



PARK  
DISTRICT  
OF OAK PARK

*2014 Comprehensive Master Plan*

# Park District of Oak Park

Adopted December 18, 2014

# KEY RECOMMENDATIONS & ACTION ITEMS

The following recommendations and action items have been organized into seven major categories:

- Parks & Open Space
- Recreation Facilities & Buildings
- Programming
- Marketing
- Organization & Planning
- Administration, Maintenance & Operations
- Funding

These categories represent key components of the Park District and the organization of these categories will help in assigning responsibilities and tracking completion.

## Parks & Open Space

*The items in this category focus on the open space components of the Park District and the modifications necessary to ensure they meet the needs of the community.*

### Pursue Park/Recreation Space Acquisition & Development

Oak Park's urban and land-locked character are intrinsic to the community itself. It creates challenges for meeting any one group's desire for indoor or outdoor recreation space within the Park District, and creates an atmosphere that requires communication and collaboration with other entities in the area. However, the need for more park and recreation space should always be kept in mind, so that when opportunities arise to address it, the Park District has plans in place and are prepared to capitalize on these opportunities.

The Park District should focus on priority sites that include:

- Properties adjacent to existing parks to allow for the expansion of these sites.
- Properties available within an area that is underserved with open space – the most notable being the area bordered by Madison Street on the north, Oak Park Avenue on the east, the Eisenhower Expressway on the south and Harlem Avenue on the west.

Additional secondary sites should include:

- Properties along any of the planned bike routes within the Village.
- Properties adjacent to other community or institutional uses.

Once potential properties have been identified, the Park District should monitor them to see if any opportunities arise. This may include the creation of a "right of first refusal" agreement or the donation of land. The Parks Foundation could serve a larger role with advancing this recommendation. The Parks Foundation is well positioned to contact property owners and work to identify agreements or donations that the property owner may be willing to participate in.

Currently, the Park District has a yearly set-aside of \$200,000 to build a fund that can be applied to future purchasing of land. This amount should be re-evaluated on an annual basis to identify if the District is able to appropriately take advantage of potential opportunities that arise. If not, the fund amount may need to be adjusted.

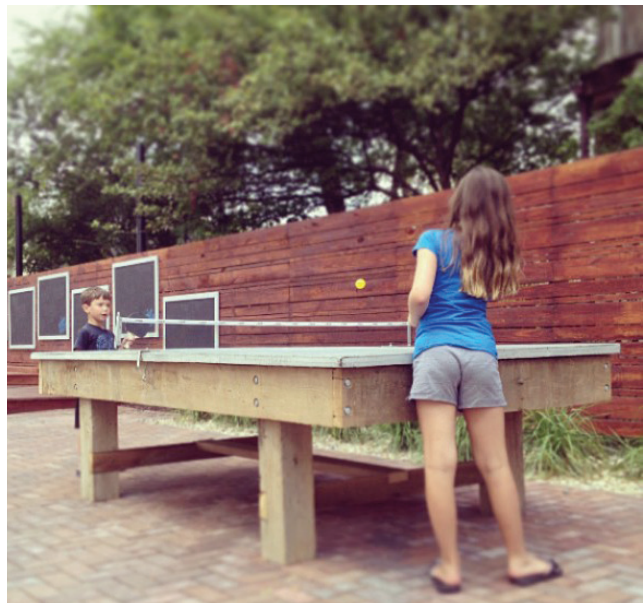
## Creatively Use Underused Exterior Spaces in the Village

Stakeholders identified a frustration with vacant spaces within the Village and encouraged the Park District to work collaboratively with the Village to temporarily activate these spaces. This desire dovetails well with recent urban planning trends and studies regarding “parklets.” These are unique, temporary spaces, often times created in an on-street parking space within a commercial shopping district. A recently released study from the Metropolitan Planning Council identified that these spaces contribute to the vitality of a community and enhance the shopping environment, causing 34% of visitors to make an unplanned food or beverage purchase and increasing sales at nearby businesses. They would also create increased awareness of the Park District.

The Park District should work with the planning department of the Village as well as the Oak Park Economic Development Corporation to identify and prioritize potential underused spaces. The Arts and Culture section of the Village’s Comprehensive Plan has a similar objective, which states that the Village should “partner with developers and property owners to adaptively reuse underutilized properties for arts and culture purposes.” While the Park District’s emphasis should be reuse for recreational purposes, there is compatibility between the two.

At the same time, the District should identify potential legal and funding mechanisms that would allow for temporary use and maintenance of these types of spaces. The District should develop a standard agreement that they can use in approaching a property owner. This could also provide a role for the Parks Foundation to work on behalf of the Park District, especially if any tax incentives can be identified to entice the property owner into providing the Park District with a low or no cost lease of the space.

The District should consider creating a budget for funding the use, temporary improvement and maintenance of these spaces.



***“Parklets” can be small in size, but still create active, engaging spaces. They can include seating, compact activities, or community garden spaces, for example.***

## Enhance Walking & Biking Amenities

Over the last decade there has been a growing trend toward walking and biking as forms of transit, not just for recreation and fitness. Within the Chicago region, this can be seen in the growing number of bike lanes and the increase in bike-share programs, such as Divvy.

The District should work to support residents who are looking for increased opportunities to walk and bike, whether it is for recreation, fitness or transit. Due to the urban character of the Village, there are limited opportunities to directly integrate additional paths into the parks. Through the process of developing Master Plans for each of the parks, additional loops have been incorporated where feasible, such as at Lindberg Park. Stevenson Park is the only remaining park that does not have a loop, but has the potential for one, which has been identified in its Master Plan. Additional enhancements can be made in these parks by adding signs identifying the distances of the loops.

There are additional ways the District can support walking and biking.

The first is to coordinate with the Village, and partner with them when appropriate, to implement recommendations from the Village's 2008 Oak Park Bicycle Plan. This document identifies a network of different bike lanes that would touch almost every park and facility within the District, with the exception of Wenonah Tot Lot, Maple Park and Euclid Square Park. The plan calls for a series of "bicycle boulevards" that would create safer and more comfortable routes for younger bicyclists who may not be ready to bike on the street. The Park District should support the Village in their efforts to implement these initiatives, or others that arise, such as identifying locations for local bike-share stations.

The second way to further support bicyclists in the Village is to make small improvements to the parks to provide amenities. These may be as simple as creating curb cuts where bike parking is located to ease the transition from the roadway into the park for a bicyclist. Additionally, there should be ample bike parking at each park, conveniently located near recreation facilities and amenities.

While establishing standards or ordinances for automobile parking is very common in communities, there are few in the Country that create standards for bicycle parking. Those that do generally focus on bicycle parking for residential or commercial uses. Therefore, there are no common "best practices" to provide guidance on for the amount of bike parking.



*The Oak Park Bicycle Plan establishes goals for a network of bike lanes throughout the Village.*

The following standard was developed based on a few collected examples, tested against the District Parks and compared to the amounts of available bike racks. This standard should be used to develop a goal, but final amount of bike parking will depend on the site plan and the space available.

**Proposed Bike Parking Standard:**

*Each park is recommended to have parking for one (1) bike for every half (1/2) acre of land, plus parking for four (4) bikes for each amenity, such as a playground, ball field, or set of tennis courts.*

The chart on this page compares the amount of bike parking at each park and facility to what would be recommended according to the standard above.

During future rounds of Master Plan reviews for the parks, the amount of bike parking should be revisited and increased to address the recommended quantity where applicable. Additionally, in the Master Plan review, the access to the parking areas should be analyzed and improvements should be made to allow for easy transitions. Additional bike parking and related improvements should be budgeted for and included in the Capital Improvement Plan.

In addition to physical improvements to the parks, walking and biking can be supported and encouraged through some changes in programming. This may include the creation of walking and running programs or clubs and expanded bike safety lessons.

Park/Facility	Existing Bike Parking	Recommended Bike Parking
Andersen Park & Center	8	11
Austin Gardens	0	12
Barrie Park & Center	20	33
Carroll Park & Center	12	18
Euclid Square	4	18
Field Park & Center	12	23
Fox Park & Center	16	16
Lindberg Park	16	48
Longfellow Park & Center	17	26
Maple Park	8	30
Mills Park & Pleasant Home	10	13
Randolph Park	1	5
Rehm Park & Pool	60	34
Ridgeland Common	36	29
Scoville Park	12	20
Stevenson Park & Center	17	27
Taylor Park	16	40
Wenonah Park	1	5

## Integrate Arts Into Parks

The Village of Oak Park has a proud heritage of arts and culture. In addition to the Park District's Art Advisory Committee (AAC), the Village has its own Public Art Advisory Commission. Also, the Oak Park Area Arts Council (OPAAC) is an independent group that's mission is to support and promote art and artists in the Oak Park, River Forest and Forest Park area.

While not part of the recreation focus of the Park District, the integration of art into the parks supports the District's mission of enriching lives and creating meaningful experiences in the parks. Several parks have already incorporated locations for public art into their Master Plans, such as Longfellow Park. The District needs to work collaboratively to integrate art into these and other parks.

One opportunity will be to collaborate with the Village and the OPAAC. In the Arts and Culture section of the Village's Comprehensive Master Plan, it comments that the Village could "identify potential locations for local public art, and work with partners to fund the development and installation of pieces." The District can provide many visible locations for either permanent or temporary art that other groups and agencies may be willing to assist in funding.

A second opportunity would be to encourage the Parks Foundation to take a leadership role in advancing this initiative. The Parks Foundation is uniquely placed to fund-raise for art to enhance the parks. Public art is an element that is traditionally difficult to budget for, and not generally supported by typical recreation grants. Whereas with fund-raising from private sources, the ability to associate the donated money with a physical element that enhances the park experience can be attractive to potential donors.

The Park District should encourage the Parks Foundation to establish a plan for a fundraising campaign. Concurrently, the Park District should establish priority locations for the placement of public art. When fund raising goals are met, the Parks Foundation, the Park District and the AAC can work together to make final artist, design and placement decisions.



*Platforms were integrated into Longfellow Park for future public art.*

## Enhance District Signage

When entering one of the Park District's parks, there should be consistently delivered information about the District, its "brand," and the hours and rules of conduct for the park. Over time, as elements have changed, the consistency from park to park has decreased. The Park District should implement a clear District-wide sign program with consistent wording and symbol use.

The Park District is already establishing the standards for the rules of conduct and hours. Once complete, the cost of the signs for all the parks should be budgeted for so that they can be implemented throughout the District over a short period of time.

Additionally, the Park District is currently updating its logo. Once that initiative is complete, modifications should be identified for the park identification signs to make them consistent with any changes to the District branding. This may involve completely new signs, or modifications to or replacement of sign panels. Again, the cost of these changes should be budgeted for to allow all the signs to be modified within a short time frame.



*Consistent information is needed across all parks.*

## Update and Implement Master Plans and ADA Transition Plan

The Master Plan process that was established following the 2004 Comprehensive Plan has been successful in elevating the quality of the parks as well as ensuring they provide for the community's needs. The process of revisiting and refining the Master Plans on a regular basis is critical to maintaining this quality. The current Capital Improvement Plan establishes target timeframes for revisiting certain Master Plans through 2019, which should continue beyond that point.

Additionally, the Park District has been regularly implementing scheduled improvements to its parks and facilities to bring them into compliance with the Americans with Disabilities Act (ADA) requirements. These scheduled improvements are identified in the District's ADA Transition Plan, which details the work to be completed and the year it should be addressed. The District should budget for these improvements and address them in a logical and efficient manner along with any other park facility upgrades or maintenance activities.



*Barrie Park is scheduled for a Master Plan in 2015.*

## Conduct Field Maintenance Management

As noted several times throughout the process, the Park District's current efforts to improve field maintenance management has been successful and residents and affiliate groups have noticed the improvement in the fields. This include the Districts efforts to implement the Integrated Pest Management polict. These efforts should be continued as they have increased the playability of the fields and improved the user-experience. Additionally, through the recently approved Intergovernmental Agreement, the Park District should work to bring District 97's fields up to the Park District's standards.

Staff should identify additional long-term goals for improving the field conditions, such as underdrainage, irrigation and re-grading. These are more expensive enhancements, but will further improve the conditions of the fields, and therefore should be evaluated as part of updates to Park Master Plans and built into the Capital Improvement Plan where feasible.



*Field maintenance impacts the level of play and enjoyment for the District's ball fields.*

## Recreation Facilities & Buildings

*The recommendations in this category address the built structures and specific recreation amenities within the District.*

### Plan for Deconstruction of Select Neighborhood Centers

The 2004 Comprehensive Plan began to layout the need for developing a long-term approach to the neighborhood centers. While much of the 2004 Comprehensive Plan was implemented, the issue of the neighborhood centers is still present.

As identified in the analysis of the District, the neighborhood centers at Field and Carroll Parks are in fair to poor shape, with low levels of use and not appropriately sized to support current space needs.

Additionally, the “Free-standing Recreation Centers” model, that was the norm fifty or more years ago when these buildings were built, is no longer appropriate for addressing the needs of Oak Park residents.

More specifically, in the cases of Field and Carroll, these one-story, free-standing recreation centers only allow for one use at a time, and do not provide appropriate and accessible storage to allow for easy change-over to a different use. When they were built, these centers were intended to provide duplicative services to each other, which makes it difficult to provide a range of uses in each building. A related issue is there are few buildings within the District able to provide multiple uses within the same building so that several members of a family can participate in activities or programs simultaneously.

The ownership and day-to-day maintenance of these neighborhood centers is a cost to the District. To address larger on-going maintenance issues would be cost prohibitive. Additionally there are opportunity costs, in that the expense attributed to the preservation of these centers could be applied toward a new facility that could more efficiently provide for the community or provide services and programs currently unavailable in the District. These costs and potential savings should be identified and evaluated.

To move this initiative forward, the first step will be to identify the current programs offered at these locations. Many of the current programs focus on early childhood learning and are critical to the community. Therefore, new or future buildings that can house these programs will need to be identified and secured. Next, the cost associated with the deconstruction should be estimated and incorporated into the Capital Improvement Plan identifying when this item should be budgeted for completion.

While the removal of the neighborhood center is identified in the Carroll Park Master Plan, it is not addressed in the Field Master Plan but currently being discussed. As these plans are updated, they should include the deconstruction of these buildings and plan for how the park will be modified. The need for permanent bathrooms at these parks was stressed by stakeholders, so the Master Plans will need to incorporate a bathroom solution for when the buildings are removed.

Any final decision on this topic will require approval from the Park Board as well as clear communication with neighbors and residents.



*Field Center*

## Align Park Master Plans with District Level of Service

The Level of Service analysis and standards established in this process should serve as guidance for decisions made in the future, especially as it pertains to updates to Park Master Plans. These standards allow for informed decisions that acknowledge a network of complementary parks that provide for the community. Over time, changes to the parks should be made to address any gaps or surpluses within the District and bring the overall quantities closer to alignment with the recommended service levels. Specifically the following:

### ***Basketball Courts***

As identified in the Level of Service and Equity Mapping analysis, the District is under-served on basketball. The goal would be to add seven (7) half courts within the District. Several residents attended the Community Input Sessions to voice support for creating additional opportunities.

### ***Tennis Courts***

The community has a much higher service level for tennis than recommended, so no new courts are needed within the District. Courts can be removed or repositioned if it creates a benefit to the overall park. The focus should be on un-lit courts as they have more limited hours of use. Additionally, the equity map can provide geographic guidance to where in the community a reduction of courts can occur that would create fewer impacts on users. Potential repositioning to other uses such as basketball, pickle ball or a multi-use court should be evaluated as well.

### ***Spray Pads***

Another amenity that the Level of Service analysis revealed the community was under-served is spray pads. Currently, these are located in Fox, Longfellow, Andersen and Field Parks. The recent Master Plan for Rehm Pool identified an opportunity to create a spray

pad that would have public availability at times when the pool is not open. The goal would be to add one (1) additional spray pad within the District.

However, there are maintenance and operational considerations that should be taken into account. During the park and facility reviews it was apparent that the spray pads created increased maintenance issues, especially where they were located proximate to sand play areas. It was noted that mechanical pump systems, like the one at Fox, were easier to maintain than electrical pump systems. Additionally, the use of water for the spray pads should be evaluated and the potential for capturing, treating and reusing the water may be a more sustainable solution with long-term cost savings.

As Park Master Plans are updated, each park should be evaluated as a location for any changes that would help bring the District closer to the recommended service levels. If the changes are considered appropriate for incorporation into a Park Master Plan, the cost and timing for installation or modification should be identified within the Capital Improvement Plan.



***Additional basketball opportunities was supported by the community at the Public Input Sessions***

## Incorporate Batting Cages Into Future Improvements

The recently opened Ridgeland Common incorporated two batting cages, which have seen heavy use and allow for practice in a compact area, which reduces some of the demand on field usage. The baseball affiliate groups have identified a desire for additional batting cages.

Batting cages are more difficult to site due to the noise associated with them. Potential locations that may be feasible include:

- Barrie Center – on top of the underground water tank
- Maple Park

When these parks conduct their next round of Master Plan reviews and updates, the inclusion of a batting cage should be tested with the community. If supported by the community and incorporated into the Master Plan, the Capital Improvement Plan should be updated to budget appropriately for implementation.



*A batting cage could be incorporated at Barrie Center as part of the sport court*

## Conduct a Feasibility Study for an Indoor Recreation Facility

As mentioned in a previous recommendation, the ability to create a multi-use indoor facility will allow the Park District to provide concurrent programs and serve multiple age groups within the community. As the Park District has no current indoor gymnasium space of its own, a new indoor recreation facility would provide significant opportunities to provide new or expanded programs.

This concept was supported by 59.7% of respondents to the Park District's recent survey, who indicated they thought the District should own and operate a multi-use indoor facility. Based on stakeholder input, some of the preferred components within the facility would be basketball courts, an indoor walking and running track, and multi-purpose rooms for programming. However, the facility could include other components such as a fitness club or indoor pool.

Before the feasibility study can be conducted, a decision will need to be made in the approach to the facility. One approach would be to assume this is a multi-use facility with an indoor pool. The other approach would be to assume this is a stand alone facility. It is recommended that the indoor pool should be included in the feasibility study unless an opportunity to partner with School District 200 or another entity has been identified by that time.

A budget will need to be established for the feasibility study and included in future budgets. The consultant should be selected through a competitive Request for Proposals (RFP) process, so a formal RFP will need to be developed.

The results of the feasibility study will ultimately have to be brought to the Park Board for discussion and a decision about budgeting in the Capital Improvement Plan for the next steps of implementation. Any decision should be communicated clearly to the public, as well as consistent communication throughout the process.



*An indoor recreation facility could support basketball, an indoor track, and fitness, as well as other uses*

## Assess Opportunities to Increase Indoor Pool Capacity

An indoor pool within the Park District would address a stated desire of the residents, as 60.3% of respondents to the Park District's survey indicated they thought the District should own and operate an indoor pool. It would also provide for additional indoor recreation, fitness and aquatic opportunities and would address community needs as well as respond to national and local fitness trends. However, community stakeholders stressed the need for local taxing agencies to collaborate wherever possible.

With an indoor pool, there may be an opportunity to work with School District 200 depending on the outcome of their current pool study. Additionally, there may be other public or private agencies that may be interested in partnering. If these entities are identified in the coming years, they should be reviewed and considered.

If no realistic partnerships are identified at the time, the pool should be incorporated into the feasibility study for the indoor recreation facility to test if the use and revenue generated by the pool would support the cost of including it into a new facility.

As any decision is made, appropriate funds will need to be identified in the Capital Improvement Plan and budgeted for.



*Stakeholders have identified a desire for additional indoor pool capacity within the Village*

## Manage & Refine Partnership Opportunities

Due to existing space constraints, the Park District has been diligent in establishing and maintaining partnerships that provide additional spaces for recreational programming. These include the use of indoor and outdoor spaces owned by School Districts 97 and 200. The Park District has continued to refine these partnership opportunities over the last several years by partnering with District 97 on enhancements to some of the school fields, and through the recently approved Intergovernmental Agreement (IGA) for the maintaining the school district's fields.

The District should review and evaluate these agreements to identify opportunities to address level of service goals, such as additional pool or indoor gymnasium usage. Additionally, the District should search for other partnerships, which could include private or public groups, health/medical entities or other adjacent park districts.

## Manage District Historic Resources

The Park District has three historic properties: The Oak Park Conservatory, Pleasant Home and Cheney Mansion. These properties contribute to the unique character of the community and should continue to be managed by the Park District.

As established in the Park District's Historic Property Management Plan, the District should continue to provide staff for the operations of both Cheney Mansion and the Conservatory and coordinate with its partner entity, the Pleasant Home Foundation, which provides staff for the day-to-day operations of Pleasant Home. The District should also continue to work with the Friends of the Conservatory, a volunteer group which provides funds for both programming and capital projects for this facility. These existing partnerships are important to the success of the District's historic resources.

The Park District of Oak Park should continue to provide capital funds for all three properties and identify and budget for expenditures in the Capital Improvement Plan. Historic resources create opportunities for different types of funding and grant opportunities than traditional recreational sources. These sources, such as Federal-level funds aimed at planning and rehabilitation, should be explored and pursued where applicable and when available.

Another consideration for further managing the District's historic properties would be to fund and conduct training services to grow capacity and build skills for partner organizations such as the foundations or other volunteer groups. Strategic planning and fundraising are the two most important skills as well as leadership development and training of Foundation board members. Enhanced capacity in these partner groups will ultimately help the District as it relates to historic properties.

# Programming

*This section includes recommendations focused on changes to the specific programming within the District.*

## Increase District Participation Levels

Park District staff is encouraged to conduct annual program lifecycle evaluations using the matrix developed as a part of the program assessment process, and found in the State of the District report. The goal is to ensure continuous program innovation and eliminating or repositioning programs with declining participation in favor of new trends or those better aligned with community needs. This will ensure that program offerings continue to be modified and updated and continue to grow in the future with the addition of newer facilities.

Nationwide, one of the biggest reasons why people do not participate is lack of awareness about new offerings. Continuing to leverage the new website and the marketing / branding plan will be effective for advertising and promoting new offerings. In today's 'social' age, targeted ad buys through Facebook, Twitter, YouTube etc. are highly recommended as ways to maximize outreach and generate maximum return on investment for marketing and advertising spend.

Creating an on-going feedback loop, potentially through the use of existing or new technology, will be helpful to track for trends in performance and assign key performance indicators to the same. Intercept surveys, online surveys and, if possible, developing an App for real-time customer feedback capture are best practice strategies that PDOP could incorporate into existing practices as it continues to evaluate progress moving forward.

Best practices, changing trends and community demographics require an update every 5 years to ensure the data and community needs are still relevant. To identify true community needs, it is important to conduct a statistically valid survey, as discussed in its own recommendation in a later section, as a part of the plan to ensure true community representation and an objective process to justify decision-making.



*The Park District should identify and track goals for increasing participation within the community*

## Improve Adult Fitness Programming

One of the areas where there is potential for increased participation levels is in adult fitness. The Park District is already testing changes to delivery of service, including punch passes and the inclusion of day care for participants at Stevenson Center. The results of these changes should be evaluated, and made more permanent when successful.

Another component of improving adult fitness is to ensure that the programs offered are innovative, fresh, interesting and respond to the needs of the community. This requires that program lifecycles are evaluated and tracked annually so that programs near the end of their lifecycle are retired or repositioned. Additional targeted surveys can be used to identify program specific community needs and priorities. Any new programs should be marketed to target user groups to maximize exposure and enrollment.

With the aging demographics of the District, the growing baby boomer population and the active adult lifestyle of the 55+ age group, adult fitness and wellness is an area poised for even more growth. While PDOP is currently hindered with facility space, with potentially increased multi-generational recreation space, it will have the ability to offer a wide variety of recreation offerings that target the adult fitness and wellness space in a customized manner.



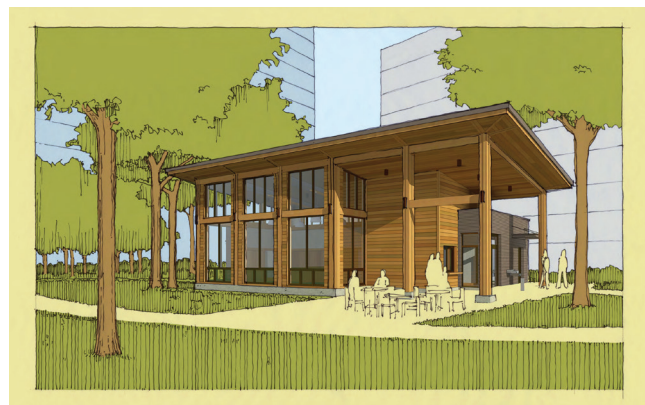
*Adult fitness programs should be expanded and improved to better serve the community*

## Improve Environmental Education Programming

With concern for growing childhood obesity and the reduction in kids and youth being outdoors, there is a lot of support for bringing kids outdoors and exposing them to a wide variety of outdoor recreation and environmental education opportunities. Additionally, there is interest in the adult population for more environmental education opportunities. With the kind of facilities PDOP has (e.g. Oak Park Conservatory) and is planning to create at Austin Gardens, it should continue to expand outdoor recreation and environmental education opportunities as well.

The District should identify potential environmental programs that can be paired with specific District facilities, with consideration given not only to buildings, but also some of the specialty features within the parks. The District should work with the Greening Advisory Committee to develop ideas for programs. Additionally, local school districts and colleges may offer opportunities for partnerships.

Similar to adult fitness programming, surveys should be used to identify community needs, lifecycles will need to be tracked and evaluated for environmental programs and new programs will need to be marketed to the community.



*The Environmental Learning Center at Austin Garden will provide a key location for increased educational programming*

## Create & Support Cultural Enhancement Opportunities

The Park District currently supports culture within the Community in several ways, ranging from concerts in the park, supporting community theatre and a variety of youth and adult programs, including ceramics and dance. The Park District should continue to support cultural opportunities and work with partner organizations to further enhance them within the Community, which is detailed in the District's Cultural Plan.

The Oak Park Area Arts Council is currently developing a Cultural Plan for the Community, and the District should participate in the process and help identify existing and potential roles for the Park District. As mentioned in a separate recommendation, there are opportunities for the District to partner with the other entities, such as the Village's Public Art Advisory Commission, to integrate art into the parks.

The Village's Comprehensive Plan dedicates a section to Arts & Culture and identifies several goals for the Village, which the Park District could participate in. One specific objective is to develop a coordinated and balanced calendar of cultural events, which the Park District should work with the Village to achieve this goal.



*Summer concerts in Scoville Park are one of the ways the Park District currently creates cultural enhancement opportunities*

## Marketing

*The recommendation in this section addresses activities necessary to create further awareness of the Park District and its offerings.*

### Implement Recommendations from Branding Study

In 2014 the Park District completed a Brand Strategy Report which provides clear, thoughtful direction on many brand and marketing-related items. The District is already moving forward on several initiatives mentioned in the report, and should continue to work to implement the recommendations of the report.

The first task currently in progress is to refresh the District's logo. While a completely new logo was not recommended in the study, the design needs to be updated to make sure it represents the Park District well to the intended audience.

The results of survey that was conducted as part of the Brand Strategy study revealed that the Park District was not seen as innovative, which is one of the establish PDOP values. The report indicates that the brand and associated messaging can help educate residents about innovative actions of the Park District.

As part of this process, a Brand Standards Guide will be prepared that provides appropriate guidance for supporting the refreshed logo and reinforcing the overall Park District brand. This includes establishing color palettes, font families and templates for support materials. The report also recommends developing related "sibling" looks for the District's revenue centers so that they are independent, but still relate to the overall District look.

Other actions include developing a photography calendar, updating and refining the message in promotional tools, and conducting a follow-up branding survey in five years to evaluate the effectiveness of branding efforts, allowing for adjustments to be made as necessary.



*The Brand Strategy establishes clear next steps for enhancing and communicating the Park District's brand.*

## Organization & Planning

*This section includes recommendations on activities that will keep the District organized, focused and prepared for the key issues of the next 10 years.*

### Update the Capital Improvement Plan Annually

The Capital Improvement Plan (CIP) is a powerful document in that it clearly establishes the goals, future plans, and associated costs and benefits for the next five years for each park and facility in the District. This provides clarity for the Park Board, and the community as a whole, on how capital expenditures are to be distributed in the near future. While plans may be adjusted from year to year, it still outlines priorities and creates transparency for the planning and budgeting process.

This effort should continue in the future on an annual basis. As has been done to date, the District should monitor the outcomes of the Master Plan updates, and any feedback on the conditions of the parks or the needs of the community and the data that is collected through the analysis of maintenance work orders, through park ambassador outreach and from other sources. The District should use these sources to evaluate priorities, issues and opportunities and update the CIP accordingly.



*The Capital Improvement Plan is a powerful document for organization and communication of District goals*

## Communicate Collaboration & Active Partnership Efforts

Through the stakeholder outreach portion of the Comprehensive Master Plan process, it became apparent that Village residents strongly desire that all taxing agencies work collaboratively to ensure efficient governance. However, it also became clear that most residents were not aware of the multiple ways that the Park District of Oak Park works collaboratively with the Village, School Districts, Township and Library to share knowledge and resources. This desire for collaboration has led to the i-Gov Assembly that brought the various taxing bodies together to talk about issues facing them in the coming years.

The State of the District report identified these cooperative efforts, but a master list should be developed and updated on an annual basis. With this list in hand, the Park District should then identify opportunities to communicate these efforts. There are several audiences that should be targeted. One is elected officials on the Boards of the different agencies. A secondary audience is the general public. Different methods should be used to address the different audiences, but some of the potential resources for communicating include the District's annual report and website, as well as the Oak Park FYI mailer that goes out to every household. In addition to print or electronic communication, the message can also be incorporated into presentations, such as educational sessions for newly elected officials. The selected communication efforts should be conducted on a regular basis along with the update of the master list.



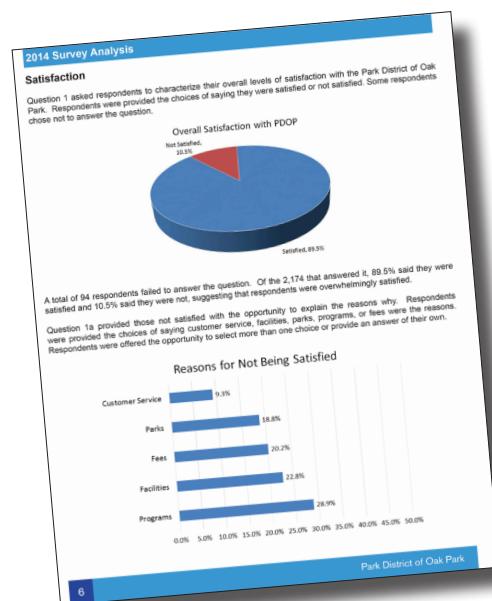
*Day in our Village is one of the many ways the Park District collaborates with the Village*

## Update Needs Assessment in Five Years

The Park District should schedule and plan to update the Needs Assessment in five years. This will be the halfway point of the 10 year plan, and will provide a good opportunity to collect input from the community and adjust the action plan if necessary to ensure it continues to align with the needs of the residents.

This Needs Assessment will include the development and administration of a new statistically valid Community Attitude and Interest Survey. This will provide the information needed to identify if service level recommendations and priorities need to be refined. It also provides an opportunity to ask target questions about recommendations or issues. For example, the Park District's 2010 public survey asked specific questions about Ridgeland Common that informed the decisions on the renovations to the building.

A consultant will need to be selected and hired to write and administer the survey, and help review, evaluate and communicate the results. The District's Level of Service recommendations and the Capital Improvement Plan should both be updated to reflect any changes in the results from 2014.



*Updating the Needs Assessment will help reevaluate progress and changes in community needs*

## Administration, Maintenance & Operations

*The recommendations in this section work to address the day-to-day activities that occur “behind the scenes” that keep the District operating in an efficient manner.*

### Advance the Park Ambassador Program

Currently, the Park District conducts a Park Ambassador program where the Center and Court Supervisors are asked to engage with park users to collect feedback and suggestions on how to improve the park. This process serves as an opportunity for identifying and addressing community needs between larger community surveys or workshops.

Some of the opportunities that exist that the District can address include formalizing the type of information collected and finding ways to collect data from parks without centers. Additionally, the District should develop a process for regularly evaluating and sharing the input with District leadership. Park District staff currently uses MPower to track facility useage and other metrics. This type of data tracking and evaluation could be applied to the data collected from the “intercept surveys” the Park Ambassadors are conducting. This improved feedback loop between park users and the District can help with goals for increased innovation and improved experiences for users.

### Evaluate District Sustainability Opportunities

Within the Parks, Open Space and Environmental Features section of the Village’s Comprehensive Master Plan, a goal is presented to “Promote sustainable development and maintenance practices in parks and open spaces.” Oak Park as a whole has always been a leader in the region related to sustainability, and the Park District clearly plays a key role in this. The District already operates in a progressive and environmentally responsible manner. However, the District could develop a defined set of policies and goals relative to sustainability.

These policies and goals would influence decisions made relative to maintenance and operations as well as capital investments. For example, sustainable initiatives incorporated into new facilities or amenities may have a larger initial cost, but the long term benefits, in environmental stewardship or long-term cost recovery or both, could make them worth inclusion. The Park District has an Environmentally Aware Purchasing policy in place that allows for additional money to be spent on environmentally preferable products. New Master Plan and capital improvements should seek to take advantage of this policy and especially if the improvements have a cost-recovery associated with them over their lifetime.



*Unique features at locations like Taylor Park can be used for educational opportunities*

## Collect, Analyze & Use Maintenance Data

When the Park District's 2004 Comprehensive Master Plan was completed, there was a significant amount of deferred maintenance that impacted the quality of the parks and facilities. In following the recommendations in that Comprehensive Master Plan, including establishing a permanent source of funding, developing Master Plans for all the parks and implementing improvements detailed in those plans, the Park District has elevated the quality of its holdings. However, the District needs to diligently monitor the condition of the parks and facilities to ensure that it maintains and increases the current level of quality.

The District currently has a work orders tracking system, MicroMain, which collects the data from all preventative, corrective and routine work orders. Additionally, staff has developed an innovative tool for regularly evaluating the condition of the parks. These two data points will be helpful in understanding and anticipating maintenance needs, which can create efficiencies in maintenance practices. However, this analysis process needs to be developed. Additionally, a tool to evaluate District buildings should be developed in the near future to create a more complete picture of the state of the District's holdings.

Another component to this process is to establish a deferred maintenance baseline for the existing buildings. This will establish any outstanding, unresolved maintenance issues for the buildings, along with associated costs. The risk with deferred maintenance is that issues can become exacerbated over time and become more costly. By identifying these items they can be evaluated with other proposed capital improvements or maintenance activities are appropriately planned for and programmed into budgets.

# Funding

*The recommendations of this section address items critical to the future financial health of the District.*

## Manage Revenue Growth

In order to continue to build and maintain the PDOP system and to successfully implement the Master Plan, new, sustainable funding sources are essential. As a Park District, PDOP has a more secure funding structure compared to agencies solely dependent on General Fund support, however the key to sustaining and accomplishing the initiatives in this plan will be to diversify sources of funding. Additionally, practices focused on cost recovery and business planning will ensure that revenue growth is complemented by cost control to create long term financial sustainability.

Some key recommendations include:

- Continue using the cost of service model and pricing philosophies to establish cost recovery goals for key areas and programs
- Utilize the classification model to institute price changes based on cost recovery goals
- Identify and implement new revenue sources to offset spending to grow the financial pie – e.g. Parks Foundation, Crowdfunding through kickstarter.org, razoo.com or NRPA's Fund Your Park initiative; Partnerships, Corporate Sponsorships or Naming Rights
- Evaluate the potential value sponsorship for all the assets owned by PDOP based on visitation numbers and user demographics. Using that data, create an enhanced sponsorship catalog to target local and regional sponsors in the Chicagoland area for corporate partnership and activation opportunities.
- Continue to communicate the true cost of offering services to the users to ensure they are educated and knowledgeable about what they pay versus what the offerings cost

## Identify Opportunities to Engage Parks Foundation

Park Foundations can be powerful partners in helping Park Districts meet project goals. In comparable communities, the Parks Foundation is able to help address funding gaps on capital projects or provide “value added” or wish list elements that often get cut from budgets. This supplemental funding comes from the Parks Foundation’s ability to accept tax-deductible donations from residents, which can be impactful in a community that values its open space like Oak Park.

However, the Parks Foundation, which received its charitable organization status in 2012, is still in its infancy. The Foundation is currently developing its Master Plan to guide priorities. The Park District should participate in this process and provide input on these priorities.

Previous recommendations in this report have identified opportunities for the Parks Foundation to assist in integrating public art into the parks and helping approach private property owners about selling or donating their land to the Park District. In general, the Park District should establish key giving areas for the Parks Foundation to approve and focus on. Through discussions with the Parks Foundation, other opportunities may become apparent, and the Park District and Foundation can work to build complementary plans and strategies.



## 6. Implement

Using the input of the Park District of Oak Park’s Leadership Committee and the project Task Force, an implementation matrix was developed to organize and structure the necessary steps for moving each one of the envisioned recommendations forward. Additional detail provides roles and responsibilities, potential costs associated with each recommendation and targeted completion dates. This matrix, provided in the Appendix, is intended to be updated on an annual basis, dependent on changing priorities, budgets and other factors. The monitoring and updating of this matrix will make this a “working document” that will maximize the value of the overall Comprehensive Master Plan.

The recommendations have not only been categorized by type, but they also have been organized by timeframe using input from Park District staff. These initial timeframes may be adjusted in the future depending on budgets and other factors. Additionally, implementation of any of the recommendations may include key actions or tasks that need to be accomplished in the short-term to allow that recommendation to move forward.

### Short-Term (1 to 3 Years)

- Enhance District Signage
- Conduct a Feasibility Study for an Indoor Recreation Facility
- Improve Adult Fitness Programming
- Improve Environmental Education Programming
- Implement Recommendations from Branding Study
- Collect, Analyze & Use Maintenance Data
- Identify Opportunities to Engage Parks Foundation

### Mid-Term (4 to 7 Years)

- Plan for Deconstruction of Select Neighborhood Centers
- Assess Opportunities to Increase Indoor Pool Capacity
- Update Needs Assessment in Five Years
- Manage Revenue Growth

### On-Going

- Pursue Park/Recreation Space Acquisition & Development
- Creatively Use Underused Exterior Spaces in the Village
- Enhance Walking & Biking Amenities
- Integrate Arts Into Parks
- Update and Implement Master Plans and ADA Transition Plan
- Conduct Field Maintenance Management
- Align Park Master Plans with District Level of Service
- Incorporate Batting Cages Into Future Improvements
- Manage & Refine Partnership Opportunities
- Manage District Historic Resources
- Increase District Participation Levels
- Create & Support Cultural Enhancement Opportunities
- Update the Capital Improvement Plan Annually
- Communicate Collaboration & Active Partnership Efforts
- Advance the Park Ambassador Program
- Evaluate District Sustainability Opportunities

# Appendix

## A: Implementation Strategy Matrix

LEGEND

- \$ less than \$100,000
- \$\$ \$100,000 to \$1,000,000
- \$\$\$ greater than \$1,000,000

Recommendation	Page	Timeframe	Responsible Parties and Partners (Project Lead in BOLD)	Funding Sources	Cost Level	Actions/Key Tasks	Target Completion
PARKS & OPEN SPACE							
PURSUE PARK/RECREATION SPACE ACQUISITION & DEVELOPMENT	129	On-Going	Executive Director Parks Foundation of Oak Park Buildings & Grounds Superintendent Finance Director	Capital Projects Fund Donations	\$\$ - \$\$\$	Monitor and update list of potential properties Work with Parks Foundation to approach property owners Develop agreements with property owners when opportunities arise Re-evaluate and adjust fund set-aside as needed as part of the annual CIP	On-going
LOOK FOR OPPORTUNITIES TO USE UNDERUSED SPACES	130	On-Going	Executive Director Buildings & Grounds Superintendent Finance Director	Capital Projects Fund Grants	\$ - \$\$	Identify and prioritize potential underused spaces within the Village Contact and communicate with land owners Identify potential mechanisms for temporary or long-term use Develop agreements Budget for improvements and maintenance	On-going
ENHANCE WALKING & BIKING AMENITIES	131	On-Going	Executive Director Buildings & Grounds Superintendent Finance Director Recreation Superintendent	Capital Projects Fund Corporate Fund Recreation Fund	\$	Coordinate with Village on planned bike improvements Evaluate quantities and identify locations for additional racks Identify opportunities to expand walking opportunities Incorporate additional bike racks into future Master Plans Provide signage for path distances in each park Budget for site improvements and additional racks in CIP Create walking and running programs for youth and adults Create programs for bike safety lessons	On-going
INTEGRATE ART INTO PARKS	133	On-Going	Parks Foundation of Oak Park Executive Director Buildings & Grounds Superintendent Recreation Superintendent Finance Director Arts Advisory Committee Oak Park Area Arts Council Village of Oak Park Public Art Advisory Commission	Donations Grants Corporate Fund	\$	Coordinate with other local agencies Parks Foundation to begin fund raising Identify priority locations within District Seek grants from art focused foundations Implement art when fund raising goals achieved Set goals, policies and procedures that support local artists	On-going
ENHANCE DISTRICT SIGNAGE	134	Short-Term (1 to 3 Years)	Executive Director Buildings & Grounds Superintendent Finance Director Marketing and Communication Director	Capital Projects Fund Corporate Fund	\$	Develop standards and consistent information for rules/hours signs Budget for new signs in CIP Integrate new branding into park identification signs Interchange park rule signs as needed	2015/016
REGULARLY UPDATE MASTER PLANS & ADA IMPROVEMENTS	135	On-Going	Executive Director Buildings & Grounds Superintendent Asst.Superintendent of B & G Recreation Superintendent Finance Director Marketing and Communication Director Revenue Facilities Superintendent	Capital Projects Fund Corporate Fund Revenue Facilities Fund	\$	Continue with scheduled Master Plan reviews and updates Continue implementing ADA Transition Plan Prioritize the ADA transition plan, identifying sites and incorporate into the budget. Continue to record ADA improvements Incorporate Level of Service Standards	On-going
CONTINUE WITH FIELD MAINTENANCE MANAGEMENT	136	On-Going	Executive Director Buildings & Grounds Superintendent Sport Field Manager Finance Director	Corporate Fund Capital Projects Fund	\$	Identify long-term goals for underdrainage, irrigation and re-grading Incorporate long-term goals into Master Plans and CIP Work to raise D97 fields up to PDOP standards	On-going
RECREATION FACILITIES & BUILDINGS							
PLAN FOR DECONSTRUCTION OF NEIGHBORHOOD CENTERS	137	Mid-Term (4-7 Years)	Executive Director Buildings & Grounds Superintendent Finance Director Recreation Superintendent Project Manager Marketing and Communication Director	Capital Projects Fund Corporate Fund	\$	Identify cost savings associated with removal Identify locations to relocate current programs Identify costs with deconstruction and include in CIP Receive Park Board Action Incorporate deconstruction into Master Plans Relocate programs Deconstruct buildings Create Communication Plan for neighbors, users and media	2019

LEGEND

- \$ less than \$100,000
- \$\$ \$100,000 to \$1,000,000
- \$\$\$ greater than \$1,000,000

Recommendation	Page	Timeframe	Responsible Parties and Partners (Project Lead in BOLD)	Funding Sources	Cost Level	Actions/Key Tasks	Target Completion
ALIGN PARK MASTER PLANS WITH DISTRICT LEVEL OF SERVICE	138	On-Going	<b>Executive Director</b> Buildings & Grounds Superintendent Recreation Superintendent Finance Director Marketing and Communication Director	Capital Projects Fund Corporate Fund Grants	\$\$	Evaluate opportunities for additions/changes during Master Plan updates Incorporate changes into CIP Implement changes	On-going
INCORPORATE BATTING CAGES INTO FUTURE IMPROVEMENTS	139	On-Going	<b>Executive Director</b> Buildings & Grounds Superintendent Recreation Superintendent Finance Director Marketing and Communication Director	Capital Projects Fund Corporate Fund Grants	\$	Identify and evaluate potential batting cage locations Test locations with community during associated Master Plan updates Incorporate planned additional batting cages into CIP Implement additional batting cages	On-going
CONDUCT FEASIBILITY STUDY FOR INDOOR RECREATION FACILITY	140	Short-Term (1-3 Years)	Executive Director Buildings & Grounds Superintendent Finance Director Recreation Superintendent Marketing and Communication Director <b>Project Manager</b>	Capital Projects Fund	\$ - \$\$\$	Identify if indoor pool or other elements should be incorporated into feasibility study Identify budget for study and budget funds Prepare RFP for feasibility study Select consultant and conduct feasibility study Identify potential program opportunities facility would allow Communicate the decision to the public	2016
ASSESS OPPORTUNITIES FOR INDOOR POOL	141	Mid-Term (4-7 Years)	Executive Director Buildings & Grounds Superintendent <b>Revenue Facilities Superintendent</b> Recreation Superintendent Finance Director	Capital Projects Fund Revenue Facilities Fund	\$ - \$\$\$	Continue to track D200 progress and keep communication open Identify other public & private agencies in community for potential partnerships Include indoor pool in recreation feasibility study if D200 opportunities do not exist Make decision based on results and budget in CIP if appropriate	2019
CONTINUE TO MANAGE PARTNERSHIP OPPORTUNITIES	142	On-Going	Executive Director <b>Recreation Superintendent</b>	Recreation Administration Fund	\$	Identify additional opportunities for use of spaces/facilities Update and refine agreements with existing partners as needed Identify funding partnerships with user groups	On-going
CONTINUE TO MANAGE HISTORIC RESOURCES OWNED BY THE DISTRICT	142	On-Going	Executive Director <b>Buildings and Grounds Superintendent</b> Conservatory Manager Cheney Mansion Supervisor Pleasant Home Foundation Friends of the Oak Park Conservatory	Capital Projects Fund Museum Fund Corporate Fund Cheney Mansion Fund	\$\$	Continue to build and refine partnerships with foundations and friends groups Continue to budget for on-going maintenance and improvements Explore and pursue additional funding and grant opportunities Fund and conduct training services to build partner capacity and skills	On-going
PROGRAMMING							
INCREASE PARTICIPATION LEVELS WITHIN THE DISTRICT	143	On-Going	Executive Director <b>Recreation Superintendent</b> <b>Revenue Facilities Superintendent</b> Conservatory Manager Marketing and Communications Director	Corporate Fund Revenue Facilities Fund Recreation Fund	\$	Evaluate programs lifecycles and participation levels on annual basis Modify program offerings to increase participation levels Advertise and promotes new program offerings Conduct in-person and online survey on an annual basis to evaluate progress Use 5 years Needs Assessment update as statistically valid survey to track progress	On-going
IMPROVE ADULT FITNESS PROGRAMMING	144	Short-Term (1 to 3 Years)	Executive Director <b>Recreation Superintendent</b> Revenue Facilities Superintendent Finance Director Communication and Marketing Director	Recreation Fund Communications & Marketing Fund Recreation Administration Fund	\$	Identify potential changes to delivery of service Test and implement changes Retire or reposition programs near the end of their lifecycle Conduct additional targeted surveys to identify program specific community needs/priorities Introduce new or repositioned programs to address identified needs/priorities Conduct and track program lifecycles on an annual basis Marketing efforts to target user groups	2015
IMPROVE ENVIRONMENTAL EDUCATION PROGRAMMING	144	Short-Term (1 to 3 Years)	Executive Director <b>Conservatory Manager</b> Recreation Superintendent Friends of the Oak Park Conservatory	Corporate Fund Recreation Fund Grants	\$	Identify potential environmental programs that can be paired with specific District facilities Conduct additional targeted surveys to identify program specific community desires Introduce new programs to address identified needs/priorities Conduct and track program lifecycles on an annual basis Use GAC to assist in ideas and marketing options to get the word out on our new programs. Partner with D97 and D200 and local colleges for program offerings	2016

LEGEND

- \$ less than \$100,000
- \$\$ \$100,000 to \$1,000,000
- \$\$\$ greater than \$1,000,000

Recommendation	Page	Timeframe	Responsible Parties and Partners (Project Lead in BOLD)	Funding Sources	Cost Level	Actions/Key Tasks	Target Completion
CREATE & SUPPORT CONTINUED CULTURAL OPPORTUNITIES	145	On-Going	Executive Director <b>Recreation Superintendent</b> Arts Advisory Committee Oak Park Area Arts Council	Corporate Fund Recreation Administration Fund	\$	Participate in current Oak Park Cultural Plan development process Coordinate with other local agencies Evaluate opportunities to continue/expand concerts and theater in parks Integrate Art into Parks (see previous recommendation)	On-going
MARKETING							
IMPLEMENT RECOMMENDATIONS FROM BRANDING STUDY	146	Short-Term (1 to 3 Years)	Executive Director <b>Marketing and Communications Director</b> Finance Director	Corporate Fund	\$\$	Refresh Logo Develop Brand Standards Guide Develop similar looks for revenue centers Develop a photography calendar Adjust and tune the focus of marketing materials and messaging Ensure messaging reflects unique attributes of PDOP: Convenience, Variety, Affordability, Quality Conduct a branding study/survey in 5 to 10 years	2017
ORGANIZATION & PLANNING							
CONTINUE TO UPDATE CAPITAL IMPROVEMENT PLAN (CIP) ANNUALLY	147	On-Going	Executive Director Finance		\$	Monitor outcomes of Master Plan updates Monitor feedback from maintenance analysis, park ambassador outreach and other sources Evaluate priorities, issues and opportunities and modify CIP accordingly	On-going
COMMUNICATE COLLABORATION & ACTIVE PARTNERSHIP EFFORTS	148	On-Going	Executive Director <b>Marketing and Communications Director</b> Recreation Superintendent	Corporate Fund	\$	Update list of collaboration efforts on an annual basis Identify opportunities (annual report, website, program brochure) to communicate efforts Implement communications on a regular basis Use VOP's FYI to highlight	On-going
UDPATE NEEDS ASSESSMENT IN FIVE YEARS	148	Mid-Term (4-7 Years)	Executive Director <b>Marketing and Communications Director</b>	Corporate Fund Capital Projects Fund	\$	Identify additional information goals of updated assessment Select consultant to write and administer survey Review, evaluate and communicate results Make changes/improvements as appropriate	2019
ADMINISTRATION, MAINTENANCE & OPERATIONS							
ADVANCE PARK AMBASSADOR PROGRAM	149	On-Going	Executive Director Revenue Facilities Superintendent <b>Recreation Superintendent</b>	Corporate Fund	\$	Identify opportunities to collect additional data at parks without centers Work with park ambassadors to collect additional information Develop process for regularly evaluating and sharing input Provide additional training on software to increase functionality Incorporate a continuous improvement model	On-going
EVALUATE NEW OPPORTUNITIES TO FURTHER SUSTAINABILITY WITHIN DISTRICT	149	On-Going	Executive Director Buildings & Grounds	Buildings & Grounds Fund Facilities Fund	\$	Develop policy for evaluating cost recovery on sustainable upgrades to capital projects Identify potential target projects or sustainable goals Integrate sustainable practices where appropriate opportunities arise Monitor and track impacts - communicate and market successes	On-going
CONDUCT FURTHER ANALYSIS & USE OF MAINTENANCE FEEDBACK	150	Short-Term (1 to 3 Years)	Executive Director <b>Buildings &amp; Grounds Superintendent</b> Finance Director <b>Revenue Facilities Superintendent</b>	Corporate Fund Revenue Facilities Fund	\$	Continue to track work orders Continue to evaluate open spaces on a regular basis Develop tool for evaluating facilities on a regular basis Implement process for analysis of information collected and development of recommendations	2015
FUNDING							
MANAGE REVENUE GROWTH	151	Mid-Term (4-7 Years)	Executive Director <b>Finance Director</b> Buildings & Grounds Superintendent Revenue Facilities Superintendent Recreation Superintendent	Recreation Administration Fund Revenue Facilities Fund	\$	Conduct and track program lifecycles on an annual basis Continue to track and analyze use of facilities Establish cost recovery goals for programs or program areas Develop full cost accounting for each program or class Implement changes based on lifecycle, use, and cost recovery analysis Meet tax/earned revenue ratio goal of 50/50	2020
IDENTIFY OPPORTUNITIES TO ENGAGE PARKS FOUNDATION	151	Short-Term (1 to 3 Years)	<b>Executive Director</b> Parks Foundation of Oak Park Finance Director Buildings & Grounds Superintendent	Donations	\$	Participate in the development of the Foundation's Master Plan Identify key opportunities for Foundation to support District goals Establish key giving areas for Foundation to approve	2016