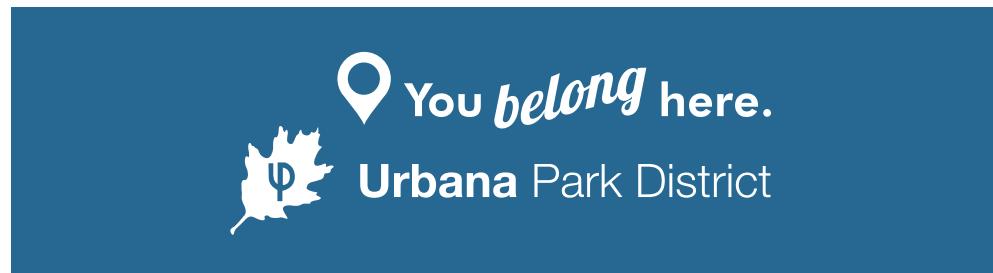


Urbana Park District Strategic Plan 2020

Accepted by Board of Commissioners September 10, 2019
Effective 2020-2024



Executive Summary

I am pleased to present our residents with the Urbana Park District Strategic Plan 2020. On behalf of the Board of Commissioners and our staff, we hope you can identify with the vision created in the plan and that our future planning efforts will meet your needs going forward.

This plan creates a vision for the years 2020-2024. Park and recreation needs, trends, and opportunities change season to season and this five-year timeframe allows the park district to remain relevant and attentive to the interests of our community. Our strategic plan will keep board and staff moving forward in unity towards reaching these common goals.

As you read the plan, keep in mind the four distinct and interwoven ‘planning pillars’: You Belong Here, Placemaking, Health & Wellness, and Trails & Connectivity. The community identified each pillar as overarching themes for the important unmet needs facing Urbana today. These pillars combine to help create the foundation for establishing our Strategic Plan 2020.



Timothy Bartlett
Executive Director

Thank You!

The successful creation of this plan is all thanks to those listed below, and many more.

Urbana Park District Board of Commissioners

Michael Walker	Lashaunda Cunningham
Nancy Delcomyn	Roger Digges
Meredith Blumthal	

Steering Committee Members

Tim Bartlett	Elsie Hedgspeth
Derek Liebert	Kara Dudek
Corky Emberson	Erik Orta (former)
Caty Roland	Racheal Weiland (former)
Andy Rousseau	Zoe Wu (former)
Mark Schultz	

Urbana Park District staff members

Urbana Park District Advisory Committee (resident volunteers)
Jarrod Scheunemann, Campfire Concepts
David Michael Moore, graphic illustration and facilitation

A huge thank you to the community members who formally and informally shared their thoughts to help guide the plan:
348 individuals answered the User Questionnaire
147 people jotted answers to whiteboard questions
98 stakeholders were consulted at interviews
335 people listened in at presentations
49 community members attended focus group sessions

Thank you to those **977** people and the many others we talked with!

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- A. Urbana Park District User Questionnaire Summary
- B. Graphic Facilitation Illustrations
- C. Detailed Strategic Plan Financials
- D. Strategic Plan Focus Groups Report



2018 full time and summer staff pose outside the Phillips Recreation Center after a morning training.

Chapter 1: Introduction

Why a strategic plan?

The Urbana Park District's former plan was written in 2007 and much has changed since then. The Urbana Park District Strategic Plan 2020 strives to set priorities and focus energy and district-wide resources on common initiatives, or plan pillars. To serve the public's needs most efficiently, this plan outlines achievable, measurable goals to optimize potential for the next five years. It is difficult to achieve any objectives without a plan.

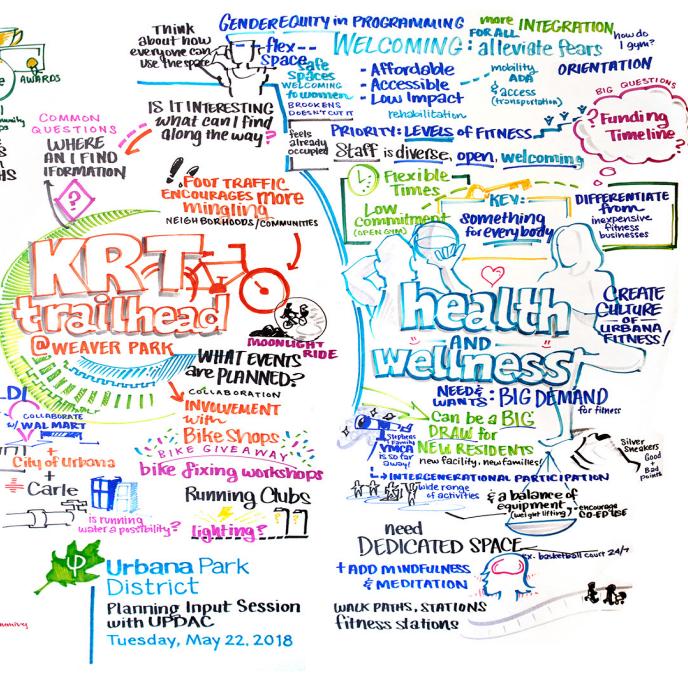
It is important to note that the park district must be nimble and open to opportunities that arise. While the goals and objectives contained in this plan are a roadmap to moving forward, needs and priorities can, and will likely be adjusted to stay on target. This is also why the park district elected to create the plan using our own Planning staff—greater control over the planning process, ease of plan updates, lower cost, and firsthand knowledge of community needs.



Formation of the Plan Pillars

The creation of the four strategic plan pillars began with park district initiatives, which had already received substantial planning and public input, and developed from there. Comments from, and discussions with, the nearly 1,000 people who informed the plan helped to develop these initiatives further. These overarching themes and values are the plan pillars.

Reaching residents underrepresented in our parks and programs grew to encompass any improvement that promoted our **You Belong Here** initiative. The multi-phase Crystal Lake Rehabilitation project advanced the **Placemaking** pillar, which creates engaging spaces for health and recreation accessible to all community members. A review of the park district's need for indoor recreation space spawned the **Health & Wellness** pillar. Lastly, trail development and the Weaver Park trailhead for Kickapoo Rail Trail aided in the creation of the **Trails & Connectivity** pillar. Further explanation of each pillar can be found in Chapter 4.



In May 2018, artist and facilitator David Michael Moore lead the Urbana Park District Advisory Committee (UPDAC) in a brainstorming activity to help refine the plan pillars based on existing projects. Equipped with an 8-foot by 4-foot poster and nothing but the project titles, the artist drew ideas in real time as they were generated. A full page image can be found in Appendix B.

Chapter 2: Planning Process and Timeline

With more than ten years since the last strategic plan and the development of a new planning model, the process took over two years to complete. This involved background research, Board member input, citizen volunteer (UPDAC) guidance, an online presence, public input at summer events, stakeholder meetings with other municipal bodies, public focus groups, and many plan renditions.

A simplified timeline of the plan process follows:

Part of Process	Timeframe
Background research	January-March 2018
Kickoff meeting with steering committee	April 2018
Kickoff meeting with Board of Commissioners	May 2018
Input through graphic facilitation exercise with advisory committee	May 2018
Strategic planning page launched on website	June 2018
Public input at 17 community events through questionnaire and white board questions	June-August 2018
Stakeholder interview meetings	August-October 2018
Input through graphic facilitation exercise at fall staff retreat	October 2018
Individual Board of Commissioner interviews	November-December 2018
Analysis of input received	January-February 2019
Steering committee formation of draft goals and objectives based on input	March-April 2019
Public participation in focus groups	April-May 2019
Final plan creation	June-August 2019
Final plan accepted by Board of Commissioners	September 2019



In August 2018 at the Free Wave pool party, an event that gives away free backpacks and school supplies, kids answer the white board question "How can the Urbana Park District help you be more healthy?" An Urbana Park District Advisory Committee member helps distribute prizes to those who answer.



In July 2018 at Victory Park Neighborhood Night, park district interns administer the strategic plan questionnaire and help those who have finished it spin the prize wheel.

Chapter 3: Urbana's Demographic Snapshot

Unifying around the concept of You Belong Here, the Urbana Park District promotes the unique lifestyles, interests, and experiences of all who live in the community. Most important to the park district is providing a welcoming, inclusive, and supportive park and recreation system. While the US Census Bureau only provides a limited snapshot of Urbana's diversity and uniqueness, it does allow a data comparison over time and is therefore included in this plan. With such a wonderfully diverse community, it is important for the park district to reach as many people as possible in a variety of ways. Furthermore, the Urbana Park District also desires to provide quality of life improvements to those outside of the park district boundaries, and promote a happier, healthier community at large.

The below information is provided for the City of Urbana by the United States Census Bureau. Most recent data is from 2018.

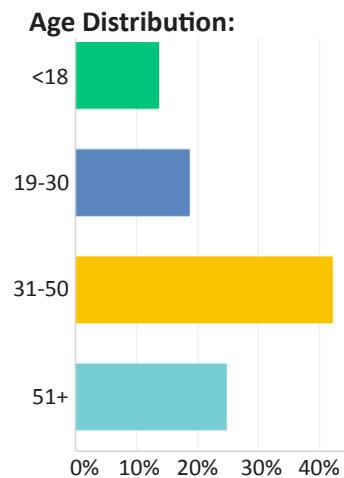


Urbana Park District User Questionnaire Snapshot

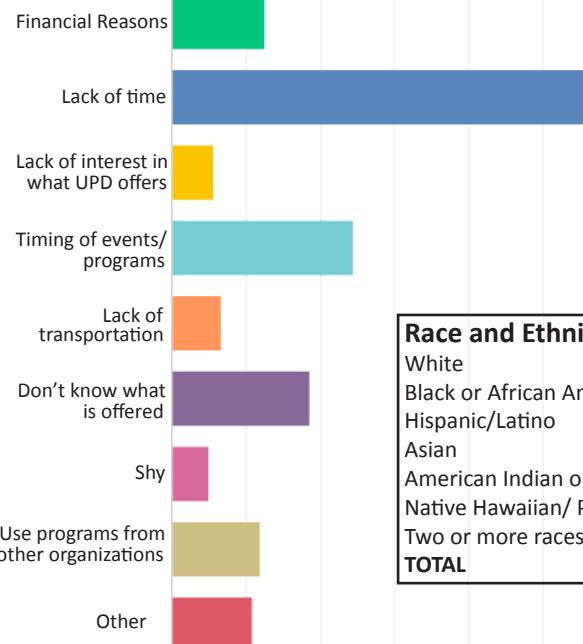
Additionally, 348 respondents filled out the Urbana Park District User Questionnaire during the summer of 2018. These questionnaires directly informed the priorities of the strategic plan. Below are answers to three of the demographic questions of those who chose to share their thoughts, as well as a question regarding personal barriers to attending park district offerings.

Over 300 of the nearly 350 questionnaire respondents chose to share their demographic information, as seen below.

First Language:	
English	86.94%
Russian	1.03%
Chinese	5.15%
Telugu	1.03%
Spanish	2.75%
Other	1.38%
Arabic	1.72%



Barriers to attending UPD events, programs, classes, or facilities:



Race and Ethnicity	Responses
White	65.71% 205
Black or African American	16.03% 50
Hispanic/Latino	3.53% 11
Asian	8.97% 28
American Indian or Alaska Native	0.64% 2
Native Hawaiian/ Pacific Islander	0.64% 2
Two or more races	4.49% 14
TOTAL	312

Chapter 4: Plan Pillars

The four planning pillars are comprised of interwoven initiatives, which strive to provide welcoming, inclusive, and creative recreational opportunities for our community.



You Belong Here promotes the creation of welcoming and supportive park and recreation experiences for everyone, while encouraging an inclusive and responsive staff culture. This celebrates inclusion regardless of age, ethnicity, culture, income, ability, lifestyle, interests—everyone and anyone belongs here!



Placemaking features the design and creation of vibrant and engaging spaces that inspire health and recreation. Placemaking strives to incorporate universal and multigenerational design, sustainable and environmentally responsible initiatives, resilient and future-oriented plans, and safe, welcoming places, which the public participates in creating.



Health & Wellness reinforces the Urbana Park District's commitment to providing parks, programs, facilities, and events that promote all dimensions of wellness. This includes investigation of new indoor and self-guided opportunities for all ages and abilities.



Trails & Connectivity highlights the establishment of multiuse paths within parks for transportation and recreation, while creating park-wide, neighborhood, community, and regional connections. This supports active lifestyles and safe transportation for those walking, biking, jogging, and rolling in the community, while also stimulating local tourism and economy.

Brief History and Background of Plan Pillars



You Belong Here

In 2015, the park district began placing even greater emphasis on the creation of a welcoming, affirming, and inclusive culture in which all community members and staff feel they belong; hence the “You Belong Here” expression accompanying the park district logo in many publications, on staff and camper t-shirts, and district signage and marketing. The logo has been added to the district’s portable performance stage too, new in summer of 2019. What began with the Urbana Park District’s 2017 study Increasing Involvement among Underrepresented Groups in Parks and Recreation Programs has evolved over time. The initial study held focus groups with users and non-users of park district parks, programs and facilities and worked to understand the honest barriers people in our community are facing. Working to overcome these barriers, the park district formed an Outreach & Wellness Department. This department has implemented free Play Days in the Park, expanded the scholarship program, printed flyers in multiple languages, hired a Spanish translator on staff, and are working to broaden our reach with a “Park Van” filled with recreational equipment that can be taken to neighborhoods and events.

Topics of You Belong Here goals (beginning on page 11) include effective communication with those who speak English as a second language, promotion of the importance of diversity and inclusion within staff culture, and efforts to make parks and facilities more welcoming to all.

The “You Belong Here” logo in four languages adorns the back of the park district 2019 summer staff and camp shirts.





Placemaking

The most well-known project which spurred the placemaking pillar, is the multi-phase transformation and rehabilitation of Crystal Lake. With a significant amount of planning, engineering and community input already invested into Crystal Lake Park since 2015, the placemaking pillar broadened into more widespread objectives applicable across the park district. Stakeholder interviews and questionnaire respondents highlighted the importance of placemaking through accessible design, welcoming spaces, colorful parks and facilities, environmentally sustainable practices, and safe places for activities. Some commented about how shade on a hot day, or a map in a park they are visiting for the first time can make all the difference in creating a place to stay and enjoy.

Topics of the Placemaking goals (beginning on page 13) include the revitalization of Crystal Lake, addition of active, teen and multigenerational opportunities for recreation, and creation of vibrant, comfortable, welcoming, art-filled spaces within parks.



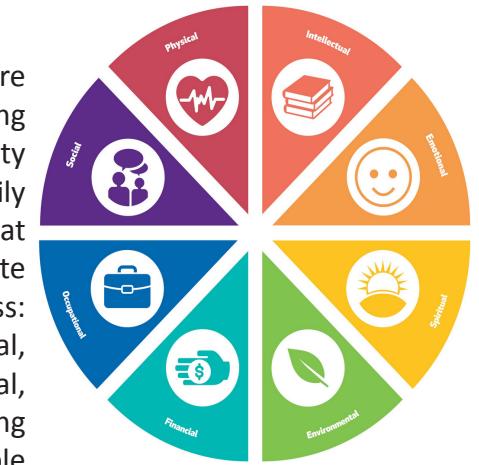
A rendering depicts a placemaking component of the Crystal Lake rehabilitation as visitors enjoy reading, relaxing, walking and kayaking near the stone plaza.



Health & Wellness

As a park district, we are intently focused on providing opportunities for the community to be physically healthy in daily life. It goes further than that though, as we strive to incorporate the eight dimensions of wellness: physical, intellectual, emotional, spiritual, environmental, financial, occupational, and social. During public input opportunities, people often voiced the need for indoor recreation space to be physically and mentally well, more opportunities to be healthy in the colder months, and increased opportunities for people of all generations. As with all the planning pillars, there is great overlap, and it is important to promote the You Belong Here culture of welcoming anyone to improve their health and wellness.

The wellness wheel depicts the eight dimensions of wellness.
Credit: Iowa State University
Division of Student Affairs



An example of being active in the cold winter months, the Snow Fort making pop up program engaged children and adults alike in outdoor activity.



Trails & Connectivity

Trails in our community provide a variety of important functions from recreation to transportation to economic benefits. They provide key accessibility and connectivity to various parts of our parks, facilities, and neighborhoods. Whether paved or natural, trails allow us to connect more deeply to our own minds and bodies, and walk, roll, hike, and ride for the benefit of ourselves and the environment.

The Urbana Trails Master Plan highlights long term vision and trails projects throughout the district's parks. While park level projects are one focus, the regional Kickapoo Rail Trail is another focus. Owned by the Champaign County Forest Preserve District and opened in 2017, this regional trail system remains important to Urbana. The trail currently ends east of Urbana, and the park district continues work to promote the trail, support westward extension, and provide trailhead facilities at Weaver Park. Through community observation, it is noted that people see the benefits of trails, appreciate the various trail types, would like to see more in parks, and also promote the need to take care of existing paths.

The focus of Trails & Connectivity goals (beginning on page 18) include the completion to trails master plan projects, connecting more people to trails and nature, promotion of the regional Kickapoo Rail Trail, and the preservation of existing hardscapes.



The Weaver Park Trailhead provides parking and amenities for community members looking to use both the 7-mile long Kickapoo Rail Trail as well as the nature paths through the Weaver Park prairie and wetland.



Chapter 5: Goals & Objectives

The following goals and objectives comprise the heart of this plan. Every bit of input received, questionnaire returned, or interview held shaped this section. The intention is not to create an exhaustive list, but to create goals that make strides towards what is important and impactful for our community.

Unless otherwise noted, the timeframe for the goals of this plan are five years, the window of the plan. This acknowledges that while the goals are time bound, the many moving parts of the district create different opportunities for accomplishing goals. Some may be finished much sooner, others may take the entire five-year window, and others yet may roll into the next strategic planning cycle.



Kids and adults alike celebrate the grand opening of the Larson Park playground in 2015. Bruce Larson, longtime Urbana Park District Commissioner and park namesake looks on. One of the following strategic plan goals encompasses active recreation opportunities for all ages.

Chapter 5: Goals & Objectives



Planning Pillar: You Belong Here

Goal #1: More effectively reach and communicate with community members for whom English is a second language.

Objective	Strategy	Performance Measure	Responsible Staff Groups
A. Expand upon UPD's multilingual capabilities.	Employ or secure a network of translators to help with programming and translation.	Secure two new tools (new staff, third party phone translation services, community partner, apps, computer programs, google hub) needed to communicate with speakers of Spanish, French and Mandarin as the languages to target.	Recreation, Outreach & Wellness, Community Programs, Customer Service Matrix Team
	Collaborate with Urbana School District, University of Illinois, and outreach partnerships to share translation services.		
	Develop schedule of office hours with multilingual staff who speak Spanish, French, and Mandarin as the first languages to target.	Development of schedule with opportunities for each of the three languages.	Outreach & Wellness, Community Programs
	Broaden network of community members to help test effectiveness and provide feedback on translation services and tools.	Number of key informants secured to test the new tools and strategies; goal is 10 people.	Recreation, Outreach & Wellness, UPDAC

Goal #2: Strive to create an environment in which all UPD staff appreciate and promote the importance of diversity and inclusion.

Objective	Strategy	Performance Measure	Responsible Staff Groups
A. Provide opportunities for staff to learn about both the needs and triumphs of diverse community groups.	Partner with local community groups to provide trainings to UPD full and part time staff. Examples include the Up Center, Center on Health, Disability and Aging (CHAD) or Champaign Urbana Special Recreation (CUSR), Developmental Services Center, CU Friends & Allies of Immigrants & Refugees (CU FAIR), Community Choices, CU Trauma & Resiliency Initiative.	Number of trainings completed; goal is at least 3 trainings.	Administration, Human Resources, Outreach & Wellness
B. Promote an inclusive culture through staff, Urbana Park District Advisory Committee (UPDAC) members and elected Commissioners.	Continue to recruit diverse staff members with varied backgrounds, cultures, lifestyles, ages, interests, and skill sets.	Advertisement and promotion of inclusivity and "You Belong Here" culture during recruitment process through statement on appropriate paperwork, job descriptions, and applications.	Human Resources, Administration, Planning & Operations, Recreation
	Promote parks and recreation as a full-time career path and inform the hundreds of seasonal staff from varying backgrounds who are unaware of the full-time opportunities in parks and recreation.	Emphasize full-time parks and recreation jobs for staff through addition of an agenda item (Director's comments) at seasonal staff training.	Administration

Goal #3: Seek opportunities where UPD can bring activities to neighborhoods and be responsive to interests of community groups.			
Objective	Strategy	Performance Measure	Responsible Staff Groups
A. Develop various neighborhood champions to help facilitate engagement with UPD and spread the word of UPD activities.	Create list of existing community champions, and other potential neighborhood partnerships, which UPD aims to target for outreach. These champions are community members who are involved and well respected in their communities, and can provide direct insight into what UPD offers.	Creation of list of existing community champions and number of new community champions recruited; goal is at least 5 new champions.	Recreation, Outreach & Wellness
B. Meet people where they already are, focusing on areas with transportation or financial barriers.	Add two new neighborhoods or locations (within district boundaries) that UPD can bring activities to. Example: north of Interstate 74 where there are no UPD parks or facilities, reached through pop-up play, Park Van (filled with recreation equipment and games to bring to events/communities), etc.	At least 5 programs or events in new locations.	Recreation, Outreach & Wellness
		Number of people (likely new users) attending these programs or events; goal is at least 20 people per event.	Recreation, Outreach & Wellness

Goal #4: Advance efforts that make UPD parks and facilities more welcoming for everyone.			
Objective	Strategy	Performance Measure	Responsible Staff Groups
A. Widely distribute the program guide pages that highlight all free programs and events.	Circulate select materials more widely through neighborhood list-serves, WIC office, CU Public Health District, Township Office, etc.	Marketing materials on free opportunities, or upcoming events, spread to at least 5 new locations.	Outreach & Wellness, Marketing
B. Add park signage that represents a more vibrant and welcoming space.	Multilingual signage or use of pictures/icons on new signs; design new interpretive panels to depict information with bright and engaging images.	All new interpretive panels designed with all users (non-English speakers, those with low literacy, children) in mind.	Planning & Operations, Recreation



Planning Pillar: Placemaking

Goal #1: Continue rehabilitating and revitalizing Crystal Lake and surrounding area, the district's oldest park and only public lake in Urbana.			
Objective	Strategy	Performance Measure	Responsible Staff Groups
A. Restoration of lake edge and habitat improvement.	Complete engineering for entire lake edge creating gentler slopes, removal of invasive trees and shrubs, bank stabilization, and low profile, native plantings.	Restoration of at least 50% (5800 linear feet) of the shoreline in first phase of work as capital money, fundraising and grants allow.	Planning & Operations
B. Enhance visitor experiences through water quality improvements.	Implement best management practices (BMPs) in the greater, 159 acre, watershed to improve water quality before entering lake.	Implementation of at least two BMPs (rain gardens, filter strips, hydrodynamic separators) to clean water before reaching lake.	Planning & Operations
		Work with one outside partner to help fund installation of a BMP in the watershed (Carle Hospital, City of Urbana, County Fairgrounds, private business, etc.).	Planning & Operations, Administration
	Manage and control nuisance aquatic plants (watermeal and duckweed) through lake applications and nutrient (nitrogen and phosphorus) reduction.	Annual aluminum sulfate (alum) application, or other product applications, to bind phosphorus and make unusable by nuisance aquatic plants. Goal is a visual reduction in nuisance weeds/ algae of 75%.	Planning & Operations
		Perform water sampling 2-4 times per summer to assess nutrient, and other water quality, indicators and monitor trends.	Planning & Operations
	Manage Canada goose populations to improve health of animal population and mitigate environmental and human impacts.	Continuation of annual egg and nest management to reduce number of new goslings adding to goose population. Goal is to reduce population down to 20 nesting pairs.	Planning & Operations
		Continued use of other control techniques which include turf spray (to protect certain areas), coyote decoys (as a deterrent), lasers (for geese dispersion), trained dogs (to move geese along), and physical barriers (to protect new plantings, etc.).	Planning & Operations
		Evaluate additional measures to reduce and control geese in park, including the IL Department of Natural Resources culling program to reduce number of geese in park, and lead to healthier environmental system.	Planning & Operations



C. Increase recreational amenities around, and access to, Crystal Lake.	Replace boat dock with accessible version and install rock outcroppings for access to lake.	Addition of at least three access points to lake: new dock and two outcroppings.	Planning & Operations
	Expand paths in southern portion of park.	Complete installation of at least one trail in southern half of Crystal Lake Park.	Planning & Operations
	Implement <i>Crystal Lake Park One-Way Road Study</i> (one way vehicle traffic, two way bike and pedestrian traffic). As recommended in study, use signage, road markings, and public education to create a loop path system in the park which uses the park road as a multiuse path.	Creation of the one-way road system.	Planning & Operations
	Increase usability of the Lake House outdoor terraces for general use, concerts, events and rentals.	Make at least one exterior Lake House improvement, including additional shade structures, more seating, or improved connectivity between upper and lower levels.	Planning & Operations
D. Begin systematically assessing the aging park infrastructure: lighting, stormwater systems.	Inventory/assess infrastructure and develop conceptual engineering plan based on cost, need, safety, and park enhancements, necessary for a prosperous park future.	Completion of infrastructure inventory/assessment.	Planning & Operations

Goal #2: Renovate and revitalize Blair Park with active, teen, and multigenerational opportunities.

Objective	Strategy	Performance Measure	Responsible Staff Groups
A. Provide new recreational opportunities and improved park experience for all ages.	Contract with landscape architecture firm to develop a site plan and further define wants, including new playground, teen-centered components, completion of loop path around perimeter improvements to restrooms and pavilion, and expanded technology (wifi).	Completion of site master plan, with community input, to guide redevelopment process and determine phasing of new work.	Administration, Planning & Operations, Recreation
	Work with partners for funding assistance and cost sharing on improvements.	Identification of at least two partners including the School District, City, or private donors.	Administration, Development, Planning & Operations,
	Apply for future Open Space Lands Acquisition and Development (OSLAD) grant funding.	Submittal of OSLAD grant application.	Planning & Operations
	Construct new amenities/improvements in Blair Park.	Construction of at least three new amenities/ improvements identified in the site master plan.	Planning & Operations

Goal #3: Encourage a sense of place and uniqueness in Urbana parks, which creates vibrant spaces for park and facility users.			
Objective	Strategy	Performance Measure	Responsible Staff Groups
A. Achieve sense of place and welcoming through diverse art pieces.	Engage with both professional artists, UPD participants, and neighborhood residents to create outdoor art pieces, including culturally diverse and inclusive pieces.	One piece of art in each Urbana park. This could include a sculpture, temporary installation, unique bench, mural, art made with native plantings, etc.	Administration, Planning & Operations, Outreach & Wellness, Community Programs, Arts & Culture Matrix Team
B. Provide interactive, cultural and unique performances and experiences in parks.	Integrate renovated spaces like the Broadway Avenue Plaza and the improved Lake House stage as the Crystal Lake Park Art Fair develops into a Midwest arts destination with programming and performances in addition to arts vendors.	Add mobile stage to the Art Fair and work with the CU Folk and Roots Festival and other organizations to bring at least one more live music opportunity to the park.	Community Programs, Arts & Culture Matrix Team
	Investigate granting opportunities to bring regional and national performers and artists to improve youth and all ages programs, including the new park mobile programs to other areas of Urbana.	Add performance opportunities including at least one dance and theater arts to park spaces in further years.	
		Apply for at least one new grant in the next three years as we develop new program opportunities for all populations.	Development, Arts & Culture Matrix Team



Planning Pillar: Health & Wellness

Goal #1: Improve and expand upon indoor health and wellness space (H&W space) for the community. The vision of this potential space incorporates a variety of opportunities in fitness, wellness, and athletics to promote and improve the overall well-being of community members, while providing indoor, on your own time opportunities.

Objective	Strategy	Performance Measure	Responsible Staff Groups
A. Solidify partnerships and form a team to move H&W space forward.	Determine other government bodies, local groups, hospitals, businesses, or external funding partnerships (donors) willing to provide resources (financial, land, programmatic, transportation etc.) to move H&W space forward.	Creation of an agreement with partners, confirming interest, and resources provided, in advancing indoor H&W space.	Administration, Planning & Operations, Recreation, Leadership Team
B. Use information from H&W program statement and public input to prepare concept plan.	Contract with engineering firm, experienced in building similar facilities, to undertake concept planning with pro forma (including location of indoor space, office areas, staffing needs, technology costs, construction, and operational expenses).	Completion of concept plan with pro forma study to measure baseline performance expectations and feasibility.	Planning & Operations, Leadership Team
	Engage Champaign Urbana Special Recreation (CUSR) in development of final vision statement to ensure amenity needs are met, universally designed spaces provided for all, and CUSR feels they have an Urbana home.	Work with CUSR management team to define CUSR program/facility space needs.	Administration, Planning & Operations, Recreation
C. Finalize program statement (vision and amenities) for H&W space.	Use results of concept plan with pro forma to create a "final" program statement to bring forward in future phases of planning.	Update of existing program statement (vision and amenities) for H&W facility to a final form.	Administration, Planning & Operations, Recreation
D. Proceed with development of H&W space.	Identify revenue sources: UPD capital, state of Illinois grants, partnerships, private donors, other businesses, and operating budgets from all partners.	Provide new H&W space to meet community H&W needs (as determined by partnerships, program statement, concept planning, and funding resources).	Administration, Planning & Operations, Recreation

Goal #2: Create opportunities for wellness experiences open to all generations.			
Objective	Strategy	Performance Measure	Responsible Staff Groups
A. Facilitate one opportunity per calendar year.	Brainstorm and implement multigenerational activities. Examples: older adult/child baggo tournament, bring a child to fitness class day, or single adult pickleball tournament. Potential target groups: Clark Lindsey, Students Playing and Learning After School Hours (SPLASH), college students, neighborhood groups.	Number of unique, multigenerational activities offered; goal is 5 over the course of this plan (one per year).	Recreation

Goal #3: Work to create health and physical wellness opportunities in colder months with less park usage.			
Objective	Strategy	Performance Measure	Responsible Staff Groups
A. Pilot one outdoor, cold weather activity per year.	Engage more community members in parks during the winter months through runs/walks, educate about cold weather exercise, expand nature hikes, organize snowy fitness class, etc.	One new cold weather activity per year; goal is 5 over the course of this plan (one per year).	Recreation

Goal #4: Expand collaboration and partnerships with community health agencies.			
Objective	Strategy	Performance Measure	Responsible Staff Groups
A. Collaborate with local health care providers to expand impact of UPD wellness programs.	Creation of new program or event. Examples include: Walk with a Doc program for preventative healthcare or rework of Play Rx to connect children with active opportunities in community. Potential partners include Champaign Urbana Public Health, OSF HealthCare, Christie Clinic, and Carle Foundation Hospital.	Creation of one new partnership, program, or event.	Recreation, Outreach & Wellness



Planning Pillar: Trails & Connectivity

Goal #1: Evaluate, identify, and advance trail projects in UPD Trails Master Plan which qualify for grant funding, in order to expand trails within Urbana parks.

Objective	Strategy	Performance Measure	Responsible Staff Groups
A. Work with Champaign County Regional Planning Commission and other partners to advance grant-qualifying trail projects.	Review trails plan and identify projects that qualify for grant programs.	Completed annual trails grant applications as application cycles allow; goal is 5 over the course of this plan (one per year).	Planning & Operations
	Search out and apply for grants including: Illinois Transportation Enhancement Program (ITEP), Safe Routes to School (SRTS), Recreational Trails Program (RTP), and Open Spaces Lands Acquisition and Development (OSLAD) as part of larger park renovations.		

Goal #2: Connect more people to nature through Urbana parks and trails.

Objective	Strategy	Performance Measure	Responsible Staff Groups
A. Engage new and existing users through trail-based celebration events.	Plan trails-based celebration events for new and existing UPD trails to garner enthusiasm on the impact of trails for community, transportation and health.	Execution of one community trails-based celebration per year. National Trails Day (first Saturday in June), for example.	Planning & Operations, Recreation, Marketing
B. Spread the word about trails that already exist in Urbana parks.	Create interactive GIS map/web app for trail locations, types, lengths and other park amenities such as restrooms, water, playgrounds, playing fields.	Implementation and sharing of interactive map/app.	Planning & Operations, Recreation
C. Expand offerings of soft trails (not paved), and more rugged hiking opportunities in Urbana parks.	Build new soft trails and capitalize on elevation changes in applicable parks, including Perkins (once restoration is complete and open to public) and the southern portion of Busey Woods.	Creation of at least one new soft trail measuring 2300 linear feet or greater.	Planning & Operations

Goal #3: Promote a regional trail system through study of Kickapoo Rail Trail (KRT) extension into downtown Urbana.			
Objective	Strategy	Performance Measure	Responsible Staff Groups
A. Complete <i>Urbana Kickapoo Rail Trail Extension Study</i> by end of 2020.	Work with Champaign Co. Regional Planning Commission, Champaign Co. Forest Preserve District, City of Urbana, and other stakeholders to evaluate rail with (and without) trail options along current active rail line through Urbana.	Completion of feasibility study with suggestions for next steps.	Planning & Operations
B. Develop working plan to guide stakeholder group in next steps for future years of KRT development.	Development of action steps tied to various stakeholder groups for future KRT development, design, engineering, financing, connections, Trail Town/ economic impacts, etc.	Creation of a development plan to ensure collaboration towards the common KRT goals.	Planning & Operations, Recreation, Leadership Team
C. Further the implementation of <i>Weaver Park & East Urbana KRT Connectivity Study</i> . The study seeks to 1. Connect the KRT to Weaver Park, 2. Develop a primary trailhead at Weaver Park and 3. Improve East Urbana access.	Seek land acquisition where possible between KRT and Weaver Park.	Implementation of one study goal or component.	Administration, Planning & Operations, Leadership Team
	Use grant applications to seek improved trailhead facilities (restrooms, drinking fountains, etc.) where grant parameters allow.		

Goal #4: Focus on care and preservation of existing hardscapes and parking areas, as they are the front door to many parks.			
Objective	Strategy	Performance Measure	Responsible Staff Groups
A. Maintain and preserve hardscapes in parks, with emphasis on trails and parking areas.	Budget for rehabilitation and maintenance on the following: AMBUCS road and parking, Chief Shemauger lot, Crystal Lake Park road and lots, Dog Park lot, Meadowbrook Windsor Road lot, and South Ridge path. These improvements will take many phases per park, as funding allows.	Completion of at least 2 projects in the highlighted parks.	Planning & Operations

Chapter 6: Strategic Plan Financials

The Urbana Park District is a separate unit of local government - a municipal corporation which operates under the Statutes of the State of Illinois. It is governed by a five member Board of Commissioners elected to six-year terms in biennial public elections. The Park District also has a Citizen Advisory Committee composed of eighteen members representing all areas of Urbana and a wide variety of interests. The District is a capped property tax district, which receives revenue for capital projects each year through tax levy. The District also manages other sources of funding and pursues other opportunities including: annual operating budget, bond reissuance (refinancing), grants, donations and partnerships, although some of these resources are less predictable. A combination of these will be used to accomplish strategic goals and objectives. The district aims to take steps towards accomplishing each of the strategic goals and objectives, acknowledging that completion of each are bound by funding and may take longer to accomplish.

Below you will find cost estimates, source of funding, and duration to complete each goal developed as part of the Strategic Plan. Beneath each strategic plan goal there are multiple objectives, not included in this chart, but found in Chapter 5 of the plan document. Resources required reflect the summation of all objectives under each goal.

\$	\$0-\$49,999
\$\$	\$50,000-\$99,999
\$\$\$	\$100,000-\$999,999
\$\$\$\$	>\$1,000,000

Pillar	Goal	Total Estimated Cost	Potential Source of Funding	Time to Completion
You Belong Here	More effectively reach and communicate with community members for whom English is a second language.	\$	Operating, partnerships	2 years
You Belong Here	Strive to create an environment in which all UPD staff appreciate and promote the importance of diversity and inclusion.	\$	Operating	3 years
You Belong Here	Seek opportunities where UPD can bring activities to neighborhoods and be responsive to interests of community groups.	\$	Operating, partnerships, donations	2 years
You Belong Here	Advance efforts that make UPD parks and facilities more welcoming for everyone.	\$	Operating, partnerships	2 years

Chart continued on following page.

Pillar	Goal	Total Estimated Cost	Potential Source of Funding	Time to Completion
Placemaking	Continue rehabilitating and revitalizing Crystal Lake and surrounding area, the district's oldest park and only public lake in Urbana.	\$\$\$\$	Bond reissuance, capital, grants, donations	5 years
Placemaking	Renovate and revitalize Blair Park with active, teen, and multigenerational opportunities.	\$\$\$	Capital, OSLAD grant, donations, partners	2.5 years
Placemaking	Encourage a sense of place and uniqueness in Urbana parks, which creates vibrant spaces for park and facility users.	\$\$\$	Operating, grants, donations	2-3 years
Health & Wellness	Improve and expand upon indoor health and wellness space (H&W space) for the community. The vision of this potential space incorporates a variety of opportunities in fitness, wellness and athletics to promote and improve the overall well-being of community members, while providing indoor, on your own time opportunities.	\$\$\$\$	Bond reissuance, grants, partners, capital, donations	3-5 years
Health & Wellness	Create opportunities for wellness experiences open to all generations.	\$	Operating	1 year
Health & Wellness	Work to create health and physical wellness opportunities in colder months with less park usage.	\$	Operating	1 year
Health & Wellness	Expand collaboration and partnerships with community health agencies.	\$	Operating	1 year
Trails & Connectivity	Evaluate, identify, and advance trail projects in UPD Trails Master Plan which qualify for grant funding, in order to expand trails within Urbana parks.	\$\$\$	Grants, partners	3 years
Trails & Connectivity	Connect more people to nature through Urbana parks and trails.	\$	Operating	1 year
Trails & Connectivity	Promote a regional trail system through study of Kickapoo Rail Trail (KRT) extension into downtown Urbana.	\$\$\$	Grants, partnerships, capital	3 years
Trails & Connectivity	Focus on care and preservation of existing hardscapes and parking areas, the front door to many parks.	\$\$\$\$	Capital	5 years

Chapter 7: Implementation Strategy

An implementation strategy is required for this plan and its critical goals and objectives to be realized. Without a roadmap to actively accomplishing goals, this plan risks sitting on a shelf and gathering dust. To aid in implementation, each strategy and performance measure also has an assigned responsible staff group. Breaking up objectives by department creates smaller working groups and distributes work across the district.

Staff groups:

Administration

Accounting/Business

Development

Executive Director

Human Resources

Recreation

Athletics

Aquatics

Community Programs

Environmental Programs

Marketing & Public Information

Outreach & Wellness

Planning & Operations

Aquatics Maintenance

Construction Maintenance

Facilities Maintenance

Grounds Maintenance

Natural Areas

Planning & Capital Projects

Staff Teams (staff from all departments)

Arts & Culture Matrix

Aquatics Matrix

Customer Service Matrix

Green Team

Leadership Team

Safety Team

Technology Team

Additionally, the strategic plan will be reviewed by staff annually, in January, to assess which objectives have been met and which will be pursued in the coming year. After this review, an update will be provided to the Board of Commissioners. This plan is found online at www.urbanaparks.org/projects/. Check back as we update achievements over the next five years.

Thank you!



Community Program staff lead an art project to colorfully paint the letters U-R-B-A-N-A for an outdoor art installation at Prairie Park.