



*It is the mission of the Urbana Park District to:*

- Improve the quality of life of its citizens through a responsive, efficient, and creative park and recreation system,*
- Pursue excellence in a variety of programs, parks and special facilities that contribute to the attractiveness of neighborhoods, conservation of the environment and the overall health of the community.*

**NOTICE AND AGENDA OF MEETING  
URBANA PARK DISTRICT BOARD OF COMMISSIONERS  
BOARD STUDY SESSION  
TUESDAY, AUGUST 6, 2019  
6:30 – 8:30 PM  
PLANNING AND OPERATIONS FACILITY  
1011 E. KERR AVENUE  
URBANA, ILLINOIS 61802**

*Board Study Sessions are designed for the Board to study, review and discuss specific topics. Actions are not typically taken during a Study Session, unless specifically noted on the agenda.*

**I. Call to Order**

**A. Remote Attendance**

*The Board may authorize, by a voice vote of the physically present board members, any Commissioner wishing to attend remotely, pursuant to the UPD Remote Attendance Policy (Ord 2017-03).*

**II. Accept Agenda**

**III. Public Comment**

*Any member of the public may make a brief statement at this time.*

**IV. Discussion**

**A. Strategic Plan Updates**

1. Financial Strategies
2. Focus Group Reporting

**V. Comments from Commissioners**

**VI. Adjourn**

Note: This Meeting Agenda and its supporting materials are on the UPD website at <http://www.urbanaparks.org/documents/index.html>, choose the “Public Meetings” category and search for the meeting information you wish to download.

# UPD Strategic Plan Pillars

April 2019

The four planning pillars are comprised of interwoven initiatives, which strive to provide welcoming, inclusive, and creative recreational opportunities for our community.



**You Belong Here** promotes the creation of welcoming and supportive park and recreation experiences for everyone, while encouraging an inclusive and responsive staff culture. This celebrates inclusion regardless of age, ethnicity, culture, income, ability, lifestyle, interests—everyone and anyone belongs here!



**Placemaking** features the design and creation of vibrant and engaging spaces that inspire health and recreation. Placemaking strives to incorporate universal and multigenerational design, sustainable and environmentally responsible initiatives, resilient and future-oriented plans, and safe, welcoming places, which the public participates in creating.



**Health & Wellness** reinforces the Urbana Park District's commitment to providing parks, programs, facilities and events that promote all dimensions of wellness. This includes investigation of new indoor and self-guided opportunities for all ages and abilities.



**Trails & Connectivity** highlights the establishment of multiuse paths within parks for transportation and recreation, while creating park-wide, neighborhood, community and regional connections. This supports active lifestyles and safe transportation for those walking, biking, jogging and rolling in the community, while also stimulating local tourism and economic benefits.

## Strategic Plan Chapter 6: Streamlined Financials

The Urbana Park District is a separate unit of local government - a municipal corporation which operates under the Statutes of the State of Illinois. It is governed by a five member Board of Commissioners elected to six-year terms in biennial public elections. The Park District also has a Citizen Advisory Committee composed of eighteen members representing all areas of Urbana and a wide variety of interests. The District is a capped property tax District, which receives revenue for capital projects each year through tax levy. The District also pursues other opportunities including grants and partnerships, although these resources are less predictable.

Below you will find estimates of resources required as well as duration to complete each goal developed as part of the Strategic Plan. Beneath each strategic plan goal, there are multiple objectives, not included in this chart, but found in Chapter 5 of the plan document. Resources required reflect the summation of all objectives under each goal.

- \$ \$0-\$49,999
- \$\$ \$50,000-\$99,999
- \$\$\$ \$100,000-\$999,999
- \$\$\$\$ >\$1,000,000

### Matrix of Goals:

Pillar	Goal	Resources Required	Duration
You Belong Here	More effectively reach and communicate with community members for whom English is a second language.	\$	2 years
You Belong Here	Strive to create an environment in which all UPD staff appreciate and promote the importance of diversity and inclusion.	\$	3 years
You Belong Here	Seek opportunities in which UPD can bring activities to neighborhoods and be responsive to interests of community groups.	\$	2 years
You Belong Here	Advance efforts that make UPD parks and facilities more welcoming for everyone.	\$	2 years

Pillar	Goal	Resources Required	Duration
Placemaking	Continue rehabilitating and revitalizing Crystal Lake and surrounding area, the district’s oldest park and only public lake in Urbana.	\$\$\$\$	5 years
Placemaking	Renovate and revitalize Blair Park with active, teen, and multigenerational opportunities.	\$\$\$	2.5 years
Placemaking	Encourage a sense of place and uniqueness in Urbana parks, which creates vibrant spaces for park and facility users.	\$\$\$	2-3 years
Health & Wellness	Improve and expand upon indoor health and wellness space (H&W space) for the community. The vision of this potential space incorporates a variety of opportunities in fitness, wellness and athletics to promote and improve the overall well-being of community members, while providing indoor, on your own time opportunities.	\$\$\$\$	3-5 years
Health & Wellness	Create opportunities for wellness experiences open to all generations.	\$	1 year
Health & Wellness	Work to create health and physical wellness opportunities in colder months with less park usage.	\$	1 year
Health & Wellness	Expand collaboration and partnerships with community health agencies.	\$	1 year
Trails & Connectivity	Evaluate, identify and advance trail projects in UPD Trails Master Plan, which qualify for grant funding, in order to expand trails within Urbana parks.	\$\$\$	3 years
Trails & Connectivity	Connect more people to nature through Urbana parks and trails.	\$	1 year
Trails & Connectivity	Promote a regional trail system through study of Kickapoo Rail Trail (KRT) extension into downtown Urbana.	\$\$\$	3 years
Trails & Connectivity	Focus on care and preservation of existing hardscapes and parking areas, as they are the front door to many parks.	\$\$\$\$	5 years

## **Detailed Version of Financials**

### **Introduction Paragraph**

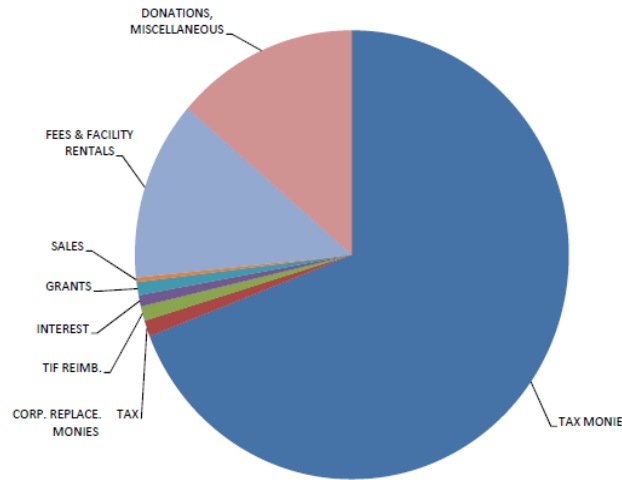
The above chart is a streamlined version of the strategic plan financials for those looking for brief information, or who may not be familiar with the park district's financials the same way UPD Board of Commissioners and Staff are. The next section of this document seeks to dive further into the financial component of the Strategic Plan by taking a brief look at:

- (1) operating budget overview,
- (2) 5-year operating forecast,
- (3) 5-year capital budget,
- (4) matrix of Strategic Plan goals with added details,
- (5) other potential funding opportunities.

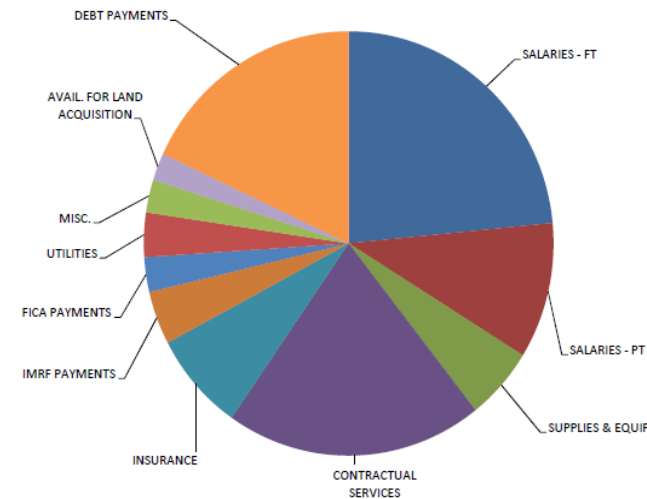
### 1. Operating Budget Information

An overview of operating revenues and expenditures for 2019-2020. The Operating Budget accounts for the annual operating funds of the district. It is used to account for administrative and park operating expenses and a variety of recreational activities and facilities.

OPERATING BUDGET (includes debt payments)  
2019-2020



REVENUES		
TAX MONIES	7,209,390	69.10%
CORP REPLACEMENT TAX MONIES	120,000	1.15%
TIF REIMBURSEMENT	110,000	1.05%
INTEREST	83,670	0.80%
GRANTS	98,420	0.94%
SALES	34,460	0.33%
FEES & FACILITY RENTALS	1,349,420	12.93%
DONATIONS, MISCELLANEOUS	1,427,490	13.68%
<b>TOTAL REVENUES</b>	<b>10,432,850</b>	<b>100.00%</b>



OPERATING EXPENDITURES		
SALARIES - FULL TIME	2,496,540	23.45%
SALARIES - PART TIME	1,105,930	10.39%
SUPPLIES AND EQUIPMENT	591,890	5.56%
CONTRACTUAL SERVICES	2,158,100	20.27%
INSURANCE	807,120	7.58%
IMRF PAYMENTS	435,000	4.09%
FICA PAYMENTS	279,500	2.63%
UTILITIES	361,890	3.40%
MISCELLANEOUS	266,220	2.50%
<b>TOTAL OPERATING EXPENDITURES</b>	<b>8,502,190</b>	<b>100.00%</b>
AVAILABLE FOR LAND ACQUISITION	222,800	2.09%
DEBT PAYMENTS	1,920,540	18.04%
<b>TOTAL EXPENDITURES</b>	<b>10,645,530</b>	<b>100.00%</b>

## 2. Five-Year Operating Forecast

The five-year operating forecast takes into account budget numbers from previous years, while allowing projection estimates for future years based on known information. The district is facing unprecedented budgetary constraints due to minimum wage law on top of property tax extension limitation law, and new, future budget scenarios continue to be assessed.

	FY20		FY21		FY22		FY23		FY24	
	Budgeted	% incr(decr)	Projected	% incr(decr)	Projected	% incr(decr)	Projected	% incr(decr)	Projected	Projected
Property Taxes	7,209,390	2.50%	7,389,960	2.50%	7,575,052	2.50%	7,764,780	2.50%	7,959,261	
Corporate Replacement Tax Monies	120,000	0.45%	120,542	0.45%	121,087	0.45%	121,635	0.45%	122,185	
Urbana TIF Reimbursement	110,000	2.50%	112,755	2.50%	115,579	2.50%	118,474	2.50%	121,441	
Interest	83,670	25.00%	104,588	0.00%	104,588	0.00%	104,588	0.00%	104,588	
Grants	98,420	0.00%	-	0.00%	-	0.00%	-	0.00%	-	
Sales	34,460	0.00%	34,460	0.00%	34,460	0.00%	34,460	0.00%	34,460	
Fees & Rentals	1,349,420	4.00%	1,403,397	2.50%	1,438,482	2.50%	1,474,444	2.50%	1,511,305	
Donations, Miscellaneous	1,427,490	0.00%	700,000	0.00%	700,000	0.00%	700,000	0.00%	700,000	
<b>TOTAL REVENUES</b>	<b>10,432,850</b>		<b>9,865,702</b>		<b>10,089,248</b>		<b>10,318,381</b>		<b>10,553,239</b>	
% Change from Previous Year	7.64%		-5.44%		2.27%		2.27%		2.28%	
	FY20		FY21		FY22		FY23		FY24	
	Budgeted	% incr(decr)	Projected	% incr(decr)	Projected	% incr(decr)	Projected	% incr(decr)	Projected	Projected
Salaries - Full Time	2,496,540	2.92%	2,619,545	2.92%	2,696,146	2.92%	2,774,988	2.92%	2,856,135	
Salaries - Part Time	1,105,930	7.00%	1,183,345	7.00%	1,266,179	7.00%	1,354,812	7.00%	1,449,649	
Supplies and Equipment	591,890	4.52%	618,623	4.52%	646,563	4.52%	675,764	4.52%	706,285	
Contractual Services	2,158,100		1,200,000	2.00%	1,224,000	2.00%	1,248,480	2.00%	1,273,450	
Insurance (Liab. & Health)	841,620	3.53%	871,368	3.53%	902,168	3.53%	934,057	3.53%	967,072	
IMRF Payments	420,000	2.13%	428,934	2.13%	438,057	2.13%	447,375	2.13%	456,891	
FICA Payments	260,000	2.48%	266,436	2.48%	273,032	2.48%	279,791	2.48%	286,718	
Utilities	361,890	2.89%	372,364	2.89%	383,141	2.89%	394,230	2.89%	405,639	
Miscellaneous	266,220	1.00%	268,882	1.00%	271,571	1.00%	274,287	1.00%	277,030	
Capital Outlay	222,800		-		-		-		-	
Bond Principal and Interest	1,920,540		1,900,000		1,925,000		1,930,000		1,950,000	
<b>TOTAL EXPENDITURES</b>	<b>10,645,530</b>		<b>9,729,497</b>		<b>10,025,858</b>		<b>10,313,784</b>		<b>10,628,869</b>	
% Change from Previous Year	13.15%		-8.60%		3.05%		2.87%		3.05%	
Excess (Deficit) Rev over Exp	(212,680)		136,205		63,390		4,597		(75,629)	

### 3. Five-Year Capital Budget Information

The Capital Improvements Budget accounts for purchases of property, equipment, and park improvements from proceeds of bond issues. Additionally there are grants, donations and transfers from other District funds received and spent in the Capital Improvement Budget. The five-year capital budget takes into account the master list of prioritized capital projects reviewed annually. It is then constructed based on this list, current needs, and various replacement schedules.

The chart that outlines the Five-Year Capital Budget is set to be updated in August/September of 2019 and will then be included in this document at that time.

### 4. Matrix of Goals with Added Details (dollar amount for resources required and source of funding)

The below chart corresponds directly with the public version of the plan, while going into more detail regarding costs and source of funding. Again, you will find estimates of resources required as well as duration to complete each goal developed as part of the Strategic Plan. Beneath each strategic plan goal there are multiple objectives, not included in this chart, but found in Chapter 5 of the plan document. Resources required reflect the summation of all objectives under each broader goal.

#### Detailed Matrix of Goals:

Pillar	Goal	Resources Required	Source of Funding	Duration
You Belong Here	More effectively reach and communicate with community members for whom English is a second language.	\$25,000	Operating, partnerships	2 years
You Belong Here	Strive to create an environment in which all UPD staff appreciate and promote the importance of diversity and inclusion.	\$1,000	Operating	3 years
You Belong Here	Seek opportunities in which UPD can bring activities to neighborhoods and be responsive to interests of community groups.	\$10,000	Operating, partnerships, donations	2 years



You Belong Here	Advance efforts that make UPD parks and facilities more welcoming for everyone.	\$10,000	Operating, partnerships	2 years
Placemaking	Continue rehabilitating and revitalizing Crystal Lake and surrounding area, the district's oldest park and only public lake in Urbana.	Up to \$8,000,000	Bond reissuance, capital, grants, donations	5 years
Placemaking	Renovate and revitalize Blair Park with active, teen, and multigenerational opportunities.	\$800,000	Capital, OSLAD grant, donations, partners	2.5 years
Placemaking	Encourage a sense of place and uniqueness in Urbana parks, which creates vibrant spaces for park and facility users.	\$100,000	Operating, grants, donations	2-3 years
Health & Wellness	Improve and expand upon indoor health and wellness space (H&W space) for the community. The vision of this potential space incorporates a variety of opportunities in fitness, wellness and athletics to promote and improve the overall well-being of community members, while providing indoor, on your own time opportunities.	Up to \$10,000,000	Bond reissuance, grants, partners, capital, donations	3-5 years
Health & Wellness	Create opportunities for wellness experiences open to all generations.	\$10,000	Operating	1 year
Health & Wellness	Work to create health and physical wellness opportunities in colder months with less park usage.	\$10,000	Operating	1 year
Health & Wellness	Expand collaboration and partnerships with community health agencies.	\$10,000	Operating	1 year
Trails & Connectivity	Evaluate, identify and advance trail projects in UPD Trails Master Plan, which qualify for grant funding, in order to expand trails within Urbana parks.	\$100,000	Grants, partners	3 years
Trails & Connectivity	Connect more people to nature through Urbana parks and trails.	\$1,000	Operating	1 year

Trails & Connectivity	Promote a regional trail system through study of Kickapoo Rail Trail (KRT) extension into downtown Urbana.	\$600,000	Grants, partnerships, capital	3 years
Trails & Connectivity	Focus on care and preservation of existing hardscapes and parking areas, as they are the front door to many parks.	\$1,000,000	Capital	5 years

**5. Other Potential Funding Opportunities**

- Bond reissuance
- Grants
- Donations
- Partnerships
- Tax increment financing (TIF)

