



# VISION 20/20

Master Plan for ACTION 2020 and Sustaining the Legacy: 2025

## Board of Commissioners

**Bill Kroeger**

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**Ben Doty**

*Vice President*

**Daryl Graves**

**Ted Strack**

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*Superintendent of Golf Services*

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*Superintendent of Recreation Services*



Mission Statement

*Connecting Sycamore to  
Wellness, Nature, and Each Other*

Vision Statement

To enhance the Sycamore community through wellness, recreation and greenspace, the Board and Staff take a responsive and inclusive approach to service, community relationships, and sustaining the Sycamore Park District legacy.

Core Values

Equity, Transparency, Sustainability, Connections

# Letter From the Board of Commissioners

To the Residents of the Sycamore Park District:

The Commissioners and Staff of the Sycamore Park District have been working enthusiastically in planning for more than a year and a half toward creating a VISION for the FUTURE of the Park District over the next ten years. We do this so that we can provide the best recreational experience for our residents possible. As Sycamore moves forward, however, the Park District's Board feels there is more to do to keep the Park District in pace with the city's growth. We are able to maintain our current level of green space and recreational facilities but not without some challenges. To our credit we have accomplished many improvements to the parks in the last two years. But there is more to do. Through the hard work, volunteer time, and energy of the park staff, the Citizens' Advisory Committee (CAC), and the Community-wide Strategic Planning Team (CWSPT) we have developed VISION 20/20 which will bring your parks and facilities to an even better level. We will grow the Park District into one in which the residents will be proud and frankly tell others just how great it is.

We know, and you know, the residents expect good governance, police and fire departments, a school system of which they are proud, public library and parks; green space which show a vibrant and well cared for community; local and community parks as well as recreational facilities, trails and something for everyone. We seek a "balanced" system which meets the needs of all ages.

To that end, we have been diligent in listening to the residents of Sycamore. We have and will continue to hold public forums, conducted community surveys, elicited assistance from community members of all ages and encouraged input from everyone who uses the park facilities.

Join us in moving forward with Sycamore. We are no longer a sleepy little town of 3,500 residents when the Park District was established by vote of the residents in 1923.

Sycamore has grown to over 18,000 in its population; it has five public and two private elementary schools, two fire stations, housing developments to the south, east and north of town. Our economic development is strong and growing stronger. Sycamore boasts a vibrant government, Chamber of Commerce, school system, library, retail stores and industry. We want the Park District to grow and accommodate the recreational needs of the community. We want to do more.

VISION 20/20 lays out the Critical Success Factors by which we will define the six years of our work to bring "MORE" to Sycamore by 2020 and the following 5 years to set a groundwork for sustaining the park district's legacy. We hope our residents see this vision with us.

Sycamore Park District Board of Commissioners: December 2013

Ted Strack, President

Michelle Schulz, Vice President

Daryl Graves, Ann Tucker, Bill Kroeger

# Introduction

In 2012, the Board of Commissioners set out to modify its direction so as to address a small number of core issues that concerned them about the Sycamore Park District. Amongst those issues were:

- A seven year stretch in which the Golf Course lost money
- A growing deficit in the budget of the District
- A loss of any reserves necessary to address emergencies and cash flow, or to be available should an opportunity arise where quick access to resources would be necessary
- An absence of a viable, long-range plan to address the needs of the community
- A lack of responsiveness and transparency

Working together in 2012, the Board of Commissioners and staff formulated a short-term plan to address these issues quickly and vigorously. They drew in a broad range of community members/leaders and began a 10 month study of the Park District to create Master Plan, VISION 20/20. This included:

- A Review of Short-Term Plan
- A review of community survey
- Talking to their constituents
- Reports from the District's Citizens' Advisory Committee:
  - Park District marketing
  - County-wide assessment of recreation program services
- A tour of all the District's parks
- Tours of community centers in other towns of similar demographics
- Budget:
  - Operating vs. Capital
  - Dedicated funds
  - Sources of funds/compared to other units of local government
- Staffing and work

Additionally, the Park District used several tools to gain significant, additional input from the public:

- Two community-wide surveys
- Two public hearings
- Meetings with the District's Citizens' Advisory Committee
- Meeting with community groups/leaders

The result of that work is this Master Plan: VISION 20/20 that will lead us from the day that it is adopted up to the year 2025 and include Strategic Plan ACTION 2020 followed by a plan focused on sustaining the extensive growth the district is embarking on.

## What has already been accomplished?

Here are some of the District's accomplishments over the last three years that have gotten the ball rolling towards VISION 20/20, strengthened its responsiveness to the Sycamore community and "provided more".

### Balanced the Financial Side

- For the first time in 7 years our operating budget will not carry a debt
- Golf Course operated in the black for the first time in several years
- Required reserve funds are growing for the first time in years

### Planned for an enriched Future

- Developed and implemented a Strategic Plan
- Adopted a plan for the future: VISION 20/20

### Improved the community's park system

- Refurbished existing neighborhood parks
- Completed Old Mill Park
- Completed restoration of the WPA/Main Shelter and tennis courts

### Connected with the community through quality programming and effective communications

- Connecting with the community through marketing and social media
- Built a sense of community with our 90th Anniversary, fireworks and concerts

# PUBLIC INPUT

In planning for our future, the Sycamore Park District will continue to strive toward its mission. In doing so it is crucial to incorporate extensive public input into the planning process. This will include:

- Conducting regular community-wide surveys that coincide with strategic plans ACTION 2020 and Sustaining the Legacy: 2025
- Appoint community volunteer committees as needed.
- Test the plans with follow-up community-wide survey.
- Hold public hearings on plans and major projects.

# CRITICAL SUCCESS FACTORS & GUIDING PRINCIPALS

## Critical Success Factors

Critical Success Factors are attributes, assets, outcomes or qualities that are needed to ensure successful accomplishment of VISION 20/20 and honor the vision of the Sycamore Park District's Community-wide Strategic Planning Team. The Critical Success Factors for our Vision are:

- Maintain what we currently have at its current level of care.
- Continue to seek and carry-out more efficient and effective ways of managing the Park District to improve our financial position.
- Serve as good stewards of our citizens' resources in order to garner trust and support for VISION 20/20.
- Secure a reasonable site, outside the floodplain, that can serve as a focal point for future park amenities.
- Establish the key facilities identified by public input and the Community-wide Strategic Planning Team:
  - Community Center
  - sled hill
  - dog park
  - splashpad
  - trail connections
  - Sports Complex improvements and expansion
  - replace the failing golf course irrigation
- Keep the current outdoor pool open as long as fiscally responsible.
- Continue to work with the city and neighborhoods to transition park dedications in developing neighborhoods.
- Further develop our already substantial cooperation/partnership within the community.
- Work toward being the most recognized provider of recreational opportunities in Sycamore.
- Grow the District's endowment and define how its proceeds will be used.

## Guiding Principles

Guiding Principles are direction-setting statements that provide a foundation or roadmap for the District to follow in achieving the Critical Success Factors. They ensure future investment is made to reach the vision that is consistent with the strategy set forth in this plan.

- Park District leadership will reach out to the community to share its vision and Critical Success Factors derived from extensive public involvement.
- Balance what is needed with the affordability of all that may be wanted.
- Resources to accomplish its vision will be sought in all forms:
  - grants
  - donations
  - sponsorships
  - partnerships
  - endowments and estate planning
  - citizen referendum
- Regularly assess customer satisfaction and garner input from the public.
- Assure that the District is seen as a whole, and not several parts.
- Fight to keep quality, long-term employees.
- Keep a consistent, standard message supporting the vision and image of the Park District.
- Embrace our diversity.
- Technology and data will be leveraged to streamline current business processes and enhance customer service offerings.
- Be sensitive to our impact on people's lives.
- Be open and transparent on our actions and vision.

# How We Get There

- Use latest survey findings to reduce the cost of accomplishing our Critical Success Factors to \$10/month or less.
- Work with the community to spotlight VISION 20/20 and finalize key details for:
  - trails
  - Community Center
  - sled hill
  - splashpad
  - Sports Complex
  - dog park
  - Golf Course irrigation
- Conduct planning meetings or public hearings with:
  - youth sports groups that use our facilities and parks
  - service clubs that have supported the Park District in the past
  - City Council and Mayor
  - dog owners
  - younger families
  - long-time residents of sycamore
  - current Community Center users
  - program user groups
- Golf Course users
- trail users
- Kishwaukee Special Recreation Association
- HOA's
- Other
- Begin site planning and design of the seven key projects in Critical Success Factors integrating input from user groups.
- Re-introduce the community to Our Foundation Fund.
- Seek fund-raising support from a variety of leaders and groups.
- Begin the grant-writing process:
  - IL Department of Transportation (IDOT)
  - IL Department of Natural Resources (IDNR)
  - Other
- Introduce the "Providing More" promotion.
- Distribute the Summary of "VISION 20/20" to the community.
- Initiate and complete the Timeline for Major Projects.
- Set goals and objectives for the non-project Critical Success Factors.
- Review Critical Success Factor achievements on an annual basis.

# Cost and Source of Funds

CAPITAL ITEM	COST	SOURCE OF FUNDS	AMOUNT
<b>Community Center</b>	\$6,200,000 .....	Gifts .....	\$400,000
		Current Tax Dollars .....	\$500,000
		New Dollars .....	\$5,300,000
<b>Trail Connections</b>	\$2,300,000 .....	Grants .....	\$1,800,000
		New Dollars .....	\$500,000
<b>Sports Complex</b>	\$2,100,000 .....	Fund Raising .....	\$425,000
		Grants .....	\$400,000
		New Dollars .....	\$1,275,000
<b>Golf Course Irrigation</b>	\$1,200,000 .....	Fees/Fundraising .....	\$350,000
		New Dollars .....	\$850,000
<b>Splashpad</b>	\$800,000.....	Fundraising .....	\$200,000
		Current Dollars.....	\$100,000
		New Dollars .....	\$500,000
<b>Dog Park</b>	\$120,000.....	Fundraising .....	\$100,000
		New Dollars .....	\$20,000
<b>Sled Hill</b>	\$140,000.....	New Dollars .....	\$140,000
<b>TOTAL</b>	\$12,860,000.....	Fundraising/Grants/Fees/Current \$'s .....	\$4,275,000
		New Dollars .....	\$8,585,000
OPERATING ITEM	ANNUAL COST	SOURCE OF FUNDS	AMOUNT
<b>Taking Care of Current</b>	\$105,000.....	New Dollars .....	\$105,000
<b>New Facility Costs</b>	\$300,000.....	New Dollars .....	\$300,000

# Estimated Timeline of Major New Projects through 2020

	Early Start	Early Finish
<b>VISION 20/20</b>		
Sharing the Vision: Communicating our Plans	Nov 1, 2013	Nov 4, 2014
<b>Trails: Old Mill to Brickville Road</b>		
Finalize Land Issues	Jan 6, 2014	Feb 4, 2014
IDOT Grant Process for Engineering	Apr 5, 2014	Jul 8, 2015
IDOT Grant Application for Engineering	Jul 9, 2015	Jan 8, 2016
Engineering and Design	Jan 11, 2016	Jan 9, 2017
IDOT Grant Process for Construction	Jan 10, 2017	Jan 11, 2018
Bid & Award Contracts	Jan 13, 2018	Mar 8, 2018
Trail Construction	Mar 9, 2018	Nov 2, 2018
<b>Trails: Sycamore Park to Old Mill</b>		
IDOT Grant Process for Engineering	Jan 11, 2016	Jun 10, 2016
IDOT Grant Application for Engineering	Jun 13, 2016	Dec 12, 2016
Engineering and Design	Dec 13, 2016	Dec 12, 2017
IDOT Grant Process for Construction	Dec 13, 2017	Dec 14, 2018
Bid & Award Contracts	Dec 17, 2018	Mar 12, 2019
Trail Construction	Mar 12, 2019	Nov 6, 2019
<b>Community Center</b>		
Acquire Non-Flood Plain Site for "Campus"	Nov 5, 2014	Dec 31, 2014
Retain Architectural and Engineering Services for Site Plan	Jan 2, 2015	Jan 29, 2015
IDNR Grant for Site Development	Jan 30, 2015	Feb 26, 2015
Site Planning	Jan 30, 2015	Jul 2, 2015
Submit IDNR Grant Application	Feb 27, 2015	Jul 30, 2015
Retain Architectural and Engineering Services for Entire Project	Jan 30, 2015	Jul 30, 2015
Architectural and Engineering Design Development	Jul 31, 2015	Mar 14, 2016
Design Approval/Revisions	Mar 15, 2016	Jun 20, 2016
Bid/Award Project	Jun 21, 2016	Aug 16, 2016
Community Center Construction	Aug 17, 2016	May 23, 2017
Campus Dedication	Dec 7, 2017	Dec 13, 2017
<b>Sled Hill Construction</b>	Apr 26, 2017	Jun 20, 2017
<b>Splashpad Construction</b>	May 10, 2017	Jul 5, 2017
<b>Dog Park Construction</b>	May 24, 2017	Jun 20, 2017
<b>Golf Course Irrigation</b>		
Fund Raising Campaign: Target \$300K	May 1, 2014	Nov 27, 2014
Consider 2015 Fee Increase to Support Project	Nov 10, 2014	Dec 5, 2014
Retain Engineering Services- Analysis	May 4, 2015	Jul 24, 2015
Retain Engineering Services for Design	Jul 27, 2015	Mar 8, 2016
Design Approval / Revisions	Mar 9, 2016	May 3, 2016
Bid / Award Golf Irrigation	May 4, 2016	May 31, 2016
Golf Course Irrigation Construction	Oct 6, 2016	Dec 14, 2016