

4.1 Introduction

This Recommendations Chapter is the key chapter of this document. After a careful review of our community demographics, trends, and opinions, along with a thorough assessment of our current park and open space resources, the following recommendations have been identified as priority action items for 2015-2020 and beyond. It is important to note that these recommendations are based on current needs and expected resources. As these needs and resources change, priorities and recommendations will change as well.

4.2 Land Acquisition

As identified in Chapter 3, there are community and neighborhood areas within the District where there is insufficient park and open space to meet national standards. To meet these needs, the District will continue to pursue land acquisition as opportunities arise and limited financial resources allow. The District has identified larger parcels of land (undeveloped open space and/or vacant buildings) that exist in Waukegan that, if acquired, could meet some of those identified needs. See map and description in Section 2.9. The District will continue to research and track these open space parcels along with properties around existing parks and consider acquiring strategic parcels to create new parks or expand existing parks. These acquisitions may be through purchase, developer donation or cooperative agreements with other organizations. It is important to note that some of the needs identified to meet standards may be met by partnering with other public agencies such as the Waukegan School District, City of Waukegan and the Lake County Forest Preserve District to improve public access and use of their properties.

4.3 Recommended Park Improvements

The Waukegan Park District currently maintains 48 park sites, 40 of which are developed with amenities. Eight sites are undeveloped. Below are District-Wide Park Improvement Recommendations as well as a listing of each park site and recommended improvements for the next five years and beyond. A strategic and continual effort must be made to incorporate these recommendations into the District's Capital Improvement Program (CIP).

District-Wide Park Improvements

1. Maintain asphalt parking lots and pathways per Pavement Maintenance Plan (PMP).
2. Maintain basketball, tennis and other sport courts per Sport Court Maintenance Plan (SCMP).
3. Implement Emerald Ash Borer (EAB) Management Plan including Treekeeper Inventory.
4. Implement Green Initiatives championed by the Green Team addressing waste reduction and recycling, energy efficiency, natural areas management and green purchasing.
5. Correct Non-Compliant Playground Hazards per 2013 Playground Safety Audit Report through modification or playground replacements. (See Projected Capital Improvement Projects Appendix)
6. Accomplish Americans with Disabilities Act (ADA) compliance recommendations as feasible per the 2012 ADA Access Audit and Transition Plan.
7. Maintain and/or replace District vehicles and equipment per Vehicle and Equipment Replacement Schedule (VERS).

RECOMMENDED PARK IMPROVEMENTS			
Park	2015-2020 Recommendations	Beyond 2020 Recommendations	Notes
1	ADELPHI PARK		
	Renovate/replace playground (Group II) with Unitary Surfacing. Assess use and consider Alternative Ideas for Play per 2013 Playground Safety Audit Report.	Consider access path from Burriss Ave to Vermont Ave and into park	See Projected Capital Improvement Projects Appendix.
	Develop accessible paths from playground to Wall Ave and Nemesis Ave.		
	Pursue ROW vacations of contiguous portions of Nemesis Ave. and Garrick Ave.		
	Implement applicable District-Wide Park Improvement Recommendations.		
2	ARBOR PARK		
	Renovate/replace playground (Group III) with Unitary Surfacing.		See Projected Capital Improvement Projects Appendix
	Develop and implement Natural Areas Management Plan (NAMP).		
	Improve health of trees through new plantings, proper tree care and naturalization of select turf areas.		
	Implement applicable District-Wide Park Improvement Recommendations.		
3	ARMORY PARK		
	Renovate/replace playground (Group III) with Unitary Surfacing		See Projected Capital Improvement Projects Appendix
	Implement applicable District-Wide Park Improvement Recommendations		
4	BEDROSIAN PARK		
	Convert playground surfacing to Unitary Surfacing.		
	Implement applicable District-Wide Park Improvement Recommendations		
5	BELVIDERE PARK		
	Develop and implement Belvidere Park Conceptual Improvement Plan	Consider renovation or relocation of Administrative Center	
	Pursue OSLAD, PARC and other grant funding sources for park improvements	Improve west side drainage with Stormwater BMPs	
	Upgrade parking and exterior building lights to LED.	Upgrade/replace ball field lighting	
	Add permanent bathroom facility		

Park	2015-2020 Recommendations	Beyond 2020 Recommendations	Notes
	Add picnic shelter(s)		Incorporate shelter as a rental facility
	Renovate/replace playground (Group I) with Unitary Surfacing		See Projected Capital Improvement Projects Appendix
	Improve health of trees through new plantings, proper tree care and naturalization of select turf areas		
	Implement applicable District-Wide Park Improvement Recommendations		

6 BEN DIAMOND PARK			
	Add small picnic shelter to north side of park		Incorporate shelter as a rental facility
	Add permanent picnic table pads (locate with shared grills)		
	Assess need for baseball field - consider removal or downsizing backstop		
	Renovate/replace playground (Group III) with Unitary Surfacing		See Projected Capital Improvement Projects Appendix
	Implement applicable District-Wide Park Improvement Recommendations		

7 BESLEY PARK			
	Implement Playground and Park Improvements as identified in the 2014-15 Capital Improvement Program		Renovate to create as a plaza/gathering area. Assess playground use and consider Alternative Ideas for Play per 2013 Playground Safety Audit Report.
	Implement applicable District-Wide Park Improvement Recommendations		

8 BEVIER PARK			
	Renovate tennis courts and consider addition of lighting	Consider expansion of existing or additional picnic shelter(s)	Incorporate shelter as a rental facility
	Assess need for baseball field and consider removal	Consider trail connection to Bonnie Brook Bird Sanctuary	
	Pursue additional sidewalk on south side of Yorkhouse Road with Lake County Division of Transportation	Pursue revival of the Bonnie Brook Riverine and Riparian Restoration Plan with the Army Corps of Engineers	
	Renovate/replace playground (Group II) with Unitary Surfacing		See Projected Capital Improvement Projects Appendix

Park	2015-2020 Recommendations	Beyond 2020 Recommendations	Notes
	Continue collaboration with DISContinuum Disc Golf Club to maintain and improve the disc golf course		
	Pursue potential multipurpose trail with Lake County Forest Preserve District as part of a Lyons Woods to Waukegan Savanna regional trail.		
	Develop and implement Natural Areas Management Plan (NAMP) including pond shoreline naturalization and stream bank stabilization.		
	Improve health of trees through new plantings, proper tree care and naturalization of select turf areas		
	Implement applicable District-Wide Park Improvement Recommendations		

9 BONNIE BROOK BIRD SANCTUARY			
	Develop and implement Natural Areas Management Plan (NAMP)	Consider trail connection to Bevier Park	
		Pursue revival of the Bonnie Brook Riverine and Riparian Restoration Plan with the Army Corps of Engineers	

10 BONNIE BROOK GOLF COURSE			
	Continue collaboration with Golf Management group to maintain and improve golf course and clubhouse	Pursue revival of the Bonnie Brook Riverine and Riparian Restoration Plan with the Army Corps of Engineers	
	Renovate/replace playground (Group V) with Unitary Surfacing. Assess use and consider Alternative Ideas for Play per 2013 Playground Safety Audit Report.		See Projected Capital Improvement Projects Appendix
	Implement applicable District-Wide Park Improvement Recommendations		

11 BOWEN PARK			
	Develop and implement Natural Areas Management Plan (NAMP) in cooperation with the Waukegan Harbor CAG.	Consider trail connection to Lyons Woods using eastern ComEd corridor	
	Update Park Entrance signage		
	Renovate Grosche Field and replace lighting	Assess Rosenwald Cottage for any potential future use	
	Add BMX component to Skate Park	Consider expansion of Skate Park	
	Replace east side park perimeter fencing	Assess Craft Cottage as potential Nature Center	

Park	2015-2020 Recommendations	Beyond 2020 Recommendations	Notes
	Add picnic shelter at north picnic area	Assess potential for additional parking	Incorporate shelter as a rental facility
	Convert outdoor lighting to LED	Pursue pedestrian bridge improvements with Illinois Division of Transportation	
	Complete Morrison Shelter Improvements and Ravine Enhancement and Expansion		
	Renovate Formal Garden/Replace Gazebo		
	Improve health of trees through new plantings, proper tree care and naturalization of select turf areas		
	Consider group camping site on east side "French Camp" area off Miraflores Ave.		
	Implement applicable District-Wide Park Improvement Recommendations		

12	CLEARVIEW PARK		
	Implement Park and Playground Improvements Renovation as outlined in 2014 OSLAD and IGIG Grants		Improvements to include new access road and permeable parking area, rain garden, picnic shelter, playground, spray pad and permanent bathrooms
	Implement applicable District-Wide Park Improvement Recommendations		

13	COUNTRY LANE PARK		
	Develop and implement Natural Areas Management Plan (NAMAP) in cooperation with the Country Lane Homeowners Association (HOA).		
	Improve health of trees through new plantings, proper tree care and naturalization of select turf areas		
	Renovate/replace playground (Group V) with Unitary Surfacing		See Projected Capital Improvement Projects Appendix
	Implement applicable District-Wide Park Improvement Recommendations		

14	DIVERSITY PARK		
	Renovate/replace playground (Group IV) with Unitary Surfacing		See Projected Capital Improvement Projects Appendix
	Implement applicable District-Wide Park Improvement Recommendations		

Park	2015-2020 Recommendations	Beyond 2020 Recommendations	Notes
15 DUGDALE PARK			
	Develop new Park Master Plan	Replace permanent bathrooms	
	Pursue OSLAD, PARC and other grant funding sources for park improvements	Add perimeter walking path	
	Naturalize select turf areas		
	Implement applicable District-Wide Park Improvement Recommendations		
	Consider trail connection to the McClory Bike Path in cooperation with the Kiley Center		
16 FIREMAN'S MEMORIAL PARK			
	Renovate/replace playground (Group V) with Unitary Surfacing. Assess use and consider Alternative Ideas for Play per 2013 Playground Safety Audit Report.		See Projected Capital Improvement Projects Appendix
	Implement applicable District-Wide Park Improvement Recommendations		
17 GRAHAM PARK			
	Renovate/replace playground (Group III) with Unitary Surfacing		Consider addition of spray feature/pad. See Projected Capital Improvement Projects Appendix
	Implement applicable District-Wide Park Improvement Recommendations		
18 GREENSHIRE GOLF COURSE			
	Implement applicable District-Wide Park Improvement Recommendations	Assess need and viability of the course through a cost-benefit analysis	
		Consider redevelopment as a community park site	
19 HENRY PFAU CALLAHAN PARK			
	Pursue potential multipurpose trail with Lake County Forest Preserve District as part of a Lyons Woods to Waukegan Savanna regional trail.		
	Continue collaboration with Waukegan BMX Club to maintain and improve the BMX track and associated amenities		
	Continue collaboration with DISContinuum Golf Club to maintain and improve the disc golf course		

Park	2015-2020 Recommendations	Beyond 2020 Recommendations	Notes
	Implement Environmental Consultant's recommendations on removal of leachate wells and gas vents in landfill area		
	Implement applicable District-Wide Park Improvement Recommendations		

20	HINKSTON PARK		
	Implement addition of Indoor Aquatic Facility at Field House as outlined in 2014 PARC Grant.	Consider acquisition of township-owned parcel to the west of Field House	
	Create new park master plan with the indoor pool addition to the Field House	Initiate with City of Waukegan improvements to Grandville Ave. with curb and gutter	
	Convert north parking lot from gravel to asphalt or permeable pavers		
	Renovate north picnic shelter - with no bathrooms		
	Add permanent bathroom facility separate from north shelter		
	Relocate and enlarge playground to north end of park with Unitary Surfacing		
	Improve health of trees through new plantings, proper tree care and naturalization of select turf areas		
	Develop and implement Natural Areas Management Plan (NAMP)		
	Implement applicable District-Wide Park Improvement Recommendations		

21	JOE SISOLAK PARK		
	Collaborate with Lake County Forest Preserve District and School District for future site improvements	Consider acquisition of undeveloped lots along the eastern border	

22	KING PARK		
	Demolish home at 620 Jensen Court		
	Initiate with the City of Waukegan Jensen Court vacation to unify park		
	Develop new Park Master Plan with community and user group input	Add community garden, basketball court and permanent bathroom	Include Beacon House
	Pursue OSLAD, and other funding sources for park improvements		
	Renovate/replace playground (Group I) with Unitary Surfacing		See Projected Capital Improvement Projects Appendix
	Replace picnic shelter		

Park	2015-2020 Recommendations	Beyond 2020 Recommendations	Notes
	Implement applicable District-Wide Park Improvement Recommendations		
23 KIRK PARK			
	Renovate/replace playground (Group I) with Unitary Surfacing		See Projected Capital Improvement Projects Appendix
	Improve health of trees through new plantings, proper tree care and naturalization of select turf areas		
	Implement applicable District-Wide Park Improvement Recommendations		
24 LARSEN NATURE PRESERVE			
	Initiate with Lake County Division of Transportation development of new parking lot east of McClory Path	Implement Callahan-Franklin Dog Park Expansion Improvements	
	Develop and implement Natural Areas Management Plan (NAMP) for northern property area		
	Implement applicable District-Wide Park Improvement Recommendations		
25 PARK IN THE GLEN			
	Renovate/replace playground (Group IV) with Unitary Surfacing		See Projected Capital Improvement Projects Appendix
	Develop and implement Natural Areas Management Plan (NAMP) focusing on opening viewscales.		
	Improve health of trees through new plantings, proper tree care and naturalization of select turf areas		
	Implement applicable District-Wide Park Improvement Recommendations		
26 PARK MAINTENANCE FACILITY			
	Implement applicable District-Wide Park Improvement Recommendations		
27 PLONIEN PARK			
	Implement applicable District-Wide Park Improvement Recommendations		
28 POWELL PARK			
	Consider converting wood steps to North Park Ave. to stone	Pursue having Sherman Ave parcels owned by the City of Waukegan transferred to the District	

Park	2015-2020 Recommendations	Beyond 2020 Recommendations	Notes
	Improve health of trees through new plantings, proper tree care and naturalization of select turf areas	Consider development of riverine walking pathway to Ray Bradbury Park	
	Renovate/replace playground (Group IV) with Unitary Surfacing		<i>See Projected Capital Improvement Projects Appendix</i>
	Assess ravine and associated natural areas and develop and implement Natural Areas Management Plan (NAMP)		
	Implement applicable District-Wide Park Improvement Recommendations		

29 RAY BRADBURY PARK			
	Renovate/replace east side ravine steps		
	Assess ravine and associated natural areas and develop and implement Natural Areas Management Plan (NAMP)		
	Improve health of trees through new plantings, proper tree care and naturalization of select turf areas		
	Implement applicable District-Wide Park Improvement Recommendations		

30 ROOSEVELT PARK			
	Renovate/replace playground (Group IV) with Unitary Surfacing	Consider Daylighting under Rt. 120 and trail access to Washington Park	<i>See Projected Capital Improvement Projects Appendix</i>
	Improve health of trees through new plantings, proper tree care and naturalization of select turf areas		
	Continue ravine and associated natural areas management		
	Implement applicable District-Wide Park Improvement Recommendations		

31 RUDD FARM PARK			
	Renovate/replace playground (Group IV) with Unitary Surfacing		<i>See Projected Capital Improvement Projects Appendix</i>
	Develop and implement Natural Areas Management Plan (NAMP)		
	Implement applicable District-Wide Park Improvement Recommendations		

32 SERENITY PARK			
	Consider removal of sand volleyball court and naturalization of area		

Park	2015-2020 Recommendations	Beyond 2020 Recommendations	Notes
	Naturalize turf areas north of access path		
	Renovate/replace playground (Group V) with Unitary Surfacing. Assess use and consider Alternative Ideas for Play per 2013 Playground Safety Audit Report.		See Projected Capital Improvement Projects Appendix.
	Continue collaboration with Fields of the Hidden Orchid Homeowners Association and Conserve Lake County on management of the surrounding Dokum Mskoda Nature Preserve		
	Implement applicable District-Wide Park Improvement Recommendations		

33 SMITH PARK			
	Assess with Boys and Girls Club of Lake County for future park improvements	Consider conversion of marquee to electronic	
	Convert outdoor lighting to LED with Illinois Clean Energy Community Foundation Grant		
	Implement applicable District-Wide Park Improvement Recommendations		

34 UPTON PARK			
	Renovate/replace playground (Group III) with Inclusive Features and Unitary Surfacing	Consider options for additional parking	Inclusive Playground Design
	Convert outdoor lighting to LED		
	Improve health of trees through new plantings, proper tree care and naturalization of select turf areas		
	Implement applicable District-Wide Park Improvement Recommendations		

35 VICTORY PARK			
	Remove aging, minimally used and non-compliant features (horse shoe pits, 2 ball fields, etc.)		
	Develop new Park Master Plan		Consult with Vista Health
	Pursue OSLAD, and other grant funding sources for park improvements		
	Renovate tennis courts and add lighting		
	Add permanent bathrooms		
	Consider small parking lot		
	Add picnic shelter		Incorporate shelter as a rental facility
	Renovate/replace playground (Group II) and fitness area with Unitary Surfacing		See Projected Capital Improvement Projects Appendix.

Park	2015-2020 Recommendations	Beyond 2020 Recommendations	Notes
	Naturalize appropriate turf areas		
	Implement applicable District-Wide Park Improvement Recommendations		
36	WASHINGTON PARK		
	Improve health of trees through new plantings, proper tree care and naturalization of select turf areas	Consider acquisition of adjacent private lots on Juniper Street and Bluff Street	
	Renovate/replace playground (Group II) with Unitary Surfacing		See Projected Capital Improvement Projects Appendix
	Assess ravine and associated natural areas and develop and implement Natural Areas Management Plan (NAMP)		
	Consider creation of formal walking path from playground to Roosevelt Park		
	Implement applicable District-Wide Park Improvement Recommendations		
37	WAUKEGAN SPORTSPARK		
	Implement applicable District-Wide Park Improvement Recommendations	Pursue development of SportsPark Phase II Improvements	
38	WESTERN TOT LOT		
	Assess drainage issues with City of Waukegan and pursue correction		
	Implement applicable District-Wide Park Improvement Recommendations		
39	WOODARD PARK		
	Renovate/replace playground (Group V) with Unitary Surfacing		See Projected Capital Improvement Projects Appendix
	Implement applicable District-Wide Park Improvement Recommendations		
40	YEOMAN PARK		
	Renovate/replace playground (Group II) with Unitary Surfacing		See Projected Capital Improvement Projects Appendix
	Assess ravine and associated natural areas for beneficial management, especially slopes to improve visibility	Consider formal trail connection to Hyde Park School	
	Implement applicable District-Wide Park Improvement Recommendations	Pursue grant funding (II EPA Section 319) for restoring fishery, stream bank and ecological restoration along Waukegan River Corridor	

Park	2015-2020 Recommendations	Beyond 2020 Recommendations	Notes
41 UNDEVELOPED - BEACH AND CORNELL			
	Develop and implement Natural Areas Management Plan (NAMP)	Develop Park Master Plan for the site	
42 UNDEVELOPED - BROOKSIDE AND EVERGREEN			
	Develop and implement Natural Areas Management Plan (NAMP)	Develop Park Master Plan of site with community and user input	Include Waukegan School District
	Improve health of trees through new plantings and proper tree care		
43 UNDEVELOPED - DEVONSHIRE AND BRISTOL			
	Consider selling		
44 UNDEVELOPED - EAGLE RIDGE/LEWIS AVENUE			
	Develop Park Master Plan for the site with community and user groups		Pursue partnership with Waukegan Airport/Port Authority for future development
	Consider acquisition of a some of the undeveloped apartment complex property to the east to expand park		
45 UNDEVELOPED - EAST BONNIE BROOK AND LEWIS			
	Consider selling		
46 UNDEVELOPED - EDWARDS FIELD			
	No recommendations		
47 UNDEVELOPED - JAMES CREEK			
	Develop and implement Natural Areas Management Plan (NAMP)	Assess development of a simple rest stop for McClory Bike Path with Lake County Division of Transportation	
48 UNDEVELOPED - STEWART AND RIDGELAND			
	No recommendations		

4.4 Recommended Park Connections and Paths

1. Improve the use and function of the Robert McClory Bike Path by collaborating with Lake County Division of Transportation to improve way finding signs and consider improved connections to nearby parks. The District should also develop the James Creek Undeveloped Park site as a potential rest area along the McClory Bike Path. Also, facilitate discussion possibly leading to acquisition (by the district or others) of strategic open space parcels along or near the McClory Bike Path.
2. Develop a strategic plan for a greenway corridor along the Waukegan River through coordination and cooperation of governmental and non-governmental agencies.
3. Continue with the cooperative effort led by the Lake County Forest District to create a multi-use path from Lyons Woods to Waukegan Savanna which could pass through Bevier and Callahan Parks. See Appendix 5: Lake County Forest Preserve.
4. Consider developing a comprehensive greenway and path plan with appropriate partners.

4.5 Recommended Building and Facility Improvements

The Waukegan Park District currently maintains 54 buildings/structures at 16 park sites. These buildings and facilities are of varying ages and conditions and some are considered deficient in size or function to meet current and future demands. As an extension of this plan, it is recommended that the District completes a thorough building and facility assessment to identify these deficiencies and assess the conditions of the buildings and facilities. This assessment will lead into the development of a Capital Asset Replacement/Maintenance Schedule (CARMS) which will recommend when components or entire buildings and facilities should be maintained or replaced. The CARMS will become one of the primary planning tools to be used to plan and implement the Capital Improvement Program (CIP).

The CARMS should also include initiatives related to:

1. Americans with Disabilities Act (ADA) compliance recommendations per the 2012 ADA Access Audit and Transition Plan.
2. Green Initiatives championed by the Green Team addressing waste reduction and recycling, energy efficiency, and green purchasing.

4.6 Recommended Cooperative Agreements and Partnerships

The Waukegan Park District recognizes that projects, programs and services can be initiated that mutually benefit one or more parties. Cooperative ventures may be initiated so that the Waukegan Park District and allied organizations can mutually fulfill their missions with greater efficiency and effectiveness. Cooperative agreements will be assessed on an individual basis to determine the feasibility and cost/benefit to the partners involved.

1. Continue promoting *Partners in Parks* Program.
2. Continue the development of the Waukegan Parks Foundation to attract private funding, some of which may be used to fund park improvements.
3. Continue or deepen current partnerships and agreements to develop and implement programs and projects with state and local governmental agencies, such as, the City of Waukegan, Waukegan School District, Township of Waukegan, Waukegan Port District, County of Lake, Lake County Forest Preserve District, Lake County Division of Transportation, Waukegan Harbor Citizens Advisory Group, Illinois Environmental Protection Agency, Illinois Department of Natural Resources, Lake County Storm Water Management Commission and similar partners.
4. Maintain relationships with the Illinois Association of Park Districts (IAPD), Illinois Park and Recreation Association (IPRA), National Recreation and Park Association (NRPA) and Sports Turf Managers Association (STMA) and other appropriate agencies and organizations.

4.7 Operational Recommendations

1. The District should seek outside funding sources such as grants to supplement the financing of projects i.e., Illinois Department of Commerce and Economic Opportunity Grants (DCEO), Open Space Land Acquisition Development Grants (OSLAD), and Illinois Environmental Protection Agency (IEPA) Section 319 Funding.
2. The District should continue to strive toward conforming with the standards and guidelines set by

the Park District Risk Management Agency (PDRMA), Consumer Products Safety Commission (CPSC), American Standard for Testing and Materials (ASTM) and the Americans with Disabilities Act (ADA).

3. The District should continue to establish maintenance management standards so that park features are preserved and maintained to insure quality, safety and cost effectiveness.
4. The District should continue to utilize its website, social media and Recreation Connection magazine as a means to educate the public about its maintenance services and facilities.
5. The District should engage with individuals, focus groups, neighborhood and community groups, and advisory committees to gain input into the planning, development and improvement of park areas and facilities.

4.8 Fiscal and Budget Considerations

The Park and Open Space Master Plan has identified capital requirements throughout the District's park and recreation system. The multi-year plan developed by the Master Plan provides the basis for the District's multi-year Capital Improvement Program (CIP). The CIP provides the link between the Master Plan, a fiscal plan and actual physical development. In addition to capital projects identified through the Master Plan process, the CIP includes vehicle and equipment replacement schedules and reoccurring and existing capital commitments.

The CIP is reviewed and updated annually. The current year of the CIP is a capital improvement budget. This budget translates the general principles and standards of a multi-year planning document to specific authorization of outlays.

Planning for capital improvements must take into consideration the impact upon the operating budget. Improvements or acquisitions which require increased operating or maintenance costs must be carefully reviewed.

Sources of Capital Funding

The District has the ability and authority to fund capital expenditures by various sources. Specific statutory authorizations and limitations are contained in the Park District Code (Chapter 105, Illinois Revised Statutes 1987, Article 1-13).

The alternative sources for capital funding and a brief description follows:

1. **Current Revenue (pay-as-you-go):** Pay-as-you-go involves the financing of capital projects from current revenues. The sources of these revenues may be real estate taxes, fees and charges, interest income, contributions and grants.
2. **Reserve Funds:** This source is similar to pay-as-you-go. Surplus current revenue is accumulated until sufficient funds are available to complete the project. A portion of the Corporate Tax increase from the referendum is dedicated to ongoing capital improvement programs and constitutes a portion of the Reserve Funds. An annual transfer of these funds is made from the Corporate Fund to the Capital Fund based on availability and need.
3. **Installment Purchase Contracts:** This type of debt instrument is basically a note payable for up to 20 years. The District may fund the installment contract payments through current operating revenues. Installment contracts provide access to borrowing power for projects too large for a one-time payment.
4. **General Obligation Bonds:** The District may issue referendum General Obligation Bonds for capital improvements and acquisition. The sale of the bonds may be sold by competitive bidding or negotiation.
5. **Capital Funding:** The District's Corporate and Recreation Funds have limited funds available for capital outlay. The Special Recreation, Paving and Lighting and Museum Funds currently have the resources for funding certain capital improvements.

Capital expenditures, within these funds, should be restricted to the special purposes of these funds. As appropriate, funds for these operating funds will be transferred to the District's Capital Improvement Fund.

Designated contributions for capital projects will, in certain cases, be held in the District's Memorial/Endowment Fund until such time that the funds are required or utilized.

4.9 Reviewing, Funding and Updating the Plan

This Parks and Open Space Master Plan is intended to guide the District for the five-year period from 2015 through 2020. The adoption of this plan by the Board will initiate a sequence of actions by the District to implement the plan.

1. This plan will be reviewed, interpreted, and updated annually and more often if needed in order to fulfill the intentions of the plan. Approved updates will be added as supplements to the plan
2. The capital improvements recommended in this plan will be funded to the greatest extent possible. Project planning must be coordinated with financial planning for this plan to succeed. As part of the budget process, the Senior Staff and the Executive Director shall convene in each year of the plan to review proposed projects and available financial resources. A list of priority projects with estimated costs will be developed for the following year. This list will be used for planning possible bond issue and allocating operating and capital fund sources toward master plan projects.
3. This plan should eventually be replaced with a new five-year Master Plan for 2020-2025. That plan should follow a process and format similar to this one and should be authorized by the Board in 2019. This time frame will allow a careful transition from one five-year plan to the next.

4.10 Implementing the Plan

As an extension of this plan, a separate Parks and Open Space Master Plan **Implementation and Tracking Plan** will be developed. This plan will extract all the recommendations from this plan and develop projected timelines and tasks to accomplish the recommendations. These tasks will then be tracked towards completion. As resources and priorities shift within the District, timelines and expectations will be adjusted appropriately to make this a living document that makes the District both accountable and flexible in implementing the Master Plan.

Implementation Guidelines:

1. This plan should have direct connection and accountability to the District's Strategic Plan and Capital Improvement Program (CIP).
2. As part of the Strategic Plan review process, this plan should be reviewed, progress tracked and updates made as necessary.
3. All employees and Board members should receive a hard or electronic copy of this plan and appropriate review should be incorporated annually.
4. A summary of the Implementation and Tracking Plan should be made available to staff and posted in appropriate locations including the Website. This serves as a visual reminder of the District's commitment to implementing the Plan.