

VILLAGE OF FOX LAKE

2019

PARKS AND RECREATION MASTER PLAN

Approved 6.11.19



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EXECUTIVE SUMMARY ¹



The Village of Fox Lake Parks and Recreation Department's mission is to enhance the quality of life for residents. The Department strives to attract residents and community members by providing safe events and programs that promote a sense of community through cultural, educational, and recreational activities that all generations can enjoy.

Purpose of the Plan

This Master Plan aims to create a blueprint for the Village to improve and expand upon its existing assets and services in a community-supported and fiscally-responsible way. This Plan was developed through an analysis of the overall system and a robust community input process. This process is outlined in the following paragraph. The overall purpose of the Parks and Recreation Master Plan was to develop an action plan to guide the development of the Fox Lake park system in a practical and cost-effective manner. This Action Plan follows the Executive Summary section of this report.

The Village has undergone a number of planning initiatives and in an effort to link the Village's direct actions to these initiatives, the Village published a Strategic Action Plan that outlined goals, objectives, and tactics. This plan tackles a number of the tactics documented within the Recreation Division.

Goals of the Plan

For the Master Plan, the team identified the following goals, based on steering committee and community feedback:

- Provide regional open space destinations;
- Spur business and economic development;
- Increase property values;
- Provide programs for an active lifestyle for residents;
- Provide spaces for community gathering;
- Foster community pride;
- Provide spaces for relaxation; and,
- Establish a focus on conservation and environmental sustainability.

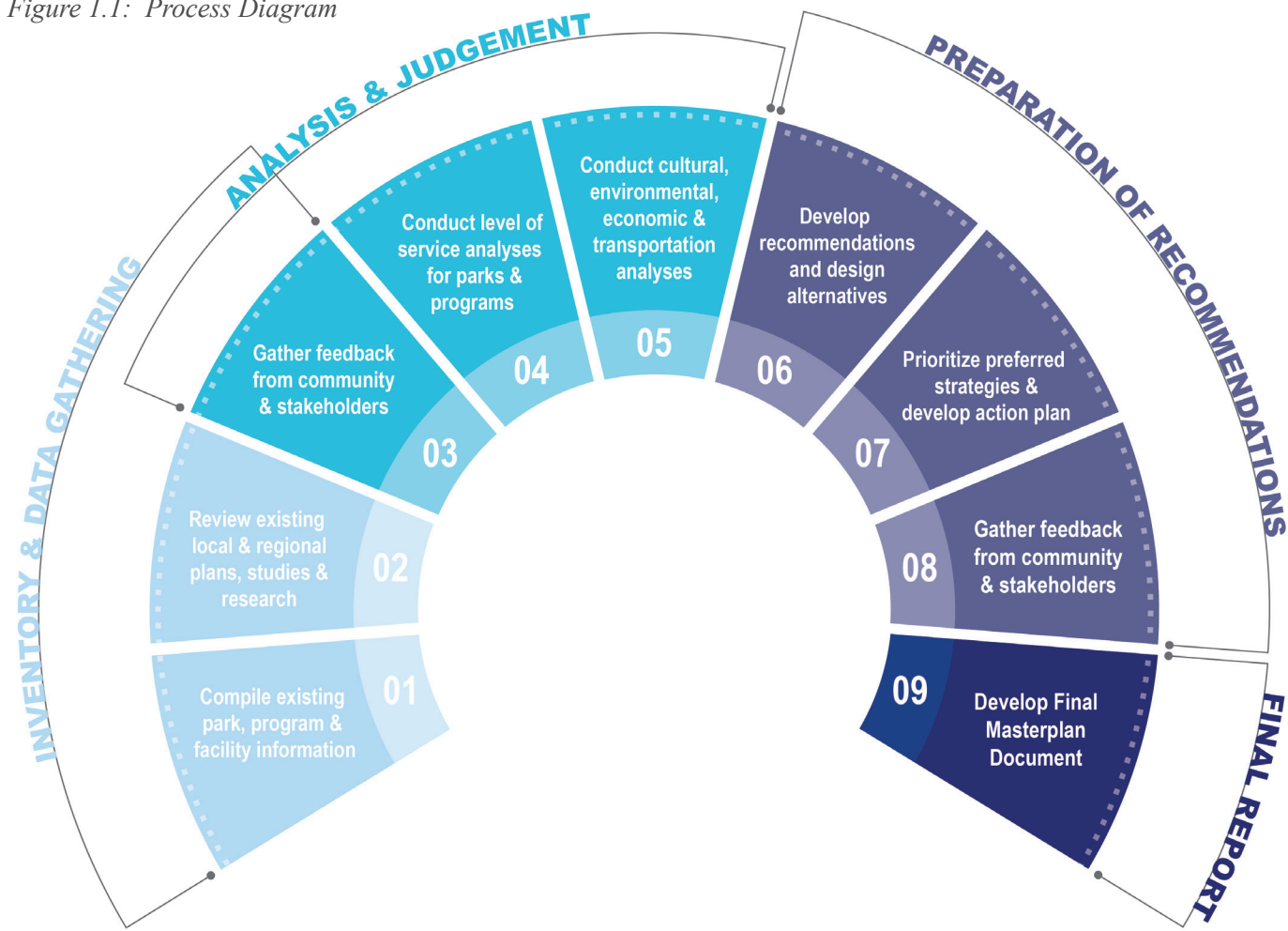
The 2017 Strategic Plan was also an important component to this process. The list of Strategic Goals, from the Village's 2017 Strategic Plan, are found in the Appendix, alongside the Village's Core Values. These three metrics - Master Plan Goals, Strategic Goals, and Village Core Values - will be use to evaluate the priority and viability of strategies and improvements derived during this Plan.

Planning Process

The planning process began on June 27, 2018. The process consisted of four (4) key phases as shown below. This first two phases, Inventory and Data Gathering, and Analysis and Judgment were summarized in an Existing Conditions report, delivered in January 2019. The full contents of the Existing Conditions report can be found in the Appendix of this document. Following

the dissemination and review of the existing conditions, Village staff and the planning team developed a variety of strategies and action items to address the issues and opportunities revealed in the Existing Conditions report. These priorities were ranked by priority, organized by feasibility, and expanded upon to provide a clear blueprint for the Village's next five years.

Figure 1.1: Process Diagram



PLANNING CONTEXT

Regional Context

The Village of Fox Lake is centrally-located within the Chain O'Lakes region. The Village overlaps two counties – Lake on the east and McHenry on the west – and three townships, Antioch, Burton, and Grant. With the recently annexed Thelen Sand and Gravel properties on the north, the Village boundaries now extend to the Wisconsin border. The community is well-connected to the region by both vehicular thoroughfares and a regional train line. US Highway 12 and Illinois State Route 59 (IL-59) provide north-south vehicular access to the community, and Illinois State Route 134 (IL-134) and Illinois State Route 173 (IL-173) provide east-west vehicular access on the north and south side of the community. The Milwaukee District North line provides regional access to downtown Chicago. The community borders five water bodies within the Chain O'Lakes – Grass, Nippersink, Fox, Pistakee, and Duck Lakes. Figure 1.2 illustrates the Village of Fox Lake's regional context.

The southern half of the community is predominantly residential and commercial development, and contains most of the Village's population. The northern half, contains single-family residential, a large golf course, and large tracts of undeveloped land.

Study Area

As with all functions of the local government, the Village of Fox Lake's official jurisdiction extends to the corporate limits of the Village. However, the role of the Village's park and recreational services extends well beyond these political and taxation boundaries. The Village is situated in the far northwest suburbs and is surrounded mostly by unincorporated land. These surrounding unincorporated residents are part of, and served by, the Lake County Forest Preserve, Grant Township, Antioch Township, and Burton

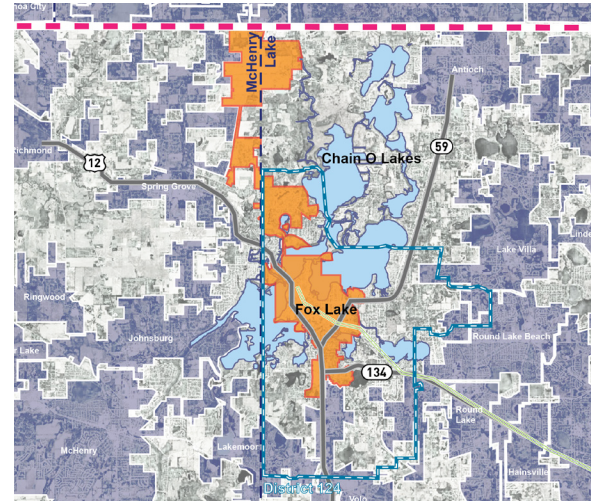


Figure 1.2: Regional Context

Township among others, but there is no other park district or adjoining jurisdiction that offers the variety of facilities and recreation programs offered by the Village. The result is that the Village's facilities and programs are also used extensively by these non-residents. Any planning for the future of the Village's facilities and programs, in order to be realistic and meaningful, must account for this additional population.

The Park Master Plan will be prepared based on the assumption that the primary users will reside within the boundaries of Grant Community High School District 124. The Village believes that the current ratio of park users is approximately 65% residents of the Village of Fox Lake and 35% non-residents. With this assumption, the total population using the Village's parks and recreational facilities would be approximately 33,000. However, the planning team will also use the Village population of 10,414 (tax-paying residents within the municipal boundaries) for analyses. The planning maps, as shown in Figure 1.3 on page 5 will illustrate only the Village boundaries that fall within this larger Grant Community School District 124 area.

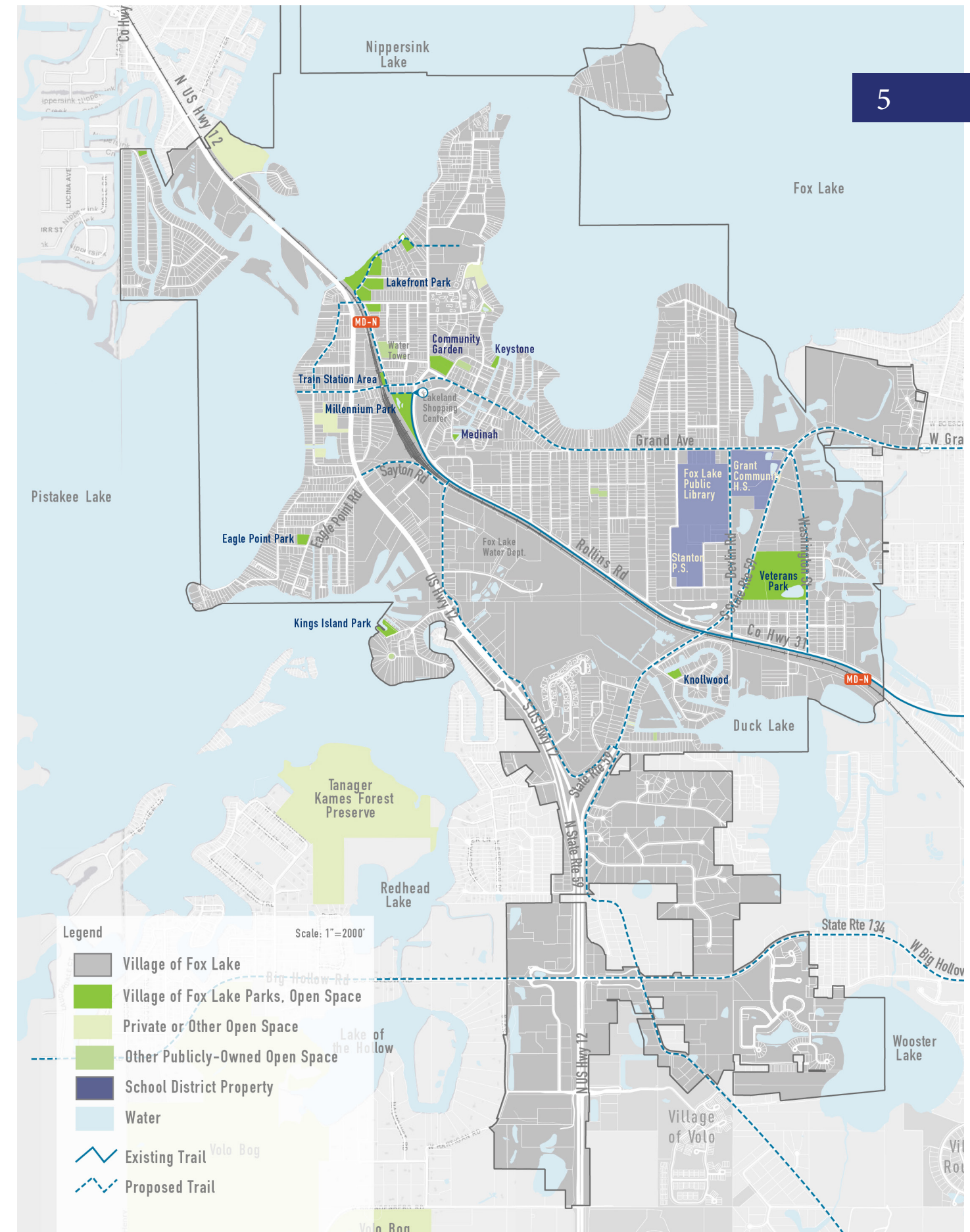


Figure 1.3: Study Area Map

ISSUES & OPPORTUNITIES

The following issues and opportunities are the culmination of the Village staff and planning team’s analysis, inventory, research, and community engagement. These were revealed during the planning process, as the team better evaluated how the Village operates, what it spends, what it facilitates, who it partners with, what it provides, and who it serves. This section served as the foundation for park and recreation recommendations. The summarized issues and opportunities are categorized by the following titles:

- Park Acreage & Distribution
- Amenities
- Maintenance
- Individual Parks
- Programs & Events
- Operations

PARK ACREAGE & DISTRIBUTION

There is a total of 179.1 acres of open space within the Fox Lake community, which includes Village parks and open spaces, school district sites, and the Tanager Kames Forest Preserve. Additionally, there are 18.7 acres of undeveloped open space owned by the Village. These sites have the potential for new park sites to supplement the existing system. However, it is important to note that even within the Village’s 28.3 acres, three sites currently provide little to no recreational value. These sites recently acquired from FEMA, are open lots with lakefront access and have great potential. The Village already experiences a high level of park usage, with 86.4% of survey respondents indicating they’ve visited a park in the last 12 months and should continue to take advantage of this. Lakefront Park was the most visited, followed by the Train Station Area (likely due to its proximity to

Metra), and the Community Garden (likely due to the high level of community ownership in garden plots).

While usage is high, compared to national (12 acres per 1,000) and local (6 acres per 1,000) benchmarks, the Village falls short of the recommended acreage level of service (LOS) at 2.7 acres per 1,000. Notably, the Village falls far short of their own benchmark of 6 acres per 1,000. When community open space is included in the analysis, specifically schools and the nearby forest preserve, the acreage LOS increases to meet benchmarks (17.2 acres per 1,000). This demonstrates the important role community partnerships for open space will play in serving the Fox Lake community’s park and open space needs. Still, the Village should consider acquisition opportunities as they arise, and pursue partnerships for open space and waterfront access to accommodate neighborhood needs.

Overall, the existing neighborhood parks appear to be well-distributed throughout the community. For areas not currently served by a neighborhood park, the planning team identified potential solutions to improve equity either through acquisition and development or stronger pedestrian connections. Additionally, improvements to sites, such as Knollwood, should be prioritized to provide quality recreational opportunities for residents in more isolated areas of the Village. Stakeholders noted a desire for pedestrian safety improvements, noting that this would increase accessibility to major park sites. Stakeholders also expressed a desire for additional waterfront open spaces and access. This desire also supports strategies to improve the vacant FEMA sites along the lakefront.

For community parks, the sites are well-distributed and very equitable. The Village will need to continue working with the school district to ensure public access to school sites outside of school hours as these spaces are considered

major community open space assets due to their high-quality recreational opportunities and central location. This cooperation between the Village and school district would be a financially-responsible way to maintain high parks and recreation level of service for residents.

AMENITIES

According to the community input, the most important existing amenities are walking and biking trails, nature center, and trails, and playgrounds. This is similar to what the planning team sees in other communities.

Walking and biking trails have become an increasingly important amenity in communities, not only for their health and wellness value but for their ability to increase mobility across all ages and income levels. Consider making larger investments in off-street walking and biking trails, not only throughout existing park sites but between them. Additionally, consider opportunities for both paved, ADA-accessible trails and decomposed aggregate or wood chip trails to offer a variety of experiences for residents and visitors.

Playgrounds were the highest ranked active amenity on the survey. Between the Village (5) and the school district (1), there are six playgrounds available to the community. While this exceeds the LOS recommendation, it does so in number alone. Nearly all playgrounds are at least 14 years old with the oldest one being 20 years old. Play experiences are monotone, with all sites featuring traditional modular play pieces at two others. Additionally, none of the playgrounds are considered to be ADA accessible due to the surfacing materials and lack of accessible approaches. Maintenance on these sites, based on the planning team’s

site visits, is lacking, with weed-filled mulch surfacing and no edge restraints. Based on community feedback, the community not only prioritizes playgrounds, but they also prioritize improvements to or maintenance of existing parks, trails, and programs according to the survey results. Upgrading and modernizing would also improve sites individual quality ranking – specifically Kings Island Park (D), Round Hill Park (C), and Eagle Point Park (C). Additionally, the Village should remain cognizant of the equitability of playground locations, and consider new playgrounds in under-served areas. When designing new play environments, the Village should explore new and trending play experiences, including, but not limited to nature-based play, poured-in-place surfacing, play mounds, net climbers, and more.

As parks are upgraded and modernized, the Village should consider new amenities as noted by the community input and the level of service analysis. Public restrooms, nature centers, and trails, and beaches are key options. Based on the level of service analysis, the community could benefit from additional basketball courts, a dog park, and water-based amenities. Regarding basketball courts, if the Village added one court they would meet the recommended benchmark; however, the existing court assets have been poorly maintained and could benefit from resurfacing and furnishing updates as well. Boating programs were high priorities across three of the four age groups, so the Village should consider where they can make investments in facilities to support this program area, which is also supported by the level of service results. New amenities should be considered at high priority sites, such as Lakefront Park, Millennium Park, and Veterans Park. The existing Skate Park is a great asset to the community with the next closest one being 8 miles away in Antioch. The maintenance of the pavement would benefit from regular weeding and herbicide applications.

Passive natural areas and performance stages are also important to the community, per the feedback the planning team received, so the Village should continue to look for ways to incorporate these elements into their system. The Village has a number of natural resources that enhance its beauty and unique characteristics such as wetlands, mature tree canopy, waterfront access, and interesting topographic changes. These should be enhanced throughout the park system. Existing maintenance routines decrease the quality of these natural assets, so the Village should invest more in maintenance. According to the survey, residents support investments in improvements to or maintenance of existing assets.

MAINTENANCE

The Village has taken a proactive approach to their tree and invasive species maintenance practices, and the planning team recommends that this not only continue, but be enhanced through additional funding, staffing, and policies. The Village has a thorough tree inventory but needs to take more action of the removals. Additionally, there is a backlog of pruning work that needs to be completed. Currently, all maintenance, including tree removal, pruning, and mowing is handled through the Public Works Department, and contractors are only utilized when absolutely necessary. To address the backlog of work, the Village should evaluate the use of a contractor for a limited basis to address this backlog.

The Village features a variety of great natural resources, including mature canopy cover. While this is positive, it is also necessary to have an influx of new trees, and the planning team noticed a scarcity of young trees within all publicly-owned sites. Shrubs and perennial beds are also limited. The Village should consider planting additional trees, especially when the backlog of

removals are addressed. Ornamental landscaping at a key intersection and high profile areas should also be considered.

The main invasive species concerns were Phragmites, Cattails, Buckthorn, Teasel, and Reed Canary Grass primarily found along the shorelines. Like tree removals and mowing, the Public Works Department handles the removal work in-house. The planning team observed additional lakefront issues including erosion. Improvements to or maintenance of existing parks, trails, and programs were the highest funding priority on the survey.

INDIVIDUAL PARKS

Park investment priorities, based on usage and quality rankings are:

- Lakefront Park
- Community Garden
- Millennium Park / Train Station Plaza
- Veterans Park

More detail for park improvements can be found in the Capital Projects section of this report.

PROGRAMS & EVENTS

The Village offers 46 programs and 25 special events. Currently, the life-cycle of both programs and events sits at a 70:30 ratio of introduction/growth to mature/decline. This nearly meets industry recommendations of a 60:40 ratio, so the priority of new programs in the Village's case isn't to provide new life into old programs, but to provide more equitable offerings to all age groups.

The survey revealed that existing program participation is low, but special event participation is high. This is likely because of inconvenient program times and a lack of desired programs ("program not offered"). Considering that improvements to or maintenance of existing parks, trails, and programs were the highest funding priority on the survey, the Village should continue to explore ways to improve existing programs and events as well as add new ones. While the priorities differed across all age groups, one consistently important program was nature and environmental education programs.

Most adult programs are geared toward the 55 and older age group. In fact, only one out of the 46 programs offered is geared toward adults ages 20-54. Consider this age group makes up nearly 46% of the Village's population, staff should continue looking for ways to offer more programs for this group. Not only do adults lack program offerings to choose from, but of those offered (if they were interested) all are offered during the day-time, which prevents working adults, regardless of age, from participating. Consider exploring new opportunities for adults 20-54, and providing a variety of time slots for potential users to choose from. New opportunities for adults 20-54, based on the community input, could include boating, trips, and fitness and wellness programs. The Village could consider partnerships with local marinas, fitness providers, and the school district. For seniors, it appears that programs for people with disabilities are important, so the Village should consider additional accommodations for these types of programs. This should also include evaluating all park and facility sites to ensure ADA accessibility compliance. Fitness programs and boating programs are also important for seniors.

Morning programs for youth (e.g., a morning Mommy and Me Music program) may also address the issue of inconvenient program times

for young families. For youth under 12, consider gymnastics, martial arts, and nature programs. This could be accomplished through local partnerships with studios or the school district (for the use of facilities).

Stakeholders noted that teens are an under-served demographic within the community. While the library does a good job of offering an after-school space, additional program opportunities could keep teens active year-round. Currently, five programs (11% of total offerings) are geared toward this age group. These programs are baseball, softball, and dance programs. Survey results indicated tennis programs, programs for people with disabilities, boating, and martial arts programs are important.

In the last year, the Village has over 6,800 people attend their special events. The Village should continue to offer the Farmer's Market, Holiday Parade and Tree Lighting, and Celebrate Fox Lake. These programs have stable user bases and are a popular community and special events. However, based on the program analysis, the Village should look for ways to capture additional revenue at these events, especially because these are regional events that capture visitors from across various Chain O'Lakes communities, not just tax-paying residents of the Village Fox Lake. Ways to maintain a free event, while capturing some revenue, includes booth rentals, percent of ticket sales returned to Village or raffle tickets.

Most events fall within the introduction / growth life-cycle category, but there are a couple programs that were considered declining. These programs should be repositioned or deleted. In terms of age segmentation, most programs are all-ages, with a few geared at youth. When considering new special events, artisan market, music festivals, and a community picnic were the top three events households would like to see offered. A farm-to-table cooking festival was also popular amongst survey respondents. Based

on current participation numbers, summer and fall events are the most popular, likely due to the many options to choose from. Consider additional events and tracking attendance for the recently added winter events.

Ratings for popular events ranged from a C+ to B, so consider ways to improve participant experiences. Additional input, through user experience surveys at or after the event, could help the Village determine ways to improve the experience. Post-event surveys could be done through sharing links through various outlets, or by capturing e-mails and forwarding directly to the participants. Consider the strengths of the Fish Fest: Mayor's Fish Fry, and duplicate the efforts that work best for other events.

OPERATIONS

Staffing and Operations

Stakeholders mentioned the staffing and funding constraints limit the Village. As a new Recreation Department, this is understandable, and a proactive approach to funding, revenue generation, and local partnerships will greatly help staff accomplish their goals and serve the community to the best of their abilities. Currently, parks and recreation have two full-time staff and 1.5 part-time staff who manage the Village Shuttle Program, summer maintenance, oversight, and splash pad maintenance. As programs and event increase and park improvements are implemented, an additional staffing study is recommended to determine a clearer picture of staffing needs.

Marketing and Awareness

Currently, most residents get their information from social media (likely Facebook), the Anchor, and the E-Anchor. The survey also asked how community members prefer to get

their information, and Facebook was, by far, the top choice. The Village should continue utilizing Facebook and capitalize on all features available to increase awareness and draw users to events. Consider setting aside a budget for paid ads to increase ad reach and engage non-users. Based on the results, the planning team does not recommend the development of a recreation program guide but consider a one-page recreation-focused flyer or click-able link included with the Anchor / E-Anchor.

Funding & Sponsorship

Like staffing, funding is a major constraint the stakeholder identified. The planning team evaluated the current budget and noted that of the \$3.6M in capital improvements, 13.8% or \$500,000 is dedicated to parks and recreation. Of that, \$250,000 was dedicated for land purchases. This is nearly \$200,000 less than comparable agencies. The Village spends approximately \$48 per person on parks and recreation operations, compared to \$116 for comparable agencies around the nation. The planning team recommends allocating additional budget for parks and recreation improvements, specifically capital improvements at key community parks.

Currently, the Village received nearly \$10,000 in sponsorship last year. Sponsorship is, and should be, geared toward high-profile special and community events. As event participation grows, the Village should continue to look for ways to increase sponsorships.

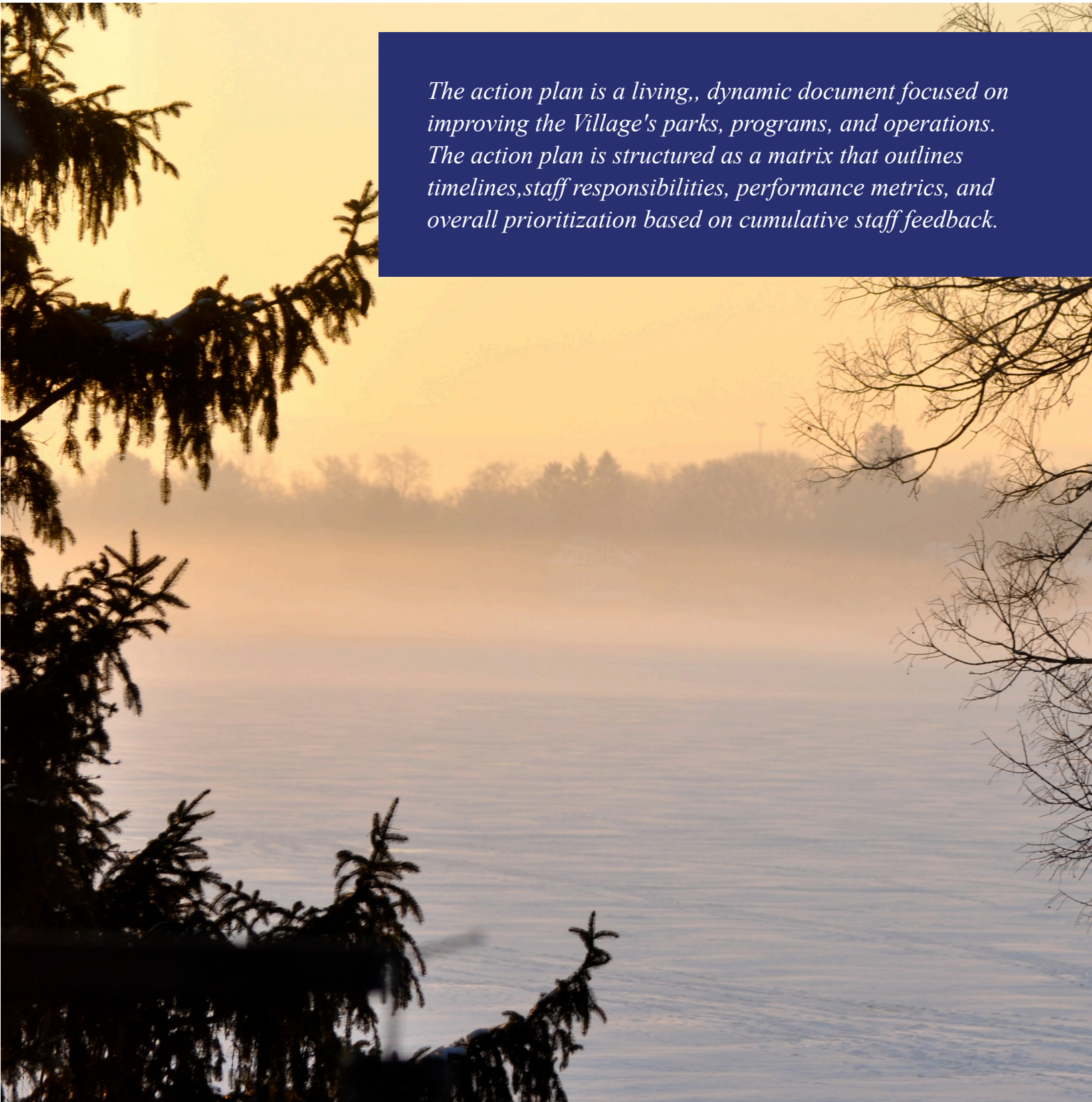
Partnerships

Partnerships are key to providing a quality level of service to the Fox Lake community. Judging by the existing participation numbers (over 6,000), community organizations work well together and leverage each other to engage the community in the most positive ways they are able. Stakeholders echoed the planning teams

observations during the focus group discussion. Stakeholder would like to see continued partnerships for resource expansion, fundraising, advertisements, and open space access. Some existing partnerships, such as those with Broadway Academy of Art and Dance and Grant Township Area Athletic Association (GTAAA), are crucial to recreational opportunities. As more organizations come into the community to provide recreation opportunities (e.g., soccer, lacrosse, football, etc.), the Village will want to evaluate the intergovernmental agreements between these organizations on a regular basis, to ensure the agreements are win-win.

Demographics

While the Village and Study Area population grew drastically between 2000 and 2010, it has remained steady over the last decade, and population estimates anticipate this trend will continue. Similar to what the planning team has witnessed in other communities; the youth population will remain steady over the next five years. The senior population, however, which is anticipated to be 35% of the national population, will only slightly increase to 28.4% of the study areas demographics. Most notably, however, is the increasing diversity within the study area. The Hispanic population currently makes up 15.0% of the study area's demographics, and this will increase into 2023. This may result in a need for additional cultural considerations such as bi-lingual staff, marketing materials, or program opportunities. The planning team recommends monitoring this, in conjunction with the school district, to anticipate any necessary changes that may arise in the future.



The action plan is a living,, dynamic document focused on improving the Village's parks, programs, and operations. The action plan is structured as a matrix that outlines timelines,staff responsibilities, performance metrics, and overall prioritization based on cumulative staff feedback.

ONGOING INITIATIVES

PARKS

Action Item	Implementation Items	Lead Dept.	Staff Group(s)	Community Partners	Level of Investment	Funding Mechanisms	Grants
Evaluate and upgrade existing playgrounds	Complete Consumer Product Safety Commission (CPSC) inspections, replace Veteran's Park (high usage), consider new and trending play experiences, consider unique experiences at each park, art-inspired, nature play, relocate lakefront park equipment to neighborhood park, invest in new equipment at lakefront park, Berliner, thematic (lakes, fish, boats), sport inspired (Veteran's)Replace Lakefront Park, lake/fish/boat-themed Replace Veteran's Park (high usage), sports-themed Consider new and trending play experiences and unique experiences at each park, art-inspired, nature play, Berliner, Relocate lakefront park equipment to neighborhood park	Parks and Recreation	Public Works, Finance, Administration, Community Development	Business sponsorship opportunity, local community charitable groups	\$\$-\$\$\$	General Fund - Parks and Recreation Capital Infrastructure Budget	Kaboom or Miracle grants, Creative Play grants, Keep America Beautiful, Shade Structure Grant program, Let's Play Initiative, Lego Children's Fundm Safe Places to Play
Invest in walking and biking trails	Improve connections between Millennium and Lakefront Park, explore Riverwalk. Prioritize walking trails throughout park Develop community-wide bike lane priorities	Parks and Recreation	Public Works, Finance, Administration, Community Development	Business sponsorship opportunity, local community charitable groups	\$\$-\$\$\$	General Fund - Parks and Recreation or Streets Capital Infrastructure Budget Business Development District (BDD)	State Capital Bill (potentially)
Invest in nature trails	Lakefront Park Millennium Park Nature Trails Veteran's Park Trails	Parks and Recreation	Public Works, Finance, Administration, Community Development	Business sponsorship opportunity, local community charitable groups	\$\$-\$\$\$	General Fund - Parks and Recreation or Streets Capital Infrastructure Budget BDD	State Capital Bill (potentially)
Evaluate open space acquisition opportunities	Focus on high priority areas, per the distribution analysis maps, specifically Area 1, 7, 8, and 9. As development continues north of Fox Lake, consider additional acquisitions. Aim for an acreage level of service of 10 acres per 1,000 population.	Planning and Development	Public Works Finance Community Development Administration		\$\$\$\$	General Fund - Parks and Recreation Capital land purchase budget BDD	
Install shrub and perennial beds in high profile locations	Identify high profile locations Work with Promote Fox Lake to install beds	Public Works	Public Works Finance Administration	Business sponsorship opportunity, local community charitable groups	\$\$-\$\$	General Fund - Parks and Recreation / Streets	Kidsgardening.com, Keep America Beautiful Grants

PARKS, CONTINUED

Action Item	Implementation Items	Lead Dept.	Staff Group(s)	Community Partners	Level of Investment	Funding Mechanisms	Grants
Establish Lakefront / Riverwalk	Consider creation of a Riverwalk Bond Fund	Administration	Finance Parks and Recreation		\$\$\$	General Fund - Parks, Capital Budget BDD	
Develop Emerald Ash Borer (EAB) removal strategy we have a program in place already and a replacement program	Develop EAB removal strategy, started at higher profile parks first Prioritize and remove hazard trees Consider contractor to complete in phases	Public Works	Public Works		\$\$	General Fund - Streets, Public Works, or Parks and Recreation	Champions of the Chain Grants
Remove Emerald Ash Borer (EAB) infested trees	Develop EAB removal strategy, started at higher profile parks first Prioritize and remove hazard trees Consider contractor to complete in phases	Public Works	Finance		\$\$\$	General Fund - Streets	Champions of the Chain Grants
Develop an invasive species eradication policy, complete removals	Develop invasive species eradication plan, focusing on high profile parks and those along the lakefront.	Public Works	Administration Finance		\$\$\$	General Fund - Streets	Champions of the Chain Grants

PROGRAMS

Action Item	Implementation Items	Lead Dept.	Staff Group(s)	Community Partners	Level of Investment	Funding Mechanisms	Grants
Implement programs for people with disabilities	Special Recreation, ADA Amenities	Parks and Recreation	Administration Public Works	Northern Illinois Special Recreation Association, Special Recreation Association for Central Lake County	\$-\$\$	General Fund - Parks and Recreation, Local partnerships and business sponsorships	
Continue resident / Non-resident fee structure for community and special events.	Continue to analyze and track which events should have resident / non-resident fee structure. Evaluate pricing structure of community versus special events. Determine which events should be ticketed at high price points based on expenses, purpose, and policies (e.g. Bloody Mary Fest - requires more up front coordination and work, as well as policies due to alcohol). Track all costs, direct and indirect.	Parks and Recreation					
Review program data on a regular basis	Implement and utilize a system such as Civic Rec. Maintain data on both individual and overall program scales. Review programming data on a quarterly basis. The following are key data points that should be kept for each program and evaluated each year / season, especially as new programs are considered: Total resident and non-resident participants Indirect (e.g., utility bills, cleaning fees) and direct costs (e.g., program supplies, instructor fees) Life-cycle status: Where is the program in its life-cycle? Age Segment: Who is the program geared toward? Key data points to maintain to measure overall program effectiveness: Cancellation Rate: How many programs are canceled compared to the programs that are facilitated (e.g., 2 programs canceled compared to 20 programs facilitated – 10% cancellation rate). Aim for a cancellation rate of 20% or less. Age Segmentation: Consider: What is the breakdown of the overall program offerings compared to the population? Are programs geared more heavily toward one age group (e.g., seniors, youth) than others? The life-cycle of programs: Aim for a 60:40 breakdown of introduction/growth to mature/decline programs.	Parks and Recreation	Administration Finance	Civic Rec	\$\$\$	General Fund - Parks and Recreation	

PROGRAMS, CONTINUED

Action Item	Implementation Items	Lead Dept.	Staff Group(s)	Community Partners	Level of Investment	Funding Mechanisms	Grants
Continue relationships with school district to increase access to school sites	Consider increased access to sports fields and courts for additional youth and adult programs such as pickleball, tennis, or soccer Consider partnership with school district for indoor facilities to expand programming opportunities, such as basketball, volleyball, or fitness classes	Parks and Recreation	Administration	School Districts	\$-\$\$	General Fund- Parks and Recreation	
Delete or reposition programs in decline	Delete Movie and Concert by the Lake events or consider ways to reposition. Consider changing marketing and outreach to reposition the stakeholder's perception of the events. Additionally, consider adding more elements to these events, such as a market, concessions, or other supporting features to attract more users.	Parks and Recreation	Administration		\$	n/a	
Consider additional spring events	Community Picnic Art Walk Garden Walk Swap Meet Farm to Table Dinner Star Gazing Events (how to use a telescope, meteor identification, etc.) Trivia Wine and Cheese events (or other food-centric events) Consider trips to local destinations such as Chicago, Milwaukee, Madison, Wisconsin Dells, Galena, etc.	Parks and Recreation	Public Works Community Development Administration	Business sponsorship opportunity, local community charitable groups	\$\$\$	General Fund - Parks and Recreation	
Explore partnerships for programs, facility usage, and fundraising	Consider additional partnerships with Forest Preserve District, School District, Library, and local businesses and organizations. Consider clubs such as garden clubs, running / walking clubs, mom groups, etc.	Administration	Parks and Recreation	Library, School District, local charitable groups, business partners	\$-\$\$	Business Development District (BDD) General Fund - Parks and Recreation	

OPERATIONS

Action Item	Implementation Items	Lead Dept.	Staff Group(s)	Community Partners	Level of Investment	Funding Mechanisms
Establish lakefront property owner communication strategy	For future implementation of Riverwalk	Administration	Parks and Recreation	Administration Community Development	\$-\$\$	BDD General Fund - Parks and Recreation
Work with school district to monitor demographic changes	Meet with school district on an annual basis to discuss the anticipated changes in enrollment.	Administration	Parks and Recreation	School Districts	\$-\$\$	General Fund - Parks and Recreation
Enhance program flier (the Anchor, E-Anchor)	Include all program offerings, including those considered contract or organizations the Village has IGAs with	Parks and Recreation	Administration		\$-\$\$	General Fund - Parks and Recreation
Evaluating staff levels and personnel needs	Evaluate need for additional staff as programs and events are more established	Administration	Parks and Recreation Finance		\$\$\$	General Fund - Parks and Recreation
Replacement is ongoing - just passed tree program at infrastructure	Consider a 1-to-1 replacement policy	Public Works	Administration Finance	Business sponsorship opportunity, local community charitable groups	\$\$\$	General Fund - Streets
Pursue grant opportunities	See call-out on page 23	Administration	Finance Parks and Recreation		\$-\$\$	General Fund - Parks and Recreation
Focus marketing, outreach, sponsorship, and ticket sales for core programs and events	Coordinate posters, e-blasts, and press releases for core programs and events. Coordinate with local media to have them attend and write stories about the success of the events. Create sponsorship options for each events (e.g. sponsor the food, sponsor the bounce house, sponsor the movie) and / or tiered sponsorship levels for overall season / year sponsors (e.g., gold sponsors get their logo on all e-blasts, posters, and a banner at Lakefront Park, or similar incentives)	Parks and Recreation	Administration	Local area groups for marketing such as newspapers, guide, Visit Lake County	\$\$\$	General Fund - Parks and Recreation

Grants Grant for Millennium Park renovations, Kaboom playground grants, Creative Play grants, America Walks grants, Land and Wildlife Conservation Fund Grants (potentially OSLAD), Five Star and Urban Water Restoration Grants, Safe Places to Play, Trail Accelerator Grants (IMBA), NFL Foundation Grassroots Grant Program, Environmental Justice Small Grant Program, Baseball Tomorrow Fund Grants, Tony Hawk Foundation Skatepark Grants, Federal Surplus Personal Property Donation Program, Surplus Real Property Donation Program, Still we Ride Fund, CAN'd Aid Crush It Crusade Grants, Keep America Beautiful Community Restoration and Resiliency Fund, Weyerhaeuser Company Foundation Awards, Wells Fargo Corporate Giving Grants, The Hershey Company Grant Program, Carver Charitable Trust Grant Program, Soofa Sign Grant Program, National Environmental Education Foundation, US Forest Service Citizen Science Funding Program, Lowes Charitable and Educational Foundation, Miracle's Grants for America's Children, Shade Structure Grant Program, Lego Children's Fund, Let's Play Initiative, KidsGardening Continue to monitor <https://www.nrpa.org/our-work/Grant-Fund-raising-Resources/> for more information. Consider non-profit organizations that the Village could partner with to maximize grant opportunities.

HIGH PRIORITIES INITIATIVES

(1-3 years)
PARKS

Action Item	Implementation Items	Lead Dept.	Staff Group(s)	Community Partners	Level of Investment	Funding Mechanisms	Grants	Duration
Implement covered small stage at Community Garden that has flexibility for sun and is removable	Consider per-fabricated structure for easy assembly and cost efficiencies	Parks and Recreation	Public Works, Finance, Administration, Community Development	Business sponsorship opportunity, local community charitable groups	\$\$-\$\$\$	General Fund - Parks and Recreation, Sponsorship opportunities, donations, BDD	Open Space Land Acquisition and Development (OSLAD), Land and Wildlife Conservation Fund (LWCF)	3-6 months
Improve Lakefront Park and develop northern parcels	Hire landscape architect to consult on park design. Consider horticulturalist / ecologist, civil engineer, structural engineer, traffic engineer, and other support disciplines to address site needs. Design process should include (1) schematic design, (2) community engagement, (3) design development, (4) construction documentation, and (5) construction phase services.	Parks and Recreation	Public Works, Finance, Administration, Community Development	IDNR, Army Corps, Business sponsorships opportunity, local community charitable groups	\$\$\$-\$\$\$\$	Bonding capacity / long-term debt General Fund - Parks and Recreation Sponsor a Pier Program, pier development and maintenance BDD for Nippersink Part - not Northern Parcels	Champions of the Chain, shoreline restoration and invasive species removal, Kaboom or Miracle playground grants, OSLAD, LWCF, Keep America Beautiful Grants, US Fish and Wildlife (USFW) Boating Access Program	Schematic Design / Community Engagement: 4-6 months Design Development: 2-3 months Construction Documentation: 1-2 months Construction: to begin in Spring of 2020
Complete CPSI Inspections	\$500-\$1,000 per playground for contracted work, could be done in-house if maintenance staff were to attain certification, see below)	Parks and Recreation	Public Works, Finance, Administration, Community Development		\$\$-\$\$\$	General Fund - Parks and Recreation		3-6 months
Identify and improve key pedestrian safety points	Evaluate all intersections around parks and develop prioritization matrix for improvements. Shutdown Nippersink Road, shared use along Nippersink adjacent to retail, create stronger connections, improve parking capacity	Public Works	Public Works, Finance, Administration, Community Development	Business Sponsorship opportunity, state funding	\$\$-\$\$\$	General Fund - Streets or Public Works	State Capital Bill (potentially)	"Evaluation and prioritization: 2-3 months Nippersink / realignment: 6 months to 1 year"

PROGRAMS

Action Item	Implementation Items	Lead Dept.	Staff Group(s)	Community Partners	Level of Investment	Funding Mechanisms	Grants	Duration
Invest in Art Initiatives	Establish Spring Art walk between Millennium, Lakefront, and Community Garden (Murals, walking from parks to see art)	Parks and Recreation	Administration Community Development	Local art studios (e.g. Studio 25) Local charitable groups	\$-\$\$	Business Development District (BDD) General Fund - Parks and Recreation	Foundation for Arts Initiatives, Americans for the Arts	Varies, based on programs implemented
Implement Community Picnic	Establish as Spring event Host at Community Garden (Memorial day weekend, Go Fox Lake, Fathers Day fishing)	Parks and Recreation	Public Works, Administration	Library, School District, local charitable groups, business partners	\$-\$\$	General Fund - Parks and Recreation Local partnerships and business sponsorships		1-2 months for planning
Create and Implement user feedback surveys for programs and events (community and special events)	Consider using Eventbrite, or another ticket / registration site, to obtain email and contact information for registrants. This information can then be used to conduct follow up surveys, as well as create a marketing and outreach list for future programs and events.	Parks and Recreation	Administration		\$-\$\$	General Fund - Parks and Recreation		Initial survey template development: 2-3 weeks Survey process: 2-3 week open period for comments Survey review: 2-3 weeks
Implement program opportunities for ages 20-54	Morning and Evening Zumba Evening Yoga Consider additional evening fitness programs such as Cross-fit, barre, dance, WERK, and other trending fitness classes Consider partnering with local fitness instructors (e.g., Beachbody, local gym owners) Trips, contract with tour company	Parks and Recreation	Administration Finance	Bus Tour company contract Local fitness instructors	\$-\$\$	General Fund - Parks and Recreation		Varies, based on programs implemented
Implement morning programs for families and children under 5	Consider a kids music class (e.g., Kindermusik, Mommy and Me, etc.), painting classes, motor skills, Mommy and Me Yoga, indoor playground, parent and tot gymnastics, toddler chef, story time, little engineers / train play class, or holiday-themed events (e.g. Valentines crafts, easter egg decorating, etc.)	Parks and Recreation	Administration	Lake County Parent/ Mom Groups: http://www.littlelakecounty.com/lake-county-parent-mom-groups/	\$-\$\$	General Fund - Parks and Recreation Local partnerships and business sponsorships		Varies, based on programs implemented

OPERATIONS

Action Item	Implementation Items	Lead Dept.	Staff Group(s)	Community Partners	Level of Investment	Funding Mechanisms	Grants	Duration
Parks Department Staff Member or Public Works Maintenance Staff	At least one staffer should be CPSI certified to complete future playground inspections (\$579 member course and exam, \$614 non-member course and exam). Certification is good for 3 years.	Public Works	Parks and Recreation Administration		\$\$-\$\$\$	General Fund - Parks and Recreation or Streets		

MEDIUM PRIORITY INITIATIVES

(3-5 years)
PARKS

Action Item	Implementation Items	Lead Dept.	Staff Group(s)	Community Partners	Level of Investment	Funding Mechanisms	Grants	Duration
Invest in a non-motorized canoe launch at Kings Island	Establish sticker / registration system for launch	Parks and Recreation	Public Works, Administration, Finance, Community Development	IDNR, Army Corps	\$-\$\$	General Fund - Parks and Recreation Sticker system for usage	USFW Boating Access Program	3-6 months
Improve Veterans Park	Work with Police Department to develop plan that accommodates both police department and parks and recreation needs. Upgrade the playground	Public Works	Police Finance Administration	GTAAA, Fire Department	\$\$\$	General Fund - Streets Capital Fund		Schematic Design / Community Engagement: 4-6 months Design Development: 2-3 months Construction Documentation: 1-2 months Construction: to begin in Spring of 2020
Develop shoreline edge policy and maintenance standards	Coordinate with Champions of the Chain, Lake County, and the Forest Preserves to develop a policy that is consistent between the various agencies and utilizes best practices.	Public Works	Administration Finance	Champions of the Chain Local business sponsors Local Charitable Groups	\$\$\$	General Fund - Streets Capital Fund		3-6 months
Invest in public restrooms	Consider implementation at key community and neighborhood parks such as Lakefront Park, Millennium Park, Veterans Park, and Community Garden. Consider both permanent and temporary solutions. For example, at Lakefront Park and Veterans, permanent, pre-fabricated structures may be most appropriate because of the heavy use. At Community Garden, portable restrooms may be more appropriate. The portable restrooms can be made placed in a stone enclosure to screen the restrooms from the rest of the park uses.	Administration / Public Works	Administration Finance	Local business sponsor Local Charitable Groups	\$\$\$\$	General Fund - Streets or Parks Capital Fund		"Evaluation and prioritization: 2-3 months Nippersink / realignment: 6 months to 1 year"

PARKS, CONTINUED

Action Item	Implementation Items	Lead Dept.	Staff Group(s)	Community Partners	Level of Investment	Funding Mechanisms	Grants	Duration
Evaluate connection / access improvements to park sites in areas where land acquisition is not feasible	For areas where park acquisition isn't feasible due to the area being built out or a lack of available vacant / for sale properties, focus investments on sidewalk, crosswalk, and trail improvements that directly link the areas / neighborhoods to existing parks. Additionally, consider on-street bike lanes and other cycling opportunities.	Administration	Community Development	Neighborhood	\$\$\$	General Fund - Streets or Parks and Recreation		
Evaluate and consider new amenities at other publicly-owned properties	Evaluate other Village-owned lands for recreational opportunities, determine how many acres of land, outside of the floodplain, are available for development. Consider these sites for new playgrounds, sports courts, seating and gathering areas, and public art. Additional, for those properties located along a lake, evaluate the feasibility of canoe / kayak or motorized boat launches.					General Fund - Streets Capital Fund		
Improve trail connections between Millennium and Lakefront Park	Gap in linkage between the bike path , which is currently an issue.	Parks and Recreation	Public Works, Finance, Administration, Community Development	Business sponsorship opportunity, local community charitable groups	\$-\$\$	General Fund - Parks and Recreation, Streets, or Public Works		

PROGRAMS

Action Item	Implementation Items	Lead Dept.	Staff Group(s)	Community Partners	Level of Investment	Funding Mechanisms	Grants	Duration
Consider additional winter events and programs	Ice rink events (e.g. open skate, hockey lessons, skating lessons, etc.) Holiday House Walk Ice fishing tournament Snowmobile Classes Indoor appropriate programs such as arts, music, fitness, and education opportunities (e.g. technology classes, cooking classes, mindfulness, etc.)			IDNR	\$-\$\$	General Fund - Parks and Recreation		
If a dedicated parks and recreation program brochure is created separately from the Anchor / E-Anhor, consider a sponsor for a program brochure	Provide a discount or incentive program tied to ads inside or sponsorship of the brochure. In the interim, consider developing a sponsorship program for local businesses that include an ad in the Anchor / E-Anchor	Parks and Recreation	Administration Finance Community Development	Local business sponsor Local Charitable Groups	\$\$	General Fund - Administration		

LOW PRIORITY INITIATIVES

5+ years
PARKS

Action Item	Implementation Items	Lead Dept.	Staff Group(s)	Community Partners	Level of Investment	Funding Mechanisms	Grants	Duration
Invest in a dog park	Complete additional community outreach and a feasibility study to determine the most appropriate location, size, and desired amenities. Consider the following when developing dog park - distance from residential, space for large versus small dogs, agility equipment versus open running area, creature comforts for owners, type and height of fencing, screening from views versus viewsheds into site, materials (grass, pebbles, paving, artificial turf, etc.), maintenance considerations, and operations (e.g. permit versus free).	Parks and Recreation	Administration Finance Public Works	Local business sponsor Local Charitable Groups	\$-\$\$	General Fund - Parks and Recreation - BDD if in area Capital Fund		
Invest in volleyball courts	Consider renovating existing courts at Lakefront Park. Incorporate sports programming opportunities to activate courts such as summer leagues (e.g. Chicago Players Sports Leagues)	Parks and Recreation	Administration Finance Public Works	Local business sponsor Local Charitable Groups	\$\$\$	General Fund - Parks and Recreation - BDD if in area Capital Fund		
Upgrade existing sports courts	As park sites are renovated, make a concentrated effort to upgrade existing sports courts. Until full renovations can occur, focus maintenance investment on crack filling and restriping courts.	Parks and Recreations	Administration Finance	Local business sponsor Local Charitable Groups	\$\$\$	General Fund - Parks and Recreation Capital Fund BDD if located in area		

PARKS, CONTINUED

Action Item	Implementation Items	Lead Dept.	Staff Group(s)	Community Partners	Level of Investment	Funding Mechanisms	Grants	Duration
Explore opportunities for new playground locations	Once all existing playgrounds have been renovated, consider additional locations for new playground sites, funding and maintenance dollars permitting. Consider locations where park sites exist first, then explore acquisition or partnerships opportunities with schools, churches, or other educational / institutional uses to increase access and walkability to playground sites. Additionally, consider innovative and non-traditional play opportunities such as play trails or ""streets"" such as: http://www.worldsportchicago.org/programs/perma-playstreets/	Parks and Recreation	Administration Finance Public Works	Local business sponsor Local Charitable Groups	\$\$\$	General Fund - Parks and Recreation BDD if in area Capital Fund		
Work with the Forest Preserve to develop the Tanager Kames Forest Preserve	Meet with Forest Preserve leadership / planners to discuss future plans for the new Forest Preserve. Share community survey, existing conditions report, and plan recommendations with the Forest Preserve. Consider ways to partner together, such as an IGA, for development of and access to the Forest Preserve. Consider bike lanes or multi-use trails to and throughout the preserve.\	Parks and Recreation	Administration Finance Public Works	Local business sponsor Local Charitable Groups	\$-\$\$	General Fund - Parks and Recreation BDD if in area		

PARKS, CONTINUED

Action Item	Implementation Items	Lead Dept.	Staff Group(s)	Community Partners	Level of Investment	Funding Mechanisms	Grants	Duration
Create nature center at Veteran's Park	Consider establishing indoor nature center at Veteran's Park. Ensure center is located near parking, and the placement does not interfere with existing police activity and use. Consider outdoor classrooms, native plantings, bee colonies, and urban gardening opportunities. Support the center with programming. Consider opportunities for educational programming for all ages, as well as opportunities to get older residents into the park such as food, drink, and networking events. Create a rentable space within the facilities for birthday parties, bridal showers, and other gatherings.	Parks and Recreation	Public Works, Finance, Administration, Community Development	Veterans - GTAA Business sponsorships local community charitable groups	\$\$-\$\$\$	General Fund - Parks and Recreation		

PROGRAMS

Action Item	Implementation Items	Lead Dept.	Staff Group(s)	Community Partners	Level of Investment	Funding Mechanisms	Grants	Duration
Implement program opportunities for teens	Work with school district to conduct teen feedback surveys Consider fishing teams Consider school district-library partnership	Parks and Recreation	Parks and Recreation	Library, School District, Sport and social leagues	\$-\$\$	General Fund - Parks and Recreation		
Consider music festival(s)	Consider hosting at Lakefront Park, or at multiple locations - Lakefront, Millennium, and Community Garden. Consider partnerships with local musicians to implement (e.g. battle of the bands).	Parks and Recreation	Administration Finance Public Works	Local business sponsor Local Charitable Groups	\$-\$\$	General Fund - Parks and Recreation		
Consider antique fair	Consider hosting at Community Garden, and partner with local or regional antique businesses.	Parks and Recreation	Administration Finance Public Works	Local business sponsor Local Charitable Groups	\$-\$\$	General Fund - Parks and Recreation		
Invest in programs for 55 and older	Conduct user surveys at existing 55 and older programs to obtain information about what additional programs existing users would like to see, on an ongoing basis. Consider additional fitness programs, trips, special recreation programs, and boating opportunities.	Parks and Recreation	Administration Finance Public Works	Local business sponsor Local Charitable Groups	\$-\$\$	General Fund - Parks and Recreation		
Consider teen tennis lessons	Consider partnership with school district to utilize their courts for programs.	Parks and Recreation	Administration Finance Public Works	Local business sponsor Local Charitable Groups	\$\$\$	General Fund - Parks and Recreation BDD if in area Capital Fund		

OPERATIONS

Action Item	Implementation Items	Lead Dept.	Staff Group(s)	Community Partners	Level of Investment	Funding Mechanisms	Grants	Duration
Increase subdivision ordinance to 10 acres per 1,000	Write draft ordinance, review with board and community, and adopt. Consider modeling ordinance off of those listed in APA's PAS Report: https://www.planning.org/pas/reports/report46.htm	Community Development	Administration Finance	CMAP? Other Planning Groups?	\$\$\$	General Fund -Administration or Community Development		
Evaluate IGAs for Broadway Academy of Dance and GTAAA	Reconsider payment / fee structure and user requirements to establish a more equitable agreement. Consider requiring more maintenance and clean up responsibilities for user groups in exchange for cheaper fees, or increase fees to cover additional direct and indirect costs accumulated by Village to support the organization's programs and services. Consider additional ways to partner with organizations to accomplish both parties' goals.	Administration	Finance		\$	General Fund - Parks and Streets		



The Village experiences a high level of park engagement, most notably at Lakefront Park. However, while Lakefront has the highest total visitors, it has a rate of just above average. With the importance of this park, the Village should consider investing in upgrades and improvements to create a more engaging, cohesive space. These investments can be implemented with a phased approach over the next 20 years.

With the largest Village owned shoreline, care should be taken to enhance the edge treatment along the length of this property and connect to the recently purchased parcel to the east. Recreation access to the water has been stated as a high priority for the Village. Fishing piers, public boat docks, and a beach have all been mentioned through community and stakeholder feedback. With swimmer safety in mind, location of the beach should be pulled away from the heavily trafficked "Beer Can Bridge."

The closure and realignment of Nippersink Boulevard will provide the park with a cohesive space uninterrupted by vehicles. It is recommended that Nippersink Boulevard terminate into the parking lot adjacent to the field house. The parking lot should be designed to allow turning movements of truck and trailers.

Connections to Lakefront Park, both in access and visual wayfinding will increase its use. A bike lane that continues north through the park and along Route 12 from the Nippersink Boulevard reconstruction project south of Oak Street will increase the Village's regional connectivity. The relocation of the main park entry to Riverview Avenue will present its users with some wayfinding issues. The village should consider clear visual markers to locate park entries.

The relocation of the playground would provide a stronger visual link to the splash pad which would not be cost-efficient to relocate.

Consolidation of parking lots would provide reduced paving footprint and a more efficient motorist circulation. Overflow parking should be considered for the larger special events.

Figure 1.5: Lakefront Park Recommendations



Address	71 Nippersink Ave
Acreage	7.48
Classification	Community Park
Programs	Concert by the Lake
Events	Prairie Advocacy
Amenities	Nippersink relocation
Phasing	Beach front -
	Playground -
	Splash Pad expansion -
	Nature Play
	Band Shell
	Hilly Prairie Landscape
	Picnic patio
	Piers
	Park Entry Signage
Potential Partnerships	Local businesses



Address	71 Nippersink Ave
Acreage	7.48
Classification	Community Park
Programs	Concert by the Lake
Events	Prairie Advocacy Nippersink relocation
Amenities	Beach front - Playground - Splash Pad expansion - Nature Play Band Shell Hilly Prairie Landscape Picnic patio Piers Park Entry Signage
Potential Partnerships	Local businesses





DOCK AND BOARDWALK



STAGE + THEATER



PLAYGROUND & NATURE PLAY



FITNESS PODS

DOG FRIENDLY AREA

Millennium Park

This park sits along the Metra tracks and provides a direct connection to the Fox Lake Train Station, Downtown retail corridor and the Route 12 bike lane. Pedestrian and bicycle connections across Grand Avenue and through the existing alley north of Millennium Park should be considered as an immediate priority.

There is a great opportunity with Fox Lake station being the northernmost stop along the Milwaukee District North line. The existing Santa House and partnership with Ken Ward as Santa provides the added pieces for Fox Lake to host a Polar Express event through the Christmas season. Relocation of the Santa House should be considered, its current lack of plaza space is uninviting and underwhelming. The existing mature Pine tree grove provides an opportunity to resemble the North Pole more closely. Considerations of specialty paving, landscape enhancements, and festoon lighting will significantly enhance this space.

The large expanse of pavement found within the parking lot to the west, the parking lot in the northeast corner and the alley that runs east-west severely limit the amount of park space available as well as its connectivity to adjacent land use.

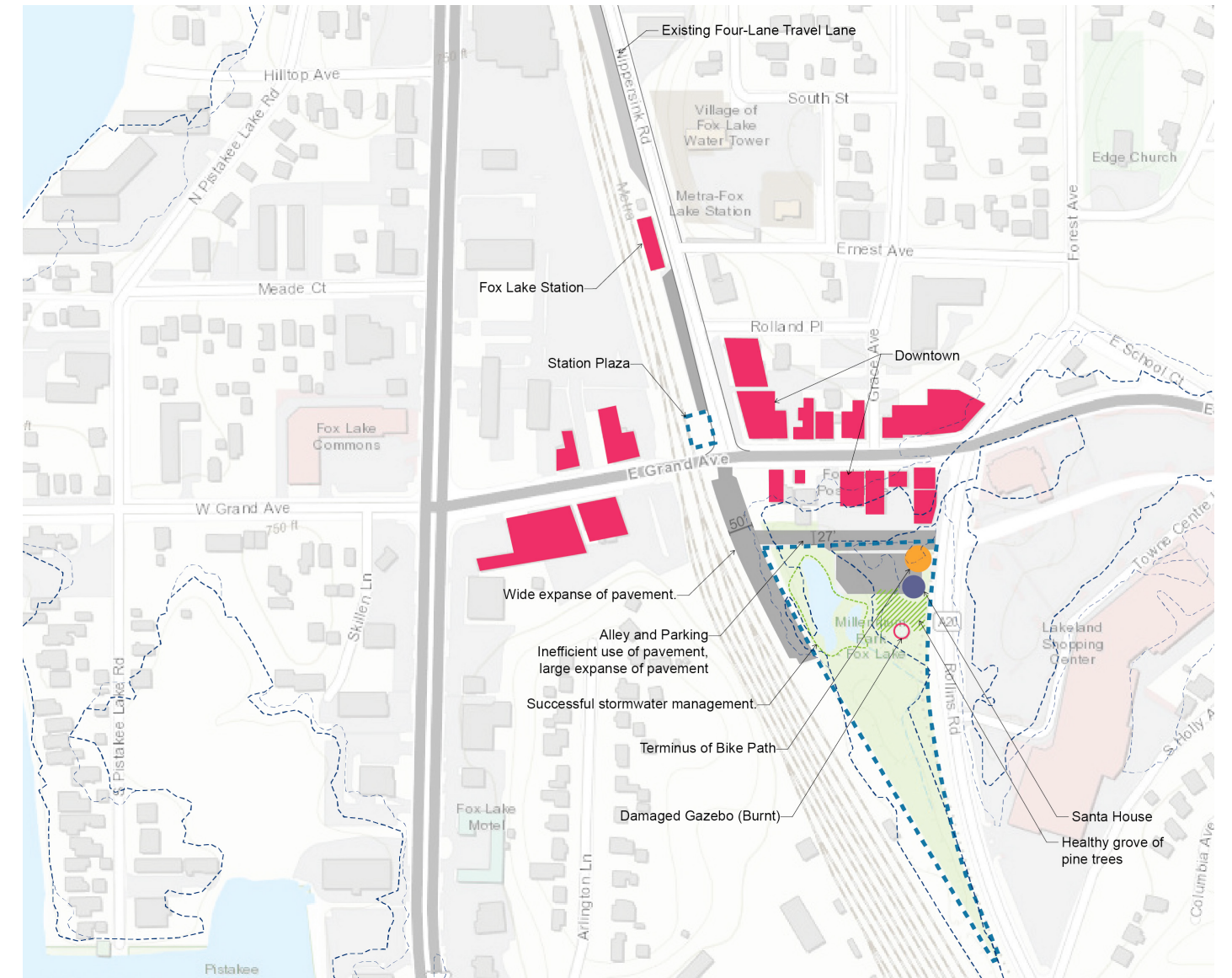
Community Garden

The connection to downtown, and the community's diligent maintenance routines have made it the highest rated park in the Village. It would benefit from a park expansion to the southwest to provide a stronger link to the retail corridor along Grand. It's a large flexible open space make it a great location to host special events. Between the existing park parcel and the property to the southwest, there is a significant grade change. Care should be taken to provide an accessible route between parcels while maintaining the existing flexible open space to the north and the clear visibility from Grand Avenue along the south.

As an immediate renovation, this park would benefit from a subtle enhancement to the parking lot which is the main entry point for a lot of users. The gravel pavement surfacing provides increased water infiltration but a messy appearance. A simple edge treatment along the transition between gravel and grass would help maintain a clean appearance.

This park would also benefit from clear wayfinding or visual markers that could be seen from Grand Avenue. The significant elevation change between the park and the streetscape is a visual barrier.

Figure 1.6: Millennium Park / Train Station Plaza Recommendations Diagram



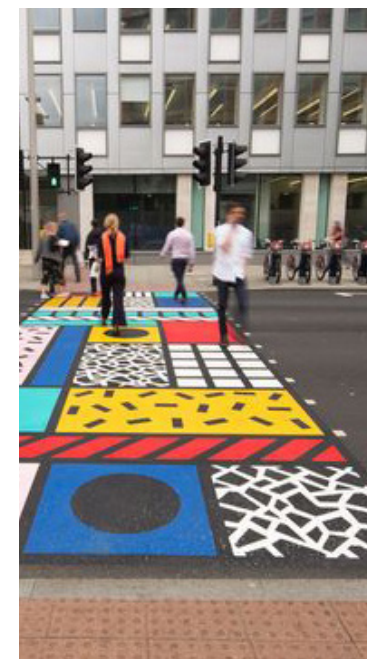


Address	Grand & Rollins
Acreage	3.94 / .04
Classification	Community Park / Mini
Programs/ Events	
Amenities	Bike Path extension
	Pedestrian crossings
	Santa Plaza
	Reconfigure Prkg Lot
	Wetland boardwalk
	Refurbished Gazebo

Partnerships



SHARED SPACE WITH CATENARY LIGHTING



ENHANCED PEDESTRIAN CROSSINGS



SHELTER



SANTA PLAZA

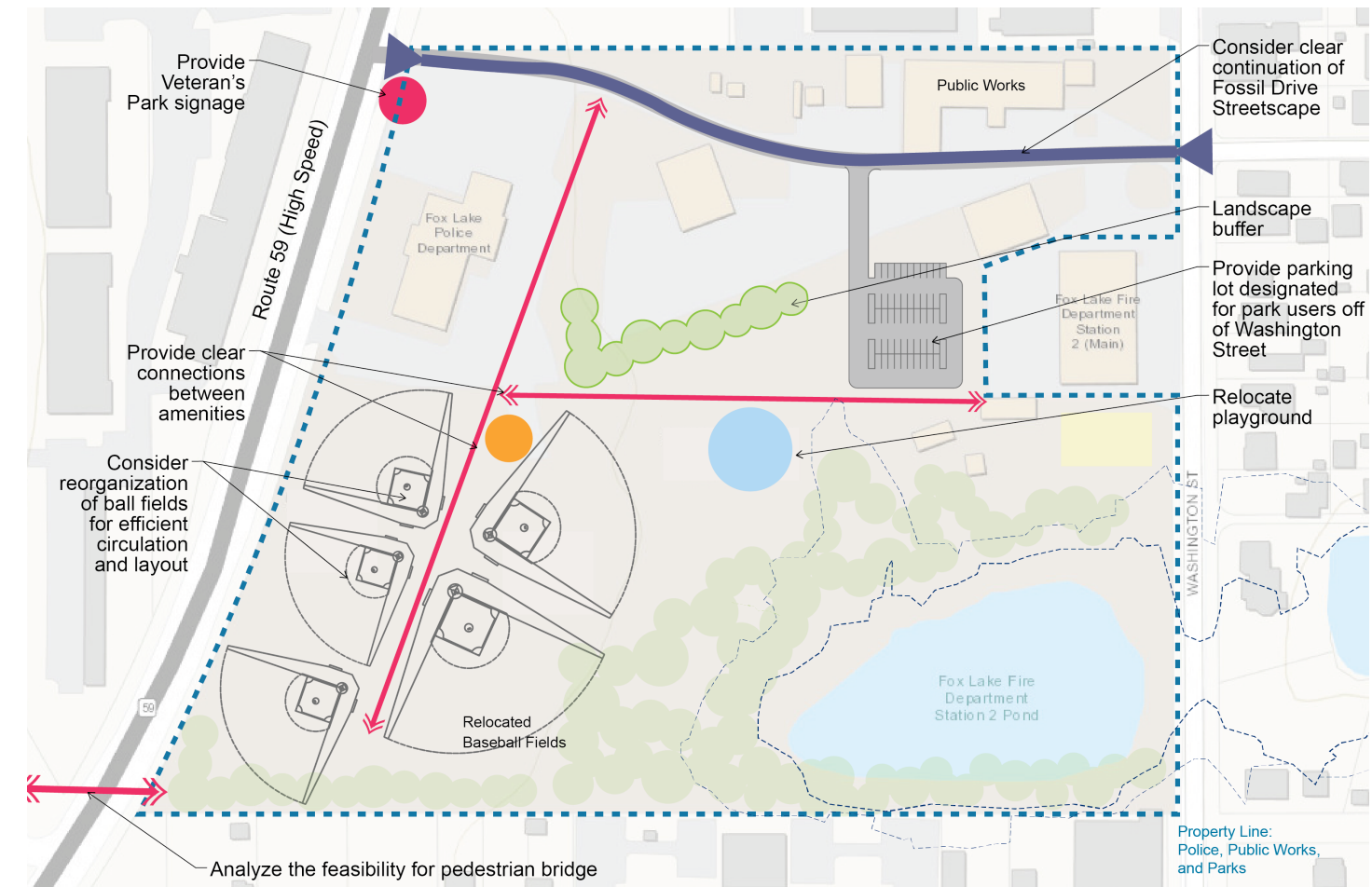


As a shared property between the Parks and Recreation Department, Fire Department, Public Works, and Police Department the organization and layout of the overall site has become haphazard and lacks a logical circulation, and as such this park is forgotten about and not used to its full potential. Continuation of Fossil Drive streetscape from Washington Street to Route 59 would provide a clear designation of space between the different user agencies. Currently, this road appears to be a private driveway into the Public Works storage yard. A parking lot off of Washington Street dedicated to park users should be considered.

A space analysis should reconsider the layout and orientation of the multiple park amenities such as ball fields and courts, skate park, playground, picnic shelters, batting cages, concession stand, and a naturalized detention pond. Connections between amenities and a logical cluster of program types would better serve the park users.

The immediate neighborhood that Veteran's Park serves is fairly small with Route 59, Squaw Creek and Rollins Road serving as barriers. Feasibility of a pedestrian bridge could be considered over Route 59.

Figure 1.7: Veteran's Park Recommendations Diagram



Address	301 S. Route 59
Acreage	12.22
Classification	Community Park
Programs	
Amenities	Additional parking lot
	Creek walk
	Park Entry Signage
	Ballfield relocation
	Playground renovation
	Basketball Court resurface
	Path connections
Partnerships	GTAAA

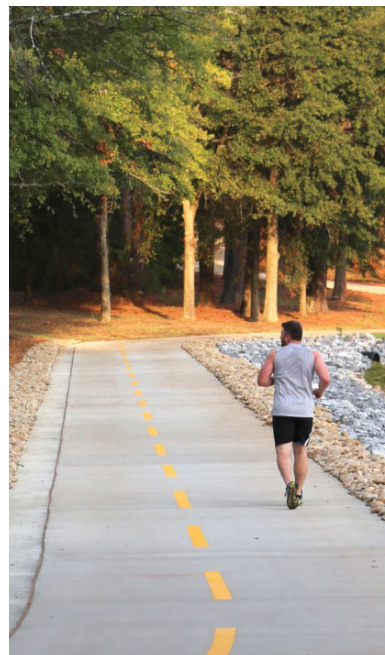




PLAYGROUND



CREEK TRAILS





APPENDICES

APPENDIX A: VILLAGE PROFILE

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This section outlines the Village's current context. It provides a snapshot in time of its demographics, government structure, parks and recreation staffing and operations, and general context within which the planning team must develop their recommendations.

Previous Planning Initiatives and Related Documents

These planning processes do not occur in a vacuum, and with this Master Plan, the Village looks to build upon the successful planning efforts that came before. The planning team reviewed both adopted and in-progress planning documents to develop a comprehensive understanding of the Village's existing context, community attitudes, and future strategies. Documents reviewed and incorporated into this report include:

- Strategic Plan Process Overview
- Village of Fox Lake Strategic Plan
- 2017 - 2018 Strategic Plan Priorities
- 2017 - 2018 Performance Metrics
- Station Area Plan
- Comprehensive Plan
- Greenways and Bikeways Plan
- Central Business Development District Plan
- South Business Development District Plan
- Downtown Vision Study and Plan

The Village and related county and regional agencies completed the following long-term planning initiatives in an effort to propel Fox Lake towards the goal of becoming a Regional destination that capitalizes on its key natural resources. The planning team reviewed and analyzed each plan, and evaluated how they impact the future of Fox Lake's Parks and Recreation assets. The following summaries outline the impacts each plan has on the Park and Recreation program within the study area.

Downtown and Lakefront Vision Plan – April 2011

This plan was developed on the heels of extensive public/stakeholder input. Workshop #1 broke

the discussion up into five key discussion topics: Parking, Transportation, Strengths, Weaknesses and Opportunities. Workshop #2 summarized the results of Workshop #1 re-categorizing it into three new headings: Community Strengths, Community Challenges, and Community Desires. The plan's implementation strategy divided the community into seven key districts.

- Lakefront Park District: This district includes the existing Lakefront Park and Lakefront Community Building as well as the existing marina property west of Route 12. Recommendations include new park amenities, a hotel, a municipal pier, pedestrian connections to the downtown, and expanding Nippersink Rd to the northeast to connect with Forest Avenue.
- Mineola Property District: Recommends for this district include a new public waterfront park at Mineola Bay, within a mixed-use private sector development.
- Route 12 & Nippersink Triangle District: The goal for this district is for it to serve as a positive connection between Lakefront Park and the Downtown Business District.
- West Grand Lake District: This smaller district defines a potential one block extension of the core business district west to the lake. (The plan did not identify parks and recreation-related recommendations within this district)
- Route 12 Corridor District: This district is the southern entrance to the entire planning area and sets the stage for arrival at the intersection of Route 12 and Grand Avenue. (The plan did not identify parks and recreation-related recommendations within this district)
- Downtown Business District: This district represents what historically is known as the two block "Main Street" of the Village of Fox Lake. (The plan did not identify parks and recreation-related recommendations within this district)

- East Gateway District: This district includes the Lakeland Shopping Center, Village Hall, undeveloped property, and the eastern access / gateway to the entire planning area and directly to the Downtown Business District. (The plan did not identify parks and recreation-related recommendations within this district)

High priority development sites within the Downtown Core, relevant to the parks and recreation master plan, include: Lakefront Park, a public pier at the terminus of Grand Avenue, Marina Park, and Triangle Park.

Comprehensive Plan - February, 2012

The Comprehensive Development Plan outlined Fox Lake's development potential, setting future land use patterns and public policy for development proposals, zoning classifications, resource and budget allocation, and facilities for public use. The following goals are relevant to the parks and recreation master plan:

- Preserve the environmental waterfront corridors, plant diversity, and tree canopy;
- Create waterfront access from the downtown core;
- Highlight water based recreation; and,
- Plan for 20% open space development.

This plan also identified a sub-area and developed a plan for it, known as the South Central Corridor plan. A deeper review of the South Central Corridor plan revealed Fox Lake's key point of entry along Route 12 from Grand Avenue to Route 59. The plan's highest priority related to parks and recreation was a Marina /Resort redevelopment along the west side of Rt. 12 as a resort complex to include a waterfront park, vacation rentals, and entertainment venues.

Greenways and Bikeways Plan – March 2013

Building on both the Comprehensive Development Plan and the Downtown and Lakefront Vision Plan, this plan aims to develop a bicycle and pedestrian network that links surrounding residents to recreation, employment, waterfront, and activity centers. Major destinations identified in the plan include the following locations; Grant Community High School, Stanton Middle School, Town Center, Village Hall, Grant Woods Forest Preserve, Fox Lake Metra Station, Ingleside Metra Station, Chain o' Lakes State Park, Gander mountain Forest Preserve, Volo Bog State Natural Area, Dockers Restaurant, Lakefront Park and Pier, and Nippersink Canoe Base. Proposed bike lanes are recommended for Grand Avenue, Nippersink Road, Route 12 (north of Nippersink), Devlin Road, Big Hollow Road/Route 134, Route 59, Sayton Road, and Kings Road. (See Table 2.1 and Figure 2.3 within the Greenways and Bikeways Plan.

Fox Lake Station Area Planning Study – August 2013

The Fox Lake Station Area Plan boundary addresses the long-term vision for Fox Lake's multi-modal transit system. The Village of Fox Lake is currently serviced by PACE Suburban Bus and Metra's Milwaukee District – North line. The main goal of this study was to generate increased ridership for these networks. The following opportunities were identified: streetscape improvements for a more walkable environment within the mixed-use downtown, a parking garage to meet ridership need, and pedestrian crossing enhancements to provide safe accessible connections. Design guidelines were set to enhance the aesthetics of the street wall, streetscape, overall branding and wayfinding, parking treatments, and transit elements.

Recommendations relevant to the parks and recreation plan focused on improvements to Millennium and Lakefront Park. The recommendations for Lakefront Park included a community building, realignment of Nippersink Avenue and adjacent surface parking and enhancement of the park features. (were any of these items completed? Community building? We should not what’s been completed) Millennium Park’s recommendations included treatments to enhance this parcel as a Trailhead to the proposed bikeway through Downtown.

Strategic Plan – 2017

This document provides the Village with a strategic action plan for the next 5 years. The Village’s strategic goals and objectives were grouped into six main categories; Infrastructure, Marketing, Recreation, Technology, Economic Development, and Communication and Public Outreach. This document serves as the link between the Village’s direct actions and the preceding planning initiatives. Through a series of analytic steps, the recreation team developed the following strategic goal relevant to the current parks and recreation master planning process, “Promote community programming, and enhanced recreation opportunities for the Residents of Fox Lake and community partners in a safe and fiscally responsible manner.”

The Recreation Strategic Planning Team determined the following goals, objectives, and tactics

Central Business District Eligibility Study and Business District Plan– August 2017

This study evaluated the eligibility of the Central Business District area to be designated as a “Business District” and to impose additional business improvement taxes on property owners within the district. The study found that the Central Business District was eligible for

designation due to the following conditions which were present for blighted status, deterioration of surfaces, and buildings and obsolete platting. The overall goal of this Plan was to reduce or eliminate conditions that qualified the Central Business District as a blighted area and to provide recommendations about how to create a vibrant downtown. The additional taxes accrued due to the Business District overlay, increasing safety for vehicles and pedestrians and increasing beautification within the District can become a reality.

Planning Benchmarks

National Benchmarks. A key component to a parks and recreation master plan is the establishment of planning benchmarks. See Figure 2.8 on page 73 for the summary of national planning benchmarks. The National Recreation and Parks Association (NRPA) established Park Metrics, an online database of agency performance resources to “assist parks and recreation professionals in the effective management and planning of their operation resources and capital facilities.” This database provides agencies with the tools they need to compare themselves to peer agencies and use this information to gain more funding support, improve their internal operations, and provide a higher level of service for their communities.

Park Metrics allow agencies to filter peer agencies by a variety of criteria, from budget size or full-time equivalent employees, to jurisdiction population. For the Village of Fox Lake, the planning team filtered peer agencies by population. Specifically, the planning team identified agencies of all types with populations between 8,000 and 15,000. Park Metrics reported 61 agencies from 29 states that fit this criteria. The majority (49) of the agencies were municipal (city or town), while the remaining 12 were county, state, special districts (e.g., park district), regional, independent, or school districts.

Village Benchmarks.

Village benchmarks were derived from the Villages internal requirements, specifically its subdivision ordinance. For acreage, the planning team compared the Village's existing acreage level of service to the subdivision ordinance of six (6) acres per 1,000 population.

Local Benchmarks. Local benchmarks were derived from villages within Lake County that are comparable in size and organizational structure, specifically Parks and Recreation Departments. Municipalities included in this analysis area Hawthorn Woods, Antioch, Lake Villa, and Libertyville. Benchmarks are an average of the four villages individual features for revenue, expenditures, acreage, employees, and other pertinent data points.

Figure 2.8: National Planning Benchmarks

#	Effectiveness Ratio	Park Metrics	Local	Village
Budget, Operations, and Expenditures				
1	Total operating expenditures	\$1,214,371	\$687,984	\$502,528
2	Operating expenditures per capita*	\$116	\$56	\$48
3	Revenue per capita*	\$28	\$33	\$2,477
4	Total revenue to total operating expenditures	27.3%		19.5%
5	Total tax expenditures per capita*	\$75		\$729
7	Operating expenditures per acre of parkland	\$8,095		\$17,757
9	Operating expenditures per FTE	\$94,801		\$251,264
10	Capital Budget for next 5 years	\$643,500		\$450,000
11	Capital Budget for the fiscal year	\$140,000		\$250,000
Staffing				
1	Number of full-time employees	6	7	3
2	Number of non-full-time employees	30	48	3†
Programs and Services				
1	Total number of programs and events offered ‡	60		73
2	Number of fee-based programs	42		61
4	Number of participants per program (excl. events)	53		20
5	Ratio of fee programs to all programs	87.5%		83.5%
Parks and Open Space				
1	Acres of parks per 1,000 residents	12	17	2.7
2	Number of residents per park	1,321.2	958	946.7
3	Number of acres per park	17.7	14	2.6
4	Playgrounds per capita (1 per #)	3,000	n/a	2,083
5	Community gardens per capita (1 per #)	9,001	n/a	2,604
6	Basketball courts per capita (1 per #)	4,672	n/a	5,207
7	Volleyball courts per capita (1 per #)	8,729	n/a	10,414
8	Tennis courts per capita (1 per #)	3,421	n/a	n/a
9	Youth diamond fields per capita (1 per #)	4,663	n/a	2,083
10	Skate parks per capita (1 per #)	11,309	n/a	10,414
11	Dog parks per capita (1 per #)	11,382	n/a	n/a
12	Outdoor ice rink per capita (1 per #)	11,236	n/a	10,414
13	Multi-purpose rectangular fields per capita (1 per #)	4,210	n/a	n/a

* Using the Village Population of 10,414

† 1 part-time and 2 seasonal

‡ Programs only, events not included

DEMOGRAPHICS

The following information summarized the demographic reports derived from ESRI. The full demographic report can be found in the Appendix.

Population Trends

Village of Fox Lake: The existing population, according to 2018 ESRI estimates, is 10,414. This shrank from 2010 (10,582) and is projected to continue shrinking into 2023 (10,465). Out of the 4,766 households, just over half are families. The average household size is 2.2.

Study Area (Grant Community Consolidated High School District 124): The 29.9 square mile study area has a population of 37,706 residents. This is up from 2010, when the population was 37,106, and is projected to continue growing steadily into 2023 (37,902). There are approximately 14,542 households, and over two-thirds of the households are families. The average household size in the study area is 2.6. See Figure 2.9.

Figure 2.9: Population Trends

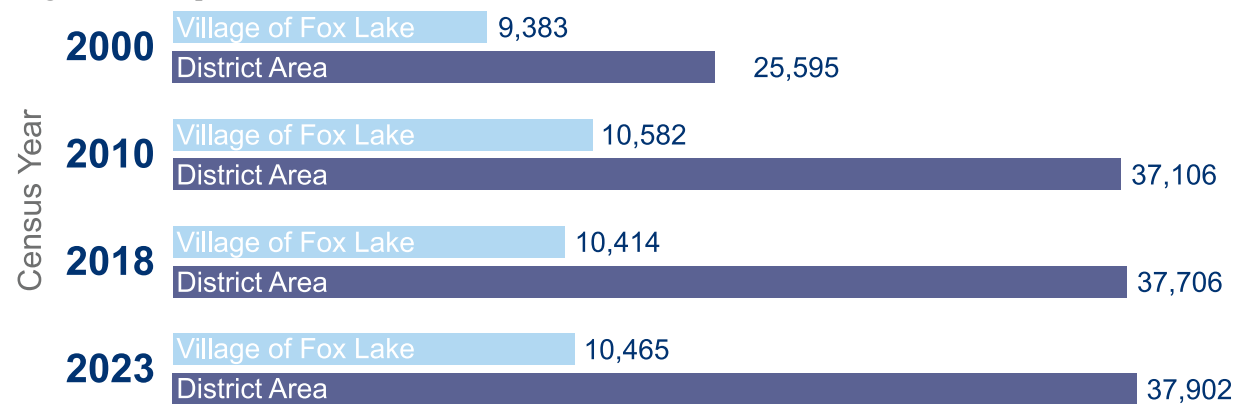
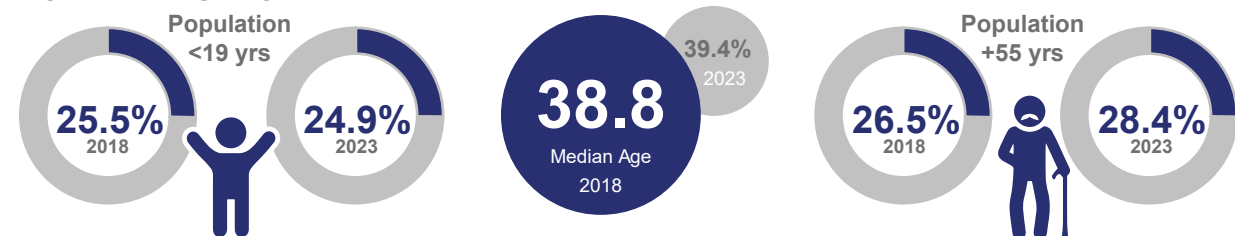


Figure 2.10: Age Segmentation



Age Segmentation

The Village of Fox Lake: The Village’s median age is 42.9, which is up from 41.0 in 2010. The population is projected to age into 2023, reaching 43.3 median years. The youth population (under 19) and adult (20-54) age groups is projected to shrink slightly between 2018 and 2023, while the population over 55 is projected to increase to nearly 35% of the population. This trend reflects that of the rest of the county, state, and nation.

Study Area: The Study Area is composed of a slightly younger group than the population within the municipal boundaries. The median age is 38.8. This is up from 36.8 in 2010, and is projected to age to 39.4 by 2023. The study area, like the Village, will see the youth (under 19) and adult (20-54) shrink slightly, while the population over 55 is projected to grow to 28.4% of the population. See Figure 2.10.

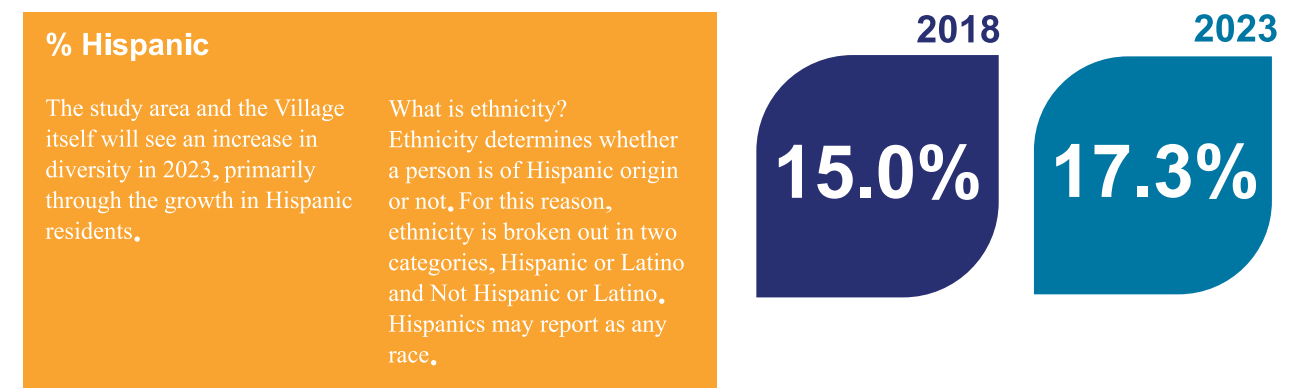
Race and Diversity

The Census Bureau defines race as a person’s self-identification with one or more social groups. An individual can report as White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, or some other race. Survey respondents may also report multiple races. Ethnicity determines whether a person is of Hispanic origin or not. (Census)

The Village of Fox Lake: The Village’s demographic makeup, according to race alone, appears to be very monochromatic with 91% identifying as White alone. However, when ethnicity is taken into consideration, 11.5% of population claims Hispanic Origin. Diversity is expected to increase into 2023 with the Hispanic population increasing to 13.4% over five years.

Study Area: The population comprising the study area is just slightly more diverse than the population within the municipal boundaries. Eighty-four percent of the population identifies their race as White alone. None of the other races comprise of more than 5.4% of the population. Residents claiming Hispanic Origin total 15.0% of the population, and this is expected to increase to 17.3% by 2023. See Figure 2.11.

Figure 2.11: Race and Diversity



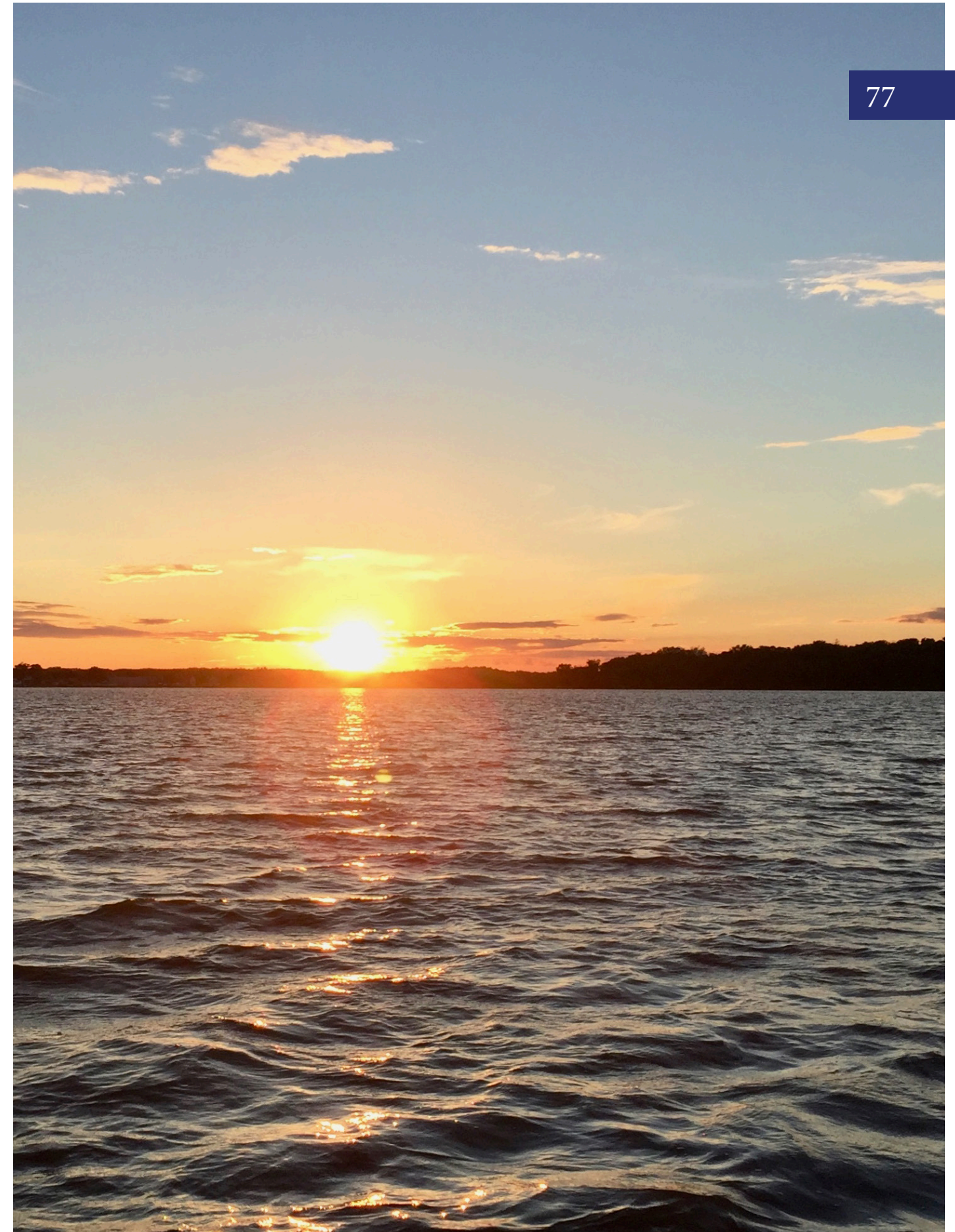
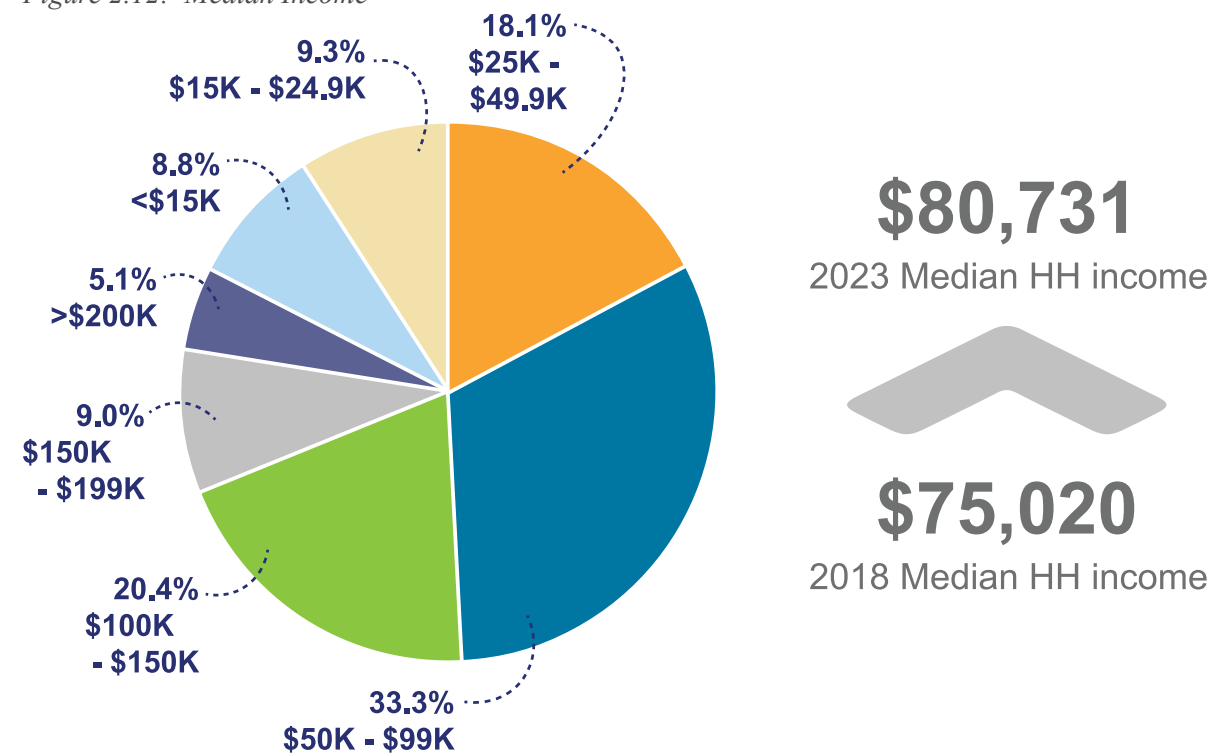
Income Distribution

The Village of Fox Lake: The Village's 2018 median income is \$57,288. Three-fourths of the District's households (75.3%) make less than \$100,000. The District's median income expected to grow at an annual rate of 1.84% to \$62,752 by 2024. Also, the Village's current median income is higher than both state and national and will grow at a faster annual rate as well.

Study Area: Within the Study Area, 65.5% of the area's population earns less than \$100,000. The 2018 median income estimate is \$75,020, and this is projected to reach \$80,731. The income breakdown is illustrated in Figure 2.12. The study area's median income is project to increase at an annual rate of 1.48%, which is slower than both state and national rates.

Lake County's median household income is \$78,948, higher than both the Village and Study Area median household income.

Figure 2.12: Median Income



Despite an often-incorrect understanding by the general public, the residents of the Village of Fox Lake are not served by a park district. The Village of Fox Lake provides and maintains all park facilities and recreational programs to residents as part of its local Village government services.

The daily operation of the Village’s parks and recreation services is performed by two separate departments within the Village structure: the Administration Department and Public Works Department under the guidance of the Village Administrator. The Village Administrator reports to the Village Board, who have complete control over all policy decisions, setting regulations and ordinances, approval of the annual budget, and ultimate responsibility for coordination and communication with residents and park users. The following information summarizes the operations, staffing, budgeting, funding, and capital improvements plans for parks and recreation in the Village of Fox Lake.

Figure 2.13: Operations and Staffing Detail

Department	FT	PT	Budgeting	Programming	Special Events	Park Maintenance	Building Maintenance
Parks and Recreation	2	3*	Yes	Yes	Yes, coordination, marketing, outreach, sponsorship, and volunteers		
Parks and Facility Management	1		Yes		Yes, setup and tear down	X	X

*1 part-time and 2 seasonal

Operations and Staffing

As mentioned, two separate Village departments, The Administration and Public Works Departments, are responsible for the execution of the Village parks and recreation services. Within these two departments, specialized divisions provide staff dedicated to parks and recreation services. These two departments and division staff rely on direct communication and coordination to provide services. This coordination has served residents well in the past, and staff looks for this coordination and communication to continue into the future. Figure 2.13 outlines the roles and responsibility of the divisions. The Parks and Recreation Department employs a Program Manager and Special Events Coordinator.

According to Park Metrics, comparable agencies have a median of six full-time staff members and 30 part-time staff members. Part-time staff includes a variety of both year-round and seasonal staff, such as year-round maintenance, summer maintenance, summer camp counselors, and program instructors. The Village of Fox Lake has fewer than half the number of recommended full-time employees, and far less part-time employees than recommended.

Budget and Capital Improvement Plan

Fox Lake residents do not pay additional property taxes to a separate taxing body (i.e. a park district) to specifically fund parks and recreation assets and services. Funding for park facilities, park maintenance, and recreational programs is derived from user fees and from general property taxes collected by the Village of Fox Lake. In addition, the Village does collect a fee with the issuance of each building permit for new residential construction that is used to fund the annual Capital Improvement Program for park facilities.

The following budget information is based on the Village of Fox Lakes budget for the Fiscal Year ending April 30, 2019. Total revenue for the Village is \$25.M, which is slightly lower than the prior year. The Village total expenditures are budgeted at \$32.5M, which is nearly 7% higher than the previous year. General Fund revenue, whose highest source of revenue is taxes, accounts for most of the revenue and expenditures of the Village.

The Parks and Recreation Departments total Operating budget is \$502,528. Twenty-two percent (22%), or \$115,000 is dedicated toward programs. For building maintenance, the Village has dedicated \$16,000 to cleaning,

HVAC, security camera installation, and supply purchases. This is approximately half of what comparable agencies budget per year for operating expenditures, according to Park Metrics. The Village spends approximately \$48 per person on parks and recreation operations, which is also lower than comparable agencies (\$116 per person).

Capital Improvements are charges for the acquisition at the delivered price including transportation costs of equipment, land, buildings, or improvements of land or buildings, fixtures, and other permanent improvements with a value in excess of \$25,000 and a useful life expectancy of at least two years.

For Capital Improvements, \$250,000 is dedicated to a park lighting project, and \$250,000 is dedicated for land bank purchases which, while under the Administration Department, are for parks and recreation uses. According to the planning team’s analysis, there are no monies dedicated to specific park improvements. Overall, \$500,000 or 13.8% of the total Capital Outlay (\$3,617,000) is dedicated to parks and recreation improvements for FY2018-19. While this annual capital budget is greater than comparable agencies for current fiscal year budgets, the Departments five-year capital plan is nearly \$200,000 less than comparable agencies.

Figure 2.14: Budget and Capital Improvement Detail

#	Effectiveness Ratio	Park Metrics	Village of Fox Lake
Budget, Operations, and Expenditures			
1	Total operating expenditures	\$1,214,371	\$502,528
2	Operating expenditures per capita	\$116	\$48
3	Revenue per capita	\$28	\$2,477
4	Total revenue to total operating expenditures	27.3%	19.5%
5	Total tax expenditures per capita	\$75	\$729
7	Operating expenditures per acre of parkland	\$8,095	\$17,757
9	Operating expenditures per FTE	\$94,801	\$251,264
10	Capital Budget for next 5 years	\$643,500	\$450,000
11	Capital Budget for the fiscal year	\$140,000	\$250,000

RELATED AGENCIES AND PARTNERSHIPS

Fundraising and Sponsorship

The two primary funding mechanisms, outside of tax revenue, are Celebrate Fox Lake and Champions of the Chain. Celebrate Fox Lake is an umbrella organization for programs and events, while Champions of the Chain is a regional fundraising organization for all municipalities in the Chain O'Lakes region. Champions of the Chain provide funding for environmental education, dredging lakes, erosion control, beautification, and invasive species removal.

Existing Partnerships

Related agencies and community partners are important to facilitating successful parks and recreation services in the greater Fox Lake community. With a full-time staff of just two and no dedicated revenue stream (like that of a park district), the Village relies on these partnerships to provide the highest level of service through their limited means. Figure 2.15 outlines the Village's existing parks and recreation partnerships.

Grant Township Area Athletic Association provides youth baseball and softball programming for Fox Lake residents. They provide 10 leagues for boys and girls ages 4-18. They use fields at Veteran’s Park in Fox Lake, as well as other fields throughout the Chain O’Lakes region. Specifically, they use fields in 31 different communities. They’ve also listed fields such as Stanton School, and the “Field of Dreams,” as other fields used in the Fox Lake community.

The Broadway Academy of Arts and Dance provides ballet, jazz, tap, and hip hop dance classes to area youth from 2.5 years old to 12th grade. Programs run each day of the week, except Friday. All classes are offered at the Lakefront Recreation Building at Lakefront Park in Fox Lake.

Promote Fox Lake has been recently approved as a 501-c3 organization to provide additional funding and support to the Village. They work closely with the Village of Fox Lake on various projects throughout the year on fundraising events and beautification projects.

Potential Partnerships

Partnerships will be important to facilitating and implementing action items. Figure 2.18 on page 82 illustrates the locations of the potential partnership opportunities and Figure 2.16 and Figure 2.17 on page 81 list the agencies, facilities, and potential opportunities associated with each. While partnerships exist with some of the agencies listed, the planning team determined that these could be enhanced or expanded in a variety of ways, either through facility usage, cost sharing, or program facilitation.

Figure 2.15: Existing Intergovernmental Agreements

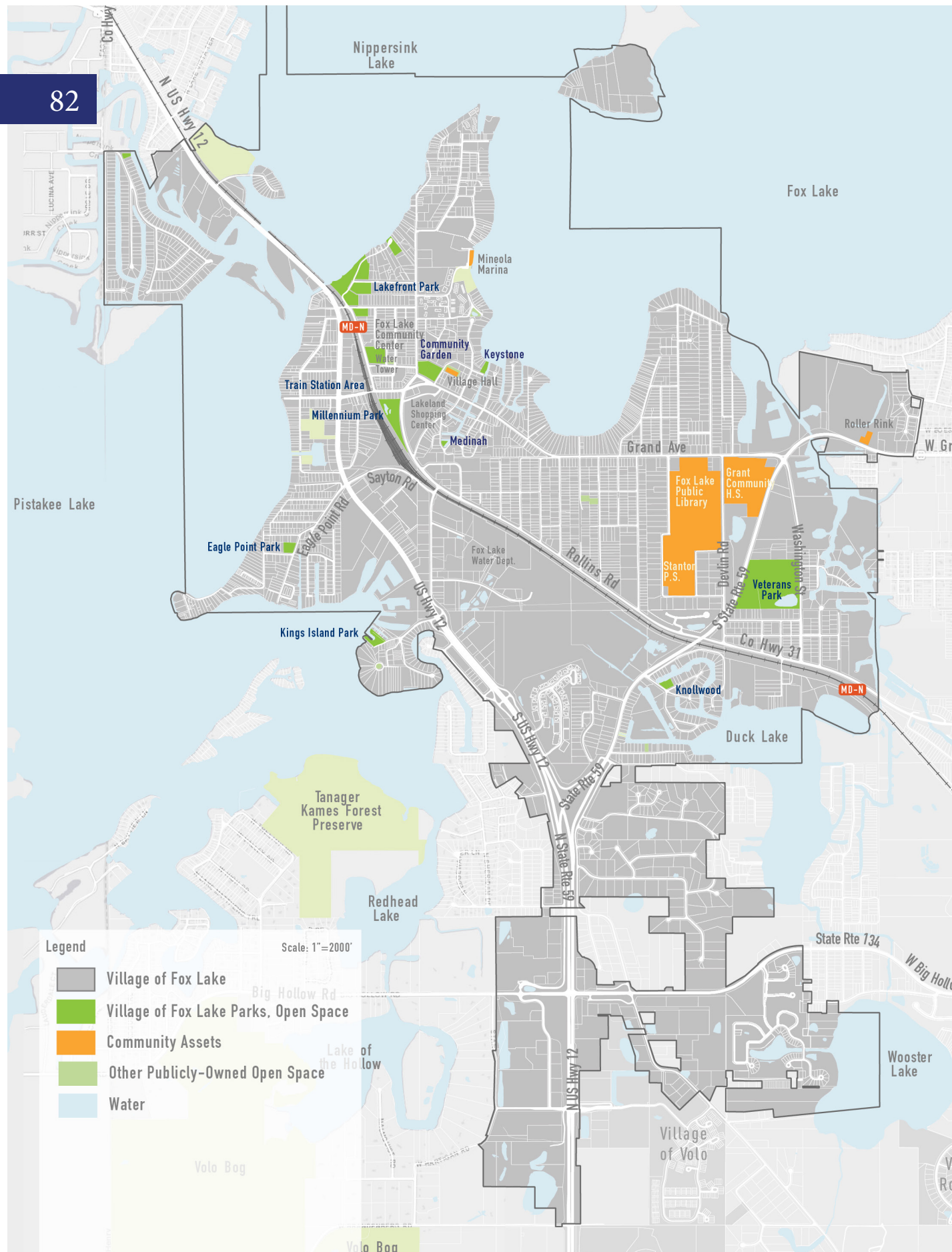
	GTAAA	BAAD
Organization Provides:	Softball and Baseball programming	Dance services
For a Cost (Payable to Village)	\$0	\$600 / mo
Village Provides:	Four full-size fields, 1 t-ball field, and batting cages at Veteran’s Park, and support areas	Lakefront Building Dance Room
Benefit to Organization	10 leagues, ages 4-18, girls and boys leagues	\$10-15 per class, min. 4 students per class, 35 weeks long, 1 class per week, 21 different class offerings (minimum estimated revenue \$1,050 per week)
Organization Responsibility	Allowed to build concession building. Keep fields and areas outlined in IGA in good repair	Clean up rooms after use
Village Responsibility	Make property available for GTAAA use	Advertise dance services and maintain overall park site

Figure 2.16: Existing Partnerships

Agency	Existing Partnerships
Grant Community School District 124	Stanton Day of Service, advertisements, parking lots for parade start and finish, NHS volunteers
Library	Attend Farmers Market and Pumpkin Jubilee
IDNR	Triathlon, patrol during water-way events at the Chain O'Lakes State Park
Fire Protection District	Lease of Community Garden site

Figure 2.17: Potential Partnerships

Agency	Facilities	Potential Partnerships
Grant Community School District 124	Grant Community High School, Stanton School (indoor and outdoor facilities)	Sports field usage, indoor field house space – basketball court, track, fitness,
Library	Library Building, parking lot	Educational programming, computer programming
IDNR	Chain O’Lakes State Park	Use of outdoor facilities for programs, trails, kayak / canoe, horseback riding, and camping
Forest Preserve District of Lake County	Grant Woods Forest Preserve	Canoe launch, outdoor program space, cross-country skiing, trails
Private Marinas	Marina facilities	Sailing programming



PHYSICAL AND POLICY CONTEXT

Land Use

The Village of Fox Lake has a diverse set of land uses including, but not limited to, commercial, business, open space, and residential, however, there are two major land uses within the study area. These are single family residential and forest, wetland, and grasslands. In fact, just over 40% of the study area is single family residential. A deeper look into the “forest, wetland, and grassland” land use designates reveals that much of these areas consist of wetlands. While much of the land area consists of natural areas, only 4% of the total study area is designated as formalized park uses. Most of the retail/commercial land uses (12% of the total land area) are located along the major roadways within the village, including Grand Avenue and Highway 12. Figure 2.19 on page 85 illustrates the land use within the Study Area.

Zoning

Zoning is a legal tool the Village uses to promote the health, safety, morals, comfort, and general welfare of the people. It divides the Village into zones or districts to restrict and regulate the uses allowed and the physical form those uses take on individual properties. Zoning regulates the intensity of uses, and aims to promote compatible development. The zoning map can be found in the Appendix.

The Village of Fox Lake does not have a “Parks and Open Space,” “Recreation,” or similar designation in its ordinance.

A closer look at the individual park sites reveals that the Village park sites are designated as:

- **D: Downtown Business District:** The D downtown business district is established to provide areas and govern uses therein for a range of shopper and personal service types of businesses in order to serve the general shopping needs of a consumer population. The downtown business district is that area between the property contiguous to Grand Avenue between York Street and Pistakee Lake Road. Street level floor must be one hundred percent (100%) business. Other floors may be used as business or residential.
- **B-3: Commercial Service and Wholesale District, One Acre Minimum Area:** The B-3 commercial service and wholesale district is established to provide areas where the principal use is for the retail and wholesale sale of goods and services to a consumer population embracing the village and inter-community traffic through the village. Such uses include highway oriented service and commercial recreation types of establishments.
- **B-4: Resort Business District, One Acre Minimum Area:** The B-4 resort business district is established to provide areas for living quarters for short term occupancy by visitors and vacationers, to provide recreational facilities, and to provide access and to preserve the natural recreational resources of the area.
- **B-5: Marina District, One Acre Minimum Area:** The B-5 marina district is established to provide areas where the principal use is for water oriented commercial uses.

Another policy that impacts the development of parks and open space is the subdivision

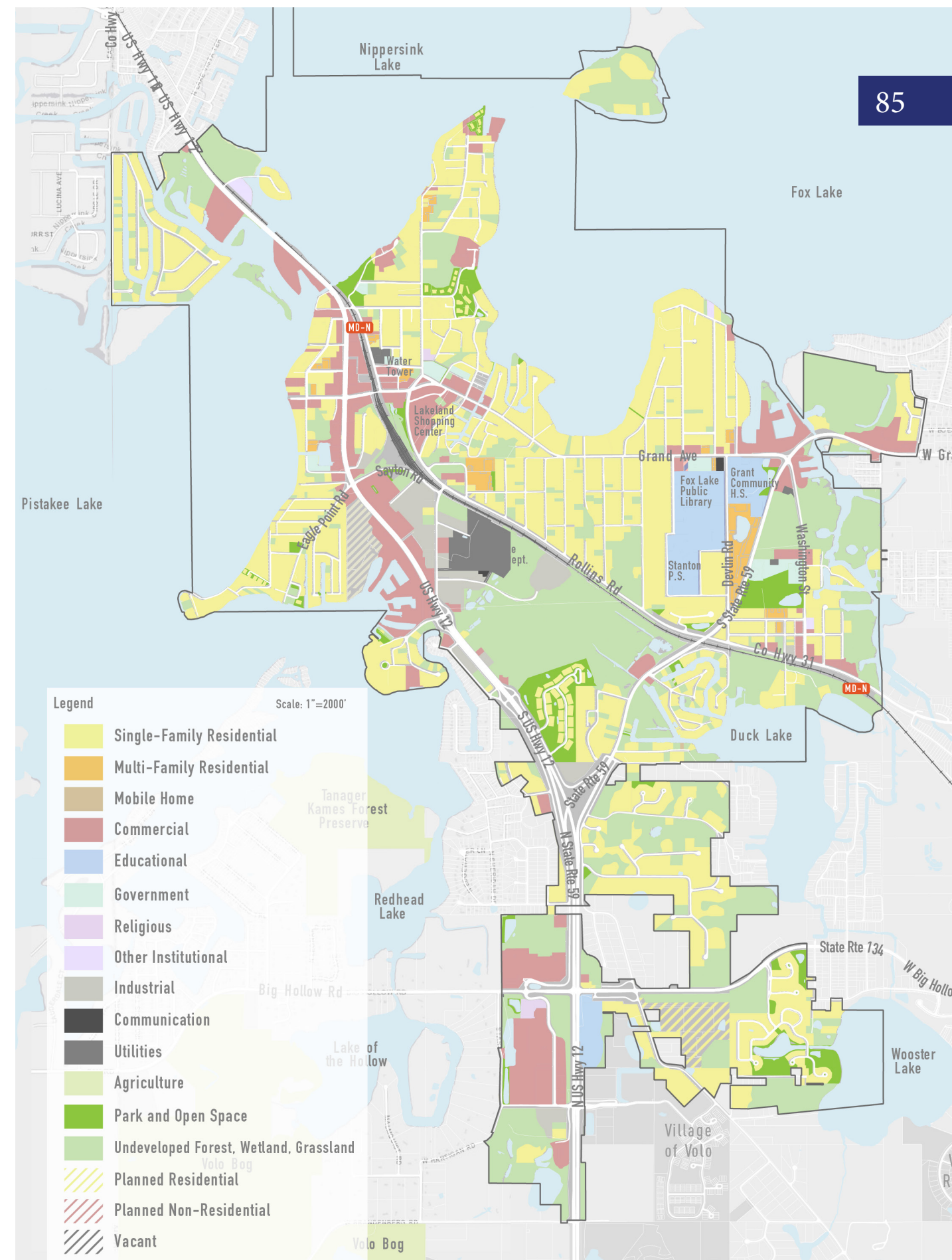


Figure 2.19: Land Use Map

ordinance. This ordinance, titled “Dedication of Parks and Recreation, School, or Fees,” outlines the open space requirements for each subdivision development, which is six (6) acres per 1,000 population. A copy of this document is included in the Appendix.

Natural Resources

The most significant natural feature within Fox Lake is the lakefront. There are more than 27 miles of lakefront within the Village. Most of the lakefront is privately owned, and primarily features single-family residences. Other significant natural resources include the floodplain and wetlands. Over 1,500 properties fall within the floodplain. This is significant as the floodplain limits development and requires additional stormwater considerations for the



Village. The Village has recently acquired three parcels within the floodplain through the FEMA Hazard Mitigation Assistance (HMA) program. The Village is required to deed restrict these parcels as open space.

Additionally, the study area has a large portion of land that falls within wetlands, primarily natural wetlands, but also artificial wetlands as well. Preserving these natural resources, and protecting the water quality of the Chain O’Lakes should be considered. Figure 2.20 on page 87 illustrates the key natural resources within the study area.

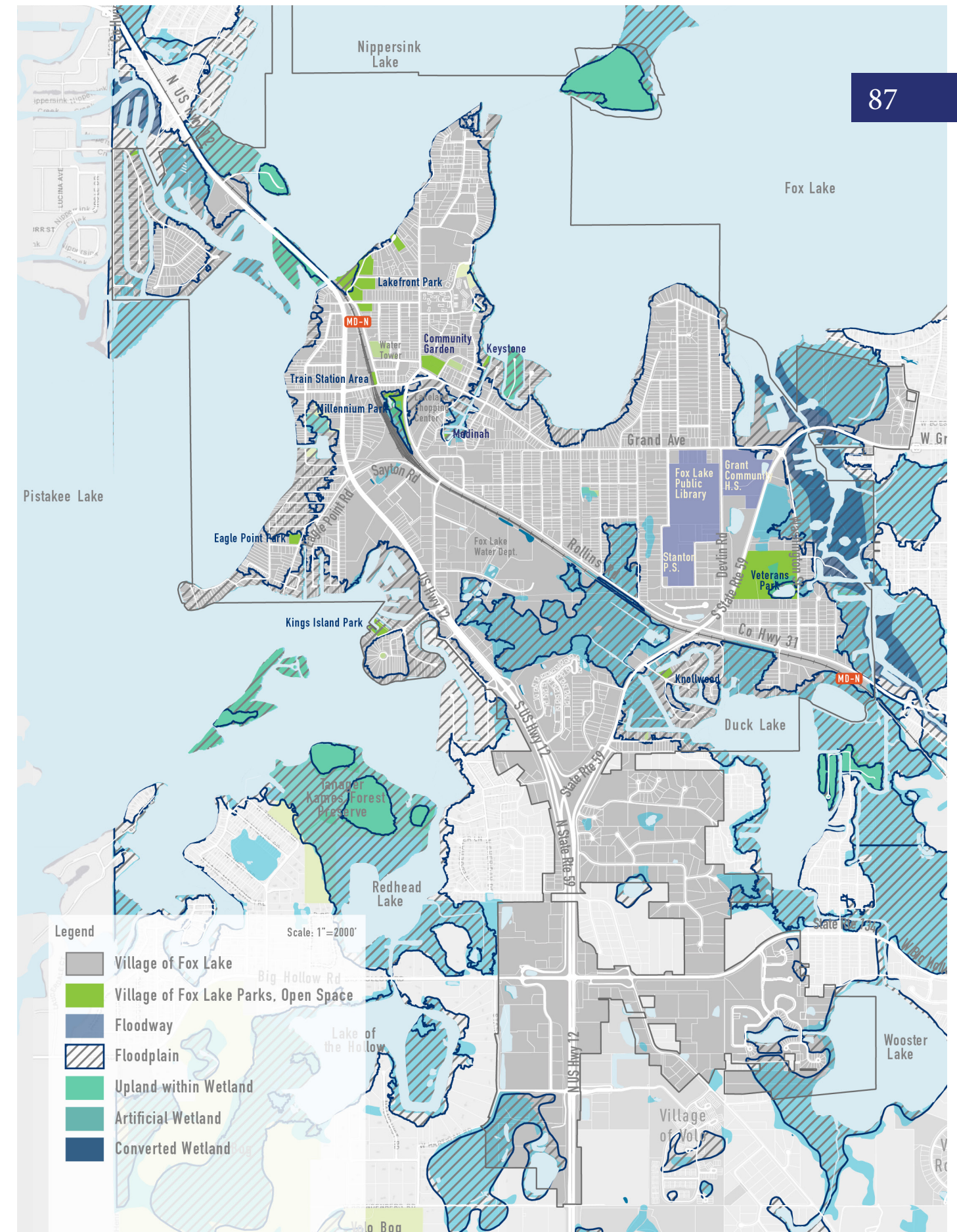


Figure 2.20: Natural Features Map

TRAFFIC STUDY

A Traffic Impact Study (TIS) was conducted by Kenig, Lindgren, O'Hara, Aboona, Inc. (KLOA, Inc.) for the proposed renovation of Lakefront Park located at 71 Nippersink. The full report can be found at the Village's transparency portal <https://www.foxlake.org/326/Transparency-Portal>.

Summary

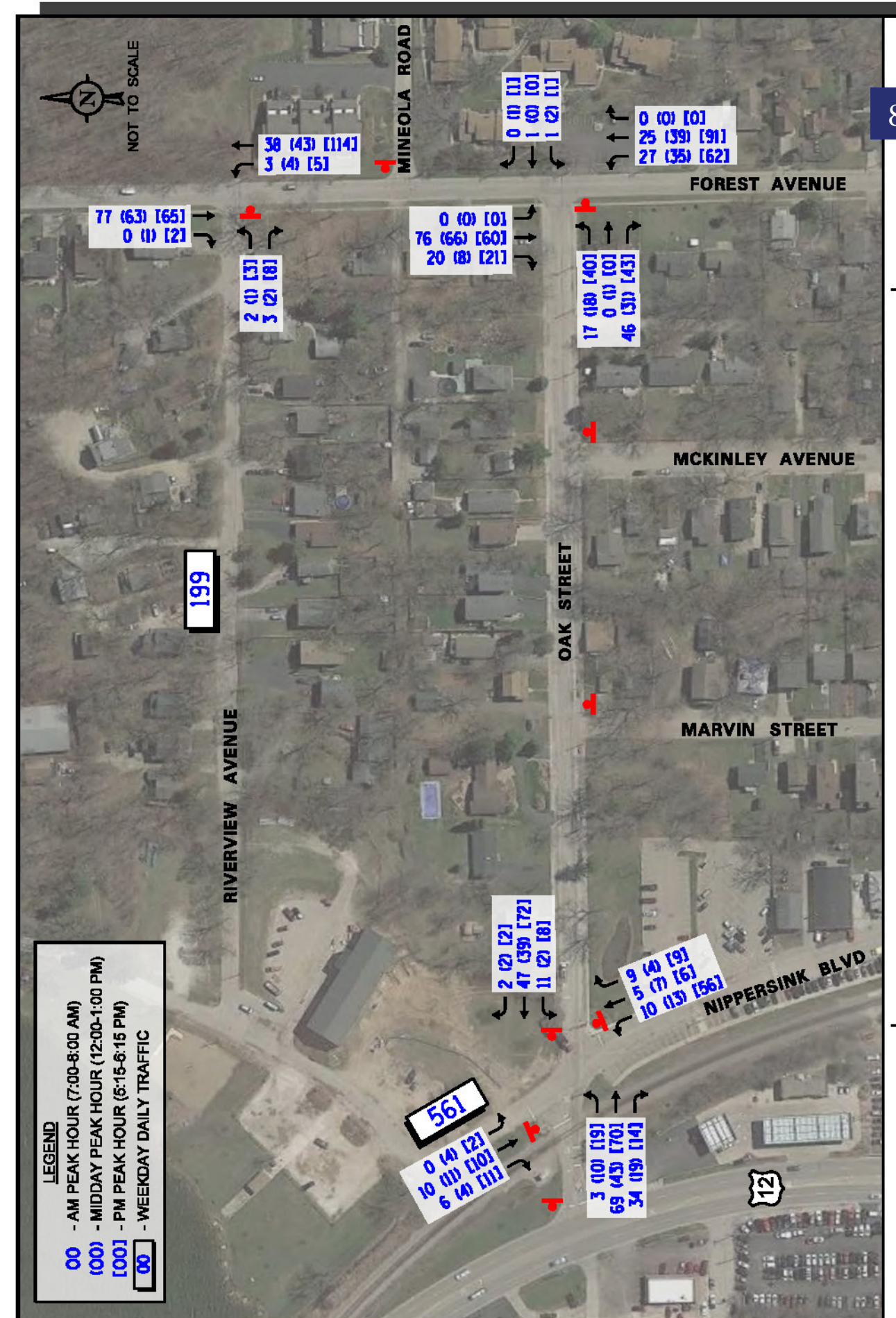
Nippersink Boulevard currently runs through the Village's largest park dividing Lakefront Park's 6 acres between north and south. The Village has temporarily closed the entry to the Park during large events to reduce traffic conflicts on Oak Street and increase pedestrian safety in the Park. The purpose of the traffic study was to evaluate the traffic impacts with the permanent closure of Nippersink Boulevard from Oak Street to Riverview Road. The projected conditions considered the renovation of Lakefront Park, the closure of Nippersink Boulevard's entry to the Park, the reorientation of entering and exiting Park traffic and the planned reconstruction of Nippersink Boulevard south of the Park from Oak Street to Grand Avenue.

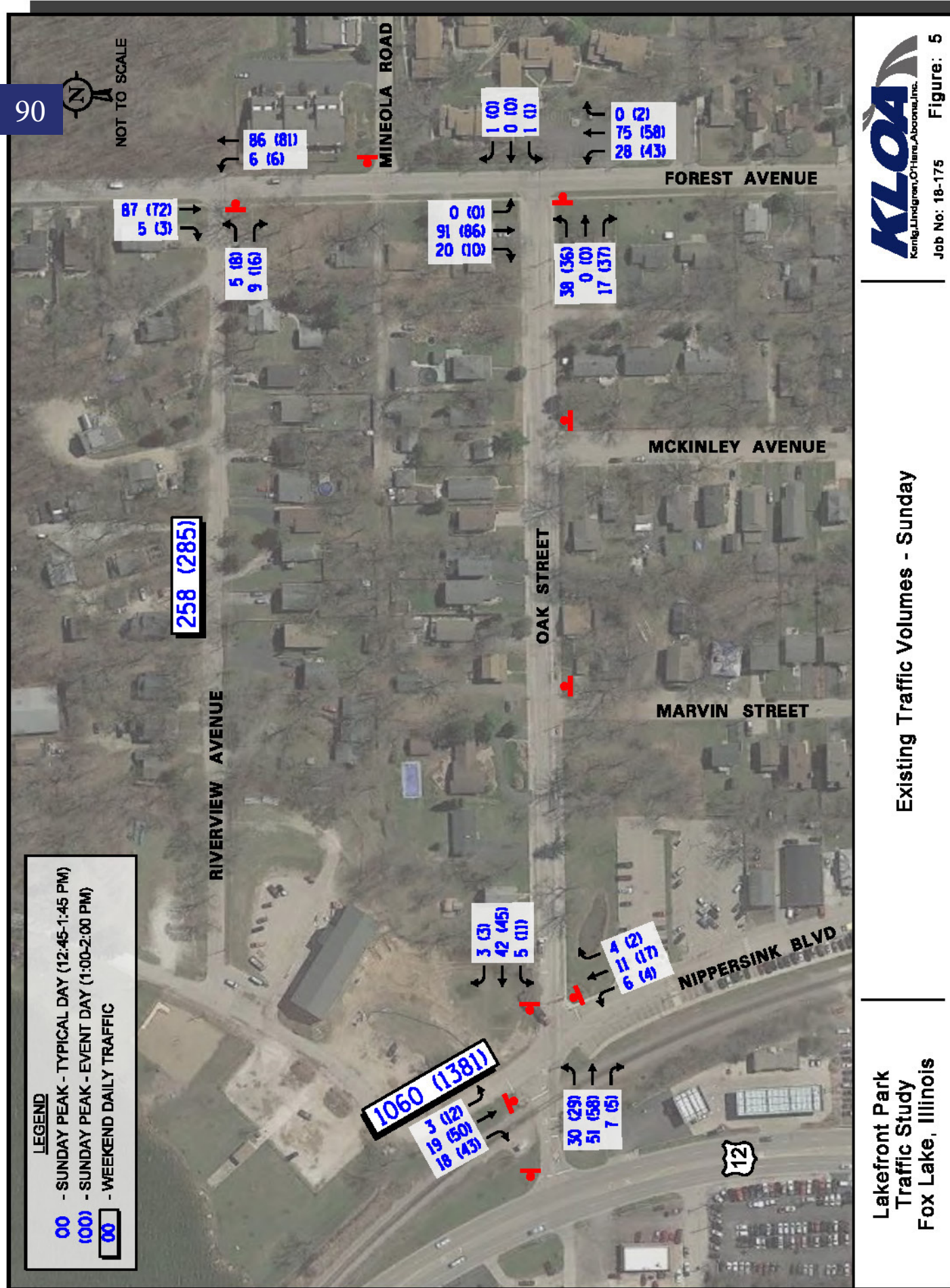
KLOA analyzed the affected roadways and intersections. This included Nippersink Boulevard, Oak Street, Forest Avenue, and Riverview Avenue. Current parking capacity allows for 90 cars within four lots, two of which will be directly affected by the closure of Nippersink Boulevard. The parking inventory can be found in the Appendix. An additional 172 Metra commuter parking stalls are available south of Oak Street that are free-of-charge on weekends. The proposed permanent closure of the Nippersink Boulevard entry drive will direct all vehicular access to and from the Park at the Riverview Avenue entry drive.

The projected daily traffic volume on Riverview Avenue will increase but remain within the typical range of a local street in a suburban community. The existing roadway and intersection geometry can adequately accommodate the alteration in traffic patterns to and from the Park as a result of the permanent closure of the Nippersink Boulevard without significant impairments to their level of service.

Recommendations

- The closure of the entry point to Lakefront Park from Nippersink Boulevard should be designed to still allow access by emergency vehicles so that two points of access to the Park are maintained for emergencies. This does not necessarily require a road, but it does require an access point that facilitates emergency vehicles (e.g., paver plaza, grasspave, etc.)
- Nippersink Boulevard is a posted bicycle route to the south of Oak Street. To maintain continuity in the Village's bicycle system, a bicycle trail or multi-use path should extend from the Nippersink Boulevard/Oak Street intersection into Lakefront Park and a crosswalk with supplemental signage should be installed on Oak Street at this intersection.
- Nippersink Blvd partial closure and realignment to connect with Riverview Ave should be a sweeping curve for continuous movement. The access drive to the Park building lot should be relocated to Riverview Ave and existing paved parking lot should be expanded to maintain parking capacity.
- Extending the current terminus of Nippersink Blvd back up to Forest Ave would be ideal to maintain a second point of access to the park for vehicles, pedestrians and emergency vehicles.



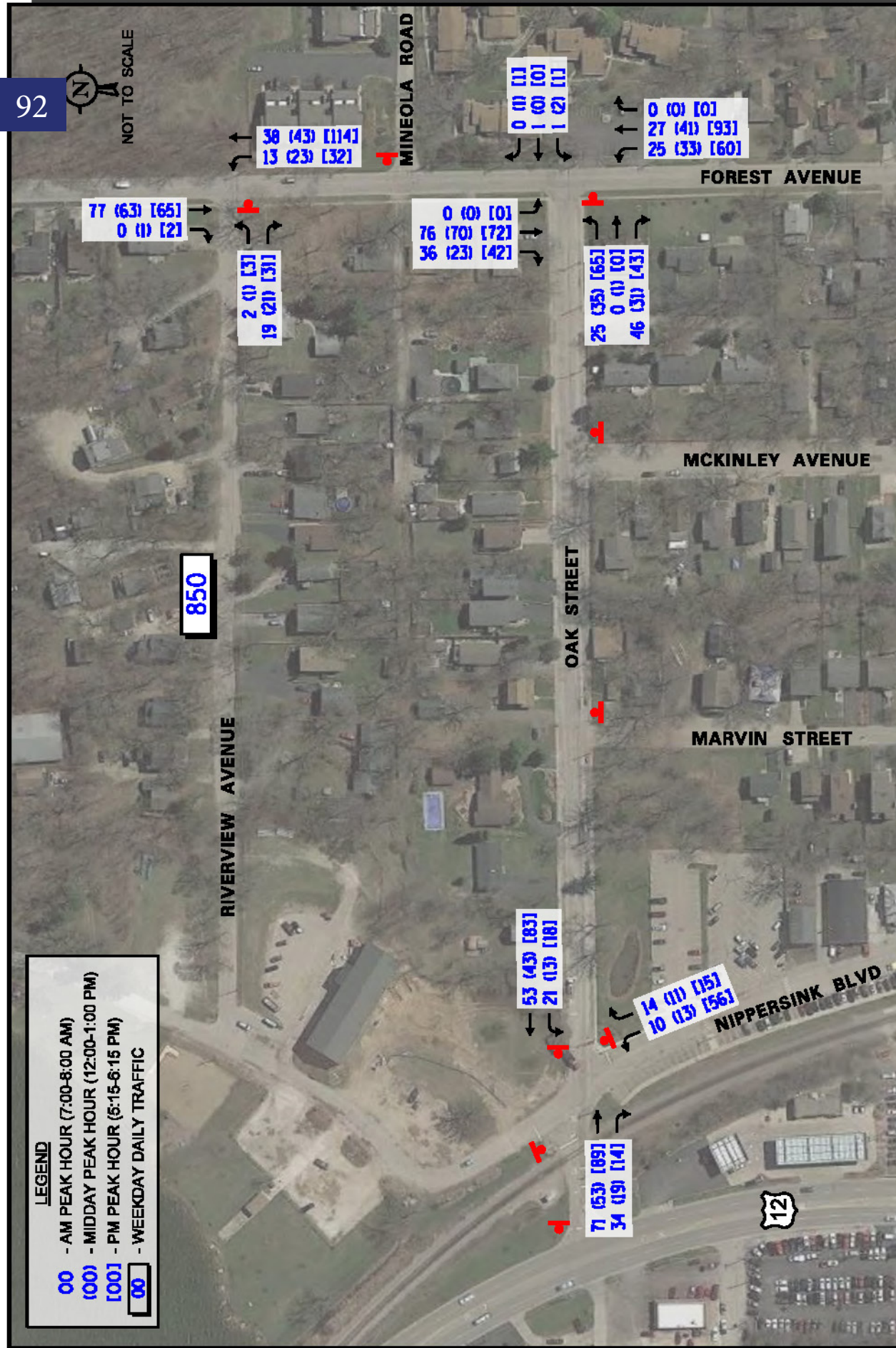


- If the road extension is not possible, a full-size cul-de-sac should be considered at the Nippersink Blvd terminus.
- The roadway through Lakefront Park from Riverview Ave to the cul-de-sac should be no wider than 22 feet but no narrower as they must accommodate vehicles with boat trailers. The Village can weigh in on ROW needs as there may be utilities to accommodate. The roadway between Riverview Ave and the parking lot (should it remain) can be narrower at 20 feet.

Table 2
LAKEFRONT PARK – PARKING INVENTORY

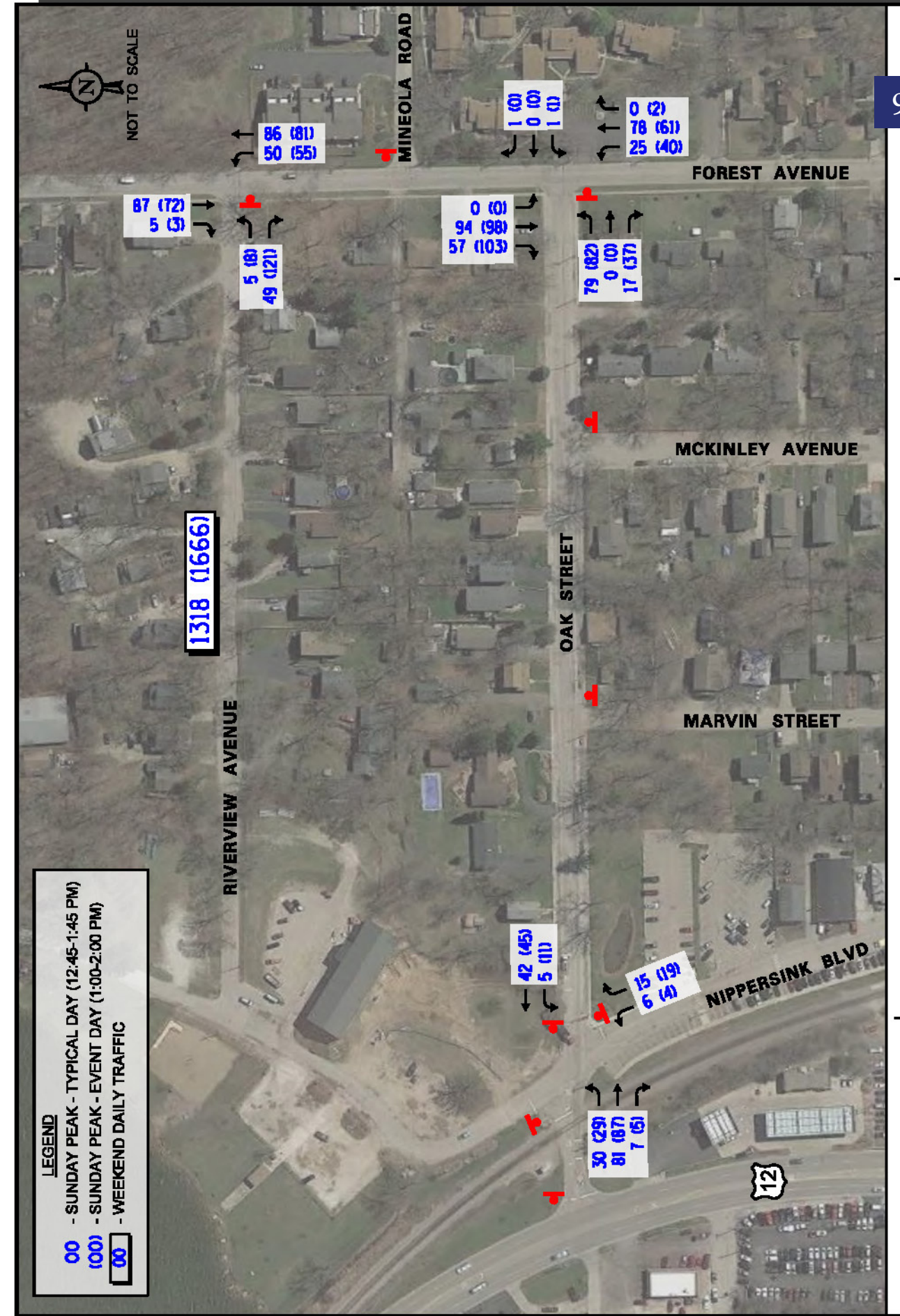
Parking Lot	Estimated Parking Capacity
Picnic Shelter Lot	25 spaces
Lakefront Building Unpaved Lot	25 spaces
Lakefront Building Paved Lot	15 spaces
Playground Lot	25 spaces
TOTAL	90 spaces





Lakefront Park
Traffic Study
Fox Lake, Illinois

Total Projected Traffic Volumes - Weekday



Lakefront Park
Traffic Study
Fox Lake, Illinois

Total Projected Traffic Volumes - Sunday

The planning team facilitated conversations with community stakeholders as well as the general public. These conversations fulfilled critical planning objectives and provided the team, staff, and steering committee with an understanding of stakeholder and user needs and priorities.



Outreach to the general public included an open house as well as an online survey that was released via Village social media, schools, website, and e-newsletter. It was also emailed to stakeholders.

Through the online survey, the planning team gathered information from 144 Village residents and 5 non-residents concerning the Village’s Parks and Recreation goals, the condition of existing amenities, programs and events, as well as opinions on future improvements. The open house had approximately 20 individuals attending. The open house and online survey results are combined in this section.

Parks and Recreation Goals

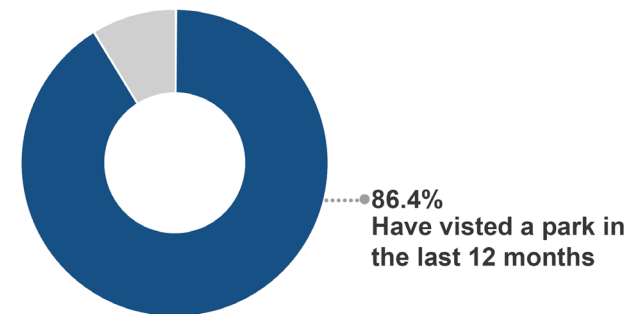
Respondents rated the individual parks and recreation goals according to whether they agreed or disagreed with each statement. Respondents had an option of four choices, from “strongly agree” to “strongly disagree.” While those scores are very closely rated, the goals that prioritized the needs of the residents received slightly higher ratings. Ranked responses are outlined below.

- Provide recreational opportunities for residents
- Provide spaces for a healthy, active lifestyle
- Foster community pride and increase community cohesiveness
- Spur business and economic development
- Provide spaces for relaxation and connections to nature
- Provide spaces for community gathering
- Focus on environmental sustainability and conservation
- Increase tourism
- Provide regional destinations for residents

Existing Park Usage and Quality

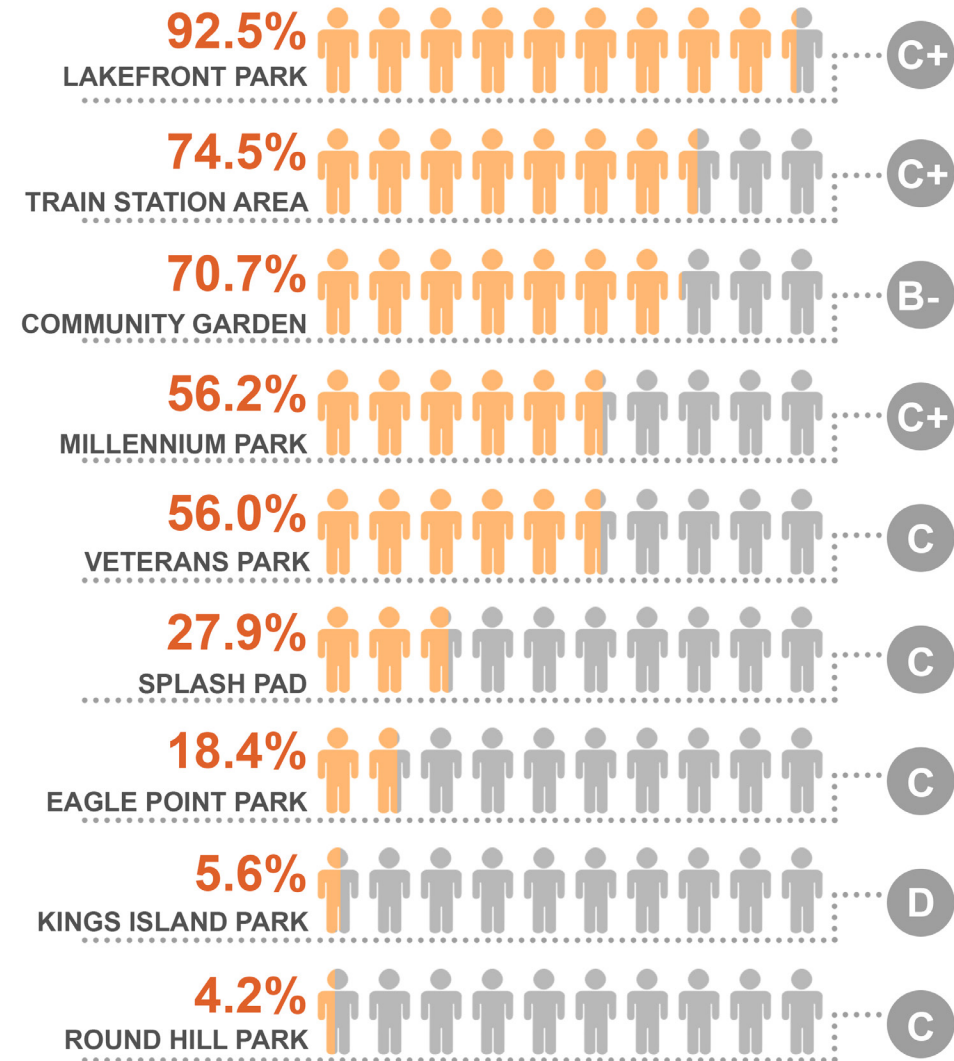
The Village of Fox Lake has the benefit of being nestled between a number of large state parks and forest preserves, including Tanager Kames Forest Preserve, Volo Bog State Natural Area, Grant Woods Forest Preserve, and Chain O’ Lakes State Park. These providers enhance the regional park system, in conjunction with the Village of Fox Lake’s eleven parks. During the last 12 months, 86.4% of those surveyed visited at least one of the eleven parks identified. See Figure 3.1. Lakefront Park was the most visited park at 92.5%. The parks located in the heart of Fox Lake recorded significantly higher attendance than those serving the neighborhoods; Eagle Point Park, Kings Island Park, and Round Hill Park all recorded attendance rates below 19%. See Figure 3.2 on page 97 for Individual Park Usage.

Figure 3.1: Park Attendance



All park sites received “fair” ratings, or a grade of B- or lower in quality, an indication of a lack of investment in parks and recreation improvements. This low rating is most likely attributed to the disrepair of fencing and pavement, lack of proper landscape maintenance, and aging or unimaginative playground equipment – all points the planning team heard from key stakeholders, too. The park receiving the highest rating was the Community Garden (B-), likely because this park benefits from a high degree of community ownership and maintenance of the garden plots.

Figure 3.2: Individual Park Usage and Quality



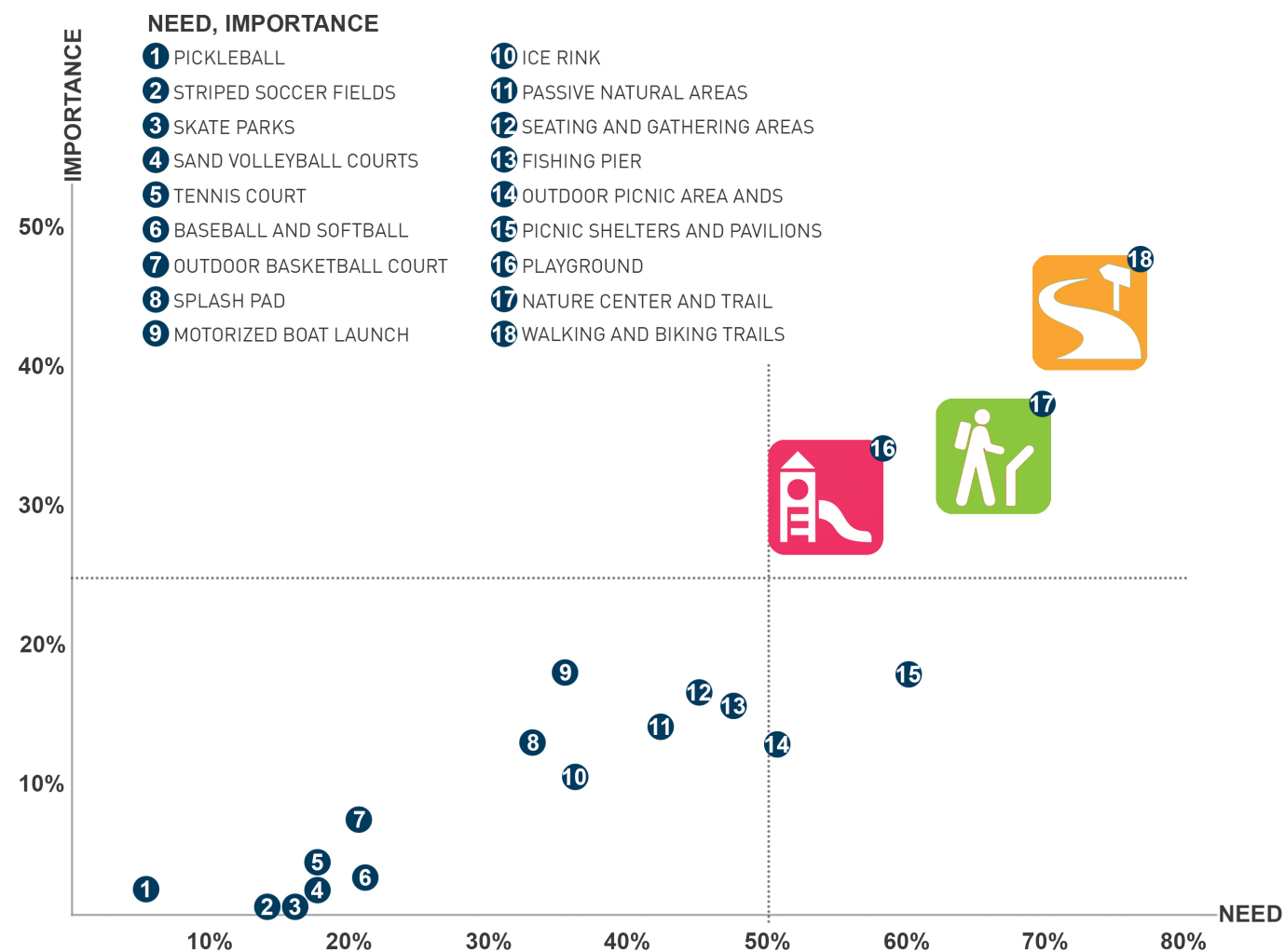
Existing Park Amenities

The survey presented respondents with a list of existing amenities provided by all community open space providers and asked them two questions - which amenities does your household have a need for, and out of the amenities you have a need for, which ones are most important. The combined results of these two questions indicate that walking and biking trails, nature center and trails, and picnic shelters / pavilions are the most needed and important amenities in the Village. Figure 3.3 outlines the combined results of this question. The amenities with the least need and importance includes pickleball courts and soccer fields, which was surprising to

the planning team considering the aging trends of the community and limited active recreation / grid field opportunities.

Respondents then rated how well their needs are being met. According to the survey, the top three amenities respondents feel aren't being met by current community offerings are tennis courts, ice rinks, and motorized boat launch. These results, however, don't currently take into consideration the Village's new ice rink, which will open this winter, so while respondents indicated a need, it may be fulfilled following the opening of the new rink.

Figure 3.3: Existing Park Amenity Need and Important Ranking

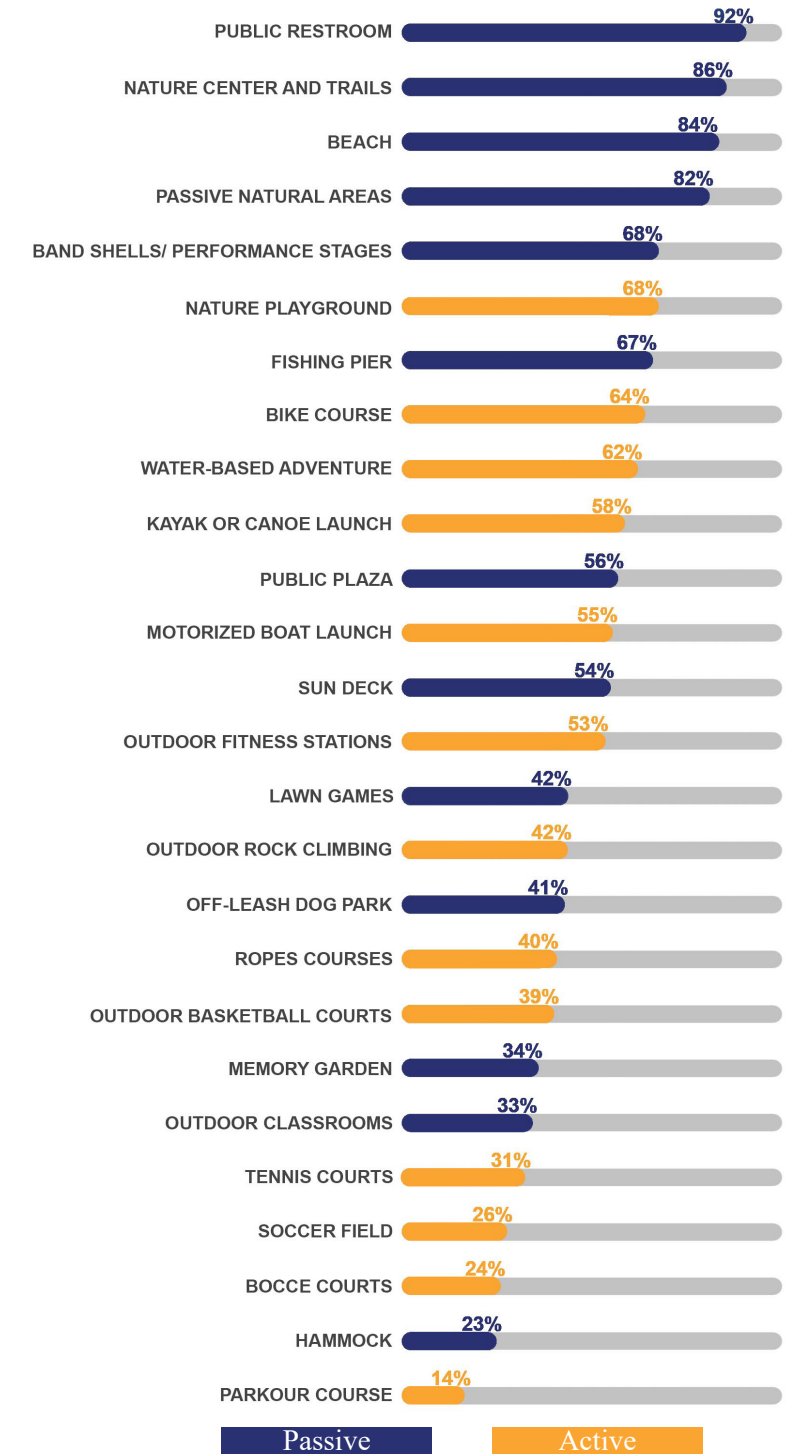


Potential Park Amenities

Additionally, the survey asked respondents to indicate whether they have a need for amenities not yet present within the community, such as public restrooms or outdoor classrooms. Out of the 26 amenities presented, the top three amenities households have a need for are public restrooms (92.0%), nature center and trails (86.2%), and beach (83.5%). Two of these amenities – public restrooms and beach – were not only the most needed, they were also ranked as the most important. Other important amenities include a motorized boat launch , off-leash dog park, and fishing pier.

While passive amenities still ranked higher on average, the potential active amenities listed came in significantly higher than existing amenities. Within the active amenities provided, the rankings for individual activities were ranked higher on average than those that typically seen as team or partner sports.

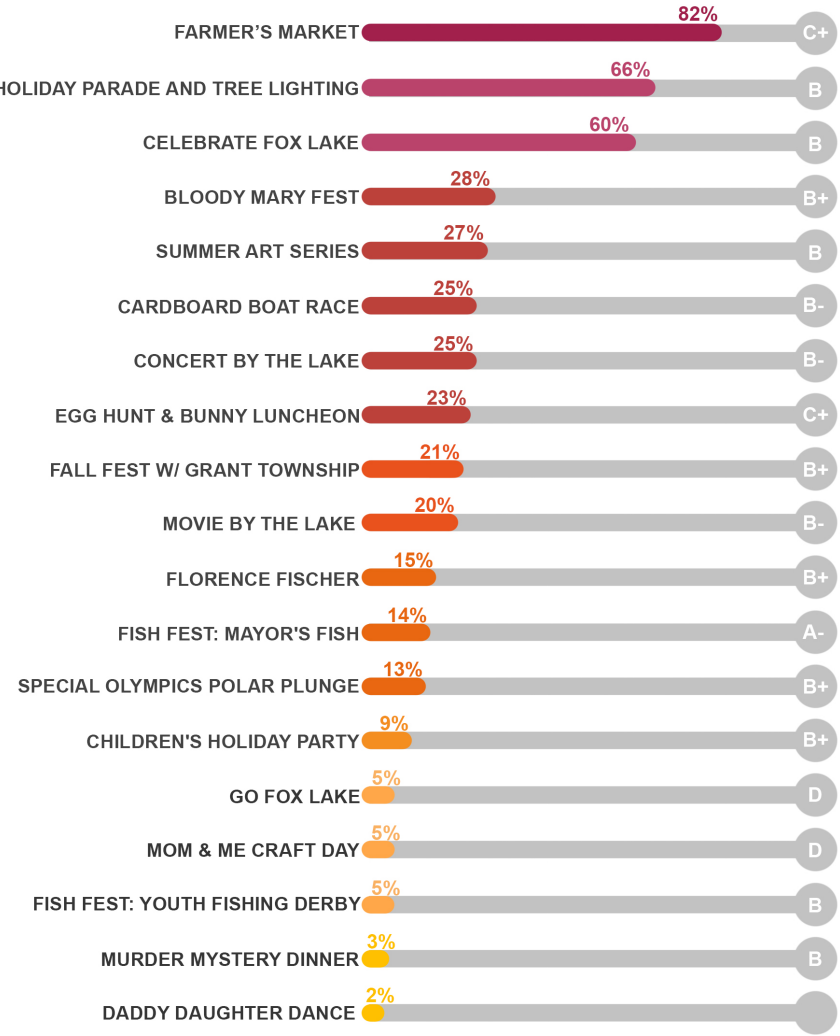
Figure 3.4: Potential Park Amenity Needs



Existing Programs and Events

According to the survey, 57.1% of respondents participated in Village of Fox Lake programs or events in the last 12 months. While this is much higher than typical participation rates, the individual program rates indicate that respondents attend special events more often. While the Village has been proactive in providing new programs to its residents and actively tracking information on their current list of programs, only three of the eight listed programs had attendance rates higher than 10%. Of the programs listed, cardio drumming and yoga received the highest ratings of quality.

Figure 3.5: Existing Event Rating

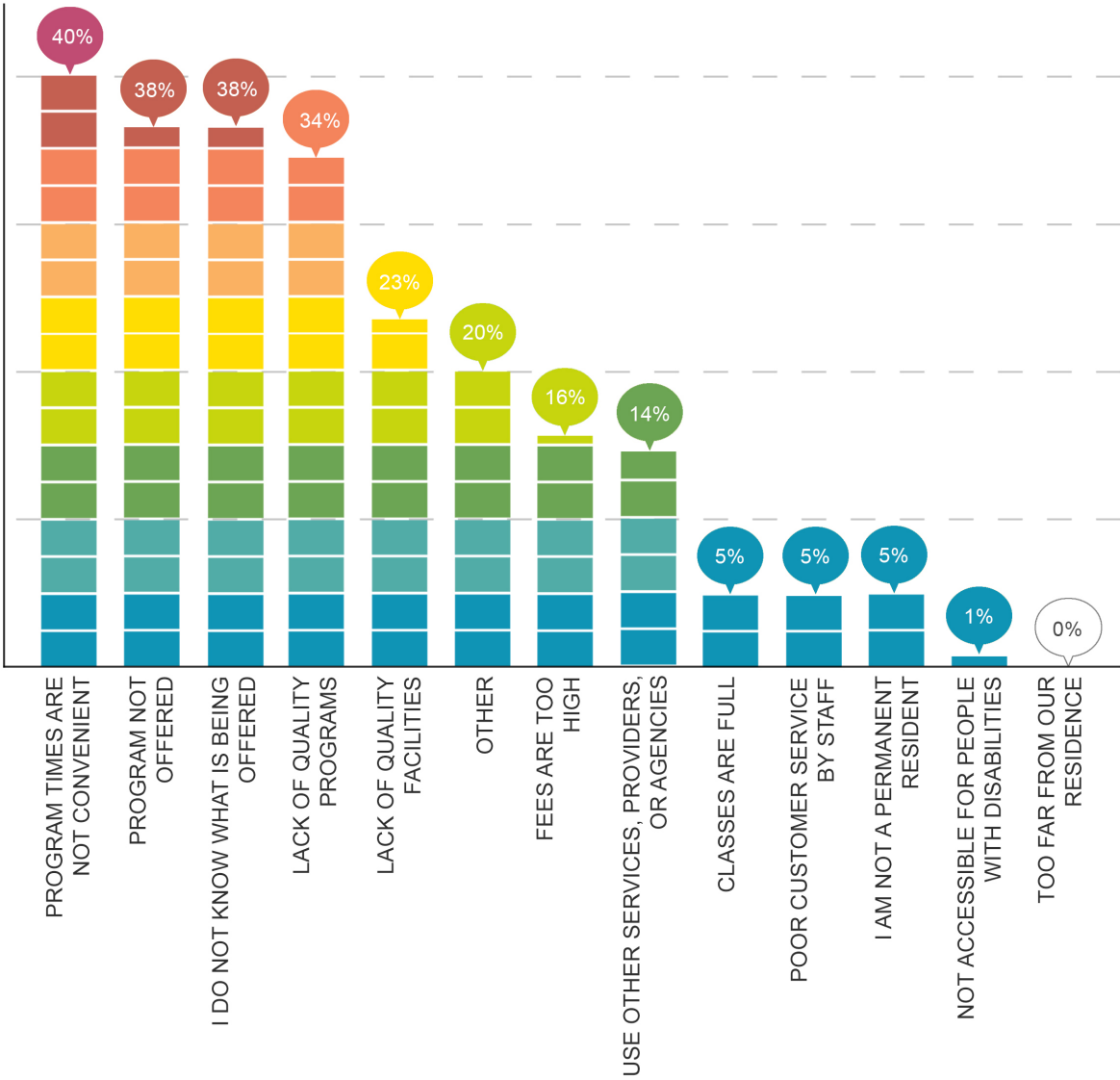


Regarding special events, most respondents attended the Farmer’s Market, Holiday Parade and Tree Lighting, and Celebrate Fox Lake. The top three most attended events are free, though attendees may purchase products and services at the events themselves, though not from the Village. Out of these top programs, the Farmer’s Market received the lowest quality rating (C) whereas Celebrate Fox Lake and the Holiday Parade received higher marks. The highest quality event was the Fish Fest: Mayor’s Fish Fry. See Figure 3.5.

The survey asked respondents to provide insight into why they do NOT participate in programs (See Figure 3.6). Most respondents selected “times are not convenient” as the primary reason they do not participate. Other top reasons are that "the program is not offered" or "I don’t know what is being offered." In general, most programs for adults, the primary respondent group, are held during the work day which prevents working

adults from partaking in programs. The “Program is not offered” response indicates the need for more innovative and extensive program options for various age groups, while the “I do not know what is being offered” indicates a need to increase marketing and outreach to raise awareness of offerings.

Figure 3.6: Reasons Preventing Households from Participating in Programs and Events

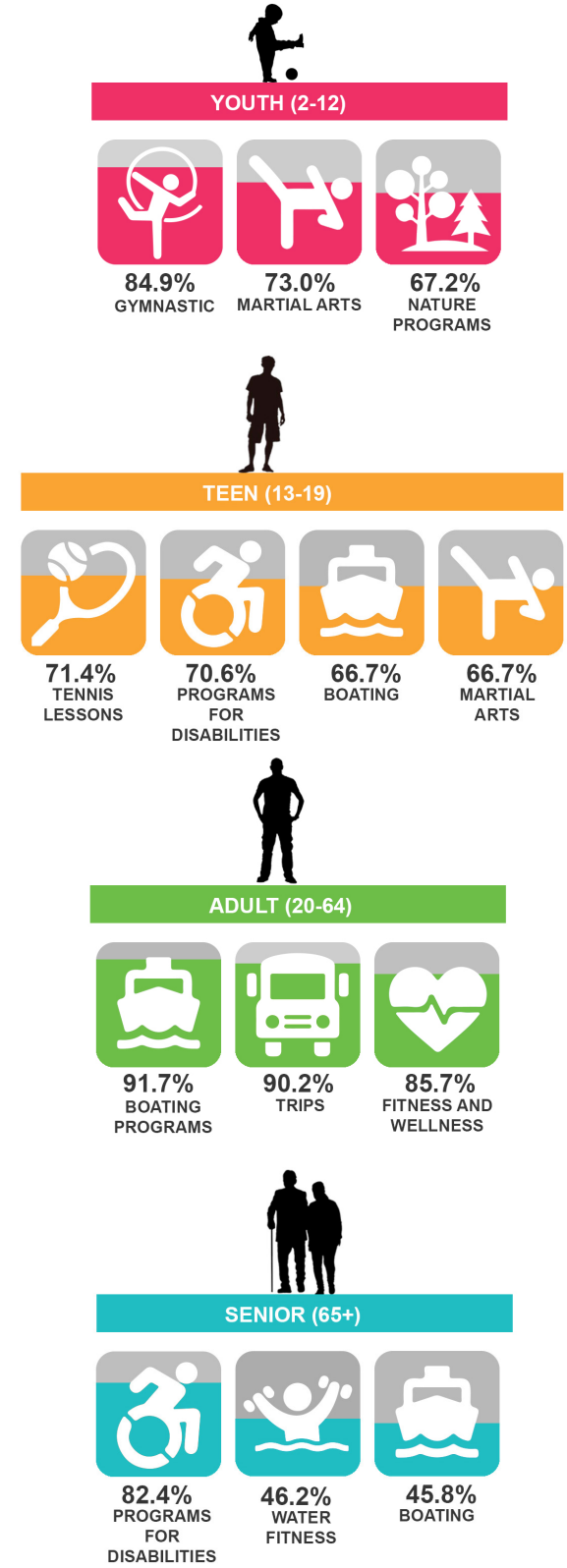


Potential Programs and Events

Regarding new programs, the survey asked respondents to indicate what program types they would like to see for four different age groups: youth (ages 2-12), teens (ages 13-19), adults (ages 20-64), and seniors (age 65+). For youth, respondents would like to see gymnastics, martial arts, and nature programs. For teens, respondents would like to see tennis, programs for people with disabilities, and gymnastics and boating (tie). For adults, respondents would like to see boating programs, trips, and fitness and wellness programs. Finally, for seniors respondents would like to see programs for people with disabilities, water fitness programs, and boating programs. See Figure 3.7

Out of the programs for which respondents indicated a need, nature and environmental education programs are most important. This is followed by fitness and wellness and water-based programs. Regarding events, most households have a need for a flea/artisan market (75%), music festivals (74%), and community picnic (70%). Out of the events for which households have a need, music festivals, farm to table cooking festival, and community picnic are the top priorities.

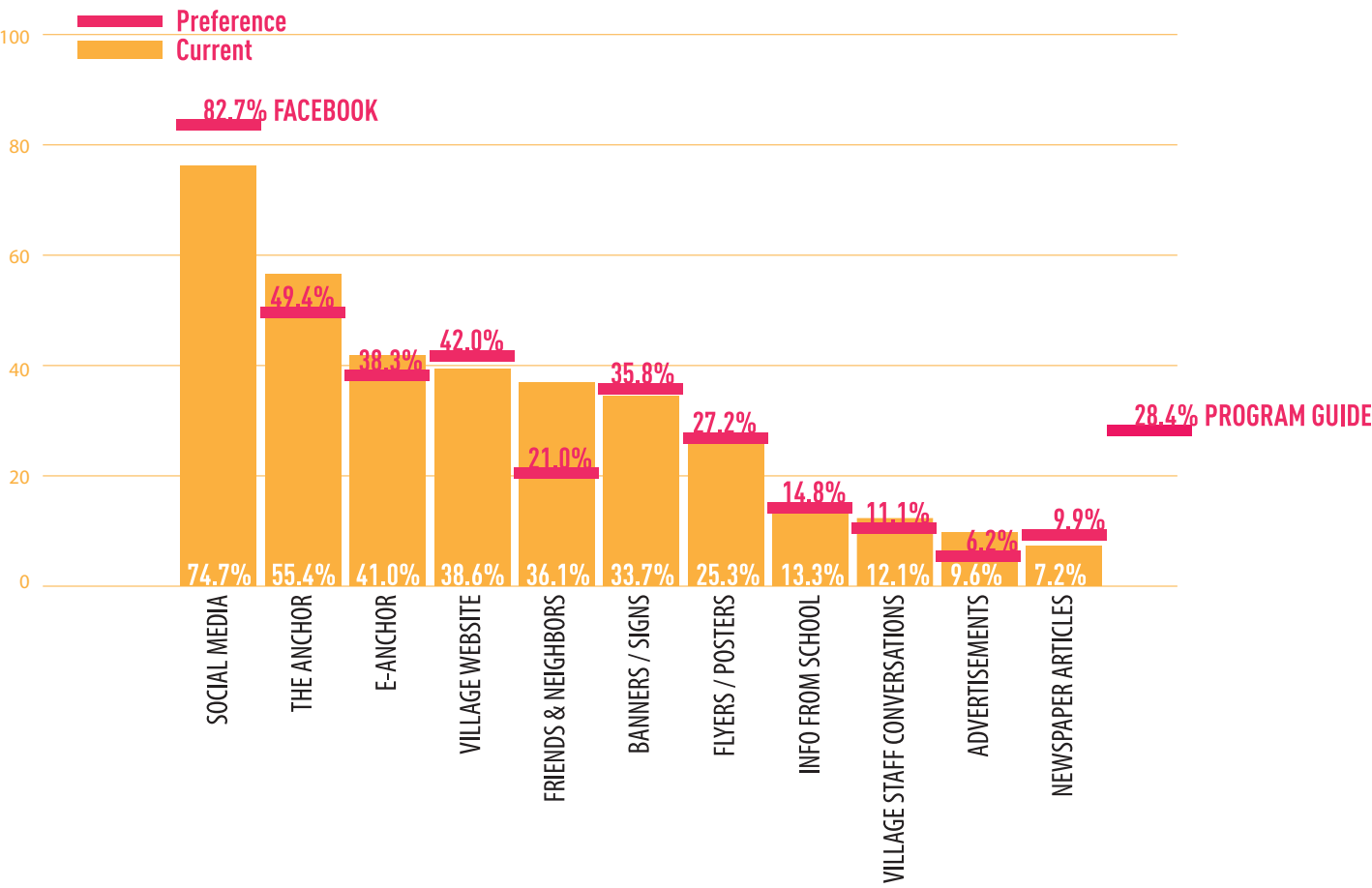
Figure 3.7: Potential Programs and Events



Marketing and Outreach

Currently, most respondents learn about the Village of Fox Lakes programs and events via social media (75%). This is followed by the Anchor Quarterly Newsletter (55%) and the E-Anchor (41%). By far, respondents prefer to learn about programs, events, and activities through Facebook (83%). This is followed by the Anchor (49%) and Village website (42%). See Figure 3.8.

Figure 3.8: Marketing and Outreach Preferences



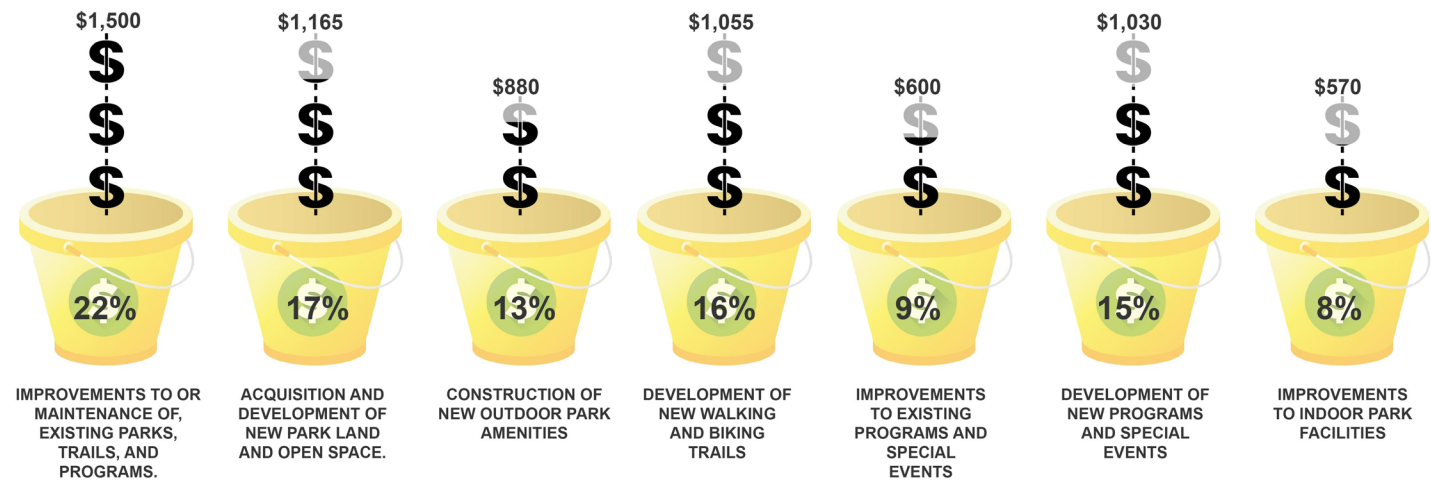
Funding and Action Items

The survey presented respondents with a budget allocation exercise. Respondents allocated \$100 planning dollars to the following categories:

- Improvements to or maintenance of, existing parks, trails, and programs.
- Acquisition and development of new park land and open space.
- Development of new walking and biking trails.
- Development of new programs and special events.
- Construction of new outdoor park amenities (e.g. sports fields / courts, playgrounds, etc.).
- Improvements to existing programs and special events.
- Improvements to indoor park facilities (ex. Lakefront Park Building).

Improvements to or maintenance of existing parks, trails, and program received the largest amount of funds at \$1,500. This was followed by acquisition and development of new park land and open space (\$1,165) and development of new walking and biking trails (\$1,055). See Figure 3.9.

Figure 3.9: Funding Priorities



STAKEHOLDER INPUT SUMMARY

The Village of Fox Lake has a strong and united group of stakeholders. These stakeholders, identified within Chapter 1, serve a wide demographic within the community and have regional outreach. The planning team facilitated a focus group conversation with stakeholders on October 2nd, at the Lakefront Community Building. Approximately 20 individuals participated in this conversation.

Three key opportunities and constraints identified for the study area were revealed during this focus group conversation.

Stakeholders

As a part of the Data gathering process, the planning team met with key stakeholders from the following interest groups:

- Promote Fox Lake
- Fox Lake Library District
- Fox Lake Fire Protection District
- Fox Lake Police Department
- Grant Township
- Grant Community High School National Honor Society
- Lions Club
- Rotary Club
- Fox Lake Chamber of Commerce
- Village of Fox Lake Staff and Elected Officials
- Grant Community High School District 124
- Elementary School District 114
- Village of Fox Lake Planning Commission

- Community Garden Committee
- Lake County Board Commissioners
- Grant Townships Area Athletic Association
- Girl Scout Troop 45731
- Boy Scout Troop 83
- Your Link to the Chain
- Fox Lake Volunteer Fire Department
- St. Bede School / Church
- District 37 (Gavin)
- District 38 (Big Hollow)

Opportunities

Waterfront Access: The Village of Fox Lake is commonly called the “Heart of the Chain O’ Lakes.” With its large amount of waterfront property, the Village has a multi-faceted resource, not yet utilized to its full potential. Not only does the fresh water access provide programming opportunities, but the waterway connections also provide a large number of regional boaters. Currently, the Village parcel with the most accessible waterfront is Lakefront Park. The Village is working towards expanding this public coastline, and it is clear from the stakeholder’s perspective that this park should receive the highest priority in terms of funding and improvements.

Partnerships: Strong community pride runs throughout the culture of Fox Lake, which lends itself to organizational advocacy, stewardship, and volunteerism. Partnerships with both the public and private organizations are great opportunities for resource expansion, fundraising, advertisement, and open space access.

Regional Draw: Fox Lake has been a regional destination throughout its history. Once a resort destination, the Village continues to draw patrons from all over the region with the Parks and Recreation Department’s high focus on

innovative, welcoming events. Providing these well-received events continues to be a priority for the Village and its stakeholders. Creating spaces that make connections to the downtown district and the Village's open space satisfy a number of the goals outlined within this plan.

Challenges

Staffing and Funding Constraints: As mentioned within Chapter 1, the Village's current capacity both in staffing and funding is limited. All of the stakeholders identified the need for fiscal responsibility in the planning objectives as well as the implementation of the priority projects. While this plan will consider large scale, high impact designs 20 years into the future; the immediate needs should be focused, efficient, and obtainable.

Under-served High School Demographics:

The Department has been successful in creating regional special events and residential programming on limited funds, but there is a significant demographic that is under-served and challenging. While the senior demographic is well served, the Village's high school students have an apparent lack of programming and park amenities. Moving forward with planning and implementation, a student advocate should be brought on to voice concerns and opportunities. The stakeholder group also identified some partnerships that could help reach this typically difficult age bracket. The Fox Lake Library has been successful with unstructured flexible spaces that allow for a range of uses. The library's locations between the schools make for an ideal gathering space as well.

Pedestrian Safety: The aforementioned opportunities all require safe and clear pedestrian connections. The infrastructure within the Village of Fox Lake has a motorist focused design including wide travel lanes, lack of traffic calming measures, limited sidewalks, and unclear pedestrian crossings. Access to and between the Village's parks is crucial to a successful parks system. Incremental solutions can be identified within the streetscape elements as well as pedestrian focused law enforcement.



This chapter provides an inventory and analysis of all parks and open spaces within the Village of Fox Lake community. This includes an inventory of not only the Village's owned and operated open spaces, but those provided by all public agencies. Additionally, this chapter includes an analysis of each site's quality as well.



PARK AND OPEN SPACE INVENTORY

Parks and Open Space Inventory

The Village of Fox Lake owns and manages 11 parks, plazas, and open spaces in the Fox Lake community. Most of the park sites are mini or neighborhood parks, while the Village operates three community parks. Neighborhood parks are the basic unit of a park and open space system, and serve the recreational and social focus of a neighborhood through both passive and active recreational opportunities. Community parks serve both the neighborhood they are located within, and the community as a whole. While neighborhood parks are primarily walkable destinations, community parks lend themselves to drive-to destinations. Community parks serve passive and active recreational needs, from picnicking to athletic facilities, and also may serve to preserve unique landscape and natural areas. Figure 4.1 outlines the park classifications.

The Village is not the only public park and open space provider within the Fox Lake Community. The planning team inventoried and classified other public community open spaces, including the school district and forest preserves within and adjacent to the Village. All sites were classified on their purpose, use, and size.

Figure 4.1: Park Classification

Classification	Description	Typical Amenities	Typical Size Criteria	Service Area
Mini Park/ Pocket Park/ Plaza	Small, individual-lot-size parks that address limited or isolated recreational and aesthetic needs.	Seating areas, playground, picnic area, monuments, sculpture	May be as small as 2,500 square feet	0.25-mile
Neighborhood Park	Basic unit of a park system. Serves recreational and social focus of the neighborhood. Walkable	Playgrounds, shelters, picnic areas, smaller sports fields or courts	Typically between 5 and 10 acres, however, may also include mini or pocket parks, which can be as small as 2,500 square feet.	0.5-mile
Community Park	Serve as a neighborhood destination for residents within 0.5-miles of the site, but also serve the broader community’s athletic and active recreation needs. May also serve to preserve unique natural areas and landscapes.	Playgrounds, shelters, picnic areas, large athletic complexes, and / or restrooms	As needed to accommodate desired uses, but typically larger than 10 acres.	1 to 3- miles

Figure 4.6 on page 113 outlines the open spaces within the Village of Fox Lake community. The Village owns and maintains approximately 28.3 acres of open space. The school district and forest preserve provide a total of 150.8 acres of open space within the Study Area. Chain O’Lakes and Volo Preserves are recognized as regional recreation destinations and assets, but are not included in the acreage or amenity assessment because they do not fall within the designated Study Area boundaries. Additionally, there are 18.7 acres of undeveloped publicly-owned properties. This inventory serves as the basis for the level of service analysis which analyzes the quantity and distribution of the open spaces. Undeveloped sites were not included in the level of service assessments.

Figure 4.2: Park Inventory

				Indoor Facilities			Day Use Amenities							Sport Courts & Fields					Water-based			
				Concession Stand	Restroom	Program Facility	Picnic Area	Lawn Games*	Playground	Pavilion / Shelter	Garden	Ice Rink	Skate Park	Splash Pad	Diamond Fields (baseball, softball)	Basketball	Tennis Court	Multi-purpose Grid Fields (soccer, etc)	Volleyball Court	Fishing	Boat Dock	Lake Access
Village of Fox Lake Open Space		Class.	Acreage																			
1	Community Garden	C	2.2							1	X	1										
2	Eagle Point Park	N	0.7						1							1						
3	Keystone	N	0.3																			X
4	Kings Island Park	N	1.1				X		1												X	X
5	Knollwood	N	0.5																			X
6	Lakefront Park	C	6.5			X	X		1		X			1					1	X	X	X
7	Medinah	N	0.2																			X
8	Millennium Park	N	3.9							1	X											
9	Round Hill Park	N	0.4				X		1													X
10	Train Station Area	M	0.3								X											
11	Veterans Park	C	12.2	X			X		1	2			1		5	1			1			
Total Village Parks & Open Space			28.3	1	0	1	4	0	5	4	4	1	1	1	5	2	0	0	2	1	2	6
Community Open Space		Class.	Acreage																			
12	Grant Community High School	C	28.6												2		8	3				
13	Stanton School	N	13.0						1									2				
14	Tanager Kames Forest Preserve	C	109.2																			
Total Community Open Space			150.8	0	0	0	0	0	1	0	0	0	0	0	2	0	8	5	0	0	0	0
TOTAL			179.1	1	0	1	4	0	6	4	4	1	1	1	7	2	8	5	2	1	2	6
Undeveloped Open Space		Class.	Acreage																			
1	Village of Fox Lake Water Tower	U	1.3																			
2	Pistakee Lake Open Space	U	2.8																			
3	Duck Lake Open Space - East	U	0.2																			
4	Duck Lake Open Space - South	U	0.2																			
5	North Ave Open Space	U	0.4																			
6	Hickory and Maple Open Space	U	0.7																			
7	Pistakee and Killen Open Space	U	3.2																			
Total Undeveloped Open Space			8.7																			
GRAND TOTAL			197.8	1	0	1	3	0	6	2	4	0	1	1	7	2	8	5	1	1	2	6

LEVEL OF SERVICE ASSESSMENT

The Level of Service (LOS) analysis evaluates how well the Village’s parks, outdoor amenities, and indoor recreation facilities compare to industry benchmarks and attempt to gauge how well offerings serve the community.

Level of Service standards and recommendations provide agency staff and officials with the information they need to respond to growing and changing communities and their ever-changing needs. Its basic utility is evaluating whether community assets meet the legal and / or economic requirement of equity. According to the NRPA, a Level of Service benchmark should be:

- Practical and achievable;
- Equitable; and,
- Context-sensitive.

National benchmarks are derived from National Recreation and Park Association. The local benchmark for acreage level of service was derived from the Village’s subdivision ordinance.

The planning team used the Village’s municipal population of 10,414 rather than the study area population of 37,706 for the analyses. The planning team took this approach because this section is an evaluation of the Village’s physical assets, or only those included within the Village’s municipal boundaries, and thus should only include those tax-paying residents and property owners.

Typically, Level of Service is evaluated in two ways: quantity and distribution. Quantity is measured by the total acreage available compared to the community’s population (e.g., X acres per 1,000 population), and number of individual amenities (e.g. X playgrounds per 1,000 residents). Distribution measures the equitability of park offerings based on their geographic location. Individual park classifications determine the service area for each park. Service areas for the park sites evaluated are as follows:

- Neighborhood Parks: 0.5 mile, or a 10-15-minute walk, Mini Parks and School sites are included in the Neighborhood distribution analysis
- Community Parks: 1.0 mile

Acreage Quantity

The following acreage Level of Service analysis is broken down into benchmarks: National and Local. More information regarding these benchmarks are found in Figure 1.4 on page 7. Within each benchmark analysis, the information is broken down further into Village Assets and All Public Open Space Assets. Village Assets includes only the park properties the Village owns and / or manages, while All Public Open Space Assets includes assets owned and managed by the Village, School District, and Forest Preserve.

National Benchmarks

Village Assets, see Figure 4.3 on page 111The Village has 28.3 acre of open space, and an Acreage Level of Service (LOS) of 2.7 acres per 1,000 population. This is short of both the National benchmark of 12 acres per 1,000 population. Based on this LOS, the recommended amount of park acreage is 125.0 acres.

All Public Open Space Assets,Figure 4.4 on page 111 When all public open space assets are considered, the Village has access to 179.1 acres

of open space. This equates to an acreage LOS of 17.2 acres per 1,000 residents. Overall, this is a surplus of 54.2 acres more than the recommended 125.0 acres. However, it is important to note that the surplus is primarily achieved through the new forest preserve located southwest of the Village boundaries, Tanager Kames Forest Preserve, which is 109.2 acres . When this site’s 109 acres is removed from the equation the Village falls short of the recommended LOS.

Local Benchmarks

Village Assets, Figure 4.3: Compared to the four other Lake County municipal parks and recreation departments, the Village of Fox Lake has a deficit of 148.7 acres. The Village set an acreage Level of Service standard for itself in its subdivision ordinance. This LOS is 6 acres per 1,000 population, which equates to 62.5 acres.

Compared to this, the study area is, like at the national level, far short of the ordinance. At 2.7 acres per 1,000 population, the study area falls more than 34 acres short of the recommended 62.5 acres.

All Public Open Space Assets, Figure 4.4: When all public open space assets are included as part of the analysis, the Village is just 2.1 acres short of the benchmark. When all public open spaces are considered, this study area has a surplus of 116.6 acre of open space compared to the Village's own subdivision ordinance, and a LOS that exceeds the recommended 6 acres per 1,000 population. However, as mentioned previously, this is due to the Tanager Kames Forest Preserve, located just south of the Village. When this site’s 109 acres is removed from the equation the Village just meets the recommended LOS at 6.8 acres per 1,000.

Figure 4.3: Village Assets: Acreage and Amenity Level of Service

	Agency	National (NRPA) ¹			Local: Lake County ²			Local: Fox Lake ³		
	Village	Benchmark	Acre/per 1,000 pop.	Surplus/ Deficit	Benchmark	Acre/per 1,000 pop.	Surplus/ Deficit	Benchmark	Acre/per 1,000 pop.	Surplus/ Deficit
Total Acreage	28.3	125.0	12	-96.7	177.0	17	-148.7	62.5	6	-34.2
Acreage LOS (acres / 1,000 population)	2.7	12		-9.3	17		-14.3	6		-3.3

Figure 4.4: All Public Open Space Assets: Acreage and Amenity Level of Service

	Agency	National (NRPA) ¹			Local: Lake County ²			Local: Fox Lake ³		
	All Public Open Space	Benchmark	Acre/per 1,000 pop.	Surplus/ Deficit	Benchmark	Acre/per 1,000 pop.	Surplus/ Deficit	Benchmark	Acre/per 1,000 pop.	Surplus/ Deficit
Total Acreage	179.1	125.0	12	54.2	177.0	17	-2.1	62.5	6	116.6
Acreage LOS (acres / 1,000 population)	17.2	12		5.2	17		0.2	6		11.2

¹ Source: National Parks and Recreation Association Park Metrics Database 2017 Aggregate report or 45 reporting agencies with populations between 8,000 and 10,000.

² Source: Local benchmarks are based on planning team research and calculations for comparable local agencies. These benchmarks include average acreage Lake County Municipal Parks and Recreation Departments, including Antioch, Libertyville, Hawthorn Woods, and Lake Villa.

³ Source: Local Acreage LOS was determined by Village of Fox Lake Subdivision Ordinance requirements of 6 acres per 1,000.

Amenity Quantity

The following amenity Level of Service analysis evaluates how well the number of amenities available to the community compares to comparable agencies. More information regarding these benchmarks are found in Figure 1.4 on page 7. Within each benchmark analysis, the information is broken down further into Village Assets and All Public Open Space Assets. Village Assets includes only the park properties the Village owns and / or manages, while All Public Open Space Assets includes assets owned and managed by the Village, School District, and Forest Preserve.

Village Assets: The Village meets or exceeds the recommended number of playgrounds, community gardens, diamond fields, and skate parks.



All Public Open Space Assets: The Village meets or exceeds the recommended number of playgrounds, community gardens, tennis courts, diamond fields, skate parks, and rectangular fields. It is deficient in basketball courts, multi-use courts, dog parks, and aquatic centers / swimming pools. While short of the recommended water-based amenities on both the Village and Community Level, the Village has more than 2,500 linear feet of public waterfront.

Figure 4.5: Village Assets: Acreage and Amenity Level of Service

	Agency	National (NRPA) ¹		
	Village	Benchmark	Population per 1000 population	Surplus/Deficit
AMENITIES				
Playgrounds per capita (1 per #)	5	4	3,000.0	1.0
Community gardens per capita (1 per #)	4	2	9,001.0	2.0
Basketball courts per capita (1 per #)	2	3	4,672.0	-1.0
Volleyball courts per capita (1 per #)	2	2	8,728.5	0.0
Tennis courts per capita (1 per #)		4	3,421.0	-4.0
Youth diamond fields per capita (1 per #)	5	3	4,663.0	2.0
Skate parks per capita (1 per #)	1	1	11,309.0	0.0
Dog parks per capita (1 per #)		1	11,382.0	-1.0
Outdoor ice rink per capita (1 per #)	1	1	11,236.0	0.0
Multi-purpose rectangular fields per capita (1 per #)	0	3	4,210.0	-3.0

Figure 4.6: All Public Open Space Assets: Acreage and Amenity Level of Service

	Agency	National (NRPA) ¹		
	All Public Open Space	Benchmark	Population per 1000 population	Surplus/Deficit
AMENITIES				
Playgrounds per capita (1 per #)	6	4	3,000	2.0
Community gardens per capita (1 per #)	4	2	9,001	2.0
Basketball courts per capita (1 per #)	2	3	4,672	-1.0
Volleyball courts per capita (1 per #)	2	2	8,729	0.0
Tennis courts per capita (1 per #)	8	4	3,421	4.0
Youth diamond fields per capita (1 per #)	7	3	4,663	4.0
Skate parks per capita (1 per #)	1	1	11,309	0.0
Dog parks per capita (1 per #)		1	11,382	-1.0
Outdoor ice rink per capita (1 per #)	1	1	11,236	0.0
Multi-purpose rectangular fields per capita (1 per #)	5	3	4,210	2.0

Park Distribution

Finally, the planning team evaluated the equity of parks based on their geographic location. Parks have a specific service area based on their classification. Neighborhood parks have a 0.5-mile service area while community parks have a 1.0-mile service area. Neighborhood parks are walkable destinations, so the service area boundaries are clipped to major pedestrian impediments such as busy thoroughfares or natural features that prevent or hinder walkability. Major impediments to walkability in the Study Area include:

- Nippersink Road, Route 12
- The rail line / Metra / Rollins Road
- Route 59
- Big Hollow Road
- Chain O’ Lakes Canals

For both the Neighborhood and Community Parks distribution analysis, the planning team overlaid each park’s service area to identify residential areas of the Study Area under-served by parks and open spaces. The planning team evaluated each under-served area, paying careful attention to land use, development pattern, and existing vacant land to determine high, medium, and low priorities for neighborhood park development. The planning team evaluated the priority of each under-served area by connectivity, density of residential development, potential feasibility of park acquisition or development. Isolated areas of high density residential development and potential acquisition opportunities were deemed higher priorities.

Neighborhood Parks

These areas are identified in Figure 4.5 on page 113. The highest priority areas are Area 4 and 9. Medium priority areas include Areas 1, 2, 3, and 8. Some of these areas may provide opportunities for acquisition and development, while others may be more suitable for trail connections to provide access to existing parks. The map identifies the planning team’s observation and reasoning behind the prioritization for each area.

Community Parks

Figure 4.8 on page 116 illustrates the Community Park distribution analysis. Community parks are equitably distributed throughout the Study Area. There are a small gaps of residential pockets that are outside of the one-mile minimum service area, but these pockets would still fall within the three-mile maximum service area (see table above for more detail). In order to maximize this equity, however, care needs to be taken to ensure public access to the high school facilities whenever possible. Located in the heart of the study area, the high school site is a key community destination and features most of the available community park acreage.

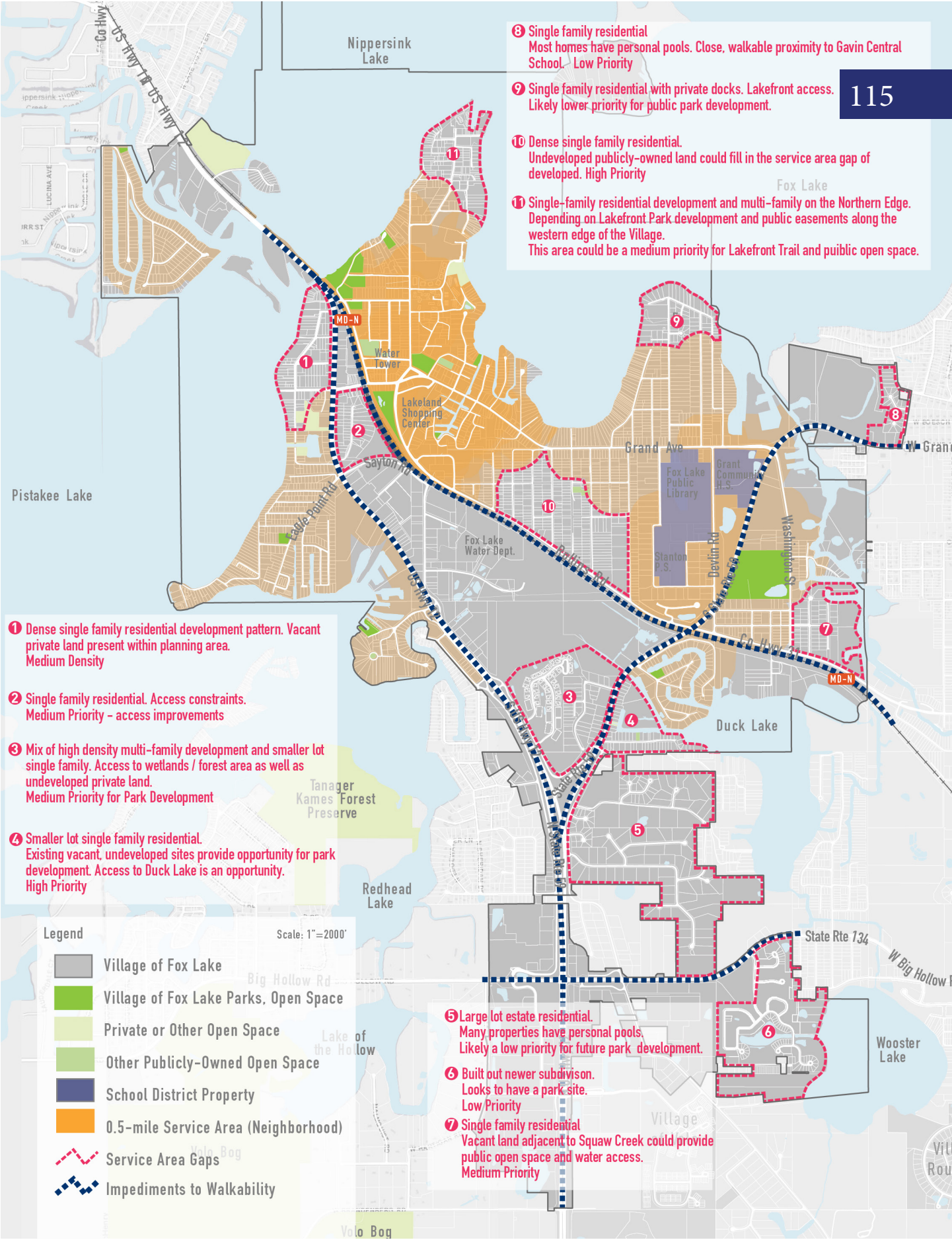
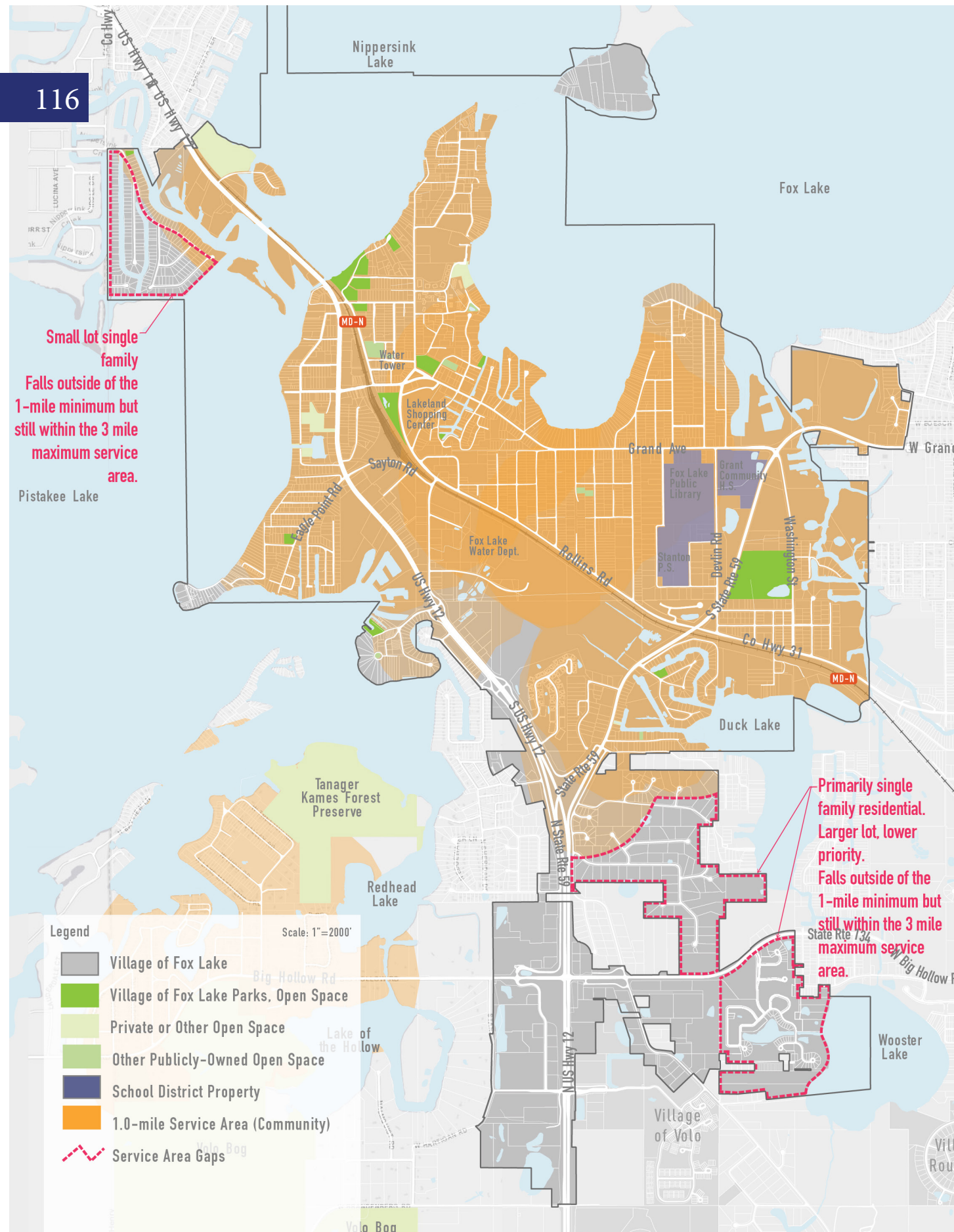


Figure 4.7: Neighborhood Service Area Map



4.8: Community Service Area Map

The Village aims to maintain their buildings and properties at the highest level possible. The planning team evaluated the Village's maintenance practices through site investigations, review of survey results, and conversations with stakeholders.

Forestry and Grounds

The Village tagged, recorded, and tracked their tree inventory through a GIS database. Information in the database includes data on species, size, location, and condition as well as maintenance notes. There are currently a number of dead or poor condition trees throughout the various parks and open spaces, creating a backlog of removal work. There were only a handful of ash trees present, although they were generally either dead or in decline. Some pruning work has been done on trees in high traffic and high profile areas. Additional pruning work is needed throughout the parks and open spaces, in particular on the many trees of various size classifications in Veterans Park. Tree removals and pruning work are generally performed in-house by the Public Works Department, with assistance from contractors where necessary. All mowing is handled in-house by the Public Works Department.

The size and age distribution of trees throughout the parks and open spaces show a relative scarcity of smaller trees, with some parks and open space areas having no young trees whatsoever. While the mature tree canopy is a great benefit to the character to the existing open spaces, the lack of young trees will be of concern when removals are needed and replacement costs come in all at once. Shrubs and perennial beds are also very limited in quantity. Existing beds can be found along the southern border of the parking lot at Lakefront Park, and along Route 12 at Millennium Park. These beds are maintained by Promote Fox Lake.

Mulch beds around trees and landscape beds are generally absent in most of the parks and open spaces.

Invasive Species Management and Waterfront Edge Conditions

The main invasive species concerns noted in the parks and open spaces were many of the usual suspects one would expect to encounter in our region, namely; Phragmites, Cattails, Buckthorn, Teasel, and Reed Canary Grass. Generally speaking, these species were found along shorelines, fence lines, wetland areas and perimeter areas where mowed turf grass meets the more naturalized areas. The Public Works Department does manage Phragmites through herbicide applications and controlled burns with assistance from the fire department. Within the Village-owned parks and open spaces there are more than 2,600 linear feet of shoreline, many of which are suffering from erosion issues. There are a variety of conditions present that can generally be categorized as either 1) soft edge, non-vegetated, 2) soft edge, vegetated, or 3) hard edge.

Figure 4.9: Soft Edge, Non-Vegetated



Figure 4.10: Soft Edge, Vegetated



Figure 4.11: Hard Edge



LAKEFRONT PARK



Address:	21 Nippersink Ave
Acreage:	6.48 (+ 1 acre expansion)
Classification:	Community Park
Programs	Yoga, Core Challenge Fitness, Cardio Drumming, Pickleball, Senior Luncheons, Better Balance, Youth Sports, Dance
Events:	Celebrate Fox Lake, Cardboard Boat Race, Egg Hunt, Daddy Daughter Dance, Concert/ Movie by the Lake, Triathlon, Mayor's Fish Fry, Kids Fishing Derby
Amenities	Lakefront access Playground (2004) Picnic shelter Volleyball court Splash Pad Community building Parking lot
Partnerships	Broadway Academy of Arts HDZ Dragon Taekwondo



Strengths:

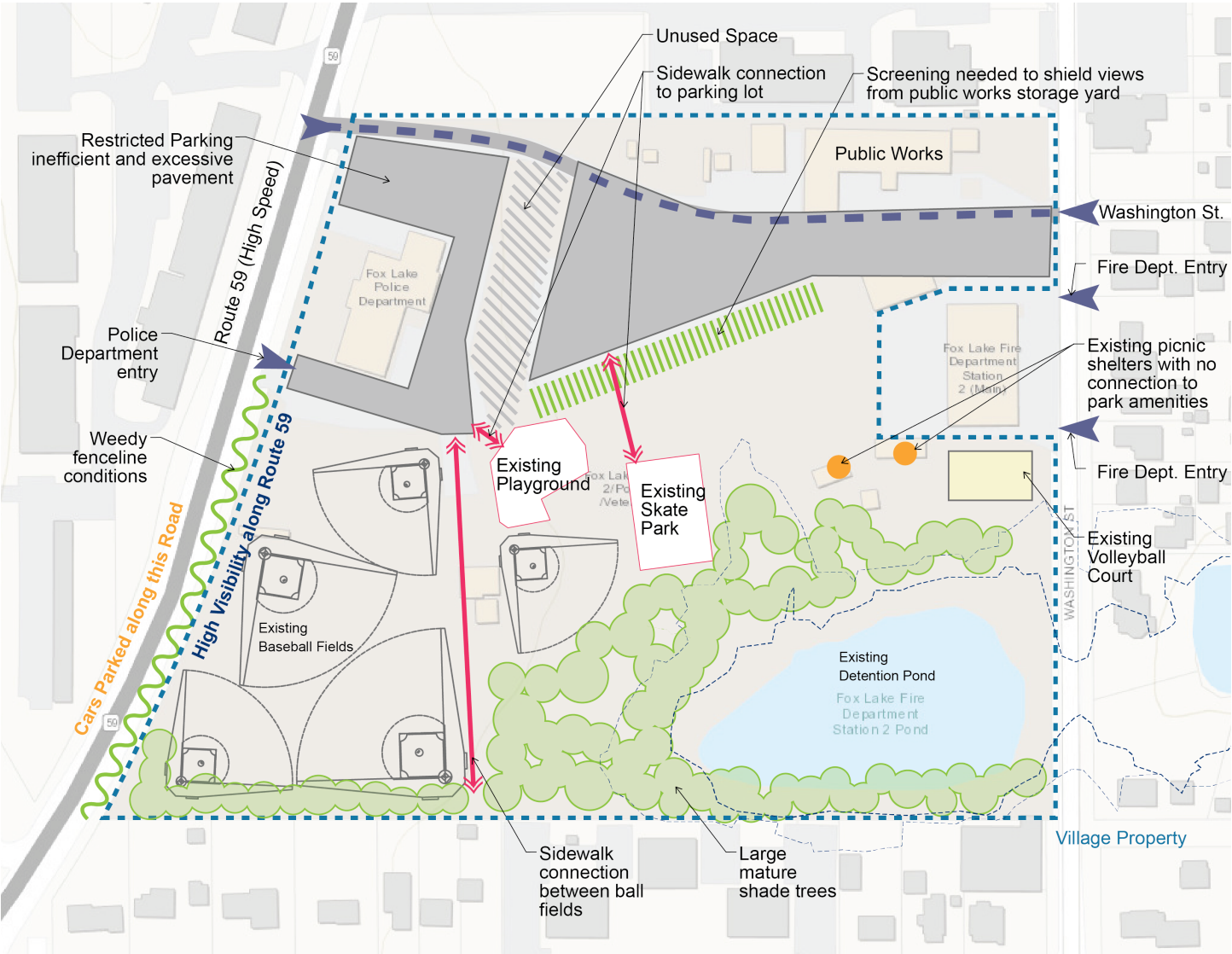
- Community Center is well used and maintained
- Public lakefront access
- High visibility from Rt. 12
- Large mature shade trees and significant grade changes provide character and interest
- Additional parcels to the northwest provide great opportunity for park expansion

Weaknesses:

- Private parcels divide the public waterfront expansion
- Lack of cohesive park amenity layout
- Lack of walking path connections between amenities
- Waterfrontage is overrun with invasive vegetation and geese
- Splash pad located at the rear of the community building adjacent to mechanical equipment
- Lack of pedestrian connection to Fox Lake Train Station
- Closure and realignment of Nippersink will create lack of clear vehicular entry point
- Current siting and alignment of the Community Building will be a challenge in the closure of Nippersink Road



Address: 301 S. Route 59
Acreage: 12.22
Classification: Community Park
Programs Youth Sports Baseball / Softball
Amenities Ballfields
Concession Stand
Batting Cages
Playground (1998)
Skate Park (2002)
Picnic Shelter
Basketball Court
Grass Volleyball Court
Partnerships GTAAA
Fire Department



Strengths:

- Veteran's Park is located off Route 59 and has high visibility from motorists passing by.
- GTAAA partnership provide maintenance and management of the baseball fields.
- Large mature Oak trees provide pleasant shady environment.
- Detention pond provides wildlife habitat.

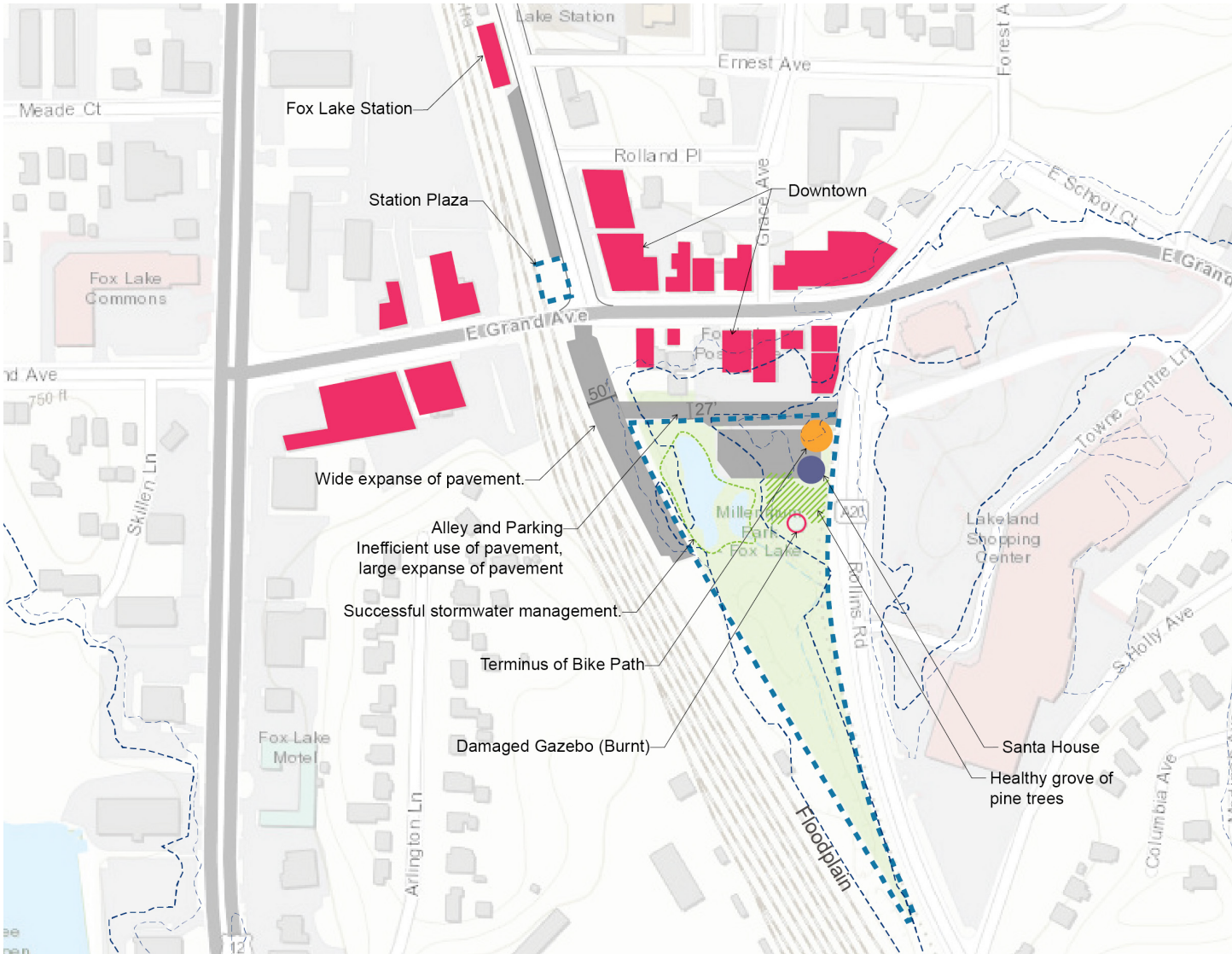
Weaknesses:

- Lack of clear boundaries between Police Department, Public Works, and Fire Department.
- Lack of clear park entry.
- Lack of parking designated for park users.
- Public works use of the north end of the site is unsightly and lacks a visual buffer between park space and storage yards.
- Outside of the ballfields an apparent lack of maintenance for other park amenities deteriorates the overall quality of the park.
- Overall layout of the site is haphazard and disjointed and lacks walking path connections between amenities.
- Inefficient parking layout and excessive amount of pavement.

MILLENNIUM PARK AND TRAIN STATION PLAZA



Address:	Grand & Rollins
Acreage:	3.94 / .04
Classification:	Community Park / Mini
Programs/Events:	None
Amenities	Gazebo - damaged
	Rt 12 Bike Path
	Wetland
	Flower Garden
	Santa House
	Parking lot
Partnerships	Ken Ward as Santa



Strengths:

- Proximity to Fox Lake Train Station to the North.
- Proximity to Downtown corridor.
- Wetland provides wildlife habitat and potential for native vegetation.
- Healthy grove of mature Pine trees provide year long visual interest.
- Entry to Rt. 12 bike path.

Weaknesses:

- Existing alley is a pedestrian barrier to Grand Avenue's retail corridor.
- Lack of pedestrian focused connections between Grand Avenue retail corridor and Fox Lake Train Station.
- Stanta House lacks a clear plaza space.
- Inefficient and excessive amount of pavement in the parking lot and alley to the north.
- Wetlands overrun with invasive species.
- Lack of lighting.



- Address:

Keystone & School
- Acreage:

2.15
- Classification:

Community Park
- Events:

Farmer's Market, Movie on the Green, Concert on the Green, Painting on the Green, Pumpkin Jubilee
- Amenities:

Garden plots
- Gazebo
- Flexible open space
- Ice Rink (seasonal)
- Partnerships

Parking lot
- Leased from Fire Protection District
- Garden Committee



Strengths:

- Connection to Downtown corridor.
- Large flexible open space with level topography.
- Large mature street trees along School Court.
- Garden plots are well maintained.
- Parcel sitting between School Court, Grand Avenue, and Forest Avenue has been identified as open space potential.

- Electrical utility connection.

Weaknesses:

- Lack of clear entry from Grand Avenue.
- Significant grade change between park space and F of-way challenges visibility from Grand Avenue.
- Lack of adequate signage and wayfinding.



Strengths:

- Large mature oak trees.
- Flexible open turf field.
- Water main servicing the fire hydrant.
- Serves large residential neighborhood.

Weaknesses:

- Lacks sidewalk connections through the neighborhood.
- Poor lighting, security concerns.
- Lack of maintenance for park amenities deteriorates the overall quality of the park.

Address: Eagle Point & Tremont
Acreage: 0.67
Classification: Neighborhood Park
Programs: None
Amenities: Basketball Court
Playground (unknown)



Strengths:

- Large mature oak trees.
- Waterfront shoreline.

Weaknesses:

- Lacks sidewalk connections through the neighborhood.
- Serves small residential neighborhood.
- Difficult to access due to channels.

Address: Kingston & Broadway
Acreage: 0.36
Classification: Neighborhood Park
Programs: None
Amenities: Picnic Area
Playground (2004)
Lakefront Access



KINGS ISLAND PARK



Strengths:

- Large mature oak trees.
- Flexible open turf field.
- Native plan communities.
- Myers bay waterfront access with isolated bay.

Weaknesses:

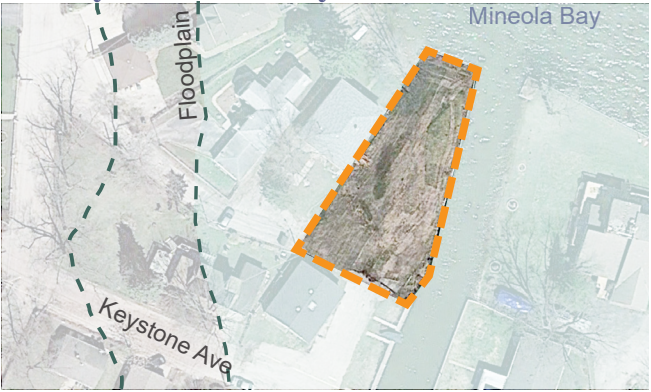
- Lacks sidewalk connections through the neighborhood.
- Serves small residential neighborhood.

Address: Kings Road
Acreage: 1.11
Classification: Neighborhood Park
Programs: None
Amenities: Playground (2003)
Flexible open space
Picnic Area
Lakefront Access



FEMA PARCELS

Keystone - 98 Keystone Avenue:



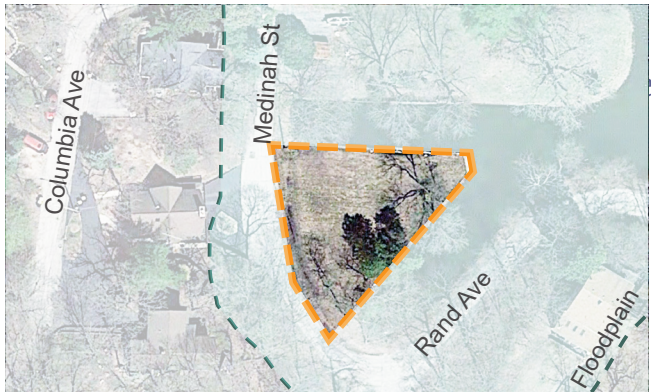
Strengths:

- .33 acre open space
- Waterfront dock

Weaknesses:

- Limited connection to surrounding community due to dead-end street.
- Remaining private property to the south blocks public access.

Medina - 37 Medina Street:



Strengths:

- .21 acre open space
- Provides open space for a underserved neighborhood.
- Shoreline habitat is successful.

Weaknesses:

- Low quality tree canopy.
- Lack of connections to multi-family units.

Knollwood - 200 Park Lane



Strengths:

- .25 acre open space
- Provides open space for a underserved neighborhood.
- Good quality tree canopy.

Weaknesses:

- Invasive species present.
- Erosion concern along shoreline.



The Village of Fox Lake recently started offering in-house recreation programs. These programs are organized and scheduled through the Program and Events Coordinator. Thus far in 2018 (from January to October), the Village offered 15 different programs for the community to participate in.

All programs are offered at the Lakefront Park Building. Based on the planning team's calculations, there have nearly 300 program participants and special / community event 3,891 participants. According to the survey, 52% of respondents have participated in a program or event in the last 12 months, which is a good indication that residents are engaged and interested in parks and recreation.

The Village facilitates its programs both independently and through local partnerships. Specifically, SPORTS R US, Broadway Academy, and Grant Townships Athletic Association facilitate sports and performing arts programs. Most programs are facilitated through partnership, while seven are done in-house. As new programs are considered, the Village should seek out more partnerships to provide a high program level of service.

Age Segmentation

An age segmentation analysis evaluates how well the program offerings match the age breakdown of the community. The majority of programs (74%) offered by the Village are primarily geared toward youth under 14, and half are specifically geared toward ages 5-9. The youth population is projected to remain steady into 2023, but the market could still likely support a greater number of youth programs. Specifically, the Village could increase the number of offerings for ages 15-19. At this time, only five of the 46 total programs

(11%) offered are for this age segment.

Out of the six programs for residents 19 and over, only one program is geared towards ages 20-54 (Yoga). So while this age group makes up nearly 46% of the community, only 2% of programs are geared toward them. As the Village considers new programs, it should focus its efforts on the 20-54 age groups, and look to the survey results for specific program areas to consider. Programs to consider include boating, trips, and fitness and wellness. For those over 55, however, the Village offers a variety of programs from Cardio Drumming to Pickleball. Based on the current offerings, this age group (55+) has a large selection of programs to choose from to stay active and socialize with other residents. See Figure 5.12 for the program age segmentation and compare the results to the existing community's age segmentation in Figure 5.13.

Figure 5.12: Program Age Segmentation

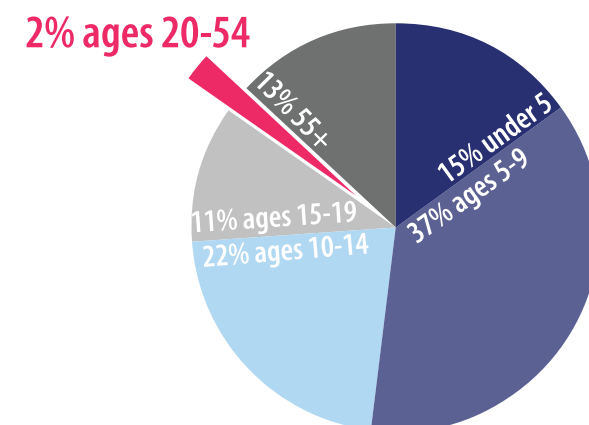
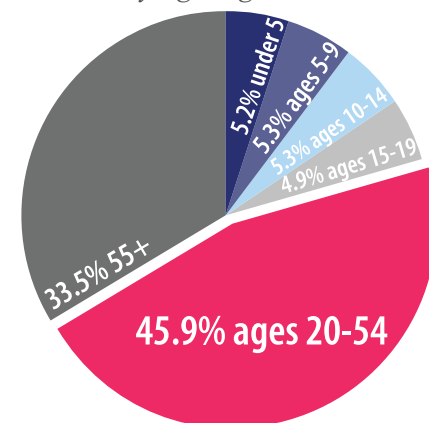


Figure 5.13: Community Age Segmentation



Life-cycle Assessment

A life-cycle assessment is an important tool to use when evaluating the quality and viability of current offerings, and helps agencies determine whether they need to infuse new life into their offerings by creating new programs or repositioning programs in decline. The planning team evaluated the Village's current offerings by categorizing each program in one of the following four life-cycle categories:

- **Introductory:** these programs are newer, and typically require heavy marketing to attract participation.
- **Growth:** these programs have a moderate and interested customer base, and their higher demand results in less marketing efforts to attract participation.
- **Mature:** these programs are steady and reliable performers with a strong customer base. However, these programs may face increased competition from other local recreation providers due to their success.
- **Decline:** these programs face declining participation and interest. Typically, these programs need to be repositioned or deleted from offerings.

Best practices indicate that agencies should strive for a 60:40 balance of Introductory / Growth to Mature / Decline programs. The planning team evaluated the current programs based on the criteria set forth previously, and also paid careful attention to the survey results to determine each program's life-cycle stage. Just over 70% of programs fall within the Introductory / Growth life-cycle categories, and the remaining 30% fall within Mature. Currently, there are no Declining programs. This is a good balance of program offerings. As the Department continues to facilitated programs, some of which will eventually fall into Decline, a life-cycle assessment should be completed on a regular basis.

Financial Information

Programs fees are structured in two ways – pay per class and session. Pay per class programs are offered at least once per week, and range from \$2 to \$10. Only one pay per class program, pickleball, has resident and non-resident fees. All other programs offer a flat rate. Session fees range between \$45 and \$57 for 5-week program sessions of one class per week. The most expensive session programs are offered through Broadway Academy and are \$525 dollars for a 35-week session, which equates to 15 per class, which is within a reasonable range of Village-offered programs. The Village made an estimated \$14,886 in revenue from program fees, and at \$5,372 in direct expenses, this equated to a profit of \$9,514.

Facility Usage & Scheduling

All programs, with the exception of GTAAA Youth Sports Leagues, are held at the Lakefront Park Building. Adult programs are held during the week day at Lakefront Park. Broadway Academy of Art and Dance use the facility from approximately 4:15 pm to 9:15 pm on Tuesday, Wednesday, and Thursday, and 4:15 pm to 6:30 on Monday, and in the morning on Saturday.

Most adult programs are offered during the day time, while youth programs are offered after 5 pm. As mentioned previously, existing adult programs offered are geared toward active adults and seniors, both in their content / structure and times offered. Currently, there are only two programs offered for working adults. While they can attend special and community events, working adults must go elsewhere in the private sector or to other park and recreation agencies to fulfill their recreation needs. Survey results indicate inconvenient program times are the number one reason for not participating in programs.

SPECIAL AND COMMUNITY EVENTS

The Village planned for a total of 25 special events for the 2018 year. Four of these 25 events were canceled due to either low registration or inclement weather. This equates to a cancellation rate of about 16%, which is less than the industry recommendation of 20%.

In addition to special events, the Village hosted three ongoing community events collectively known as the Summer Art Series. The Summer Art Series programs include Movie, Concert, and Painting on the Green and occur once per month during June, July, and August. The Farmers Market, which runs from June to September, is also a popular ongoing community event. Most events are all-ages events, but there are seven youth-focused events, two 20-and-older events, and three senior-focused events.

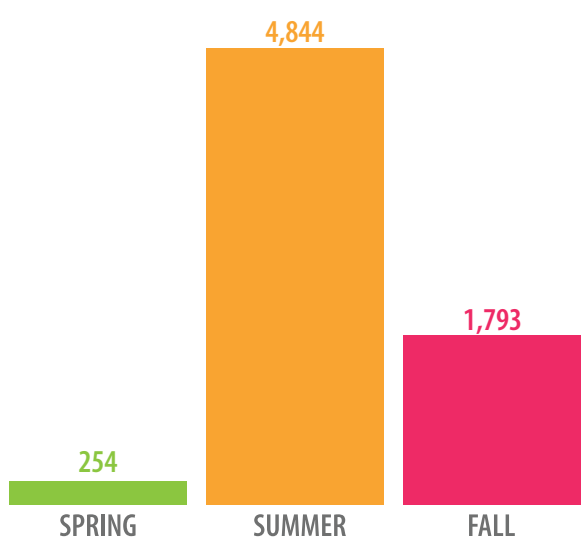
Participation

Approximately 6,891 people attended special and community events in the last year, with the most popular event, being Celebrate Fox Lake with more than 3,000 attendees. As a newer Parks and Recreation Department, this level of early involvement and engagement is positive. It is the results of staff dedication and strong community relationships. The Village will want to continue leveraging these community relationships, and building upon them, as they introduce new events and enhance existing ones.

The special events appear to be more popular than the ongoing community events. Popular special events were the Bloody Mary Fest (1,463), Halloween Howl (1,000 participants), Pumpkin Jubilee (500 participants), Bunny Luncheon and Egg Hunt (171 participants), Murder Mystery Dinner (144 participants), Concert by the Lake (125 participants), and Mayor’s Fish Fry (125 participants). Only 70 total people participated in the Summer Art Series, with Concert on the

Green drawing the most attendance with 45 participants. Summer events attracted more participants than spring and fall events, according to the data thus far. While winter events such as the Polar Plunge, Holiday Parade, and Festival of Lights, have occurred, participation numbers are unavailable at this time. See Figure 5.14.

Figure 5.14: Total Participation by Season



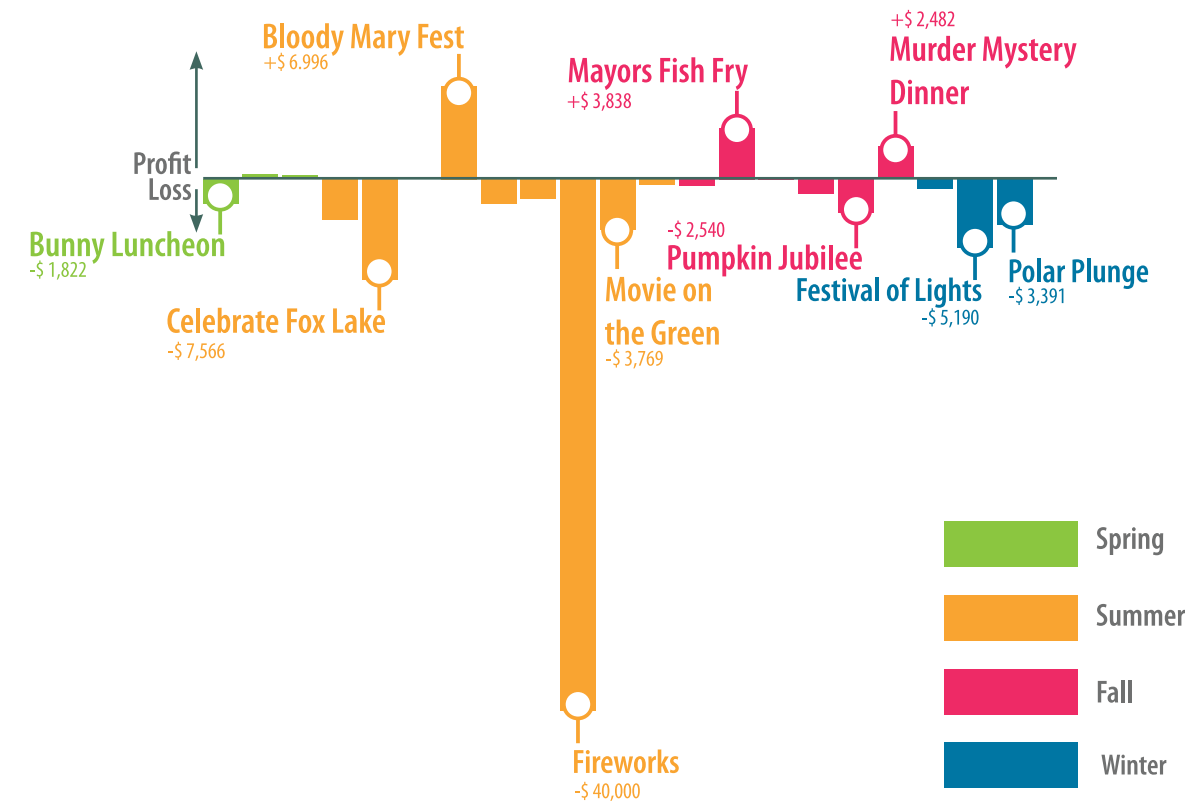
Life-cycle Assessment

The planning team evaluated the current events life-cycles based on the criteria set forth in previous pages, and also paid careful attention to the survey results to determine each event’s life-cycle stage. Out of the 23 programs offered this year, approximately 70% are considered Introductory / Growth and 30% are considered Mature / Decline. Declining programs are the Movie and Concert by the Lake events, which have experienced declining or non-existent participation. Most programs are introductory, which is positive, as it shows the Village is consistently looking to expand their offerings and provide new opportunities for residents.

Financial Information

Event prices range from \$12 to \$50 for tickets, and about half are structured with separated resident and non-resident fees. The Bloody Mary Fest has the highest total revenue, at just over \$24,000. Direct expenses for the event were just over \$17,000, resulting in nearly \$7,000 profit. This does not, however, include indirect expenses such as utilities or staff time. The Fourth of July Fireworks results in a \$40,000 expense, and this free, annual event has a regional draw. Overall, the Village experienced as \$59,394 loss thus far, which is subsidized by local taxpayers through the budget process. This total fluctuates each year, and this information serves as a snapshot in time for planning purposes. As events continue to be developed, the Village should evaluate expenses, and look for ways to capture additional revenue, especially for regional events which attract more non-residents.

Figure 5.15: Financial Profit / Loss by Season





OUR MISSION, VISION AND VALUES

In February 2017, the Village Board of Trustees officially adopted a mission statement and set of core values developed as part of the strategic planning process.

Mission Statement

The mission of the Village of Fox Lake is to take full advantage of opportunities for social and Economic development that embrace and inspire strong family values while building an attractive, sustainable and safe environment for the enjoyment of our residents, businesses, and visitors.

Core Values

The Village of Fox Lake Pursues its mission by demonstrating these seven core values (SERVICE):

- [Sense of Community](#) where pride and respect prevail
- [Effective Teamwork](#) through key collaborations and partnerships
- [Resource Planning](#) that is friendly, professional, and innovative
- [Value Driven](#) to maximize benefits to our community
- [Integrity](#) through honesty, transparency, and accountability
- [Commitment](#) to quality and public safety
- [Effective Communications](#) that are open, timely, and informative

Parks and Recreation						
Mission Statement: Enhance the quality of life for residents. We strive to attract residents and members of surrounding communities by providing safe events and programs that promote a sense of community through cultural, educational and recreational activities for all generations to enjoy.						
Strategic Goal	Objective	Program	Performance Metric	Timeline	January 2018 Status	April 2018 Status
Recreation	Establish a financially solvent program and event model	Develop a new pricing and fee structure for programs and events	Offer at least 4 programs or events that earn a profit. Increase annually, by 1 event	Quarter 3 (January 2018)	ADJUSTED We are reviewing program profit margins. Adjusting to four programs that break-even	COMPLETE Four events for FY 17-18 broke even
Recreation	Develop Volunteer Program for the Village of Fox Lake Park and Recreation Department	Establish Volunteer Program and recruit volunteers for programs and events	Develop program, and recruit 10 volunteers. Increase annually by 5 volunteers	Quarter 3 (January 2018)	ADJUSTED Adjusted to Quarter 4 (April 2018)	ADJUSTED Adjusted to Quarter 4 (April 2019)
Recreation	Enhance use of Downtown Fox Lake for event programming	Establish a Park and Recreation Event for downtown Fox Lake	Create at least one new event that takes place in downtown Fox Lake	Quarter 4 (May 2018)	IN PROCESS Bloody Mary Fest is scheduled for downtown Fox Lake – July 2018	ADJUSTED Adjusted to Quarter 1 (July 2018)

FY 2018 – 2019 Departmental Performance Measures

Staff members within each Department provided performance metrics for Fiscal Year 18-19. This is the first year where the Performance Metric Feedback Loop has been implemented within the annual budget cycle. Goals and objectives of the strategic plan have been woven into departmental performance metrics, in addition to department specific items that enhance day-to-day operations.

Below are is the status of the Fiscal Year 2018-201 performance metrics.

Administration				
Mission Statement: Provide a comprehensive approach to delivery of municipal services, development of the community, employee retention and development, and advance the strategic priorities of the Village in a fiscally responsible manner.				
Strategic Goal	Objective	Program	Performance Metric	Timeline
Recreation	Establish a financially solvent program and event model	Establish Celebrate Fox Lake 501 (c) 3	501 (c) 3 paperwork Submitted to agencies	Quarter 2 (December 2018)
Operations and Organizational Development	Increase professionalism of executive level management staff	Send executive level Management staff to leadership and management trainings	Have all Executive Level Management staff trained by December 2019	Adjusted to Quarter 2 (December 2018)
Marketing	Unify, promote, and enhance the Village of Fox Lake Brand	Review current signage and banners and update	Update Village signage and design five new banners for downtown area	Quarter 2 (December 2018)
Communication / Public Outreach	Enhance Internal Village Communications	Establish Bi-Annual Supervisor meeting	Hold two Supervisor Meetings between May 2018 and April 2019	Quarter 4 (April 2019)
Communication / Public Outreach	Promote the Village on a regional, state, and national scale	Complete iPhone part of Mobile Application and advertise app to public	Completed and advertised mobile application for both Android and iPhone	Quarter 2 (December 2018)

Parks and Recreation
Mission Statement: Enhance the quality of life for residents. We strive to attract residents and members of surrounding communities by providing safe events and programs that promote a sense of community through cultural, educational and recreational activities for all generations to enjoy.

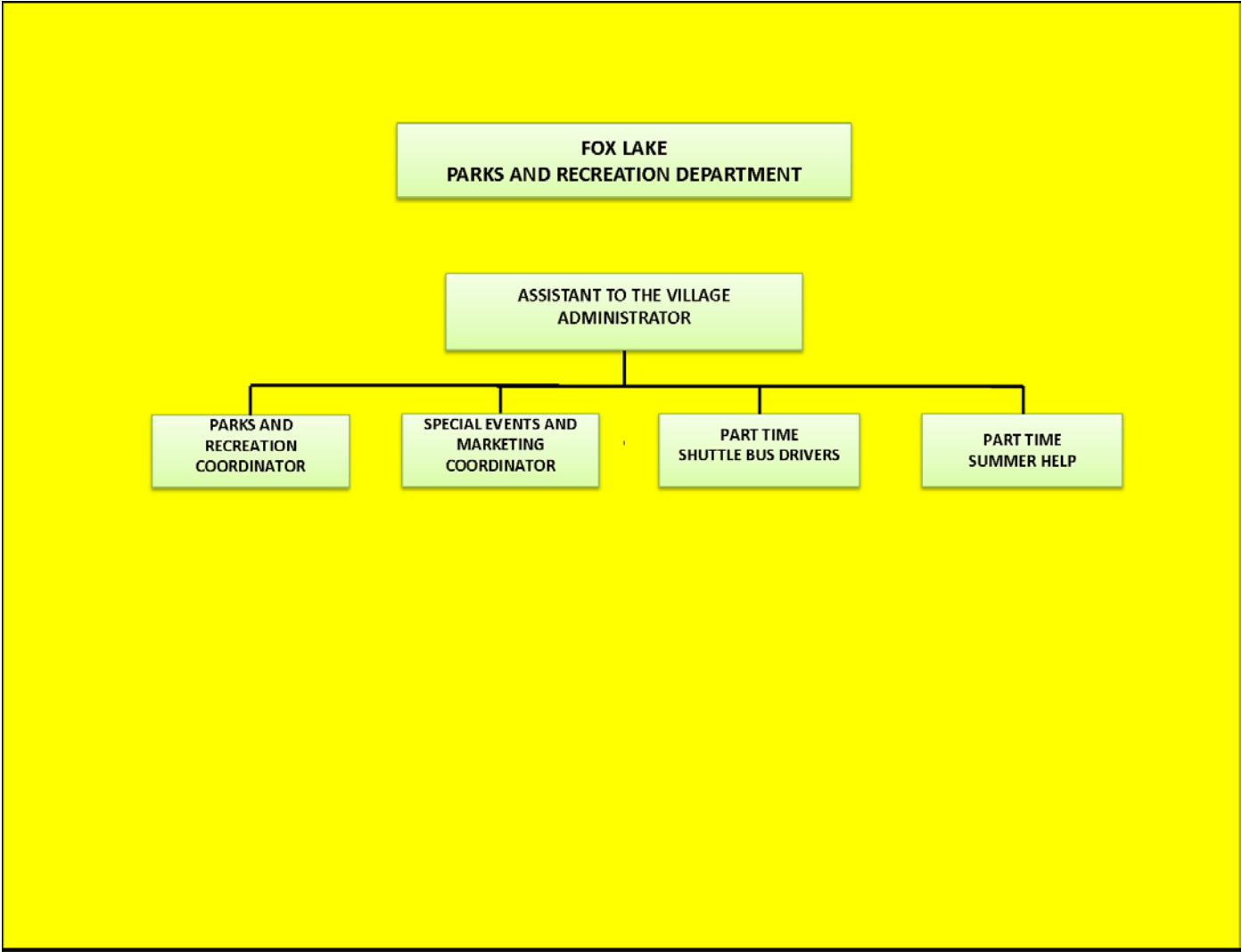
Strategic Goal	Objective	Program	Performance Metric	Timeline
Recreation	Develop Volunteer Program for the Village of Fox Lake Park and Recreation Department	Establish Volunteer Program and recruit volunteers for programs and events	Develop program, and recruit 10 volunteers. Increase annually by 5 volunteers	Quarter 4 (April 2019)
Recreation	Enhance use of Downtown Fox Lake for event programming	Establish a Park and Recreation Event for downtown Fox Lake	Create at least one new event that takes place in downtown Fox Lake	Quarter 1 (July 2018)
Recreation / Financial practices and policies	Establish a financially solvent program and event model	Continue to have events that break even through revenue and donations	Offer at least eight programs or events that break even through revenue or donated product.	Quarter 4 (April 2019)
Recreation	Complete Parks Master Plan and review feasibility of a Village “Riverwalk”	Develop the Parks Master Plan for all area parks, buildings, and programs	Completed Parks Master Plan	Quarter 4 (April 2019)

Public Works - Motor Pool Division
Mission Statement: Provide preventive maintenance and repair for the Village of Fox Lake vehicles and equipment in a timely, cost effective professional manor. Additionally, supply to outside units of government on a time and material cost maintenance and repair of their vehicles and equipment.

Strategic Goal	Objective	Program	Performance Metric	Timeline
Operational and Organizational Development	Review fleets and determine future equipment needs	Develop Capital Improvement Plan for equipment lifespan	Determine future needs of departments and budgeting requirements	Quarter 4 (May 2019)

Parks and Recreation Committee			
Year 2 (2018 – 2019)			
Objective and Tactic Accomplishment Goals for Year 2			
Tactics	Steps to Accomplish	Target Accomplishment Date	Year of Strategic Plan
Establish a Celebrate Fox Lake 501 (c) 3	Develop guidelines Complete application Submit to proper agencies	August 2018	Year 2
Increase public safety by installing surveillance cameras at all Village Parks	Work with Technology Committee to review camera capabilities Implement	April 2019	Year 2
Develop Volunteer and Internship Program	Produce internship guide / requirements/ anticipated tasks Reach out to area universities Establish program for each semester and / or summer	April 2019	Year 2
Review, locate, and apply for new funding opportunities to decrease burden off general fund	Continue to work with local businesses and organizations for sponsorship and donations Research grant opportunities for funding	April 2019	Year 2
Review, locate, and apply for new funding opportunities to decrease burden off general fund	Continue to work with local businesses and organizations for sponsorship and donations Research grant opportunities for funding	April 2019	Year 2
Complete Parks Master Plan and review feasibility of a Village “Riverwalk”	Work with Site Design to develop the Parks Master Plan for all area parks, buildings, and programs	December 2019	Year 2

VILLAGE OF FOX LAKE, ILLINOIS
Organizational Chart – Park & Recreation Department
April 30, 2018





Demographic and Income Profile

GRANT COMMUNITY CONSOLIDATED
Area: 29.94 square miles

Prepared by Esri

Summary	Census 2010	2018	2023
Population	37,106	37,706	37,902
Households	14,213	14,542	14,652
Families	9,701	9,836	9,877
Average Household Size	2.61	2.59	2.58
Owner Occupied Housing Units	11,318	11,266	11,478
Renter Occupied Housing Units	2,895	3,275	3,174
Median Age	36.8	38.8	39.4
Trends: 2018 - 2023 Annual Rate	Area	State	National
Population	0.10%	0.10%	0.83%
Households	0.15%	0.12%	0.79%
Families	0.08%	0.01%	0.71%
Owner HHs	0.37%	0.37%	1.16%
Median Household Income	1.48%	1.96%	2.50%

Households by Income	2018		2023	
	Number	Percent	Number	Percent
<\$15,000	1,273	8.8%	1,211	8.3%
\$15,000 - \$24,999	774	5.3%	684	4.7%
\$25,000 - \$34,999	965	6.6%	874	6.0%
\$35,000 - \$49,999	1,675	11.5%	1,559	10.6%
\$50,000 - \$74,999	2,581	17.7%	2,359	16.1%
\$75,000 - \$99,999	2,265	15.6%	2,217	15.1%
\$100,000 - \$149,999	2,962	20.4%	3,175	21.7%
\$150,000 - \$199,999	1,308	9.0%	1,588	10.8%
\$200,000+	738	5.1%	983	6.7%

Median Household Income	\$75,020	\$80,731
Average Household Income	\$89,482	\$100,956
Per Capita Income	\$34,722	\$39,259

Population by Age	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	2,635	7.1%	2,374	6.3%	2,367	6.2%
5 - 9	2,575	6.9%	2,512	6.7%	2,435	6.4%
10 - 14	2,564	6.9%	2,518	6.7%	2,510	6.6%
15 - 19	2,332	6.3%	2,177	5.8%	2,176	5.7%
20 - 24	1,853	5.0%	2,099	5.6%	1,859	4.9%
25 - 34	5,518	14.9%	5,047	13.4%	5,092	13.4%
35 - 44	5,964	16.1%	5,535	14.7%	5,679	15.0%
45 - 54	5,860	15.8%	5,451	14.5%	5,017	13.2%
55 - 64	4,073	11.0%	4,961	13.2%	4,789	12.6%
65 - 74	2,272	6.1%	3,170	8.4%	3,664	9.7%
75 - 84	1,038	2.8%	1,374	3.6%	1,793	4.7%
85+	420	1.1%	487	1.3%	522	1.4%

Race and Ethnicity	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
White Alone	32,274	87.0%	31,681	84.0%	30,951	81.7%
Black Alone	830	2.2%	959	2.5%	1,036	2.7%
American Indian Alone	112	0.3%	118	0.3%	122	0.3%
Asian Alone	1,336	3.6%	1,756	4.7%	2,091	5.5%
Pacific Islander Alone	12	0.0%	15	0.0%	16	0.0%
Some Other Race Alone	1,619	4.4%	2,024	5.4%	2,357	6.2%
Two or More Races	923	2.5%	1,153	3.1%	1,329	3.5%

Hispanic Origin (Any Race)	4,548	12.3%	5,641	15.0%	6,571	17.3%
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Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.

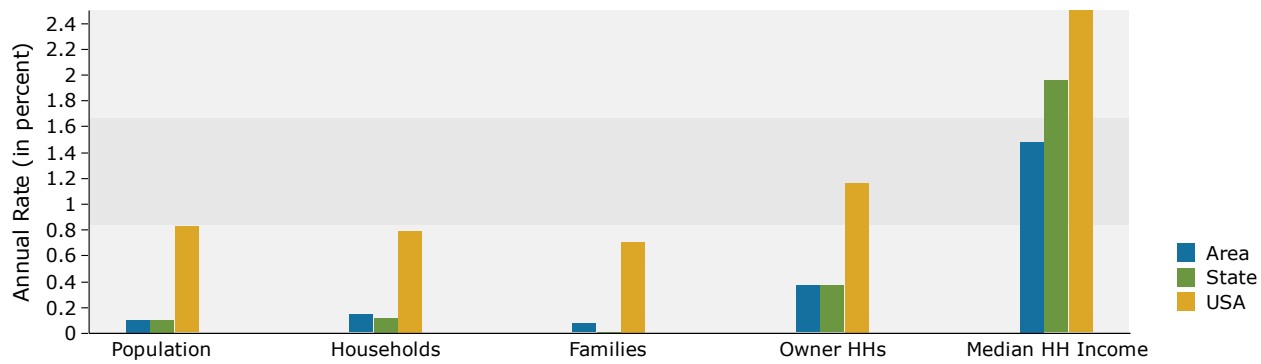


Demographic and Income Profile

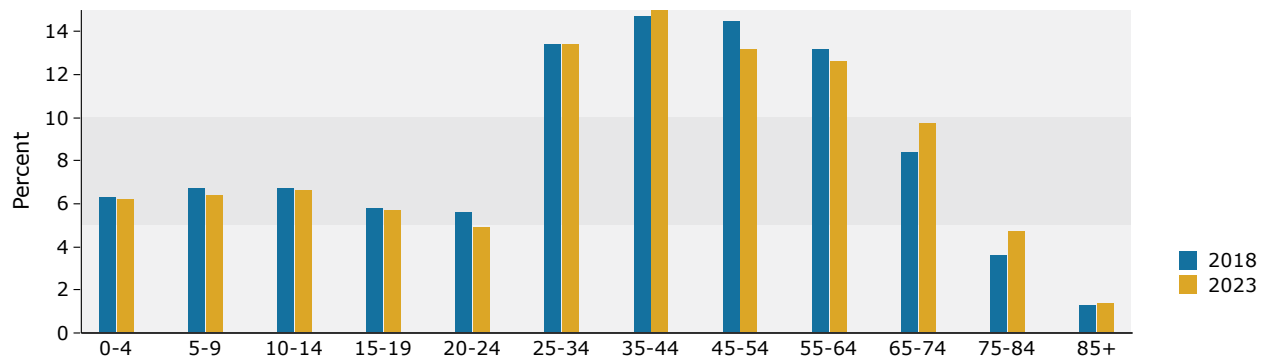
GRANT COMMUNITY CONSOLIDATED
Area: 29.94 square miles

Prepared by Esri

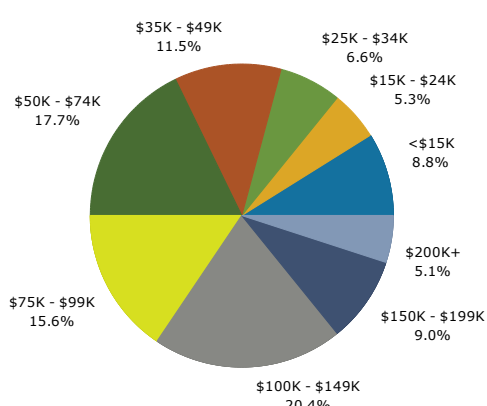
Trends 2018-2023



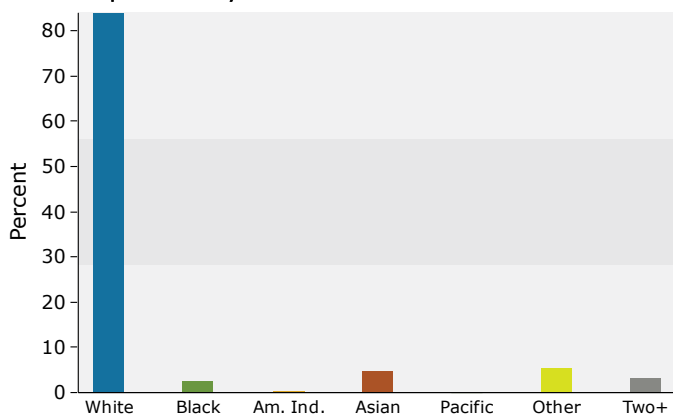
Population by Age



2018 Household Income



2018 Population by Race



2018 Percent Hispanic Origin: 15.0%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.



Demographic and Income Profile

Fox Lake Village, IL
Fox Lake Village, IL (1727442)
Geography: Place

Prepared by Esri

Summary	Census 2010	2018	2023
Population	10,582	10,414	10,465
Households	4,772	4,766	4,796
Families	2,660	2,689	2,699
Average Household Size	2.21	2.18	2.17
Owner Occupied Housing Units	3,299	3,171	3,243
Renter Occupied Housing Units	1,473	1,595	1,553
Median Age	41.0	42.9	43.3
Trends: 2018 - 2023 Annual Rate	Area	State	National
Population	0.10%	0.10%	0.83%
Households	0.13%	0.12%	0.79%
Families	0.07%	0.01%	0.71%
Owner HHs	0.45%	0.37%	1.16%
Median Household Income	1.84%	1.96%	2.50%

Households by Income	2018		2023	
	Number	Percent	Number	Percent
<\$15,000	708	14.8%	669	13.9%
\$15,000 - \$24,999	343	7.2%	304	6.3%
\$25,000 - \$34,999	366	7.7%	337	7.0%
\$35,000 - \$49,999	661	13.9%	629	13.1%
\$50,000 - \$74,999	813	17.1%	767	16.0%
\$75,000 - \$99,999	696	14.6%	705	14.7%
\$100,000 - \$149,999	733	15.4%	819	17.1%
\$150,000 - \$199,999	254	5.3%	312	6.5%
\$200,000+	194	4.1%	254	5.3%

Median Household Income	\$57,288	\$62,752
Average Household Income	\$75,184	\$84,949
Per Capita Income	\$33,604	\$38,047

Population by Age	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	611	5.8%	540	5.2%	544	5.2%
5 - 9	532	5.0%	557	5.3%	546	5.2%
10 - 14	607	5.7%	552	5.3%	569	5.4%
15 - 19	616	5.8%	508	4.9%	517	4.9%
20 - 24	556	5.3%	581	5.6%	512	4.9%
25 - 34	1,473	13.9%	1,387	13.3%	1,402	13.4%
35 - 44	1,512	14.3%	1,362	13.1%	1,372	13.1%
45 - 54	1,721	16.3%	1,443	13.9%	1,320	12.6%
55 - 64	1,332	12.6%	1,519	14.6%	1,441	13.8%
65 - 74	888	8.4%	1,112	10.7%	1,232	11.8%
75 - 84	481	4.5%	576	5.5%	729	7.0%
85+	253	2.4%	279	2.7%	280	2.7%

Race and Ethnicity	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
White Alone	9,821	92.8%	9,424	90.5%	9,312	89.0%
Black Alone	103	1.0%	128	1.2%	143	1.4%
American Indian Alone	34	0.3%	35	0.3%	36	0.3%
Asian Alone	101	1.0%	157	1.5%	190	1.8%
Pacific Islander Alone	2	0.0%	1	0.0%	1	0.0%
Some Other Race Alone	298	2.8%	392	3.8%	458	4.4%
Two or More Races	223	2.1%	277	2.7%	325	3.1%

Hispanic Origin (Any Race)	940	8.9%	1,196	11.5%	1,398	13.4%
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Data Note: Income is expressed in current dollars.

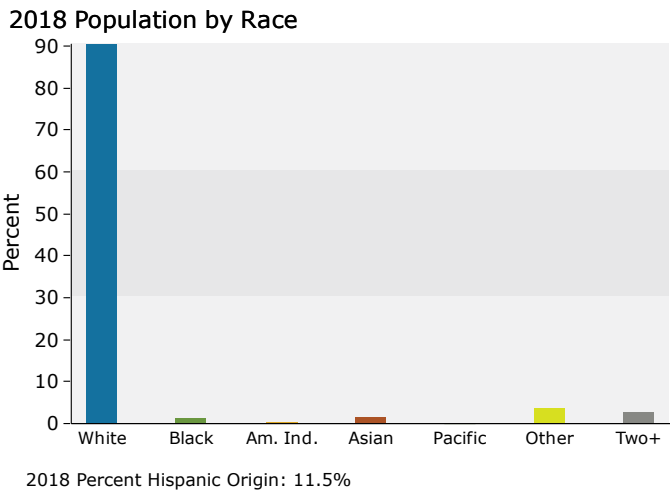
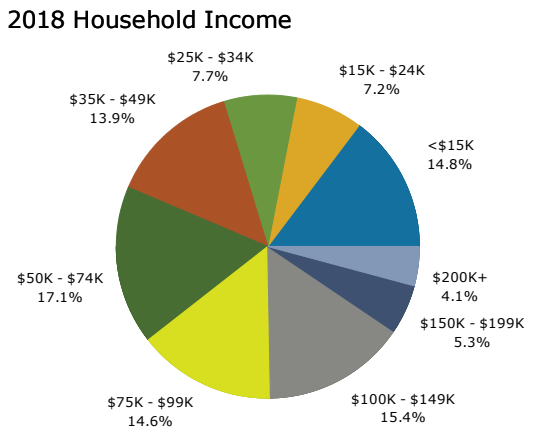
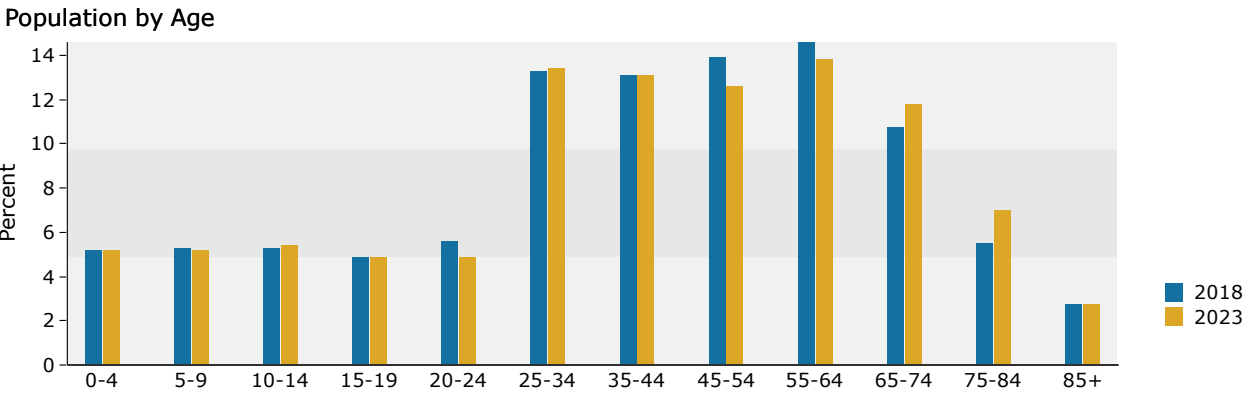
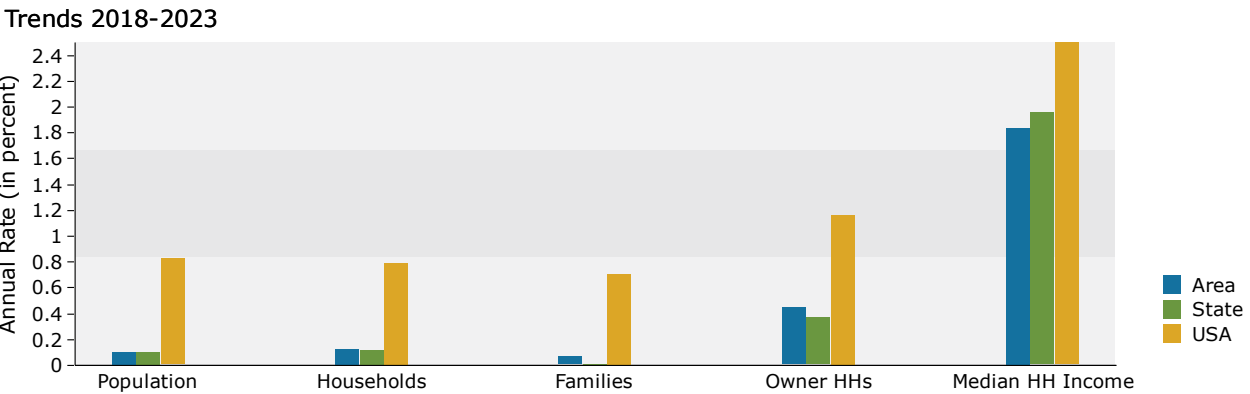
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.



Demographic and Income Profile

Fox Lake Village, IL
Fox Lake Village, IL (1727442)
Geography: Place

Prepared by Esri



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.

