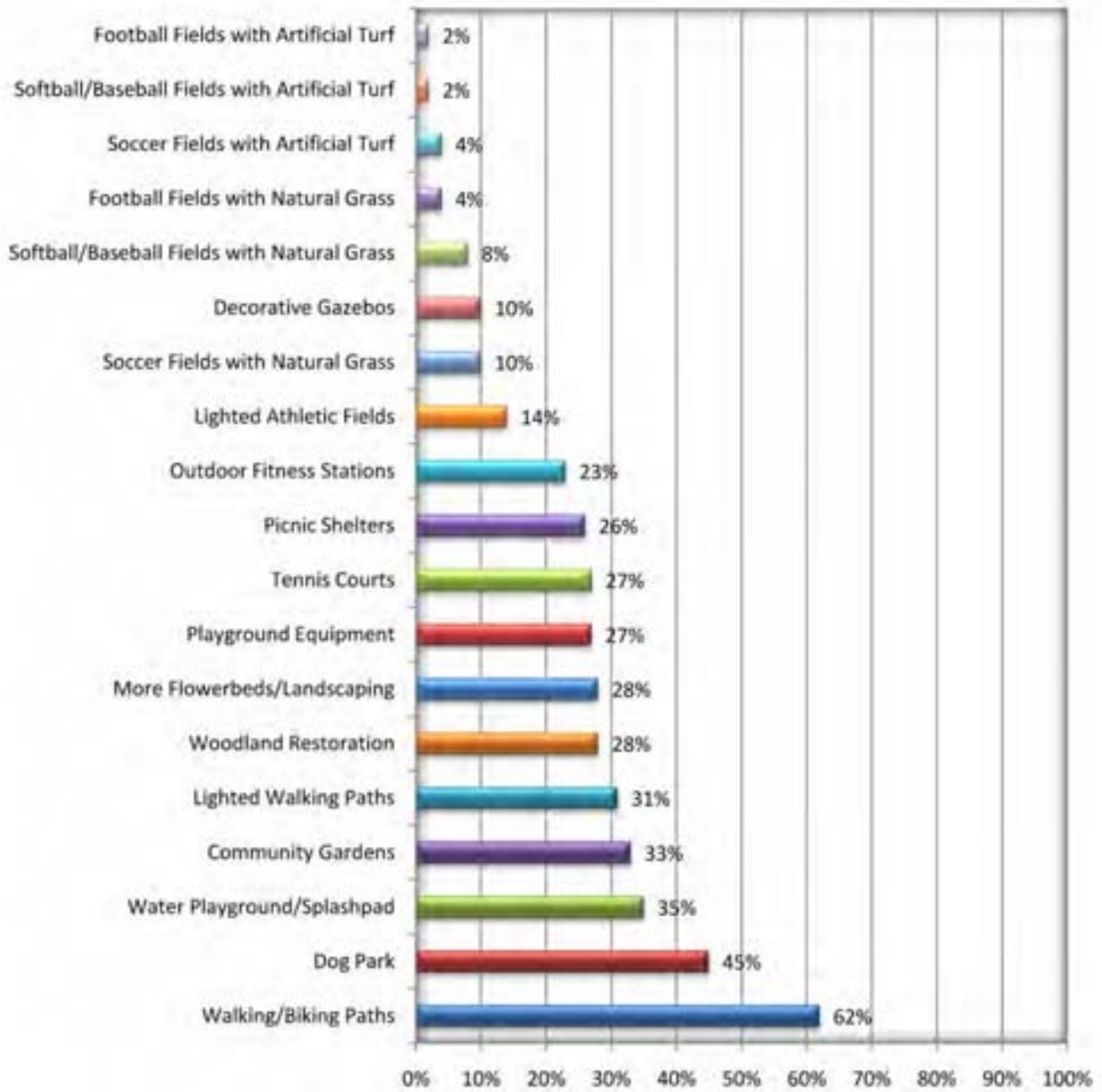


Figure 18.0



Areas of Concern / Issues Surrounding the Current Agency

One of the primary desires within the study was the notion of capturing the essence of the current agency from internal and external perspectives. As reflected from the results of the needs assessment, the Glencoe Park District has earned many high marks and has touched many lives within the community. However, several themes developed that are areas of concern that reflect issues surrounding the community. The community of Glencoe has many wonderful attributes with a traditional culture defining its way of life. Much of the information gathered suggests that the Glencoe Park District may need to be more proactive in communicating with the community. This has created a feeling of competing interests with the Park District not in sync with the community. The following highlights these critical areas:

- Park District personnel that interact with the public need to be focused on providing excellent customer service.
- Cancelling programs at the last minute.
- Lack of coordination of class times in terms of transportation to and from activities for multiple siblings.
- The Park District is perceived as trying to do too much.
- At the Beach, there is a shoreline management issue regarding use areas for boating and swimming. The swimming area is too small.
- Non-residents parking near the Beach may limit residents from going and using the Beach.



- The Takiff Center is currently not utilized to its fullest capacity.
- The Park District needs to take steps to create a community center atmosphere at the Takiff Center.
- Many of the parks are geared toward younger children and do not allow for a wide type of uses for all ages.
- New sign system for the parks is needed.
- The quality of instruction has changed and could be improved.

Course of Future Direction / Priorities for the Agency

The ability to correct those perceptions with issues surrounding the current agency, allows for a course of action for future direction. The strategic plan can be viewed a success with measurable results with positive energy recognized by the public throughout the organization. The following illustrates baseline strategic priorities for the next five years:

- Become a customer driven agency.
- Improve parks.



- Develop synergies with other organizations.
- Develop efforts to target the expansion of the treasures of the Park District that are the Beach, Parks, Watts Center, Sports Programs and Core Programming Base.
- Continue to be stewards of the open space, parklands, heritage trees and develop educational activities for children based on nature themes.
- Develop an approach to incorporate sustainability principles into the mission and vision of the Park District.
- Develop an operational vision for the Takiff Center. A core element that needs to be considered is adding a fitness facility.
- Expand Watts Ice Center for additional ice hockey as well as off season in-line hockey.
- Develop additional adult evening classes that would appeal to working adults.
- Develop an aquatic facility feasibility study to define the possibility of swimming with the Village of Glencoe.
- Investigate the opportunity for an improved park maintenance facility.



4.0 Agency Profile

The Glencoe Park District, founded in 1912, is one of the oldest park districts in the State of Illinois. Since its founding, the Park District has acquired a system of 44 park sites comprised of 100 owned and 10 leased acres. The park spaces vary in size and recreation options.

Among its facilities and parks, the Glencoe Park District owns 10 buildings and a beach located on Lake Michigan. The largest building is the Takiff Center, recently renovated and expanded, and the Watts Ice Center, built and expanded over the past five decades.

The Glencoe Park District was able to dramatically expand its recreational and program services to residents when it began to lease the unused former North School from School District #35 over 30 years ago. Prior to using the Community Center, the administrative offices of the District were located at the Watts Center. From 1980 – 1989, the District doubled the number of rooms used in the Community Center due to expanded programs and the start of Children's Circle Day Care Center.

As the program needs grew, the Board of Park Commissioners felt it was very important to acquire the Community Center. Representatives from the Board of Park Commissioners met with representatives from School Board #35 to begin negotiations for a land swap for property located near Watts Park and the Community Center campus. After several years of negotiations, the title transfer was finalized in 2000. This land swap cost the taxpayers of Glencoe nothing as the cooperative spirit of the Park Board and the School Board worked to the benefit of all Glencoe residents.

The Board of Park Commissioners knew the Community Center required renovation to bring the building up to Village of Glencoe mandated life safety codes. The Board appointed citizens'



advisory committees to develop priorities to be included in the "new" Community Center. After several resident surveys and much planning, the Board selected a plan that would modify the existing building, add new space, meet code compliance and serve the needs of the community. The plans were presented to the residents for their approval. The \$14.7 million referendum was overwhelmingly supported by nearly 60% of Glencoe residents in March 2006.

The building renovation began in 2007 and was re-opened to the community in 2009 as the Takiff Center.

The Glencoe Park District has a senior management staff comprised of an Executive Director, Director of Recreation, Director of Finance/Human Resources, Director of Operations, Director of Parks, and Manager of Marketing and Communications. These staff members oversee the park, facility and recreation services offered by the district.

Core district services include park system management; provision of recreation programs, including early childhood development; support for youth affiliate organizations; special events; youth athletics; camps; and operation of the Takiff Center, Watts Center, and Glencoe Beach facilities.

The organizational chart depicts the staffing of these services.

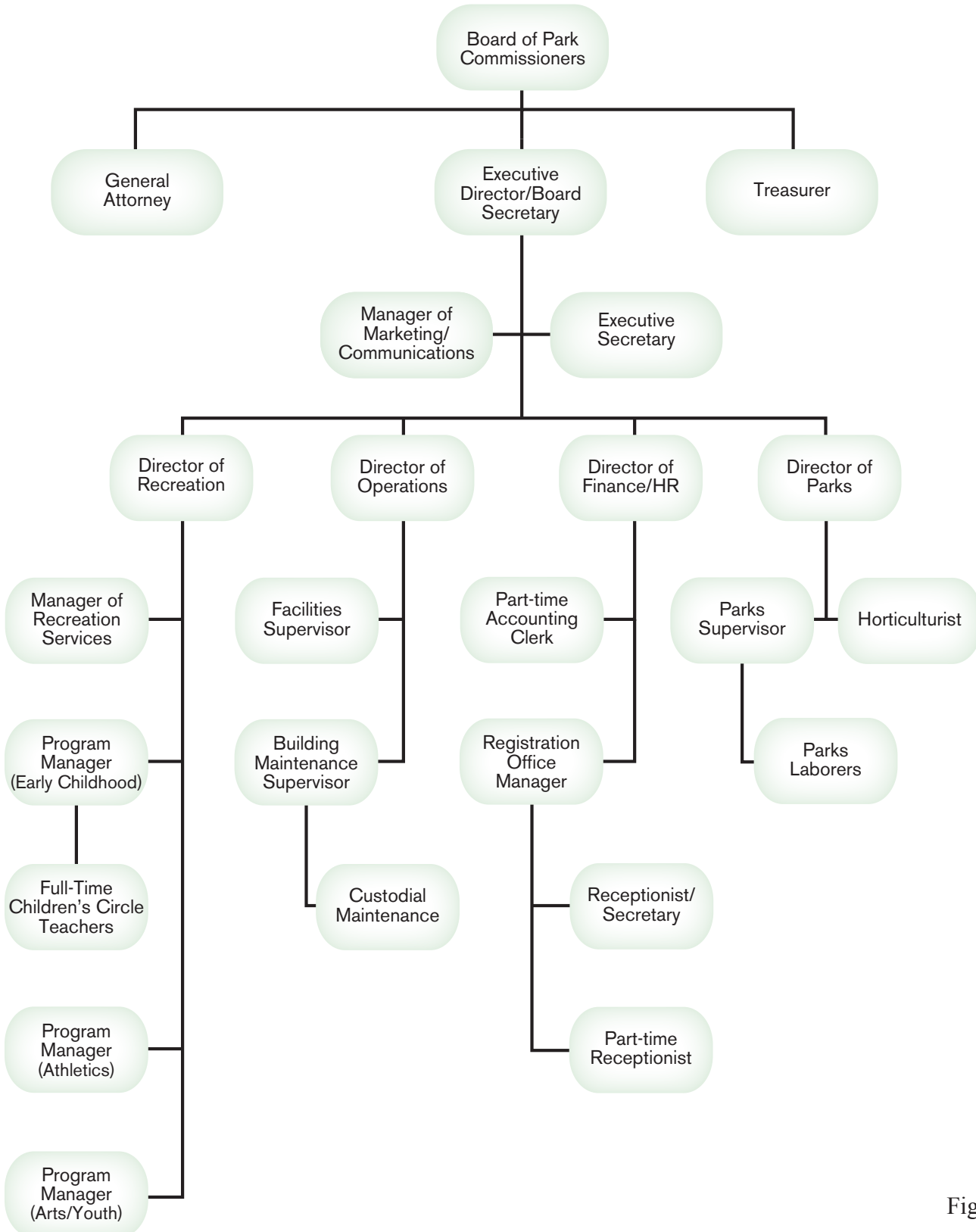


Figure 19.0



The organizational chart shows the lines of responsibility and authority. The Board of Park Commissioners elects the Treasurer, Park District Attorney and Executive Director/Board Secretary. The Executive Director has a span of control of six, including the Manager of Marketing and Communications, Executive Secretary, Director of Recreation, Director of Operations, Director of Finance, and Director of Parks.

Within the organizational chart, the Director of Recreation has a disproportionate level of responsibility, largely resulting from the extensive recreational programs and services being offered.

Understanding the organizational chart provides a basis for developing strategic goals and a timeline for implementing them.

Agency Tour

A tour of the parks was conducted on May 24, 2010 by the staff of Design Perspectives and Rick Bold, Director of Parks. A follow up tour by bicycle conducted with both Park District staff and Public Research Group on August 23, 2010. This task centered on reviewing existing conditions of the parks and recreation facilities with first hand observations and a photographic library of select images.

Program Offerings

The Glencoe Park District offers a variety of programs. One theme that emerged from the research eluded that the program offerings may need to be reviewed. Fitness based classes for adults that focus on health and wellness techniques have been requested. The core program offerings focus on four areas that currently define many of the recreational activities. These include:

- Sailing/Swimming Beach
- Seasonal Ice Skating
- Early Childhood Learning
- Child Based Programming

The need to develop a diverse program offering (including adults) has been well documented in the planning process.

Program Demand

A fundamental trend in the recreation industry is a fee based revenue model to offset a reliance on tax base. In theory, recreation fees are really the only free enterprise income model available. Many agencies now target 50% of total revenues to come from user fees. To obtain this target, the agency needs to evaluate the recreation programming on an on-going basis yielding a very satisfied customer to ensure net revenues are being produced.



Local and Regional Recreation Needs

The depth of needs vary greatly from the local level to the national level. However, the ability to understand these needs can greatly enhance many facets of a recreational organization.

Local Recreation Needs

The local recreational needs for children appear to have been met. The areas that need to be addressed are activities for adolescents and adults, in particular working adults and seniors. The Takiff Center offers an opportunity to develop a new operations plan which would amend the current way of doing business in the facility to address these untapped needs. The one need that stood out was an aquatic center for swimming outside of the current beach environment.

Regional Recreation Needs

The regional area offers numerous opportunities consistent with the State of Illinois leadership in the park and recreation field. In a review of the Statewide Comprehensive Outdoor Recreation Plan (SCORP) initiatives that could sync easily with this strategic plan are the need for accessibility for all and the need to reconnect youth to the outdoors. The facilities, parks and open spaces in and around the Glencoe community provide an opportunity to address these needs.



National Recreation Needs

On a national level, recreation is a mix of active and passive activities. The chart illustrates the most recent data available. In comparing the two charts, walking/jogging and exercise walking are both the top activity, and with similar percentages for swimming and fitness center use. The other needs do not readily compare to each other.

National Recreation Needs

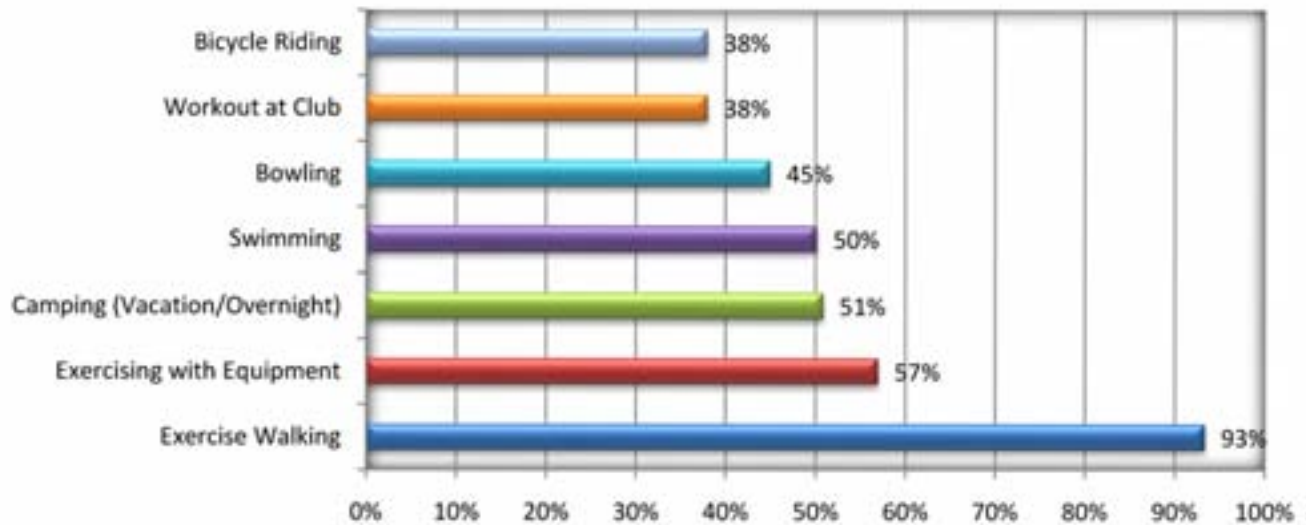


Figure 20.0

Glencoe Park District Participation Recreation Needs

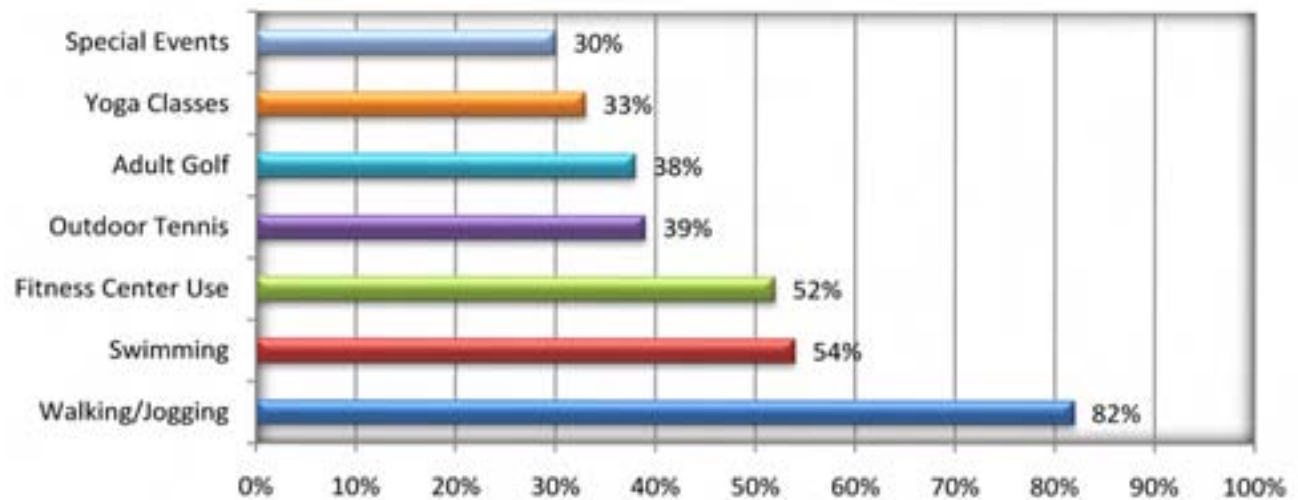


Figure 21.0



5.0 Agency Finances

The Glencoe Park District has a solid tax base, considering the small size of the community it serves. The Park District's equalized assessed valuation (EAV) was \$1.206 billion in the 2009 tax year, and its combined tax rate of \$.398 per \$100 of EAV yielded nearly \$4.8 million in property tax receipts for the fiscal year beginning March 1, 2010 ending February 28, 2011.

For the fiscal year ended February 28, 2010, the total expenditures for the District totaled \$7,945,660, which included \$1, 251, 966 for debt service and \$927, 196 for capital improvements.

Considering its 2009 estimated population of 8,990, the Glencoe Park District per capita expenditure from taxes alone amounts to approximately \$521. The Glencoe Park District spends a considerable amount on parks and recreation per person.

Understanding the Glencoe Park District per capita expenditures provides a basis for developing strategic goals and a timeline for implementing them.





6.0 Major Focus Areas

Major focus areas start to define the primary goals of the strategic plan. We have identified core values and competencies, issues and areas of concern as the agency stands today and explored the priorities and future direction for the Park District. The six major focus areas touch upon goals and initiatives directly.

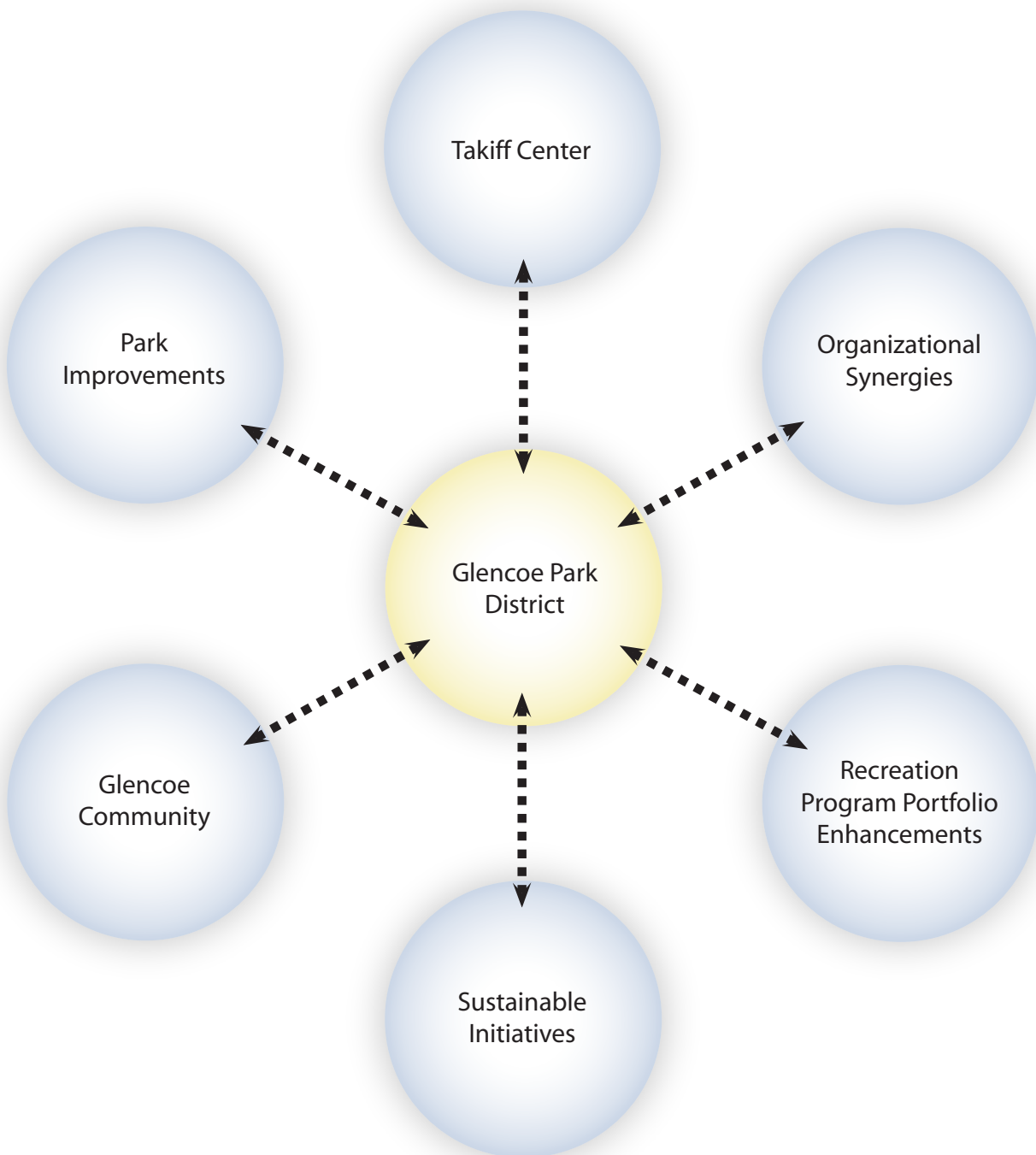
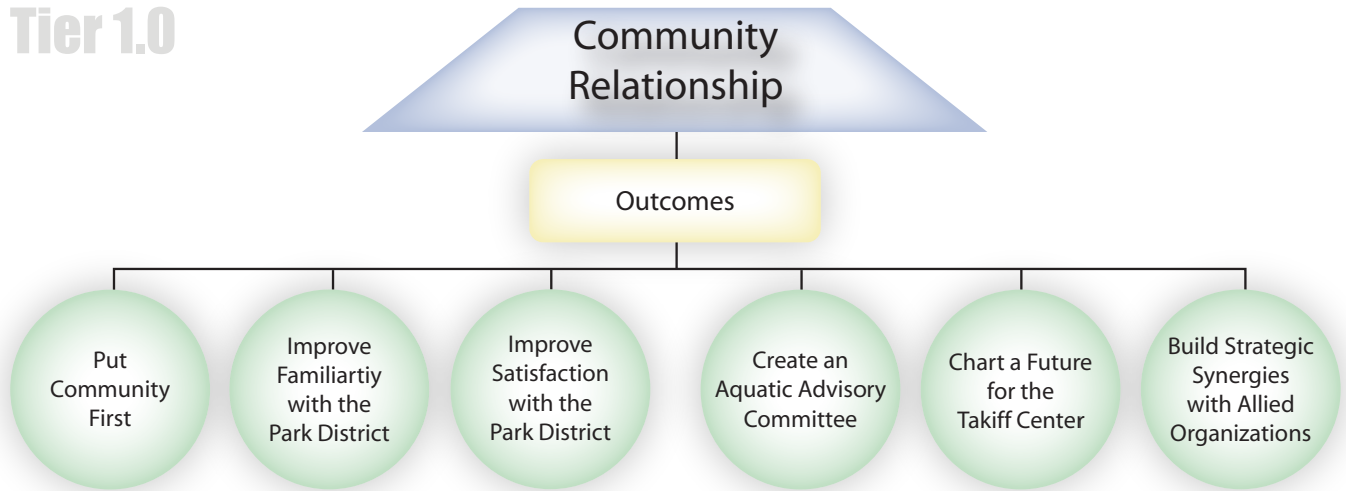


Figure 22.0

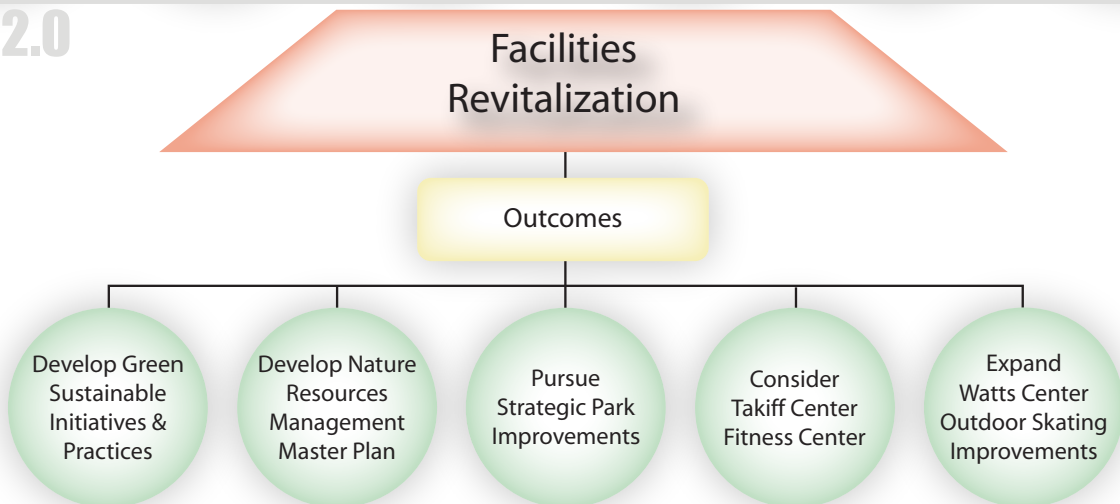


7.0 Strategic Mapping

Tier 1.0



Tier 2.0



Tier 3.0

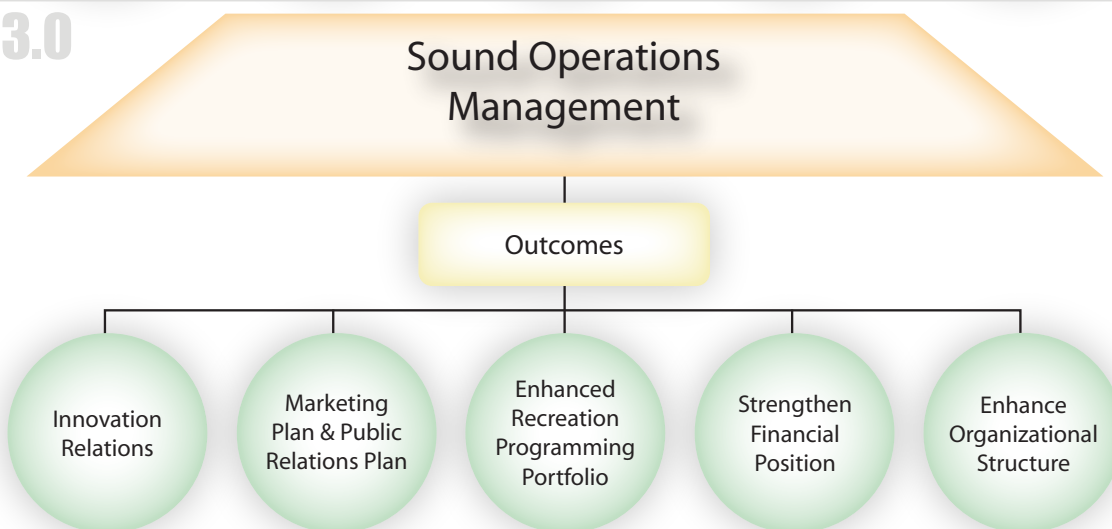


Figure 23.0



8.0 Strategic Goals & Initiatives

Strategic goals are those which emerge as themes from the comprehensive data that has been collected in this planning process. These are strategic goals that need to target broad thinking. They should stimulate the need to create specific objectives as a follow up to the adoption of the strategic plan. After a careful and thorough review of the input received from the many different avenues, it is clear that several areas have emerged that will comprise many of the strategic goals. The preliminary strategies that could have been included surrounded eight areas. The following list illustrates those eight with a priority marker included to signify its importance.

- a. **Community outreach - High**
- b. **Parks - High**
- c. **Recreational services and programming - High**
- d. Staffing - Medium
- e. Marketing/branding - Medium
- f. Facilities/rentals - Medium
- g. Administrative - Low
- h. Partnership opportunities - Low

The major focus areas which were identified earlier in the strategic plan have lead into the core strategic goals and initiatives for the next five years. These need to directly address the highly rated priorities shown above.

Strategic Goal: Put community first

Core Initiatives

- Work towards improving familiarity with the Glencoe Park District. This would include the development of improved communication tactics and methods.
- Develop enhanced customer service training methods to improve overall satisfaction with the Glencoe Park District.
- Consider creating an advisory committee to explore the idea of developing an aquatics feasibility study.

Strategic Goal: Invest into park development

Core Initiatives

- Develop signature ideas for park spaces. This would include a dog park and a universally accessible community playground.
- Construct parks that strive to have elements which provide activities for a diverse age group.



- Expand walking paths within and connect to other park and open spaces with the Village.
- Invest in a comprehensive sign program for parks and facilities.
- Expand the Watts Ice Center to accommodate additional hockey as well as off season in-line hockey.

Strategic Goal: Create an enhanced recreation program portfolio targeted to diverse populations

Core Initiatives

- Refine District's programming
- Seek better coordination of class schedules in terms of transportation times to and from activities for multiple siblings.
- Develop an assessment tool to gauge quality of course instruction and identify areas needing improvement.
- Implement adult evening classes that would appeal to working adults.
- Consider a new non-resident fee policy.

Strategic Goal: Enhance Organizational Environment

Core Initiatives

- The Executive Director should review all current job descriptions and evaluate current personnel knowledge, skills and abilities (KSA) in terms of current organizational structure.
- Conduct 360 degree performance evaluations for all senior management.
- The Executive Director should develop plans on how to evaluate the efficiency and responsibility of Park District's organizational structure. Then generate new and/or revised job descriptions in accordance with initial thoughts on organizational culture.
- Seek Park Board approval to implement re-organization plan.





Strategic Goal: Create a dynamic marketing and public relations plan

Core Initiatives

- Develop a public information campaign to educate the public about District services and community values with ongoing public feedback methods.
- Investigate a re-branding campaign including all current and future media into a new format and message and develop a new Park District logo that will provide a new identity.
- Develop social media networks and increase web presence through revamped District website.

Strategic Goal: Chart a future for the Takiff Center

Core Initiatives

- Identify creative ways to fill the building and create new programs that are attractive to a wide range of Glencoe residents. The key is to generate an active community center.
- Craft an operations plan to minimize slow periods of down time during hours when the building is open for business.
- Consider building a fitness facility.

Strategic Goal: Strengthen Financial Position

Core Initiatives

- Review fee structure philosophy for course offerings and other revenue elements.
- Explore options for increasing revenues through limited specials and family discounts for multiple siblings.
- Educate the community on the solid financial position of the Park District to eliminate misconceptions and obstacles for targeted spending for warranted capital expenditures.

Strategic Goal: Craft synergies that advance relationships

Core Initiatives

- Base Board policy decisions on staff recommendations.
- Develop synergies with other organizations.



- Develop an aquatic feasibility study to define probability of swimming with the Village of Glencoe.
- Investigate the opportunity for an improved park maintenance facility with the Village.
- Investigate collaboration of maintenance tasks with the Village

Strategic Goal: Innovation Revelations

Core Initiatives

- Train senior management to master basic facilitation skills.
- Develop a “job buddy” cross training system platform within each department that allows for job growth and creativity in the workplace.
- Schedule a bi-monthly meeting of senior management to facilitate an out-of-the-box solution for a topic of current management concern. This would lead to 6 solutions for each year or 30 for the life of the strategic plan.
- Develop a core language with a vocabulary of positivity and creativity and incorporate this language into the new marketing and public relations plan.

Strategic Goal: Develop a sustainable green initiative

Core Initiatives

- Develop a management plan to continue to be stewards of the open space, parklands, heritage trees and develop education activities for children based on nature themes.
- Develop an approach to incorporate sustainability principles into the mission and vision of the Park District.



9.0 Implementation Timeline

Implementation Timeline for Goals & Key Strategies						
Strategic Goal	Priority	2011	2012	2013	2014	2015
Put Community First	High	X	X	X	X	X
Pursue Park Improvements	High	X		X		X
Create an Enhanced Recreation Program Portfolio Targeted to Diverse Populations	High	X	X	X	X	X
Enhance Organizational Structure	Medium	X				
Create a Dynamic Marketing Plan & Public Relations Plan	Medium		X			
Chart a Future for the Takiff Center	Medium		X			
Strengthen Financial Position	Low		X		X	
Craft Synergies that Advance Relationships	Low			X		X
Innovation Relations	Low	X	X	X	X	X
Develop a Sustainable Green Initiatives	Low	X		X		X

Table 1.0



Appendix



Community Setting & Demographics

Community Setting

The Glencoe Park District is located in the northeastern corner of Cook County, on bluffs overlooking Lake Michigan. The Park District is surrounded on three sides by other communities, Highland Park on the north, Northbrook on the west, and Winnetka to the south. Glencoe is separated from adjoining suburbs on the north and west by the Cook Country Forest Preserve natural forest area.

Open space is plentiful in the north shore, not only due to the conservation areas, but also due to the golf courses located there. Three golf clubs are on the north side of the Glencoe Park District, with the private Lake Shore Country Club, one of the most beautiful courses in the area. On the northwest side of the community is the publicly-owned Glencoe Golf Club, another beautiful course, operated by the Village of Glencoe. On the west side, is the private and equally beautiful Skokie Country Club.

The Skokie Lagoons are located in the forest preserve to Glencoe's immediate west. The forest preserve has a bicycle trail that connects to other forest preserves to the south. In the Village, the Greenbay Trail allows bicyclists to travel as far south as Wilmette and north past Lake Forest. Beautiful ravines empty into Lake Michigan, creating undulating landscapes.

The north shore is a beautiful setting for creating community, crafting a unique demand to live in this area. Not only is the north shore beautiful, it is relatively close to the city of Chicago, a quick 25 minute train ride to downtown Chicago.

Community Demographics

Although 2010 Census data will not be available until mid-2011, there is data available for comparison. As of the 1990 Census, there were

8,499 people residing in the Village of Glencoe. By 2000, the population had increased to 8,768 and was estimated to be 8,990 in 2009.



In 2000, Glencoe was comprised of 3,072 households, with 2,558 families living in them. That calculated to a population density for the village of 2,319.8 people per square mile, a similar density compared to other north shore Chicago suburbs.

The racial makeup of the village in 2000 was 95.07% Caucasian, 2.01% African American, 0.05% Native American, 1.68% Asian, 0.26% from other races, and 0.94% from two or more races. Hispanic or Latino of any race was 1.23% of the population.

In 2000, the 3,072 households had 44.3% with children under the age of 18 living within them. 76.7% of Glencoe's households contained married couples living together, 5.2% had a female householder with no husband present, and 16.7% were non-families. In 2000, 14.5% of all households were made up of individuals and 7.6% had someone living alone who was 65 years of age or older. The average household size was 2.85 and the average family size was 3.16.



In 2000, the village population was 31.5% under the age of 18, 2.8% from 18 to 24, 21.6% from 25 to 44, 29.1% from 45 to 64, and 14.9% who were 65 years of age or older. The median age was 42 years. For every 100 females there were 95.2 males. For every 100 females age 18 and over, there were 89.2 males.

In 2000, the median income for a household in the village was \$164,432, and the median income for a family was \$200,000+. Males had a median income of \$100,000+ versus \$48,704 for females. The per capita income for the village was \$88,059; 2.3% of the population and 1.6% of families were below the poverty line, 3.0% of those under the age of 18 and 0.7% were 65 or older.

The growth projections for the Village of Glencoe would see very little change to the demographics listed above due to growth boundaries and a lack of abundant land to develop. An area that could change in the future is the longevity of residency. In gathering qualitative data throughout the research process, suggestions were made that newer residents may not have the same community sentiment and contention that older established residents feel towards recreation and leisure services. This would be an important element to track in the coming years.

In 2006, Glencoe was listed as the 6th highest top earning community in the U.S. by Money.com, with a median household income of \$187,043, a median home price of \$1,148,241, the amount spent on vacations per year of \$10,250, and rated as the 66th richest zip code in the nation. In 2007, Forbes rated Glencoe the 9th richest neighborhood in the country based on average income. These data were similar to those in 2000, suggesting stable demographics. Recognizing the demographics of Glencoe is important because it provides a basis for developing strategic goals and the timeline for implementing them.