



Gurnee
Park District

THE

FUTURE OFF FUN

Comprehensive Strategic and Master Plan

2024



NEXT PRACTICE PARTNERS
— be different —

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ACKNOWLEDGEMENTS

ADOPTED BY THE BOARD OF PARK COMMISSIONERS ON JUNE 18, 2024

THANK YOU TO THE ENTIRE GURNEE PARK DISTRICT COMMUNITY FOR YOUR INPUT
THROUGHOUT THE DEVELOPMENT OF THIS PLAN

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CHAPTER ONE **EXECUTIVE SUMMARY**

1.1 INTRODUCTION

Welcome to the Gurnee Park District's ("District") Comprehensive Strategic and Master Plan ("Plan"), themed "The Future of Fun."

This plan is a shared vision for the future and is shaped by community values, unmet needs and evolving demographics and trends. It serves as a guiding blueprint for delivering innovative and enriching recreational experiences that align with the District's core values and mission of "Enriching Community through Fun and Nature."

It outlines the National Gold Medal winning District's vision for the future that includes innovative and accessible offerings that help create a sense of belonging in the diverse Gurnee community.

1.1.1 OUTCOMES

This plan has the following key goals

- Ensure an inclusive community outreach process to identify the community's current needs
- Identify trends and next practices to move Gurnee Park District forward
- Ensure equitable access to all parks and program offerings community-wide
- Position the District for future funding and partnership opportunities
- Co-create a community vision that is centered on equity



1.1.2 ABOUT THE DISTRICT

The District is a municipal governing agency, providing parks, recreation facilities and programs for its residents. The District is governed by a Board of Commissioners, made up of five elected officials, each serving four-year terms. The District serves all residents of the Village of Gurnee, as well as residents of certain subdivisions in the unincorporated Warren Township and Waukegan Township. The Park District currently encompasses 14.73 square miles.

The District's endeavor to serve the broadest community audiences result in them providing a full range of activities including Adult Leisure, Arts & Crafts, Before and After School Care, Dance, Fitness, Gymnastics, Aquatic programs, Preschool, Senior Citizen Mixers, Youth and Adult Athletics, Day Camps, Rentals and Special Events.

The District owns and operates the 1500 bather load Hunt Club Park Aquatic Center, Viking Park Community Center, Hunt Club Park Community Center and FitNation, a 75,000 square foot fitness center. Additionally, it has 28 park locations with many amenities including sports fields, playgrounds, circulation trails and preservation areas.

1.2 VALUES, VISION, MISSION & BIG MOVES

1.2.1 SOFIE VALUES

The District staff affirmed their continued emphasis on embodying the SOFIE values of Service, Ownership, Fun, Inclusion and Excellence in their day-to-day operations and how they plan for the future.



1.2.2 VISION

The updated vision statement for the District is

The leader of innovative and sustainable experiences for ALL

1.2.3 MISSION

The update mission statement for the District is

Enriching Community through Fun and Nature

1.2.4 KEY THEMES

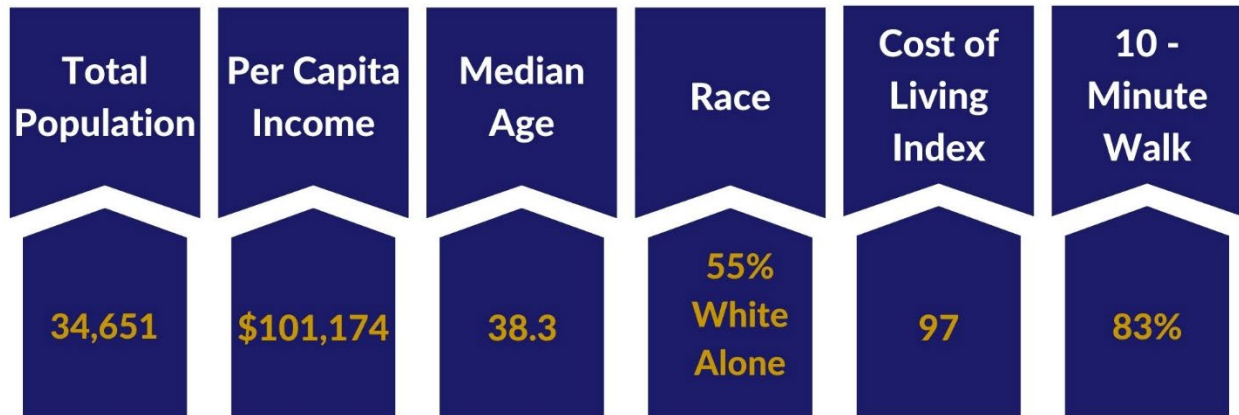
The following are the key themes that were developed in an iterative manner with the District staff and will guide the plan's priority for implementation.

1. Maintain & enhance standard of excellence and access in parks
2. Continued improvement in user experiences, maximize use of existing spaces & expand facilities, as needed
3. Elevate operational excellence through appropriate investment in our people / team & resources
4. Maintain fiscal responsibility & explore new, creative funding sources
5. Offer age and ability inclusive, culturally diverse, experiences
6. Continue innovative and diverse community connections & outreach efforts

A full summary of the visioning process can be found in [CHAPTER 5](#).

1.3 COMMUNITY PROFILE

1.3.1 DEMOGRAPHIC OVERVIEW



Cost of Living: The cost of living in Gurnee is slightly below the US national average but higher than the state of Illinois, with a cost-of-living index of 97. Notably, expenses related to groceries, healthcare, and housing are higher in Gurnee than in the state while transportation costs are lower.

Public Space & Tree Equity: Gurnee performs well in terms of access to public spaces, with 83% of residents living within a 10-minute walk of a park, significantly higher than the national average of 55%. The Tree Equity Score for Gurnee is 89, suggesting mostly equitable access to tree canopy coverage across the district.

Population & Age: The population in Gurnee is stable with slight variations projected until 2038. An aging trend is noted, with a decrease in the younger population under 17 and an increase in older age groups, particularly those aged 55-74 and 75+.

Race & Ethnicity: There is a demographic shift towards greater diversity with a decreasing White Alone population (from 55% in 2023 to a projected 39% in 2038) and increasing minority groups, which are projected to rise from 45% to 61% by 2038. The Hispanic/Latino population is also growing, projected to reach 30% by 2038.

Income: The District has a high per capita income of \$53,688 and a median household income of \$101,174, both surpassing state and national averages.

At-Risk Populations: Gurnee has a higher percentage of foreign-born residents and those who speak a language other than English at home (one out of four residents) compared to Illinois and national averages. The percentage of residents with disabilities is slightly higher than Illinois but lower than the national average. Gurnee has a lower percentage of residents without health insurance and a significantly lower percentage of persons in poverty.

Full community profile can be found in [CHAPTER 2](#).

1.4 PUBLIC INPUT SUMMARY

The Gurnee Park District's Comprehensive Strategic and Master Plan prioritizes diverse community input to effectively meet the evolving needs of its residents. The Public Input Summary, essential to this plan, gathers feedback from focus groups, leader interviews, and staff discussions, reflecting extensive community engagement.

To ensure inclusivity, the district held four public input meetings—two in-person and two virtual—and conducted intercept surveys at parks and programs, complemented by a statistically valid survey by the ETC Institute. Contributions from an online survey and the FutureOfFun.org website further enriched the feedback pool.

More than just data, the Public Input Summary captures the community's voice, serving as a foundational element for a plan that genuinely represents the Gurnee Park District. It showcases our dedication to developing a park district that resonates with and enriches the community.

Full Public Input Summary can be found in [CHAPTER 3](#).

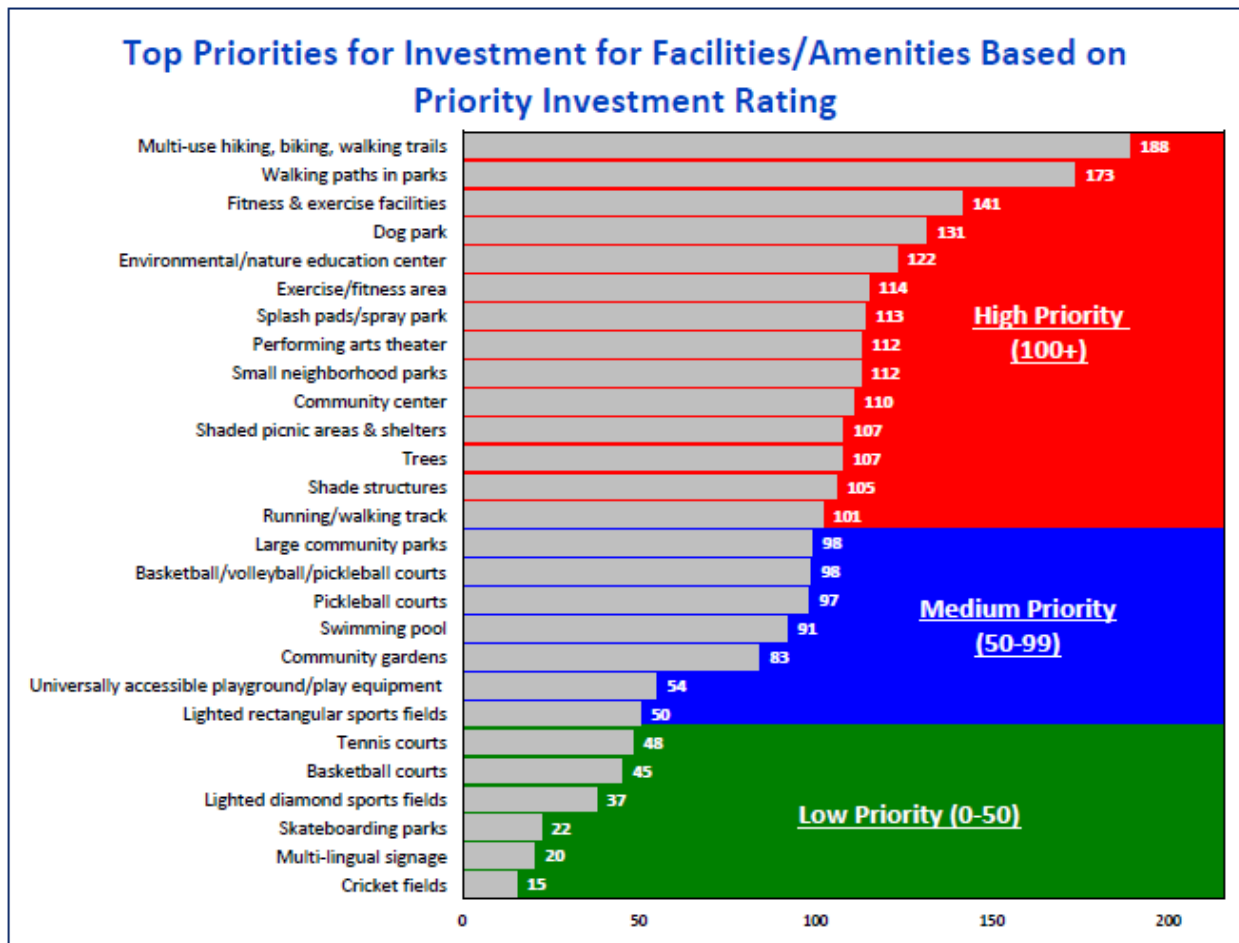
1.4.1 STATISTICALLY VALID SURVEY

METHODOLOGY

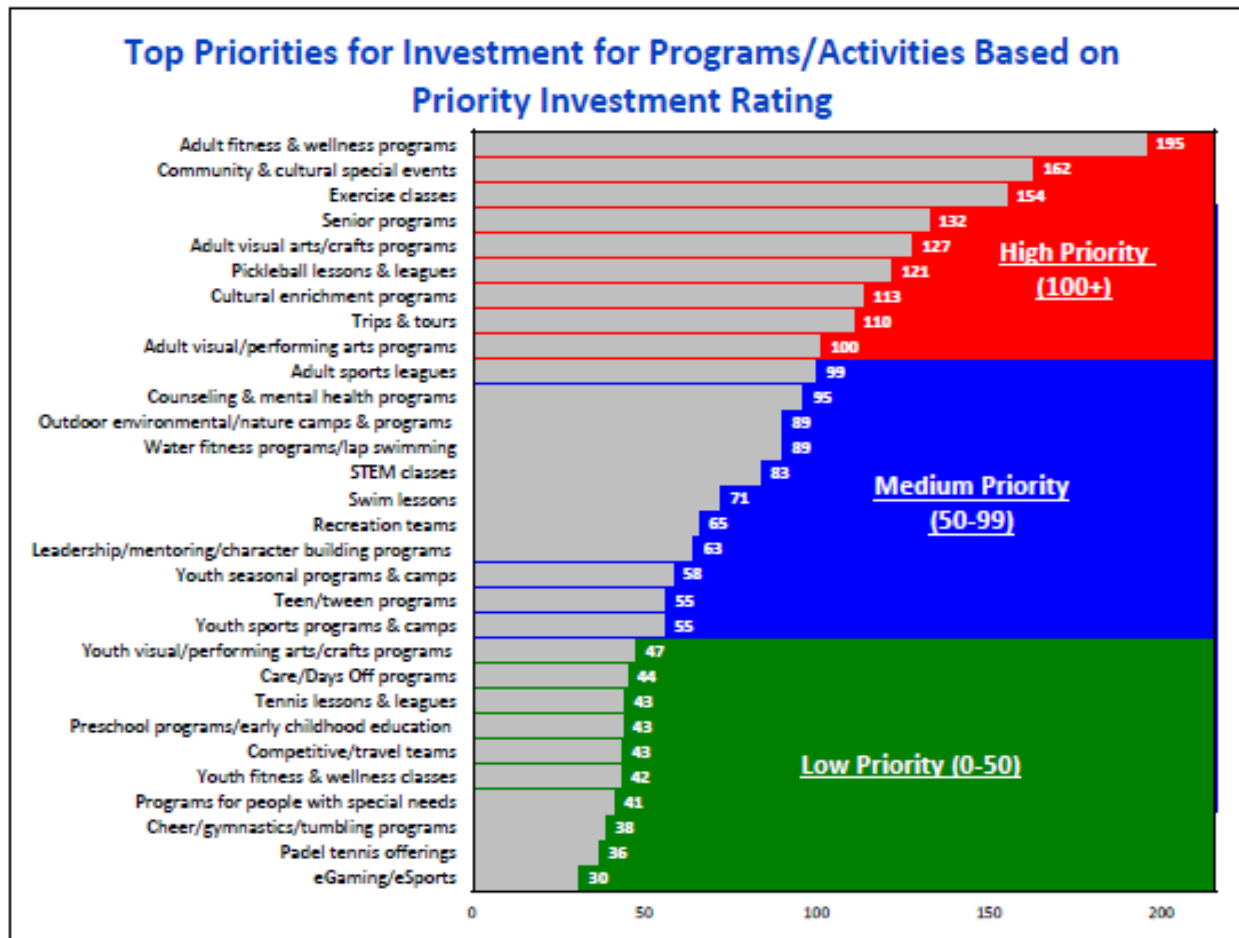
In winter 2023, the ETC Institute conducted a parks and recreation survey for the Gurnee Park District to gather community input on park, facility, and recreation priorities from a representative sample of residents. Survey packets, which included a cover letter, the survey, and a prepaid return envelope, were mailed to a random selection of Gurnee Park District households. Recipients could complete the survey either by mail or online at GurneePDSurvey.org.

To ensure the integrity of the survey, online participants were required to enter their home address before submission, with ETC Institute verifying these addresses against the original sample to prevent non-resident participation. The campaign aimed to collect 400 completed surveys; this goal was surpassed with a total of 402 responses. The results from these households offer a statistical precision of ± 4.8 at the 95% confidence level, ensuring the survey's reliability in reflecting the community's priorities.

TOP FACILITY/AMENITY PRIORITIES



TOP PROGRAM PRIORITIES



Full Statistically Valid Survey Results can be found in [SECTION 3.5](#).



1.5 RECREATION PROGRAM ASSESSMENT

Gurnee Park District, in collaboration with Next Practice Partners, launched a comprehensive review of its recreational programs as part of the Comprehensive Master & Strategic Plan. This assessment thoroughly evaluated current offerings and explored innovative opportunities to enhance the quality of life for residents. Emphasizing the SOFIE principles—Service, Ownership, Fun, Inclusion, and Excellence—the review aimed to reinforce the District's dedication to providing enriching recreational experiences for the community, continuing to embody the District's fundamental mission of "enriching community through fun and nature."



KEY FINDINGS

COMMUNITY PROGRAMMING PRIORITIES:

- High priority for investment in adult fitness and wellness programs, community and cultural special events, exercise classes, senior programs, adult visual arts/crafts programs, pickleball lessons and leagues, cultural enrichment programs, trips and tours, and adult visual/performing arts programs.

CORE PROGRAM AREAS:

- Identified core program areas include Aquatics, Athletics, Performing Arts, Special Events, and programs for Preschool, Elementary, Teens, Adults, and Seniors.
- Broad and inclusive offerings cater to a wide demographic, with specific programs targeting distinct age groups.

PRICING STRATEGIES AND PROGRAM SERVICES CLASSIFICATION:

- A detailed approach to pricing for financial sustainability, with strategies for future adoption.
- Programs classified into Basic Public, Extra Public, Private, or Enterprise services, reflecting a balance in service offerings and financial sustainability considerations.

PROGRAM LIFECYCLE:

- An emphasis on established offerings with a distribution showing a moderate introduction of new initiatives and active management of declining programs.
- A balanced strategy tailored to community needs and interests.

PROGRAM DIRECTION AND PROFICIENCY:

- A balanced mix of self-directed, leader-directed, and cooperative programs, with a gap in facilitated programs suggesting an opportunity for expansion.
- A pronounced emphasis on All Abilities programs indicating a commitment to inclusivity, with potential to enhance offerings for beginners and intermediates.

MARKETING & COMMUNICATIONS:

- A comprehensive marketing strategy incorporating a mix of modern and traditional approaches.
- Strong social media engagement, particularly on Facebook and Instagram, with considerations for enhancing presence on LinkedIn and exploring emerging platforms for connecting with the teenage demographic.

Overall, the assessment underscores the District's commitment to enriching the community through diverse recreational experiences, aligned with the changing demographic and lifestyle preferences of its residents. It highlights the importance of continuous evaluation and adaptation to meet community needs, financial sustainability, and leveraging modern marketing strategies to engage and inform the community.

Full Program Assessment can be found in [SECTION 4.1](#).



1.6 PARK AND FACILITY EVALUATIONS

The evaluation of park assets within the Gurnee Park District plays a critical role in our strategic planning and maintenance scheduling. Each asset has been meticulously assessed through rigorous field observations by our dedicated staff, resulting in a comprehensive grading of amenities based on their current condition. This process is vital for understanding the individual performance of assets rather than the system as a whole.

The grading system employs a qualitative approach, where each park facility is compared against counterparts in other locations to ensure consistency and fairness. Amenities that significantly underperform relative to similar facilities are clearly identified, providing a clear framework for prioritization and improvement. Additionally, numerical scores are assigned to each park, reflecting the quantity and quality of opportunities they offer, aiding in the transparent and systematic enhancement of our community's recreational environments.

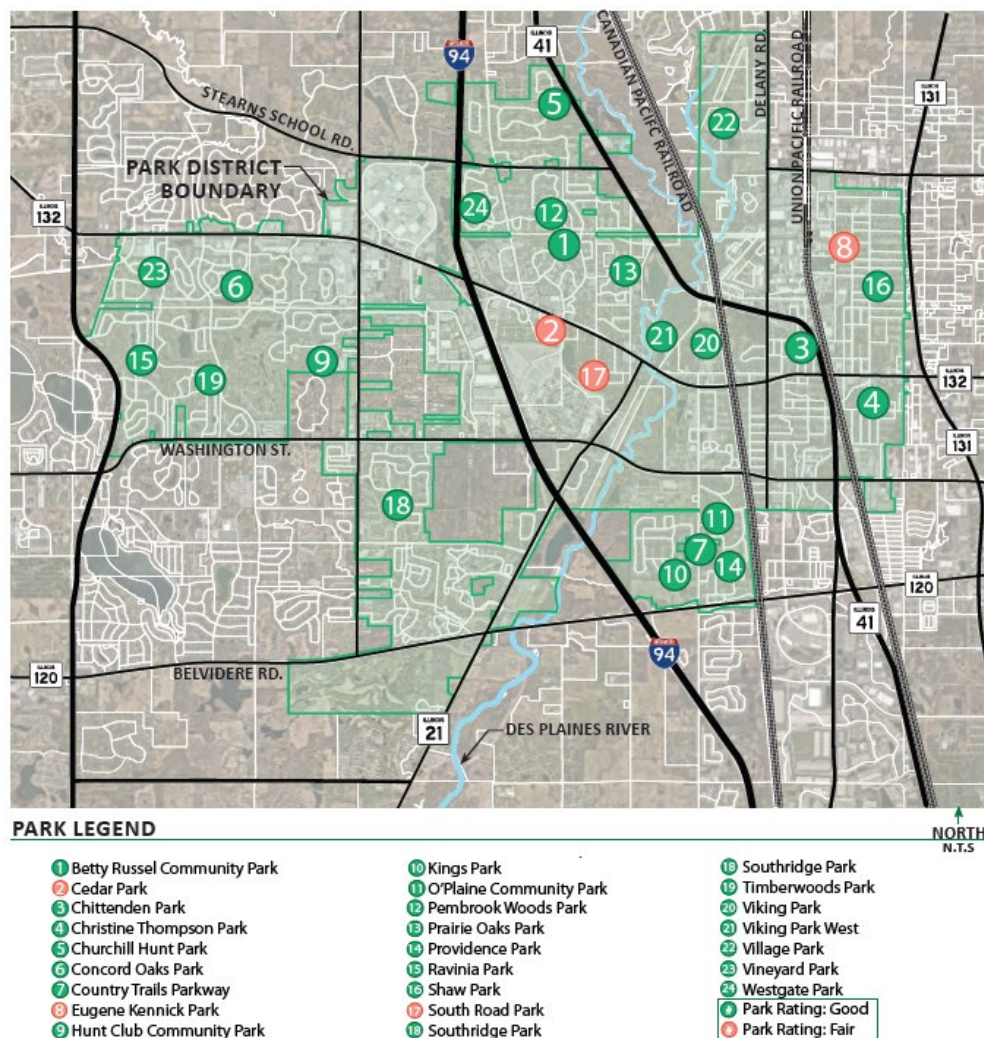


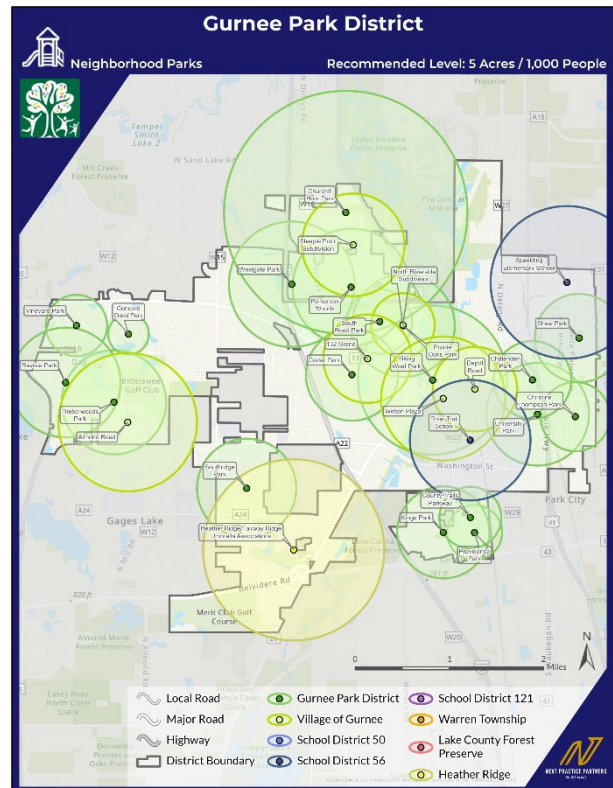
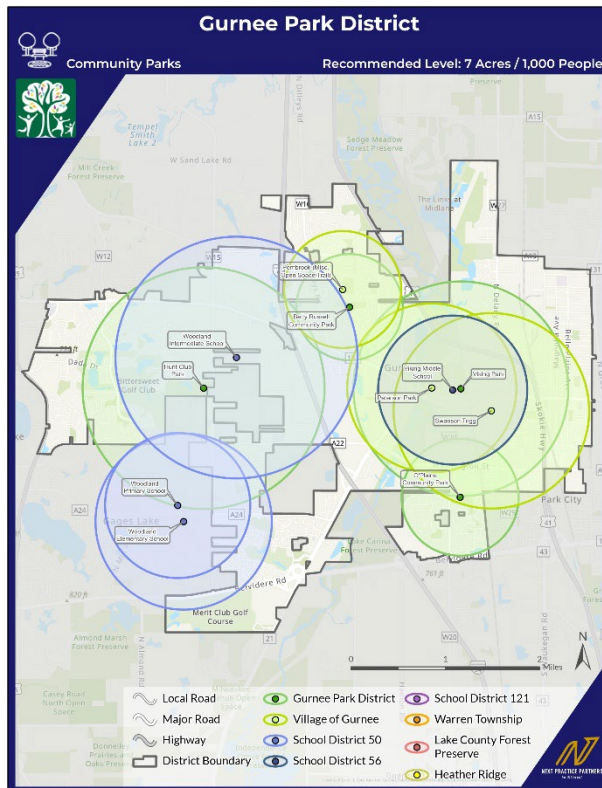
Figure 1: Boundary Map with Locations & Ratings

Full Park and Facility Evaluation can be found in [SECTION 4.2](#).

1.7 EQUITY MAPS

Service area maps and standards are crucial tools for the District in assessing the location and distribution of services to ensure they are equitably spread across the service area and correspond with demographic densities. These maps are created according to recommended service levels for each park and amenity type. By aligning services with population-based guidelines, the District identifies areas where amenities and facilities are lacking or redundant. This strategic analysis informs capital improvement decisions, addressing system-wide needs and considering impacts on specific areas.

Full Equity Maps can be found in [SECTION 4.3](#).



1.8 REVENUE AND FUNDING STRATEGIES

The Gurnee Park District employs various funding strategies to diversify its revenue streams, enhancing the delivery of premier recreational services.

Moving beyond traditional tax-based funding, this report examines current and prospective revenue sources including external grants, user fees, and tax support. Each source is evaluated for feasibility, risks, and its alignment with the District's objectives.

This strategic financial planning is crucial for sustaining high-quality service delivery, ensuring fiscal responsibility, and supporting the District as a leader in community recreation

KEY FINDINGS

Gurnee Park District has actively embraced a variety of revenue and funding strategies (fees and charges etc.) and has room to explore others (e.g., grants) to ensure the delivery of high-quality recreational services aligned with their mission and vision. Some key findings of the report:

- **External Funding:** Strategies like corporate sponsorships, partnerships, foundations/gifts, private donations, and others are used with varying degrees of engagement and success. The District is exploring additional sources such as Irrevocable Remainder Trusts and volunteerism and recognizes the need to potentially initiate or increase the use of special fundraisers.
- **Capital Funding:** High-feasibility and low-risk strategies such as Dedication / Development/ Redevelopment Fees and Impact Fees have been utilized, though their effectiveness is influenced by the extent of Gurnee's residential development.
- **User Fees:** The District employs low-risk user fee strategies for services that require reservation, facility access, and admissions, with a portion of the revenue often allocated to capital projects. High-feasibility reservation fees also contribute to operational maintenance.
- **Grants:** There is an emphasis on increasing grant funding, with several programs already in place offering medium to high feasibility and low risk for capital projects. The District plans to either contract or allocate dedicated staff to manage these grants effectively.
- **Tax Support:** Property taxes serve as a large and reliable revenue stream for both operational and capital expenses, exhibiting high feasibility and low risk. Other sales, interest, and miscellaneous revenues supplement this primary source, to a limited extent.
- **Franchises and Licenses:** While the District has policies ready for naming rights and advertising sales, these are either not yet utilized or only pursued through sponsorships. Interlocal agreements provide additional, although minimal, revenue streams.

In conclusion, the Gurnee Park District is committed to maintaining and expanding its financial resources through a blend of traditional and innovative strategies, ensuring it continues to be a resilient provider of recreational services to the community.

Full Revenue and Funding Strategies can be found in [SECTION 4.5](#).

1.9 CONCLUSION

This Comprehensive Strategic and Master Plan will sustain the District's unwavering commitment to the SOFIE values of Service, Ownership, Fun, Inclusion, and Excellence.

These core values underpin the mission of "Enriching Community through Fun and Nature" which is the cornerstone of every initiative, program, and opportunity they offer. As the District looks toward the future, this plan embodies their dedication to creating vibrant, inclusive, and multicultural experiences that cultivate memories and nurture a stronger community in an innovative and financially sustainable manner.

As the national leaders in parks and recreation, there is no one better poised than the District to help shape the "Future of Fun", one where every individual finds joy, health, and connection that only parks, recreation, nature and play can provide.

CHAPTER TWO COMMUNITY PROFILE

2.1 OVERVIEW

A crucial element of the Comprehensive Strategic and Master Plan ("Plan") is the Community Profile. This profile is designed to give the Gurnee Park District ("District") a detailed understanding of the community it serves. This analysis helps to measure the market within and surrounding the District. It plays a vital role in enhancing our comprehension of the specific types of parks, facilities, programs, and services that are best suited to meet the needs of the residents fairly and effectively.

2.2 LIVABILITY AND ACCESS

The community profile report prioritizes a thorough evaluation of the District's livability and accessibility. This involves analyzing the cost of living, assessing how close residents live to parks, and determining tree equity in the District.

By examining these factors, we gain valuable insights into how parks and recreation offerings impact the District's overall quality of life. These findings also serve as a guide for future strategic and capital planning and development aimed at improving accessibility and enriching the living conditions for all residents.

2.2.1 COST OF LIVING

The cost-of-living index is a measure of how expensive it is to live in a particular area or district compared to another area or district. The index is typically calculated by comparing the prices of a basket of goods and services, such as housing, transportation, food, healthcare, and utilities in different locations. You can see the detailed information at

https://www.bestplaces.net/cost_of_living/district/illinois/gurnee

COST OF LIVING	Gurnee	Illinois
Overall	97	93.7
Grocery	97.2	94
Health	96.3	96.9
Housing	96.7	80.2
Utilities	95	97.7
Transportation	88.9	106.2
Miscellaneous	140.9	107.8

Figure 2: Cost of Living Index

The United States (US) national average cost of living is standardized at an index value of 100. A region's cost-of-living index is expressed as a percentage relative to this national average.

For instance, Gurnee's overall cost-of-living index is reported at 97, suggesting that the cost to live in Gurnee is 3% below the US national average. Nonetheless, when compared to the state of Illinois, which has an index of 93.7, Gurnee presents a slightly higher cost of living.

2.2.2 10-MINUTE WALK

The Trust for Public Land firmly believes that every person residing in U.S. cities should have access to a high-quality park that is located within a 10-minute walking distance from their home. To make this vision a reality, they launched the "10-Minute Walk Program" aimed at helping cities expand access to green spaces for all.

The current statistics indicate that 83% of the residents of Gurnee have a park within a 10-8minute walk from their homes. This percentage is substantially higher than the national average of 55% and speaks highly of the District's emphasis on park access and development.

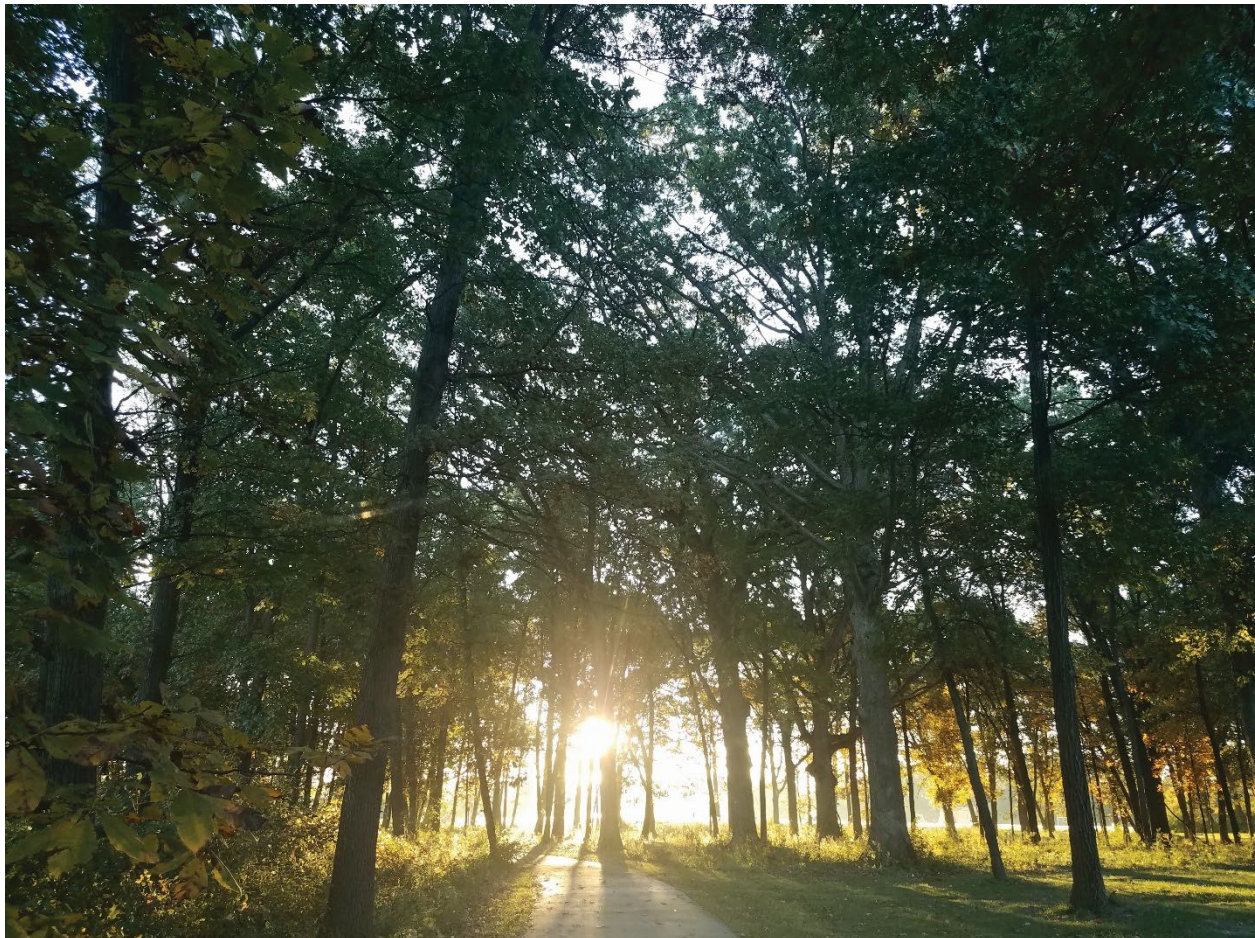
Additional information about the "10-Minute Walk Program" can be found at:

<https://www.tpl.org>.

83%
of Gurnee residents live
within a
10-Minute Walk
of a park

National Median 55%

Figure 3: 10-Minute Walk



2.2.3 TREE EQUITY

A Tree Equity Score is a method used by cities to evaluate how effectively they are providing fair access to tree canopy coverage for all residents. This score uses a combination of factors, such as the need for tree canopy coverage and the priority for planting trees in urban neighborhoods (which are defined by Census Block Groups). It is based on data related to tree canopy coverage, climate, demographics, and socioeconomics.

The score is calculated at the neighborhood (block) level and then aggregated to the municipal level to provide an overall assessment of the District's performance in delivering equitable tree canopy coverage.

The score ranges from 0-100. The lower the score, the greater the priority for tree planting. A score of 100 means the neighborhood has enough trees.

Gurnee's tree equity score is 89, surpassing the American Forests' target minimum of 75. This high score highlights the area's substantial tree canopy and the fair distribution of shade structures and trees. It also points out potential areas for improvement. Of the 16 block groups in Gurnee:

- 0 have a tree equity score below 70 (highest priority).
- 2 have a tree equity score between 70-79 (high priority).
- 6 have a tree equity score between 80-89 (moderate priority).
- 10 have a tree equity score between 90-99 (low priority)
- 0 have a tree equity score of 100 (no priority)

Additional information regarding tree equity can be found at <https://www.treeequityscore.org/>.

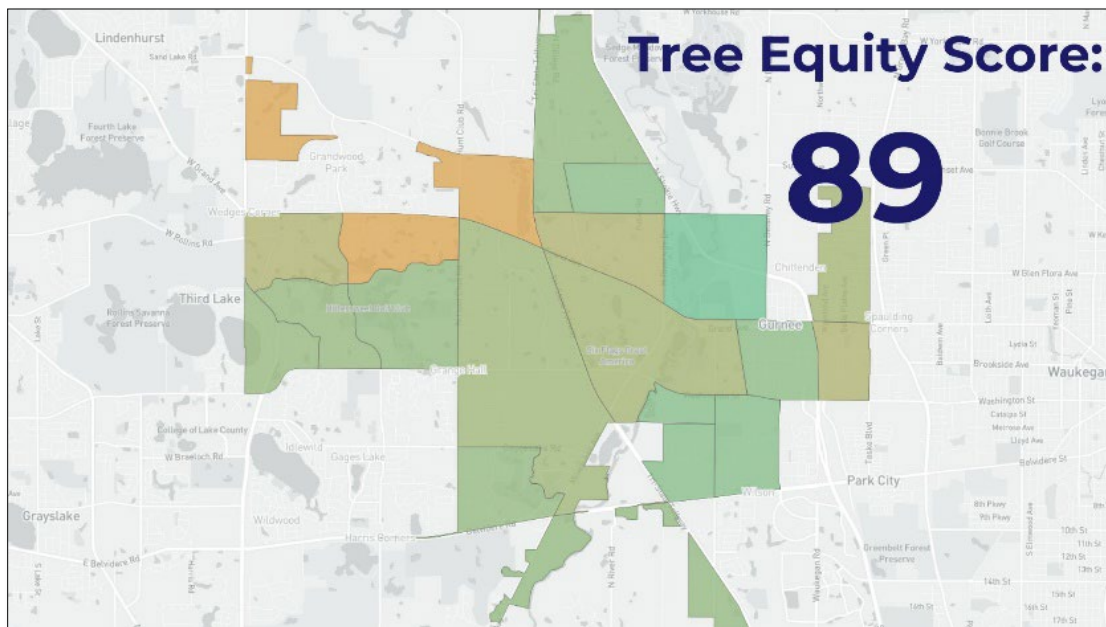


Figure 4: Tree Equity Score Map

2.3 DEMOGRAPHICS

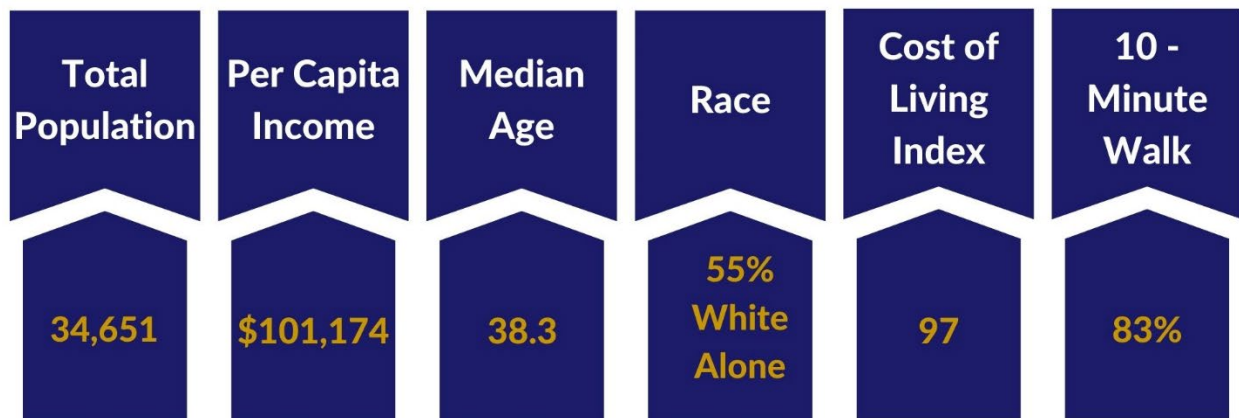


Figure 5: Demographic Overview

The Demographic Analysis report examines the characteristics of the District population including age segments, race, ethnicity, and income levels. It covers the entire population of the District and uses historical patterns to make future projections. It is possible that unforeseen circumstances during or after the time of the analysis could impact the validity of these projections.



2.3.1 METHODOLOGY

The analysis used demographic data from two sources: the U.S. Census Bureau and Environmental Systems Research Institute, Inc. (ESRI), a research and development organization specializing in Geographical Information Systems and population projections.

The data was obtained in July 2023 and reflects the actual numbers reported in the 2020 Census and information available as of July 2023. ESRI used this data to estimate the current population in 2023, as well as a 5-year projection for 2028. The consulting team used straight-line linear regression to forecast demographic characteristics for 10 and 15-year projections in 2033 and 2038.

DEMOGRAPHIC ANALYSIS BOUNDARY

The District boundaries shown below were used for the demographic analysis.

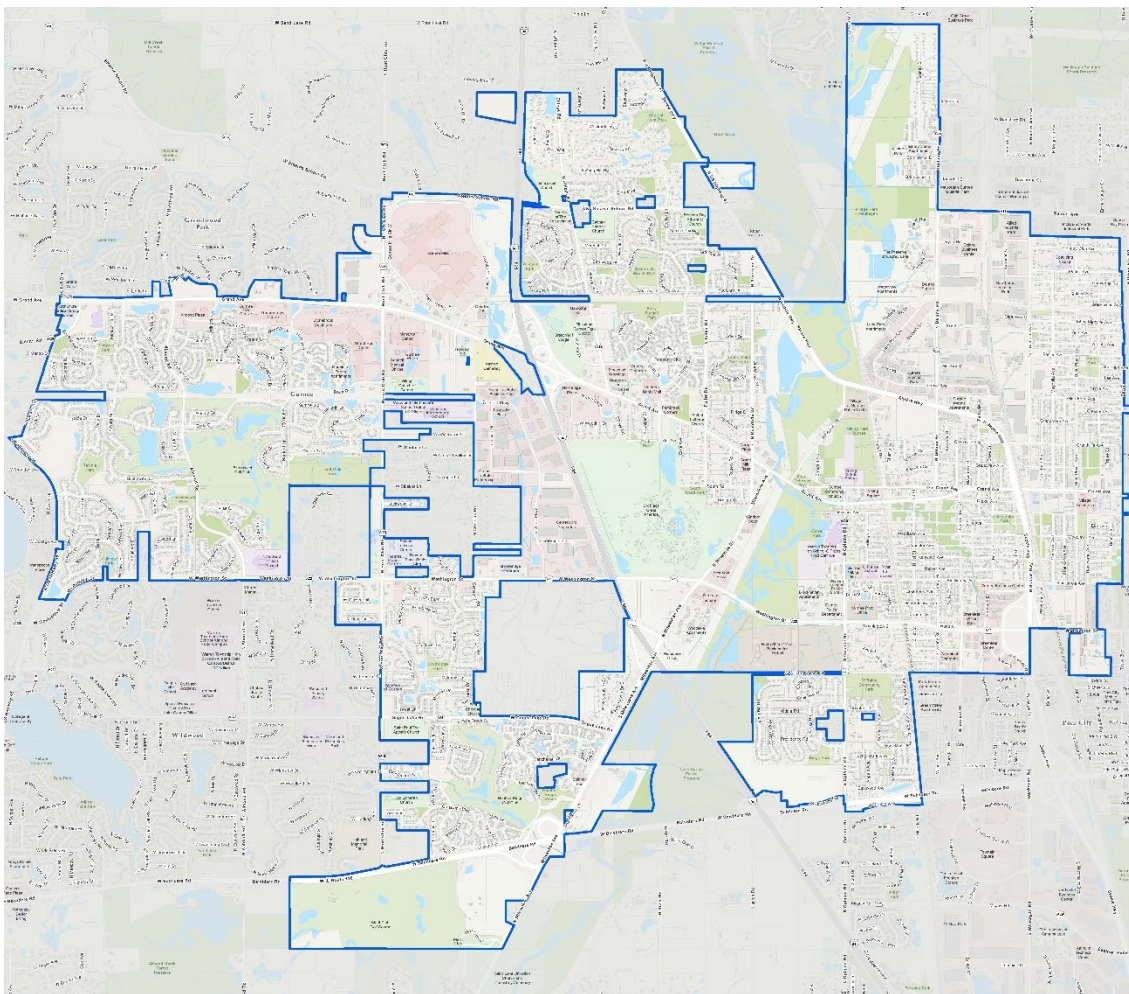


Figure 6: Gurnee Park District boundary map

2.3.2 DISTRICT POPULACE

POPULATION

Population projections for the District suggest stability with minimal variations until 2038. Between the 2010 and 2020 Census, there was a slight rise in the number of residents. However, a modest decrease is estimated for 2023, with a continued gradual decrease expected up to 2038.

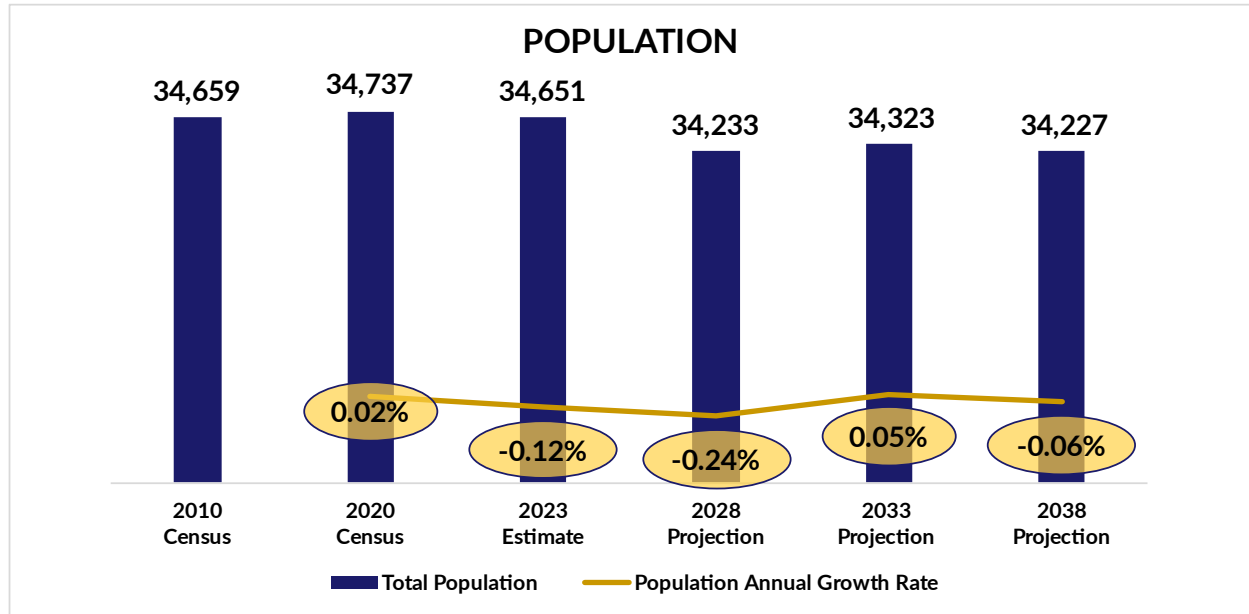


Figure 7: Population projections



2.3.3 AGE SEGMENT

The age distribution within the Gurnee Park District is projected to evolve over time. There are two key aging patterns with the young kids aging into teenage and young adults while middle aged adults aging into seniors and older adults.

From the 2010 Census to the 2038 Projection, there is an anticipated decrease in the proportion of the population under 17, from 28% to 19%. Conversely, the percentage of residents aged 18-34 is expected to see a gradual increase from 19% to 24%.

The segment of the population aged 35-54 is projected to decrease from 33% to 21%. Meanwhile, those in the 55-74 age bracket are expected to constitute a larger share, growing from 17% to 28% by 2038. Additionally, the oldest age segment, those 75 and over, is predicted to double from 4% to 8% during the same period.

These projections suggest an aging population in the District, with a notable increase in older age groups which are more active compared to previous generations. This will require a continued focus on activities and design leading from ADA access to pricing and communications strategies and more walkability.

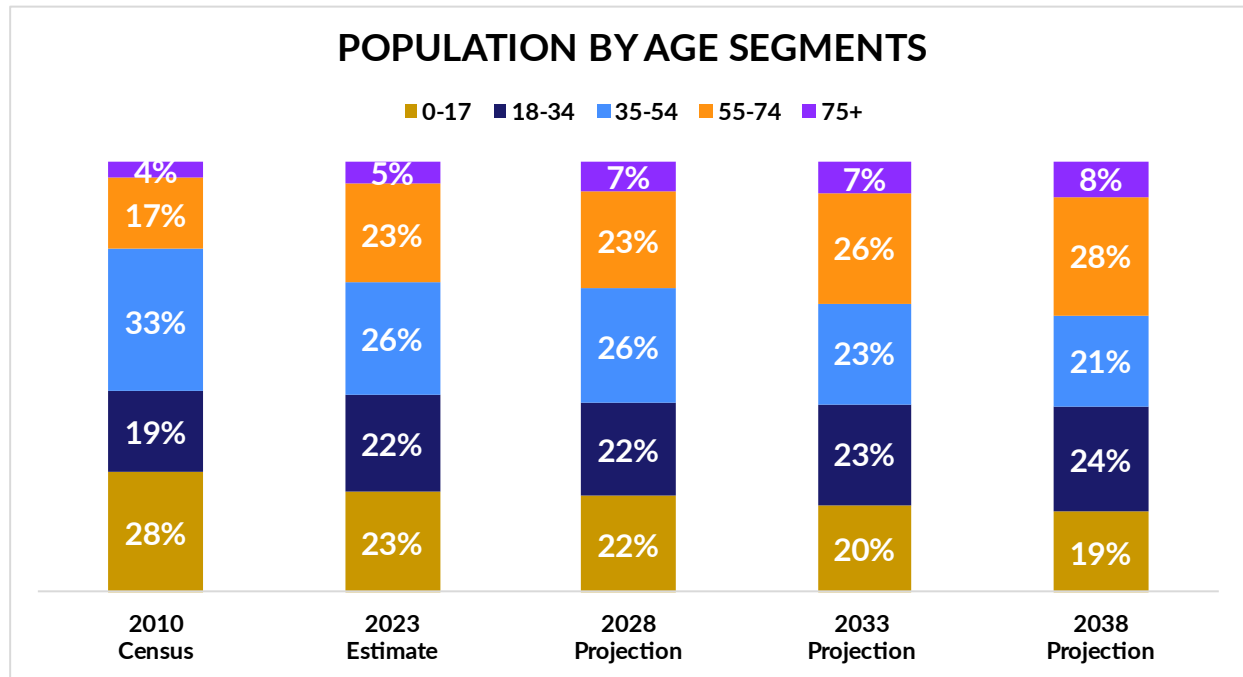


Figure 8: Population by age segment

RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined below. The Census 2020 data on race are not directly comparable with data from the 2010 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2020) definitions and nomenclature are used within this analysis.

- **American Indian** – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- **Asian** – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- **Black or African American** – This includes a person having origins in any of the black racial groups of Africa
- **Native Hawaiian or Other Pacific Islander** – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- **White** – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- **Hispanic or Latino** – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

Census states that the race and ethnicity categories generally reflect social definitions in the U.S. and are not an attempt to define race and ethnicity biologically, anthropologically, or genetically. We recognize that the race and ethnicity categories include racial, ethnic, and national origins and sociocultural groups.”

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

2.3.4 RACE

As of 2023, the majority of the District's population is White Alone at 55%. However, future projections forecast a significant demographic shift by 2038, with the White Alone group expected to decrease to 39%, a drop of over 30% from the 2010 Census.

In parallel, the combined minority groups, which make up 45% in 2023, are projected to increase to 61% by 2038. This indicates a substantial move towards greater diversity, marking a notable change in the District's demographic landscape over the next 15 years. It will require additional focus on ensuring the staff composition reflects the community's demographics along with continuing to offer spaces, programs and events (e.g., cricket that is currently at Viking Park) that serve the different ethnic and cultural groups that call Gurnee home.

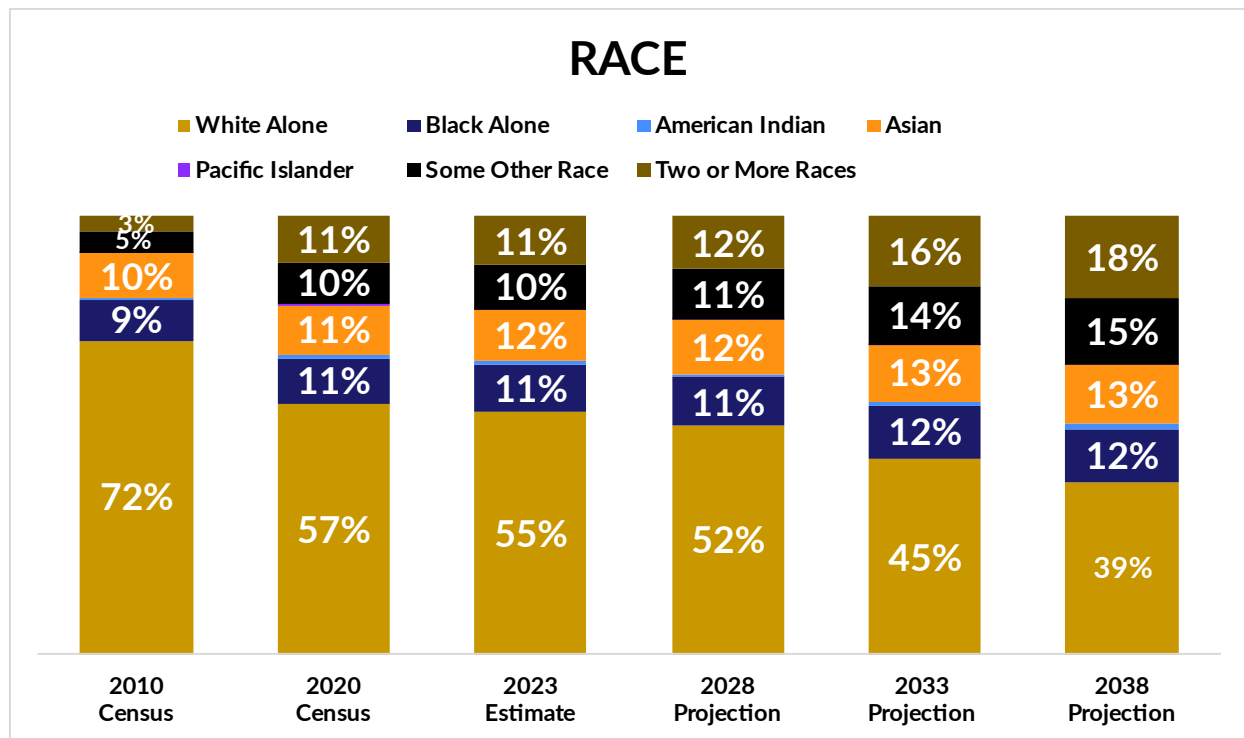


Figure 9: Population distribution by race

2.3.5 ETHNICITY

The District's population was evaluated based on Hispanic/Latino ethnicity, which the Census Bureau views as separate from race. It is worth noting that individuals who identify as Hispanic/Latino may also belong to any of the racial categories mentioned earlier.

As per the current 2023 estimate, approximately 22% of the District's population consists of people who have Hispanic/Latino origin which is slightly higher than the national average of 18.9%. The Hispanic/Latino population has grown since 2010 and is projected to grow to 30% of the population in 2038.

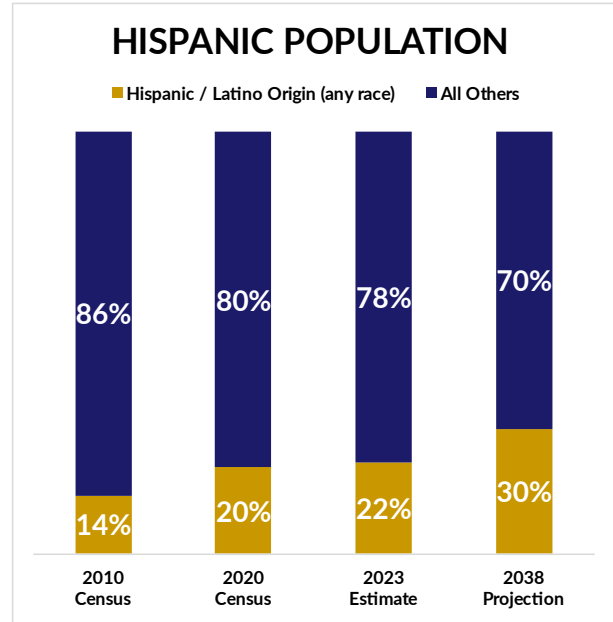


Figure 10: Hispanic Population

2.3.6 INCOME

The District has an impressive per capita income of \$53,688, surpassing not only the state average (\$42,864) and the national average (\$40,363) but also reflecting a higher prosperity level compared to the prevailing norms in the country. Additionally, the median household income stands at \$101,174, significantly outpacing both the state's median household income (\$74,859) and the national median household income (\$72,414).

This economic prowess signals the District's presence as home to an educated, professional and high-income community in Gurnee that would have disposable income and would value high quality recreation experiences.

It is important to note that per capita income refers to the income earned by an individual, while median household income is calculated based on the total income of everyone over the age of sixteen living in the same household.

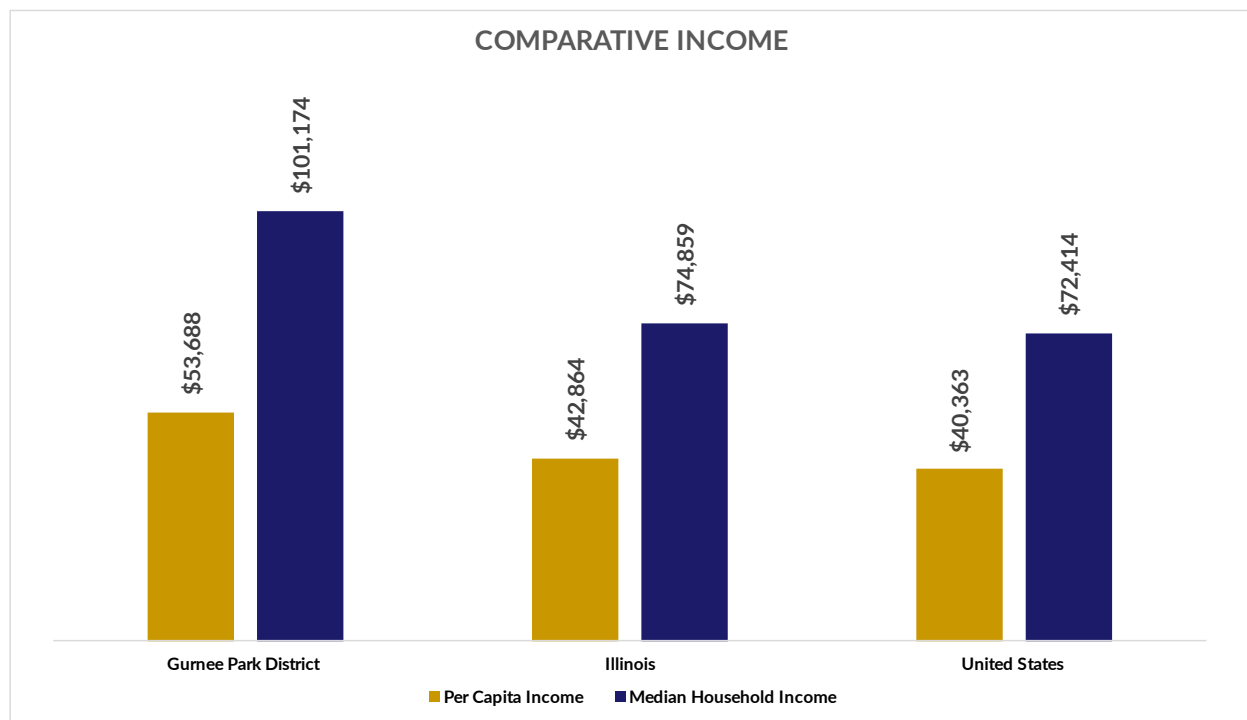


Figure 11: Income comparison

2.3.7 AT RISK POPULATION CHARACTERISTICS

The Census Bureau has identified five “at-risk” factors, and the statistics below provide a comparative analysis of Gurnee against state and national averages in these categories. Gurnee has a marginally higher percentage of foreign-born residents at 15.4% compared to Illinois (14.1%) and the United States (13.6%). Gurnee also has a slightly higher percentage of residents who speak a language other than English at home (24.2%) relative to both Illinois (23.2%) and the national average (21.7%).

In terms of disability, Gurnee's population is at 7.7%, which is comparatively lower than the national average of 8.7% but slightly higher than Illinois' 7.5%. For health insurance coverage, Gurnee has a notably lower percentage of residents without health insurance (4.4%) compared to Illinois (8.2%) and the United States (9.8%).

It's important to note that while only 4.7% of Gurnee's population lives in poverty—a figure significantly lower than the state of Illinois at 12.1% and the national average of 11.6%—it is essential that this 4.7% still receives equitable opportunities for recreation.

This data suggests that Gurnee is doing better in terms of poverty levels and health insurance coverage compared to the state and national levels, although it has a more linguistically diverse population.

2023 Demographic Comparison		Gurnee	Illinois	United States
At Risk Population Characteristics	Foreign Born	15.4%	14.1%	13.6%
	Language other Than English Spoken at Home	24.2%	23.2%	21.7%
	With a Disability	7.7%	7.5%	8.7%
	No Health Insurance	4.4%	8.2%	9.8%
	Persons in Poverty	4.7%	12.1%	11.6%

Figure 12: At-risk population comparison

2.4 KEY TAKEAWAYS - OVERALL

2.4.1 LIVABILITY AND ACCESS

Cost of Living: The cost of living in Gurnee is slightly below the US national average but higher than the state of Illinois, with a cost-of-living index of 97. Notably, expenses related to groceries, healthcare, and housing are higher in Gurnee than in the state while transportation costs are lower.

Public Space & Tree Equity: Gurnee performs well in terms of access to public spaces, with 83% of residents living within a 10-minute walk of a park, significantly higher than the national average of 55%. The Tree Equity Score for Gurnee is 89, suggesting mostly equitable access to tree canopy coverage across the district.

2.4.2 DEMOGRAPHICS

Population & Age: The population in Gurnee is stable with slight variations projected until 2038. An aging trend is noted, with a decrease in the younger population under 17 and an increase in older age groups, particularly those aged 55-74 and 75+.

Race & Ethnicity: There is a demographic shift towards greater diversity with a decreasing White Alone population (from 55% in 2023 to a projected 39% in 2038) and increasing minority groups, which are projected to rise from 45% to 61% by 2038. The Hispanic/Latino population is also growing, projected to reach 30% by 2038.

Income: The District has a high per capita income of \$53,688 and a median household income of \$101,174, both surpassing state and national averages.

At-Risk Populations: Gurnee has a higher percentage of foreign-born residents and those who speak a language other than English at home (one out of four residents) compared to Illinois and national averages. The percentage of residents with disabilities is slightly higher than Illinois but lower than the national average. Gurnee has a lower percentage of residents without health insurance and a significantly lower percentage of persons in poverty.

2.4.3 LOCAL RECREATIONAL TRENDS

Recreational Activity Participation: Gurnee residents participate more in general sports like Tennis, Volleyball, and Golf than the national average. For fitness activities, Pilates, Jogging/Running, and Aerobics have high participation. Outdoor activities like Bicycling and Hiking are also popular, with scores above the national average.

Recreational Spending: Residents of Gurnee are more inclined to spend on recreational activities and equipment, as indicated by high MPI scores for spending \$250 or more on sports and recreational equipment. Participation in book clubs and live theater also score high, suggesting that recreational spending in Gurnee is robust.

CHAPTER THREE PUBLIC INPUT SUMMARY

The Gurnee Park District's Comprehensive Strategic and Master Plan prioritizes incorporating diverse community insights to address the evolving needs of Gurnee residents effectively. The Public Input Summary, a key component of this plan, consolidates extensive feedback obtained through various engagement strategies, offering a comprehensive view of public opinion.

This summary includes both external and internal feedback collected from focus groups, leader interviews, and staff discussions, allowing stakeholders to share their views and contribute to the district's future development. To ensure inclusivity, we held four public input meetings—two in-person and two virtual—accommodating all community members.

We also conducted intercept surveys for spontaneous responses from park visitors and program participants as well as a statistically valid survey by the ETC Institute for a representative snapshot of community sentiments. An online survey and the [FutureOfFun.org](https://www.futureoffun.org) project website further expanded our reach, gathering a diverse range of feedback and visions for the district's future.

The Public Input Summary is more than just data; it reflects the community's voice and serves as a foundation for a plan that truly represents Gurnee Park District residents. It aims to offer a transparent overview of the received input, showcasing our commitment to developing a park district that resonates with and enriches the lives of the community.

The following community groups were engaged during the public input process:

College of Lake County	FC Lake County
Gurnee Community Bank	Gurnee Fire Department
Gurnee Park District Board of Commissioners	Gurnee Police Department
Gurnee School District 56	Gurnee Youth Baseball
Gurnee Youth Leadership Directive	Lake County Board
Old National Bank	River Trail School
Village of Gurnee	Village of Gurnee Mayors Office
Warren Special Recreation Association	Warren Township High School District 121
Warren-Newport Public Library District	Woodland School District 50



3.1 INTERNAL INPUT

The Internal input section of the Public Input Summary delves into the valuable feedback received from staff, which forms a crucial component of this comprehensive review. This feedback, gathered through focus groups, leadership interviews, and an exercise during the Project Kick-Off Meeting, is categorized into strengths, opportunities, and priorities. This structured approach allows insight into the internal perspective, ensuring that strategies are well-rounded and reflective of both community and staff viewpoints.



3.1.1 STRENGTHS

Community Engagement and Trust: The District is frequently mentioned for its strong sense of community, and engagement. It has earned the trust of the community, and there is a sense of family feeling and friendly staff and community. The district also reaches beyond the Gurnee community, impacting lives and forming good partnerships with other organizations outside of the District.

Financial Stability and Management: Financial stability is a recurring theme in the feedback from staff. The District is noted for its financial management practices, financial assistance to families in need, and the ability to make most improvements without relying on referendums, or outside funding. This indicates a strong financial position and responsible budget management.

Quality and Variety of Facilities and Programs: The feedback highlights the high quality and well-maintained parks and facilities, including Hunt Club and Viking Park Community centers, FitNation fitness facility, aquatic center, athletic fields, and the Viking Park . There is also mention of a wide variety of programs, including senior programs, youth sports, performing arts programming, preschool programs, and camps, which are often sold out due to their popularity.

Staff and Leadership: The staff and leadership of the District are frequently commended for their dedication, experience, knowledge, and commitment to the community. The bonds of staff, leadership stability, and the team's willingness to work and adapt are noted as strengths. The District is also recognized as an employer of choice for young adults in the community.

Inclusivity and Accessibility: Inclusivity is a key strength, with the district being praised for its inclusive approach, diversity in all aspects, and commitment to accessibility by multiple staff. The District also provides financial assistance to families in need, ensuring that programs and facilities are accessible to a wide range of community members.

These strengths collectively contribute to the District's positive reputation, its ability to keep up with trends, and its adaptability, including during challenging times such as the pandemic.

3.1.2 OPPORTUNITIES

Facility Expansion and Improvement: There is a recurring theme of the need for additional indoor and outdoor spaces, including more gym space, indoor courts, an indoor pool, and a field house/multi-use space. Renovation of aging infrastructure, playgrounds, and aquatic center is also highlighted, along with the possibility of creating new facilities like a performing arts center and expanding existing ones like FitNation.

Diversity, Equity, and Inclusion (DEI): While inclusivity and accessibility were seen as a strength by many staff, there was also substantial feedback indicating an opportunity to enhance cultural diversity in programs and staff, recognize and implement diversity celebrations, and address the perception that DEI efforts are not taken seriously or do not feel genuine. This suggests a need for a more intentional and genuine approach to DEI.

Community Engagement and Partnerships: There are suggestions for more community engagement through events, partnerships with schools and businesses, and understanding what the community wants. Working with other village entities to connect trails and expanding to communities outside of Gurnee are also mentioned, indicating opportunities for broader community collaboration and outreach.

Technology and Innovation: The feedback mentions the need for more investment in technology-driven processes, the use of AI, and exploring innovative solutions., improving the use of existing technology. This suggests an opportunity to leverage technology and innovation to enhance operations and stay relevant.

Staff Development and Internal Communication: Several comments point to opportunities for improving staff training, development, and internal communication. There are mentions of inconsistent training, the need for more specialized staff, succession planning, and addressing siloed department operations. Enhancing internal communication and teamwork across departments and addressing the perceived imbalance in resource provision are also highlighted.

Addressing these opportunities can help the District to continue to meet the evolving needs of the community, enhance its offerings, and maintain its positive reputation.

3.1.3 PRIORITIES FROM INTERNAL INPUT

Facility Expansion and Improvement: There is a clear emphasis on expanding and improving facilities, including the Hunt Club Fitness Center, Indoor Pool, and aquatic facilities. The use of extra outdoor space at FitNation and the development of an Indoor Athletic Complex are also mentioned, indicating a focus on providing a variety of recreational experiences.

Staff Development and Succession Planning: Staff feedback highlights the importance of investing in people, with mentions of employee growth opportunities, internal communication, making staff feel valued, and more effort on retention. There is a specific emphasis on succession planning to prepare for the departure of long-tenured staff and ensuring more training and full-time opportunities for part-time staff.

Community Engagement and Satisfaction: Increasing community participation and satisfaction is highlighted as a priority, with a focus on taking community feedback to develop a guide for the future. The mention of providing a whole lot of fun and ensuring that the future is fun indicates a commitment to enhancing the community experience.

Strategic Planning and Financial Flexibility: There were multiple mentions from staff as to the importance of having a list of projects identified for the next 10 years and ensuring financial flexibility for pursuing emergency and niche projects. This suggests a focus on long-term strategic planning and maintaining financial stability to adapt to changing conditions and needs.

Addressing these priorities will help Gurnee Park District continue to serve the community effectively, enhance its offerings, and maintain a positive and fulfilling work environment for its staff.

3.2 EXTERNAL FOCUS GROUPS & KEY LEADERS INTERVIEWS

The following section presents insights gathered from a diverse array of community members and local leaders. The feedback, essential for shaping our strategies, is organized into top strengths, opportunities, and priorities. This structure enables us to clearly identify the community's needs and aspirations, ensuring that our plans are aligned with the values and expectations of those we serve.

3.2.1 STRENGTHS

Quality and Diversity of Parks and Facilities: The parks and facilities are frequently mentioned as well-maintained, clean, beautiful, and accessible. The availability and diversity of parks, the Aquatic Center, and FitNation are highlighted as significant assets. The District's ability to maintain and build parks and facilities is commended, contributing to a welcoming and safe environment for families.

Variety and Excellence in Programs and Events: The District offers a wide variety of programs and events for all ages, supporting working families and providing multiple options for children. Events like Gurnee Days, Families on the Fairway, and Polar Express are highlighted as great assets. The programs are well-run, with special mention of early childhood offerings, camps, and community special events.

Community Engagement and Collaboration: The District is praised for its great collaboration within the community, partnerships during COVID, and outreach to high school students as participants and employees. The District's efforts in creating a sense of community in an area without a "downtown" and its proactive communication with police and fire departments are also noted.

Leadership and Staff Dedication: The District leadership is commended for being groundbreaking, forward-looking, and having a profound impact across Illinois park systems. The passion, dedication, and responsiveness of the staff to the community are highlighted, along with their talent for fostering growth and being open to new ideas.

Financial Stability and Fiscal Responsibility: The District is recognized for its financial stability and good financial stewardship. It is described as fiscally responsible, with creative thinking exemplified by the acquisition and operation of FitNation. The District's financial background and stability have contributed to its ability to win a National Gold Medal and transform from a position where people wanted to dissolve the District.

These strengths collectively contribute to the District's high trust, positive reputation, and its ability to meet the diverse needs of the community.

3.2.2 OPPORTUNITIES

Enhanced Community Engagement and Communication: There were mentions of the need for better communication with school districts and the diverse population, including Spanish-speaking residents. The feedback also indicates a lack of community awareness regarding the offerings of the District, suggesting an opportunity to improve outreach and information dissemination.

Diversity and Inclusivity: The feedback highlights opportunities to embrace inclusivity more thoroughly across all aspects of the District and to identify and reach out to underserved populations. There is a mention of the changing demographics and the growing Hispanic community, indicating a need to adapt offerings to a diversifying community and ensure accessibility and inclusivity.

Program and Facility Expansion: Several comments suggest a desire for more variety in programs and facilities, including more pickleball courts, a dog park, disc golf, an outdoor multi-sports complex, and indoor facilities for off-season sports. There are also suggestions for more adult, teen, and senior offerings, as well as more weekend and early morning fitness programs.

Partnerships and Collaborations: The feedback indicates opportunities for more partnerships with school districts, other organizations, and the community for afterschool centers, youth sports, and reimagining available retail spaces. There is a suggestion for the District to be a leader in training youth coaches and to collaborate with other taxing bodies for future offerings.

Fiscal Responsibility and Strategic Investment: There are mentions of the need to continue being fiscally responsible, explore opportunities for building infrastructure through partnerships, and not to let fads dictate long-term investments. The feedback also suggests exploring the potential for increased revenue at FitNation and considering where to take on good debt to offer more opportunities for residents.

3.2.3 PRIORITIES

Community Engagement and Inclusivity: There is a strong emphasis on creating an engaged and truly inclusive district. The feedback suggests a need to continue engaging the whole community, ensuring inclusivity across all offerings, and letting everyone feel there is something for them. The District is encouraged to bring people together, connect, and be a benchmark for other agencies in terms of inclusivity.

Diverse and Evolving Offerings: The district is encouraged to continue evolving its offerings to stay ahead of demographics and meet diverse community needs. There are suggestions for more creative offerings for the older aging community, more performing arts offerings, and increased opportunities for all types of youth programming. The feedback also indicates a desire for more events and offerings that draw people to the community.

Strategic Partnerships and Resource Utilization: The feedback highlights the importance of forming more partnerships to better leverage resources and maximize the utilization of all park spaces. There is a mention of playing a vital role in the curriculum with District 56 and a suggestion for a single campus of sports fields for youth, indicating opportunities for collaboration and efficient use of facilities.

Affordability and Strategic Budgeting: Affordability is mentioned as a priority, indicating a need to ensure that the District's offerings are accessible to all community members.

Facility Improvement and Development: There are suggestions for specific facility improvements and developments, such as moving the playground at Viking Park to the front and expanding the building for multipurpose use, improving current soccer fields, and developing a multigenerational sports complex. The feedback also humorously mentions upgraded garbage cans, indicating attention to details in facility maintenance.

3.3 PUBLIC INPUT MEETINGS

In this section, we present insights gathered from four Public Input Meetings, two of which were conducted in person and two virtually, engaging with over 40 participants in total. Attendees had the opportunity to share their insights through live polling facilitated by mentimeter.com, enabling real-time interaction and feedback. This approach allowed for a diverse and inclusive range of perspectives to be heard, contributing to the richness of our community engagement.

Some key findings from these meetings include:

- A significant 71% of respondents utilize parks, trails, open spaces, or recreation facilities provided by Gurnee Park District at least on a weekly basis.
- The amenities most frequented by respondents include walking paths and trails (70%), playgrounds (50%), FitNation (38%), and Hunt Club Park Aquatic Center (38%).
- Participants predominantly prefer to learn about Gurnee Park District offerings through the program guide (76%), email (62%), the official website (54%), and social media (51%).
- The largest barrier to participation is respondents being too busy, with half citing a lack of interesting programs as the reason for not using the Gurnee Park District parks, programs, and/or facilities more frequently.
- 53% of respondents expressed the highest interest in an Indoor Sports Complex as the facility they or their household members would most prefer.
- According to respondents, the most crucial improvements to be made in the next decade include expanding adult offerings (66%), special event offerings (66%), and connecting and expanding the trail system (60%).



Besides live polling, participants were also invited to share their primary desired outcome for the Plan. The following are the five most recurring themes identified from those statements:

Diverse Program Offerings: Community members have expressed a strong desire for a wider variety of programs. This includes more sports and adult exercise programs, performing art programs for all ages, and activities that cater to various age groups, particularly older children and adults and also ensure that programs are available for signups.

Infrastructure Maintenance and Improvement: There is a clear emphasis on maintaining and improving the existing infrastructure and facilities. Participants advocate for focusing on the current infrastructure and ensuring quality and efficiency before considering expansion.

Community Engagement and Feedback: Attendees value the opportunity to voice their opinions and hope for continued community input. They want the District to continue to be responsive to feedback and to demonstrate that their opinions are being considered and acted upon.

Senior Programs and Services: Several responses indicate a need for more activities, trips, and better entertainment options specifically tailored for seniors, highlighting a desire for increased attention and services for this demographic.

Quality Events and Entertainment: Community members are looking for more and better-quality entertainment options, including traditional concerts, better bands, and events like Oktoberfest.

These priorities suggest a community that values diversity, quality services, engagement, and responsible improvement, with a particular focus on catering to all age groups and maintaining existing facilities.

3.4 INTERCEPT SURVEYS

Gurnee Park District recently completed an intercept survey, gathering 189 responses from various sites, programs, and events, including Fall Fest, FitNation, Preschool Back To School event, Fire Department training in the park, and Saturday Soccer at Hunt Club. This was done to directly engage with the community and collect immediate feedback. The selected locations were chosen for their wide appeal and the diverse demographics they attract, offering insights into community engagement and preferences. The findings from these surveys are instrumental in guiding the District's future initiatives, aiming to enhance services and adapt to community needs.

Respondents were asked eight poll questions and one open ended question. The results are as follows:

3.4.1 TOP PRIORITY OUTCOME

Participants were asked to share their top priority for the outcome of this plan through an open-ended question. The responses highlighted the following key themes:

Safety Enhancements: The community desires a safer environment across all park district facilities. Suggestions range from installing mirrors at FitNation for better visibility around workout areas to enhancing overall security, especially for children's programs.

Facility and Program Expansion: Respondents express a desire for more diverse and expanded offerings. This includes more sports options for all ages, increased youth and toddler programs, and upgrading existing sports facilities. The call for more indoor and outdoor spaces, like pickleball courts, underscores a demand for year-round recreational opportunities.

Accessibility and Inclusivity: Feedback highlights the importance of making park district facilities and programs accessible and affordable to all community members. This encompasses a broader range of sports and recreational activities to cater to diverse interests, ensuring facilities are accessible to people with disabilities, and addressing concerns about cost barriers for non-residents and families seeking affordable programming.

Community and Family Focus: There's a strong desire for programs that foster a sense of community and support family engagement. Suggestions for more family-friendly events, like movie drive-ins, and the expansion of preschool and after-school programs indicate a community looking for shared experiences and safe, inclusive environments where families can thrive.

Infrastructure Improvements: Upgrading facilities, including workout machines, sports fields, and parking lots, is a priority. Participants also seek enhancements that support outdoor activities in all seasons, like year-round open restrooms and better lighting for evening activities.

Digital and Operational Enhancements: Simplifying registration processes and improving the user interface for program sign-ups are mentioned, alongside operational changes like expanded daycare hours. These adjustments aim to make participation in park district offerings more user-friendly and accessible.

Overall, the community's feedback centers on creating a safer, more inclusive, and expansive park district that meets the evolving needs of all its members, with a significant emphasis on upgrading facilities, enhancing accessibility, and fostering a strong sense of community through diverse, family-friendly programs.



3.5 STATISTICALLY VALID SURVEY

3.5.1 OVERVIEW

ETC Institute administered a parks and recreation survey for Gurnee Park District during the winter 2023 to gather input to help determine park, facility, and recreation priorities from a representative sample of the community.

3.5.2 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in Gurnee Park District. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at GurneePDSurvey.org. After the surveys were mailed, ETC Institute followed up with residents to encourage participation.

To prevent people who were not residents of Gurnee Park District from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

The goal was to collect 400 completed surveys from residents and was exceeded with 402 completed surveys collected. The overall results for the sample of 402 households have a precision of at least +/-4.8 at the 95% level of confidence thus ensuring statistical reliability.

This report contains the following:

- Charts showing the overall results of the survey (Section 2)
- Priority Investment Rating (PIR) that identifies priorities for facilities and programs
- Benchmarks comparing data from Gurnee Park District to national averages
- Importance-Satisfaction Analysis to identify priorities for improvements to services
- Tabular data showing the overall results for all questions on the survey
- Answers to open-ended questions (Section 7)
- A copy of the cover letter and survey instrument (Section 8)

The major findings of the survey are summarized in the following pages

3.5.3 USE OF GURNEE PARK DISTRICT RECREATION FACILITIES AND PARKS

Use of Parks. Most respondents (82%) report visiting Gurnee Park District parks during the past year. The highest percentage of respondents (27%) report visiting 2-4 times a week followed by 1-3 times a month (26%). Most respondents (95%) rated the overall physical condition of these parks as either "excellent" (50%) or "good" (45%).

Use of Facilities. Over half of respondents (59%) report visiting Gurnee Park District recreation facilities during the past year. The highest percentage of these respondents (31%) report visiting less than once a month followed by 2-4 times a week (30%). Most respondents (97%) rated the overall physical condition as either "excellent" (44%) or "good" (53%).

Barriers to Facilities Use. Respondents were asked to select all the reasons that prevent their household from visiting Gurnee Park District facilities more often. Cost (25%), lack of amenities respondents want to use (15%) and using parks/facilities in other districts/jurisdictions (13%) were the most often selected barriers.

3.5.4 PROGRAMS AND ACTIVITIES PARTICIPATION

Communication Methods. Respondents most often learn about Gurnee Park District programs and activities via the Gurnee Park District Program Guide (80%) followed by the Gurnee Park District website (56%) and word of mouth (41%). Respondents would most prefer to learn from the program guide (67%), park district website (47%), or emails (44%).

Organizations Used. The highest percentage of respondents (63%) report using the Gurnee Park District for recreational activities in the last year followed by neighboring districts (32%) and private workout facilities (24%).

Program Participation. Forty-eight percent (48%) of respondents report participating in programs or events offered by the Gurnee Park District during the past year. The highest percentage (40%) of respondents report participating in 2-3 programs or events. Most respondents (96%) rated these programs as "excellent" (44%) or "good" (52%).

Barriers to Participation. Respondents were asked to select all the reasons that prevent their household from participating in Gurnee Park District programs more often. Busy schedules (25%), cost (23%), and inconvenient program times (23%) were the most often selected barriers.

3.5.5 GURNEE PARK DISTRICT SERVICES, FUNDING, AND VALUE

Benefits of Park District. Respondents were provided with a list of 11 potential benefits of the Gurnee Park District and asked to rate their level of agreement with each. Respondents most often agreed (selecting "agree" or "strongly agree") that the district provides positive outlets for kids (88%), makes Gurnee a more desirable place to live (86%), and preserves open space and protects the environment (81%).

Satisfaction with Services. Respondents feel most satisfied (rating "somewhat satisfied" or "very satisfied") with the cleanliness of Gurnee Park District facilities (88%), the cleanliness of Gurnee Park District Parks (88%), and the play value of playgrounds (86%). The five services respondents think should receive the most attention from the Gurnee Park District over the next three years are safety in parks (32%), innovation in developing new offerings (26%), cleanliness of Gurnee Park District parks (25%), the cost of recreation programs (24%), and the quality of other programs (24%). Services were further examined in the importance-satisfaction analysis section of this report.

Funding Allocation. Respondents were asked to allocate a hypothetical \$100 budget for parks and recreation. Respondents on average allocated the highest amount of funding (\$27.68) towards improvements/maintenance of existing parks and recreation facilities followed by \$19.41 for development of new walking and biking trails and \$14.18 for developing new indoor facilities.

Satisfaction with Value. Most respondents (80%) feel either "very satisfied" (30%) or "satisfied" (50%) with the overall value they receive from the Gurnee Park District.

3.5.6 PARKS AND RECREATION FACILITIES/AMENITIES NEEDS AND PRIORITIES

Amenity/Facility Needs: Respondents were asked to identify if their household had a need for 27 facilities/amenities and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities/amenities.

The three parks/facilities with the highest percentage of households that have an unmet need:

1. Environmental/nature education center – 3,417 households
2. Multi-use hiking, biking, walking trails – 3,216 households
3. Performing arts theater – 3,066 households

The estimated number of households that have unmet needs for each of the 27 facilities/amenities assessed is shown in the chart below.

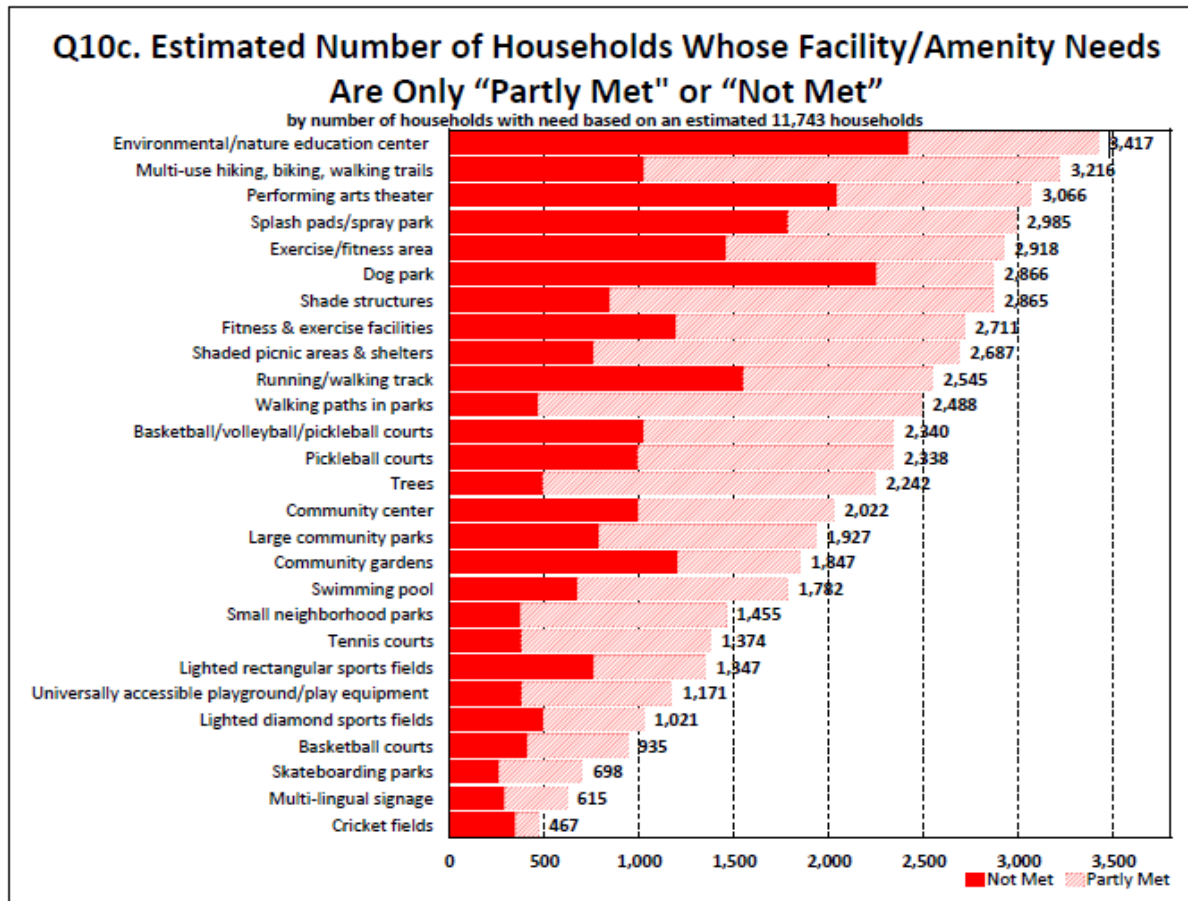


Figure 13: Households with unmet facility/amenity needs

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

1. Walking paths in parks (44%)
2. Multi-use hiking, biking, walking trails (41%)
3. Small neighborhood parks (31%)
4. Fitness and exercise facilities (27%)
5. Community center (22%)

The percentage of residents who selected each amenity/facility as one of their top five choices is shown in the chart below.

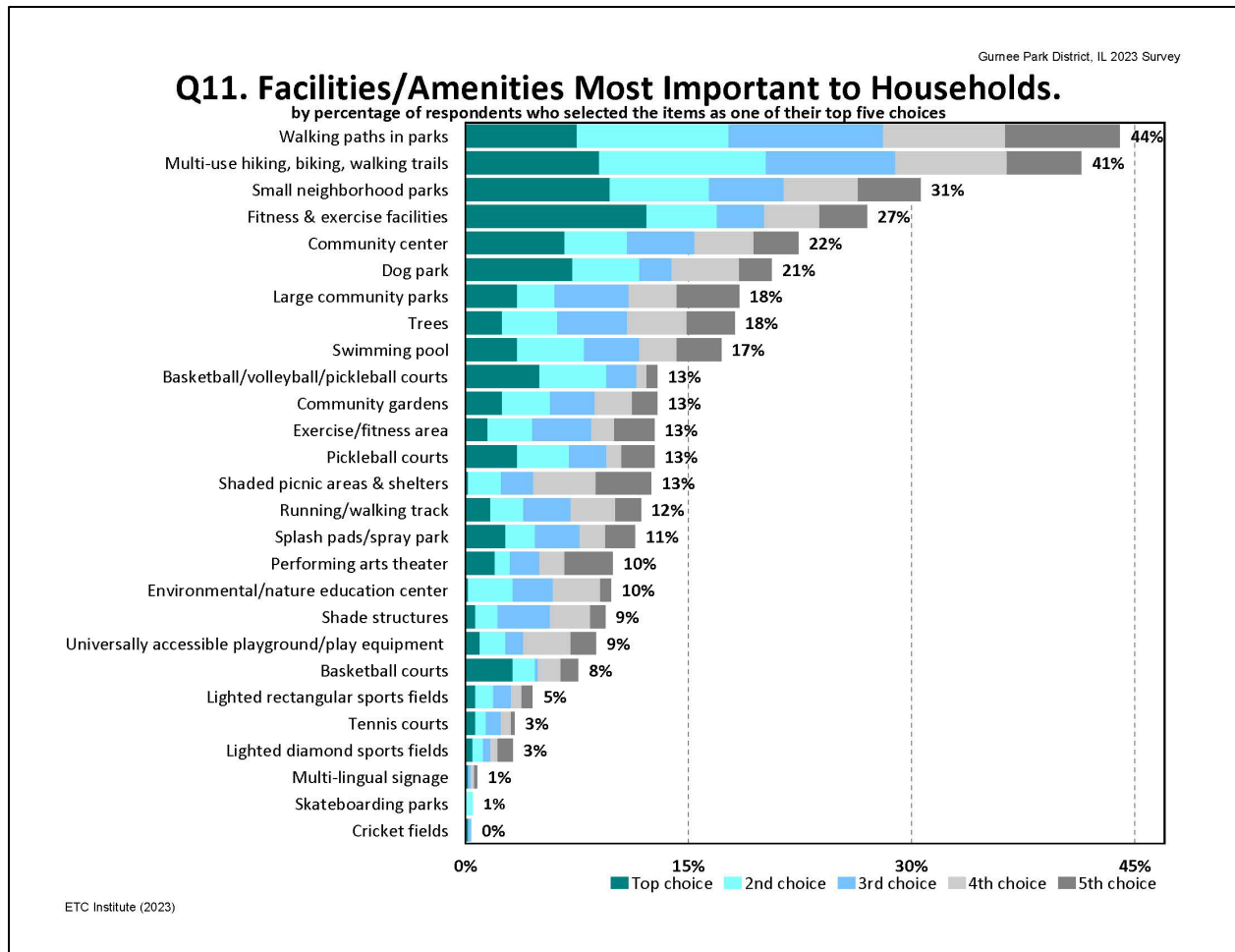


Figure 14: Most important facilities/amenities to households

Priorities for Facility Investments: The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on amenities/facilities and (2) how many residents have unmet needs for the amenity/facility.

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

- Multi-use hiking, biking, walking trails (PIR=188)
- Walking paths in parks (PIR=173)
- Fitness and exercise facilities (PIR=141)
- Dog park (PIR=131)
- Environmental/nature education center (PIR=122)
- Exercise/fitness area (PIR=114)
- Splash pads/spray park (PIR=113)

- Performing arts theater (PIR=112)
- Small neighborhood parks (PIR=112)
- Community center (PIR=110)
- Shaded picnic areas and shelters (PIR=107)
- Trees (PIR=107)
- Shade structures (PIR=105)
- Running/walking track (PIR=101)

The chart below shows the Priority Investment Rating for each of the 27 activities/programs assessed on the survey.

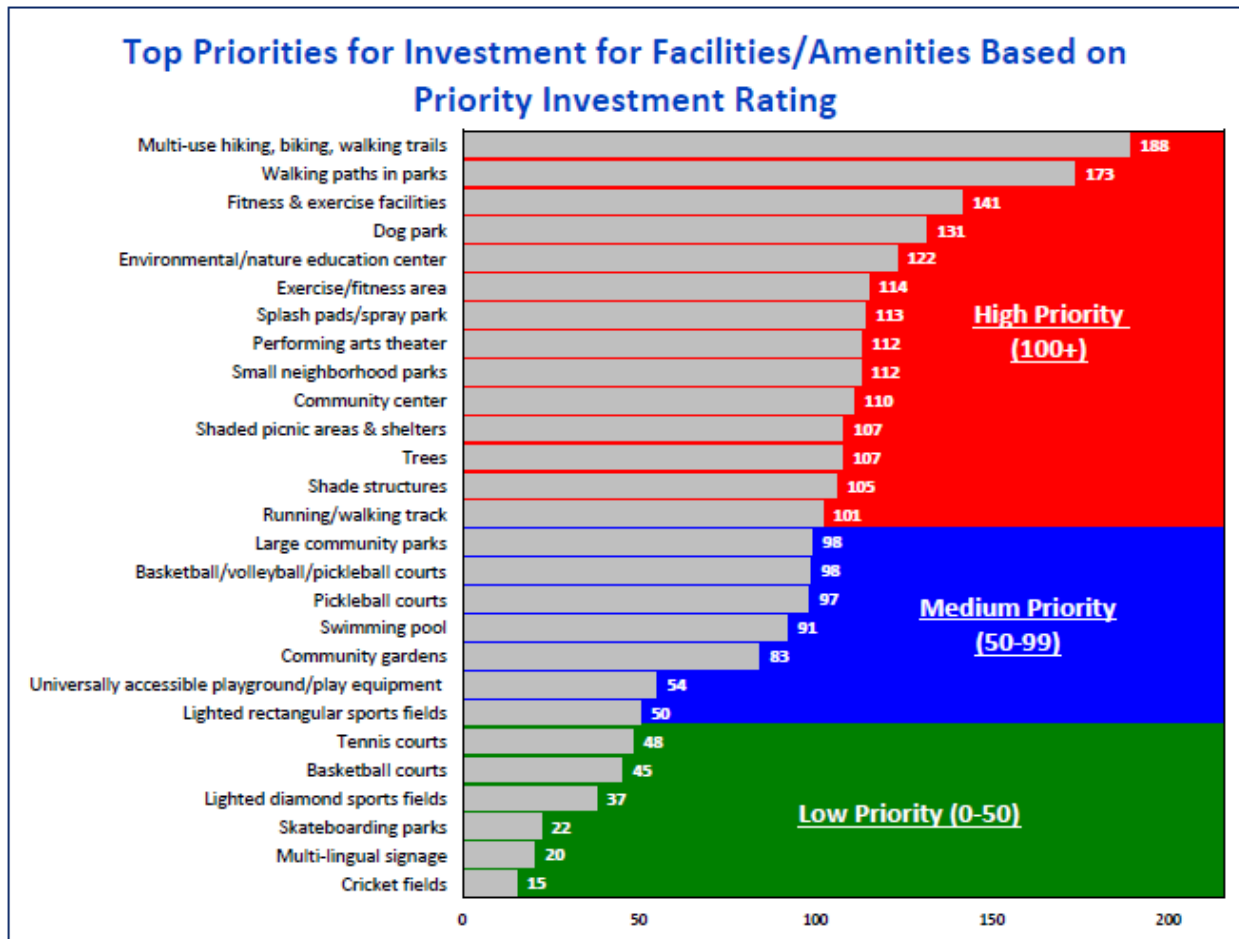


Figure 15: Facilities/amenities PIR

3.5.7 RECREATION PROGRAM/ACTIVITY NEEDS AND PRIORITIES

Activity/Program Needs: Respondents were asked to identify if their household had a need for 30 activities/programs and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various activities/programs.

The three activities/programs with the highest percentage of households that have an unmet need:

1. Community and cultural special events – 3,298 households
2. Adult fitness and wellness programs – 3,122 households
3. Exercise classes – 3,067 households

The estimated number of households that have unmet needs for each of the 30 programs assessed is shown in the chart below.

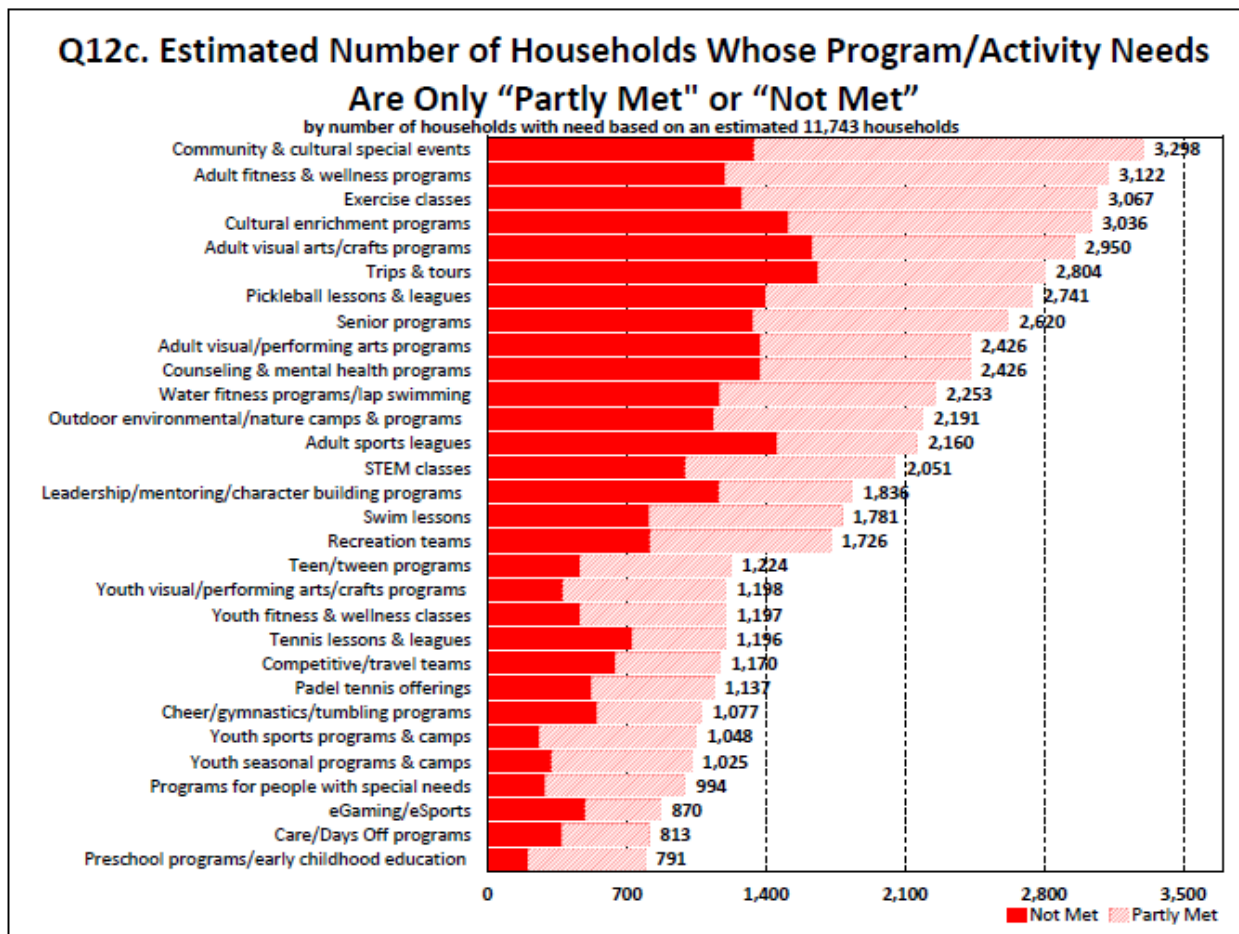


Figure 16: Households with unmet program/activity needs

Activities/Programs Importance: In addition to assessing the needs for each activity/program, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top five choices, these were the five activities/programs ranked most important to residents:

1. Adult fitness and wellness programs (33%)
2. Community and cultural special events (24%)
3. Exercise classes (22%)
4. Senior programs (19%)
5. Pickleball lessons and leagues (13%) and Adult visual arts/crafts programs (13%)

The percentage of residents who selected each activity/program as one of their top five choices is shown in the chart below.

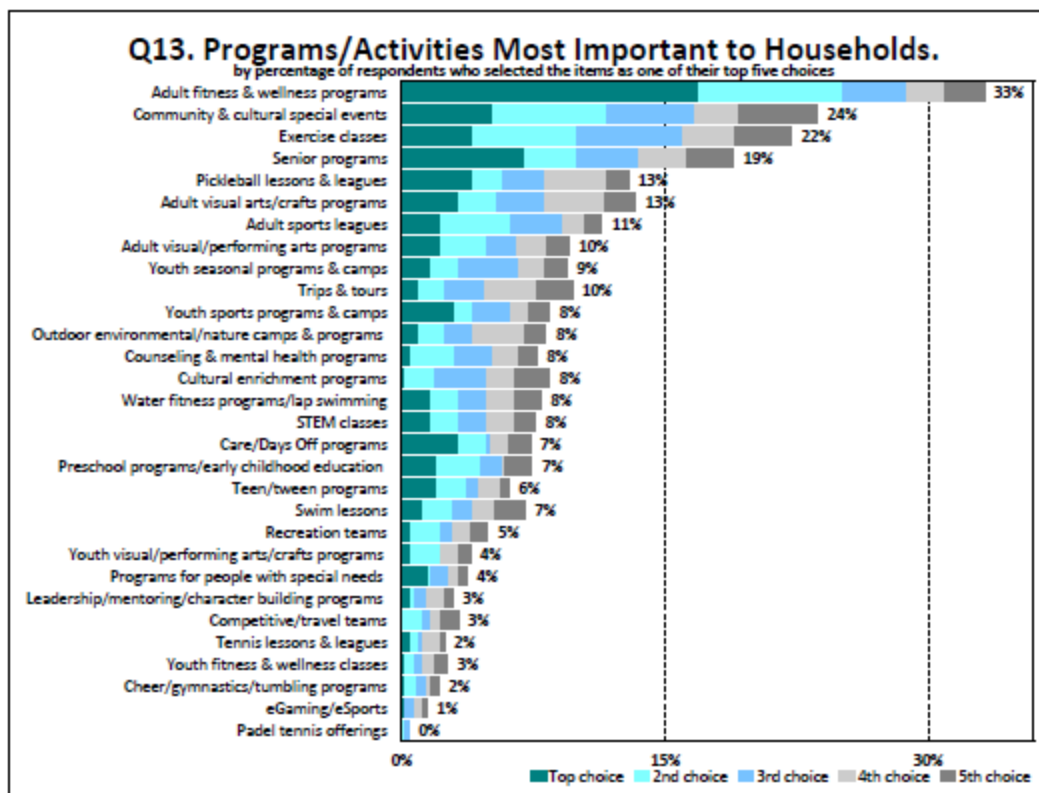


Figure 17: Programs/activities most important to households

Priorities for Activity/Program Investments: Based the Priority Investment Rating (PIR), the following activities/programs were rated as high priorities for investment:

- Adult fitness and wellness programs (PIR=195)
- Community and cultural special events (PIR=162)
- Exercise classes (PIR=154)
- Senior programs (PIR=132)
- Adult visual arts/crafts programs (PIR=127)
- Pickleball lessons and leagues (PIR=121)
- Cultural enrichment programs (PIR=113)

- Trips and tours (PIR=110)
- Adult visual/performing arts programs (PIR=100)

The chart below shows the Priority Investment Rating for each of the 30 activities/programs assessed on the survey.

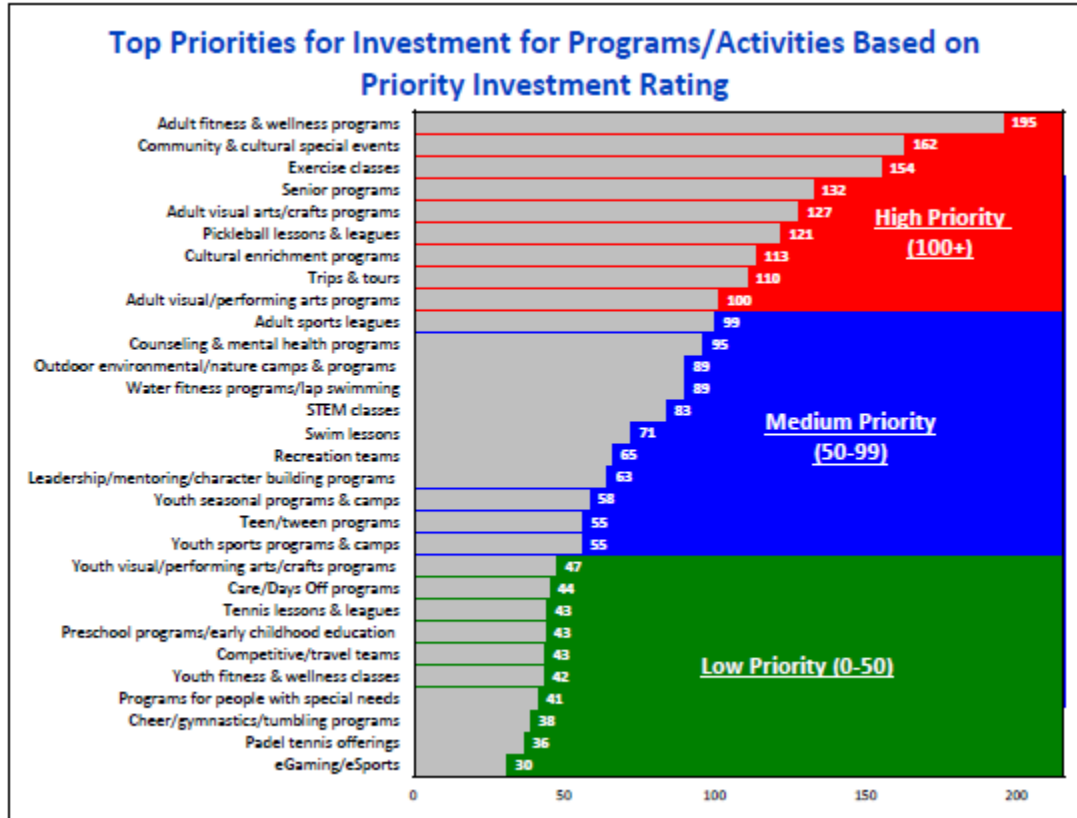


Figure 18: Program/activity PIR

Full survey results can be found in [Appendix B](#).

CHAPTER FOUR **RESOURCE ANALYSIS**

4.1 PROGRAM ASSESSMENT

4.1.1 INTRODUCTION

Gurnee Park District, in collaboration with Next Practice Partners, is embarking on a comprehensive review of its recreational programs as a key component of the Comprehensive Master & Strategic Plan. The assessment will conduct a thorough examination of existing offerings while seeking out new, creative opportunities to improve residents' quality of life.

The assessment will continue to embody the District's fundamental mission of "enriching community through fun and nature" It also champions the SOFIE principles of Service, Ownership, Fun, Inclusion, and Excellence, reinforcing the District's commitment to enriching its community through the recreational experiences it provides.

4.1.2 COMMUNITY PROFILE

From 2010 to 2023, the District's population has been relatively stable, increasing slightly from 34,659 to 34,651, with a forecasted minor decrease to 34,227 by 2038. The yearly growth rate has seen small reductions recently.

There have been notable changes in racial and ethnic makeup, with the proportion of individuals identifying as White Alone dropping from 72% in 2010 to an estimated 39% by 2038. In contrast, the percentages of Black Alone, Asian, and those reporting Two or More Races have seen a steady rise. The Hispanic Origin group has also grown from 13.91% in 2010 to a predicted 29.57% by 2038.

The age distribution is shifting, with fewer individuals under 17 and more in the 55-74 and 75+ age groups, indicating an aging population trend.

Financially, the District outperforms Illinois and the U.S. in terms of Per Capita and Median Household Incomes. It also shows lower percentages of at-risk characteristics, such as fewer foreign-born residents, people with disabilities, uninsured individuals, and those living in poverty, compared to state and national figures.

Overall, the area's population has been stable over the last decade with minor future fluctuations expected. There's a clear trend towards greater racial diversity and an older population. Economically, the District stands out for its higher income levels and fewer at-risk residents, highlighting a stable and relatively affluent community.

More information regarding the community profile can be found in the [Community Profile](#)

4.1.3 RECREATION AND LEISURE TRENDS

Drawing from data provided by the Environmental Systems Research Institute (ESRI) on sports and leisure activity preferences, the District in Illinois shows a notable inclination towards a variety of activities, often surpassing national engagement levels. Activities such as tennis (MPI 124) and volleyball (MPI 118) are particularly popular in the area, as are fitness pursuits like Pilates (MPI 130) and jogging/running (MPI 126) as evidenced by the high use and memberships for FitNation.

The District's residents also exhibit a strong interest in outdoor activities, with mountain biking (MPI 120) and road bicycling (MPI 118) standing out.

Conversely, certain activities like freshwater fishing (MPI 92) and horseback riding (MPI 94) fall below the national average, indicating lesser community interest. Cultural and educational pursuits are highly embraced, evident in the engagement with live theater (MPI 118), book clubs (MPI 122), and museums (MPI 113). Creative hobbies such as photography (MPI 112) and chess (MPI 113) also resonate well within the community.

This range of interests highlights the dynamic and culturally rich lifestyle of the District, where a blend of physical activity and cultural participation is central to community life.

More information regarding recreation and leisure trends can be found [HERE](#)

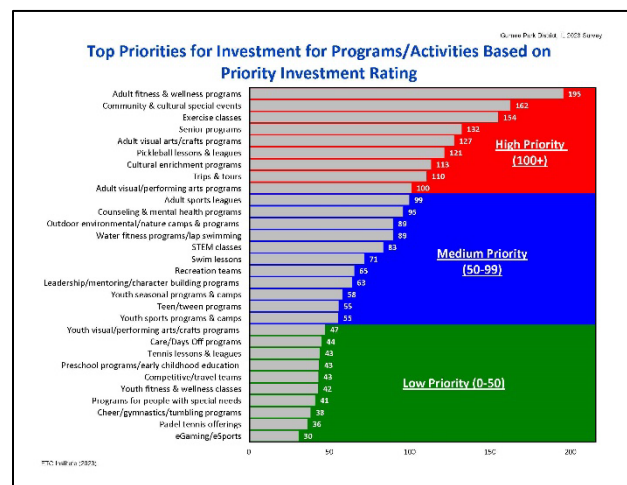
4.1.4 COMMUNITY PROGRAMMING PRIORITIES

As part of the statistically valid survey, the top priorities for investment regarding Programs/Activities were identified.

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments.

The PIR equally weighs (1) the importance that residents place on activities/programs and (2) how many residents have unmet needs for the activity/program. Based the PIR, the following activities/programs were rated as high priorities for investment:

- Adult fitness and wellness programs (PIR=195)
- Community and cultural special events (PIR=162)
- Exercise classes (PIR=154)
- Senior programs (PIR=132)
- Adult visual arts/crafts programs (PIR=127)
- Pickleball lessons and leagues (PIR=121)
- Cultural enrichment programs (PIR=113)
- Trips and tours (PIR=110)
- Adult visual/performing arts programs (PIR=100)



4.1.5 PROGRAMMING ANALYSIS

A Core Program Area is a crucial category of services and activities offered by an organization, essential to its mission and community service. These areas, varying based on the organization's goals and community needs, are the foundation of its offerings and reputation.

Characteristics of Core Program Areas include:

- Community-Relevance: Tailored to community needs and feedback.
- Consistency: Regular and reliable in the organization's schedule.
- Diversity of Offerings: Caters to various ages, abilities, and interests.
- Flexibility: Adaptable to changing needs and trends.
- High Quality: Represents the organization's best in content and experience.
- Mission Alignment: Supports the organization's goals and values.
- Outcome-Driven: Measurable objectives and impacts.
- Regular Evaluation: Continuously assessed for relevance and effectiveness.
- Resource Prioritization: Essential for resource allocation.
- Stakeholder Engagement: Involves community members in planning and evaluation.

Based on an iterative process, Gurnee staff identified the following ten (10) core program areas:



GOALS AND DESCRIPTIONS



Adult/Senior

- **BRIEF DESCRIPTION**

- Offer a variety of classes and workshops designed to foster creativity and social interaction among adults and seniors.

- **GOALS**

- Create unique and engaging programs for adults and seniors, aiming to fill gaps in offerings within the community, encouraging active participation, and fostering a sense of community.



Aquatics

- **BRIEF DESCRIPTION**

- Provide a secure and enjoyable aquatic experiences for Gurnee's residents, promoting fun and safety in water activities.

- **GOALS**

- Ensure a secure, nurturing, and entertaining setting for learning swimming skills, catering to all ages and abilities from basic to advanced levels, emphasizing the importance of swimming as a critical life skill.



Athletics

- **BRIEF DESCRIPTION**

- Conduct youth and adult sports leagues, lessons, and classes, promoting sportsmanship and physical activity.

- **GOALS**

- Establish a safe, inclusive, and educational sports environment that adheres to district policies, caters to diverse community interests, and fosters confidence, skill development, and social connections among participants.



Before/After School CARE

- **BRIEF DESCRIPTION**

- Offer before and after school programs, along with activities on non-school days, providing a broad range of recreational opportunities.

- **GOALS**

- Provide a safe and enriching setting for children to engage in diverse activities outside of school hours, promoting self-expression, social interaction, and educational support.



Fitness Operations

- **BRIEF DESCRIPTION**

- Encompass various fitness activities including self-directed exercise, instructor-led classes, personal training, and special programs within the fitness facility.

- **GOALS**

- Facilitate access to quality exercise equipment and classes, encourage participation in fitness activities, and provide personalized and group fitness instruction to meet individual health goals.



General Youth

- **BRIEF DESCRIPTION**

- Offer a range of contractual programs for youth, including one-day and weekly classes that stimulate creativity and critical thinking.

- **GOALS**

- Provide diverse educational and recreational classes that encourage creativity, critical thinking, and social interaction among youth, covering areas like chess, STEAM, magic, and drawing.



Performing Arts

• BRIEF DESCRIPTION

- Provide a spectrum of performing arts classes, including dance, drama, music and theater, for various age groups and skill levels.

• GOALS

- Offer a broad array of performing arts programs for tots to adults, focusing on skill development, performance opportunities, and fostering a love for the arts.



Preschool

• BRIEF DESCRIPTION

- Deliver early childhood education and kindergarten readiness programs aligned with school criteria to prepare children for academic success.

• GOALS

- Create a secure, nurturing, and engaging learning environment for young children, focusing on academic, social, emotional, and physical development to ensure a smooth transition to kindergarten



Special Events

- **BRIEF DESCRIPTION**

- Organize holiday and seasonal events for community engagement, offering a mix of free and low-cost activities.

- **GOALS**

- Provide a variety of community-centric events that are accessible to all, aiming to enhance community spirit, cultural engagement, and seasonal celebrations.



Summer Day Camp

- **BRIEF DESCRIPTION**

- Conduct summer day camps offering a mix of indoor and outdoor activities, including swimming, field trips, and sports, fostering fun and social interaction.

- **GOALS**

- Provide a safe and dynamic environment for children to explore diverse activities, build friendships, and develop new interests during the summer break, emphasizing fun, learning, and personal growth.

AGE SEGMENT ANALYSIS

The Age Segment analysis helps to identify where services are spread among age groups within each core program area. The figure below shows each core program area and the most prominent age segments they serve.

AGES SERVED						
Core Program Area	Preschool (5 & Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages Programs
Adult/Senior				X	X	
Aquatics						X
Athletics						X
Before/After School CARE	X	X				
Fitness Operations						X
General Youth Programs	X	X	X			
Performing Arts						X
Preschool	X					
Special Events						X
Summer Day Camp	X	X	X			

The chart showcases a broad and inclusive range of offerings and generally wide demographic reach. Programs such as Aquatics, Athletics, Fitness Operations, Performing Arts, and Special Events are designed for participants of all ages, highlighting their universal appeal and inclusivity.

Specific programs target distinct age groups, enhancing the community's diverse needs. For example, the Before/After School CARE and General Youth Programs extend their services to Preschool (5 & Under) and Elementary (6-12) age groups, as well as Teens (13-17), emphasizing a focus on younger participants.

Adult/Senior program are structured to accommodate Adults (18+) and Seniors (55+), offering activities and services suited to a more mature audience. This delineation ensures that adults and seniors have dedicated spaces and programs that meet their specific wellness and social engagement needs.

Overall, the District provides a comprehensive suite of programs that cater to every life stage, from early childhood through to senior years, underscoring its commitment to fostering a vibrant, active, and inclusive community.

PRICING STRATEGIES

Pricing strategies are essential for agencies to recover costs, manage demand, provide equitable access, and match market conditions. The District has achieved significant financial sustainability, largely due to its thorough approach to pricing. It employs various pricing strategies across its core programs, including adjustments based on age group, residency, market rates, cost recovery goals, and the customer's ability to pay.

Looking ahead, the District could consider additional strategies such as differentiating prices for weekdays versus weekends, prime versus non-prime times, offering group discounts, and varying prices based on location.

PROGRAM SERVICES CLASSIFICATION

Program classification analysis ensures services match an organization's aims and balances public funding and fees. This approach delineates management strategies by evaluating programs for their public or private benefits.

The District classifies their services as Basic Public, Extra Public, Private, or Enterprise based on the amount of subsidy they receive and general availability of the programs. All recreation programs into these tiers, with the current distribution are shown below.

CLASSIFICATION	BASIC PUBLIC	EXTRA PUBLIC	PRIVATE	ENTERPRISE
Characteristics	Services that are fully or mostly subsidized, generate up to 15% net revenue after direct costs, are essential to the community, and are accessible to the entire community.	Services that are partially subsidized, cover all direct costs, and generate net revenue between 16% and 44% to contribute towards indirect costs, while being available to the community with certain participation limitations.	Services that receive no subsidies, cover all direct costs, and generate net revenue of 45% or greater for indirect costs, catering specifically to particular needs within the community.	Services that are fully self-sustaining, covering all direct and indirect costs, including debt service and capital expenditures.
Examples	GO Gurnee Gurnee Days Parks and Amenities Senior Programs Special Events	Adult Athletics Early Childhood Programs General Adult Recreation General Youth Recreation Pre-registered Fitness Programs Rentals Swim Programming Theater Programs Youth Athletics	Aquatic Center CARE/Days Off Programs Dance Day Camps Preschool	Fitness Center Operations
Program Distribution	26%	28%	42%	4%

For the District, the distribution of services across different classifications reveals the following pattern in program offerings.

Basic Public services, essential and widely accessible to all community members, like GO Gurnee and Senior Programs, constitute 26% of the program distribution.

Extra Public services, which are partially subsidized and have some participation limits, such as Adult Athletics and Swim Programming, make up 28% of the offerings.

Private services, which operate without subsidies and cater to specific community needs like the Aquatic Center and Day Camps, represent the largest portion at 42%.

Individual Benefit services, which are fully self-sustaining and cover all associated costs, such as the Fitness Center Operations, account for a minimal 4%.

This distribution suggests a balance between Basic Public and Extra Public versus Private and Individual Benefit services, which are tailored to specific needs and are a function of dedicated spaces and offerings such as the Aquatic Center and Day Camps / Preschool etc.

As the District continues to evaluate future offerings and balancing accessibility with financial sustainability, it would be helpful to consider the ideal classification mix with a potential for either combining Private and Individual Benefit services or increasing the percentage of Individual Benefit offerings over time in comparison to the others.

PROGRAM LIFECYCLE

A Program Lifecycle Analysis evaluates the growth or decline of each offered program, guiding strategic decisions about the agency's program portfolio to maintain a mix of new offerings and minimize outdated ones. This analysis combines quantitative data with staff insights. The table below displays the distribution of the District's programs across different lifecycle stages, calculated by comparing the count of programs at each stage to the total number listed by staff.

LIFECYCLE	DEFINITION	ACTUAL PROGRAM DISTRIBUTION		NATIONAL AVERAGE DISTRIBUTION
Launch	New Programs within last year	9%	23%	30-40%
Rising	Programs that show participant growth	15%		
Stable	Programs that show sustained participation to minimal growth. Expectation is to offer because it fills.	64%	66%	45-55%
Maxed	Programs where participation level is status quo to declining, due to extreme competition or limited resources impeding growth	2%		
Decline	Declining participation. Programs in this stage should be reevaluated for potential updates, changes, or reinvention to make it relevant again.	11%	11%	15% or less
Cancelled	Programs cancelled due to due to prolonged lack of interest, resource constraints, or the introduction of a newer, more relevant program.	0%		

In the District, the distribution of programs across their lifecycle stages reveals an emphasis on established offerings.

Launch and Rising Programs: The combined total for programs in the 'Launch' and 'Rising' stages is 24%, slightly below the lower end of the national average range of 30-40% and might indicate an opportunity for new program introduction by potentially repositioning or eliminating programs that may be in the Decline stage.

Stable and Maxed Programs: The 'Stable' programs, which show sustained or minimal growth, dominate the District's offerings at 64%, significantly surpassing the national average range of 45-55% for 'Stable' and 'Maxed' programs combined. This highlights the District's ability to recognize programs needed by the community and sustain existing, successful programs.

Conversely, the 'Maxed' stage programs, which are at capacity or declining due to various challenges, represent only 2% of the District's offerings, suggesting that there is room to grow participation in the existing programs.

Decline and Cancelled Programs: The 'Decline' stage accounts for 11%, aligning with the national average for 'Decline' and 'Cancelled' programs combined, which is 15% or less. This indicates that the District is proactive in addressing programs that are losing traction, with a focus on rejuvenation or replacement rather than outright cancellation, as evidenced by the absence of programs in the 'Cancelled' category.

Overall, the Gurnee Park District's approach to program distribution leans heavily towards the retention and nurturing of stable programs, with a moderate and selective introduction of new initiatives, and an active management of declining programs, reflecting a balanced and thoughtful strategy tailored to community needs and interests.



PROGRAM DIRECTION

Program direction analysis is key to customizing recreational services to meet community needs and organizational abilities. This analysis categorizes programs into four types: Self-Directed, Leader Directed, Facilitated, and Cooperative. Self-Directed programs are for independent activity; Leader Directed ones require instructor guidance; Facilitated programs support self-organized recreation and Cooperative programs are partnerships for service provision.

Comparing these categories with national averages informs strategic decisions and helps maintain a diverse activity portfolio. The following chart shows the current breakdown of program classification as identified by District staff.

Classification	Self Directed	Leader Directed	Facilitated	Cooperative
Definition	self-directed recreation opportunities for individuals and groups to participate without leadership, under only general supervision	recreation opportunities where participant involvement is directed by a leader, including skills instruction classes	facilitate assistance to individuals and groups of individuals that provide or want to provide recreation programs and leisure services independently from the agency.	cooperative agreements with public, commercial, and nonprofit entities to provide programming.
National Average	10-20%	50-60%	10-20%	5-10%
Program Distribution	22%	53%	3%	22%

The distribution of recreational programs across various classifications showcases the following:

Self-Directed programs, which allow individuals and groups to engage in activities without formal leadership, exceed the national average range of 10-20% by reaching 22%, indicating a strong preference for self-directed recreation opportunities within Gurnee.

Leader Directed programs, involving structured guidance or instruction, are within the national range of 50-60% at 53%, still reflecting a significant portion of the district's offerings.

Facilitated programs, designed to support individuals or groups in independently organizing recreational activities, are notably less common in the district at 3%, substantially below the national expectation of 10-20%.

Cooperative programs, which are developed through partnerships with various entities, are well-represented at 22%, significantly surpassing the national average of 5-10%. This highlights the District's strong inclination towards partnership and contract style program offerings.

Overall, the District's program distribution indicates a balanced mix of self-directed and leader-directed activities, with emphasis on cooperative partnerships. There is a gap in facilitated programs, suggesting an opportunity to enhance community-driven recreational initiatives, if there is community desire to do so in Gurnee.

PROGRAM PROFICIENCY

A program proficiency analysis is essential for recreational services to identify how well their offerings match the skill levels and learning desires of their community. By classifying programs as Beginner, Intermediate, Advanced, or All Abilities, organizations can determine whether they provide adequate opportunities for every experience level.

Beginner programs cater to newcomers, Intermediate programs to those enhancing skills, Advanced programs challenge the highly skilled, and All Abilities programs offer inclusive activities for all levels.

Classification	BEGINNER	INTERMEDIATE	ADVANCED	ALL ABILITIES
Definition	Programs designed for individuals who are new to the activity or have limited experience.	Programs for those who have some experience and knowledge in the activity but are looking to improve or refine their skills.	Programs tailored for individuals who have extensive experience and are looking for high-level training or challenges.	Programs designed to be inclusive and cater to participants of all proficiency levels.
National Average	30-35%	15-20%	10% or less	40+%
Program Distribution	12%	13%	5%	69%

The distribution of recreational programs in the chart according to participant skill level shows a pronounced emphasis on All Abilities programs, accounting for 69% of the total, which, while is well above 40+% national average, indicating a significant inclination towards inclusivity. In contrast, Beginner and Intermediate level programs are more evenly represented at 12% and 13% respectively, but still fall short of their national averages of 30-35% and 15-20%. Advanced level programs are at 5%, slightly below the national benchmark of 10% or less.

4.1.6 CURRENT MARKETING & COMMUNICATIONS

The District utilizes a comprehensive marketing strategy that blends classic and modern approaches to publicize its programs. This includes:

- A mobile-optimized website which encompasses GurneeParkDistrict.com, FitNationGurnee.com, GoGurnee.com and GurneeDays.com
- 2 mobile apps, Gurnee Park District and FitNation
- Brochures and Flyers
- Digital newsletters
- Email marketing initiatives including drip campaigns
- Paid advertisements: Google Adwords, Targeted/Geofenced digital ads, local radio spots, social media advertisements
- Mailed seasonal program previews and digital comprehensive seasonal program guides
- Specialty digital guides for major program areas- Preschool, Camp
- Local school material distributions- digital and print
- Quick Response (QR) codes for accessible information
- Regular blogging and video content

- Signage in District facilities
- Social media channels such as Facebook, Instagram, and YouTube
- Media releases and press coverage

To foster ongoing community dialogue, the District collects feedback via post-program evaluations, regular interactions with users, on-site evaluations, and comprehensive, statistically sound surveys.

This innovative, community-centered strategy is reflected in the positive reviews on platforms like Google Business, Yelp, NextDoor, and other social media sites, where users can openly rate and review programs and facilities.



The District's creative efforts to involve the community are further highlighted by their promotion of the planning process at the Imagination Lounge during Gurnee Days.

DISTRICT WEBSITE

The District's website presents a range of community recreational activities and educational programs aimed at community members of all ages, promoting health, education, and community engagement. The website offers both online information and registration for these services.

The user interface is friendly and includes Google Translate to help serve multilingual users. The site is also ADA-compliant.



The detailed analysis of the site found no empty pages or broken links, and the content is well-written, consistent, and clear, with no significant grammatical errors or structural inconsistencies. Links and redirections within the site are appropriate and functional, enhancing the user experience. The District uses Google AdWords for targeted program promotions and seasons. Additionally, The District has effectively used organic search engine optimization to ensure conservative spending and allocation in its marketing activities.

The District is in the process of reimagining the website and many of these observations or recommendations may not be relevant upon the launch of the new website after Spring 2024.

The website can be viewed at <https://GurneeParkDistrict.com>

SOCIAL MEDIA OVERVIEW

The Gurnee Park District's social media presence is notably effective, leveraging platforms like Facebook, Instagram, YouTube, and LinkedIn to engage with the community. The District's strategy involves managing multiple Facebook pages, each tailored to specific segments like FitNation, Gurnee Days, and Go Gurnee, with posts that resonate well with their audiences—ranging from community and aquatic center updates to celebrating individual and group achievements. Instagram efforts focus on community involvement and facility enhancements, further fostering a sense of belonging and community pride. Although YouTube and LinkedIn have less content, the engagement on Facebook and Instagram is strong due to visually appealing posts that connect with a wide audience. The District's current consideration to expand its presence on platforms like TikTok and enhance LinkedIn content reflects a strategic approach to reach younger demographics, contingent on resource availability. Overall, the Gurnee Park District's social media efforts are commendable for their dynamic engagement and community-centric content.

INSTAGRAM (FITNATION)

- Most engaged with posts center around facility enhancements, such as the turf replacement project and the addition of new equipment, alongside spotlighting community events and individual achievements, including the 10th anniversary celebration and the triumphs of Get Fit Challenge participants, all directed towards nurturing a sense of belonging and motivation for health and fitness within the community.

YOUTUBE

- The one post was the “Gurnee District Cap Talent Show 2023” which was viewed 239 times.

LINKEDIN

- Sharing posts promoting job opportunities including summer staff, celebrating staff awards at conferences, highlighting volunteers and planning processes in addition to program offerings.

The District experiences strong engagement on Facebook and Instagram, which can be attributed to its visually captivating content. In reviewing its social media approach, the District is considering enhancing its presence on LinkedIn and potentially launching initiatives on YouTube or TikTok to better connect with Gurnee’s teenage demographic. These efforts hinge on the availability of skilled staff and allocated budget resources.



4.1.7 KEY FINDINGS

COMMUNITY PROFILE AND CHANGES:

- The District's population has remained stable with slight fluctuations, with an expected minor decrease by 2038.
- Notable shifts in racial and ethnic makeup have occurred, with increasing diversity anticipated.
- An aging population trend is evident, with fewer individuals under 17 and more in the 55-74 and 75+ age groups.
- Economically, the District outperforms state and national averages in income levels, with fewer at-risk residents.

COMMUNITY PROGRAMMING PRIORITIES:

- High priority for investment in adult fitness and wellness programs, community and cultural special events, exercise classes, senior programs, adult visual arts/crafts programs, pickleball lessons and leagues, cultural enrichment programs, trips and tours, and adult visual/performing arts programs.

CORE PROGRAM AREAS:

- Identified core program areas include Aquatics, Athletics, Performing Arts, Special Events, and programs for Preschool, Elementary, Teens, Adults, and Seniors.
- Broad and inclusive offerings cater to a wide demographic, with specific programs targeting distinct age groups.

PRICING STRATEGIES AND PROGRAM SERVICES CLASSIFICATION:

- A detailed approach to pricing for financial sustainability, with strategies for future adoption.
- Programs classified into Basic Public, Extra Public, Private, or Individual Benefit services, reflecting a balance in service offerings and financial sustainability considerations.

PROGRAM LIFECYCLE:

- An emphasis on established offerings with a distribution showing a moderate introduction of new initiatives and active management of declining programs.
- A balanced strategy tailored to community needs and interests.

PROGRAM DIRECTION AND PROFICIENCY:

- A balanced mix of self-directed, leader-directed, and cooperative programs, with a gap in facilitated programs suggesting an opportunity for expansion.
- A pronounced emphasis on All Abilities programs indicating a commitment to inclusivity, with potential to enhance offerings for beginners and intermediates.

MARKETING & COMMUNICATIONS:

- A comprehensive marketing strategy incorporating a mix of modern and traditional approaches.
- Strong social media engagement, particularly on Facebook and Instagram, with considerations for enhancing presence on LinkedIn and exploring emerging platforms for connecting with the teenage demographic.

Overall, the assessment underscores the District's commitment to enriching the community through diverse recreational experiences, aligned with the changing demographic and lifestyle preferences of its residents. It highlights the importance of continuous evaluation and adaptation to meet community needs, financial sustainability, and leveraging modern marketing strategies to engage and inform the community.



4.2 FACILITY AND PARK EVALUATIONS

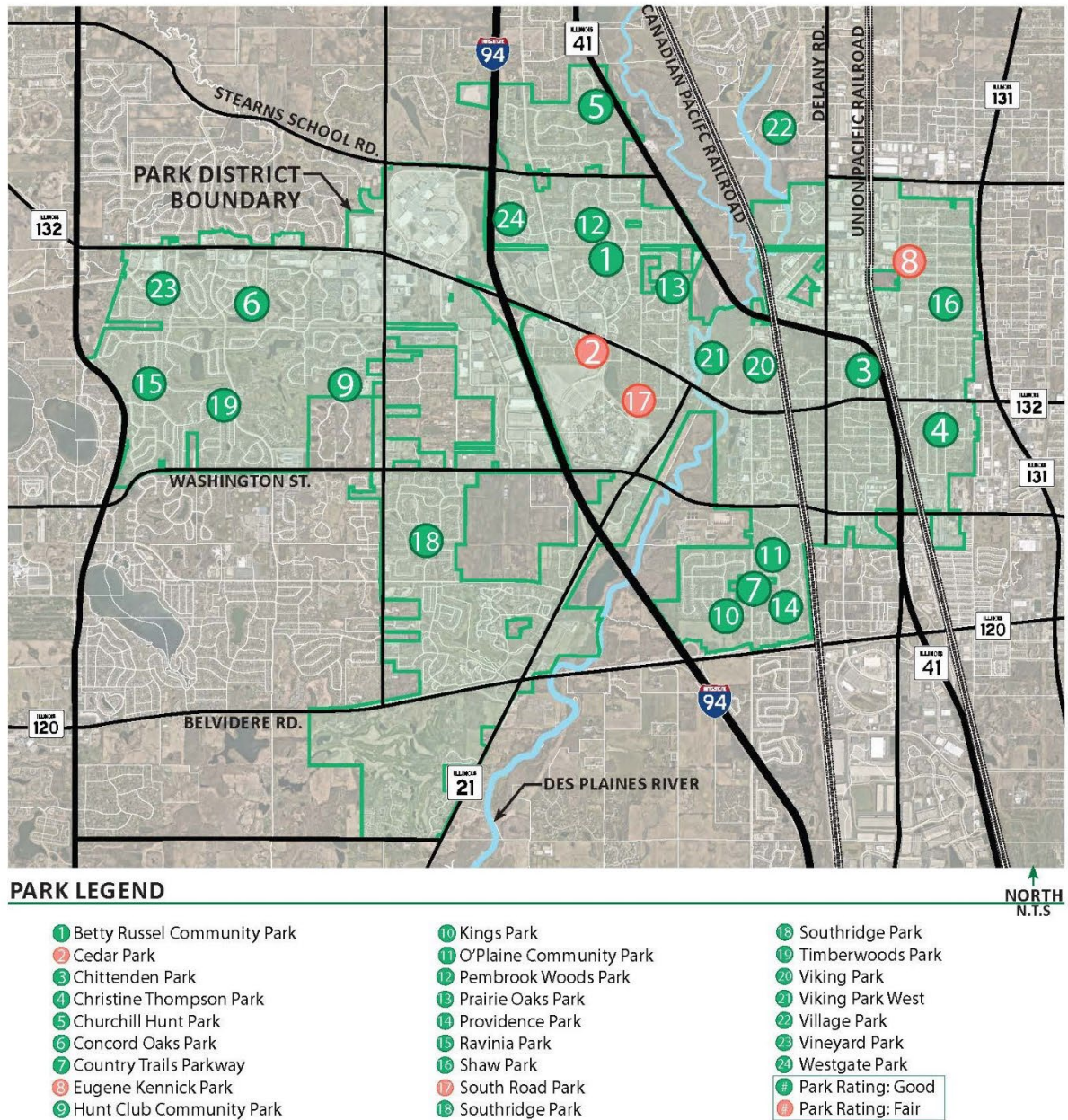


Figure 19: Gurnee Park District Boundary Map with Park Locations & Ratings

4.2.1 METHODOLOGY

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

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

The quality of each asset was assessed as part of the on-site review and inventory. The following factors were the primary categories reviewed during the inventory phase:

- Asset Age
- Asset Condition
- Asset Connectivity (Vehicular, Non-Vehicular, and Contextual)
- Asset Size

THE FOLLOWING SCORING SYSTEM WAS USED

GRADING STANDARD F / BAD

Currently Critical

Conditions in this category require immediate action by the end of the current fiscal year to:

- Correct a safety hazard
- Stop accelerated deterioration
- Return a facility/system to operational status
-

GRADING STANDARD D / POOR

Potentially Critical

Conditions in this category, if not corrected expeditiously, will become critical soon. Situations within this category include:

- Correct a safety hazard
- Stop accelerated deterioration
- Return a facility/system to operational status
-

GRADING STANDARD C / FAIR

Necessary, But Not Yet Critical

Conditions in this category require appropriate attention to manage predictable deterioration and associated damage or higher costs if deferred further.

GRADING STANDARD B / GOOD

Recommended

Conditions in this category include items that represent a sensible improvement to existing conditions, including finishes that have deteriorated and are required to maintain the required aesthetic standards. These are not required for the most basic functioning of the facility.

GRADING STANDARD A / EXCELLENT

Early in Lifecycle

Conditions in this category function properly and are early enough in their lifecycle that improvements are not currently needed.

SITES AND FACILITIES ASSESSED

BETTY RUSSELL PARK	FITNATION	PRAIRIE OAKS PARK	VIKING PARK
CEDAR PARK	HUNT CLUB PARK	PROVIDENCE PARK	VIKING PARK COMMUNITY CENTER
CHITTENDEN PARK	HUNT CLUB AQUATIC CENTER	RAVINIA PARK	VIKING PARK MAINTENANCE BLDG.
CHRISTINE THOMPSON PARK	HUNT CLUB COMMUNITY CENTER	SHAW PARK	VIKING PARK SUMMER KITCHEN
CHURCHILL HUNT PARK	HUNT CLUB MAINTENANCE BLDGS.	SOUTH ROAD PARK	VIKING PARK WEST
CONCORD OAKS PARK	HUNT CLUB PUMP HOUSE	SOUTHRIDGE PARK	VILLAGE PARK
COUNTRY TRAILS PARKWAY	KINGS PARK	TIMBERWOODS PARK	VINEYARD PARK
EUGENE J KENNICK PARK	O'PLAINE PARK	UNIVERSITY PARK	WESTGATE PARK
BETTY RUSSELL PARK	FITNATION	PRAIRIE OAKS PARK	VIKING PARK
CEDAR PARK	HUNT CLUB PARK	PROVIDENCE PARK	VIKING PARK COMMUNITY CENTER

It is important to note that the consultant team conducted in-person site assessments of Gurnee Park District parks over the summer of 2023. This assessment establishes a baseline understanding and a “snapshot” in time of the system’s existing conditions, facilities, and amenities. This assessment does not account for additions and improvements to the system that were not completed in the 2023 fiscal year or other improvements to the system that have occurred since the site assessments were conducted.

4.2.2 FINDINGS

In general, the overall impression of the District’s assets are as follows:

- Many of the restroom facilities were in great shape and well maintained. Portable toilets were sited at parks without restroom facility but do not create the same level of comfort as dedicated indoor restrooms.
- Many playgrounds are lacking adequate shade.
- Many tennis courts, pickleball courts, basketball courts, baseball fields, and playgrounds were missing player benches or lacking benches for patrons to use at these assets.
- Most of the site pavement throughout the District is asphalt or crushed stone with annual maintenance requirements.
- Multiple parks lacked large outdoor pavilions as shelters and many of the wooden structures are showing signs of wear/tear.
- New parks have unique elements that create an identity and uniqueness. Older parks appear to lack this opportunity and are ripe for revitalization.
- Park monument signage is consistent but is not visible from the road in many locations.

- Parks are clean, user-friendly, and well-maintained.
- Quality maintenance of existing infrastructure has prolonged the life cycle of many of the District's buildings and Park assets.
- Significant amounts of park land are dedicated to turf grass.
- The walking paths/trails are extensive and well maintained but could improvements with intergovernmental cooperation.
- Viking Park and newly established or renovated parks have unique elements and sense of identity.
- Wood chip playground mulch requires intensive maintenance. Many playgrounds contain a combination of mulch and synthetic turf surfacing with wood chips spread across the synthetic turf.

4.2.3 RECOMMENDATIONS

- The recommendations for the District's assets are provided below. The District should:
- Add additional and refresh existing sun-faded historical and information signage throughout the parks.
- Add directional pedestrian/bicycle wayfinding & signage at key access points throughout the parks.
- Add pin lettering to exterior of buildings to improve placemaking, identity, and wayfinding.
- Add smaller identity signs at the right-of-way for park monument signage not visible from the road.
- Consider creating a splash pad on the east side of the park district.
- Consider creating picnic grove rental areas to improve features offered in multiple parks.
- Consider identifying a potential location for a dog park with separate small and large dog areas.
- Consider improving pathway materials to improve the surface and maintenance.
- Consider performing a tree inventory to better manage existing assets, mitigate tree risks, and to obtain a value of the District's urban forest assets.
- Consider replacing select turf areas with native plantings or no-mow turf to improve stormwater infiltration and reduce maintenance.
- Consider surveying the meets and bounds of parks with adjacent neighbor encroachments and mark the corner pins with split rail corner posts or monumentation set in concrete.
- Continue to accelerate the implementation of recommendations from previous ADA transition audit(s) and to prioritize the implementation of these recommendations.
- Develop master plans at strategic park locations to capture public input and to develop a vision for what the community wants in the future as part of those parks.
- Evaluate adding benches at tennis courts, pickleball courts, basketball courts, baseball fields, and playgrounds that are currently missing them.
- Evaluate having large outdoor pavilions as shelters and replace wooden structures that are showing signs of wear/tear.
- Evaluate relocating litter receptacles to streamline maintenance and efficiency.
- Evaluate strategic real estate property for land acquisition that would help meet the evolving needs of the community.
- Expand existing no-mow zones to reduce maintenance costs and to improve the ecology in natural areas
- Include bicycle racks at every park.

COMPREHENSIVE STRATEGIC AND MASTER PLAN

- Include more green infrastructure projects throughout the parks to capture and receive stormwater.
- Maintain existing fence lines free of vegetation and overgrowth.
- Pursue opportunities to create identity through unique playgrounds as older parks are renovated.
- Remove any smoking signs and consider amending policy to not endorse smoking in the parks.
- Replace all keyed doors with access controlled FOBS throughout the district.
- Replace stormwater basins planted with mowed turf with native mesic to dry prairie seed mixes to handle wet conditions more naturally.
- Resurface and restripe parking lots and asphalt trails, in general.
- Study options to plan for new maintenance buildings at Hunt Club Park.

Full Facility Evaluations can be found in [APPENDIX G](#).

Full Park Evaluations can be found in [APPENDIX H](#).



4.3 INVENTORY, ASSESSMENT, AND LEVELS OF SERVICE

Level of Service standards provide a matrix that inventories the District's parks, facilities, and amenities. By totaling this inventory and factoring in the District's population, we gain insight into the current service level offered to residents. Level of service standards inform decisions on the expansion and development of parks and facilities, acknowledging that these standards will evolve with changes in program lifecycles and community demographics.

The recommendations for levels of service are based on guidelines from the National Recreation and Park Association (NRPA), data on recreation activity participation rates provided by the Sports and Facility Industry Association's 2023 study on participation rates in sports and leisure activities within the U.S. and specifically in the District, input from community members and stakeholders, insights from a statistically valid survey and staff input. They also incorporate multiple service providers to accurately depict the true level of service accessible to the Gurnee Community.

Level of service standards serve as a planning tool, identifying where the community has too many or too few parks and amenities. These standards should be applied with common sense and consideration of the community's specific circumstances and needs, guiding future development and enhancements in park and facility offerings.



COMPREHENSIVE STRATEGIC AND MASTER PLAN

4.3.1 LEVEL OF SERVICE

As seen in the recommended levels of service below, the District is not facing a shortage of parkland but there are some needs that exist for Off leash Dog Parks, Pickleball Courts, Rental Pavilions, Trails, and Splash Pads within the community.

2024 Inventory - Developed Facilities															2024 Standards			2034 Standards			
Park Type	Gurnee Park District	Village of Gurnee	School District 50	School District 56	School District 121	Lake County Forest Preserve	Warren Township	Heather Ridge	Total Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
Neighborhood Parks	118.91	24.91	-	19.03	-	-	-	16.00	178.85	5.16	acres per	1,000	5.00	acres per	1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)		
Community Parks	126.93	79.03	99.80	11.31	-	-	-	-	317.07	9.15	acres per	1,000	7.00	acres per	1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)		
Regional Parks	-	-	43.30	70.00	106.50	782	80	-	1,081.80	31.22	acres per	1,000	25.00	acres per	1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)		
Total Developed Park Acres	245.84	103.94	143.10	100.34	106.50	782.00	80.00	16.00	1,577.72	45.53	acres per	1,000	37.00	acres per	1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)		
Specialty Parks	148.85	241.70	-	-	-	-	-	-	390.55	11.27	acres per	1,000	10.00	acres per	1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)		
Total Park Acres	394.69	345.64	143.10	100.34	106.50	782.00	80.00	16.00	1,968.27	56.80	acres per	1,000	47.00	acres per	1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)		
TRAILS:																					
Trails (paved and unpaved)	8.20	9.70	-	-	-	7.20	3.60	0.05	28.75	0.83	mile per	1,000	1.00	mile per	1,000	Need Exists	6 Mile(s)	Need Exists	5 Mile(s)		
OUTDOOR AMENITIES:																					
Basketball Courts	12	-	4	3	0.4	-	1	-	20	1.00	court per	1,724	1.00	court per	2,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)		
Disc Golf	-	-	-	-	-	-	1	-	1	1.00	court per	34,651	1.00	court per	40,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)		
Tennis Courts	1	-	-	-	6	-	2	1	9	1.00	court per	3,766	1.00	court per	5,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)		
Pickleball Courts	13	-	-	-	-	-	1	-	14	1.00	court per	2,475	1.00	court per	2,000	Need Exists	3 Court(s)	Need Exists	3 Court(s)		
Ball Fields (Diamond)	15	-	2	-	1	-	11	-	29	1.00	field per	1,187	1.00	field per	2,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)		
Multi-purpose Fields (Rectangular)	26	-	4	2	3	-	2	-	37	1.00	field per	928	1.00	field per	1,500	Meets Standard	- Field(s)	Meets Standard	- Field(s)		
Playgrounds	23	-	4	2	-	-	1	0	30	1.00	site per	1,171	1.00	site per	2,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)		
Picnic Shelters	15	1	-	-	0.35	-	4	-	20	1.00	site per	1,703	1.00	site per	2,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)		
Rental Pavilions	4	-	-	-	-	-	-	-	4	1.00	site per	8,663	1.00	site per	5,000	Need Exists	3 Site(s)	Need Exists	3 Site(s)		
Outdoor Swimming Pools	1	-	-	-	-	-	-	1	2	1.00	site per	23,101	1.00	site per	30,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)		
Skate Parks	3	-	-	-	-	-	2	-	5	1.00	site per	6,930	1.00	site per	20,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)		
Spray Grounds / Splash Pads	1	-	-	-	-	-	-	-	1	1.00	site per	34,651	1.00	site per	20,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)		
Off Leash Dog Parks	-	-	-	-	-	-	-	-	-	1.00	site per	N/A	1.00	site per	20,000	Need Exists	2 Site(s)	Need Exists	2 Site(s)		
INDOOR AMENITIES:																					
Indoor Aquatic Space	3,775	-	-	-	2,250	-	-	-	6,025	0.17	SF per person		0.15	SF per person		Meets Standard	- Square Feet	Meets Standard	- Square Feet		
Indoor Fitness / Recreation Space	133,444	5,000	20,944	10,421	15,914	-	12,000	2,000	199,724	5.76	SF per person		2.00	SF per person		Meets Standard	- Square Feet	Meets Standard	- Square Feet		
2024 Estimated Population	34,651																				
2034 Estimated Population	34,233																				

4.4 EQUITY MAPPING

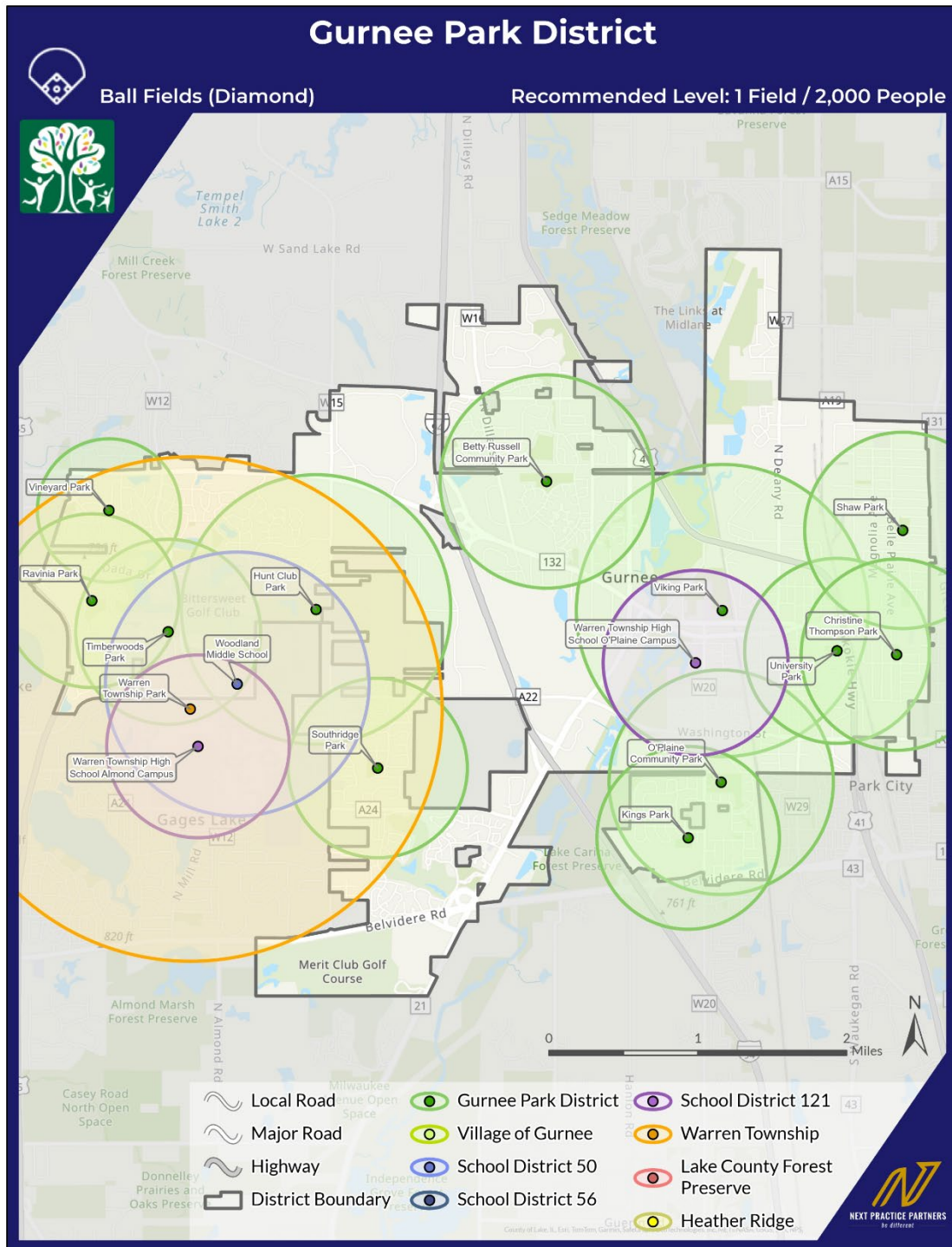
Service area maps and standards help the District evaluate the location and distribution of services, ensuring they are equitably spread across the service area and align with demographic densities.

These maps are built based on the recommended levels of service for each park and amenity type. By comparing services to population-based guidelines, the District can identify where there are deficiencies or redundancies in its amenities and facilities. This analysis enables the District to make informed capital improvement choices that address system-wide needs and consider the impact on specific areas.

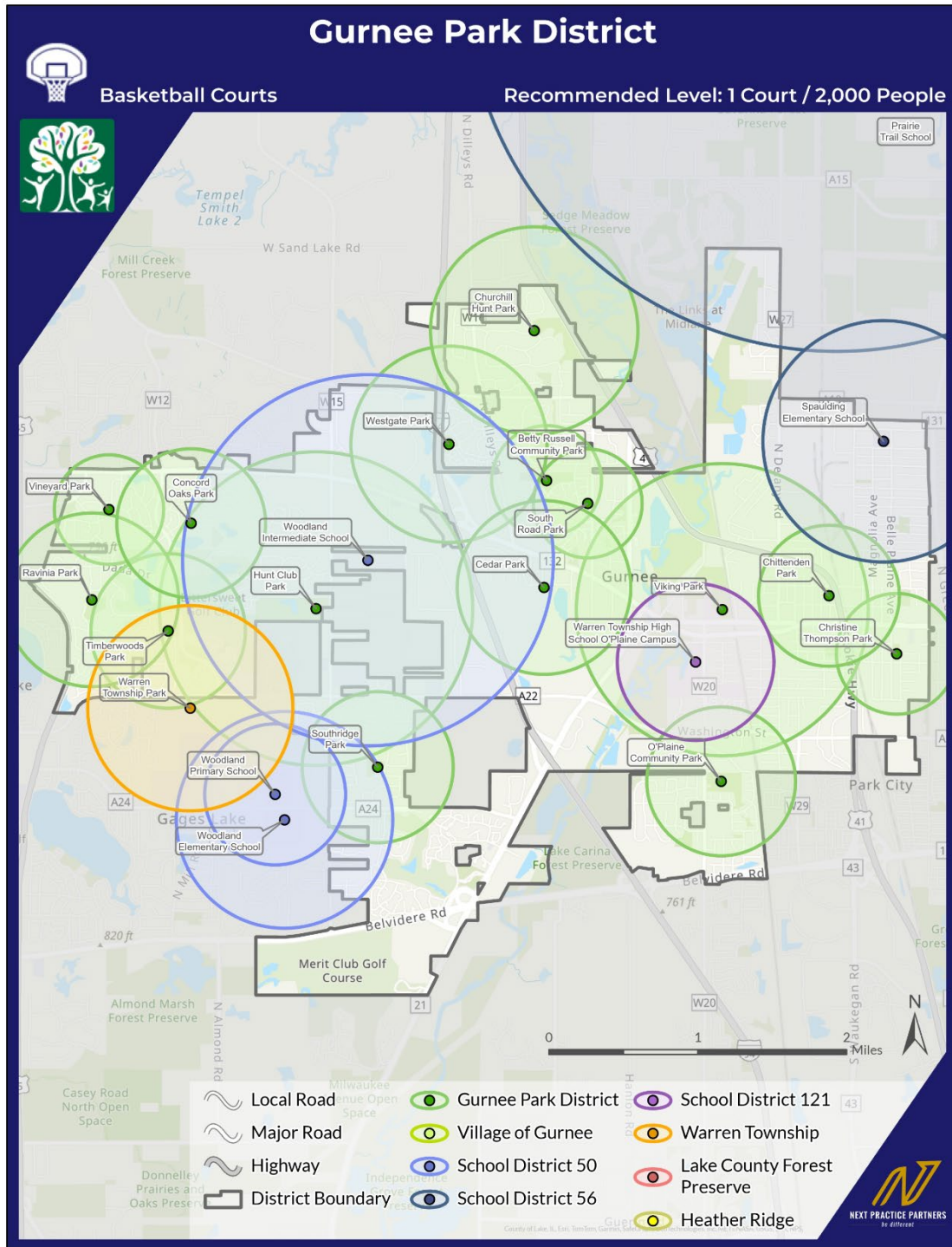
The different colors of the service area rings depict the variety of service providers that the Gurnee community has access to.



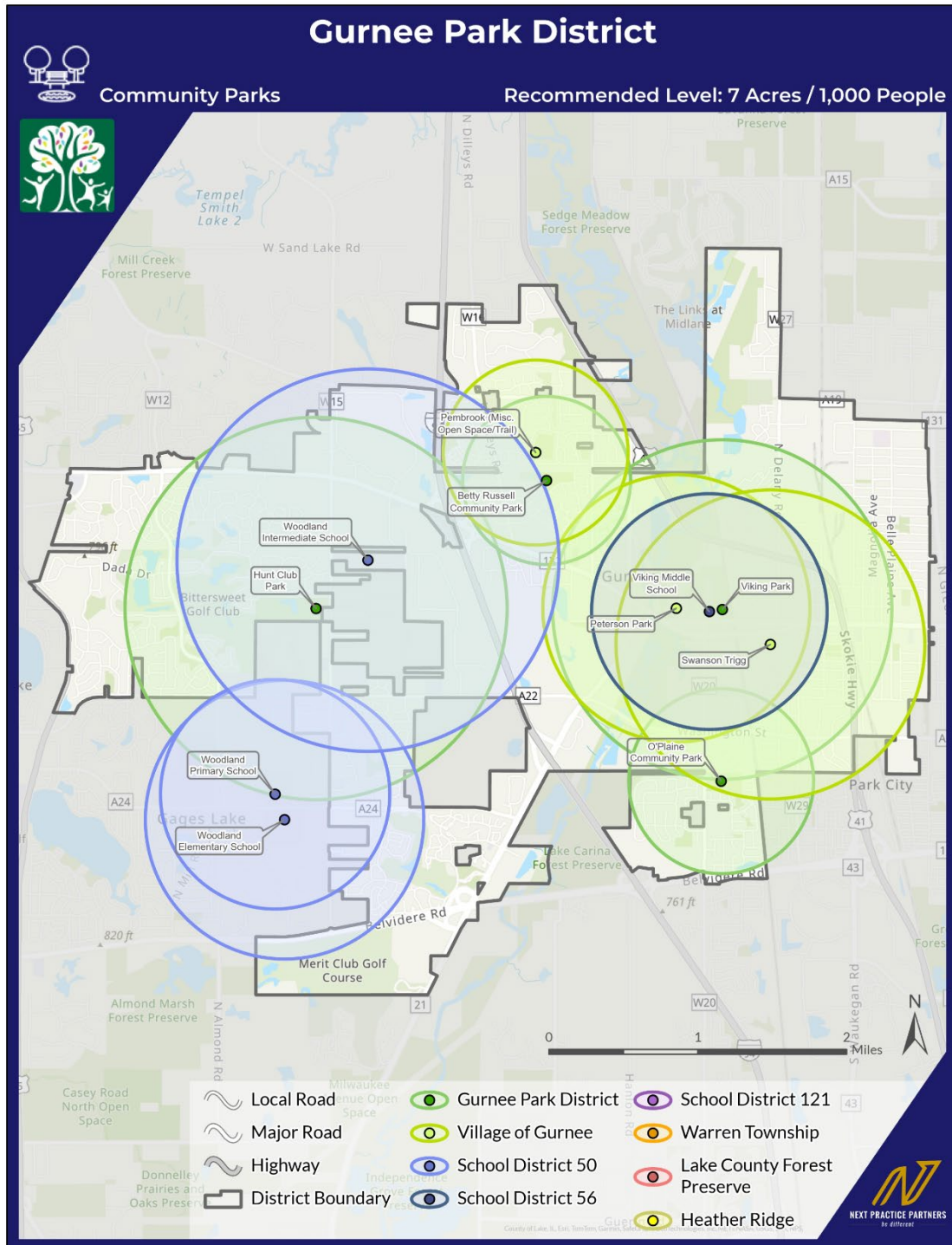
4.4.1 BALL FIELDS (DIAMOND)



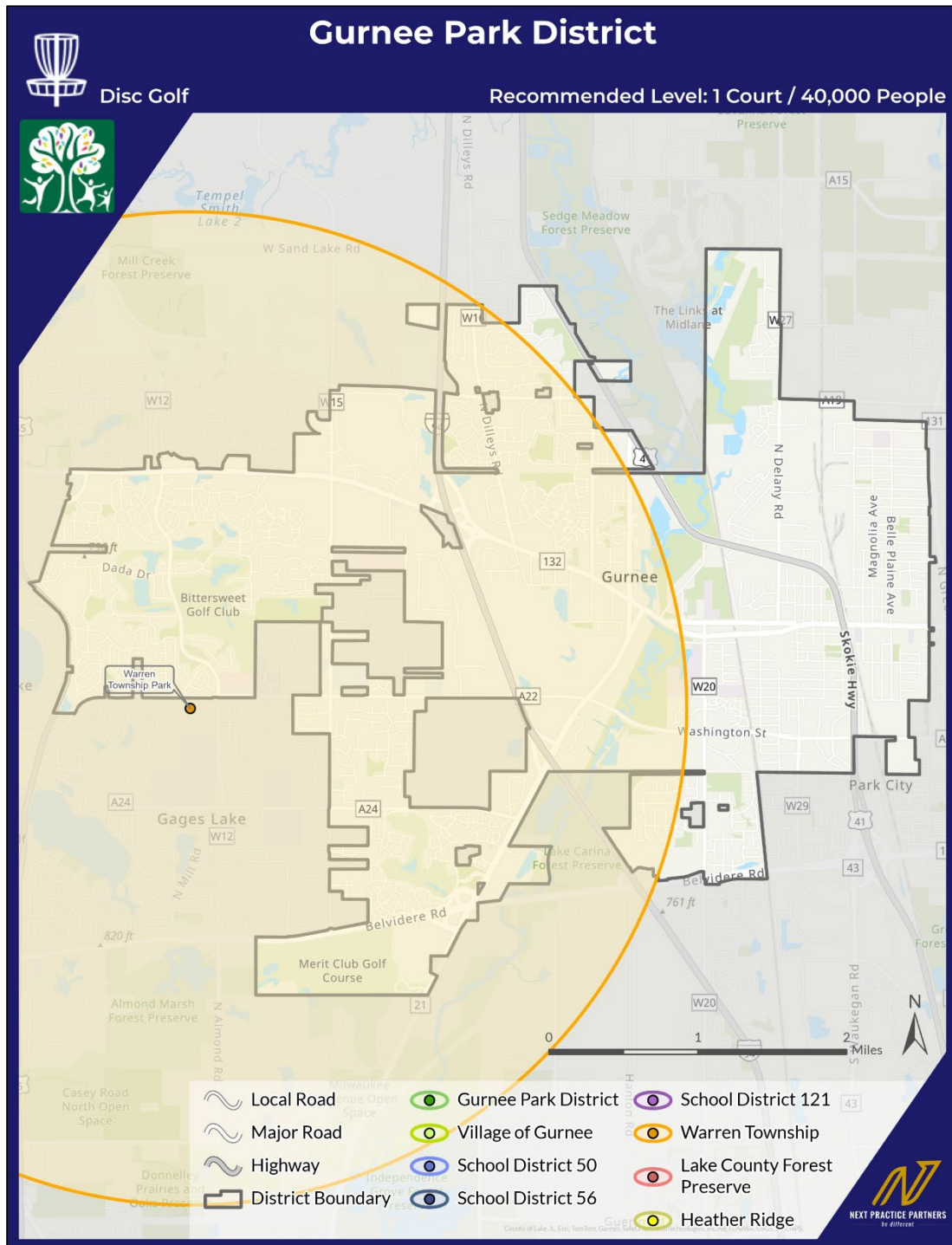
4.4.2 BASKETBALL COURTS



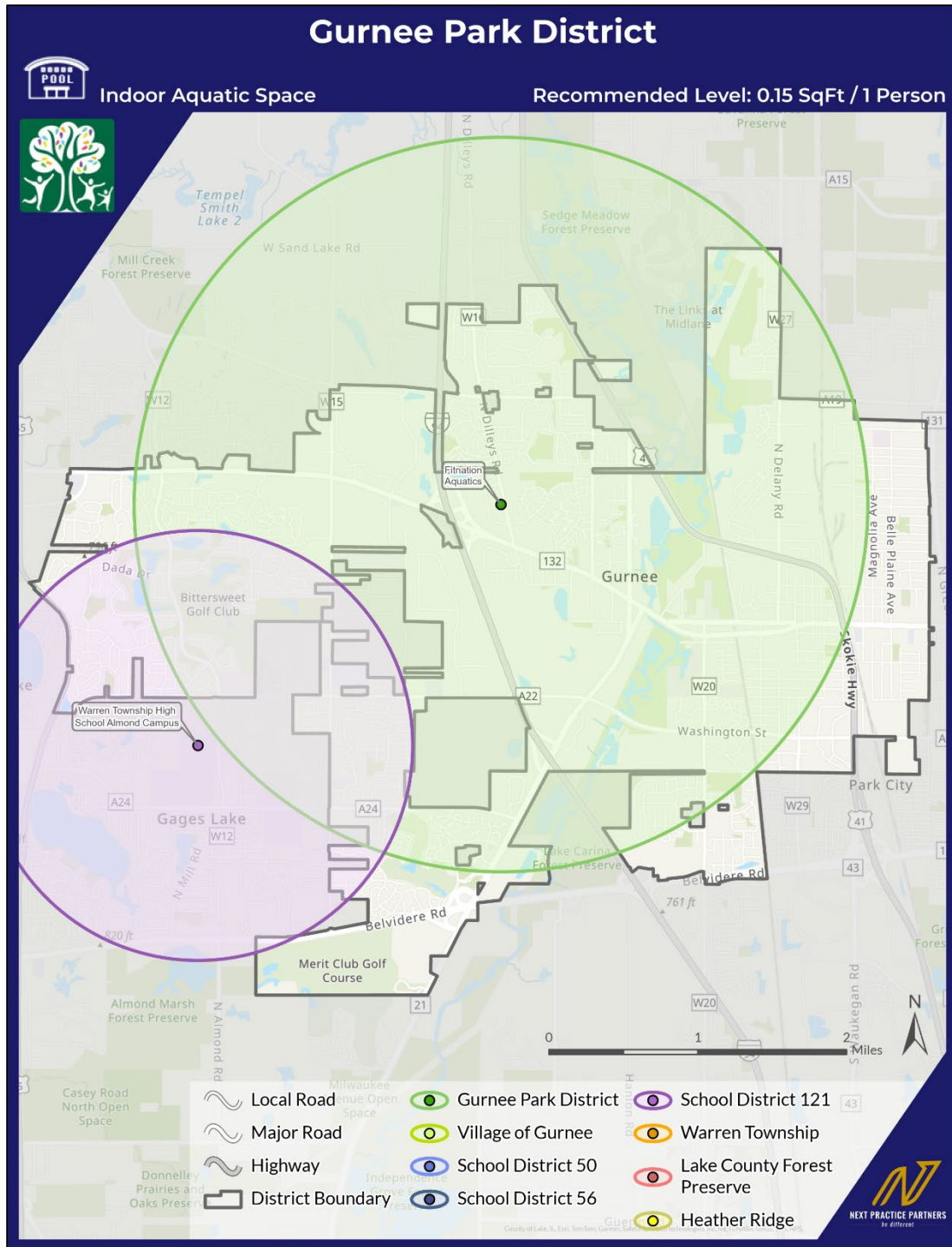
4.4.3 COMMUNITY PARKS



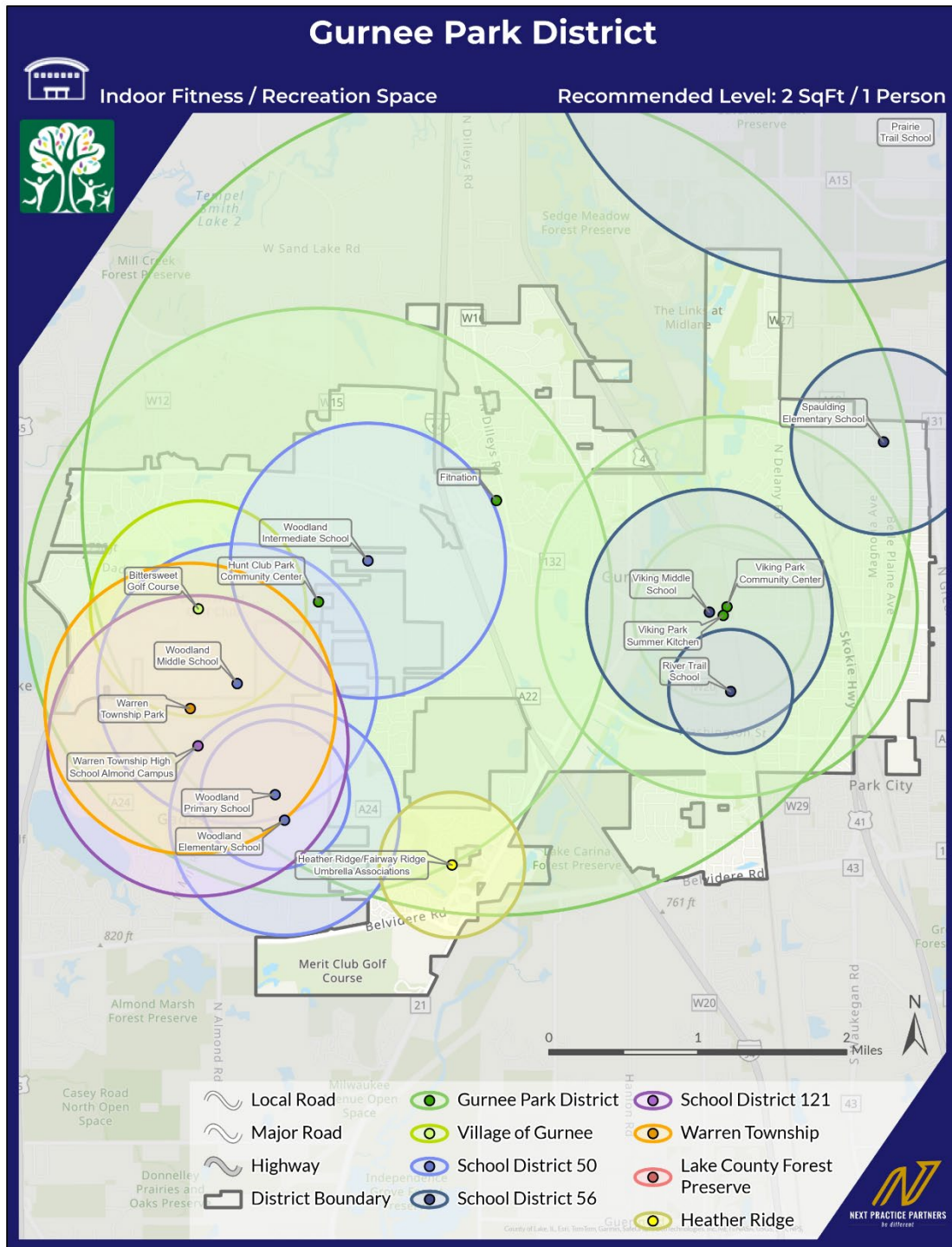
4.4.4 DISC GOLF



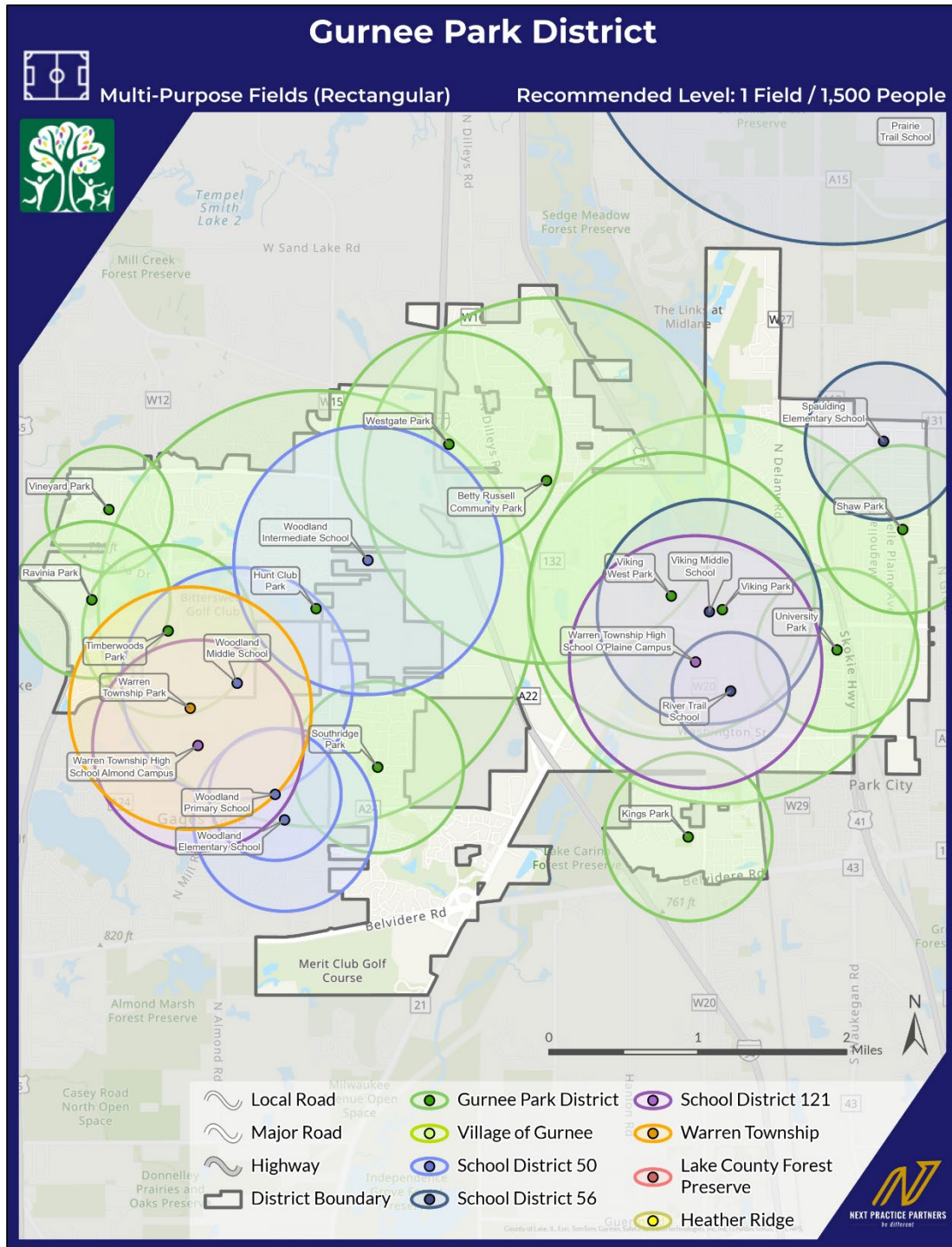
4.4.5 INDOOR AQUATIC SPACE



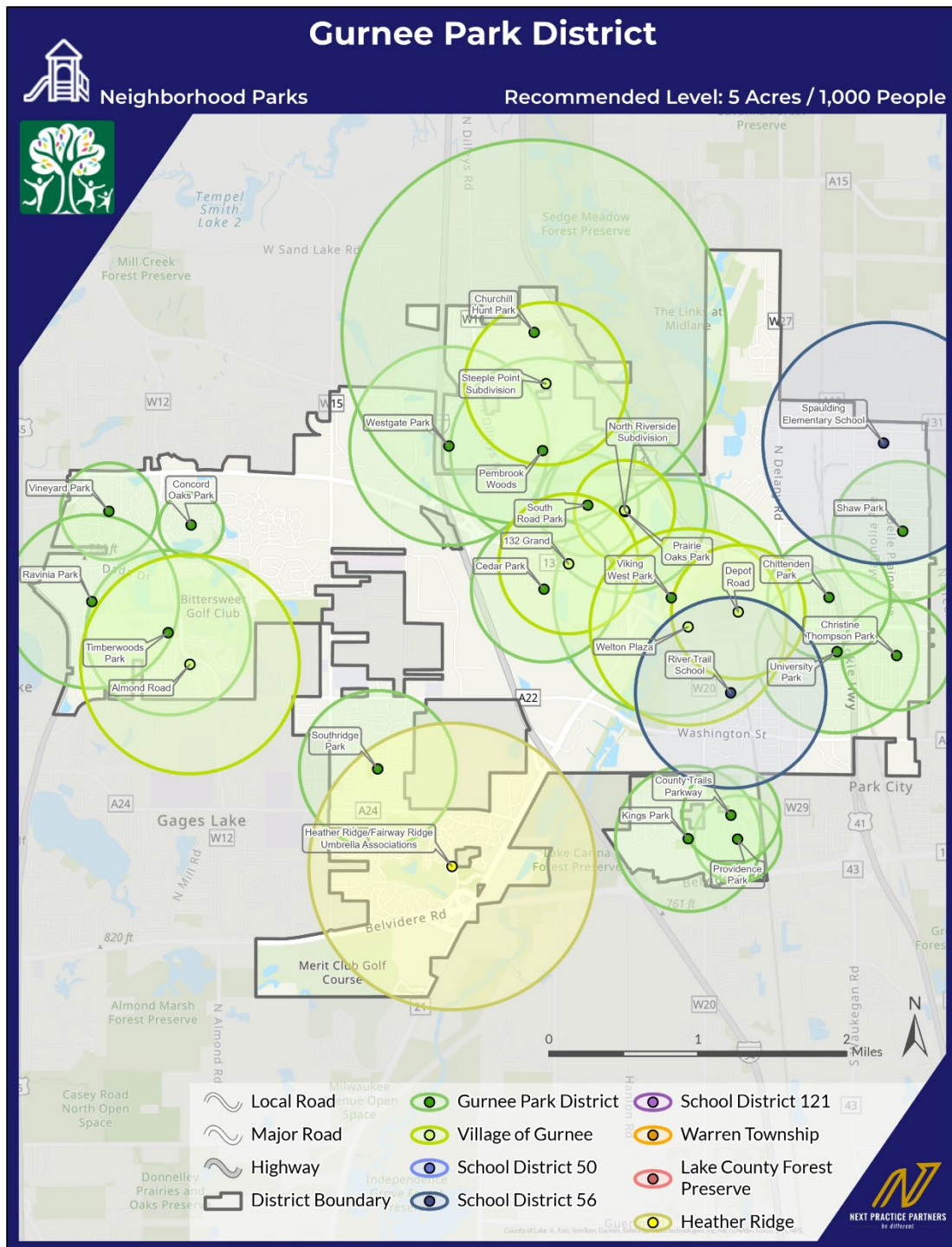
4.4.6 INDOOR FITNESS/RECREATION SPACE



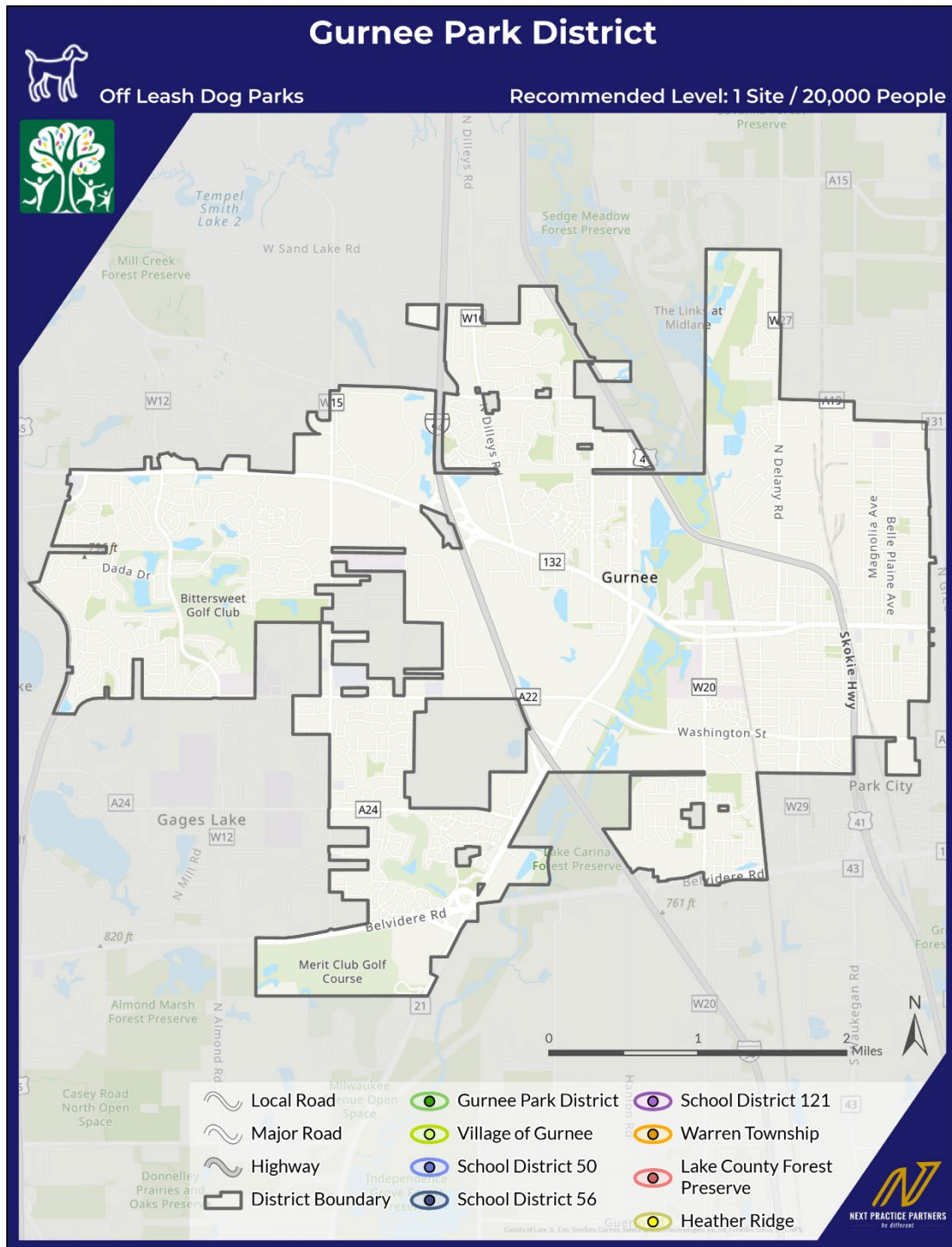
4.4.7 MULTI-PURPOSE FIELDS (RECTANGULAR)



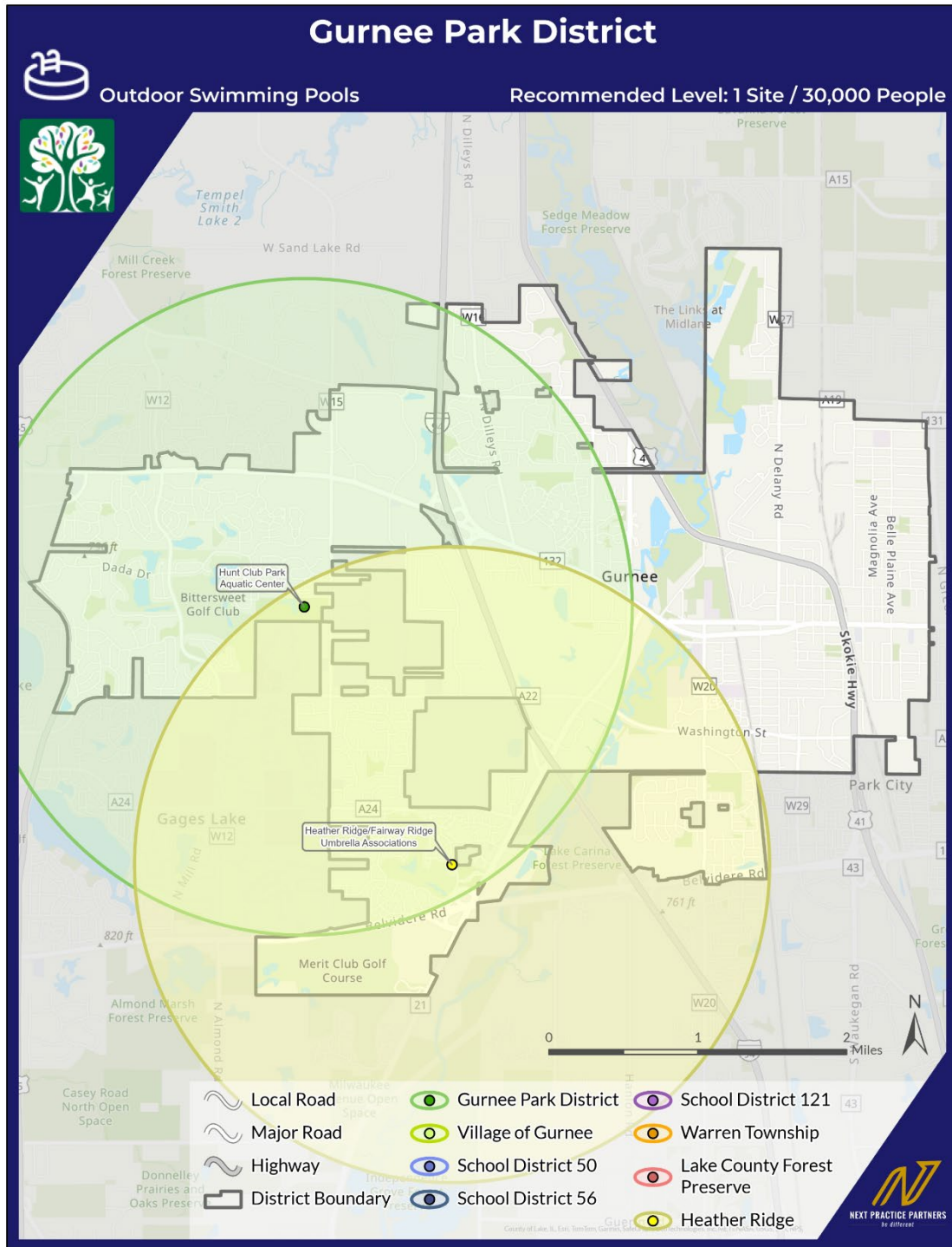
4.4.8 NEIGHBORHOOD PARKS



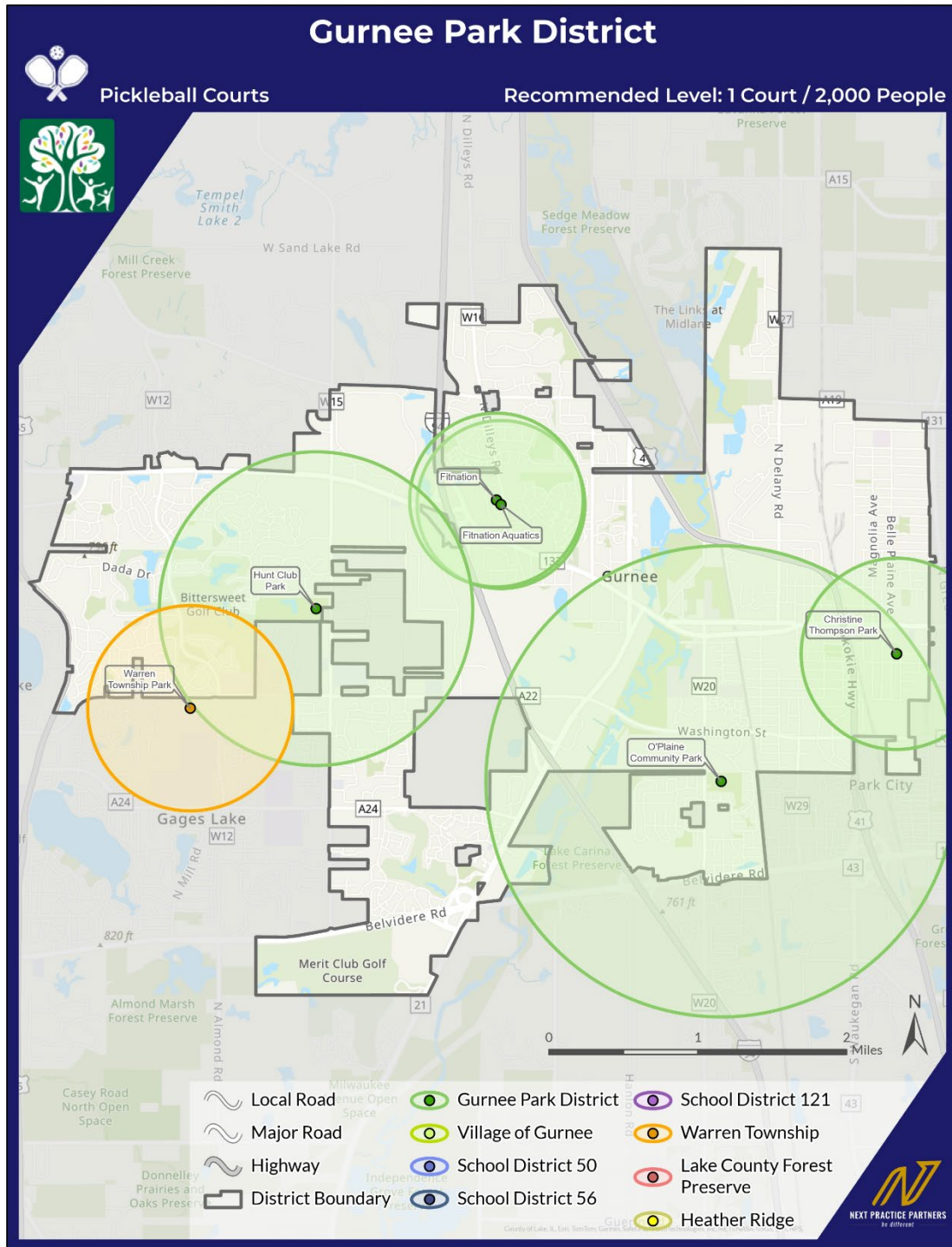
4.4.9 OFF LEASH DOG PARKS



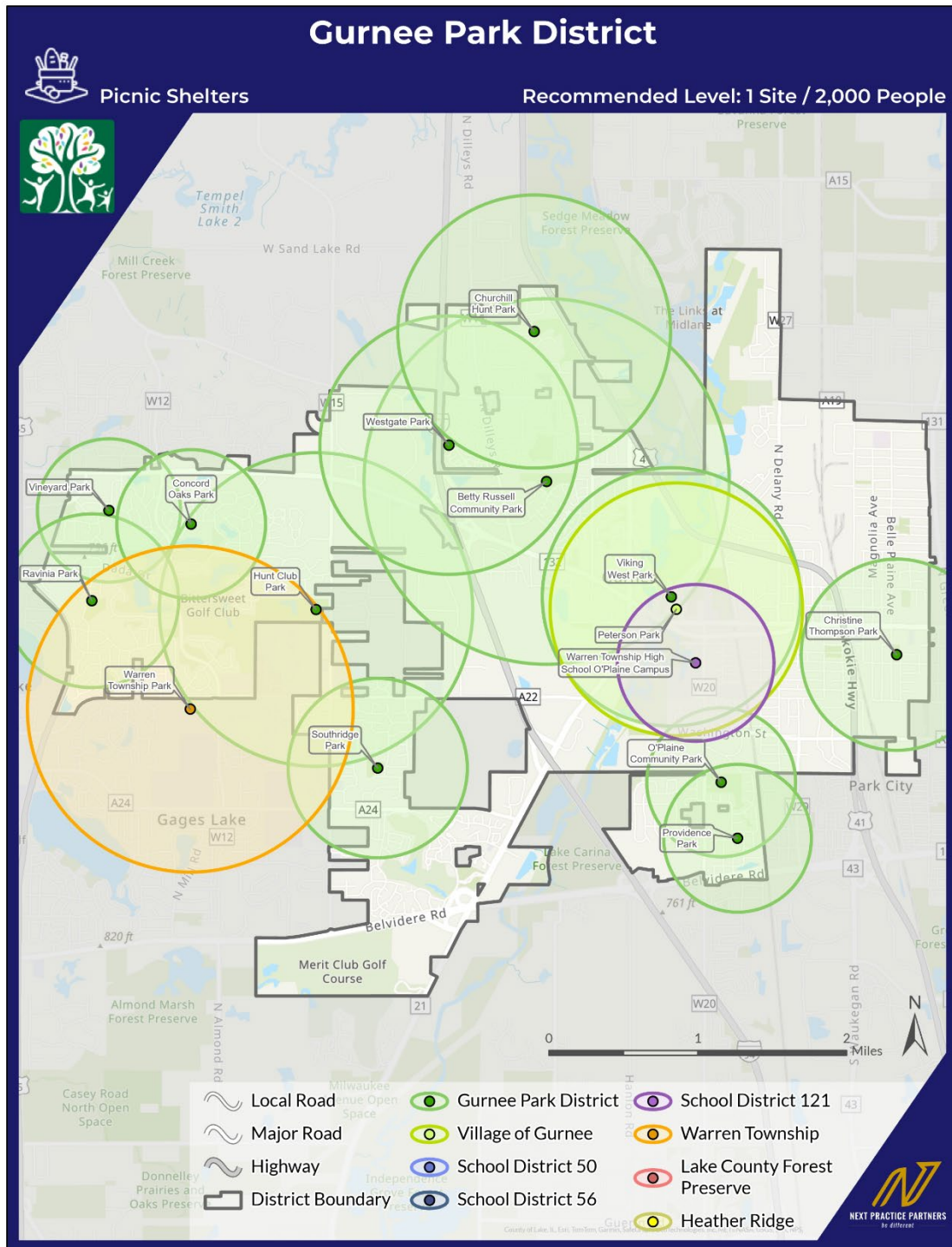
4.4.10 OUTDOOR SWIMMING POOLS



4.4.11 PICKLEBALL COURTS

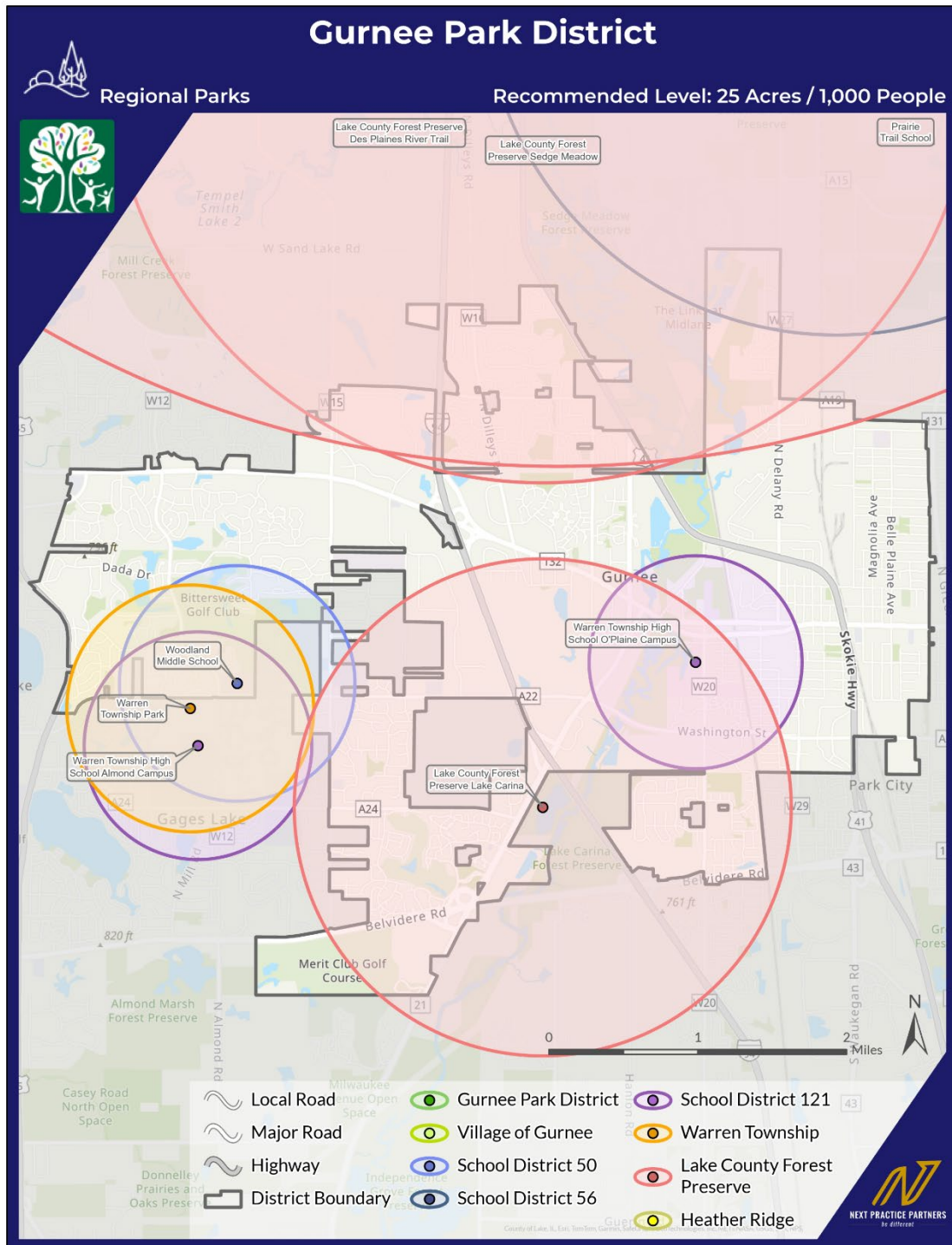


4.4.12 PICNIC SHELTERS

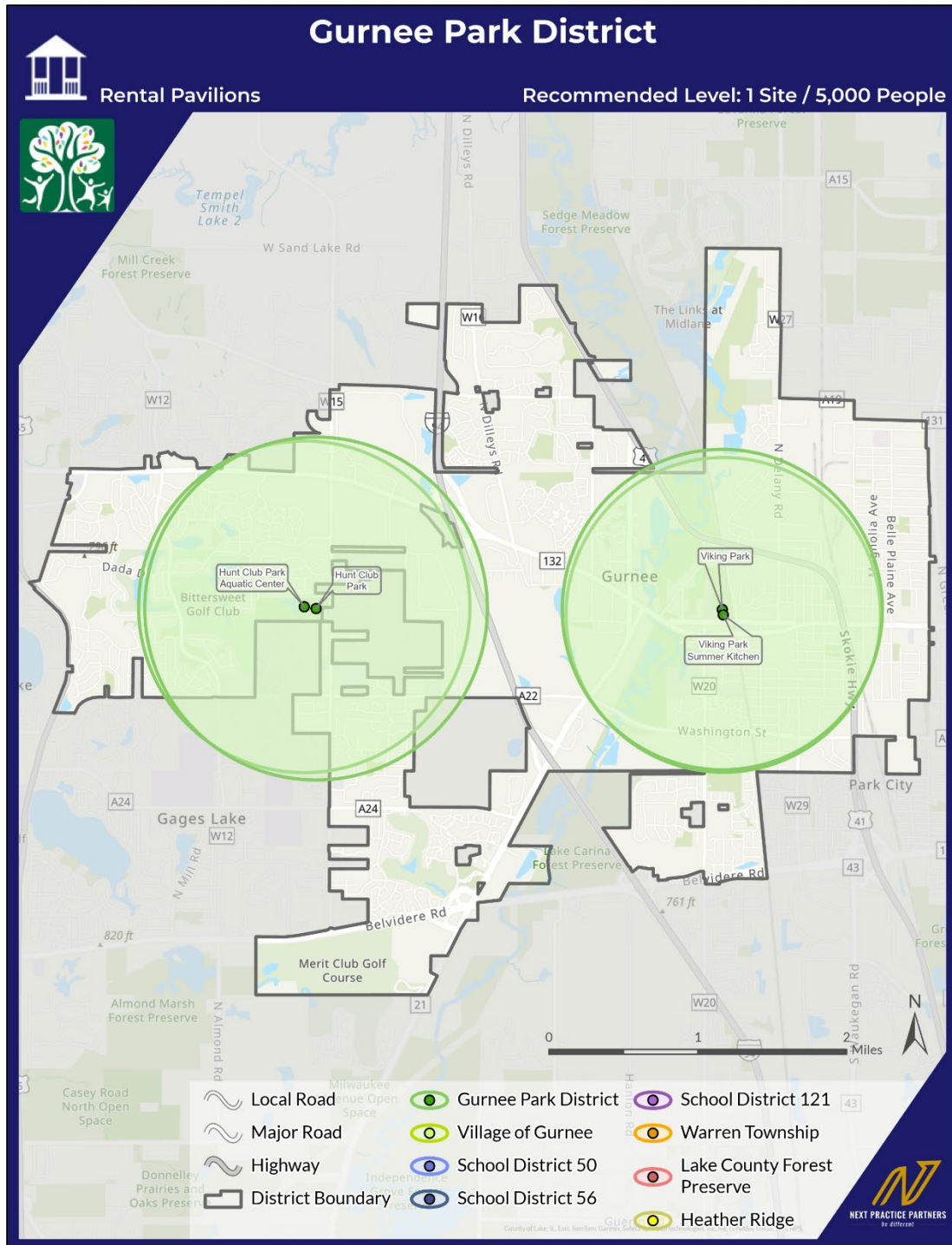




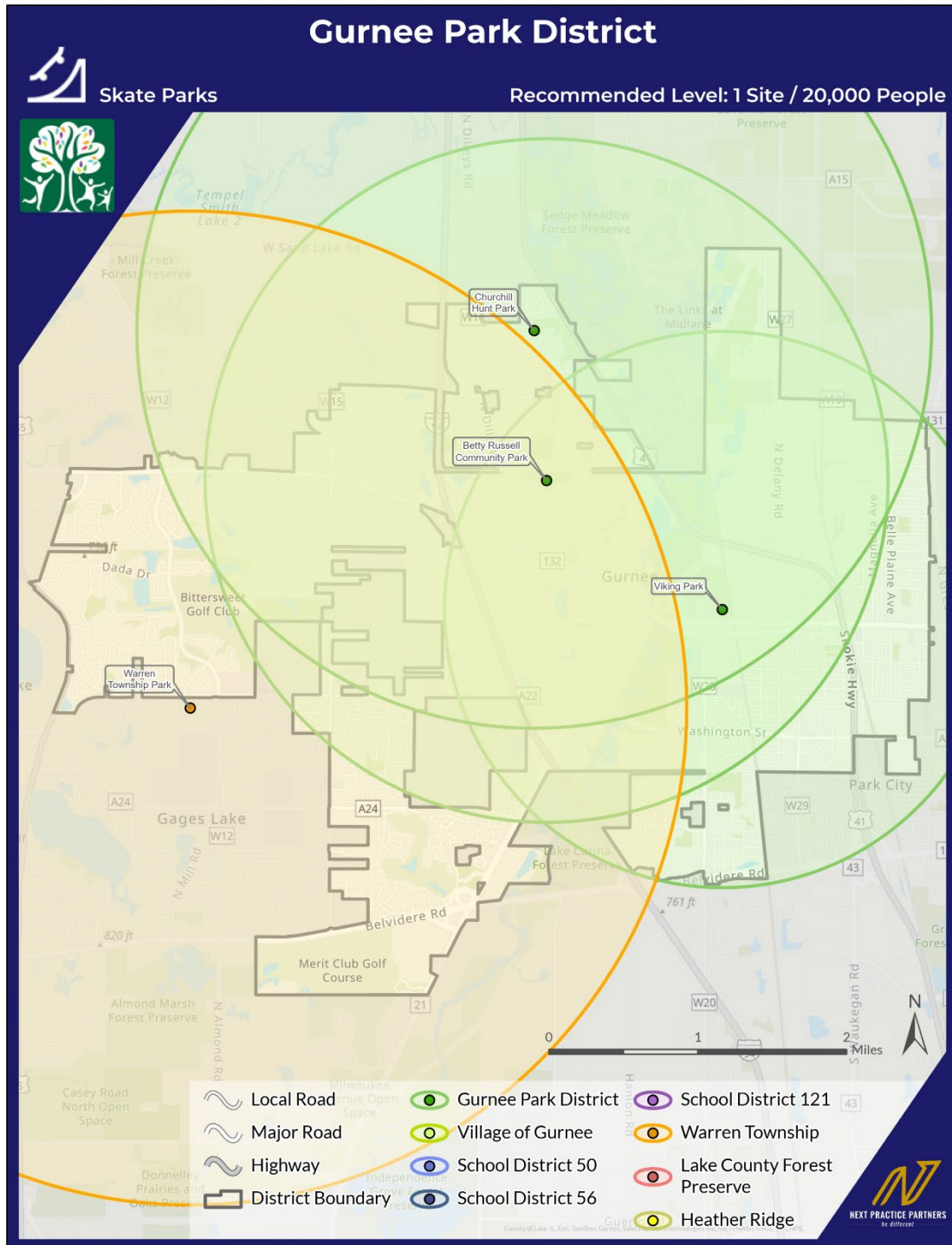
4.4.14 REGIONAL PARKS



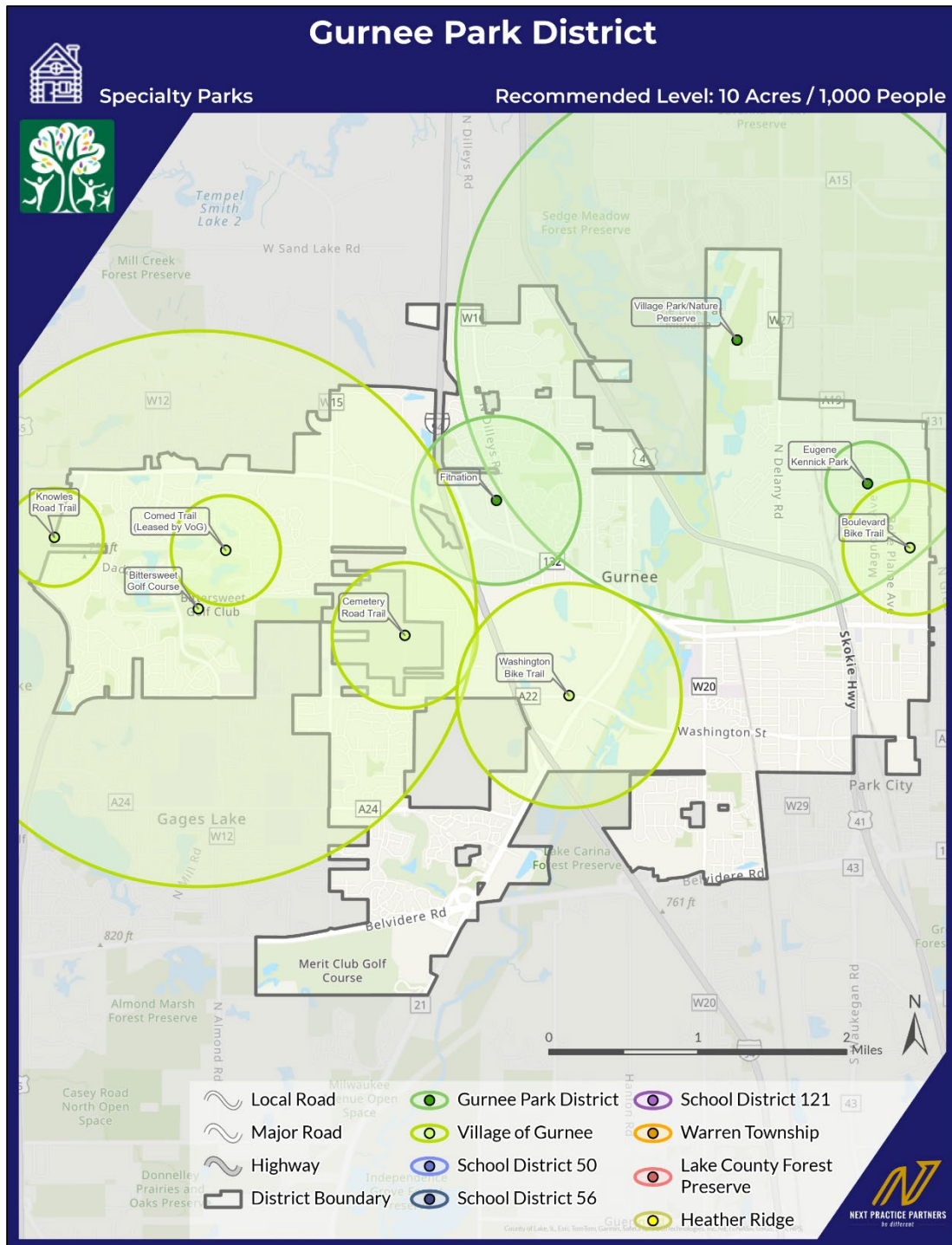
4.4.15 RENTAL PAVILLIONS



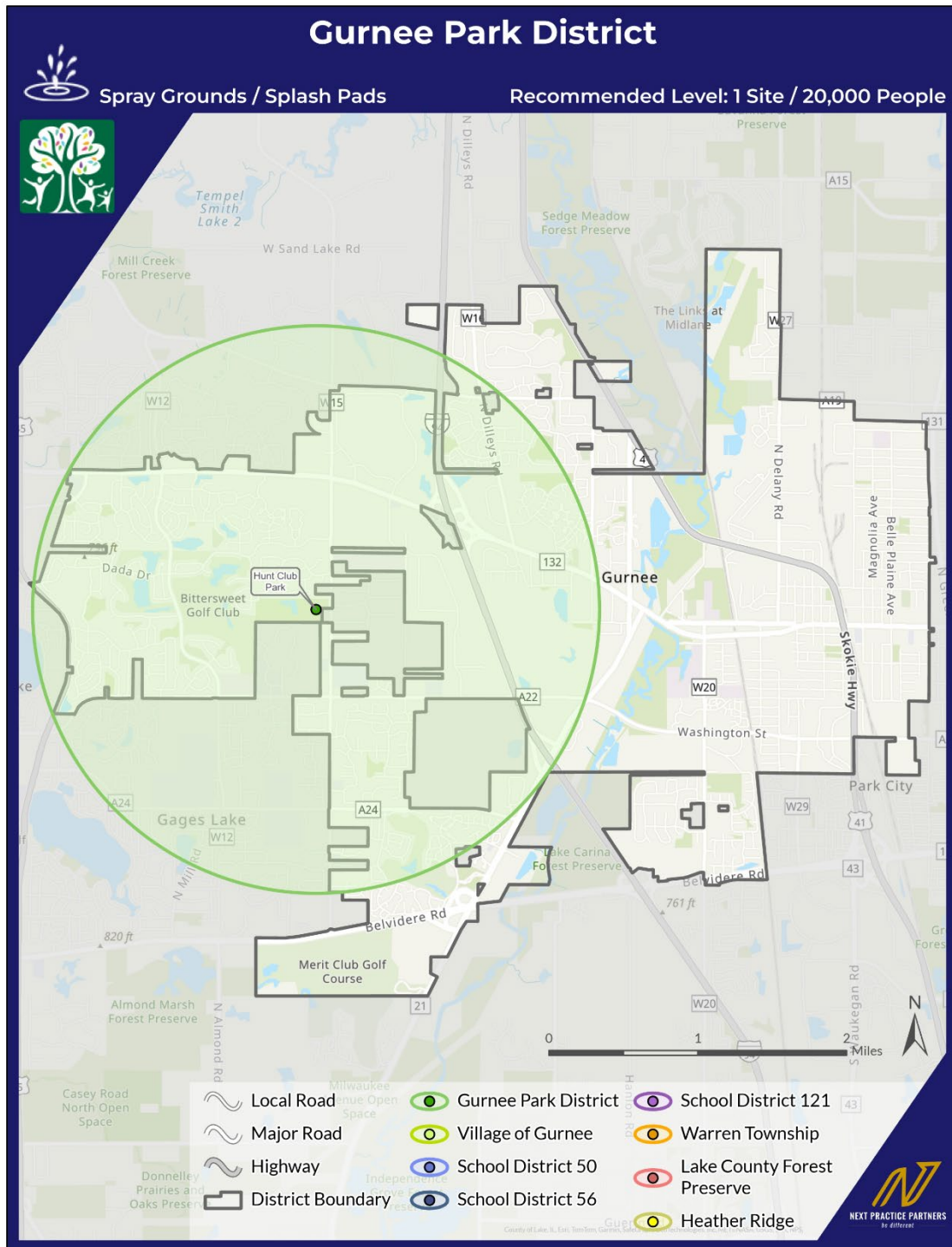
4.4.16 SKATE PARKS



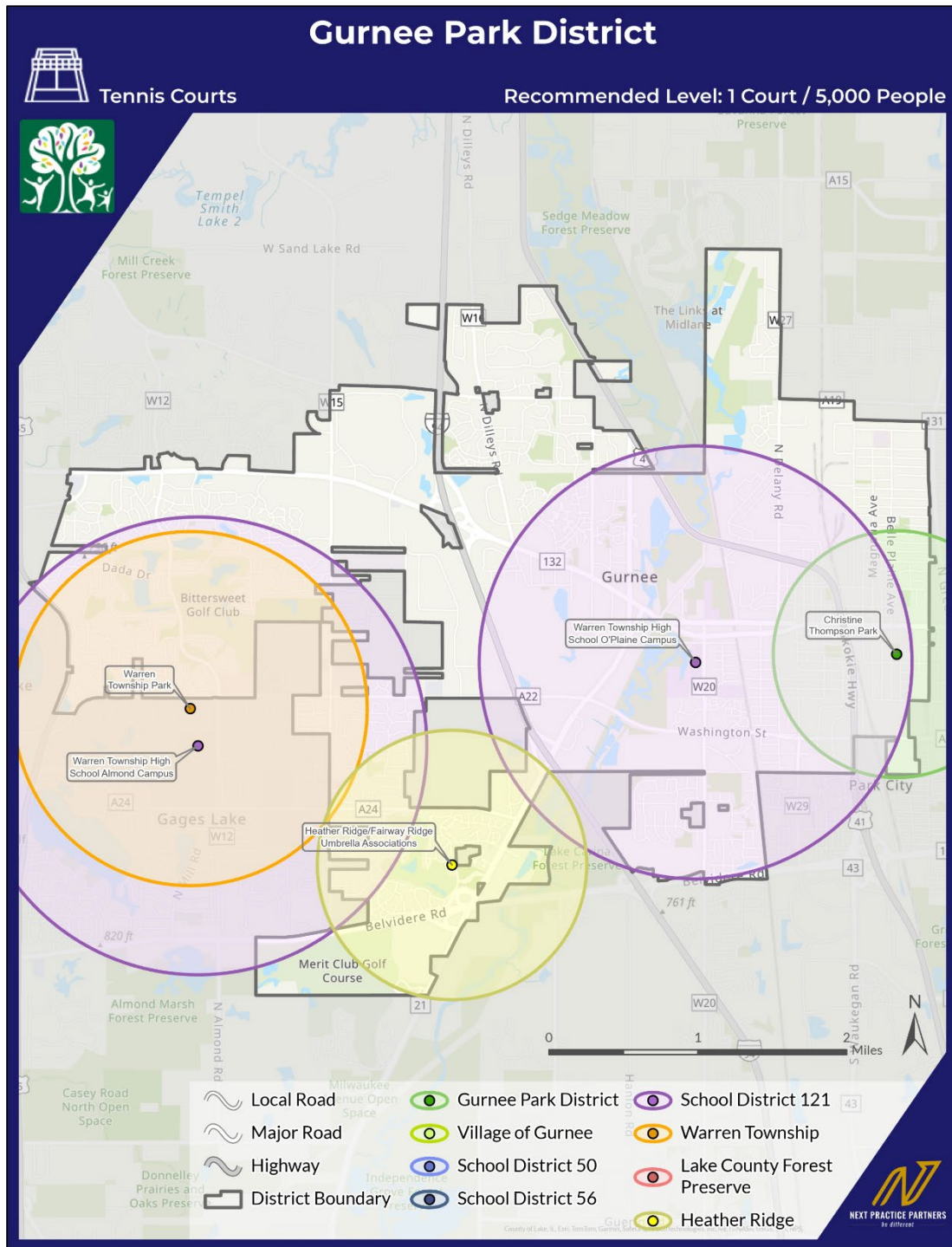
4.4.17 SPECIALTY PARKS



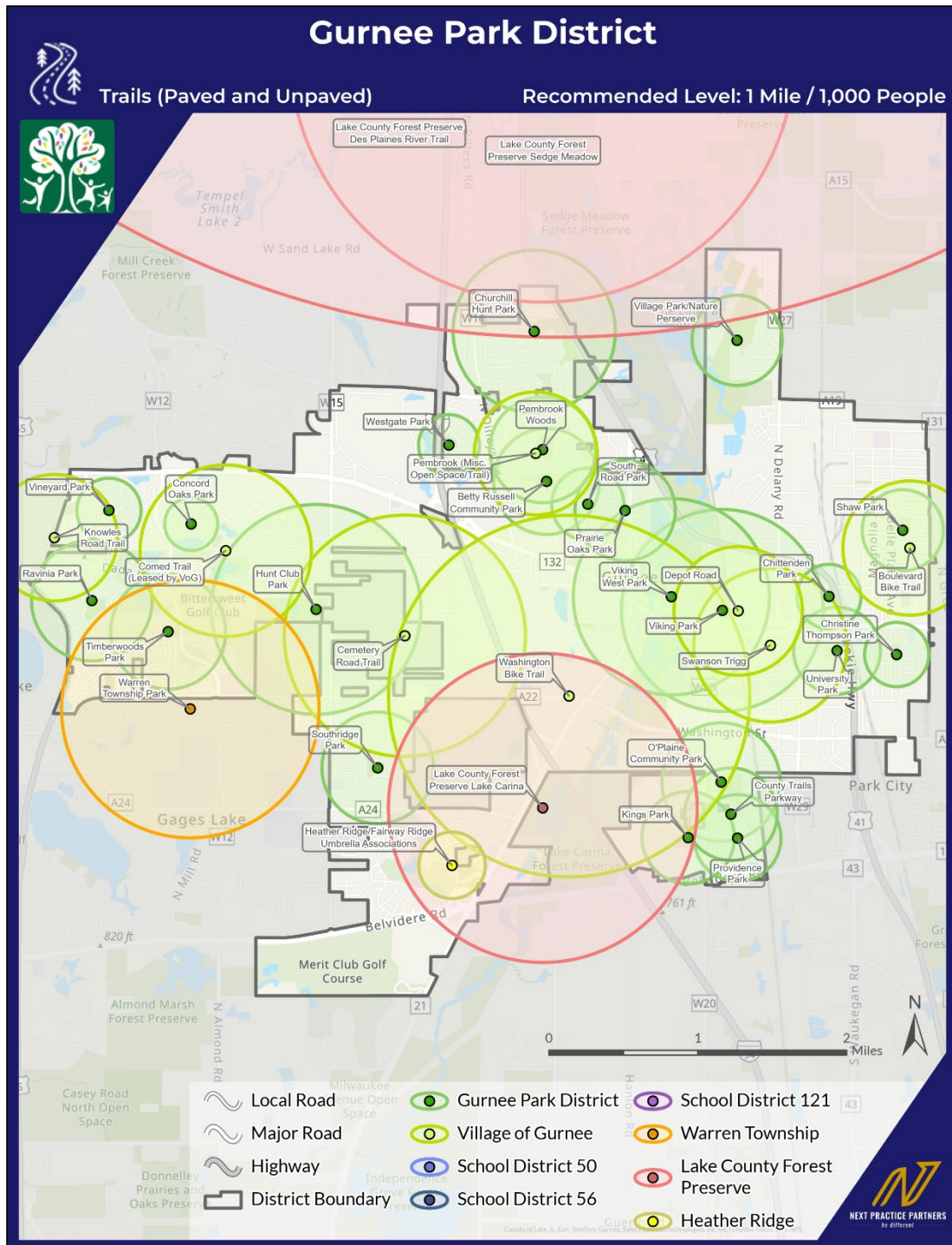
4.4.18 SPRAY GROUNDS/SPLASH PADS



4.4.19 TENNIS COURTS



4.4.20 TRAILS (PAVED AND UNPAVED)



4.5 REVENUE & FUNDING STRATEGIES

The evolution of park and recreation services necessitates the diversification of revenue streams. This report shares the District's adoption and consideration of financial strategies that bolster its economic structure and guarantee the sustained delivery of superior recreational services.

The District has always prided itself on providing the highest level of service delivery while balancing fiscal sustainability. The District has expanded its financial approach beyond traditional tax-based funding and the following section provides an analysis of both current and potential revenue streams, assessing their feasibility, risks, and contributions to the District's operational and capital progression.

Covered within are a variety of funding mechanisms, from external sources and grants to user fees and tax support. Each is evaluated based on staff input based on implementation practicality, associated risks, and how well they serve the District's objectives. These financial strategies are critical to supporting the District's mission and vision, ensuring the District's position as a steadfast and progressive pillar for community recreation.

4.5.1 TAX SUPPORT

The District currently employs two Tax Support Strategies to finance its operations and capital projects:

- **Property Taxes:** The district levies ad valorem taxes on real property—a reliable and low-risk funding method. These taxes are essential for covering both the operational and capital expenses of the park system.
- **Sales, Interest, and Other Revenue:** This strategy encompasses income generated from various sources, including the sale of assets, interest on long-term accounts, concession operations, royalty revenues, and the sale of items such as clothing, maps, publications, and other supplies. This approach also presents high implementation feasibility and low risk, although it's primarily limited to generating interest income for the district's use in both O&M and capital needs.

4.5.2 USER FEES

As the District's largest revenue source, user fee strategies are a consistent means of supporting its operations and capital projects. These strategies include:

- **Recreation Service Fees:** Fees are established for a range of organized activities requiring reservations. These low-risk fees are well-established and mainly fund operations and maintenance, with surplus funds channeled into capital projects.
- **Fees/Charges:** To align with market trends, the District sets fees for public facility access. These fees, low in both feasibility and risk, contribute to a significant portion of operating expenditure and support capital needs.
- **Ticket Sales/Admissions:** Charges for entry to facilities for self-directed activities are a staple revenue source. They are well-established, low-risk, and primarily support operational costs, with excess funds aiding capital projects.
- **Reservations:** High in feasibility and low in risk, reservation fees are charged for the exclusive use of specific public properties, contributing mainly to operational maintenance through rental revenues for indoor spaces or picnic pavilions. One of the

recommended strategies is increasing revenue potential through reservations for amenities such as picnic pavilions which are underserved amenities as seen in the levels of service recommendations [here](#).

Across all user fee strategies, the District maintains a focus on fiscal sustainability and continued service provision, ensuring facilities are both accessible and well-maintained.

4.5.3 EXTERNAL FUNDING

Gurnee Park District utilizes various external funding strategies to support its operations and capital projects. The summary of these strategies is as follows:

- **Corporate Sponsorships:** Considered to be medium feasibility and risk, this strategy involves corporate investment in the development or enhancement of park facilities and events. It's a smaller part of the revenue budget with local businesses currently engaged.
- **Partnerships:** With medium feasibility and risk, partnerships entail collaboration between two entities, such as government agencies or a public-private mix, to develop facilities, sharing risks and costs. An example is the Aquatic Center with the Village, which has the potential for future opportunities after the bond payoff.
- **Foundations/Gifts:** Also, of medium feasibility and risk, these are funds from non-profit organizations, potentially funding capital projects through various fundraising means. A Foundation's development could be a result of the current planning process.
- **Private Donations:** With low implementation feasibility and medium risk, these are donations in various forms from individuals or businesses. The District is open to receiving but does not actively seek them out.
- **Friends Groups:** These groups, which have a low feasibility and medium risk, fundraise for specific park facilities or programs. The District is receptive to receiving funds but does not actively seek them currently.
- **Irrevocable Remainder Trusts:** Low in feasibility and medium in risk, these trusts involve wealthy individuals allocating part of their estate to grow in a trust fund, with the interest later supporting park facilities or programs. The District is interested in exploring this option and would require dedicated staff time to pursue this.
- **Volunteerism:** This high-feasibility, medium-risk strategy involves volunteers donating time, reducing operational costs and building community support. It is an active and highly successful part of the District's current operations as seen in the benchmark information [here](#).
- **Special Fundraisers:** Park and recreation agencies may use this low-feasibility, medium-risk strategy to support specific programs and capital projects, though it is not a practice currently in use by the District.

The use of funds from these strategies varies between operations and maintenance and capital projects, depending on the nature of the funding source.

4.5.4 CAPITAL FUNDING

Gurnee Park District employs a range of capital funding strategies to enhance its recreational offerings and support facility enhancements. A synopsis of these strategies is as follows:

- **Dedication/Development/Redevelopment Fees:** These fees, which have a high implementation feasibility and low risk, are charged during the development of residential properties to finance parks and recreation purposes. Although a policy for these fees exists, their use as a revenue source is minimal due to the limited new residential development happening in Gurnee.
- **Impact Fees:** With low feasibility and risk, these fees are additional to the set user rates for accessing District facilities to underwrite capital improvements.

4.5.5 GRANTS

Gurnee Park District has to a small extent sought grants to fund its initiatives and there is room to increasing these funding sources with the help of contract or dedicated staffing support. These strategies are summarized as follows:

- **Land & Water Conservation Fund:** Grants offering up to 50% reimbursement for outdoor recreation projects, with medium feasibility and low risk, are sought after for capital use. There's a plan to potentially increase funding by contracting out or dedicating staff time.
- **Recreational Trail Program:** This program supports urban trail development and associated facilities, offering medium feasibility and low risk for capital projects. The District aims to augment funding through external contracts or dedicated staff time.
- **Local Nonprofit Foundation Grants:** Currently underutilized, these grants are for O&M or capital needs and offer low risk and feasibility. The District receives modest annual donations from the Exchange Club for scholarships.
- **Partnership Enhancement Monetary Grant Program:** Providing small matching grants, this program has low feasibility and high risk for O&M funding and is not a priority for the District.
- **Park and Recreational Facilities Construction Program (PARC):** These grants are high in feasibility and low in risk, aimed at "bondable" capital projects. The District is looking to boost this funding, possibly requiring contracted services or additional staff.
- **Open Space Land Acquisition and Development (OSLAD):** The OSLAD program, with high feasibility and low risk, assists with the acquisition and development of public parks and open spaces. The District is interested in increasing this capital funding, which might include hiring contractors or appointing new or existing staff.
- **PowerPlay!Beyond School Grant:** This low feasibility and risk grant, typically of a small amount, supports O&M focused on children's health, nutrition, and fitness. The current award amounts are usually low.

Overall, the District aims to increase grant funding for capital projects, considering additional staffing or contracting to manage and implement these programs effectively.

4.5.6 FRANCHISES & LICENSES

Gurnee Park District has a range of strategies under its Franchises and Licenses category, each varying in their contribution to the district's operations and capital funding:

- **Concession Management:** This strategy is highly feasible with low risk, where the district manages concessions of various goods. Profits from these sales support operations and maintenance needs, with the Aquatic Center Concession Stand as a practical example.
- **Naming Rights:** Selling naming rights for buildings or parks is considered with low feasibility and medium risk, potentially aiding both operations and maintenance, as well as capital initiatives. While there are currently no naming rights agreements, the district has established policies for future opportunities.
- **Advertising Sales:** The district engages in selling advertising space on park-related items with low feasibility and high risk. This revenue is only pursued through sponsorships and is selected based on the appropriateness of the advertising content.
- **Interlocal Agreements:** The district forms high-feasibility and low-risk agreements with other government units or non-profit organizations for joint use or development of facilities. These agreements, often with local non-profit athletic organizations or other government agencies, typically do not involve significant revenue transactions.

4.5.7 KEY FINDINGS

Gurnee Park District has actively embraced a variety of revenue and funding strategies (fees and charges etc.) and has room to explore others (e.g., grants) to ensure the delivery of high-quality recreational services aligned with their mission and vision. Some key findings of the report:

- **External Funding:** Strategies like corporate sponsorships, partnerships, foundations/gifts, private donations, and others are used with varying degrees of engagement and success. The District is exploring additional sources such as Irrevocable Remainder Trusts and volunteerism and recognizes the need to potentially initiate or increase the use of special fundraisers.
- **Capital Funding:** High-feasibility and low-risk strategies such as Dedication/Development/Redevelopment Fees and Impact Fees have been utilized, although their effectiveness is influenced by the extent of Gurnee's residential development.
- **User Fees:** The District employs low-risk user fee strategies for services that require reservation, facility access, and admissions, with a portion of the revenue often allocated to capital projects. High-feasibility reservation fees also contribute mainly to operational maintenance.
- **Grants:** There is an emphasis on increasing grant funding, with several programs already in place offering medium to high feasibility and low risk for capital projects. The District plans to either contract out or allocate dedicated staff to manage these grants more effectively.
- **Tax Support:** Property taxes serve as a large and reliable revenue stream for both operational and capital expenses, exhibiting high feasibility and low risk. Other sales, interest, and miscellaneous revenues supplement this primary source, albeit to a limited extent.

- **Franchises and Licenses:** While the District has policies ready for naming rights and advertising sales, these are either not yet utilized or only pursued through sponsorships. Interlocal agreements provide additional, although minimal, revenue streams.

In conclusion, the Gurnee Park District is committed to maintaining and expanding its financial resources through a blend of traditional and innovative strategies, ensuring it continues to be a resilient provider of recreational services to the community.



CHAPTER FIVE **VISIONING AND KEY RECOMMENDATIONS**

As a part of developing the Strategic and Master Plan, the District staff was engaged in an iterative visioning process to review the Values, Vision and Mission and develop key themes, priorities and implementation. This resulted in affirming the core values and updating the Mission and Vision statements along with developing key themes that will guide the prioritization and implementation of this plan.



5.1 MISSION

The update mission statement for the District is

Enriching Community through Fun and Nature

5.2 VISION STATEMENT

The updated vision statement for the District is

**The leader of innovative and sustainable experiences
for ALL**

5.3 SOFIE VALUES

The District staff affirmed their continued emphasis on embodying the SOFIE values of Service, Ownership, Fun, Inclusion and Excellence in their day-to-day operations and how they plan for the future.



5.4 KEY THEMES

The following are the key themes that were developed in an iterative manner with the District staff and will guide the plan's priority for implementation.

1. Maintain & enhance standard of excellence and access in parks
2. Continued improvement in user experiences, maximize use of existing spaces & expand facilities, as needed
3. Elevate operational excellence through appropriate investment in our people / team & resources
4. Maintain fiscal responsibility & explore new, creative funding sources
5. Offer age and ability inclusive, culturally diverse, experiences
6. Continue innovative and diverse community connections & outreach efforts

CHAPTER SIX CONCLUSION

This Comprehensive Strategic and Master Plan will sustain the District's unwavering commitment to the SOFIE values of Service, Ownership, Fun, Inclusion, and Excellence.

These core values underpin the mission of "Enriching Community through Fun and Nature" which is the cornerstone of every initiative, program, and opportunity they offer. As the District looks toward the future, this plan embodies their dedication to creating vibrant, inclusive, and multicultural experiences that cultivate memories and nurture a stronger community in an innovative and financially sustainable manner.

As the national leaders in parks and recreation, there is no one better poised than the District to help shape the "Future of Fun", one where every individual finds joy, health, and connection that only parks, recreation, nature and play can provide.



CHAPTER SEVEN **APPENDICES**

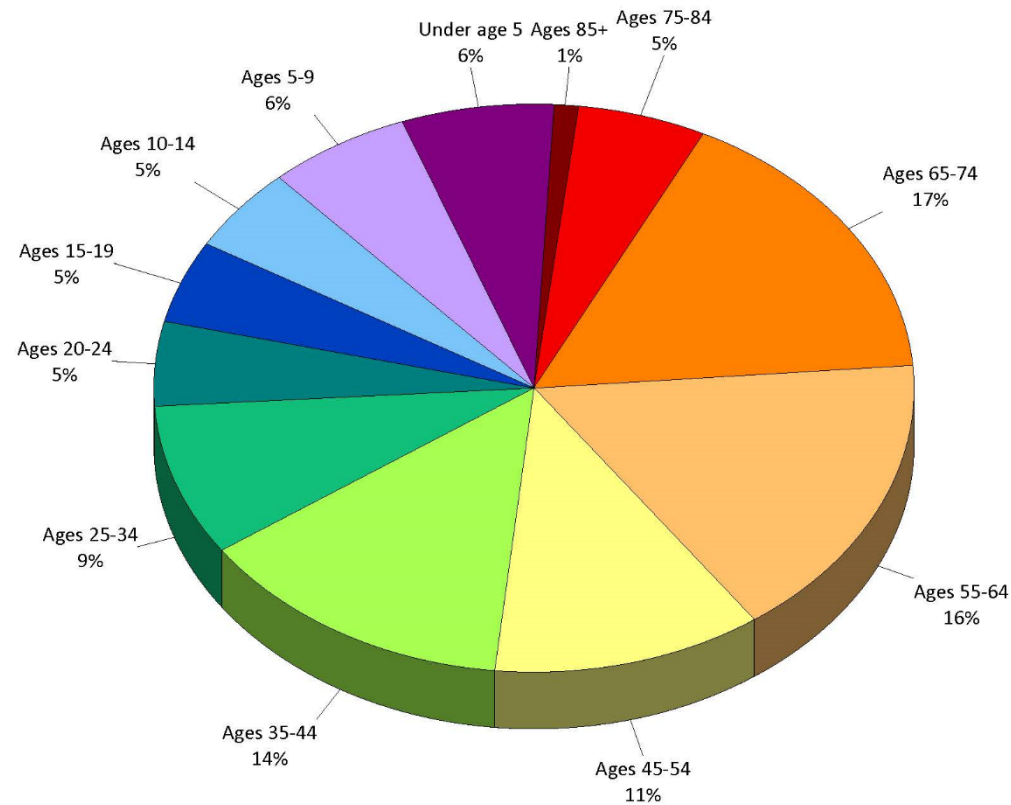
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APPENDIX A – STATISTICALLY VALID SURVEY CHARTS & GRAPHS

Gurnee Park District, IL 2023 Survey

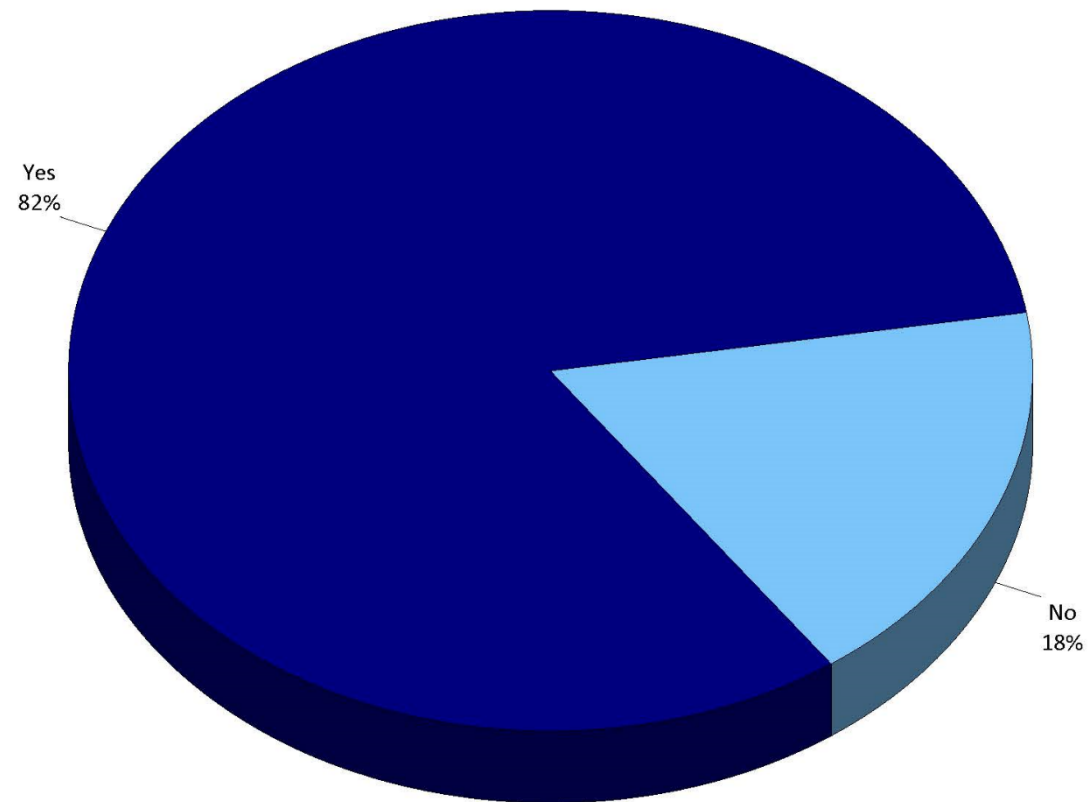
Q1. Including yourself, how many people in your household are...

by percentage of persons in household

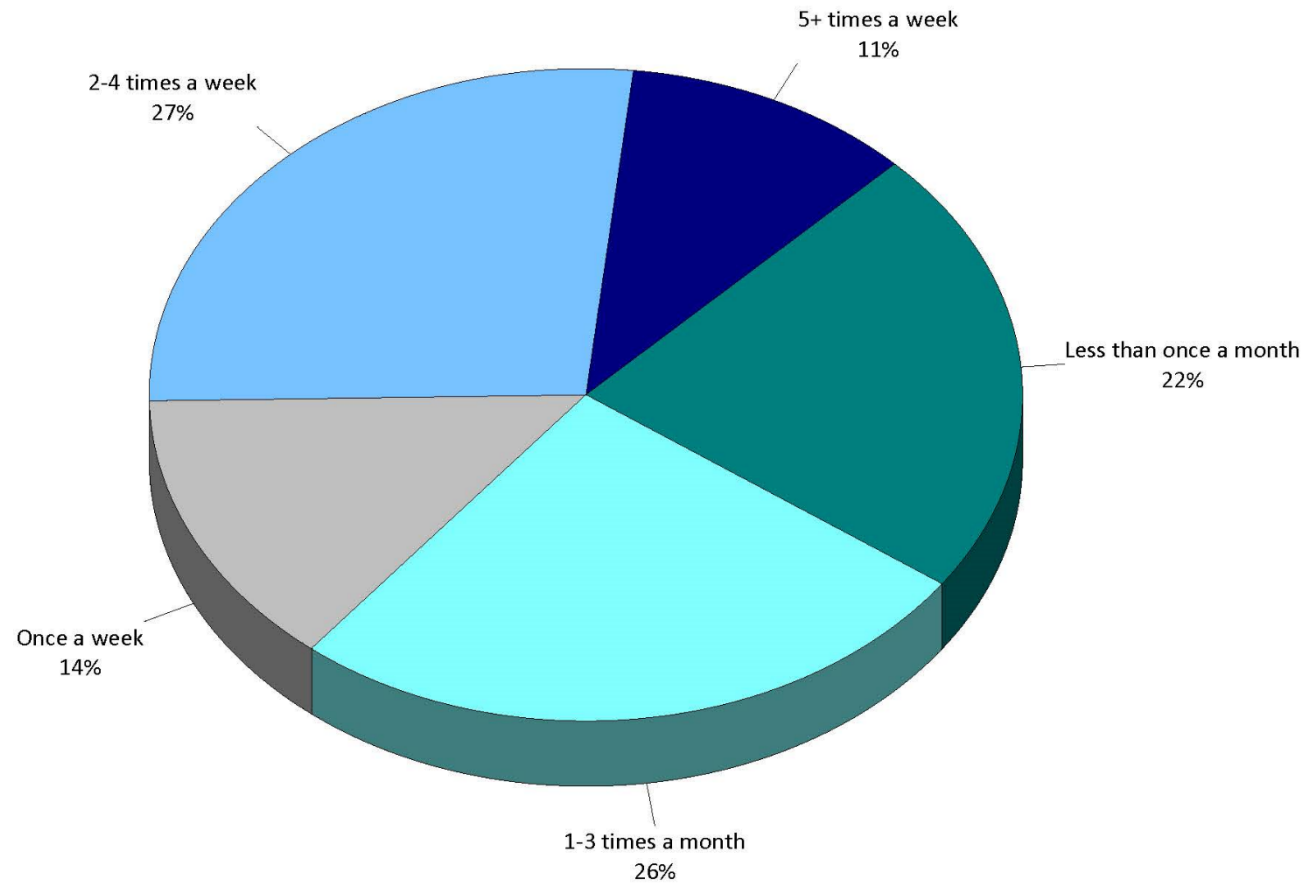


ETC Institute (2023)

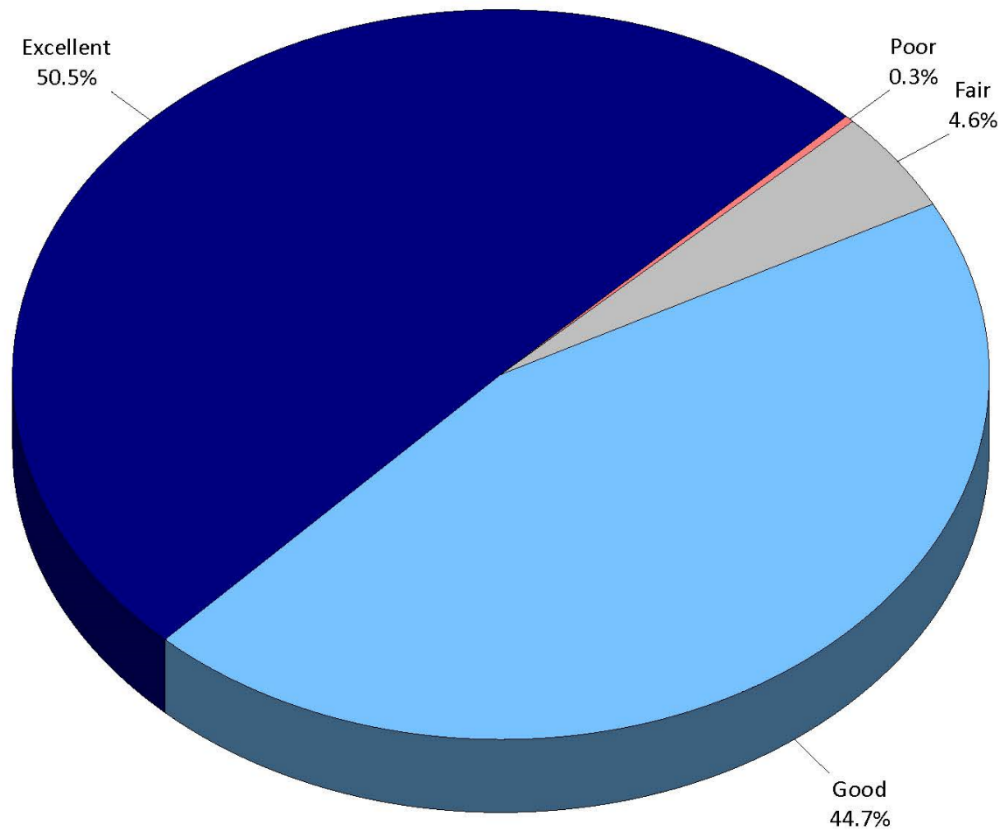
Q2. Have you/your household visited any Gurnee Park District parks during the past 12 months?
by percentage of respondents



Q2a. How often have you visited Gurnee Park District during the past 12 months?
by percentage of respondents (excluding "don't know")

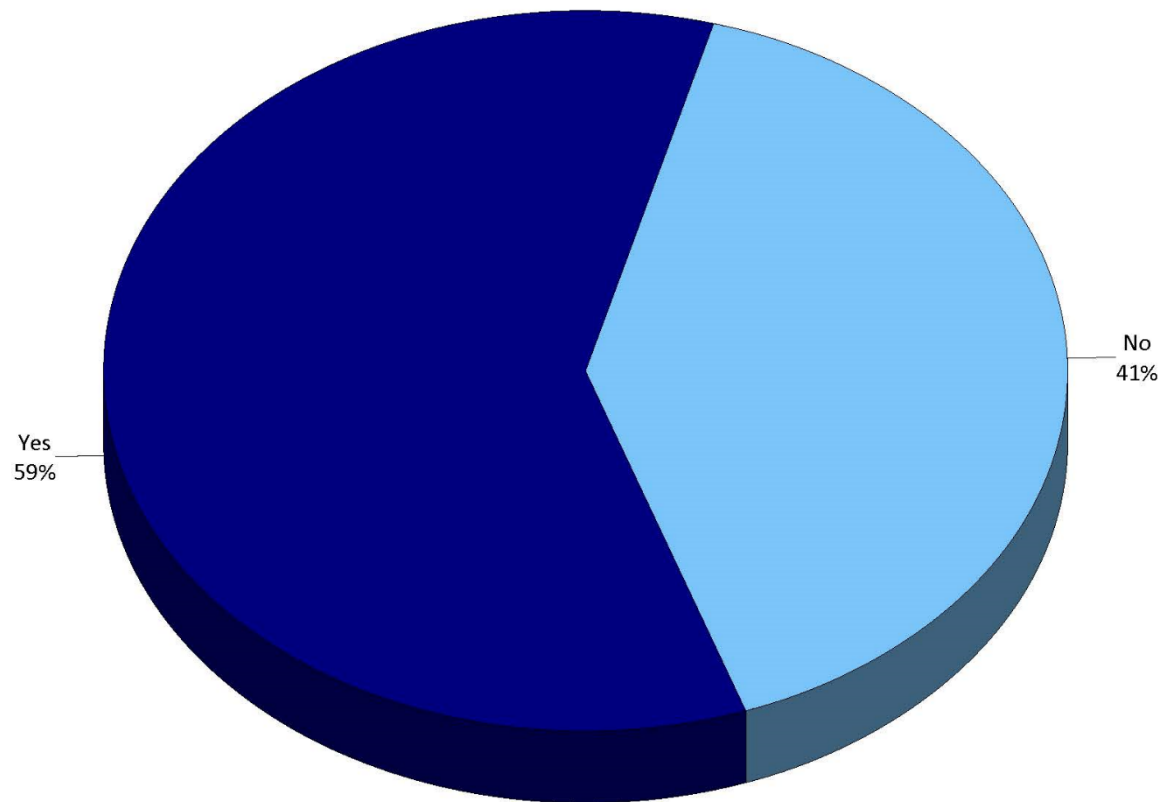


Q2b. Overall, how would you rate the physical condition of ALL the Gurnee Park District parks you have visited?
by percentage of respondents (excluding "not provided")



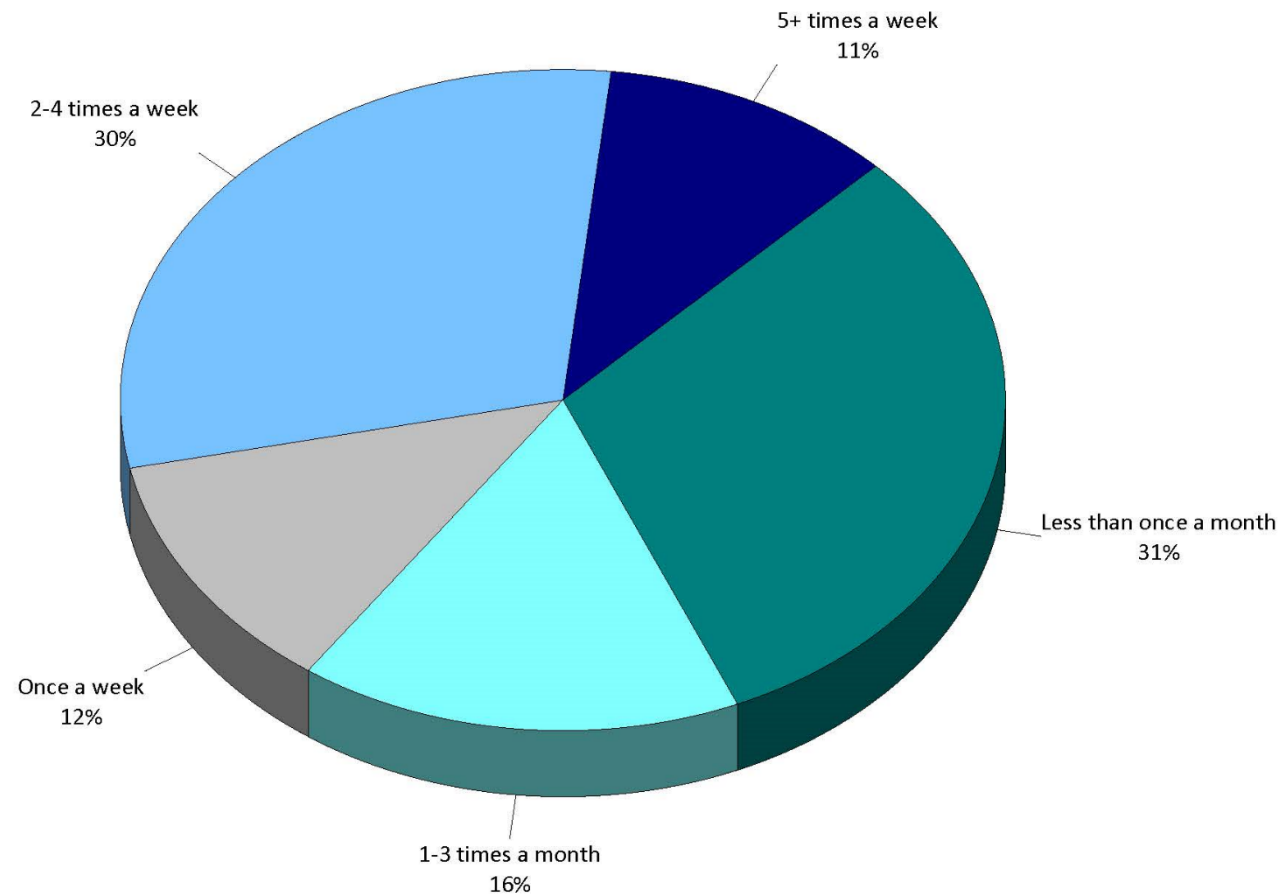
Q3. Have you/your household visited any Gurnee Park District recreation facilities during the past 12 months?

by percentage of respondents

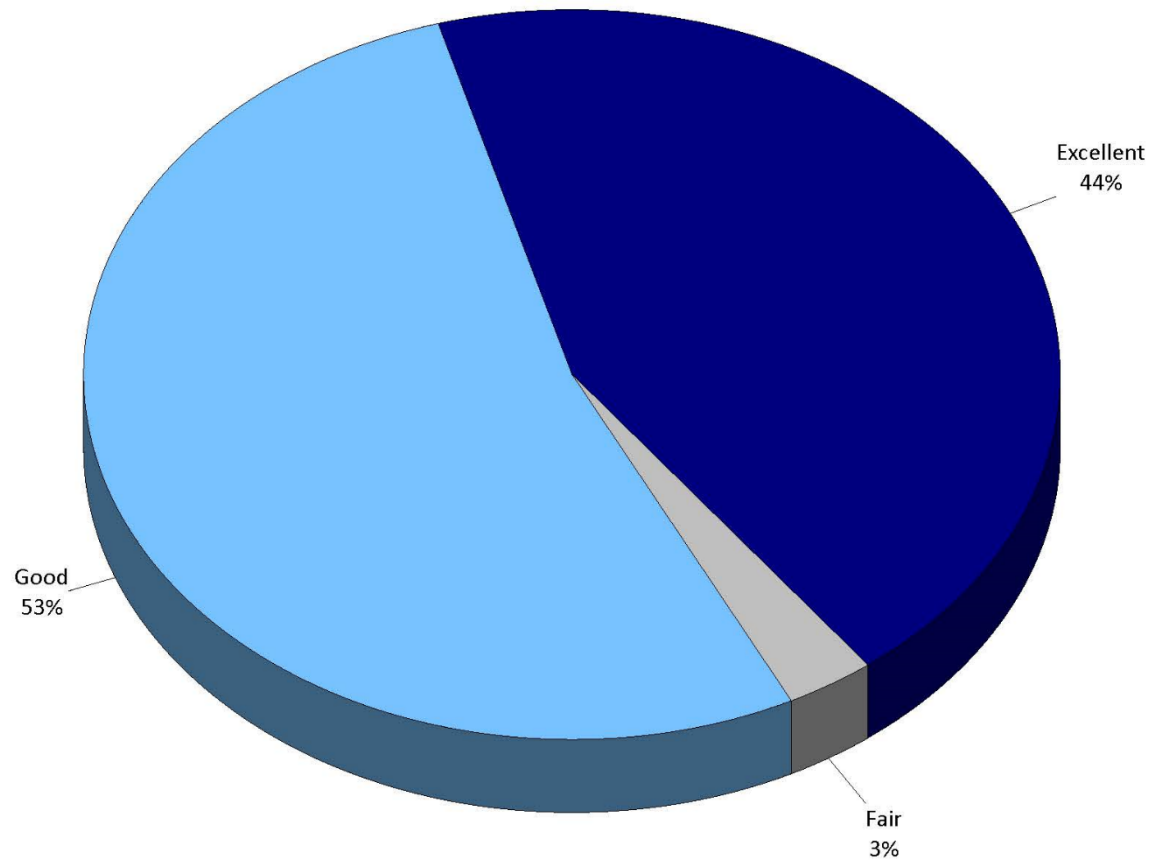


Q3a. How often have you visited Gurnee Park District recreation facilities during the past 12 months?

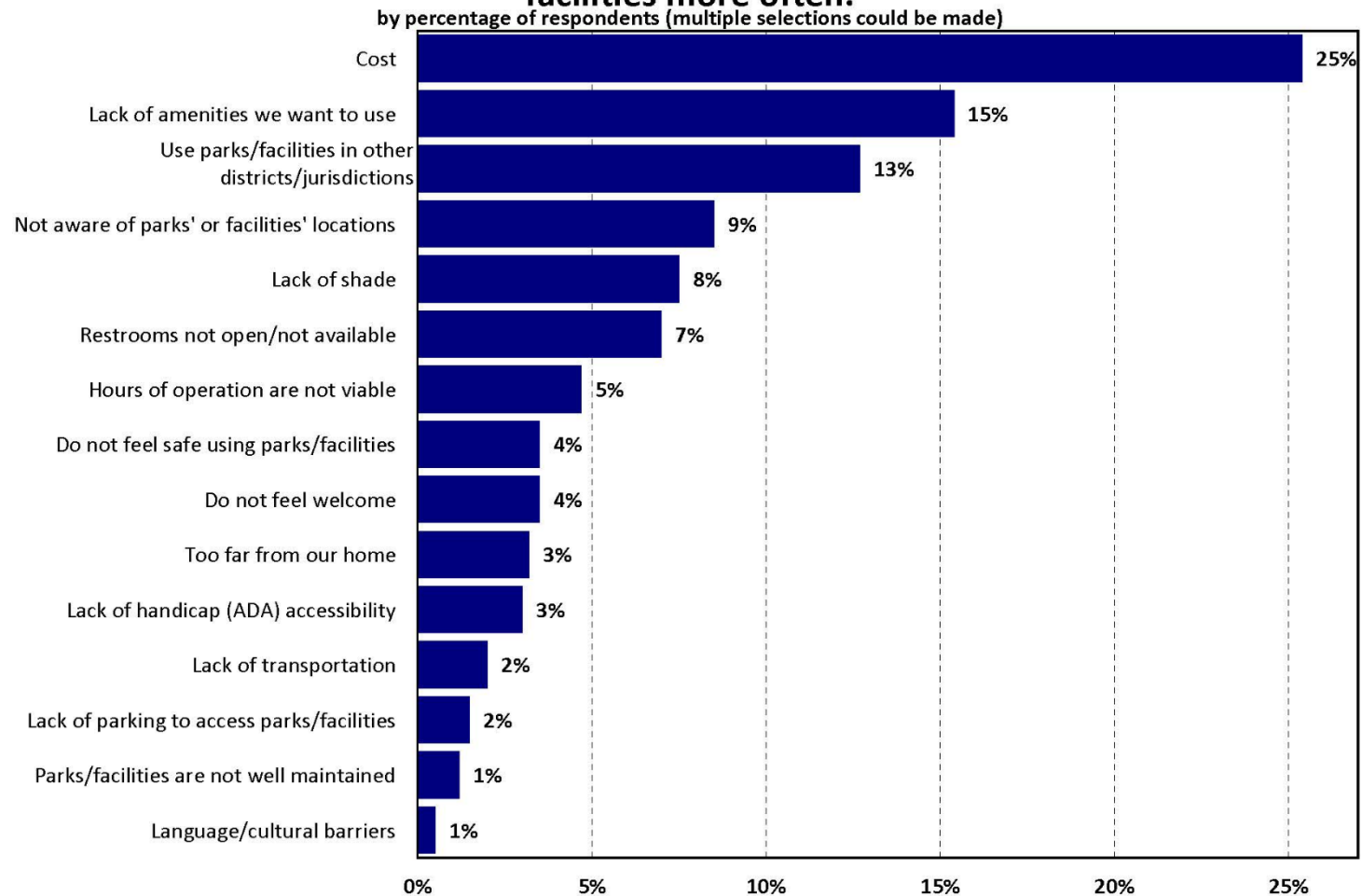
by percentage of respondents (excluding "don't know")



Q3b. Overall, how would you rate the physical condition of ALL the Gurnee Park District recreation facilities you have visited?
by percentage of respondents (excluding "not provided")



Q4. Please CHECK ALL of the following reasons that prevent you/your household from visiting Gurnee Park District parks, community centers, or fitness/aquatics facilities more often.

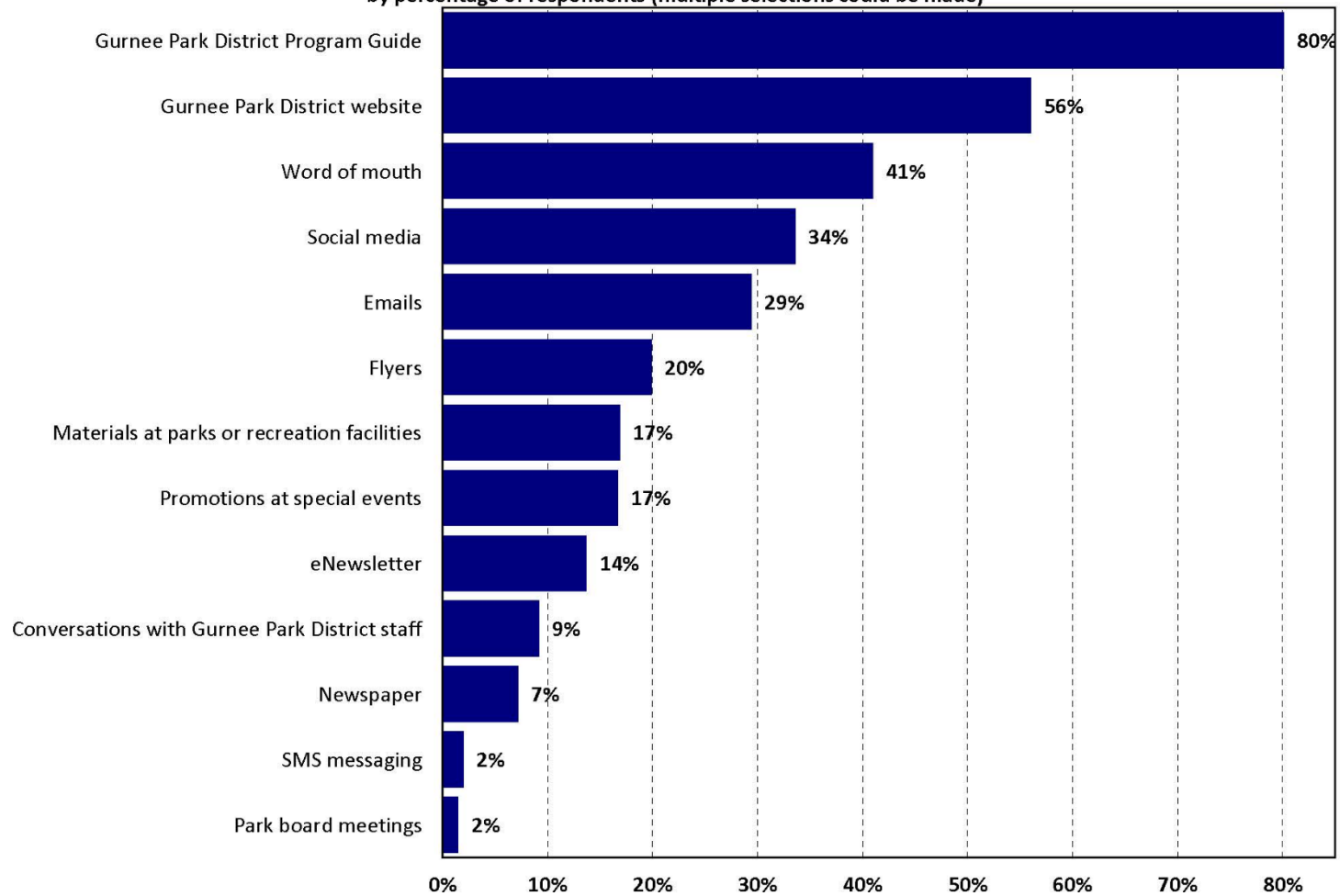


ETC Institute (2023)

Q5. From the following list, please CHECK ALL the ways you learn about Gurnee Park

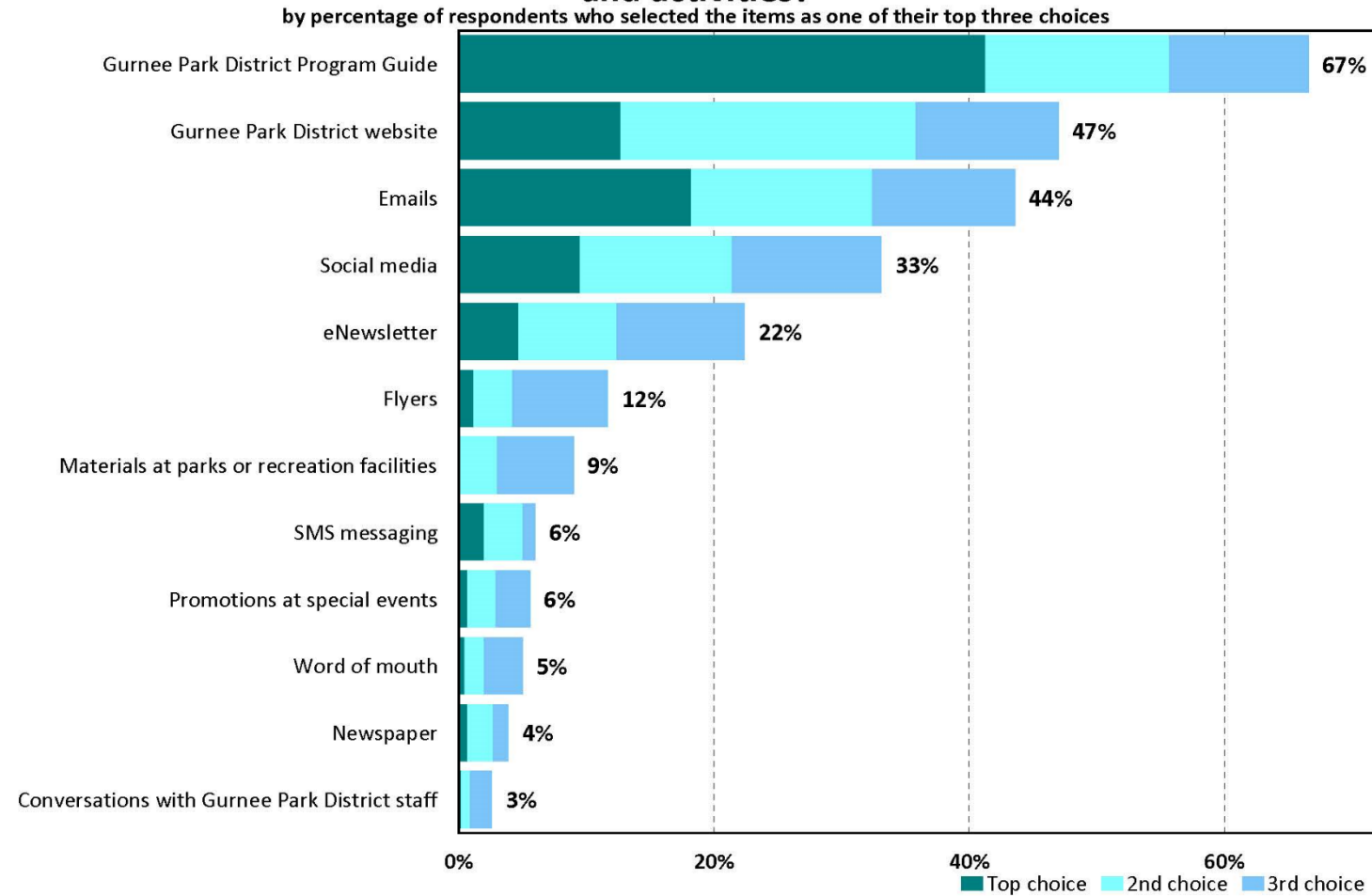
District programs and activities.

by percentage of respondents (multiple selections could be made)



ETC Institute (2023)

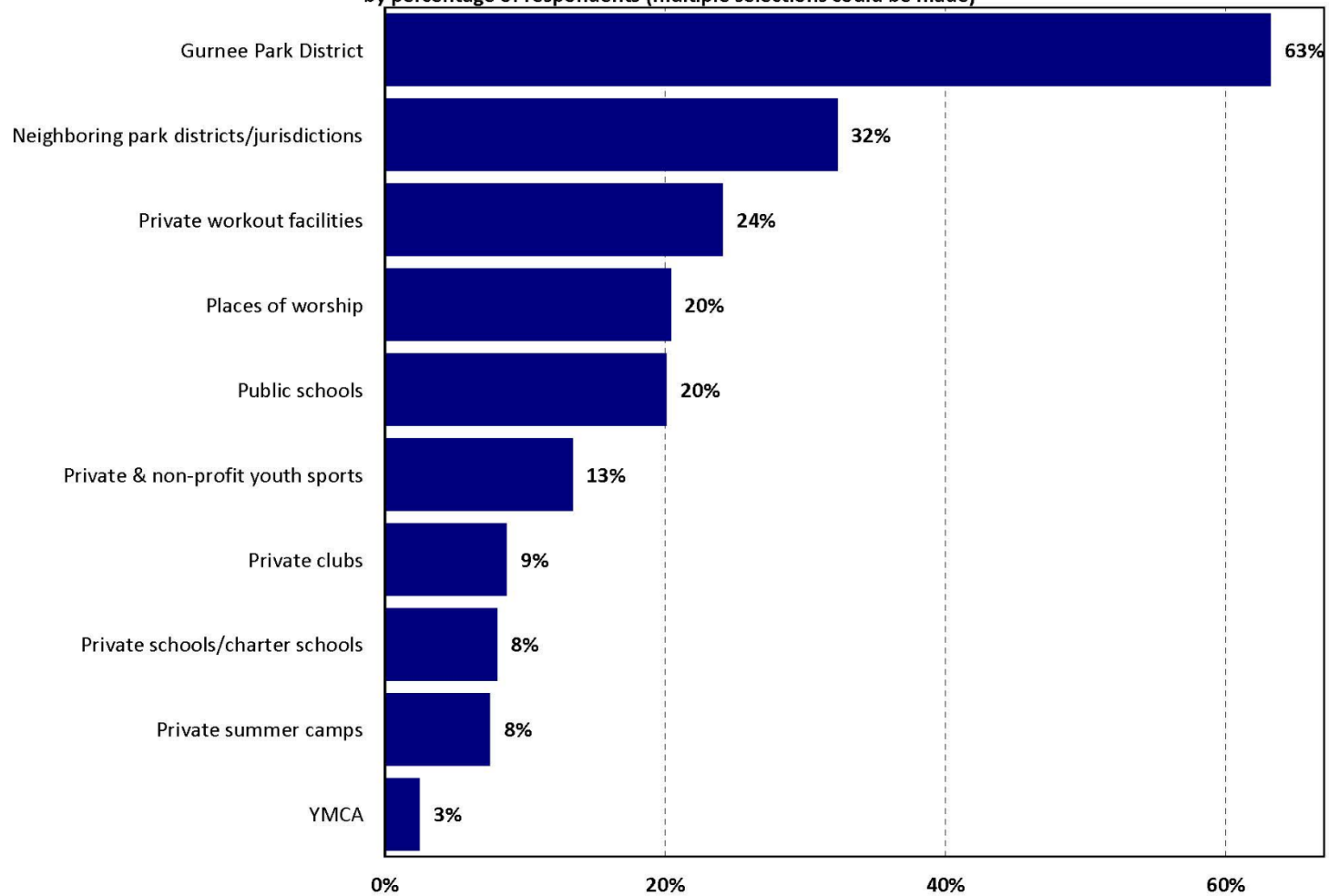
Q6. From the list in Question 5, which THREE methods of communication would you MOST PREFER the Gurnee Park District use to communicate with you about programs and activities?



ETC Institute (2023)

Q7. From the following list, please CHECK ALL of the organizations that you/your household have used for recreational activities during the last 12 months.

by percentage of respondents (multiple selections could be made)

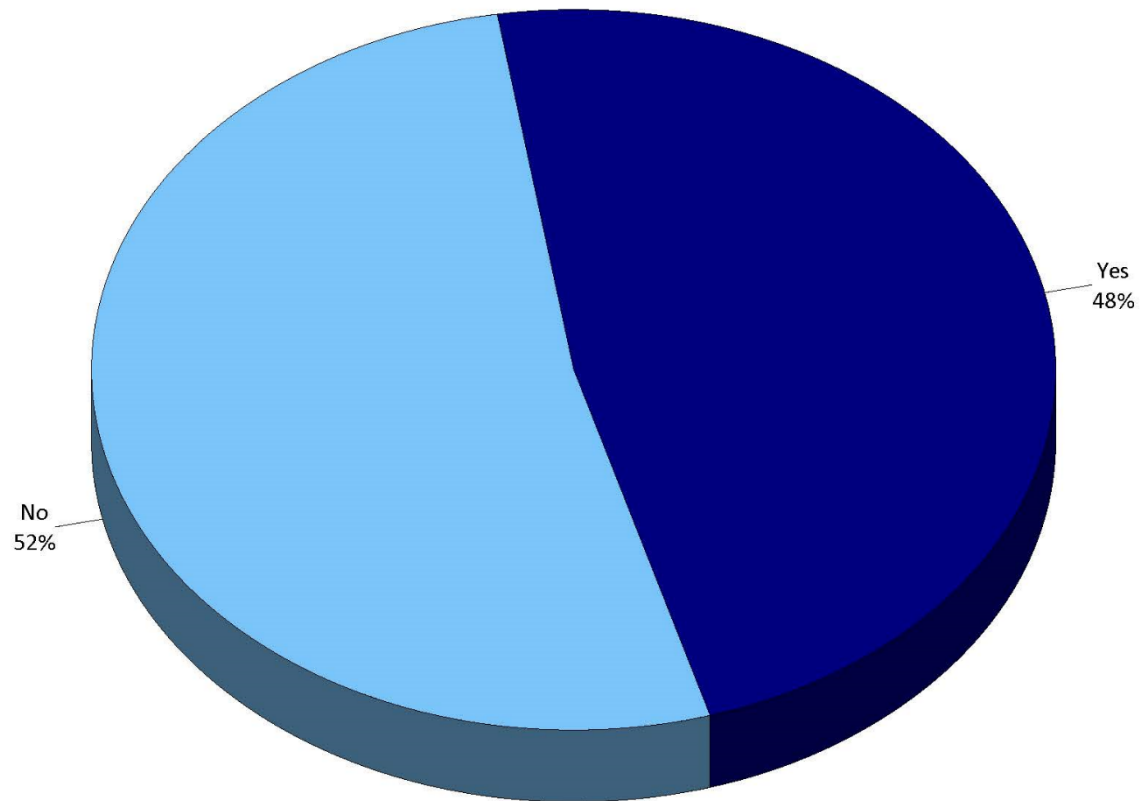


ETC Institute (2023)

Gurnee Park District, IL 2023 Survey

Q8. Has your household participated in any programs or events offered by the Gurnee Park District during the past 12 months?

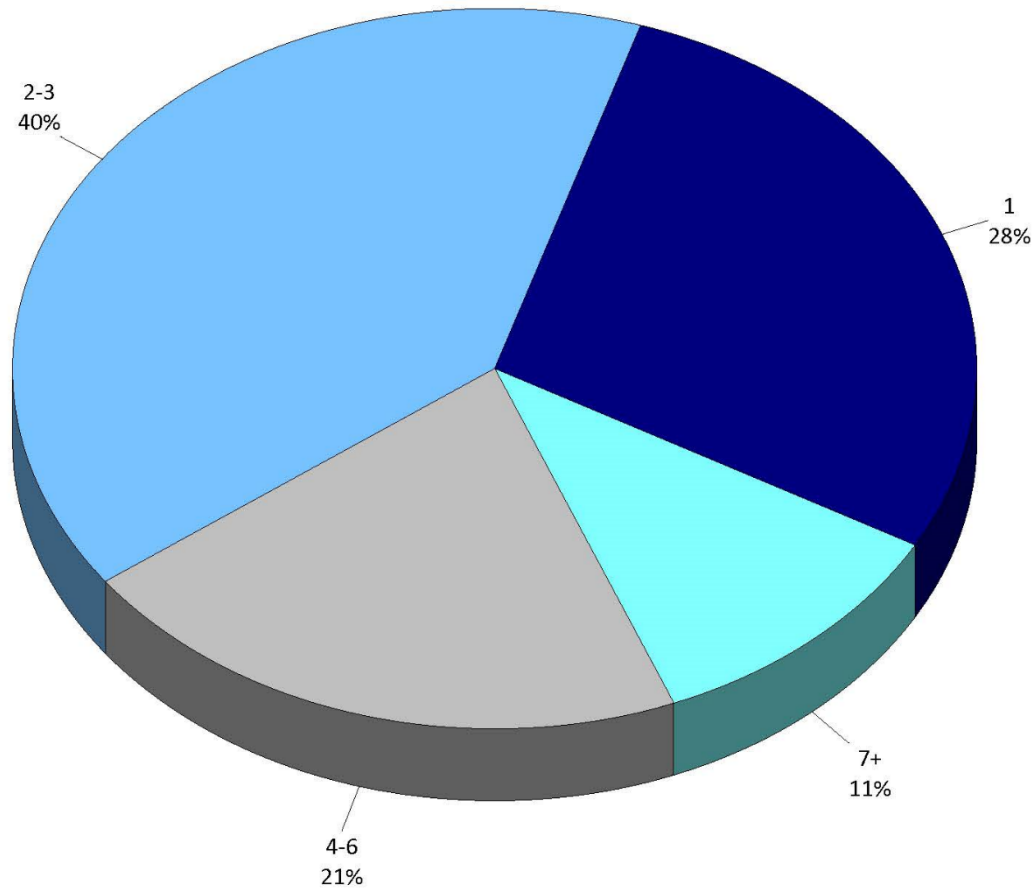
by percentage of respondents



ETC Institute (2023)

Q8a. How many programs or events offered by the Gurnee Park District have you/your household participated in during the past 12 months?

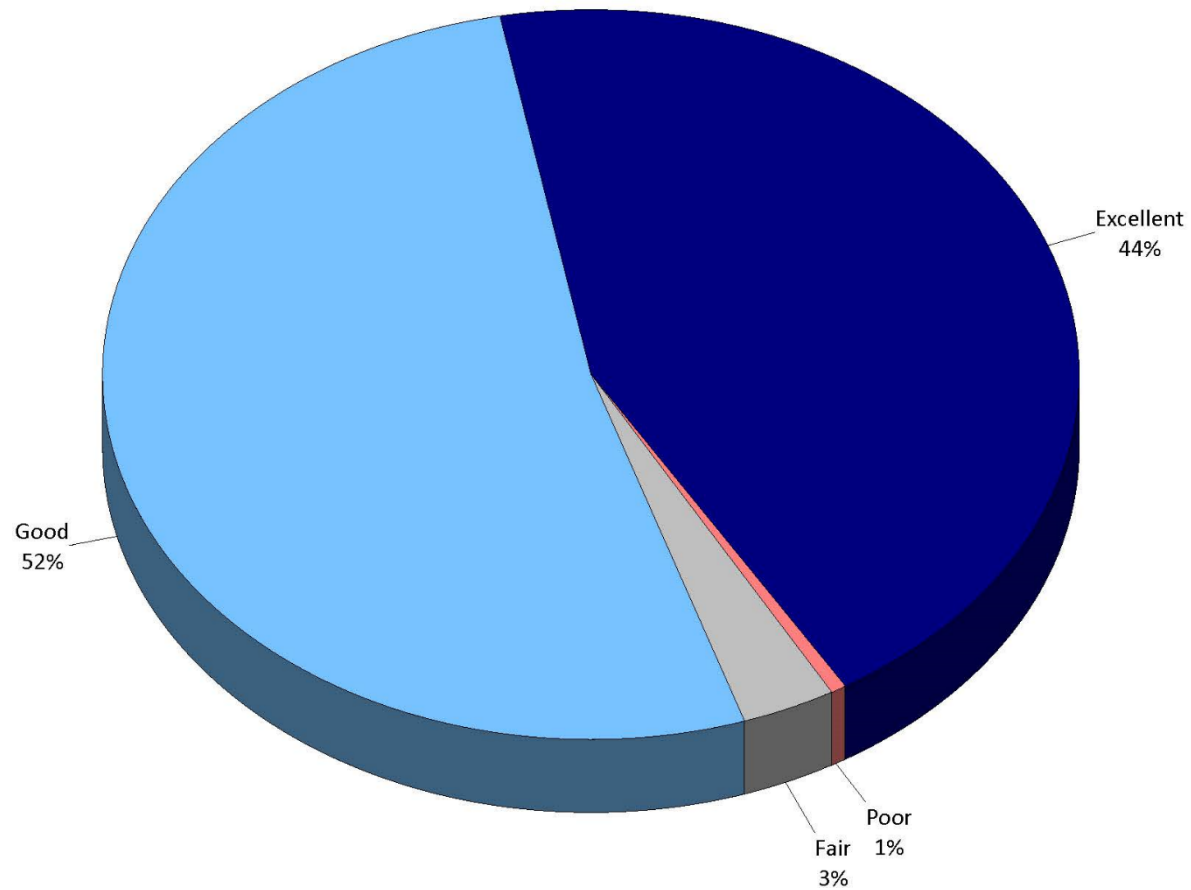
by percentage of respondents (excluding "not provided")



ETC Institute (2023)

Gurnee Park District, IL 2023 Survey

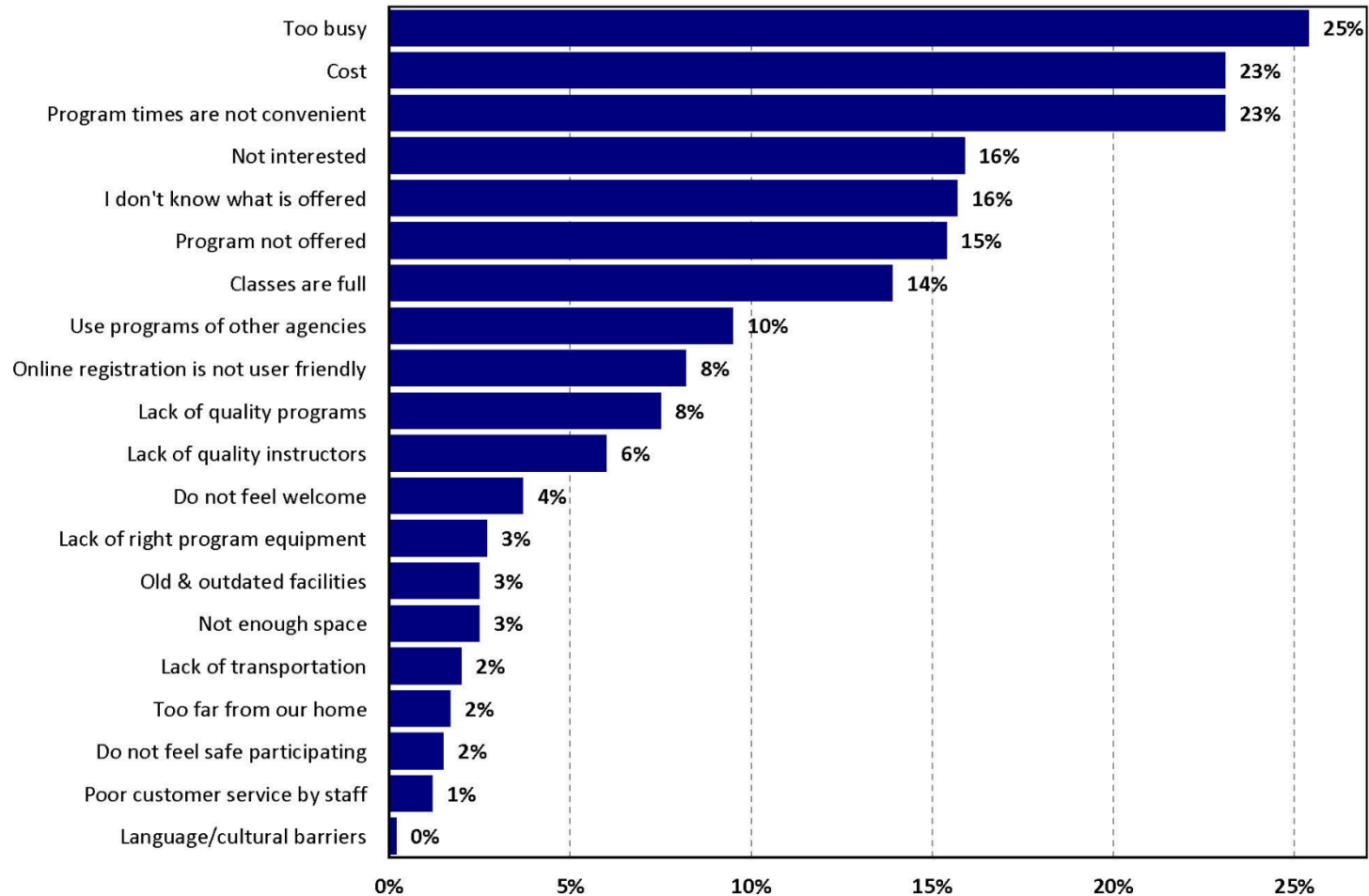
Q8b. How would you rate the overall quality of the Gurnee Park District programs or events in which your household has participated?
by percentage of respondents (excluding "not provided")



ETC Institute (2023)

Q9. Please CHECK ALL of the following reasons that prevent you/your household from participating in Gurnee Park District programs more often.

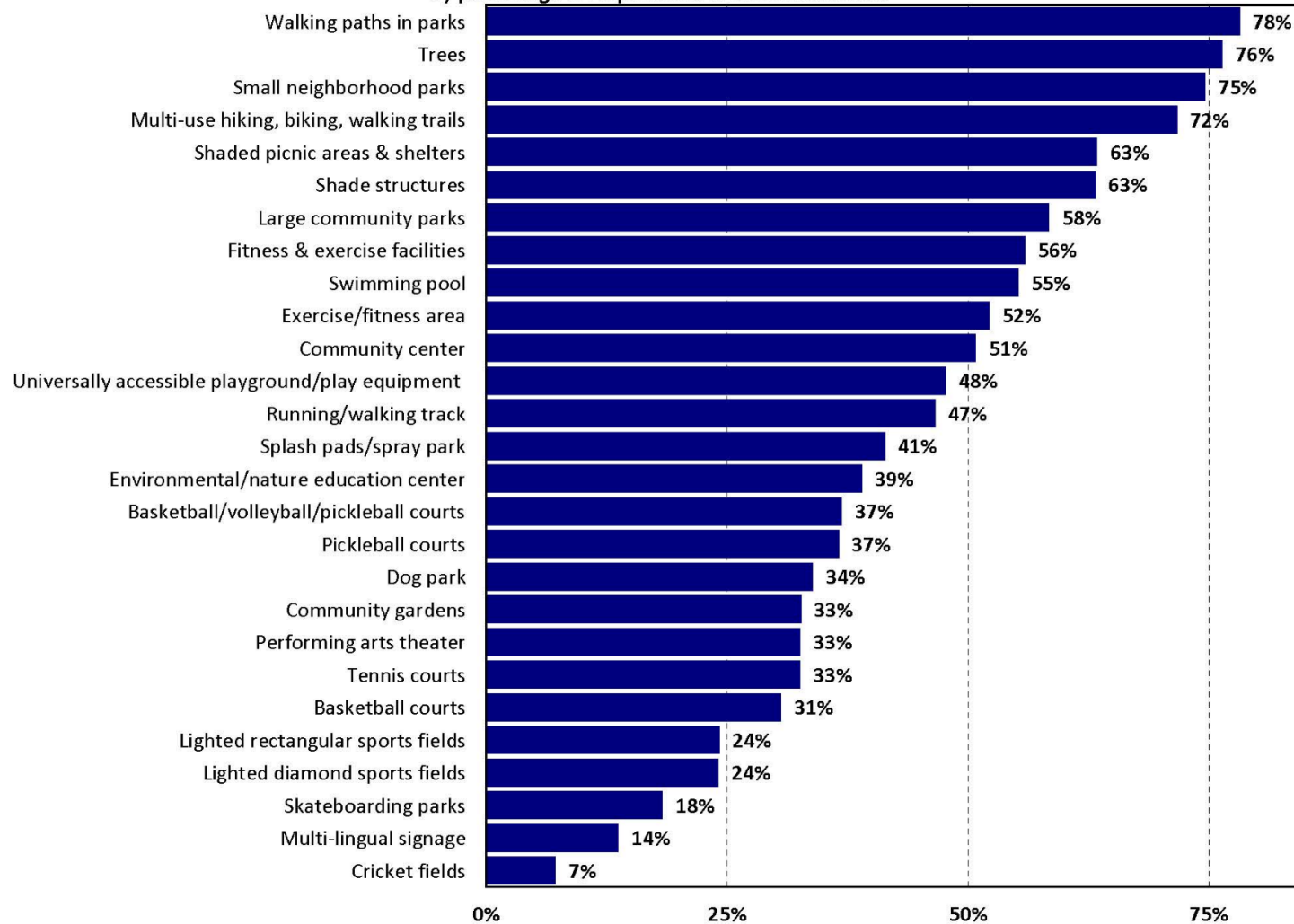
by percentage of respondents (multiple selections could be made)



ETC Institute (2023)

Q10. Need for Recreation Facilities/Amenities.

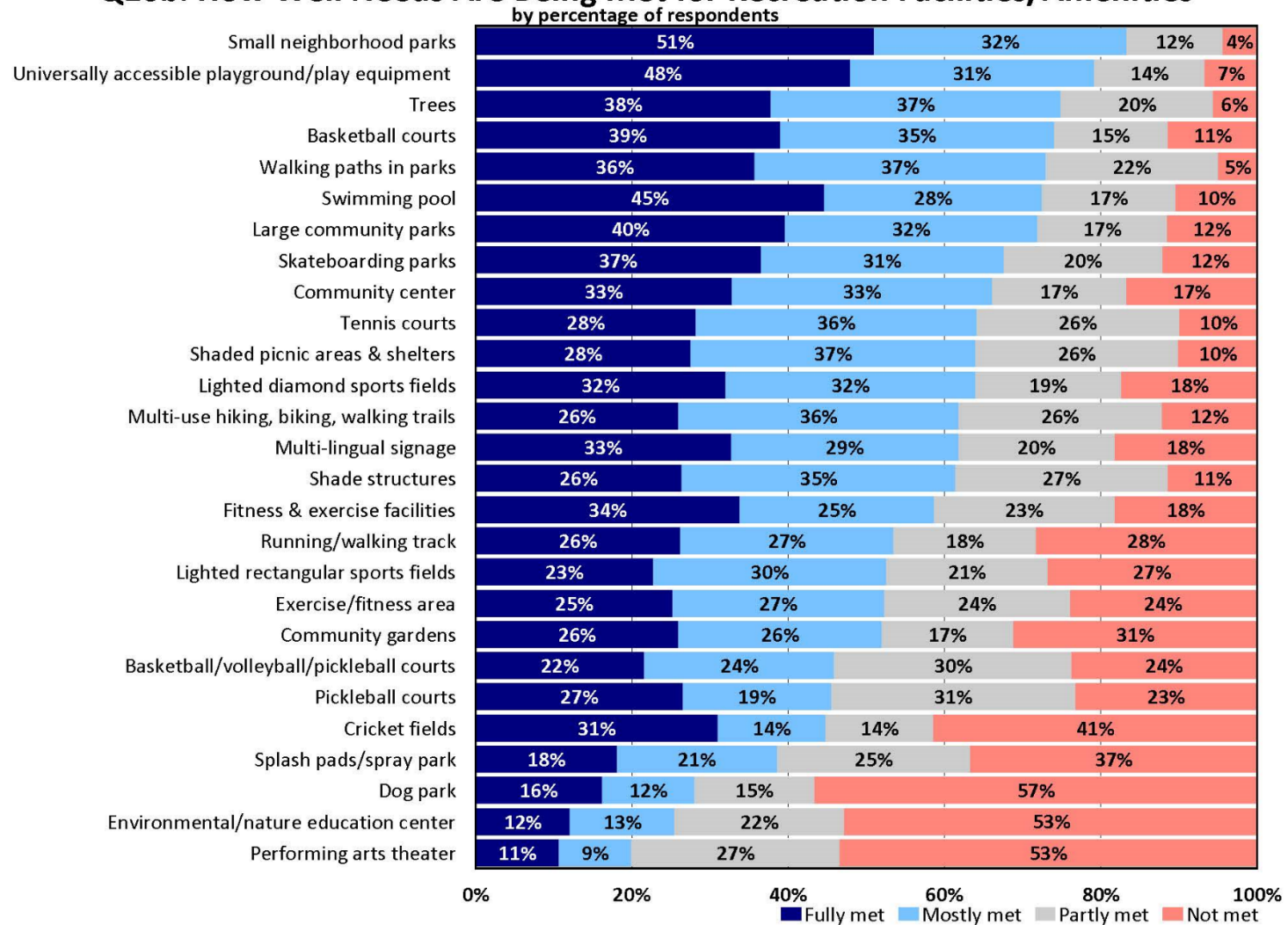
by percentage of respondents who indicated need



COMPREHENSIVE STRATEGIC AND MASTER PLAN

Gurnee Park District, IL 2023 Survey

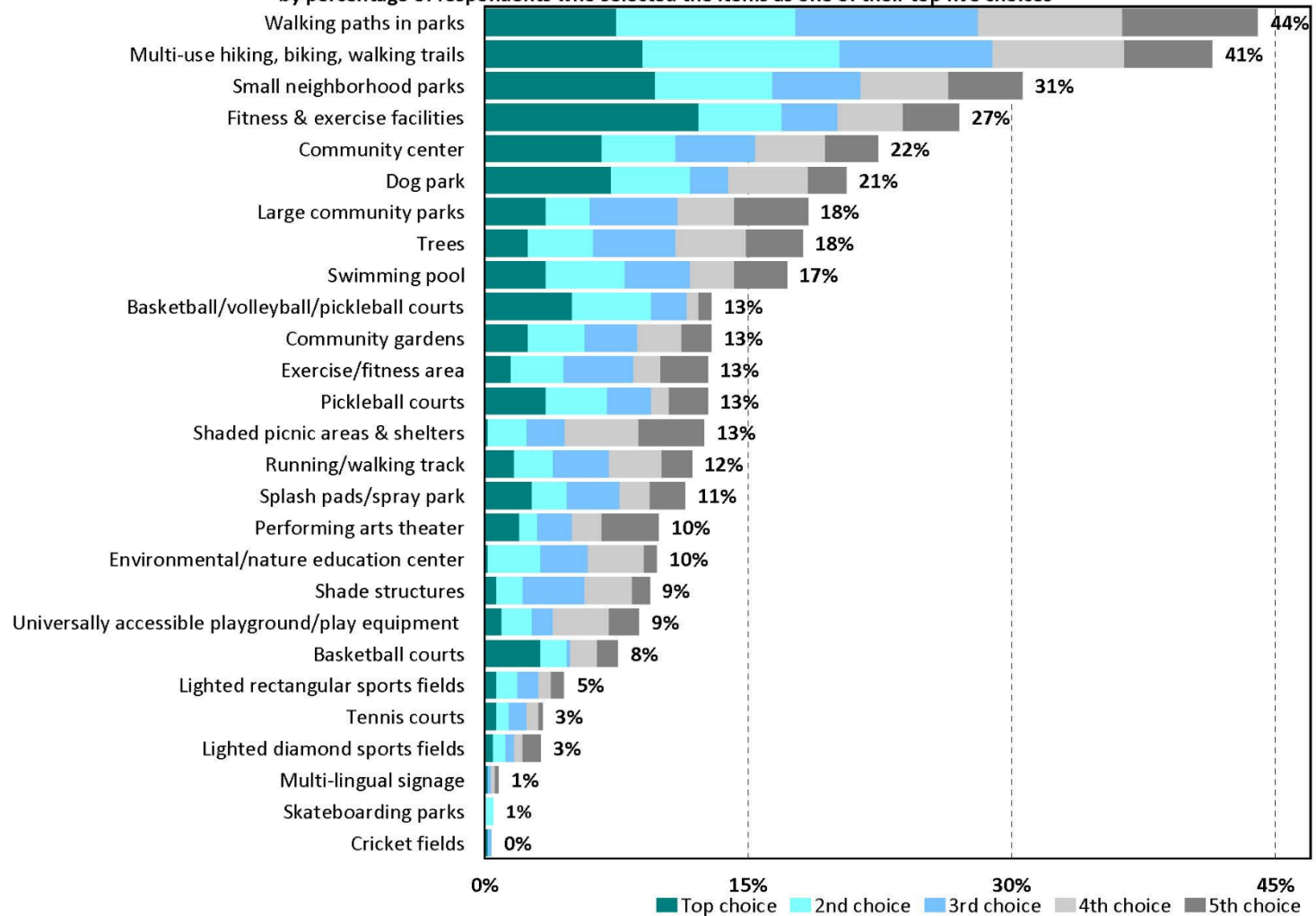
Q10b. How Well Needs Are Being Met for Recreation Facilities/Amenities



ETC Institute (2023)

Q11. Facilities/Amenities Most Important to Households.

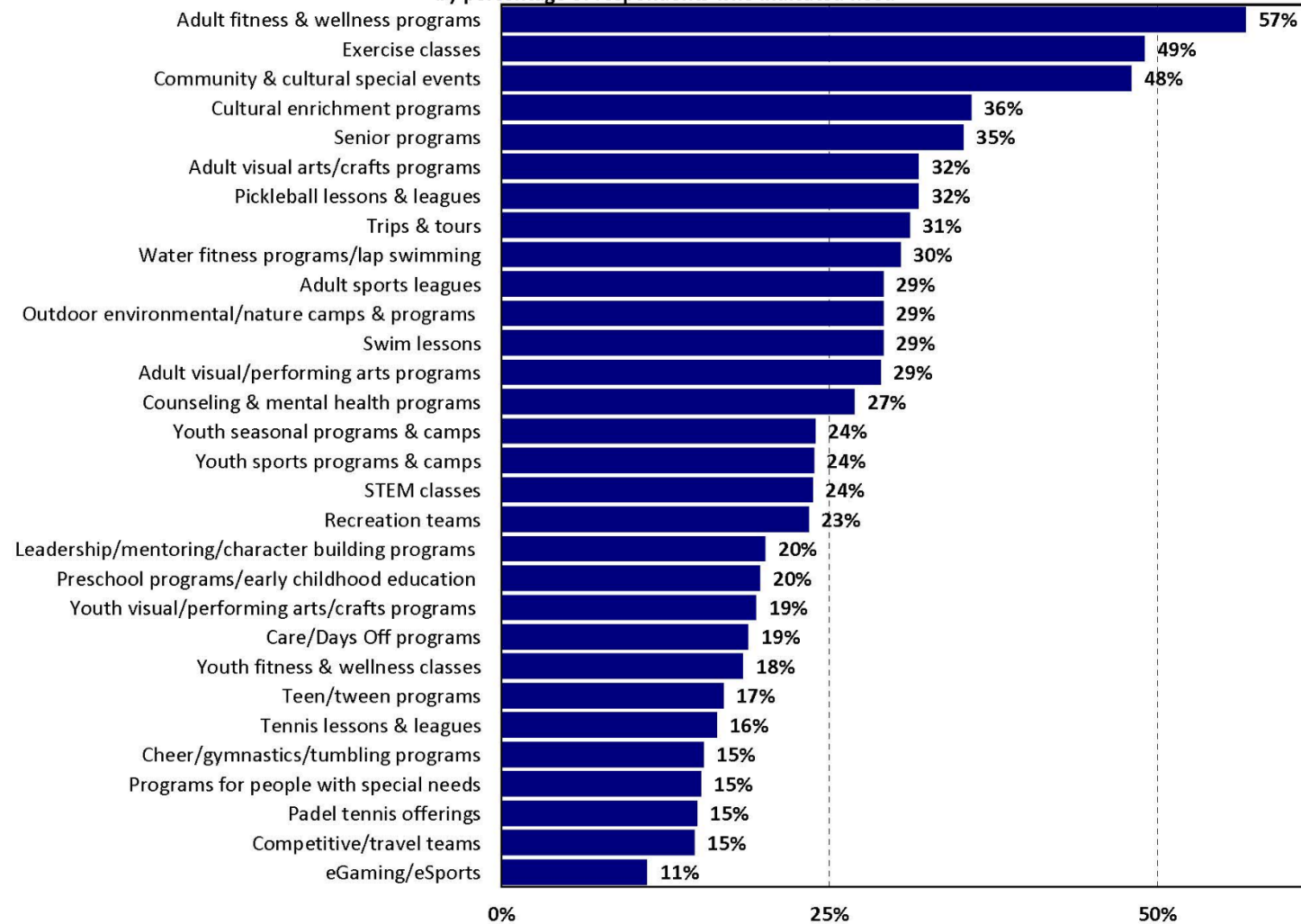
by percentage of respondents who selected the items as one of their top five choices



ETC Institute (2023)

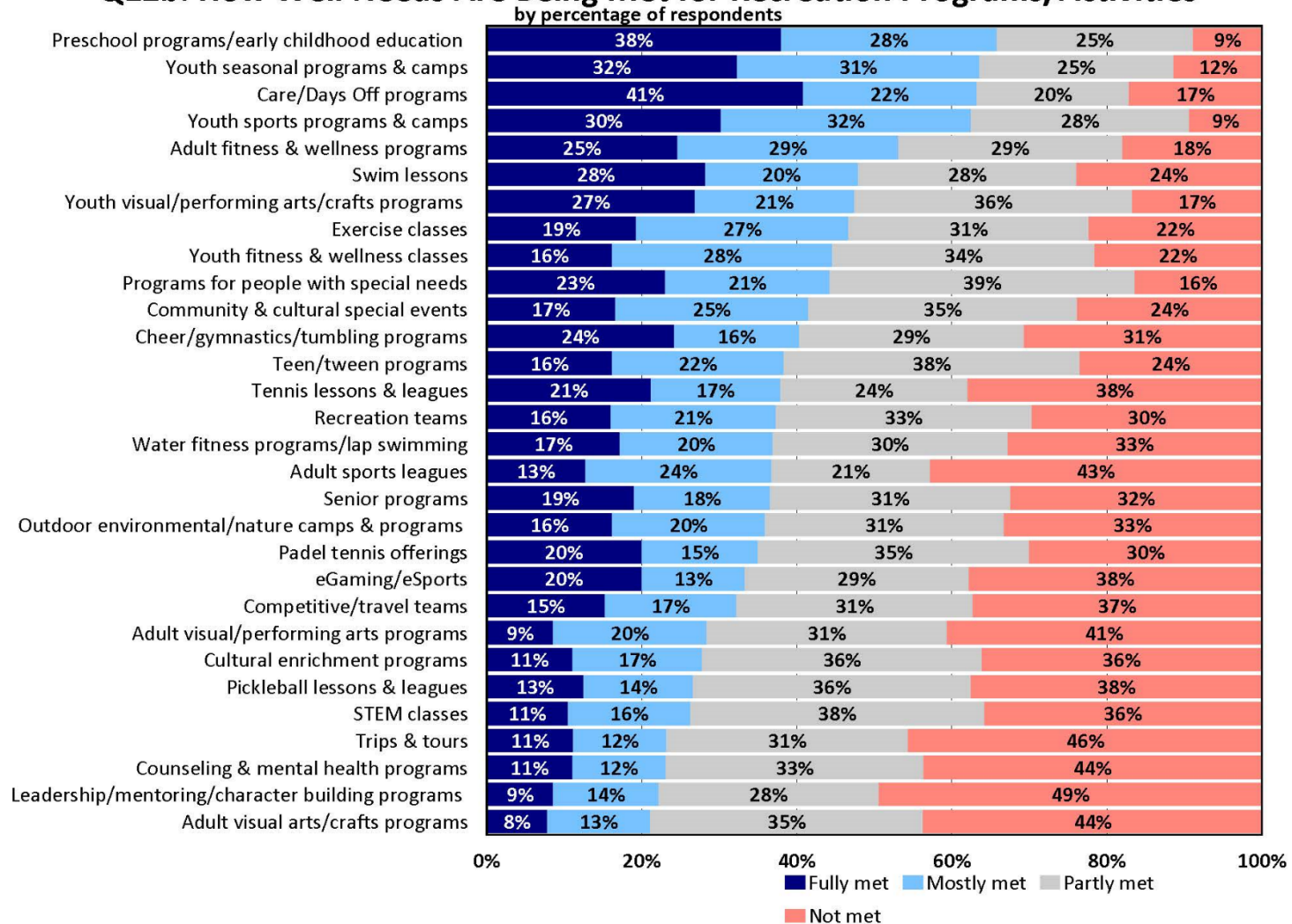
Q12. Need for Recreation Programs/Activities.

by percentage of respondents who indicated need



ETC Institute (2023)

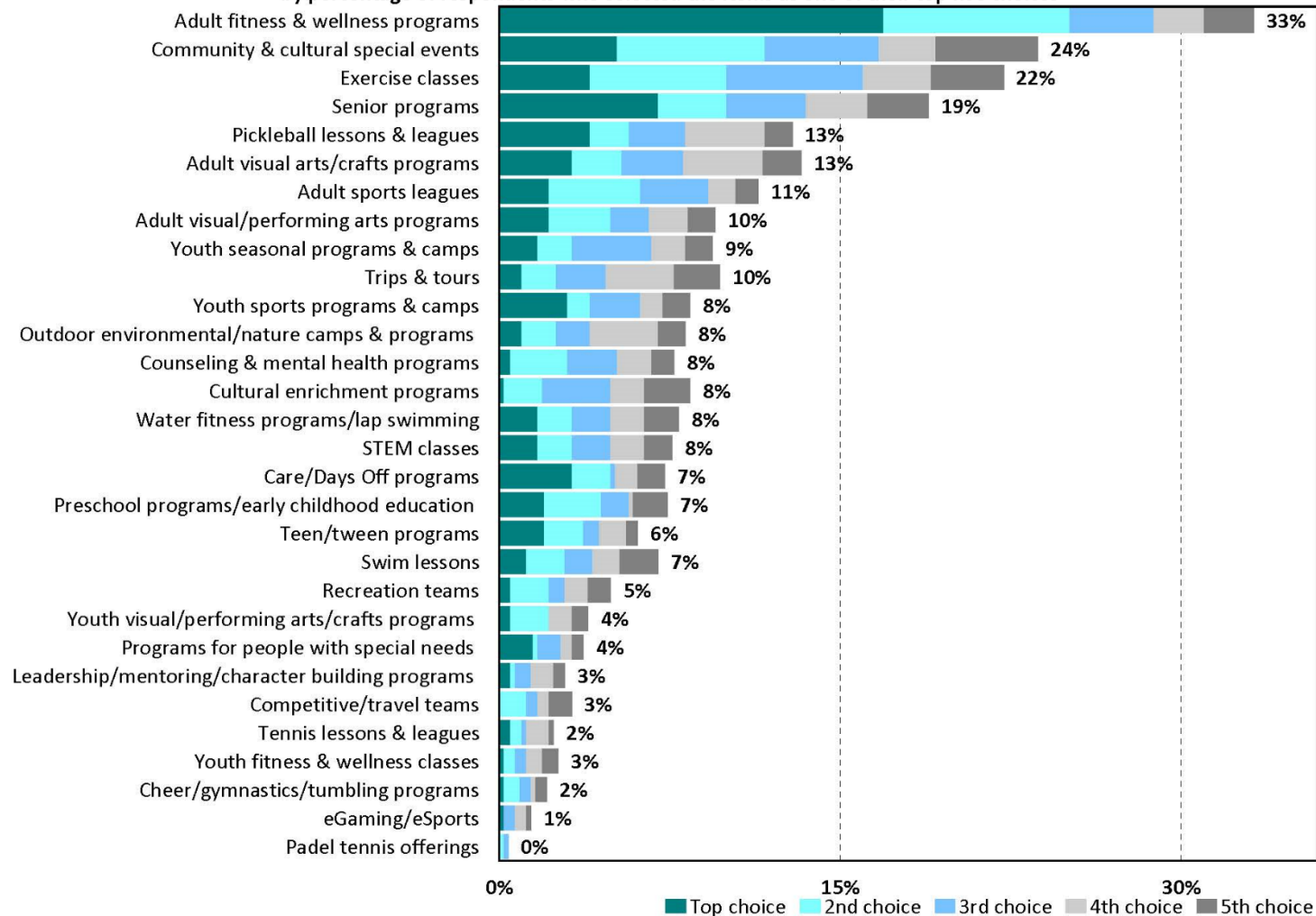
Q12b. How Well Needs Are Being Met for Recreation Programs/Activities



ETC Institute (2023)

Q13. Programs/Activities Most Important to Households.

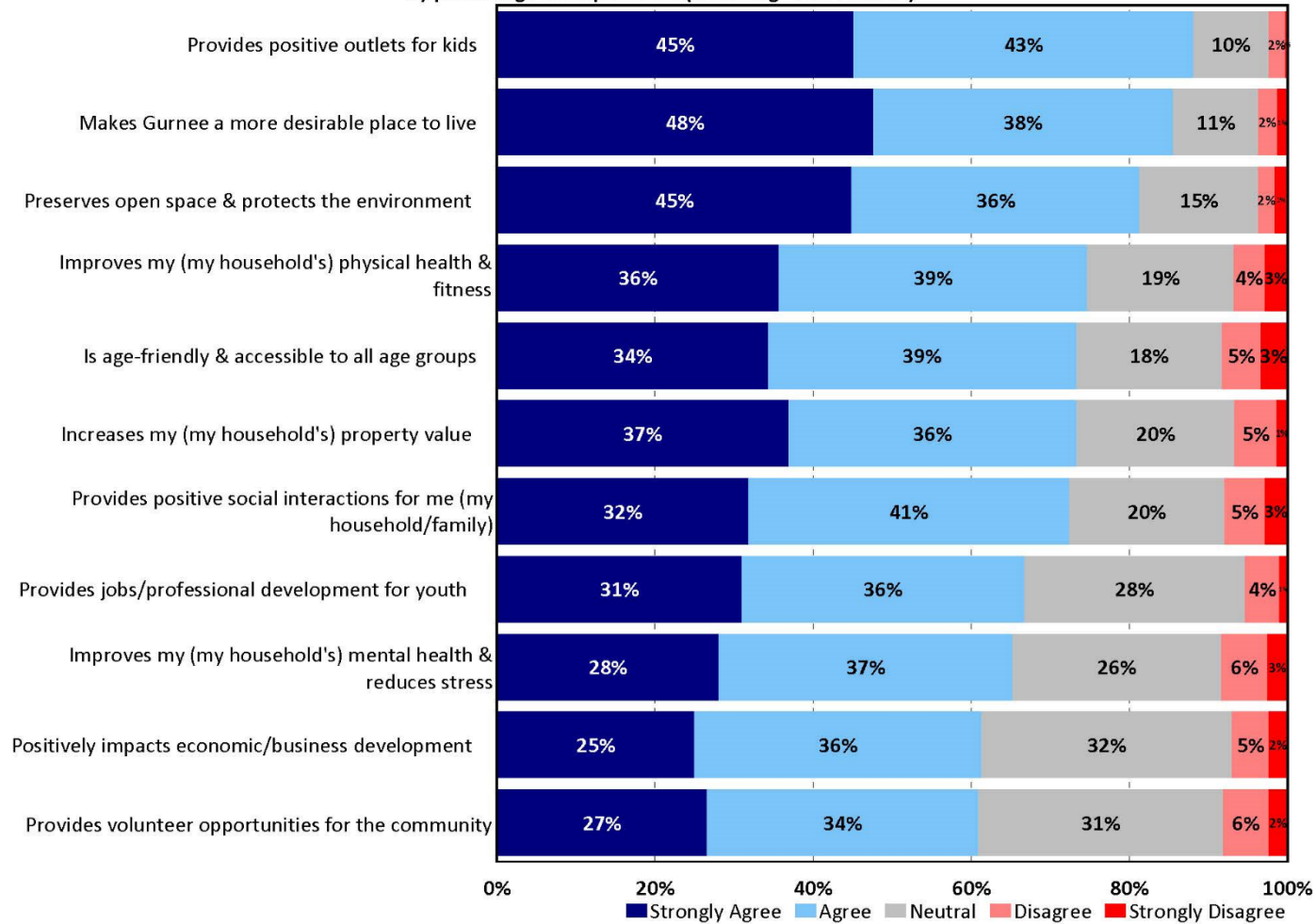
by percentage of respondents who selected the items as one of their top five choices



ETC Institute (2023)

Q14. Please indicate your level of agreement with the following statements.

by percentage of respondents (excluding "don't know")

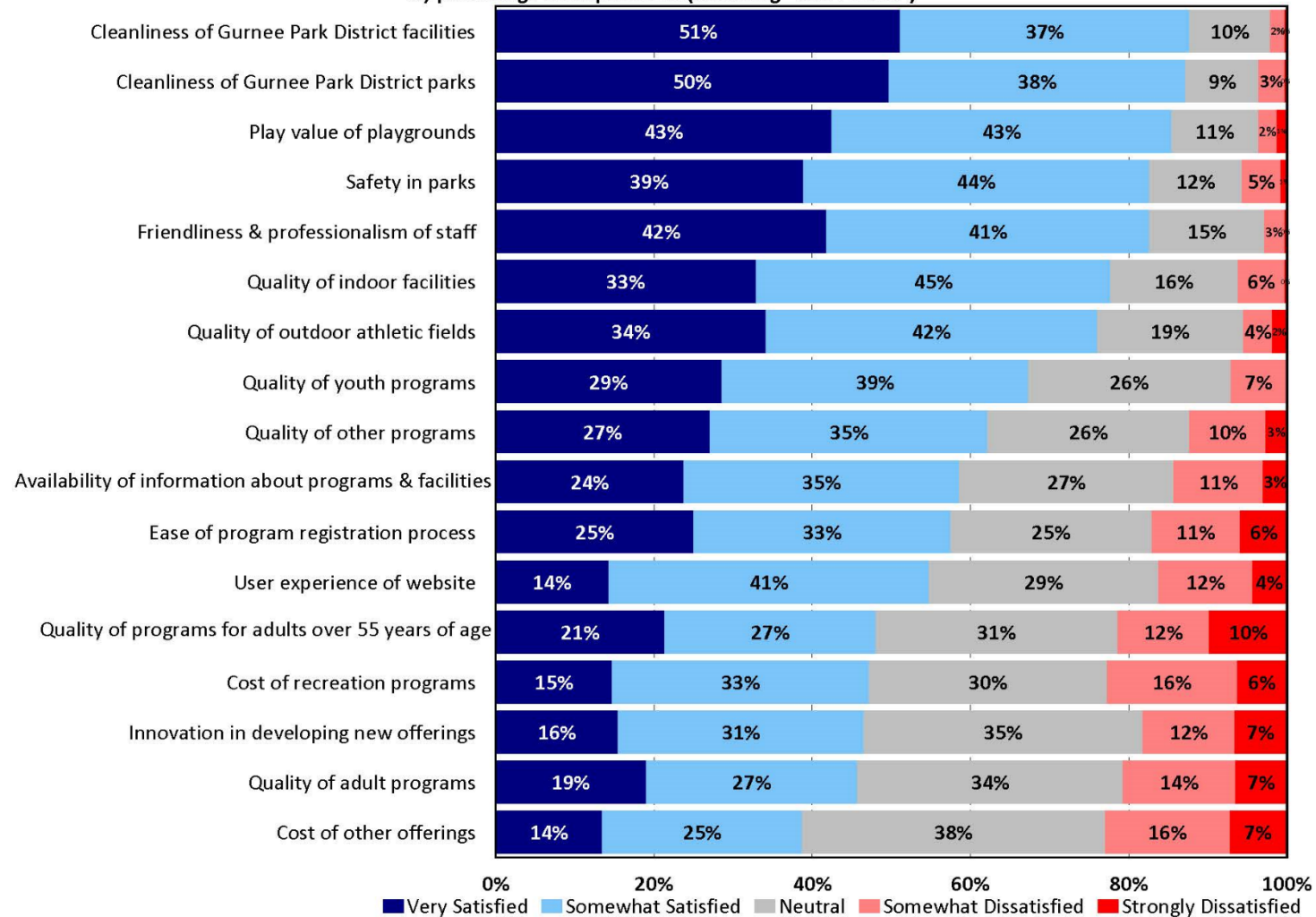


ETC Institute (2023)

COMPREHENSIVE STRATEGIC AND MASTER PLAN

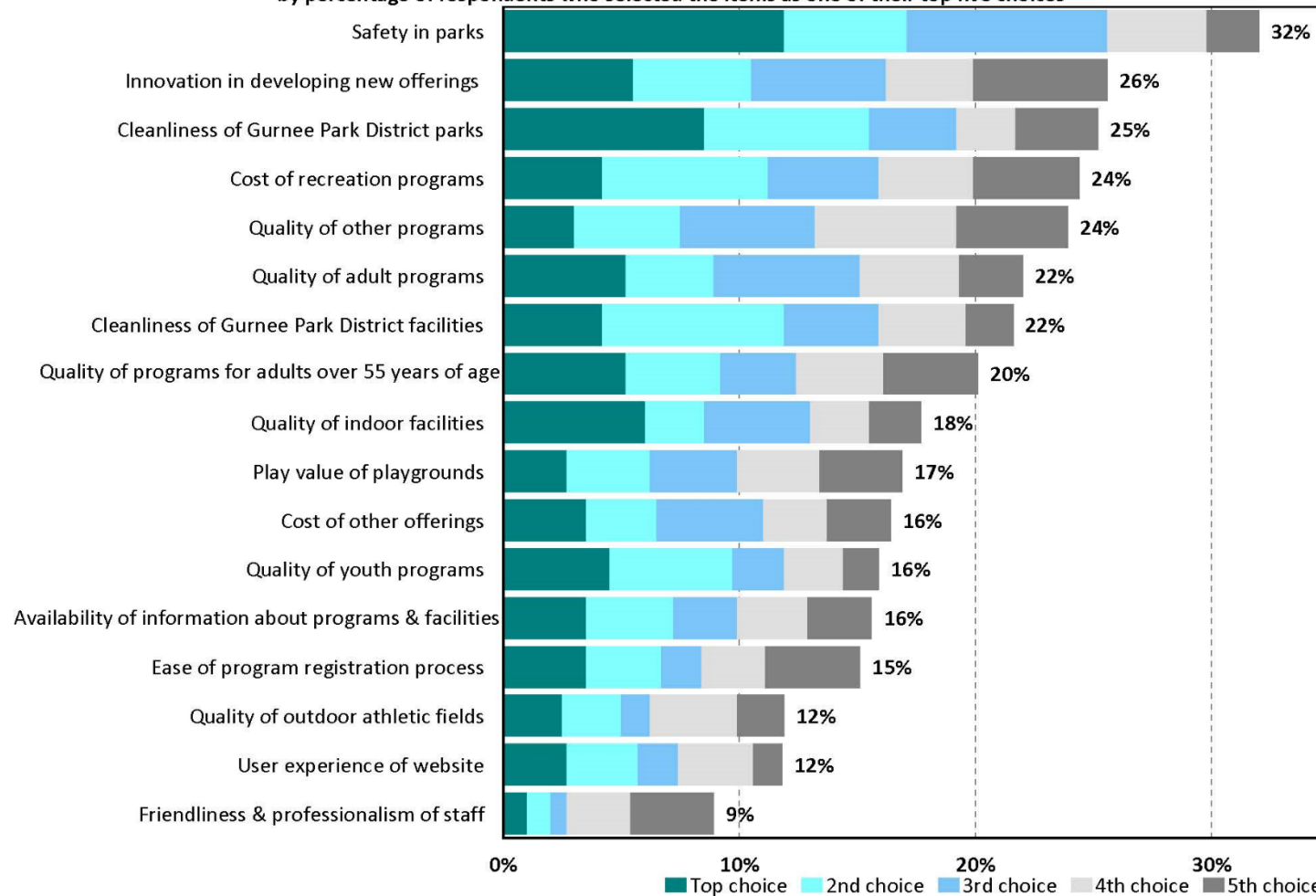
Gurnee Park District, IL 2023 Survey

Q15. Please rate your satisfaction with the following parks and recreation services. by percentage of respondents (excluding "don't know")



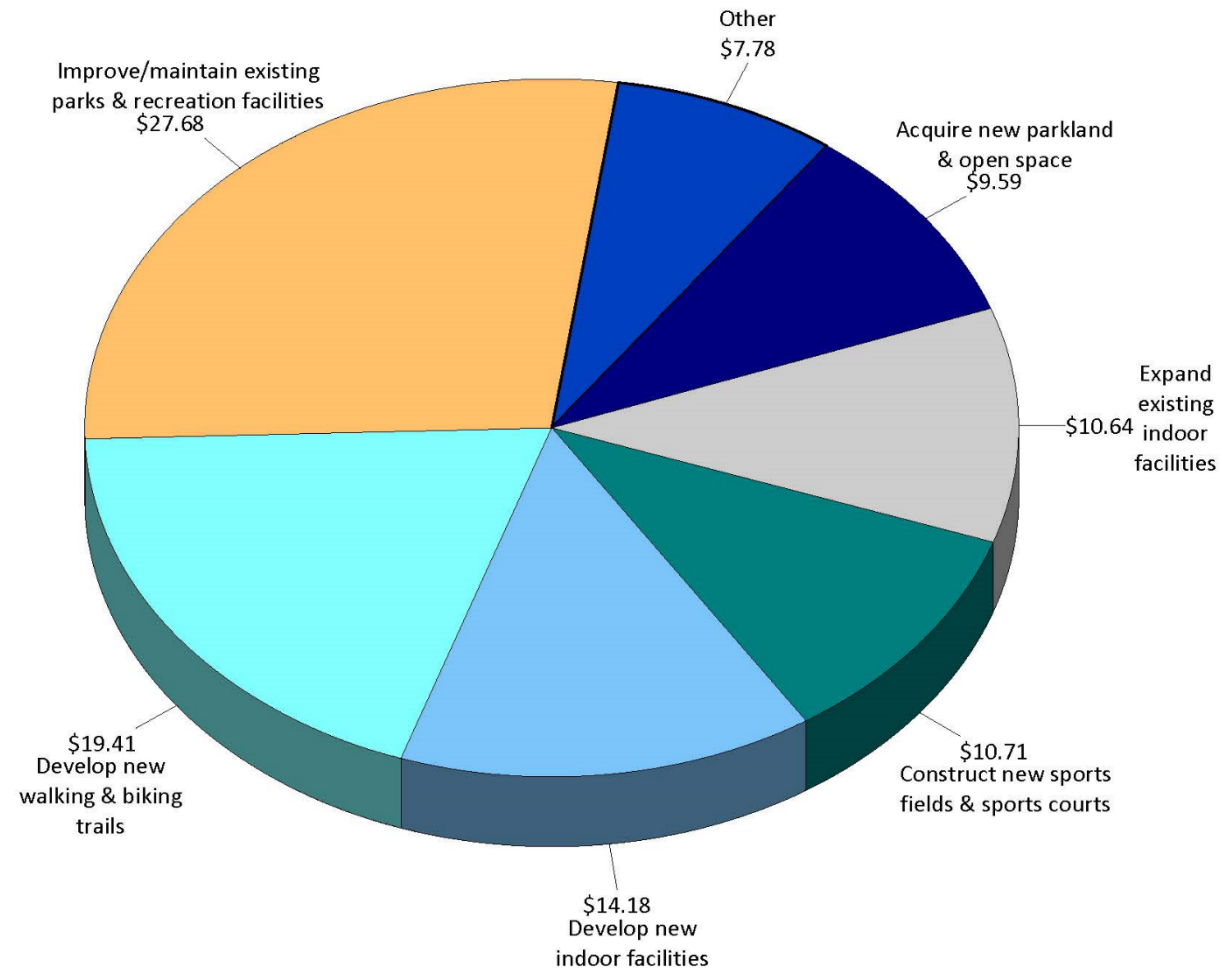
ETC Institute (2023)

Q16. Which FIVE services listed in Question 15 do you think should receive the MOST ATTENTION from the Gurnee Park District over the next THREE years?
by percentage of respondents who selected the items as one of their top five choices



ETC Institute (2023)

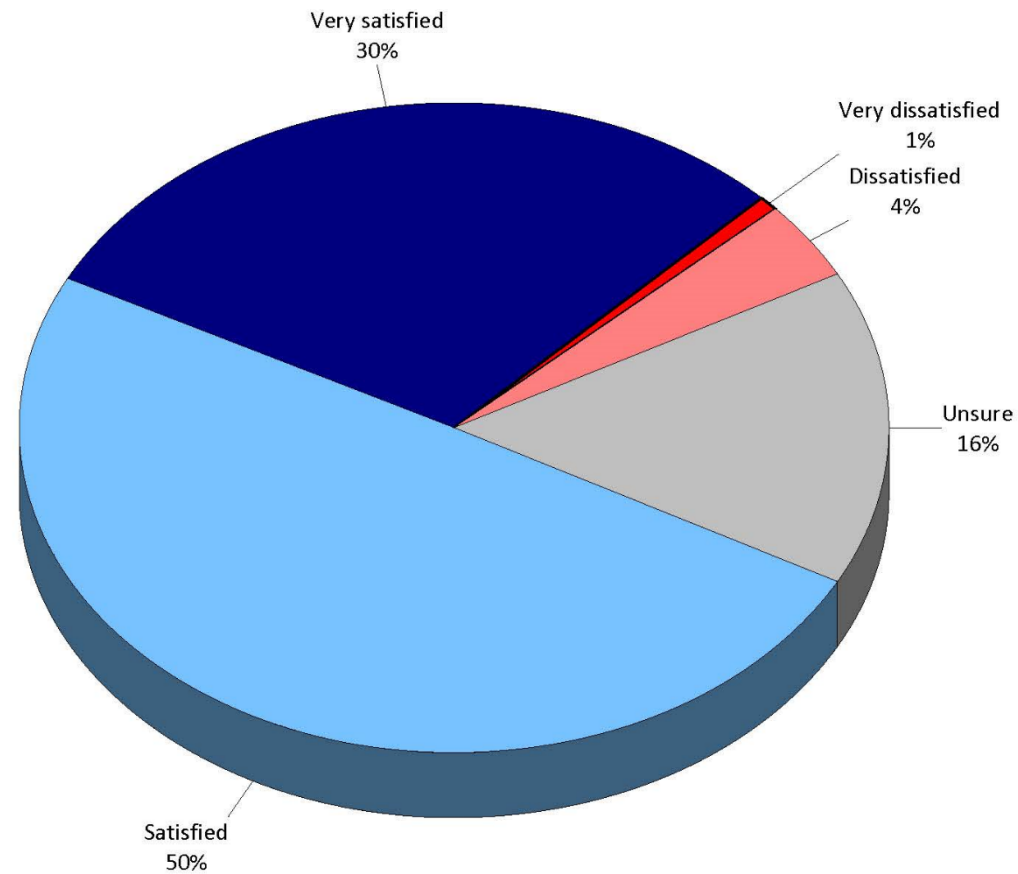
Q17. If you had \$100, how would you allocate the funds among the parks and recreation categories listed below?
by percentage of respondents



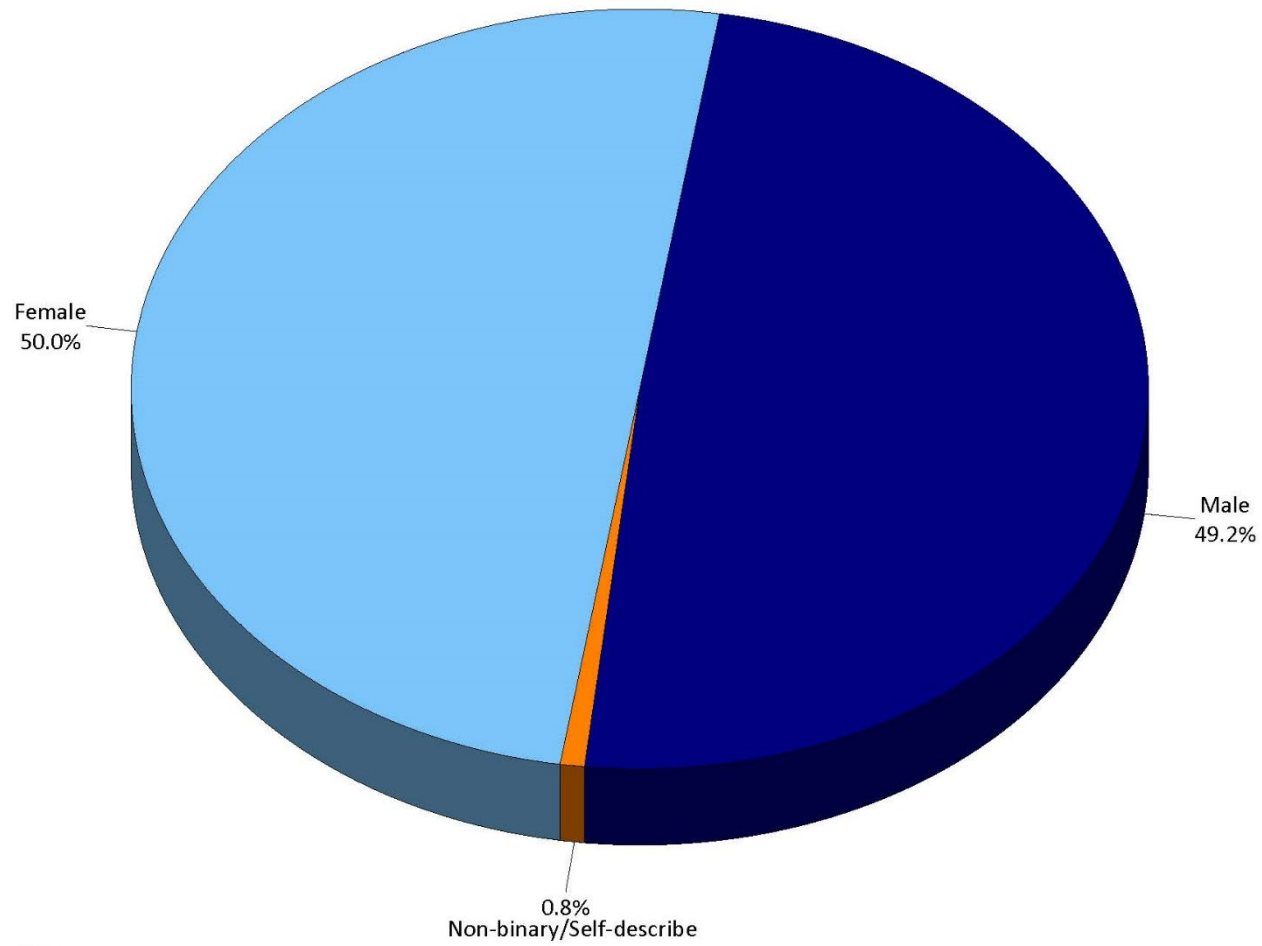
ETC Institute (2023)

Q18. Please rate your satisfaction with the overall value you receive from the Gurnee Park District?

by percentage of respondents (excluding "not provided")



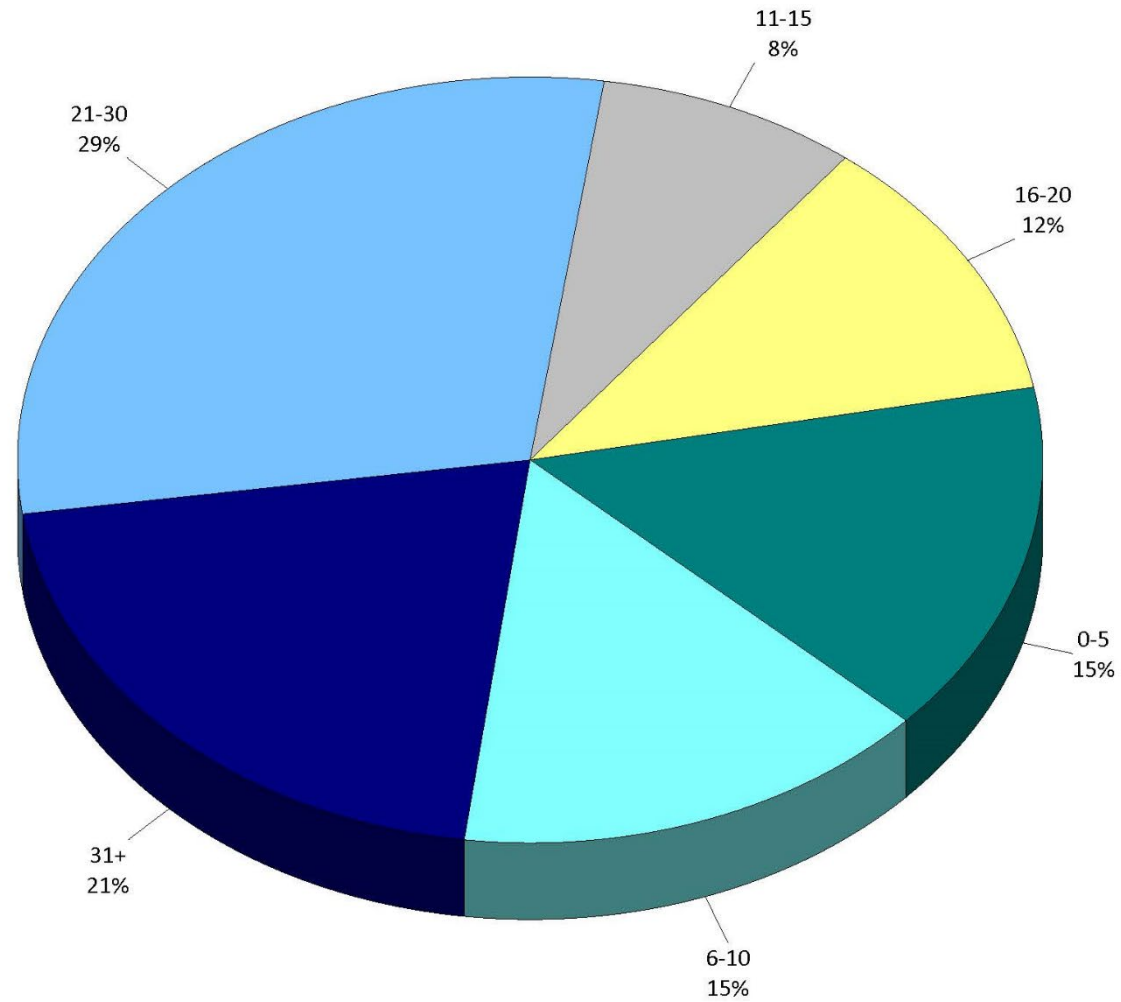
Q19. Your gender identity:
by percentage of respondents (excluding "prefer not to disclose")



ETC Institute (2023)

Gurnee Park District, IL 2023 Survey

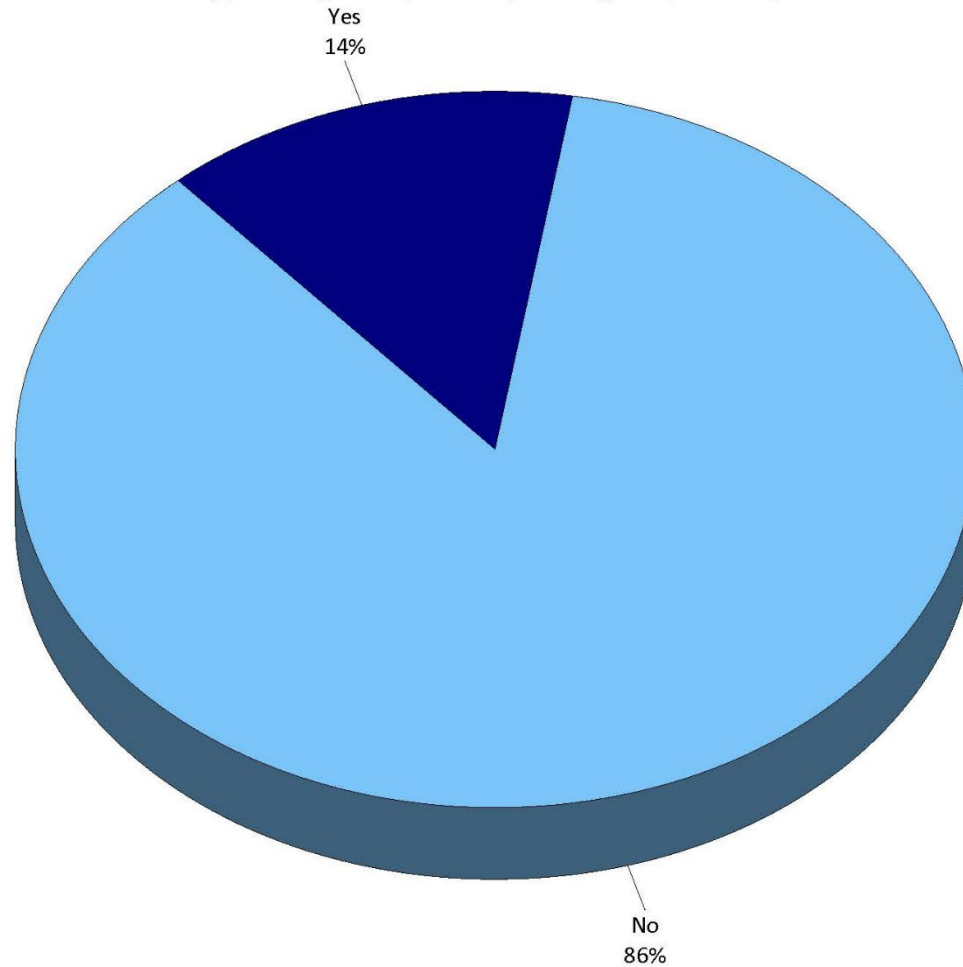
Q20. How many years have you lived in the Gurnee Park District?
by percentage of respondents (excluding "not provided")



ETC Institute (2023)

Q21. Are you or any members of your family of Hispanic, Spanish, or Latino/a/x ancestry?

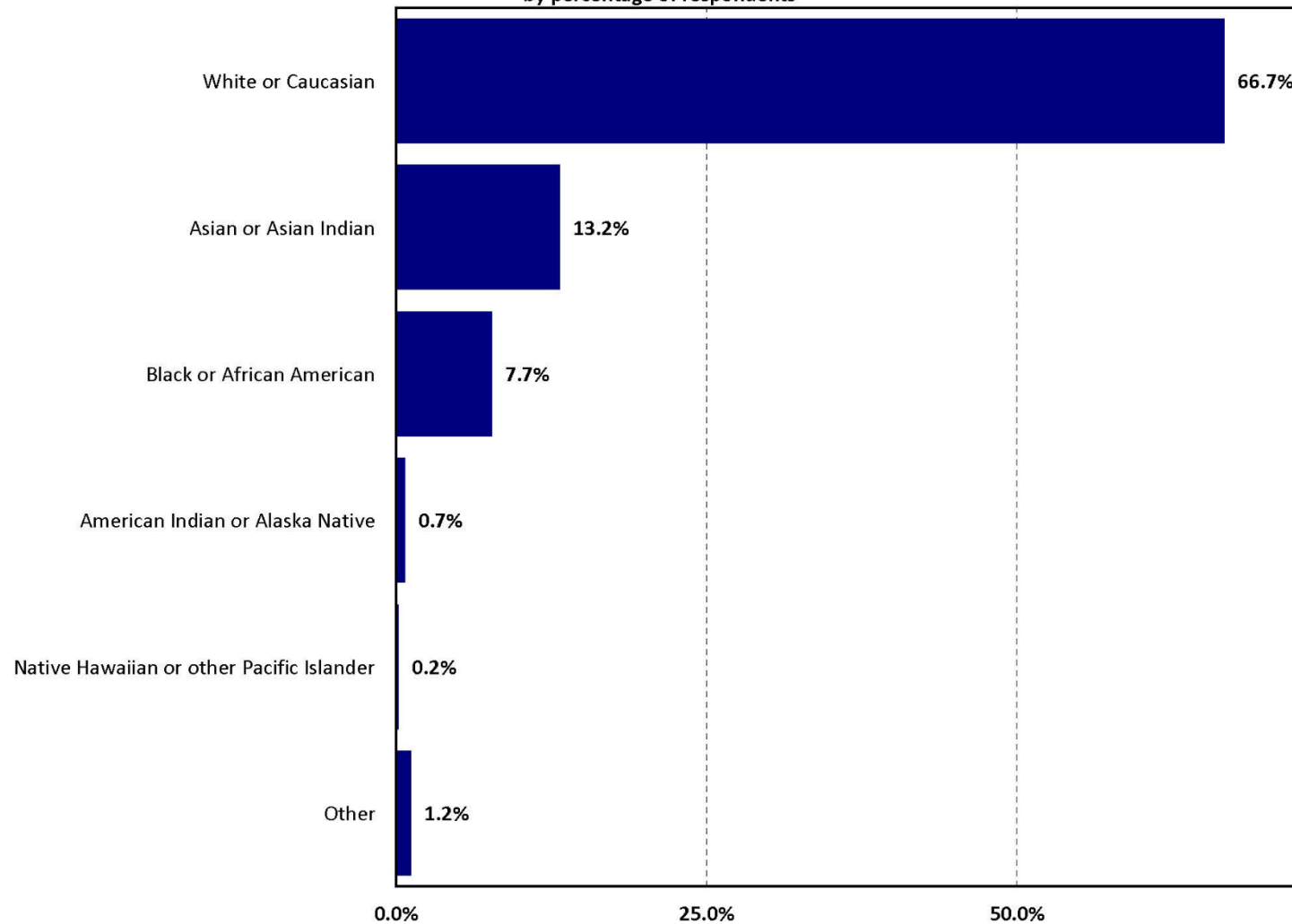
by percentage of respondents (excluding "not provided")



ETC Institute (2023)

Gurnee Park District, IL 2023 Survey

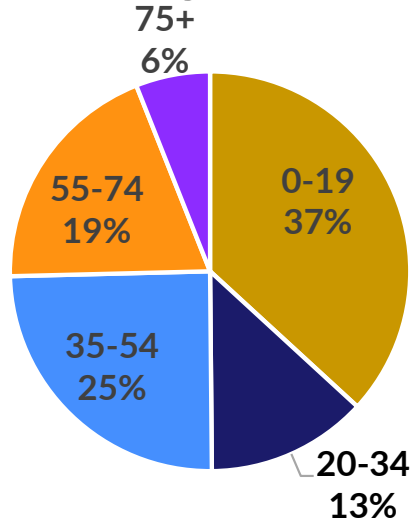
Q22. Which of the following best describes your race/ethnicity?
by percentage of respondents



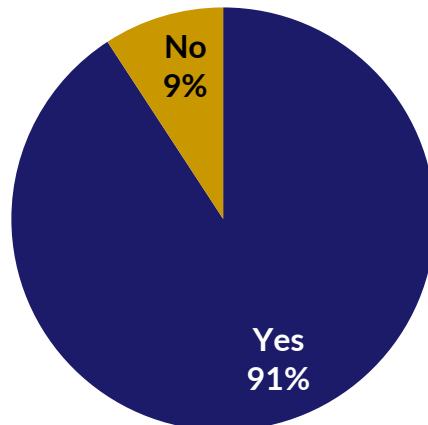
ETC Institute (2023)

APPENDIX B- ONLINE COMMUNITY SURVEY CHARTS & GRAPHS

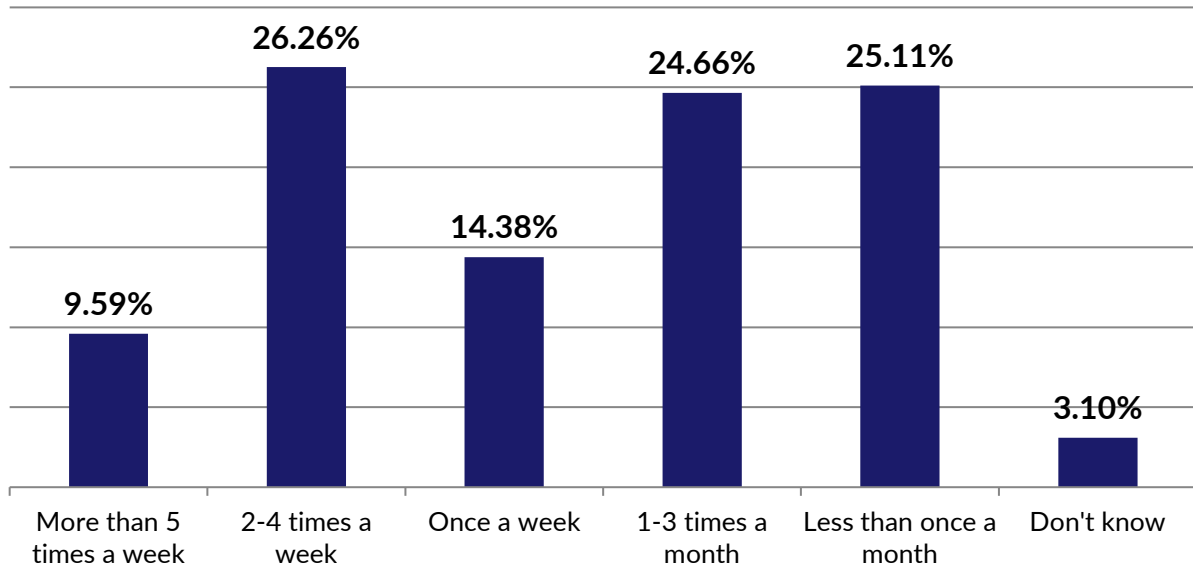
Have you or any member of your household visited any Gurnee Park District parks during the past 12 months?



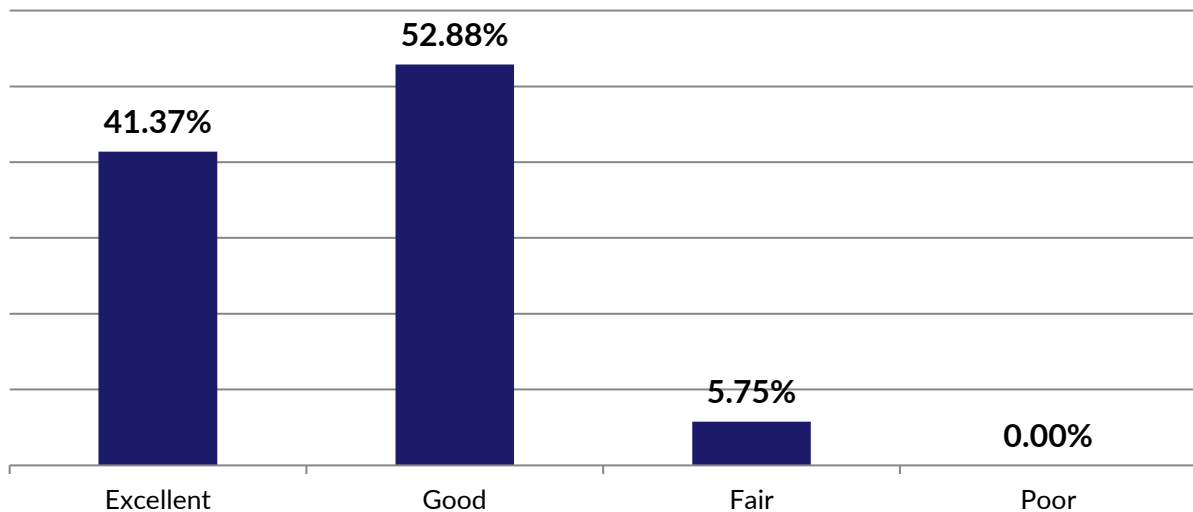
Have you or any member of your household visited any Gurnee Park District parks during the past 12 months?



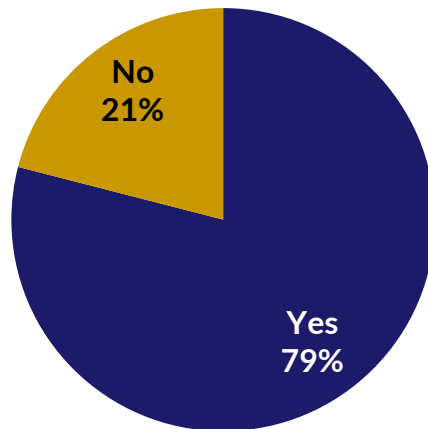
How often have you visited Gurnee Park District parks during the past 12 months?



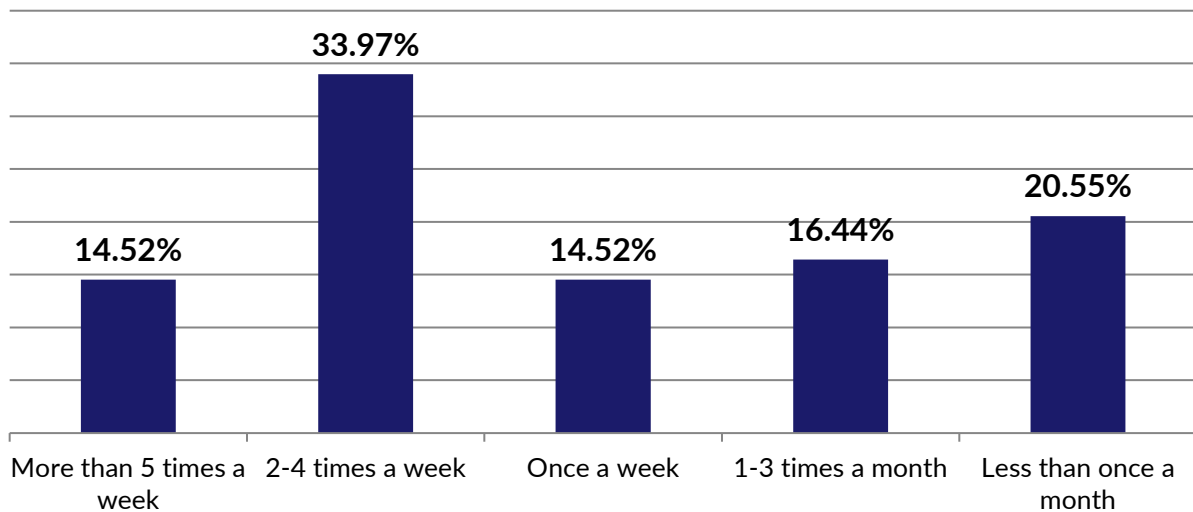
Overall, how would you rate the physical condition of ALL the Gurnee Park District parks you have visited?



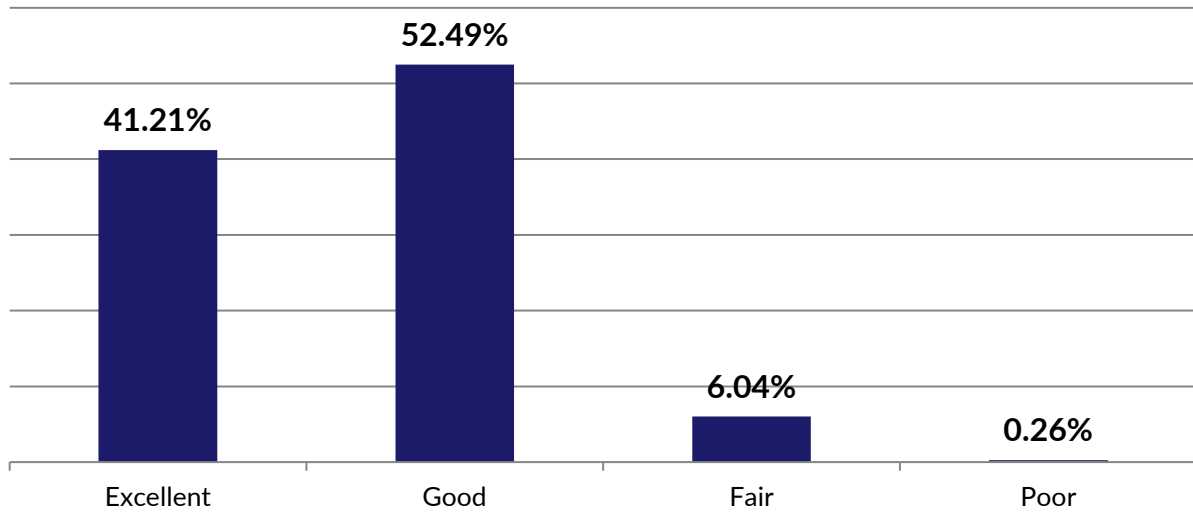
Have you or any member of your household visited any Gurnee Park District recreation facilities during the past 12 months?



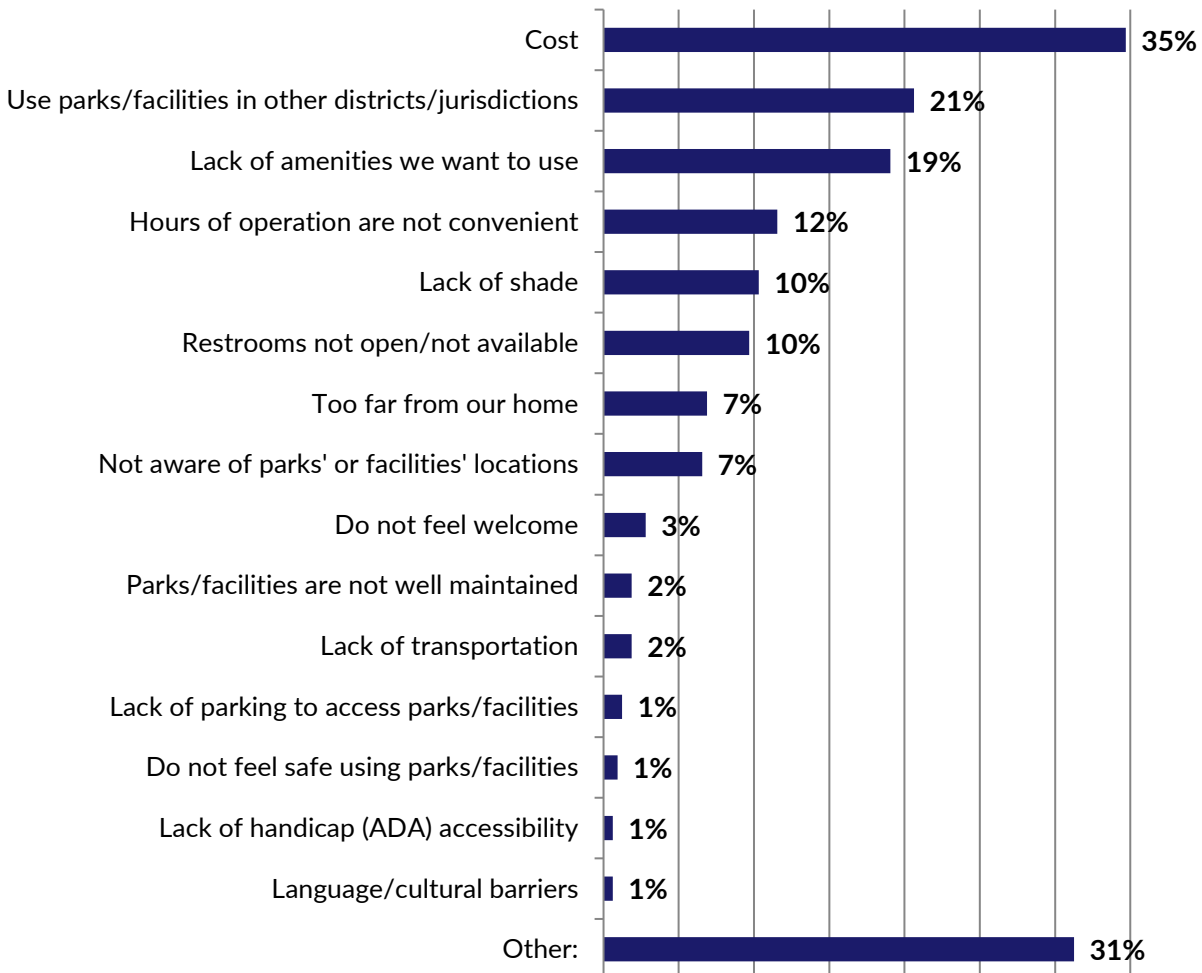
How often have you visited Gurnee Park District recreation facilities during the past 12 months?



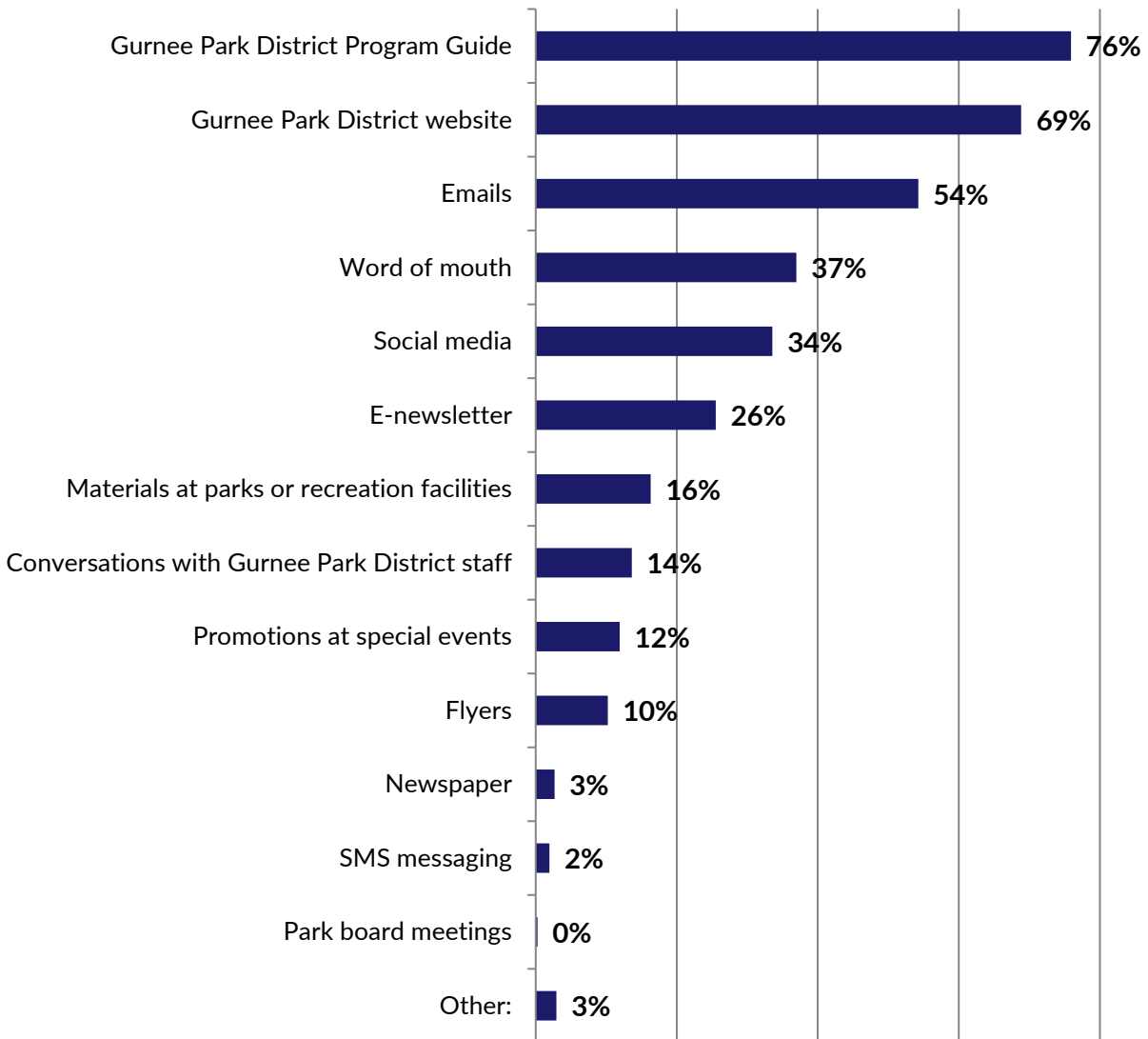
Overall, how would you rate the physical condition of ALL the Gurnee Park District recreation facilities you have visited?



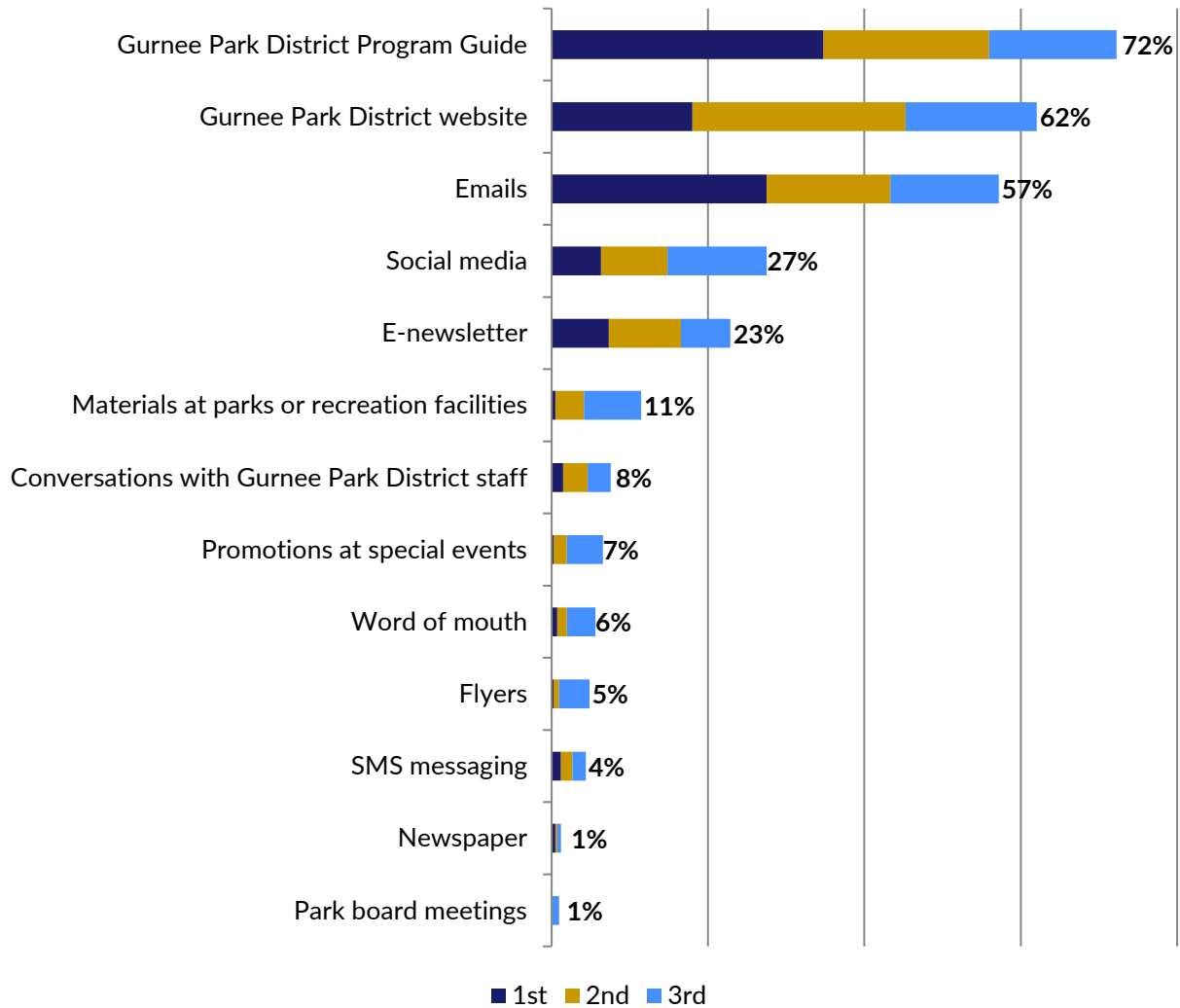
Please **CHECK ALL** of the following reasons that prevent you or members of your households from visiting Gurnee Park District parks, community centers, or fitness/aquatics facilities more often.



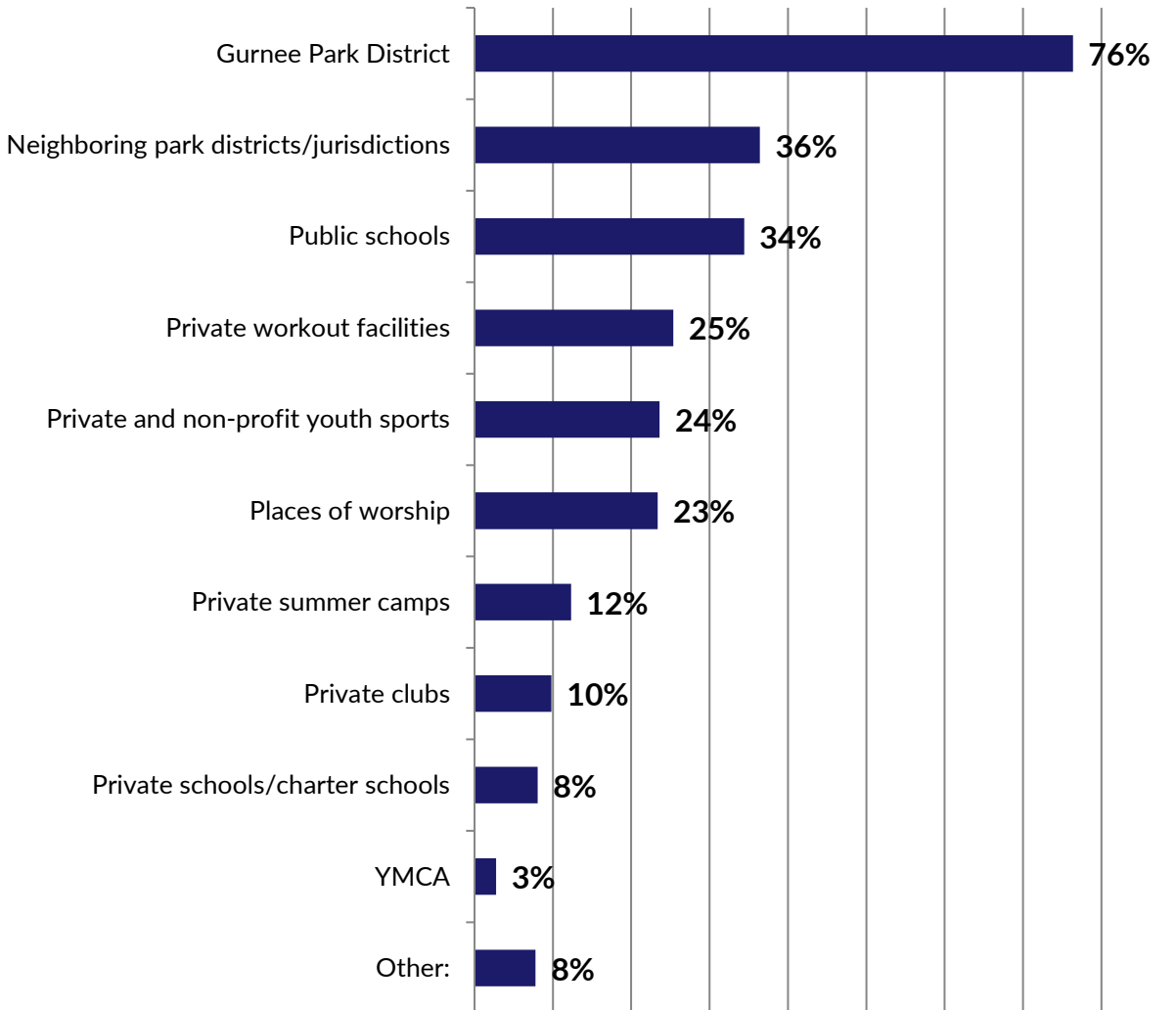
From the following list, please CHECK ALL the ways you learn about Gurnee Park District programs and activities.



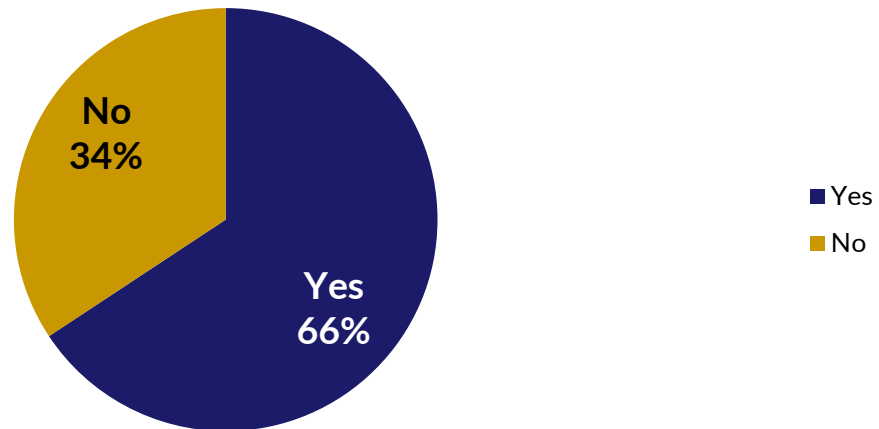
Which THREE methods of communication would you MOST PREFER the Gurnee Park District use to communicate with you about programs and activities?



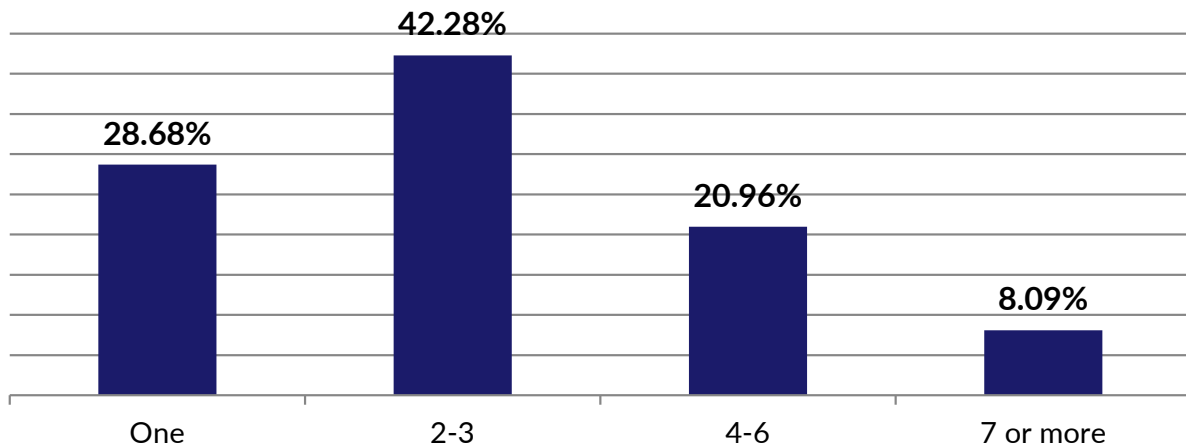
From the following list, please **CHECK ALL** of the organizations that you or members of your household have used for recreational activities during the last 12 months.



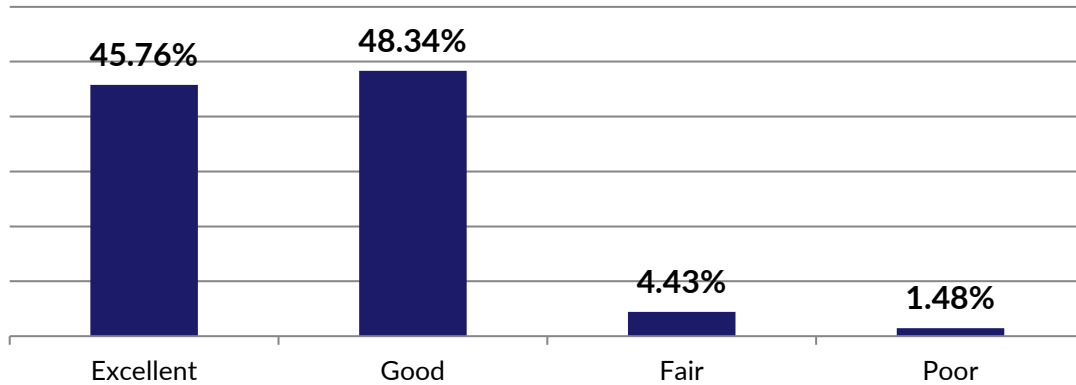
Has your household participated in any programs or events offered by the Gurnee Park District during the past 12 months?



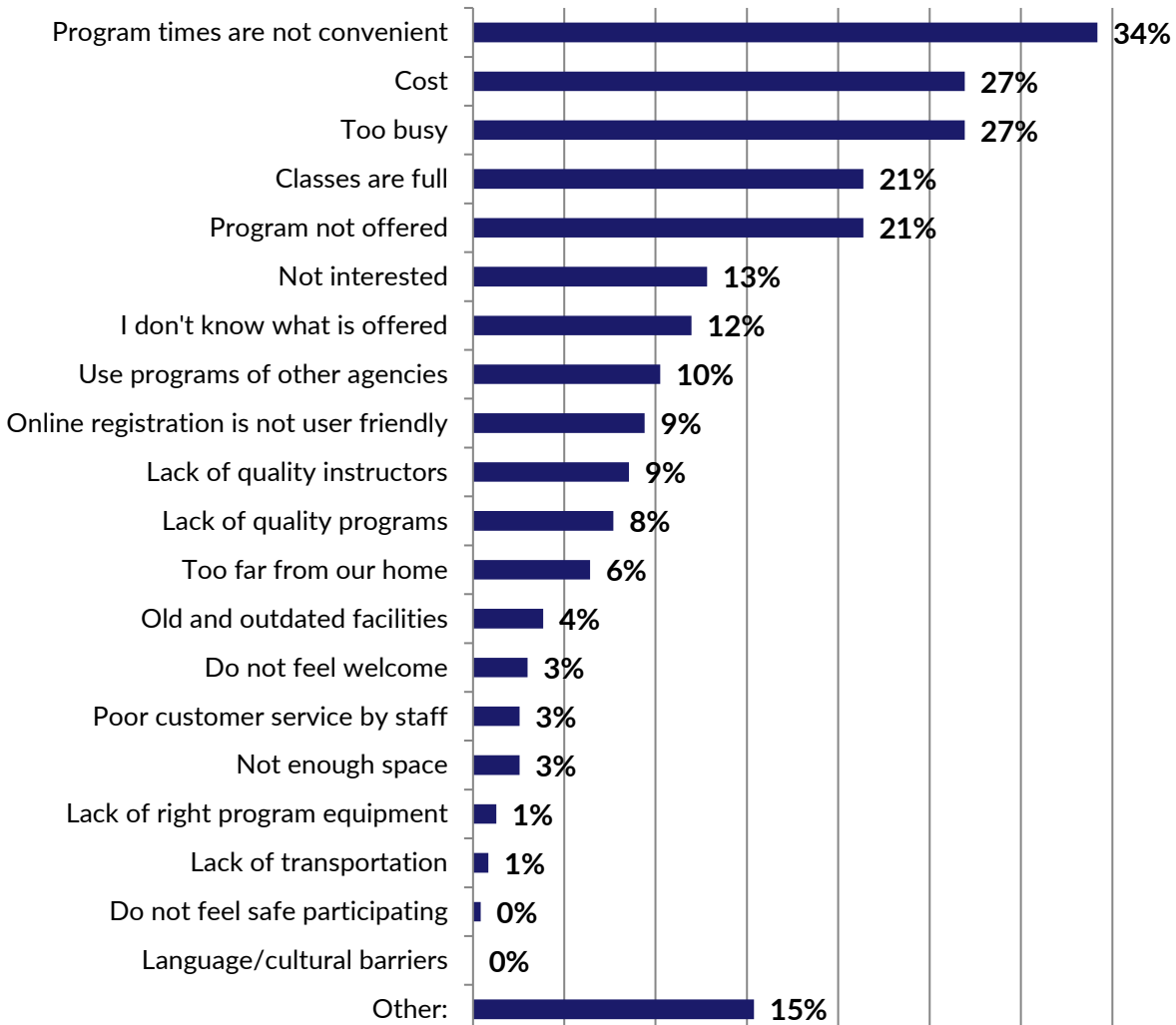
How many programs or events offered by the Gurnee Park District have you or members of your household participated in during the past 12 months?



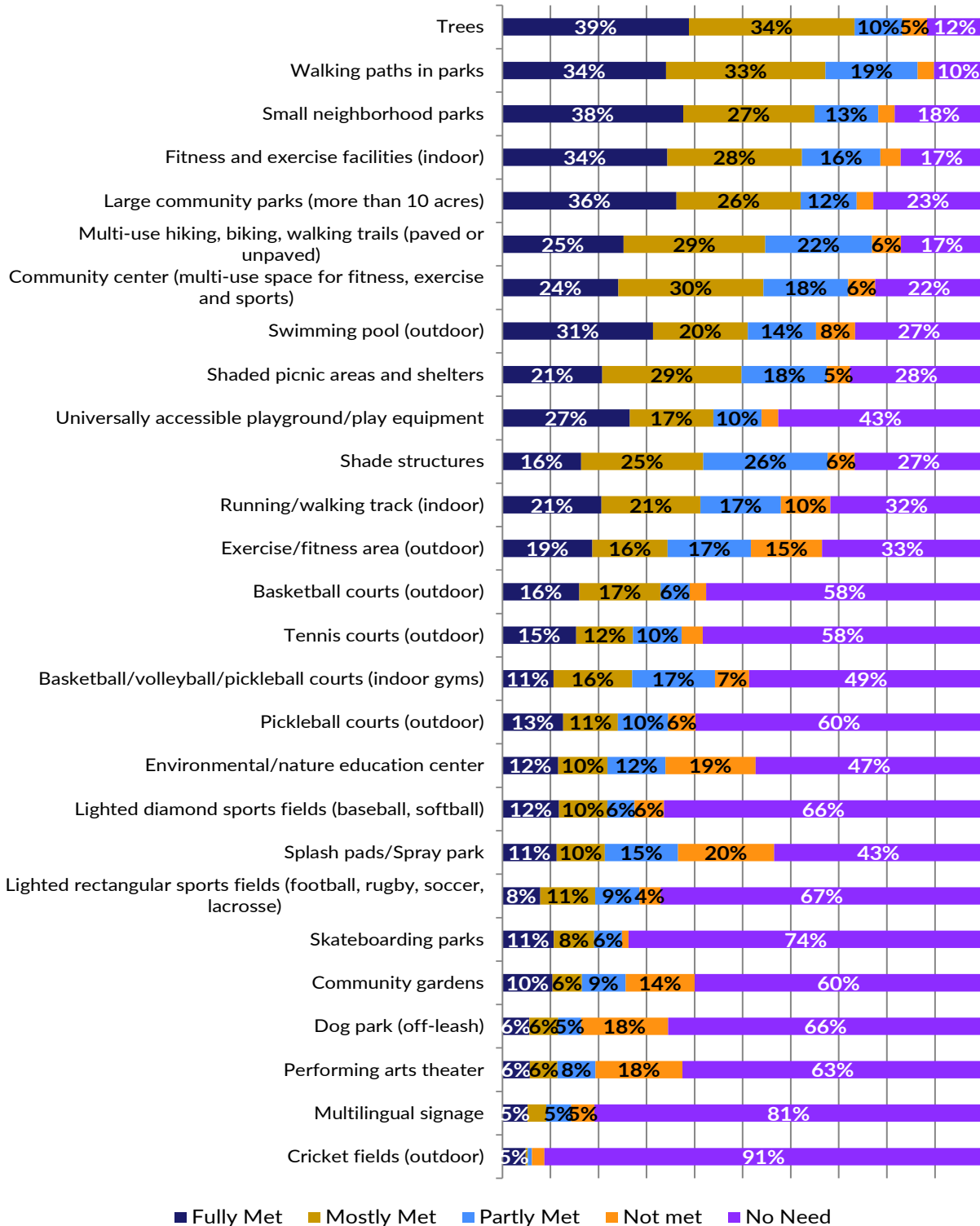
How would you rate the overall quality of the Gurnee Park District programs or events in which your household has participated?



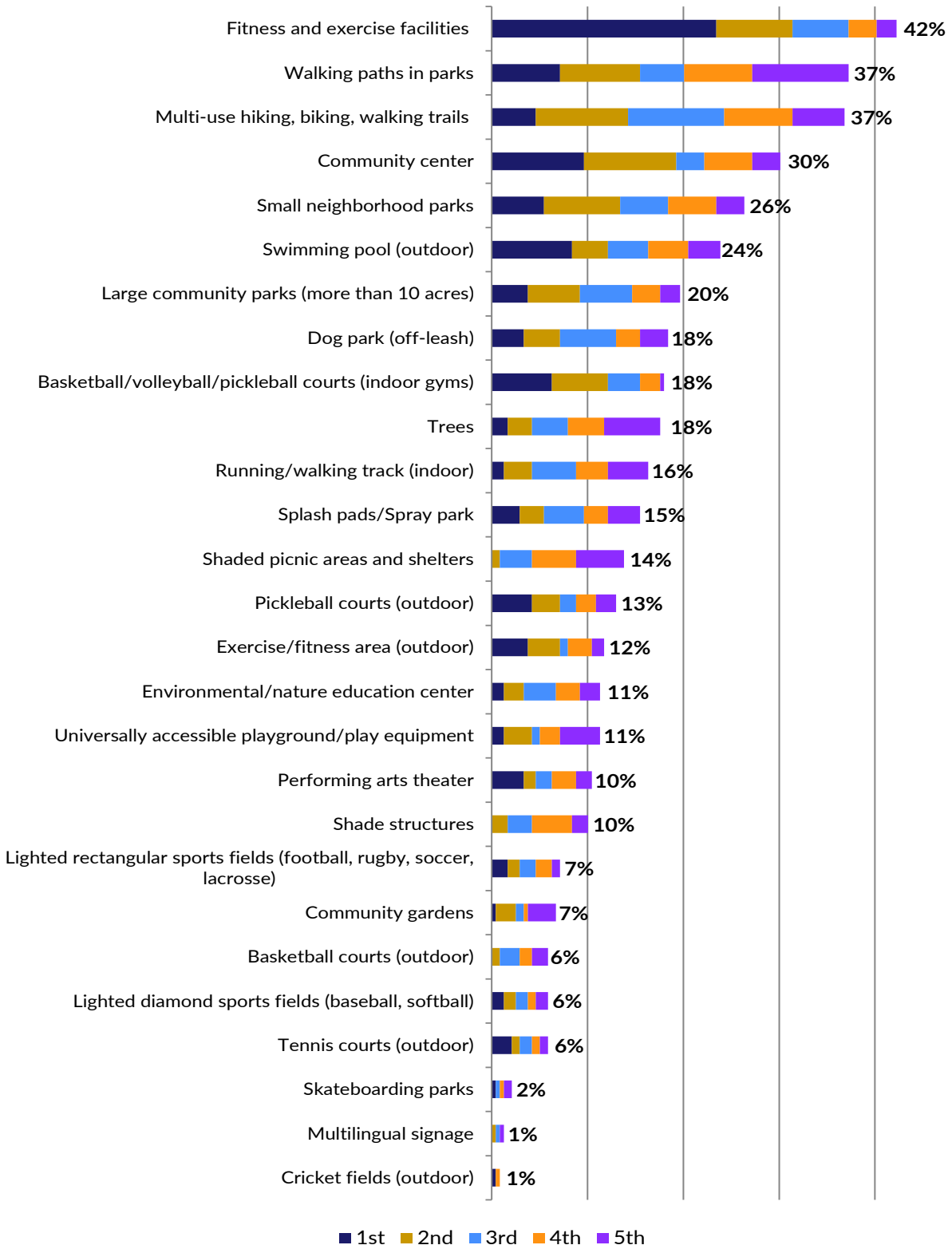
Please CHECK ALL of the following reasons that prevent you or members of your household from participating in Gurnee Park District programs more often.



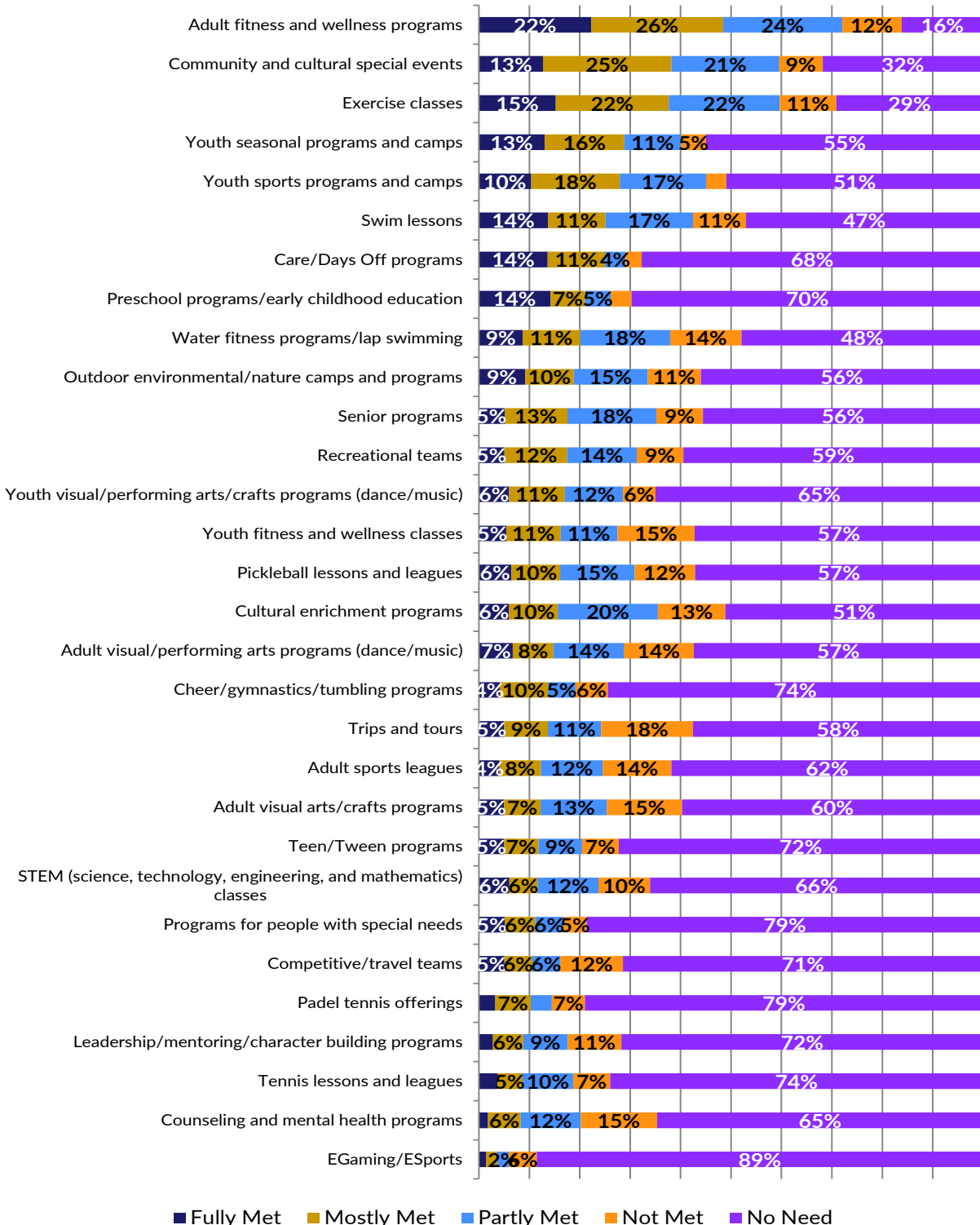
Please indicate how well your needs are being met within the community for each of the facilities/amenities listed below.



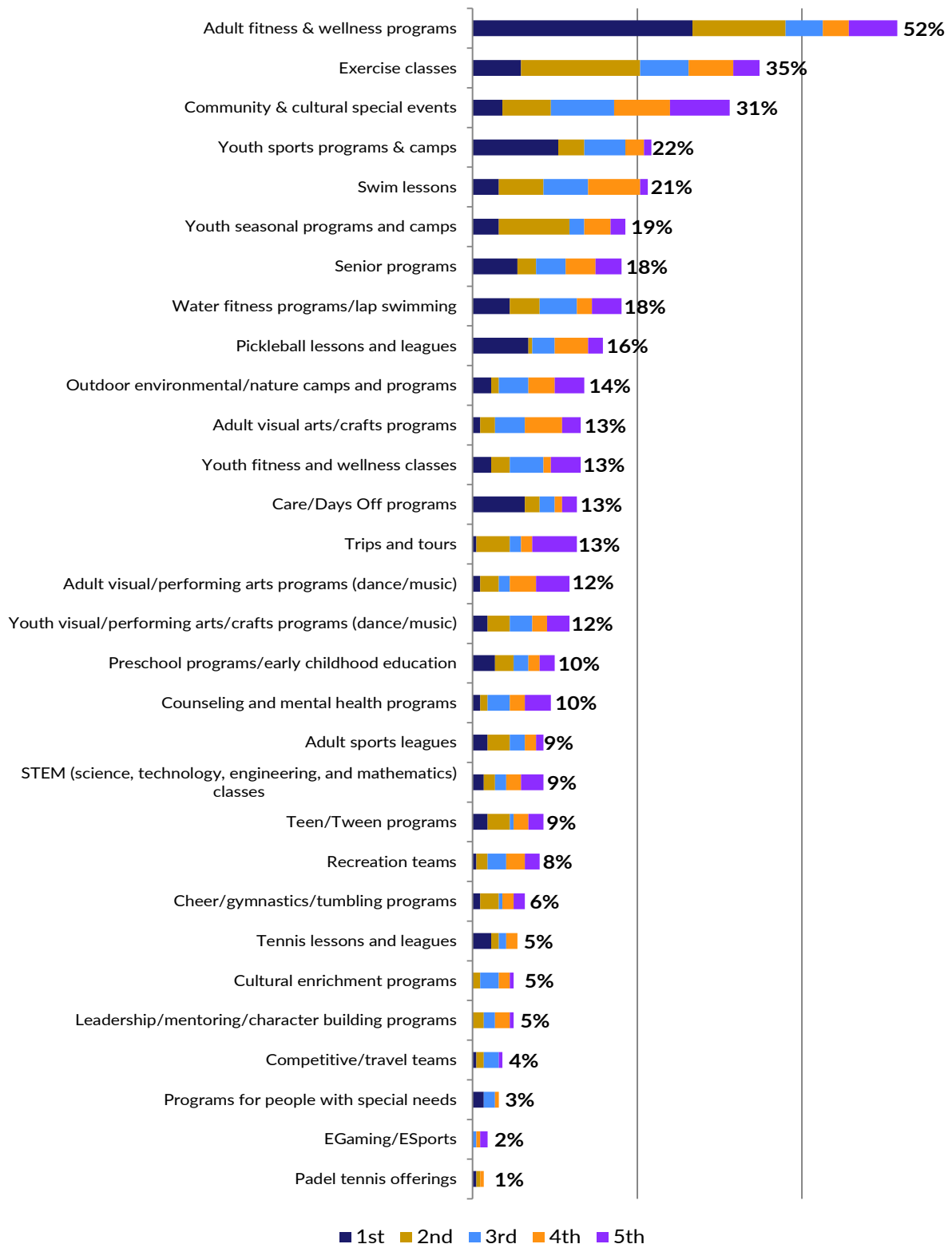
Which FIVE facilities/amenities from the list are MOST IMPORTANT to your household?



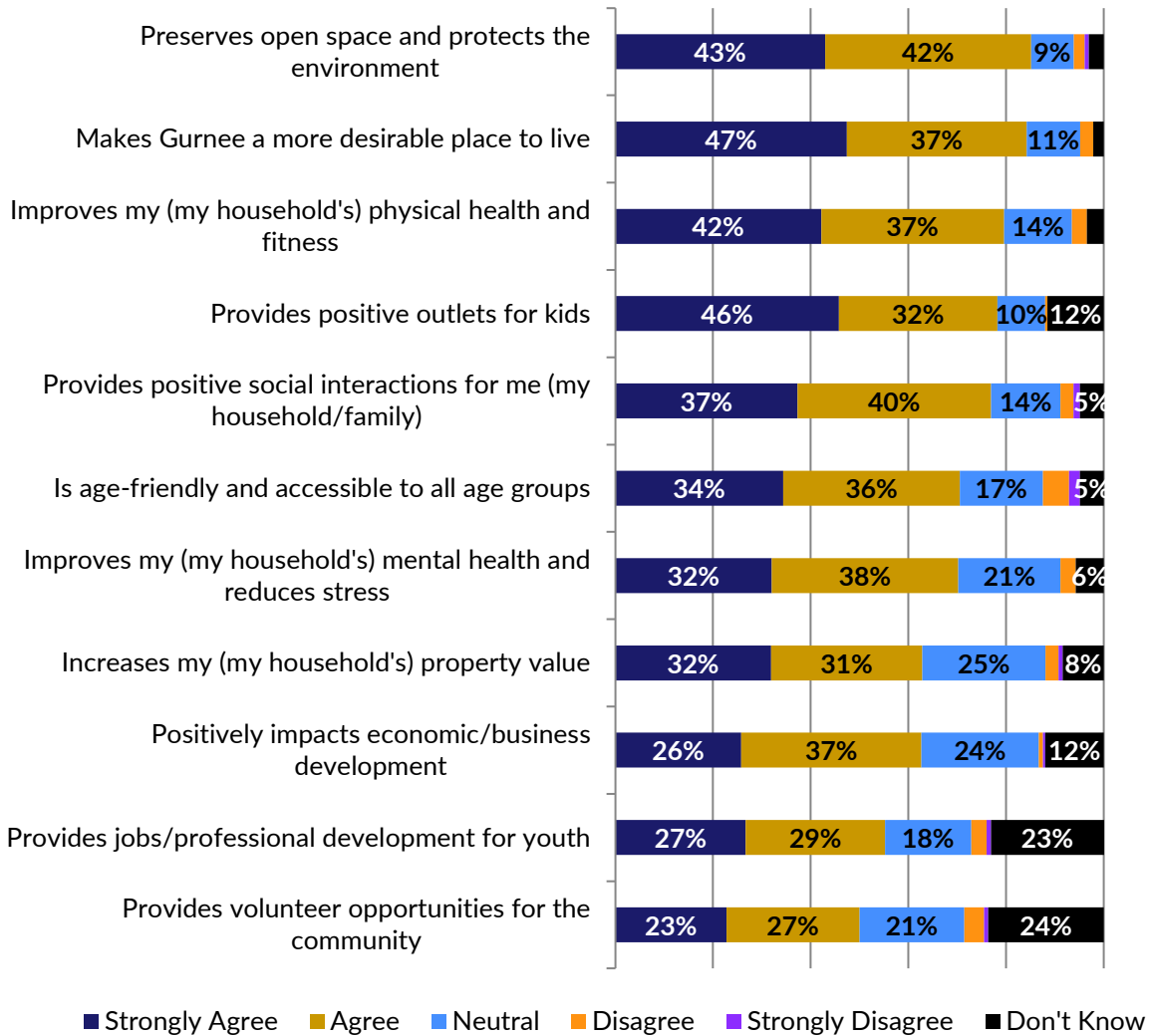
Please indicate how well your needs are being met within the community for each of the programs/activities listed below.



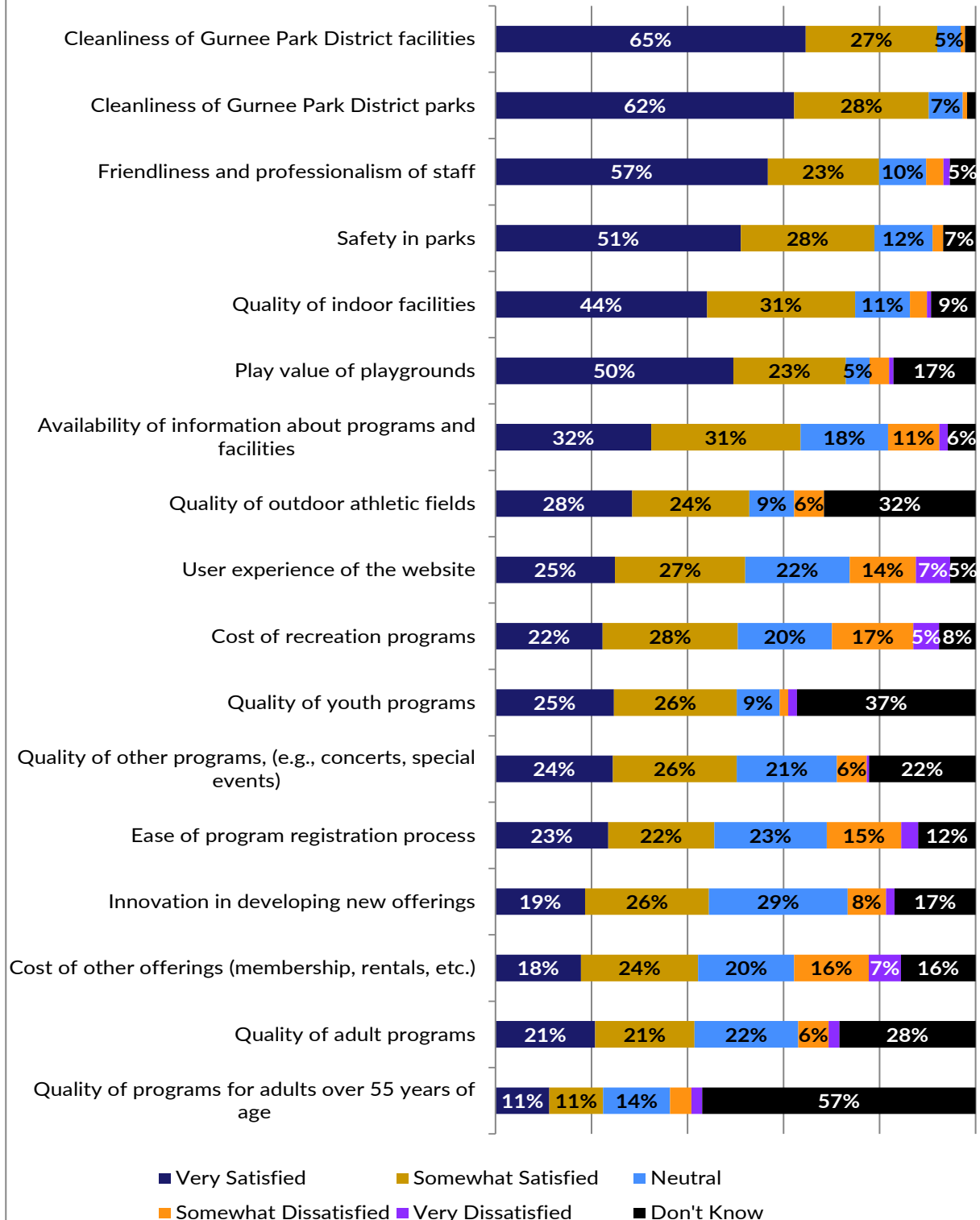
Which FIVE programs/activities from the list are MOST IMPORTANT to your household?



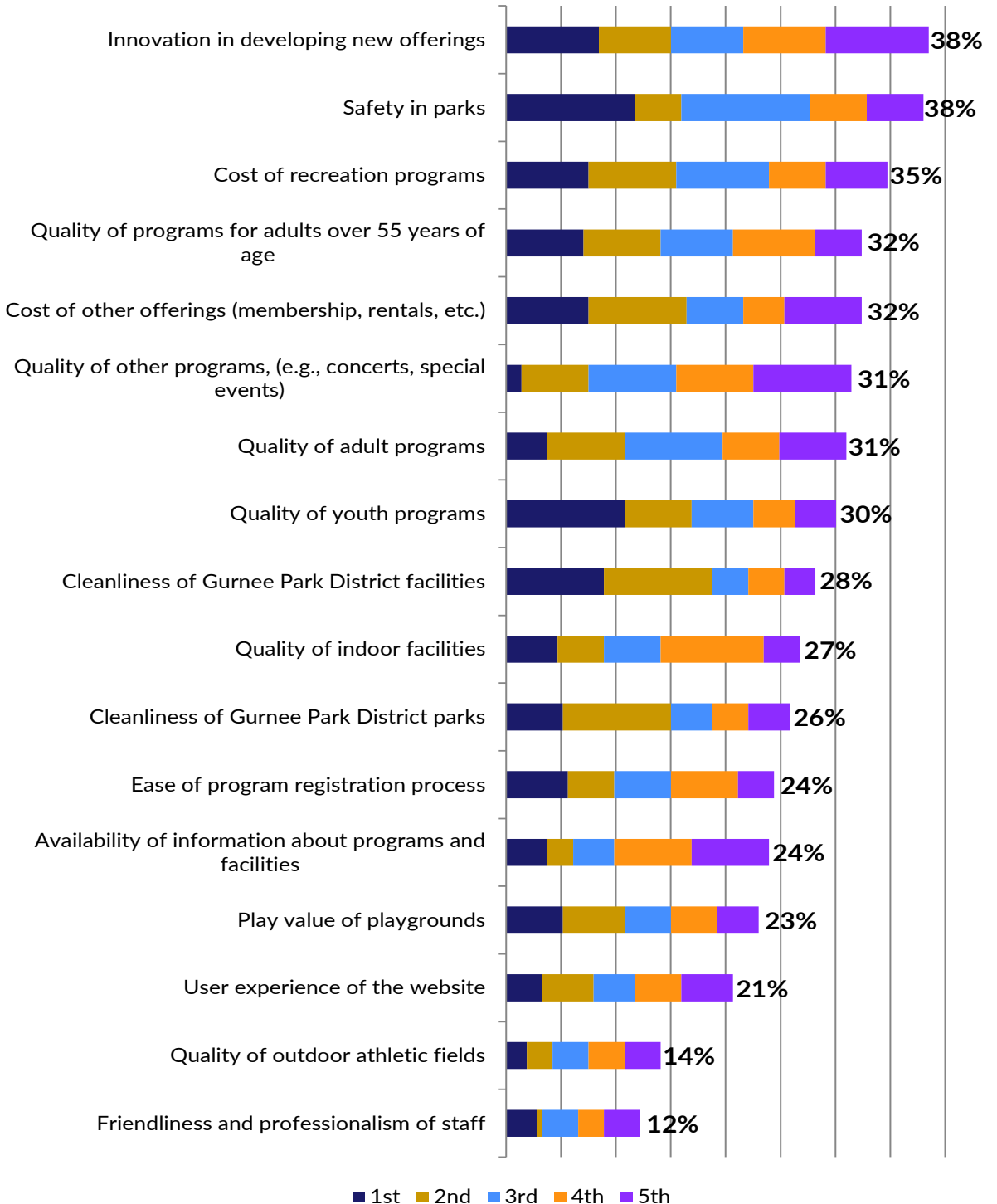
Please indicate your level of agreement with the following statements about potential benefits of the Gurnee Park District's parks, facilities, recreation programs and events.



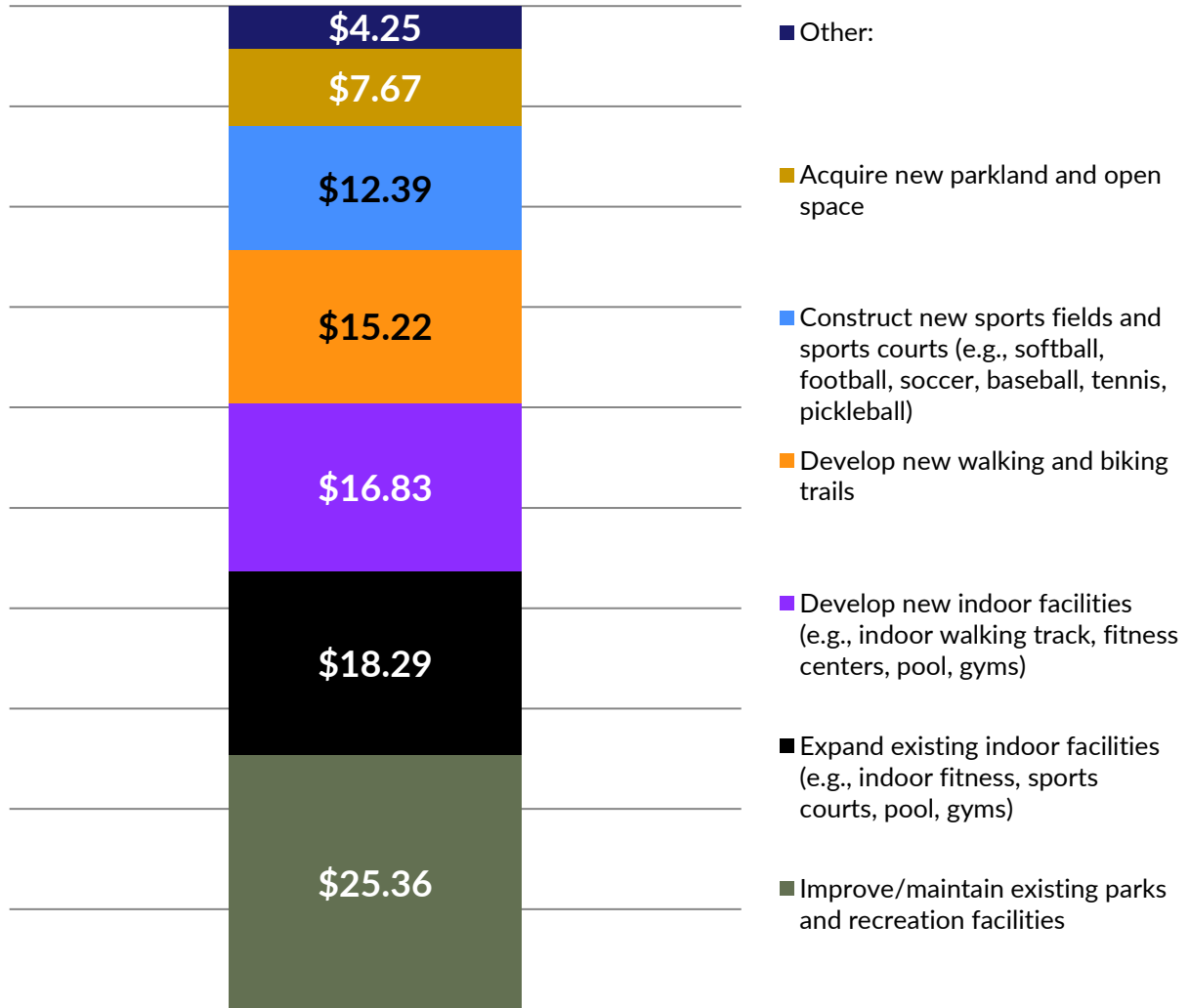
Please rate your satisfaction with the following parks and recreation services provided by the Gurnee Park District.



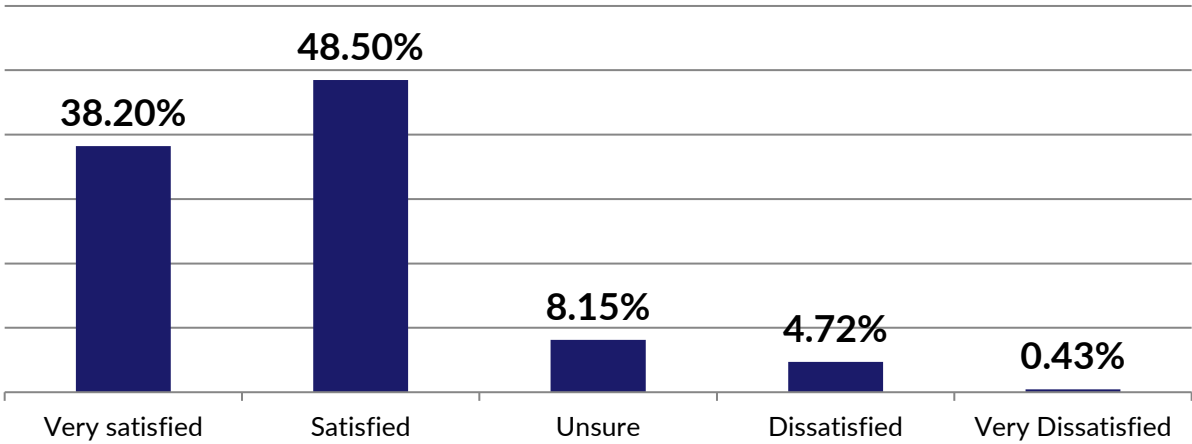
Which FIVE services listed do you think should receive the MOST ATTENTION from the Gurnee Park District over the next THREE years?



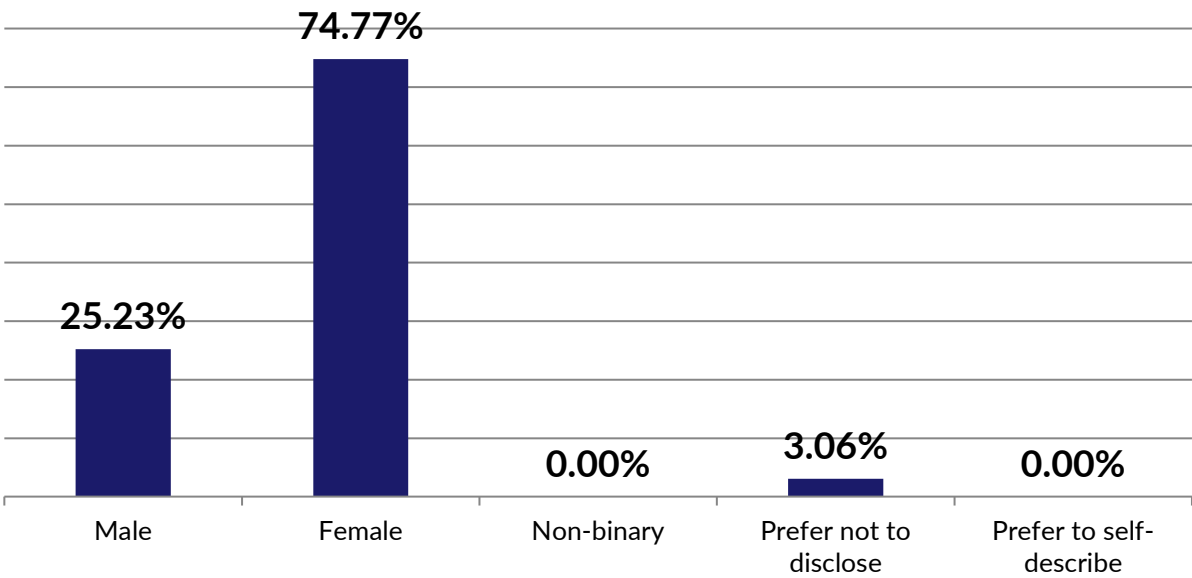
If you had \$100, how would you allocate the funds among the parks and recreation categories listed below? [Please be sure your total adds up to \$100.]



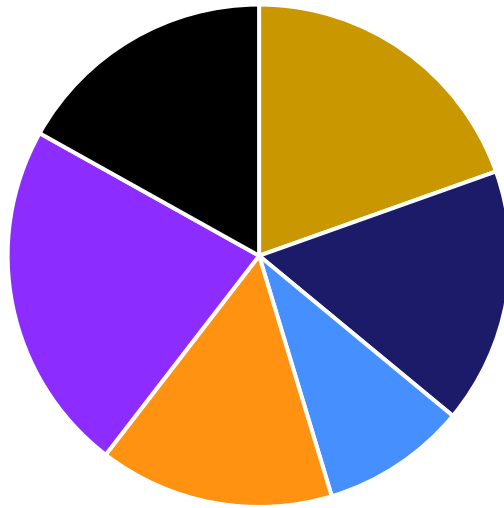
Please rate your satisfaction with the overall value you receive from the Gurnee Park District?



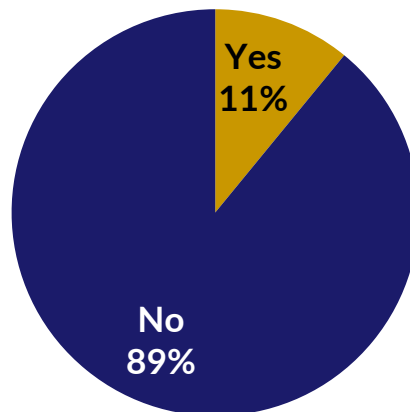
Your gender identity:



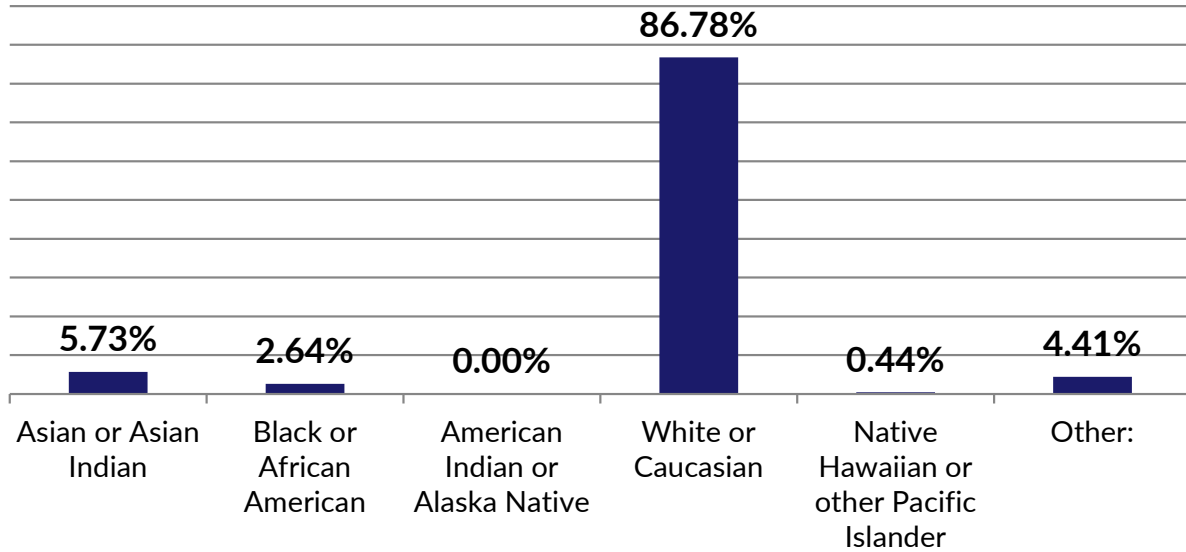
How many years have you lived in the Gurnee Park District?



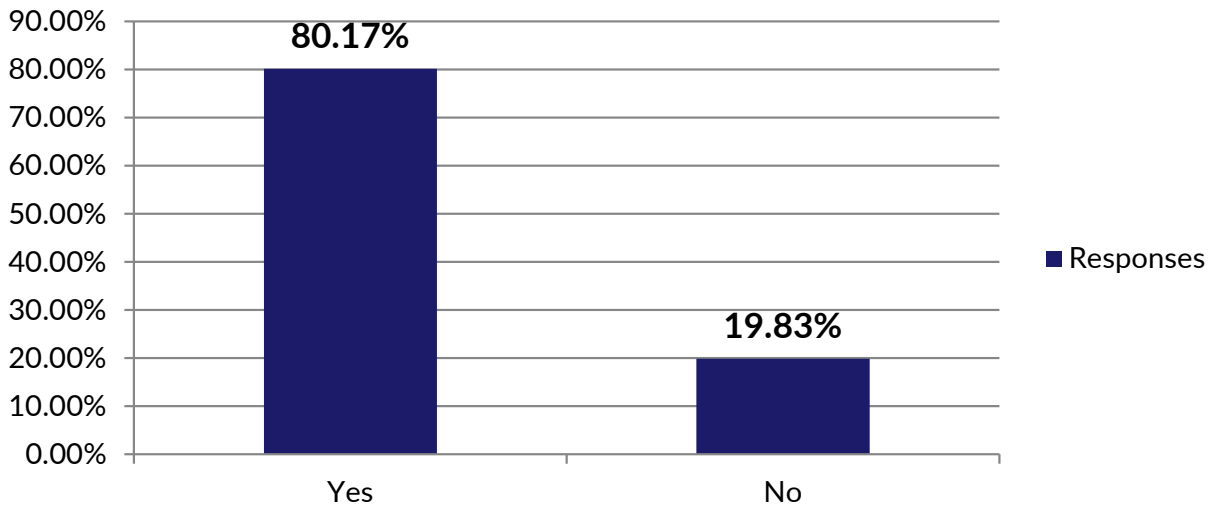
Are you or other members of your household of Hispanic, Spanish, or Latino/a/x ancestry?



Which of the following best describes your race/ethnicity?

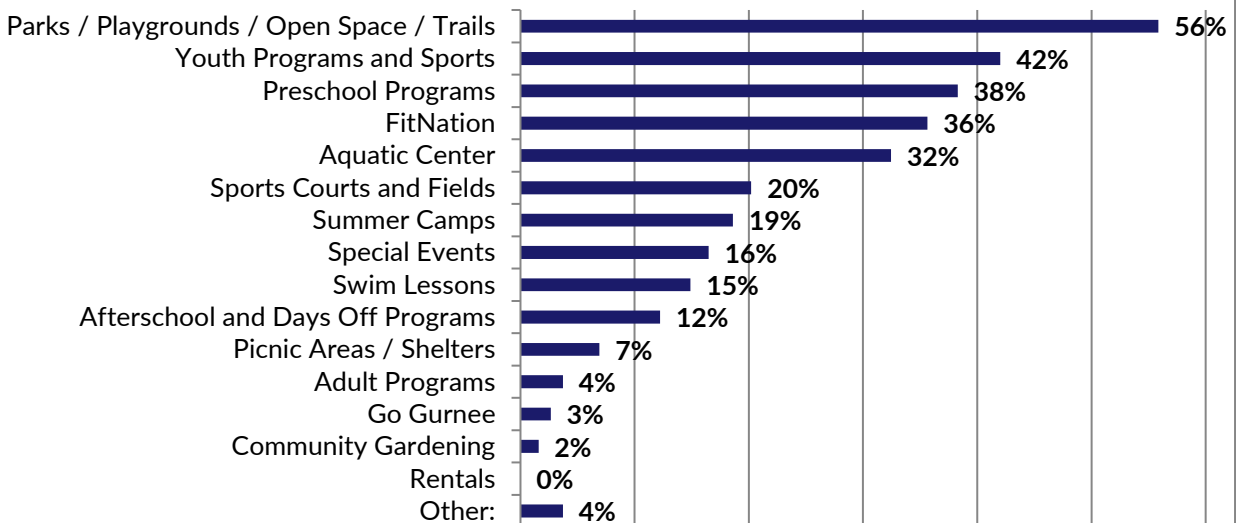


Would you be willing to participate in future surveys sponsored by the Gurnee Park District?

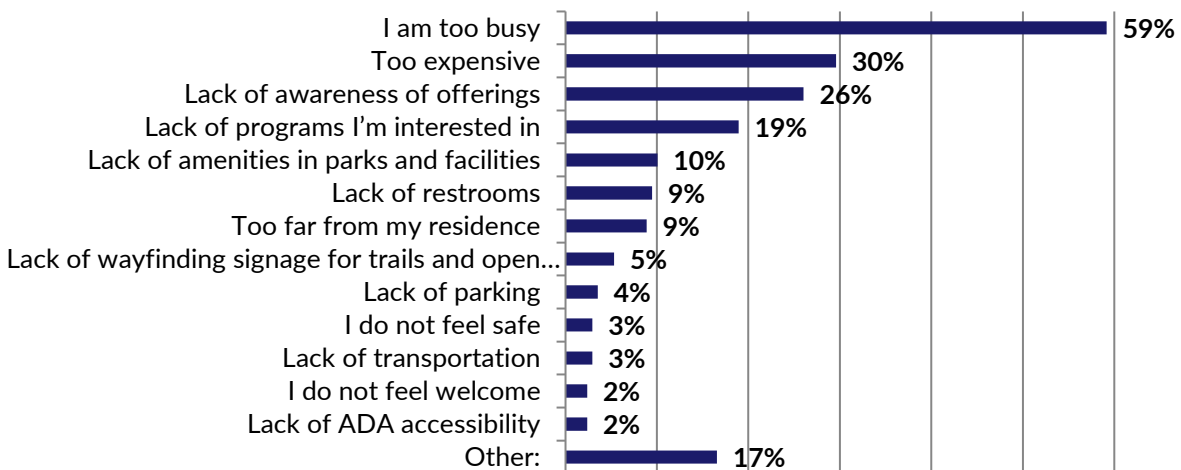


APPENDIX C – INTERCEPT SURVEY RESULTS

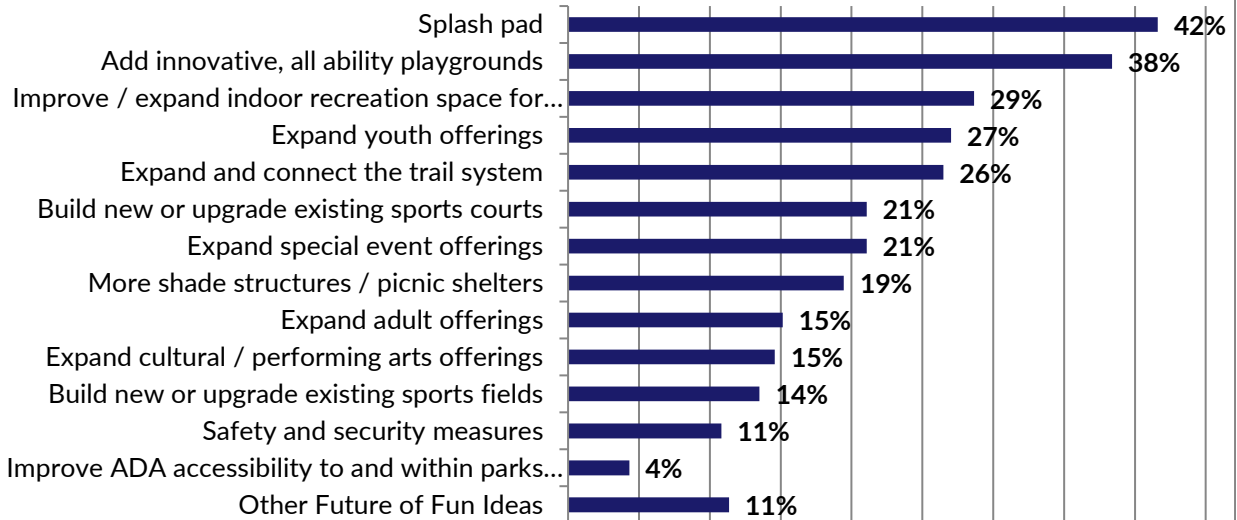
Which **THREE** offerings do you and members of your household most frequently participate in?



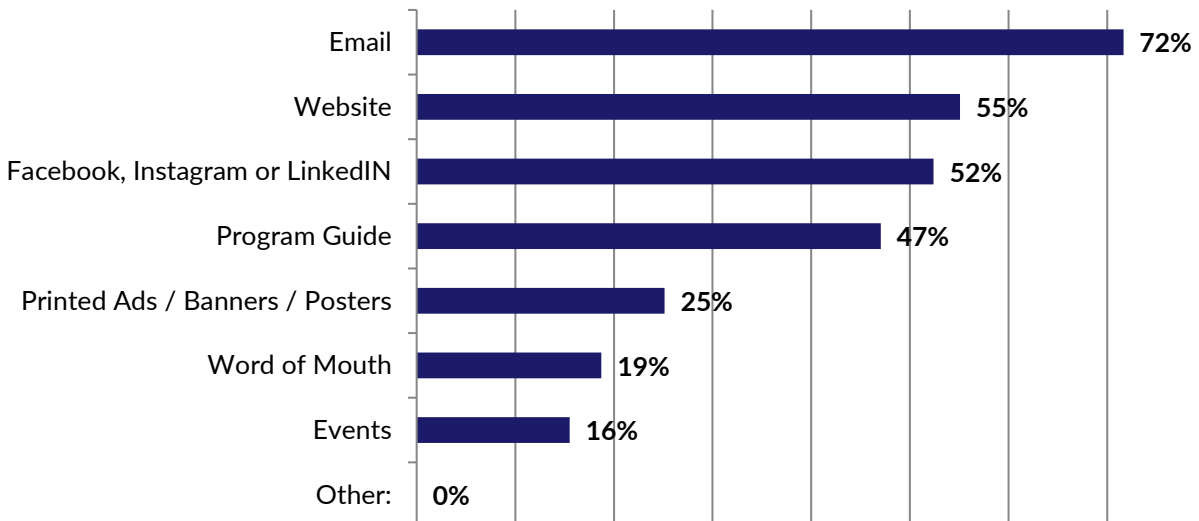
What are the **THREE LARGEST BARRIERS** that prevent you from using Gurnee Park District parks, programs, and/or facilities more often?



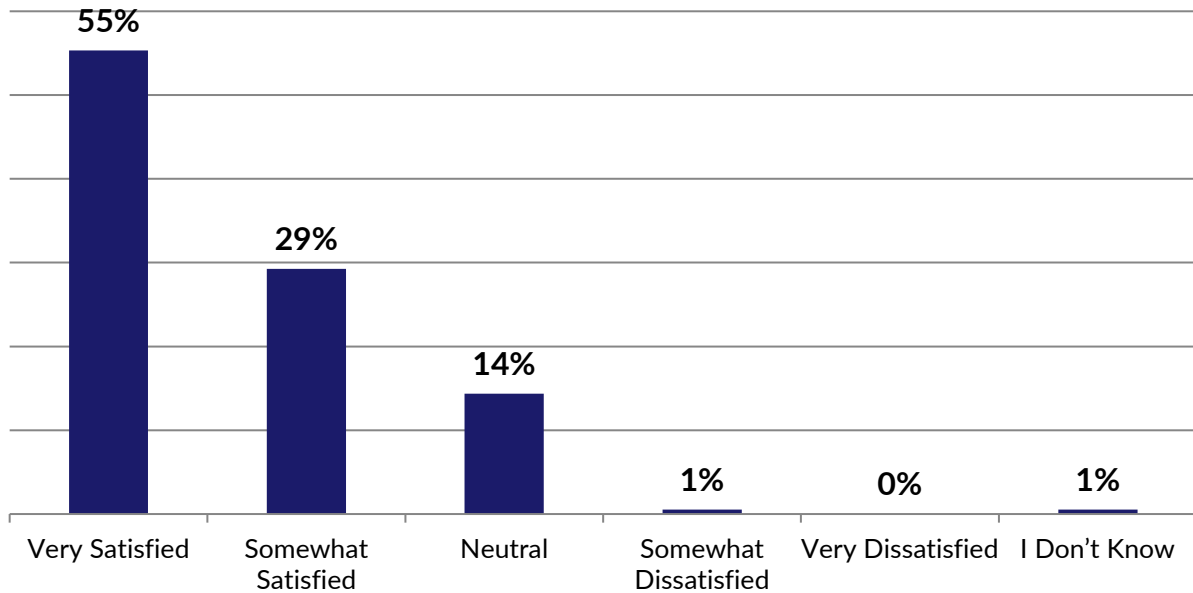
What are the THREE MOST IMPORTANT improvements you are interested in to build the Future of Fun in the next five years?



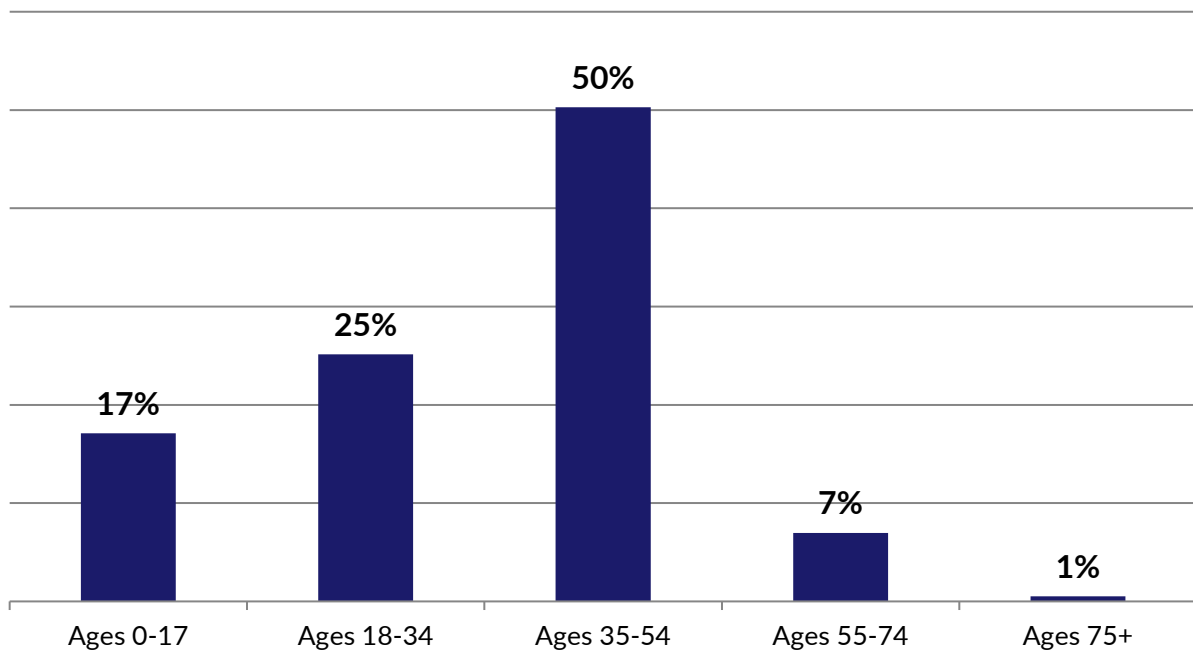
What are your THREE MOST PREFERRED ways to learn about Gurnee Park District offerings?



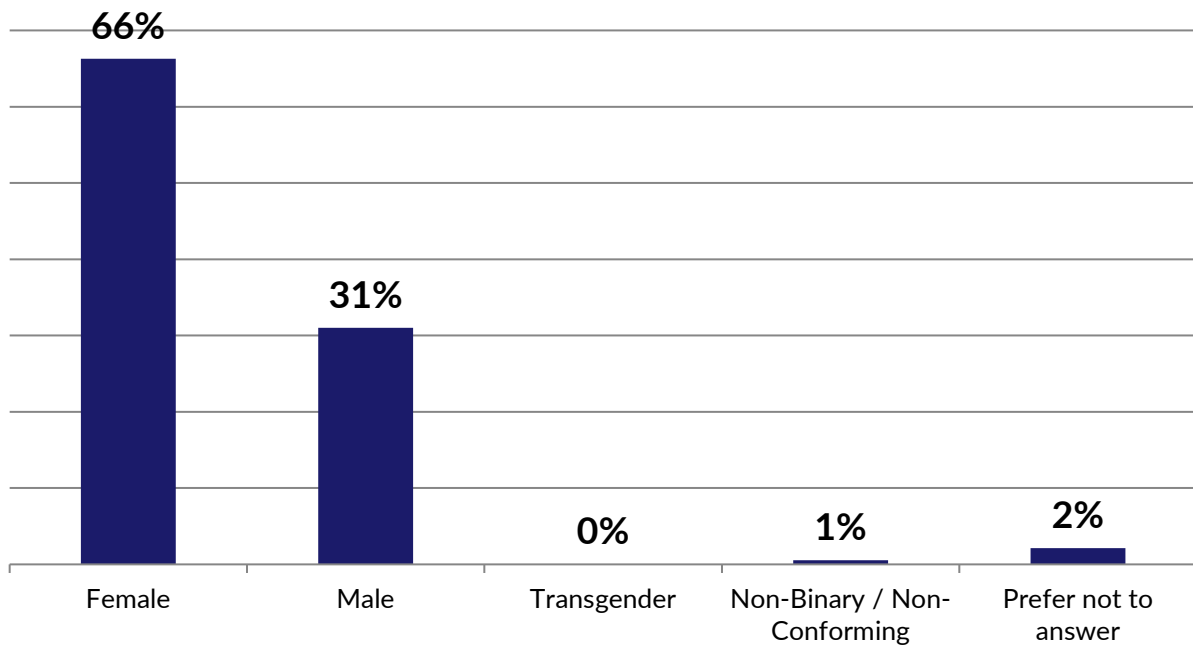
Please rate your satisfaction with the overall value you receive from GPD?



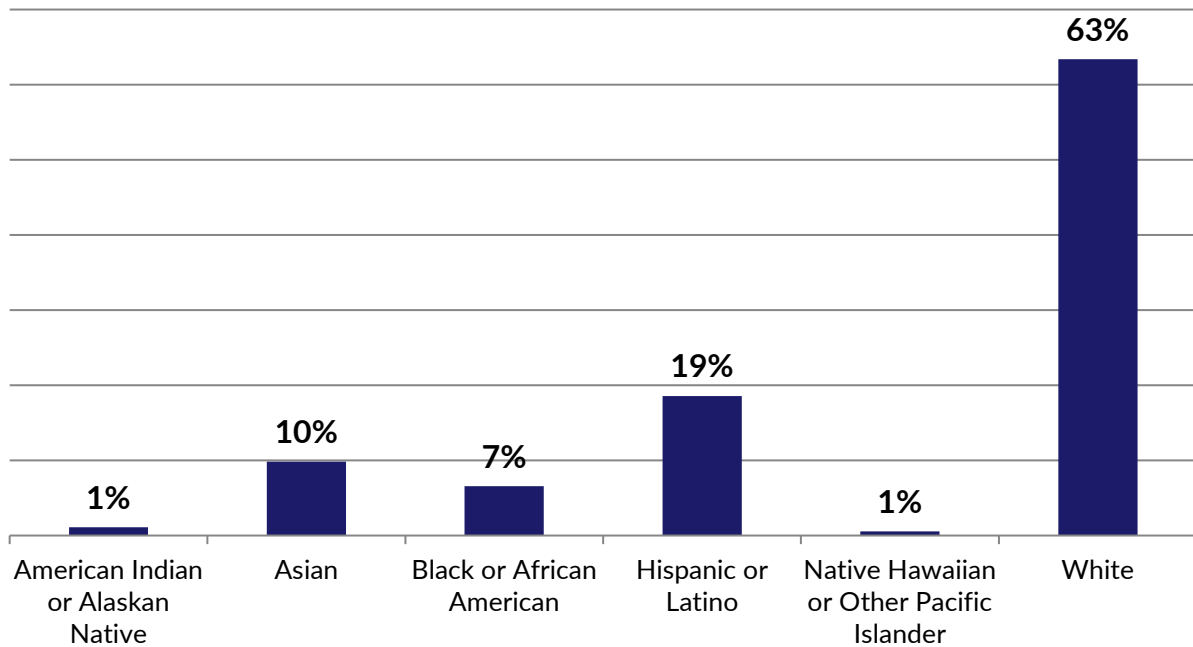
What age segment are you in?



By which gender do you most identify with?



Which race/ethnicity do you most identify as?



APPENDIX D – PROGRAM INVENTORY

ADULT/SENIOR	
Adult Ballet	Adult Jazz
Adult Open Art	Adult Tap
Senior Mixers	SeniorFit

AQUATICS	
Adult Swim	Learn to Swim (1-4)
Little Swimmers (1-3)	Private Swim Lessons
Seasonal Special Events	Swim School Lessons

ATHLETICS	
Adult Pickleball League	Adult Pickleball Lessons
Adult Pickleball Tournament	Adult Softball League
Adult Tennis Classes	Gymnastics
Hapkido	High School Intramural Basketball League
Karate	Little Dragons (Martial Arts)
Tae Kwon Do	Tai Chi
Youth Archery Classes	Youth Baseball/T-Ball Classes
Youth Flag Football Classes	Youth Hockey Classes
Youth Multi-Sport Classes	Youth Pickleball Classes
Youth Soccer Classes	Youth Soccer Leagues (Fall & Spring)
Youth T-Ball/Coach Pitch League	Youth Tennis Classes
Youth Volleyball Classes	

BEFORE/AFTER SCHOOL CARE

After School CARE-Hunt Club	After School CARE-River Trail School
After School CARE-Spaulding School	After School Preschool CARE
Before School CARE-Hunt Club	Before School CARE-Viking Park
Before School Preschool CARE	Days Off Programs

FITNESS OPERATIONS

Drop-In Fitness	Group Exercise
Private Personal Training	Programming Group Fitness
Small Group Training	

GENERAL YOUTH PROGRAMS

Chess Class	Drawing Classes
Life Coaching Classes	Magic Class
Parent's Night Out	STEAM Class

PERFORMING ARTS

Above the Bar Junior	Above the Bar Prep
Above the Bar Senior	Ballet & Tap
Ballet (1-4)	Beginning Dance
Dance	Glee Club Jr.
Hip Hop (1-2)	Jazz
Leaps, Turns & Conditioning	Lyrical (1-4)
Pointe	The Holiday Suite: The Nutcracker Experience
Theater	Tiny Dancers

PRESCHOOL	
2.5-year old classes-Hunt Club	3-year-old classes-Hunt Club & Viking Park
4-year-old classes-Hunt Club & Viking Park	

SPECIAL EVENTS	
Artic Express	Bonfires & Brews: A Taste of Gurnee
Breakfast with Santa/Holiday Event	Bunny Bash
Chat with Santa	Dress Rehearsal Dance Recital
Families on the Fairway	Family Art Night
Family Movie in the Park	Family Nerf Wars
Frosty Fest-VP	GO Gurnee-Poker Walk Contest
GO Gurnee Kick-Off Event	GO Gurnee Walkin' & Waggin'
Gurnee Days (2-3 Days)	Gurnee Days 5K & 10K Race
Gurnee Days Concert	Gurnee Days Parade
Halloween Fall Fest	Holiday Lighting
Lunch with the Sugar Plum Fairy-Candyland	Neighborhood Nights-Parks (6)
Parent/Child Event (Enchanted Evening)	Sounds of Summer Concert (5)
Staff Park Beautification Day-All FT Staff	Summer Children's Entertainment (4)
Tree Dedication Ceremony	

SUMMER DAY CAMP	
Adventure Camp	Chess Camp
Discovery Camp	Explorers Camp
Half Day Camp	Mini Camp
Sports Camp	STEAM Camp
Step Into Sports Camp	Summer Preschool
Teen Camp	

APPENDIX E – SIMILAR PROVIDERS

<i>Name of Agency</i>	<i>Location in the City</i>	<i>Operator (Public / Private / Not-for- Profit</i>	<i>General Description</i>	<i>Price Comparison with your Services (Same / Lower / Higher)</i>	<i>Distance in minutes from your Prime Facility</i>
Advantage Soccer Academy	33291 N Greentree Rd, Grayslake	Private	Travel Soccer Program	Higher	7 Minutes
American Legion	749 Milwaukee Ave, Gurnee, IL 60031	Public	Special Events	Higher or Same	7 Minutes
Area HOA's	Various Locations	Private	Special Events	Same	Various
Bethel Preschool	5110 Grand Ave, Gurnee	Private	Preschool	Lower	5 minutes
Bittersweet Golf Course	875 Almond Rd, Gurnee, IL 60031	Public	Special Events	Higher	5 minutes
British Swim School	Round Lake Beach, IL	Private	Swim Lessons	Higher	17 minutes
Center Club Gurnee	Gurnee, IL	Private	Fitness Operations	Higher	5 Minutes
Champions -Child care service	Woodland Primary, Elementary and Intermediate Schools	Private	Before/After School Program housed inside Woodland Schools also has childcare for infants/toddlers	Higher	2-10 minutes
Cheer & Dance Extreme	820 Lakeside Dr Ste 1, Gurnee, IL 60031	Private	Dance	Higher	5 minutes
Country Meadows Montessori	6151 W Washington St, Gurnee	Private	Daycare with preschool	Higher	5 minutes
Crossfit UXO	Gurnee, IL	Private	Fitness Operations	Higher	5 Minutes
Crunch Fitness	Round Lake, IL	Private	Fitness Operations	Lower	15 Minutes
Dance Center North	5410 Grand Ave, Gurnee	Private	Dance	Higher	8 Minutes
Dance Connection	221 Center St, Grayslake, IL 60030	Private	Dance	Higher	12 Minutes
Dance Theater of Northern Illinois	1333 N Delany Rd, Gurnee, Illinois 60031	Private	theater	Higher	11 Minutes
Early Learning Village - Village Church	1319 Hunt Club Rd, Gurnee	Private	Preschool	same	3 minutes
Field House Waukegan	Waukegan, IL	Public	Fitness Operations	Lower	10 minutes
FitLife Training Studio	Gurnee, IL	Private	Fitness Operations	Higher	10 Minutes
Foss Swim School	Libertyville, IL	Private	Swim Lessons	Higher	20 minutes
Goddard School	34638 US-45, Third Lake	Private	Daycare with preschool	Higher	10 minutes

Goldfish Swim School	Mundelein, IL	Private	Swim Lessons	higher	25 min
Grayslake Park District	240 Commerce Dr, Gurnee	Public	Park District Basketball Program	Higher	12 Minutes
Greater Libertyville Soccer Association	30080 Technology Way	Private	Travel Soccer Program	Higher	17 Minutes
Gurnee Chamber of Commerce	6615 Grand Ave, Gurnee	Public	Special Events	Same	6 Minutes
Gurnee Christian Academy	2190 N Fuller Rd, Gurnee	Private	Daycare with preschool	Same to higher	10 minutes
Gurnee Demons	34090 Almond Road, Gurnee	Public	Basketball Feeder Program	Higher	10 Minutes
Gurnee Fire Department	4580 Old Grand Ave, Gurnee	Public	Special Events		10 Minutes
Gurnee Kindercare	4574 Brookhaven, Gurnee	Private	Daycare with preschool	Higher	5 minutes
Gurnee Mills	6170 W Grand Ave, Gurnee, IL 60031	Public	Special Events	Same or Higher	7 Minutes
Gurnee Police Department	100 O'Plaine Rd. Gurnee	Public	Special Events		11 Minutes
Gurnee Youth Baseball	2649, 749 Milwaukee Ave	Private	Feeder Baseball Program	Higher	6 Minutes
Illinois Central Elite	1405 N Hunt Club Road, Gurnee	Private	Travel Basketball Program	Higher	2 Minutes
Kiddie Academy	1555 Nations Dr, Gurnee	Private	Daycare with preschool	Higher	5 minutes
Kindercare - Gurnee Mills	6480 Gurnee Mills Circle, Gurnee	Private	Daycare with preschool	Higher	5 minutes
LA Fitness	Lakehurst, IL	Private	Fitness Operations	Higher/Lower	15 Minutes
Lake County Forest Preserve	Various	Public	Special Events	Higher or same	Various Locations
Lindenhurst Area Soccer Club	24750 W Dering Ln, Lake Villa	Private	Travel Soccer Program	Higher	24 Minutes
Lindenhurst Park District	2200 East Grass Lake Road	Public	Park District Basketball Program	Lower	13 Minutes
Lindenhurst Park District	2200 East Grass Lake Road	Public	Park District Soccer Program	Same	13 Minutes
No. 36 Fitness	Third Lake	Private	Fitness Operations	Higher	15 Minutes
Planet Fitness	Waukegan, IL	Private	Fitness Operations	Lower	15 Minutes
Progress FC	2831 Navaho Rd, Waukegan	Private	Travel Soccer Program	Higher	16 Minutes
Round Lake Area Park District	Round Lake, IL	Public	Swim Lessons	Same or lower	20 minutes
Ryse Athletic Club	Gurnee, IL	Private	Fitness Operations	Lower	5 Minutes
Six Flags Great America	1 Great America Parkway, Gurnee, IL 60031	Private	Special Events	Higher	8 Minutes
Standing Ovation Theater Academy	1319 Hunt Club Rd, Gurnee, IL 60031	Private	theater	Higher	2 Minutes
The Learning Experience	465 N Riverside, Gurnee	Private	Daycare with preschool	Higher	5 minutes

Upward Basketball	2300 N Dilleys Rd, Gurnee	Private	Travel Basketball Program	Higher	8 Minutes
Village of Grayslake Aquatic Center	Grayslake, IL	Public	Swim Lessons	Same or lower	13 minutes
Village of Gurnee	Various	Public	Special Events	Same or lower	
Warren Newport Public Library	224 O'Plaine Rd, Gurnee, IL 60031	Public	Special Events	Same or lower	10 minutes
Warren Special Recreation Association	17801 West Washington Ave, Gurnee	Public	Special Events	Same	5 minutes
Warren Township Senior Services	17801 West Washington Ave, Gurnee	Public	Senior programs and special events	Same	6 Minutes
Warren Township Teen Center	17801 West Washington Ave, Gurnee	Public	Special Events	Same	5 minutes
Waukegan Youth Baseball	800 Baldwin Ave, 1519 N Lewis Ave, Waukegan, IL 60085	Private	Feeder Baseball Program	Higher	19 Minutes

APPENDIX F – LOCAL TRENDS IN RECREATION

The Trends Analysis offers insights into recreational trends at the national, regional, and local levels, as well as recreational interests segmented by age. This analysis utilizes data on trends sourced from the Sports & Fitness Industry Association (SFIA), the National Recreation and Park Association (NRPA), and the Environmental Systems Research Institute, Inc. (ESRI). The trends data used in this analysis is based on participation rates that are current or historical and NRPA Park Metrics.

LOCAL SPORT AND LEISURE MARKET POTENTIAL

ESRI provided the following charts depicting sports and leisure market potential data for Gurnee residents. The Market Potential Index (MPI) is utilized to measure probable demand for a product or service within defined service areas. MPI scores display the likelihood that an adult resident will partake in certain activities when compared to the national U.S. average. The activities that residents participate in do not necessarily have to be within the district's boundaries. The national average is set at 100, so scores below 100 indicate lower-than-average participation rates, while scores above 100 indicate higher-than-average participation rates. The service area is evaluated against the national average across four categories: general sports, fitness, outdoor activity, and commercial recreation.

It is important to note that MPI metrics represent only one data point used to help determine community trends. Programmatic decisions should not be solely based on MPI metrics.

The following charts compare MPI scores for 46 sport and leisure activities prevalent for residents in the District. The activities are grouped by type and listed in descending order, from highest to lowest MPI score. Index numbers of 100 or higher hold significance as they indicate a greater likelihood that residents within service areas will actively participate in those Department offerings. Conversely, below-average MPI scores suggest lower levels of participation in specific activities.

GENERAL SPORTS MARKET POTENTIAL

In the District, the MPI scores for all but one of the eight listed activities are at or above the national average MPI for General Sports. Among these activities, Football (97) holds the lowest MPI score. On the other hand, Tennis (124) claims the highest MPI score, closely followed by Volleyball (118) and Golf (116) in the top three positions.

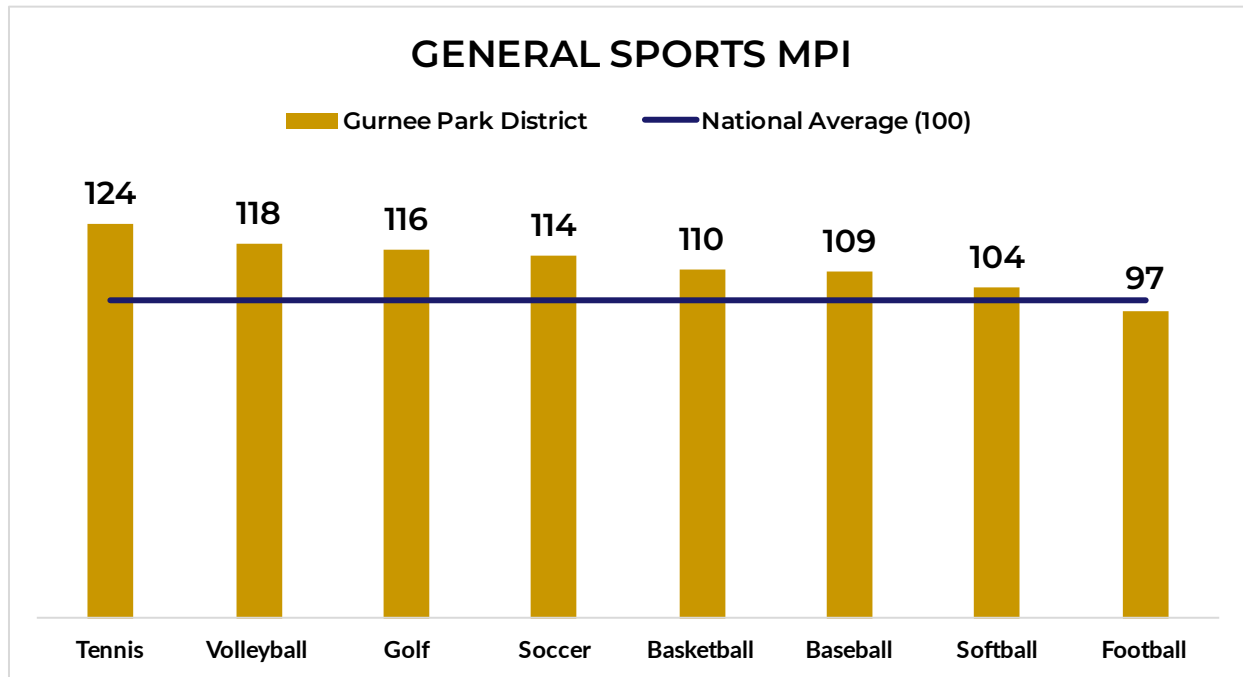


Figure 20: General Sports MPI

FITNESS

All the eight activities listed are above the national average MPI with Pilates (130) being the highest followed by Jogging/Running (126) and Aerobics (120). This is an encouraging sign for growing the District's fitness and exercise offerings at FitNation, Hunt Club and beyond.

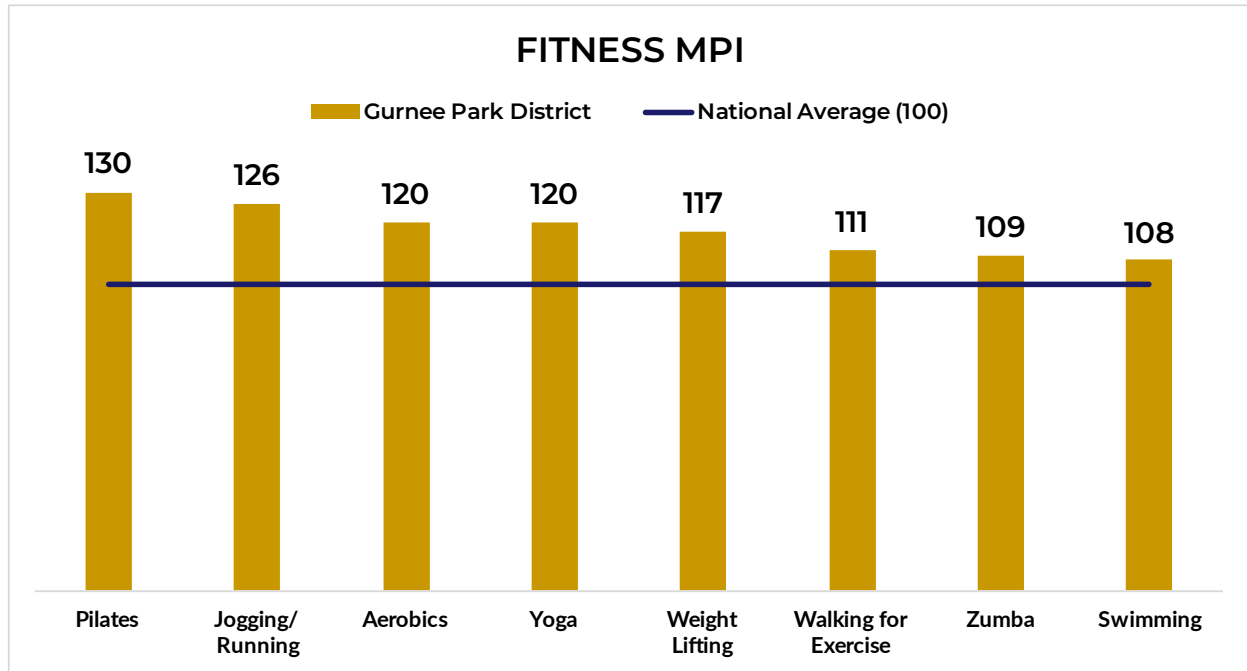


Figure 21: Fitness MPI

OUTDOOR ACTIVITY

Eight out of ten outdoor activities were above the national MPI score. Lead by Bicycling (mountain: 120 / road: 118) and followed by Hiking and Backpacking (117). The lowest MPI scores were Horseback Riding (94) and Fresh Water Fishing (92). It is important to note that these activities do not have to be undertaken by the population within the District's boundaries. It simply indicates that Gurnee residents are likely to participate in these activities.

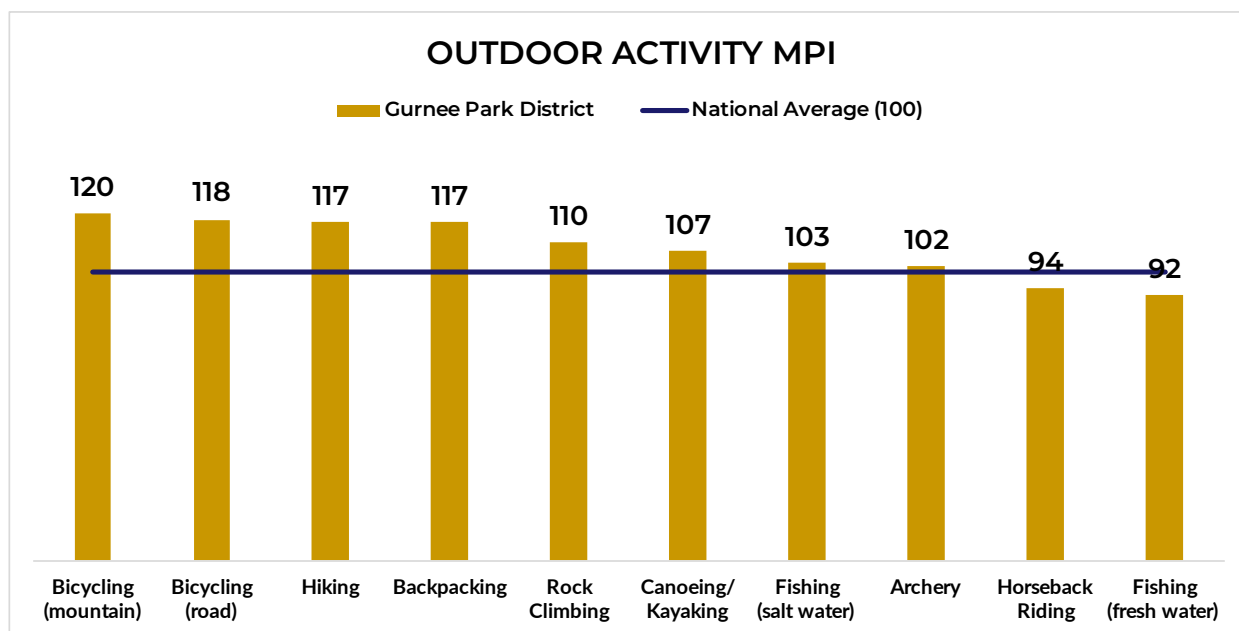


Figure 22: Outdoor Activity MPI

COMMERCIAL RECREATION

In Commercial Recreation, most activities have surpassed the national average. At the forefront, joining a book club scored 122 and attending live theater scored 118. Additionally, spending \$250 or more on sports and recreational equipment, with an MPI of 115, indicates that residents are more inclined to invest in recreational gear compared to the national average.

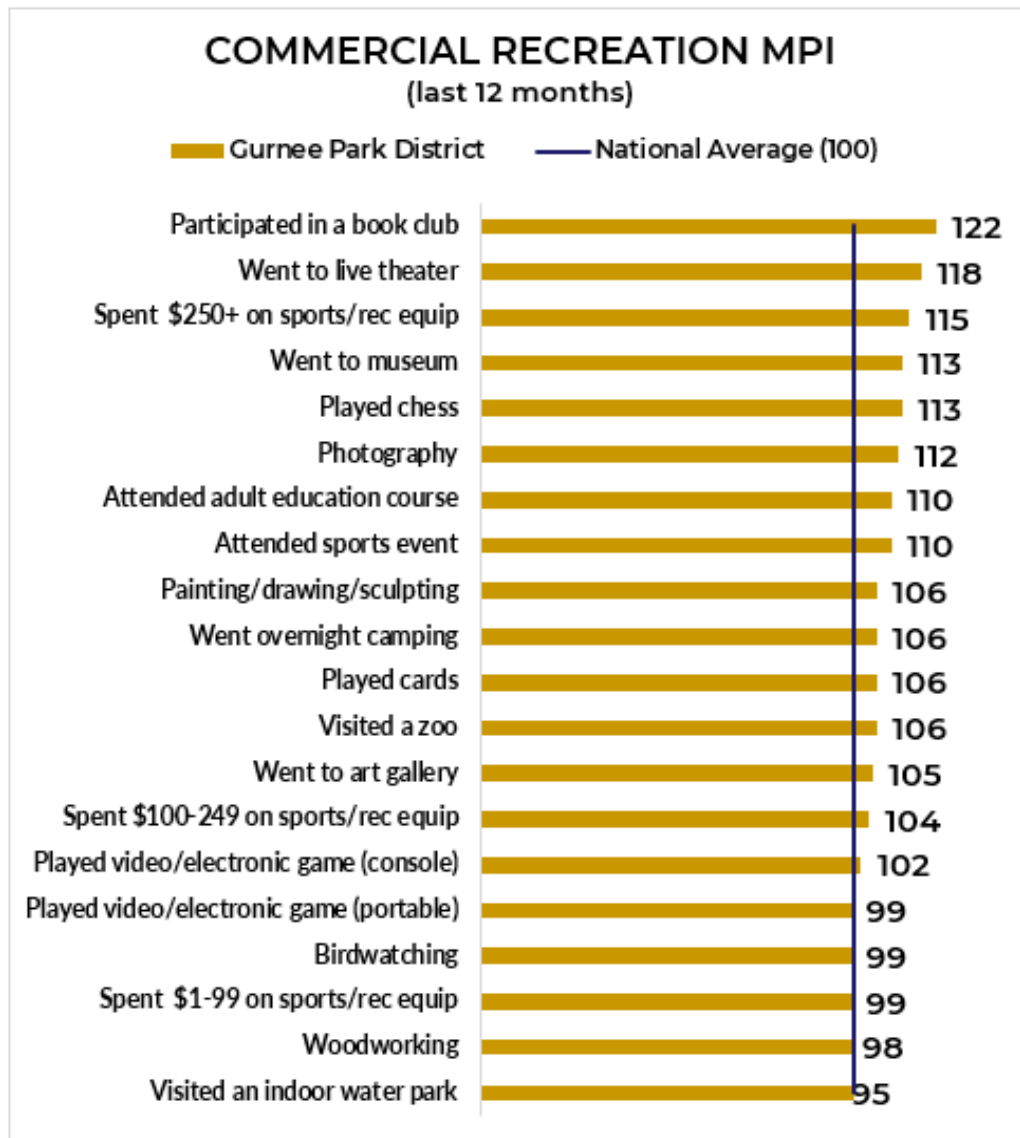


Figure 23: Commercial Recreation MPI

APPENDIX G – PARK & FACILITY EVALUATIONS

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APPENDIX H - NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2023* was utilized to evaluate National Recreation Participatory Trends.



The methodology of this study is rooted in a nationwide survey conducted in the 2022 calendar year by Sports Marketing Surveys USA (SMS), under the supervision of the Sports & Fitness Industry Association (SFIA) and in collaboration with seven other sports industry associations comprising the Physical Activity Council (PAC). The study was conceptualized and deployed by Digital Research Inc. (DRI), with all supplementary data being credited to the joint research efforts of SFIA and SMS.

Throughout 2022, the study completed 18,000 online interviews involving a nationwide sample of individuals aged six and older. These participants were selected from proprietary online panels designed to be representative of the broader U.S. population. Strict quotas related to gender, age, income, region, and ethnicity were implemented to assure a balanced and representative sample.

The survey's robust sample size of 18,000 completed interviews facilitates a high degree of statistical accuracy. However, it's acknowledged that all surveys are subject to a standard error, which indicates the extent to which the results may differ from those acquired through a comprehensive census of the entire U.S. population. For instance, a sport with a participation rate of five percent exhibits a confidence interval of plus or minus 0.32 percentage points at the 95 percent confidence level.

To further ensure the representation of the data, a weighting technique was employed. This adjusted the data to mirror the entire U.S. population aged six and above, utilizing variables such as gender, age, income, ethnicity, household size, region, and population density. The total population figure applied was 305,439,858 individuals aged six and older.

The study reports activity based on a rolling 12-month participation rate. Unless explicitly specified, all charts present data corresponding to U.S. populations aged six and over.

All category and activity names are those used by SFIA.

OVERALL PARTICIPATION IN THE U.S.

For the fifth year running, physical activity rates among Americans continued to rise. Specifically, 77.6% of all Americans, representing approximately 236.9 million individuals, took part in at least one activity during the year. This figure denotes a 9.2% increase compared to 2017, and a 1.9% rise compared to 2021. In essence, this means that 20 million more individuals participated in at least one physical activity annually compared to 2017, suggesting a growing prioritization of physical activity in American lifestyles.

Racquet sports experienced the most significant rise in participation in 2022, with a surge of 17.6% or about 8 million participants from the previous year. All racquet sports monitored by SFIA saw increased participation in 2022, with pickleball outpacing others with an 85.7% annual growth rate. Conversely, individual and winter sports were the only categories that didn't register increased participation in 2022.

Team sports rebounded from the sharp downturn they faced in 2020 due to the pandemic, with their participation rate climbing to 23.2% in 2022, almost reaching the 2019 level of 23.4%. In 2022, participation rates in water sports and outdoor sports similarly rose, comparable to the increases seen in team sports, while the fitness participation rate remained steady.

When comparing participation rates from 2013 to 2022, it's evident that physical activity has become a higher priority for Americans over the past decade. Every sports category saw an increase in participation rates, except for individual sports, which experienced a slight decrease from 43.3% to 41.3%. Fitness sports reported the largest growth in participation rate, rising from 60.1% in 2013 to 67.4% in 2022.

INACTIVITY IN THE U.S.

In a first since 2010, the number of totally inactive individuals in the U.S.—those not participating in any of the sports or activities monitored by SFIA—fell below 70 million. In 2022, the count of inactive individuals stood at 68.6 million or 22.4% of Americans, marking the fourth consecutive annual decrease.

A decline in inactivity was observed across all age groups, except for those aged 18-24 and 25-34. SFIA believes that the increase in inactivity within these groups might be due to significant life transitions such as attending college or starting a family, which were temporarily paused during the onset of the pandemic. Even though inactivity rates for these age groups have risen in 2022, they remain lower than their 2017 rates. Thus, every age group reported lower inactivity rates in 2022 compared to 2017.

Further positive news emerged when examining inactivity rates across income levels. Every income level saw a reduction in inactivity rates of more than 3% in 2022, with the most substantial decrease of 5.2% occurring within the \$25k-\$49,999 income bracket. Similar to the age group analysis, every income category in 2022 registered lower inactivity rates than in 2017. This trend indicates a growing number of Americans are prioritizing and investing in physical activity (and have better access to opportunities for participation) compared to previous years.

NATIONAL PARTICIPATION

FITNESS TRENDS

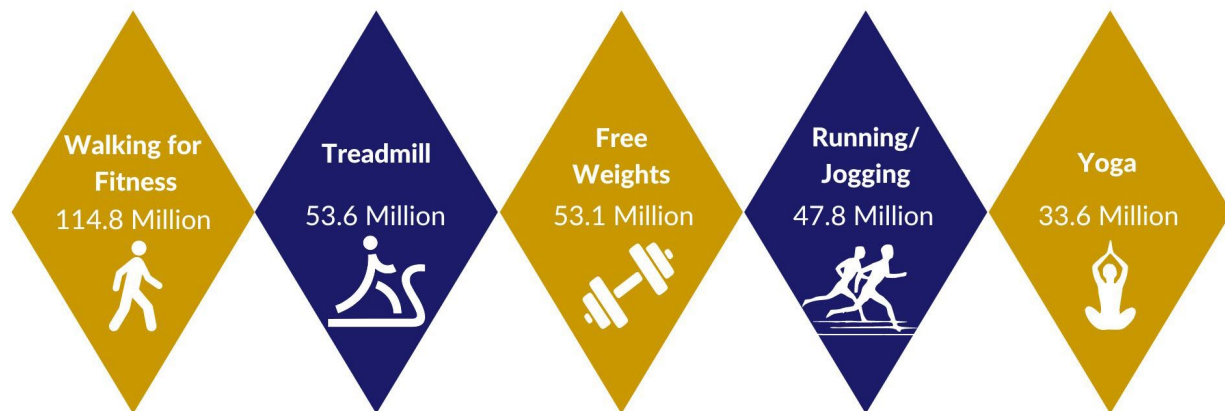


Figure 24: Top national fitness activities by participation

The most popular fitness activity was Walking for Fitness, with 114.8 million participants, though it experienced a small decrease of 0.9% from the previous year. Despite this, it showed a 3% increase in participation over the last three years. The second most popular activity, Treadmill exercising, had around 53.6 million participants, which was largely stable from 2021, but showed a decrease of 5.7% since 2019.

Free Weights (Dumbbells/Hand Weights) also experienced growth in 2022, with approximately 53.1 million participants. This represents a 1% increase from 2021 and a 3.3% increase over three years. Meanwhile, Yoga and Pilates Training showed significant growth over the three years with an increase of 10.4% and 11.6% respectively.

The most significant three-year decreases were observed in Cross-Training Style Workouts and Group Stationary Cycling, with a decrease of 31.7% and 36.9% respectively. Despite some decreases, many fitness activities maintained or increased their number of participants, indicating an ongoing interest in physical fitness among Americans.

FITNESS PARTICIPANTS						
	2019	2020	2021	2022	1-year change	3-year change
Walking for Fitness	111,439	114,044	115,814	114,759	-0.9%	3.0%
Treadmill	56,823	49,832	53,627	53,589	-0.1%	-5.7%
Free Weights (Dumbbells/Hand Weights)	51,450	53,256	52,636	53,140	1.0%	3.3%
Running/Jogging	50,052	50,652	48,977	47,816	-2.4%	-4.5%
Yoga	30,456	32,808	34,347	33,636	-2.1%	10.4%
Stationary Cycling (Recumbent/Upright)	37,085	31,287	32,453	32,102	-1.1%	-13.4%
Weight/Resistance Machines	36,181	30,651	30,577	30,010	-1.9%	-17.1%
Free Weights (Barbell)	28,379	28,790	28,243	28,678	1.5%	1.1%
Elliptical Motion/Cross-Trainer	33,056	27,920	27,618	27,051	-2.1%	-18.2%
Swimming for Fitness	28,219	25,666	25,620	26,272	2.5%	-6.9%
Dance, Step & Other Choreographed Exercise to Music	23,957	25,160	24,752	25,163	1.7%	5.0%
Bodyweight Exercise & Accessory-Assisted Training	23,504	22,845	22,629	22,034	-2.6%	-6.3%
High Impact/Intensity Training	22,044	22,487	21,973	21,821	-0.7%	-1.0%
Kettlebells	12,857	13,576	13,557	13,694	1.0%	6.5%
Rowing Machine	12,809	11,694	11,586	11,893	2.6%	-7.2%
Stair-Climbing Machine	15,359	11,261	11,786	11,677	-0.9%	-24.0%
Aquatic Exercise	11,189	10,954	10,400	10,676	2.6%	-4.6%
Pilates Training	9,243	9,905	9,745	10,311	5.8%	11.6%
Cross-Training Style Workouts	13,542	9,179	9,764	9,248	-5.3%	-31.7%
Stationary Cycling (Group)	9,930	6,054	5,939	6,268	5.5%	-36.9%
Cardio Kickboxing	7,026	5,295	5,099	5,531	8.5%	-21.3%
Boot Camp Style Training	6,830	4,969	5,169	5,192	0.4%	-24.0%
Barre	3,665	3,579	3,659	3,803	3.9%	3.8%
Tai Chi	3,793	3,300	3,393	3,394	0.0%	-10.5%
NOTE: Participation numbers are in 000's for the US population ages 6 and over						
Legend: <div>Large Increase (greater than 10%)</div> <div>Moderate Increase (0% to 10%)</div> <div>Moderate Decrease (0% to -10%)</div> <div>Large Decrease (less than -10%)</div>						

Figure 25: National fitness participation

TEAM SPORTS TRENDS

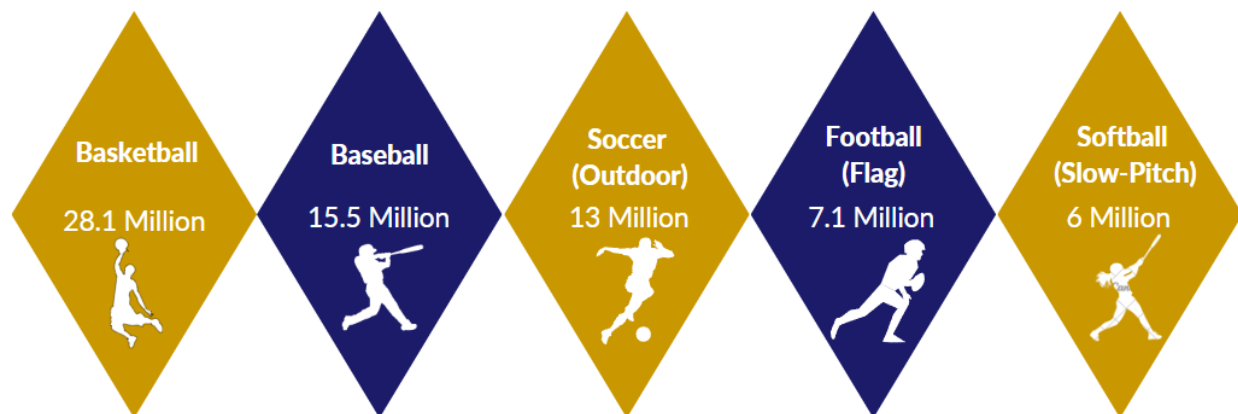


Figure 26: Top national team sport activities by participation

Basketball continued to lead in team sports participation with over 28.1 million participants, marking a 3.7% increase from 2021 and an impressive 13% increase over the past three years. Baseball and outdoor soccer followed, with approximately 15.5 million and 13 million participants respectively. While baseball saw a slight decrease of 0.7% in the past year, and a 2.1% decrease over the past three years, outdoor soccer saw a healthy 3.7% increase from the previous year and 9.3% over three years.

Among other notable sports, gymnastics exhibited the most substantial growth from 2021 to 2022, with a 7% increase in participants, bringing the total to approximately 4.6 million. Conversely, rugby had the most significant drop with a 5.8% decrease from the previous year and a steep 16.2% decrease over the last three years.

Overall, despite some declines, many team sports either sustained or increased their participation numbers in 2022, underlining the continued popularity of these activities.

TEAM SPORTS PARTICIPANTS						
	2019	2020	2021	2022	1-year change	3-year change
Basketball	24,917	27,753	27,135	28,149	3.7%	13.0%
Baseball	15,804	15,731	15,587	15,478	-0.7%	-2.1%
Soccer (Outdoor)	11,913	12,444	12,556	13,018	3.7%	9.3%
Football (Flag)	6,783	7,001	6,889	7,104	3.1%	4.7%
Volleyball (Court)	6,487	5,410	5,849	6,092	4.2%	-6.1%
Softball (Slow-Pitch)	7,071	6,349	6,008	6,036	0.5%	-14.6%
Soccer (Indoor)	5,336	5,440	5,408	5,495	1.6%	3.0%
Football (Touch)	5,171	4,846	4,884	4,843	-0.8%	-6.3%
Gymnastics	4,699	3,848	4,268	4,569	7.0%	-2.8%
Volleyball (Beach/Sand)	4,400	4,320	4,184	4,128	-1.3%	-6.2%
Track and Field	4,139	3,636	3,587	3,690	2.9%	-10.8%
Cheerleading	3,752	3,308	3,465	3,507	1.2%	-6.5%
Swimming on a Team	2,822	2,615	2,824	2,904	2.9%	2.9%
Volleyball (Grass)	3,136	2,738	2,807	2,829	0.8%	-9.8%
Paintball	2,881	2,781	2,562	2,592	1.2%	-10.0%
Ice Hockey	2,357	2,270	2,306	2,278	-1.3%	-3.4%
Softball (Fast-Pitch)	2,242	1,811	2,088	2,146	2.8%	-4.3%
Ultimate Frisbee	2,290	2,325	2,190	2,142	-2.2%	-6.5%
Wrestling	1,944	1,931	1,937	2,036	5.1%	4.7%
Lacrosse	2,115	1,884	1,892	1,875	-0.9%	-11.4%
Roller Hockey	1,616	1,500	1,425	1,368	-4.0%	-15.3%
Rugby	1,392	1,242	1,238	1,166	-5.8%	-16.2%
NOTE: Participation numbers are in 000's for the US population ages 6 and over						
<div>Legend:</div> <div> <div>Large Increase (greater than 10%)</div> <div>Moderate Increase (0% to 10%)</div> <div>Moderate Decrease (0% to -10%)</div> <div>Large Decrease (less than -10%)</div> </div>						

Figure 27: National team sports participation

INDIVIDUAL ACTIVITY TRENDS

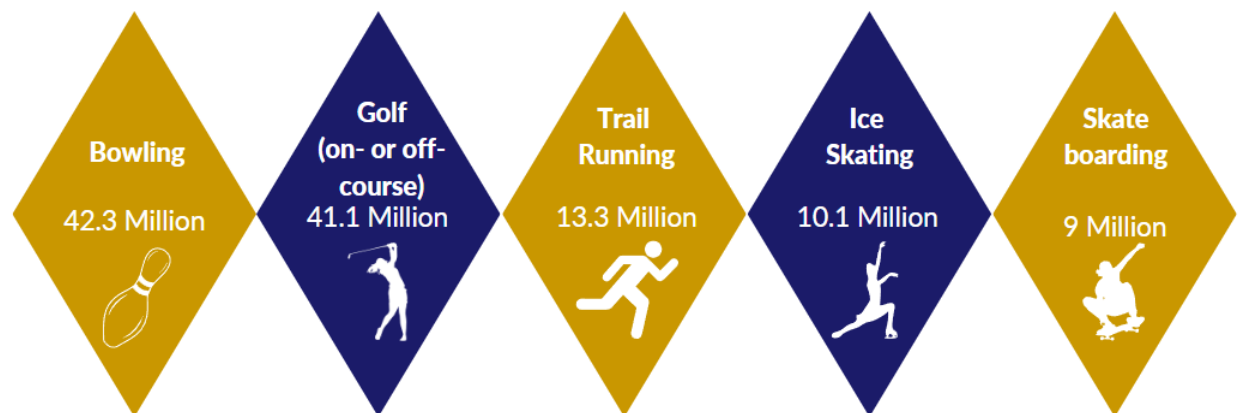


Figure 28: Top national individual activities by participation

Individual sports activities demonstrated diverse trends in participation rates. Bowling remained popular, with over 42.2 million participants, marking a 1.5% increase from the previous year. However, golf, both on and off-course, stole the limelight with significant growth rates. On or off-course golf combined experienced a substantial 9.7% increase from 2021, with over 41 million participants, underpinned by a massive 25.7% increase in off-course golf participation (driving range, golf entertainment venue, indoor simulator) that skyrocketed to about 15.5 million participants.

Skateboarding also showed strong growth, with a 3.1% increase from 2021 and a substantial 36.4% growth over three years, bringing its total to just over 9 million participants. Meanwhile, trail running and ice skating saw considerable growth of 5.9% and 6.4% from 2021, respectively.

On the contrary, adventure racing experienced a decrease in participation, dropping by 6.1% from 2021 and 20% over three years. Traditional road triathlons also suffered a decline, with an 11% decrease in participants over the past three years.

INDIVIDUAL ACTIVITY PARTICIPANTS						
	2019	2020	2021	2022	1-year change	3-year change
Bowling	45,372	40,143	41,666	42,292	1.5%	-6.8%
Golf (on- or off-course)	34,176	36,861	37,473	41,096	9.7%	20.2%
Trail Running	10,997	11,854	12,520	13,253	5.9%	20.5%
Ice Skating	9,460	9,857	9,481	10,086	6.4%	6.6%
Skateboarding	6,610	8,872	8,747	9,019	3.1%	36.4%
Archery	7,449	7,249	7,342	7,428	1.2%	-0.3%
Horseback Riding	6,990	6,748	6,919	7,309	5.6%	4.6%
Roller Skating (2x2 Wheels)	6,612	6,160	6,373	6,810	6.9%	3.0%
Martial Arts	6,068	6,064	6,186	6,355	2.7%	4.7%
Boxing for Fitness	5,198	5,230	5,237	5,472	4.5%	5.3%
Roller Skating (Inline Wheels)	4,816	4,892	4,940	5,173	4.7%	7.4%
MMA for Fitness	2,405	2,445	2,339	2,524	7.9%	5.0%
Triathlon (Traditional/Road)	2,001	1,846	1,748	1,780	1.8%	-11.0%
Adventure Racing	2,143	1,966	1,826	1,714	-6.1%	-20.0%
Triathlon (Non-Traditional/Off Road)	1,472	1,363	1,304	1,350	3.5%	-8.2%
MMA for Competition	978	979	1,026	1,076	4.9%	10.1%
NOTE: Participation numbers are in 000's for the US population ages 6 and over						
Legend: Large Increase (greater than 10%) Moderate Increase (0% to 10%) Moderate Decrease (0% to -10%) Large Decrease (less than -10%)						

Figure 29: National individual activity participation

OUTDOOR ACTIVITY TRENDS

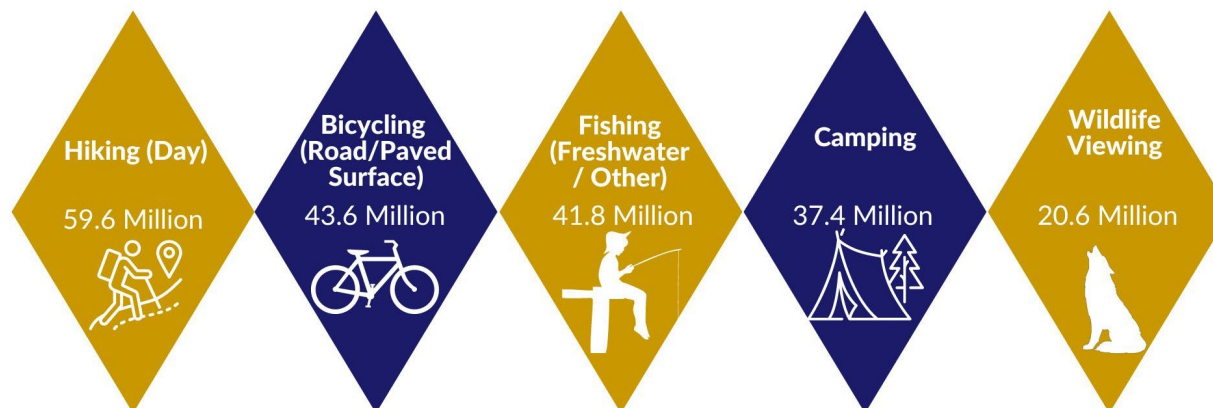


Figure 30: Top national outdoor activities by participation

Outdoor activities experienced a surge in participation. Hiking continued to lead with a 1.5% yearly and a 19.9% three-year increase, with nearly 59.6 million participants. Bicycling on paved surfaces and freshwater fishing also grew by 1.8% and 2.4% respectively. Camping saw a considerable 4.0% annual growth, and birdwatching and saltwater fishing increased by 6.8% and 4.0% respectively.

However, target shooting with handguns and rifles experienced a decrease, as did overnight backpacking. BMX bicycling and sport/boulder climbing reported significant growth rates of 8.3% and 6.6% respectively, underscoring a strong interest in outdoor activities despite some downturns.

OUTDOOR ACTIVITY PARTICIPANTS						
	2019	2020	2021	2022	1-year change	3-year change
Hiking (Day)	49,697	57,808	58,697	59,578	1.5%	19.9%
Bicycling (Road/Paved Surface)	39,388	44,471	42,775	43,554	1.8%	10.6%
Fishing (Freshwater/Other)	39,185	42,556	40,853	41,821	2.4%	6.7%
Camping	28,183	36,082	35,985	37,431	4.0%	32.8%
Wildlife Viewing	20,040	21,038	20,452	20,615	0.8%	2.9%
Camping (RV)	15,426	17,825	16,371	16,840	2.9%	9.2%
Birdwatching	12,817	15,228	14,815	15,818	6.8%	23.4%
Fishing (Saltwater)	13,193	14,527	13,790	14,344	4.0%	8.7%
Target Shooting (Handgun)	14,579	14,253	13,952	13,303	-4.6%	-8.8%
Target Shooting (Rifle)	13,197	12,728	12,388	12,044	-2.8%	-8.7%
Hunting (Rifle)	11,084	11,098	10,762	10,811	0.5%	-2.5%
Backpacking Overnight	10,660	10,746	10,306	10,217	-0.9%	-4.2%
Bicycling (Mountain/Non-Paved Surface)	8,622	8,998	8,693	8,916	2.6%	3.4%
Fishing (Fly)	7,014	7,753	7,458	7,631	2.3%	8.8%
Hunting (Shotgun)	8,083	7,874	7,627	7,628	0.0%	-5.6%
Climbing (Indoor)	5,309	5,535	5,684	5,778	1.7%	8.8%
Hunting (Bow)	4,628	4,656	4,577	4,739	3.5%	2.4%
Shooting (Sport Clays)	4,852	4,699	4,618	4,718	2.2%	-2.8%
Bicycling (BMX)	3,648	3,880	3,861	4,181	8.3%	14.6%
Shooting (Trap/Skeet)	4,057	3,837	3,750	3,739	-0.3%	-7.8%
Hunting (Handgun)	3,015	2,998	2,900	2,993	3.2%	-0.8%
Climbing (Sport/Boulder)	2,183	2,290	2,301	2,452	6.6%	12.3%
Climbing (Traditional/Ice/Mountaineering)	2,400	2,456	2,374	2,452	3.3%	2.1%
NOTE: Participation numbers are in 000's for the US population ages 6 and over						
Legend: <div>Large Increase (greater than 10%)</div> <div>Moderate Increase (0% to 10%)</div> <div>Moderate Decrease (0% to -10%)</div> <div>Large Decrease (less than -10%)</div>						

Figure 31: National outdoor activity participation

RACQUET SPORT TRENDS

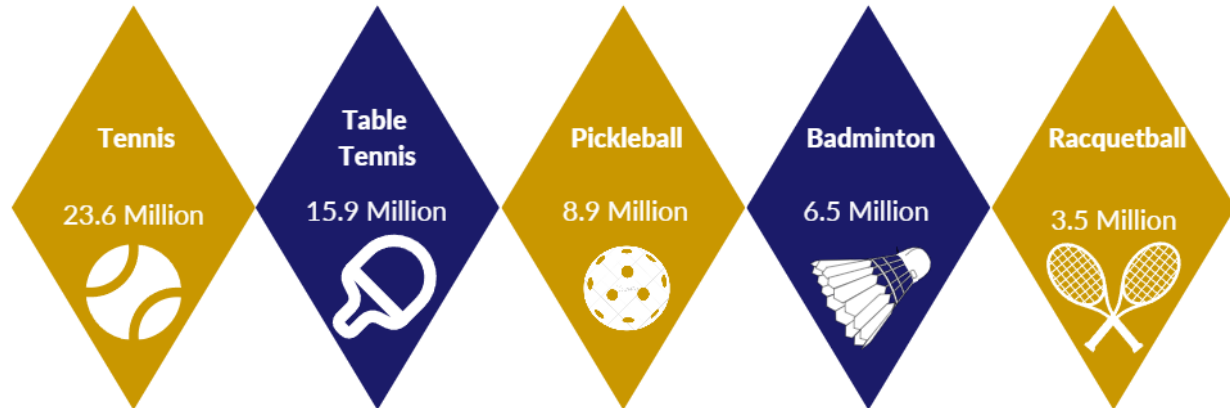


Figure 32: Top national racquet sports by participation

Racquet sports saw a continued upward trend in participation in 2022, with tennis at the forefront, with around 23.6 million participants and marking a 4.3% increase from 2021. This sport also witnessed a significant three-year growth rate of 33.4%.

An even more impressive growth rate was found in pickleball, which experienced an incredible 85.7% increase from 2021, and a stunning 158.6% increase over three years, reflecting its rapidly growing popularity. Meanwhile, other sports like table tennis and badminton also experienced growth in 2022, with 2.8% and 7.1% increases from the previous year respectively.

Racquetball and cardio tennis showed a similar positive trend with 8.0% and 7.8% growth rates from 2021, respectively. Despite its lower participation numbers compared to other racquet sports, squash saw a modest increase of 3.6% from 2021, showing signs of sustained interest. Overall, the data suggests a robust growth in the popularity of racquet sports in 2022.

RACQUET SPORTS PARTICIPANTS						
	2019	2020	2021	2022	1-year change	3-year change
Tennis	17,684	21,642	22,617	23,595	4.3%	33.4%
Table Tennis	14,908	16,854	15,390	15,824	2.8%	6.1%
Pickleball	3,460	4,199	4,819	8,949	85.7%	158.6%
Badminton	6,095	5,862	6,061	6,490	7.1%	6.5%
Racquetball	3,453	3,426	3,260	3,521	8.0%	2.0%
Cardio Tennis	2,501	2,503	2,608	2,812	7.8%	12.4%
Squash	1,222	1,163	1,185	1,228	3.6%	0.5%
NOTE: Participation numbers are in 000's for the US population ages 6 and over						
Legend: <div>Large Increase (greater than 10%)</div> <div>Moderate Increase (0% to 10%)</div> <div>Moderate Decrease (0% to -10%)</div> <div>Large Decrease (less than -10%)</div>						

Figure 33: National racquet sport participation

WATER ACTIVITY TRENDS

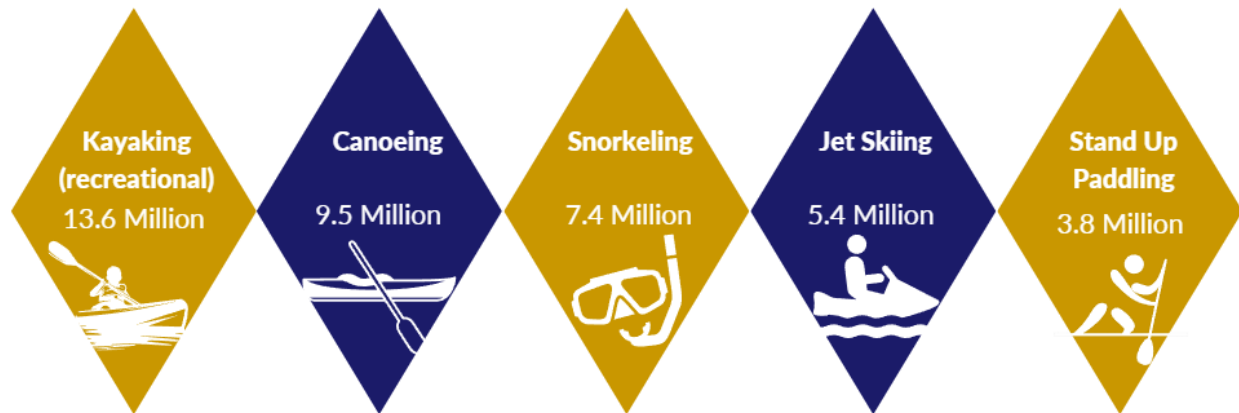


Figure 34: Top national water activities by participation

In 2022, participation in water sports grew. Recreational kayaking was the favorite, drawing 13.56 million participants, up by 1.6% from 2021, and showing a significant three-year growth of 19.1%.

Popularity of canoeing and jet skiing also rose in 2022, attracting about 9.52 million and 5.44 million people respectively, increasing by 3.5% and 7.6% from 2021.

Surfing remained popular, showing a 6.6% increase from 2021 and a sizable 24.6% growth over three years. Stand-up paddling and white-water kayaking saw smaller growth, with increases of 1.0% and 3.9% respectively from 2021.

The number of people sailing, rafting, and wakeboarding also rose in 2022, with rafting showing a significant 6.3% growth. However, water skiing saw a slight dip of 0.6%. Scuba diving bounced back from a decline with a 7.3% rise in 2022, despite a small overall three-year decrease of 2.1%.

WATER ACTIVITY PARTICIPANTS						
	2019	2020	2021	2022	1-year change	3-year change
Kayaking (Recreational)	11,382	13,002	13,351	13,561	1.6%	19.1%
Canoeing	8,995	9,595	9,199	9,521	3.5%	5.9%
Snorkeling	7,659	7,729	7,316	7,376	0.8%	-3.7%
Jet Skiing	5,108	4,900	5,062	5,445	7.6%	6.6%
Stand Up Paddling	3,562	3,675	3,739	3,777	1.0%	6.0%
Surfing	2,964	3,800	3,463	3,692	6.6%	24.6%
Sailing	3,618	3,486	3,463	3,632	4.9%	0.4%
Rafting	3,438	3,474	3,383	3,595	6.3%	4.5%
Water Skiing	3,203	3,050	3,058	3,040	-0.6%	-5.1%
Wakeboarding	2,729	2,754	2,674	2,754	3.0%	0.9%
Kayaking (White Water)	2,583	2,605	2,623	2,726	3.9%	5.5%
Scuba Diving	2,715	2,588	2,476	2,658	7.3%	-2.1%
Kayaking (Sea/Touring)	2,652	2,508	2,587	2,642	2.1%	-0.4%
Boardsailing/Windsurfing	1,405	1,268	1,297	1,391	7.3%	-0.9%

NOTE: Participation numbers are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 10%)	Moderate Increase (0% to 10%)	Moderate Decrease (0% to -10%)	Large Decrease (less than -10%)
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Figure 35: National water activity participation

SUMMARY

- **Group Fitness:** Participation in group fitness-based activities continued to struggle but showed some signs of recovery. Boot camp style training, cardio kickboxing, and stationary cycling (group) all increased participation in 2022 but are still significantly down from their 2019 numbers.
- **Health Clubs:** Health club-based activities continued to struggle. Elliptical motion/cross-trainer, stair-climbing machine, stationary cycling (recumbent/upright), and weight resistance machines all had participation decreases last year and are down over 10% compared to 2019 numbers.
- **Golf (on or off-course):** Golf continues to maintain its momentum. Golf (on or off-course) increased by 9.7 % last year and all forms of golf overall have grown over 20% since 2019. This overall growth is largely driven by off-course golf entertainment options such as indoor simulated driving ranges and Top Golf.
- **Outdoor Recreation:** Camping, fishing, and bicycling activities recovered to 2020 participation levels after showing slight decreases in 2021.
- **Personal Combat Sports:** Personal combat sports had a good year. Martial Arts, boxing for fitness, MMA for competition, MMA for fitness, and wrestling all posted participation increases in 2022.
- **Racquet Sports:** For the first time since 2015, every racquet sport increased its total participation number compared to the previous year.
 - Pickleball continued to be the fastest-growing sport in America. Participation almost doubled in 2022, increasing by 85.7% year-over-year and by an 158.6% over three years.
 - Tennis increased by 4.3% last year and has grown over 20% since 2019.
- **Running and Hiking:** For the fifth straight year, trail running and hiking (day) total participation increased.
- **Team Sports:** Basketball, soccer (outdoor), football (flag), and football (tackle) all posted positive three-year total participation increases of over 4.5%. Basketball had the highest three-year increase of 13.0%.
- **Yoga, Barre and Pilates:** Barre and Pilates showed solid participation increases in 2022, while yoga decreased for the first time in the last decade. All have three-year participation increases with yoga and Pilates increasing over 10% in the last three years.