



BUFFALO  
GROVE  
PARK  
DISTRICT

BUFFALO GROVE  
PARK DISTRICT  
STRATEGIC PLAN  
2020 • 2021 • 2022



*Enriching life and community  
through premier parks, programs, and facilities*



**BUFFALO GROVE PARK DISTRICT  
STRATEGIC PLAN, 2020 – 2021 – 2022**

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# MISSION

Enriching life and community  
through premier parks, programs, and facilities



# VISION

To lead our diverse community  
with innovative and exceptional experiences



# VALUES

## CHARACTER

- Build respect, integrity, and trust
- Foster teamwork
- Help people professionally with positivity

## EXCELLENCE

- Communicate a shared vision
- Promote staff development
- Follow best practices
- Provide quality experiences and exceed expectations
- Assure safety

## STEWARDSHIP

- Demand transparency, responsibility, and accountability
- Implement green initiatives
- Use resources efficiently
- Create and maintain effective partnerships
- Celebrate history

## COMMUNITY

- Embrace cultural diversity
- Welcome inclusion
- Celebrate contributions of residents, board, staff, and volunteers

## INNOVATION

- Implement new technology
- Adapt to trends
- Inspire creativity



# INTRODUCTION

The Buffalo Grove Park District (BGPLD) celebrates its fiftieth anniversary in 2019. It has had a history of excellence and tradition. The BGPLD is continually planning for the future, which is dynamic, uncertain, and constantly changing. The basis for decisions and planning actions is modeled after the District's mission, vision, and values.

Building on its successes, the Park District has created a new strategic planning guide that will allow it to concentrate on both day-to-day and long-term decisions moving forward.

The goal of the planning process was to use the knowledge and information accumulated over the years from prior plans and incorporate information from recent community and staff engagement. Ultimately, in creating and implementing the strategic plan, the BGPLD will be a focused organization. This strategic commitment will be institutionalized across the organization and within the community.

The BGPLD Strategic Plan 2020–2022 provides a solid framework through which commissioners and staff can take actions that fulfill their mission and ultimately benefit their constituents. It is a blueprint that outlines actions the commissioners and staff will undertake to maintain the highest-quality service delivery desired by the community while operating effectively and efficiently investing taxpayer dollars.

The strategic plan is a dynamic document. Because of this, changes may be made as the BGPLD adjusts to new circumstances while centering on meeting the needs of the communities and individuals it serves.

“Bring our  
community  
all together”

— *Concluding comment from  
Community Forum Participant*



# PROFILE OF THE BUFFALO GROVE PARK DISTRICT

The Buffalo Grove Park District is located in Lake County, Illinois. It is a suburban community approximately thirty-five miles northwest of downtown Chicago. The boundaries of the Park District are 98 percent contiguous with those of the Village of Buffalo Grove except in the southern and western parts of the District, which include areas from the Village of Arlington Heights and Village of Wheeling.

At present, the total land area of the Park District is approximately 9.04 square miles. It serves a population of 41,496.

The BGPLD was organized on September 22, 1969, as a special-purpose unit of government as provided by the Illinois Park District Code. A board of park commissioners consisting of five members constitutes the governing body of the Park District. Commissioners, who are elected for four-year terms, serve without compensation. There are fifty-eight full-time staff, with more than three hundred part-time staff and four hundred seasonal staff.

The District maintains fifty-one park sites totaling 417.62 acres of land. Unique facilities include the Raupp Museum, Alcott Center, Community Arts Center, Emmerich Park (recreation building and maintenance facility), Twin Creeks Park (recreation building and maintenance facility), Golf Dome, Spray 'N Play, Willow Stream Outdoor Pool, and Fitness Center. The Park District provides a full range of activities and services year-round. Recreation programs include performing arts; Clubhouse (a before- and after-school care program); summer day camps; preschool; athletic programs such as soccer, basketball, flag football, and softball; learn-to-swim programs; senior activities and trips; special-interest classes for youth and adults; and special events. Unique events include Lawn Chair Lyrics, Tots in the Parks, Movies Under the Stars, National Night Out, and the Huck Finn Fishing Derby. Leisure services are provided for special-needs residents through the Northwest Special Recreation Association.

The operating and capital budget for fiscal year 2019–2020 is \$25,969,603.

The District aspires to and maintains high standards of excellence. It was a 2009 finalist for the National Recreation and Park Association Gold Medal Award, was accredited by the Park District Risk Management Association for its Loss Control Program, and received the Government Finance Officers Association Certification of Achievement for Excellence in Financial Reporting. It maintains Illinois Distinguished Park and Recreation Accreditation.

# BUFFALO GROVE PARK DISTRICT STRATEGIC PLAN 2020 – 2021 – 2022

## THEMES

THEME: Affordability	THEME: Communica- tions	THEME: Community Development	THEME: Community Engagement	THEME: Shifting Demographics	THEME: Staffing	THEME: Technology
<b>ASPIRATION:</b> We aspire to maintain affordable programs	<b>ASPIRATION:</b> We aspire to enhance communications internally and externally	<b>ASPIRATION:</b> We aspire to build and benefit the community	<b>ASPIRATION:</b> We aspire to engage all segments of the community	<b>ASPIRATION:</b> We aspire to adapt to new lifestyles and populations	<b>ASPIRATION:</b> We aspire to develop a professional staff	<b>ASPIRATION:</b> We aspire to utilize technology to enhance processes

## INITIATIVES

Maintain reasonable pricing	Improve website applications and content	Create programs that meet the needs of the community	Enhance intergovernmental cooperation	Make sense of and apply ESRI lifestyle data	Support employee development	Improve internet connectivity
Seek sponsorships to reduce cost to participant	Increase scope and use of social media	Acquire and develop spaces to support programs and services	Engage the community in decision making	Expand senior programs and services	Embrace succession	Apply technology for efficiency and effectiveness
Build funding for those needing assistance	Enhance marketing initiatives	Improve existing spaces			Address obstacles in recruiting and maintaining quality employees	
Assess business plans and competition		Develop and operate under acceptable taxation			Enhance interdepartmental interactions	

# THEMES, INITIATIVES, AND OBJECTIVES FOR 2020-2021-2022

The BGPD based its long-range strategy on a set of seven themes that emerged from the planning process. Themes are the main areas that the Buffalo Grove Park District as an organization needs to focus on to excel in its mission and fulfill its vision. Identified after the gathering and analysis of internal and external data, these themes focus the future of the organization and help separate the many things that need to be done. They center on critical issues and what the organization is working toward for success over the next several years.

The themes pointed out supporting initiatives and specific objectives. These are the means to gain the desired strategic results that will transform the organization in the future and sustainably meet the District’s mission and vision.

The themes, initiatives, and objectives for Fiscal Years 2020, 2021, and 2022 include the following:

<b>AFFORDABILITY</b>	
<b>We aspire to maintain affordable programs</b>	
Maintain reasonable pricing	
2020 – Ongoing	To review and assess program pricing and registration levels to assure that residents are getting the best deal with fair pricing and quality products.
Seek sponsorships to reduce cost to participants	
2021 – Ongoing	To increase sponsorship revenues by advertising and marketing available opportunities to support. To identify new sponsors.
Build funding for those needing assistance	
2021 – Ongoing	To implement a sponsorship program funding the Send-a-Kid-to-Camp program. To review existing fee assistance programs and build consistent implementation process.
Assess business plans and competition	
2021	To develop financial pro forma business plans for revenue facilities: Buffalo Grove Fitness Center, Community Arts Center and Golf Dome.

*continued*

## COMMUNICATIONS

### We aspire to enhance communications internally and externally

#### Improve website applications and content

2020	To update and upgrade the Website. To develop and promote a community event calendar with the Village of Buffalo Grove.
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#### Increase scope and use of social media

2020	To develop a communications plan for expanding the use of social media.
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#### Enhance marketing initiatives

2020	To develop a marketing plan based on ESRI data. To market and promote the value and benefits of district programs and associated instructors that are considered undervalued or have competition.
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2021	To provide training on customer service to maintain a high level of user satisfaction.
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## COMMUNITY DEVELOPMENT

### We aspire to build and benefit the community

#### Create programs that meet the needs of the community

2020 and 2021	To develop a comprehensive recreation program plan.
2021	To identify various populations within the community, reach out to and determine leisure needs.

#### Acquire and develop spaces to support programs and services

2021	To establish an advisory committee to explore future aquatic offerings.
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#### Improve existing spaces

2020	To assess current and future indoor space needs. To create an inventory of trails and trail connections.
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#### Develop and operate under acceptable taxation

2022	To determine if a referendum should be presented to support future development.
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*continued*

## COMMUNITY ENGAGEMENT

### We aspire to engage all segments of the community

Enhance intergovernmental cooperation

2020 – Ongoing	<p>To monitor state legislative initiatives on local government consolidation, property tax freeze, minimum wage and unfunded mandates.</p> <p>To host informational meetings with the Village of Buffalo Grove to discuss upcoming projects.</p>
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Engage the community in decision-making

2020 – Ongoing	<p>To encourage community stakeholders to actively participate in the district’s public meetings and informational forums.</p>
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## SHIFTING DEMOGRAPHICS

### We aspire to adapt to new lifestyles and populations

Make sense of and apply ESRI lifestyle data

2020	<p>To establish a citizens committee to identify and characterize populations and cultures within the community.</p> <p>To create an internal community outreach committee focusing on diversity in staffing, programming, and events.</p>
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2021	<p>To create programs that diverse cultures representing our community want and need that bring the community together.</p>
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Expand senior programs and services

2021	<p>To identify new programs and services desired and needed for the expanding aging community.</p>
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*continued*

## STAFFING

### We aspire to develop a professional staff

#### Support employee development

2020 – Ongoing	To create individualized development plans.
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#### Embrace succession

2020 – Ongoing	To create a succession plan.
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#### Address obstacles in recruiting and maintaining quality employees

2020	<ul style="list-style-type: none"> <li>To actively reach out, seek, and recruit employees that are reflective of the community.</li> <li>To explore new staffing positions and opportunities, i.e. internships, work-study.</li> <li>Build relationships with local school districts and businesses to recruit quality staff.</li> <li>To assess part-time employee wages and benefits to remain competitive.</li> <li>To distribute a total compensation statement for part-time employees.</li> <li>To create an employee morale/satisfaction committee made up of one staff member from each department.</li> </ul>
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2021	<ul style="list-style-type: none"> <li>To re-engineer certain job titles and descriptions to make them more appealing to youth and college aged persons.</li> <li>To apply for IPRA's Exceptional Workplace Award and other awards that validate the District as a preferred employer.</li> </ul>
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#### Enhance interdepartmental interactions

2020	<ul style="list-style-type: none"> <li>To update email distribution lists.</li> <li>To conduct a survey of employees regarding internal communications.</li> <li>To offer training that will strengthen workplace communications and relationships.</li> </ul>
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*continued*

## TECHNOLOGY

We aspire to utilize technology to enhance processes

Improve internet connectivity

2020	To determine a process to accept credit card payments electronically. To incorporate Citrix share file.
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2020 – Ongoing	To expand internet connectivity as practical and affordable.
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Apply technology for efficiency and effectiveness

2020 – Ongoing	To expand the use of tablets and applications to increase efficiency.
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2021 – Ongoing	To research and recommend alternative software systems and processes. To identify and resolve cumbersome registration system issues. To create and host training sessions, YouTube videos, webinars to educate the public on how to use the online registration system.
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2022	To identify consolidated BAS Systems for facilities.
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# PROCESS

The public and staff were engaged throughout the process that created the futuristic vision and actions for the District. The process emphasized simplicity and brevity in its approach and resulted in a plan that the community, commissioners, and employees could easily understand and embrace.

## PHASE 1: ORGANIZE

An ad hoc strategic planning committee composed of a director and staff was created. The committee worked to develop a detailed plan of action for the strategic planning process, producing a work plan and timeline that covered roles, tasks, deliverables, deadlines, meetings, and decision-making and approval processes.

*Participants: Consultant and staff*

## PHASE 2: PERFORM ENVIRONMENTAL SCANS

Environmental scanning is a process that systematically surveys and interprets relevant data and information to identify factors that can affect an organization. The information gathered serves as a foundation on which to build the strategic framework. External and internal scans were performed.

For the external component, a PEST scan was conducted with the board and staff. The PEST acronym stands for political, economic, social, and technological factors. It is a scan of the external macroenvironmental factors influencing the BGPD.

In addition, a review and summary of strategic plans from governmental agencies within the community was undertaken. Initiatives and partnerships from those organizations were highlighted and potential influencers that could impact the District were identified. The

strategic or comprehensive plans of the Village, school district, and library were among the elements scanned.

For the internal component, a SWOT exercise was utilized with the board and staff. The SWOT acronym stands for strengths, weaknesses, opportunities, and threats. Additional questions were asked to probe specific areas such as critical issues and future services.

*Participants: Board and staff*

## PHASE 3: ASSESS CURRENT MISSION, VISION, AND VALUES

A review and update were conducted of the current mission and values statements to confirm that these high-level statements truly represent the organization.

**Mission:** A short and revelatory statement that everyone must be able to articulate. It is a definitive statement that describes exactly what the organization does and gives the reason for its existence. It is the big picture!

**Values:** Statements that describe the culture of the organization. They include principles and standards of practice that everyone is expected to embrace and display in their actions and words.

The Park District did not have a vision statement. The consultant facilitated the staff's creation of the District's new vision statement.

*Participants: Board and staff*

*continued*

## PHASE 4: REVIEW BGPD PRIOR PLANS

A review of the following items took place and the information was used by the staff and consultant to identify future objectives and actions.

- Buffalo Grove Park District Community Survey 2012
- Strategic Plan 2013
- Comprehensive Master Plan 2017

*Participants: Staff and consultant*

## PHASE 5: RECEIVE COMMUNITY INPUT

A two-pronged approach was used to gather community information and input. First, a community-wide forum was advertised and held. Open-ended questions were asked of participants, seeking their perceptions and views of the Park District. Second, a community-wide survey was conducted. The survey asked participants to rate their satisfaction regarding specific areas of the operation. Both qualitative and quantitative data was retrieved.

*Participants: Public, board, staff, and consultants*

## PHASE 6: ORGANIZE AND ANALYZE DATA

In this phase, the consultant sorted and simplified the information collected and identified trends and themes. The consultant involved the staff in nominal group exercises to draw conclusions and identify interesting stories or patterns.

*Participants: Consultant (primary) and staff (review)*

## PHASE 7: IDENTIFY AND PRIORITIZE ACTIONS

The consultant and staff built practical and affordable objectives into the plan. These initiatives generally supported the following actions:

- From the information gathered and assessed, seven themes emerged. The objectives and actions are a map to move the District forward. This is a strategic plan that includes the major themes the District must address to be responsive in meeting the needs of the community.
- Continue to operate the BGPD at a minimum as is.
- Focus on improvement by changing how the BGPD operates.
- Add facilities, parks, programs, and services to benefit individuals, families/community, the environment, and the economy.
- Be aware of the benefits of parks, programs, and services while being sensitive to the relationship between taxpayer sentiment and the value of service delivery.

*Participants: Consultant and staff*

## PHASE 8: FINALIZE A STRATEGIC PLAN FOR BOARD APPROVAL

Presented an executive summary of the process, findings, and future actions to the public and the Board of Commissioners at the September 16, 2019, meeting to seek acceptance of the Buffalo Grove Park District 2020–2022 Strategic Plan.

*Participants: Commissioners, executive director, and consultant*

## PHASE 9: BEGIN THE IMPLEMENTATION PROCESS AND REPORTING

It is incumbent upon the commissioners and staff to implement the plan created. In addition, updates will be made throughout the process, with reports and messaging as necessary to the commissioners and the public.

*Participants: Commissioners and staff*



# REVIEW AND CONFIRMATION OF MISSION, VISION, AND VALUES

The mission, vision, and values are the philosophical base from which the BGPD is led, managed, and operated. They are the fundamental reasons behind the BGPD's existence, ideals, and operation!

During the staff workshop, the mission, vision, and values were reviewed and discussed.

## MISSION:

The existing mission was reviewed and confirmed:

*In partnership with the community, we enrich lives by providing meaningful experiences through programs, parks, and facilities.*

There were no changes.

## VISION:

The staff created a vision statement, as none existed, to read as follows:

*To lead our diverse community with innovative and exceptional experiences.*

*continued*



## VALUES:

After conducting a values exercise with the board and staff, the value statements were revised:

### Original Values Statement

#### CHARACTER

- Build respect, integrity, and trust
- Foster teamwork through communication and collaboration
- Demonstrate professionalism

#### EXCELLENCE

- Promote staff development
- Follow best practices
- Provide quality experience through guest-centered services
- Exceed expectations
- Assure safety through a comprehensive risk management program

#### STEWARDSHIP

- Demand fiscal responsibility to assure transparency
- Build green infrastructure
- Ensure resource efficiency
- Create and maintain effective partnerships
- Celebrate history

#### COMMUNITY

- Embrace cultural diversity
- Encourage inclusion
- Celebrate contributions of residents, board, staff, and volunteers

#### INNOVATION

- Implement new technology
- Communicate a shared vision
- Recognize trends by being responsive and adaptive
- Inspire creativity

### New Values Statement

#### CHARACTER

- Build respect, integrity, and trust
- Foster teamwork
- Help people professionally with positivity

#### EXCELLENCE

- Communicate a shared vision
- Promote staff development
- Follow best practices
- Provide quality experiences and exceed expectations
- Assure safety

#### STEWARDSHIP

- Demand transparency, responsibility, and accountability
- Implement green initiatives
- Use resources efficiently
- Create and maintain effective partnerships
- Celebrate history

#### COMMUNITY

- Embrace cultural diversity
- Welcome inclusion
- Celebrate contributions of residents, board, staff, and volunteers

#### INNOVATION

- Implement new technology
- Adapt to trends
- Inspire creativity

The staff were asked whether they believed the core values were aligned with the BGPD culture and operation. Forty-eight responded yes, and no one said no. Therefore, 100 percent of those responding affirmed that the values were in alignment.



# SOURCES OF INFORMATION AND DATA

The data for analysis was gathered from qualitative exercises with the commissioners and staff. Public engagement was encouraged through a community meeting and a survey. Previous plans were reviewed and assessed. Plans from local governmental agencies and market data were considered.

## BOARD OF COMMISSIONERS AND STAFF

The Board of Commissioners and staff participated in a series of exercises to ascertain their perspectives on how the BGPD was functioning externally and internally. The primary tools utilized were PEST and SWOT analyses. The commissioners and staff were asked to identify and rank the top three priorities of the District moving forward. The information gathered was commingled from both groups.

PEST Analysis	
<p><b>POLITICAL</b></p> <p>Strong intergovernmental relations and cooperation Strained intergovernmental relations over specific issues Unfunded mandates Uncertainty of state funding and grants Consolidation of units of governments</p>	<p><b>ECONOMIC</b></p> <p>Wages not commensurate with performance, responsibility, and competition Minimum wage increases Taxes generally perceived as high BGPD taxes perceived as fair Low employment pool Part-time benefits</p>
<p><b>SOCIAL</b></p> <p>New populations, demographics, and lifestyles Social pressures on children and families</p>	<p><b>TECHNOLOGICAL</b></p> <p>Technology needs to be continually replaced and upgraded Registration system is not user-friendly Manual credit-card processing is inefficient Website needs upgrading Use and content of social media need to be expanded Connectivity and network need improvement Tablets desired for efficiency Phone systems are outdated: internal and mobile Overreliance on technology diminishes personal touch</p>

*continued*



## SWOT Analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>Professional staff</li> <li>Camaraderie, relationships, and teamwork</li> <li>Positive culture: pride, happiness, respect, and dedication</li> <li>Longevity</li> <li>Innovation</li> <li>Excellent customer service</li> <li>Affordable and high-quality programs</li> <li>Caring and supportive board of commissioners and executive director</li> <li>Strong community identity and presence of commissioners and staff</li> <li>Well-maintained parks and facilities</li> <li>Strong relationships with community organizations</li> <li>Financial stability, fiscal responsibility, and transparency</li> <li>High risk-management standards</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>Internal communication inconsistent at times</li> <li>Failure to involve staff in decisions</li> <li>Ineffective at communicating decisions</li> <li>Aging facilities needing upgrades</li> <li>Overreliance on school district</li> <li>Marketing program</li> <li>Lack of staff diversity</li> <li>Interdepartmental divide/conflict</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Creating programs that benefit the new diverse populations</li> <li>Expanding senior programming and services for aging population</li> <li>Retiring debt</li> <li>Developing new parks and facilities</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>Competition from private sector</li> <li>Private sector viewed as trendy, newer, fancy, better</li> <li>Perception that BGPD is cheaper and of lower value</li> <li>Duplicative programs with schools and community groups</li> <li>Surrounding Park District offerings</li> <li>Aging facilities</li> <li>Lack of space to develop</li> </ul>

## Top priorities

The commissioners and staff were asked to identify and rank the top three most critical/important priorities of the District moving forward. Here are their top responses:

1. Community engagement and communication to new populations
2. Use of technology and innovation to improve parks and programs
3. Responsible and transparent community development

*continued*



## COMMUNITY FORUM

A community forum was held to ascertain and address issues that impact the well-being of people in the BGPD. The event was advertised and open to the public. Approximately ten people participated.

Participants discussed what the BGPD was good and bad at as well as how they could enhance or correct those practices:

- District offers everything, variety; it's comprehensive
- Parks
- Staff appear to enjoy their jobs; they are happy, accommodative, go out of their way
- Staff is successful
- District is growing positively and responding to new trends
- More communications are needed about current happenings
- Inviting and engaging people in the decision-making process
- Create a community calendar and joint marketing with community groups
- Child-friendly public hours; morning hours at pool
- Cultural Arts Center is outstanding, shows children's productions
- More after-school programs are needed
- Better relationship is needed with Village staff; need to improve working relationship and get things done together

Participants were asked to identify another park district, recreational provider, or business they patronize and describe what resonated with them about it:

- Lifetime Fitness indoor/outdoor pool, they offer one-stop shopping service
- Sky Fitness outdoor pool

Participants were asked to comment on the District's parks programs and services offered:

- Pathways flood
- Need more trail connections for biking, walking, and jogging
- Areas for exploration

Participants were asked to comment on the programs and services offered:

- Expand senior services
- Create drop-in programs at fitness center and establish pay as you go
- Eliminate fitness center memberships
- Place more emphasis on children

Participants were asked to comment on Park District's buildings and facilities.

- Aloft is too small and outdated for indoor sports
- Create a connection between fitness and pool
- Provide more indoor space, gyms, and programming space
- Provide enough office space

*continued*



Participants were asked to identify a feature, product, or service they would like to see added at the Park District:

- More trees
- A direct path to Des Plaines River Trail to access other parts of the community
- Benches in hallway of theater lobby

Participants were asked to rank the critical issues or priorities for the Park District:

1. Demographics are changing in the community. Embrace and connect the diversity. Shift programs with change in population. Create a task force with

the Village to get new residents involved and have their voices heard.

2. Multigenerational households have a wide range of needs; communicate what services are available, particularly for seniors.
3. Create a joint communications system between governmental agencies.

We asked participants if there was anything we missed that they would like to comment on, and their response was, "Bring our community all together."

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## COMMUNITY SURVEY

A community survey was conducted from July 9 through July 25, 2019. aQity Research & Insights of Evanston, Illinois conducted the survey. The appendix contains the executive summary. The report in its entirety can be found on the BGPD website. The survey was sent to District residents in two formats: (a) A postcard invitation was sent via USPS to a sample of 3,000 households within the BGPD boundaries. These postcards referenced the survey website and encouraged recipients to participate. (b) An email invitation, with a link to the online survey, was sent to 4,600 BGPD households in the Park District's email database.

These survey findings are based on a sample of n = 584 households within BGPD boundaries.

The purpose of this survey was to provide a high-level overview of residents' opinions about the Park District and solicit suggestions for improvements to its parks, facilities, and programs. As an abbreviated survey, the average length was approximately six minutes.

The survey sample of n = 584 respondents was weighted to match updated US Census data for the Park District (by region). Assuming no sample bias, the margin of error is +/- 4.1 percent (at the 95 percent confidence level).

Here are the key findings from the survey:

- A majority of residents are satisfied with the Buffalo Grove Park District.
- There is a clear level of satisfaction with staff service and interaction.
- The District is meeting household recreation needs.

- A vast majority of households reported usage of or participation in facilities, parks, or programs.

- Households' desired improvements include the following:

1. Programs:
  - More programming and availability
  - More options for adults
  - Youth programs
    - ▶ Sports/athletics
    - ▶ Pre-K
    - ▶ Early childhood
2. Parks:
  - General improvements
  - Better upkeep
  - Additional and improved playgrounds
  - Trails
  - Restroom facilities
3. Facilities
  - New pools, more features, indoor option
  - Update of Willow Stream Pool, which needs improvements and is too small

- Top priorities include the following:

1. Pool improvements
2. Youth and adult programs
3. Playground improvements, better general maintenance, and more trails

- Taxes are a good value
- People are extremely likely to recommend the BGPD to friends and family



## RELATED BGPD PLANNING DOCUMENTS

A review of the accumulated information that the District compiled from prior plans supplemented the development of this strategic plan. These plans were useful in understanding the past and activating new thoughts and ideas for building this plan. They included the following:

### Buffalo Grove Park District Community Survey 2012

In September 2012, a seven-page survey was mailed to a random sample of 2,500 households throughout the Buffalo Grove Park District. The purpose of the survey was to help determine the way the Buffalo Grove Park District prepares for the future in the development of programs, services, and facilities. Participants were asked to fill in their answers in several categories. Data relevant to this strategic plan is highlighted below:

**ALL Parks and Recreation Facilities Households Have a Need For:** Seventy-four percent of households indicated the need for walking and biking trails in Buffalo Grove. Other parks and recreation facilities for which households have a need include small neighborhood parks (59 percent), large community parks (52 percent), indoor fitness and exercise facilities (45 percent), outdoor swimming pools/water parks (43 percent), wildlife conservation areas (43 percent), and an indoor running/walking track (42 percent).

**FOUR Parks and Recreation Facilities that Are Most Important to Households:** Based on the sum of their top four choices, the parks and recreation facilities that

are most important to households are walking and biking trails (51 percent), indoor fitness and exercise facilities (28 percent), small neighborhood parks (26 percent), indoor swimming pools/leisure pools (19 percent), and indoor running/walking track (19 percent).

**Importance for Buffalo Grove Park District to Take Certain Actions:** Seventy one percent of households indicated that developing additional walking/biking trails is either very important (42 percent) or somewhat important (29 percent). Other actions with similar levels of importance include upgrading existing neighborhood parks (25 percent “very important,” 36 percent “somewhat important”), developing a new cultural and performing arts center (28 percent “very important,” 25 percent “somewhat important”), and building a new outdoor swimming complex (28 percent “very important,” 18 percent “somewhat important”).

**THREE Actions Households Would Be Most Willing to Fund with Their Tax Dollars:** Based on the sum of their top three choices, the actions that households are most willing to fund with their tax dollars are developing additional walking/biking trails (37 percent), developing a new cultural and performing arts center (21 percent), building a new outdoor swimming complex (20 percent), and upgrading existing neighborhood parks (18 percent).

*continued*



## RELATED BGPD PLANNING DOCUMENTS

*continued*

### Strategic Plan 2013

As part of the Strategic Plan, Five Bold Steps found in this document were drafted to focus on during the following three years (2013–16).

1. Talent Management: Create and act on a talent management plan that will result in greater alignment of talent acquisition, development, and transition to maintain service excellence.
2. Infrastructure Management: Set standards, assess, plan, and schedule infrastructure care in order to maintain stewardship of District assets.
3. Program Expansion and Diversification: Utilize input gained from community survey and program evaluations to provide premiere experiences through innovative services.
4. Technology Relevance: Identify and implement relevant technology to enhance community awareness and program delivery, guest experience, and operational efficiency.
5. Performing Arts Center: Successfully plan, implement, and finance the construction of a premier performing arts facility to provide excellent events and programs that will have a positive economic and cultural impact on the community.

### Comprehensive Master Plan 2017

The Comprehensive Master Plan for Buffalo Grove Park District included an online engagement tool referred to as mySidewalk®. The following priorities were identified:

1. Investing in Youth
2. Affordability
3. Safety and Security

*continued*

## SOURCES OF INFORMATION AND DATA

*continued*

### Village, Library, and School Strategic Plans

In addition to reviewing internal plans of the Park District, it was important to review plans of governmental agencies within Buffalo Grove. A review was completed to assess the alignment of priorities among the governmental bodies. Plans were reviewed with the following related findings:

- **Community Consolidated School District 21: Building the Future**  
“Another aspect of working together discussed in the focus groups was the importance of partnerships with other taxing bodies such as the library and the Park District. These partnerships leverage resources to support organizations’ shared interests in supporting young people. These partnerships are also a good way to communicate with the broader community.”
- **Indian Trails Public Library District Strategic Plan 2018–20**  
“Partnering with schools and park districts.”
- **Village of Buffalo Grove Comprehensive Plan Update 2009**  
The plan has been developed to address a series of issues and trends that will continue to have an increased impact on the community:
  1. Changes in the commercial environment that affect the viability of shopping centers in the Village:
    - A shift in retailing requirements and aging retail properties
    - The shortage of prime land for new development
    - Difficulty in attracting new development to sites that have constraints due to size, location, excessive redevelopment costs, or property ownership and control issues.
  2. Deficiencies in the regional transportation system:
    - Insufficient capacity of regional arterial roads
    - Inadequate linkage and integration of bus and train facilities
  3. Fiscal constraints in maintaining basic municipal services with limited revenue sources

4. An aging housing stock that will require increased maintenance, upgrading, or replacement
5. Demographic changes including an aging population and new residents:
  - Demand for more support services, particularly in areas such as public health, public safety, emergency response, and transportation
6. Community identity that will become increasingly important to community success:
  - The importance of nurturing a “sense of community” and appreciation for the overall livability and safety of the Village
7. Establishment of public spaces for community events and social interaction that incorporate exciting design elements such as sculpture, landscaping, and recreation.

#### **The Village of Buffalo Grove will continue to strive to be a community that**

- 1) Is diverse and multicultural, providing opportunities for all residents.
- 2) Encourages education and personal development.
- 3) Fosters community involvement and citizenship focused on improving and enhancing the “sense of community.”
- 4) Provides social and cultural programs and support for families and households.
- 5) Provides reliable, efficient, and fiscally responsible municipal services responsive to the needs of residents, businesses, and other customers.
- 6) Fosters continued economic development with proactive programs that encourage and support businesses.
- 7) Achieves physical development based on energy efficiency, environmental protection, conservation of resources, maintenance and enhancement of the urban forest, and overall excellence in design and amenities.
- 8) Provides for multiple public gathering points.

*continued*

## SOURCES OF INFORMATION AND DATA

*continued*

### Planning and Development Goals for Land Use, Natural Resources, and Environmental Protection

- a) Protect and enhance natural and open-space resources throughout the community.
- b) Continue the pattern of properly planned and efficiently designed development as the Village shifts from new development to an infill-and-redevelopment phase.
- c) Continue to regulate the use of property with land-use management strategies that focus on preserving green space, encouraging attractive and durable landscape plans, avoiding flood and drainage hazards, and maintaining high-quality water supplies and sewer services.
- d) Continue the Village's participation in local and regional programs to address energy conservation and environmental-impact issues.

### Planning and Development Goals for Community Facilities

- a) Encourage community facilities to be used to their fullest potential by providing educational, cultural, recreational, and service amenities.
- b) Work with local agencies and governments to ensure adequate social services are available to all Village residents.
- c) Continue to deliver professional, impartial, and prompt public-safety services, in an understanding manner to all members of our community.
- d) Plan for and provide appropriate government facilities and services that will accommodate the needs of the Village.



# ENVIRONMENTAL SYSTEMS RESEARCH INSTITUTE (ESRI) DATA

The Buffalo Grove Park District purchased Environmental Systems Research Institute (ESRI) community lifestyle and demographic information representing zip code 60089 (see the reports in the appendix). This information was procured to better understand customers' lifestyle choices, what they buy, and how they spend their free time. Considered for this plan were Tapestry Segmentation Area Profiles, Recreation Expenditures, and Sports and Leisure Market Potential.

ESRI is an international supplier of geographic information system (GIS) software, web GIS, and geodatabase management applications. The company is headquartered in Redlands, California. It provides geodemographic intelligence on how clusters of people make lifestyle choices.

Tapestry segmentation provides an accurate, detailed description of America's neighborhoods—US residential areas are divided into sixty-seven distinctive segments based on their socioeconomic and demographic composition—then further classifies the segments into LifeMode and Urbanization Groups. The sixty-seven distinct markets of Tapestry detail the diversity of the American population. Grouping the segments can simplify these differences by summarizing markets that share similar traits.

The described Tapestries give insights to identify customers, optimal sites, and underserved markets. There are eleven distinct markets of Tapestry, which are highlighted in bold, that detail the diversity of the Buffalo Grove Park District's household population.

**Savvy Suburbanites** make up **31 percent** of the population. These residents are well educated, well read, and well capitalized. Families include empty nesters and empty-nester wannabes, who still have adult children at home. Located in older neighborhoods outside the urban core, their suburban lifestyle includes

home remodeling and gardening plus the active pursuit of sports and exercise. They enjoy good food and wine plus the amenities of the city's cultural events.

- Gardening and home remodeling are priorities, usually DIY. Riding mowers and power tools are popular, although savvy suburbanites also hire contractors for the heavy lifting.
- There is extensive use of housekeeping and personal-care services.
- Being "foodies," they like to cook and prefer natural or organic products.
- These investors are financially active, using a number of resources for informed investing. They are not afraid of debt; many households carry first and second mortgages, plus home equity credit lines.
- Physically fit, these residents actively pursue a number of sports, from skiing to golf, and invest heavily in sports gear and exercise equipment.

**Enterprising Professionals** make up **19 percent** of the population. They are well educated and climbing the ladder in STEM (science, technology, engineering, and mathematics) occupations. They change jobs often and therefore choose to live in condos, townhomes, or apartments; many still rent their homes. The market is fast growing and located in lower-density neighborhoods of large metro areas. Enterprising professionals are diverse, with Asians making up over one-fifth of the population. This young market makes over one and a half times more income than the US median, supplementing their income with high-risk investments. At home, they enjoy the internet and TV on high-speed connections with premier channels and services.

- They frequent dry cleaners.
- Travel to foreign and domestic destinations is common.

*continued*

- They watch movies and TV with video-on-demand and HDTV over a high-speed connection.
- Convenience is key—enterprising professionals shop at Amazon.com and pick up drugs at the Target pharmacy.
- They eat out at the Cheesecake Factory, Chipotle Mexican, and Panera Bread, dropping by Starbucks for coffee.
- Leisure activities include gambling, trips to museums, and the beach.
- They have health insurance and a 401(k) through work.

**Professional Pride** consumers comprise **15 percent** of the population. They are well-educated career professionals who have prospered through the Great Recession. To maintain their upscale suburban lifestyles, these goal-oriented couples often commute long distances and work long hours. However, their schedules are fine-tuned to meet the needs of their school-age children. They are financially savvy; they invest wisely and benefit from interest and dividend income. So far, these established families have accumulated an average of \$1.6 million in net worth, and their annual household income runs at more than twice the US level. They take pride in their newer homes and spend valuable time and energy upgrading. Furnishings feature the latest in home trends, including finished basements equipped with home gyms and in-home theaters.

- These frequent travelers take several domestic trips a year, preferring to book their plane tickets, accommodations, and rental cars via the internet.
- Residents take pride in their picture-perfect homes, which they continually upgrade. They shop at the Home Depot and Bed Bath & Beyond to tackle the smaller home improvement and remodeling tasks but contract out the larger projects.
- To keep up with their busy households, they hire housekeepers or professional cleaners.
- Residents are prepared for the ups and downs in life; they maintain life, homeowners, and auto insurance as well as medical, vision, dental, and prescription insurance through work. They actively invest for the future; they hold 401(k) and IRA retirement plans plus securities.

- Consumers spend on credit but have the disposable income to avoid a balance on their credit cards. They spend heavily on internet shopping; Amazon.com is a favorite website.
- Consumers find time in their busy schedules for themselves. They work out in their home gyms, owning at least a treadmill, an elliptical, or weight-lifting equipment. They also visit the salon and spa regularly.
- All family members are avid readers, using their smartphones, tablets, and e-readers but also reading hard copies of epicurean, home service, and sports magazines.
- Residents, both young and old, are tech savvy, not only owning the latest and greatest in tablets, smartphones, and laptops but also actually using the features each has to offer.

Prosperous domesticity best describes the settled denizens called **Pleasantville**, which makes up **9 percent** of the population. Situated principally in older housing in suburban areas in the Northeast (especially in New York and New Jersey) and secondarily in the West (especially in California), these slightly older couples move less than any other market. Many couples have already transitioned to empty nesters; many are still home to adult children. Families own older, single-family homes and maintain their standard of living with dual incomes. These consumers have higher incomes and home values and much higher net worth (Index 364). Older homes require upkeep; home improvement and remodeling projects are a priority—preferably done by contractors. Residents spend their spare time participating in a variety of sports or watching movies. They shop online and in a variety of stores, from upscale to discount, and use the internet largely for financial purposes.

- Pleasantville residents prefer imported SUVs serviced by a gas station or car dealer.
- They invest in conservative securities and contribute to charities.
- They work on home-improvement and remodeling projects but also hire contractors.
- They have bundled services (TV/internet/phone).

*continued*

- Access to the internet is via fiber optics or cable modem, on a newer computer, to pay bills, make purchases, and track investments.
- They subscribe to premium channels (HBO, Showtime, or Starz) and use video-on-demand to watch TV shows and movies.
- Outdoor gardening, going to the beach, visiting theme parks, frequenting museums, and attending rock concerts are popular activities.

**City Lights**, a densely populated urban market, is the epitome of equality. With **8 percent** of the population, this market's wide-ranging demographic characteristics mirror residents' passion for social welfare and equal opportunity. Household types range from single-person to married-couple families, with and without children. A blend of owners and renters, single-family homes and town homes, midrise and high-rise apartments, these neighborhoods are both racially and ethnically diverse. Many residents have completed some college or a degree, and they earn a good income in professional and service occupations. Willing to commute to their jobs, they work hard and budget well to support their urban lifestyles, laying the foundation for stable financial futures. Price-conscious consumers, they seek out deals on brands they like at warehouse clubs, Marshalls, Target, or Bed Bath & Beyond.

- Residents are traditional in many ways. They prefer to bank in person but are increasingly paying their bills online. They rarely carry a credit-card balance but occasionally buy on credit.
- Most residents have high-speed internet access at home and use their computers for basic browsing and some shopping. Although most still own landlines, they use their cell phones frequently for news to entertainment, to redeeming mobile coupons.
- These are health-conscious consumers who purchase vitamins and low-sodium foods and spend seven-plus hours exercising per week.
- Dreaming of a brighter future, they often try their luck on the lottery.
- Their taste in music is varied, typically rhythmic, contemporary, urban, and even R & B; they listen at home and during their daily commutes.

Independent, active seniors nearing the end of their careers or already in retirement best describes **Golden Years** residents, which comprise **4 percent** of the households. This market is primarily singles living alone or empty nesters. Those still active in the labor force are employed in professional occupations; however, these consumers are actively pursuing a variety of leisure interests—travel, sports, dining out, museums, and concerts. They are involved, focused on physical fitness, and enjoying their lives. This market is smaller but growing and financially secure.

- Avid readers, they regularly peruse daily newspapers, particularly the Sunday edition.
- They subscribe to cable TV; news and sports programs, as well as on-demand movies, are popular.
- They use professional services to maintain their homes inside and out and minimize their chores.
- Leisure time is spent on sports (tennis, golf, boating, and fishing) or simple exercise like walking.
- Good health is a priority; they believe in healthy eating coupled with vitamins and dietary supplements.
- Their active social lives include travel, especially abroad, plus going to concerts and museums.
- Residents maintain actively managed financial portfolios that include a range of instruments such as IRAs, common stocks, and certificates of deposit (more than six months).

**Midlife Constants** account for **4 percent** of the households. These residents are seniors, at or approaching retirement, with below-average labor-force participation and above-average net worth. Although located in predominantly metropolitan areas, they live outside the central cities in smaller communities. Their lifestyle is more country than urban. They are generous but not spendthrifts.

- They prefer practical vehicles like SUVs and trucks (domestic, of course).
- Sociable, church-going residents, they belong to fraternal orders, veterans clubs, and charitable organizations and do volunteer work and fund-raising.

*continued*

- They contribute to arts/cultural, educational, health, and social-services organizations.
- DIY homebodies, they spend on home improvement and gardening.
- Media preferences are country or movie channels.
- Leisure activities include movies at home, reading, fishing, and golf.

Ten years later, **4 percent** of households are **Exurbanites**, residents approaching retirement but showing few signs of slowing down. Seasoned travelers, they are active in their communities and generous in their donations. They take advantage of their proximity to large metropolitan centers to support the arts but prefer a more expansive home style in less-crowded neighborhoods. They cultivate a lifestyle that is both affluent and urbane.

- Exurbanites' preferred vehicles are late-model luxury cars or SUVs.
- They are active supporters of the arts and public television/radio.
- Attentive to ingredients, they prefer natural or organic products.
- Gardening and home improvement are priorities, but they also use a number of services from home care and maintenance to personal care.
- Financially active with wide-ranging investments, these investors rely on financial planners, extensive reading, and the internet to handle their money.

**Three percent** of households are residents of the wealthiest **Tapestry** market, the Top Tier, and earn more than three times the US household average. They have the purchasing power to indulge any choice, but what do their hearts desire? Aside from the obvious expense for the upkeep of their lavish homes, consumers select upscale salons, spas, and fitness centers for their personal well-being and shop at high-end retailers for their personal effects. Whether short or long, domestic or foreign, their frequent vacations spare no expense. Residents fill their weekends and evenings with opera, classical music concerts, charity dinners, and shopping. These highly educated professionals have reached their corporate career goals. With an accumulated average net worth of over \$3 million and income from a strong

investment portfolio, many of these older residents have moved into consulting roles or operate their own businesses.

- They purchase or lease luxury cars, preferably imports, with the latest trim.
- They contribute to arts/cultural organizations and educational and social groups, as well as NPR and PBS.
- Top Tier residents farm out their household chores—every service from property and garden maintenance and professional housekeeping to contracting for home improvement or maintenance projects.
- These consumers spend money on themselves; they frequently visit day spas and salons, use dry cleaning services, and exercise at exclusive clubs.
- Near or far, downtown or at the beach, they regularly visit their lavish vacation homes.
- When at home, they pack their schedules with lunch dates, book-club meetings, charity dinners, classical-music concerts, opera shows, and visits to local art galleries.
- Top Tier consumers are shoppers, frequenting high-end retailers such as Nordstrom (readily paying full price), as well as Target, Kohl's, Macy's, and Bed Bath & Beyond, and shopping online at Amazon.com.
- At their level of spending, it makes sense to own an airline credit card. They make several domestic and foreign trips a year for leisure and pay for every luxury along the way—a room with a view, limousines, and rental cars are part of the package.

**In Style** denizens represent **3 percent** of the households and embrace an urbane lifestyle that includes support of the arts, travel, and extensive reading. They are connected and make full use of the advantages of mobile devices. Professional couples or single households without children, they have the time to focus on their homes and their interests. The population is slightly older and already planning for retirement.

- Partial to late-model SUVs and compact SUVs are gaining in popularity.
- Homes are an integral part of their style; they invest in home remodeling/maintenance, DIY, or contractors; they hire housekeepers.

*continued*

- They prefer organic foods, including growing their own vegetables.
- Financially active, they own a variety of investments, often managed by a financial planner.
- Meticulous planners, they are both well insured and well invested in retirement savings.
- They are generous in their support of various charities and causes.
- They actively support the arts, theater, concerts, and museums.

Married-couple families occupy **1 percent** of households and are classified as **Home Improvement** residents. They live in single-family homes that are owner occupied, with only one-fifth of the households occupied by renters. Education and diversity levels are similar to the US as a whole. These families spend a lot of time on the go and therefore tend to eat out regularly. When at home, they consume their weekends with home-improvement and remodeling projects.

- They enjoy working on home-improvement projects and watching DIY networks.
- They make frequent trips to warehouse/club and home-improvement stores in their minivans or SUVs.
- They own giant-screen TVs with fiber-optic connections and premium cable and rent DVDs from Redbox or Netflix.com.
- Very comfortable with new technology, they embrace the convenience of completing tasks on a mobile device.
- They enjoy dining at Chili's, Chick-fil-A, and KFC.
- They frequently buy children's clothes and toys.

The market potential data for Recreation and Sports and Leisure Market Potential from ESRI were reviewed. Data are characterized using a Market Potential Index (MPI), which measures the probable demand for a product or service in the Buffalo Grove Park District. The MPI shows the likelihood that an adult resident of the service area will participate in certain activities compared with the US national average. The national average is one hundred; therefore, numbers below one hundred would represent a lower-than-average participation rate, and numbers above one hundred would represent

a higher-than-average participation rate. The service area is compared with the national average. Below is a recap of the top consumer behaviors with an MPI of over one hundred. The associated ESRI reports can be found in the appendix.

The top consumer behaviors with respect to the Sports and Leisure Market Potential are as follows:

1. Golf 138
2. Yoga 138
3. Weightlifting 136
4. Hiking 134
5. Ice Skating 133
6. Bicycling 132
7. Jogging/Running 132
8. Tennis 132
9. Downhill Skiing 131
10. Ping Pong 131
11. Aerobics 130
12. Canoeing/Kayaking 130
13. Pilates 130
14. Walking for Exercise 129
15. Mountain Biking 128
16. Swimming 127
17. Backpacking 119
18. Zumba 119
19. Frisbee 117
20. Soccer 117
21. Fishing 115
22. Bowling 108
23. Archery 105
24. Basketball 103
25. Power Boating 103
26. Motorcycling 102

The top recreation expenditures for households of the Buffalo Grove Park District are as follows:

1. TV/video/audio
2. Entertainment/recreation fees and admissions
3. Toys/games, crafts/hobbies
4. Recreational vehicles and fees
5. Sports, recreation, and exercise equipment
6. Photographic equipment and supplies
7. Reading



# PLAN DEVELOPERS AND PARTICIPANTS

*Thank you to all who participated in the process of developing this plan.*

## PUBLIC

The creation of the Buffalo Grove Park District Strategic Plan would not have been complete or possible without input and participation from the public, taxpayers, and constituents.

Over five hundred people throughout the community provided input through the community-wide forum or survey.

## BUFFALO GROVE PARK DISTRICT BOARD OF COMMISSIONERS

Adriane Johnson, President  
Dr. Larry Reiner, Vice President  
Tracy Bragg, Treasurer  
Scott Jacobson, Commissioner

## AD HOC STRATEGIC PLANNING COMMITTEE

Ryan Risinger, Executive Director  
Tim Beckmann, Superintendent of Facilities and Planning  
Diana Clayson, Recreation Manager  
Jennifer Foreman, Aquatics Supervisor  
Robin Racusen, Front Office and Billing Supervisor

## CONSULTING SUPPORT

Greg Petry Consulting LLC

# APPENDIX



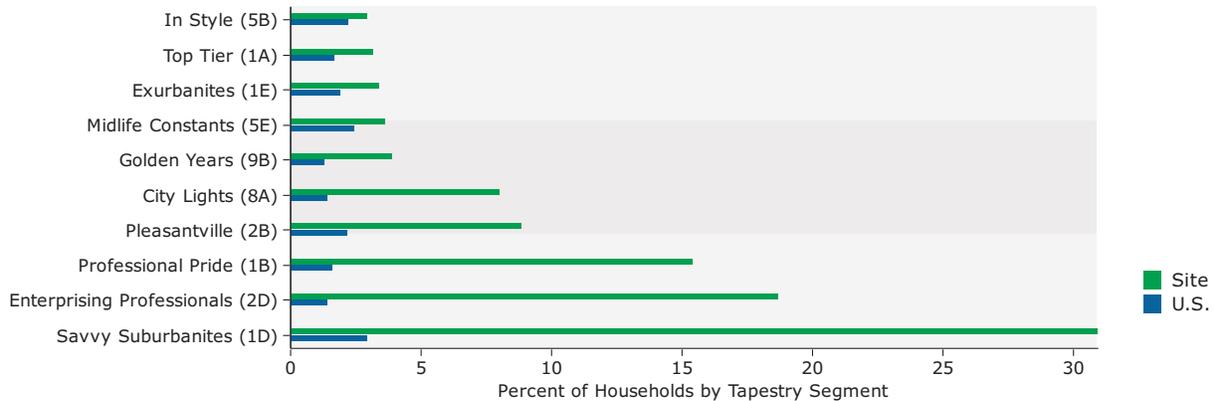
## Tapestry Segmentation Area Profile

BGPD  
60089 (Buffalo Grove, IL)  
Geography: ZIP Code

### Top Twenty Tapestry Segments

Rank	Tapestry Segment	2018 Households		2018 U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	Savvy Suburbanites (1D)	30.9%	30.9%	3.0%	3.0%	1042
2	Enterprising Professionals (2D)	18.7%	49.6%	1.4%	4.4%	1,308
3	Professional Pride (1B)	15.4%	65.0%	1.6%	6.0%	950
4	Pleasantville (2B)	8.9%	73.9%	2.2%	8.2%	406
5	City Lights (8A)	8.0%	81.9%	1.5%	9.7%	550
	<b>Subtotal</b>	<b>81.9%</b>		<b>9.7%</b>		
6	Golden Years (9B)	3.9%	85.8%	1.3%	11.0%	291
7	Midlife Constants (5E)	3.6%	89.4%	2.5%	13.5%	147
8	Exurbanites (1E)	3.4%	92.8%	1.9%	15.4%	176
9	Top Tier (1A)	3.2%	96.0%	1.7%	17.1%	187
10	In Style (5B)	3.0%	99.0%	2.2%	19.3%	133
	<b>Subtotal</b>	<b>17.1%</b>		<b>9.6%</b>		
11	Home Improvement (4B)	0.9%	99.9%	1.7%	21.0%	55
12	Bright Young Professionals (8C)	0.0%	99.9%	2.2%	23.2%	1
	<b>Subtotal</b>	<b>0.9%</b>		<b>3.9%</b>		
	<b>Total</b>	<b>100.0%</b>		<b>23.3%</b>		<b>429</b>

### Top Ten Tapestry Segments Site vs. U.S.



**Data Note:** This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.

**Source:** Esri

April 19, 2019



## Sports and Leisure Market Potential

BGPD  
60089 (Buffalo Grove, IL)  
Geography: ZIP Code

Demographic Summary		2018	2023	
Population		40,416	40,528	
Population 18+		32,574	33,235	
Households		15,915	16,051	
Median Household Income		\$103,180	\$107,507	
Product/Consumer Behavior		Expected Number of Adults/HHs	Percent	MPI
Participated in aerobics in last 12 months		3,340	10.3%	130
Participated in archery in last 12 months		916	2.8%	105
Participated in backpacking in last 12 months		1,392	4.3%	119
Participated in baseball in last 12 months		1,241	3.8%	92
Participated in basketball in last 12 months		2,760	8.5%	103
Participated in bicycling (mountain) in last 12 months		1,698	5.2%	128
Participated in bicycling (road) in last 12 months		4,352	13.4%	132
Participated in boating (power) in last 12 months		1,721	5.3%	103
Participated in bowling in last 12 months		3,411	10.5%	108
Participated in canoeing/kayaking in last 12 months		2,795	8.6%	130
Participated in fishing (fresh water) in last 12 months		3,163	9.7%	84
Participated in fishing (salt water) in last 12 months		1,421	4.4%	115
Participated in football in last 12 months		1,383	4.2%	97
Participated in Frisbee in last 12 months		1,588	4.9%	117
Participated in golf in last 12 months		3,889	11.9%	138
Participated in hiking in last 12 months		5,299	16.3%	134
Participated in horseback riding in last 12 months		685	2.1%	93
Participated in hunting with rifle in last 12 months		938	2.9%	68
Participated in hunting with shotgun in last 12 months		769	2.4%	70
Participated in ice skating in last 12 months		1,297	4.0%	133
Participated in jogging/running in last 12 months		5,549	17.0%	132
Participated in motorcycling in last 12 months		1,059	3.3%	102
Participated in Pilates in last 12 months		1,184	3.6%	130
Participated in ping pong in last 12 mos		1,619	5.0%	131
Participated in rock climbing in last 12 mos		528	1.6%	95
Participated in skiing (downhill) in last 12 months		1,278	3.9%	131
Participated in soccer in last 12 months		1,576	4.8%	117
Participated in softball in last 12 months		808	2.5%	90
Participated in swimming in last 12 months		6,713	20.6%	127
Participated in target shooting in last 12 months		1,321	4.1%	93
Participated in tennis in last 12 months		1,501	4.6%	132
Participated in volleyball in last 12 months		986	3.0%	92
Participated in walking for exercise in last 12 months		10,218	31.4%	129
Participated in weight lifting in last 12 months		4,655	14.3%	136
Participated in yoga in last 12 months		3,670	11.3%	138
Participated in Zumba in last 12 mos		1,441	4.4%	119
Spent on sports/rec equip in last 12 months: \$1-99		2,221	6.8%	101
Spent on sports/rec equip in last 12 months: \$100-\$249		2,597	8.0%	127
Spent on sports/rec equip in last 12 months: \$250+		3,096	9.5%	121
Attend sports events		7,198	22.1%	131
Attend sports events: baseball game - MLB reg seas		2,676	8.2%	144
Attend sports events: basketball game-NBA reg seas		791	2.4%	148
Attend sports events: football game (college)		1,510	4.6%	133
Attend sports events: football game - NFL weekend		894	2.7%	131
Attend sports events: high school sports		1,146	3.5%	109

**Data Note:** An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

**Source:** These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2018 and 2023.

April 19, 2019



## Recreation Expenditures

BGPD  
60089 (Buffalo Grove, IL)  
Geography: ZIP Code

Demographic Summary		2018	2023
Population		40,416	40,528
Households		15,915	16,051
Families		11,383	11,428
Median Age		45.2	46.2
Median Household Income		\$103,180	\$107,507
		Spending Potential Index	Average Amount Spent
		Index	Total
<b>Tv/Video/Audio</b>		140	\$1,832.76
Cable & Satellite Television Services		139	\$1,340.79
Televisions & Video		142	\$346.92
Audio		152	\$141.15
Rental of TV/VCR/Radio/Sound Equipment		94	\$0.94
Repair of TV/Radio/Sound Equipment		121	\$2.95
<b>Entertainment/Recreation Fees and Admissions</b>		171	\$1,165.17
Tickets to Theatre/Operas/Concerts		176	\$116.26
Tickets to Movies/Museums/Parks		155	\$123.93
Admission to Sporting Events, excl.Trips		169	\$100.56
Fees for Participant Sports, excl.Trips		163	\$184.54
Fees for Recreational Lessons		180	\$248.72
Membership Fees for Social/Recreation/Civic Clubs		173	\$390.22
Dating Services		140	\$0.94
<b>Toys/Games/Crafts/Hobbies</b>		148	\$170.46
Toys/Games/Arts/Crafts/Tricycles		148	\$148.06
Playground Equipment		148	\$5.32
Play Arcade Pinball/Video Games		140	\$4.00
Online Entertainment and Games		149	\$6.47
Stamp & Coin Collecting		149	\$6.61
<b>Recreational Vehicles and Fees</b>		163	\$178.54
Docking and Landing Fees for Boats and Planes		183	\$21.43
Camp Fees		206	\$68.47
Payments on Boats/Trailers/Campers/RVs		125	\$55.72
Rental of RVs or Boats		164	\$32.93
<b>Sports, Recreation and Exercise Equipment</b>		163	\$291.68
Exercise Equipment and Gear, Game Tables		169	\$97.31
Bicycles		160	\$46.48
Camping Equipment		162	\$23.12
Hunting and Fishing Equipment		159	\$86.60
Winter Sports Equipment		185	\$12.07
Water Sports Equipment		160	\$10.43
Other Sports Equipment		150	\$11.58
Rental/Repair of Sports/Recreation/Exercise Equipment		175	\$4.08
<b>Photographic Equipment and Supplies</b>		154	\$81.84
Film		142	\$1.67
Film Processing		166	\$14.21
Photographic Equipment		156	\$35.39
Photographer Fees/Other Supplies & Equip Rental/Repair		146	\$30.58
<b>Reading</b>		157	\$176.86
Magazine/Newspaper Subscriptions		163	\$62.93
Magazine/Newspaper Single Copies		153	\$10.90
Books		160	\$60.92
Digital Book Readers		147	\$42.11

**Data Note:** The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.

**Source:** Esri forecasts for 2018 and 2023; Consumer Spending data are derived from the 2015 and 2016 Consumer Expenditure Surveys, Bureau of Labor Statistics.

April 19, 2019



# COMMUNITY SURVEY FOR THE BUFFALO GROVE PARK DISTRICT

AUGUST 2019

*aQity Research & Insights*  
*Evanston, IL*



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## Research Methods

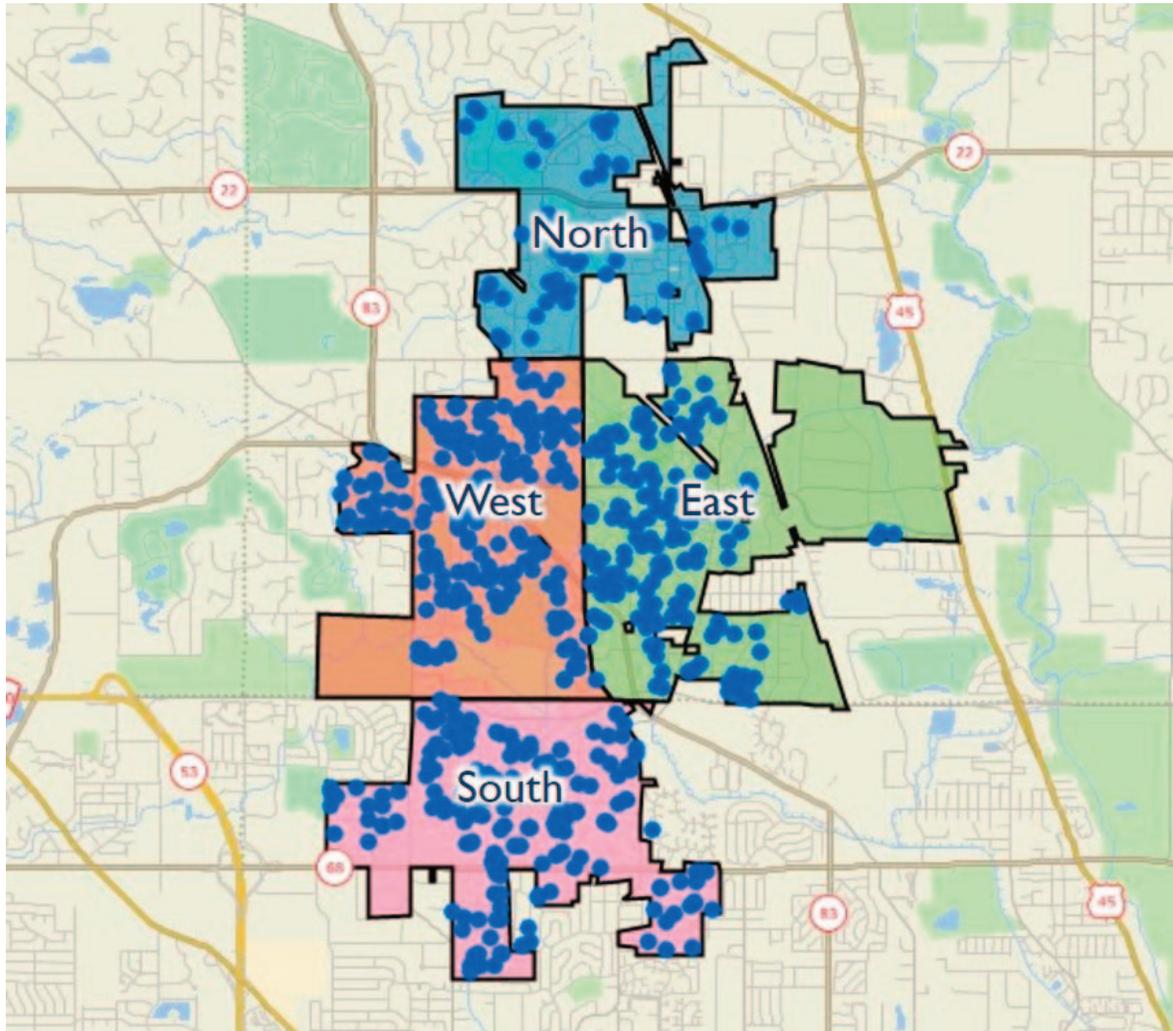
- These survey findings are based on a sample of n=584 households within the BGPD boundaries.
- Data collection was between July 9 through July 25, 2019. The survey was sent to District residents in two formats:
  - Postcard invitations sent via USPS to a sample of 3,000 households within the BGPD boundaries. These postcards included the survey website and encouraged recipients to participate.
  - Email invitations with a link to the online survey, sent to 4,600 BGPD households in the Park District's email database.
- Most of the survey respondents are from the BGPD email contact list.



- The purpose of this survey was to provide a high level overview of residents' opinions about the Park District, and solicit suggestions for improvements to its parks, facilities, and programs. As an abbreviated survey, the average length was approximately six minutes.
- The survey sample of n=584 respondents was weighted to match updated US Census data for the Park District by region). Assuming no sample bias, the margin of error is +/- 4.1% (at the 95% confidence level) \*.



## Methods: Regional Distribution of Survey Respondents (n=584)



<b>Regions*</b>	
North	18%
West	32%
East	28%
South	22%

# Executive Summary: Key Findings

## Key Findings

- A clear majority of residents (84%) are satisfied with the Buffalo Grove Park District (BGPLD) overall, including 39% who are “completely” satisfied. Only 7% express dissatisfaction in general. < pg. 10 >
  
- Likewise, most (83%) are satisfied with the BGPLD’s level of staff service – *including a majority (55%) who are “completely” satisfied*. This reflects very well on the interactions that users and visitors have with District staff.
  
- Similarly, 78% feel the District meets their household’s recreation needs (with only 8% who disagree). Still these positive responses were somewhat soft, as only 32% feel their needs are “completely” being met by the District. < pp. 10 - 11 >
  
- When informed that the District represents about 5½% of one’s property taxes, it receives an average value rating of 7.0 (on a 0-10 scale). < pp. 28 - 29 >
  - This strong rating is consistent across all groups, including those who received the general household survey invitation as well as those who are included in the BGPLD user database.
  - While the District’s value rating is strong, it slightly lags comparable ratings from nearby parks agencies.

## Key Findings (cont'd)

- Overall, 94% of respondents report that their household has visited or used a BGPD park or facility in the past year. Among the relatively few non-users (6%) overall, most cite a lack of interest in what the District offers, or that their lifestyle is too busy and that they have little spare time. < pg. 12 >
  
- When asked for feedback and improvement ideas in a series of open-ended questions about the BGPD's offerings:
  - District **programs** received the highest number of suggestions (from 32% of respondents). These included a wide range of issues, most often for more programming and availability, followed by more options for adults, and then a variety of youth program suggestions (sports/athletics, Pre-K and early childhood programs, etc.). < pp. 18 - 22 >
  
  - By comparison, 26% offered suggestions for improved **park- and playground-related issues**. These included general improvements and better upkeep, additional (or improved) playground equipment and trails, and or restroom facilities. < pp. 13 - 17 >
  
  - About one in five (22%) seek improvements to District **facilities**. Again, these responses were scattered, though most often these comments (cited by 6%) are pool-related, usually updating Willow Stream Pool (needs improving, too small, etc.) and/or an additional pool in the community (more features, indoor water options, etc.). < pp. 23 - 27 >

## Key Findings (cont'd)

- Respondents are relatively divided when identifying the top priorities for the District; roughly equal numbers cite: *< pp. 30 - 34 >*
  - Better **facilities** (17%) mostly pool improvements, plus better general upkeep of existing sites;
  - More/better **programs** (17%), especially youth programming, followed by adult offerings;
  - **Park** improvements (14%), usually better parks and playgrounds, maintenance, and more or better trails.
  
- It is important to note that across all of the open-ended questions tested, no more than 5% felt that lower fees for programs or facilities is a top issue or priority. *< pp. 18, 23, 30, 36 >*