



KENILWORTH PARK DISTRICT

STRATEGIC PLAN

ADOPTED BY PARK DISTRICT BOARD AUGUST 19, 2021



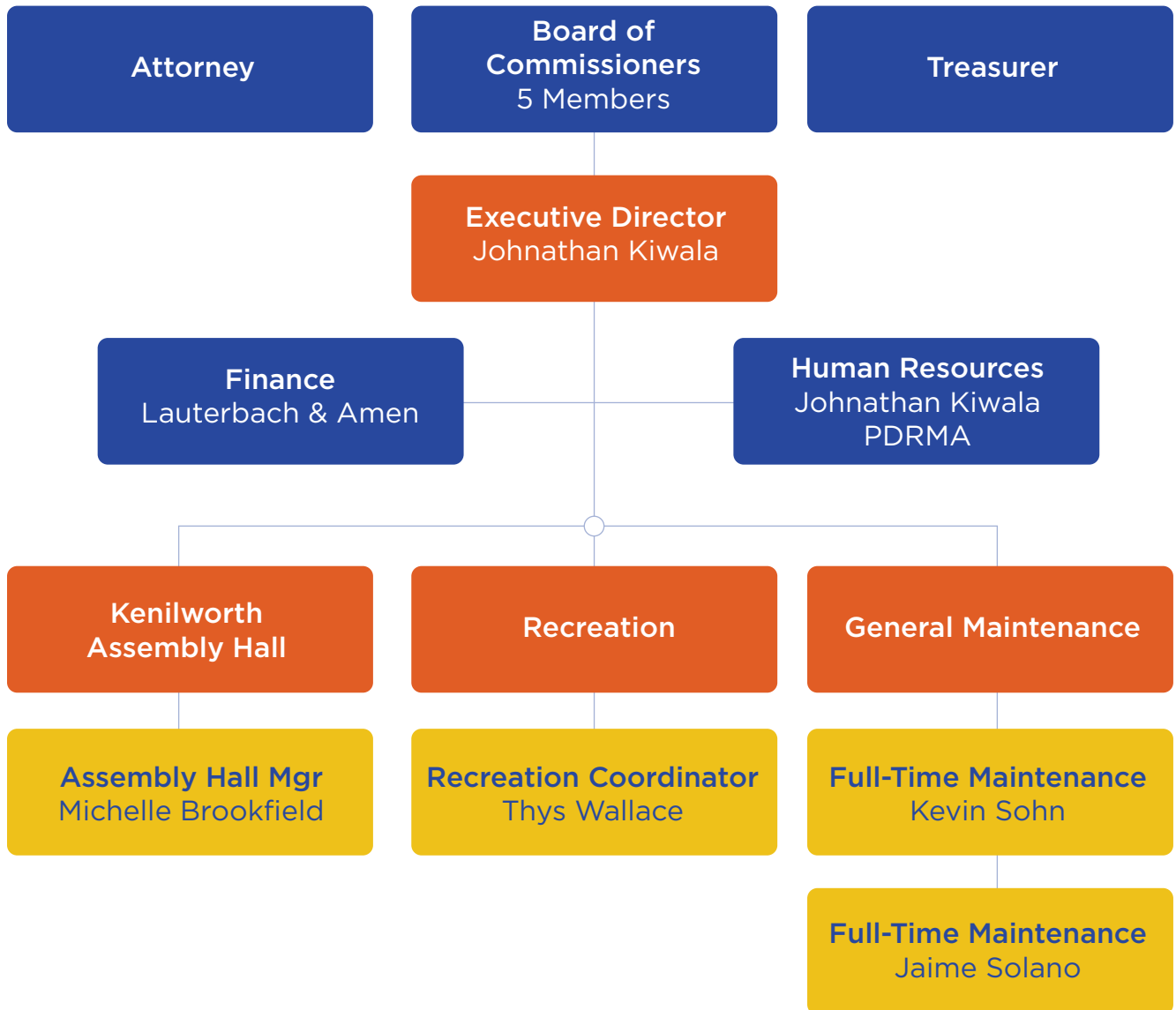
KENILWORTH PARK DISTRICT
BOARD OF COMMISSIONERS

John Hart *Board President*
Elizabeth Duquette *Commissioner*
Steve McNelley *Commissioner*
Emily D'Souza *Commissioner*
Stacey Sunderland *Commissioner*
Jerry O'Connor *Treasurer*

KENILWORTH PARK DISTRICT STAFF

Johnathan Kiwala *Executive Director*
Thys Wallace *Recreation Coordinator*
Michelle Brookfield *Assembly Hall Manager*
Kevin Sohn *Maintenance*
Jaime Solano *Maintenance*

ORGANIZATIONAL CHART



INTRODUCTION

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, and ensure that staff and Board members are working toward common goals. It also establishes an agreement around intended outcomes/results and assesses for adjustments within the organization's direction in response to trends and a changing environment. Effective strategic planning describes not only where an organization is going and the actions needed to progress, but it also measures the success in achieving the intended outcomes/results.

The Kenilworth Park District has developed a Strategic Plan to provide direction in serving their community in parks and recreation. The plan creates direction for the future allocation of resources, financial stability, organizational culture efforts, and the capacity for learning and growth.

MISSION

As stewards of the community, the Kenilworth Park District is committed to preserving and improving our parks, facilities, and natural spaces and to enhancing and expanding recreational offerings and quality programs while promoting well-being for all residents.

VISION

The Kenilworth Park District strives for excellence in serving the well-being and recreation needs of our community through a collaborative, innovative, and sustainable approach.

ORGANIZATIONAL VALUES

The overview of the organizational values is to guide principles to improve general financial performance. This should then demonstrate greater value meaning overall price per property value that would effectively utilize revenue. Ultimately promoting all facilities and recruit more facility usage both privately and publicly.

EFFICIENCY

Align financial resources to the needs of the district.

OPERATIONAL EXCELLENCE

Ensure financial resources can deliver high quality services and facilities.

INVEST IN THE FUTURE

Emphasize financial resource allocation to areas providing lasting benefit.

PROMOTE COMMUNITY WELL-BEING

Ensure financial resources are allocated to areas promoting health and wellness.

Strategic Initiatives	Strategic Objectives	Strategic Measures	Target Outcomes
Quality Community Services and Experiences	<ul style="list-style-type: none"> Align programs with community wants and needs. Increase participation. Increase participant satisfaction. 	<ul style="list-style-type: none"> Total enrollment by program. Participant satisfaction. Participant retention. 	<ul style="list-style-type: none"> Participant loyalty and retention
Establish Long-Term Financial Strategies	<ul style="list-style-type: none"> Increase available fund balance Align financial resources with district needs. Increase program and facility revenue. 	<ul style="list-style-type: none"> Program Revenue Facility Revenue 	<ul style="list-style-type: none"> Financial stability
Develop Community Relationships	<ul style="list-style-type: none"> Build image and brand. Utilize partnerships within community. 	<ul style="list-style-type: none"> Program and facility awareness. Partner and participant satisfaction. 	<ul style="list-style-type: none"> Community engagement
Promote Inclusivity	<ul style="list-style-type: none"> Increase program offerings to be more inclusive. 	<ul style="list-style-type: none"> Numbers and types of programs offered. Total enrollment. Participant satisfaction. 	<ul style="list-style-type: none"> Total community well-being.

POPULATION SERVED

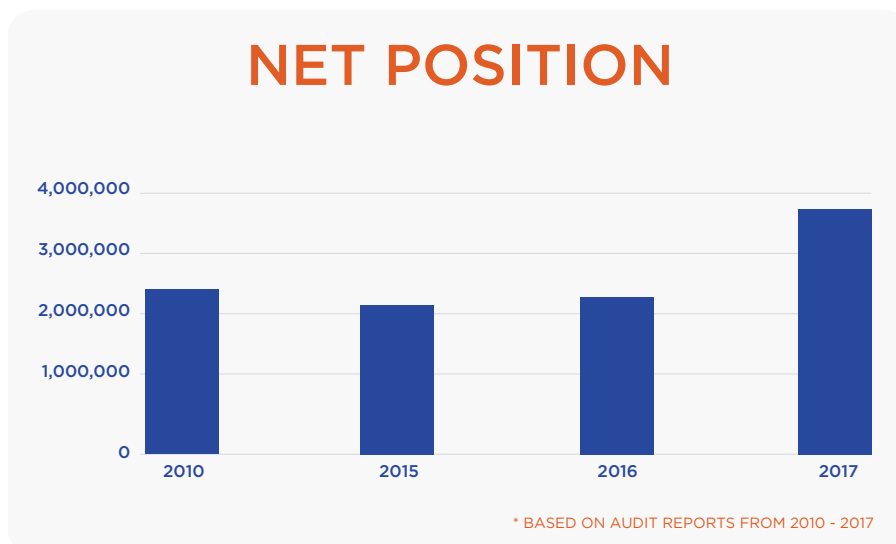
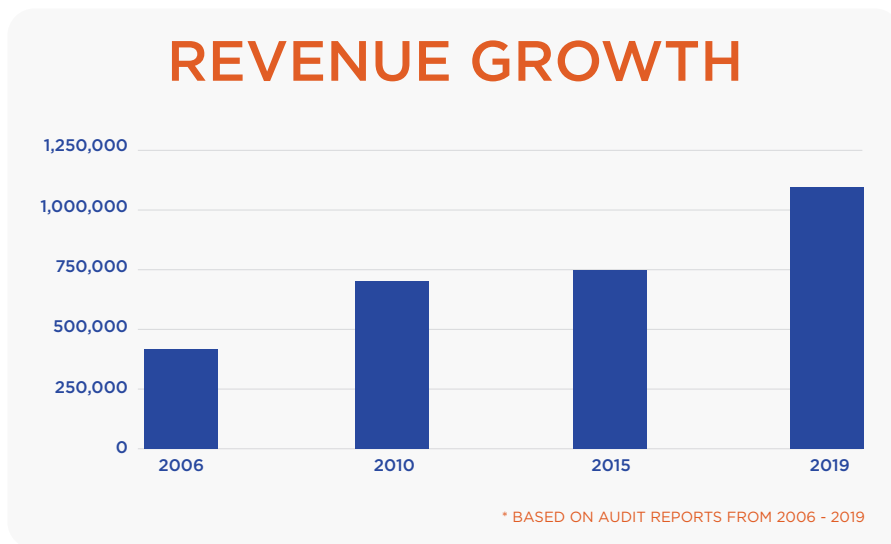
As of the census of 2019, there were 2,460 people and 699 families residing within the Village. Within each household contained 3.2 persons per household. Of that population, the median household age was reported to be 42.6. The population by age ranged shows that 6.2% were under the age of 5, 67.8% were 18 and older, and 15% were older than the age of 65. The census reported that 51% of the population were male, and 49% were female. The median household income was reported at \$227,404.

POPULATION NEEDS AND OPPORTUNITIES

The Kenilworth Park District currently offers over 140 recreation programs over the course of the year. Most of the programs are for participants 1st through 8th grade. The district plans to explore the possibility of adding recreation space through capital planning. The addition of space will allow the district to expand programming to a wider variety of age groups.

FINANCE

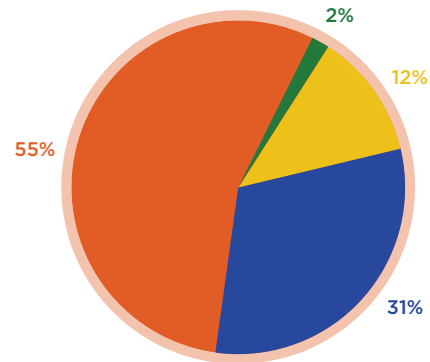
The Kenilworth Park District's overall financial performance has been increasing steadily since 2006. Revenue has risen 164% from \$430,341 in 2006 to \$1,135,247 in 2019. Net position has risen 114% from \$1,730,723 in 2006 to \$3,703,946 in 2017. The increase in net position was due largely to receiving the donation of the Kenilworth Assembly Hall in 2016. The donation equaled \$1,833,900.



REVENUE SUMMARIES

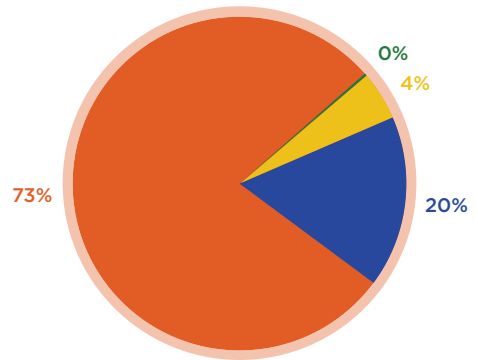
2008 REVENUE BREAKDOWN

Source	Amount
● Charges for Services	\$ 191,168.00
● Property Taxes	\$ 341,256.00
● Gifts/Donations	\$ 10,171.00
● Interest	\$ 77,638.00



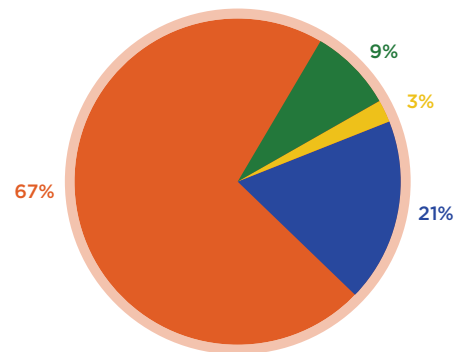
2010 REVENUE BREAKDOWN

Source	Amount
● Charges for Services	\$ 102,065.00
● Property Taxes	\$ 371,786.00
● Gifts/Donations	\$ 2,279.00
● Interest	\$ 36,408.00



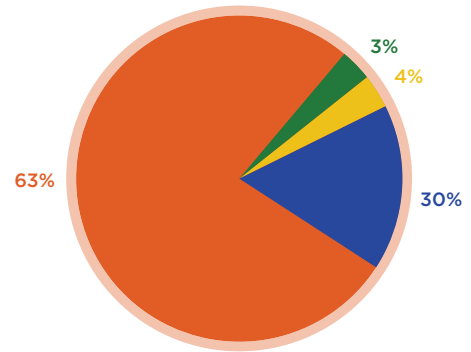
2015 REVENUE BREAKDOWN

Source	Amount
● Charges for Services	\$ 137,288.00
● Property Taxes	\$ 432,984.00
● Gifts/Donations	\$ 58,741.00
● Interest	\$ 16,107.00



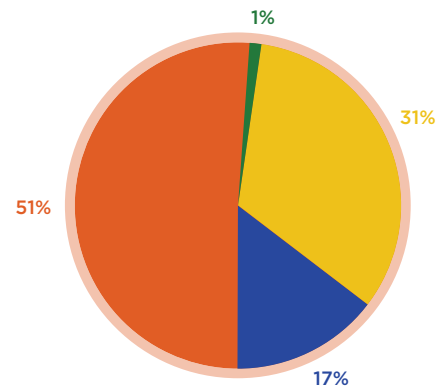
2017 REVENUE BREAKDOWN

Source	Amount
● Charges for Services	\$ 274,466.00
● Property Taxes	\$ 575,616.00
● Gifts/Donations	\$ 28,699.00
● Interest	\$ 37,370.00



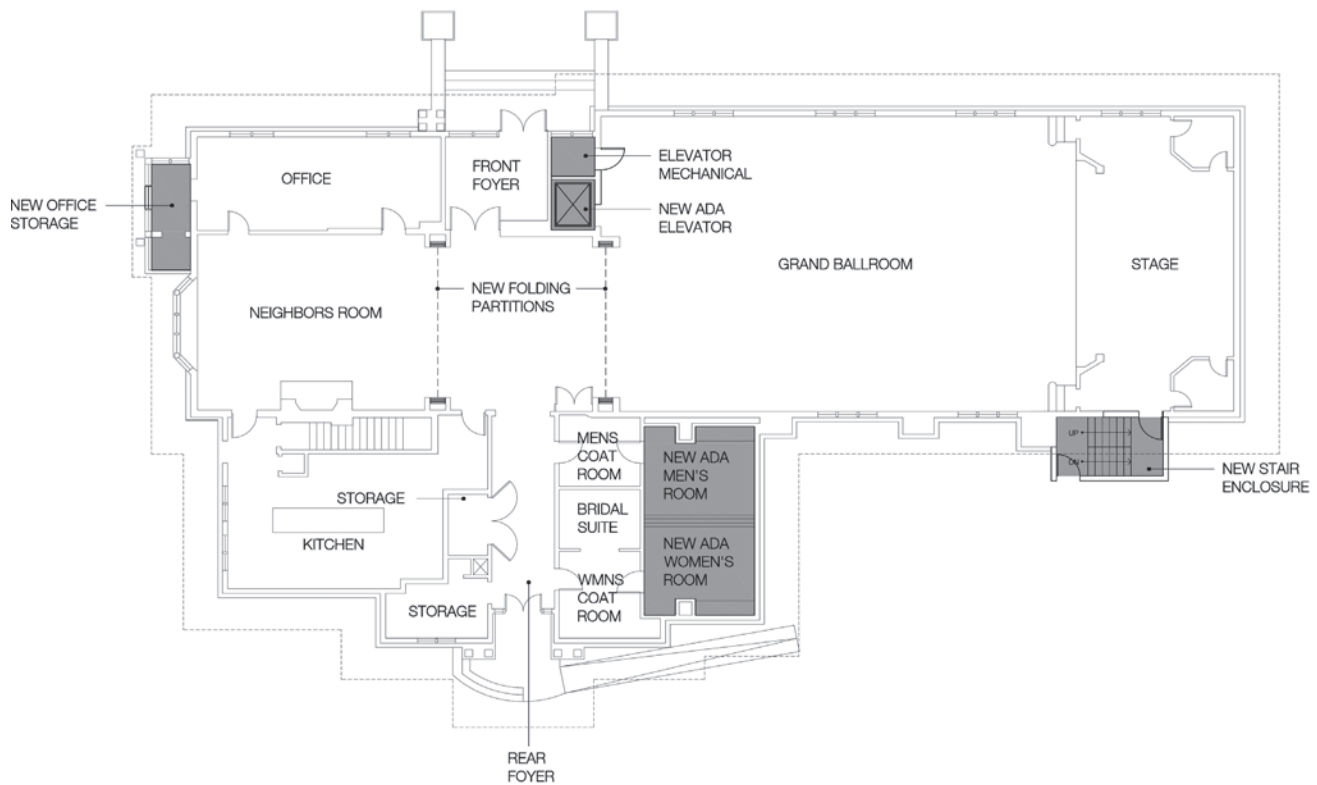
2020 REVENUE BREAKDOWN (COVID-19 Pandemic year)

Source	Amount
● Charges for Services	\$ 235,314.00
● Property Taxes*	\$ 701,533.00
● Gifts/Donations	\$ 16,280.00
● Interest	\$ 431,448.00



* Assembly Hall added 2016

CONSTRUCTION PROJECT INITIATIVES



THE KENILWORTH ASSEMBLY HALL

The Kenilworth Assembly Hall provides multiple spaces for all your event needs. The Grand Ballroom can hold 200 guests for a plated dinner and 250 for a cocktail event. The Neighbor Room can hold up to 75 people. Official capacities are subject to the layouts and materials used.

OVERVIEW

- Improve General Financial Performance
 - Demonstrate greater value (price/property value)
 - Effectively utilize revenue
 - Promote facility
 - Recruit facility private/public usage
 - Improve recreational program offerings for all ages

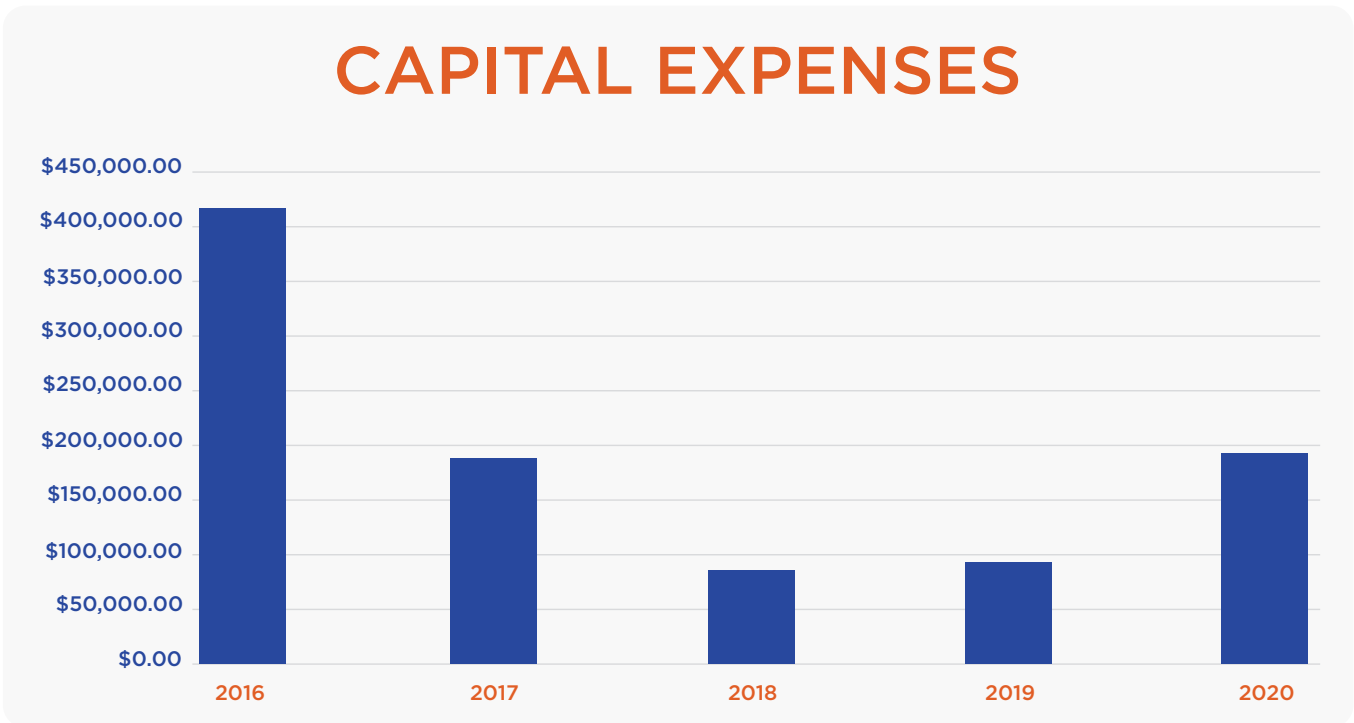
STRATEGIC INITIATIVES

- (Outdoor) Lawn Flooding
 - French drainage system in west and southeast lawns
- ADA Accessibility
 - Side Deck

- Provides outdoor atmosphere
 - Allows room placement for automatic door entrance
- LED Lighting
 - Allows for night visibility and glare reflectors for guidance
- Additional Parking
 - Eliminates vehicle overcrowding
 - Promotes reserved ADA spaces
- Public Maintenance
 - Waste relocation
 - Serves for general aesthetic atmosphere
 - Provides additional space for the deck
- Indoor Lighting (Completed 2020)
 - Replace current light fixtures with proper historical year fixtures
 - Develop replacement fund with resale of old fixtures
- Basement
 - Develop a long-term capital plan to transform the basement into usable recreational space
 - Develop large, multi-purpose rooms to be used for recreational programming
 - Install an ADA accessible elevator
 - Computer lab for youth and adult programming
 - Dressing rooms under stage for increased theater programming
 - Storage for recreational programs
 - Improve structural integrity of building



ACCOMPLISHED ASSEMBLY HALL STRATEGIC INITIATIVES WITH CAPITAL EXPENSES



ACCOMPLISHED ASSEMBLY HALL STRATEGIC INITIATIVES WITH CAPITAL EXPENSES WITH BREAKDOWN BY CATEGORY

2016 \$427,325.30

Expense Category	Amount
Safety	\$ 700.00
Infrastructure/Systems	\$ 1,500.00
Foundation/Flood Control	\$ 205,517.00
Important - Support Programming	\$ 44,921.00
Interior Structural Improvements	\$ 89,500.00
Maintenance/Repair	\$ 72,240.00
Chairs/Tables/Place Settings	\$ 12,947.30

2017 \$152,198.30

Expense Category	Amount
Safety	\$ 700.00
Infrastructure/Systems	\$ 1,500.00
Foundation/Flood Control	\$ 17,090.00
Important - Support Programming	\$ 19,921.00
Interior Structural Improvements	\$ 74,500.00
Maintenance/Repair	\$ 30,240.00
Chairs/Tables/Place Settings	\$ 8,247.30

2018 \$53,577.00

Expense Category	Amount
Foundation/Flood Control	\$ 8,010.00
Important - Support Programming	\$ 19,067.00
Maintenance/Repair	\$ 25,000.00
Chairs/Tables/Place Settings	\$ 1,500.00

2019 \$61,127.00

Expense Category	Amount
Foundation/Flood Control	\$ 39,427.00
Important - Support Programming	\$ 15,000.00
Interior Structural Improvements	\$ 3,500.00
Chairs/Tables/Place Settings	\$ 3,200.00

2020 \$196,713

Expense Category	Amount
Infrastructure/Systems	\$ 196,713 (Assembly Hall Lighting Project)

KENILWORTH ASSEMBLY HALL LIGHTING PROJECT

The Kenilworth Assembly Hall engaged Northwest Electrical Supply and Design to assist in recreating the original light fixtures that were designed by George Maher when the building was built. To assist navigating this incredible feat, the Park District enlisted a working group comprised of members of the community. Ted Dunn from Hackley Architects, residents Valerie Foradas and Heidi Higgins, and Ginny Anderson from the Kenilworth Historical society all served on this working group. Northwest helped the group navigate through the potential recreation of the original light fixtures while simultaneously designing a system that is updated with technology from the current age. Additionally, the system was to be designed in a way that would help market the building for private and community-based events. Northwest connected with Fine Art Handcrafted Lighting located in Florida.

In working with staff at the Kenilworth Historical Society, Fine Art was able to recreate the original light fixtures (Chandeliers and Sconces) that were original to the building. These were created from black and white pictures shared by the Kenilworth Historical Society.

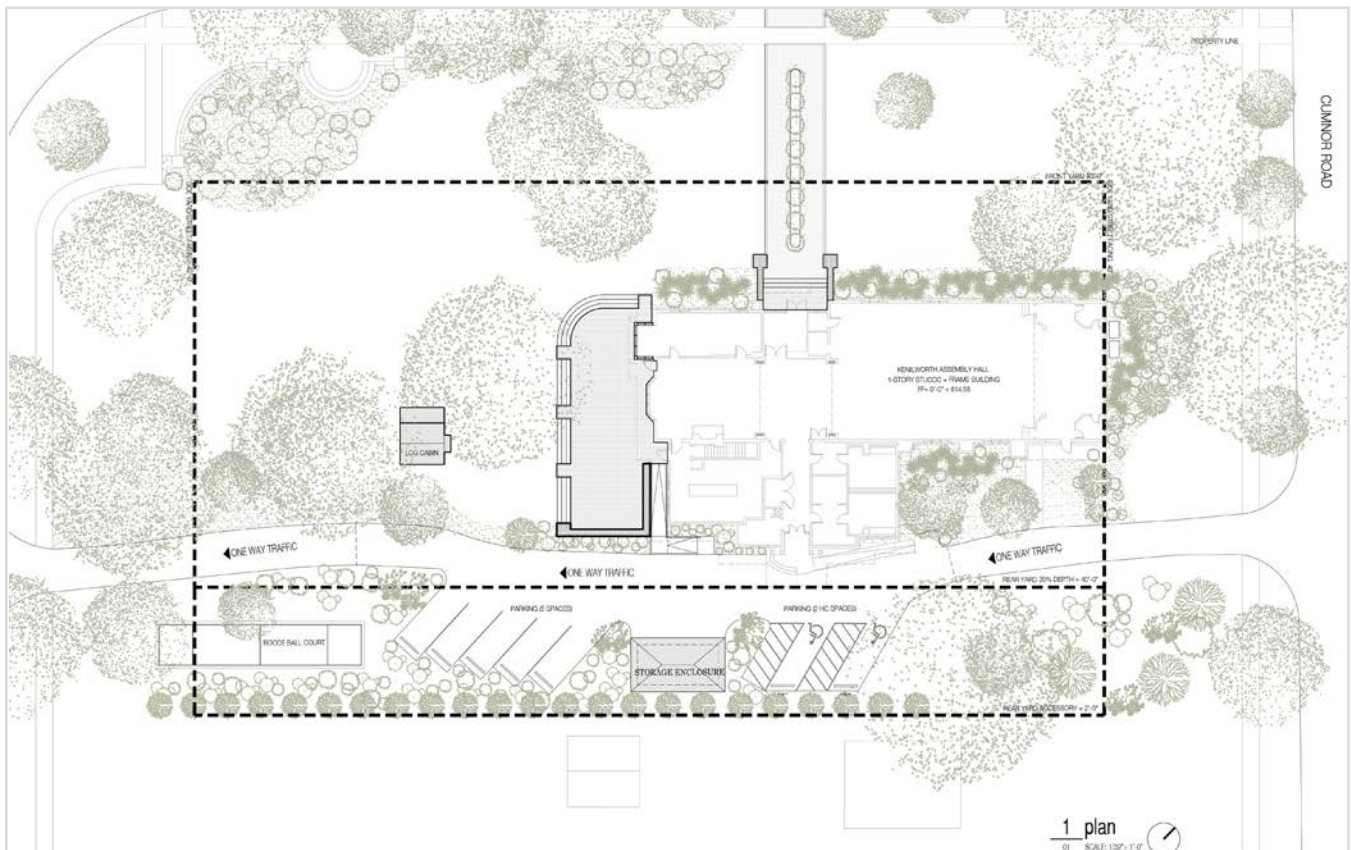
Ranlin Electric was hired for the installation of the new system through a competitive bidding process. They started their work in November of 2019 and completed it at the end of January 2020. A celebratory event to unveil the new lighting system and fixtures for the community was held on February 27, 2020.



KENILWORTH ASSEMBLY HALL WEST LAWN PROJECT

In 2020, the COVID-19 Pandemic forced the Kenilworth Assembly Hall and staff to re-think its use of open spaces. A cherished gathering place known as the Kenilworth Assembly Hall West Lawn, was turned into a lighted outdoor space for community use. Staff put together socially distanced social nights, food truck nights, and concerts.

The COVID-19 Pandemic continues to add uncertainties in using indoor spaces. The Park District has demonstrated its ability to adapt and overcome. Through this mantra, the Park District began planning for outdoor infrastructure improvements which include the construction of a patio on the west lawn, a storage vestibule in the south-side parking lot, addition of ADA accessible parking spaces, and the reconstruction of the front walkway. Each project is to be constructed in-line with the historic context and nature of the Kenilworth Assembly Hall. The District engaged Woodhouse Tinucci Architects to help with the design of the project.



TOWNLEY FIELD CORRIDOR PROJECT

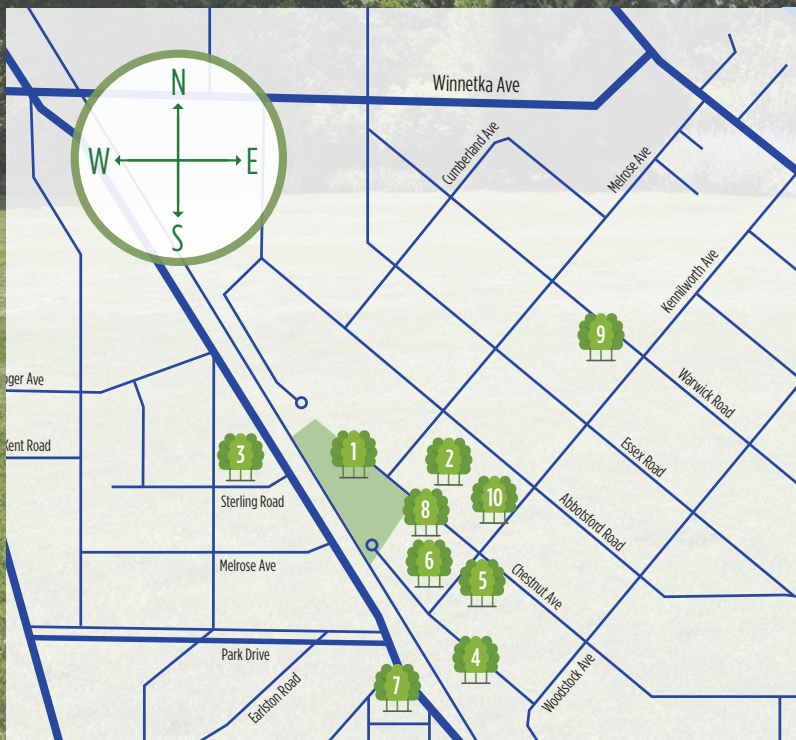
In a similar fashion to how COVID-19 and the Pandemic led the District to create more outdoor spaces, it also led the District to explore improvements to its largest recreation area. Resident participation in outdoor recreation programs has increased at an exponential rate due to the pandemic. Residents provided feedback through several surveys from the Park District, largely indicating their interest in improved outdoor recreation space, facilities, and programming. The Park District engaged Upland Design to assist with community input, feedback, and planning. It is the intent of the District to apply for the OSLAD (Open Space Land Acquisition and Development) grant for a \$400,000 matching grant for outdoor improvements. This project grant is offered by the IDNR (Illinois Department of Natural Resources).





PARKS & FACILITIES

	Football	Playground	Picnic Area	Volleyball	Baseball	Softball	Soccer	Trails Walking/Biking	Shelter	Lacrosse	Field Hockey	Rugby	Dance	Weddings	Theater	Rentals	Seating Area	Water Feature
Townley Field 200 Green Bay Road	●			●	●	●	●		●	●	●						●	
Townley Playground 415 Kenilworth Ave.		●	●														●	
Pee-Wee Field 531 Sterling Road	●			●													●	
Centennial Field 101 Richmond Road																	●	
Kenilworth Assembly Hall 410 Kenilworth Ave							●		●			●	●	●	●	●	●	
Assembly Hall West Lawn 493 Kenilworth Ave			●					●					●		●	●	●	
Maggi Park 102 Green Bay Road																	●	
North Park 500 Kenilworth Ave.																	●	
Charles Ware Memorial Garden 259 Kenilworth Ave.																	●	●
Memorial Park 411 Kenilworth Ave.																	●	



- 1** **Townley Field**
200 Green Bay Road
- 2** **Townley Playground**
415 Kenilworth Ave
- 3** **Pee-Wee Field**
531 Sterling Road
- 4** **Centennial Field**
101 Richmond Road
- 5** **Kenilworth Assembly Hall**
410 Kenilworth Ave
- 6** **Assembly Hall West Lawn**
493 Kenilworth Ave
- 7** **Maggi Park**
102 Green Bay Road
- 8** **North Park**
500 Kenilworth Ave
- 9** **Charles Ware Memorial Garden**
259 Kenilworth Ave.
- 10** **Memorial Park**
411 Kenilworth Ave.

| PARK(S)

CENTENNIAL PARK



Centennial Park was renovated in 2014. This park holds the Wilmette connection to the Green Bay Bike Trail. The blacktop bike trail is due for resurfacing in 2020.

CHARLES WARE MEMORIAL GARDEN



Established by Kenilworth Garden Club (KGC) member Mrs. Charles Ware in 1938. The Charles A. Ware Memorial Garden has been a part of Kenilworth for over 75 years. Kenilworth Garden Club has been associated with Ware Garden since its establishment. It is located on the northwest corner of Kenilworth Avenue and Warwick Road in Kenilworth and is the property of the Kenilworth Park District.

MAGGI PARK



Maggi Park was renovated in 2016 with the installation of new planting beds, native plants, and several berms. The new plan was designed in conjunction with famed landscape architect Jens Jensen's vision in mind.

MAHONEY PARK



The Wildflower and Bird Sanctuary in Mahoney Park in Kenilworth (1933). The park was conceived in 1929 for the purposes of nature study. Jens Jensen was commissioned to design the park, which was completed in 1933. Three council rings, a favorite Jensen feature, are found in the park. It is stylistically like the Lincoln Memorial Garden, which Jensen designed in Springfield three years later. The Park is on the National Historic Register.

NORTH PARK



North Park was renovated in 2016. Maggi Park was renovated in 2016 with the installation of new planting beds, native plants, and several berms. The new plan was designed in conjunction with famed landscape architect Jens Jensen's vision in mind.

PEEWEE PARK



Pee-Wee Baseball Field was renovated in 2017 with a generous gift from the Kenilworth Winnetka Baseball Association. It is a premier 8u/9u field. In 2018 a scoreboard was donated by residents William T. Bartholomay and Cathy Bartholomay. In 2019, a flag pole and dedication to Chris Fix was installed next to the scoreboard.

TOWNLEY FIELD



Townley Field serves as the Kenilworth Park District's main recreational field.

IMPLEMENTATION GUIDELINES

- All employees will receive a copy of the Strategic Plan or electronic access to the Plan.
- A summary of the Plan will be available on the Park District's website.
- The District will provide regular reporting on the Plan's progress.
- At the beginning of each year, staff will be responsible for updating each goal.
- Project Leaders are responsible for reporting on their team's goals in a quarterly report. A spreadsheet will list the Strategic Initiative, Goals and Objectives, Measurement, start date and completion date, and staff members responsible for the goal's completion.
- Every employee's goals (Work Plan) will have a direct correlation to the District's Strategic Plan.
- Each year, the staff and Board will review the Plan process and address any parts of the process.

