



## **LEADING WITH EXCELLENCE**

### **Glenview Park District: Strategic Plan Executive Summary**

*The Glenview Park District is one of Illinois' largest, most unique and inviting park districts, serving 61,523 residents. Park District property covers over 861 acres, including 12 major facilities, 26 parks, 13 field houses, and 12.6 miles of walking trails. The park district employs 114 full-time and 849 part-time or seasonal employees and hosts over 3,000 annual programs and events.*

#### **PURPOSE OF PLAN**

The Strategic Plan sets forth Glenview Park District's (GPD) strategic direction for three years beginning May 1, 2023, and ending April 30, 2026. In 2025, the Board extended the plan with revisions to some of the tactics until 2028. At a high level, the plan outlines GPD's purpose, envisioned future, and strategic priority areas in which the District will invest time, talent, and resources to fulfil its mission and realize its vision. Our strategic plan is also in alignment with NRPA's goals of equity, environmental resilience and health and well-being.

#### **PROCESS**

The 2023–2026 Strategic Plan replaces the 2018-2023 Strategic Plan. Plan years are based on our fiscal year of May 1 to April 30. The plan development process involved a broad range of tactics soliciting stakeholder engagement and input, including a community-wide survey, staff workshops, focus groups, a partner survey, and board member interviews. The plan's development was also informed by a thorough review of the long-range comprehensive master plan for the District, individual site and facility plans, other pertinent organizational plans, reports and an external environmental analysis.,

#### **COMPONENTS OF THE PLAN**

The Strategic Plan defines the organizational mission and purpose, envisioned future, guiding principles and core values, strategic priorities, goals, objectives, strategies and measures of success through key performance indicators (KPIs).

#### **HOW GPD WILL IMPLEMENT THE PLAN**

The Strategic Plan supports the implementation of the 2018–2028 Comprehensive Master Plan and aligns directly with individual site, facility and operational plans. The Strategic Plan is intentionally broad in design and content, allowing for implementation flexibility amid ever-changing conditions. The District develops, implements and reports on specific tactics and initiatives supporting the Strategic Plan's achievements each year.

#### **OUR MISSION**

Through exceptional experiences, GPD strives to build a sense of community; enhance people's lives; and contribute to the enrichment of the individual, family, and community.

#### **OUR VISION**

A community in which everyone enjoys daily happiness, health, and an appreciation for the environment.

#### ***Major Goals***

##### ***CUSTOMER EXPERIENCE***

Create exceptional experiences that meet or exceed the community's diverse needs.

Objectives: Authentic relationships, easy access, exceptional experiences, Inclusion Diversity Equity and Accessibility (IDEA) leadership

- Added Encurate mobile app for The Grove Heritage site, allowing visitors to access self-guided tours and interactive maps.

- Redesigned the District’s website and navigation to improve the user experience.
- Exceeded the Net Promoter Score customer target of 40 or better, with just over a 70 for three years.
- Trained all staff and elected Board members on transgender policies, DEI, and unconscious bias.
- Over 85% of employees surveyed believe GPD provides a welcoming environment for all.
- Debuted universally accessible MOVMENT equipment at eleven summer events, and hosted monthly wellness walks to encourage movement and community engagement during winter months.
- Added short-term fitness center membership categories to increase participation and revenue.
- Supported 369 participants requiring inclusion services through 5,000+ hours of programming annually, in partnership with our special recreation association.
- IDEA committee hosted an Indigenous Drum Demonstration featuring the Bull Valley Singers at The Grove’s Native American Longhouse to recognize Indigenous People’s Day.
- Introduced the new District printed newsletter “Park Views + News”, mailed to all residents’ homes.
- Completed Customer Journey Mapping training. Implementing staff-led committee to make improvements based on journey maps.
- Provided on-demand, call-in translation services to enhance customer experience.
- Adding four pickleball courts at Richardson Park, opening Spring 2026, based on community surveys.
- Revised our ADA Transition Plan.

### *FINANCIAL STEWARDSHIP*

Maximize taxpayer trust, value, and benefits through sound financial policies and practices.

Objectives: Financial sustainability, balanced investments, enduring partnerships

- Implemented Tyler Incode financial software system aligning control and reporting best practices.
- Moody’s reaffirmed Aaa bond rating (one of only 12 park districts in Illinois).
- Achieved Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer Association for 16 years in a row
- Increased net financial position 29.8% since the plan’s start and increased 5.3% in 25/26 fiscal year.
- Increased capital spending and number of projects.
- Increased cash reserves by \$18.9 million to fund capital replacement and development for long-term projects.
- Fitness launched new campaigns resulting in a 28% increase in memberships and a 20% daily visitor increase since 2023.
- Reduced debt by \$3,116,561, an 11.3% decrease

### *ENVIRONMENTAL AND HISTORIC STEWARDSHIP*

Lead the way in protecting GPD’s environmental and historic resources.

Objectives: Resource conservation, protection and stewardship, sustainable practices, awareness, education, and outreach

- Sourced 100% of electricity from wind-generated energy certificates or solar energy contracts.
- Planted 850 trees in the last three years.
- Implemented 28 Zero Waste campaign and events.
- Converted 330 light fixtures to LED.
- Converted 7.4 acres to native habitat.
- Annually decreased the use of electricity, diesel fuel, and water by 1%, exceeding the KPI target.
- Created two solar-powered trailers for landscaping equipment with 600W of solar panels and a power bank to charge batteries.
- Launched a fall social media campaign and updated website to provide community recycling resources.
- Partnered with Greener Glenview to host annual SportsSwap sports equipment donation event and EV Fair, educating residents on energy-efficient alternatives for their homes.
- Completed and implemented the District’s Environmental Sustainability Plan.

### *EMPLOYER OF CHOICE*

Create a work environment that values, invests in and empowers a high-performing, engaged workforce.

Objectives: Best place to work, high-performing and engaged workforce, growth and development culture, IDEA (Inclusion, Diversity, Equity and Accessibility) leadership

- Established employee IMPACT awards (52 nominations since 2023) that recognized innovative practices.
- Launched Glenview University, training 79 staff over 633 hours. Added a three-part leadership series to the training program, with 115 staff members participating in 15 sessions.
- Launched Inclusion, Diversity, Equity, and Accessibility (IDEA) team.
- Reinstated internship program with the most recent intern being hired full-time.
- Employee satisfaction was 91%, 4.5 % greater than baseline.
- Developed training to provide opportunities for managers and supervisors to encourage growth and success among their employees.
- Park Services introduced multilingual communication training in American Sign Language (ASL), English, and Spanish to improve workplace inclusivity and customer interactions.
- Implemented up-front tuition reimbursement to increase access to educational opportunities for staff.
- Awarded the Illinois Park and Recreation Association's Exceptional Workplace Award.

### *OPERATIONAL EXCELLENCE*

Optimize organizational performance through strong leadership, efficient and modernized operations and data-informed decision-making.

Objectives: Data-informed decision-making; efficient, modernized operations; exceptional leadership

- Achieved Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation.
- Achieved Illinois Distinguished Agency Accreditation.
- Aligned rental operation under one set of guiding procedures.
- Program success rate was 76%, exceeding the target by 1%.
- Implemented software integrating official public meeting posting and documents.
- Trained key recreation staff on financial processes to help improve and expedite customer transactions, refunds and enrollment requests.
- Hosted an OSHA 30 (8-hour training) for 18 staff members and 8 staff from neighboring Park Districts.
- Reviewed purchasing procedures and streamlined business accounts to control and monitor spending.
- Expanded preschool to include two additional classrooms based on demand.
- Completed and implemented Park Center Management and Operations Business Plan.
- Conducted a Fleet Utilization study to ensure efficient use of vehicles and to identify cost-saving and environmentally sustainable improvements.
- Implemented Paycom software to automate the entire employee lifecycle and empowering employees to manage their own data, including payroll, time-tracking and benefits via mobile app.

### *Future Plans to Complete*

- Implement website improvements to ensure ADA compliance and a positive user experience for all.
- Implement a mentoring program.
- Implement Strategic Plan and Comprehensive Master Plan.
- Implement Phase 3 of Historic Wagner Farm development program.
- Implement future athletic field and court study recommendations.
- Monitor legislation affecting tax base and property assessments.
- Submit Open Space Lands Acquisition and Development grant application.
- Continue to address need for pickleball courts with the addition of four more courts.
- Embarked on the outreach and development of a new Strategic Plan.