

VILLAGE OF ALGONQUIN

EVENTS AND RECREATION EVALUATION PLAN



PREPARED BY:



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CHAPTER ONE - EXECUTIVE SUMMARY

1.1 INTRODUCTION

The Village of Algonquin hired PROS Consulting, LLC to evaluate its Events and Recreation Division to determine the overall effectiveness and efficiency of events and program offerings, as well as to assess community interest and satisfaction levels toward its services. Since 2002, the Village has offered recreation programming to its residents. Since that time, the number of programs has grown significantly. Core program areas include community/special events, early childhood, swim lessons, nature and science, dance, athletic, and general arts programs. In addition to these programs, the Division provides facility rentals, a senior bus service, and operates the Algonquin Swimming Pool and Splashpad, a popular aquatics facility well-used by community residents. The Division is staffed by a full-time Recreation Superintendent and a Principal Assistant, on a part-time basis. This staff is supplemented by a variety of program instructors, most of whom are contractual. Oversight and management of the Division is provided by the Assistant Village Manager.



The Village has experienced significant growth over the last two decades. In 1990, Algonquin's population was 11,663. The estimated population for 2009 is 31,570. Developing programs to match the population growth has been a challenge for the Division. Currently programs are offered at a variety of public and private facilities, including several Algonquin parks, Algonquin Pool, Historic Village Hall, Golf Club of Illinois, and Brunswick Zone XL, to name a few. Additionally, the Division has partnership agreements to augment service offerings. Some examples are the relationships and partnerships with the Village of Lake in the Hills for early childhood programs and Dundee Township Park District for summer camp programs. The Division creatively uses available space for programs and events.

1.2 EVENTS AND RECREATION DIVISION EVALUATION PROCESS

Working with the Algonquin staff, PROS Consulting performed an overall assessment of Events and Recreation. The Events and Recreation Division Evaluation includes the following components:

- Community Input Summary, including six community focus groups
- Household Survey with 433 responses
- Events and Program Evaluation including the following components:
 - Demographics review



- Program overview
 - Core program identification
 - Lifecycle analysis
 - Age segment analysis
 - Recreation programming standards, customer requirements and measures
 - Program findings and recommendations
 - Pricing and cost recovery
 - Service system review
 - Marketing approaches
 - Web site review
 - Staffing needs
- Facility and Program Priority Needs Assessment
- Strategic Recommendations
 - Strategy map
 - Strategic themes, objectives, measures, and initiatives
 - Implementation guidelines
- Summary and Conclusion

Currently, the Division offers a variety of events and programs for the community. As the population has grown, the number and scope of programs has grown as well. As noted throughout the report, there is significant unmet demand for programs. All of the programs listed in the Household Survey registered significant unmet demand for programs. As a result, market demand exists for additional program offerings, particularly for the adult age groups. Program



growth will depend on developing additional program spaces and additional program staff to manage the growing activities. In addition, the current economic climate may significantly impact the Division's ability to add staff and facilities in the future.

The next section of the report includes a summary of the feedback from residents about their thoughts and opinions about recreation needs.

CHAPTER TWO - COMMUNITY INPUT

2.1 FOCUS GROUP SUMMARY

This section of the report provides an overall summary of focus groups completed for the purpose of receiving feedback about services and future direction. A total of six focus groups were held. Approximately 35 participants attended. The focus groups consisted of the Village Trustees, Village of Algonquin staff, similar providers, and three general user groups. The following information includes a listing of the questions and a consensus of information from the groups.

2.1.1 USES OF THE VILLAGE OF ALGONQUIN'S EVENTS AND PROGRAMS

The most popular program examples included the Easter Egg Hunt, National Night Out, swimming lessons/pool pass, summer concert series, golf lessons, winter break camp, senior bus, and babysitting classes. Historic Commission events, sponsored by the Village of Algonquin but not the Events and Recreation Division, were also mentioned. In addition, focus group participants mentioned AAYO, ALITHSA, and Founder's Day Event events, though they are not a part of the Village and are independently sponsored.

2.1.2 LEVELS OF SATISFACTION TOWARD ALGONQUIN'S RECREATION PROGRAMS

Overall, the groups were very satisfied with the services being provided by the Village. The common theme related to the programs being a good value to residents, and there was a large enough variety of programs for younger children. The consensus of participants also shared a perspective regarding a lack of programming for teens, adults, and active older adults such as fitness programs and trips. In addition, Events and Recreation staff were generally very positively viewed by the participants.

Additional comments include:

- It is disappointing to have to travel to Dundee Park District to find programming that could be offered in Algonquin, i.e. teen programs and fitness classes
- Programs get better with each new program guide
- The Village has come such a long way since the programs started
- Consider lowering session offerings in order to allow facility usage for other programs, such as babysitting classes
- Program guide is distributed too late for parents who are planning schedules
- Some classes have too wide an age range, such as the tumbling program
- The Village should consider accepting credit cards at the pool
- There do not seem to be enough weekday programs for children
- Rentals are too expensive
- The Village of Algonquin needs another pool, a dog park, and a skate park



- Keep growing the special events
- A lot of people do not use the programs and facilities because there is no identity
- If events are cancelled because of inclement weather there is no indoor facility available
- There should be staff availability on the weekends if there are questions
- There is a good mix of fee based programs and free events

2.1.3 LEVEL OF SATISFACTION TOWARD EXISTING FACILITIES

The similar providers all agreed there is a definite lack of facilities and there is either not enough parking or not enough fields. The providers commented on the lack of bathroom facilities at the parks as well as an insufficient amount of picnic tables. Overall, there is not enough space or facilities for the population at large for structured, organized recreation programming.

2.1.4 LEVEL OF SATISFACTION TOWARD WORKING WITH ALGONQUIN

The majority of participants agreed that with a limited amount of resources, staff members do an amazing job. Some of the similar providers expressed frustration about feeling disconnected from the Village as there is not enough appreciation of the volunteers. They also felt that there is a lot of time taken with paperwork and a lot of back and forth. Additional comments include:

- Algonquin is great compared to other areas, but parents may rank it lower because of the lack of the facilities
- Algonquin is lacking in senior activities
- The outside leagues want to use the facilities, and then there are too many scheduling issues
- Swim team contract negotiation process went very well
- The Village needs more land to offer more services, they have not grown with the population

2.1.5 NEIGHBORING PARK DISTRICT OR PRIVATE FACILITIES/PROGRAMS BEING USED

The residents are primarily using Dundee Park District for swimming, early childhood programs, and the recreation center. Other facilities used are Lifetime Fitness, the Library, and the Dundee Senior Center.

2.1.6 LEVEL OF AWARENESS AND SATISFACTION OF PROMOTIONAL EFFORTS

Most of the participants stated that awareness of programs came from the program guide, word of mouth, or previous participants. Overall, the participant groups felt the marketing efforts were an area that needed the largest improvement. Participants felt the program guide was distributed too late and did not allow time to plan schedules.

Additional comments included:

- The Village needs to increase staff for the marketing efforts
- Form a committee of volunteers that could work with the Village to develop programs and market them
- Put a special sticker on the water bill so that flyers will not just be thrown away
- Use the marquees for promotion of events or special registration dates
- Target local community groups that house the demographic being served by programs
- Utilize a welcome wagon approach and send out information to new residents
- Work with District 300 and create a backpack mailer that is distributed either quarterly or bi-annually
- Utilize the local cable television network
- Having the program guide available online is helpful

2.1.7 FACTORS PREVENTING PARTICIPATION IN RECREATION PROGRAMS AND EVENTS

Most of the participants responded with a variety of perspectives that included: lack of adult and active adult programs, lack of teen programming, lack of programs for special need participants, time of day programs being offered, lack of awareness of programs, and cost of programs such as golf lessons and trips.

Several of the groups however, identified customer service as being an issue in returning to recreation programming. Participants felt the front office staff does not address residents in a courteous manner and rushes them through the registration process rather than taking time to address any questions or concerns on behalf of the resident.

2.1.8 PROGRAMS TO BE CONSIDERED FOR THE FUTURE

The groups identified fitness programming and adult programming as a major need for the future. Another area of programming that stood out among all of the groups included the need for teen programming and senior programming. One focus group, however felt that, if the Village did not have recreation programs, it was pretty easy to find them somewhere else within the community. The suggestion was to not try adding more programs when there is not enough staff to follow through on those programs.

Additional comments included:

- Boy and Girl Scout Badge programs
- Safety Town
- Indoor pool
- Ice Skating
- Youth performing arts programs
- Cooking classes



- Bike Trail programs – consider creating a map for residents in order to raise awareness of how to connect from your neighborhood to the trail system
- Adult CPR
- Summer camps for the teens and tweens
- Ultimate Frisbee
- Teen Baggo Tournaments
- Astronomy
- Sports during the weekdays rather than just weekends
- Dog parks
- Adventure recreation programs
- Golf Tournaments utilizing golf courses in area

2.1.9 ASSESS VALUE FROM RECREATION PROGRAMS

All of the participants agreed that most of the programming offer great quality for a low cost. The participants felt the fee structure was reasonable compared to other similar providers, with the exception of the golf lessons.

2.1.10 THOUGHTS TO AVOID DUPLICATION OF SERVICES WITH OTHER SIMILAR PROVIDERS

The staff felt the Village is currently supplementing programs provided by other providers, rather than offering duplicating programs. For example, the staff does not offer similar programs that the athletic associations offer, as these programs are effectively run by the associations.

The elected officials felt that duplication of programming should not be a concern as long as the Village can remain fiscally sound and allow the market to dictate program offerings. The providers felt the soccer camp was a duplication of what they were offering as well as flag football. The concern is that people get confused about which organization is offering the service.

2.1.11 WAYS ALGONQUIN CAN STRENGTHEN ITS PARTNERSHIPS

The similar providers would like to develop a football complex; however, there is an issue with lack of land. They currently play in Lake in the Hills and would like to explore opportunities to continue usage or expand usage of joint facilities. Another suggestion was for the Village to arrange for affiliate organizations to have AED training annually with assistance from the Fire Department.

Staff would like to utilize the school district more in order to capture more of the youth demographic. However, there seems to be conflicts with school district scheduling, and programs are sometimes displaced. Staff would also like to see more partnerships department to department (such as police), and these opportunities could include employee wellness programs and trainings.

2.1.12 ASSESS STAFF'S ACHIEVEMENT OF ORIGINAL GOALS/INTENT OF ORIGINAL RECREATION PROGRAM

There was a consensus among the elected officials that staff has exceeded the original goals of the recreation division. The program guide serves as proof that the recreation staff is doing their job while maintaining cost effective practices.

2.1.13 SHOULD ALGONQUIN HAVE ITS OWN INDOOR RECREATION FACILITY

Most of the groups agreed that an indoor recreation facility is important for the future of the Algonquin Events and Recreation. The largest concern is the financial backing of such a facility, and the cost to the residents at large. One of the participant groups, however, felt the area is already oversaturated with similar providers that it would be cost prohibitive for the Village to consider such a project, as well as its impact on the other providers within the area.

All of the groups agreed there is a struggle with the facility's location as there is a current challenge with programming east vs. west Algonquin. The elected officials stressed the importance of the facility being self-sustaining and the importance of involving partnerships in the development of a new facility.

Additional comments included:

- Lifetime Fitness is our current park district and it is too expensive
- The Village would need to re-allocate taxes to pay for the facility
- A new facility would need resident support as the 1997 referendum failed
- The location of the center does not matter as long as there is a center within Algonquin
- You can't live in a quality community without paying for a quality recreation center

2.1.14 INDOOR RECREATION FACILITY AMENITIES SHOULD INCLUDE

The following comments were made regarding desired facility amenities:

- Indoor pool
- Dance/Fitness Studios
- Multipurpose Room with kitchen facilities for programs and rentals
- Fitness
- Rock Climbing
- Basketball Courts
- Indoor Track
- Racquetball Courts
- Stage



2.1.15 INDOOR/OUTDOOR FACILITIES THAT WOULD FULFILL RECREATION NEEDS

The following general suggestions were made regarding indoor/outdoor facilities:

- Indoor golf range
- Disc Golf
- Dog park
- Performing arts center
- Tennis courts, soccer fields, football field
- Skate Park
- Usage of parochial schools

2.1.16 OUTCOMES EXPECTED FROM PROGRAM EVALUATION PROCESS

The Elected Officials and the participant groups would like to define where the Village is falling short and identify what areas are successful and how to improve upon those successes. The participants would also like to see viable programs and not just “pie in the sky ideas”.

Staff comments included:

- Better direction for what we need
- A better understanding of our customers
- Stop subsidizing the pool
- Innovative ideas for program improvements
- To have a recreation facility and incorporate a Dundee – Algonquin partnership in which Algonquin provides the land and pays for part of the cost and Dundee assists with a portion of the cost
- Contract versus paid staff – what direction are we headed
- If a facility is the answer, then make sure that it is done right so that the staff can deliver the programs that are needed

Additional comments included:

- Short term plans for facility use in order to provide a better structured recreation program, as long as there is no recreation facility
- More training of contractual staff, including service training and general recreation program information
- More staff needed to offer more programs and services
- Focus group participants would like to receive feedback from data being collected for this evaluation and information about the decisions being made as a result of the study

2.1.17 OTHER COMMENTS FROM PARTICIPANTS

- The front desk customer service should be evaluated
- There should be more staff in the recreation division and office staff on weekends
- Program participation rates should be evaluated in order to determine what programs are lacking
- The Village is good at utilizing existing facilities
- Residents like seeing the presence of the Village administrators at events
- Staff should consider running some programs as a tribute to the past with programs such as: game night with Uno, bingo, activity night etc.
- Run Movie in the Parks and rotate parks so that residents can visit all of the different amenities within the village
- Work on getting the program guide out earlier and more frequently
- More advertising should be done for programs and events – try e-blasts and newsletters

2.2 COMMUNITY INTEREST AND OPINION SURVEY

The Village of Algonquin conducted a Community Interest and Opinion Survey during July and August of 2009 to help establish priorities for the future development of recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Village of Algonquin. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Village of Algonquin officials, as well as members of the PROS Consulting project team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

Leisure Vision mailed surveys to a random sample of 1,600 households throughout the Village of Algonquin. Approximately three days after the surveys were mailed, each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, Leisure Vision began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 315 completed surveys from Village of Algonquin residents. This goal was far exceeded, with a total of 433 surveys having been completed. The results of the random sample of 433 households have a 95% level of confidence with a precision of at least +/-4.7%. The following pages summarize major survey findings with complete findings located in the Community Interest and Opinion Appendix.



2.2.1 ORGANIZATIONS USED FOR PARKS, RECREATION AND SPORTS DURING THE PAST YEAR

The organizations used by the highest percentage of households for parks, recreation and sports during the past year include: Village of Algonquin (40%), private fitness clubs (31%), and public schools (22%) (Figure 1).

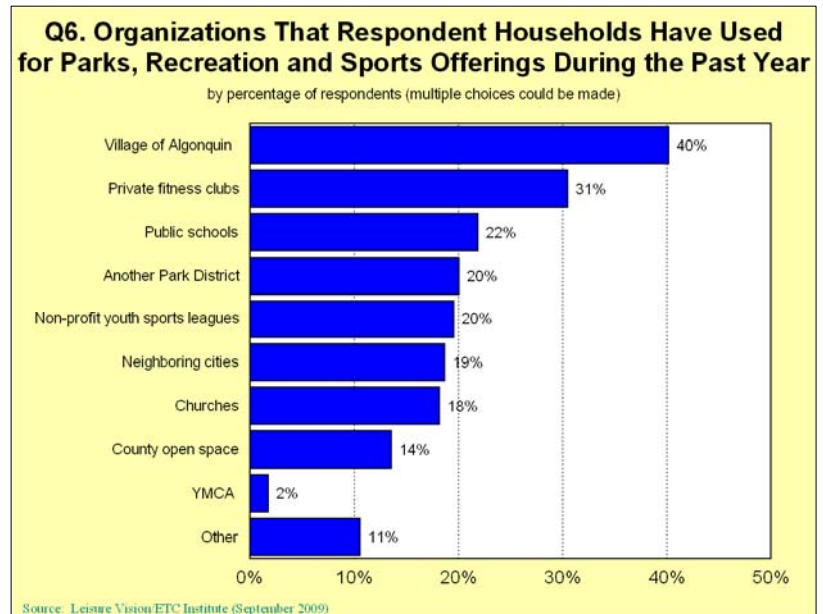


Figure 1 - Organizations Used for Parks, Recreation and Sports During the Past Year

2.2.2 WAYS RESPONDENTS LEARN ABOUT VILLAGE PROGRAMS AND EVENTS

The Village of Algonquin Events and Recreation Guide (66%) is the most frequently mentioned way respondents learn about Village programs and events (Figure 2). Other frequently mentioned ways respondents learn about Village programs and events include: The Algonquin Citizen (49%), the Village of Algonquin website (35%), and from friends and neighbors (35%).

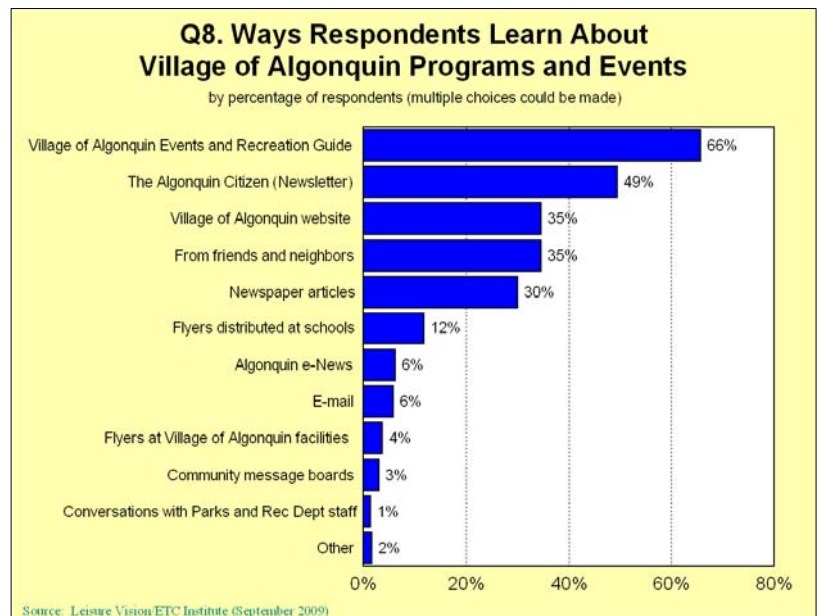


Figure 2 - Ways Respondents Learn About Village Programs and Events

2.2.3 SATISFACTION WITH THE OVERALL VALUE RECEIVED FROM THE VILLAGE OF ALGONQUIN EVENTS AND RECREATION OR PARKS AND FORESTRY DIVISION

Fifty-six percent (56%) of respondents are either very satisfied (22%) or somewhat satisfied (34%) with the overall value their household receives from the Village of Algonquin Events and Recreation or Parks and Forestry Division (**Figure 3**). Only 12% of households are either very dissatisfied (3%) or somewhat dissatisfied (9%) with the value received from the Events and Recreation or Parks and Forestry Division and 32% indicated “neutral” or “don’t know”.

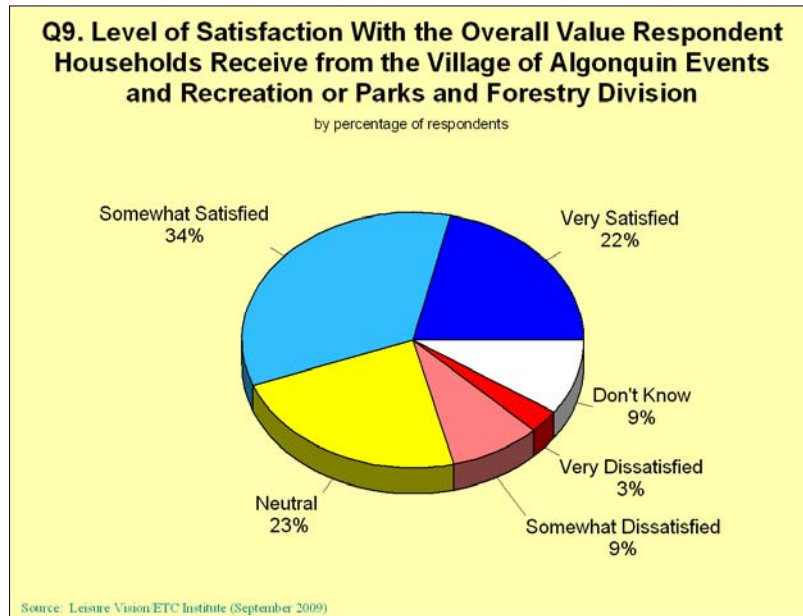


Figure 3 - Satisfaction with the Overall Value Received

2.2.4 NEED FOR PARKS AND RECREATION FACILITIES

The parks and recreation facilities that the highest percentage of households have a need for include: walking/biking trails (59%), nature trails (49%), an indoor fitness center (49%), indoor swimming/leisure pool (45%), small neighborhood parks (45%), and indoor running/walking track (44%) (**Figure 4**).

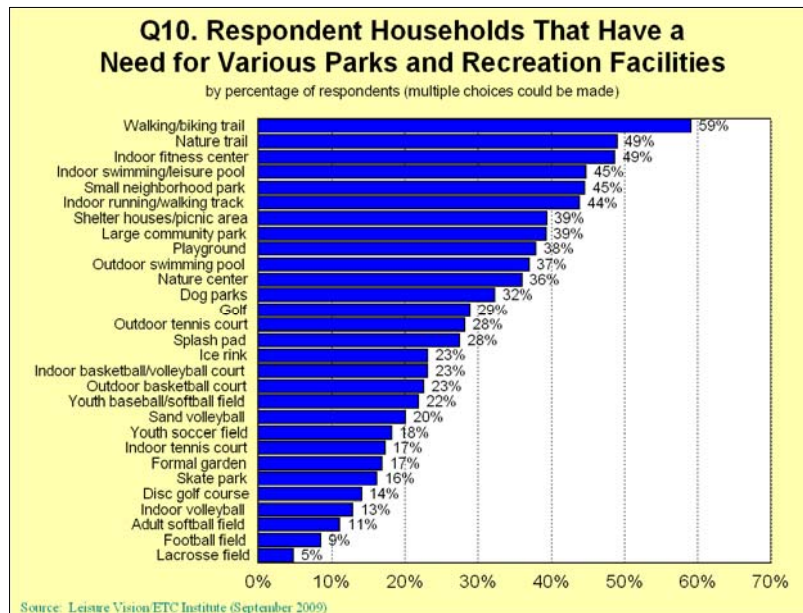


Figure 4 - Need for Parks and Recreation Facilities



2.2.5 HOW WELL PARKS AND RECREATION FACILITIES MEET NEEDS

From a list of 29 parks and recreation facilities, respondent households that have a need for parks/facilities were asked to indicate how well these types of parks/facilities in the Village of Algonquin meet their needs. For all 29 parks and recreation facilities, less than 55% of households with a need for parks/facilities feel that their needs are being completely met (Figure 5).

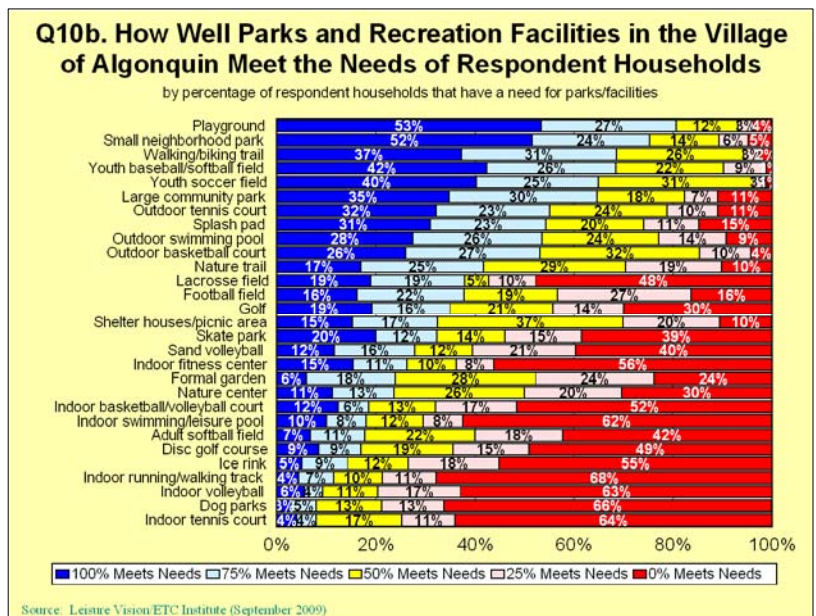


Figure 5 - How Well Parks and Recreation Facilities Meet Needs

2.2.6 ALGONQUIN HOUSEHOLDS WITH THEIR FACILITY NEEDS BEING 50% MET OR LESS

From a list of 29 parks and recreation facilities, respondent households that have a need for parks/facilities were asked to indicate how well these types of parks/facilities in the Village of Algonquin meet their needs. Figure 6 shows the estimated number of households in the Village of Algonquin whose needs for parks/facilities are only being 50% met or less, based on 9,786 households in the Village.

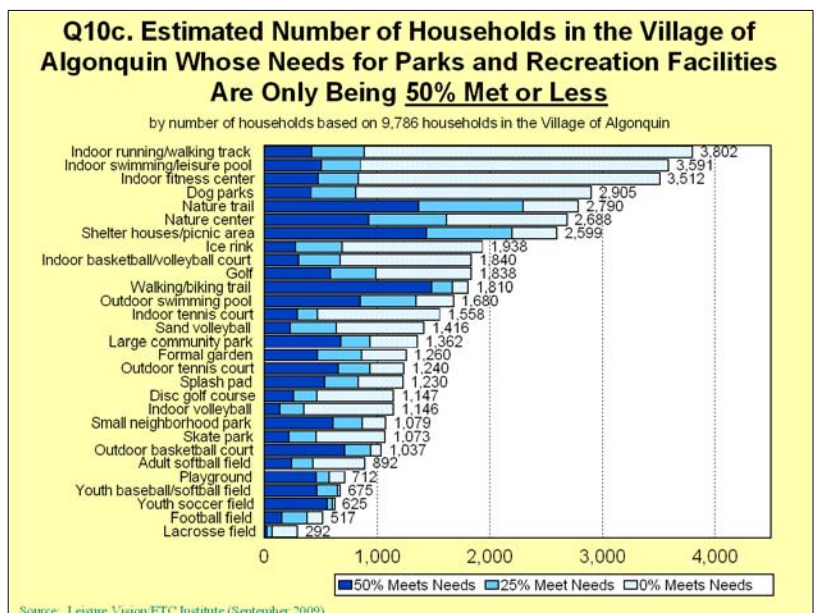


Figure 6 - Households with their Facility Needs Being 50% Met or Less

2.2.7 NEED FOR RECREATION PROGRAMS

From a list of 26 recreation programs, respondents were asked to indicate all of the ones that they and members of their household have a need for. The recreation programs that the highest percentage of households have a need for include: adult fitness and wellness programs (47%), special events (36%), adult sports (27%), and adult education (25%) (Figure 7).

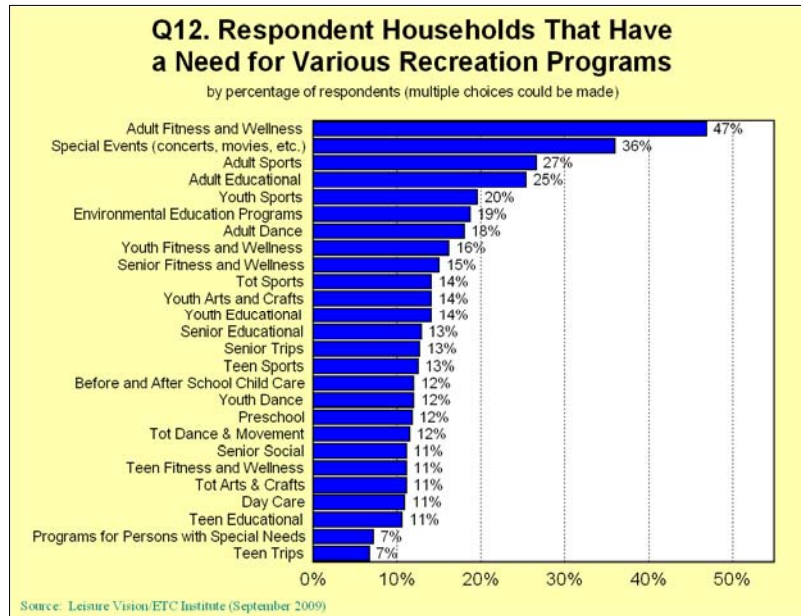


Figure 7 - Need for Recreation Programs

2.2.8 HOW WELL RECREATION PROGRAMS MEET NEEDS

From the list of 26 recreation programs, respondent households that have a need for programs were asked to indicate how well these types of programs in the Village of Algonquin meet their needs. For all 26 recreation programs, less than 20% of households with a need for recreation programs feel that their needs are being completely met (Figure 8).

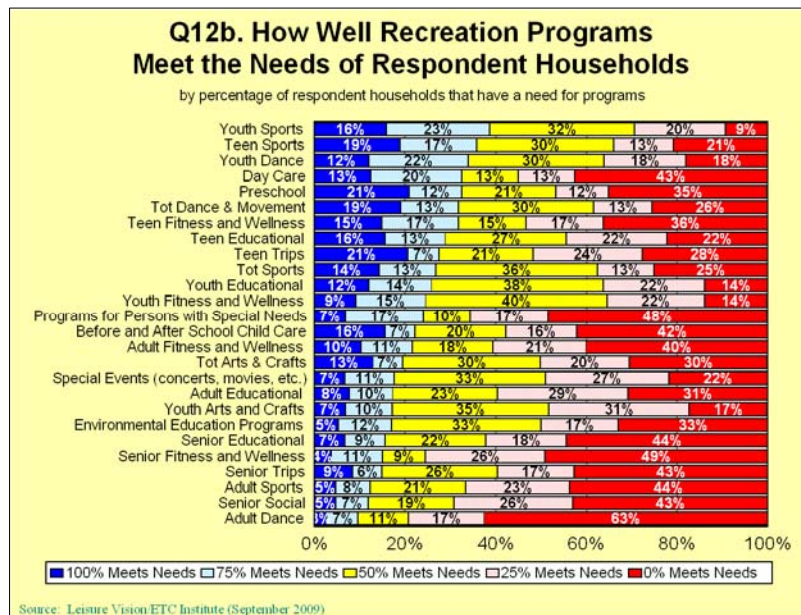


Figure 8 - How Well Recreation Programs Meet Needs



2.2.9 ALGONQUIN HOUSEHOLDS WITH THEIR PROGRAM NEEDS BEING 50% MET OR LESS

From the list of 26 recreation programs, respondent households that have a need for programs were asked to indicate how well those programs meet their needs. **Figure 9** shows the estimated number of households in the Village of Algonquin whose needs for programs are only being 50% met or less, based on 9,786 households in the Village.

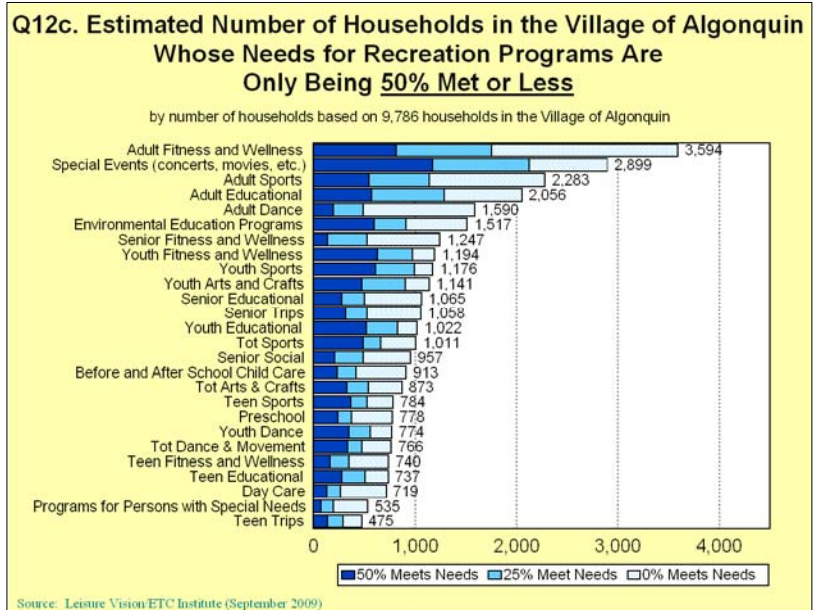


Figure 9 - Households with their Program Needs Being 50% Met or Less

2.2.10 LEVEL OF SATISFACTION WITH VARIOUS PARKS AND RECREATION SERVICES

The parks and recreation services that the highest percentage of respondents are very or somewhat satisfied with are: ease of use of the Algonquin program guide (58%), customer service offered by registration staff (51%), ease of registering for programs (48%), and availability of information about programs and facilities (48%) (**Figure 10**).

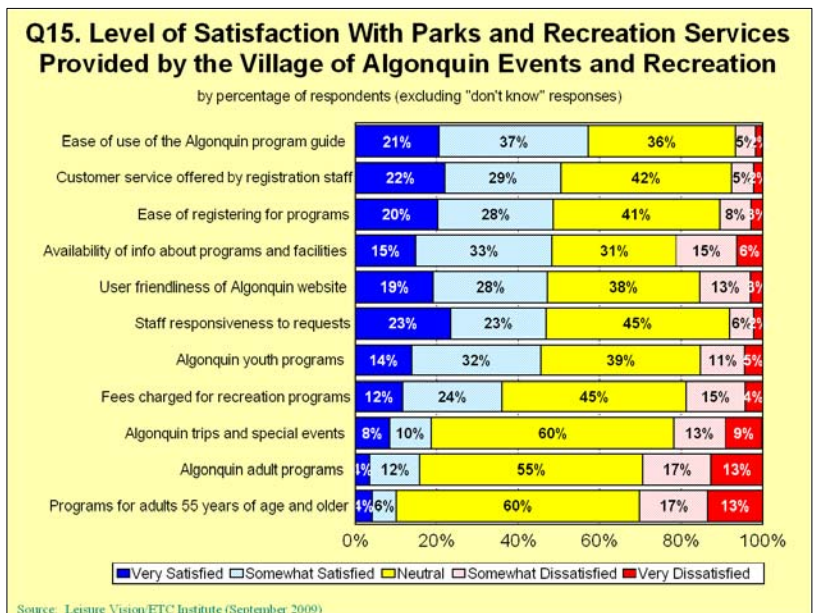


Figure 10 - Level of Satisfaction with Various Parks and Recreation Services

2.2.11 REASONS PREVENTING THE USE OF PARKS AND RECREATION FACILITIES MORE OFTEN

The most frequently mentioned reasons preventing households from using parks, recreation, swimming and sports facilities more often include: “I do not know what is being offered” (30%), “program or facility not offered” (27%), “lack of programs” (24%), and “I do not know locations of facilities” (22%) (**Figure 11**).

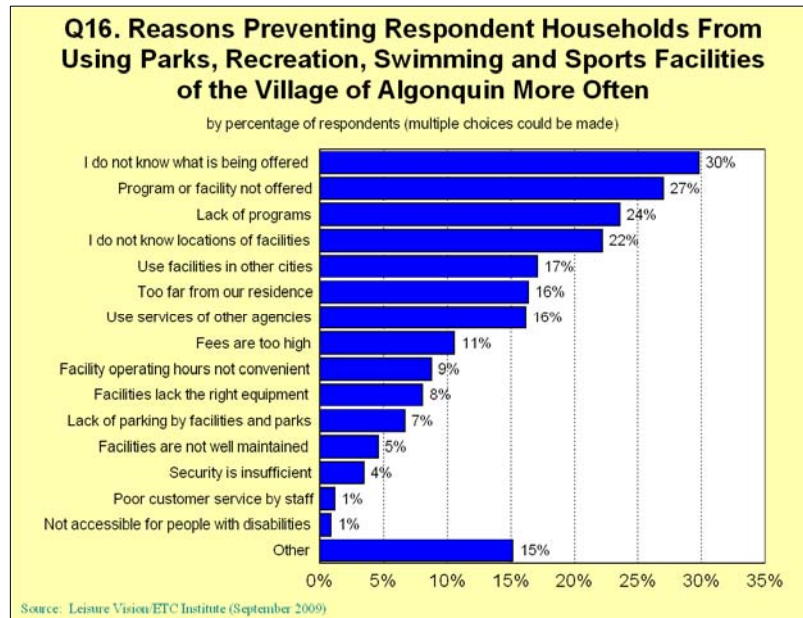


Figure 11 - Reasons Preventing the Use of Parks and Recreation Facilities More Often

2.2.12 HOW RESPONDENTS WOULD ALLOCATE \$100 AMONG VARIOUS PARKS & FACILITIES

Respondents would allocate \$32 out of every \$100 on the development of new indoor programming spaces (**Figure 12**). The remaining \$68 were allocated as follows: development of walking and biking trails (\$23), improvements/maintenance to existing parks and recreation facilities (\$23), improvements to outdoor swimming pools (\$7), improvements and construction of new sports fields (\$7), and “other” (\$8).

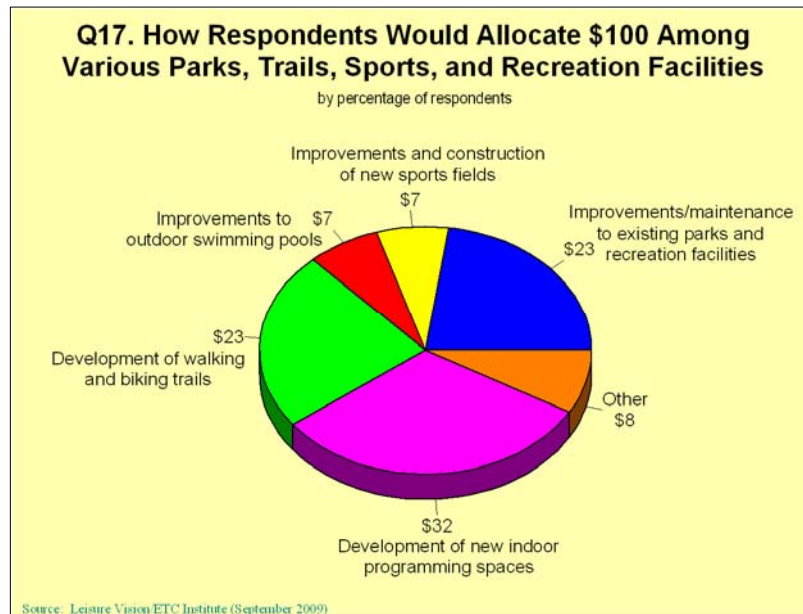


Figure 12 - How Respondents Would Allocate \$100 Among Various Parks and Facilities



2.2.13 FUNDING THE OPERATION OF A NEW INDOOR RECREATION CENTER

Thirty-three percent (33%) of respondents feel the costs for operating a new indoor recreation center should be funded mostly from user fees. In addition, 31% of respondents feel the costs should be funded 100% from user fees, 23% feel the costs should be funded mostly from taxes, and 2% feel the costs should be funded 100% through taxes (Figure 13).

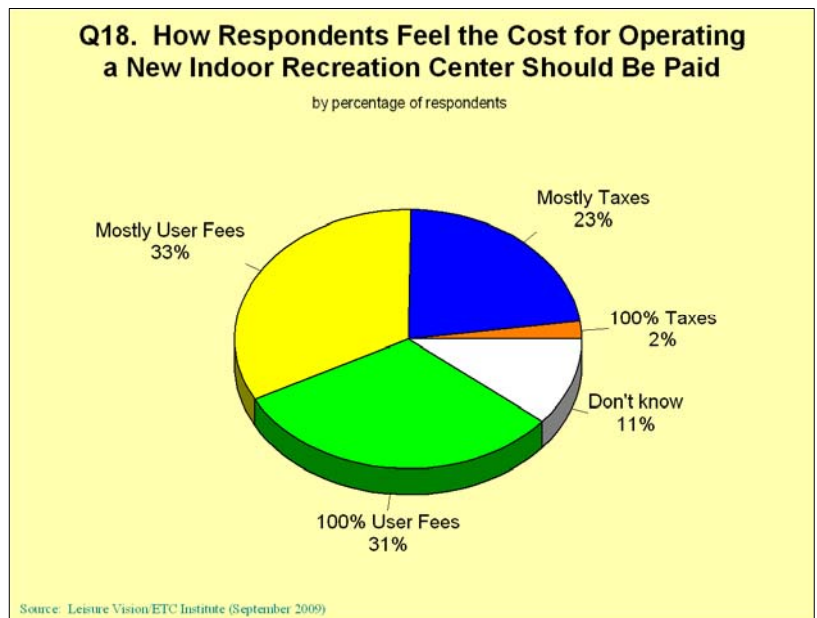


Figure 13 - Funding the Operation of a New Indoor Recreation Center

2.2.14 PAYING ADDITIONAL PROPERTY TAXES TO FUND A NEW INDOOR RECREATION CENTER

Fifty-six percent (56%) of respondents would be willing to pay additional property taxes to fund the construction and operations of a new indoor recreation center with the features their household most prefers. Thirty-eight percent (38%) of respondents would pay \$10 or more per month in additional property taxes (Figure 14).



Figure 14 - Paying Additional Property Taxes to Fund a New Indoor Recreation Center

CHAPTER THREE - PROGRAM EVALUATION OF EVENTS AND RECREATION

The Consultant Team performed an assessment of the Village of Algonquin program offerings. The Program Evaluation of Events and Recreation offers an in-depth perspective of the recreation program and events offerings and helps to identify the strengths, weaknesses and opportunities for future program direction. It also assists in identifying core programs, program gaps within the community, and future program offerings for residents.

The Consultant Team based these program findings and comments from household survey results, public input comments, program assessment forms, interviews, and meetings with the staff. In addition, marketing materials and the Web site were reviewed. The Recreation staff, in conjunction with the PROS team, selected the core programs to be evaluated and entered the data into a PROS program matrix. This report addresses the program offerings from a macro-perspective. It identifies system-wide key issues and opportunities, and presents recommendations for these. In addition, individual core programs are evaluated more specifically.

In addition, it is important to note the recommendations and suggestions included in this Plan are predicated on future staffing of the Division. Based on current job demands, the existing staff can not add many responsibilities to their existing workload. Many of the recommendations are dependent upon additional labor hours dedicated to recreation and events programming in the future. The content of this section is organized as follows:

- Demographics
- Program Overview
- Core Program Identification
- Lifecycle Analysis
- Age Segment Analysis
- Core Program Assessment
- Volunteers, Fee Assistance, Partnerships
- Barriers to Participation
- Recreation Programming Standards, Customer Requirements and Measures
- Program Findings and Recommendations
- Pricing and Cost Recovery
- Service System Review
- Marketing Approaches
- Website Review
- Staffing Needs



3.1 DEMOGRAPHICS

A review of demographic information is useful in identifying future needs for recreation programs. The Village of Algonquin has population projections through the year 2030. In reviewing the information provided by the Village of Algonquin, population grew from 11,663 in 1990 to an estimated 31,571 in 2009. This represents an increase of 170% over 20 years. The population is projected to grow 36% from 2009 to 2030. In 2030, the projected population will be 43,000.

In reviewing age segments, the segments with the projected highest percentage increase from now until 2030 include:

- 45-54 age segment, with a projected increase of 76%
- 55-64 age segment, with a projected increase of 76%
- 75 and older age segment, with a projected increase of 63%

All of the other age segments have a population growth of 45% or less. In 2030, adults 35 or over will represent approximately 59% of the total population. Key groups include the 35-44 year old segment and the 45-54 year old segment. These two groups will constitute approximately 43% of the population in 2030. As a result of reviewing this information, it is imperative for Events and Recreation to provide more opportunities for adults, 35 years of age and older.

Current recreational trends indicate that Americans participate in a sport or recreational activity of some kind at a relatively high rate (65%). Women participation rates, however, are slightly lower than their male counterparts – 61% of women participate at least once per year in a sport or recreational activity compared to a 69% participation rate of men. According to recreational trends research performed in the industry over the past twenty years, the top ten recreational activities for women are currently:

- Walking
- Aerobics
- General exercising
- Biking
- Jogging
- Basketball
- Lifting weights
- Golf
- Swimming
- Tennis

The top ten recreational activities for men are:

- Golf
- Basketball
- Walking
- Jogging
- Biking
- Lifting weights
- Football
- Hiking
- Fishing
- Hunting

While men and women share a desire for six of the top ten recreational activities listed above, men claim to participate in their favorite activities more often than women in any 90 day span. With more women not only comprising a larger portion of the general populace during the mature stages of the lifecycle, but also participating in recreational activities further into adulthood, a relatively new market has appeared over the last two decades.

This mature female demographic is opting for less team oriented activities which dominate the female youth recreational environment, instead shifting more towards a diverse selection of individual participant activities, as evident in the top ten recreational activities mentioned above. This trend information provides direction to Algonquin staff, particularly relating to the need for more adult fitness and wellness programs, as well as adult sports and outdoor recreation activities.

As for a review of ethnicity within the Village of Algonquin, the population is currently fairly homogenous, with 87.49% the population described as white. In 2030, this percentage will lower to approximately 80%, with those describing themselves as Hispanic or Latino growing from 6.33% to 10.13%. As a result, it will become important for the Division to develop outreach into the Hispanic community.

3.2 PROGRAM OVERVIEW

The Village of Algonquin's Events and Recreation Division has experienced significant growth in program registrations and revenues since its inception several years ago. Program revenues show the following growth:

	FYE 2005	FYE 2009	% Increase
Recreation Programs	\$54,138	\$114,924	112%
Swim Annual Fees	\$24,706	\$40,730	65%
Swim Daily Fees	\$10,129	\$27,330	170%
Swim Lessons	\$41,064	\$51,395	25%



Algonquin offers a variety of programs at facilities, parks, and school sites. It is the leading recreation provider in the community, as 40% of households participate in recreation activities. Residents also participate at private fitness clubs, public schools, and other park districts. The 40% participation rate in Algonquin activities is a bit lower than the Illinois average of 43%, according to Leisure Vision benchmark information.

The household survey asked household members to identify their program needs. The results showed the following most needed programs: fitness/wellness programs (47%), special events (36%), adult sports (27%), adult continuing education (25%), youth sports (20%) nature/environmental programs (19%), and adult dance (18%).

One of the greatest challenges for Events and Recreation is the lack of its own space to hold programs. Events and Recreation staff do a remarkable job offering programs at many different locations, including schools and private providers of recreation services. Algonquin facilities are used as well, including Historic Village Hall, the new Village Hall, and many parks throughout the system.

3.3 CORE PROGRAM IDENTIFICATION

The ability to align program offerings according to community need is of vital importance to successfully delivering recreation services. At the same time, it is also important to deliver recreation programs with a consistent level of quality, which results in consistent customer experiences. PROS Consulting, LLC advocates developing core programs. In assessing the categorization of core programs, many criteria are considered. A partial list of the criteria includes:

- The program has been provided for a long period of time
- Offered three-four sessions per year
- Wide demographic appeal
- Includes 5% of more of recreation budget
- Includes a tiered level of skill development
- Requires full time staff to manage the program area
- Has strong social value
- High level of customer interface exists
- High partnering capability
- Facilities are designed/available to support the program

Core programs, by definition, meet at least the majority of these criteria. The establishment of core programs helps to provide a focus for program offerings. This focus, in turn, creates a sense of discipline for quality control of these program areas and helps to reduce variation of service for the program participants.

During a programming discussion with staff, the following list of programs was identified as core program areas:

- Community/Special events

- Early childhood programs
- Aquatics
- Nature and science programs
- Summer camp programs
- Dance programs
- Athletic programs
- General arts programs

3.4 LIFECYCLE ANALYSIS

The program assessment included a lifecycle analysis by staff of the eight core program areas selected for review. This assessment helps to determine if Algonquin Events and Recreation needs to develop newer and more innovative programs, retrench or reposition programs that have been declining, or continue the current mix of lifecycle stages. This assessment was not based on quantitative data, but on staff's opinions of how their programs were categorized, according to the following areas. The lifecycle analysis included the following core programs:

- Special events
- Early childhood
- Aquatics
- Nature and science
- Summer camps
- General arts
- Athletics
- Dance

The following percentages relate to the number of programs in each of the lifecycle categories:

- Introduction stage 19% (New program; modest participation)
- Take off stage 15% (Rapid participation growth)
- Growth stage 14% (Moderate, but consistent participation growth)
- Mature stage 25% (Slow participation growth)
- Saturation stage 25% (Minimal to no participation growth; extreme competition)
- Decline stage 3% (Declining participation)

PROS Consulting, LLC recommends a distribution of 60% of programs in the introduction, take off and growth stages. This percentage is based on nationwide best class performance in recreation programming. For Algonquin, the percentage is 48%. Ideally, this percentage should grow, and the percentage of mature and saturation programs should decrease.



Having a significant number of contractual programs may present constraints in having a more desirable distribution. It is also worth noting only 3% of programs are in the decline stage, which is a good number. However, 25% of programs are in the saturation stage and may be candidates for retrenchment in the near future, particularly to accommodate newer programs aligned with customer need, as identified in the household survey. Staff should complete a lifecycle review annually to ensure the percentage distribution continues to increase in the introduction, take off, and growth stages.

3.5 AGE SEGMENT ANALYSIS

The core programs were categorized according to age segments covering the continuum of ages from preschool to adults over 65 years of age. This includes the designation of age segments as primary or secondary markets. This distribution reflects the core program offerings, not the entire inventory of programs. The core program age distribution for both primary and secondary markets includes:

Core Program	Target Market
Special Events	All Age Segments
Early Childhood Programs	Preschool and Elementary Ages
Aquatics	Preschool and Elementary Ages
Nature and Science Programs	Preschool and Elementary Ages
Summer Camps	Preschool, Elementary, Middle & High School
General Arts	Preschool, Elementary, Middle, High School, Young Adults, Adults, and Middle Ages
Athletics	Preschool, Elementary, Middle & High School
Dance	Elementary

This distribution reflects programs significantly skewed toward younger aged youth, preschool and elementary ages. This is a typical result for parks and recreation agencies. Many people identify park and recreation services for youth. However, there is a need for adult programming, according to the household survey. For children 12 and under, the Village of Algonquin is the most popular program and event provider. Only 4% of teens ages 13-17 use Algonquin parks and recreation services. Eighteen percent of adults 18-54 use Algonquin services, and only 1% of adults 55 and over use Algonquin services.

3.6 CORE PROGRAM ASSESSMENT

The following section of the report reviews the individual core programs and provides a review of each of them. The assessment includes a variety of areas of analysis, including registration numbers, promotional efforts, measurement systems, and similar provider information.

3.6.1 COMMUNITY/SPECIAL EVENTS/TRIPS

The household survey results showed significant support for community wide special events. This is a result of the wide appeal of these events to the general population. These special events also play an important role in creating and building community, which residents enjoy the opportunity to be better connected with their village. Trips are also included in this program area. There may be a need to have more trips and fewer events, due to School District 300 charging for use of schools.

Algonquin highlights the importance of this program area by showcasing events as part of the Division's name, Events and Recreation. The events are a free service to the public. Annually, close to 30 events are offered, which is a very ambitious number, given staff size. The summer Events and Recreation Guide lists nine events. Examples include the Annual Photo Contest, Nature Walks and Talks, Noonie Nature Time, and the Riverfront Park Summer Concert Series.



There are five similar providers for event services, which include all of the neighboring park districts and the McHenry County Conservation District. This probably does not impact event attendance as residents generally attend community events in their own communities, closer to home. Exceptions to this are larger, regional based events. If increasing attendance numbers is a goal, it may be worthwhile to have a roundtable meeting with the other providers on a periodic basis to review the times of upcoming events, seek opportunities to share in managing joint events, or advertise each other's events. Cities currently are allocating resources to create community parks geared toward the provision of special events. Examples of this include Henderson, Nevada and Elgin, Illinois.

There is a good balance of event lifecycles as follows:

Introductory Lifecycle	Take Off Lifecycle	Growth Lifecycle	Mature Lifecycle	Saturated Lifecycle	Decline Lifecycle
7	4	8	2	5	0



Seventy-three percent of events are in the introductory, take off or growth lifecycle, which is a very good distribution. All of the events in the growth lifecycle have high attendance. The events to monitor are the five events in the saturated lifecycle. Events generally require significant staff time to develop and manage. As a result of the small staffing level of existing staff, it may be worthwhile to discontinue some or all of the programs in the saturated lifecycle. The events included in the saturated lifecycle include: Mother and Daughter Tea, Daddy and Daughter Valentine Tea, Overnight Trip, Dollie and me Christmas Tea, and Etiquette and Dress Up Programs. Discontinuing declining and saturated programs allow staff to focus more on the more important and highly attended events. Operating costs for school use may dictate this as well, with a resultant increase in trip offerings.

Events are typically a good avenue to pursue for corporate support, particularly concert series. As a result of this program area's reliance on resources without correlating revenues, it may be important to have corporate support to offset the program.

It is important to align events with community needs. Periodically, event ideas should be the focus of an online survey or focus groups to ensure events match resident needs and interests. In addition, a customer satisfaction survey should be distributed to special event participants as well. Costs of events should be calculated as well, including support staff assistance. Developing financial information helps to identify the costs and benefits of individual events.

3.6.2 EARLY CHILDHOOD PROGRAMS

Early childhood programs, which are typically a core program managed by a park and recreation agency staff is a contractual program and cooperatively offered through Lake in the Hills Parks and Recreation Department. There are two new playgroups offered in-house.

There are 15 similar providers for the program area, including four park districts. Five of the providers are one mile or less away. It is important to determine the reason for Algonquin Budding Children not having a sufficient number of registrants. It may be a result of the number of private providers of child care and early childhood programs being so close by. Or, it could be a result of an insufficient level of marketing support to get a new program such as this off the ground. Customer focus groups could help determine the root cause.

Of the nine programs offered, two of them, are in the saturated lifecycle. Two additional programs were in decline, which have been discontinued. It is important to determine customer value propositions relative to other providers in the market place. Usually, there is place in the market for public providers of early childhood, based on price. Park and recreation agency programs generally offer programs at a lower cost than private providers.

There are some early childhood programs that are 15 weeks in length. Some potential customers may prefer shorter time of duration. Thought should be given to having an option for a shorter time. Providing options allows for greater opportunity for the customer.

3.6.3 AQUATICS PROGRAM

The aquatics operation includes open swim, swim lessons, lifeguard training, pool parties and rentals, swim team, and special classes such as kayaking and yoga. The aquatics area generally experiences an operating deficit, requiring the inclusion of funding from the General Fund to support aquatics. In FYE 2005 through FYE 2008, an average of \$30,410 was needed in a transfer from the General Fund to support the aquatics operation. In the 2009 operating season, the swim team now pays pool rental fees and will assist in the Division's ability to recover more operating costs. The rental fee is projected to increase over time. This will be beneficial to improving the pool's bottom line.

Recreation program revenue has grown from \$54,137 in FY05 to \$102,195 in FY08, which represents an 89% increase. Aquatics revenue grew 71% during the same timeframe, from \$88,416 to \$151,411. In addition to the program revenues for Aquatics, the Swimming Pool Fund receives annual transfers from the General Fund on average of \$45,729 to meet financial obligations. Aquatics revenue represents 67% of the total recreation program and aquatics revenue, which reflects the importance of the aquatics area to the Events and Recreation Division. Seven pages of the summer Events and Recreation Guide are devoted to aquatics. Given the weather dependence of aquatics programs, strategically, the Division would benefit from continuously diversifying revenue to increase the percentage of non-weather related revenue.

Seven pages of the summer Events and Recreation Guide are devoted to aquatics. Given the weather dependence of aquatics programs, strategically, the Division would benefit from continuously diversifying revenue to increase the percentage of non-weather related revenue.

Swim lessons are an important program offering for Events and Recreation. Preschool and elementary aged youth are the primary market for swim lesson programs. Swim lessons consist of parent and child, tiny tot, general learn to swim, and individual lessons. The lessons follow American Red Cross (ARC) guidelines for instruction, which helps the brand and image of lesson quality. All instructors are certified by ARC.

Customers have the opportunity to make choices regarding their swim lesson classes. There are Saturday only classes, some Monday through Wednesday and Monday through Friday classes. Providing options results in flexibility for the customer, which helps registration numbers.

All of the surrounding park districts offer lessons as well. Therefore, it is important to continuously track pricing and quality of the program area in order to keep residents in Algonquin. Thought should be given to how Algonquin can best position itself in the market place to grow its customer base. Consideration could be given to decreasing fees, as a way of differentiating from the other similar providers and may ultimately increase revenue.

Each year, the lesson program grows. In FY 2005, revenues were \$41,064. In FY 2008, this number grew to \$62,673. The estimate for FY 2009 is \$65,000. The increase from FY05 to FY08 is 53%. In terms of participation, the number of registrants grew by 43% during FY06 to FY08. The increase in revenue is a result of increased participation, but also a result of fee increases.



The cancellation rate for programs is only 5%. PROS uses a national benchmark of less than 15% as a best practice cancellation rate, so Algonquin's performance in this area is very good. Customer satisfaction is 85% and customer retention is 90%, which again are very good numbers.

All of the programs are in the mature lifecycle, which suggests a continued need to diversify program offerings with activities such as water aerobics, water polo, triathlon training, synchronized swim, and scuba, in addition to the adult yoga classes and family kayaking. Also growing in popularity is the Zumba aquatics programs, aquazumba. Another program to consider is USA Swimming's Make a Splash program, geared toward increasing minority participation in aquatics activities.

Pool admission has reduced rates for seniors aged 55 and above. Consideration should be given to increasing the age to at least 60, or possibly 62, which is now more standard practice in the industry. The majority of 55-60 year olds still work, and they have sufficient income to pay for full costs of programs. Some park and recreation agencies have developed discounts for residents who have lost their jobs, as a sign of good will and helping customers out during challenging economic times.

In 2009, pool passes were changed, featuring a key tag, instead of a wallet sized card. This was a good improvement, based on making this a more efficient process for customers, as well as decreasing waste of plastic, printer cartridges, and ink.

3.6.4 NATURE AND SCIENCE PROGRAMS

Nature related programs are becoming more and more popular throughout the country and the region. In the household survey, a relatively high household need exists for environmental education programs. Algonquin already has a presence in this program area with the Conservation Community Day, Ants in the Pants Nature and Science Camp, and It's Easy Being Green. Trends suggest this will continue to grow as a popular program area. With the recent interest in sustainability and local foods and gardening, there are opportunities for adult programs as well, including "How to Green Your Household," and gardening classes. Because this is a core program area and will continue to grow, staff have determined there is a market for growth in this area and will begin offering Little Garden Adventurers with in-house staff.

Nationally, a campaign exists to ensure children's exposure and opportunities to nature and the outdoors. Algonquin could become involved with the "No Child Left Inside" campaign, which is a national effort to highlight the importance of environmental education. As part of the Federal Government's Stimulus Funds for Education, funds may be available for the development and implementation of environmental literacy plans, and for model environmental education programs. This may be an opportunity for partnerships with area school districts.

The teen program areas, or teens over 13, are not well represented within the Algonquin programming mix. Only 4% of 13-17 year old youth participate in Algonquin programs and events. This low number is generally true for most park and recreation agencies. Agencies usually have difficulty attracting teens to organized programs. Some agencies have begun to have success in creating teen green clubs, or an advisory group formed to get teens

involved in sustainability practices. This generation has a great interest in the environment, and this program area may be a way of getting teens engaged.

Currently, four similar providers exist for this program area. The distribution of the program lifecycle includes:

- One program in introduction lifecycle
- Two programs in take off
- Three programs in growth
- Three in mature
- One in saturation

This is a healthy distribution of lifecycle as 60% are in the introduction, take off and growth cycles, which is the benchmark number PROS recommends.

3.6.5 SUMMER CAMP PROGRAMS

Summer camp programs include a wide variety of offerings such as dodgeball, lacrosse, extreme sports, sand volleyball, gymnastics, and pottery. The summer camp program has high customer demand. All of the programs are offered by contractual staff, which is unusual. Summer day camp programs generally are one of the primary offerings of park and recreation agencies and are almost always managed by in-house staff. In addition to the contractual programs, Algonquin has a partnership with Dundee Township Park District for Algonquin youth to participate in their Camp Fun in the Lakes Summer Day Camp at resident rates.

There are about 25 similar providers of summer day camps. Most of the day camps are private providers, and many of them are traditional day care facilities, which serve a somewhat different market than summer day camp programs. This is reflected in Events and Recreation offering programs targeted for youth older than age four to differentiate its programs from the day care facilities. Park district summer day camps usually attract older youth, 6-13.

There is a 24% cancellation rate for this program area, which is a higher percentage than desired, particularly when the demand for the program area is great. This may be a result of the contractual nature of the program area, or it may suggest saturation of program offerings in the market. Because of the number of providers, this is another area to monitor





to prevent duplication of service. Though, it is important to note, duplication of service is only a concern for programs that do not have sufficient demand to support all of the providers of programs.

3.6.6 DANCE PROGRAMS

This program area primarily serves preschool and elementary aged youth. The allocation of lifecycle categories include: two programs in the introduction lifecycle, two in take off, one in growth, two in mature, and three in saturated. This represents 50% of programs in introduction, take off and growth. Ideally, this percentage should be about 10% more. This program area has a 20% cancellation rate, which again, is higher than desired. The benchmark percentage is 85%. There is 85% customer satisfaction and 80% customer retention, which are good numbers.

There are four private providers of dance programs, which are all nearby. In addition, there are four park district dance programs as well. This is another program area offered by contractual staff.

According to the survey results, market opportunity exists for adult dance classes, as television shows such as *Dancing with the Stars* have led to an increase in adult dance interest. Adult dance has the largest percentage of unmet need of any program listed in the household survey. Popular adult dance programs include ballroom, swing, Salsa, Zumba, and wedding dances.

3.6.7 ATHLETIC PROGRAMS

Youth athletics include t-ball, soccer, basketball, bowling, and golf. Many of the athletic programs are offered by Sports R' Us. Programs are offered at Algonquin parks, as well as Brunswick Zone XL and the Golf Club of Illinois. Youth sports leagues are served by several non-profit organizations.

Adult athletic programs may also be a program area to grow into. Adult sports had the third highest household need of all program areas. Adult sports also had the third highest unmet need of all program areas. These results provide an indication of market opportunity for adult sports. With an increasing number of baby boomer active adults, market opportunity also exists for older adult sports programs. Neighboring park districts may have an interest in partnering in this area.

3.6.8 FUTURE PROGRAMS

According to the household survey, all of the 26 program areas listed had a significant percentage of unmet needs. The survey question asked, "How well do recreation programs meet the needs of respondent households?" PROS Consulting and Leisure Vision consider program areas that meet 50% or less of household needs is a significant number. Programs with the most significant unmet needs for programs, or those programs that have less than 50% of their needs met include: adult dance, senior social events, adult sports, senior trips, and senior fitness and wellness. While these programs have the highest percentage of unmet needs, virtually all program areas show room for expansion in order to meet the needs. The unmet need percentages are the most compelling finding from the household survey.

3.6.8.1 OLDER ADULT PROGRAMS

While all programs could expand, based on household need, it is worth noting all of the highest unmet need program areas include programs for adults and seniors. In addition, according to the household survey, the greatest level of dissatisfaction was for programs for adults 55 years and older. This dissatisfaction undoubtedly relates to number of class offerings, not a lack of quality in existing programs. Thirty percent of respondents expressed some level of dissatisfaction. In developing a sense of priorities for program expansion, the adult, active adult, and senior markets should be an area of concentration for future program development. Communities nationwide typically have difficulty building programs for these age groups. Successful communities have developed individual branded programs for these age groups and evolve programs over time.

Rather than identifying older populations as one market, it is important to differentiate between active adult and senior programs. Some park and recreation systems differentiate ages between the younger seniors as those in the 55-64 active adult age category and seniors as 65 or older. Organizations such as Ft. Collins, Colorado and Arlington, Texas have separate marketing pieces and brochures targeted to this growing market. In the future, Algonquin may consider having a separate marketing piece.

The active adult market usually tends to be a difficult group to connect with in the offering of programs. One way to encourage better participation is to develop an advisory group of active adults that can work with staff in advocating programs and ensuring programs meet their needs. Active adult activities include the following program dimensions:

- Physical activity
- Social
- Intellectual/creative
- Emotional/spiritual
- Vocational interests
- Environmental interests

According to trends, popular active adult programs include programs with pets, second career classes, fitness and wellness, yoga and tai chi, walking and biking, volunteerism, adventure sports, and sports leagues. Based on the survey results, market opportunities exist for the development of adult sports activities. A possible additional program idea for active adults and seniors is Wii fit and Wii bowling leagues. These programs keep the senior population active and engaged. They are proving to be popular around the country.

Currently, senior services consist of the provision of bus transportation services for shopping, medical appointments, or other transportation needs for residents 55 and over. The average age of riders is almost 76. It is worth noting that only a very small percentage of residents use this service. Currently, there are 210 members. This represents less than one percent of the total Algonquin population. Yet, the Village subsidizes the program approximately \$32,000 a year, which amounts to a \$153 subsidy for each individual member per year. The transportation service is duplicated by three township providers that provide



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bus rides for Algonquin seniors. As a result, Events and Recreation should research the possibility of reducing the bus service and ultimately phasing it out.

Future program development should also target the 24-54 age segment. The household survey results also showed a 30% dissatisfaction level for adult programs. Programs for this age segment include athletic leagues, outdoor and active recreation, environmental programs, and family programs targeted for those with children.

3.6.8.2 SPECIAL NEEDS PROGRAMS

While programming for residents who have special needs did not register as an important unmet need on the household survey, there were residents who expressed concern about providing sufficient services for their household members who have special needs. The household survey results nationwide generally do not result in a high percentage of need (Algonquin's households expressed 7% need), compared to other program areas, as the population requiring special recreation services is much smaller than the general population. This is a limitation of a general survey process. Currently, the Village provides a reimbursement program for special needs individuals through programs offered by the Northern Illinois Special Recreation Association (NISRA). In addition the Village provides Inclusion Aides, as needed. A few households participating in NISRA programs expressed dissatisfaction toward the reimbursement program. It may be useful to have a focus group with the residents who use these services to listen to their concerns and identify possible means of improvement.

Keeping in mind the high number of youth events and programs, email blasts and Web promotions through Facebook, MySpace, Twitter and blogs are an important option to continue building. In addition, more and more of the adult market participate in social networking. Social networking sites for seniors now exist. As a result, social networking will become a more and more important marketing tool for all ages.

Not reflected in the survey results, but known as a trend nationwide are programs that relate to household pets. Doga, or yoga for dogs, is popular in several California communities. This may be another program area to consider. There may be ancillary cross-marketing opportunities in combination with other programs such as youth yoga, nutrition, personal fitness training, and sport league participation.

While the survey results suggest unmet demand for many program areas, the lack of available space and staff make it difficult to expand offerings. The staff currently does an excellent job identifying partners and program spaces, but limitations exist as a result of not having sufficient programming space. According to national standards used by PROS Consulting, the standard for indoor recreation space is 1.5 to 2.0 square feet per person. According to this standard, Algonquin's indoor space needs are approximately 45,000 to 60,000 sq ft.

According to the household survey, households would allocate more dollars for the development of new indoor programming space than any other category, including improvements to existing parks and facilities, development of trails, improvements to the outdoor pool, and improvements and construction of new sports fields. The results show an allocation of \$32 for new indoor space, out of an allocation of \$100.

3.7 VOLUNTEERS, FEE ASSISTANCE, AND PARTNERSHIPS

A volunteer program exists. The program should receive more attention within the program guide, as currently, a paragraph at the end provides information about the program. Overseeing volunteers requires staff time. As the staffing complement increases, this is an area that should have a percentage of an individual's staff time dedicated to the program. Volunteer programs provide significant benefits, not only as a way of efficiently providing



services at little or no cost, but also as a way of connecting more with the adult community. Active adults represent a target market for this program. Possibility exists to combine an active adult program area with volunteer program development. Key parts to a good volunteer program are recruitment, retention, and recognition. Best in class programs have developed creative titles, slogans, and logos for their programs. Volunteers ultimately can serve as great ambassadors and provide a resource for grass roots support for future initiatives.

A youth fee assistance program provides economically challenged households with the opportunity for their children to participate in recreation programs. The program is prominently mentioned in the program guide. Given these challenging economic times, this is an important program to continue and expand, possibly giving adults the opportunity to participate as well. The program received a one-time donation of \$6,000. Recreation program registrants have the ability to donate a dollar with their registration fees. Corporate sponsorship of this program is a possibility.

As mentioned throughout this report, the Village of Algonquin does an excellent job in developing and maintaining partnerships with a variety of organizations, including private providers of recreation and neighboring park districts. One suggestion for continued good relationships is the development of a partner satisfaction survey process, completed every couple of years. This includes a written questionnaire or survey, distributed to all Events and Recreation's partners to determine any areas of needed improvement. Partners may be available for the development of any facility development Algonquin may decide to pursue in the future. Coordinating a regular round table discussion a few times a year with neighboring communities may foster new ideas for partnerships.

The development of a strong corporate sponsorship program requires a significant amount of staff time. Currently, the staffing level does not allow much time for the development of corporate relationships. An alternative is to have a contractual individual develop corporate sponsorships. This individual possibly could receive a percentage of dollars earned.

3.8 BARRIERS TO PARTICIPATION

Along with tracking participant interest and participation in various programs, another important attribute to investigate further is to examine reasons why people do not participate in programs. One of the household survey questions asked what prevents family members from participating in programs. The four most significant reasons, and the corresponding percentage of households who expressed the opinion were:

- Don't know what is offered 30%
- Program or facility not offered 27%
- Lack of programs 24%
- Don't know locations 22%

It is important to follow up on these results to determine the root cause of these barriers, and what can be done to reduce their impact on preventing household members from participating. Having 30% of residents not knowing what is offered is a high percentage, compared to other communities. Yet, Algonquin uses primarily the same marketing

methods as other communities. This may be a result of Algonquin not having a “home facility” that other communities have. It may be useful to do a few follow up focus groups addressing overall awareness. Awareness about locations also needs improvement. This lack of awareness may be a result of program offerings at so many multiple locations.

3.9 RECREATION PROGRAM STANDARDS, CUSTOMER REQUIREMENTS, AND MEASURES

Currently, Algonquin operates with a number of program standards throughout all program areas, which is good practice. These include program minimum and maximum numbers, participant to staff ratios, program evaluations, and program cancellation rates. Having standards minimizes variation of service quality for the customer. This is particularly important when a significant number of contractual employees are used. The Contractor Manual helps to standardize program instruction. In addition, sufficient policies and procedures exist to also help with standardization of processes.

As program growth continues, and as staff time permits, additional standards can be put into place throughout the entire recreation program system, such as service standards and the development of service encounters and customer requirements.

Customer requirements should be developed for core program areas. Again, this is important to emphasize with staff that directly interface with customers. Customer requirements relate to those service and product attributes that are most important to a customer. A core program area should include a listing of approximately five key customer requirements. For example, in a youth dance program, key requirements could include:

- Instructional quality
- Convenience and ease of registration
- Cost of the program
- Skill development
- Class size

Key requirements should be identified by customers and can be included as part of an importance/performance matrix. This determines how important a requirement is and how Algonquin is performing. Key requirements should be reinforced in the training process. Additionally, when developing surveys or program evaluations, the survey questions should relate to the key requirements.

In reviewing the program assessment information, there are limited numbers of performance measures used throughout the system to gauge performance. Current measurements include tracking number of participants, random measurements of customer satisfaction, and program cancellation rates. A robust measurement system generally includes a more comprehensive set of measures, including:

- Customer satisfaction toward the registration system
- Facility cleanliness ratings
- Cost recovery rates by core program area



- Household percentage of program participation
- Percent of programs in introduction and growth stage
- Market penetration by age group
- Customer retention, repurchase intent, and referral
- Number of new programs offered annually

3.10 PRICING AND COST RECOVERY

Algonquin Events and Recreation has an overall cost recovery goal of breaking even, excluding the two existing staff person's salaries and benefits. This is a realistic goal. At a future point of time, Events and Recreation should have its overall pricing philosophies and strategies captured in a revenue plan, which provides rationale for pricing. This should be a documented policy, approved by the Village Trustees.

Algonquin offers early bird and half season pricing for the pool, which is good practice. Consumers appreciate having choices in paying for services. The survey results indicate some level of price sensitivity to the cost of programs. Nineteen percent of households expressed some level of dissatisfaction toward prices of services. The development of a pricing policy provides a guide for the staff in the development of pricing. An annual review of pricing should occur, to ensure pricing is competitive. It may also be helpful to provide education to residents about the need for pricing. Many residents typically assume their taxes support parks and recreation services and do not understand the need for charges.

There may also be opportunities to bundle services and create incentives for additional program participation. An example includes having pool pass purchasers able to receive a discount on pool programs such as lessons and yoga programs. As mentioned earlier, it is recommended to increase the age for senior discounts, as the age currently is 55.

The program guide lists a \$5.00 non-resident fee. If there is a need to increase fees to generate more revenues, this would be a targeted area, as other park districts charge more for non-residents, generally 20% or more. Also, from a branding standpoint, it might be beneficial to reword the terminology from 'non-resident fees' to 'resident discounts'. This would make the residents feel special and also generate more goodwill in the community.

In addition to having an overall cost recovery goal of breaking even, it is beneficial to establish cost recovery rates by core program area as well. This should be based on a three year trend of actual performance to determine good rates.

3.11 SERVICE SYSTEM REVIEW

The relationship between the service delivery process and program revenues is of critical importance. Understanding this important dynamic, efforts can be made to build on the service framework that already exists. As noted in the community needs assessment survey, Algonquin Events and Recreation currently experiences a high level of customer satisfaction. Therefore, this section is intended to move the agency to a higher level of sophistication in its service approaches.

The household survey included a question about residents' level of satisfaction toward various aspects of the service delivery system. Improvements to the system include those

attributes receiving a higher level of dissatisfaction. Elements of the service system receiving overall good levels of satisfaction scores include:

- Ease of use of the program guide
- Customer service offered by registration staff
- Ease of registering for programs
- Staff responsiveness to requests

Elements of the service system having greater than 15% dissatisfaction, with the percentage of dissatisfaction listed include:

- Availability of information about programs and facilities 21%
- User friendliness of Algonquin Website 16%
- Fees charged for programs 19%

Best in class organizations have system-wide service quality approaches in place. As Algonquin events and programs continue to grow, this will be an important component in delivering quality service.

ISO 9000:2001 (International Standards Organization that develops standards for various industries worldwide) includes four important components in developing an overall excellent customer satisfaction system. These four components include:

1. Top management commitment
2. On-going needs assessment of customers
3. Overall customer satisfaction system
4. Overall customer dissatisfaction system

1. Top management commitment: is demonstrated by allocating resources to continuously improving services, such as technology, registration system, staffing to support excellent service, development of overall service training, and recognizing staff for excellent service. The registration system is one of the most important customer requirements in the recreation program delivery system. Development of online capabilities is of critical importance. A customer access review should be completed every year or two. This is a review of all areas of how customers access the system. This can include: telephone systems and telephone response process, Website, program registration process, instructor interaction, and service counter transactions. During the community input process, users of services and programs mentioned the need to improve service quality at the service desk.

2. The needs assessment: the Household Survey, as part of the Events and Recreation Program Plan, is a good starting point in determining customer needs. This formalized approach should be completed every five to seven years. In the interim years, it is helpful to do less formal approaches in determining customer needs by core program areas through program evaluations, mystery shopping, consumer advisory panels, lost customer research, transaction surveys, customer interviews, and focus groups. Survey monkey assists in making survey distribution much easier. Good service systems identify future customer



needs as well as current needs. This should be a future goal of Algonquin Events and Recreation.

3. Overall customer satisfaction system: as for customer satisfaction, it is important to have a system-wide approach to measuring satisfaction. Currently, program participants complete program evaluations on a quarterly basis, after each quarter of the programming calendar. Most satisfaction rates range from the middle 80's to upper 90's percentile of satisfaction, which is good performance. It is also worth tracking highly satisfied customers, rather than all merely satisfied customers. Highly satisfied customers or "apostles" have a much greater propensity toward repurchasing services. A rate of over 50% of highly satisfied customers is desired. This should be tracked annually and trend charted from year to year.

There should also be a standardized process in place to ensure follow up on data provided from survey and program evaluation results. Many times organizations do a good job capturing information, but there is no effort to close the loop in analyzing, responding to customer about improvements being made, and verifying the improvements have a positive effect on program registrations.

Customer satisfaction rates should be included as part of a performance measurement system. Results should be shared with the Village management, Village Trustees, staff, and the public. Results should be posted on the Web and used as part of testimonials to promote programs. It is important to ensure that the evaluation criteria match the key customer requirements established for each program area.

One additional suggestion for enhancing the customer satisfaction process is to use the American Customer Satisfaction Index (ACSI) score criteria, developed at the University of Michigan. Their customer satisfaction index includes three overall satisfaction scores:

- How satisfied are customers with the Division overall
- How likely the customer is to repurchase
- How likely is it that the customer will refer the service to a friend

The averages of all three percentages are then included as one overall score. These questions should be included on all surveys and program evaluations. Survey questions need to correlate with the most important customer requirements. No standardized process exists for determining customer requirements. The most effective method to determine important customer requirements is through interviews/focus groups with customers. Staff input into the process is valuable as well; particularly staff who interface with customers on a regular basis.

4. Overall customer dissatisfaction system: the fourth component of excellent standards for customer satisfaction is the development of a system wide approach to handling customer dissatisfaction. A database should exist that tracks all of the inquiries or comments about needed improvements. This information should be reviewed on a quarterly basis by the senior management team. Consistent suggestions for improvements or dissatisfaction areas should become a focus for the following year's strategic objectives.

In addition, a refund policy sends a message about an agency's customer culture. In reviewing the program guide, a refund policy is noted at the back of the guide. It is written

in governmental language, and does not suggest a customer focused response to refunds. Many park and recreation systems have satisfaction guaranteed programs, in which refunds are issued for virtually any customer dissatisfaction issue. In addition, most agencies are able to process refunds on a just in time basis, rather than once a month, as is done in Algonquin. The administrative fee is customary. It is important to track the causes of refunds in order to determine any weaknesses in the program delivery process.

The final area of consideration is to develop an audit system to verify that specifications are being met by staff. The audit system could be performed by secret shoppers or staff members who do not have direct responsibility for an audited area. Audits can be as simple as a listing on a check list of important service requirements. The ability of completing these items within the service quality area is dependent upon having additional labor hours dedicated to recreation programming.

3.12 MARKETING APPROACHES

This section reviews the marketing approaches of Village of Algonquin Events and Recreation. Included in this analysis is a review of the program guide and other marketing approaches, branding and image, and Website review.

From a marketing perspective, it is important to have an overall plan to marketing approaches. In absence of a plan, marketing approaches become tactical. A future goal for Events and Recreation is to develop an overall plan, supplemented with core program business plans. These can consist of a brief vision for core program areas, the strengths of the programs, opportunities for improvement, and an action plan for completion. One of the goals should be to develop better awareness of programs and events. As mentioned in a previous section of the Assessment, 30% of residents do not participate because of not knowing what is offered.

The program guide is published three times a year and is mailed to Village of Algonquin households. This is the first full year the guide is being mailed three times. Previously, the guide was mailed twice a year. The printing and mailing process approaches about \$20,000 a year. Generally, parks and recreation agencies offer a minimal number of advertising spaces within the program guide as a way of defraying the cost of the guide, which may be a consideration.

The program guide has the Web address and phone number listed on each page, which is helpful to customers. It may be useful to bold the table of contents more, as it is easy to miss. The table of contents is organized well. Specific areas of the program guide are too text heavy, including the swimming lesson descriptions and the back cover free events listing. Particularly on the back cover, the content needs to be concise, creative, and visually appealing.

The guide to program locations is included at the end of the program brochure. It may be useful to have the locations listed at the front of the program guide, before a customer reads through program information, particularly because 22% of household residents do not have awareness of program locations.

The program guide is significantly important to program registrants. According to the household survey, 66% of residents find out about programs from the brochure. This



greatly exceeds the average other communities of 50%. Forty-nine percent of residents find out about programs and events from the Algonquin Citizen, a resident newsletter. This is also an important tool. Thirty-five percent of residents find out about programs and events from the Web site. As a result, the site is very important for the Division. In Illinois park and recreation agencies, only 18% of residents currently find out information about programs and events from their Websites.

Given the importance households attach to finding information through the program guide, having three, rather than two issues makes sense. The class descriptions are generally written well, though some could be written more concisely. Class descriptions help in establishing the program benefits. The best class descriptions have clever titles and descriptions that appeal to the benefits of the program, rather than simply listing the attributes of programs. Next to the cost of the program, the next most important item for customers in choosing a program is based on the title of the class.

Great care should be given to the naming of a class. There are session titles that merely describe what the program is. There are other more creative titles, such as To Infinity & Beyond Drawing Camp and Tiny Tutus & Tappers that have creative appeal. It's important to change class descriptions from time to time and gauge how reliable the description is, compared to what's offered in the class, as this is an important component of service reliability. Measuring this can be included on a program evaluation

survey. It is also a useful practice to have customer testimonials included within the program guide and other marketing material.

As a final note to the program guide, it may be useful to do a couple of customer focus groups every couple of years to review the program guide design and layout. The program guide is the most important marketing piece for Events and Recreation. Therefore, it is extremely important to get customer reaction and feedback about the overall effectiveness of the program guide and its overall organization, content, design and visual appeal.

In addition to the program guide, Events and Recreation also relies on email blasts, public service announcements, flyers, direct mail, marquees, word of mouth, special events, and newsletters. Social networking is used as well, on a limited basis. This can be an area of growth in the future.

Another consideration for the future is the development of specific branding for Events and Recreation, along with sub brands associated with core program areas.



3.13 WEBSITE REVIEW

The following section of the report is a brief summary of the Website, its strengths and weaknesses, and opportunities for improvement. Within the Village of Algonquin Website, it is fairly easy to find Events and Recreation, which is listed as a stand-alone department. This helps to provide a sense of identity for Events and Recreation, while at the same time, having a place within Village government.

The Website includes the program guide, which is of considerable importance. According to the household survey, 35 percent of residents use the Website as a means to getting their information for recreation services. This is an extremely high percentage. According to ETC benchmark data, approximately 18% of Illinois park and recreation customers use their agency Website as a way of finding out about program registrations.

Offering online program registration and acceptance of credit cards are a future goal, which are very important goals. Agencies that have implemented online registration capabilities generally see a 15-20% jump in program registrations. The goal is to have at least 30% of customers registering online, based on ETC Institute's database. The program guide is available to review online, which is good. The home page of the Website offers information to customers about field conditions and class cancellations. Some park and recreation agencies have developed a text messaging system for this information, in addition to posting it on the Website.

A process should be put into place to constantly assess the Website, as this is the first introduction of the agency to many potential customers. An assessment should include a review of the following items:

- Content
- Maintainability
- Accessibility
- Customer usage
- Internal support

A Website assessment should be completed at least annually. The assessment should include external customer feedback. This is particularly important as a result of 16% of households expressing dissatisfaction in the user friendliness of the Website. In addition, it is helpful to have recreation program staff, service staff, and contractual instructors review the site and provide suggestions in areas of improvement, based on their use of the site and suggestions they hear from customers.

3.14 STAFFING NEEDS

Events and Recreation is currently staffed with a full-time Recreation Superintendent and a Principal Assistant on a part-time basis. When reviewing the program inventory of current offerings, it is remarkable the number of programs offered with this small staffing level. Based on growing population and program demands, the recommendation is to add two recreation supervisor positions over the next two years. These positions should be able to



recover the costs of their salaries with additional program revenues. The areas of responsibilities for the two supervisor positions could include and Adult/Fitness/Environmental Recreation Supervisor and a Youth/Aquatics Recreation Supervisor. These additional positions will relieve the Recreation Superintendent of the multitude demands exerted on the position as a result of having virtually no staff support.

Virtually all of the instructional staff are contractual employees. Typically an 80/20 ratio of revenues exists for contractors. PROS recommends more of a 60-70% to 40-30%, depending on the level of support provided by the contractor, and whether or not programs are offered at Village facilities. Contractors generally do not need to spend money on advertising. The advertising cost associated with being named in the program guide should be quantified and accounted for in the determination of the contractual split of revenue.

Most park and recreation agencies use a combination of contractual and in-house part time instructional staff. Agencies generally determine their core programs and focus on hiring staff to manage these program areas, as there is a greater ability to control quality control through one's own staff. Algonquin primarily uses contractual staff. Even though there is some loss of control to assure good service quality, the staff currently has practices in place to provide as good of service quality as possible with contractual staff. An example of this is the use of an evaluation form for contractors. In addition, contractors receive detailed information about Events and Recreation, which helps to connect the contractors with the agency.

Service staff members have multiple roles to fulfill, as they are responsible for Finance related activities, as well as providing support for Events and Recreation. The household survey indicated a healthy level of customer satisfaction toward this staff group. On the other hand, a few of the focus groups expressed dissatisfaction with the quality of service received. This is an important area to continue to assess satisfaction levels. At some point, the Division should develop an in-house customer service training module, particular to Algonquin. If Algonquin develops its own indoor recreation space, the service staff should then be a designated part of Events and Recreation.

CHAPTER FOUR - PRIORITY RANKING

4.1 FACILITY AND PROGRAM NEEDS ASSESSMENT PRIORITY RANKINGS

This section of the report assists in the identification of priorities for the Village of Algonquin Events and Recreation Division. Specifically, the purpose of the Facility and Program Priority Ranking is to provide a prioritized list of outdoor park/amenities, indoor facility/amenities and recreation program needs for the residents of the Village of Algonquin based on resident feedback. The Priority Ranking tool provides data driven information for future decision making, aligned with community need.

The assessment evaluates both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked 433 Village of Algonquin residents to list unmet needs and rank their importance. Qualitative data includes feedback obtained through the community input process undertaken in the form of focus group meetings.

A weighted scoring system was used to determine the priorities for outdoor park/amenities, indoor recreation facilities/amenities and recreation programs. This scoring system considers the following:

- Community Survey
 - Unmet need– A factor from the total number of households mentioning their need for facilities and recreation programs. Survey participants were asked to identify the need for 29 different facilities/amenities and 26 recreation programs. The unmet need category received a weighted value of 3.
 - Community importance ranking– Normalized factor, converted from the percent (%) ranking of programs to a base number. Survey participants were asked to identify the top four facility needs and top four recreation program needs. This category also received a weighted value of 3.
- Consultant Evaluation
 - Factor derived from the consultant’s evaluation of program and facility importance based on demographics, trends and community input. Weighted value of 4.

These weighted scores were then added together to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: High Priority, Medium Priority, and Low Priority.

The combined total of the weighted scores for Unmet Needs, Community Importance and Consultant Evaluation is the total score based on which the priorities are determined. These are depicted in **Figure 15** and **Figure 16**.



4.1.1 FACILITY/AMENITY NEEDS ASSESSMENT

Figure 15 shows three colored groupings of needs: green representing high need, yellow representing medium need, and blue representing low need. The results indicate Indoor Fitness Center, Indoor Running/Walking Track and Indoor Swimming/Leisure Pool are the top three facility/amenity priorities. These are followed by Dog Park, Walking / Biking Trail and Nature Trail as the next highest priorities.

Village of Algonquin Facility / Amenity Needs Assessment	
	Overall Ranking
Indoor fitness center	1
Indoor running / walking track	2
Indoor swimming / leisure pool	3
Dog park	4
Walking / biking trail	5
Nature trail	6
Nature center	7
Small neighborhood park	8
Shelter houses / picnic area	9
Golf	10
Playground	11
Large community park	12
Indoor basketball / volleyball court	13
Ice rink	14
Outdoor swimming pool	15
Disc golf course	16
Sand volleyball	17
Indoor tennis court	18
Formal garden	19
Splash pad	20
Skate park	21
Youth soccer field	22
Outdoor tennis court	23
Indoor volleyball	24
Adult softball fields	25
Youth baseball / softball field	26
Outdoor basketball court	27
Football field	28
Lacrosse field	29

Figure 15 - Facility/Amenity Priority Ranking

4.1.2 PROGRAM NEEDS ASSESSMENT

Figure 16 shows three colored grouping of needs: green representing high need, yellow representing medium need, and blue representing low need. Figure 16 identifies Adult Fitness & Wellness programs, Special Events and Adult Sports as the three core program areas that merited the highest priority.

Village of Algonquin Program Needs Assessment	
	Overall Ranking
Adult fitness & wellness	1
Special events	2
Adult sports	3
Adult education	4
Adult dance	5
Senior fitness & wellness	6
Environmental education programs	7
Youth fitness & wellness	8
Before & after school child care	9
Youth sports	10
Senior educational	11
Senior trips	12
Tot sports	13
Senior social	14
Programs for persons with special need	15
Teen fitness & wellness	16
Preschool	17
Youth art & crafts	18
Day care	19
Teen sports	20
Tot arts & crafts	21
Tot dance & movement	22
Youth educational	23
Teen educational	24
Youth dance	25
Teens trips	26

Figure 16 - Program Priority Ranking



CHAPTER FIVE - RECOMMENDATIONS AND IMPLEMENTATION

The following section details recommendations based on the review of all of the data relating to the Events and Recreation Program Plan, in support of the overall mission.

5.1 THE MISSION

The Village of Algonquin Events & Recreation Division is committed to providing services that promote a spirit of community, enhance quality of life, and develop lifetime appreciation and involvement in cultural, recreational, and wellness activities through a responsible use of community resources, safe environments, and best practices.

It is the intent of the Events and Recreation Evaluation Plan to ensure the elements of the mission shape the strategic recommendations. As part of the strategic recommendations, the remaining section of the report details Strategic Themes, Strategic Objectives, Strategic Initiatives and Measures. This will create the framework for decision-making during the next six years, 2010 to 2015.

The platform for the strategic recommendations comes from the Balanced Scorecard approach to strategy development. The Balanced Scorecard was developed during the early 1990s as a performance measurement system. Since its early origins, the Balanced Scorecard has evolved into a method of developing organizational strategy. The scorecard allows organizations to concentrate on what matters most and focuses on the key drivers of success that fuel strategy and lead to the achievement of mission and vision.

The framework of the Balanced Scorecard includes four perspectives:

- Customer: To achieve our mission, how should we appear to our customers?
- Financial: To succeed financially, how should we appear to our taxpayers?
- Internal business: To satisfy our customers, which business processes must we do extremely well or excel?
- Learning and growth: To achieve our mission, how will we sustain our ability to change and improve and develop leaders among the staff?

In using the scorecard, Algonquin Events and Recreation has developed Strategic Themes that are broad-brushed organizational descriptions that provide direction. These Themes follow the four perspectives outlined above. They include:

Customer Theme: Enhance the Customer Experience

Financial Theme: Financial Capability and Sustainability

Internal Business Theme: Operational Excellence

Employee Growth and Development Theme: Continuous Employee Development

The Themes provide the over-arching focus for the Plan's implementation. The Themes are supported by Strategic Objectives. In addition to Themes and Objectives, a list of Measures is included in support of the Objectives. The Themes, Objectives, and Measures are shown on the following Strategy Map.

5.1.1 STRATEGY MAP

Algonquin Events and Recreation Strategy Map

Mission: The Village of Algonquin Events & Recreation Division is committed to providing services that promote a spirit of community, enhance quality of life, and develop lifetime appreciation and involvement in cultural, recreational, and wellness activities through a responsible use of community resources, safe environments, and best practices

	Themes	Objectives	Measurement <small>Q = quarterly A = annually</small>	Targets
Customer	Enhance the Customer Experience	<ul style="list-style-type: none"> Align programs with community needs Strengthen customer awareness Expand age segment distribution 	<ul style="list-style-type: none"> Customer satisfaction (a) Customer retention (q) Number of program registrations (q) Community penetration by age segment (a) 	To be developed in 2010
Financial	Financial Capability And Sustainability	<ul style="list-style-type: none"> Ensure financial stability Maintain cost recovery goals Grow core programs 	<ul style="list-style-type: none"> Overall program cost recovery (q) Core program and facility revenue growth(q) Financial results actual to budget (q) 	
Internal	Operational Excellence	<ul style="list-style-type: none"> Continue high customer satisfaction Build image and brand improve processes, aligned with customer needs Continue to build partnerships 	<ul style="list-style-type: none"> Key processes identified and documented (q) Percent of core programs with customer requirements (a) Partner satisfaction (a) Customer satisfaction levels (a) 	
Employee Learning & Growth	Continuous Employee Development	<ul style="list-style-type: none"> Align staffing complement with Village growth Build part -time instructional staff Continue to develop competent staff 	<ul style="list-style-type: none"> Employee satisfaction (a) Customer satisfaction toward instructional staff(q) Percent competencies developed (a) Strengthen customer service skills for service staff 	

5.2 STRATEGIC THEMES, OBJECTIVES AND INITIATIVES

The following are the Themes, Objectives, and Initiatives for the next five and a half years, covering the time period January 2010 to May 2015. Time period priorities are attached to each Initiative. These represent timeframes as follows:

Short Term Goals will be accomplished between the period of January 1, 2010 and April 30, 2012

Mid Term Goals will be accomplished between the period of May 1, 2012 and April 30, 2014

Long Term Goals will be accomplished between the period of May 1, 2014 and April 30, 2015

On-going Goals are repeated on an annual basis during the entire time period



5.2.1 CUSTOMER THEME: ENHANCE THE CUSTOMER EXPERIENCE

Objective 1: Align Programs with Community Needs

- Research the possibility of developing new indoor recreation space, based on high level of interest from the household survey and focus groups, contingent on staffing levels. *Mid term*
- Adjust the number of programs according to the survey and needs assessment. The highest priority programs on the needs assessment include: adult fitness and wellness, special events, adult sports, adult education, and adult dance. *On-going*
- Perform a similar provider review every couple of years for core program areas to determine if other providers are better positioned in the market. This includes a review of program offerings, pricing, and instructional quality. *On-going*

Objective 2: Strengthen Customer Awareness

- In order to attract new resident customers, follow up on barriers to participation, (or reasons preventing customers from participating) including the highest household survey responses of "I don't know what is offered, the specific program or facility is not offered, or general lack of programs." This can be achieved through customer interviews at events. *Mid term*
- Identify ways of building grass roots advocacy, through an active adult launch group, ongoing focus groups, and consumer advisory panels. *On-going*
- Make efforts to better educate residents about programs through increased reach and frequency of program information, including social networking, email blasts, supplemental flyers and core program specific brochures, Web site information, and the Village newsletter. It may also be helpful to receive customer feedback about promotional efforts through follow-up focus groups. *On-going*

Objective 3: Expand Age Segment Distribution

- Develop more programs for adults, active adults and seniors to ensure better age segment program diversification, particularly fitness and wellness and sports activities. *Short term*
- Consider developing a teen "green" team to connect with this age group and provide an opportunity for community engagement for this age group. *Mid term*

5.2.2 FINANCIAL THEME: FINANCIAL CAPABILITY AND SUSTAINABILITY

Objective 1: Ensure Financial Sustainability

- Consider increasing the senior age to 60 for discounts. *Short term*
- Research the possibility of reducing the existing \$32,000 bus transportation subsidy and bus transportation service by reducing the bus services to fewer days a week and ultimately phasing out the service *Short term*
- Develop an annual process to eliminate events and programs that are in the decline stage of the lifecycle. *Short term*

- Develop a performance measurement process as identified in the strategy map, and after one year's measurement, develop targets. *Short term*
- Strengthen the volunteer program as a way of reducing costs through the development of brand and image, and strengthen recruitment, retention and reward systems. *Mid term*
- Develop a system wide strategic approach to corporate support. *Long term*

Objective 2: Maintain Cost Recovery Goals

- Develop a revenue and pricing policy that outlines subsidy levels for core programs and pricing processes. *Mid term*
- Develop cost recovery percentages for core programs, based on previous years' history and projecting how the program will perform in the future. *Long term*
- Identify cost of services for core programs and facilities to determine financial viability of each area and developing accountability for financial performance. *Long term*

Objective 3: Grow Core Programs

- Continue to grow the existing core program areas, while expanding into future core areas to include adult fitness and wellness and active adult programming. *Short term*
- Develop additional guidelines for program contractors, in order to ensure better service and consistent quality. *Short term*

5.2.3 INTERNAL BUSINESS AND PROCESS THEME: OPERATIONAL EXCELLENCE

Objective 1: Continue High Satisfaction

- Develop an overall system for measuring customer satisfaction including program evaluations, overall satisfaction surveys, repeating the household survey every 5-7 years, focus groups, customer interviews, and Web based surveys. *Short term*
- Develop system wide customer requirements for all core program areas that identify the five most critical areas of importance for customers For example, in a youth dance program, key requirements could include: instructional quality, convenience and ease of registration, cost of the program, skill development, and class size. *Mid term*
- Develop a program development process that outlines how programs should be consistently developed, including development of standards, customer requirements, promotional efforts, evaluation of instructional methods, and development of program course content. *Mid term*

Objective 2: Build Image and Brand

- Continue and build the use of social networking, particularly for adult programming. *Short term*
- Develop an active adult launch group, creating brand and image to assist in the development of an active adult program. *Mid term*



- Develop an overall marketing plan and individual business plans for core program areas. *Long term*

Objective 3: Improve Processes, Aligned with Customer Needs

- Develop online registration capability and credit card use for program registration. *Short term*
- Develop system wide recreation standards that include areas such as service quality, safety, instructional standards, and program development. *Short term*
- Develop changes to the program guide through the reduction of text and list more program benefits. *Short term*
- Explore the program guide production process to ensure better customer satisfaction with on-time delivery of the program guide and establish a target goal of delivery six weeks before the start of classes. *Short term*
- Perform an access review every couple of years, which includes reviewing customer satisfaction toward the Web site, the program guide, telephone system, registration system, and front desk and staff interaction. *On-going*
- Work with the Village's Human Resources Department and Finance Department in the implementation of recommendations when these Departments' support and assistance is needed. This includes identifying processes that involve other Village Departments and identifying if Events and Recreation should be the project manager of developing processes, plans or manuals, or whether Village Departments should "own" the process with Events and Recreation's assistance. *On-going*

Objective 4: Continue to Build Partnerships

- Develop round table programming discussions with neighboring park and recreation agencies to discuss programming plans on a regular basis. *Mid term*
- Consider developing a special needs advisory group. *Mid term*

5.2.4 EMPLOYEE LEARNING AND GROWTH THEME: CONTINUOUS EMPLOYEE DEVELOPMENT

Objective 1: Align Staffing Complement with Village Growth

- Expand staff to accommodate continuing program growth and alleviate the existing significant staff workload, with the possibility of adding two recreation supervisor positions within two years. Possible division of responsibilities include: Youth Programs/Aquatics Supervisor and Adult/Fitness/Environmental Recreation Supervisor. The more immediate priority position is the Youth Programs/Aquatics Supervisor due to the extensive nature of the aquatics operation. *Mid term*
- If a Recreation Supervisor is hired, review the possibility of having front desk staff report to Events and Recreation. This may begin as a part-time position, with hours growing as programs continue to grow. *Mid term*

Objective 2: Build Part-time Instructional Staff

- Provide customer service training for front desk and instructional staff. *On-going*

- Hire in-house instructional staff, where appropriate. *Short term*

5.2.5 IMPLEMENTATION GUIDELINES

- All employees and contractual instructional staff should receive a copy of the plan or electronic access to the Events and Recreation Evaluation Plan.
- Regular reporting of the Events and Recreation Evaluation Plan's progress should be completed. Break the Plan into separate fiscal years and report one year at a time. At the beginning of each year, list all of the Initiatives scheduled for completion. Each initiative for the year should include a list of tactics that support the Initiative's completion.
- At the end of the year, each Initiative should have an annual update.
- Update major stakeholders on the Events and Recreation Evaluation Plan's implementation and results on an annual basis.
- Have periodic staff meetings to review the Events and Recreation Evaluation Plan's progress and results.
- Report the Events and Recreation Evaluation Plan's progress to the Village Manager on an annual basis.
- The employee performance appraisal process should reflect the completion of the Master Plan Initiatives as an evaluation criterion.
- Track the measurement system on a quarterly basis, in conjunction with the Village's existing performance measurement program. Some of the measures will be calculated annually. Provide an annual narrative about the results. Review the inventory of measures on an annual basis and make adjustments as necessary to ensure the measures continuously add value to the decision making.
- After completion of the first year of the Events and Recreation Evaluation Plan, targets should be initiated for the measurement system.
- There should be an annual just-in-time review of the next year's Initiatives to determine if priorities have changed. This can be included at an annual retreat in which successive years' Initiatives are discussed as part of the annual budget process. Initiatives should tie into the budget process.
- It is good practice to have visual evidence of the progress being made in the strategic initiatives. Post a chart of each year's initiatives on office walls in administrative areas with a check-off column, designating completion.
- For good government transparency, the Events and Recreation Evaluation Plan should be posted on the Web site.
- After each year of the Events and Recreation Evaluation Plan, the staff should review the Plan process and re-tool any parts of the process that need improvement.
- Throughout the year, the staff should develop a "parking lot" for new ideas and priorities that are generated and need to be incorporated in successive years. This is simply an organized way of maintaining a list of future ideas.



5.3 CONCLUSION

The purpose of the Events and Recreation Evaluation Plan was to determine the overall effectiveness of the events and recreation program delivery process, including a review of promotional materials, participation and revenues, demographic changes, recreation program analysis, pricing, and the service delivery system. Public input was extensively used throughout the Plan and helped to shape the overall recommendations. Staff input also provided the shape and direction of the Plan through a series of meetings throughout the process.

The current events and program offerings have increased greatly since their inception in 2002. Staff members have found unique and creative ways to offer programs at available locations throughout the community and have developed partnerships as a way of augmenting program offerings.

While residents are generally satisfied with the offerings of the Division, it was prominently noted throughout the public input process and household survey that there is a lack of adult oriented programs, most specifically adult fitness and wellness and adult sports. One of the questions relating to this Plan was an interest in determining if any core areas needed to be scaled back, based on resource allocation constraints. However, the results of the survey showed out of the 26 program areas listed, all of the program areas have a significant level of unmet need. As a result, the main thrust of the programs, in terms of satisfying the public, is to continue offering existing core programs and growing additional core programs in the adult/active adult and senior areas as space and staff time allow. The ability to satisfy program demand will best be met by researching the possibility of the Village of Algonquin having its own community center, either through partnership or through its own efforts.

This Plan's intent is to strategically position the Division in adopting best practice approaches in service quality, instructional quality, aligning offerings with community need, and promotional efforts. Moving forward, the staff is in a good position to continue building on the framework of events and program quality and strengthen offerings for the future.



APPENDIX 1 - COMMUNITY INTEREST AND OPINION SURVEY



Community Interest and Opinion Survey

Executive Summary of Citizen Survey Results

Overview of the Methodology

The Village of Algonquin conducted a Community Interest and Opinion Survey during July and August of 2009 to help establish priorities for the future development of recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the Village of Algonquin. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Village of Algonquin officials, as well as members of the PROS Consulting project team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

Leisure Vision mailed surveys to a random sample of 1,600 households throughout the Village of Algonquin. Approximately three days after the surveys were mailed, each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, Leisure Vision began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 315 completed surveys from Village of Algonquin residents. This goal was far exceeded, with a total of 433 surveys having been completed. The results of the random sample of 433 households have a 95% level of confidence with a precision of at least +/-4.7%.

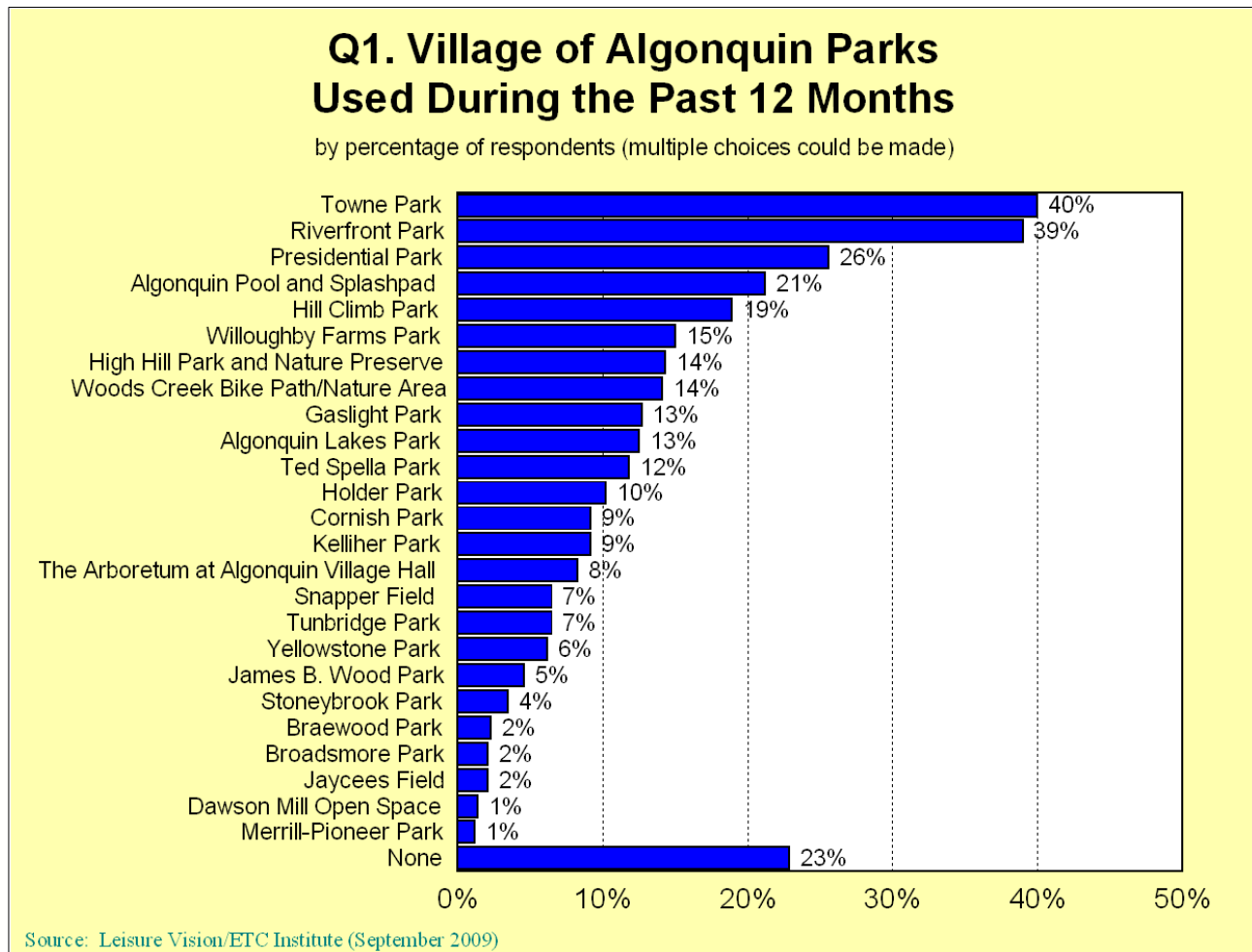
The following pages summarize major survey findings:



Village Parks Used During the Past Year

From a list of 25 Village of Algonquin parks, respondents were asked to indicate all of the parks their household has used during the past year. The following summarizes key findings:

- **Seventy-seven percent (77%) of households have used Villages parks during the past 12 months.**
The Village parks used by the highest percentage of households during the past year include: Towne Park (40%), Riverfront Park (39%), Presidential Park (26%), Algonquin Pool and Splashpad (21%), and Hill Climb Park (19%).

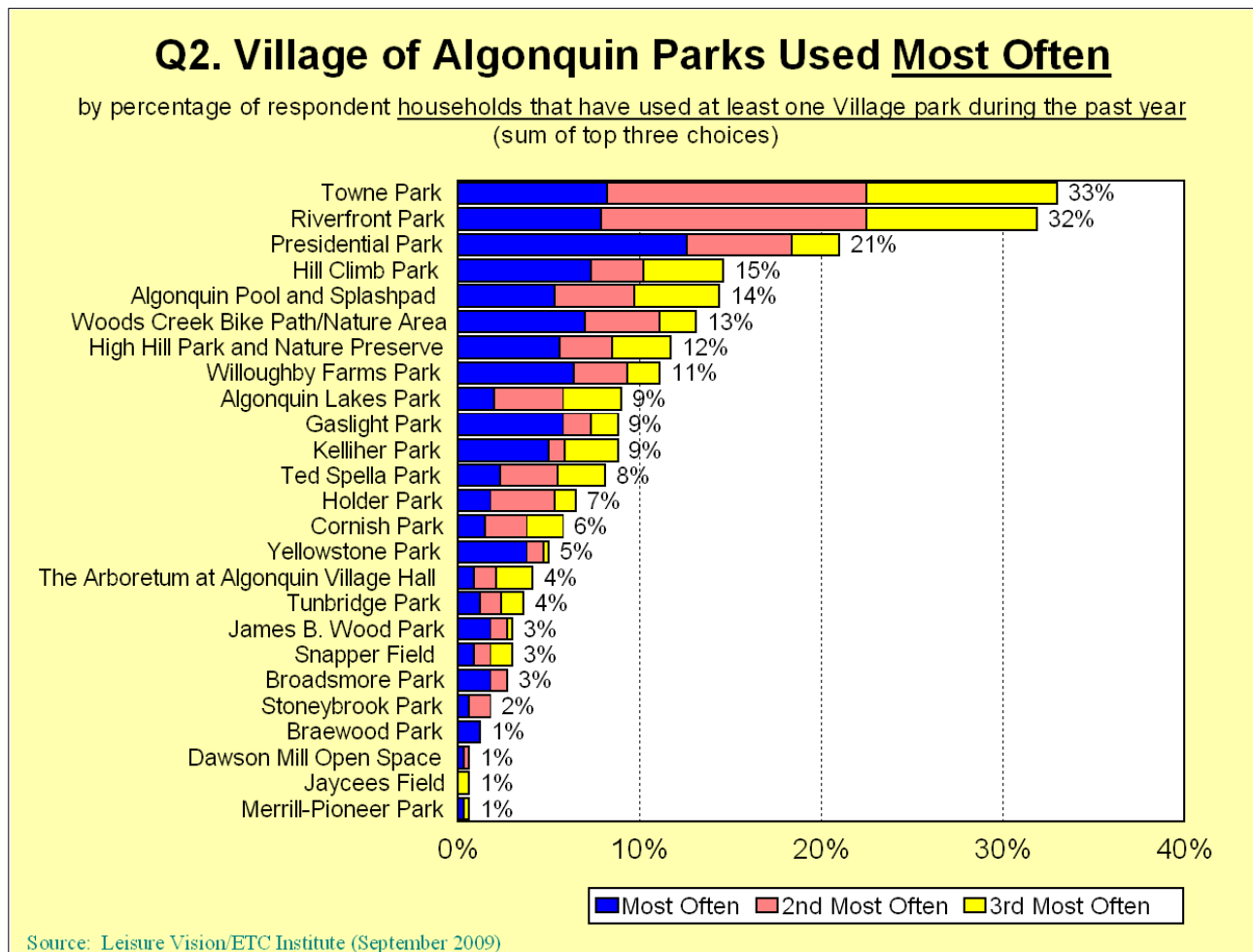




Village Parks Used Most Often During the Past Year

From a list of 25 Village of Algonquin parks, respondents were asked to select the three parks their household used most often during the past year. The following summarizes key findings:

- Based on the sum of their top three choices, the Village parks that households have used most often during the past year include: Towne Park (33%), Riverfront Park (32%), and Presidential Park (21%).





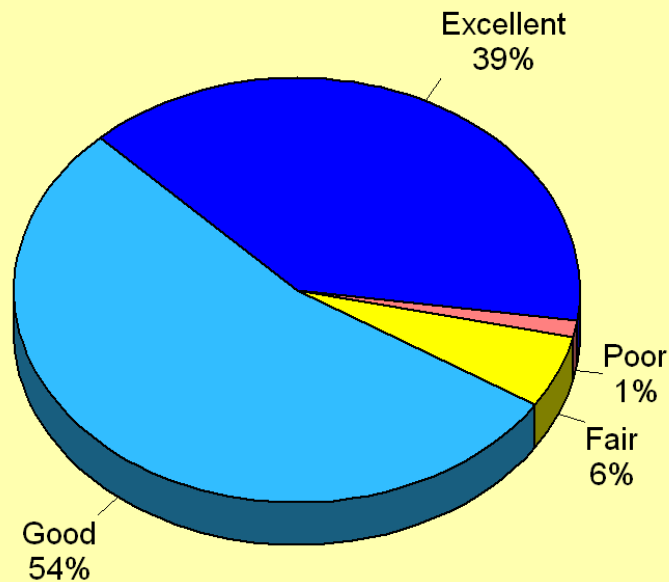
Physical Condition of Village Parks

Respondent households that have visited Village of Algonquin parks during the past year were asked to rate the physical condition of all the parks they have visited. The following summarizes key findings:

- **Of the 77% of households that have visited Village parks during the past year, 93% rated the physical condition of the parks as either excellent (39%) or good (54%).** Six percent (6%) of households rated the parks as fair, and only 1% rated them as poor.

Q3. How Respondents Rate the Physical Condition of All the Village of Algonquin Parks They Have Visited

by percentage of respondent households that have used at least one Village park during the past 12 months



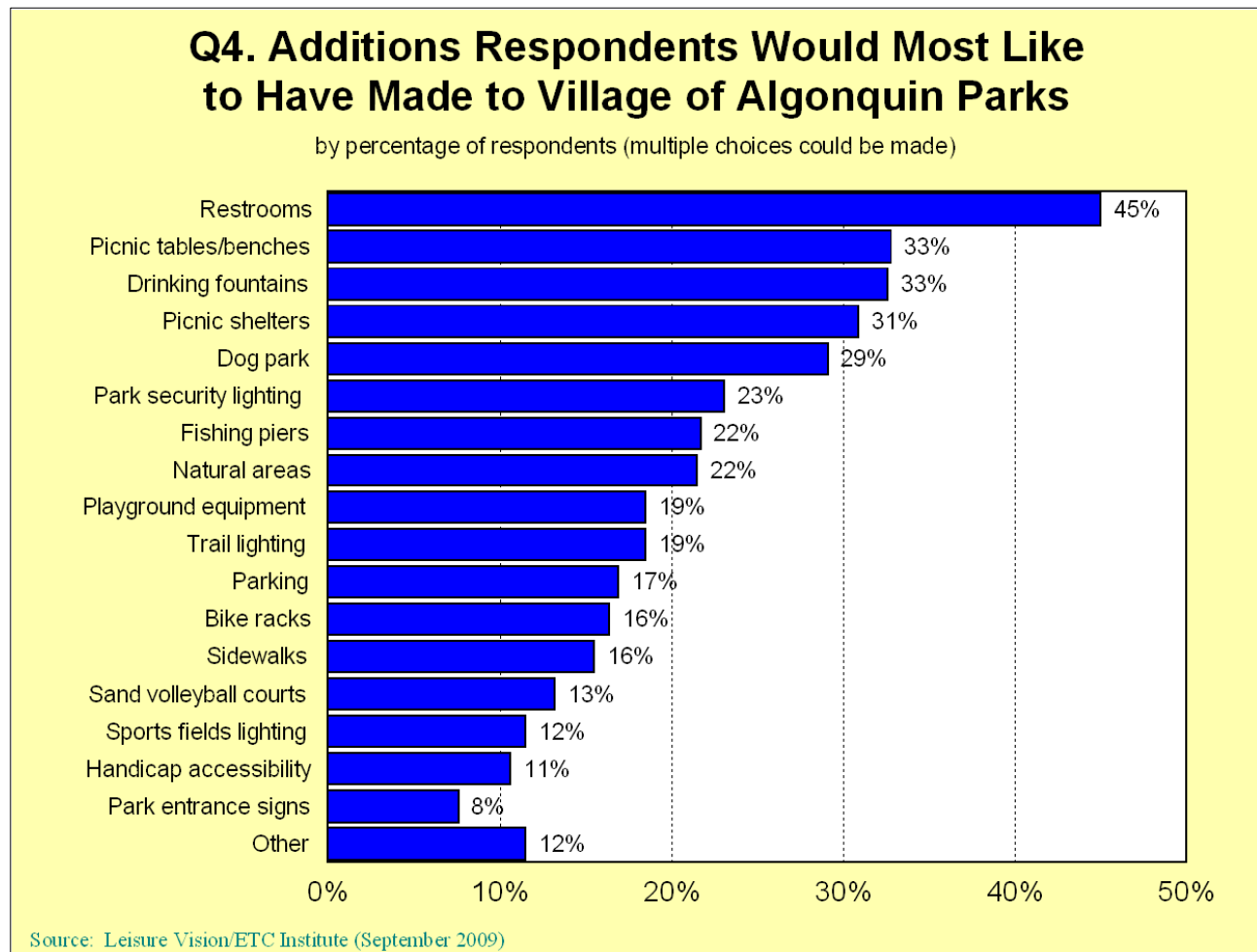
Source: Leisure Vision/ETC Institute (September 2009)



Potential Additions to Village Parks

From a list of 17 additions that could be made to Village of Algonquin parks, respondents were asked to indicate all of the additions they would most like to have made. The following summarizes key findings:

- The additions that households would most like to have made to Village parks include: restrooms (45%), picnic tables/benches (33%), drinking fountains (33%), picnic shelters (31%), and dog parks (29%).

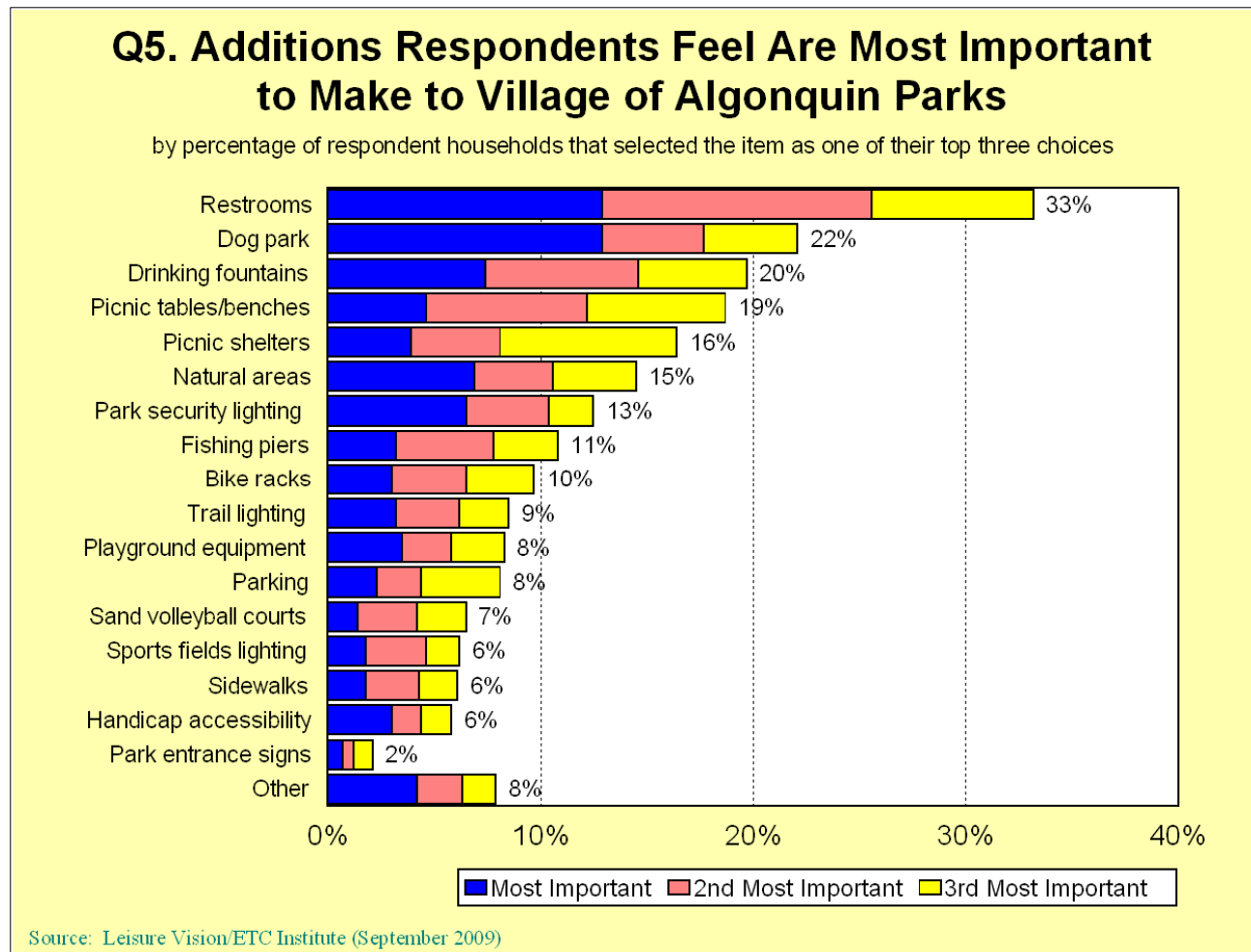




Most Important Potential Additions to Village Parks

From a list of 17 additions that could be made to Village of Algonquin parks, respondents were asked to select the three additions they feel are most important. The following summarizes key findings:

- Based on the sum of their top three choices, the potential additions that respondents feel are most important to make to Village parks are: restrooms (33%), dog parks (22%), drinking fountains (20%), and picnic tables/benches (19%).

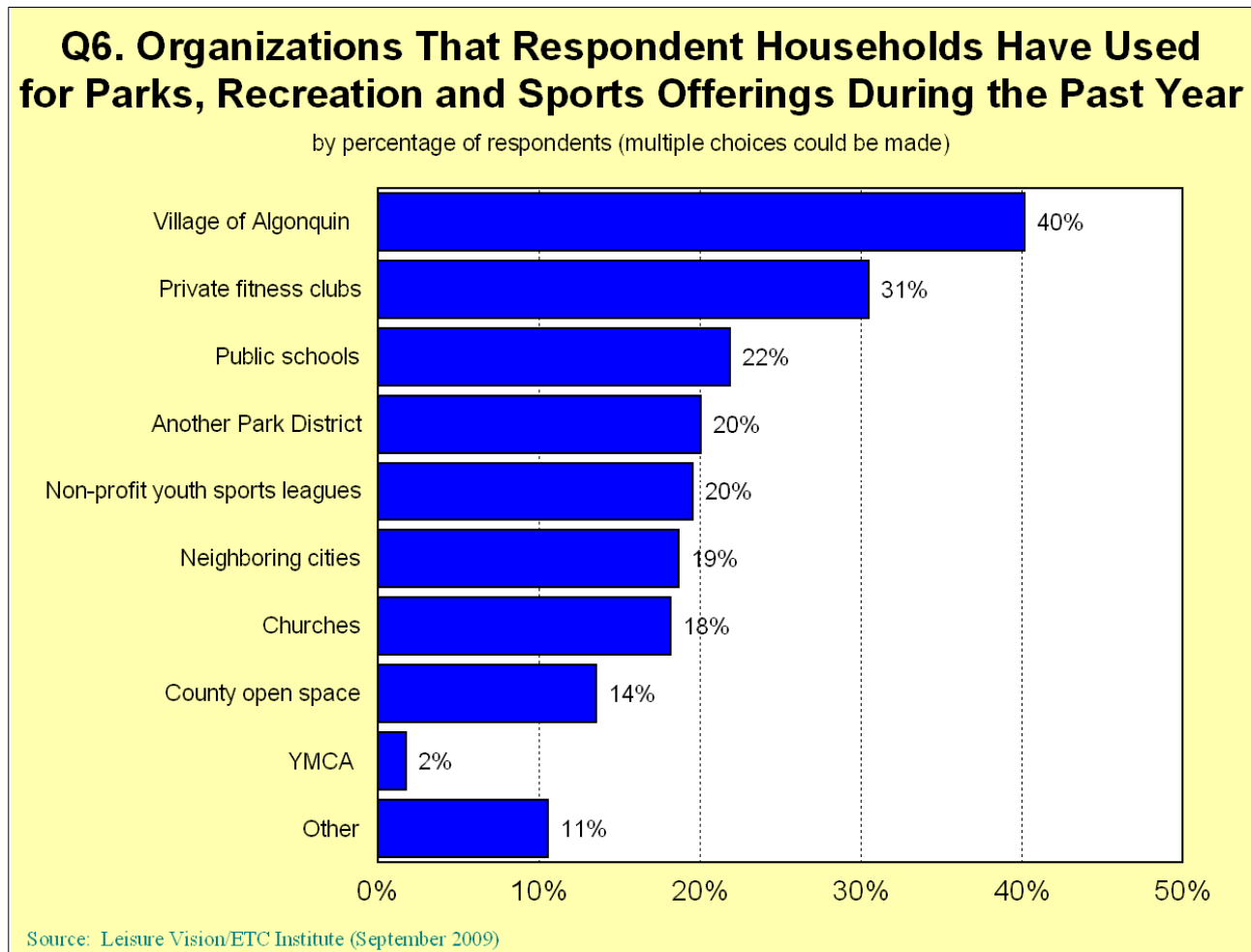




Organizations Used for Parks, Recreation and Sports During the Past Year

From a list of nine options, respondents were asked to select all of the organizations their household has used for parks, recreation, and sports during the past year. The following summarizes key findings:

- The organizations used by the highest percentage of households for parks, recreation and sports during the past year include: Village of Algonquin (40%), private fitness clubs (31%), and public schools (22%).





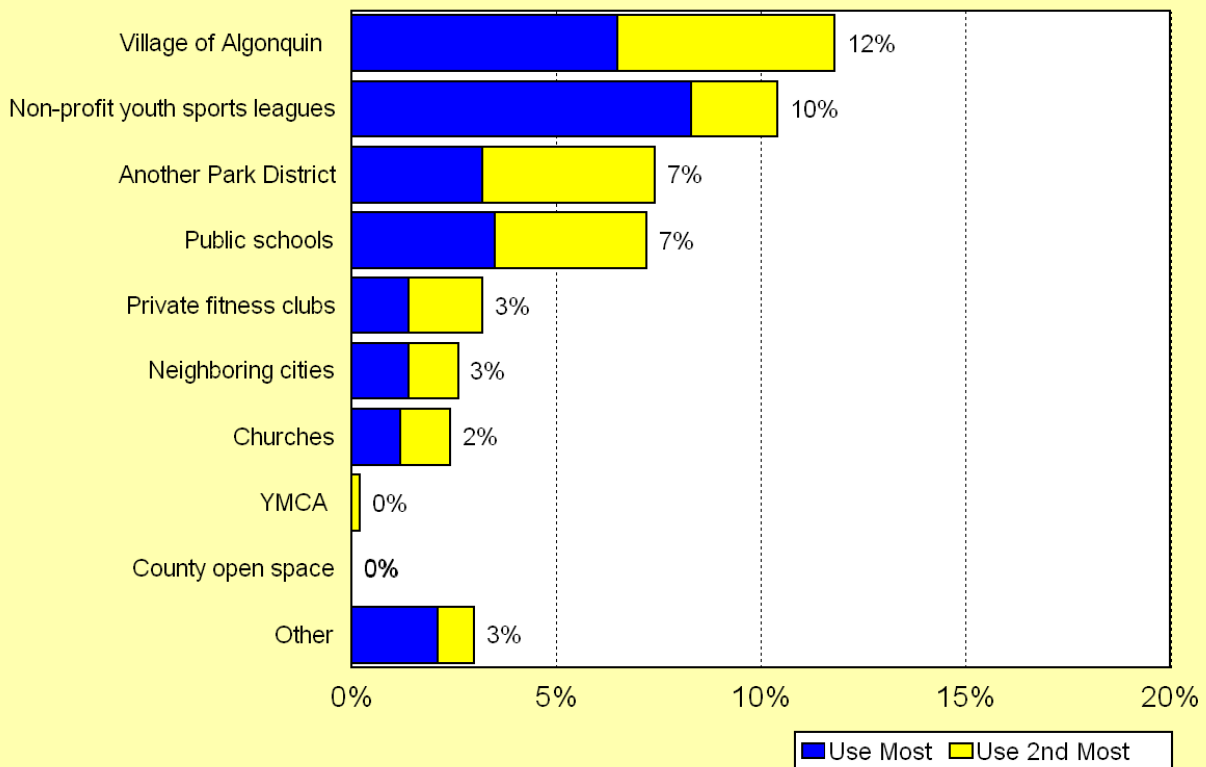
Organizations That Household Members Ages 12 and Under Use the Most

From a list of nine options, respondents were asked to select the two organizations that household members ages 12 and under use the most for parks and recreation services. The following summarizes key findings:

- **Based on the sum of their top two choices, the organizations that household members ages 12 and under use the most for parks and recreation services are: Village of Algonquin (12%) and non-profit youth sports leagues (10%).**

Q7. Organizations That Household Members Ages 12 and Under Use the Most for Parks and Recreation Services

by percentage of respondent households that selected the item as one of their top two choices



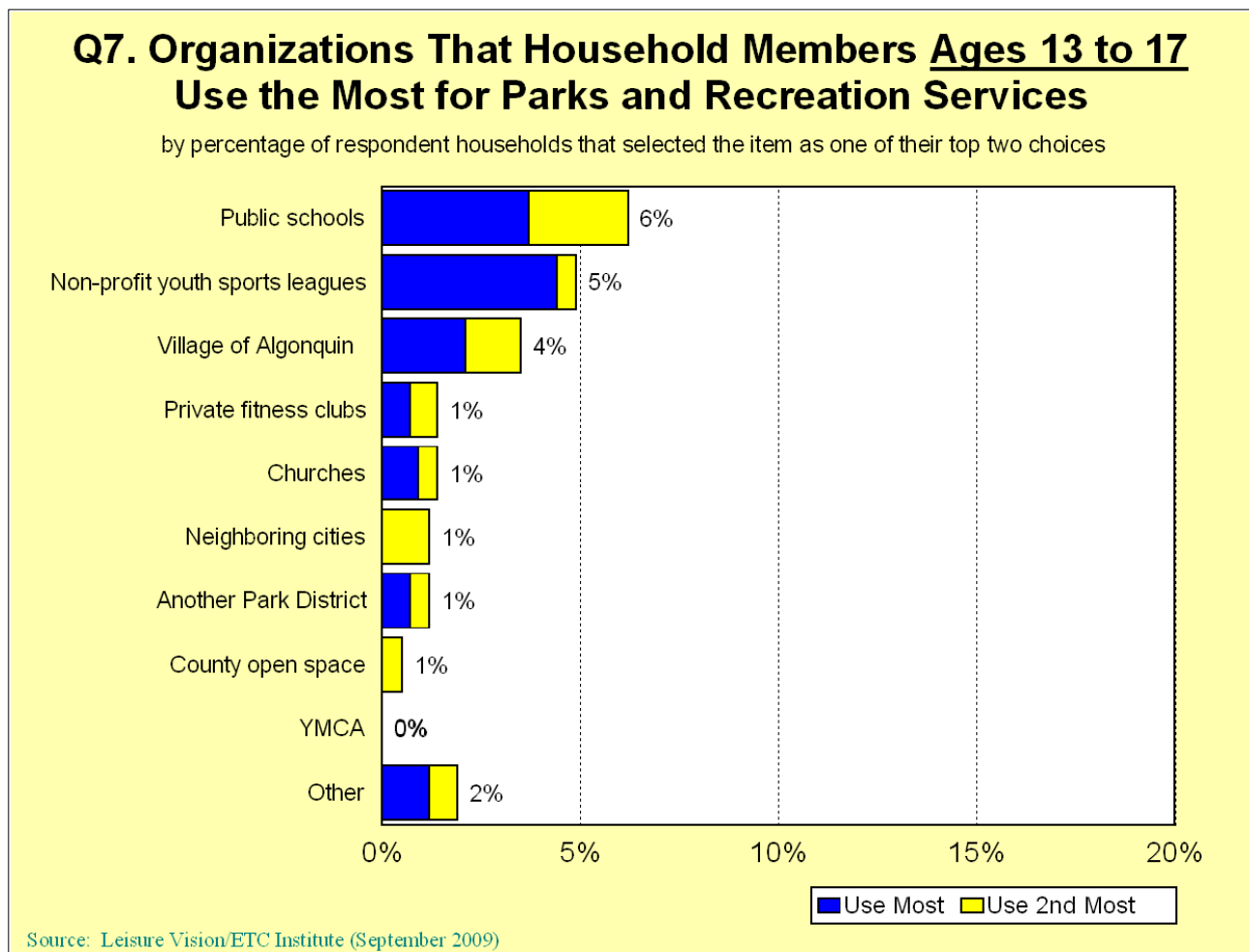
Source: Leisure Vision/ETC Institute (September 2009)



Organizations That Household Members Ages 13 to 17 Use the Most

From a list of nine options, respondents were asked to select the two organizations that household members ages 13 to 17 use the most for parks and recreation services. The following summarizes key findings:

- **Based on the sum of their top two choices, the organizations that household members ages 13 to 17 use the most for parks and recreation services are: public schools (6%) and non-profit youth sports leagues (5%).**

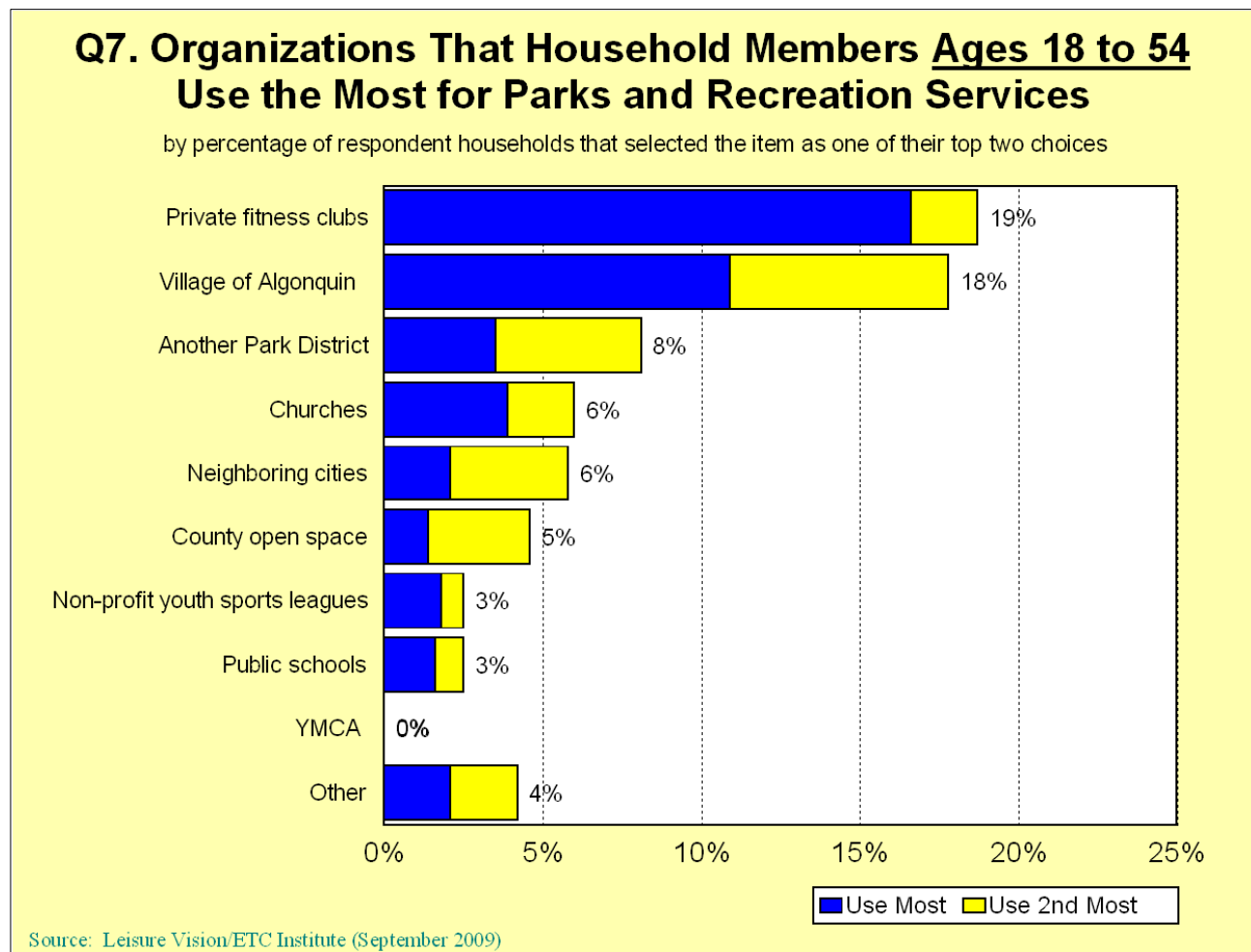




Organizations That Household Members Ages 18 to 54 Use the Most

From a list of nine options, respondents were asked to select the two organizations that household members ages 18 to 54 use the most for parks and recreation services. The following summarizes key findings:

- **Based on the sum of their top two choices, the organizations that household members ages 18 to 54 use the most for parks and recreation services are: private fitness clubs (19%) and the Village of Algonquin (18%).**

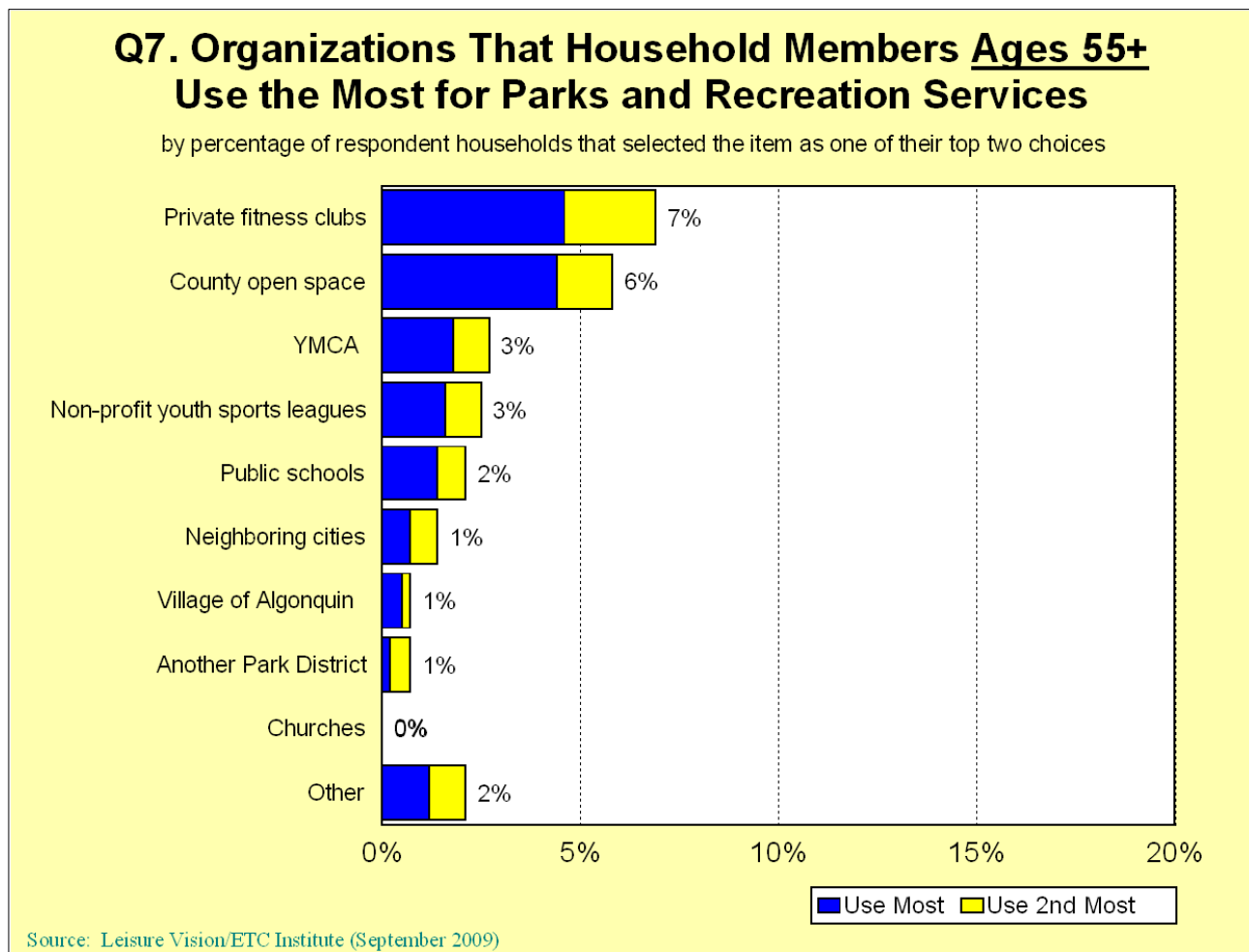




Organizations That Household Members Ages 55+ Use the Most

From a list of nine options, respondents were asked to select the two organizations that household members ages 55 and older use the most for parks and recreation services. The following summarizes key findings:

- Based on the sum of their top two choices, the organizations that household members ages 55+ use the most for parks and recreation services are: private fitness club (7%) and county open space (6%).

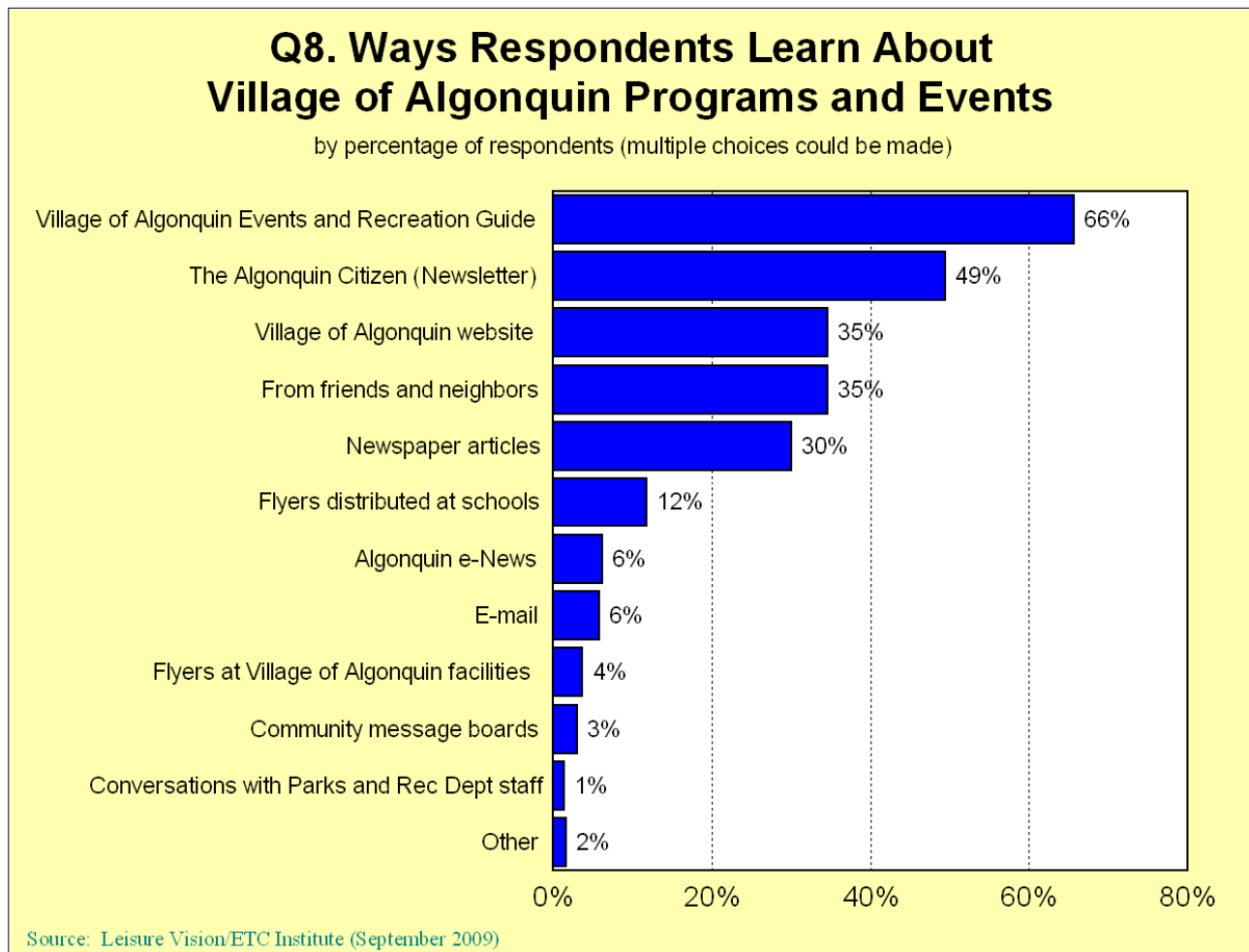




Ways Respondents Learn About Village Programs and Events

From a list of 11 options, respondents were asked to indicate all the ways they learn about Village of Algonquin programs and events. The following summarizes key findings:

- **The Village of Algonquin Events and Recreation Guide (66%) is the most frequently mentioned way respondents learn about Village programs and events.** Other frequently mentioned ways respondents learn about Village programs and events include: The Algonquin Citizen (49%), the Village of Algonquin website (35%), and from friends and neighbors (35%).





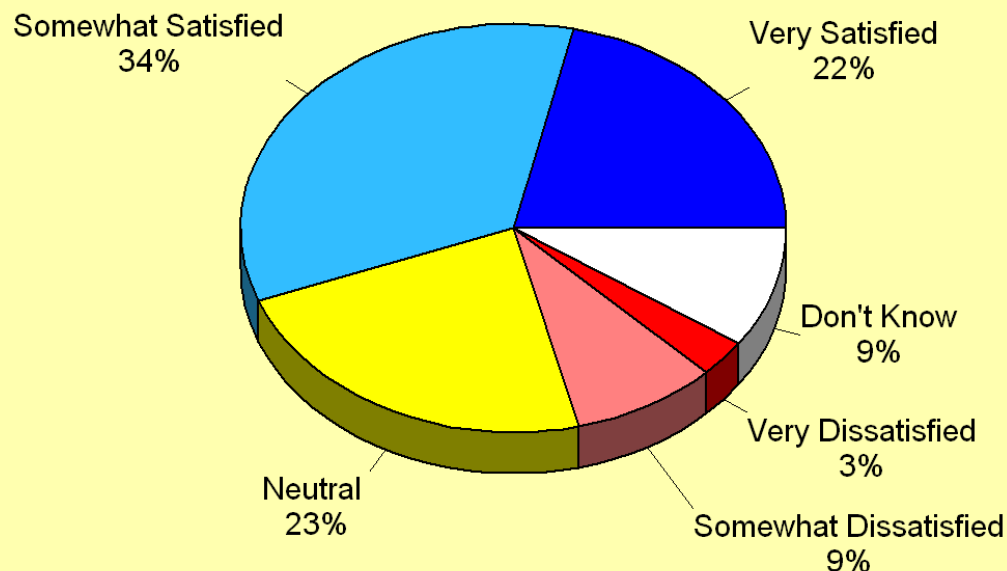
Satisfaction with the Overall Value Received from the Village of Algonquin Events and Recreation or Parks and Forestry Division

Respondents were asked to rate their satisfaction with the overall value their household receives from the Village of Algonquin Events and Recreation or Parks and Forestry Division. The following summarizes key findings:

- **Fifty-six percent (56%) of respondents are either very satisfied (22%) or somewhat satisfied (34%) with the overall value their household receives from the Village of Algonquin Events and Recreation or Parks and Forestry Division.** Only 12% of households are either very dissatisfied (3%) or somewhat dissatisfied (9%) with the value received from the Events and Recreation or Parks and Forestry Division and 32% indicated “neutral” or “don’t know”.

Q9. Level of Satisfaction With the Overall Value Respondent Households Receive from the Village of Algonquin Events and Recreation or Parks and Forestry Division

by percentage of respondents



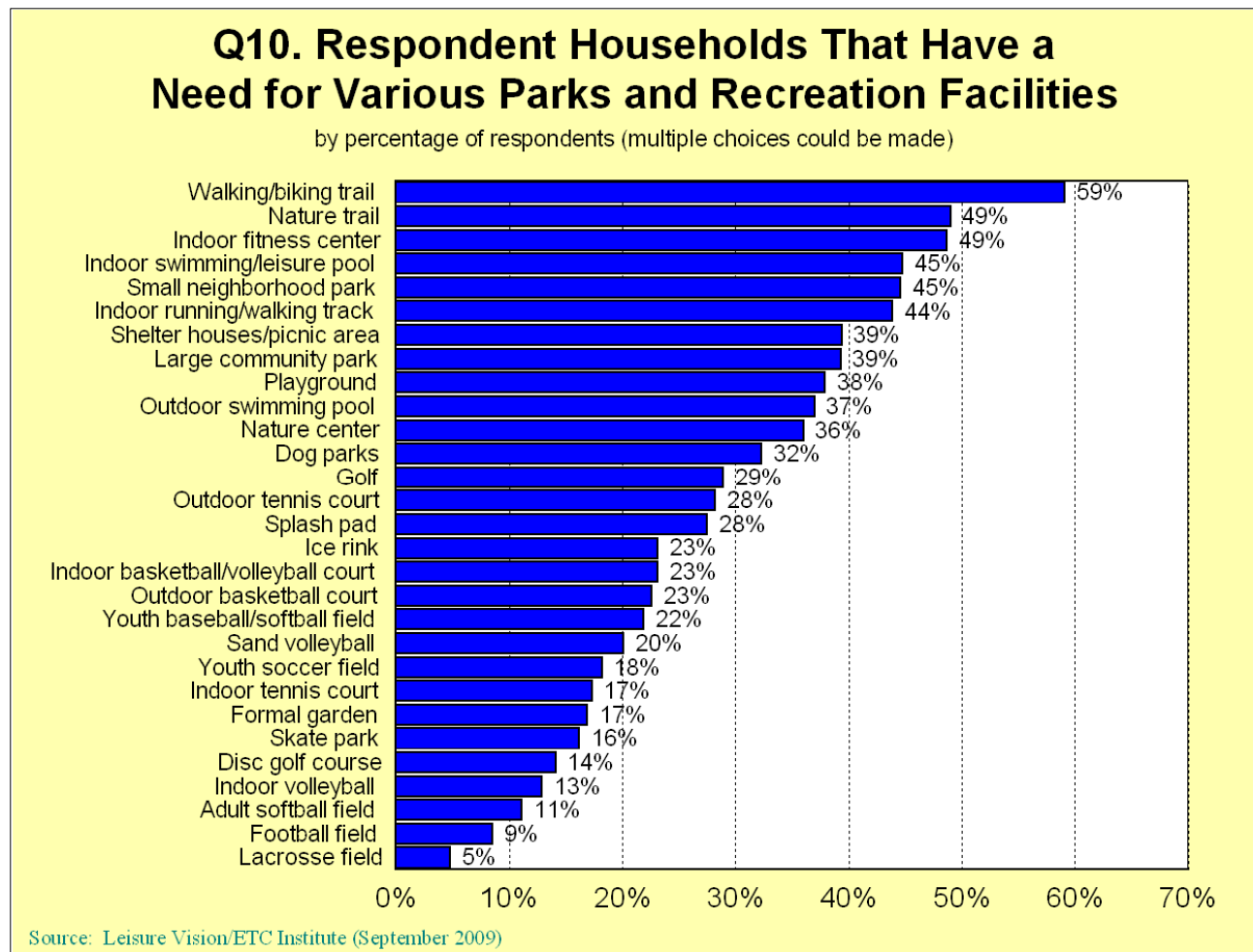
Source: Leisure Vision/ETC Institute (September 2009)



Need for Parks and Recreation Facilities

From a list of 29 parks and recreation facilities, respondents were asked to indicate all of the ones that they and members of their household have a need for. The following summarizes key findings:

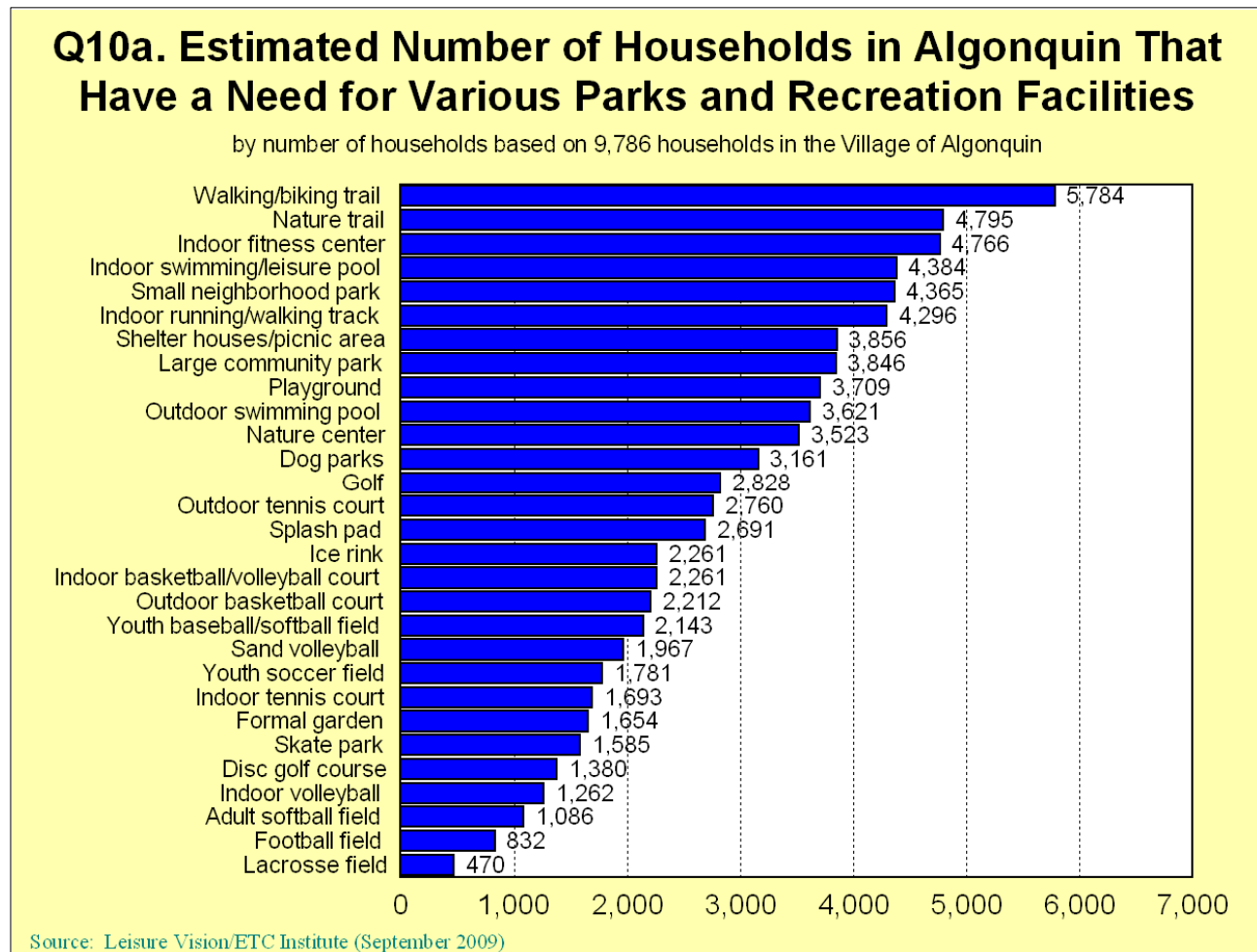
- The parks and recreation facilities that the highest percentage of households have a need for include: walking/biking trails (59%), nature trails (49%), an indoor fitness center (49%), indoor swimming/leisure pool (45%), small neighborhood parks (45%), and indoor running/walking track (44%).





Need For Parks and Recreation Facilities in the Village of Algonquin

From a list of 29 parks and recreation facilities, respondents were asked to indicate all of the ones that they and members of their household have a need for. The graph below shows the estimated number of households in the Village of Algonquin that have a need for various parks and recreation facilities, based on 9,786 households in the Village.





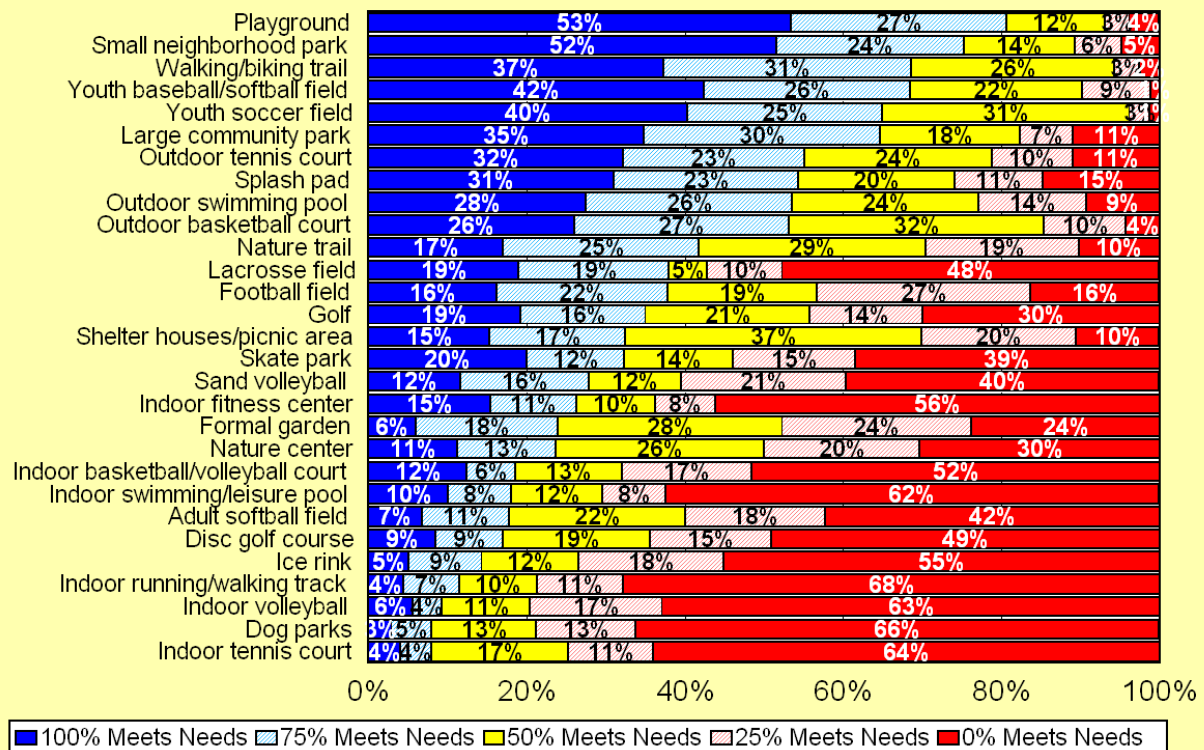
How Well Parks and Recreation Facilities Meet Needs

From a list of 29 parks and recreation facilities, respondent households that have a need for parks/facilities were asked to indicate how well these types of parks/facilities in the Village of Algonquin meet their needs. The following summarizes key findings:

- For all 29 parks and recreation facilities, less than 55% of households with a need for parks/facilities feel that their needs are being completely met.

Q10b. How Well Parks and Recreation Facilities in the Village of Algonquin Meet the Needs of Respondent Households

by percentage of respondent households that have a need for parks/facilities

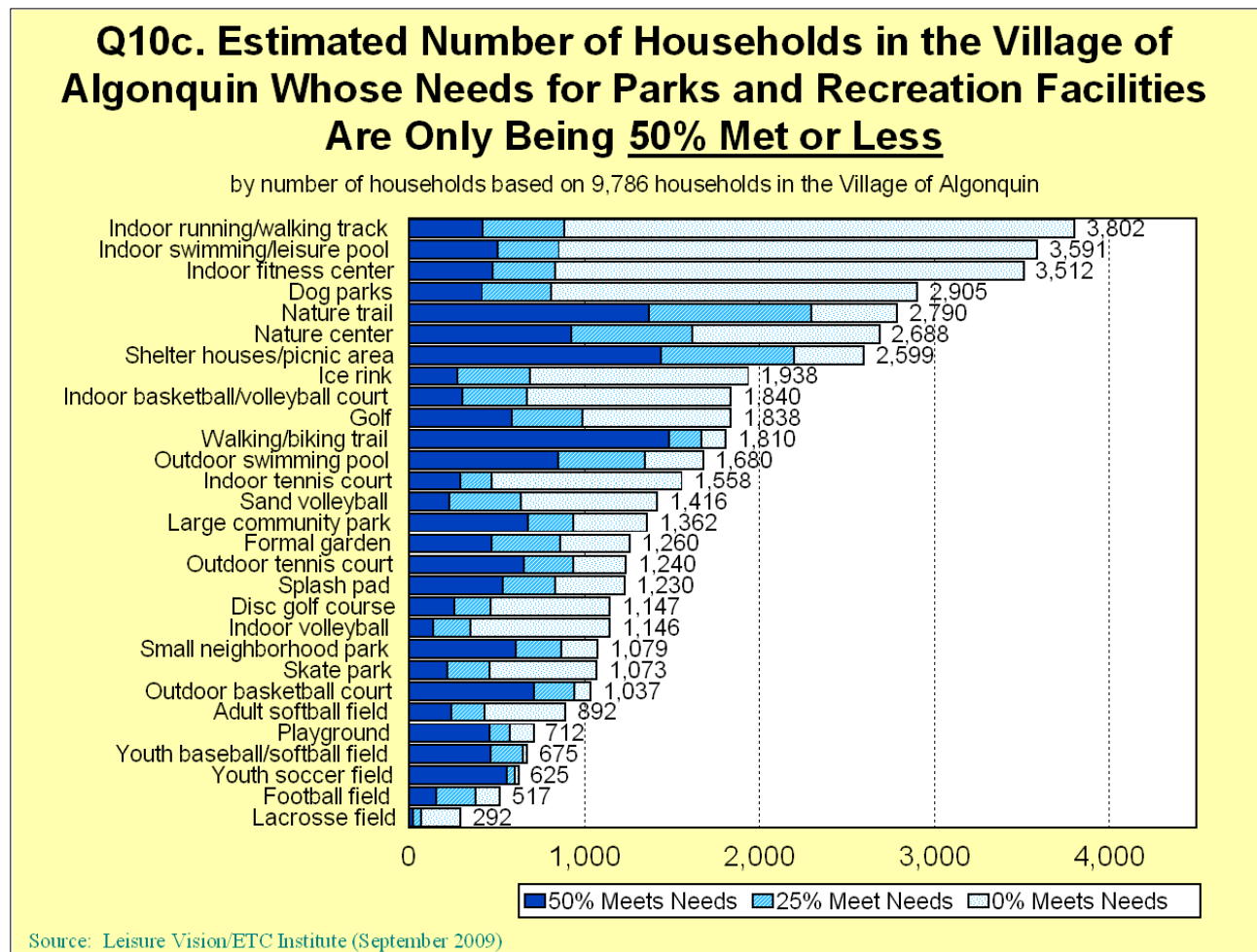


Source: Leisure Vision/ETC Institute (September 2009)



Algonquin Households with Their Facility Needs Being 50% Met or Less

From a list of 29 parks and recreation facilities, respondent households that have a need for parks/facilities were asked to indicate how well these types of parks/facilities in the Village of Algonquin meet their needs. The graph below shows the estimated number of households in the Village of Algonquin whose needs for parks/facilities are only being 50% met or less, based on 9,786 households in the Village.





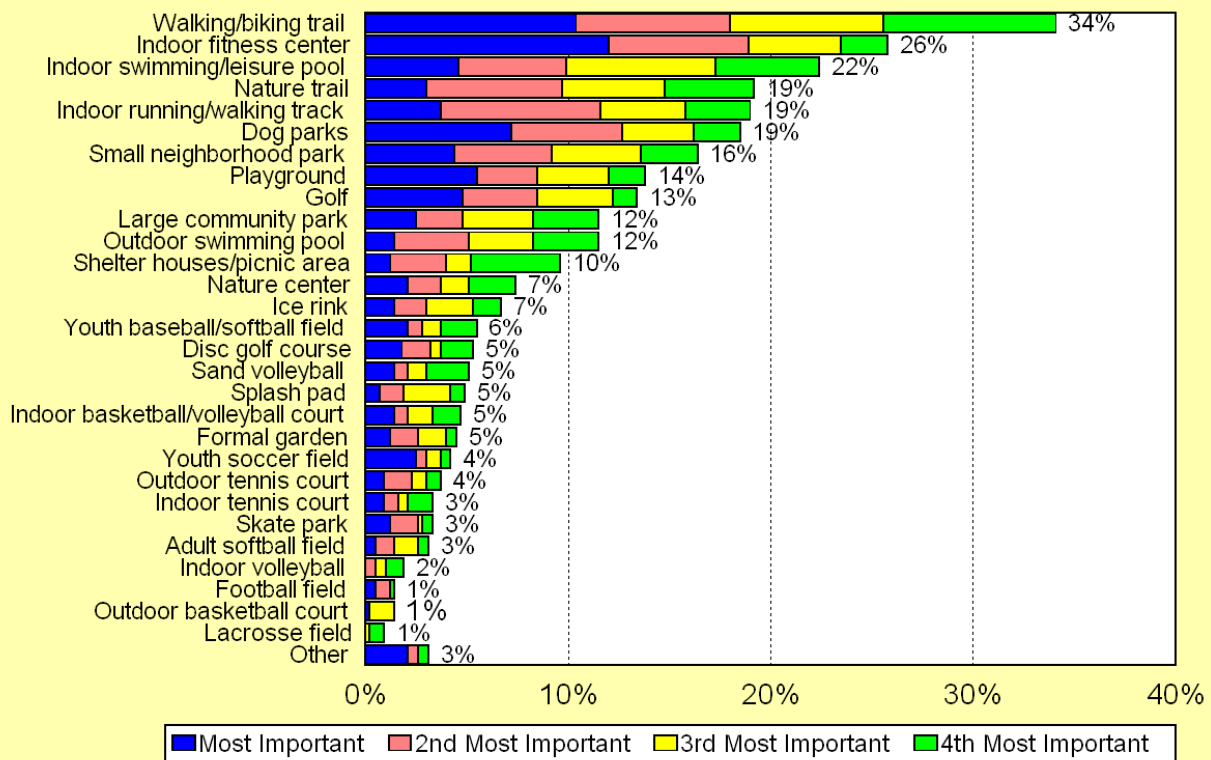
Most Important Parks and Recreation Facilities

From a list of 29 parks and recreation facilities, respondents were asked to select the four facilities that are most important to their household. The following summarizes key findings:

- Based on the sum of their top four choices, the parks and recreation facilities that households rated as the most important include: walking/biking trails (34%), indoor fitness center (26%), indoor swimming/leisure pool (22%), nature trail (19%), indoor running/walking track (19%), and dog parks (19%). It should also be noted that an indoor fitness center had the highest percentage of respondents select it as their first choice as the most important park/facility.

Q11. Parks and Recreation Facilities That Are Most Important to Respondent Households

by percentage of respondents who selected the item as one of their top four choices



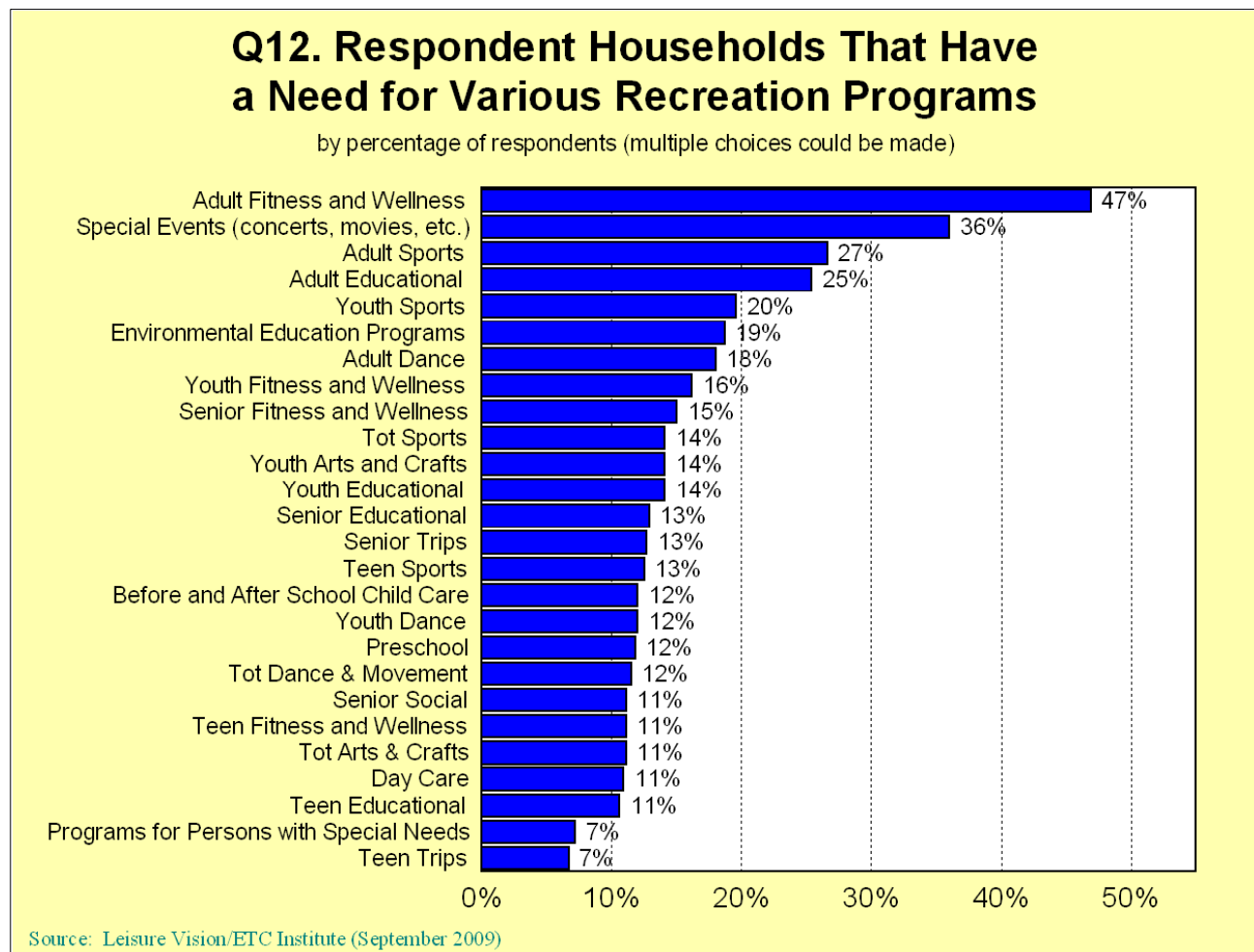
Source: Leisure Vision/ETC Institute (September 2009)



Need for Recreation Programs

From a list of 26 recreation programs, respondents were asked to indicate all of the ones that they and members of their household have a need for. The following summarizes key findings:

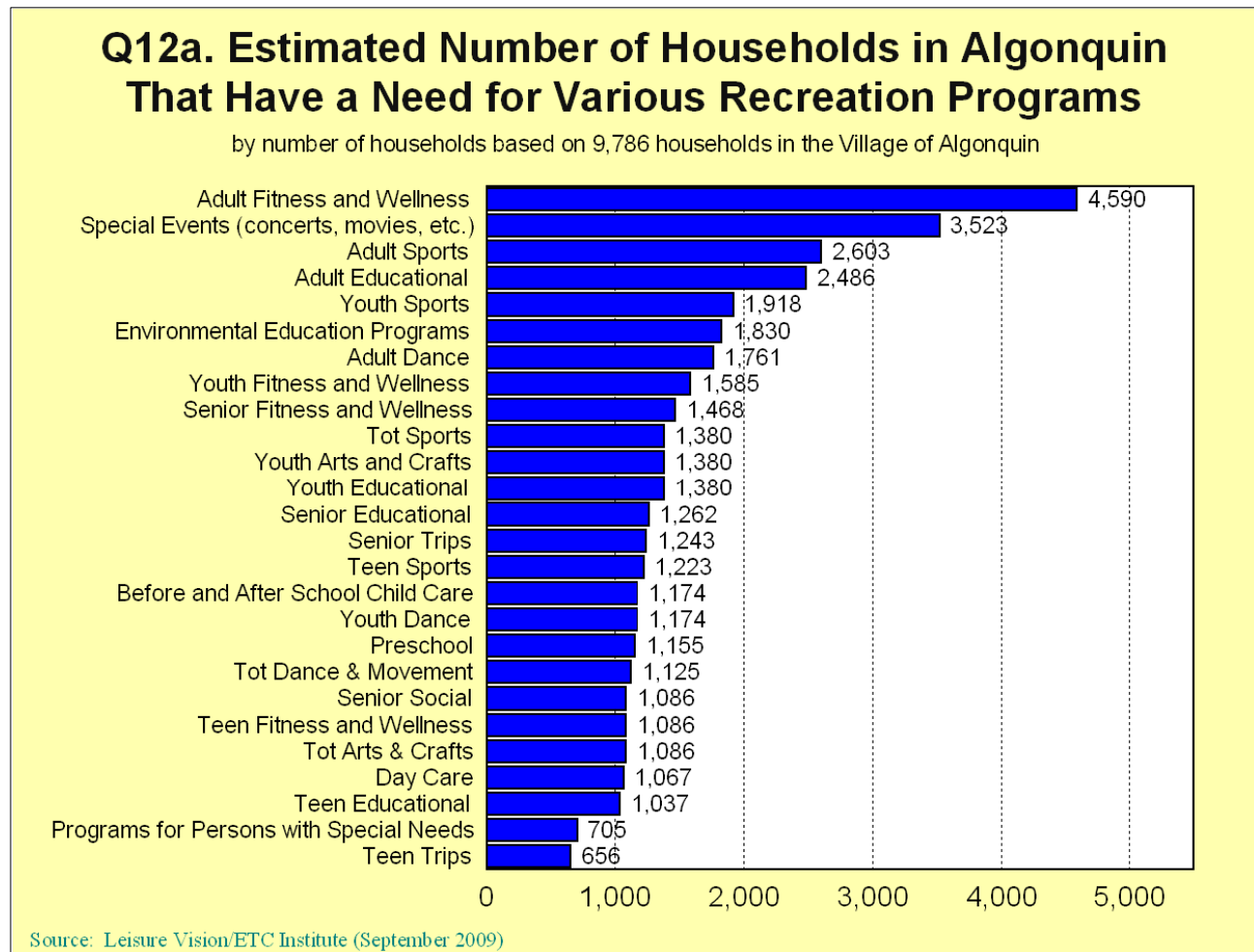
- The recreation programs that the highest percentage of households have a need for include: adult fitness and wellness programs (47%), special events (36%), adult sports (27%), and adult education (25%).





Need for Recreation Programs in the Village of Algonquin

From the list of 26 recreation programs, respondents were asked to indicate which ones they and members of their household have a need for. The graph below shows the estimated number of households in the Village of Algonquin that have a need for recreation programs, based on 9,786 households in the Village.

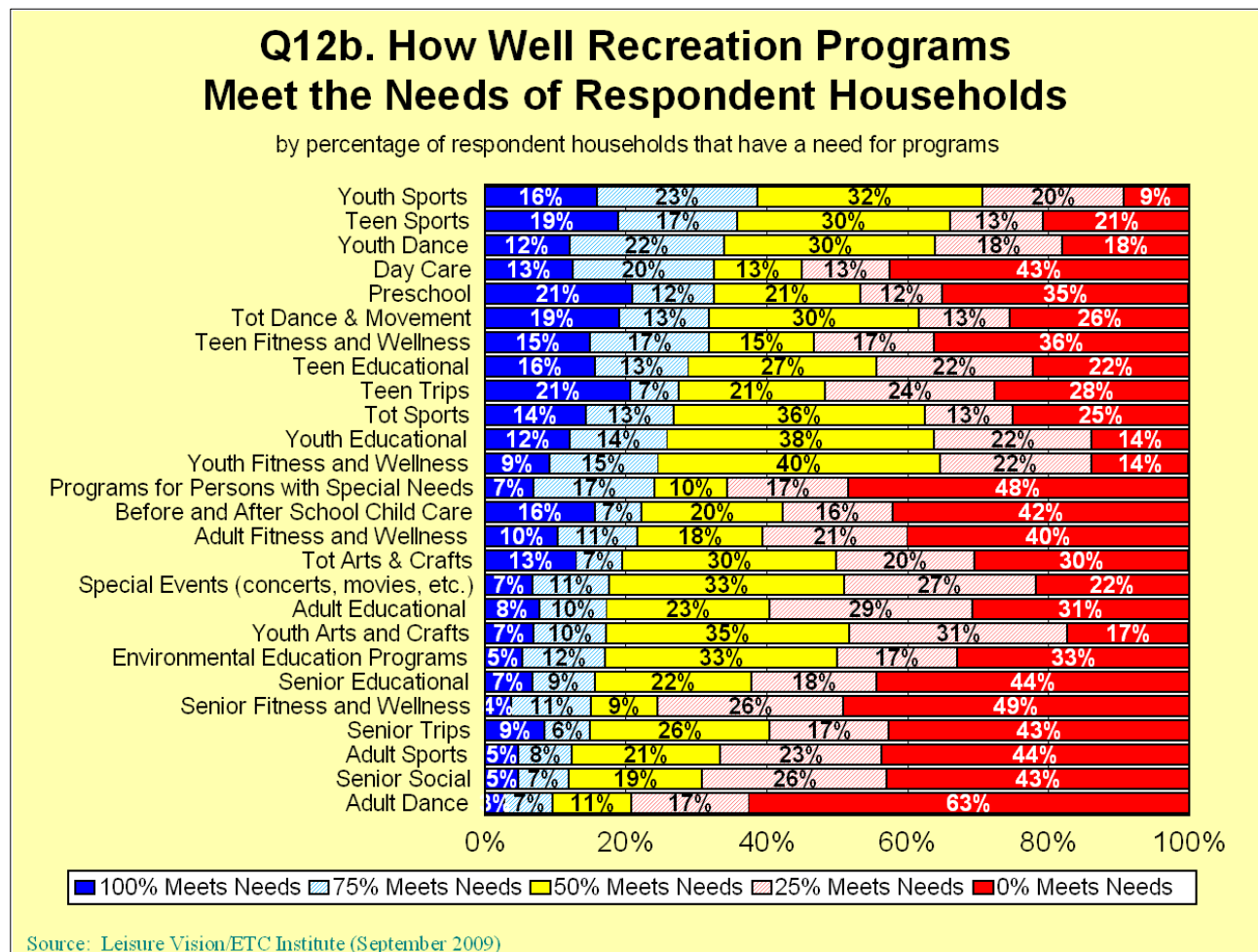




How Well Recreation Programs Meet Needs

From the list of 26 recreation programs, respondent households that have a need for programs were asked to indicate how well these types of programs in the Village of Algonquin meet their needs. The following summarizes key findings:

- For all 26 recreation programs, less than 20% of households with a need for recreation programs feel that their needs are being completely met.



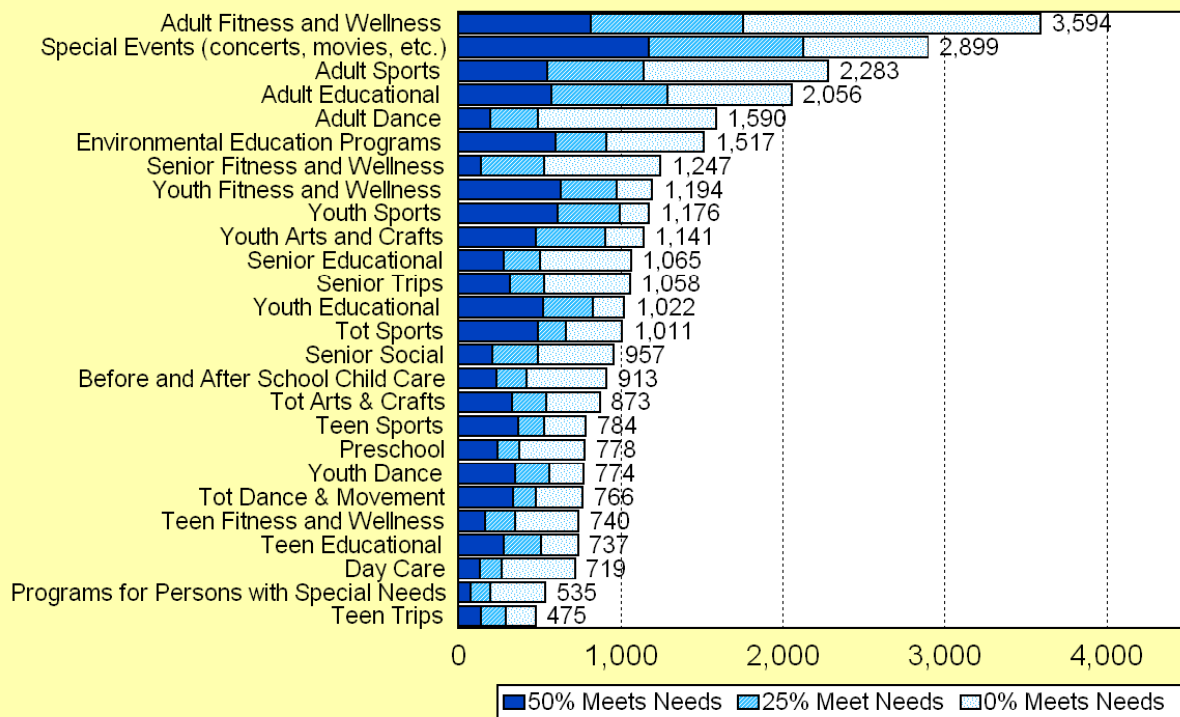


Algonquin Households with Their Program Needs Being 50% Met or Less

From the list of 26 recreation programs, respondent households that have a need for programs were asked to indicate how well those programs meet their needs. The graph below shows the estimated number of households in the Village of Algonquin whose needs for programs are only being 50% met or less, based on 9,786 households in the Village.

Q12c. Estimated Number of Households in the Village of Algonquin Whose Needs for Recreation Programs Are Only Being 50% Met or Less

by number of households based on 9,786 households in the Village of Algonquin



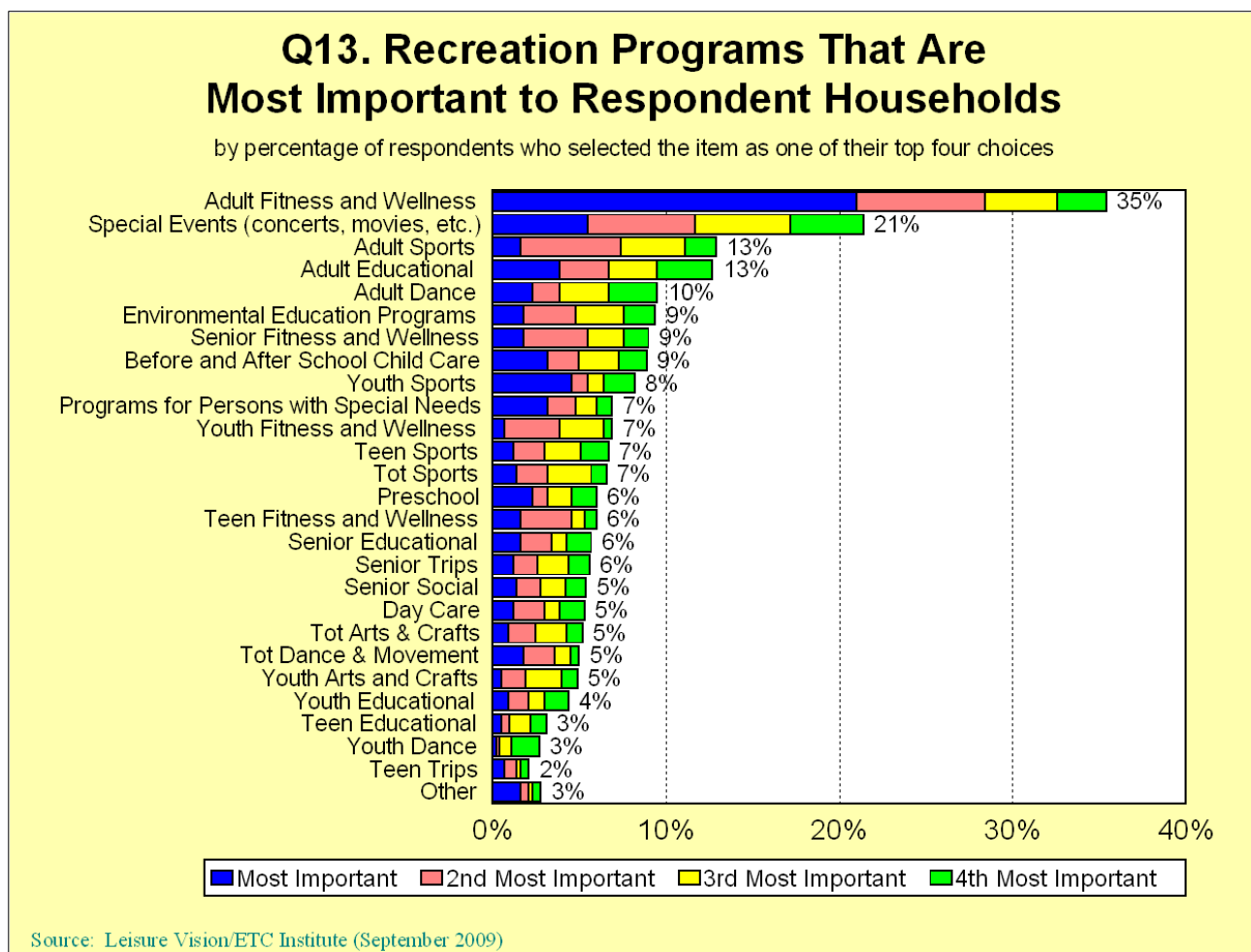
Source: Leisure Vision/ETC Institute (September 2009)



Most Important Recreation Programs

From the list of 26 recreation programs, respondents were asked to select the four that are most important to their household. The following summarizes key findings:

- Based on the sum of their top four choices, the recreation programs that households rated as the most important include: **adult fitness and wellness programs (35%), special events (21%), adult sports (13%), and adult educational (13%).** It should also be noted that adult fitness and wellness programs had the highest percentage of respondents select it as their first choice as the most important program.

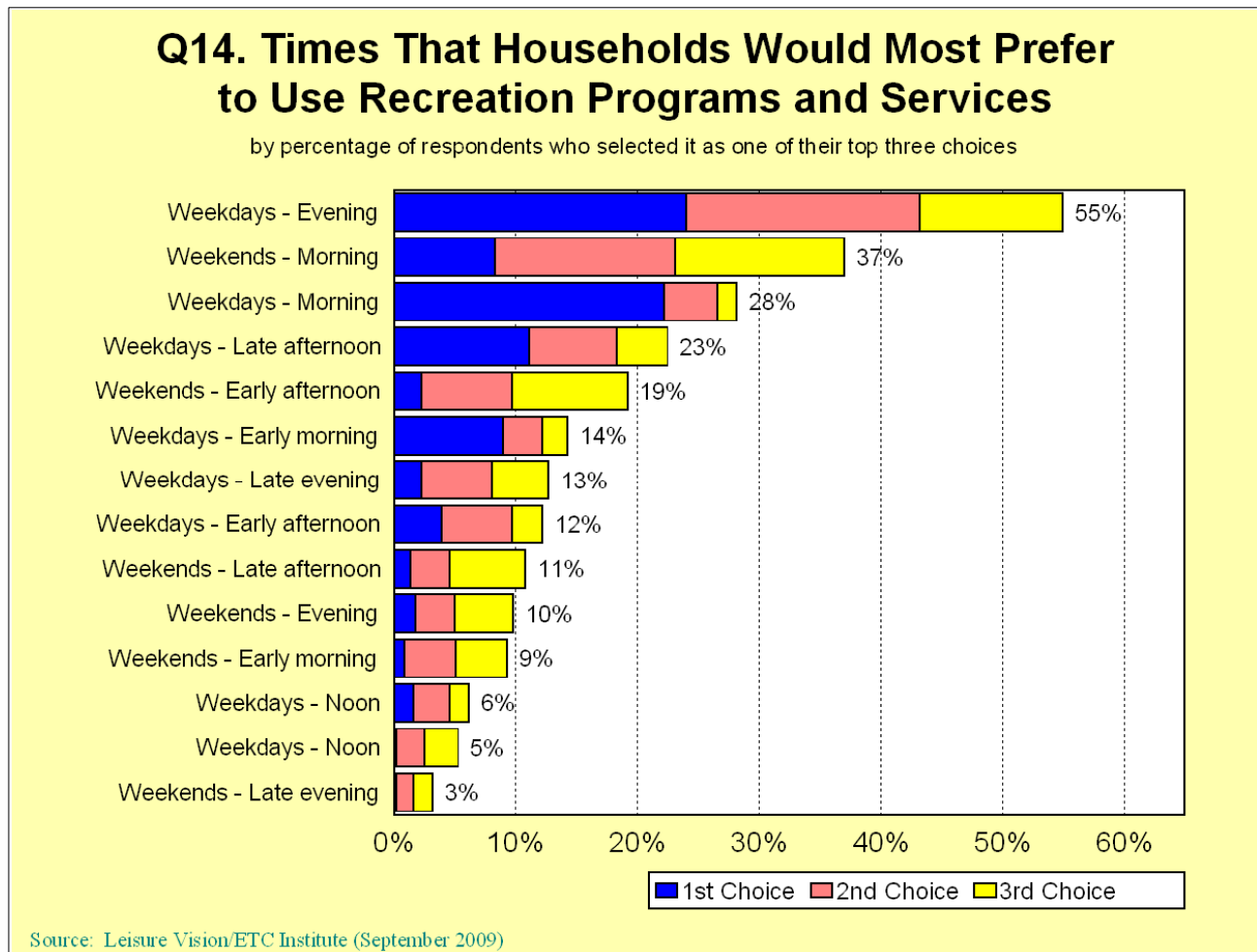




Times Respondents Prefer to Use Recreation Programs and Services

From a list of 14 options, respondents were asked to select the three times that members of their household most prefer to use recreation programs and services. The following summarizes key findings:

- **Based on the sum of their top three choices, the times that households would most prefer to use recreation programs and services are: weekday evenings (55%), weekend mornings (37%), and weekday mornings (28%).**





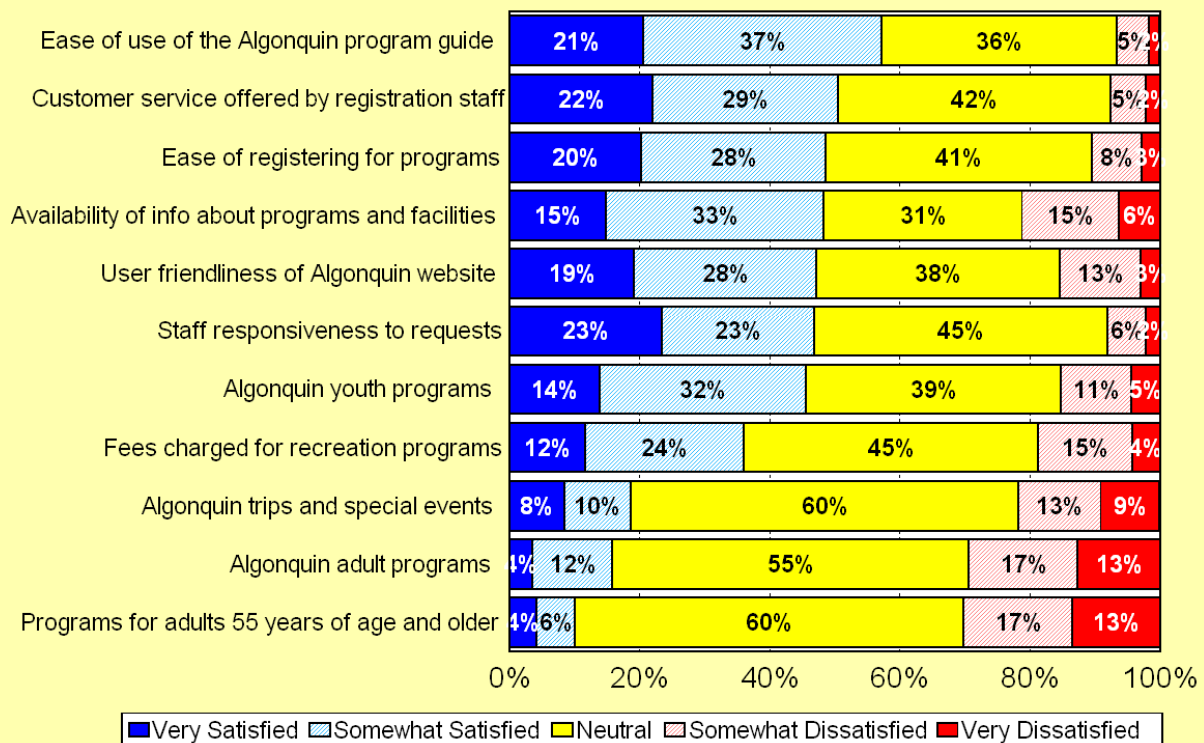
Level of Satisfaction with Various Parks and Recreation Services

From a list of 11 various parks and recreation services provided by the Village of Algonquin Events and Recreation, respondents were asked to rate their level of satisfaction with each one. The following summarizes key findings:

- The parks and recreation services that the highest percentage of respondents are very or somewhat satisfied with are: ease of use of the Algonquin program guide (58%), customer service offered by registration staff (51%), ease of registering for programs (48%), and availability of information about programs and facilities (48%).

Q15. Level of Satisfaction With Parks and Recreation Services Provided by the Village of Algonquin Events and Recreation

by percentage of respondents (excluding "don't know" responses)



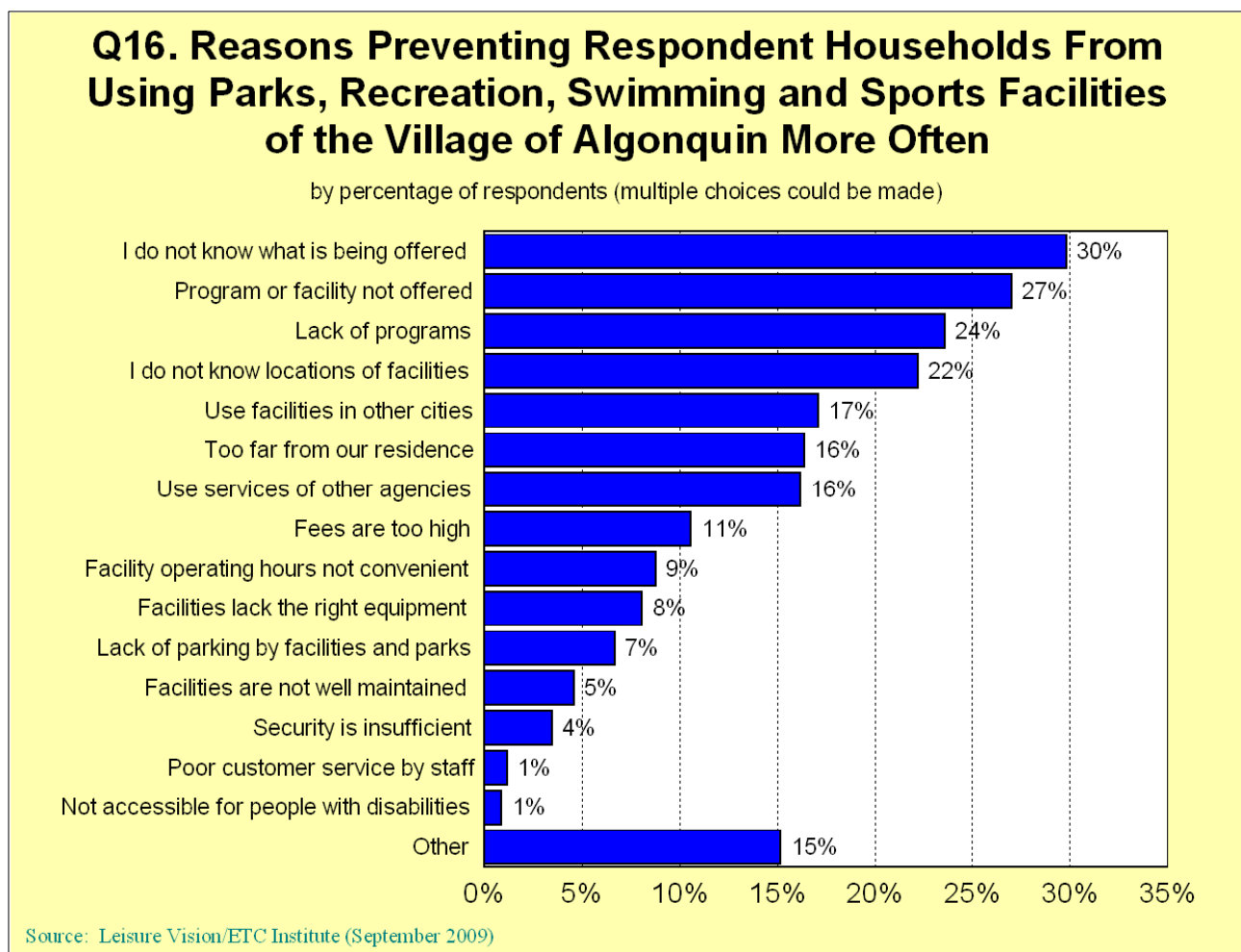
Source: Leisure Vision/ETC Institute (September 2009)



Reasons Preventing the Use of Parks and Recreation Facilities More Often

From a list of 15 options, respondents were asked to indicate all the reasons that prevent their household from using parks, recreation, swimming and sports facilities of the Village of Algonquin more often. The following summarizes key findings:

- The most frequently mentioned reasons preventing households from using parks, recreation, swimming and sports facilities more often include: “I do not know what is being offered” (30%), “program or facility not offered” (27%), “lack of programs” (24%), and “I do not know locations of facilities” (22%).

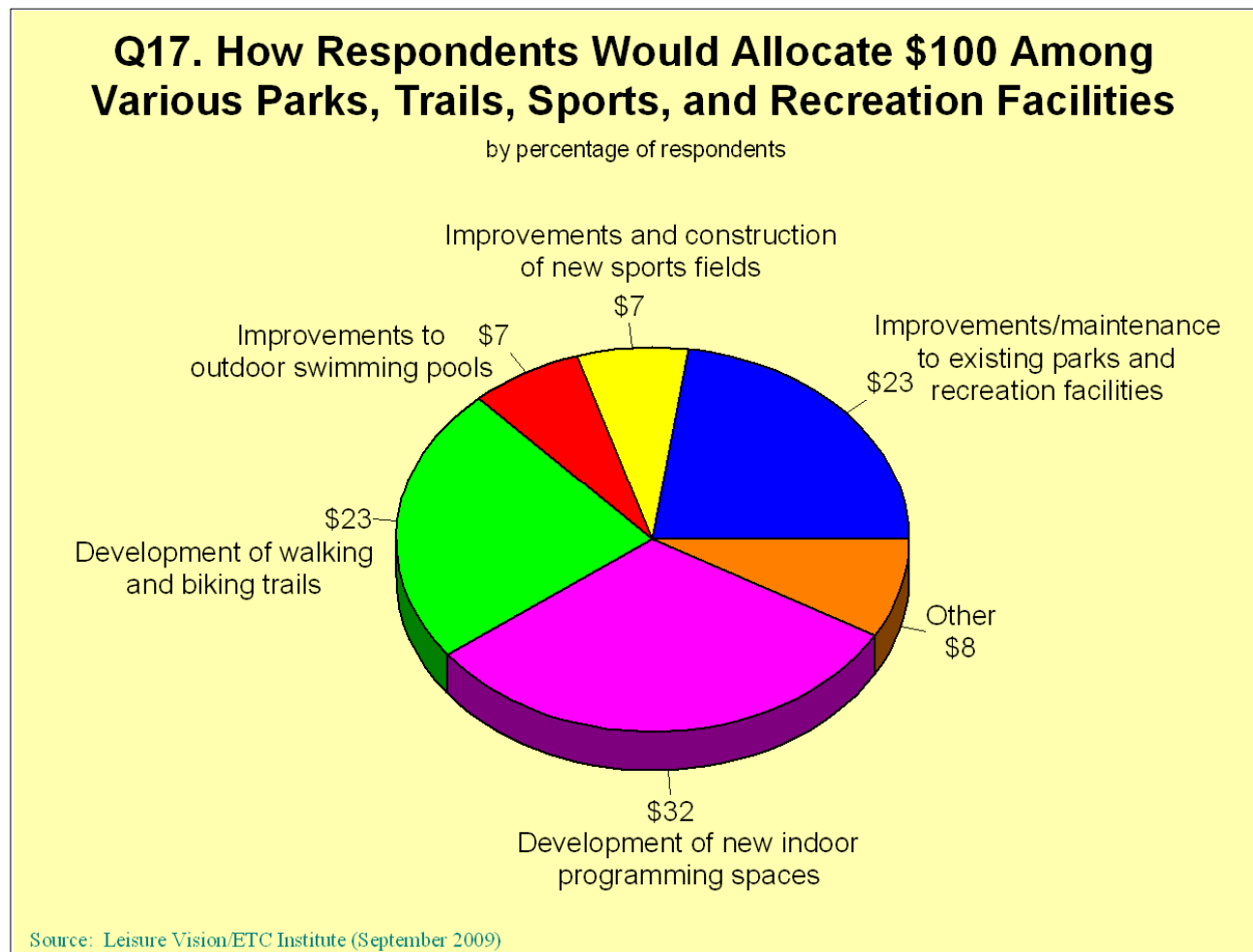




How Respondents Would Allocate \$100 Among Various Parks & Facilities

Respondents were asked to indicate how they would allocate \$100 among five various Village of Algonquin parks, trails, sports, and recreation facilities. The following summarizes key findings:

- **Respondents would allocate \$32 out of every \$100 on the development of new indoor programming spaces.** The remaining \$68 were allocated as follows: development of walking and biking trails (\$23), improvements/maintenance to existing parks and recreation facilities (\$23), improvements to outdoor swimming pools (\$7), improvements and construction of new sports fields (\$7), and “other” (\$8).

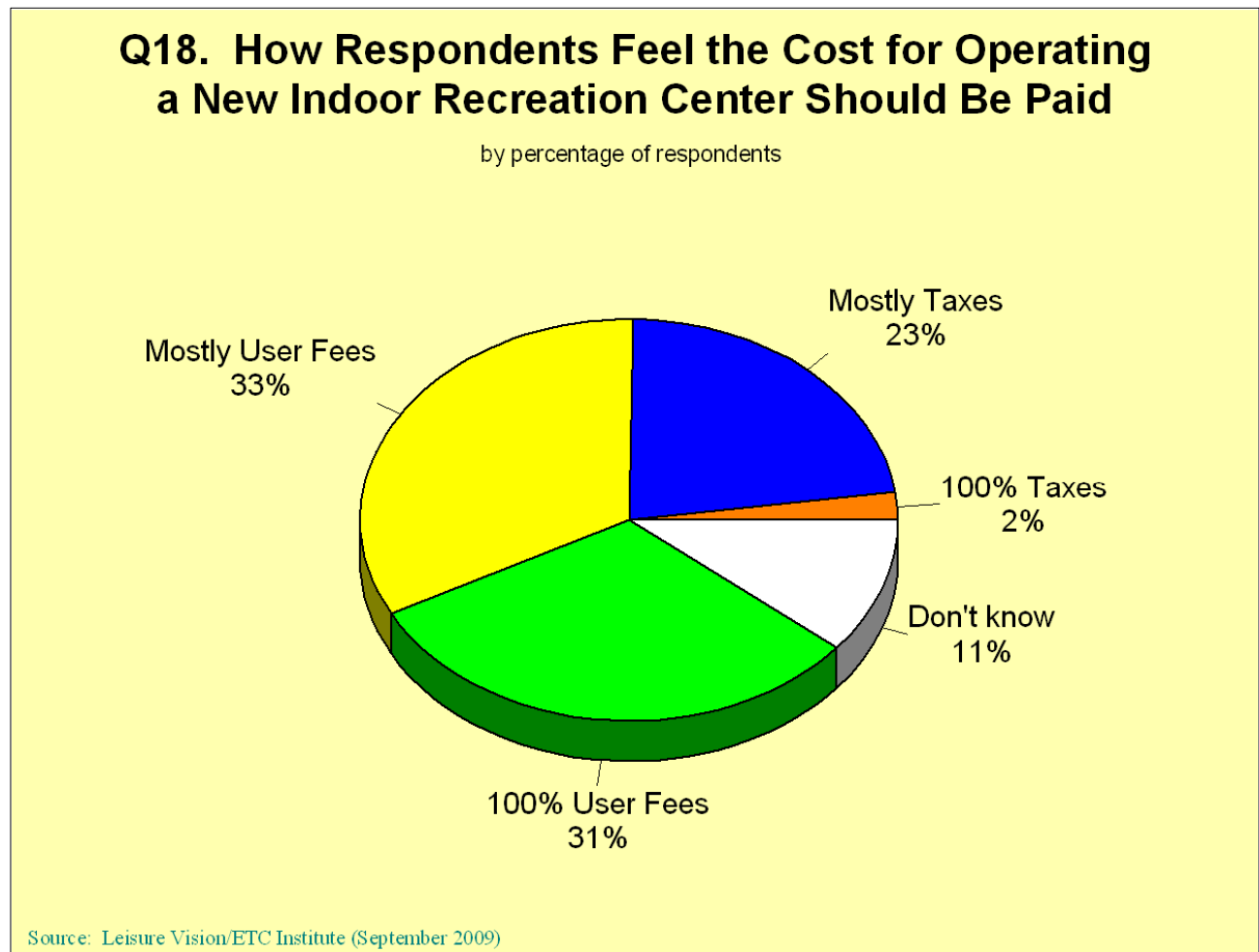




Funding the Operation of a New Indoor Recreation Center

Respondents were asked to indicate how they feel the costs for operating a new indoor recreation center should be funded. The following summarizes key findings:

- **Thirty-three percent (33%) of respondents feel the costs for operating a new indoor recreation center should be funded mostly from user fees.** In addition, 31% of respondents feel the costs should be funded 100% from user fees, 23% feel the costs should be funded mostly from taxes, and 2% feel the costs should be funded 100% through taxes.





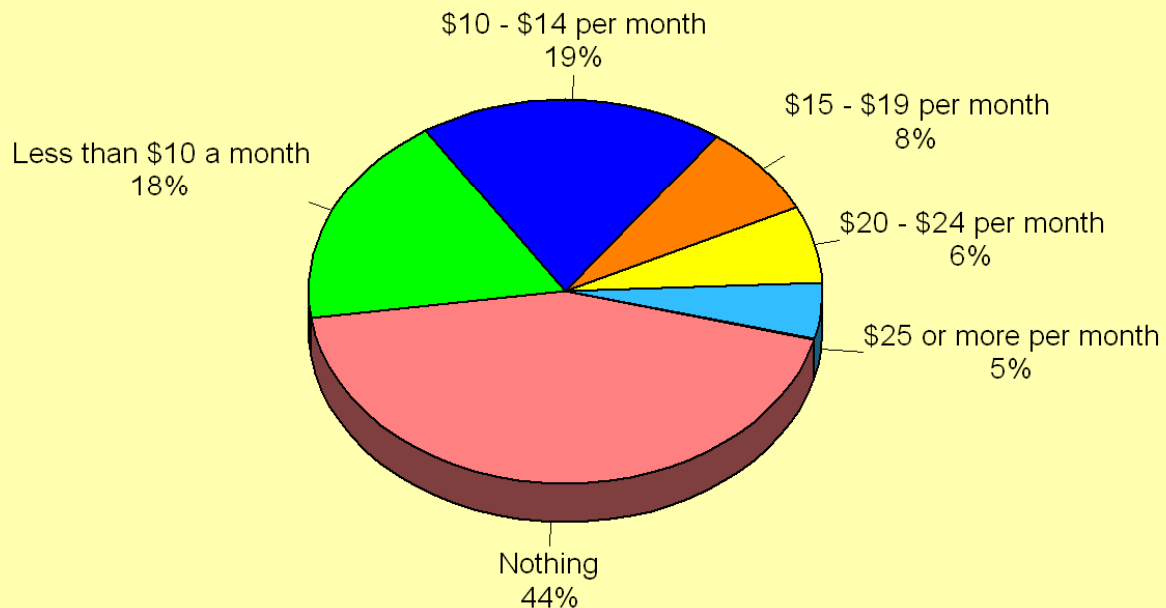
Paying Additional Property Taxes to Fund a New Indoor Recreation Center

From a list of six options, respondents were asked to indicate the maximum amount they would pay in additional property taxes to fund the construction and operations of a new indoor recreation center with the features their household most prefers. The following summarizes key findings:

- **Fifty-six percent (56%) of respondents would be willing to pay additional property taxes to fund the construction and operations of a new indoor recreation center with the features their household most prefers.** Thirty-eight percent (38%) of respondents would pay \$10 or more per month in additional property taxes.

Q19. Maximum Amount of Additional Property Taxes Respondents Would Pay to Develop and Operate an Indoor Recreation Center with the Features Most Preferred by Their Household

by percentage of respondents



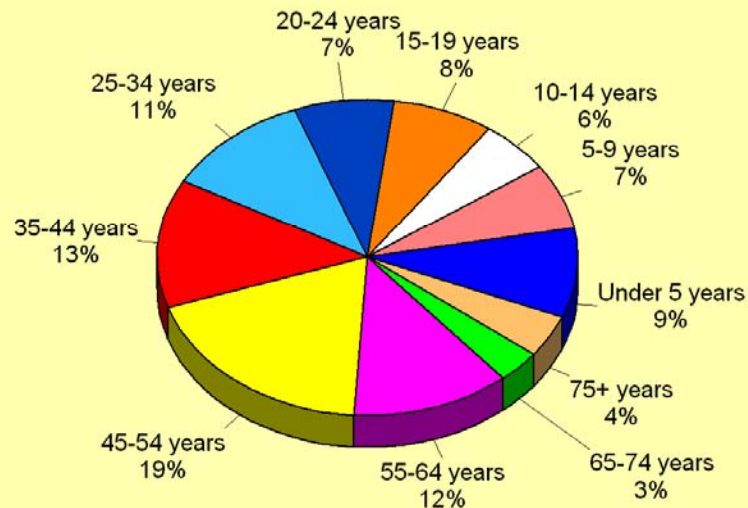
Source: Leisure Vision/ETC Institute (September 2009)



Demographics

Q20. Demographics: Ages of People in Household

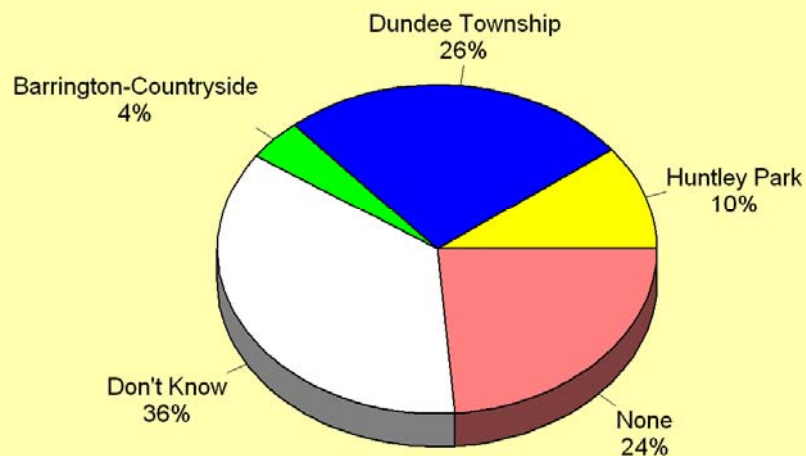
by percentage of household occupants



Source: Leisure Vision/ETC Institute (September 2009)

Q21. Demographics: Park District That Respondents Live in

by percentage of respondents



Source: Leisure Vision/ETC Institute (September 2009)



Demographics

Q22. Demographics: Age of Respondents

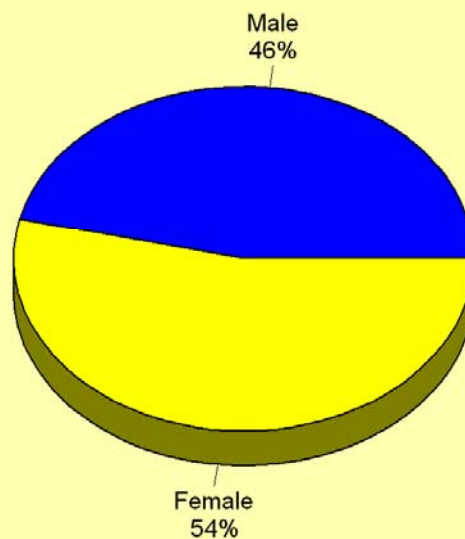
by percentage of respondents



Source: Leisure Vision/ETC Institute (September 2009)

Q23. Demographics: Gender

by percentage of respondents



Source: Leisure Vision/ETC Institute (September 2009)



Demographics

