

# BUDGET SUMMARY



**CHICAGO PARK DISTRICT**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Chicago Park District**

**Illinois**

For the Fiscal Year Beginning

**January 1, 2016**

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Chicago Park District, Illinois for its annual budget for the fiscal year beginning January 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



Citizens of Chicago,

I am pleased to present the Chicago Park District's 2017 Budget. The \$449.4 million spending plan showcases our commitment to Mayor Rahm Emanuel's Building on Burnham vision, a comprehensive strategy to invest in the lakefront, river, natural areas and recreational opportunities in neighborhoods across the city. Our goal is to see every park brimming with children, families and seniors, and every program filled to capacity. In order for that to happen, we must continue to take a thoughtful approach to the decisions and investments that we make in all communities. The 2017 budget does just that.

The 2017 budget delivers by expanding existing programming and creating new opportunities that keep residents of all ages active and engaged. It funds the creation of the new Community Sports Unit to focus on youth and teen sports programming specifically aligned to partner with sister agencies, non-profits, and other youth-serving organizations throughout all 77 community areas. This unit's first mission is to protect the need for sports programming in CPS elementary schools through an intergovernmental collaboration that connects parks and schools. We will tap into the synergies between CPS and parks and our expertise in recreation to best serve the city's youth. The 2017 budget also supports the expansion of high-demand programs. In particular, Special Recreation programming sites will be added, the Chicago Park District will improve Inclusion training for all park staff with the goal of increasing opportunities and accessibility. The District will also expand nature programming to encourage utilization of recently completed amenities, such as Big Marsh, the Burnham Wildlife Corridor and the Eleanor Boathouse.

The 2017 spending plan is approximately \$8.7 million lower than the FY2016 adopted budget. When adjusting for the supplemental pension contribution that was required in 2016 but not 2017, the 2017 spending plan is approximately \$3.8 million, or a very modest 0.9%, higher than the 2016 adopted budget. It also funds increases in personnel hours needed to accommodate new facilities and/or program growth in Community Sports, Eleanor Boat House, Big Marsh, Special Recreation, nature programming, risk management and to achieve savings/efficiencies.

At \$303 million, property taxes and personal property replacement tax make up the majority of Chicago Park District revenues. For the tenth time in eleven years, the Chicago Park District budget comes with no property tax increase. Programs will face a modest hike yet they remain affordable and families in need will still be able to access nearly \$3 million in financial assistance. We remain the best deal in town, and no child will be turned away for their family's inability to pay. Cost savings and efficiencies in excess of \$5.7 million were pursued in an effort to create a balanced budget.

Chicago's park system is vital to the overall health of all communities. Building on Burnham will continue to serve as a road map as we work to deliver the best in parks and recreation throughout Chicago.

Sincerely,

Michael P. Kelly  
General Superintendent & CEO  
Chicago Park District



**Contents**

Organizational Chart..... 3

Economic Outlook ..... 5

2017 Operating Budget Summary ..... 6

Demographics..... 11

Mission & Core Values..... 16

Fund Structure..... 20

Financial Policies ..... 22

Budget Process ..... 25

Fund Balance ..... 26

Operating Budget - Detailed Revenue ..... 29

    Property Tax ..... 29

    Personal Property Replacement Tax (PPRT) ..... 31

    Grants, Donations and Sponsorships ..... 32

    Privatized Contracts ..... 35

    Program Revenue..... 40

    Rentals and Permits ..... 40

Operating Budget - Detailed Expenses ..... 41

    Personnel ..... 41

    Debt Service ..... 43

    Utilities ..... 44

    Remittance to Aquarium, Museum and Zoo ..... 45

Long Term Financial Planning ..... 46

Capital Improvements ..... 47

Debt Administration ..... 5

Departmental Budget Summaries ..... 58

    Park Administration and Programming ..... 59

    Community Recreation ..... 66

    Operations ..... 77

    Executive Office..... 89

    Legal ..... 93

    Technology ..... 95

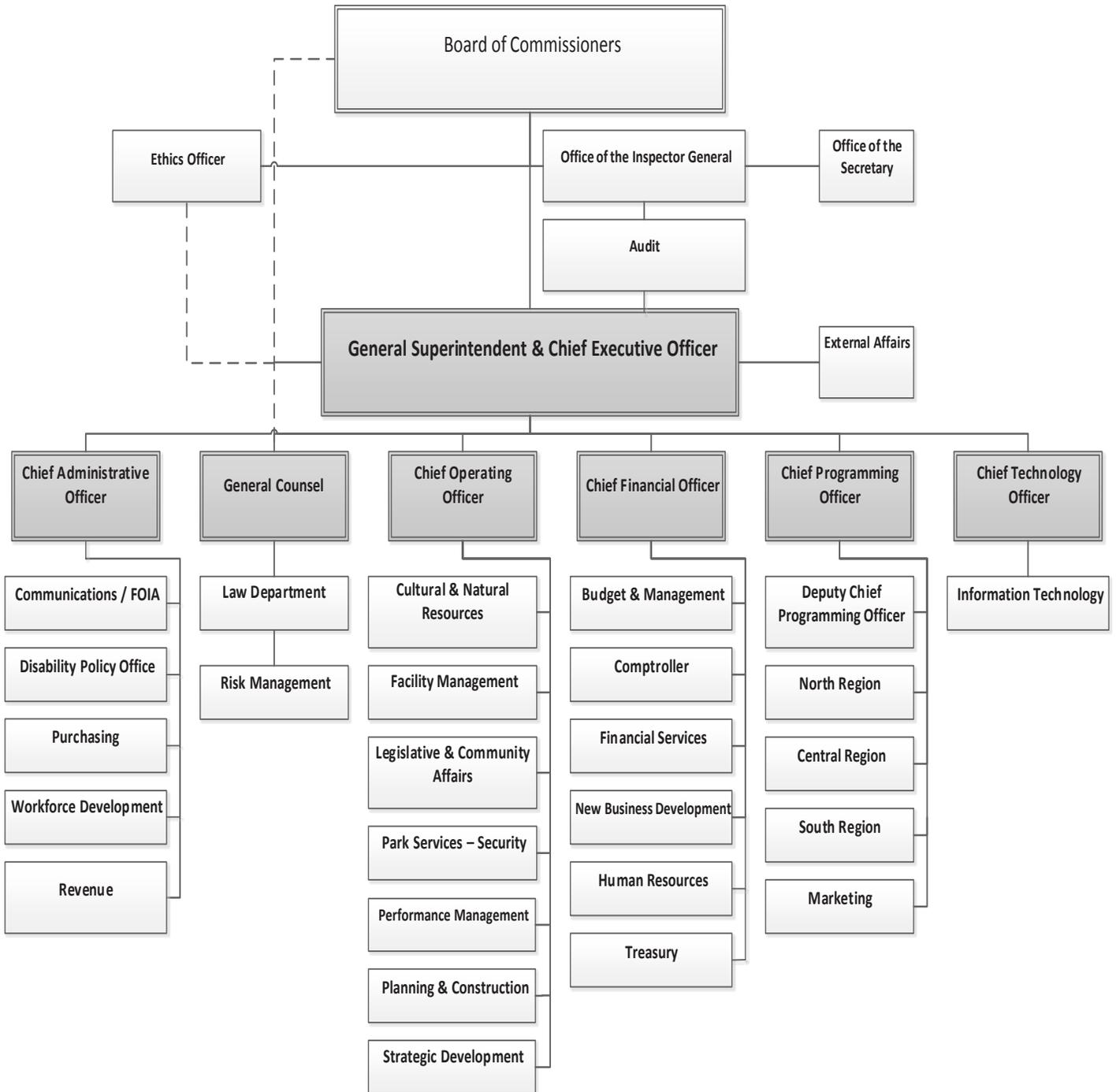
    Administration ..... 97

    Finance ..... 104

Glossary ..... 112



Chicago Park District Organization Chart





**2017 BUDGET SUMMARY**

**SECTION I**

**BUDGET OVERVIEW**



### **Economic Outlook**

As fiscal year 2016 comes to a close, the national economy continues to grow at a modest pace. Recent data indicate moderation in economic growth from the second quarter with real GDP growing at an annual rate of 2.9%, up from the 1.4% rate of the second quarter, and for the year average growth of 1.7%. The US Department of Labor reported national unemployment rates moving from 4.9% in January 2016, up to 5.0% in March/April, and then moving back down to 4.9% in October 2016. In 2017 the economy is expected to be impacted by developments in the transition of presidential administrations.

Historically, the state and local economy have followed the national economy with a slight lag. For September 2016, the preliminary unemployment rate for Illinois was 5.5% and the City of Chicago was 5.2%. According to the Illinois Department of Employment Security (IDES), during September 2016 nonfarm payroll employment increased by 7,400 jobs. However, job growth is still below the national average, with Illinois 38,800 jobs short of its peak level in September 2000. The most recent report from the Federal Reserve indicates growth in economic activity in the Seventh District (Chicago) picked up slightly in August and kept steady in September.

The current State of Illinois budget impasse continues to have an effect on the state and local financial picture. Although the State was able to pass a stopgap budget during 2016, its inability to pass a stable funding plan has resulted in uncertainty in local financial planning. During 2016, local governments struggled through extensive losses in the personal property replacement tax (PPRT) due to actions taken by the State regarding the formula, refund fund set-aside and diversions for overpayment recoupment. Budgets formulated based on faulty and uncertain PPRT assumptions cause ambiguity as local governments plan for delivery of services. In addition, the State budget situation has affected grant award distributions that have stalled many critical capital projects. The District remains optimistic that a State budget resolution will be achieved in the near future.

Chicago remains one of the world's largest and most diversified economies, with more than 4.6 million employees and generating an annual gross regional product (GRP) of over \$561 billion. It is home to more than 400 major corporate headquarters, including 31 Fortune 500 headquarters. Among the most diverse economies in the nation, Chicago is a key player in every sector from risk management innovation to manufacturing to information technology to health services. Chicago is top-ranked for economic potential among major cities across the world.

The Chicago Park District is a significant driver of the local economy. As the largest single provider of summer youth jobs in the City, the District plays a substantial role in the City's labor market. In fact, a recent study conducted by the Illinois Association of Park Districts found that local park districts employed more than 67,000 people statewide representing \$720 million paid in wages and compensation. The Chicago Park District alone represents more than \$161 million of this amount. Roughly half of these jobs are important early work experiences for younger adults who were found to reinvest and spend within their communities, contributing further to the local economy. The District also plays a significant role in tourism as park facilities and amenities, such as the lakefront, Maggie Daley Park and Soldier Field draw millions to the City every year.

Continuing in 2017, we will work to expand capital projects under Mayor Emanuel's Building on Burnham initiative, developing Chicago's lakes, rivers, and natural areas. Additionally, we will continue identifying opportunities to add to our open space inventory of 597 parks encompassing 8,772.87 acres with the goal of all Chicago residents to be within a half mile or 10 minute walk to an open space. These continued investments on Chicago's landscapes will produce exponential returns for the future.

#### *Sources:*

*US Department of Labor Bureau of Labor Statistics*

*Federal Reserve Beige Book - Seventh District--Chicago, October 19, 2016*

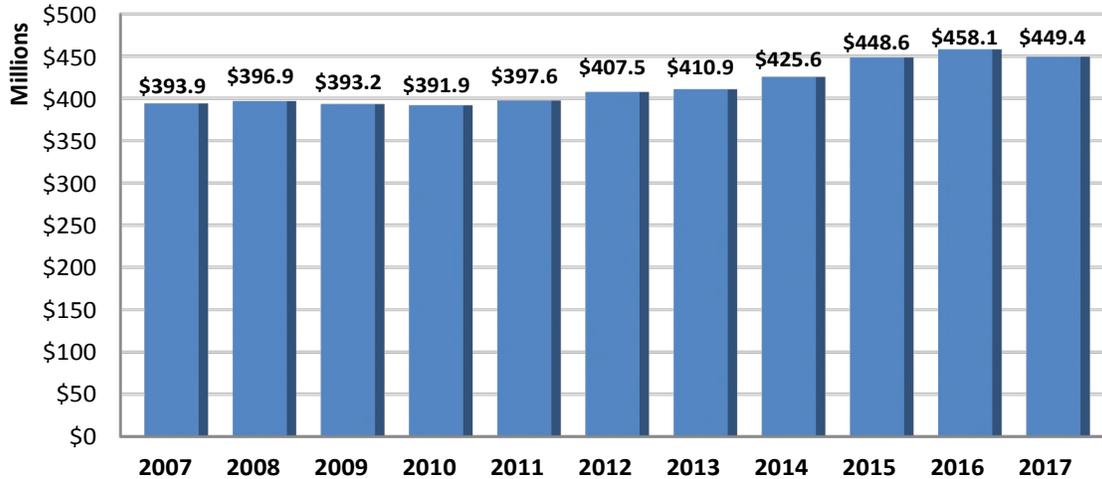
*Illinois Department on Employment Security*

*Regional Economics Applications Laboratory Illinois Economic Review October 2016*

*World Business Chicago*



**2017 Operating Budget Summary**

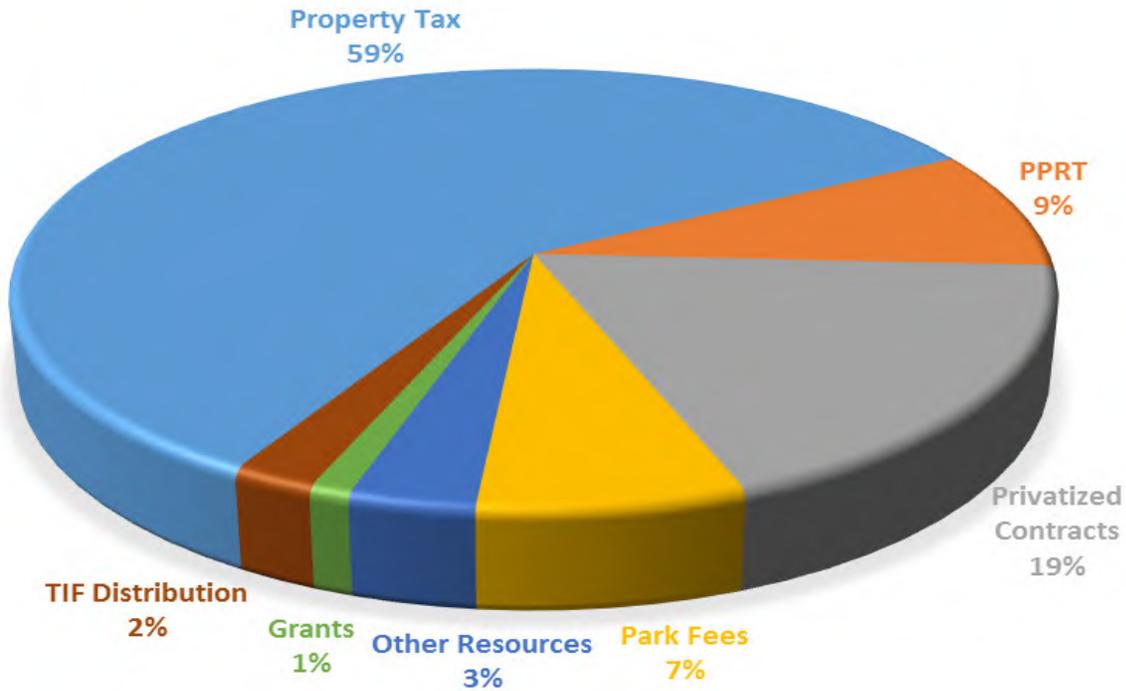


The 2017 budget is balanced at \$449.4 million, a decrease of 1.9% or approximately \$8.7 million compared to the 2016 budget. Excluding the \$12.5M supplemental contribution to the pension fund in 2016, the 2017 budget is 0.9% or \$3.8 million higher than the 2016 budget. In fiscal year 2017, the District will incur increased expenses in salary and wages, benefits, pension, privatized contracts and other non-personnel as detailed in the expenditure section of this summary. In total, the District worked to close a budget deficit of \$15 million. In addition to growth in distributed TIF revenues and a downward sloping debt profile the District identified various efficiencies and revenue increases to close the budget gap. Highlights include the following:

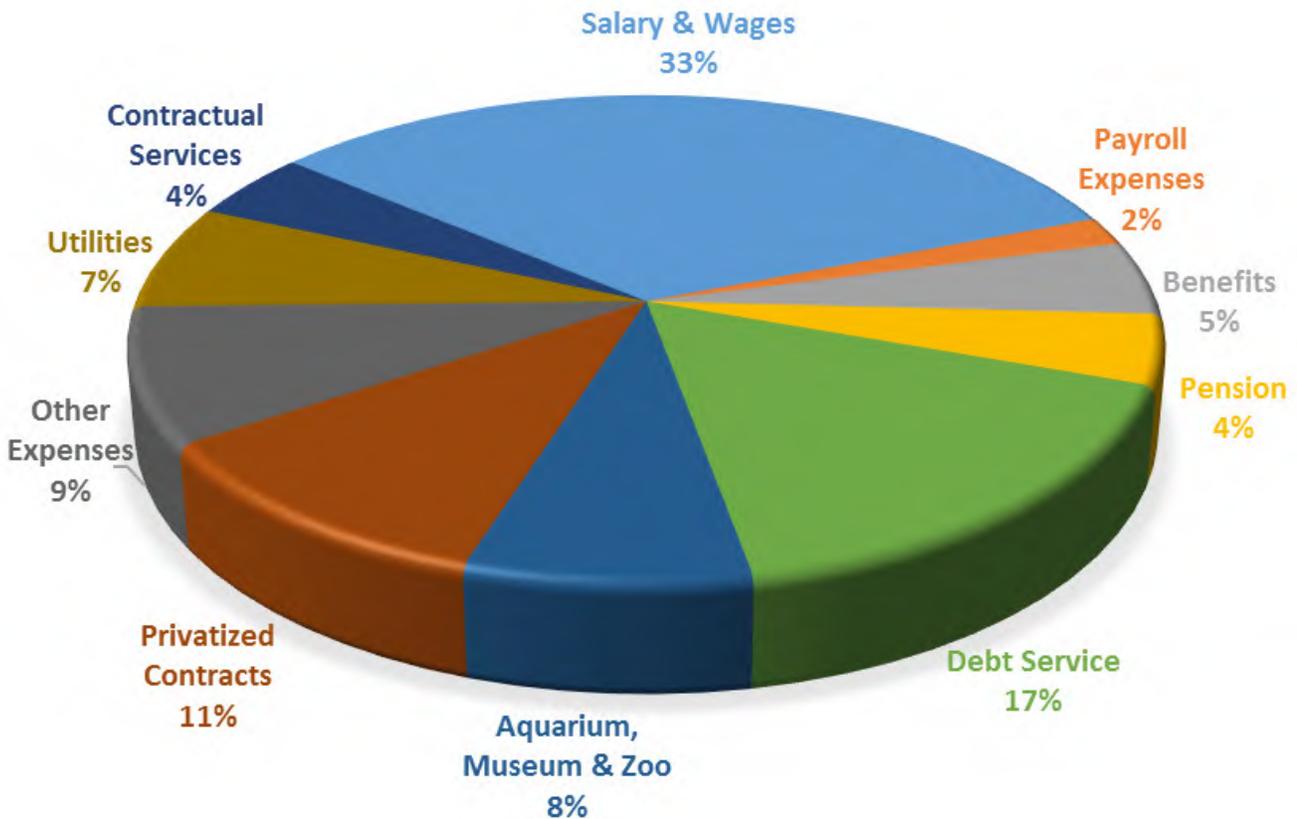
<b>Spending Cuts</b>	<b>\$5.7 Million</b>
Strategic changes in healthcare	\$1.6
Utility conservation & efficiencies	\$1.5
Personnel efficiencies	\$1.1
Landscaping efficiencies	\$0.7
Mandatory non-personnel reduction	\$0.5
Program efficiencies	\$0.3
<b>Revenue Enhancements</b>	<b>\$5.8 Million</b>
Property tax value capture	\$1.6
Sponsorship & advertising	\$1.4
Growth from investments/agreements	\$1.4
Parking fee rate increase	\$0.8
Harbor fee rate increase	\$0.3
Park fee rate increase	\$0.3



**2017 Operating Budget - Revenue**



**2017 Operating Budget - Expenses**





**Financial Summary - Revenues**

*All Operating Funds*

	<b>2015 Budget</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>% Change</b>
Property Taxes	\$ 270,770,657	\$ 272,270,657	\$ 273,913,657	0.6%
Property Tax Loss in Collections	(9,937,283)	(9,992,333)	(10,052,631)	0.6%
Personal Property Replacement Tax (PPRT)	46,005,000	48,615,000	39,400,000	-19.0%
Tax Increment Financing Distribution	3,259,500	6,667,000	10,200,000	53.0%
Soldier Field	31,699,079	32,405,172	33,378,938	3.0%
Harbor Fees	25,438,394	25,041,915	25,659,660	2.5%
Golf Fees	5,374,753	5,395,107	5,419,997	0.5%
Parking Fees	4,829,185	5,327,320	6,141,817	15.3%
Concession Revenue	4,023,076	3,571,245	3,820,797	7.0%
Northerly Island	1,700,000	1,500,000	1,150,000	-23.3%
Other User Charges	1,438,125	7,228,368	7,267,571	0.5%
Park Fees	15,363,125	14,978,460	15,194,656	1.4%
Permits	13,633,016	14,305,950	16,219,950	13.4%
Rentals	3,668,505	1,231,340	1,305,278	6.0%
Donation and Grant Income	5,855,000	5,855,000	7,905,000	35.0%
Corporate Sponsorships	922,105	518,200	2,134,800	312.0%
Miscellaneous Income	1,285,797	1,429,297	1,720,800	20.4%
Interest On Investment	360,000	150,000	450,000	200.0%
Capital Contributions	4,792,737	4,870,747	4,677,338	-4.0%
Use of Prior Year Fund Balance	5,600,000	4,200,000	3,500,000	16.7%
Use of Long Term Obligation Fund Reserve	12,500,000	12,500,000	-	100.0%
<b>Total</b>	<b>\$ 448,580,770</b>	<b>\$ 458,068,445</b>	<b>\$ 449,407,628</b>	<b>-1.9%</b>



**Financial Summary - Expense**

*All Operating Funds*

	<b>2015 Budget</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>% Change</b>
Salary & Wages	\$ 138,866,462	\$ 144,646,199	\$ 147,934,679	2.3%
Health Benefits	17,114,672	18,071,121	18,295,000	1.2%
Retiree Health Benefits	2,280,288	2,820,266	2,943,000	4.4%
Employee Health Care Contribution	(3,727,976)	(3,787,996)	(4,072,550)	7.5%
Prescription Drugs	3,395,700	4,156,000	4,400,000	5.9%
Dental Benefits	332,108	323,551	316,594	-2.2%
Life Insurance	183,309	183,806	189,530	3.1%
Medicare Tax	1,837,924	1,938,301	1,959,508	1.1%
Social Security	1,247,948	1,290,336	1,267,778	-1.7%
Materials and Supplies	6,165,638	6,166,418	5,914,514	-4.1%
Tools and Equipment	475,674	487,292	465,613	-4.4%
Repair and Maintenance	2,358,876	2,367,885	2,145,806	-9.4%
General Contractual Services	20,651,613	18,927,679	20,820,762	10.0%
Facilities Rentals	825,000	825,000	825,000	-
Natural Gas Utility	5,500,000	5,700,000	5,556,000	-2.5%
Electric Utility Service	10,460,000	11,665,000	11,665,000	-
Water and Sewer Utility	15,280,000	15,280,000	14,000,000	-8.4%
Concessions Management	750,000	700,000	700,000	-
Harbor Management	10,304,006	11,359,484	11,817,243	4.0%
Soldier Field	18,153,311	18,617,195	18,952,135	1.8%
Golf Management Expenses	4,535,497	4,799,872	4,821,962	-
Parking Management	1,250,740	1,211,398	1,206,715	-0.4%
Landscape Management	4,395,578	6,119,716	5,591,475	-8.6%
Other Management Fee Expense	23,159,727	24,446,330	25,746,315	5.3%
Organizations	3,208,287	3,108,287	3,200,000	3.0%
Expenditure of Grants	1,541,000	1,364,958	1,190,420	-12.8%
Special Program Expense	972,199	969,657	834,553	-13.9%
Unemployment Obligations	2,162,000	2,162,000	1,750,000	-19.1%
Workers Compensation	3,525,000	3,525,000	3,525,000	-
Insurance	3,366,000	3,366,000	3,500,000	4.0%
Judgments	1,000,000	1,000,000	1,000,000	-
Pension Expense	17,975,366	18,284,228	20,799,934	13.8%
Supplemental Contribution to Pension Fund	12,500,000	12,500,000	-	-100.0%
Remittance To Zoo	5,600,000	5,600,000	5,590,000	-0.2%
Remittance To Aquarium & Museum	30,115,221	30,311,858	29,617,600	-2.3%
Debt Service	80,819,603	77,561,604	74,938,041	-3.4%
<b>Total</b>	<b>\$ 448,580,770</b>	<b>\$ 458,068,445</b>	<b>\$ 449,407,628</b>	<b>-1.9%</b>



**2017 BUDGET SUMMARY**

**SECTION II**

**CHICAGO PARK DISTRICT PROFILE**



## City of Chicago Demographics

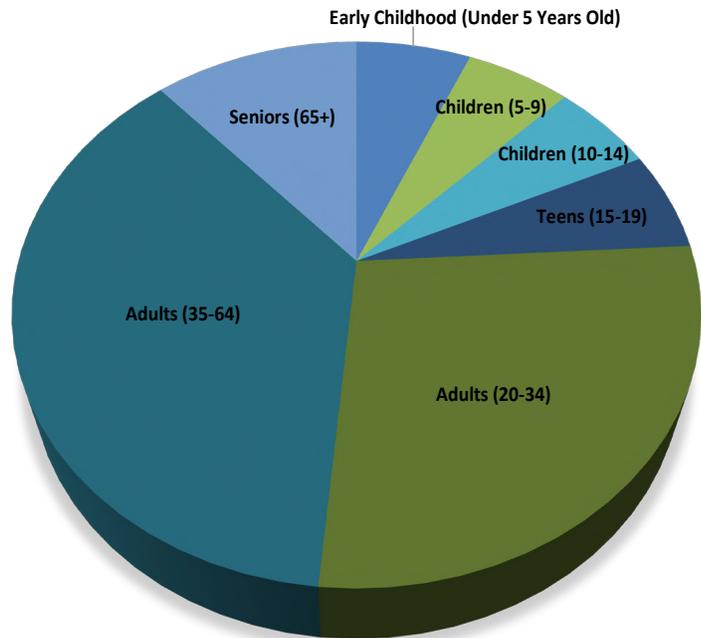
The beautiful City of Chicago covers an area of 228 square miles and lies in the heart of the Midwest on the shores of Lake Michigan and beside two rivers, the Chicago River and the Calumet River. With a population of more than 2.7 million, Chicago is the third most populous city in the United States and the largest in the Midwest. Chicago is a city of vibrant neighborhoods and parks, offering residents and visitors an experience that is unique to the City of Chicago.

City of Chicago Population	2015
Total	2,720,556
Early Childhood (Under 5 Years Old)	176,836
Children (5-9)	160,513
Children (10-14)	155,072
Teens (15-19)	163,233
Adults (20-34)	745,432
Adults (35-64)	1,006,606
Seniors (65+)	315,584

City of Chicago Climate	Average
Annual Average Temperature	49.00
July Temperature	73.20
January Temperature	21.00
Annual Precipitation in Inches	35.82
Annual snowfall in Inches	37.6
Annual Average Wind Speed (mph)	10.4
Annual Number of Days Sunny or Partly Sunny	189
Elevation (Above Sea Level)	578.5 ft

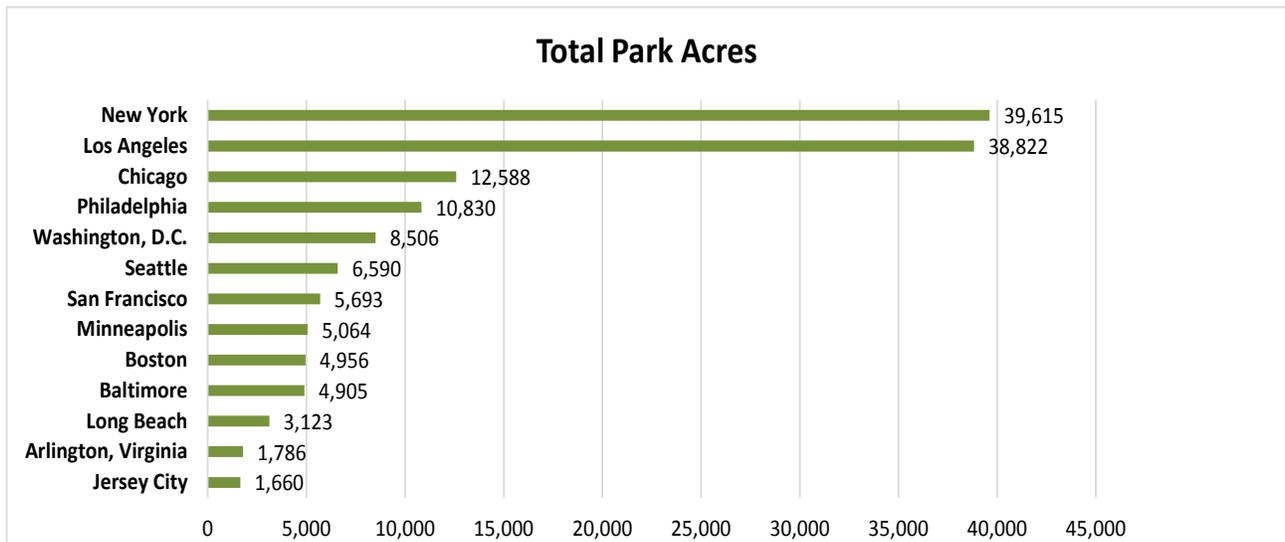
Source: 2015 American Community Survey 1-Year Estimates

## City of Chicago Total Population



## Chicago Park District

As the green fabric of the City, the Chicago Park District plays a prominent role in the Chicago experience. The Chicago Park District is one of the largest municipal park managers in the nation, owning more than 8,772 acres of green space and offering a cornucopia of amenities and facilities for all ages and interests, such as parks, playgrounds, lakefront beaches, pools, cultural centers, fitness centers, golf courses, museums and harbors to name a few. Strong park systems translate into strong cities. Investments in parks and play are investments in communities as they provide spaces for children to play, neighbors to gather and community bonds to form. Chicago’s park system has expanded dramatically over the years to add thousands of new acres, millions of dollars in capital investment and thousands of events and program offerings. From basketball courts and artificial turf fields at neighborhood parks to world-class projects such as Maggie Daley Park, park capital improvements have the potential to touch the lives of all City residents and visitors. For example, through Mayor Rahm Emanuel’s Chicago Plays! playground initiative, 327 playgrounds were rebuilt across the city so that every child in every neighborhood is within a 10-minute walk of a park or playground. In 2017, the District will build on this success through our Building on Burnham initiative which invests in Chicago’s lakefront, natural areas, river and recreation. Park programs and events create hubs of positive activity thereby building community ties and reducing crime.



Parkland includes municipal, county, regional, state, and federal public parkland within city limits.  
 Source: The Trust for Public Land 2016 City Park Facts

### Top 10 Most Populous US Cities: Percent of Population with Walkable Park Access

Rank	City	Residents within 1/2 Mile of a Park	Residents beyond 1/2 Mile of a Park	Percent of Population Within Walkable Park Access
1	San Francisco	812,833	11,561	98.6%
2	Boston	618,739	14,571	97.7%
3	Washington, D.C.	614,672	15,789	97.5%
4	New York	8,112,647	251,108	97.0%
5	St. Paul	277,913	10,758	96.3%
6	Minneapolis	373,127	18,988	95.2%
7	Philadelphia	1,441,890	106,023	93.2%
8	Seattle	593,157	45,038	92.9%
9	Chicago	2,511,284	222,719	91.9%
10	Jersey City	232,333	23,130	90.9%

Park access is the ability to reach a publicly owned park within a half-mile walk on the road network, unobstructed by freeways, rivers, fences, and other obstacles. Thus far, Park access has been measured only for the 50 most populous cities.

Source: The Trust for Public Land 2016 City Park Facts  
 Note that population figures will not exactly match the census figures used elsewhere in this booklet. For methodology, detailed analysis, and maps, visit [parkscore.org](http://parkscore.org).



**CPD is made up of...**

- 8,772.87 Acres
- 597 Parks
- 706 Baseball/Softball Fields
- 536 Tennis Courts
- 521 Playgrounds
- 355 Volleyball courts (300 temp along lakefront)
- 331 Basketball Courts
- 253 Football/Soccer Fields
- 251 Gardens
- 228 Field Houses
- 217 Water Spray Features
- 147 Gymnasiums
- 102 Community Gardens
- 78 Swimming Pools
- 75 Fitness Centers
- 74 Horseshoe Courts
- 60 Natural Areas
- 55 Artificial Turfs
- 30 Running Tracks
- 28 Beaches
- 26 miles of lakefront
- 24 Prairies/grasslands
- 24 Lagoons
- 23 Dog Friendly Areas
- 22 Water Playgrounds
- 21 Boxing Centers
- 17 Accessible Beach Walks
- 15 Cultural Centers
- 13 Hand/Racquetball Courts
- 12 Savannas/Woodlands
- 11 Harbors
- 11 Museums
- 11 Gymnastics Centers
- 11 Nature Gardens
- 10 Wetland Areas
- 10 Ice Skating Rinks
- 7 Golf Courses
- 7 Skate Parks
- 6 Dune Habitats
- 5 Water Slides
- 5 Cricket Fields
- 4 Putting Greens
- 3 Driving Ranges
- 3 Senior Centers
- 2 Wheelchair Softball Fields
- 2 Conservatories
- 2 Batting Cages
- 2 Nature Centers
- 1 Professional Football Stadium
- 1 Miniature Golf Course
- 1 Organic Greenhouse

The Chicago Park District oversees the Garfield Park Conservatory and the Lincoln Park Conservatory, tropical paradises within the city that house thousands of rare and exotic plants. In addition, the Chicago Park District oversees historic lagoons, plus bird and wildlife gardens. From rich pond life teeming with frogs, herons, and dragonflies, to shrubby areas where migratory birds stop to rest, to lush prairies filled with native grasses and wildflowers, the Chicago Park District offers many ways to explore nature in the city’s parks.

Popular attractions that fall under the management of the Chicago Park District include the Clarence Buckingham Memorial Fountain, which is located in Grant Park. Proudly referred to as “Chicago’s front yard,” Grant Park is among the city’s loveliest and most prominent parks. Eleven world-class museums are located on Chicago Park District property, three of them in Grant Park: the Art Institute, the Field Museum of Natural History and the Shedd Aquarium. More than 20 million people visit Grant Park and Buckingham Fountain annually, making it the second most visited park landmark in the U.S. In addition to these landmarks, the Chicago Park District offers hundreds of stunning facilities, many of which are rented for special events.

Rank	City	Park	Annual Visitation
1	New York City	Central Park	42,000,000
2	<b>Chicago</b>	<b>Lincoln Park</b>	<b>20,000,000</b>
3	San Diego	Mission Bay Park	16,500,000
4	St. Louis	Forest Park	15,000,000
5	San Francisco	Golden Gate Park	14,500,000
6	Los Angeles	Griffith Park	12,000,000
7	San Antonio	San Antonio Riverwalk	11,500,000
8	Philadelphia	Fairmount Park	10,000,000
9	Washington, DC	Lincoln Memorial	7,784,961
10	Houston	Hermann Park	5,938,409

Source: The Trust for Public Land 2016 City Park Facts  
 For a list of the most-visited park in each of the 100 largest U.S. cities, visit [tpl.org/cityparkfacts](http://tpl.org/cityparkfacts)

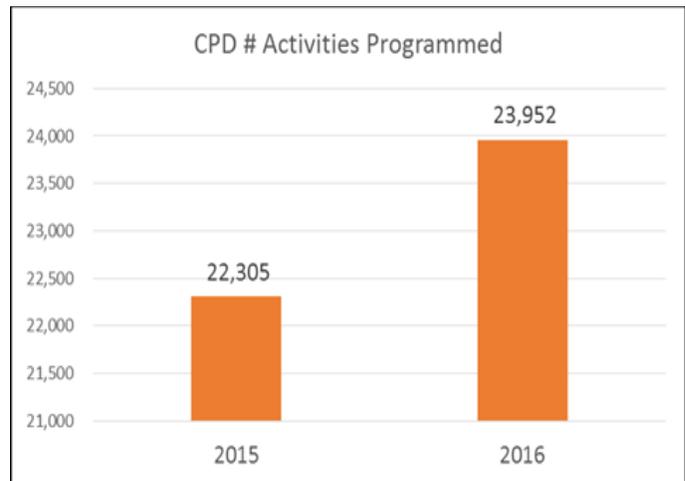
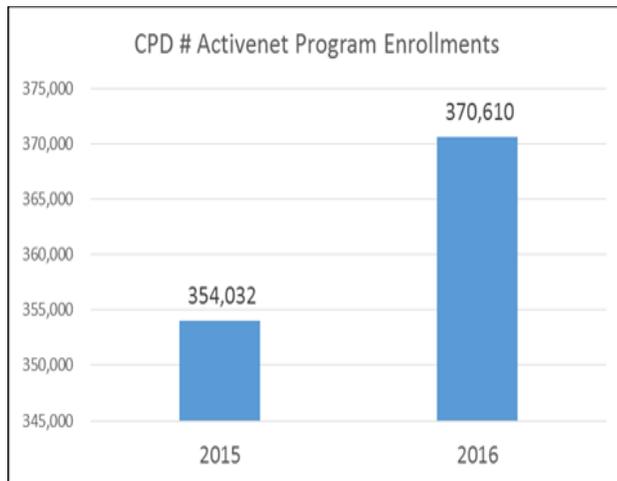


### Recreational Offerings

In 2016, nearly 400,000 people enrolled in thousands of sports, recreational, cultural and environmental programs offered by the Chicago Park District. Program opportunities are available for people of all ages, in neighborhood parks throughout the city. Early childhood activities such as Moms, Pops & Tots classes are available for infants, toddlers and pre-school children. PARK Kids and Day Camp activities are open to give kids a safe place to play with friends after school and during the summer months. Teens can participate in organized activities such as Teen Club, Sports37 and district-wide sports leagues. Baseball, volleyball, and evening sports leagues are available for adults and thousands of seniors meet each day at neighborhood park facilities or participate in the annual Senior Games. In all, there are more than 20,000 recreational offerings available through the Park District. In addition, the popular Night Out in the Parks program brings more than 200,000 people to more than 1,000 events in neighborhood parks during the summer, making community parks safe havens and hubs of activity. Park patrons are able to enjoy the breadth of world-class cultural programming offered in local parks, from Chicago Shakespeare in the Parks to Circus in the Parks, as part of this exciting program. In 2016, we continued our Night Out in the Parks to expansion. In 2017, Night Out in the Parks will be offered year-round.

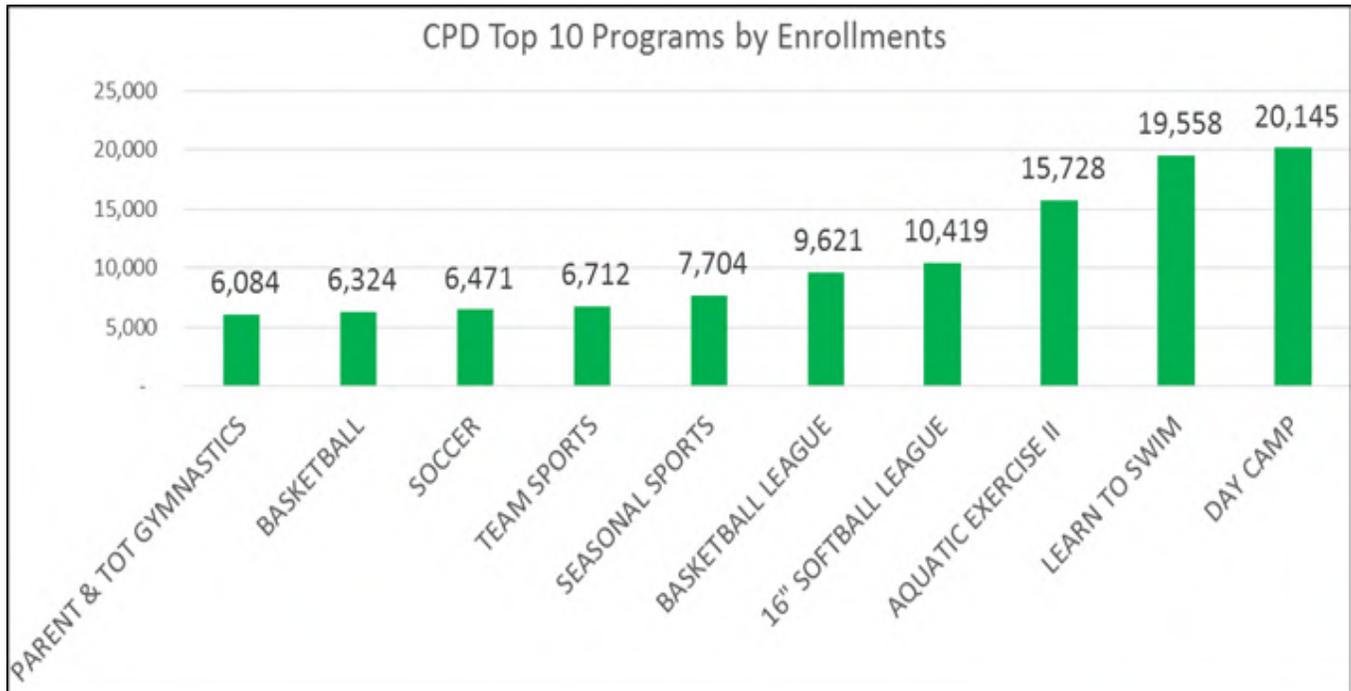
### Program Registrations & Demographics

In 2016, total direct program enrollments reached record levels exceeding 2015 by 4.5%. For the most current program session, fall 2016, the number of residents across the City who enrolled in Chicago Park District programs rose to 100,778, up 7% compared to fall 2015, and setting a new enrollment record for any given session. We strive to further expand our park programming to ensure that all families and children have access to affordable programming where they are able to play, learn and grow. To support this effort, the Chicago Park District maintains reasonable program fee rates and provides several discount opportunities including financial hardship, family discount and military discount to name a few.

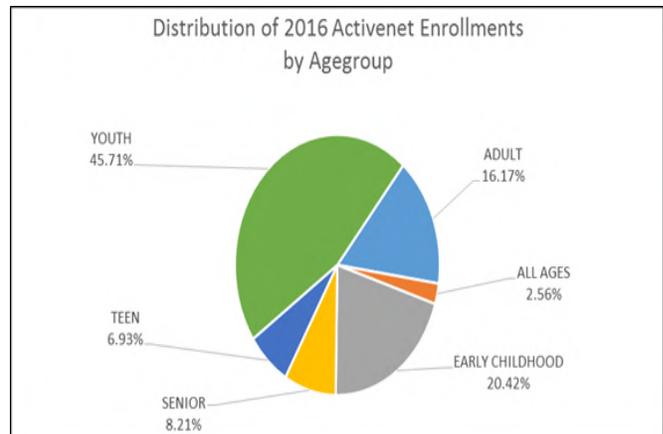
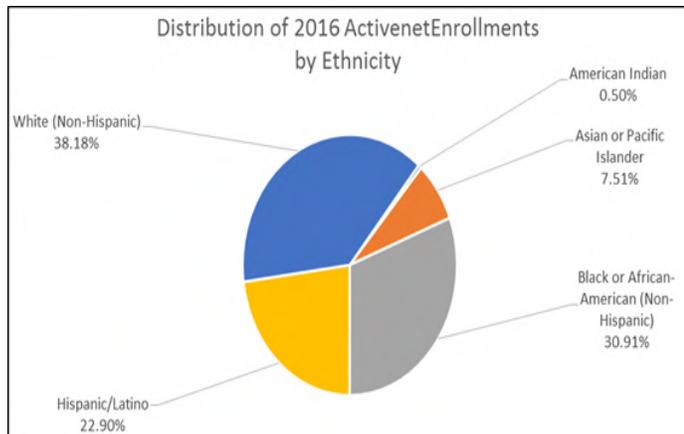




The District’s top 10 programs are historically high-demand programs that fill up quickly and generally result in wait lists. There is a continued focus on how to bring the wait lists down and accommodate more of our park patrons in a manner that is not cost prohibitive. Overall, it is clear that park patrons appreciate the quality and value of our programs and it is a priority to the District to continuously improve and grow our program offerings.



Chicago Park District programs are popular among all age groups and races. At nearly 74%, youth, teen and early childhood programming make up the majority of the program offerings supporting our top core value, Children First.





## Mission

The mission of the Chicago Park District is to:

- Enhance the quality of life in Chicago by becoming the leading provider of recreation and leisure opportunities
- Provide safe, inviting and beautifully maintained parks and facilities
- Create a customer-focused and responsive park system that prioritizes the needs of children and families

## Core Values

### **Children First**

Our most important task is to bring children and families into our parks and give them great reasons to stay and play for a lifetime. We work to make the Park District the first choice of parents and children for the best in programs, events, camps, and daily leisure activities. We target key segments of Chicago's youth population and develop opportunities that align with their preferences and priorities. We develop new and exciting choices for classes and programs and make it easy to enroll in them. We give every child a reason and an opportunity to play in the parks.



*In 2017 the Chicago Park District will create a new Community Sports Unit with an exclusive focus on youth and teen sports programming. A major initiative within this unit is the creation of an intergovernmental collaboration with Chicago Public Schools that connects Chicago's parks and schools. This three-year initiative, aimed at maximizing participation and retention in sports, will create the opportunity for all interested 5th through 8th graders to enroll in a sport of their choosing, complete with guaranteed playing time, practices, games and championships throughout Chicago.*

### **Best Deal in Town**

We prioritize quality in our programs and accountability in our fiscal management to provide excellent and affordable recreation that invites everyone to come out and play. To provide the best value in recreation, we work diligently to balance expenses with revenues. Thanks to prudent fiscal management over the last few years, we remain on solid financial ground. To maintain long-term stability, we continue to find innovative and appropriate ways to bring in new revenue while making thoughtful investments and carefully managing costs. Our goal is to maintain the high quality of our programs and events while making them as affordable as possible.



In 2017, through a variety of cost savings mechanisms, the Chicago Park District will continue nearly \$3M in financial assistance to Chicago families. These discounts include Military, Family and Financial Need. Some of these mechanisms include water conservation efforts, locked-in utility rates, and a variety of personnel and programmatic efficiencies. These innovative solutions are key in the continued provision of world class, yet affordable, recreation opportunities for all of our residents.



### **Built to Last**

We use our capital to renew our aging infrastructure and leverage partnerships that produce new parks and facilities that are forward-thinking and world class. We have inherited a world class park system that has served generations of Chicagoans. We are stewards of treasures that take the form of landscapes, buildings, sculptures, and parks. We must also maintain and expand our holdings to meet the current and future recreation needs of our customers. To balance these challenges, we strategically invest our limited capital resources and leverage partnerships and alternative sources of funds to do more with less. In doing so, we will honor our inheritance and build for the next generation.



On March 22, 2016, Mayor Emanuel introduced his 'Building On Burnham' initiative, aimed at capital investment in four key areas: The Chicago Lakefront, Chicago River, Recreation Assets and Programming and Natural Areas.

Using the Mayor's vision as a roadmap, we are excited to announce the following capital projects in 2017:

- Theater on the Lake
- Next phase of Lakefront Trail separation
- Park 526 expansion
- Park 523 steelworkers
- Gately Stadium
- Williams Fieldhouse



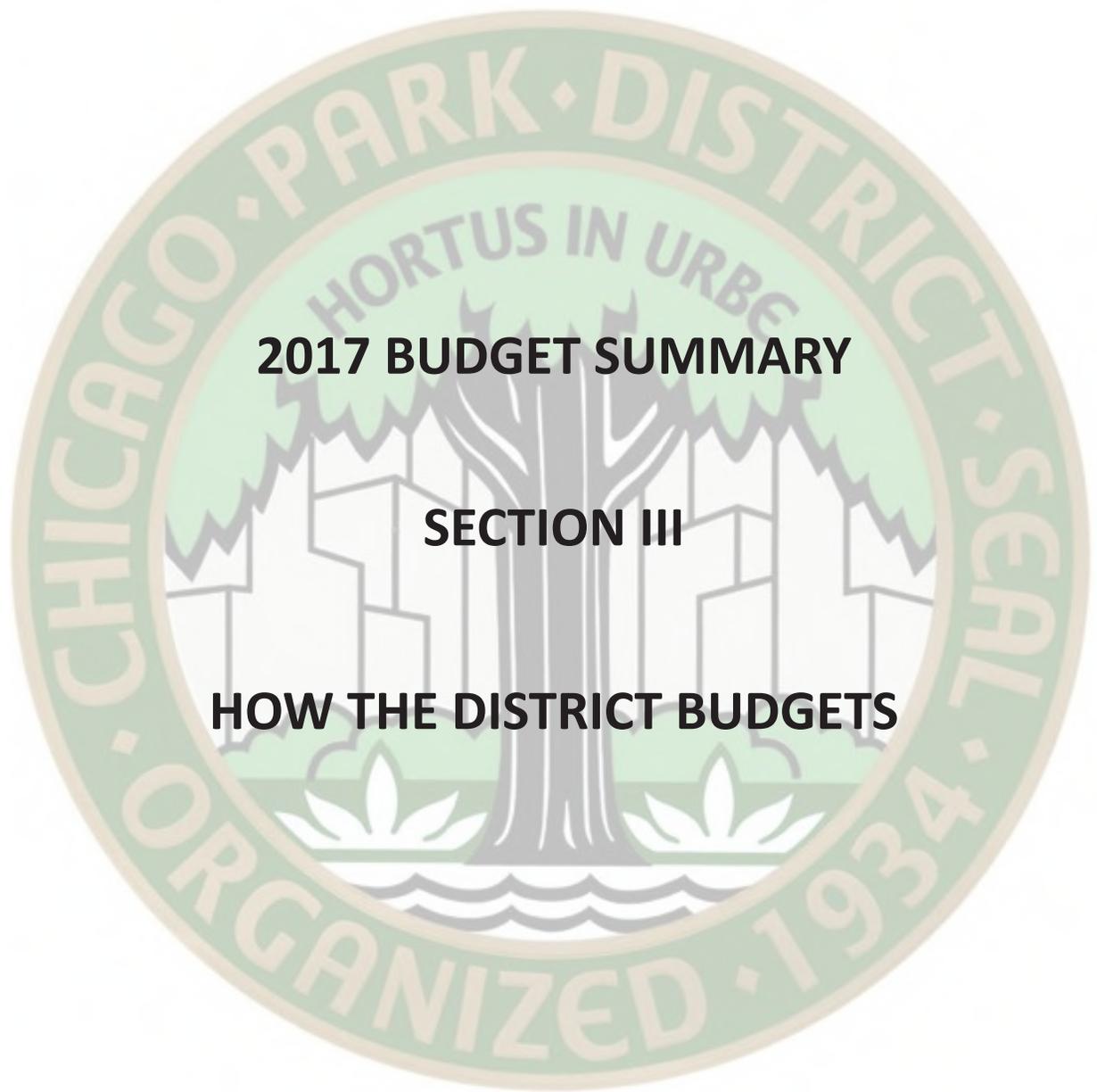
## Extra Effort

We support innovation and welcome new ideas. We believe that professionalism, communication, technology, and team work serve as the foundation for great customer service and a productive workplace. We do everything possible to make the Park District better tomorrow than it is today. We implement new ideas and technologies that reduce costs and make program delivery more effective. We invest in our employees and provide the training and tools they need to get the job done. We open new lines of communication between our customers and each other. And we work as a team as we build toward a new future together.

*The Chicago Park District will continue its work on increasing cooperation among all its sister agencies, including City of Chicago departments, to identify opportunities for cross-marketing service delivery. Through these synergies we are truly able to make the District better tomorrow than it is today.*

*Within this framework, in 2017, we will implement strengthened communication and operation between the Chicago Police Department and Chicago Park District Park Security staff. This partnership will create increased safety for all Chicago residents in the parks while producing internal operational efficiencies for the District.*





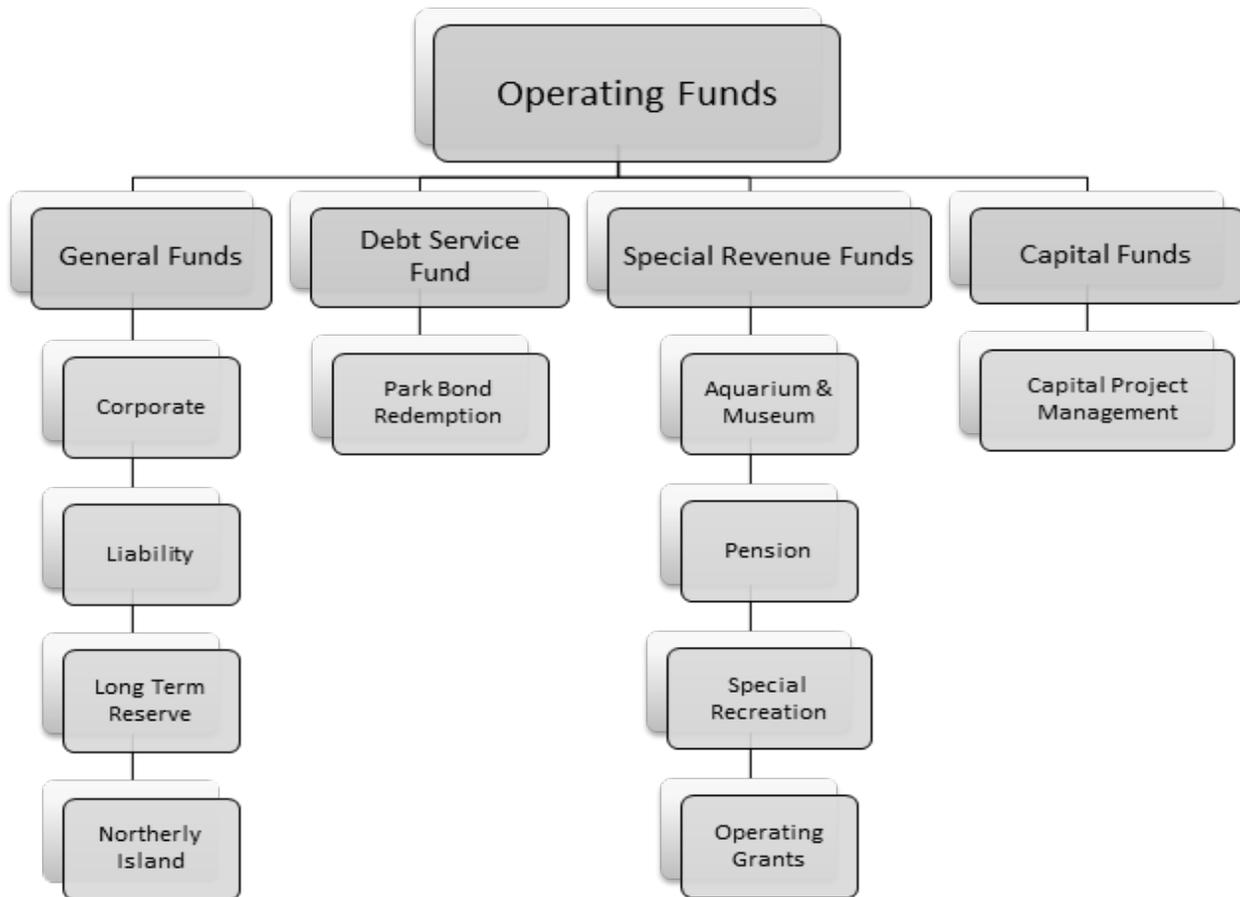
**2017 BUDGET SUMMARY**

**SECTION III**

**HOW THE DISTRICT BUDGETS**



**Fund Structure**



The 2017 budget reflects the requirements of Governmental Accounting Standards Board (GASB) Statement No.54, Fund Balance Reporting and Governmental Fund Type Definition. The fund structure above represents the reclassification of funds based upon definitions provided in the statement. Classification of funds is based upon the following definitions:

**General Funds**

General Funds are used to account for and report all financial resources not accounted for and reported in other funds.

**Debt Service Funds**

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**Special Revenue Funds**

Special Revenue Funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes other than debt service or capital projects.

**Capital Project Funds**

Capital Project Funds are used to account for the acquisition, construction and improvement of major capital facilities and other miscellaneous capital project revenues from various sources as designated by the Board of Commissioners.



## **2017 Operating Budget Funds**

### **General Corporate Purposes Fund**

This is the District's primary operating fund. It accounts for all financial resources of the District, except those required to be accounted for in another fund. The services, which are administered by the District and accounted for in the General Fund, include recreation, parking, harbor, Soldier Field, and golf, among others.

### **Liability Insurance, Workers' Compensation and Unemployment Claims**

This fund is used for the purpose of paying expenses for liability insurance, workers' compensation and unemployment claims.

### **Long-Term Income Reserve Fund**

This fund accounts for a long-term reserve for the purpose of future appropriations. These revenues were created as a result of the sale of several public parking structures (garages) to the City of Chicago in 2006.

### **Northerly Island Special Purpose Fund**

This fund is for the purpose of operating, building, improving and protecting the Northerly Island property.

### **Bond Redemption and Interest Funds**

This fund accounts for the resources accumulated and payments made for principal and interest on general long-term debt principal and interest.

### **Operating Grants**

This fund is for the purpose of accounting for the programs with revenues provided by the federal government, state government, and City of Chicago as well as certain local donors.

### **Retirement Board of the Park Employees' and Retirement Board Employees' Annuity and Benefit Fund**

This fund accounts for the activities of Park Employees' and Retirement Board Employee's Annuity and Benefit Fund of Chicago (Retirement Fund), which accumulates resources for pension benefit payments to qualified District employees.

### **Special Recreation Tax**

This fund is used for the purpose of paying associated expenses as related to increasing accessibility of facilities, and providing programming and personnel related costs to the operations of said programs. Revenue is generated through a special tax levy specifically for this purpose.

### **Aquarium and Museum Operating Fund**

This fund is for the amount of maintenance tax to be levied in conformity with provisions An Act in Relation to the Creation, Maintenance, Operation and Improvement of the District approved July 10, 1933, as amended and an act entitled An Act Concerning Aquariums and Museums in Public Parks approved July 18, 1933, title as amended by an act approved June 24, 1935, as amended, for the purpose of operating, maintaining, and caring for the institutions.

### **Capital Project Administration Fund**

This fund is for the purpose of tracking and allocating personnel-related expenses for employees contributing to the District's capital projects. This fund was established to fund the salaries, health, life and other personnel benefits for employees who plan, administer, monitor and report on capital projects. The annual Budget Appropriations Ordinance outlines funding for capital expenditures. Details on these funds can be found in the Capital Improvements section of this document.



## Financial Policies

### Basis of Budgeting

The District's annual budget is adopted on a non-GAAP (Generally Accepted Accounting Principles) budgetary basis for all governmental funds except the debt service funds, which at the time of the issuance of bonds, shall provide for the levy of taxes, sufficient to pay the principal and interest upon said bonds as per State code, and capital project funds, which adopts project-length budgets. The legal level of budgetary control (i.e., the level at which expenditures may not exceed appropriations) is at the fund and account class level.

The District's department heads may make transfers of appropriations within a department. Any transfers necessary to adjust the budget and implement park programs may be made by the District, as long as the changes do not require transfers between account classes (common groupings of expenditures), and do not exceed the approved appropriation. Transfers of appropriations between funds or account classes require the approval of the Board.

All annual appropriations lapse at fiscal year-end if they remain unused and unencumbered. Encumbrance accounting is employed in governmental funds. Encumbrances (e.g., purchase orders, contracts) outstanding at year-end are reported as an assignment of fund balance and do not constitute expenditures or liabilities because the commitments will be carried forward and honored during the subsequent year.

As a rule, the District presents the annual budget on a modified accrual basis of accounting, with the exception of property taxes. Budgetary Basis refers to the basis of accounting used to estimate financing sources and uses in the budget.

Modified Accrual is the method under which revenues and other financial resource increments are recognized when they become susceptible to accrual; that is, when they become both "measurable" and "available to finance expenditures of the current period." "Available" means collectible in the current period or soon enough thereafter to be used to pay the liabilities of the current period. This is different than accrual basis where indicates revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).

The District's basis of budgeting is the same as GAAP basis except for the following: 1) in the budgetary basis, encumbrances are expenditures, whereas GAAP reflects encumbrances as an assignment of fund balance; 2) for budget, the District classifies as revenues both long-term debt proceeds and transfer-in, whereas GAAP classifies these as other financing sources; 3) interfund revenues and expenditures are included on the budgetary basis but are eliminated for GAAP, and 4) encumbrances are treated as expenditures in the year the encumbrance is established.

### Budget Policy

The District operates on a calendar-year basis beginning on January 1 and ending on December 31. The adopted budget is balanced, in that the budgeted expenditures do not exceed the anticipated revenue for the fiscal year. During the course of the fiscal year, if there is a significant change to the budget, a supplemental appropriation will be submitted to the Board. When a supplemental appropriation is submitted, the Board must give 10 days' notice and hold a public hearing before passage. Board action is required to make budget adjustments to transfer expenditure authority from one fund to another and to make adjustments across account classes (i.e. from personnel services to contractual services).



## Revenue Policy

The Revenue Policy provides overall guidelines and structure for determining fees and managing other revenue sources of the Chicago Park District. It is intended to be used as a guide to assist with responsible budgeting and long term fiscal planning. Exceptions to these guidelines may be authorized, from time to time, after review by the General Superintendent and his/her administrative staff. Annually, fees may be raised considering market conditions or in general alignment with the Consumer Price Index. Fees are recommended by the General Superintendent and approved by the Board of Commissioners. The Fee Schedule may be found in the Park District's Annual Appropriation Ordinance. This policy does not apply to the Property Tax Levy or PPRT. This policy applies to the following revenue sources:

- *Activity/Membership Fees and Discounts*  
The Chicago Park District establishes these fees with the stated purpose of encouraging participation in our programs and facilities, particularly among children and teenagers. Input is provided by local park staff to determine how a park's activities may be affordable by the local community. Because Chicago has such a wide and diverse economy, fee structures may vary from community to community and local socio-economic factors may be considered.
- *Permit Fees*  
The fee schedule is found within the Special Event Permit Application Package and Media Permit Application Package. It is based on package pricing by event type and event features. Fees are relative to quantity of event attendance and quantity/type of event features. Space assignments are made in this order, unless otherwise directed by the General Superintendent, as deemed to be in the best interest of the Park District: 1) Chicago Park District Programs; 2) City of Chicago Events (i.e. Jazz Fest, Air & Water Show); 3) Multi-year Use Agreements; 4) Open to general public; first come-first serve.
- *Facility Rentals*  
Fees are posted as hourly rates. Some locations may charge more during peak time of "weekend" (Friday, Saturday, and Sunday). Youth rates are generally 50% of adult rates. Rental fees may vary from community to community with local socio-economic factors taken into consideration. Space assignments are made in the same manner as permits.
- *Management Agreements*  
These agreements are negotiated and awarded for the complete operation of a special facility(s). This type of agreement is instituted when departmental operation(s) of the facility is either cost prohibitive or is not cost-effective; or when the operation(s) require a level of expertise beyond the capabilities of Park District staff. The Park District receives a percentage of the gross receipts and/or a minimum monthly rental rate. The length of terms and conditions of these agreements may vary. All management agreements are subject to approval by the Board of Commissioners.
- *Corporate Sponsorship and Advertising*  
The Chicago Park District (CPD) staff continually seeks corporate sponsorships for events, programs and facilities to help increase non-tax revenue and enhance program offerings. These programs include the donation of funds, gift-in-kind equipment/supplies or gift-in-kind services by the corporate partner in exchange for specific benefits. The goal of the sponsorship program is to create long-lasting partnerships over multiple years. Corporate partners should be selected based on sponsorship objectives that align with the mission, values and goals of the CPD. Corporate sponsorship arrangements should adhere to the CPD established "Guidelines Relating to Sponsorship and Advertising Agreements". The Chicago Park District continues to identify assets suitable for sustainable advertising programs within our properties that are valuable for revenue generation, respectful of our community spaces and adhere to the CPD "Guidelines Relating to Sponsorship and Advertising Agreements". Messaging and infrastructure must meet ordinance regulations appropriate to the site and structure.



## Debt Policy

The District manages its debt portfolio in accordance with State and Federal rules and regulations. Under applicable state statutes, the District is governed in how it issues debt as well as limitations on the issuance of certain types of debt. Currently, the District's statutory general obligation bonded debt limitation is 2.3% of the latest known Equalized Assessed Valuation (EAV). The District was \$1,070 million or 66% below the \$1,632 million state imposed limit. The District is also subjected to a separate statutory debt limit of 1% of EAV for certain general obligation bonds issued without referendum. The District has in excess of \$161 million in capacity under this limit. At the end of 2016, the District had approximately \$864 million of outstanding long-term debt, which is \$24.0 million higher than the previous year.

## Investment Policy

The District invests public funds in a manner that is consistent with the all state and local statutes governing the investment of public funds. Investments shall be undertaken in a manner that ensures the preservation of capital in the overall portfolio. The District shall diversify its investments to avoid incurring unreasonable risks associated with specific securities and/or financial institutions. The investment portfolio must be sufficiently liquid to enable the District to meet all reasonable anticipated operating requirements and must be designed to obtain a market average rate of return during budgetary and economic cycles, taking into account the District's investment risk constraints and cash flow needs.

## Fund Balance Policy

Fund balance is the difference between assets and liabilities reported in a fund at the end of the fiscal year. The District seeks to maintain adequate levels of fund balance to mitigate current and future risks and to ensure stability. Fund balance is also a crucial consideration in long-term financial planning. Credit rating agencies carefully monitor levels of fund balance and unassigned fund balances in the District's General Fund to evaluate creditworthiness. Historically, the District has been able to maintain a healthy reserve through growth management, strategic financial planning and constant cost analysis. It is the policy of the District to maintain certain levels of fund balance in the Long-Term Income Reserve Fund to provide both specificity and flexibility, while accomplishing two main criteria:

- 1. Target Level of Reserve**

The reserve floor is set at \$85,000,000.

- 2. Specific Circumstances for Drawing Down Reserve**

Due to the biannual nature of our property tax collections, the District usually receives approximately half the tax levy in the spring and the other half in the fall. This often creates a cash deficit as our peak spending is during the summer months. Historically, the District would issue Tax Anticipation Warrants to bridge the gap. Internal borrowings from the Reserve to the General Fund during the year are allowed for cash flow needs. The Reserve is to be repaid as the next installment of property tax revenue is received.

Any other draw from the Reserve must be approved by the Board and should only be for nonrecurring expenditures or one-time capital costs and not ongoing operational type expenditures.

## Capital Asset Inventory Policy

Purchased or constructed capital assets are recorded at cost or estimated historical cost. Donated capital assets are recorded as their fair value at the date of donation. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend the assets' lives are not capitalized.



## Budget Process

The budget process is a culmination of input from District staff, management, the Board of Commissioners and community members. All stakeholders have a role in shaping the District’s strategic direction. Each year, the District prepares the budget document as a guide to communicate the District’s financial plan, policies, goals and objectives for the ensuing year. The District has identified four core values to help guide our efforts for the future. The focus of these values is Children First, Best Deal in Town, Built to Last and Extra Effort (discussed in detail under the section Mission & Core Values). District managers develop specific program plans for their activities, as well as the framework of staff and support costs needed to carry out these goals. This framework is the foundation for the District’s budget.

State code requires that the budget recommendations be submitted to the Board of Commissioners before November 1. After providing at least seven days’ notice, the Board will hold a public hearing. The Board is to consider the budget and make any amendments deemed necessary. The District Board of Commissioners must pass a balanced budget no later than December 31.

Once the budget is passed, the Office of Budget and Management works with each Region and Department to manage the adopted appropriations. Any transfers necessary to adjust the budget may be made by the Office of Budget and Management, as long as the changes do not require transfers between account classes (common groupings of expenditures), and do not exceed the approved appropriation. In either of those circumstances, requests for budget amendments must be brought before the Board for approval.



The 2017 budget is presented in the following two documents:

- **2017 Budget Summary**  
Provides a summary of proposed budget, narrative of the funding sources and an overview of the budget process.
- **2017 Budget Appropriations**  
Line item detail for departments, regions and parks for all operating funds.



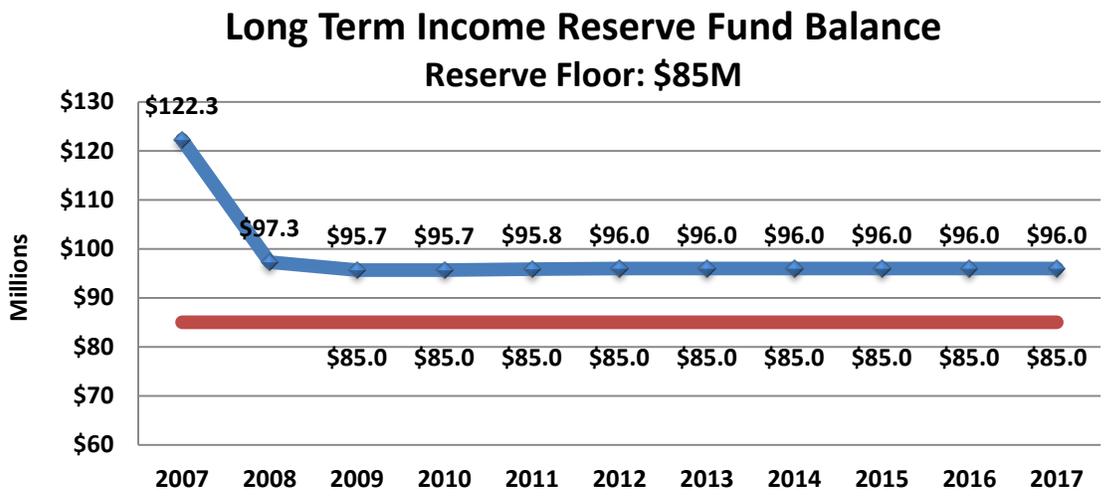
**Fund Balance**

In 2011 the Government Accounting Standards Board issued a new standard, GASB 54. GASB 54 required the Park District to combine the Long Term Income Reserve and several other funds into the General Fund for reporting purposes in the Comprehensive Annual Financial Report beginning in fiscal year 2011. GASB 54 also required a breakdown of fund balance into five classifications; Non-spendable, Restricted, Committed, Assigned and Unassigned. At December 31, 2015, the District’s governmental funds reported combined fund balances of \$285.1 million, a decrease of \$6.5 million in comparison with the prior year. Approximately (0.6)% of this amount (\$1.8 million) constitutes unassigned fund deficit. The unrestricted fund balance (the total of the committed, assigned, and unassigned components of fund balance) for the general fund was \$202 million, or approximately 67.0% of total general fund expenditures. Of this amount, \$96 million relates to working cash reserves.

The 2017 budget accounts for the use of \$2.5 million of prior year fund balance in the corporate fund. This is a decrease of \$0.5 million from the 2016 budget and the fifth consecutive year of reduction of budgeted reliance on prior year fund balance in an effort to address structural imbalance.

**The Long-Term Income Reserve Fund**

The long-term reserve fund is a special revenue fund created in 2006 with total proceeds from the sale of the District’s parking garages. Interest earned on these proceeds is budgeted to replace the net operating income the District had been receiving from the garages. The interest from this fund pays for one-time capital improvement projects. It is the District’s policy to maintain the fund level at no less than \$85 million. At the end of 2015, the fund balance was \$96 million. Interfund transfers from the corporate fund replenish money drawn from this fund to maintain the \$85 million minimum.





## General Fund Balance

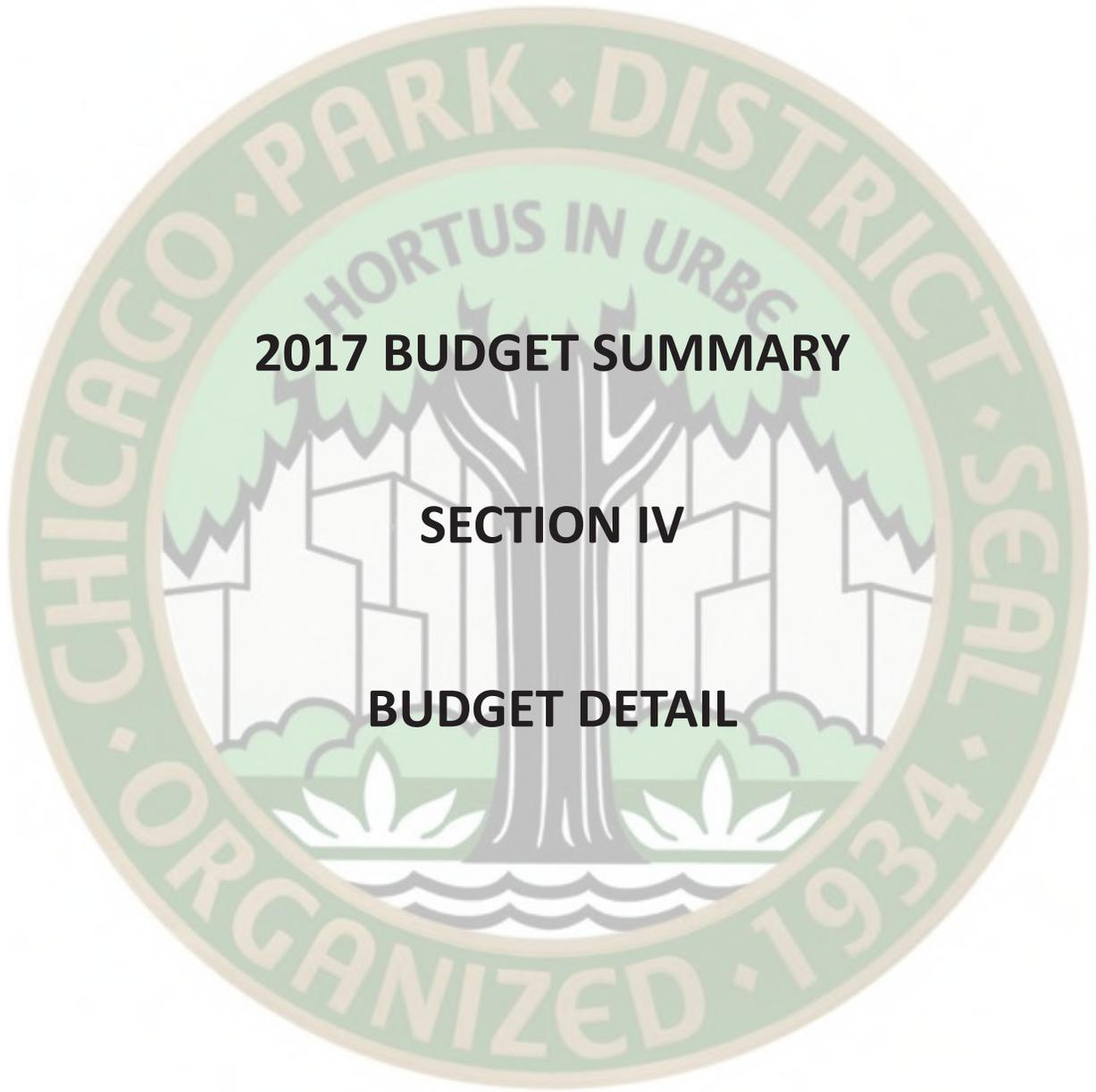
Amounts are in thousands

	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget <sup>1</sup>	2017 Budget
<b>Revenues:</b>						
Property tax	\$ 154,387	\$ 144,888	\$ 164,534	\$ 163,095	\$ 162,042	\$ 162,729
Tax Increment Financing Distribution	5,970	2,740	3,885	5,086	6,667	10,200
Personal property replacement tax	16,040	21,155	23,345	26,381	31,076	23,559
Interest on investments	210	12	5	293	150	450
Concession revenue	4,760	4,519	3,529	3,726	3,571	3,821
Parking fees	3,516	3,750	4,145	4,768	5,327	6,142
Harbor fees	13,925	12,363	11,638	11,387	11,985	12,602
Golf fees	5,163	5,206	4,900	5,308	5,395	5,420
Recreation Activities	13,387	12,571	13,180	13,588	14,978	15,195
Soldier Field	29,824	34,554	36,036	42,418	32,405	33,379
Donations and grant income	675	341	1,055	1,674	1,373	5,040
Rentals	860	1,189	1,399	1,060	1,231	1,305
Miscellaneous income	1,175	2,299	1,171	1,571	1,429	1,721
Permits	12,641	11,614	12,396	14,173	14,306	16,220
Northerly Island	1,007	1,207	1,651	1,211	1,500	1,150
Other User Charges	-	-	1,740	4,586	7,228	7,268
Capital Contributions	1,292	-	-	-	1,100	1,100
Use of Prior Year Fund Balance	-	9,479	-	-	3,000	2,500
Use of Long Term Obligation Fund Reserve	-	-	-	5,000	12,500	-
Transfer in	-	-	-	-	-	-
<b>Total revenues</b>	<b>\$ 264,832</b>	<b>\$ 267,887</b>	<b>\$ 284,609</b>	<b>\$ 305,325</b>	<b>\$ 317,264</b>	<b>\$ 309,799</b>
<b>Expenditures:</b>						
Personnel services	\$ 148,313	\$ 149,257	\$ 150,015	\$ 153,792	\$ 164,999	\$ 167,969
Materials and supplies	5,146	5,319	5,329	5,359	5,809	5,564
Small tools and equipment	446	401	448	414	483	465
Contractual services	96,296	105,944	114,410	122,338	125,875	128,345
Program expense	650	538	617	695	898	768
Other expense	3,727	6,428	6,030	6,048	6,700	6,690
Supplemental Contribution to Pension Fund	-	-	-	12,500	12,500	-
Transfer out	-	-	-	-	-	-
<b>Total expenditures</b>	<b>\$ 254,578</b>	<b>\$ 267,887</b>	<b>\$ 276,849</b>	<b>\$ 301,146</b>	<b>\$ 317,264</b>	<b>\$ 309,799</b>
Revenues over expenditures	\$ 10,254	\$ -	\$ 7,760	\$ 4,179	\$ -	\$ -
<b>Fund Balance</b>						
Beginning Fund Balance	\$ 185,660	\$ 195,914	\$ 186,039	\$ 204,624	\$ 203,482	\$ 187,982
Nonspendable:	1,037	843	1,500	1,512	1,500	1,500
Restricted:	-	-	-	-	-	-
Committed:						
Working Capital	95,976	95,976	95,976	95,976	95,976	95,976
Economic Stabilization	20,000	20,000	27,000	25,800	25,800	25,800
PPRT Stabilization	5,000	5,000	5,000	5,000	5,000	5,000
Assigned To:						
Park operations and maintainance and budget stabilization	12,000	9,470	6,000	12,000	12,000	12,000
Northerly Island	2,138	2,138	1,010	689	500	500
Legal Judgments exceeding appropriations	500	500	500	500	500	500
Long Term Liability <sup>2</sup>	-	25,000	40,000	35,000	22,500	22,500
Unassigned:	59,263	27,112	27,638	27,005	24,206	21,706
Ending Fund Balance	\$ 195,914	\$ 186,039	\$ 204,624	\$ 203,482	\$ 187,982	\$ 185,482

**Notes:**

<sup>1</sup> The 2016 amounts represent revenues and expenditures reflected in the adopted budget. The Fund Balance section reflects the actual beginning fund balance that was not yet available at the time of the 2016 budget passage and therefore differs from amounts originally presented in this table.

<sup>2</sup> In 2015, Long Term Liability reflects the transfer out of \$12.5M due to the first supplemental contribution to the pension fund required by Public Act 098-0622 as planned and the transfer in of \$11.7 million from the PBC - Operating and Maintenance special revenue fund which became inactive in 2013 when the associated expenditures were appropriated in the general fund. In 2016, Long Term Liability reflects the transfer out of \$12.5M due to the second required supplemental contribution to the pension fund.



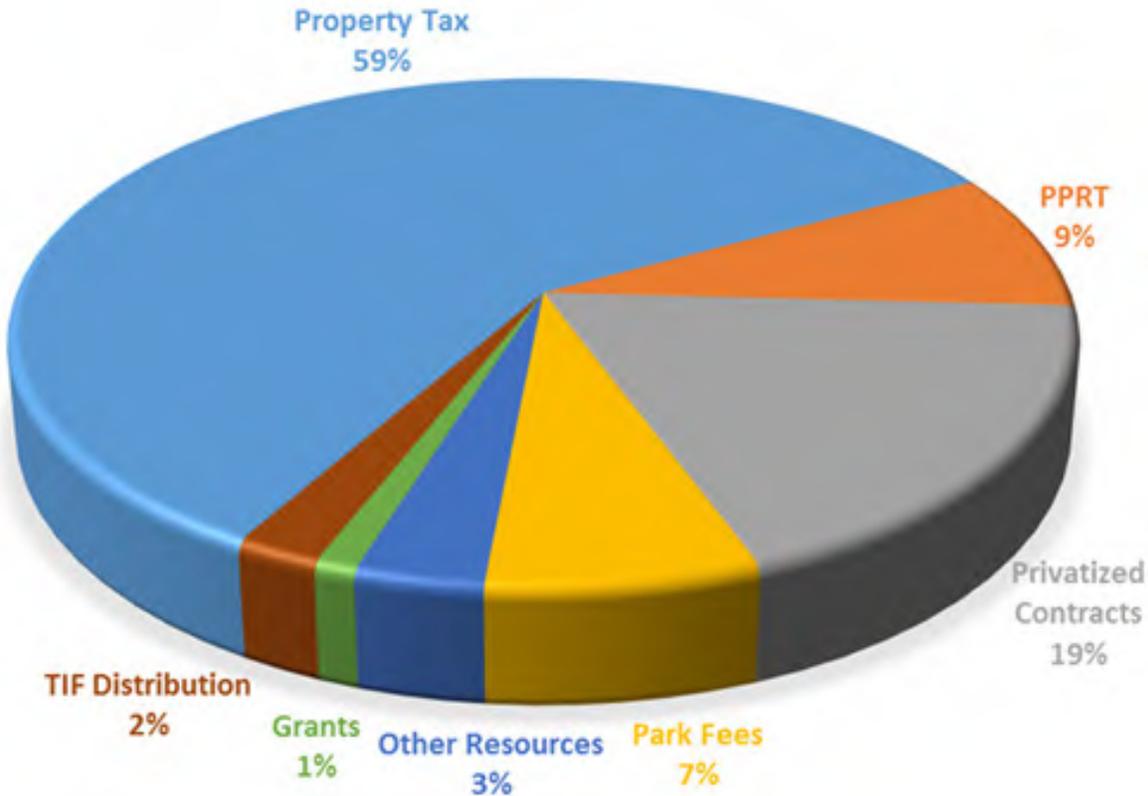
**2017 BUDGET SUMMARY**

**SECTION IV**

**BUDGET DETAIL**



**Operating Budget - Revenue**



**Tax Revenues**

**Property Taxes**

The Park District’s largest source of revenue is the property tax which makes up 59% of total resources. While the District has been fortunate with stable property tax collections, this budget reflects a conservative estimate in the expected loss in collections of 3.67% of the property tax which is consistent with prior years’ actual losses. The \$273.9 million gross levy benefits from a capture of the value of new property and expiring or terminating TIF districts which provides additional resources to the District without increasing the tax burden on residents. Net property tax after expected loss in collections is \$263.9 million.

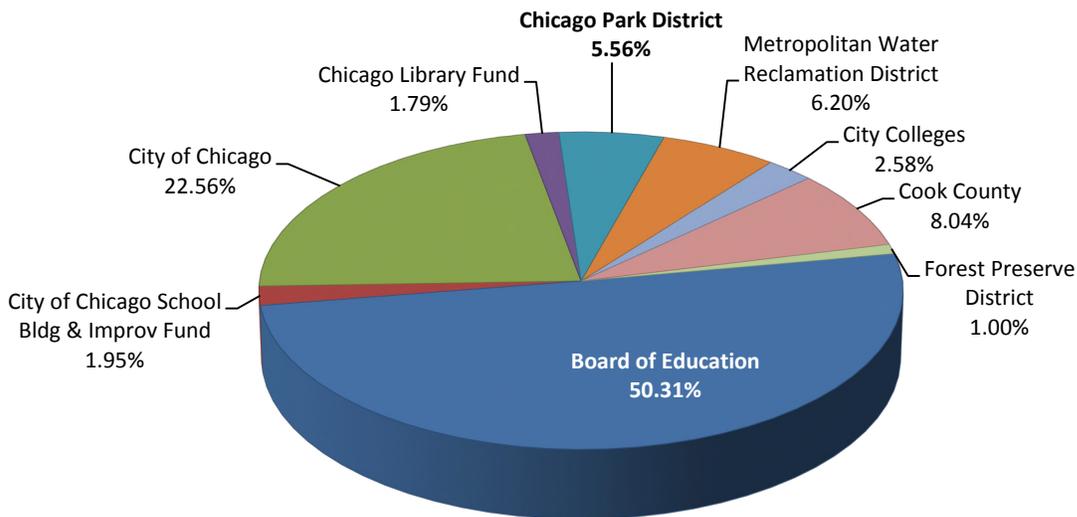
The property tax is determined by dividing the levy by the equalized assessed value (EAV) of the taxable net property in the City of Chicago. There are a variety of restrictions on the tax levy. By Illinois statute, the portion of the levy going to the Corporate Fund is limited to 66 cents per \$100 of EAV. The portion going to the Aquarium and Museum Fund is limited to a maximum of 15 cents per \$100 of EAV; and 4 cents per \$100 of EAV going to the Special Recreation Programs Fund. The remaining 15 cents goes to corporate fund for general use.

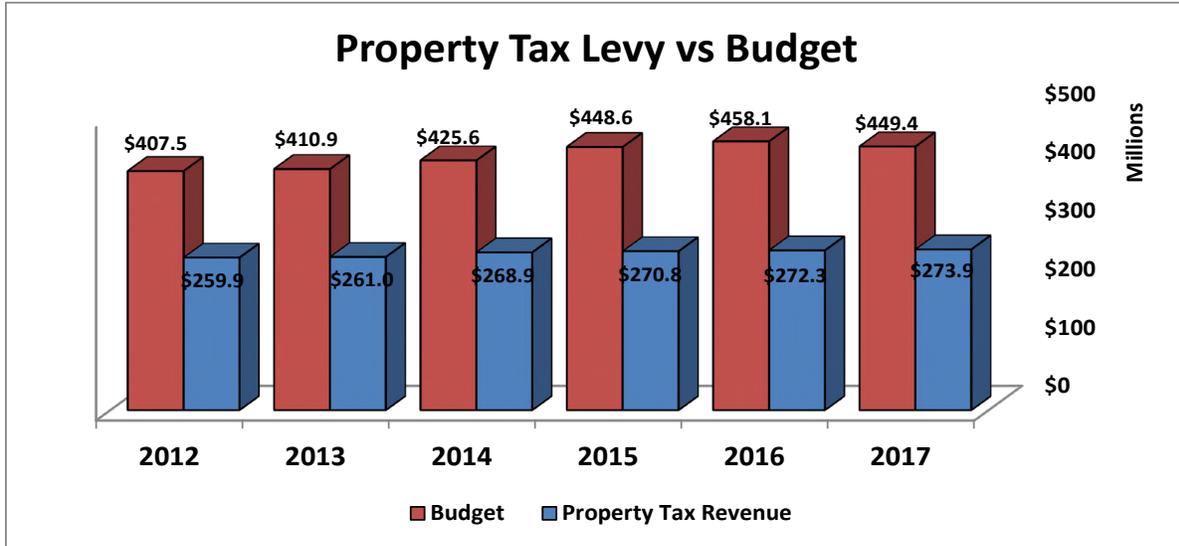
In March of 1995, property tax cap limitations were passed by the state legislature, which reflect the District’s tax levy. The portion of the levy which supports the operations of parks and recreation facilities (the aggregate extension) can only increase from year to year by the rate of inflation. In prior years the portion of the levy supporting debt service is limited to the level of the 1994 debt service levy. Thus, the District can only issue general obligation bonds where the debt service falls within that restriction. In 2009 state legislation was changed to allow debt service to increase by the lesser of CPI (Consumer Price Index) or 5%. The 2017 budget will fall within these restrictions.



The Park District represents one of seven taxing jurisdictions on City residents’ bills. According to the most recent report released by the Cook County Clerk’s Office, 5.56% is allocated to the Chicago Park District. On a typical resident’s bill, this amounts to approximately \$200 to support parks.

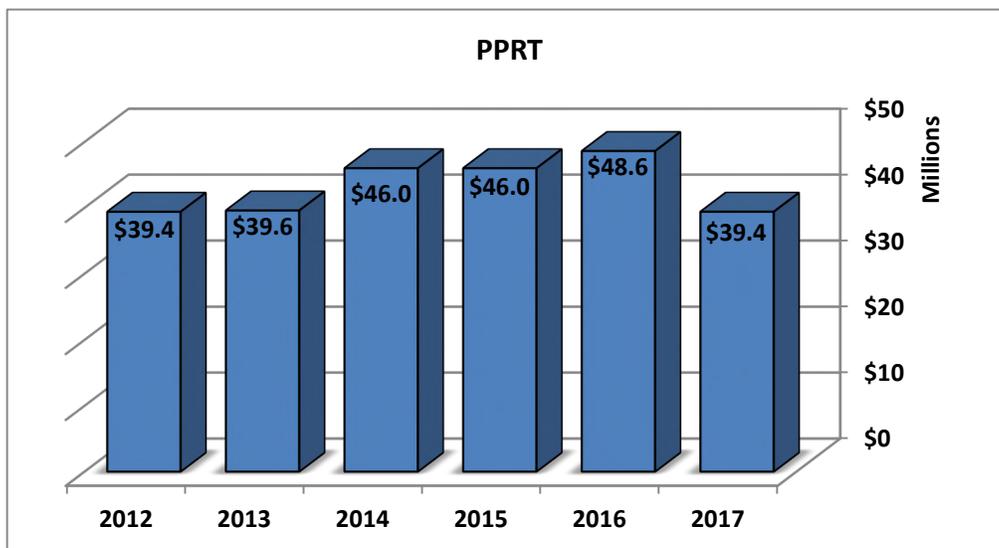
Taxing Agency	2015 Distribution	Property Valued at \$200k
		Allocation of Tax Bill
Board of Education	50.31%	\$1,827.99
City of Chicago School Bldg & Improv Fund	1.95%	\$70.90
City of Chicago	22.56%	\$819.56
Chicago Library Fund	1.79%	\$65.08
<i>Chicago Park District</i>	<i>5.56%</i>	<i>\$202.11</i>
Metropolitan Water Reclamation District	6.20%	\$225.39
City Colleges	2.58%	\$93.59
Cook County	8.04%	\$292.06
Forest Preserve District	1.00%	\$36.51
		<b>\$3,633.18</b>





**Personal Property Replacement Tax (PPRT)**

PPRT is a tax on the net income of corporations that is collected at the state level and distributed to municipalities and districts statewide according to a defined formula. The Chicago Park District allocates its portion of PPRT toward the Debt Service Fund, the Pension Fund, the Aquarium and Museum Fund and the Corporate Fund, in that order of funding priority. PPRT distributions are projected to fall considerably below the 2016 original projections and into 2017. In April 2016 the State of Illinois Department of Revenue disclosed that a tax system upgrade identified a 2014 PPRT tax allocation error that resulted in overpayment of an estimated \$168 million to the taxing districts between March 2014 and January 2016. The estimated overpayment to the Chicago Park District was reported as \$5.6 million. The State corrected the allocation formula in 2016 and in June 2016 detailed a plan for recoupment of the overpayment in their budget impasse bills (Public Act 099-0523 & 524) through diversion of \$100 million of PPRT to school districts and community colleges. The State’s Fiscal Year 2017 Estimate for Replacement Taxes is \$1,180 million, a decline of 10.64% from FY16 replacement tax allocations due to flat base revenues, correction of the allocation formula, an increase in the business income tax refund fund percentage from 15.14% to 17% and the \$100 million diversion. In 2017, PPRT revenue is projected to generate \$39.4 million, which represents a 19%, or \$9.2 million, decrease from the 2016 budget. In addition, the Park District will maintain the \$5 million PPRT stabilization reserve created in 2012 to minimize the impact of economic downturns on the budget.





**Non-Tax Revenues**

**Grants, Donations and Sponsorships**

Partnerships are vital to the District’s operations. Even through the current difficult economy, the Park District has been able to count on generous private donations, corporate sponsorships, and grants from Federal, State of Illinois, City of Chicago, and local organizations. These one-time revenue sources help alleviate the District’s expenses for capital projects and operating programs. By receiving outside funding, the District can distribute resources to the Chicago community in greater amounts.

Outside operating grants, donations, and sponsorships fund innovative programs including Night Out in the Parks, Special Olympics, and summer camp scholarships. Capital grants and donations fund projects including new parks and field houses, historic facility renovations, and new natural areas and playgrounds. In the past five years, the District has been successful in obtaining an average of nearly \$40 million per year in outside funding toward District priorities, not including in-kind grants and donations. As of fall 2016, nearly \$24 million in outside funding has been awarded this year with additional grant awards expected by year end. In addition this year, \$26.5 million in previously suspended Illinois State grants have been released, and projects tied to that funding can now move forward.

<b>2016 Outside Funding Sources*</b>			
	<b>Operating</b>	<b>Capital</b>	<b>Total</b>
<b>Federal Grants</b>	\$2,038,000	\$-	\$2,038,000
<b>State Grants</b>	\$-	\$17,800,000	\$17,800,000
<b>Local Grants and Contributions</b>	\$-	\$4,398,000	\$4,398,000
<b>Non-Governmental Grants and Donations</b>	\$2,453,000	\$7,892,000	\$10,345,000
<b>Total</b>	<b>\$4,491,000</b>	<b>\$30,090,000</b>	<b>\$34,581,000</b>

*\* As of November 2016, additional grants may be awarded by year end. Date represents year of grant award, not necessarily the year in which the grant is expended. Totals do not include joint grants or in-kind donations.*

In 2016, the major governmental contributors to the Chicago Park District were the U.S. Department of Agriculture funding the Summer Food Program (\$2 million) and the Illinois Department of Natural Resources Open Space Land Acquisition and Development (OSLAD) Grant Program (\$2.3M) funding new park developments. Also in 2016, the City of Chicago Alderman collectively provided \$750,000 in MENU funds for park capital projects including new playgrounds and water play features.

In addition to governmental funds, generous private funding of \$16.8 million in 2016 was vital to sustaining our District programs and capital priorities. Significant private funding was dedicated to a new park development at Park 564 “Big Marsh” including \$2 million from the Friends of Big Marsh and \$5.5 million from Chicago’s Environmental Fund to build a new nature center at the park. Within programming, \$2.4 million was sponsored by the Emerson Collective to fund job opportunities and basketball programming for Chicago youth. Included is a listing of major private grants and donations to the Park District in 2016. The District continually and actively seeks outside funding partnerships.



### 2016 Major Private Grants, Donations, and Sponsorships

#### ***\$1,000,000 and Above***

Chicago's Environmental Fund  
Art Institute of Chicago  
Emerson Collective<sup>1</sup>  
Anonymous Private Donor  
Special Children's Charities  
Pritzker Foundation<sup>12</sup>

#### ***\$500,000 - \$999,999***

Chicago Cubs Charities<sup>1</sup>

#### ***\$100,000 - \$499,999***

America's Cup Endeavor Gala<sup>1</sup>  
Bank of America<sup>1</sup>  
Coca-Cola Company  
Dreihaus Foundation<sup>12</sup>  
Independence Park Advisory Council  
Juniper Playlot Restoration<sup>1</sup>  
Nike USA, Inc.<sup>2</sup>  
Pritzker-Traubert Family Foundation<sup>1</sup>  
Welles Park Advisory Council

#### ***\$10,000 - \$99,999***

Chicago Community Trust  
Chicago Running Company  
Chicago White Sox Charities<sup>1</sup>  
Eckhart Park Advisory Council  
Edison Park Advisory Council  
Fleet Feet  
Friends of Kilbourn Park  
Illinois Clean Energy Community Foundation  
Levy (Diane and Robert)<sup>1</sup>  
LISC/ESPN Homerun Court  
National Endowment for the Arts  
National Recreation and Park Association  
Nechtow (Stephen D.)<sup>1</sup>  
NRPA/WalMart Out-of-School Time Program  
REI  
Rush University Medical Center  
The Trust for Public Land  
Whole Foods  
Yntema (Lisa) and Mark Ferguson<sup>1</sup>

<sup>1</sup> Designates the funding is in total or part through the Chicago Parks Foundation, our 501c3 philanthropic partner.

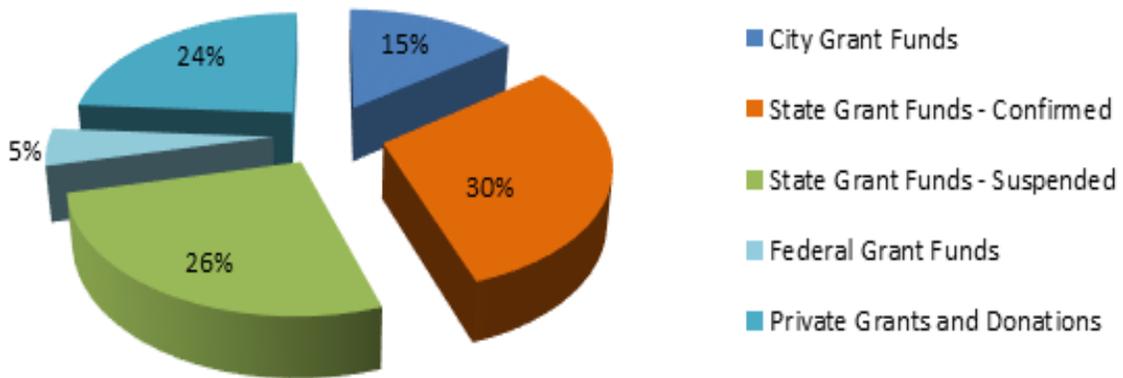
<sup>2</sup> Designates the funding is in total or part an in-kind contribution. Investment made directly by an organization other than the Park District to the benefit of Park District operations or property.



**2017-2021 Grants, Donations, and Sponsorships**

The 2017 operating program and the 2017-2021 Capital Improvement Plan (CIP) continue to rely heavily on outside sources to fund District priorities. Current outside funding committed for the next five years totals \$82 million, with additional funding awards expected. Major sources of outside funds include federal funding for bicycle and pedestrian improvements at Queen’s Landing in Grant Park and at Park 562 Van Vlissingen Prairie in the South Deering Community Area. The release of \$26.5 million in State IDNR grants will also allow many important projects to move forward in the 2017-2021 CIP, including major building restorations to community field houses and community centers, many of which are historic treasures.

**2017-2021<sup>3</sup> Expected Outside Funding by Source  
\$82 Million**

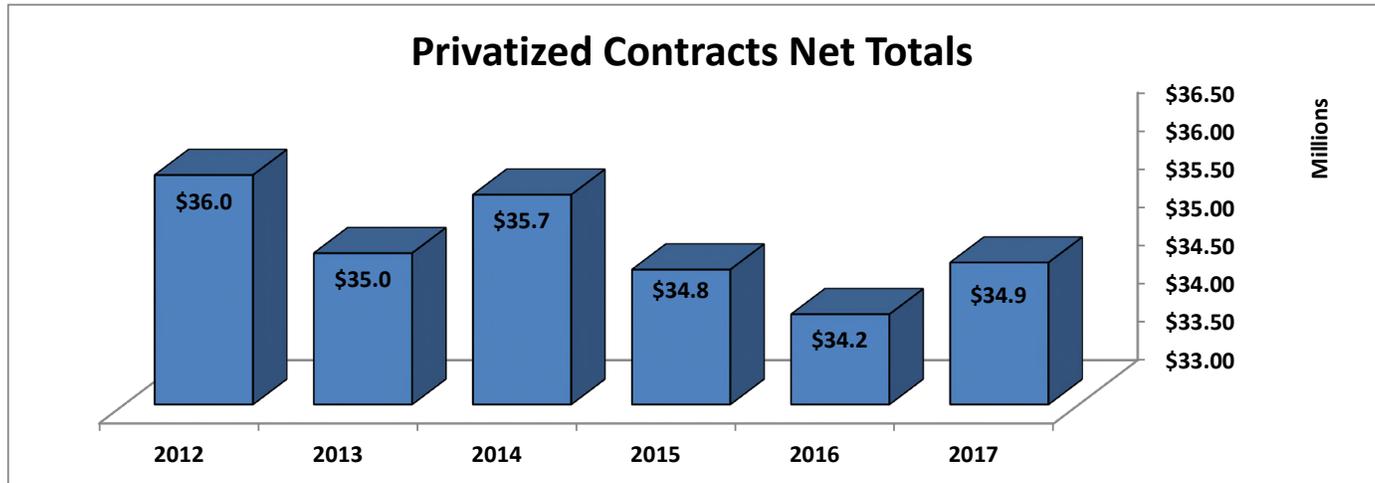


<sup>3</sup> Designates the expected year outside funding will be expended, not necessarily the year of grant award. (Many grants allow for spending over multi-year periods).



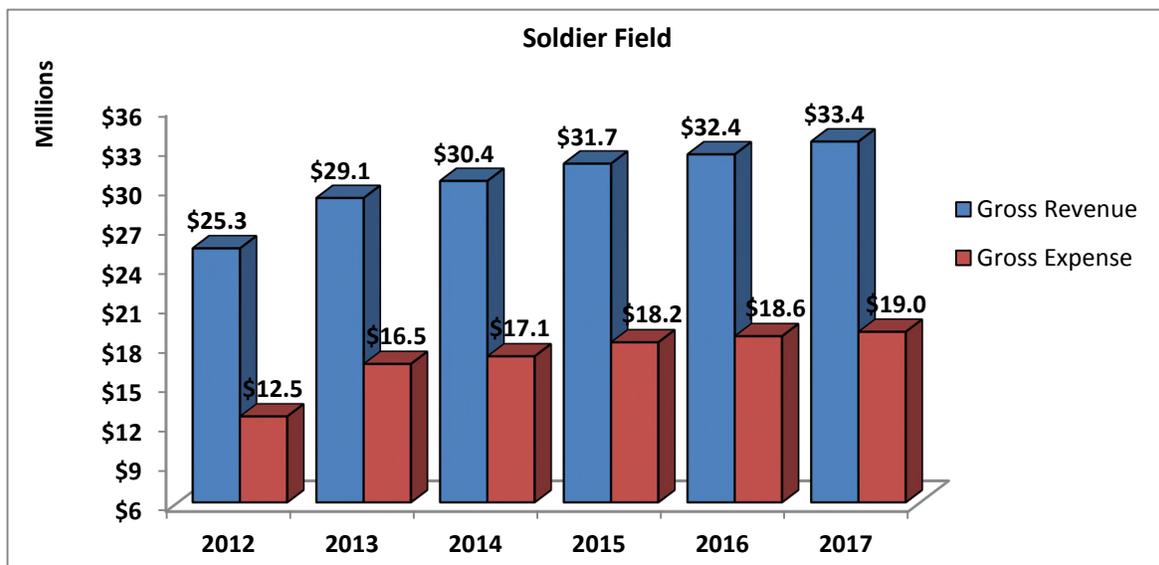
**Privatized Contracts**

Other major revenue sources are the District’s privatized contracts, revenue generated by the private management of Chicago Park District revenue-generating assets, including Soldier Field, harbors, concessions, paid parking spaces, golf courses, Northerly Island concert venue, MLK Family Entertainment Center, McFetridge Sports Center, Beverly Morgan Park Sports Complex, Maggie Daley Park and others. The managers of these contracts continue to find ways to increase revenues which ultimately support local parks.



**Soldier Field**

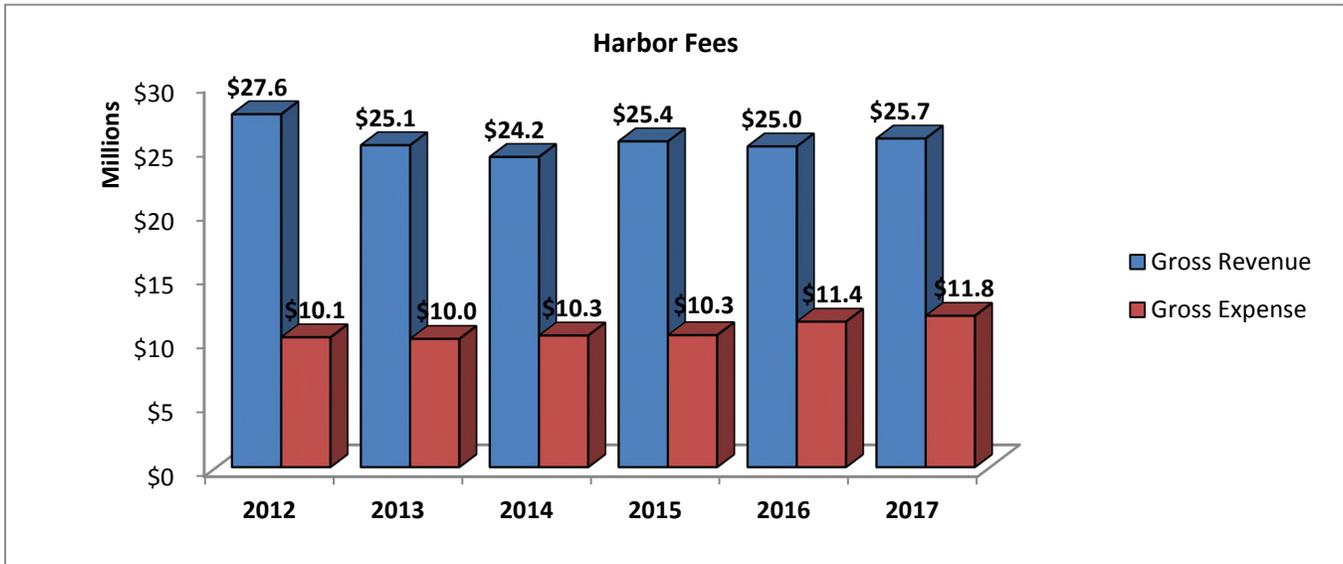
The District contracts with a private vendor to manage and operate Soldier Field. This contractor collects revenue from events at Soldier Field, as well as income from non-event parking at the Soldier Field parking lots. In addition to event revenue generated by the privatized contractor, the gross revenue amount reflects the rent collected at the stadium and the annual operating subsidy from the ISFA. Revenue collected from Soldier field has steadily increased over the years making it the largest non-tax revenue source for the District. During 2016, Soldier Field hosted 5 international soccer matches, including the semifinals of the Gold Cup, major music concerts, such as Guns N' Roses and Coldplay, and an international rugby match between Ireland and New Zealand. In 2017, the venue will continue to host several exciting events, including world renowned, musical touring artists and international soccer. Based on this, it is expected that \$33.4 million in gross revenues will be generated in 2017.





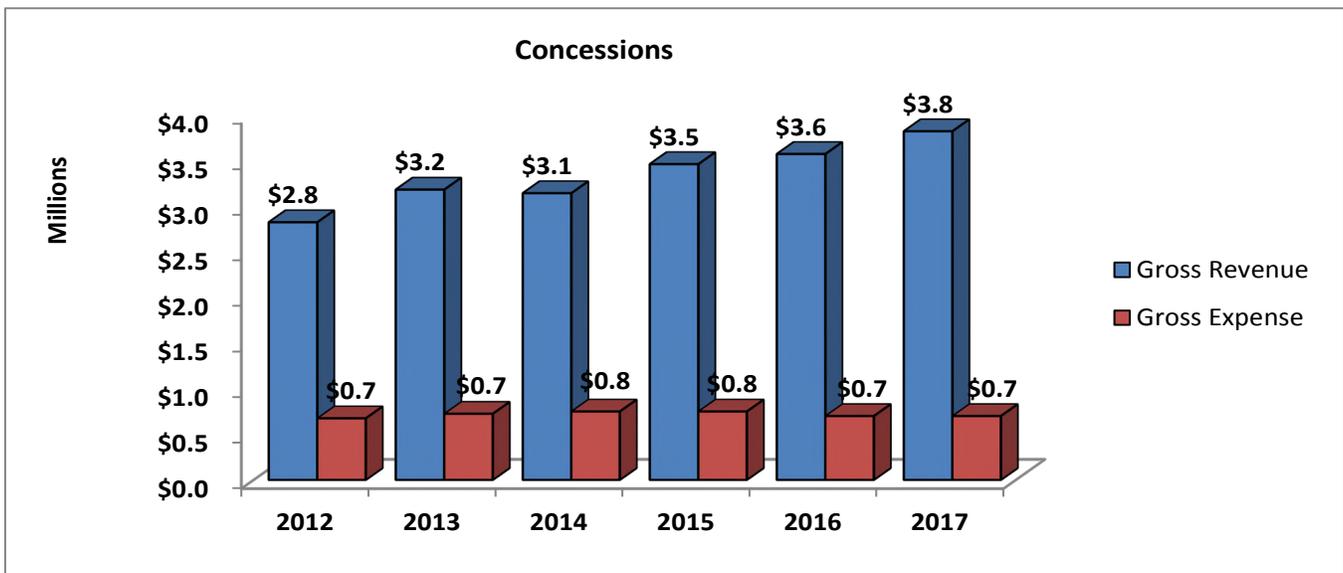
**Harbor Fees**

The District is responsible for ten harbors along Chicago’s shoreline. The District contracts with a private vendor that specializes in operating harbors with the purpose of maximizing revenues and minimizing operating costs. Overall harbor occupancy grew to 79% in 2016 and revenues have grown year-over-year supported by non-traditional sources, such as from winter storage and through partners providing peer-to-peer boat rentals and timeshare programs. During 2016, the harbors enjoyed the opportunity to host the America’s Cup which provided continued exposure to Chicago’s lakeshore lifestyle. In 2017, harbor revenues are projected to grow due to continue occupancy growth, non-traditional revenue growth and a minor increase on select harbor and ancillary rates. Total revenue for harbor related activities is projected to be \$25.7 million in 2017.



**Concessions**

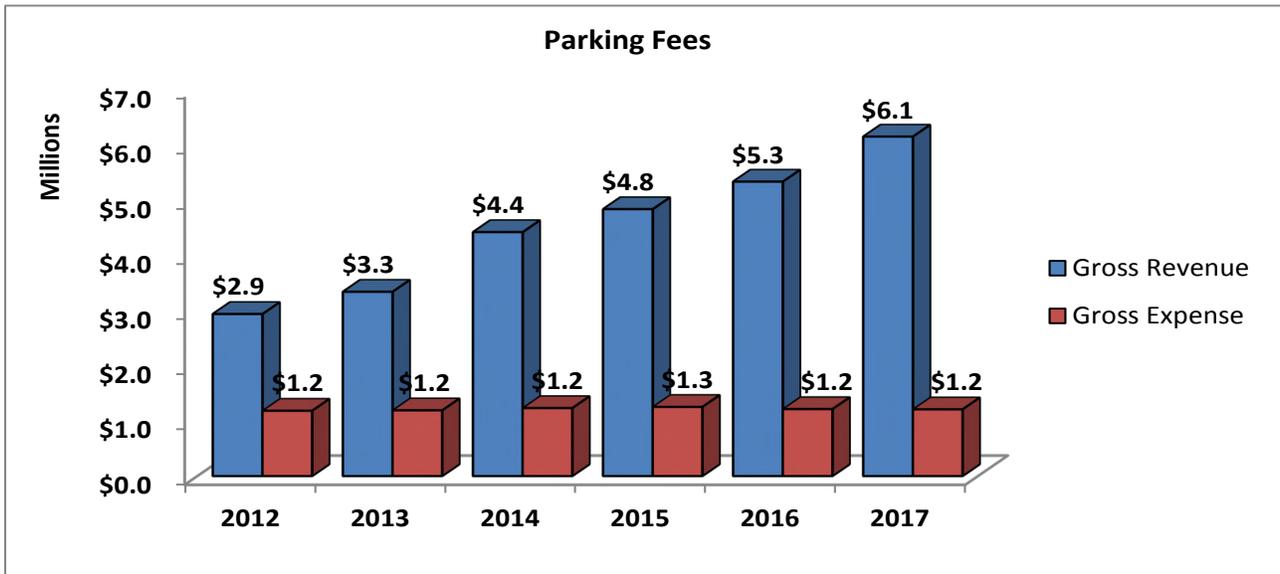
Park concessions provide the public with great dining, shopping and recreational experiences as they visit the District’s parks, beaches or recreational centers. Concession revenue has steadily grown over the years as new and innovative concessions have been rolled out. In addition to the historical concession activity, new concession activity will be derived from the highly anticipated re-opening of Theater on the Lake and other exciting offerings. Total concession revenue is projected to generate \$3.8 million in 2017.





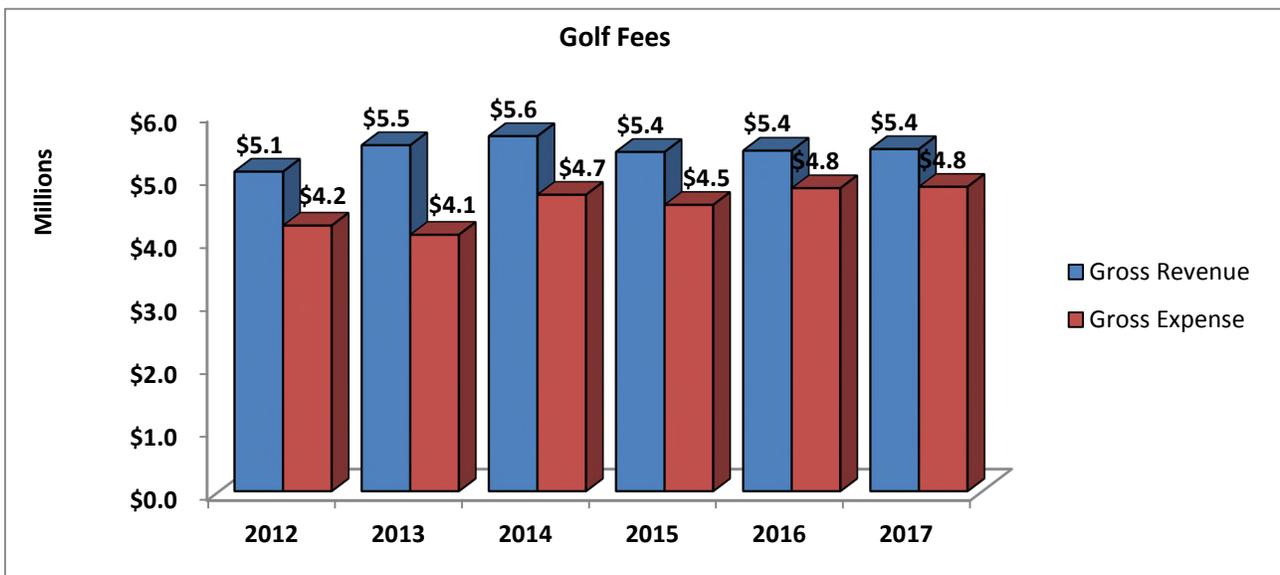
**Parking Fees**

Prior to 2007, parking revenue was primarily income generated from the Downtown Parking Garage System that is now part of a long-term lease agreement finalized in 2006. The District entered into a multi-year agreement with a private vendor to manage the remainder of the District’s Parking System in 2009. The private vendor manages the installation and maintenance of pay & display units and collection of revenues generated by the District’s parking system. Total parking revenue is projected to generate \$6.1 million in 2017, which is \$0.8 million higher than the 2016 budget due to an increase in the parking fee rates at the District’s various parking lots and increases in parking revenue collections from long-term agreements. Parking rates will remain reasonable compared to neighboring paid parking options.



**Golf Courses**

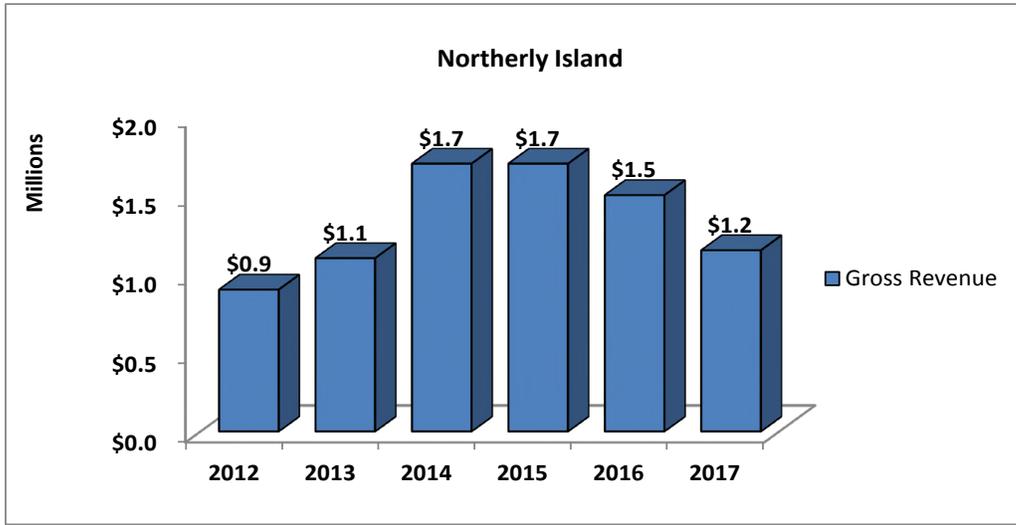
The Chicago Park District offers six golf courses, three driving ranges, three learning centers and one miniature golf course. In 2009, the District entered into a management agreement with a private vendor. In 2016, the District completed a major bunker renovation project at Robert Black golf course and completely replaced the turf on the miniature golf course at the Diversey driving range. For 2017, capital improvements will continue with a bunker renovation project at Sydney Marovitz golf course. Revenue from golf is projected to remain flat in 2017 at \$5.4 million.





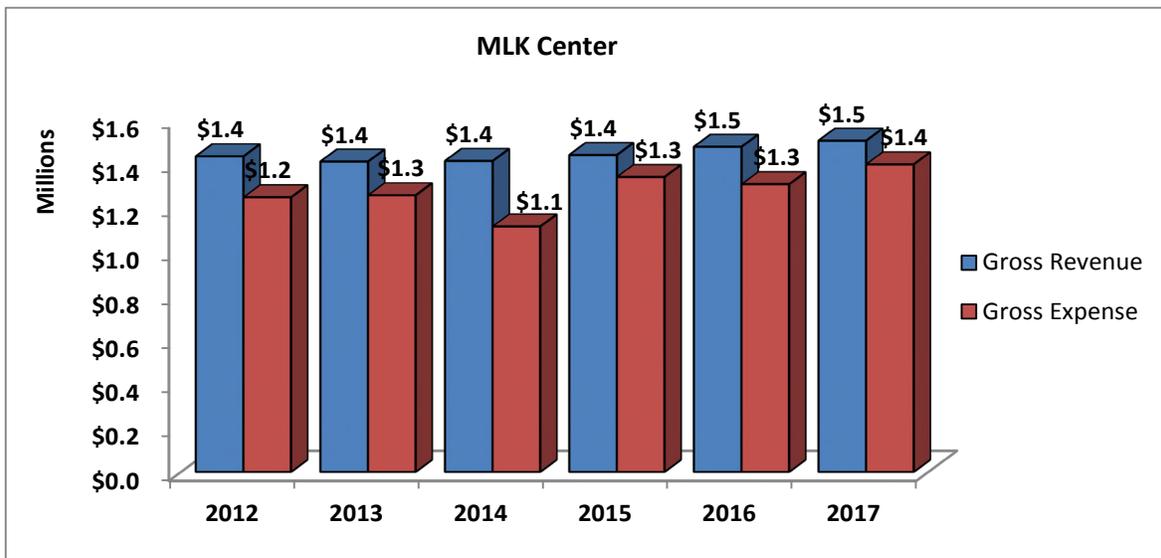
**Northerly Island Venue**

Northerly Island is a 91- acre peninsula that juts into Lake Michigan at the heart of the Museum Campus. It is located just south of the Adler Planetarium and east of Soldier Field. The majority of this space is dedicated to nature. The nature area at Northerly Island features beautiful strolling paths, casual play areas and a spectacular view of the Chicago skyline. The FirstMerit Bank Pavilion at Northerly Island hosts concerts from some of today's most popular artists. The District contracts with a private operator to book concerts at the venue. In 2013, the capacity of the venue was increased to allow for up to 30,000 guests at expanded events. Based on anticipated bookings, revenue is conservatively budgeted at \$1.2 million in 2017. Historically the District has used the revenue from the concert venue to fund improvements at Northerly Island. A \$0.7 million fund balance remains to support improvements at Northerly Island.



**Dr. Martin Luther King, Jr. Park & Family Entertainment Center**

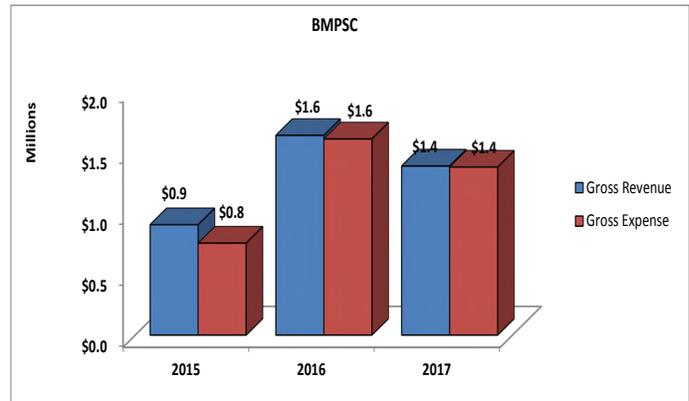
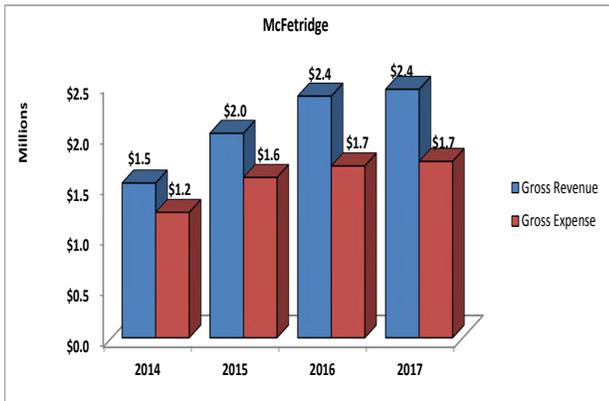
The Dr. Martin Luther King, Jr. Park & Family Entertainment Center offers families a place to spend quality time together and brings traditional and affordable recreation back to the neighborhoods for residents to enjoy. Opened to the public in January 2003, the MLK Family Entertainment Center is an unprecedented all inclusive roller rink, bowling alley, eatery and special event facility located in the Auburn Gresham community. In recent years, the venue has successfully integrated STEM educational workshops into its promotions to appeal to a wider audience. The MLK Family Entertainment Center averages over 200,000 visitors a year and anticipates 2017 revenues to gross \$1.5 million.





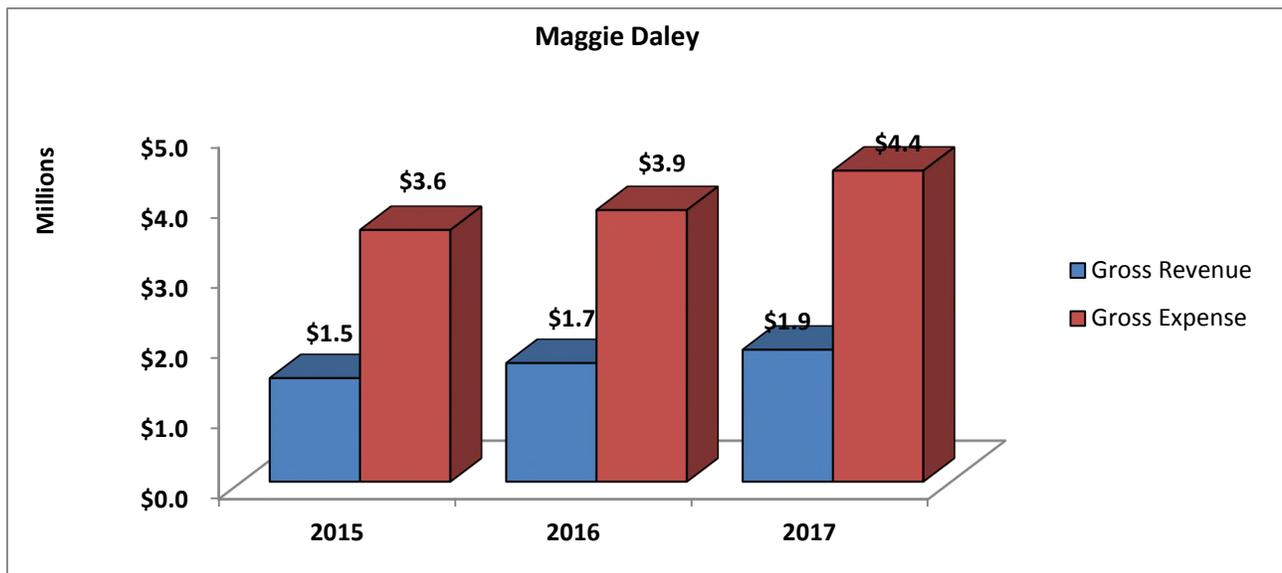
**Sports Centers**

The Chicago Park District operates through a private vendor the City’s two indoor ice rinks, the McFetridge Sports Center in the North Region and the Beverly Morgan Park Sports Complex in the South Region. Both facilities offer unique sports experiences for athletes of all ages and skill levels. MSC welcomes more than 2,000 patrons each week for its year-round competitive and recreational ice skating, hockey, tennis and fitness programs, as well as special events. BMPSC, which opened in September 2015, features a state-of-the-art gymnastics center, a fitness studio and a variety of on-ice programs for children and adults, from learn-to-skate classes to advance ice skating techniques. Together, these facilities are continually at the top of the list for enrollment metrics and are projected to generate \$3.8 million in gross revenue in 2017.



**Maggie Daley Park**

A world-class park, Maggie Daley Park provides varied opportunities for passive and active recreation including an ice skating ribbon, 40-ft high climbing wall, sledding hill, multiple children’s play experiences, event spaces, open lawn areas, café space, tennis courts, miniature golf and picnic groves to name a few. The District contracts with a private vendor to manage the park and its numerous amenities. Since its opening in December 2014, Maggie Daley Park has continued to serve as a major Chicago attraction to both residents and tourists. The playground alone is estimated to draw in excess of 600,000 visitors annually. Although the park is not yet net revenue positive, based on its popularity it is believed to be a major economic driver for the city and will become a strong revenue generator for the District when all amenities are complete, including its concession spaces. In 2017, Maggie Daley Park is expected to generate \$1.9 million in gross revenue.



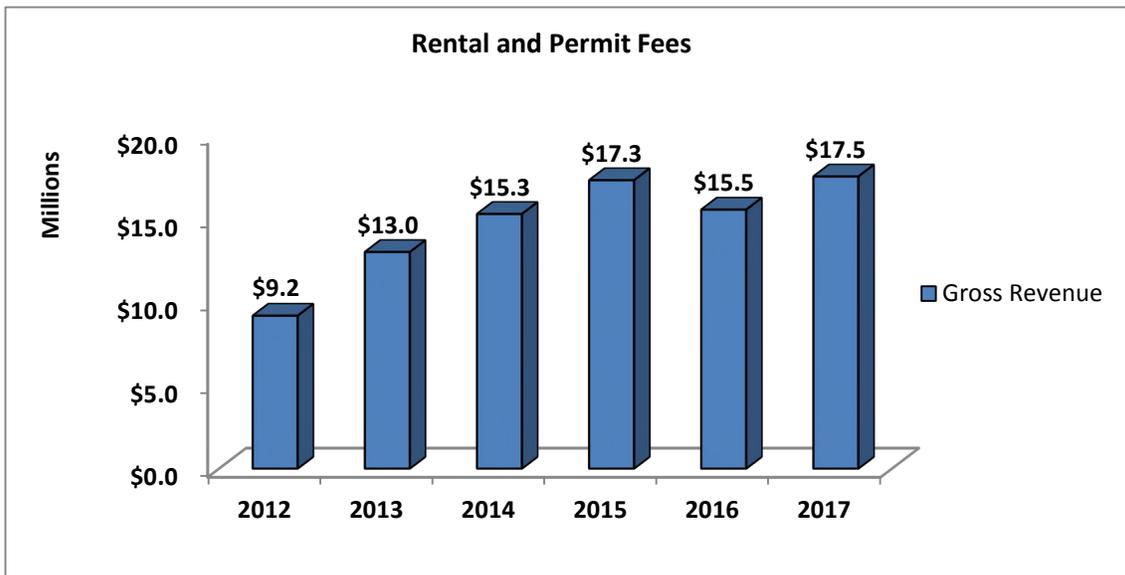


**Program Revenue**

Recreation and cultural program revenues are generated by fees paid by participants. For many programs, such as day camp, fees are tiered based upon socioeconomic factors of the community. Park program revenue is expected to generate \$15.2 million in 2017, an increase of 1.4% from 2016 due to a combination of natural revenue growth from enrollment increases, new programs and facilities and a nominal increase in program fee rates. Although an increase in park program fee rates is necessary to protect the quality of programming, rates will remain well below competitor rates and, as the safety net for the City’s youth, the Chicago Park District never turns a child away for inability to pay. In addition, nearly \$3M in financial assistance for park programs will remain available to those most in need.

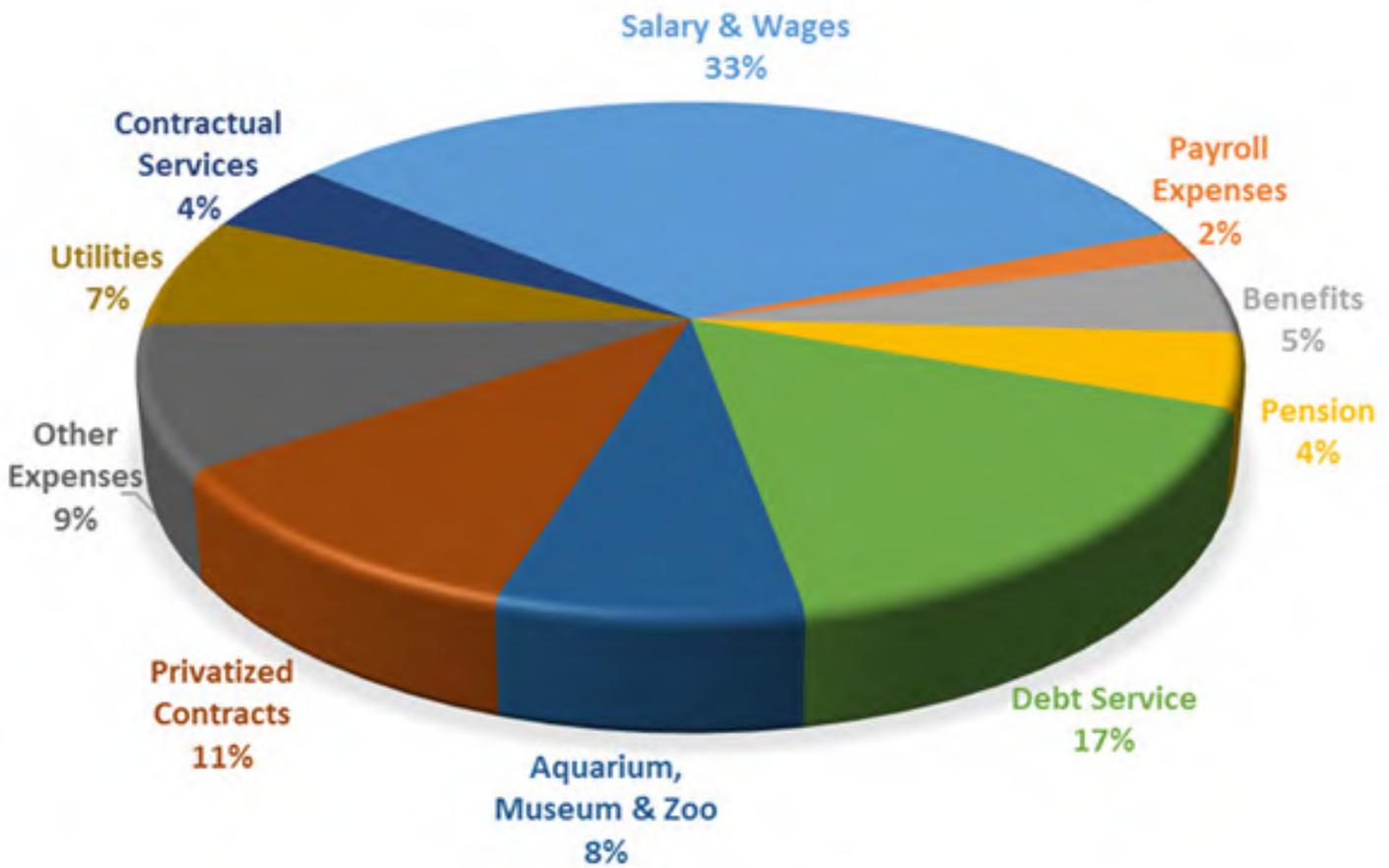
**Rentals and Permits**

This category includes revenue from room/gym/facility rentals and permit fees for events held on District property. The Park District will continue to focus on generating additional revenue from large scale events in order to keep fees for our park programs affordable. The District has worked to streamline the permit process and book more events by assisting permit applicants with identifying alternative sites beyond those most in-demand. Rental and permit revenue is expected to generate \$17.5 million in 2017, an increase of 12.8% from 2016 predominantly due to long-term agreements including Lollapalooza which will span four days in 2017.





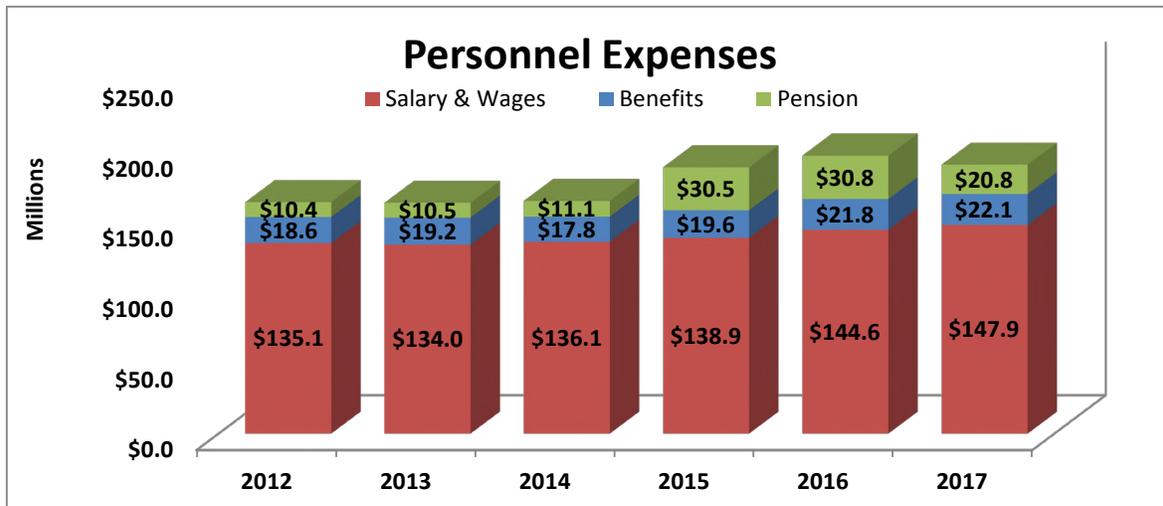
Operating Budget – Expenses



Personnel

Salaries and Benefits

Personnel expenses make up \$199.3 million, or 44% of the expenditures in the 2017 budget. Salary and wages alone account for \$147.9 million, which is \$3.3 million, or 2.3%, higher than the 2016 budget due predominantly to contractual wage increases and growth in the number of positions to support new facilities, program expansion and to achieve savings and efficiencies in other areas. Approximately 89% of the District’s total positions are union members covered by collective bargaining agreements or prevailing wage requirements.

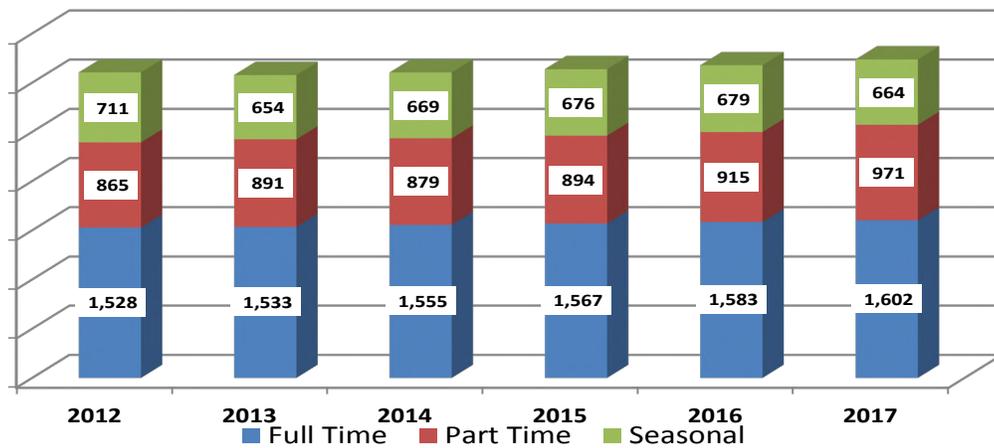




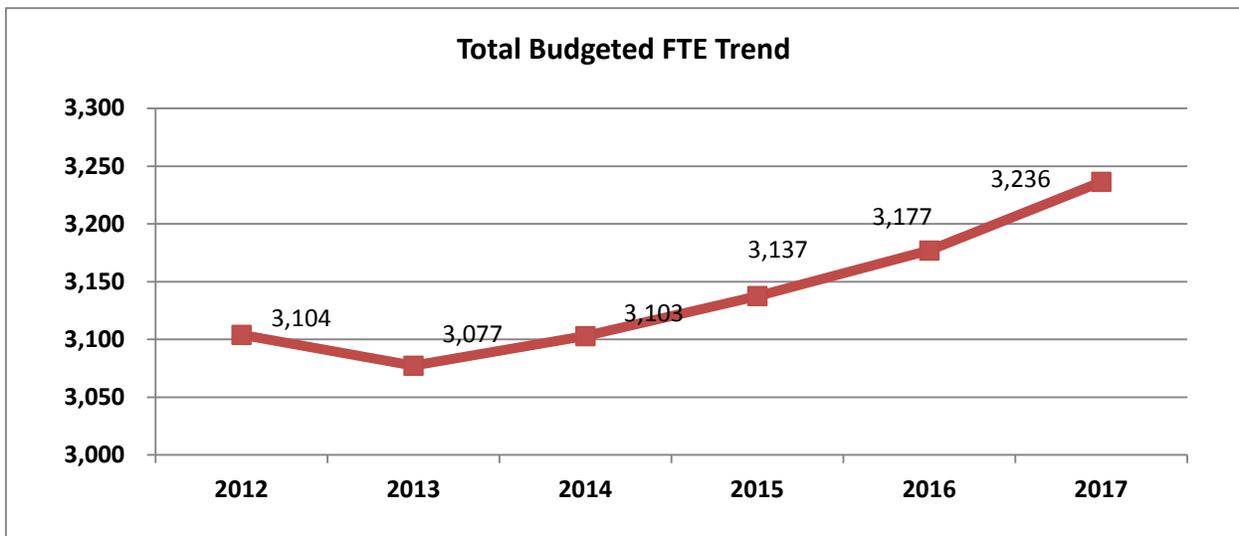
The 2017 Budget allocates resources for a total of 3,236 full-time equivalent (FTE) positions. This includes fulltime, hourly and seasonal positions. Since 2008, the District has decreased its FTE count by 50 FTE positions despite an increase in program offerings, facilities and acreage. In 2017, the District will increase its FTE count by 59 due to new or expanded programs, facilities and parkland which necessitated additional staffing. For example, the creation of the new Community Sports Unit in 2017 which will focus on youth and teen sports programming will add 66 FTEs to carry out its role. The FTE count will also increase to generate savings in other areas by taking certain activities in-house. In many cases, personnel efficiencies were identified to offset and curtail the necessary growth of FTEs including reductions in Central Administration staffing. Savings from personnel efficiencies are estimated at \$0.6 million.

<b>Personnel Summary</b>								
	2011	2012	2013	2014	2015	2016	2017	Change
Districtwide	2,899.2	2,875.7	2,846.5	2,870.7	2,907.1	2,942.7	3,004.8	62.1
Central Administration	236.4	228.4	230.8	232.2	230.3	234.3	231.5	-2.7
<b>Total</b>	<b>3,135.6</b>	<b>3,104.1</b>	<b>3,077.3</b>	<b>3,102.9</b>	<b>3,137.5</b>	<b>3,177.0</b>	<b>3,236.4</b>	<b>59.4</b>

**Full Time Equivalents By Category**



**Total Budgeted FTE Trend**





### ***Health, Dental, and Life Insurance***

At \$22.1 million, health, dental and life insurance benefit expenses make up 5% of the District's budget. Each year the District must absorb more of the escalating expense related to health benefits. In 2017 the District will face increased healthcare costs due to overall growth trends in health and prescription drug expenses. In particular, the growth trends in specialty drug expenses alone are staggering. Since 2014, the District has made it a priority to seek out and implement ways to mitigate this trend. In 2017 the District will continue this approach and was able to offset a portion of this expense by making strategic changes in healthcare in the areas of plan design, scan services, dependent verification and specialty drugs to name a few. In addition, the Park District remains committed to encouraging wellness and healthy lifestyles in its workforce.

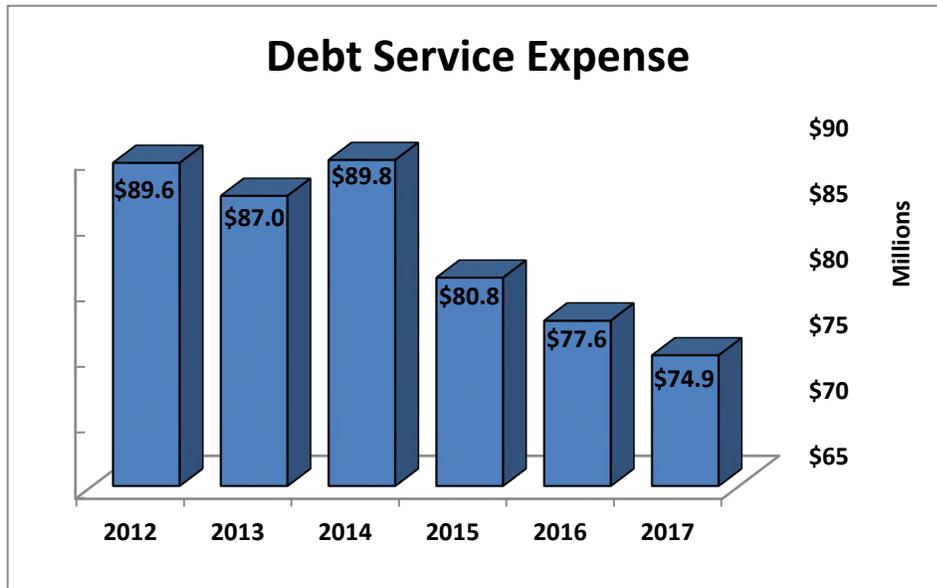
### ***Pension***

Pension expenses account for 4% or \$20.8 million of the 2017 budget, an increase of \$2.5 million in the employer contribution compared to the 2016 budget but an overall decrease of \$10 million in total pension expense due to the lack of supplemental contributions that were required by Public Act 098-0622 in 2015 (\$12.5 million) and 2016 (\$12.5 million) but not required in 2017. Pension reform changes passed in 2014 were subsequently challenged and have not yet been ruled upon. The budget anticipates employer pension contributions as required by an October 19, 2016 court order which allowed the pension fund to start reimbursing retirees for lost cost of living increases and held employee and employer contributions at the 2016 levels while retaining the other components of Public Act 98-622 as the parties continue discussions over a modified approach to pension relief. This order reduced the employer contribution from \$28.1 million to \$20.8 million in 2017. The District maintains the position that pension changes are critical to ensuring retirement security for our current employees and retirees by taking the necessary steps to raise the funded ratio of the Park District Pension Fund to 90% by 2049 and to 100% by 2054. Prior to the reforms, the fund had been projected to run out of money within 10 years.

Effective January 1, 2015, employees are required by state statute to contribute 10% of their salary to the Pension Fund. The District appropriates funds to match employee contributions based upon the requirements of the Illinois Compiled Statutes. By law, the District is required to levy 170% of the contributions made by covered employees in the fiscal year two years prior to the year in which the applicable tax is levied. In 2017, the District will levy \$20.8 million in property taxes for pension obligations and allocate 0.03968% of PPRT funds amounting to \$15,634.

### ***Debt Service***

At 17%, debt services make up the second most significant expense for the District. Debt service relates to the payments made for principal and interest on general obligation long-term debt of the District. Debt service expenses are budgeted to decrease by \$2.6 million in 2017 due to a downward sloping debt profile.



**Utilities**

Utility rates for natural gas and electricity have remained fairly stable as a result of the District locking in favorable rates for both electricity and natural gas. As part of a comprehensive approach to achieve utility conservation and efficiencies, during 2016, the District developed an energy risk management plan for natural gas that accounts for factors such as load profile, supply and demand factors, market analytics, current hedges and other factors to further achieve cost savings. A similar plan is being formulated for electricity. The 2017 budget assumes average natural gas and electricity consumption at favorable supply rates and also accounts for new capacity performance charges and increased delivery charges.

The District has incurred substantial increases in water/sewer fee charges due to a multi-year water/sewer rate increase imposed by the City of Chicago starting in 2012 that caused water/sewer charges paid by the District to more than double. In 2017, the City of Chicago will begin to charge water and sewer taxes in addition to water/sewer fees. To combat these increases, the District has embarked on a comprehensive districtwide water conservation effort that includes a leak and infrastructure review and assessment of water features that are both environmentally and economically inefficient. The District has been successful in reversing the growth trend in this expense and will implement additional measures in 2017 toward this effort. Total utility related expenses in 2017 are expected to be \$31.2 million which is \$1.4 million less than 2016.

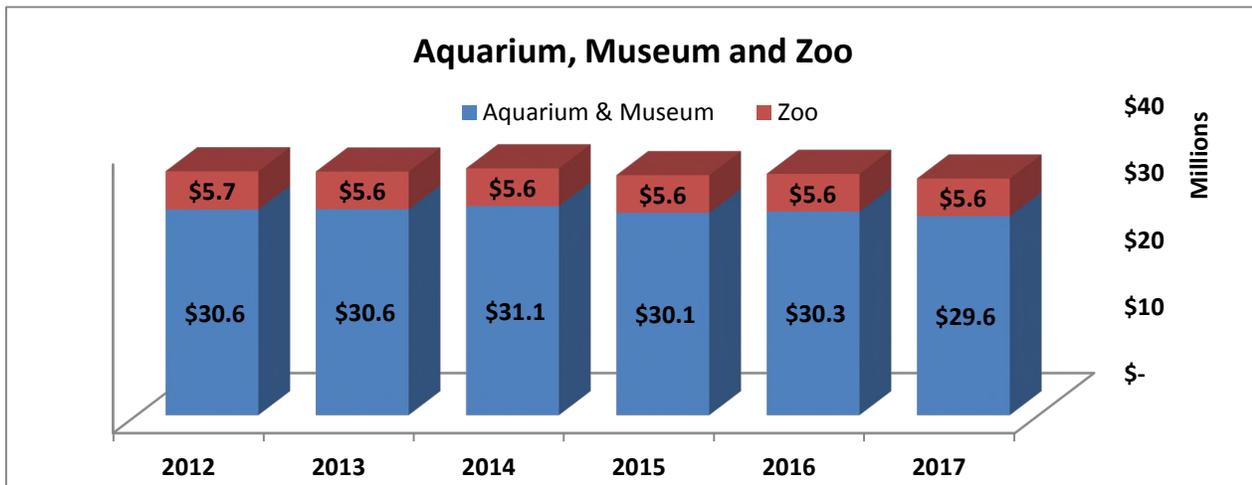


**Remittance to Aquarium, Museum and Zoo**

Through a unique partnership, the Chicago Park District provides operating subsidies to Museums In the Park (MIP). MIP is a partnership among Chicago's leading museums located on Chicago Park District property. The MIP represent the best of the visual arts, sciences, and humanities. Together, they engage, educate, and broaden the life experiences of millions of Chicagoans each year through diverse on-site programming, innovative neighborhood partnerships, and interactive web-based learning. The MIP is comprised of the following institutions: John G. Shedd Aquarium, Adler Planetarium, The Art Institute of Chicago, Chicago History Museum, DuSable Museum of African American History, The Field Museum, Museum of Contemporary Art, Museum of Science and Industry, National Museum of Mexican Art, Peggy Notebaert Nature Museum and Institute of Puerto Rican Arts and Culture. The operating subsidy to MIP is allocated out of the Park District's property tax levy and 7.534% of PPRT as mandated by state law. In 2017, \$29.6 million will be budgeted for this purpose.



The Park District also provides funding for the Lincoln Park Zoo. In 2016, \$5.6 million is earmarked to support the Lincoln Park Zoo. Collectively the remittance to the aquarium, museums and zoo make up 8% of the total expenses in the 2017 operating budget.





**Long-Term Financial Planning**

Annually, the District prepares a 3-year forecast for fiscal planning. The District has been credited for its prudent and conservative approach to financial management and is committed to continuing this approach and thereby reducing the structural deficit in 2017. Toward this effort, the District’s reliance on the prior year fund balance will decline by \$0.7 million in 2017, the fifth year of successive declines. The following initiatives are also incorporated in the 2017 budget toward long-term financial goals:

<b>Spending Cuts</b>	<b>\$5.7 Million</b>
Strategic changes in healthcare	\$1.6
Utility conservation & efficiencies	\$1.5
Personnel efficiencies	\$1.1
Landscaping efficiencies	\$0.7
Mandatory non-personnel reduction	\$0.5
Program efficiencies	\$0.3
<b>Revenue Enhancements</b>	<b>\$5.8 Million</b>
Property tax value capture	\$1.6
Sponsorship & advertising	\$1.4
Growth from investments/agreements	\$1.4
Parking fee rate increase	\$0.8
Harbor fee rate increase	\$0.3
Park fee rate increase	\$0.3

The Board of Commissioners has established the following reserves as financial safeguards to ensure long term fiscal sustainability:

- \$96 million long term reserve
- \$20 million economic stabilization reserve
- \$5 million PPRT stabilization reserve
- \$25 million Long Term Liability reserve – \$12.5 million to be used in 2015 and 2016 as supplemental contributions to the pension fund as planned

### Capital Improvement Plan

The Capital Improvement Plan (CIP) is the District's comprehensive multi-year plan for land acquisition and park development, new building construction, building and facility management, park site improvements, and technology and major equipment. The CIP outlines the projects that are expected to take place over the next five years. Capital projects typically have costs of over \$10,000, have a life expectancy of at least 5 years, and may result in the creation of a capital asset.

The Capital Improvement Plan is a dynamic and evolving guide for spending over a five year period. The CIP outlines spending priorities and expected schedules and is formed to allow for adjustment over the five year period. The CIP allows for flexibility, for instance, if actual project expenses are above (or below) projected budgets in the CIP, as new outside funding is granted for specific projects or programs, or as new district priorities develop. The CIP is published annually to reflect the growth of the Plan each year.

#### **Capital Improvement Plan Process**

Throughout the year, the Park District compiles requests for capital improvements from numerous sources. External requests generally come from annual budget hearings, letters, emails, website inquiries, legislators, advisory councils, board meetings, community groups, city agencies, new laws, unfunded mandates, and other similar sources. Internal requests are typically derived from park inspections, facility assessments, the work order system, framework plans, policy initiatives, strategic objectives, and needs identified by recreation, culture, service, planning, construction, and maintenance departments.

The requests are bundled into programs and sub-programs that reflect a shared project type. Establishing programs and sub-programs help us to compare similar projects. Projects that are primarily paving work, for example, are organized first into a program called "site improvements" and second into a sub-program called "paving". Once the requests are organized, an internal working group investigates, analyzes, and weighs each request. This group includes representatives from the departments responsible for implementing the capital plan: planning and development, capital construction, facility maintenance, natural resources, green initiatives, information technology, budget, and the office of the chief operating officer. Investigations occur throughout the year. From request compilation to prioritization, internal review spans approximately six months.



The 45 acre Big Marsh Bike Park opened to the public in November 2016. The park is located within a 278 acre new natural area in southeast Chicago and offers a new type of recreation in the Chicagoland Region.

The working group's first step is investigation. Each capital request is investigated to determine the scope, estimated cost, and comparative need for the project. This investigation is combined with research into the source, context, prior assessments, and institutional knowledge of the park and its facilities.

After investigation and research, the working group weighs projects against others in the same sub-program. This analysis takes into consideration the following typologies: projects that are urgent, high-priority that should be undertaken if possible; high-priority projects that should be done if funding becomes available; worthwhile projects to be considered if funding becomes available; and desirable, but not essential, low-priority projects. To understand the continuum of need, an "urgent, high-priority" request might be repairing a broken water main; a "desirable, but not essential" request might be a new floral garden. Part of this process also includes examining the distribution of past and proposed projects and funds across the District relative to the geographic, legislative, and demographic characteristics of the City.

The total estimated cost of the Capital Plan and its individual projects must be within the anticipated available funds. This places limits on the number of projects that can be addressed in a given year. The working group's Capital Plan recommendation to the General Superintendent must stay within the financial constraints.

The five year term of the District's Plan allows the District to maintain long term fiscal health, lend stability to capital investment planning, meet longer term goals and objectives, establish meaningful timelines for projects, and make clear to the public the District's future investment intentions.

Once a year, the Capital Improvement Plan is published and made available to the public. Current and prior year plans can be located on our website:

<http://www.chicagoparkdistrict.com/departments/operations/capital-improvement-plan>



Outside funding is vital to the park capital plan. These funds alleviate pressure on park district bond funding and provide desired projects around the City.

Top: A new outdoor fitness station on the Lakefront at 39th St. built in partnership with Coca Cola.

Middle: Tennis Court resurfacing at Sauganash Park funded by the Pritzker Foundation.

Bottom: A new artificial turf field and track at Amundsen Park funded with City Tax Increment Financing.



## Capital Improvement Funding Sources

### General Obligation Bond

Historically, the District issues approximately \$30-\$40 million annually in G.O. Bonds for capital improvements. In 2016, the Board of Commissioners approved \$37.5 million in bond funding for capital projects. For the years 2017 to 2021, it is estimated that \$155 million in general obligation bonds will be issued to fund capital improvement projects.

### Special Recreation Assessment Bond

In 2008, the Board of Commissioners approved a bond issuance of \$25 million to leverage the Special Recreation Assessment levy (SRA), a part of the District’s annual property tax. This SRA levy assessment has typically been \$6 million annually and is divided between programming and capital improvements to make District facilities more open and accessible. Proceeds from the levy support the debt service for this bond. The bond funding is expected to be fully expended by end of year 2018.

### Harbor Bond

In 2008, the District issued an alternative bond to fund the harbor expansion program which includes upgrades to our existing harbors and the construction of a new harbor at 31st Street (opened in 2012). In 2017-2021, these funds will be used for improvements to our nine existing harbors along the Chicago Lakefront.

### Parking Garage Lease Revenue

In 2006, the Board of Commissioners approved the transfer of three downtown parking garages to the City of Chicago. The City of Chicago then entered into a 99-year lease of the garages, resulting in \$347.8 million in proceeds for the District. \$122 million of these proceeds were reserved for capital improvements to neighborhood parks. In addition, \$35 million was reserved to replace the public park located on the roof of the parking garages. In 2012, the public park was completely removed in order to complete required parking garage roof renovations. In 2013, construction started to build a new park at this location. Sections of the new Maggie Daley Park opened to the public in 2014 with final completion in 2015.



2016 marked the final year of Mayor Emanuel’s Chicago Plays Program that renovated 327 of Chicago’s oldest playgrounds in 4 years. From top to bottom, new playgrounds in 2016 include Gwendolyn Brooks Park, Ellen Gates Starr Park, and Park 578 “West Haven” Park.



**Outside Funding**

Federal, State of Illinois, City of Chicago, and private grants and donations are essential to the success of many capital projects. Nearly half of the capital plan is funded with outside partners. Outside funding has been especially important in the development of new park lands, construction of new field houses, installation of new artificial turf fields, and renovation of playgrounds.

The section “Grants, Donations, and Sponsorships” has more detail on the District’s outside funding sources and uses.

**Capital Improvement Funding Uses**

The following categories and subcategories describe the District’s groupings for various projects:

**Acquisition and Development**

- Acquisition of Property
- New Construction
- Park Development
- Planning

**Facility Rehabilitation**

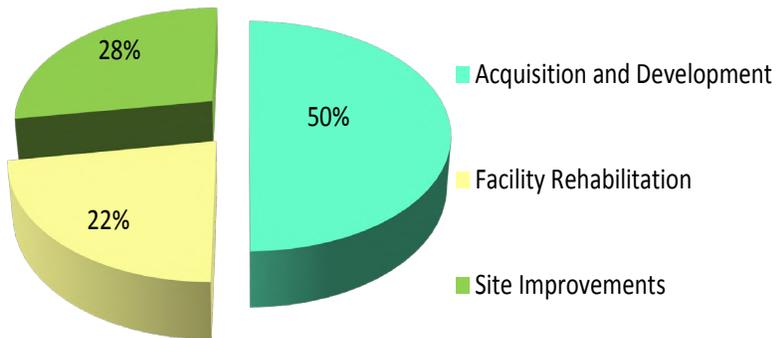
- Major Rehabilitation
- Minor Rehabilitation
- HVAC and Energy Efficiency
- Windows and Doors
- Roof
- Concrete, Masonry, Structural
- Sculpture and Monument
- Swimming Pool
- Fitness Center

**Site Improvements**

- Athletic Field
- Playground
- Spray Pool
- Courts
- Fencing
- Paving
- Lighting
- Lighting
- Site Improvement
- Landscape

**Technology, Vehicles and Equipment**

**2017-2021 Expected Outside Funding by Program**  
**\$82 Million**



<sup>1</sup> Includes both Park District and Outside Funding. For outside funding, the year designates the expected year outside funding will be expended, not necessarily the year of grant award. (Many grants allow for spending over multi-year periods).



**2017-2021 Capital Improvement Plan**

Planning for the 2017-2021 Capital Improvement Program (CIP) is underway. Expected sources for the 5-year program include \$155 million in new G.O. Bond and \$82 million in outside funding. Within this amount, we are hopeful that another \$21.7 million of grants suspended by the State of Illinois in 2015 will be released for additional priority projects in the 2017-2021 CIP. Until the State grant funding is released, the priority projects tied to those funds are on hold.

The Capital Improvement Program is a living document, and additional outside funding is expected to be identified and committed for projects within the years 2017-2021. The Chicago Park District continues to actively seek additional outside grants, donations, and sponsorships for the 2017-2021 CIP.

2017-2021 CAPITAL FUNDING SUMMARY								
Projected Sources and Uses	CHICAGO PARK DISTRICT						OUTSIDE FUNDING EXPECTED	TOTAL
	2017	2018	2019	2020	2021	2017-2021	2017-2021	2017-2021
<b>SOURCES:</b>								
General Obligation Bond Proceeds	\$35,000,000	\$30,000,000	\$30,000,000	\$30,000,000	\$30,000,000	\$155,000,000	\$-	\$155,000,000
City Grant Funds	\$-	\$-	\$-	\$-	\$-	\$-	\$12,024,000	\$12,024,000
State Grant Funds - Confirmed	\$-	\$-	\$-	\$-	\$-	\$-	\$24,842,000	\$24,842,000
State Grant Funds - Suspended	\$-	\$-	\$-	\$-	\$-	\$-	\$21,714,000	\$21,714,000
Federal Grant Funds	\$-	\$-	\$-	\$-	\$-	\$-	\$3,941,000	\$3,941,000
Private Grants and Donations	\$-	\$-	\$-	\$-	\$-	\$-	\$19,638,000	\$19,638,000
<b>Total Sources</b>	<b>\$35,000,000</b>	<b>\$30,000,000</b>	<b>\$30,000,000</b>	<b>\$30,000,000</b>	<b>\$30,000,000</b>	<b>\$155,000,000</b>	<b>\$82,159,000</b>	<b>\$237,159,000</b>
<b>USES:</b>								
Acquisition and Development	\$8,150,000	\$8,550,000	\$7,450,000	\$11,450,000	\$12,450,000	\$48,050,000	\$41,049,000	\$89,099,000
Facility Rehabilitation	\$11,239,000	\$9,525,000	\$10,933,000	\$6,275,000	\$5,200,000	\$43,172,000	\$18,456,000	\$61,628,000
Site Improvements	\$12,611,000	\$8,926,000	\$8,617,000	\$9,275,000	\$9,350,000	\$48,778,000	\$22,654,000	\$71,432,000
Technology, Vehicles & Equipment	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$15,000,000	\$-	\$15,000,000
<b>Total Uses</b>	<b>\$35,000,000</b>	<b>\$30,001,000</b>	<b>\$30,000,000</b>	<b>\$30,000,000</b>	<b>\$30,000,000</b>	<b>\$155,000,000</b>	<b>\$82,159,000</b>	<b>\$237,159,000</b>

**Building on Burnham – Capital Project Highlights**

As possible in our built urban environment, the Chicago Park District strives to acquire and develop new quality parkland around our City. These projects are major investments that require strong financial and community partnerships.

Major investments in the 2017-2021 Capital Improvement Plan follow Mayor Emanuel’s 2016 Building on Burnham Plan, a comprehensive plan to guide park investment into four key program areas: the Lakefront, the Chicago River, natural areas, and new community recreational opportunities.



“Daniel Burnham’s vision has guided the growth of Chicago for more than a century and made us known as the City in a Garden,” said Mayor Emanuel. “This new strategy builds on both the work we’ve done over the last four years and Burnham’s plan to help ensure that the City in a Garden is within reach of every child of Chicago. In this way, we can ensure that our children make no little plans – because we want their dreams and their futures to be unlimited.”

Highlights on these initiatives are provided in the following pages:

### ***The Lakefront***

Attracting millions of visitors every year, Chicago’s 26-mile Lakefront is central to providing key open space and recreational opportunities to both Chicago residents and tourists from around the world. The Building on Burnham Plan reaches beyond the existing successes of the Lakefront to make the park space even more accessible and inviting for users. In one new project, starting in 2016, the Lakefront Trail (LFT) will be redesigned to separate faster moving bicycle traffic apart from slower moving pedestrian traffic. The full length of the LFT is expected to be reconstructed for trail separation over the next five years. In 2016-2017, priority locations for separation are 31st St. to 51st St. on the south side and Fullerton Ave. to Ohio St. on the north side



Above Left: In most sections along the LFT, inner pathways closer to Lake Michigan will be designated for slower pedestrian traffic with faster moving bicycle traffic moved to a separate pathway system. Above Right: An example of the new LFT separation markings installed at 31st St. in 2016.

Also along the Lakefront are key projects providing new attractions and recreational opportunities. Within the Burnham Wildlife Corridor, five community-led gathering spaces were created within the developing natural area. Theater on the Lake (at Fullerton Ave.) is being converted into a year-round facility featuring a theater, restaurant, and special event space. In addition, triathlon training amenities may be added to Ohio Street Beach.



A rendering of the conversion at Theater on the Lake, expected to be complete in 2017.





**Natural Areas**

Natural areas are unique open spaces focused on the health and wellness of people together with the health of the natural environment. These mostly passive spaces are dedicated to the cultivation and enrichment of ecological diversity and to restoring the connection between people and nature. Natural Area habitats include prairie, wetland, woodland, dunes, lagoons, and native gardens. Natural areas can be found throughout Chicago’s parks, ranging in size from 0.25 acres to 250 acres.

The Chicago Park District manages 65 natural areas throughout the City, consisting of over 1,400 acres and representing more than 17% of total park acreage. Under the leadership of Mayor Rahm Emanuel, the amount of natural areas has doubled in Chicago, increasing over 700 acres since 2011. Under the Mayor’s Building on Burnham Plan, our new goal is to have 2,020 acres of natural areas district-wide in the City of Chicago by the year 2020.



Major new natural areas have opened in 2015 at Northerly Island and West Ridge Nature Center and in 2016 at Jackson Park and Big Marsh. In 2017, new natural areas will be designated in community parks throughout the District and a new 141 acre natural area is expected to open at Park 562 Van Vlissingen Prairie Park. Directly connected to the adjacent neighborhood, Van Vlissingen Prairie offers wetland and habitat restoration, a boardwalk pathway system, and a future nature play adventure areas for kids of all ages.

Van Vlissingen Prairie is a new 141 acre park in the South Deering Community Area expected to be open to the public in 2017.



Natural areas provide opportunity to reconnect with nature. Above: a nature hike in the North Park Village Nature Center. Right: kids enjoy a program where they create art out of natural elements.



### Recreational Opportunities

Recreational assets and programming for children and families in every neighborhood will remain a core program for the Chicago Park District under the Building on Burnham Plan. Through expanded partnerships with our sister agencies including the Chicago Public Schools and Chicago Housing Authority, we aim to provide new recreational opportunities not yet available in the city limits.

In the 2017-2021 Capital Improvement Plan, one such opportunity is a new indoor track and field at Gately Park to support athletic programs and host competitive events. The new 104,000 square foot track and field facility will be designed to host championship level meets and will have a 3,500 seating capacity with the opportunity for expansion during large competitions. This year-round high quality training and competition center will be a world class venue that will assist in revitalizing track and field in the Chicago area. The stadium is currently in design, and we are seeking additional funds for construction.



The Gately Park Stadium offers a regional destination for competitive track and field events and is currently in design.

Another major new recreational destination is the Big Marsh Bike Park. Newly opened in November 2016, this 45 acre park offers off-road bicycling including family multi-use trails, single track, pump parks, BMX, cyclo-cross and dirt jumps. The park is designed for all skill levels from beginner to expert. Future phases of this park development in the 2017-2021 CIP include the expansion of bicycle trails and jumps, the construction of a new Ford Calumet Environmental Nature Center, and the completion of a multi-use trail around the entire 278 acre park perimeter.



Other new recreational opportunities in the 2017-2021 CIP are the development of a new recreation center at Addams/Medill Park and a state of the art climbing wall at Steelworkers Park.

The new bike park at Big Marsh opened in November 2016 and offers unique programming not found anywhere else in the Chicago Region.



**Debt Administration**

The District manages its debt portfolio in accordance with State and Federal rules and regulations. Under applicable state statutes, the District is governed in how it issues debt as well as limitations on the issuance of certain types of debt. Currently, the District’s statutory general obligation bonded debt limitation is 2.3% of the latest known Equalized Assessed Valuation (EAV). The District was \$1,070 million or 66% below the \$1,632 million state imposed limit.

The District is also subjected to a separate statutory debt limit of 1% of EAV for certain general obligation bonds issued without referendum. The District has in excess of \$161 million in capacity under this limit. At the end of 2016, the District had approximately \$864 million of outstanding long-term debt, which is \$24.0 million higher than the previous year and will be reduced to approximately \$821 million after the debt service payment due on January 1, 2017. Below are the current bond ratings from each of the respective rating agencies of the District’s debt portfolio:

Below are the current bond ratings from each of the respective rating agencies of the District’s debt portfolio:

<b>Bond Rating of the District</b>	
<b>Fitch</b>	AA-
<b>Kroll</b>	AA
<b>Standard &amp; Poor's</b>	AA+

*\*The District has elected to no longer engage Moody's Investors Service to provide a credit rating.*

**General Obligation Bonds**

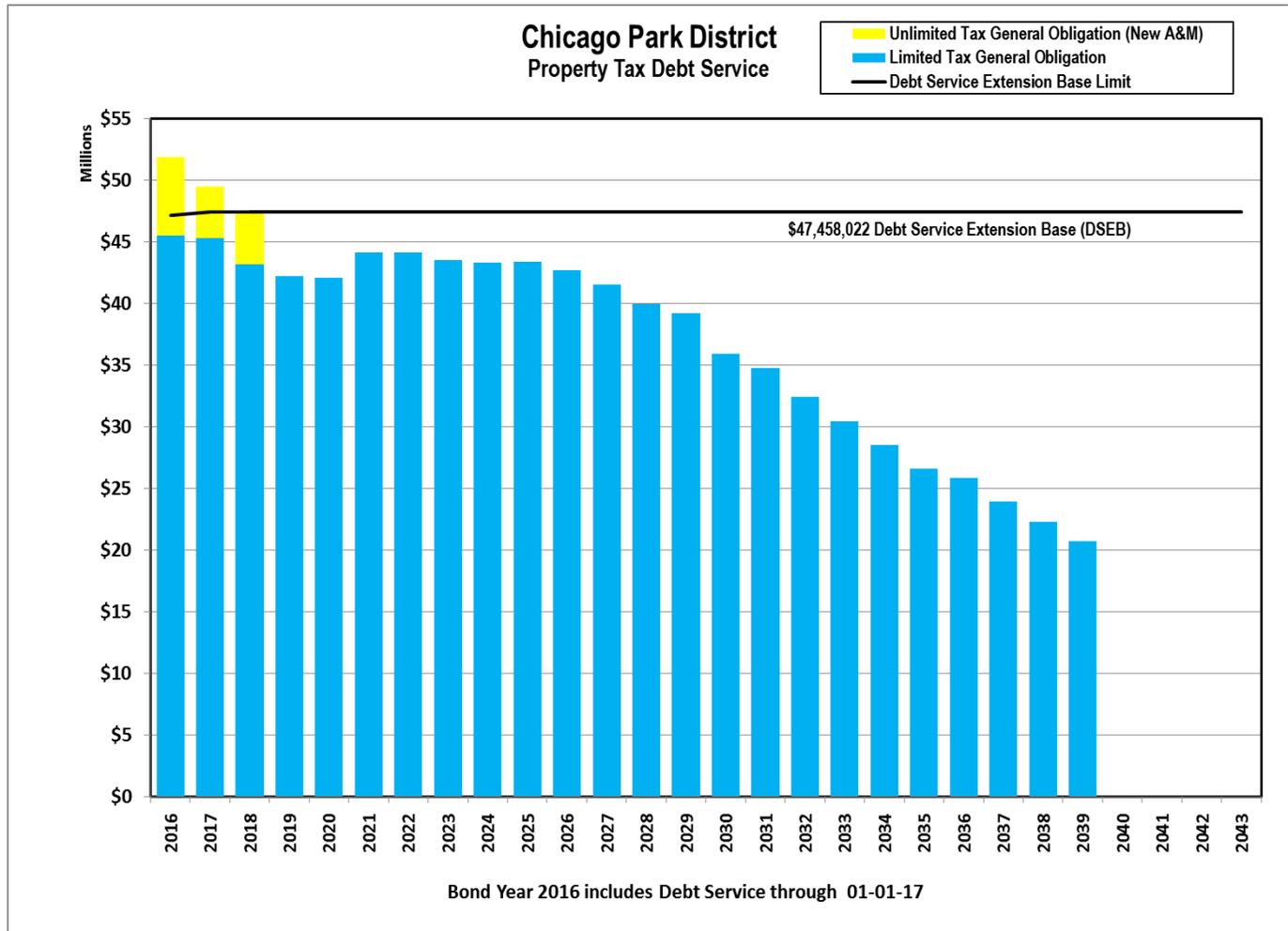
<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2017	42,580,000	40,044,554	82,624,554
2018	40,205,000	39,738,521	79,943,521
2019	35,715,000	38,134,072	73,849,072
2020	29,440,000	36,672,827	66,112,827
2021	30,060,000	35,272,652	65,332,652
2022-2026	213,500,000	147,640,892	361,140,892
2027-2031	201,135,000	93,117,321	294,252,321
2032-2036	150,315,000	50,436,254	200,751,254
2037-2041	120,630,000	12,391,995	133,021,995
<b>Totals</b>	<b>863,580,000</b>	<b>493,449,088</b>	<b>1,357,029,088</b>

*Note: A portion of the District's debt portfolio is supported by alternate revenue sources (PPRT, Harbor Facilities and Special Recreation).*

Under the Illinois Property Tax Extension Limitation Law beginning with the 2009 tax levy year, the District’s debt service base can be increased by the lesser of 5% or the percentage increase in the Consumer Price Index during the calendar year preceding the levy year. The District’s original Debt Service Extension Base (DSEB) is \$42,142,942, which can only be increased through this formula or by referendum. Under the formula, the allowable DSEB growth for 2016 levy year is 0.7% (\$47,458,022).



The chart below depicts the available DSEB in years 2016 – 2039 reflecting the formulaic DSEB increase as referenced in the prior paragraph. It is anticipated that the available amounts will be utilized in future financing transactions by the District. The amount representing non-referendum outstanding debt does not include the debt service on any 1994 and newer Aquarium and Museum Bonds or any Alternate Revenue Source Bonds.





**2017 BUDGET SUMMARY**

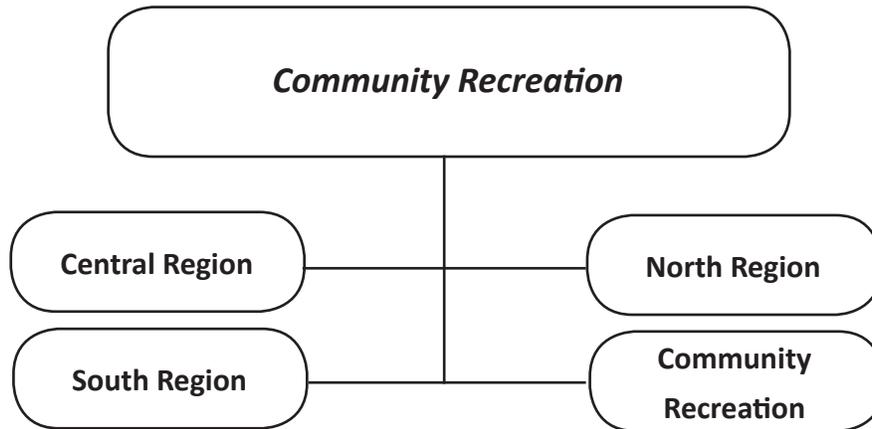
**SECTION V**

**DEPARTMENT BUDGET SUMMARIES**



**Park Administration and Programming**

Park Administration and Programming is responsible for the administration of programming initiatives to provide a variety of activities in the parks. In addition, these departments coordinate and monitor the overall activities within the District to ensure that program goals and objectives are attained.



<b>Department Budgets</b>				
<b>Department</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>% Change</b>
Central Region	\$27,139,270	\$32,522,812	\$33,715,191	3.7%
North Region	\$25,511,932	\$30,496,902	\$31,084,982	1.9%
South Region	\$24,256,399	\$29,167,997	\$29,623,625	1.6%
Community Recreation - Administration	\$526,768	\$436,193	\$553,409	26.9%
Community Recreation - Aquatics	\$7,081,098	\$5,596,222	\$5,727,572	2.3%
Community Recreation - Athletics	\$1,583,258	\$1,808,058	\$1,895,057	4.8%
Community Recreation - Community Sports	\$-	\$-	\$3,492,605	100.0%
Community Recreation - Gymnastics	\$498,125	\$612,873	\$672,510	9.7%
Community Recreation - Special Recreation	\$2,075,756	\$2,247,156	\$2,421,379	7.8%
Community Recreation - Sports37	\$1,938,603	\$2,044,928	\$-	-100.0%
Community Recreation - Wellness	\$3,349,852	\$3,759,568	\$3,773,003	0.4%
Marketing	\$890,671	\$936,151	\$928,719	-0.8%
<b>Total - Park Admin &amp; Programming</b>	<b>\$94,851,732</b>	<b>\$109,628,859</b>	<b>\$113,888,052</b>	<b>3.9%</b>

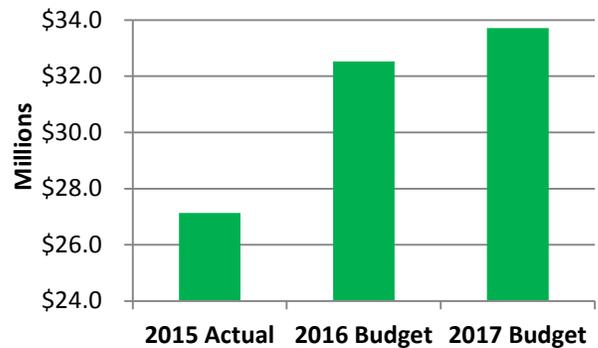


## Central Region

### Overview

Dedicated to Chicago’s near south, near north and west side parks, the Central Region manages 201 parks for diverse neighborhoods, including Austin, Back of the Yards, Bucktown, Chinatown, Hyde Park, Bronzeville, Lawndale, Pilsen, South Loop, Streeterville and Grant Park. Athletic opportunities abound in the Central Region with over three-dozen indoor and outdoor pools, fitness centers, interactive water playgrounds, ball fields, soccer fields, football fields, a golf course and a miniature golf course. Arts and cultural programming reign strong in the Central Region with AlieyCamp and several of the Park District’s Cultural Centers. In terms of green technology, the region has a solar panel and wind powered turbine filtration system which is used to run the prairie river cleaning system at the Humboldt Park lagoon. In addition three other lagoons and one artificial turf soccer field serve the residents of McKinley, Garfield, and Columbus Parks. Some of Chicago’s most significant park landmarks are located in the region, including landscapes designed by Jens Jensen, such as Columbus Park, Douglas Park, Garfield Park and Humboldt Park. The Central Region is also responsible for maintenance and upkeep of parks and playgrounds along Chicago’s near south and near north lakefront communities and the city’s shoreline from North Avenue south to 51st Street including Lakefront trails and Burnham Harbor. Also included in this region is the Museum campus, Buckingham Fountain, the Garfield Park Conservatory, and Soldier Field.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$22,501,448	\$27,480,545	\$28,166,279
Materials & Supplies	\$493,912	\$570,536	\$551,928
Contractual Services	\$4,104,784	\$4,426,961	\$4,949,702
Program Expense	\$39,125	\$44,771	\$47,282
<b>Total</b>	<b>\$27,139,270</b>	<b>\$32,522,812</b>	<b>\$33,715,191</b>
Personnel FTE	563.7	577.7	578.8



### Goals

#### Core Value: Children First

- Expand facilities with the specific intention of engaging teens.
- Introduce a new initiative for teens called Friday Night Lights. The program would be designed to provide a place of safety and fun just for teens each Friday Night at various park locations. The events will culminate with monthly city-wide Friday Night Lights event beginning in the 4th quarter with a kick-off event.
- Create a region-wide Teen Advisory Council. The goal is to select teen leadership members for the advisory council and introduce them city-wide at the 1st Annual Friday Night Lights kick-off during the 4th Quarter of 2016.
- Continue to utilize Teen Coordinators for all things teen including program development, social networking, and tracking of teen activities across the region.



## Performance Data

All Programming (Non-Aquatics/PFWI/Special Rec)	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
Central	76,366	66,539	74,142	90%	72,750	68,775
<i>By Session</i>						
Winter	16,641	17,914	16,156	111%	12,344	13,047
Spring	20,383	20,846	19,789	105%	15,110	13,500
Summer	19,991	18,306	19,409	94%	17,058	16,141
Fall	19,352	8,523	18,788	45%	15,875	15,003
<i>By Area</i>						
1	N/A	9,322	N/A	N/A	11,018	10,686
2	N/A	10,168	N/A	N/A	9,604	9,741
3	N/A	16,687	N/A	N/A	16,589	13,848
4	N/A	8,723	N/A	N/A	11,235	10,710
5	N/A	10,098	N/A	N/A	11,677	12,581
6	N/A	11,531	N/A	N/A	12,627	11,209
<i>By Program (including CPD Leagues/Open)</i>						
DayCamp	6,026	5,850	5,486	107%	5,225	4,461
Basketball	11,639	10,581	9,582	110%	11,426	11,028
Soccer	4,615	2,604	4,072	64%	4,395	3,841
Floor Hockey	649	500	664	75%	618	632
Park Kids	4,502	4,031	4,016	100%	4,414	3,838

## Accomplishments

### *Core Value: Children First*

- Increased teen enrollment in park programs through the use of new facilities.
- Moore Park increased in size to 5,000 square feet, providing room for teen sports and an increase of day camp enrollment to 50 campers, up from 20 in years past.
- Tilton Park increased programmable space and was able to enroll 61 campers and 21 teens in summer camps.
- La Villita Park partnered with the McCormick school to provide a day camp and free basketball tournaments for kids.
- Teen Extreme events increased in participation by 17% from last year. In addition, 119 teens were introduced to the concept of college on a tour of area colleges and universities.

### *Core Value: Built to Last*

- Ellis Park Arts and Recreation Center, a new state of the art facility located in the Douglas/Bronzville community, hosted 150 summer campers.

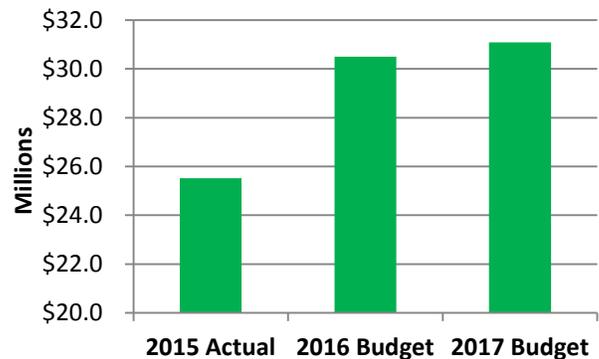


**North Region**

**Overview**

The North Region is responsible for overseeing 209 parks and playgrounds for diverse communities from Rogers Park to Norwood Park as well as from North Ave Beach to Belmont/Cragin neighborhood. The 79 staffed locations offer seasonal cultural programming and special events, non-traditional sports, from ceramics to weaving and skate parks to interactive water playgrounds and Pumpkin Patches to Dinner with Santa there’s something for everyone. The Region also features a multitude of athletic activities for Chicagoans of all ages - with its 23 pools, four water playgrounds, miles of sandy beaches and three harbors along the lakefront, three outdoor ice skating rinks, three gymnastics centers, six boxing centers, Stadium at Devon and Kedzie, artificial soccer fields, nearly 200 baseball fields, a Wellness Center at Broadway Armory, fitness centers, and the Park District’s only indoor tennis/ice skating facility at McFetridge Sports Center. Unique recreational, nature and cultural programming can be found at Clark Park Boathouse, Kilbourn Park’s Organic Greenhouse, Indian Boundary Nature Center, West Ridge Nature Preserve, North Park Village Nature Center, Lincoln Park Cultural Center, Theatre on the Lake, the Lincoln Park Zoo, Lincoln Park Conservatory and nature areas located throughout the north side. In addition golfers can check out the links at Robert A. Black and Sidney R. Marovitz Golf Course, plus the Diversey Driving Range and miniature golf course.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>
Personnel Services	\$24,055,143	\$27,539,115	\$28,153,883
Materials & Supplies	\$675,070	\$685,309	\$649,677
Contractual Services	\$727,757	\$2,215,396	\$2,233,885
Program Expense	\$53,963	\$57,082	\$47,537
<b>Total</b>	<b>\$25,511,932</b>	<b>\$30,496,902</b>	<b>\$31,084,982</b>
Personnel FTE	566.9	567.1	567.3



**Goals**

*Core Value: Children First*

- Ensure that all 79 staffed locations create Little Libraries to facilitate and promote easy access to reading for all ages.
- Offer six year-round Teen Leadership programs across the North Region, which will focus on volunteer experiences and lead to development of skills key to the Junior Counselor and Recreation Leader positions.
- Integrate Fine Arts programming into core programs, such as Park Kids, without the use of Cultural Staff. This will be integrated at a minimum of six locations throughout the North Region that do not currently offer Integrated Arts Programming.

*Core Value: Best Deal in Town*

- Increase our offerings of large-scale Fall Events such as Pumpkin Patches and Harvest Fests by 100% within the North Region.
- Offer one Senior Event in each North Region Area, for a total of six North Region Senior Events, which will allow more flexibility for seniors to attend the event of their choice.

*Core Value: Extra Effort*

- Coordinate and facilitate a formal one-day training for all North Region Junior Counselors prior to Day Camp.



## Performance Data

All Programming (Non-Aquatics/PFWI/Special Rec)	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
North	124,155	103,470	121,127	85%	118,752	114,881
<i>By Session</i>						
Winter	30,168	25,964	28,731	90%	28,140	29,087
Spring	36,243	34,158	34,517	99%	32,883	30,163
Summer	29,570	25,331	28,162	90%	25,889	24,314
Fall	31,196	18,017	29,711	61%	31,840	31,317
<i>By Area</i>						
1	26,728	26,442	25,455	104%	31,401	24,268
2	17,085	12,722	16,271	78%	15,079	17,673
3	10,968	10,067	10,446	96%	10,720	12,751
4	30,590	26,024	29,133	89%	28,880	28,633
5	15,926	12,809	15,168	84%	15,656	14,543
6	18,985	15,406	18,081	85%	17,016	17,013
<i>By Program (including CPD Leagues/Open)</i>						
DayCamp	8,318	8,115	8,512	95%	8,133	7,721
Basketball	2,635	2,184	2,313	94%	2,571	2,058
Soccer	1,707	1,432	1,583	90%	1,665	1,466
Floor Hockey	13,280	10,151	11,854	86%	13,149	11,905
Park Kids	11,899	8,577	10,578	81%	11,723	9,326

## Accomplishments

### *Core Value: Children First*

- Continued to increase our numbers at the popular North Region Pre-Teen Kickball tournament. Focusing on the 11 and 12 year-olds at Day Camp, nearly 560 kids on 28 teams participated in the first round of the tournament which took place at Warren Park. The tournament finals were held at the Baseball Stadium at Devon & Kedzie.
- Encouraged daily reading with more than 8,000 kids enrolled in our traditional six-week summer Day Camps. An additional 9,000 youth participated in other specialty camps over the summer, such as Extended Camp, Leadership Camp and Sports Camp.

### *Core Value: Best Deal in Town*

- Supported a strong cultural commitment to our communities by hosting 570 Night Out in the Parks events, more than any region in the city. These events included Chicago Shakespeare in the Parks at Kelvyn, Loyola, Welles, and Wilson Parks as well as the Afro-Latin Music Series at Blackhawk, Hermosa, Julia de Burgos, and Walsh Parks.
- Continued to offer programs through the holidays such as the popular Pumpkin Patches at Wrightwood, Indian Boundary, Portage, and Horner Parks with roughly 4,000 attendees. Other events included Skate with Santa at Margate Park, the Turkey Trot at Portage Park, and the Doggy Egg Hunt at Horner Park.

### *Core Value: Extra Effort*

- Hosted a Hawaiian Luau Senior Luncheon to thank our involved seniors at Biagio's. The 325 attendees enjoyed a four-course meal and entertainment that included a DJ, hula lessons and fire twirlers.

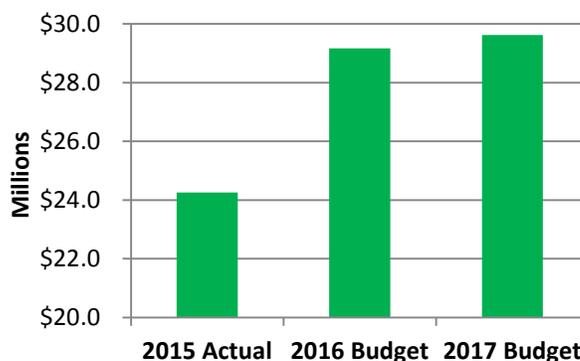


## South Region

### Overview

The South Region offers quality recreational and leisure opportunities at more than 100 parks and playgrounds, including four lakefront parks. Chicagoans from the historic neighborhoods of Chatham, Kenwood, Roseland, Hegewisch, South Shore, and Pullman, as well as the University of Chicago community in Hyde Park partake in the many cultural, physical, and recreational opportunities offered by the South Region. The South Region proudly features nearly 200 ball diamonds, four outdoor ice rinks, four beaches, nineteen outdoor pools, twenty-two indoor pools, thirteen natatoriums, a 36-ft water slide, six racquetball and handball courts, and two gymnastic centers. In addition, the South Region has three state-of-the-art Little League stadiums, three golf courses and golf driving ranges, five boxing centers, a seven-station batting cage, two artificial turf soccer fields, two art galleries, and five lagoons to serve the residents of Chicago. To provide culturally enriched programs and unique activities to the highly diverse communities this region serves, Marquette, Ridge, Hamilton, South Shore, Tuley and West Pullman Parks are designated cultural centers. Historic landmarks and feature attractions of the South Region include Grand Crossing Park, Marquette Park, South Shore Cultural Center, Jackson Park, Promontory Point, Calumet Park, the Darius Monument in Marquette Park, and the Fountain of Time sculpture and Adventure Rec, (a team-building obstacle course on Bynum Island), both in Washington Park.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$23,049,765	\$27,909,341	\$28,418,534
Materials & Supplies	\$584,762	\$621,827	\$587,255
Contractual Services	\$519,780	\$534,305	\$520,313
Program Expense	\$102,092	\$102,524	\$97,524
<b>Total</b>	<b>\$24,256,399</b>	<b>\$29,167,997</b>	<b>\$29,623,625</b>
Personnel FTE	578.7	580.6	579.7



### Goals

#### Core Value: Children First

- To gain insight into the various associate degrees and trades options that are offered to college bound students, Teen Leadership Connection members will tour all seven City Colleges of Chicago.
- An Anti-Bullying campaign, titled Teen Talk, will be expanded to 16 park locations in the South Region.

#### Core Value: Extra Effort

- A year-round park newsletter will be disseminated by each staffed location each session to promote park programs and specials events.
- Each staffed location will host one or more special event per session.



## Performance Data

All Programming (Non-Aquatics/PFWI/Special Rec)	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
South	67,423	59,908	64,213	93%	66,952	69,875
<i>By Session</i>						
Winter	17,436	16,547	16,606	100%	14,748	19,429
Spring	17,152	18,306	16,335	112%	16,423	16,371
Summer	19,010	18,396	18,105	102%	16,943	16,443
Fall	13,825	6,659	13,167	51%	18,838	17,632
<i>By Area</i>						
1	N/A	12,454	N/A	N/A	15,072	17,054
2	N/A	4,907	N/A	N/A	6,367	6,386
3	N/A	5,106	N/A	N/A	5,839	7,856
4	N/A	18,653	N/A	N/A	16,909	16,293
5	N/A	9,498	N/A	N/A	11,117	11,257
6	N/A	9,290	N/A	N/A	11,648	11,029
<i>By Program (including CPD Leagues/Open)</i>						
DayCamp	6,453	6,265	6,505	96%	6,378	6,203
Basketball	9,884	7,714	9,690	80%	9,713	9,750
Soccer	3,119	2,311	3,058	76%	3,077	2,912
Floor Hockey	746	636	710	90%	712	676
Park Kids	3,445	3,025	3,281	92%	3,832	3,362

## Accomplishments

### *Core Value: Children First*

- Teen Advisory Council membership increased by 40%. Each park (18) had a teen representative serve on the advisory board. Meeting on a regular basis, teens were instrumental in giving their input relating to teen programs, special events (TIP Fest), workshops, cultural activities, and field trips.
- Ten parks partnered with members of the University of Illinois-Chicago to teach CPR to our youth.

### *Core Value: Built to Last*

- The new fitness center at Ogden Park increased participation by 20%.

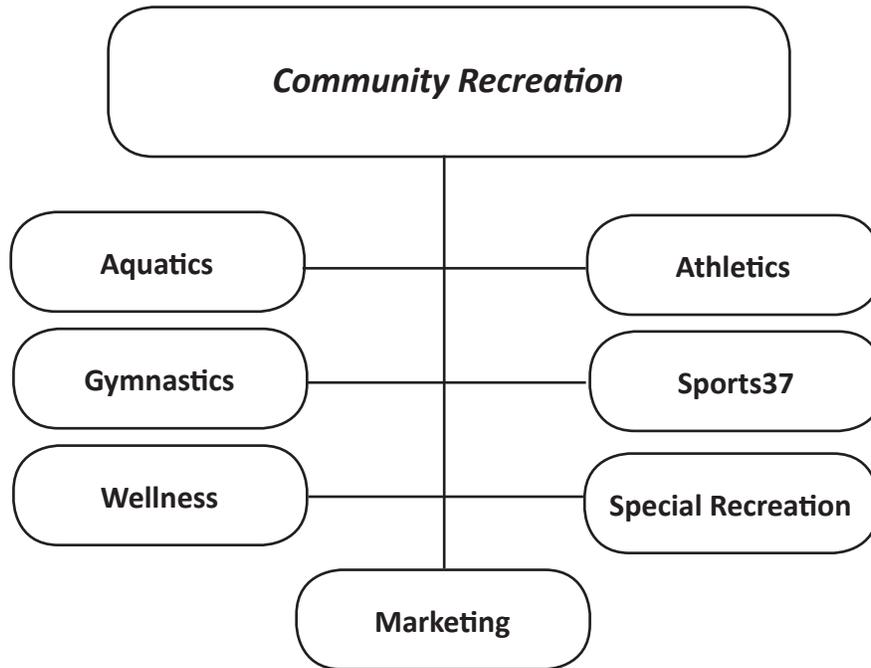
### *Core Value: Extra Effort*

- As a result of the 77 Neighborhood meetings, advisory councils were formed (Hermitage) and reactivated (West Chatham) at local parks.
- Participation increased at unstaffed locations by 30%: Burnside Park hosted Cubs Care, basketball skills, Night Out in the Parks events, Pumpkin Patch, Back To School celebration and other special events. Lorraine Dixon hosted Night Out in the Parks events and Kraftmobile. Langley Park hosted Night Out in the Parks events and neighborhood soccer. Harold Washington, Crescent and Elm all hosted Night Out in the Parks events.
- New and innovative programs introduced in 2016 included Aqua Cycling (Don Nash), and Tabata (Wentworth).

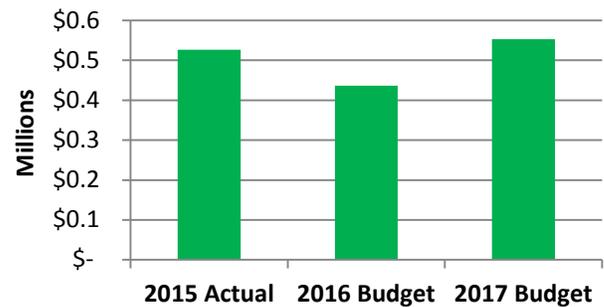


## Community Recreation

Community Recreation focuses on the District’s core mission of providing high quality leisure services to Chicago residents and visitors. As detailed in the following pages, these divisions help support programs and events in the regions as well as offer specialized programming within the various disciplines.



<b>Department Expenditures - Community Recreation Administration</b>			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$437,140	\$324,763	\$323,747
Materials & Supplies	\$1,471	\$750	\$750
Contractual Services	\$35,907	\$55,681	\$178,140
Program Expense	\$52,250	\$55,000	\$50,771
<b>Total</b>	<b>\$526,768</b>	<b>\$436,193</b>	<b>\$553,409</b>
Personnel FTE	4.0	3.0	3.0





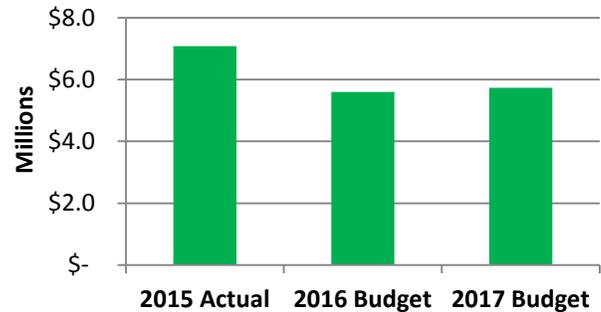
## Community Recreation - Aquatics

### Overview

The Chicago Park District Aquatics Unit is recognized as the leading provider for Learn to Swim lessons amongst public institutions in the United States. The Unit manages 1,150+ aquatics personnel, 49 outdoor seasonal swimming pools, 27 natatoriums, 26 miles of lakefront including 24 beaches, 1 inland beach, and services 27 Chicago Public School aquatic facilities. The lifeguard service has been acknowledged by the American Red Cross as one of the leading providers of aquatics safety training and education in the Midwest. The Unit also implements trainings, educational workshops, provides certification opportunities and/or technical support to park field staff and Sports 37 Teen Apprenticeship participants who assist with aquatic programs and events. In addition, the Unit operates the Marine Rescue Unit which is comprised of 4 Boston Whalers powerboats and 8 specially trained personnel in boating, scuba and emergency rescue. They are used to respond, monitor and assist lifeguards during emergencies and service special events along the lakefront including the Chicago Triathlon, Swim Across America and the Chicago Air and Water Show.

The Sailing and Boating Unit, in partnership with the Judd Goldman Adaptive Sailing Foundation, manages the Chicago Park District Judd Goldman Community Sailing Center and associated programs. The Unit conducts quality powerboat and sail training programs for community residents. Through these programs it consistently provides 1,000+ on the water experiences for both able bodied and disabled youth and adults. The main program is located in Burnham Harbor at the Judd Goldman Sailing Center while three satellite programs simultaneously occur at Montrose Harbor, Humboldt and Garfield Park Lagoons. During the off-season, the Unit services a fleet of 60+ boats, implements classroom-based programs, plans and coordinates water events, updates and disseminates boat launching information for the Lake Front Access Trail, as well as, beach storage opportunities. The Unit also manages the Clark Park Boathouse rowing community partnerships, rentals and contractual agreements.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$6,876,012	\$5,307,786	\$5,473,009
Materials & Supplies	\$141,105	\$188,333	\$173,037
Contractual Services	\$44,199	\$69,069	\$66,526
Program Expense	\$19,782	\$31,033	\$15,000
<b>Total</b>	<b>\$7,081,098</b>	<b>\$5,596,222</b>	<b>\$5,727,572</b>
Personnel FTE	149.8	156.3	157.3



Note: Actuals may reflect expenses originally budgeted at the park level while budget amounts do not reflect Aquatics personnel expenses budgeted at the park level.

### Goals

#### Core Value: Children First

- Develop a Chicago Public Schools grammar school swimming division.

#### Core Value: Built to Last

- Create a capital plan to replenish the fleet of rescue boats and rowboats that monitor and safeguard patrons on our beaches and at special events.

#### Core Value: Extra Effort

- Enter into a U.S. Swimming partnership to certify instructors and coaches, reduce membership fees for local swimmers, and train the organization to organize a successful U.S. Swimming Competition.
- Create two additional quarterly program newsletters for Swimming and Junior Lifeguards.



## Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
<i>All Instructional Programming</i>						
Aquatics	56,148	52,231	54,413	96%	53,317	49,503
Sailing	255	86	249	35%	194	231
<i>By Program</i>						
Learn to Swim	20,522	18,692	19,545	96%	18,805	17,395
All Aquatic Exercise	20,297	19,559	19,802	99%	19,625	18,802
Team Sports	6,475	5,183	5,630	92%	6,171	5,135
All Tiny Tot Swim	7,352	7,054	7,173	98%	7,041	6,517

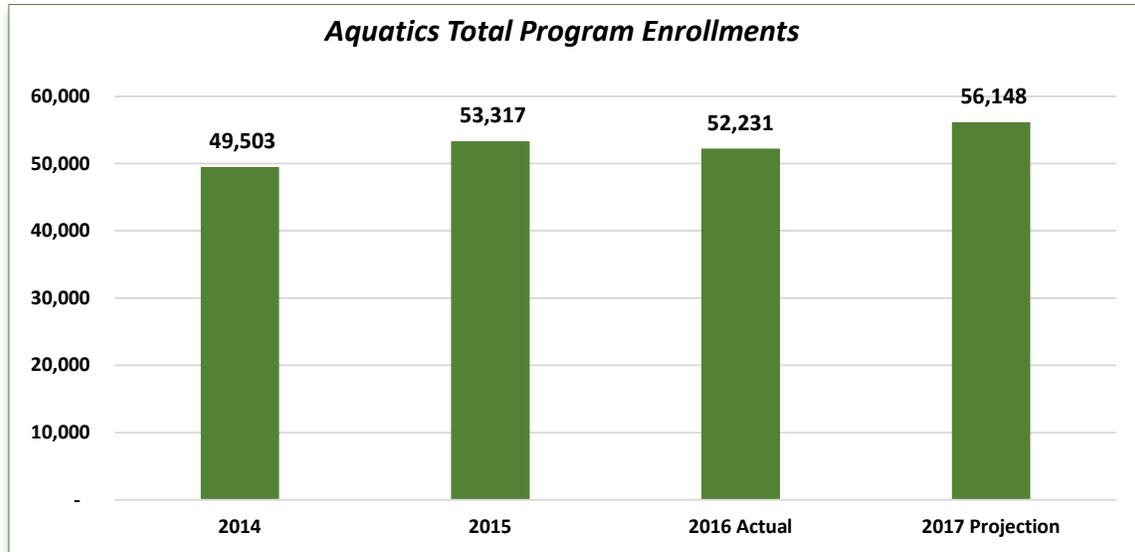
## Accomplishments

### Core Value: Best Deal in Town

- Enrolled a record number of patrons in Learn to Swim, from a past record of 19,084 in 2012 to 25,006 participants in 2016.
- Renewed our Tiny Tot and Learn to Swim scholarship program with the American Red Cross. Expanded the scholarship opportunities to include Swim Team, Junior Lifeguard, Water Polo and Adult Learn To Swim.

### Core Value: Extra Effort

- The addition of three Regional Assistant Managers resulted in increased participation in local programs and events, improved communication with park staff, improved support for park staff in aquatic related incidents, increased supervision of swimming pools by tracking progress in programs, performance, compliance, operations and goals.
- Reduced the waitlist at parks throughout the District.



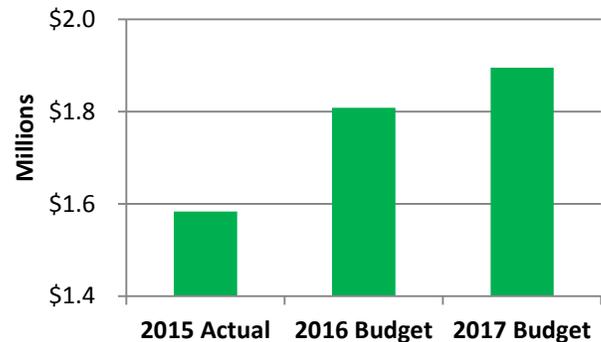


## Community Recreation - Athletics

### Overview

The Athletics Unit is responsible for providing youth and teen sports leagues, city-wide team and individual competitions, sports camps as well as training and technical support to field staff. The Unit works with outside partners, city agencies, and professional sports teams to bring financial and in-kind resources to District sports programs. Athletics is responsible for the Junior Bear football program (20 parks), Inner City Youth Baseball (32 parks), Inner City Hoops (36 parks), Inner City Flag Football (32 parks), Chicago White Sox Returning Baseball to Inner Cities (RBI) program (24 parks), Cubs Care Rookie League (90 parks), Cubs Care Girls Fast Pitch Softball (8 parks), Girls Inner City Flag Football (10 parks), Girls Inner City Hoops (12 parks), Windy City Hoops (12 parks), Boxing (21 parks), Summer Teen Basketball Leagues (37 parks), City-wide Youth Baseball and Girls Softball Tournaments, Summer Tennis Camps (16 parks), Summer Golf Camps (16 parks), and 21 team and individual city-wide championships annually.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$1,122,772	\$1,273,172	\$1,384,913
Materials & Supplies	\$204,068	\$183,225	\$154,980
Small Tools & Equipment	\$12,524	\$47,547	\$47,547
Contractual Services	\$184,027	\$226,132	\$250,272
Program Expense	\$59,867	\$77,982	\$57,345
<b>Total</b>	<b>\$1,583,258</b>	<b>\$1,808,058</b>	<b>\$1,895,057</b>
Personnel FTE	28.4	28.8	30.0



### Goals

#### Core Value: Children First

- Firmly establish the elementary sports leagues to be a successful collaboration between CPD and Chicago Public Schools.

#### Core Value: Best Deal in Town

- Build on the success of the 'Go Runs program and expand it to 6 parks by the end of 2017.
- Increase the number of opportunities for off-season softball, baseball, lacrosse, football and basketball clinics.

#### Core Value: Built to Last

- Establish an action sports field for Chicago residents that utilize our skate parks for skating, blading and biking.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
Junior Bear (Total)	1,608	1,113	1,608	69%	1,820	1,163
Boxing Program	3,527	3,359	2,877	117%	3,269	3,321
Inner City Youth Sports	1,130	1,076	947	114%	1,163	869
Windy City Hoops	1,993	1,898	1,771	107%	2,342	2,127
Teen Sports Leagues (Basketball/Soccer)	2,009	1,960	1,399	140%	1,365	1,496
Lacrosse	364	355	476	75%	455	1,182
Teen Leadership Camp	1,191	1,083	N/A	N/A	958	886

### Accomplishments

#### Core Value: Children First

- Expanded the Summer Teen League Basketball program from 27 parks to 37 parks and hosted 6 'Go Hoop Basketball tournaments throughout the city for teens between the ages of 13 – 17 with help from the Emerson Collective.
- Implemented a measurement and evaluation program in cooperation with the Wellness department for Fast Pitch Girls Softball, Inner City Youth Baseball, Inner City Youth Flag Football, Junior Bear Football and Inner City Hoops programs.

#### Core Value: Best Deal in Town

- Partnered with Chicago Area Runners Association to provide free timed runs ('Go Runs) at Warren, Humboldt and Washington Parks' in two 8 week sessions over the spring and fall seasons to over 1,600 participants.

#### Core Value: Extra Effort

- Provided positive character building training to over 300 supervisors and instructors to promote better sportsmanship.



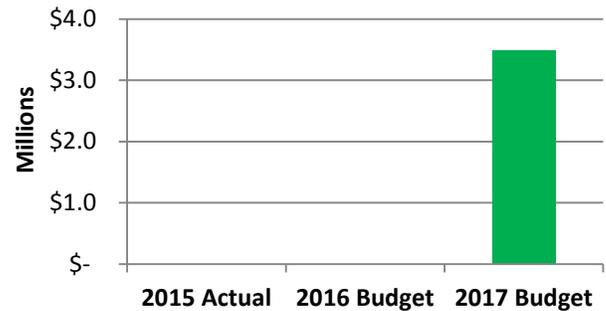
**Community Recreation - Community Sports**

**Overview**

Community Sports is a new unit in 2017 that focuses on new and existing youth and teen sports programming throughout the district. This unit works closely with the regions (North, Central, and South) and the Athletics unit for the administration of these programs. Additionally, it is closely aligned with sister agencies, nonprofits, and other organizations to provide effective youth development opportunities to Chicago residents.

A major initiative in 2017 is the partnership between the Chicago Park District and Chicago Public Schools to provide grammar school sports opportunities for boys and girls in all elementary schools throughout Chicago. These activities will consist of three seasons (Fall, Winter, and Spring). Additionally, there will be a variety of summer programming, including sports camps, tournaments, and clinics. Beyond the utilization of park space for these events, the Community Sports unit will provide coaching and officiating at many sports, including basketball, volleyball, soccer, cross country, track and field, cheer, and flag football.

<b>Department Expenditures - Community Sports</b>			
<b>Account</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>
Personnel Services	\$-	\$-	\$3,320,935
Materials & Supplies	\$-	\$-	\$134,000
Contractual Services	\$-	\$-	\$34,170
Program Expense	\$-	\$-	\$3,500
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$3,492,605</b>
Personnel FTE	0.0	0.0	114.9



**Goals**

*Core Value: Children First*

- Hire, train, and coordinate coaches and officials for Chicago Public Schools grammar school sports program.
- Establish relationships with grammar school principals through elementary sports programming.
- Deliver summer sports camps for youth citywide.

*Core Value: Children First*

- Partner with neighborhood/community based organizations to provide sports opportunities in all 77 community areas.

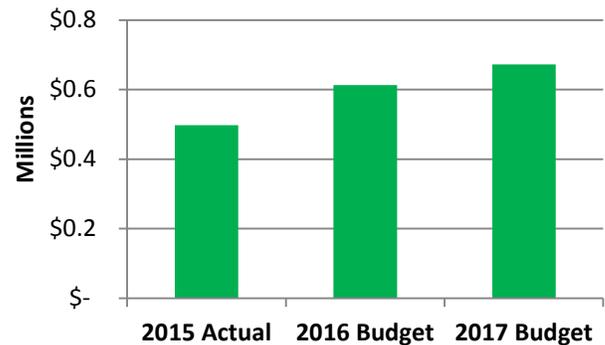


## Community Recreation - Gymnastics

### Overview

The Gymnastics unit manages 9 gymnastics centers, servicing 4,000+ youth weekly in programs in early childhood movement and development, tumbling and artistic gymnastics at the recreational and competitive levels. Center operations and program implementation are guided by USA Gymnastics, the sole national governing body for the sport in the United States. The unit also develops program curricula, implements trainings, educational workshops, provides certification opportunities and/or technical support to park field staff and Sports 37 Teen Apprenticeship participants who implement recreational level tumbling, gymnastics and cheer programs at park locations in addition to the 9 gymnastics centers.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$334,261	\$404,215	\$467,122
Materials & Supplies	\$13,077	\$23,321	\$24,762
Small Tools & Equipment	\$17,106	\$34,201	\$37,963
Contractual Services	\$80,825	\$98,291	\$96,181
Program Expense	\$52,857	\$52,845	\$46,483
<b>Total</b>	<b>\$498,125</b>	<b>\$612,873</b>	<b>\$672,510</b>
Personnel FTE	6.5	8.2	9.2



Note: Actuals may reflect expenses originally budgeted at the park level while budget amounts do not reflect Gymnastics personnel expenses budgeted at the park level.

### Goals

#### Core Value: Children First

- Expand the success of the mini-session to two sessions, resulting in the creation of 8,000 additional enrollment spots for children, youth and teens.
- Partner with Chicago Public Schools to run congruent Cheerleading and Pom Poms programs city wide, increasing the total time participants will have to practice their skills.
- Create an additional CPD-CPS partnership to include Gymnastics as part of their IHSA Sports.
- Implement a three-year plan to host a major regional or national competition in Chicago.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
<i>All Instructional Programming</i>						
Gymnastics	20,665	18,288	19,718	93%	15,457	13,176
<i>By Center</i>						
Avondale Park	861	751	820	92%	710	661
Broadway Armory	2,755	2,294	2,624	87%	2,427	2,277
Calumet Park	1,255	867	1,195	73%	811	819
Garfield Park	487	616	464	133%	568	463
Harrison Park	1,719	1,235	1,637	75%	1,182	1,315
Jesse White	1,802	2,088	1,716	N/A	1,435	106
McKinley Park	1,458	1,183	1,388	85%	1,251	1,268
Morgan Park Sports Complex	3,990	4,087	3,800	N/A	1,387	-
Peterson Park	5,432	4,280	5,173	83%	4,862	5,444
Shabbona Park	942	887	897	99%	824	823
<i>By Program</i>						
Twinkle Stars	5,319	4,656	4,584	102%	4,150	3,576
Mom, Dads & Tots Gymnastics	3,761	3,460	3,176	109%	2,979	2,954
Rising Stars	1,443	1,324	1,092	121%	1,035	795



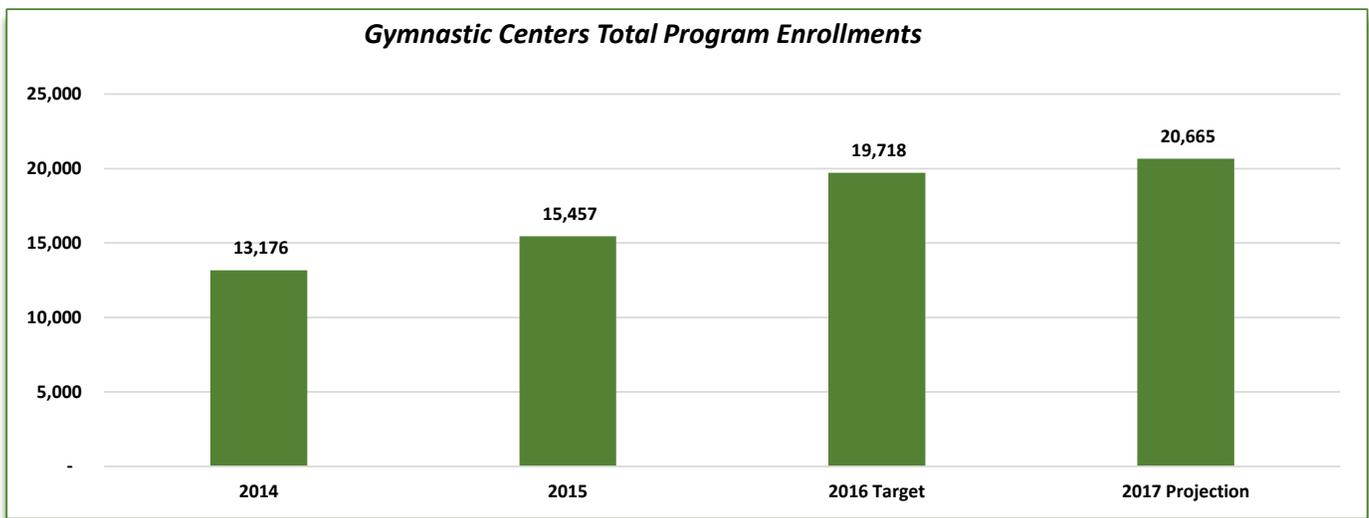
## Accomplishments

### Core Value: Children First

- Piloted the addition of mini-sessions in Fall 2016, allowing an additional 4,000 enrollment spots for children, youth and teens.
- Held the 5th Annual Tumbling and Trampoline USA Gymnastics - Chicago Park District Invite at Broadway Armory Gymnastics Center.
- Had 74 athletes achieve high honors during 2016 at State, Regional and National Championships.

### Core Value: Built to Last

- Operated the first full year of the Morgan Park Gymnastics Center, creating training spaces for residents on the South Side of Chicago.



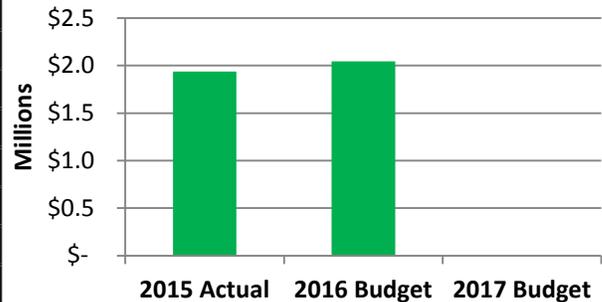


**Community Recreation - Sports37**

**Overview**

The Sports37 program is one of the Chicago Park District’s most impactful teen initiatives, providing teens who successfully complete spring and fall apprenticeships summer employment opportunities in a variety of recreation areas, including Aquatics, Special Recreation, Wellness, Gymnastics, and Athletics. The District continues to work collaboratively with After School Matters on over 60 apprenticeships that range from traditional Sports37 (volleyball, soccer, football, basketball), Aquatics programs, Rec Leader apprenticeships, and specialty apprenticeships in Stadium Management, Special Recreation, Boxing, Cricket, Lacrosse, and Health and Wellness.

<b>Department Expenditures - Sports 37</b>			
<b>Account</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>
Personnel Services	\$1,750,881	\$1,845,389	\$-
Materials & Supplies	\$116,614	\$146,619	\$-
Contractual Services	\$71,108	\$47,920	\$-
Program Expense	\$-	\$5,000	\$-
<b>Total</b>	<b>\$1,938,603</b>	<b>\$2,044,928</b>	<b>\$-</b>
Personnel FTE	59.1	59.3	0.0



**Accomplishments**

*Core Value: Children First*

- Increased Summer Teen League locations from 27 to 37, serving over 3,500 teens in 2016.
- Created and implemented a Junior Wellness Cadet apprenticeship at Washington park.
- Provided summer employment to over 500 Sports37 apprentices.
- Served over 2,400 teens in over 100 apprenticeships offerings throughout the city.

**In 2017, the Sports37 program will be funded within the following Community Recreation units: Aquatics, Athletics, Gymnastics, Special Recreation and Community Sports.**

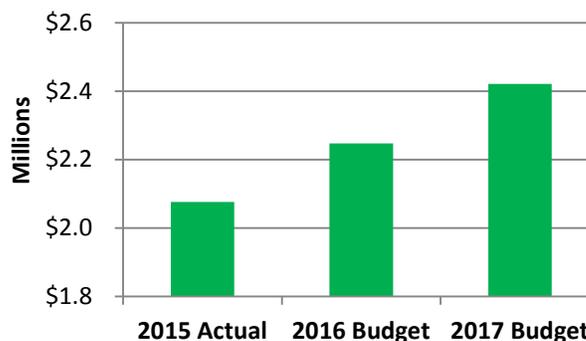


## Community Recreation - Special Recreation

### Overview

The Chicago Park District is a municipal pioneer in offering recreation programs for people with disabilities. Starting in 1965, the Chicago Park District began training park employees on ways to better serve people with disabilities. In 1968, the Chicago Park District became the birth place of the Special Olympics, an organization that now serves athletes with intellectual disabilities in over 190 countries worldwide. The park district has since expanded its services for individuals with disabilities. With twenty-one specialty locations serving individuals with intellectual disabilities, and two specialty locations serving individuals who are deaf or hard-of-hearing. We strive to meet the recreational needs of all individuals with disabilities in the city of Chicago. We have weekly program opportunities for individuals who are blind/visually impaired, as well as individuals with physical disabilities. The Chicago Park District Special Recreation program currently offers specialty programs serving the following populations: intellectual disabilities, physical disabilities, blind or visually impaired, deaf or hard-of-hearing, veterans (injured, ill or able-bodied), and youth at risk in alternative schools.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$1,816,566	\$1,916,127	\$2,155,867
Materials & Supplies	\$97,588	\$83,400	\$79,100
Contractual Services	\$144,469	\$221,800	\$161,800
Program Expense	\$17,133	\$25,829	\$24,612
<b>Total</b>	<b>\$2,075,756</b>	<b>\$2,247,156</b>	<b>\$2,421,379</b>
Personnel FTE	46.1	46.1	49.1



### Goals

#### Core Value: Children First

- Include Wheelchair Basketball into the Windy City Hoops program and include deaf/hard of hearing youth into the traditional sports competition being held in the Regions.

#### Core Value: Extra Effort

- Increase adaptive sport opportunities by adding two new programs and increase Ruck March registration by 50%.
- Host a minimum of three clinics or tournaments at the upgraded accessible softball diamond at Mount Greenwood Park.
- Improve Inclusion Training for all Park Staff to increase opportunities and accessibility by 25%.
- Develop and implement an exit interview for participants, who no longer require our inclusion services and provide support to traditional staff to ensure the participant's independence for all future programs.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
Overall Special Rec Programming	13,531	13,201	13,360	99%	13,892	12,446
Arts & Crafts (Special Rec)	710	696	632	110%	647	609
Bowling (Special Rec)	1,588	1,436	1,572	91%	1564	1284
Day Camp (Special Rec)	681	664	610	109%	606	621
Learn to Swim (Special Rec)	532	435	524	83%	523	262

### Accomplishments

#### Core Value: Children First

- Special Olympics has increased Young Athlete and youth programs by 100%, for individuals ages 3-7 with intellectual disabilities.

#### Core Value: Extra Effort

- Hosted five Veteran Resource Fairs, increasing attendance by 100%. Also, implemented the Midwest Valor Games for injured/ill veterans and increased enrollment for weekly Veteran programs by 125%.
- In cooperation with the Rehabilitation Institute of Chicago, send 24 athletes and five coaches to the 40th Annual Wheelchair Softball World Series.
- Increased the American Sign Language programs by 100% with new staff and new introductory classes.

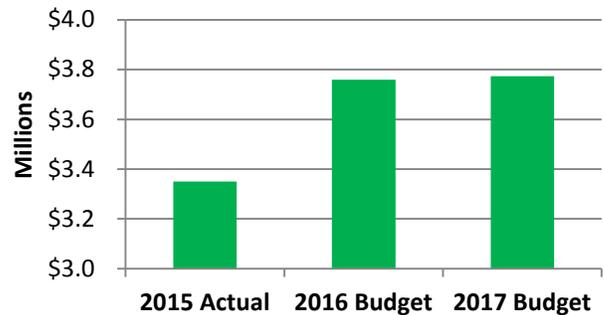


## Community Recreation - Wellness

### Overview

The Wellness Unit provides programs and services in wellness, fitness and/or nutrition awareness in parks, including managing equipment operations and maintenance of 72 fitness centers, 10 outdoor fitness courses, 55 Park Family Wellness Sites, and 23 instructors. The Unit also develops citywide program curricula, implements trainings and educational workshops, provides certification opportunities and/or technical support to park field staff throughout various park locations. The Wellness Unit promotes and maintains a healthy food environment by managing the USDA FNS Summer Food Service Program, which serves over 45,000 kids per day during summer break, the After-School Snack Program year-round, and contractual agreements for healthy vending within the parks. Additionally, the unit assists and consults with City of Chicago agencies for Healthy Chicago 2.0, Good Food Purchasing Policy, Health and All Policies, and City Obesity Prevention.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$1,282,017	\$1,489,658	\$1,520,013
Materials & Supplies	\$37,746	\$126,481	\$126,121
Contractual Services	\$2,020,725	\$2,143,429	\$2,126,869
Program Expense	\$5,107	\$-	\$-
Fixed Asset Expense	\$4,256	\$-	\$-
<b>Total</b>	<b>\$3,349,852</b>	<b>\$3,759,568</b>	<b>\$3,773,003</b>
Personnel FTE	27.8	31.3	31.0



### Goals

#### Core Value: Children First

- Implement the USDA Food and Nutrition Service’s Child and Adult Care Food Program within 25% of selected Park Kids sites.
- Pilot a Wellness Apprenticeship track at Washington and Carver Parks, focusing on Group Fitness and Small Group Training.

#### Core Value: Built to Last

- Implement a districtwide Wellness Policy aimed at promoting a healthy food environment in every park.
- Convert two traditional fitness centers into cross functional / cross-fit gyms for adults.

#### Core Value: Extra Effort

- Work with Special Recreation Department to expand Veteran Wellness programming.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
Annual, Season, Monthly Fitness Passes	23,616	12,738	22,491	57%	22,268	24,690
PFWI Enrollments Only	13,445	13,132	13,181	100%	13,105	11,485
<i>By Program (PFWI Only)</i>						
Fitness Boot Camp	2,526	1,889	2,428	78%	2,406	2,495
Yoga	5,056	4,815	3,653	132%	4,818	3,942
Pilates	2,238	2,131	1,600	133%	2,070	1,605
Small Group Personal Training	583	421	579	73%	555	740
Kickboxing	1,107	775	855	91%	1,054	1,104
Mighty Fit Kids/Family/Munchkins	363	311	240	130%	346	308

### Accomplishments

#### Core Value: Children First

- The Park Family Wellness Initiative, funded by the Coca Cola Foundation, served over 86 parks in total, impacting 47,000 patrons. In 2016, 140,000 residents were impacted by this initiative, 112% of the requisite number per the grantor.
- Held Run The City, the largest summer fitness fest with an impact on 4,250 youth.
- Implemented Teen Fit Box Fitness Program and Specialty Camps to increase teen participation in fitness.

#### Core Value: Built to Last

- Upgraded four fitness centers through corporate and grant funding

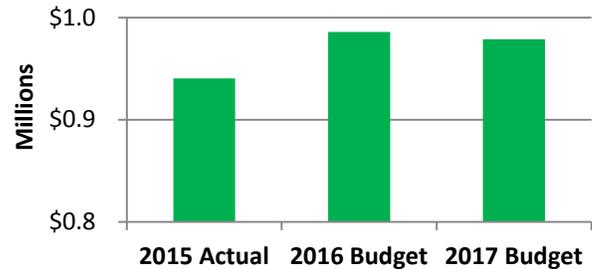


**Marketing**

**Overview**

The Chicago Park District’s Marketing Department creates and executes the District’s marketing strategies with a focus on both internal and external stakeholders’ needs. The department’s key responsibilities are to promote programming and events; increase brand awareness; and ensure the delivery of meaningful information that is consistent with the organization’s mission and core values to the appropriate target markets and through the applicable channels of communication.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>
Personnel Services	\$589,185	\$557,251	\$578,709
Materials & Supplies	\$3,317	\$6,100	\$3,250
Contractual Services	\$298,169	\$372,800	\$346,760
<b>Total</b>	<b>\$890,671</b>	<b>\$936,151</b>	<b>\$928,719</b>
Personnel FTE	8.2	8.2	8.6



**Goals**

*Core Value: Extra Effort*

- Successfully launch the web standards for vendors who manage websites and properties for the District.
- Continue to assist park staff with community outreach via updated distribution lists and marketing toolkits.
- Continue to enforce the branding standards to bring the District into 100% compliance by year end of 2017.

*Core Value: Children First*

- Continue to work with park staff on the development of teen programming and brand for Teens in the Park (TIP).

**Performance Data**

	<b>2017 Target</b>	<b>2016 Actual to Date</b>	<b>2016 Target</b>	<b>2016 % Target</b>	<b>2015 Actual</b>	<b>2014 Actual</b>
Reprographics # Job Orders	2,000	2,500	3,000	1,613	3,300	3,372

**Accomplishments**

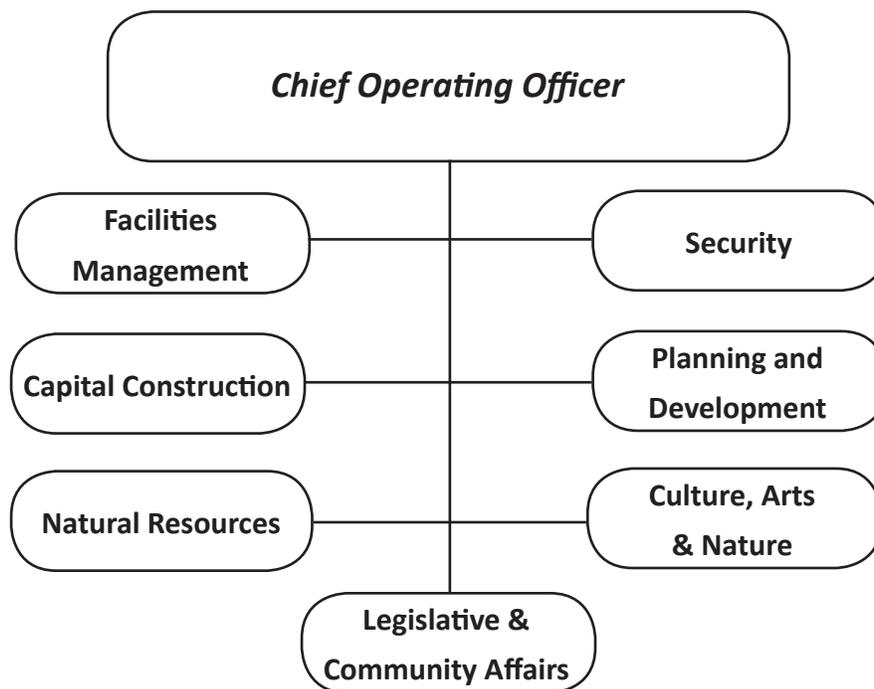
*Core Value: Extra Effort*

- My Chi Parks app (Night Out In The Parks) reached over 100,000 downloads within the first year of operation
- Created and successfully launched district-wide branding standards to increase our brand presence and raise our profile within the industry.
- Created web standards for vendors who manage websites and properties for the District (harbors, golf courses, etc.).
- Used technology to update paper forms into electronic fillable forms to increase participation and accuracy (assisted various departments with this procedure).
- Redsigned and updated the look of some of District programs and activities (Windy City Hoops, Summer Day Camp, Free Fitness Week, etc.).
- Updated marketing software to current versions according to industry standards and marketing trends.



## Operations

The departments within Operations maintain and provide support 8,772 acres of parkland and 597 parks. These departments include Facilities Management, Capital Construction, Planning and Development, Security, Legislative & Community Affairs, Department of Natural Resources and Culture, Arts, & Nature. They oversee the physical operations of all properties owned by the District, maintain landscaping, manage the planning and construction of new projects, and provide supportive services, including security, grounds and facility maintenance.



<b>Department Budgets</b>				
<b>Department</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>% Change</b>
Facilities Management	\$34,753,117	\$34,743,657	\$34,385,921	-1.0%
Security	\$5,986,857	\$6,086,801	\$8,383,708	37.7%
Capital Construction	\$-	\$1,160,830	\$1,124,322	-3.1%
Planning & Development	\$-	\$1,206,595	\$1,244,911	3.2%
Natural Resources	\$34,903,257	\$35,641,079	\$34,775,990	-2.4%
Culture, Arts & Nature	\$3,756,479	\$3,463,768	\$3,524,243	1.7%
Legislative & Community Affairs	\$449,460	\$377,794	\$363,415	-3.8%
<b>Total - Operations</b>	<b>\$79,849,171</b>	<b>\$82,680,524</b>	<b>\$83,802,511</b>	<b>1.4%</b>

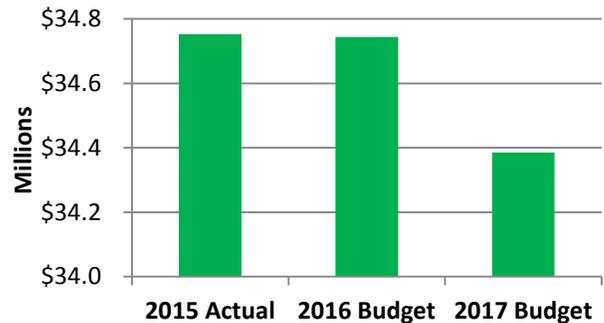


## Facilities Management

### Overview

The Department of Facility Management operates and maintains over 590 parks, with over 250 staffed park facilities. The Department utilizes a skilled labor workforce to provide a wide variety of routine maintenance, repairs, renovation and capital projects throughout the District. The Department’s goals include, but are not limited to: ensuring accessible and properly maintained parklands, facilities and equipment; maximizing the use of energy efficient technologies; improving responsiveness, productivity, and effectiveness in a fiscally responsible manner; and helping to reduce anticipated capital project expenses through the current maintenance workforce.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$25,502,023	\$24,584,698	\$24,735,431
Materials & Supplies	\$2,050,657	\$1,932,835	\$1,929,490
Small Tools & Equipment	\$180,308	\$194,750	\$194,750
Contractual Services	\$7,020,130	\$8,031,374	\$7,526,250
<b>Total</b>	<b>\$34,753,117</b>	<b>\$34,743,657</b>	<b>\$34,385,921</b>
Personnel FTE	283.9	284.9	285.0



### Goals

#### Core Value: Built to Last

- Implement a more comprehensive program working with IDCEO to replace dated equipment with more energy efficient equipment with a concentration on rebates.
- Pursue an agreement for playground maintenance and safety Inspections to improve on our compliance with manufacturers recommendations.
- Establish a pilot project to inspect and maintain select roofs at various parks across the city in order to extend the useful life.

#### Core Value: Extra Effort

- Provide Park Supervisors access to the work order system for service requests to reduce the time it takes to get repairs done.
- Increase Trade training opportunities in the areas of maintenance that are seeing dramatic changes due to technology.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
*# WO's Complete	31,000	14,320	30,000	48%	24,969	22,863
% Complete	95%	98%	90%	109%	96%	96%
# Gallons of Regular Gas Dispensed	200,000	106,433	170,000	63%	210,135	177,005
# Gallons of Diesel Gas Dispensed	185,000	91,199	162,000	56%	178,709	170,435
# Gallons of Alternative Gas Dispensed	45,000	16,732	65,000	26%	41,054	56,593

### Accomplishments

#### Core Value: Built to Last

- Worked on approximately 65 Capital Projects with in-house Trades.

#### Core Value: Extra Effort

- Achieved a 26% increase in total work orders completed in first half of 2016 versus same period in 2015.
- Created a process in work order system to track warranty claims and recovered \$45,910 in claims from soft surface repairs.
- Recovered \$29,929,50 from IDCEO in rebate funds for energy efficient products installed in District facilities.
- Issued laptops to field personnel allowing access to BAS and work order system increasing efficiency.
- Improved timeliness of completeing work orders to average 22 days. represents an improvement of 58% over 2015.
- Rolled out a pilot program with South Region Area 5 Supervisors to enter service requests into the work order system.
- Instituted various Trainings in conjunction with Workforce Development, Update and refresher training on Work Order System and BAS System.

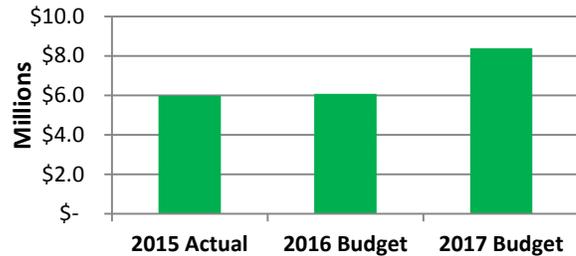


## Security

### Overview

The Department of Security ensures the safety and security of patrons, employees and facilities in Chicago’s parks. The department ensures police services are delivered to park properties and advises District administration on law enforcement-related issues. In addition, the department coordinates security for events held on District property with the Chicago Police Department, Soldier Field management, Museums in the Park and the Office of Emergency Management and Communications.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$5,102,670	\$4,079,170	\$4,176,230
Materials & Supplies	\$-	\$7,631	\$7,353
Contractual Services	\$884,187	\$2,000,000	\$4,200,125
<b>Total</b>	<b>\$5,986,857</b>	<b>\$6,086,801</b>	<b>\$8,383,708</b>
Personnel FTE	82.0	82.0	82.0



### Goals

*Core Value: Extra Effort*

- Train Aquatics staff (lifeguards) on security protocols.
- Reposition and replace security monitors for greater efficiencies.
- Upgrade the GPS technology on security vehicles.
- Conduct customer service training for all security staff.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
# of Security Checks Total	100,000	45,990	110,000	42%	99,640	119,249

### Accomplishments

*Core Value: Extra Effort*

- Initiated a daily conference call with city agencies to discuss and inform each other about any events, concerns, and/or emergencies.
- Created an active shooter policy districtwide and led an active shooter training for all Park District staff.
- Met with Chicago Police Department Commanders to evaluate an action plan for crime activity near parks.
- Reduced roster of inactive employees in conjunction with the Human Resources department.

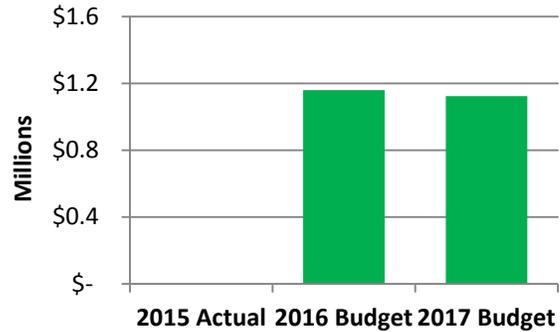


## Capital Construction

### Overview

The Department of Capital Construction directs and manages the District’s capital construction projects. These include the construction, restoration and/or rehabilitation, and development of the District’s facilities, structures, landscapes, monuments, and infrastructure. Members of the department provide construction project management, design implementation, technical and professional support, and finance management. This department is also responsible for managing the District’s Rapid Response program, and for issuing District permits to outside contractors.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$-	\$1,133,566	\$1,099,530
Materials & Supplies	\$-	\$5,390	\$5,390
Small Tools & Equipment	\$-	\$882	\$200
Contractual Services	\$-	\$20,992	\$19,202
<b>Total</b>	<b>\$-</b>	<b>\$1,160,830</b>	<b>\$1,124,322</b>
Personnel FTE	14.0	14.0	13.0



Note: This department is budgeted under the Capital Project Administration Fund which appropriates expenses for employees contributing to the District’s capital projects. The actual expenditures reflect zero due to the move of eligible expenses to bond funding.

### Goals

#### Core Value: Built to Last

- Implement 2017 Capital Improvement Plan.
- Implement Fieldhouse Facility Rehabs as funding becomes available.
- Continue to construct Building on Burnham capital projects, including: next phase of Lakefront Trail separation, Park 526 “Thillens Expansion”, Park 523 “Steelworkers”, fully designed Gately Stadium project, and begin construction of Williams Fieldhouse.
- Implement new pools for General Contractors and Architectural and Engineering Services.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
# Access Permits Issued	75	67	100	58	76	100

### Accomplishments

#### Core Value: Children First

- Implemented 2016 Capital Improvement Plan.
- Completed construction of 327 Chicago Plays! playgrounds one year ahead of schedule.

#### Core Value: Built to Last

- Major capital constructions projects completed in 2016 include: Big Marsh bike trails, Eleanor Boat House, sustainable Wilson Avenue Parking lot, Arts and Rec Center at Ellis Park, Park 578 expansion at West Haven, and Amundsen artificial turf and track.

#### Core Value: Best Deal in Town

- Reviewed and implemented new Rapid Response pool.

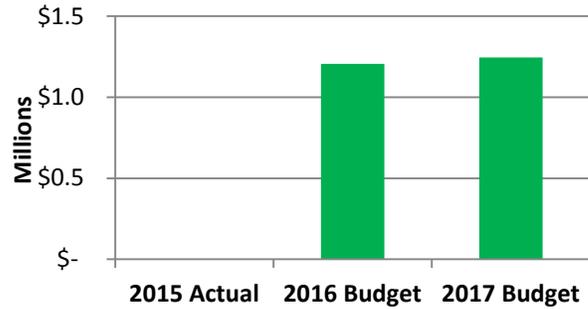


**Planning and Development**

**Overview**

The Department of Planning and Development plans and manages the District’s Capital Improvement Program. As part of this process, the department manages land acquisitions, conducts inventory and historic analysis, designates landmarks, establishes design standards for parks, produces initial development plans and design documents, reviews landscape and architectural plans for park land and facilities, performs research and policy analysis, writes grants, and works with other park departments, community groups, and city agencies to determine the location, scope, and design of parks.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>
Personnel Services	\$-	\$1,176,819	\$1,214,994
Materials & Supplies	\$-	\$10,290	\$10,290
Small Tools & Equipment	\$-	\$735	\$900
Contractual Services	\$-	\$18,751	\$18,727
<b>Total</b>	<b>\$-</b>	<b>\$1,206,595</b>	<b>\$1,244,911</b>
Personnel FTE	16.9	16.5	17.5



*Note: This department is budgeted under the Capital Project Administration Fund which appropriates expenses for employees contributing to the District’s capital projects. The actual expenditures reflect zero due to the move of eligible expenses to bond funding.*

**Goals**

*Core Value: Built to Last*

- Plan and design 2017 Building on Burnham projects such as:
- Design next phase of Lakefront Trail separation and signage projects.
- Seek continued federal funding for shoreline projects that extend the Lakefront Trail.
- Acquire city owned land to address park access within a 1/2 mile or 10 minute walk.
- Work with CDOT, DPD, MWRD and community groups to identify projects along the Chicago, Des Plaines, Calumet Rivers.
- Coordinate 2018 Capital Improvement Plan.
- Coordinate park projects with DPD Chicago Neighborhoods Now Program.

**Accomplishments**

*Core Value: Built to Last*

- Created 77 Neighborhood Visioning Open Space Plans.
- Completed the 2016 Land Acquisition Plan.
- Coordinated 2016 Capital Improvement Plan.
- Developed Planning/Capital agenda for Building on Burnham and designed following projects: 2016 Lakefront Trail Improvements, Park 526 “Thillens expansion”, all Chicago Plays! Playgrounds, and Williams Fieldhouse.
- Secured LPO approvals for 31st Street Parking lot expansion, Maggie Daley restaurant and Theater on the Lake.
- Coordinated park projects with DPD Chicago Neighborhoods Now Program.
- Acquired five new parks and expanded two.
- Executed the IGA Agreement for the Burnham Lake Shore Drive Pedestrian Bridges, Navy Flyover, Addison Underbridge.

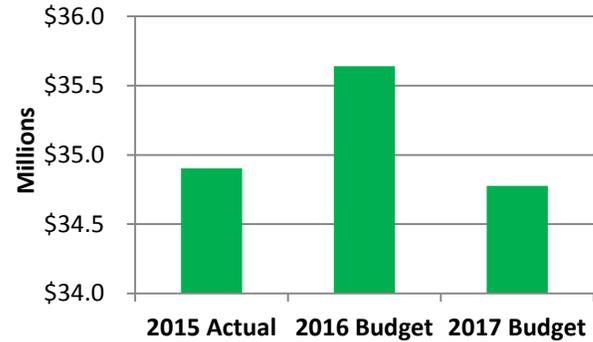


**Natural Resources**

**Overview**

The Department of Cultural and Natural Resources (DCNR) is responsible for maintaining and managing the district’s 8,772 acres of land, including 2 world-class conservatories, 25 acres of floral gardens citywide, 1,000 turf-based athletic fields, more than 500 soft-surfaced playgrounds, an urban forest of 250,000 trees, 31 public beaches, more than 500 acres classified as nature areas, and 25 lagoons and natural water features. DCNR administers and manages the district’s contracts for trash removal and recycling, enhanced landscape maintenance for 20 miles of landscaped medians, elevated care and maintenance for the Museum Campus and Grant Park, as well as the district’s holiday lighting and holiday tree recycling programs.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>
Personnel Services	\$22,935,353	\$22,413,871	\$22,478,980
Materials & Supplies	\$1,022,907	\$1,269,853	\$1,193,900
Small Tools & Equipment	\$200,220	\$235,700	\$215,000
Contractual Services	\$10,470,134	\$11,337,564	\$10,581,610
Program Expense	\$274,643	\$384,092	\$306,500
<b>Total</b>	<b>\$34,903,257</b>	<b>\$35,641,079</b>	<b>\$34,775,990</b>
Personnel FTE	479.8	485.2	485.0



**Goals**

*Core Value: Extra Effort*

- Landscape Operations: Produce multi-year equipment replacement schedule based on real data generated through evaluation of equipment repair contract condition reports.
- Conservatories: Secure additional funding for Elizabeth Morse Genius Children’s Garden. Complete accession data input for IRIS BG database. Obtain sponsorships for flower shows at both conservatories. Complete redesign of Palm House to reveal more palms; redesign GPC statuary garden beds. Install paths, small Prairie Maze and Adventure Zone elements in GPC Child Wild Garden. Install new interpretive room panels at Garfield Park Conservatory; extend daffodil ribbon in Garfield Park.
- Waste Management: Continue research of next-generation green and other energy and cost-saving waste technologies and best practices. Continue ongoing assessment of current waste management strategies and equipment and redirect resources accordingly. Expand Waste and Recycling program to all new parks. Increase the overall volume of recyclables by 2%. Increase the use of CPD generated compostable material by our in-house landscape, gardening, and Conservatory operations. Continue composting facility partnership with Growing Power at Schafer Park; track and assess associated cost savings to the CPD in disposal costs and value of compost used by CPD forces. Continue development of overall HOT COAL can strategy; pursue grant funding for education initiatives and purchase of better designed HOT COAL receptacles. Initiate an in-ground waste containers pilot program to gauge effectiveness. Use Big Belly’s CLEAR waste software management system to increase operational efficiency and responsiveness. Investigate the potential of a pilot program utilizing remote monitoring systems such as Wi-Fi volume detectors to better track regular and recycling waste streams and maximize operational efficiencies in the field. Curate the green roof pilot program with The Roof Crop and Omni Ecosystems; evaluate for effectiveness and potential expansion.
- Green Initiatives: Continue to manage water quality programs to protect public health and reduce swim advisories at 26 beaches; expand Rapid Testing (qPCR analysis) to additional beaches. Maintain B20 Club Fleet Status for fueling practices above 20% biodiesel; increase overall CPD biodiesel consumption/diesel usage by 10% for the year.
- Art in the Parks: Increase the frequency of public art and increase engagement with artists throughout the parks by facilitating diverse and varied arts offerings; including Public Art for the 606 Multi-Use trail and in Maggie Daley Park.
- Community Gardens: Continue to facilitate volunteer efforts in our community gardens and to partner with local non-profit groups to share information and resources. Initiate pilot program to add beehives to some gardens.
- Nature Areas: Initiate implementation of Natural Areas Master Plan, including conversion and construction of 100 acres of new natural areas. Activate newly opened or restored natural areas, including Big Marsh, Horner Park and Jackson Park’s Wooded Island. Implement new Natural Areas branding to create a uniform “look and feel” to the District’s Natural Area’s signage, marketing materials and web-presence. Complete the SE Side planning process; initiate implementation of plan recommendations to drive infrastructure, activation and advocacy improvements moving forward. Sustain and enrich research and ecological monitoring partnerships with citizen science as well as local and national academic and research institutions. Research the potential of brownfields as unique, but viable, habitat for native species.



Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
<i>Tree Planting &amp; Forestry</i>						
# Trees Planted	3,500	2,532	3,500	72%	3,316	4,462
# Trees Pruned	8,000	6,663	8,000	83%	10,205	9,630
# Trees Removed	4,700	2,784	4,700	59%	5,093	3,465
# DBH Removals	55,000	34,205	55,000	62%	54,820	29,806
# Stumps Removed	4,700	2,061	4,700	44%	3,944	2,769
<i>Nature Areas</i>						
# Acres added to Nature Areas	67	154	154	100%	1	20
# New Nature Areas Developed	3	1	1	100%	1	1
# Nature Areas Volunteers	1,000	4,432	7,500	59%	7,106	2,614
# Hours Worked by Nature Areas Volunteers	35,000	24,030	30,000	80%	24,647	8,338
<i>Landscape Operations</i>						
# Acres Cleaned	1,300,000	708,961	1,300,000	55%	1,304,432	1,304,557
# Acres Mowed/Trimmed	165,000	80,276	165,000	49%	160,552	167,691
<i>Trash Removal &amp; Waste Recycling</i>						
Herbaceous Waste Recycled (cubic yards)	2,600	1,260	2,500	50%	2,610	2,190
# Recycling Tonnage (in-house/Lakefront)	850	654.18	900	73%	844.90	811
# Recycling Tonnage (contract)	1,000	461.35	1,000	46%	901.54	1,220
# Reg Waste Tonnage (in-house/Lakefront)	2,000	1,303.31	2,000	65%	1,471.63	1,671.48
# Reg Waste Tonnage (contract)	7,000	4,815	7,000	69%	6,199.26	6,349
Total Waste Tonnage ( Reg and Recycling)	10,850	7,233.84	10,900	66%	9,417.33	12,241
% of Total Waste Recycled	17.05%	15.42%	17.43%	88%	18.54%	16.30%
<i>Green Initiatives</i>						
% of Beaches Open w/no Water Quality restrictions	92.00%	95.38%	95.31%	100%	95.13%	89%
Total # of Swim Bans/Advisories Issued based on water quality	221	129	129	100%	231	231
# kWh Used	114,500,000	57,564,806	N/A	N/A	96,316,623	111,054,854
# Therms used	8,000,000	4,231,606	N/A	N/A	6,569,268	7,783,365
# Hours Usage of IGO/Zip Car Vehicle Usage	3,500	1,640	N/A	N/A	3,142	4,272
# Hours Usage Bike Sharing	2,000	845	N/A	N/A	1,974	1,035



### Accomplishments

#### Core Value: Extra Effort

- Grant Funding: Brought in nearly \$500,000 in new grant funding and administered more than \$3,700,000 additional, ongoing grant funding in support of departmental operations.
- Landscape Operations: Weekly (spring through fall), mowed and trimmed 7,000 acres of turf, groomed and striped 700 ball fields and 300 football/soccer fields, cleaned and raked 510 playgrounds; cleaned 25 beaches nightly during the summer. Implemented enhanced maintenance practices for artificial turf (AT) fields; completed major repair work on 20 AT fields. Initiated a pilot program with Floral, Forestry and Landscape Ops foremen to field-test equipment needed for INFOR work order system implementation. Continued to employ equipment demonstrations to assess effectiveness and enable staff to stay current with latest technologies and best practices. Assessed current equipment needs based on actual equipment condition reports generated through repair contracts.
- Planting and Landscape: Continued an aggressive tree re-planting program to replace ash trees removed due to EAB infestation, including the planting of more than 3,500 trees in 73 parks. Continued to replace high-maintenance floral beds with sustainable shrubs and perennials.
- Conservatories: Secured \$1M in funding for the rehabilitation of the Elizabeth Morse Genius Children’s Garden. Purchased and installed the IRIS BG database for plant collection and interpretation, funded by an IMLS grant. Replaced all directional signage at Garfield Park Conservatory and completed planting the large Prairie Maze in the Child Wild Garden. Launched Midsommer Flight Shakespeare performance at Lincoln Park Conservatory and initiated new adult programming at Garfield.
- Waste Management: Installed 53 dual-unit Big Belly solar compactors along the Lakefront in Grant Park and the Museum Campus and 16 additional sixteen units along the 606 Bloomingdale Trail. In partnership with Growing Power, developed a composting facility at Schafer Park to process material generated by CPD Natural Areas operations, saving disposal costs and providing CPD forces with natural compost for use in our landscape operations. Established a pilot program with The Roof Crop and Omni Ecosystems to assess the potential for commercial use of our green roofs to generate revenue, increase cost-effectiveness and provide educational opportunities to the public. Assessed the use of in-ground waste containers and explored alternative waste disposal technologies, including inspection of actual installations in other cities to gauge effectiveness and potential for CPD use. Attended trade fairs and conferences in order to stay current with the latest technologies, equipment, and best- practices.
- Green Initiatives: Managed water quality programs for 26 beaches, including monitoring, predictive modeling, pollution prevention and source reduction projects; expanded Rapid Testing (qPCR analysis) to 4 additional beaches (Margaret T. Burroughs, 12th Street, Ohio Street and North Avenue Beaches), for a total of 9 beaches receiving same-day test results, which reduces the total number of beach advisories. Utilized our CPD bikes for the Grand Opening of the 606 Multi-Use Trail for CPD administrative and Mayoral staff; dedicated two underutilized bikes to staff on the 606 Trail to facilitate mobility and safe transportation on the site. The Park District’s Biodiesel Program was highlighted in a WGN Ch 9 feature on green energy and alternative fuel use; received the fleet-awarded B20 Club status from the American Lung Association for maintaining an average biodiesel fuel concentration of B20 or above; promoted CPD Fueling/Alternative Fuel/Sustainability Leadership through a Fueling Practice presentation at the Annual Chicago Area Clean Cities Event; reached concentrations as high as B50 for mid-summer fueling from 39th St. for diesel trucks and mowing units; entered the CPD Fleet into the Chicago Areas Clean Cities reporting for the “Clean Fleet Award.”
- Community Gardens: Supported 1,500 volunteer gardeners in 75 community gardens, city-wide. Awarded a total of \$4,000 in grants to 12 community gardening groups for the purchase of plants and supplies. Completed Skinner Park demonstration garden, which hosted 15 volunteer-taught, professional-level workshops. Expanded the Eugene Field community garden to an adjacent lot and installed 20 vegetable garden plots. Facilitated the development of a new ornamental garden at Fred Anderson Park. Developed new partnerships with local non-profits to provide support and share resources.
- Art in the Parks: Initiated the installation of 19 significant sculptural pieces along the lakefront and 5 additional pieces in neighborhood parks. Continued ‘Generation 3’ of the “Chicago Tree Project” in the carving, sculpting and enhancements of 10 standing-dead/dying trees by Chicago Sculpture International-sponsored artists. Activated the 15 Chicago Cultural Center field houses with installations to help visually depict the Centers as “Hubs” of arts activities and cultural engagement.
- Nature Areas: Moved 50% of nature area acreage to in-house crews for land management. Acquired and began enhancement and land management of the 120 acre Indian Ridge Marsh site. With the Army Corps of Engineers, completed natural areas restoration of Jackson Park’s Wooded Island and Horner Park’s riverfront. Implemented significant habitat improvements at newer sites, including Big Marsh, Van Vlissingen Prairie, and Washington Park, as well as trail development and improvements at Burnham Wildlife Corridor, Indian Ridge Marsh, Big Marsh sites. Curated and opened the community driven art project “Gathering Spaces” in the Burnham Wildlife Corridor. Significantly increased community stewardship activities with activation of 7 new sites, including Columbus Park, McKinley Park, Hegewisch Marsh, West Ridge Nature Preserve, Ping Tom Park, Big Marsh and Humboldt Park. Implemented native demonstration gardens at Montrose Natural Area, North Park Village Nature Center and Skinner Park. Awarded new multi-year contracts for the maintenance and management of CPD terrestrial and aquatic natural areas.

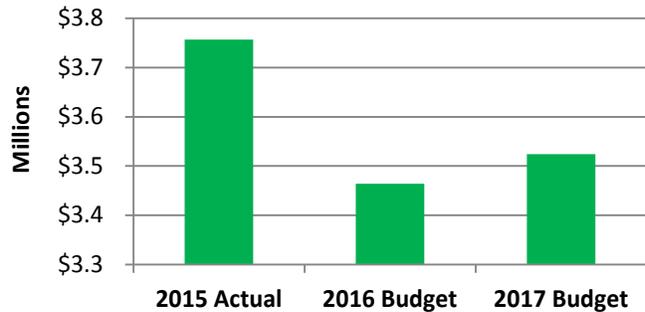


**Culture, Arts and Nature**

**Overview**

Culture, Arts and Nature (CAN) provides quality culture, art and nature events and programs across the district. CAN creates and implements Outdoor and Environmental Education programs, coordinates programs for the 15 cultural centers, provides leadership for nature and arts based after-school activities, youth employment and summer programs, and produces special events and activities across the district. The Arts and Culture Unit encourages all Chicagoans to explore and embrace the visual and performing arts and their power to enhance individual quality of life, neighborhood development and community dialogue. The Outdoor and Environmental Education Unit strives to cultivate environmental awareness and appreciation by offering a wide range of nature-based programs. The Special Events unit reaches every audience and community in the city through cultural events: Night Out in the Parks (Movies in the Parks, Performances in the Parks and Theater on the Lake.) These events create a cultural landscape in our communities.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>
Personnel Services	\$2,064,505	\$1,985,174	\$2,090,186
Materials & Supplies	\$78,240	\$98,204	\$87,688
Contractual Services	\$1,548,176	\$1,380,390	\$1,346,369
Program Expense	\$65,558	\$-	\$-
<b>Total</b>	<b>\$3,756,479</b>	<b>\$3,463,768</b>	<b>\$3,524,243</b>
Personnel FTE	42.4	41.9	42.6



**Goals**

*Core Value: Children First*

- Culture: Work with community members and regional park staff to continue to program and highlight cultural events in neighborhood parks through Night Out in the Parks, featuring events in each of Chicago’s 77 Community Areas and all 50 Wards. Launch a comprehensive evaluation of Night Out in the Parks by gathering tailored feedback from partners, park staff and patrons in order to sustain and always improve the program.
- Arts: Participate in the citywide “Year of Public Art” through our Community Gardens, Art in the Parks, Night Out, Art and Culture programs and Natural Areas. Continue growth of CAN-led Youth Arts programs Kidsmobile, Inferno Mobile Recording Studio, Arts XIII, and TRACE into year round programming models. We aim to support parks desiring more arts & cultural activity with a focus on creative play for early childhood and arts & civic engagement for teens.
- Nature: Nature Liaisons will take the successful “Re:Center” model and apply it to natural areas and nature programming. Working with Public Allies (a program of AmeriCorps) we will help to combine strategies in community engagement, asset mapping, and program development to co-develop engagement strategies and program in and around a targeted natural area. Nature Play areas will continue to be a priority where given the opportunity and community interest. We will work with interested community groups and Parks to implement natural play elements and/or natural areas into their parks as budget and project scope allows. These spaces will be developed and stewarded by the community with oversight by the OEE unit (with input from planning during the development phase). In addition, 2017 will continue to be a year of expansion for Nature Oasis program. We will continue to utilize corridors and trails such as Burnham Wildlife Corridor, the 606 and Hedgewisch Marsh with our days camp field trips and will expand to include the Riverwalk in partnership with Friends of the Chicago River.



Performance Data

		2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
<i>Special Events Unit</i>							
Performances in the Parks		300	193	300	64%	509	204
Performances in the Parks attendance		45,000	40,798	45,000	91%	94,195	51,426
Movies in the Parks movies		200	213	200	107%	200	194
Movies in the Parks attendance		45,000	40,205	45,000	89%	46,748	41,830
Theater on the Lake performances		40	37	30	123%	49	40
Theater on the Lake attendance		1500	1,277	1500	85%	1825	4,772
Grant Park Music Festival concerts		100	48	100	48%	128	29
Grant Park Music Festival attendance		1,000,000	111,750	1,000,000	11%	1,281,420	233,900
<i>Arts &amp; Culture Unit</i>							
ACU programming at Cultural Centers & other parks	# of classes	250	145	250	58%	300	185
	# of events	35	10	35	29%	75	51
	attendance	5,000	4,093	5,000	82%	11,023	3,810
Arts Partners	# of partners	30	30	30	100%	30	35
	# of program hrs	6,000	3,500	6,000	58%	5,520	10,100
	attendance	7,500	4,375	7,500	58%	8,120	8,200
After-school arts	# of programs	12	15	12	125%	4	129
	attendance	240	107	240	45%	128	2,520
	# contact hours	360	214	360	59%	316	10,320
Summer camp arts programs	# of programs	110	113	27	419%	200	19
	attendance	2,500	2,708	1,476	183%	5,000	1,680
	# of contact hours	7,500	3,312	9,360	35%	10,234	18,720
Teen arts	# of events	15	10	17	59%	20	16
	attendance	2,000	2,009	545	369%	1,713	796
	# programs	8	10	3	333%	19	23
	# contact hours	5,695	3,052	5,695	54%	6,594	16,865
Training	# offered	13	7	8	88%	9	12
	# participants	175	73	150	49%	132	255
<i>Nature Education Unit</i>							
North Park Village Nature Center	# Field Trips	200	129	200	65%	218	272
	Field Trip Attendance	10,000	7166	10,000	72%	12,012	11,274
	# Programs/Festivals	175	198	175	113%	300	365
	Attendance	10,000	9931	10,000	99%	15,413	15,079
	# Volunteers	2,000	42	2,000	2%	3,100	2,838
Northerly Island	Volunteer Hours	10,000	168	10,000	2%	10,443	9,964
	# Field Trips	50	52	50	104%	42	20
	Field Trip Attendance	3,000	1937	3,000	65%	4,819	1,395
	# Programs/Festivals	450	90	450	20%	87	155
Nature Oasis	Attendance	15,000	9,013	15,000	60%	11,125	13,209
	# Family Events	150	141	150	94%	209	187
	Family Attendance	10,000	7,577	9,000	84%	11,315	15,871
	# Camping/Advent	20	13	12	108%	18	14
Fishing	Camp/Adv Attendanc	1,000	260	500	52%	590	443
	# Fishing Events	200	164	200	82%	263	244
Harvest Garden	Fishing Attendance	10,000	6,207	10,000	62%	9,886	13,308
	# Garden Events	180	138	165	84%	215	190
	Garden Attendance	2,250	1,656	2,000	83%	2,888	2,000



### Accomplishments

*Core Value: Children First*

*Core Value: Best Deal in Town*

- In its 4th year, Night Out in the Parks featured over 1,200 cultural events citywide. The Program Committee launched an electronic Call For Proposals and received over 200 proposals from Chicago based artists and organizations. We awarded more than 120 partners with Night Out in the Parks funding and employed over 1500 Chicago based artists/organizations. We hosted the first Night Out in the Parks Partner Feedback Party after the 2015 season, and based on partners' feedback, built the first ever Night Out in the Parks Partner Orientation for 2016 partners, focusing on community outreach and presenting cultural events within parks.
- The Chicago Onscreen Local Film Showcase returned, bringing locally-made, Chicago-produced short and feature films to 9 parks. This third installment featured 13 films from 12 local filmmakers, telling stories of Chicago and Chicagoans around the themes of Identity, Memory, Victory and Vitality.
- Cultural Center Initiative/Re:Center model launched its second cohort with West Pullman, Piotrowski, and Lincoln Park. In the Spring, neighborhood focused Listening Parties brought in over 175 community members to discuss and brainstorm relevant cultural programming for each of these Cultural Center sites. In the latter part of the year, community driven projects have been selected to support and enhance the visibility of each site as a Cultural Center. Projects include a mosaic mural in a nearby underpass (Lincoln); establishing a monthly Third Thursdays cultural event (West Pullman); and building a series of community cultural events for Back to School and winter holidays that welcome new community arts & culture partners to get to know the park (Piotrowski).
- Through partial funding from the National Endowment for the Arts, year two Cultural Center sites (Austin Town Hall, Indian Boundary, and Hamilton Park) have housed Artists-in-Residence. These residencies continue to strengthen the cultural programming priorities identified for each park in 2015. These include: teen programs and gallery display space at Austin Town Hall; adding visual arts programming to Hamilton park via ceramics, fiber arts, and establishing the first annual Englewood Art Fair at Hamilton Park; and community theater and experimental sound design focused on drawing in the local Indo-Pakistani community and area schools at Indian Boundary.
- Youth Arts programs continued to grow. Kidsmobile, our drop-in creative play program at unstaffed playlots, reached over 1500 youth and families at 18 Playlots for a total over 1512 contact hours. Inferno Mobile Recording Studio worked with day campers, TRACE, and Arts XIII this summer serving over 2140 youth at 90 parks with approximately 4300 hours. Campers made between one and four songs with Inferno counselors at every park they visited this summer. Songs were recorded and then edited by a team of Inferno counselors. Young people could then stream or download the music they made on Inferno's SoundCloud page to share with family and friends. For Inferno's partnership with Arts XIII, campers made songs weekly with different equipment, software and methods (as well as recorded activities and conversations) in a project to create their own summer mixtapes, also available to stream and download on the SoundCloud page. In all, Inferno uploaded 182 tracks this summer and facilitated 110 sessions/events. Other notable summer partnerships included working with Arts Partner Intonation Music Workshop at Kennicott and FieldWork on The 606.
- Approximately 40 campers from 3 Cultural Centers participated in Arts XIII this summer. Campers worked with counselors and guest artists in digital media, theater, and visual arts to explore hidden stories of their neighborhoods. Youth worked with Inferno Mobile Recording Studio to create a mix-tape; with Free Street Theater to explore the idea of ghosts and hauntings through different storytelling techniques; and with Art Devour to create mixed-media photo collages. Additionally, youth worked with their counselors to create individual youth-directed projects which included visual, music, and multimedia projects. Youth showed their culminating work at an exhibition at the Fine Arts Building during a public-facing Open Studios in August. ArtsXIII youth were also excited to engage citywide across parks during weekly Friday field trips to arts spaces including the MCA, Experimental Sound Studio, Burnham Wildlife Gathering Spaces, and TRACE.
- North Park Village Nature received funding to create a pollinator demonstration garden. In addition the Nature Center was able to plan a high-quality oak savannah demonstration site.
- Established ChicaGO Explorers program at Northerly Island, an overnight gear lending library for trained youth workers. Launched the first 4 trainings with participating youth organizations including CPS, CPD, CAPS anti-violence, women's advocacy groups and more. This year alone over 300 + youth were able to get outside and explore thanks to ChicaGO Explorers. In November we will be hosting a benefit event with the proceeds funding additional gear and scholarships for the program.
- The Community Roots Demonstration and Education Garden opened in Spring of 2016 (a much needed community garden in the near west side neighborhood) and is a field trip destination and education hub for gardeners from across the City. Every Thursday, spring through fall, the Garden hosts workshops on various topics with local experts. This is a new and valuable asset for CPD reaching over 700 participants in it's first year and has already become an integral part of Skinner Park.

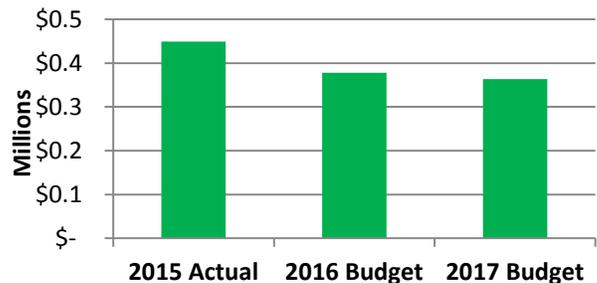


## Legislative & Community Affairs

### Overview

The Department of Legislative & Community Affairs (LCA) is the central community liaison for the Park District. The LCA works closely with governmental bodies and communities as well as within the Chicago Park District to facilitate effective working relationships. At the state level, the LCA team manages legislative matters introduced in Springfield that impact the Chicago Park District. We work with legislators, staff, state officials, the Mayor’s Office of Intergovernmental Affairs, and the Park District’s contract lobbyists to see that any legislation that effects the Park District is monitored. At the city level, the LCA team interacts with aldermen to address park issues within their ward. This is accomplished by attending City Council meetings, committee meetings, and meetings by request with aldermen. The LCA team also introduces and tracks any Park District projects that require City Council approval. LCA is also responsible for working with the community to create Park Advisory Councils known as PAC’s. This involves organizing and attending PAC meetings, overseeing member elections, assisting in the creation of bylaws, and assisting in fund raising efforts. The LCA team is also responsible for organizing the annual Park Advisory Council Appreciation Day, which recognizes and rewards PAC members for their hard work and dedication to their parks. LCA is responsible for overseeing and maintaining the Volunteer in the Parks (VIP) program, the community relations phone line, and responding to inquires made through the park district’s web-site (Webmin). LCA also manages the DFA process and corporate volunteers. LCA also works with each administrative department and park region to develop their federal and state agendas. LCA is represented on the Park Enhancement Committee, which reviews and inspects requests for new park features and improvements and submits recommendations to the General Superintendent for approval. Lastly, LCA monitors and coordinates numerous donations and contributions from elected officials, advisory councils, and community groups.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$446,886	\$373,526	\$352,279
Materials & Supplies	\$479	\$300	\$300
Contractual Services	\$2,095	\$3,968	\$2,836
Program Expense	\$-	\$-	\$8,000
<b>Total</b>	<b>\$449,460</b>	<b>\$377,794</b>	<b>\$363,415</b>
Personnel FTE	5.0	5.0	5.0



### Goals

#### Core Value: Extra Effort

- Continue PAC training seminars and create a PAC and volunteer handbook.
- Complete the 77 Community Meetings throughout Chicago to understand needs and get feedback from the community.
- Streamline the volunteer process online.
- Look beyond PAC’s as part of the District’s community initiative.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
Volunteers	4,000	4,000	5,000	2,993	5,000	12,020

### Accomplishments

#### Core Value: Built to Last

- Planned and executed ribbon cuttings for Chicago Plays! parks and planned a city wide Chicago Plays! Day where we celebrated new Chicago Plays! playgrounds throughout Chicago.

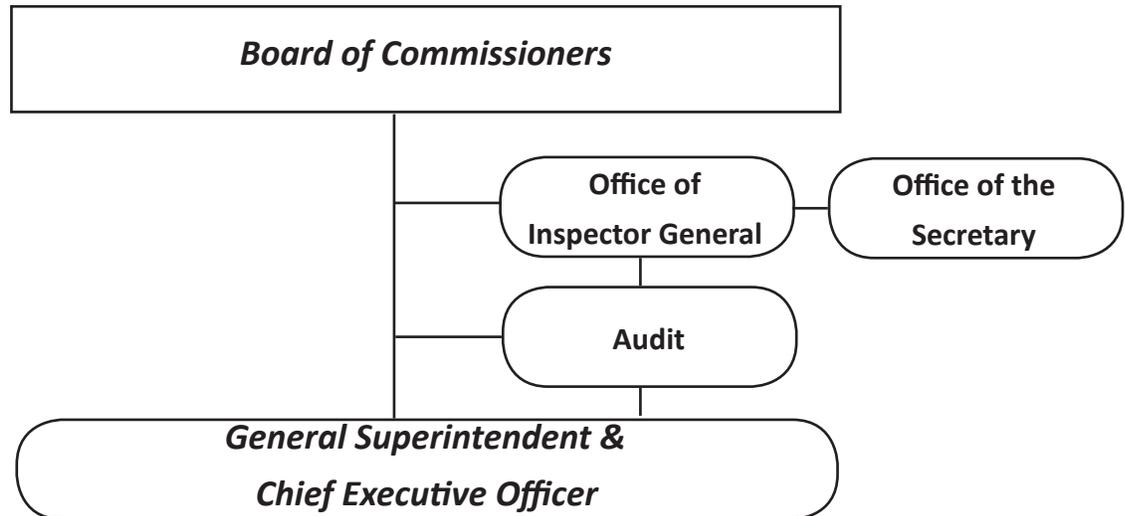
#### Core Value: Extra Effort

- Held a successful PAC training seminar and a Volunteer Appreciation Event in 2016 with over 400 attendees.
- Created close to 20 new PAC’s.
- Began the process to hold community meetings in all 77 communities throughout Chicago to understand needs and get feedback from the community.
- Maintained communication with Aldermen, attended City Council and Committee meetings, tracked ordinances that affect the District and introduced projects that may require City Council approval.



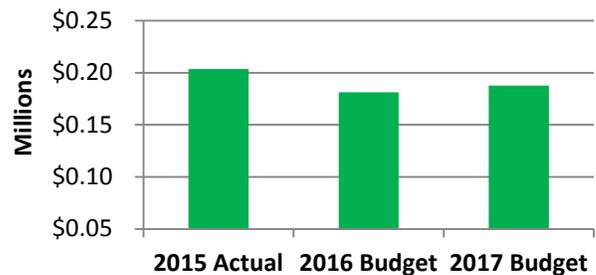
**Executive Office**

Departments within the Executive Office are responsible for the overall management and direction of the District. These departments include Board of Commissioners, General Superintendent, and the Office of the Secretary.

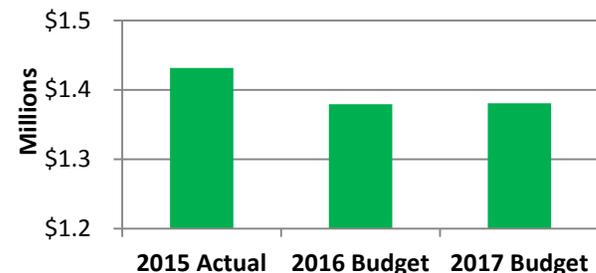


Department Budgets				
Department	2015 Actual	2016 Budget	2017 Budget	% Change
Board of Commissioners	\$203,651	\$181,160	\$187,600	3.6%
General Superintendent	\$1,431,734	\$1,379,372	\$1,380,639	0.1%
Audit	\$260,821	\$279,759	\$267,671	-4.3%
Office of Inspector General	\$244,658	\$359,801	\$345,764	-3.9%
Office of the Secretary	\$116,047	\$103,112	\$119,022	15.4%
<b>Total - Executive Office</b>	<b>\$2,256,911</b>	<b>\$2,303,204</b>	<b>\$2,300,696</b>	<b>-0.1%</b>

Department Expenditures - Board of Commissioners			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$201,977	\$174,553	\$181,125
Materials & Supplies	\$48	\$931	\$910
Contractual Services	\$1,626	\$5,676	\$5,565
<b>Total</b>	<b>\$203,651</b>	<b>\$181,160</b>	<b>\$187,600</b>
Personnel FTE	2.0	2.0	2.0



Department Expenditures- General Superintendent & Chiefs Office			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$1,331,391	\$1,340,122	\$1,342,139
Materials & Supplies	\$2,444	\$3,750	\$3,500
Contractual Services	\$97,900	\$35,500	\$35,000
<b>Total</b>	<b>\$1,431,734</b>	<b>\$1,379,372</b>	<b>\$1,380,639</b>
Personnel FTE	12.6	12.0	12.0



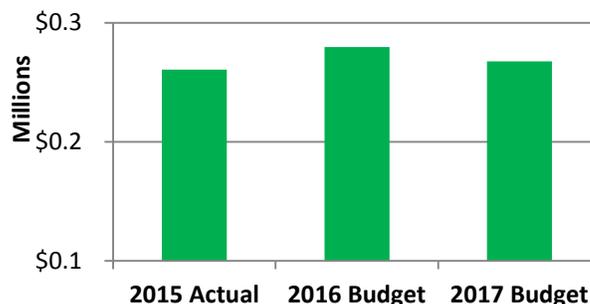


## Audit

### Overview

The Department of Audit conducts internal audits to assess the integrity of financial reporting systems, the effectiveness of internal controls, and the efficiency of established procedures, in order to help departments increase efficiency, effectiveness, transparency, and accountability. The Director of Audit reports to the Audit Management Committee, which makes recommendations to the Committee on Administration of the Board of Commissioners. The Audit Management Committee includes the Board President, a Board Commissioner, the General Superintendent, the Chief Financial Officer, the General Counsel, the Comptroller, and the Director of Human Resources.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$260,821	\$236,959	\$238,636
Materials & Supplies	\$-	\$1,600	\$2,000
Small Tools & Equipment	\$-	\$800	\$-
Contractual Services	\$-	\$40,400	\$27,035
<b>Total</b>	<b>\$260,821</b>	<b>\$279,759</b>	<b>\$267,671</b>
Personnel FTE	3.0	3.0	3.0



### Goals

*Core Value: Extra Effort*

- Provide independent and objective information and recommendations to District management to improve performance and accountability.
- Use audit resources efficiently to provide optimum service levels.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
Number of audit projects completed	18	12	18	11	18	14
Percent of audit recommendations management agrees to implement	95%	100%	95%	100%	95%	100%
Audit Management Committee satisfaction with audit services	3	2	3	N/A	3	3

### Accomplishments

*Core Value: Extra Effort*

- Assured contract compliance for multiple vendors providing services to the District.
- Assessed multiple CPD processes and recommended improvements.
- Reviewed fee-setting processes to help CPD maximize non-tax revenues.
- Supported the Board of Commissioners through completing requested projects.

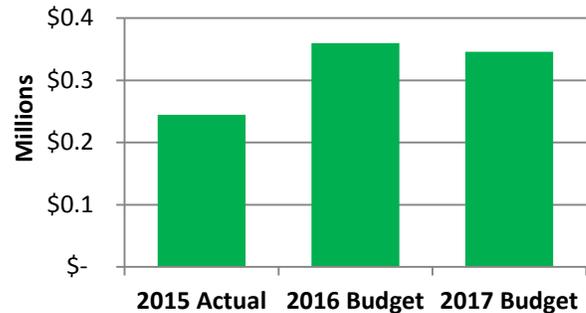


Office of Inspector General

Overview

The Office of Inspector General is an independent oversight office at the Chicago Park District. The Board of Commissioners created the Office in 2012 in order to have a full-time program of investigations and reviews to provide increased accountability and oversight of the District’s operations. The mission of the OIG is to investigate allegations of fraud, waste, abuse and misconduct pertaining to employees and officers, board members, contractors subcontractors vendors, agents, and volunteers.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$186,343	\$344,748	\$331,012
Materials & Supplies	\$713	\$1,903	\$3,402
Small Tools & Equipment	\$276	\$500	\$-
Contractual Services	\$57,327	\$12,650	\$11,350
<b>Total</b>	<b>\$244,658</b>	<b>\$359,801</b>	<b>\$345,764</b>
Personnel FTE	2.6	4.6	4.3



Goals

Core Value: Extra Effort

- Overhaul case management procedures.
- Work with HR and other departments on revisions and improvements to the Employment Plan and hiring procedures.
- Continue with initiatives and reviews department-wide.
- Conduct more trainings of investigative staff.
- Conduct impactful investigations, audits and reviews.

Accomplishments

Core Value: Extra Effort

- Continued to expand OIG hiring oversight functions in preparation for the District’s release from the Shakman decrees.
- Combined OIG and Audit within OIG to capitalize on a shared mission of rooting out inefficiencies and waste within the District. Relocated OIG and Audit to independent, separate office location.
- Hired Assistant Compliance Monitor and other investigative staff with broad range of skills and experience in IG and related fields.
- Opened investigations on a wider range of subject matter than in previous years.

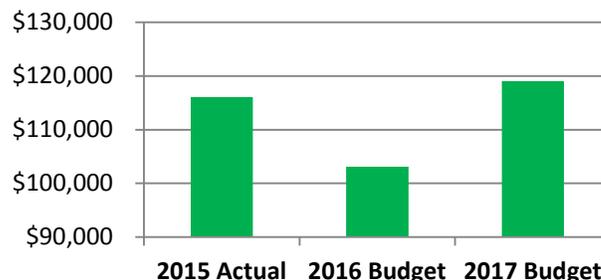


Office of the Secretary

Overview

The Office of the Secretary is responsible for the maintenance and custody of the records of the organization as required by law. These records include, but are not limited to, ownership documents of all real properties and personal property owned by the Chicago Park District (e.g., deeds, bills of sale, certificates of title and other evidence of ownership), founding documents, (e.g., Board letters, General Superintendent letters, agreements), lists of directors, board and committee meeting minutes, financial reports, and other official records. In addition to this, the Office also ensures that accurate and sufficient documentation exists to meet legal requirements, and enables authorized persons to determine when, how, and by whom the board’s business was conducted. To fulfill these responsibilities, and subject to the organization’s bylaws and or Code, the Secretary records minutes of meetings, ensures their accuracy and availability, maintains membership records, fulfills any other requirements of a Director and Officer, and performs other duties as the need arises and/or as defined in the Code of the Chicago Park District.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$109,048	\$92,058	\$108,191
Materials & Supplies	\$764	\$960	\$900
Contractual Services	\$6,236	\$10,094	\$9,932
<b>Total</b>	<b>\$116,047</b>	<b>\$103,112</b>	<b>\$119,022</b>
Personnel FTE	1.8	1.8	2.0



Goals

Core Value: Extra Effort

- Continue to add archival board letters to the legislative portal.
- Continue to improve online sign-up methodologies.
- Continue to develop the Board of Commissioners’ webpage to include past photos of Park District honorees with the Board of Commissioners and Superintendent.
- Continue to add documents to our in-house content management system making document searches easier for internal staff.
- Develop a new look for how the Chicago Park District Code is viewed.

Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
# of Proposed items brought before the Board	95.5	73	118	62%	96	123
# of items adopted by the Board	70	52	88	59%	81	109
# of Items received and Filed by the Board	7	4	10	40%	12	9
# for Discussion/Information Only (including Public Hearings and Presentations)	11.25	16	6.5	N/A	6	7
# of Items Deferred & Published	0.5	0	1	N/A	2	0

Accomplishments

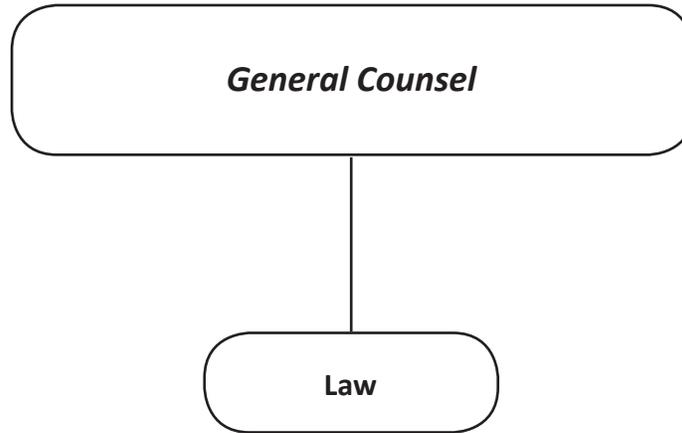
Core Value: Extra Effort

- Continued to work towards producing a board process that is 100% electronic.
- Continued to work with CPD public to insure online sign-up had ease of use and was efficient.
- Continued to oversee the legislative portal and information made available.
- Continued to add documents to our in-house portal making document searches easier for internal staff.
- Developed the Board of Commissioners’ page to include past photos of Park District honorees with the Board of Commissioners and Superintendent.



**Legal**

The General Counsel is responsible for the effective implementation of policies approved by the Board of Commissioners.



<i>Department Budgets</i>				
<b>Department</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>% Change</b>
Law	\$9,710,015	\$10,761,726	\$10,777,897	0.2%
<b>Total - Legal</b>	<b>\$9,710,015</b>	<b>\$10,761,726</b>	<b>\$10,777,897</b>	<b>0.2%</b>

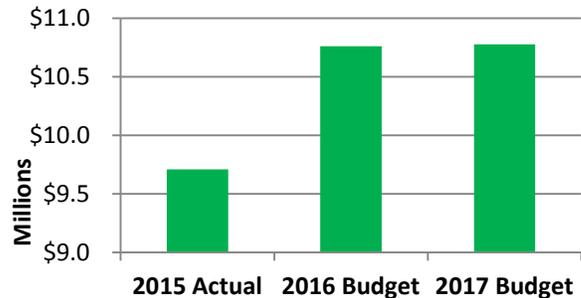


Law

Overview

The Law Department represents the District on all legal, regulatory and contractual matters. Areas overseen by this department include the management of personal injury and property damage claims filed against the District, claims filed pursuant to the Worker’s Compensation Act, environmental litigation, tax matters, labor relations, municipal corporate matters, intergovernmental agreements, land use and acquisitions, Constitutional First Amendment Issues and supervision of municipal bond transactions.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$5,128,534	\$5,300,012	\$5,369,197
Materials & Supplies	\$5,556	\$17,500	\$14,500
Contractual Services	\$4,117,559	\$4,444,214	\$4,394,200
Other Expense	\$458,367	\$1,000,000	\$1,000,000
<b>Total</b>	<b>\$9,710,015</b>	<b>\$10,761,726</b>	<b>\$10,777,897</b>
Personnel FTE	22.9	22.9	23.6



Goals

Core Value: Extra Effort

- Reduce reliance on paper by instituting a new electronic filing system, requiring case documents to be held in digital format.
- Pursue opportunities to file amicus briefs on behalf of other municipalities and park districts in order to strengthen CPD immunities and better defend the District’s position in litigation.
- Identify and implement sound financial strategies for park development agreements to net greater capital contributions from innovative, non-District sources.
- Increase by 45% Automated External Defibrillator (AED) equipment and training in the District to significantly reduce sudden cardiac arrest risk to employees and park patrons.

Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
Avg Cycle Time in Days Per Case (# Days)	375	379	375	101%	488	344
# Cases Sent to Outside Counsel	50	45	80	56%	0	130
% Ethics Compliance	100%	100%	100%	100%	100%	100%
# Active/Pending Litigation Matters	100	38	100	38%	84	101
# Closed/Completed Litigation Matters	60	17	60	28%	39	70
# Workman's Comp Cases Active/Pending	110	103	120	86%	100	123
# Workman's Comp Cases Closed/Completed	100	51	135	38%	204	152
# Park Patron Incidents	1800	900	2,000	45%	2,487	1,389
# Total Employees Returned to Work from DD	20	5	20	25%	20	21
Avg # Days Loss due to Injury (Per Incident)	18	6	19	32%	18	27

Accomplishments

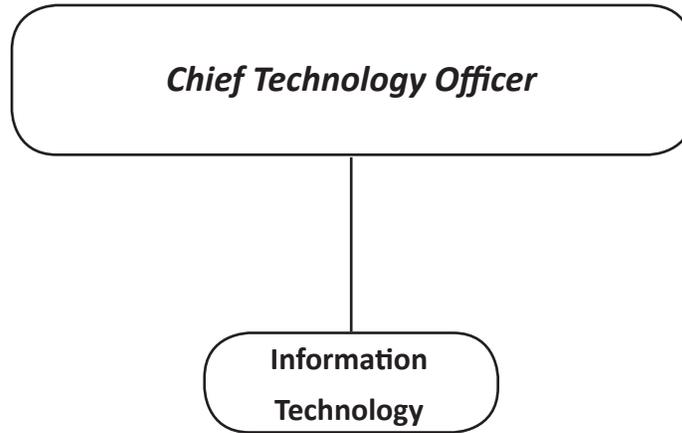
Core Value: Extra Effort

- Reduced the number of cases and expenses associated with outside counsel.
- Expanded the volunteer attorney and legal extern programs to reduce outside counsel expenses.
- Reduced Temporary Total Disability (TTD) payments by instituting a vigorous light duty program for workers who were injured on the job and cannot do the work they did before their injury but are able to do other light duty work.
- Reduced expenses and increased compliance with FCC guidelines by implementing a competitive bond counsel selection process.
- Reduced employee and park patron risk exposure by expanding staff infection control, allergy response and medicine administration protocol training.



## Technology

The Chief Technology Officer is responsible for technological support and the effective implementation and maintenance of all technology utilized by the Chicago Park District.



<i>Department Budgets</i>				
Department	2015 Actual	2016 Budget	2017 Budget	% Change
Information Technology	\$9,065,164	\$8,828,501	\$10,283,108	16.5%
<b>Total - Technology</b>	<b>\$9,065,164</b>	<b>\$8,828,501</b>	<b>\$10,283,108</b>	<b>16.5%</b>

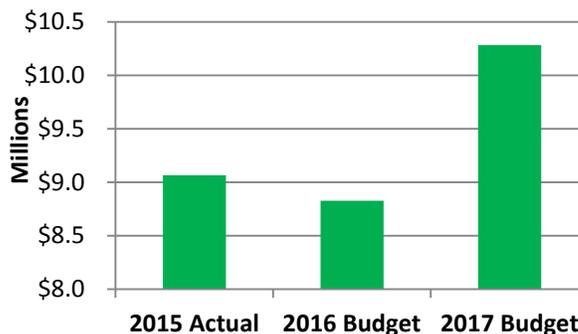


## Information Technology

### Overview

The Information Technology Department develops, implements and maintains all technology utilized by the Chicago Park District. This includes hardware and software applications for enterprise-wide computer systems, desktop and network equipment, telephony systems and the public web site. A multi-year technology plan developed by the department and reviewed by the most senior executives guides the selection of projects and their relative priority to best leverage technology by the District. Responsibilities for managing the IT project portfolio includes maintaining record of and ensuring timely completion of all projects as well as evaluating results and quarterly reporting.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$453,354	\$404,492	\$412,659
Materials & Supplies	\$697	\$1,600	\$1,300
Small Tools & Equipment	\$14,118	\$15,068	\$14,500
Contractual Services	\$8,594,263	\$8,407,341	\$9,854,649
Program Expense	\$2,732	\$-	\$-
<b>Total</b>	<b>\$9,065,164</b>	<b>\$8,828,501</b>	<b>\$10,283,108</b>
Personnel FTE	5.0	5.0	5.0



### Goals

#### Core Value: Built to Last

- Expand the Summer Food Program to include a year-round meal tracking system to support the District’s largest grant.
- Upgrade 43 sites from DS1 to increase internet bandwidth.

#### Core Value: Extra Effort

- Automate the timesheet process for all full-time, non-seasonal staff. Phase I projects to save the District \$300,000.
- Develop and implement a purchase order request process to eliminate paper transactions.
- Integrate the new Park Points platform with the existing mobile application with zero end user impact.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
# Parks Connectivity Upgraded	50	8	57	14%	40	40
# Unisys Tickets Opened	3,200	3,597	3,200	112%	2,635	4,201
% Unisys Tickets Completed	100%	94%	100%	94%	96%	96%
Response Rate on Surveys	15%	10%	15%	67%	10%	10%
% of Surveys Satisfied or Very Satisfied	95%	94%	95%	99%	92%	92%
SharePoint Visits	150,000	106,466	100,000	106%	93,780	80,236
SharePoint Workflows Created	56	48	55	87%	48	38

### Accomplishments

#### Core Value: Built to Last

- Expanded public Wi-Fi to Buckingham Fountain, Museum Campus, and Oak Street Beach.

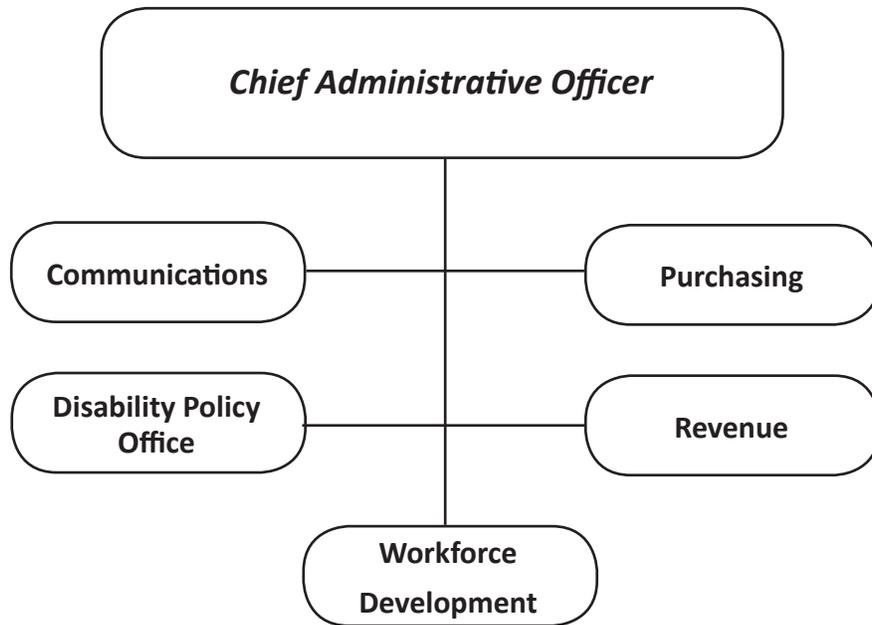
#### Core Value: Extra Effort

- Significantly reduced page load times on the public website and substantially decreased wait times for customers registering online for programs.
- Automated the Summer Food Program’s meal-tracking system that translated into a savings of nearly \$150,000 for the District, as well as a savings of staff time and paper use.
- Implemented cloud-based web conferencing services for employee use and youth group collaboration across various parks.



**Administration**

Offices within Administration are responsible for the general administrative support for the Park District. These departments provide a link between the District and the community. They are responsible for the management of contracts and vendors doing business with the District. These departments include Communications, Disability Policy Office, Purchasing, Revenue and Workforce Development.



<b>Department Budgets</b>				
<b>Department</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>% Change</b>
Communications	\$1,130,682	\$1,018,263	\$1,020,141	0.2%
Disability Policy Office	\$294,888	\$317,046	\$308,676	-2.6%
Purchasing	\$807,946	\$894,915	\$854,063	-4.6%
Revenue	\$50,067,450	\$42,136,015	\$43,105,195	2.3%
Workforce Development	\$916,428	\$973,597	\$907,820	-6.8%
<b>Total - Administration</b>	<b>\$53,217,394</b>	<b>\$45,339,836</b>	<b>\$46,195,895</b>	<b>1.9%</b>

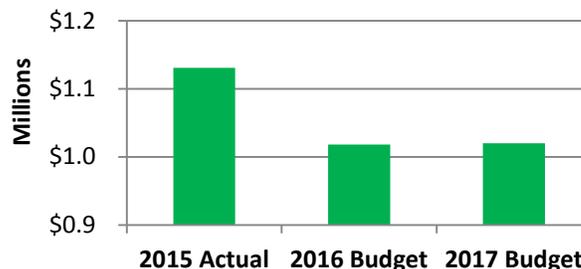


## Communications

### Overview

The Chicago Park District’s Communications Department is charged with the task of communicating the District’s programs and services to internal and external audiences. The department is divided into units focusing on media relations, social media, press conference and public appearances, internal communications, freedom of information and reprographics.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$760,911	\$673,957	\$682,725
Materials & Supplies	\$3,293	\$3,200	\$3,200
Contractual Services	\$365,928	\$341,106	\$334,216
Program Expense	\$550	\$-	\$-
<b>Total</b>	<b>\$1,130,682</b>	<b>\$1,018,263</b>	<b>\$1,020,141</b>
Personnel FTE	9.9	10.0	10.0



### Goals

#### Core Value: Extra Effort

- Launch a newly designed Chicago@Play show/video blog that will better complement the District’s growing social media presence.
- Continue to expand the use of social media activity in target markets, including teen populations and hard-to-reach communities.
- Develop a speaker’s bureau of internal experts and external users qualified to act as spokespersons on topics related to the benefits of play, playgrounds, parks, natural areas, and more.
- Continue to expand the reach of national media placements designed to highlight the District’s world class programs and facilities as tourist destinations, while also positioning the District and its leadership as a national model in the field of parks and recreation.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
% of Email Newsletters Opened	30%	54%	25%	216%	25%	22%
# Facebook Users (Monthly Avg)	37,606	34,982	35,000	100%	32,322	19,611
# Twitter Followers (Monthly Avg)	46,515	42,286	43,000	98%	36,894	24,703
# You Tube Video Views	35,000	18,010	50,000	36%	44,196	60,168
# You Tube Minutes Watched	70,000	35,022	90,000	39%	93,619	109,618
Instagram Followers	8,000	4,500	3,500	129%	2,558	N/A

### Accomplishments

#### Core Value: Extra Effort

- Continued to expand the District’s social media presence by using Snapchat to promote major events, new initiatives, programs, press conference, and ribbon cuttings.
- Worked with Culture, Arts and Nature department to increase visibility of cultural centers, including the creation of Facebook pages for each center and expanded media relations efforts.
- Worked with the District’s Legislative and Community Affairs department to promote the completion of Mayor Emanuel’s Chicago Plays playground renovation program, including the production of a celebratory video.
- Executed a results-oriented media relations campaign designed to amplify Mayor Rahm Emanuel’s Building on Burnham initiative, a comprehensive plan to invest in Chicago’s lakefront, natural areas, and neighborhood recreational opportunities across the city.

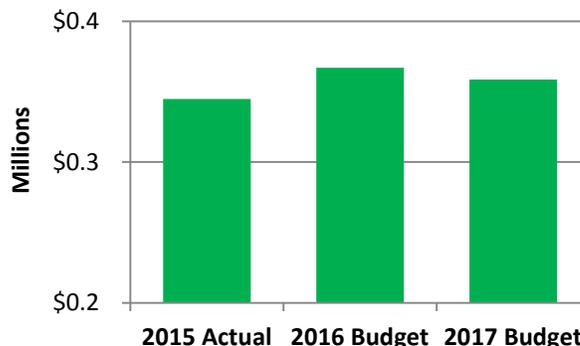


## Disability Policy Office

### Overview

The Disability Policy Office (DPO) oversees Americans with Disabilities Act (ADA), Illinois Accessibility Code, Chicago Building Code compliance initiatives and guides the Park District’s efforts to create a fully accessible park system. It plays an integral role in the prioritization of ADA capital projects and identifying ways to improve accessibility to facilities. The DPO initiates and develops specialized staff trainings designed to ensure that patrons with disabilities have an equitable opportunity to participate in and enjoy Park District programs. The DPO promotes and supports the District’s involvement in regional and national sporting events and tournaments for people with disabilities. The DPO also advises and assists all departments in the development and implementation of policies and programs inclusive of patrons with disabilities.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$203,540	\$189,732	\$192,926
Materials & Supplies	\$14,936	\$25,650	\$24,800
Small Tools & Equipment	\$-	\$2,256	\$-
Contractual Services	\$61,276	\$70,908	\$65,950
Program Expense	\$15,136	\$28,500	\$25,000
<b>Total</b>	<b>\$294,888</b>	<b>\$317,046</b>	<b>\$308,676</b>
Personnel FTE	2.8	3.1	3.1



### Goals

#### Core Value: Extra Effort

- Partner with Community Recreation to enhance disability awareness and sensitivity among non-disabled program participants through their exposure to adaptive sports.
- Continue to provide relevant ADA staff trainings.
- Secure grant funding to support employment-related training opportunities for people with disabilities.

#### Core Value: Children First

- Measure Number of non-disabled youth exposed to an adaptive sport.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
% Disability Complaints Resolved	100%	100%	100%	100%	100%	100%
# Parks Surveyed for ADA Compliance	75	70	75	93%	46	245
# CPD Employees Trained on Disability Policy	3,750	850	3,725	23%	4,628	3,792

### Accomplishments

#### Core Value: Extra Effort

- Provided Disability Awareness & Etiquette and pool lift trainings to field staff.
- One of only 13 mentor organizations chosen to host international delegates to U.S. State Department Global Sports Mentoring Program (GSMP).
- Co-sponsored regional youth and adult wheelchair sports tournaments.

#### Core Value: Extra Effort

- Secured corporate donations for wheelchair softball field capital improvements and wheelchair accessible outdoor fitness equipment.

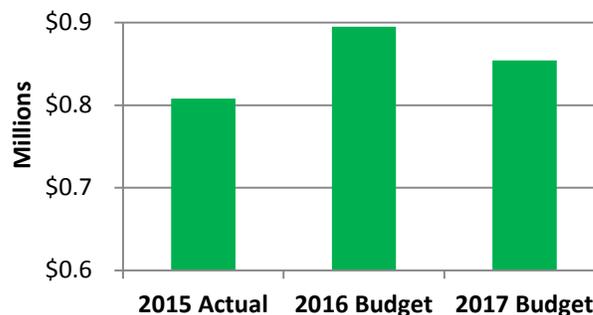


## Purchasing

### Overview

The Department of Purchasing is responsible for the procurement of supplies, services, and construction for all departments and regions in accordance with Chapter XI of the Code of the Chicago Park District; managing contracts including modifications, time extensions, disputes, assignments, keeping contract documents current (e.g. EDS and Insurance Certificate) and other related matters; monitoring and tracking Minority and Woman Owned Business Enterprise participation on contracts; continually informing CPD staff about the purchasing process and procedures; selling surplus CPD property in accordance with Chapter X of the Code of the Chicago Park District; and engaging in outreach events and activities to inform the public about doing business with the Chicago Park District.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>
Personnel Services	\$764,432	\$830,140	\$790,588
Materials & Supplies	\$882	\$1,250	\$1,200
Contractual Services	\$40,127	\$58,525	\$57,275
Program Expense	\$2,505	\$5,000	\$5,000
<b>Total</b>	<b>\$807,946</b>	<b>\$894,915</b>	<b>\$854,063</b>
Personnel FTE	14.0	14.0	13.0



### Goals

*Core Value: Extra Effort*

- Continue to increase the number of bids, proposals, and qualifications that are submitted electronically.
- Create an Inactive Contracts Library.
- Update the Department of Purchasing home page on the CPD website.

### Performance Data

	<b>2017 Target</b>	<b>2016 Actual to Date</b>	<b>2016 Target</b>	<b>2016 % Target</b>	<b>2015 Actual</b>	<b>2014 Actual</b>
Average # Days RDP to Contract (Non-Pool)	100	144	90	160%	144	105
Average # Days RDP to Contract (Pool)	20	20	21	95%	28	34

### Accomplishments

*Core Value: Extra Effort*

- Made workflow approval process for purchase orders and blanket releases completely electronic.
- All blanket releases are now located on SharePoint.
- Updated the B2GNow Compliance System.
- Bids between \$5k - \$10k can now be submitted electronically on the CPD website.

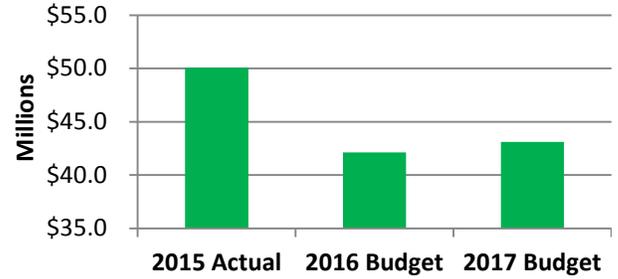


**Revenue**

**Overview**

The Department of Revenue is responsible for managing the District’s revenue-generating contracts and special event rentals. The contracts include the management of Soldier Field, Chicago’s harbor system (ten harbors), First Merit Bank Pavilion at Northerly Island, golf facilities (6 courses and 3 driving ranges), parking lots, district-wide concessions and vending, Maggie Daley Park, Martin Luther King Family Entertainment Center, McFetridge Sports Center, Beverly/Morgan Park Sports Center, Baseball Stadium at Devon & Kedzie, and outdoor ice skating rinks (7 rinks). New contracts in 2017 will include the management of Theater on the Lake. Additionally, the Department oversees permitting and monitoring of over 1,800 special event permits annually which include festivals, fundraising and experiential walks/runs, picnics and media shoots. Special event venue rentals that include weddings and corporate galas in historic buildings and gardens are also management by the Department.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>
Personnel Services	\$945,082	\$1,010,064	\$965,942
Materials & Supplies	\$8,377	\$5,200	\$4,800
Contractual Services	\$49,113,991	\$41,120,751	\$42,134,453
<b>Total</b>	<b>\$50,067,450</b>	<b>\$42,136,015</b>	<b>\$43,105,195</b>
Personnel FTE	15.5	18.5	17.5



**Goals**

*Core Value: Extra Effort*

- Increase revenue by 4% by implementing the following:
  - launch social media presence and targeted web site for special event venues.
  - continue hosting special event venue open houses for event planners and prospective clients.
  - expand vending opportunities.
- Improve customer engagement by soliciting feedback on management of the golf courses via an online survey.
- Improve efficiencies by automating the Notice of Availability process and oversight of contracts and agreements.



## Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
\$ Revenue MLK Center	\$1,502,958	\$1,157,791	\$1,475,000	78%	\$1,500,832	\$1,457,758
\$ Revenue FirstMerit Bank Pavilion	\$1,125,000	\$616,862	\$1,500,000	41%	\$1,330,393	\$1,651,439
# Events FirstMerit Bank Pavilion	23	26	18	144%	20	18
\$ Revenue Harbors	\$25,621,152	\$23,673,899	\$25,041,915	95%	\$23,924,615	\$23,625,038
% of Stalls, Star Docks, Moorings Occupied	80%	78%	79%	99%	77%	75%
\$ Revenue Soldier Field	\$33,378,938	\$25,048,808	\$32,405,172	77%	\$42,495,409	\$36,036,464
# Events Soldier Field	825	675	820	82%	748	809
\$ Revenue Concessions PCM	\$3,000,000	\$2,426,009	\$3,000,000	81%	\$3,289,259	\$2,993,278
# Concessionaires	250	257	250	103%	251	266
\$ Revenue Golf	\$5,419,997	\$4,752,051	\$5,395,107	88%	\$5,291,176	\$4,899,567
# Rounds Sold	132,094	59,745	153,174	39%	153,920	139,592
\$ Parking Revenue	\$4,268,441	\$3,546,424	\$4,272,066	83%	\$3,760,150	\$4,146,239
\$ Maggie Daley Park	\$1,878,495	\$1,004,747	\$1,688,637	60%	\$1,312,020	N/A
# Ice ribbon skaters	77,500	41,001	75,000	N/A	40,105	28,203
\$ Revenue Vending	\$167,000	\$113,122	\$173,000	65%	\$324,653	\$248,766
# Machines	240	240	240	100%	239	230
\$ Special Event Permits # (Venue)	\$775,000	\$699,317	\$775,000	90%	\$685,296	\$619,932
\$ Cell Tower Revenue	\$1,200,000	\$656,557	\$1,000,000	66%	\$1,127,492	\$989,312

## Accomplishments

### Core Value: Extra Effort

- Increased revenue by 4% by implementing the following:
  - revamped media permit fee structure.
  - hosted 10 special event venue open houses for event planners and prospective clients.
- Improved customer engagement by:
  - hosted three system-wide boater feedback meetings.
  - solicited feedback on harbor management via online survey.
- Improved efficiencies by:
  - deployed permit enforcement plan.
  - launched Activenet software reservation module to issue sports agreement group field permits.

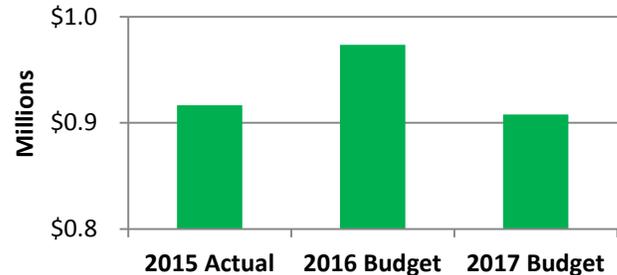


## Workforce Development

### Overview

The Workforce Development (WFD) is a department committed to enhancing the District’s internal communication and function while offering avenues for personal and professional growth. Its strategy is to analyze department needs, develop processes and educational opportunities, and ensure quality through evaluation and accreditation. The team further focuses on key initiatives of the Chicago Park District to increase professionalism across the organization.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$831,936	\$808,116	\$749,799
Materials & Supplies	\$5,829	\$14,800	\$12,650
Contractual Services	\$78,663	\$150,681	\$145,371
<b>Total</b>	<b>\$916,428</b>	<b>\$973,597</b>	<b>\$907,820</b>
Personnel FTE	11.2	11.2	10.2



### Goals

#### Core Value: Extra Effort

- Launch 30 new online training opportunities to further enhance our Success Center offerings while helping to develop the professionals in our field. Also train all levels of staff in effective customer service while first emphasizing internal communication strategies as part of a leadership and management series.
- Initiate Internship pilot program, formalizing experiential learning with participating colleges and universities as well as developing growth opportunities for high school students to acquire service learning hours.
- In collaboration with the Human Resources department, develop and train staff on new interview hiring process and forms.
- Ensuring reaccreditation in CAPRA while also compiling and reviewing the next six year Distinguished Park and Recreation Agency (DPRA) Illinois State Accreditation reapplication documents and self- assessment report submission.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
# Employees Certified CPRP	19	13	15	87%	18	14
Success Center Activity via SharePoint (# Hits)	2,000	1,752	N/A	N/A	N/A	N/A
# of conferences/workshops offered	150	71	150	47%	105	138
Total # Online Trainings Offered	110	82	N/A	N/A	N/A	N/A
Total # of New Online Trainings Offered	30	Pending	N/A	N/A	N/A	N/A
# Employees Trained Directly	1500	955	1,700	56%	1,354	1,254
# Employees Trained Indirectly (Facilitated + Orchestrated)	5,000	3,800	10,000	38%	10,141	8,080
Total # Training Hours In Person and Online	8,000	8,122	N/A	N/A	N/A	N/A

### Accomplishments

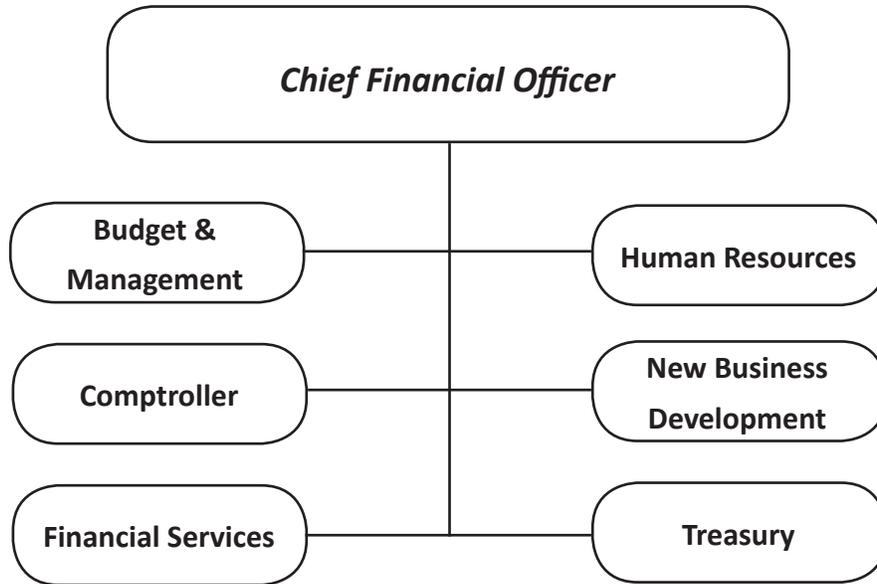
#### Core Value: Extra Effort

- Developed 20 new online learning opportunities, bringing our Success Center total to over 90 offerings. This includes the award winning “Keeping Children Safe” training. Approximately 2000 staff will utilize the Success Center in 2016.
- Expanded Workforce Development’s ability to offer innovative training opportunities by having staff certified in Emotional Intelligence, Peace Circles, Crisis Prevention & Intervention training, as well as adding to our number of Active Net trainers.
- In collaboration with the Community Recreation Department, WFD worked with Lurie Children’s hospital and the Chicago Public Schools to develop a Crisis Management Support Manual. Also collaborated with Community Recreation to update the guide books for Recreation Leaders, Seasonal Recreation Leaders and Day Camp Directors.
- Compiled, reviewed and worked with all department staff for the District’s next five year report for CAPRA, which includes reapplication documents and a current self-assessment report submission. This is necessary in order for the CPD to be evaluated and reaccredited by the end of 2017.



**Finance**

Offices within Finance are responsible for the overall management and direction of the District, including the effective implementation of policies approved by the Board of Commissioners. They are also responsible for all financial activities of the District. This includes providing the Board, executive management, staff and outside entities with timely budget and financial information, as well as facilitating the most efficient utilization of resources. The following departments make up this section: Comptroller, Financial Services, Human Resources, New Business Development, Office of Budget & Management and Treasury.



<b>Department Budgets</b>				
<b>Department</b>	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>% Change</b>
Budget	\$561,098	\$591,895	\$601,371	1.6%
Comptroller	\$1,682,859	\$1,676,053	\$1,675,417	0.0%
Financial Services	\$1,461,833	\$1,292,724	\$1,310,983	1.4%
Human Resources	\$2,813,098	\$3,532,027	\$3,203,326	-9.3%
New Business Development	\$330,948	\$387,712	\$340,183	-12.3%
Treasury	\$706,722	\$842,805	\$743,875	-11.7%
<b>Total - Finance</b>	<b>\$7,556,558</b>	<b>\$8,323,217</b>	<b>\$7,875,155</b>	<b>-5.4%</b>

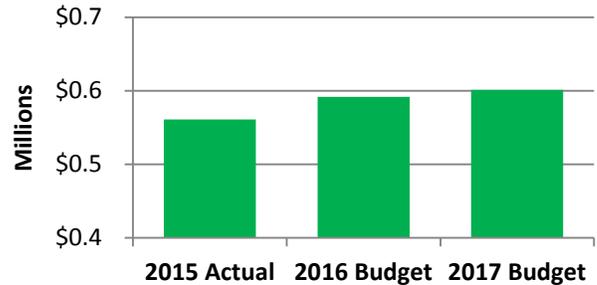


Budget and Management

Overview

The Office of Budget and Management is responsible for the oversight and coordination of the capital and operating budgets, grant management, creating and implementing policies and reporting information, as related to the annual budget appropriation. The Budget Office also seeks to ensure effective management policies and practices are in place throughout the District as well as actively reviewing all practices that impact the District’s bottom line.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$542,248	\$567,101	\$577,381
Materials & Supplies	\$1,225	\$1,500	\$1,440
Contractual Services	\$17,625	\$23,294	\$22,550
<b>Total</b>	<b>\$561,098</b>	<b>\$591,895</b>	<b>\$601,371</b>
Personnel FTE	8.0	8.0	8.0



Goals

Core Value: Built to Last

- Continue to act as a steward of water conservation efforts by monitoring billing/consumption, investigating results and supporting projects that meet this goal.
- Continue to reduce budgeted reliance on prior year fund balance to address structural imbalance.

Core Value: Extra Effort

- Receive the Government Finance Officers Association (GFOA) Distinguished Budget presentation award for the 2017 Budget.

Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
Number of Grants and Donations	75	88	75	117%	91	137
Operating	30	34	30	113%	45	36
Capital	45	54	45	120%	46	101
\$ Value of Grants (in millions)	\$30.0	\$24.0	\$30.0	80%	\$34.5	\$69.8
Operating	\$5.0	\$6.0	\$5.0	120%	\$4.5	\$4.4
Capital	\$25.0	\$18.0	\$25.0	72%	\$30.0	\$65.4

Accomplishments

Core Value: Built to Last

- Worked with various departments to bring water conservation efforts to fruition resulting in substantial savings to the District.

Core Value: Extra Effort

- Awarded the GFOA Distinguished Budget presentation award for the 2016 Budget.
- Worked with Human Resources on strategic changes in healthcare and benefits management.

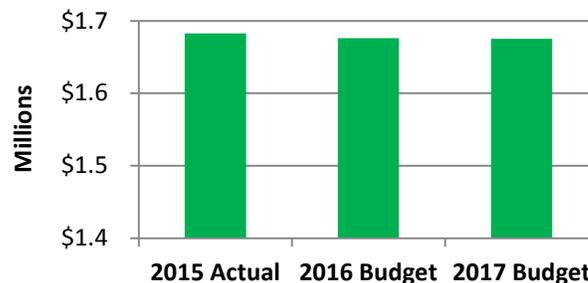


## Comptroller

### Overview

The Office of the Comptroller oversees the accounting and financial reporting of the Chicago Park District. Accounting functions include the processing and recording of all disbursements to vendors and reimbursements to employees; processing payroll and related payroll taxes; reconciliation of all bank accounts; recording receipts; and establishing and maintaining internal controls. Financial reporting includes the collection, recording, and analysis of financial and non-financial transactions to ensure adherence to Generally Accepted Accounting Principles in the United States and to Statements from the Governmental Accounting Standards Board. In addition, the Office of the Comptroller prepares annual financial statements, which are audited by a certified public accountant not connected with the Park District. The Comprehensive Annual Financial Report is then produced and presented annually to the Board of Commissioners.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$1,257,414	\$1,153,940	\$1,174,346
Materials & Supplies	\$12,115	\$16,400	\$14,000
Contractual Services	\$413,330	\$505,713	\$487,071
<b>Total</b>	<b>\$1,682,859</b>	<b>\$1,676,053</b>	<b>\$1,675,417</b>
Personnel FTE	19.8	19.8	19.2



### Goals

#### Core Value: Extra Effort

- Receive the “Certificate of Achievement for Excellence in Financial Reporting” from Government Finance Officers Association (GFOA) for the year ended December 31, 2015 Comprehensive Annual Financial Report (CAFR).
- Receive “Award for Outstanding Achievement in Popular Reporting” from the Government Finance Officers Association (GFOA) for the year ended December 31, 2015 Popular Annual Financial Report (PAFR).
- Work with Information Technology to implement Oracle modules not currently used.
- Continue to work with other departments to ensure educational sessions on payroll and related issues are presented to seasonal employees at orientation.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	% to 2016 Target	2015 Actual	2014 Actual
# Manual Checks Issued	150	96	150	64%	147	200
# Checks Voided	90	85%	90%	94%	87%	90%
% Invoices paid in 90 Days	85	79%	N/A	N/A	78%	76%
% Invoices paid in 30 Days	60	59%	50%	118%	54%	45%

### Accomplishments

#### Core Value: Extra Effort

- Received “Certificate of Achievement for Excellence in Financial Reporting” from the Government Finance Officers Association (GFOA) for the year ended December 31, 2014 Comprehensive Annual Financial Report (CAFR). This is the ninth consecutive year.
- Received “Award for Outstanding Achievement in Popular Reporting” from the GFOA for the year ended December 31, 2014 Popular Annual Financial Report (PAFR). This is the sixth consecutive year.
- Continued to use the PAFR as a mechanism to build awareness of unique park facilities/structures. Distributed and presented an overview of the Park District’s annual financial results through the PAFR to all park supervisors at each region’s information session and responded to questions from those in attendance.
- In accordance with the Affordable Care Act, for the first time issued 1095-C forms to all applicable employees.

#### Core Value: Built to Last

- Documented formal written policies and procedures for two significant transaction cycles.

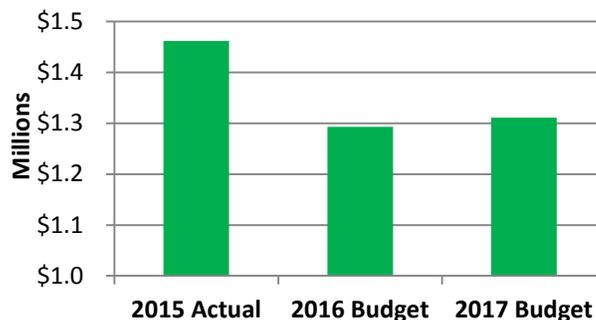


## Financial Services

### Overview

The Shared Financial Services Department is responsible for providing financial support to parks and administrative departments that is constant and consistent thus allowing field staff to focus on their community parks and programs. The Department is responsible for performing financial duties such as timekeeping, payroll, budget, requisitioning, accounts payable and other financial related responsibilities. This includes all accounting, cash flow, invoices and all other budget and financial issues within the District. The Department works closely with appropriate departments such as the Treasury, Comptroller, Budget, Audit operating departments as well as Regional Managers to ensure ongoing coordination of these activities.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$1,458,230	\$1,267,024	\$1,286,933
Materials & Supplies	\$2,752	\$4,000	\$2,750
Small Tools & Equipment	\$307	\$500	\$500
Contractual Services	\$544	\$21,200	\$20,800
<b>Total</b>	<b>\$1,461,833</b>	<b>\$1,292,724</b>	<b>\$1,310,983</b>
Personnel FTE	19.0	19.0	19.0



### Goals

#### Core Value: Extra Effort

- Update the District’s ‘Financial Procedures Manual’ and train over 1,000 CPD employees. The last mass training was conducted in 2007.
- Re-train over 1,000 current employees on the ActiveNet registration system to ensure that the public is served efficiently and quickly with the CPD registration process.
- Continue to enforce procedures to ensure that revenue is collected and recorded correctly, thus increasing the level of financial accountability by CPD staff.
- Work with other administrative departments (Capital, Planning, etc.) to streamline procedures, thus allowing the timely receipt of goods and services by parks/departments and timely receipt of payments to vendors.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
Avg # Days Capital Payments	40	31	45	69%	45	67
# of Employees Trained - Finance	1,000	98	120	82%	133	170

### Accomplishments

#### Core Value: Extra Effort

- Fine-tuned the ActiveNet registration system ‘Point of Sale’ functionality to all facilities, over 240 throughout the city.
- Trained over 500 CPD employees on the ActiveNet registration system.

#### Core Value: Built to Last

- Decreased the average duration for capital payments to less than 35 days.

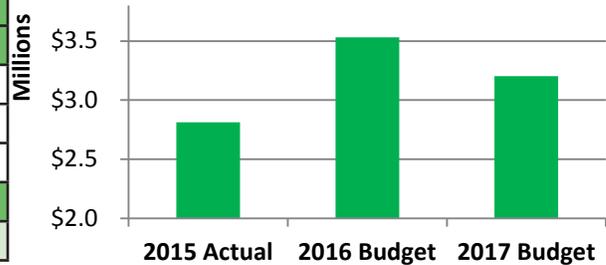


## Human Resources

### Overview

The Department of Human Resources is responsible for attracting, motivating and retaining the most qualified employees to ensure the effective operations of the Park District. The work of this department encompasses a coordinated effort with each department and region to attract and retain qualified individuals in order to enhance the success of the organization. The department specifically manages benefits, compensation, job classification, compliance, rules, candidate screening, policies and procedures, and collective bargaining agreements along with the related labor relations functions.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$2,395,108	\$3,189,662	\$2,902,026
Materials & Supplies	\$598	\$750	\$700
Contractual Services	\$417,393	\$341,615	\$300,600
<b>Total</b>	<b>\$2,813,098</b>	<b>\$3,532,027</b>	<b>\$3,203,326</b>
Personnel FTE	15.2	17.1	17.5



### Goals

#### Core Value: Extra Effort

- Consolidate databases within the Human Resources department.
- Continue to revise and update Chicago Park District job descriptions.
- Create a quarterly 'Benefits Bulletin' to increase employee awareness of benefit programs.
- Add 'FMLA Training and Awareness' and 'Discipline Training and Awareness' to the Success Center.
- Conduct interview and selection training for all hiring managers.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
Avg # Days Posting FT position to hire date	60	53	50	106%	56	55
# Seasonal Positions Hired	4,200	4,118	3,900	106%	3,804	3,982
# Full time positions Hired	N/A	50	N/A	N/A	65	79
# CAM's	150	76	200	38%	126	310
# Grievances Filed	N/A	2	N/A	N/A	4	7
# Grievances Defended or Won	N/A	1	N/A	N/A	11	25

### Accomplishments

#### Core Value: Extra Effort

- Reduced the number of appeal hearings in 2016.
- Hired 1,446 monthly and hourly employees and 4,118 seasonal employees.
- Decreased the cost of medical insurance for the District.

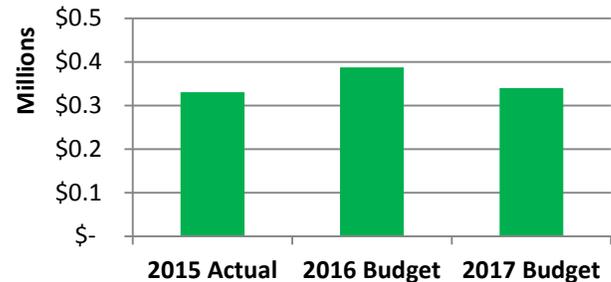


## New Business Development

### Overview

The Department of New Business Development is responsible for developing and managing corporate partnerships, advertising/promotions programs and sponsorship opportunities. The Department works with corporations, agencies, organizations and foundations to provide additional financial resources for events, programs and facilities to increase non-tax revenue and enhance program offerings. The goal is to create long-lasting, mutually beneficial relationships over multiple years.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$212,847	\$186,697	\$195,833
Materials & Supplies	\$0	\$595	\$500
Contractual Services	\$118,102	\$200,420	\$143,850
<b>Total</b>	<b>\$330,948</b>	<b>\$387,712</b>	<b>\$340,183</b>
Personnel FTE	2.0	2.0	2.0



### Goals

*Core Value: Extra Effort*

- Renew 65% of active sponsors.
- Establish a Chicago Park District online merchandise program.
- Successfully re-launch the Park Points loyalty program to grow membership and engage members.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
# Sponsorships Secured	10	11	10	110%	12	12
\$ Sponsorships Secured	\$640,000	\$596,682	\$625,000	95%	\$843,182	\$223,251
\$ Advertising/ Promotions Secured	\$145,000	\$32,625	\$165,000	20%	\$174,560	\$253,000
\$ Donations Secured	\$60,000	\$20,000	\$100,000	20%	\$366,500	\$5,750
\$ Value Miscellaneous/In-Kind	\$150,000	\$25,153	\$220,000	11%	\$903,365	\$175,750
Initial Outreach Meetings	60	41	50	82%	70	49
Park Points Total Members	30,000	20,241	25,000	81%	17,237	8,810
Park Points New Accounts	7,500	3,674	7,500	49%	7,757	4,375
Park Points Website Visits	40,000	21,203	50,000	42%	33,838	36,380

### Accomplishments

*Core Value: Extra Effort*

- Cultivated 12 active sponsors for the District.
- Secured over \$800,000 total cash and in-kind support for the District.
- Increased membership in the Park Points loyalty program by 30%.

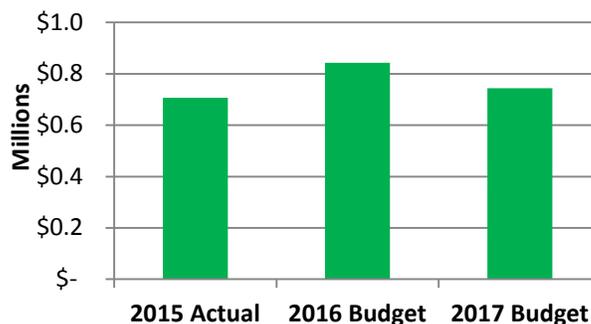


## Treasury

### Overview

The Treasury Department is responsible for managing the District’s cash, investment and debt portfolios. The department monitors and adjusts the District’s cash and investment position to meet daily liquidity needs while maximizing investment returns. An Investment Policy developed by the department and adopted by the Board guides the types and duration of investment tools utilized to manage the cash position of the District. Responsibilities for managing the debt portfolio include maintaining record of and ensuring proper payment of all outstanding debt. Treasury also evaluates bond transaction proposals and refunding structures in order to determine the most cost effective method of financing a portion of the District’s capital needs as well as managing its long-term debt obligations.

Department Expenditures			
Account	2015 Actual	2016 Budget	2017 Budget
Personnel Services	\$325,817	\$435,590	\$429,075
Materials & Supplies	\$11,053	\$11,425	\$11,550
Small Tools & Equipment	\$1,796	\$1,900	\$1,800
Contractual Services	\$368,055	\$393,890	\$301,450
<b>Total</b>	<b>\$706,722</b>	<b>\$842,805</b>	<b>\$743,875</b>
Personnel FTE	6.0	6.0	6.0



### Goals

#### Core Value: Built to Last

- Continue to evaluate financing and restructuring proposals to maximize capacity and savings with respect to its debt portfolio due to limitations to the District’s Debt Service Extension Base (DSEB).
- Continue to pursue the diversification and enhancement of the District’s investment portfolio against the average 90-day U.S. Treasury Bill as a performance benchmark in a ongoing low-interest rate environment.

#### Core Value: Extra Effort

- Continue to expand the department’s webpage for purposes of transparency and investor relations.

### Performance Data

	2017 Target	2016 Actual to Date	2016 Target	2016 % Target	2015 Actual	2014 Actual
Bond Rating: Standard & Poors	AA+	AA+	AA+	N/A	AA+	N/A
Bond Rating: Fitch Ratings	AA-	AA-	AA-	N/A	AA-	N/A
Bond Rating: KBRA	AA	AA	AA	N/A	AA	N/A
\$ Total Cash on Hand (Avg Monthly)	\$10,530,575	\$10,866,803	\$10,153,734	107%	\$10,647,474	\$11,130,886
Total LTD Outstanding (Avg Monthly)	\$798,045,000	\$798,045,000	\$833,045,000	96%	\$815,215,833	\$837,263,333
\$ Cost of all bank accounts	\$167,310	\$75,119	\$171,325	44%	\$151,110	\$141,669
Total Portfolio Value (Avg monthly)	\$245,368,580	\$250,825,368	\$255,685,858	98%	\$286,875,787	\$318,805,906
Net Direct Debt as a % of FMV (Avg Monthly)	0.21%	0.23%	0.25%	92%	0.23%	0.22%
% Estimated FMV of Debt Overlapping (Avg)	9.50%	9.49%	9.72%	98%	9.59%	8.41%
% Cash/Cash Equivalents to LTD (Avg)	32%	36.10%	32%	113%	36.52%	39%

### Accomplishments

#### Core Value: Built to Last

- Issued Bond Anticipation Notes in an amount not to exceed \$40 million to replace the practice of funding the capital program in arrears and to alleviate pressure on the operating fund. The BANs funded portions of the Capital Improvement Plan.
- Issued and refunded \$\_\_\_\_\_ million of long-term debt to garner \$\_\_\_\_\_ in savings.
- Secure ratings (AA+, AA-, A) from S&P, Fitch Ratings and Kroll Bond Ratings, respectively with stable outlook on Park District’s long-term debt portfolio. Note: Bwe are in the midst of talking with rating agencies.

#### Core Value: Extra Effort

- Developed and issued a Request for Statement for Qualifications for underwriting services, thereby creating a pool for a two-year term. Also, developed and issued a Request for Qualifications for banking services.



**2017 BUDGET SUMMARY**

**SECTION VI**

**GLOSSARY**



For e-version readers, many of the terms are linked to an external website/article that describes the in more detail the usage of that term. Additionally, some terms are linked to the District website that shows the use of that term in more detail with District operations.

**Account**

An accounting and management construct that records and details fiscal activity for a specific area/purpose.

**Account Class**

A group of related accounts. For example, all accounts that are related to Park District Personnel Services.

**Accrual Basis of Accounting**

A basis of accounting in which revenues are recorded when earned, and expenditures when they are incurred, as opposed to when cash is received or spent.

**Agency Fund**

A fund consisting of resources received and held by a government entity, which acts as an agent for others. For example, the Park District's Aquarium and Museum Fund.

**Aggregate Extension**

The total of the district's tax rates for funds that are subject to the Property Tax Extension Limitation Law (PTELL). Funds subject to the PTELL include the annual corporate extension for the taxing district and annual special purpose extensions.

**Alternate Revenue Bonds**

Bonds that are not leveraged against property tax revenue. For example revenue from the harbor fees could support alternate bonds for capital improvements.

**Appropriation**

The legal authorization to incur obligations and make expenditures for designated purposes.

**Balanced Budget**

A balanced budget occurs when planned expenditures equal anticipated revenues for a fiscal year.

**Board of Commissioners**

The governing body of the Park District comprised of seven members appointed by the mayor.

**Bond**

A written promise to repay a specified sum of money, called the principal, at specified date(s) combined with periodic interest.

**Budget**

A financial plan for future appropriations, revenues, expenditures, and resource allocation, which guides organizational policy and operations.

**Capital Asset**

Assets of a long-term character (at least five years), with significant value, that are intended to be held or used, such as land, buildings, machinery and equipment. Also called a Fixed Asset.

**Capital Budget**

The appropriation of operating revenue or bonds for improvements in buildings, land, and equipment (infrastructure), where such improvements and purchases have a life expectancy of at least five years.

**Capital Expenditures**

Direct outlays for the acquisition of capital assets or long-term improvements to extend an asset's useful life through a contract or direct construction, including purchases of equipment, land, and physical structures.

**Capital Improvement Plan (CIP)**

A plan for capital outlay to be incurred each year over a fixed period of years to maintain and/or improve facilities.

**Capital Improvements**

Expenditures related to the acquisition, expansion, or renovation of some segment of a government's infrastructure.

**Cash Basis of Budgeting**

An accounting basis which recognizes revenues when received and expenditures when paid.

**Concessions**

The sale of goods and services on Park District property, with the right to profit from these activities. For example, the sale of ice cream bars in a park.

**Consumer Price Index (CPI)**

A method of determining price inflation that is calculated monthly by the federal government. An index or "basket" of commonly purchased household goods is priced each month and compared to the same basket's price in earlier periods. The change in price over time is used to determine if and to what extent price inflation is present.

**Contractual Services**

Specified services rendered to the Park District by private firms or individuals for a defined period of time.

**Corporate Fund**

This is the District's primary operating fund. It accounts for all financial resources of the District, except those required to be accounted for in another fund. The services, which are administered by the District and accounted for in the General Fund, include recreational, parking, harbor, Soldier Field, and golf among others.

**Cultural Programs**

Park District activities that focus on creating a variety of arts experiences in visual, literary, and performing arts.

**Day Camp**

A summer camp offered by the Park District for children ages 6-12 years

**Debt Financing**

The use of short or long-term debt instruments such as bonds to fund capital expenditures or improvement programs.

**Debt Service**

The cost of paying principal and interest on borrowed money according to a predetermined fee schedule.  
Capital Expenditures

**Department**

A classification of an area within the Park District organization based on management function.

**Depreciation**

An expense which reflects the decrease in the value of an asset over its useful life.

**Districtwide**

Refers to operations which cover all geographic regions of the park district.

**Division**

A sub-classification of Department according to function.

**Encumbrance**

The commitment of appropriated funds to purchase goods or services. To encumber funds means to set aside or commit funds for a specified future.

**Equalized Assessed Value (EAV)**

The valuation set upon real estate and certain personal property by the county assessor as a basis for levying property taxes in the state of Illinois.

**Expenditure**

The payment of cash on the transfer of property or services for the purposes of acquiring an asset or service or settling a loss.

**Expenses**

Charges incurred (whether paid immediately or not) for operations, maintenance, interest or other charges.

**Fiscal Year**

A 12-month period designated as the operating year for accounting and budgeting purposes in an organization. The Chicago Park District's fiscal year runs from January 1 through December 31.

**Fixed Assets**

Assets of a long-term character (at least five years), with significant value, that are intended to be held or used, such as land, buildings, machinery and equipment. Also called a Capital Asset.

**Full-Time Equivalent (FTE)**

A part-time position converted to the decimal equivalent of a full-time position based upon 2,080 hours of work per year. For example, a part-time recreation leader working 20 hours per week would be the equivalent of 0.5 of a full-time position.

**Fund**

A fiscal entity with revenues and expenses that are segregated for the purpose of carrying out a specific purpose or activity. For example, the Pension Fund has revenues and expenses related to the payment of the Park District's pension contributions.

**Fund Balance**

The excess of the assets of a fund over its liabilities, reserves, and carryover available for appropriation.

**Generally Accepted Accounting Principles (GAAP)**

The commonly used and accepted set of rules, conventions, standards, and procedures regarded as proper accounting practices by the Financial Accounting Standards Board (FASB) for reporting financial information.

**General Corporate Purposes Fund**

This is the District's primary operating fund. It accounts for all financial resources of the District, except those required to be accounted for in another fund. The services, which are administered by the District and accounted for in the General Fund, include recreational, parking, harbor, Soldier Field, and golf among others.

**General Obligation Bond**

A bond that is backed by the full faith, credit and taxing power of the government or municipality.

**Grant**

A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee and the purpose of the grant.

**Harbor Fund**

A Park District fund devoted to the repair and maintenance of harbors owned by the Chicago Park District.

**Hourly (H)**

A part-time employment position under 35 hours a week without benefits.

**Interest Income**

Income that originates from investments of monetary assets that are in the possession of a governing body.

**Interfund Transfer**

The movement of monies between funds of the same governmental entity. These transfers require approval by the Board of Commissioners.



### **Intergovernmental Agreement**

An agreement between two distinct governmental entities. For example, the agreement the Park District has with the City of Chicago to repair the revetments supporting Chicago's shoreline.

### **Limited Tax Bonds**

Bonds leveraged against property taxes that have a debt service levy that is capped in some way by statute.

### **Long-Term Income Reserves**

Special reserve fund for future appropriations created to offset parking garage revenues from the long-term lease of Grant Park North and South Garages and the East Monroe Garage.

### **Modified Accrual Basis of Accounting**

An accounting system which records revenues when earned and expenditures when goods and services are received.

### **Monthly (M)**

A full-time employment position receiving benefits.

Non-tax Revenues

Revenues that originate from sources other than taxes, such as fees and permits.

Obligation

A binding agreement resulting in present or future outlays.

Operating Budget

A plan for current revenues, expenditures, and means of financing.

Operating Expenses

The cost for personnel, materials and equipment required for a department function. Operating expenses do not include capital expenses.

Operating Revenues

Funds derived from daily operation of park district activities such as rentals, permit fees, and user fees.

### **Pension Fund**

A fiduciary fund for which the park district acts as the trustee for employee retirement benefits.

### **Performance Measures**

Established standards for the assessment of the park district's operations towards meeting its organizational goals and objectives through daily and long-term activities.

### **Permit**

An issued authorization for access to or exclusive use of a specified park district facility or property holding for a given period of time.

### **Personal Property Replacement Tax (PPRT)**

A tax on the income of corporations and the invested capital of utility companies. Administered by the state and distributed to local governments, including the Park District.

### **Personnel Services**

The account class that includes payroll, health benefits, overtime, etc.

### **Play Camp**

A summer camp offered by the Park District for children 3-6 years.

### **Playground**

Small parks, 2-4 acres in size, with young children (under 15 years) as their primary recreational focus.

**Playlot**

Parks that are less than 2 acres in size, with young children (under 12 years) as their primary recreational focus.

**Principal**

The face value of an initial monetary investment at the time of issuance.

**Prior Year Encumbrance**

Obligations from previous fiscal years on the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**Privatization**

The management of a function by a private firm, based on a contract agreement with a government entity. The contracted service(s) is supplied by staff employed by the private contractor, not the Park District.

**Program**

A set of activities directed towards meeting a social need.

**Property Tax**

A tax levied on real or personal property based on its assessed market value by a government entity.

**Public Buildings Commission (PBC)**

The PBC is a governmental entity used to finance, construct and operate facilities for governmental bodies in Chicago.

**Recreation Programs**

Park District activities that focus on sports, games and other physical activities.

**Region**

One of five geographical/functional entities by which the Park District is organized. Three of the five regions are geographically based on the City of Chicago – Central, North, and South. The remaining functional entities include Districtwide and Administration

**Rehabilitation Cost Methodology**

A method of estimating capital projects costs for all facilities within a category type over time. The CPD's engineering department estimates the rehabilitation costs per facility based upon actual cost experience. This cost is multiplied by the number of facilities that need to be rehabilitated. A time period for the program is then selected. The total cost for rehabilitation of the category is then divided by the number of years selected, resulting in the annual capital budget requirement.

**Rentals**

Income generated in exchange for exclusive use of a specified park district facility or property for a given amount of time.

**Replacement Cost Methodology**

A method of estimating capital projects costs. The methodology works as follows: the full cost of replacing a facility is determined; then the life expectancy of that facility is estimated; and finally, a percentage factor is applied to the replacement cost to determine the annual budget needed to maintain the facility.

**Reserved Fund Balance**

The portion of a governmental fund's net assets that is not available for appropriation.

**Reserves**

An account that records a portion of the fund balance that may be segregated for future use and is available for appropriation.

**Resources**

Funds that are available for Park District use, including revenues, bond proceeds and fund balance.

**Revenue**

Income which finances the operations of government other than interfund transfers and debt issuance proceeds, such as taxes, fees, and investment income.

**Revenue Bond**

A type of bond that is backed only by the revenues from a specific enterprise or project.

**Revetment**

A wall or barrier used to support an embankment. For example, Chicago's shoreline is supported by a system of revetments that the Chicago Park District is in the process of repairing and replacing.

**Seasonal (S)**

Refers to a short-term employment position under six months in length.

**Special District**

A special purpose government entity which provides a designated public service to a certain geographical location, such as the park district.

**Special Recreation Fund**

An earmarked fund for creating accessibility and inclusion in accordance with the Americans with Disabilities Act (ADA) standards, for persons with special needs through capital investments and programming.

**Special Recreation Tax**

A portion of collected property tax designated for the purpose of paying the associated expenses as related to increasing the accessibility of facilities in accordance with the Americans with Disabilities Act (ADA) standards, providing programming and personnel-related costs to the operations of said programs.

**Supplemental Appropriation**

An additional appropriation made by the governing body after the fiscal year has commenced.

**Tax Anticipation Warrants (TAWs)**

Warrants issued in anticipation of collection of taxes and usually retired from tax levy proceeds. Generally, the tax anticipation note is issued by a state or local government with the understanding that a certain amount of taxes will be collected within an appreciable period of time. The note allows the municipality to fund capital projects now rather than waiting for the actual collection of the taxes.

**Tax Levy**

The total amount of property taxes to be collected for a specific fiscal period.

**User Fees**

The payment of a fee for direct receipt of a Park District Service; for example, day camp fees.

**Acronyms:**

CEO – Chief Executive Officer

CIP – Capital Improvement Plan

CPD – Chicago Park District

CPS – Chicago Public Schools

DCEO – Department of Commerce and Economic Opportunity

ECSE – Environmental, Culture and Special Events

FTE – Full Time Employee

GAAP – Generally Accepted Accounting Principles

GASB – Governmental Accounting Standards Board

HUD – Housing and Urban Development

IDOT – Illinois Department of Transportation

IDNR – Illinois Department of Natural Resources

ISBE – Illinois State Board of Education

OBM – Office of Budget and Management

PBC – Public Building Commission

SRA – Special Recreation Activity



City of Chicago  
Rahm Emanuel, Mayor

Board of Commissioners

Jesse H. Ruiz, President  
Avis LaVelle, Vice President  
Erika R. Allen  
Donald J. Edwards  
Tim King  
M. Laird Koldyke  
Juan Salgado

General Superintendent & CEO

Michael P. Kelly

For more information about your Chicago Park District visit  
[www.chicagoparkdistrict.com](http://www.chicagoparkdistrict.com) or call (312) 742-PLAY (7529) or (312) 747-2001 (TTY).

Stay Connected.

