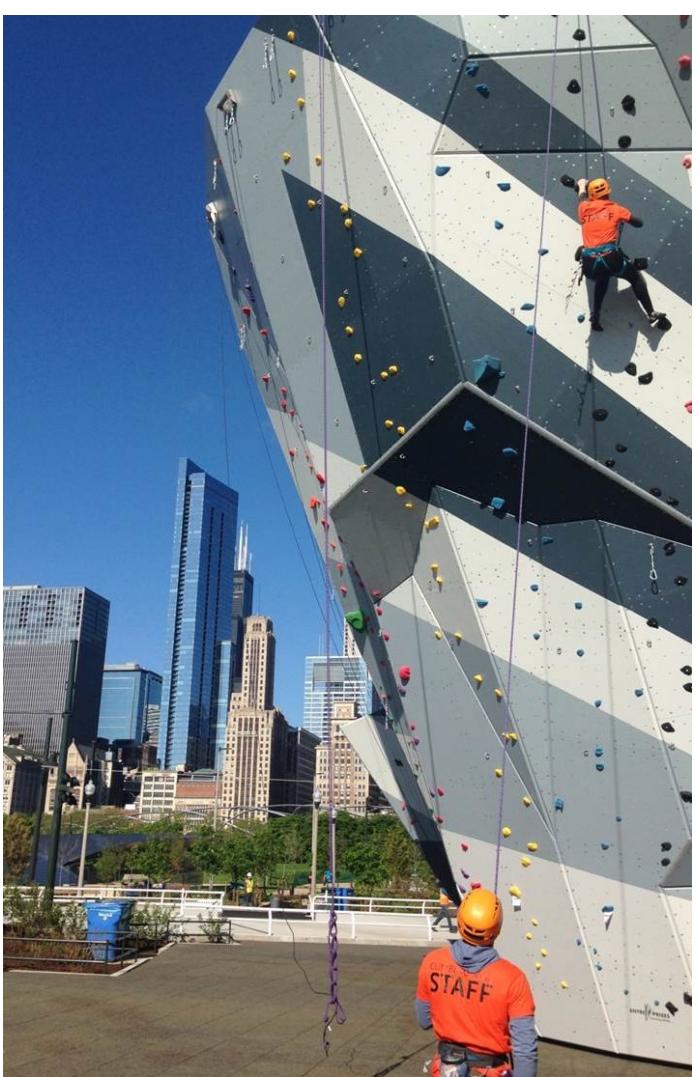


BUDGET SUMMARY



2016



chicago park district





GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**Chicago Park District
Illinois**

For the Fiscal Year Beginning
January 1, 2015

A handwritten signature in black ink, appearing to read "Jeffrey P. Evans".

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, 2015. 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.

2016 Chicago Park District Budget Summary



Citizens of Chicago,

I am pleased to present the Chicago Park District's 2016 Budget. The \$458.1 million proposal offers a balanced budget that invests in the recreational needs of children and families in the 77 communities of Chicago.

The 2016 budget provides for the expansion of some of the District's most highly sought after programs, including gymnastics and aquatics to address the growing demand and wait lists. Additional highlights of the 2016 plan include the expansion of Night Out in the Parks programming to a year-round arts and culture series; a partnership with the Chicago Public Schools to focus on critical elementary grade sports programming; expansion of programs targeting teens; the expansion of Special Recreation programming to additional park sites throughout the city, as well as the growth of Special Olympics Spring Game participation; and further integration of wellness and nutrition curriculum into other programs. Hundreds of thousands of families count on park programs for athletics, cultural and social enrichment. This budget delivers by expanding existing programming and creating new opportunities that keep residents of all ages active and engaged.

For the ninth time in a period of ten years, the Chicago Park District budget comes with no property tax increase. Programs will face a modest hike yet they remain affordable and well below competing recreational facilities. 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.

The 2016 spending plan is approximately \$9.5 million higher than the FY2015 budget. It fulfills a pension obligation of \$30.8 million per the Pension Legislation Public Act 098-0622 for employees and retirees. It also funds increases in personnel hours needed to accommodate recent facility expansions such as La Villita Park in the Little Village Community and the 606 trail, both opened in 2015; and the highly anticipated Quad/Ellis Park fieldhouse in Bronzeville and the Eleanor Boat House in the Bridgeport community scheduled to open next spring. With minimal fee increases, cost savings and efficiencies in excess of \$5.3 million were pursued in an effort to create a balanced budget.

At \$310 million, property taxes and personal property replacement tax make up the majority of Chicago Park District revenues. Revenue from privatized contracts are expected to bring in \$80 million. Soldier Field, which broke its record for monthly income this past summer, will have another strong year welcoming Copa America Centennial Soccer Tournament, International Rugby and world renowned, musical touring artists. These revenues go right back to support neighborhood parks.

We thank the residents of Chicago and park patrons for helping shape the 2016 budget. I look forward to all the new and exciting things to come in the next year.

Sincerely,



A handwritten signature in black ink that reads "Michael P. Kelly".

Michael P. Kelly
General Superintendent & CEO
Chicago Park District

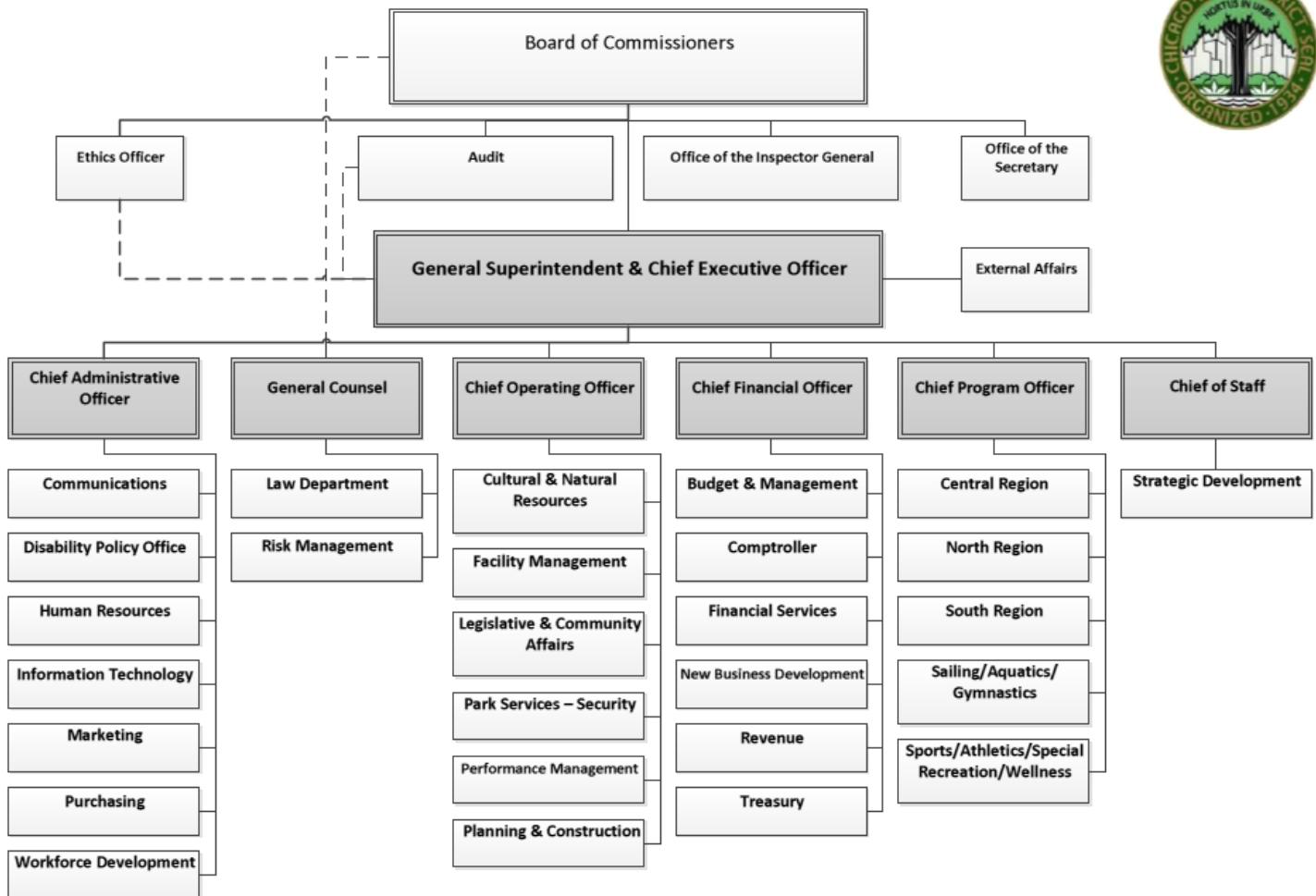
2016 Chicago Park District Budget Summary

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2016 Chicago Park District Budget Summary

Chicago Park District Organization Chart



The seal of the Chicago Park District, featuring a circular design with a green outer ring containing the text "CHICAGO PARK DISTRICT SEAL ORGANIZED 1934". Inside the ring is a stylized illustration of a park scene with trees, flowers, and a path.

2016 BUDGET SUMMARY

SECTION I BUDGET OVERVIEW

CHICAGO PARK DISTRICT

Budget Overview

Economic Outlook

As fiscal year 2015 comes to a close, the national economy, while showing some loss of momentum, continues to grow overall. Recent data indicate moderation in economic growth from the second quarter with real GDP growing at an annual rate of 1.5%, down from the 3.9% rate of the second quarter, and for the year average growth of 2% which the economy has been hovering at since the recovery began. While some areas of the economy have slowed, there are still positive indices being reported and consumer sentiment as we head into the holiday season is encouraging. The US Department of Labor reported national unemployment rates moving from 5.7% in January 2015 to 5.0% in October 2015. In the coming months, the national economy is likely to continue to expand at a modest pace.

Historically, the state and local economy have followed the national economy with a slight lag. For September 2015, the preliminary unemployment rate for Illinois was 5.4% and the City of Chicago was 5.6%. According to the Illinois Department of Employment Security (IDES), during September 2015 nonfarm payroll employment shed 6,900 jobs with job numbers dropping for a fourth consecutive month, keeping Illinois below the national average. Based on the slower path recorded this year, IDES analysts anticipate that Illinois employment will not recover from the 2007-2009 recession until April 2017. The most recent report from the Federal Reserve indicates growth in economic activity in the Seventh District (Chicago) slowed to a more modest pace in late August and September, but expectations are for growth to pick up somewhat over the next 6 to 12 months.

The current State of Illinois budget impasse is also having an effect on the state and local financial picture. As of this writing, the State of Illinois has yet to pass its fiscal year 2016 budget which is affecting its financial flexibility and resulting in the disruption of local government distributive fund taxes and the suspension of grant awards. It is in this area that the Chicago Park District has been impacted most as nearly \$40 million in state grant funds that were expected to support various districtwide capital projects have been suspended. This is unfortunate because it is at times such as these when investment in the State's economic engine is vital.

Chicago remains one of the world's largest and most diversified economies, with more than four million employees and generating an annual gross regional product (GRP) of over \$575 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.

A world-class city demands a world-class park system. Projects such as Maggie Daley Park which has become an instant tourist attraction, the 606 which turned an industrial corridor into an active transportation corridor and Mayor Rahm Emanuel's Chicago Plays! playground replacement program which increases property values are examples of how investment in Chicago parks has the potential to drive the state and local economy in a positive direction.

Sources:

US Department of Labor Bureau of Labor Statistics

Federal Reserve Beige Book - Seventh District--Chicago, October 15, 2015

Commission on Government Forecasting and Accountability, Monthly Briefing October 2015

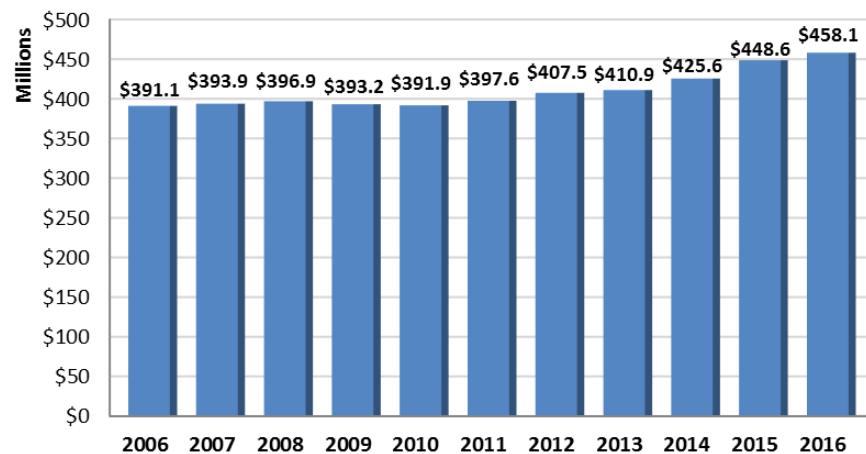
Illinois Department of Revenue Quarterly Revenue Report: Fiscal Year 2016-Q1

Regional Economics Applications Laboratory Illinois Economic Review October 2015

Chicago magazine | What Emanuel Has in Mind for Chicago's Parks—and How to Pay for it, July 2015

Budget Overview

2016 Operating Budget Summary

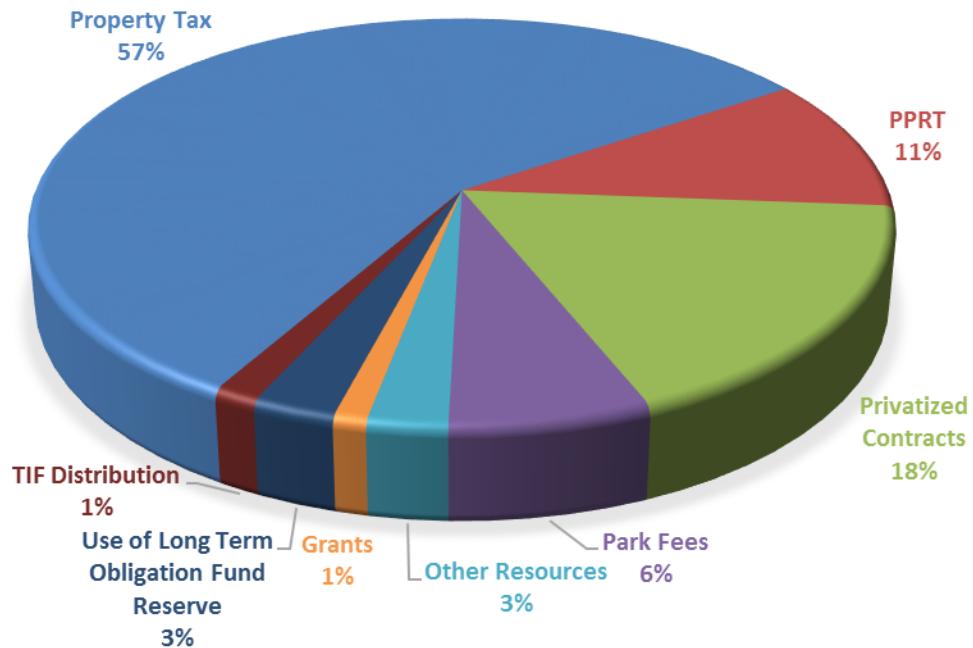


The 2016 budget is balanced at \$458.1 million, an increase of 2.1% or approximately \$9.5 million compared to the 2015 budget. In fiscal year 2016, the District will incur increased expenses in personnel, landscape management, privatized contracts and utilities as detailed in the expenditure section of this summary. In total, the District worked to close a budget deficit of \$16.6 million. In addition to growth from economically sensitive and distributed revenues and a downward sloping debt profile the District identified various efficiencies and revenue increases to close the budget gap. Highlights include the following:

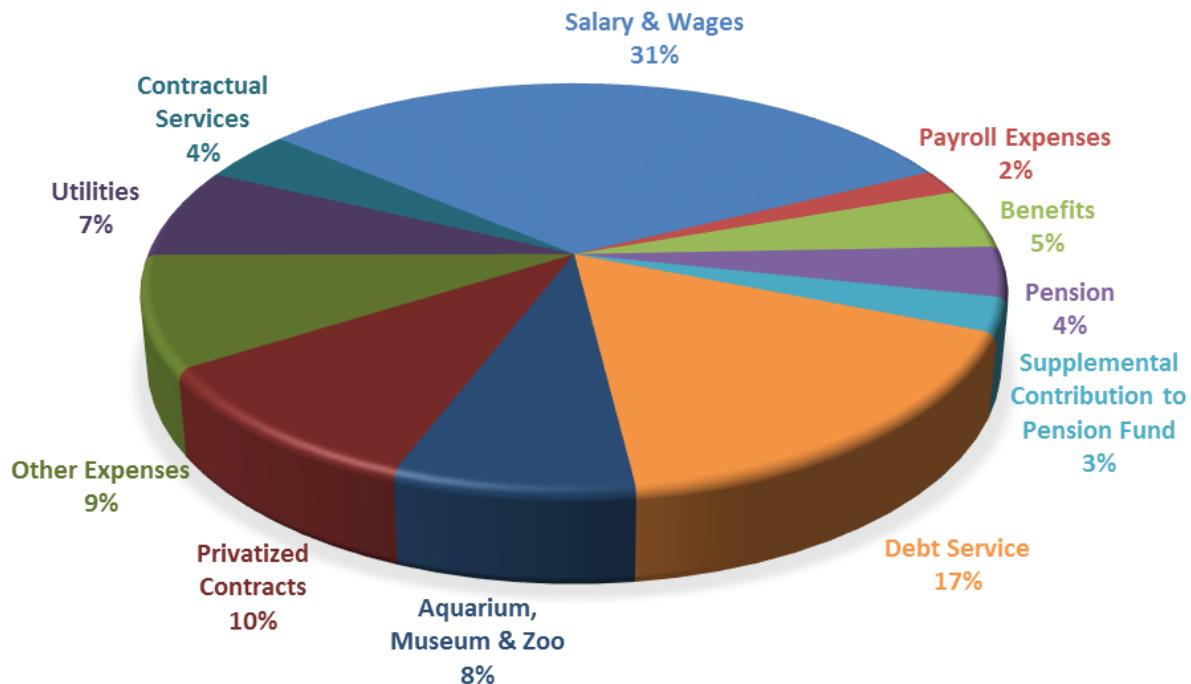
Spending Cuts	\$5.3 Million
• Restricting personnel increases	\$2.0
• Contractual services cuts	\$1.8
• Mandatory non-personnel reduction	\$0.4
• Landscaping efficiencies	\$0.4
• Strategic changes in healthcare	\$0.3
• Water conservation efforts	\$0.2
• Favorable contract terms	\$0.1
• Consolidating facilities	\$0.1
Revenue Enhancements	\$5.3 Million
• Growth from investments/agreements	\$2.0
• Property tax value capture	\$1.5
• Parking Fee increases	\$0.6
• Program expansion	\$0.5
• Park fee rate increase	\$0.3
• Harbor Ancillary Rate Increases	\$0.2
• Financial Assistance process enhancements	\$0.1

Budget Overview

2016 Operating Budget – Revenue



2016 Operating Budget – Expenses



Budget Overview

Financial Summary by Category - Revenues

All Operating Funds

	2014 Budget	2015 Budget	2016 Budget	% Change
Property Taxes	\$ 268,860,657	\$ 270,770,657	\$ 272,270,657	0.6%
Property Tax Loss in Collections	(10,485,566)	(9,937,283)	(9,992,333)	0.6%
Personal Property Replacement Tax (PPRT)	46,005,000	46,005,000	48,615,000	5.7%
Tax Increment Financing Distribution	2,667,000	3,259,500	6,667,000	104.5%
Soldier Field	30,387,377	31,699,079	32,405,172	2.2%
Harbor Fees	24,223,007	25,438,394	25,041,915	-1.6%
Golf Fees	5,624,956	5,374,753	5,395,107	0.4%
Parking Fees	4,413,584	4,829,185	5,327,320	10.3%
Concession Revenue	3,141,341	4,023,076	3,571,245	-11.2%
Northerly Island	1,700,000	1,700,000	1,500,000	-11.8%
Other User Charges ¹	1,410,762	1,438,125	7,228,368	402.6%
Park Fees	13,115,382	15,363,125	14,978,460	-2.5%
Permits	12,412,194	13,633,016	14,305,950	4.9%
Rentals	2,864,939	3,668,505	1,231,340	-66.4%
Donation and Grant Income	5,855,000	5,855,000	5,855,000	0.0%
Corporate Sponsorships	1,485,375	922,105	518,200	-43.8%
Miscellaneous Income	901,800	1,285,797	1,429,297	11.2%
Interest On Investment	360,000	360,000	150,000	-58.3%
Capital Contributions	3,742,857	4,792,737	4,870,747	1.6%
Use of Prior Year Fund Balance	6,885,350	5,600,000	4,200,000	-25.0%
Use of Long Term Obligation Fund Reserve	-	12,500,000	12,500,000	0.0%
Total	\$ 425,571,014	\$ 448,580,770	\$ 458,068,445	2.1%

¹ Includes revenue sources previously recorded under other categories: MLK, McFetridge Sports Center and Maggie Daley Park.

Budget Overview

Financial Summary by Category - Expenses

All Operating Funds

	2014 Budget	2015 Budget	2016 Budget	% Change
Salary & Wages	\$ 136,097,720	\$ 138,866,462	\$ 144,646,199	4.2%
Health Benefits	15,542,416	17,114,672	18,071,121	5.6%
Retiree Health Benefits	2,192,584	2,280,288	2,820,266	23.7%
Employee Health Care Contribution	(3,659,520)	(3,727,976)	(3,787,996)	1.6%
Prescription Drugs	3,234,000	3,395,700	4,156,000	22.4%
Dental Benefits	328,986	332,108	323,551	-2.6%
Life Insurance	182,555	183,309	183,806	0.3%
Medicare Tax	1,784,007	1,837,924	1,938,301	5.5%
Social Security	1,202,697	1,247,948	1,290,336	3.4%
Materials and Supplies	6,372,179	6,165,638	6,166,418	0.0%
Tools and Equipment	498,354	475,674	487,292	2.4%
Repair and Maintenance	2,210,705	2,358,876	2,367,885	0.4%
General Contractual Services	21,146,066	20,651,613	18,927,679	-8.3%
Facilities Rentals	1,026,803	825,000	825,000	0.0%
Natural Gas Utility	4,445,000	5,500,000	5,700,000	3.6%
Electric Utility Service	10,460,000	10,460,000	11,665,000	11.5%
Water and Sewer Utility	13,075,000	15,280,000	15,280,000	0.0%
Concessions Management	750,000	750,000	700,000	-6.7%
Harbor Management	10,279,135	10,304,006	11,359,484	10.2%
Soldier Field	17,088,419	18,153,311	18,617,195	2.6%
Golf Management Expenses	4,695,394	4,535,497	4,799,872	5.8%
Parking Management	1,229,635	1,250,740	1,211,398	-3.1%
Landscape Management	3,942,390	4,395,578	6,119,716	39.2%
Other Management Fee Expense	18,164,107	23,159,727	24,446,330	5.6%
Organizations	3,011,800	3,208,287	3,108,287	-3.1%
Expenditure of Grants	1,492,412	1,541,000	1,364,958	-11.4%
Special Program Expense	741,342	972,199	969,657	-0.3%
Unemployment Obligations	2,362,000	2,162,000	2,162,000	0.0%
Workers Compensation	3,525,000	3,525,000	3,525,000	0.0%
Insurance	3,500,000	3,366,000	3,366,000	0.0%
Judgments	1,000,000	1,000,000	1,000,000	0.0%
Pension Expense	11,146,378	17,975,366	18,284,228	1.7%
Supplemental Contribution to Pension Fund	-	12,500,000	12,500,000	0.0%
Remittance To Zoo	5,600,000	5,600,000	5,600,000	0.0%
Remittance To Aquarium & Museum	31,130,508	30,115,221	30,311,858	0.7%
Debt Service	89,772,942	80,819,603	77,561,604	-4.0%
Total	\$ 425,571,014	\$ 448,580,770	\$ 458,068,445	2.1%



**2016 BUDGET SUMMARY
SECTION II
CHICAGO PARK DISTRICT
PROFILE**

CHICAGO PARK DISTRICT

The seal of the Chicago Park District, established in 1934, is overlaid on the background. It features a green outer ring with the words "CHICAGO PARK DISTRICT SEAL" at the top and "ORGANIZED 1934" at the bottom. Inside the ring is a stylized illustration of a park scene with trees, flowers, and a path.

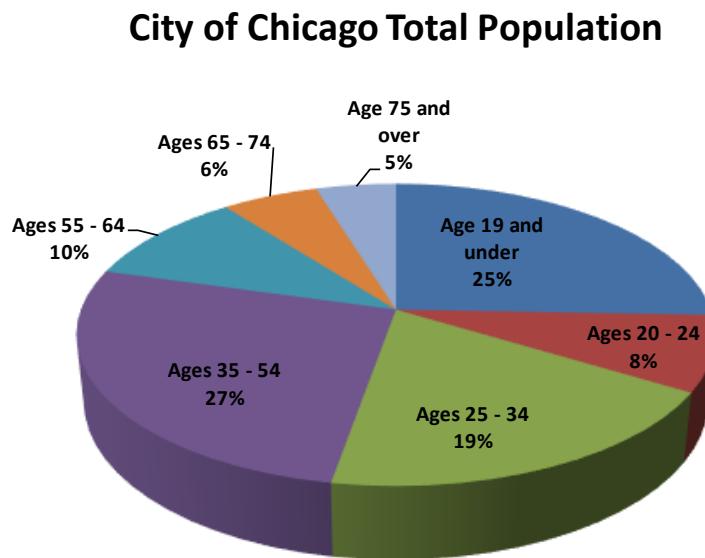
Demographics

City of Chicago

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	2013
Total	2,706,101
Age 19 and under	691,949
Ages 20 - 24	218,740
Ages 25 - 34	517,001
Ages 35 - 54	720,223
Ages 55 - 64	273,980
Ages 65 - 74	155,402
Age 75 and over	128,806
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

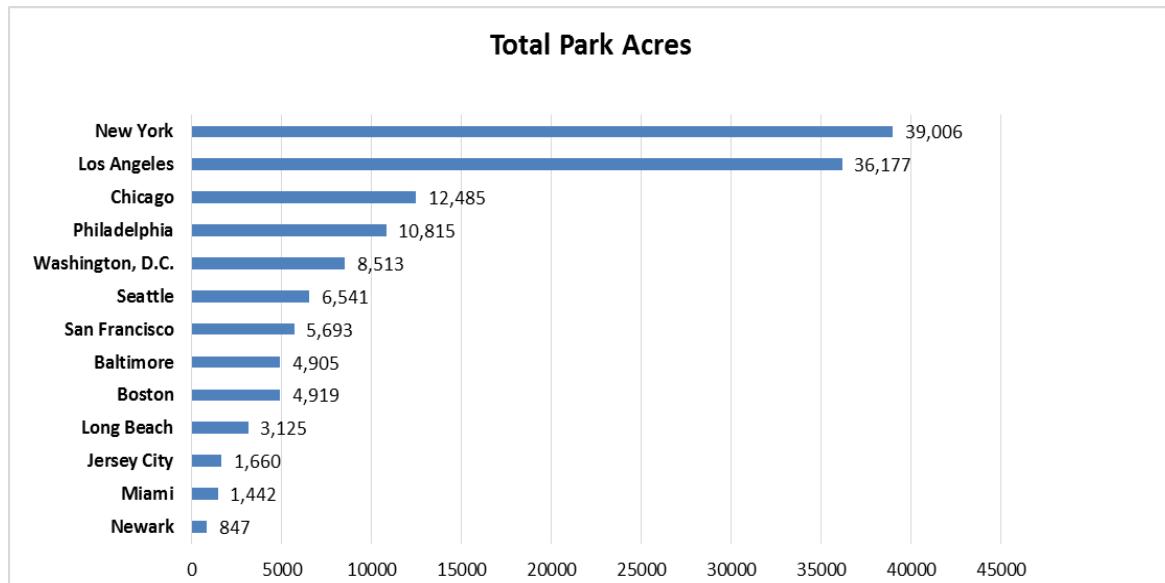
Source: US Census 2000; 2013 ACS (5-Year)



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 8,400 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, we're rebuilding 325 playgrounds across the city so that every child in every neighborhood is within a 10-minute walk of a park or playground. Park programs and events create hubs of positive activity thereby building community ties and reducing crime.

Demographics



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	806,449	15,177	98.2%
2	Boston	613,061	16,452	97.4%
3	New York	8,006,720	279,462	96.6%
4	Washington, D.C.	600,036	23,244	96.3%
5	Minneapolis	363,247	22,810	94.1%
6	Philadelphia	1,424,355	119,061	92.3%
7	Seattle	557,414	46,652	92.3%
8	Chicago	2,479,821	252,149	90.8%
9	Milwaukee	515,430	77,171	87.0%
10	Oakland	337,372	60,916	84.70%

Source: The Trust for Public Land 2015 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.

Demographics

CPD is made up of...

- 8,444 Acres
- 590 Parks
- 542 Baseball/Softball Fields
- 536 Tennis Courts
- 521 Playgrounds
- 355 Volleyball Courts (300 temp along lakefront)
- 332 Basketball Courts
- 254 Football/Soccer Fields
- 226 Field Houses
- 216 Water Spray Features
- 145 Gyms
- 90 Gardens
- 87 Community Gardens
- 77 Swimming Pools
- 74 Horseshoe Courts
- 72 Fitness Centers
- 50 Artificial Turfs
- 30 Running Tracks
- 28 Beaches
- 26 miles of lakefront
- 25 Nature/Bird Sanctuaries
- 23 Dog Friendly Areas
- 22 Prairies/grasslands
- 20 Water Playgrounds
- 20 Lagoons
- 20 Boxing Centers
- 17 Accessible Beach Walks
- 15 Cultural Centers
- 13 Hand/Racquetball Courts
- 11 Harbors
- 11 Museums
- 11 Savannas/Woodlands
- 10 Gymnastics Centers
- 10 Wetland Areas
- 10 Ice Skating Rinks
- 8 Dune Habitats
- 7 Golf Courses
- 7 Skate Parks
- 5 Water Slides
- 5 Cricket Fields
- 3 Driving Ranges
- 3 Senior Centers
- 2 Wheelchair Softball Fields
- 2 Conservatories
- 2 Nature Gardens
- 2 Batting Cages
- 2 Nature Centers
- 1 Professional Football Stadium
- 1 Miniature Golf Course
- 1 Putting Green
- 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.

Most-Visited City Parks in U.S.

Rank	City	Park	Annual Visitation
1	New York City	Central Park	40,000,000
2	Washington, D.C.	Lincoln Memorial	29,408,432
3	Chicago	Lincoln Park	20,000,000
4	San Diego	Mission Bay Park	16,500,000
5	San Francisco	Golden Gate Park	14,000,000
6	Los Angeles	Griffith Park	12,000,000
7	St. Louis	Forest Park	12,000,000
8	Philadelphia	Fairmount Park	10,000,000
9	Cleveland	Cleveland Lakefront Park	8,431,000
10	Dallas	Fair Park	5,531,500

Source: The Trust for Public Land 2015 City Park Facts

For a list of the most-visited park in each of the 100 largest U.S. cities, visit tpl.org/cityparkfacts

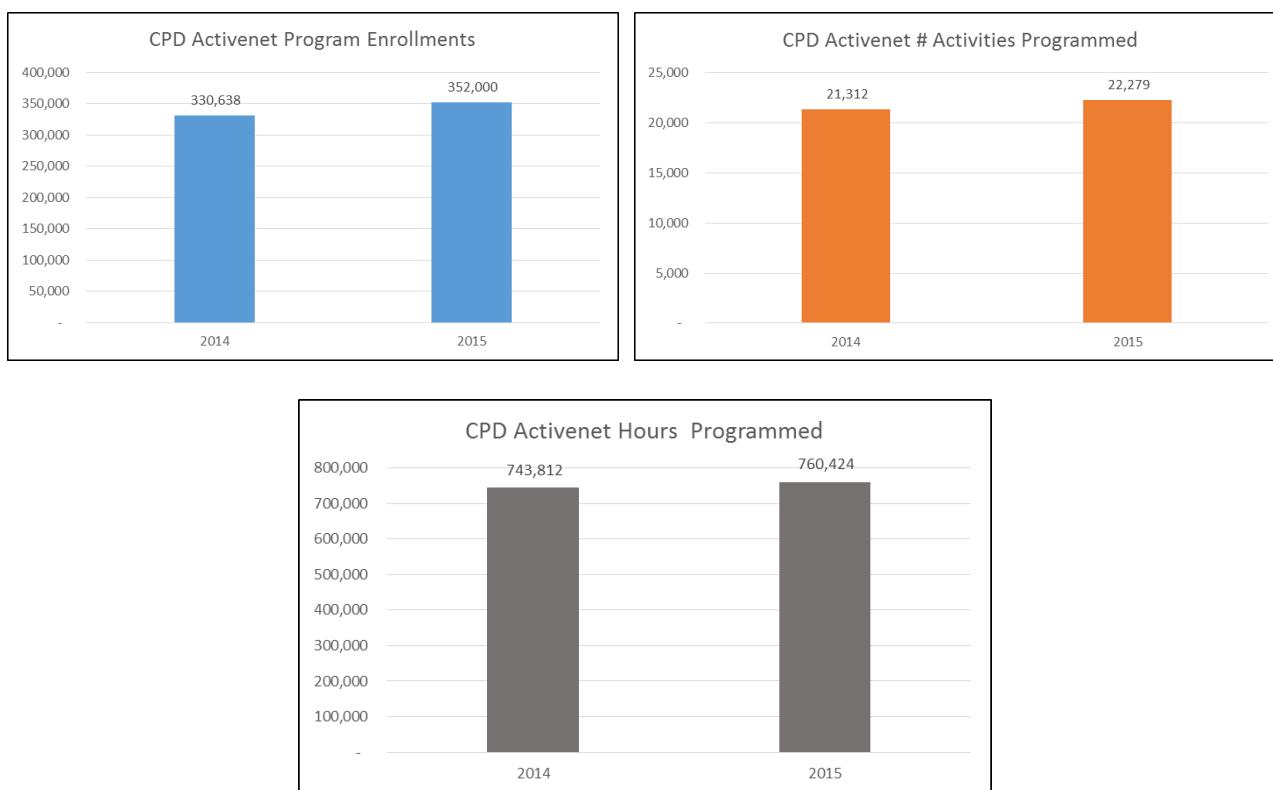
Demographics

Recreational Offerings

In 2015, 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 2015, we continued our Night Out in the Parks summer focus and also started to expand the program into the fall. In 2016, Night Out in the Parks will be offered year-round.

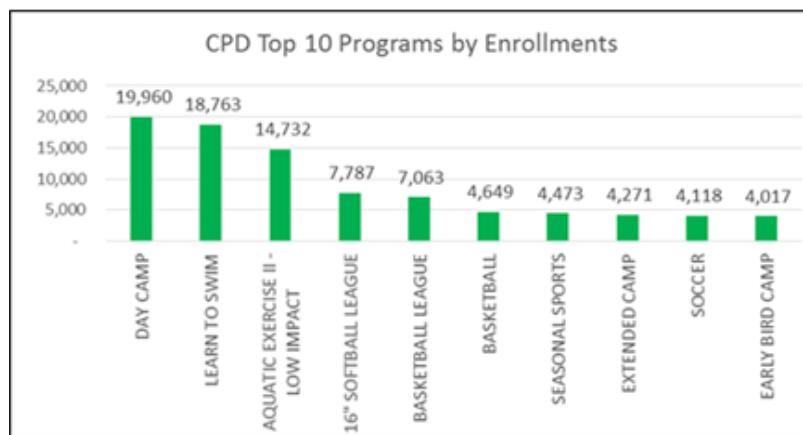
Program Registrations & Demographics

In 2015, total direct program enrollments reached record levels exceeding 2014 by 6%. For the most current program session, fall 2015, the number of residents across the City who enrolled in Chicago Park District programs rose to 94,000, up 5% compared to fall 2014, 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.



Demographics

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. In 2016, creative solutions will be implemented, such as Aquatics blitzes and Gymnastics session modifications, to provide more opportunities for participation. 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 & Core Values

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 2016, the Chicago Park District will work to develop our program offerings to keep them fresh and engaging to children and to accommodate more children in positive recreation. Exciting improvements include Learn to Swim Aquatics blitzes; Sports 37 sports camps for cricket, lacrosse, double dutch and rugby; Teens in the Park (TIP) events, Friday Night Lights and Summer Teen Beach Bash to name a few.



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.

Mission & Core Values

In 2016, the Chicago Park District will achieve savings through numerous operational efficiencies, with water conservation efforts being a top priority. We will investigate high consumption facilities and focus on infrastructure improvements that will result in water conservation and operating relief. One example is the greening of the Wilson parking lot which is scheduled to complete construction summer 2016.



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.



South Shore Cultural Center

Two-thirds of our capital dollars are dedicated to maintaining our existing assets including our historic field houses and auxiliary buildings. More than \$25 million is dedicated to historic renovations in the 2016-2020 Capital Improvement Plan. Unfortunately, the State funding for this important program is currently suspended. Once the State of Illinois releases these grant funds, the important restoration work on these community treasures will continue. In 2016, the Chicago Park District will continue to push for release of these funds to save these historic treasures.

(More detail on other capital projects may be found in the capital section of this book.)

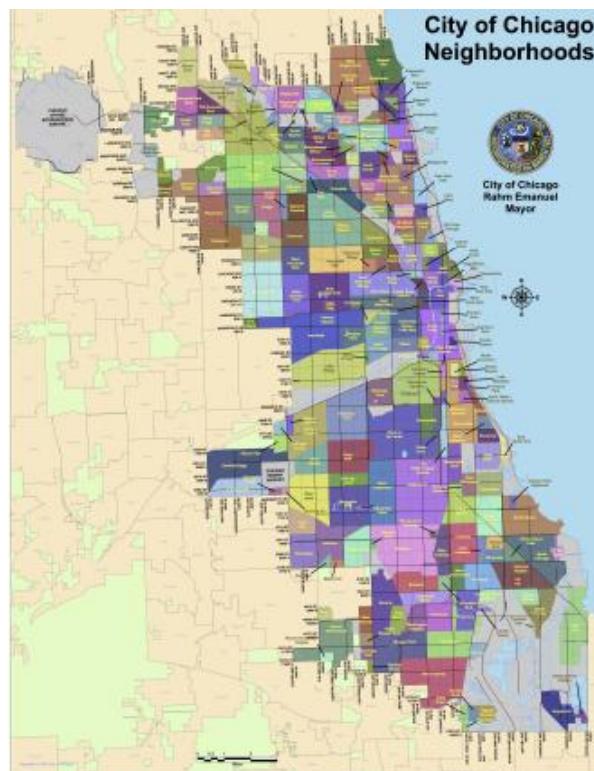
Extra Effort

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

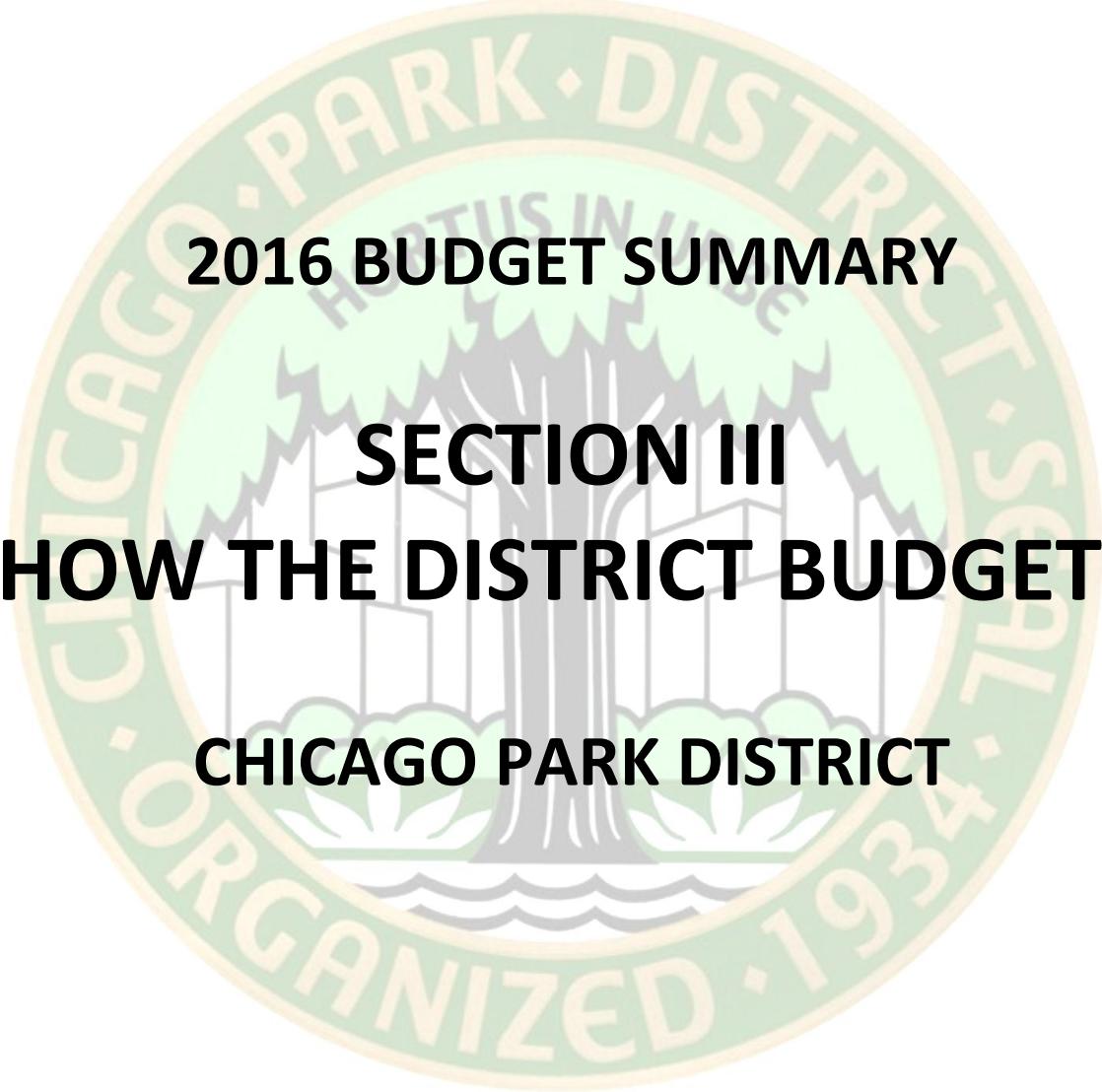
Mission & Core Values

lines of communication between our customers and each other. And we work as a team as we build toward a new future together.

In 2016, the Chicago Park District will perform a comprehensive review of its role in each of the city's 77 Neighborhoods in relation to the needs of the neighborhood residents. Each review requires an analysis of existing conditions, potential program adjustments, suggested capital upgrades/conversions and prospective partnerships. Meetings which began in 2015 will progress and expand to culminate in a series of recommendations for neighborhood-specific improvements. These visioning sessions will be cornerstone to how the Chicago Park District moves forward in a strategic manner.







The seal of the Chicago Park District, featuring a green outer ring with the words "CHICAGO PARK DISTRICT" at the top and "ORGANIZED 1933" at the bottom. Inside the ring is a stylized illustration of a park scene with a building, trees, and water.

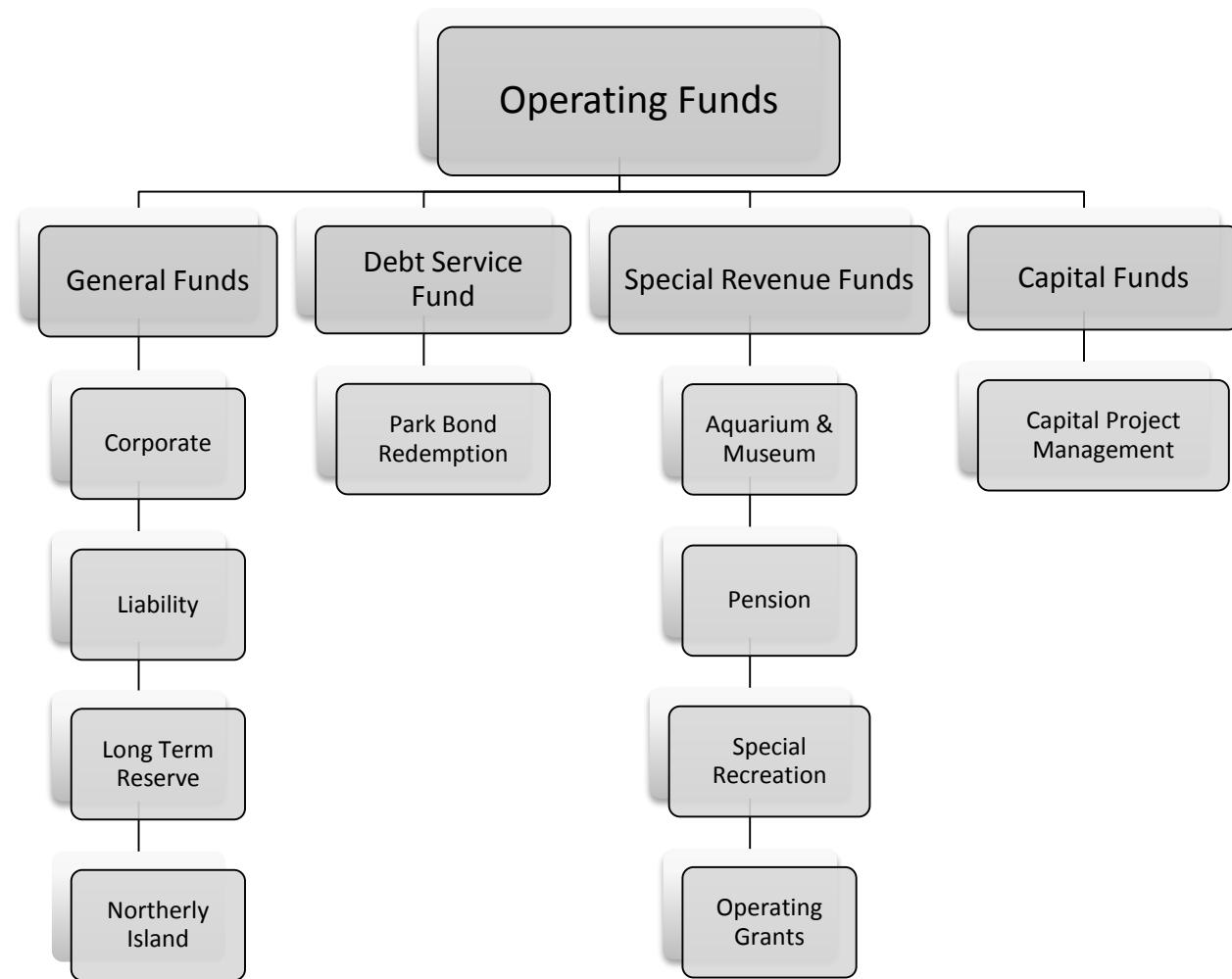
2016 BUDGET SUMMARY

SECTION III

HOW THE DISTRICT BUDGETS

CHICAGO PARK DISTRICT

Fund Structure



The 2016 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.

Fund Structure

2016 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).

Financial Policies

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" (see attached). 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.

Financial Policies

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 \$967 million or 65% below the \$1,493 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 \$144 million in capacity under this limit. At the end of 2015, the District had approximately \$840 million of outstanding long-term debt, which is \$4.0 million lower 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.

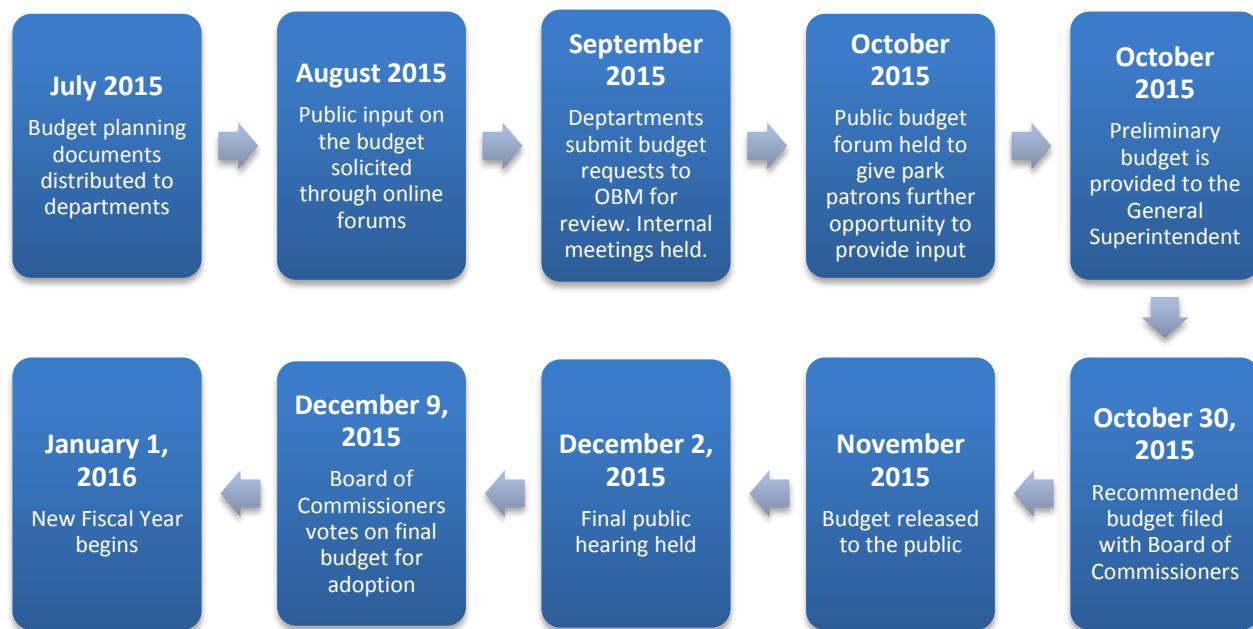
Budget Process

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 2016 budget is presented in the following two documents:

- **2016 Budget Summary** – Provides a summary of proposed budget, narrative of the funding sources and an overview of the budget process.
- **2016 Budget Appropriations** – Line item detail for departments, regions and parks for all operating funds.

Fund Balance

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, 2014, the District's governmental funds reported combined fund balances of \$291.6 million, a decrease of \$17 million in comparison with the prior year. Of this amount, \$5.3 million or approximately 1.8% is available for spending at the government's discretion (unassigned fund balance). The unrestricted fund balance (the total of the committed, assigned, and unassigned components of fund balance) for the general fund was \$203.1 million, or approximately 73.2% of total general fund expenditures. Of this amount, \$96 million relates to working cash reserves.

The 2016 budget accounts for the use of \$3 million of prior year fund balance in the corporate fund. This is a decrease of \$1 million from the 2015 budget and the fourth 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 2014, the fund balance was \$96 million. Interfund transfers from the corporate fund replenish money drawn from this fund to maintain the \$85 million minimum.

Long Term Income Reserve Fund Balance
Reserve Floor: \$85M



Fund Balance

General Fund Balance

Amounts are in thousands

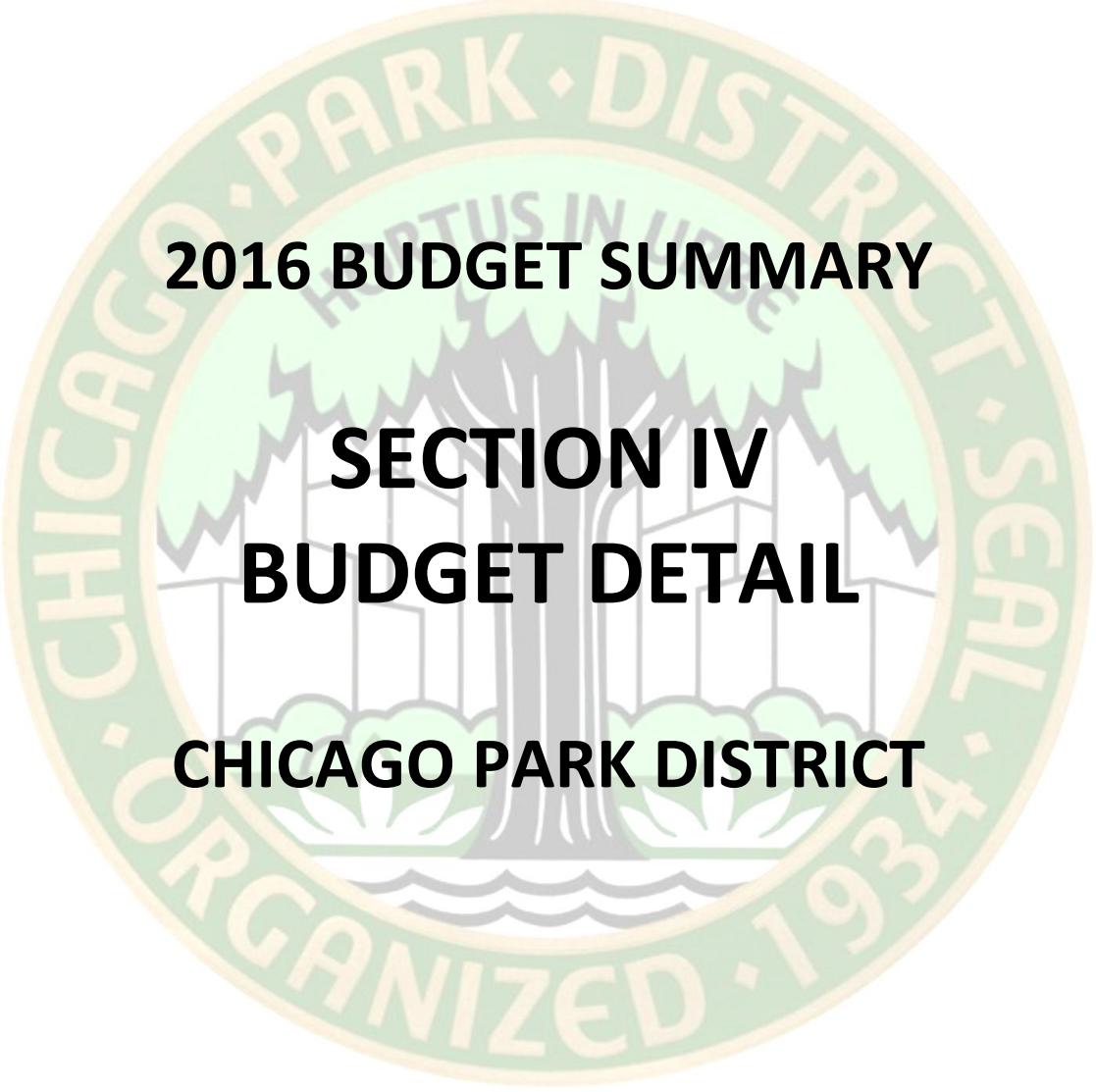
	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Budget
Revenues:						
Property tax	179,544	154,387	144,888	164,534	158,318	162,042
Tax Increment Financing Distribution ²		5,970	2,740	3,885	3,260	6,667
Personal property replacement tax	15,950	16,040	21,155	23,345	28,709	31,076
Interest on investments	188	210	12	5	360	150
Concession revenue	4,387	4,760	4,519	3,529	6,383	3,571
Parking fees	2,828	3,516	3,750	4,145	4,829	5,327
Harbor fees	17,476	13,925	12,363	11,638	12,633	11,985
Golf fees	4,782	5,163	5,206	4,900	5,375	5,395
Recreation Activities	22,023	13,387	12,571	13,180	15,363	14,978
Soldier Field	27,880	29,824	34,554	36,036	31,699	32,405
Donations and grant income	490	675	341	1,055	855	1,373
Rentals	2,421	860	1,189	1,399	3,669	1,231
Miscellaneous income	1,051	1,175	2,299	1,171	1,286	1,429
Permits	6,656	12,641	11,614	12,396	13,633	14,306
Northerly Island	703	1,007	1,207	1,651	1,700	1,500
Other User Charges	-	-	-	1,740	-	7,228
Capital Contributions	806	1,292	-	-	1,100	1,100
Use of Prior Year Fund Balance	-	-	9,479	-	4,000	3,000
Use of Long Term Obligation Fund Reserve	-	-	-	-	12,500	12,500
Transfer in	3,621	-	-	-	-	-
Total revenues	290,806	264,832	267,887	284,609	305,671	317,264
Expenditures:						
Personnel services	138,253	148,313	149,257	150,015	157,196	164,999
Materials and supplies	5,649	5,146	5,319	5,329	5,691	5,809
Small tools and equipment	548	446	401	448	472	483
Contractual services	106,608	96,296	105,944	114,410	122,194	125,875
Program expense	587	650	538	617	918	898
Other expense	717	3,727	6,428	6,030	6,700	6,700
Supplemental Contribution to Pension Fund	-	-	-	-	12,500	12,500
Transfer out	-	-	-	-	-	-
Total expenditures	252,362	254,578	267,887	276,849	305,671	317,264
Revenues over expenditures	38,444	10,254	0	7,760	0	0
Fund Balance						
Beginning Fund Balance	147,216	185,660	195,914	186,039	185,740	188,124
Nonspendable:	3,478	1,037	843	1,500	843	1,500
Restricted:	-	-	-	-	-	-
Committed:						
Working Capital	95,833	95,976	95,976	95,976	95,976	95,976
Economic Stabilization	20,000	20,000	20,000	27,000	23,500	27,000
PPRT Stabilization	-	5,000	5,000	5,000	5,000	5,000
Assigned To:						
Park operations and maintainance and budget stabilization	3,000	12,000	9,470	6,000	12,000	6,000
Northerly Island	4,256	2,138	2,138	1,010	2,138	1,010
Legal Judgments exceeding appropriations	-	500	500	500	500	500
Long Term Liability ³	-	-	25,000	40,000	24,201	15,000
Unassigned:	59,093	59,263	27,112	27,638	21,582	20,638
Ending Fund Balance	\$ 185,660	\$ 195,914	\$ 186,039	\$ 204,624	\$ 185,740	\$ 172,624

Notes:

¹In 2011 the Government Accounting Standards Board issued a new standard, GASB 54. As a result of the implementation of GASB 54, the Park District combined the Long Term Income Reserve and Northerly Island Fund into the General Fund for reporting purposes in the Comprehensive Annual Financial Report beginning in FY 2011. GASB 54 also required a breakdown of fund balance into five classifications; Nonspendable, Restricted, Committed, Assigned and Unassigned.

²Prior to 2012 the TIF revenue was reported with the Property tax revenue.

³In 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.



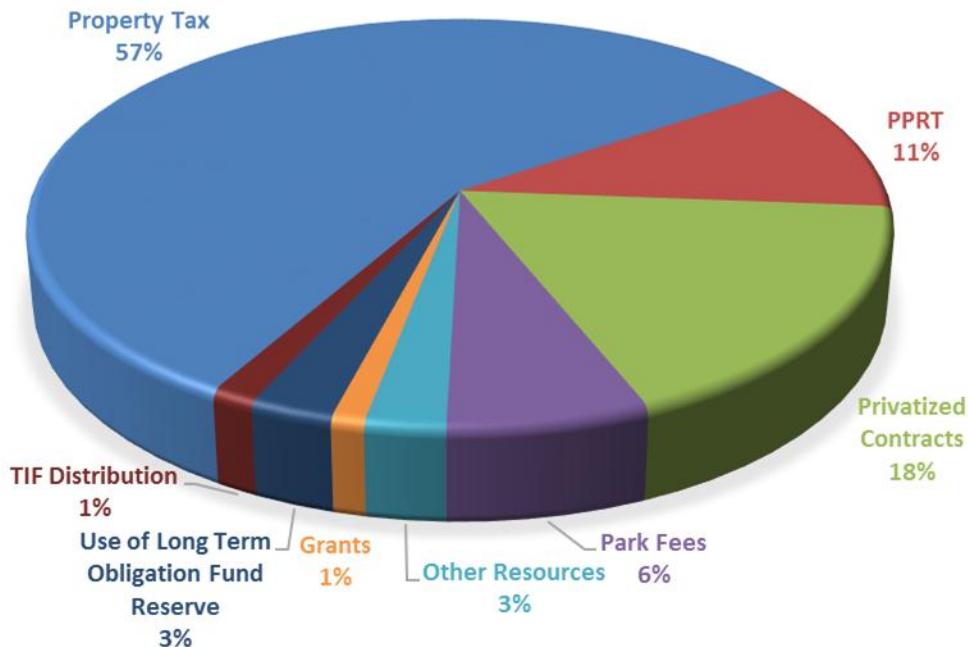
2016 BUDGET SUMMARY

**SECTION IV
BUDGET DETAIL**

CHICAGO PARK DISTRICT

Operating Budget - Detailed Revenue

Operating Budget – Revenue



Tax Revenues

Property Taxes

The Park District's largest source of revenue is the property tax which makes up 57% of total resources. While the District has been fortunate with consistent 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 \$272.3 million gross levy benefits from a capture of the value of new property which provides additional resources to the District without increasing the tax burden on residents. Net property tax after expected loss in collections is \$262.3 million.

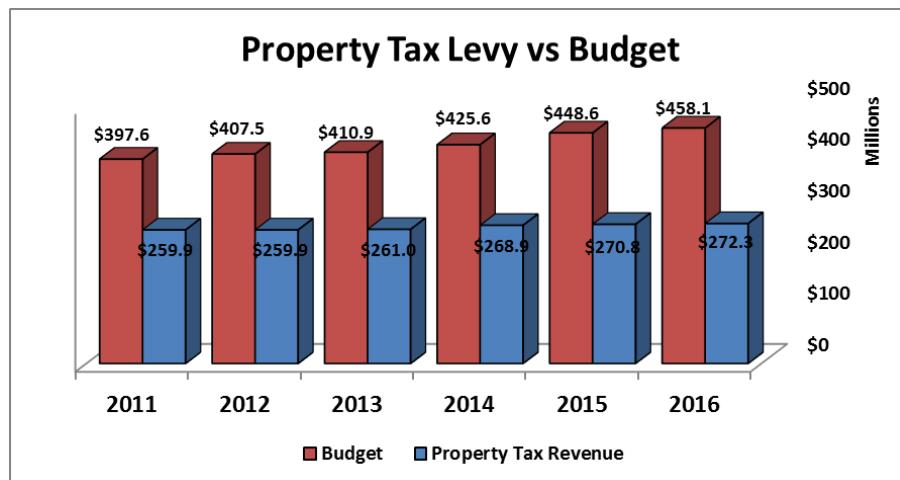
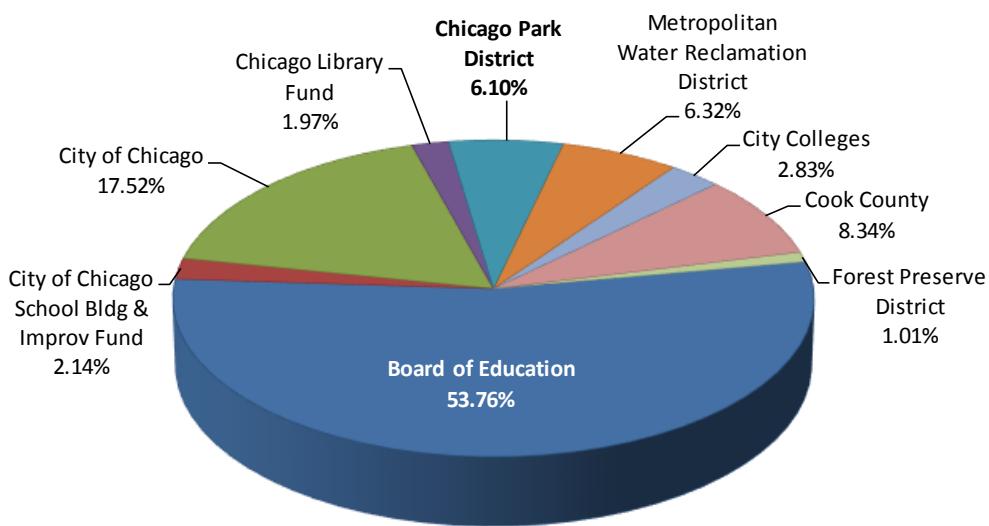
The property tax is determined by dividing the levy by the equalized assessed value (EAV) of the taxable net property in the City of Chicago. There are a variety of restrictions on the tax levy. By Illinois statute, the portion of the levy going to the Corporate Fund is limited to 66 cents per \$100 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 2016 budget will fall within these restrictions.

Operating Budget - Detailed Revenue

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, 6.10% is allocated to the Chicago Park District. On a typical resident's bill, this amounts to less than \$200 to support parks.

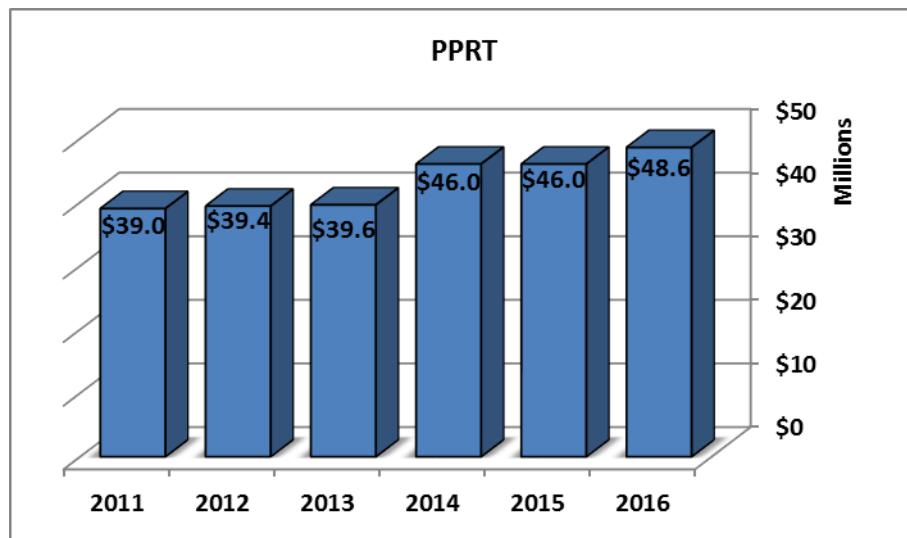
Taxing Agency	2014 Distribution	Allocation of Tax Bill Property valued at \$200K
Board of Education	53.76%	\$ 1,731.23
City of Chicago School Bldg & Improv Fund	2.14%	\$ 68.91
City of Chicago	17.52%	\$ 564.19
Chicago Library Fund	1.97%	\$ 63.44
Chicago Park District	6.10%	\$ 196.44
Metropolitan Water Reclamation District	6.32%	\$ 203.52
City Colleges	2.83%	\$ 91.13
Cook County	8.34%	\$ 268.57
Forest Preserve District	1.01%	\$ 32.52
		\$ 3,220.29



Operating Budget - Detailed Revenue

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. Having experienced year-over-year growth of 14% in 2013 followed by a 2% decline in 2014, PPRT is on the upswing again with 11% year-to-date growth in 2015 leading to a year-end estimate \$2 million above budget. Some of the 2013-2015 volatility was a result of taxpayer response to changes in federal tax law, but there is reason to believe that the increase is also being driven by real economic growth. The Illinois Department of Revenue's estimated allocations for PPRT for their fiscal year 2016 is an increase of 1.9% and the City projected similar growth in their 2016 budget. The District is taking a more conservative approach predominantly due to budget uncertainty at the state level. As of this writing, the State of Illinois has yet to pass its fiscal year 2016 budget causing disruption to various local government distributive fund taxes. In addition, during 2015, the State amended its 2015 budget to divert 1% from PPRT for court reporter expenses prior to distribution to local jurisdictions. The State then suspended nearly \$40 million in grant funds that were expected to support districtwide capital projects. Therefore, PPRT revenue is projected to generate \$48.6 million, which represents a slight increase from the 2015 budget but flat growth from the 2015 year-end estimate. 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 is able to distribute resources to the Chicago community in greater amounts.

Operating Budget - Detailed Revenue

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 \$35 million per year in outside funding toward District priorities. As of fall 2015, \$34.6 million in outside funding has been awarded this year with additional grant awards expected by year end.

2015 Outside Funding Sources*			
	<i>OPERATING</i>	<i>CAPITAL</i>	<i>TOTAL</i>
Federal Grants	\$ 2,038,000	\$ -	\$ 2,038,000
State Grants	\$ -	\$ 17,800,000	\$ 17,800,000
Local Grants and Contributions	\$ -	\$ 4,398,000	\$ 4,398,000
Non-Governmental Grants and Donations	\$ 2,453,000	\$ 7,892,000	\$ 10,345,000
Total	\$ 4,491,000	\$ 30,090,000	\$ 34,581,000

* As of October 2015, 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 2015, 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 City of Chicago (\$4.4 million). Also in 2015, the Illinois Department of Commerce and Economic Opportunity (DCEO) provided \$17.8 million in new capital grants for projects districtwide. However, these DCEO grant funds were suspended by the State of Illinois in the spring of 2015 and are currently not authorized for spending. Once the State of Illinois releases the grant suspensions, work will proceed on these important capital projects.

In addition to governmental funds, generous private funding of \$10.3 million in 2015 was vital to sustaining our District programs and capital priorities. Included is a listing of major private grants and donations to the Park District in 2015. The District continually and actively seeks outside funding partnerships.

2015 Major Private Grants, Donations, and Sponsorships

\$1,000,000 and Above

Aon Corporation
Art Institute of Chicago
Chicago Community Trust
Chicago Cubs Charities^{1,2}
Trust for Public Land²

\$500,000 - \$999,999

Coca-Cola Company²
Openlands²
Special Children's Charities
Turner Construction Company²
Wood Family Foundation²

Operating Budget - Detailed Revenue

\$100,000 - \$499,999

Airbnb, Inc.
Bank of America^{1,2}
Bears Care¹
Cal Ripken Sr. Foundation²
CBS Radio²
Cubs Care¹
Exelon
Fields, Inc.²
North Park University
IMC Financial Markets
Pritzker Foundation¹
Sprint
Take the Field Foundation
The Richard H. Driehaus Foundation¹
Tommy Bahama²
Under Armour²

\$10,000 - \$99,999

Alpha Kappa Alpha Sorority¹
Anonymous¹
Barbara Mayers¹
Beatrice C. Mayer Charitable Account¹
Chicago White Sox Charities¹
Digital Youth Network
Chicago Blackhawks²
ComEd
Goudy Park Advisory Council
Home Depot¹
Jewel-Osco²
Matt Spiegel¹
Max Schiff Fund
Naomi's Fund¹
National Recreation and Park Association
One Chicago Fund
Pritzker Traubert Family Foundation¹
Robert and Diane Levy¹
The Chicago White Sox Community Foundation¹
The Hershey Company
The Monarch Fund¹
The North Face
Turbo Appeal¹

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

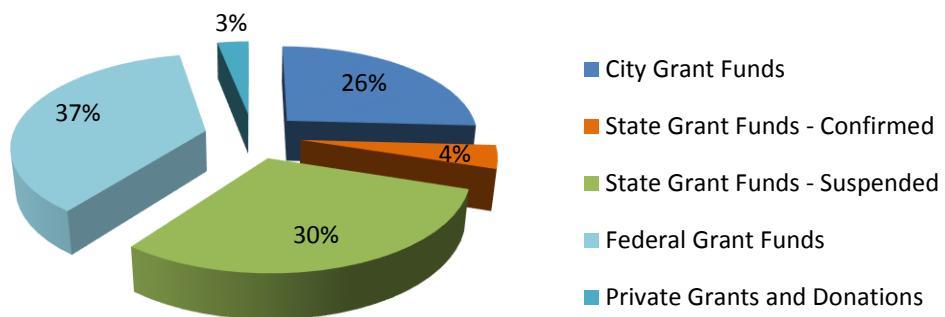
² Designates the funding is in total or part an in-kind contribution. Investment made directly by an organization other than the Park District to the benefit of Park District operations or property.

Operating Budget - Detailed Revenue

2016 Grants, Donations, and Sponsorships

The 2016 operating program and the 2016-2020 Capital Improvement Plan continue to rely heavily on outside sources to fund District priorities. Current outside funding for the next five years totals \$131 million, with additional funding awards expected. Major sources of outside funds include private fundraising for large park developments including the Jackson Park Lagoon and Habitat Restoration and Park 564 "Big Marsh". City Tax Increment Financing provides a major source of funding for capital park development and facility projects throughout the District. Finally, we are hopeful the State of Illinois will release nearly \$40 Million in suspended outside grant funds for new building constructions, new park developments, and major historic facility renovations.

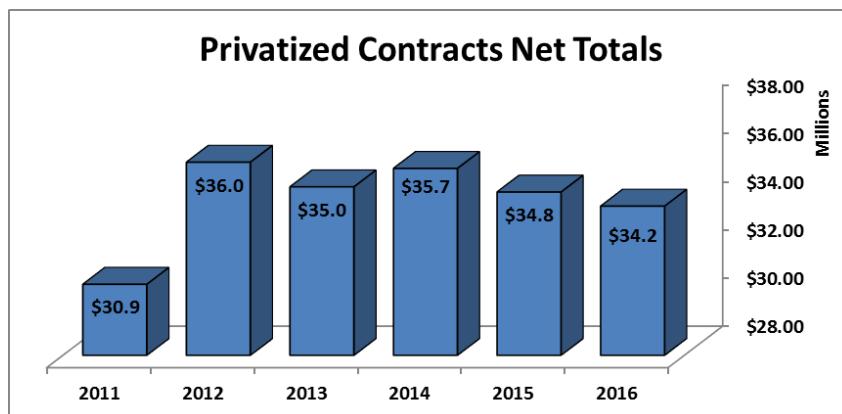
2016-2020³ Expected Outside Funding by Source \$131 Million



³ Designates the expected year outside funding will be expended, not, not necessarily the year of grant award. (Many grants allow for spending over multi-year periods). Totals do not include joint grants or in-kind donations.

Privatized Contracts

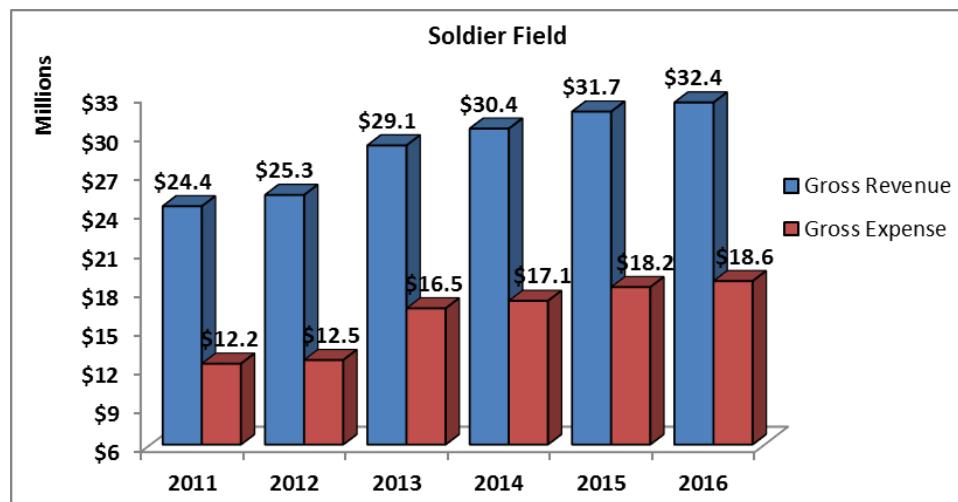
Other major revenue sources are the District's privatized contracts, revenue generated by the private management of Chicago Park District revenue-generating assets, including Soldier Field, harbors, concessions, paid parking spaces, golf courses, Northerly Island concert venue, MLK Family Entertainment 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.



Operating Budget - Detailed Revenue

Soldier Field

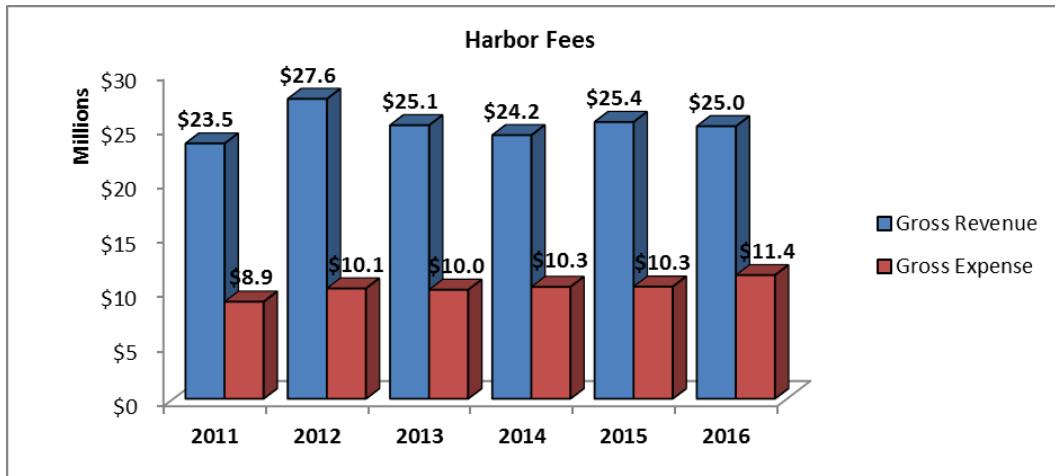
The District contracts with a private vendor to manage and operate Soldier Field. This contractor collects revenue from events at Soldier Field, as well as income from non-event parking at the Soldier Field parking lots. In addition to event revenue generated by the privatized contractor, the gross revenue 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 2015, in addition to completing the construction of new event space inside the stadium and installing new state of the art LED scoreboard and ribbon boards, Soldier Field hosted the Chicago Blackhawks Stanley Cup championship rally, international soccer, college hockey, international rugby and major music concerts, most notably the historic Grateful Dead "Fare Thee Well" Tour which set a record for ticket sales generating substantial revenue for the District and the local economy. According to Choose Chicago, hotel occupancy rose to 77.7%, 20 percentage points higher than the average occupancy rate for the same weekend over the past five years, and generated more than \$431,000 in hotel tax revenue for the City. In 2016, the venue will continue to increase the diversity and types of events held. Several exciting events from world renowned, musical touring artists to major international soccer tournaments are currently being planned. Based on this, it is expected that \$32.4 million in gross revenues will be generated in 2016.



Harbor Fees

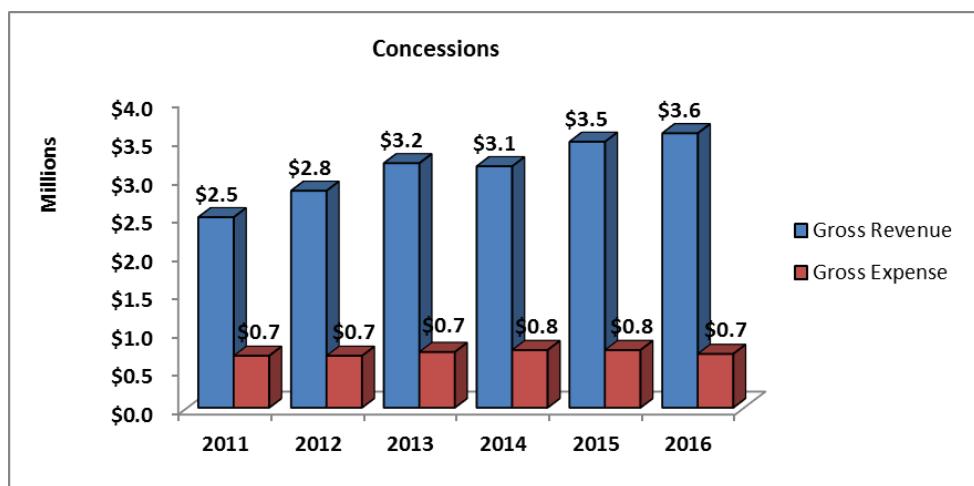
The District is responsible for ten harbors along Chicago's shoreline. The District contracts with a private vendor that specializes in operating harbors with the purpose of maximizing revenues and minimizing operating costs. In 2012 the District opened the 31st Street Harbor adding 1,000 slips to the existing harbor system and continues to bring new amenities to the harbor to increase occupancy. Overall harbor occupancy grew to 77% in 2015 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. Experiencing the lakeshore lifestyle without the commitment of purchasing a boat is appealing to the next generation boater and efforts are being made to introduce greater opportunities to this audience. In addition, the District will hold harbor rates flat in 2016 and maintain the non-resident fee waiver while increasing certain ancillary rates in line with the costs. Total revenue for harbor related activities is projected to be \$25 million in 2016.

Operating Budget - Detailed Revenue



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. The District is currently participating in an exciting partnership with the City of Chicago and the Chicago Architectural Biennial to place at various lakefront sites unique kiosks designed through an international competition and through collaborations between local architecture programs and internationally renowned architects. Also noteworthy is the execution of a new branding campaign through the concession program which is expected to generate significant revenue. Total concession revenue is projected to generate \$3.6 million in 2016. In addition, the District negotiated a new agreement with the private vendor managing the concession program that will save \$500,000 annually in base and incentive fees.

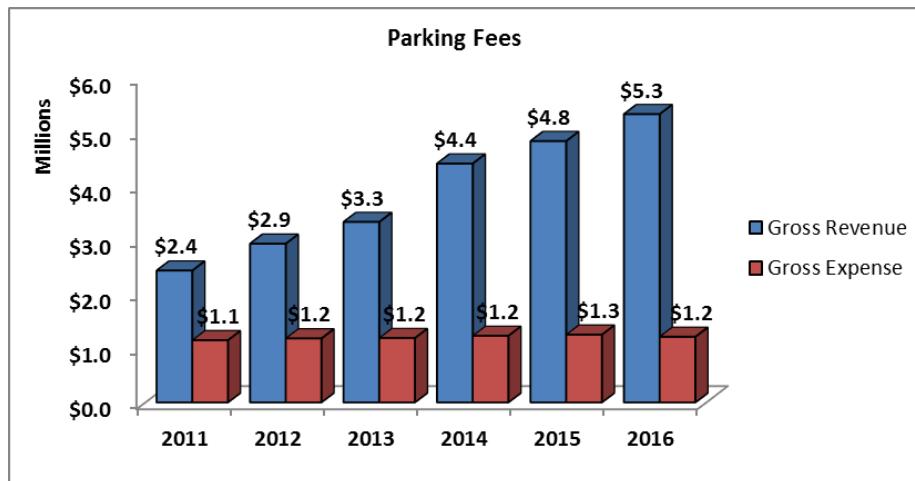


Parking Fees

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

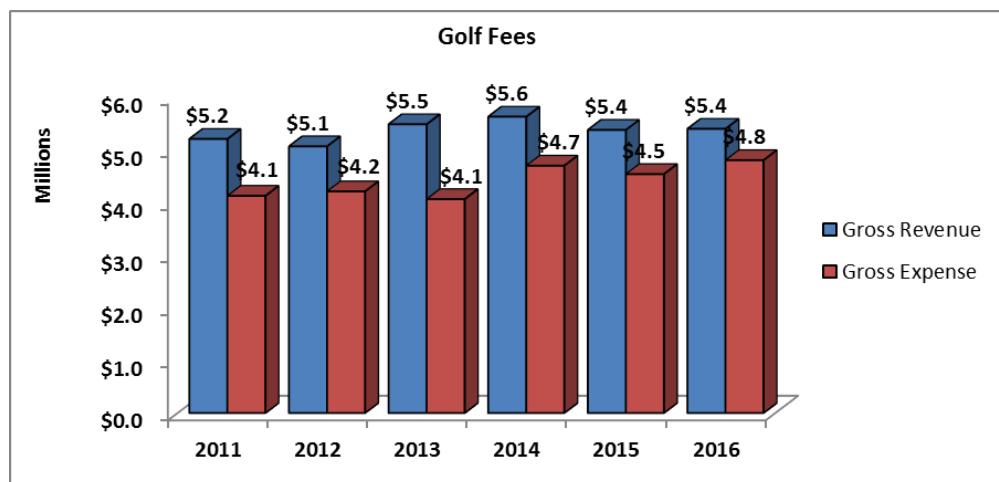
Operating Budget - Detailed Revenue

revenues generated by the District's parking system. Total parking revenue is projected to generate \$5.3 million in 2016, a 10% increase compared to 2015 budget due to an increase in the parking fee rates at the District's various parking lots. Parking rates will remain reasonable compared to neighboring paid parking options.



Golf Courses

The Chicago Park District offers six golf courses, three driving ranges, two miniature golf courses and three learning centers. In 2009, the District entered into a management agreement with a private vendor. The National Golf Foundation reports that the number of golfers nationally has fallen from 30 million a decade ago to 25 million today. In order to remain competitive, the District continues to encourage greater participation by children through programs such as Kids Play Fee, The First Tee of Greater Chicago and Family Tee and to implement diversity of its golf course usage through such efforts as hosting the Big Ten cross country championship and US National FootGolf championship. Revenue from golf is budgeted at \$5.4 million for 2016.

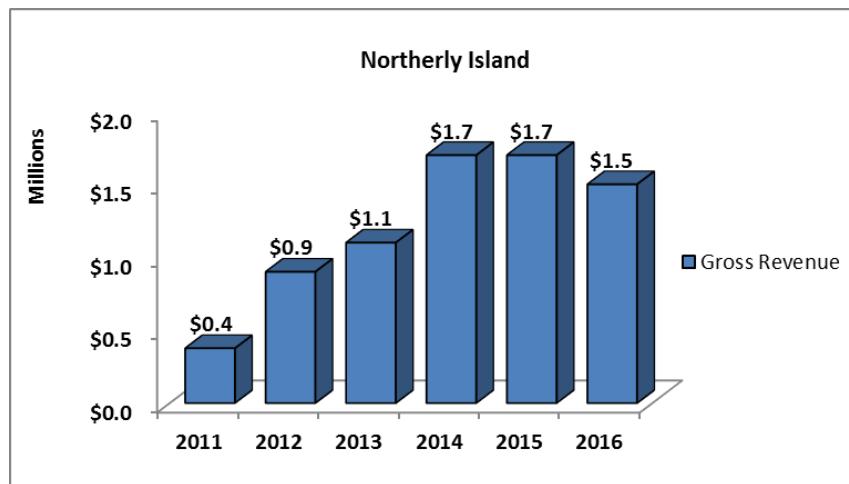


Northerly Island Venue

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

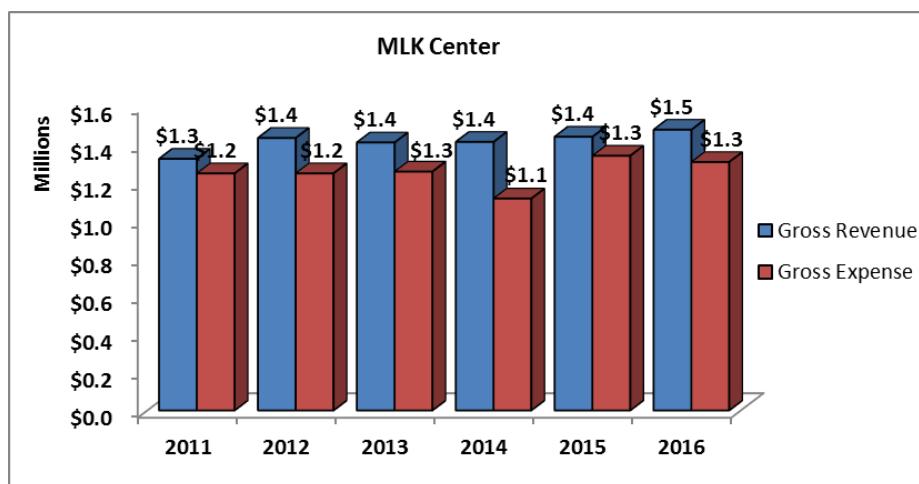
Operating Budget - Detailed Revenue

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 \$1.5 million in 2016. Historically the District has used the revenue from the concert venue to fund improvements at Northerly Island. A \$1 million fund balance remains to support improvements at Northerly Island.



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

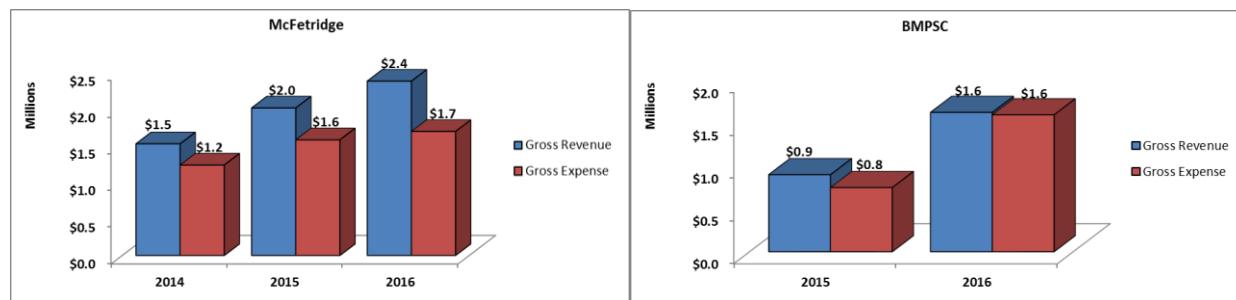
The Dr. Martin Luther King, Jr. Park & Family Entertainment Center offers families a place to spend quality time together and brings traditional and affordable recreation back to the neighborhoods for residents to enjoy. Opened to the public in January 2003, the MLK Family Entertainment Center is an 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 2016 revenues to gross \$1.5 million.



Operating Budget - Detailed Revenue

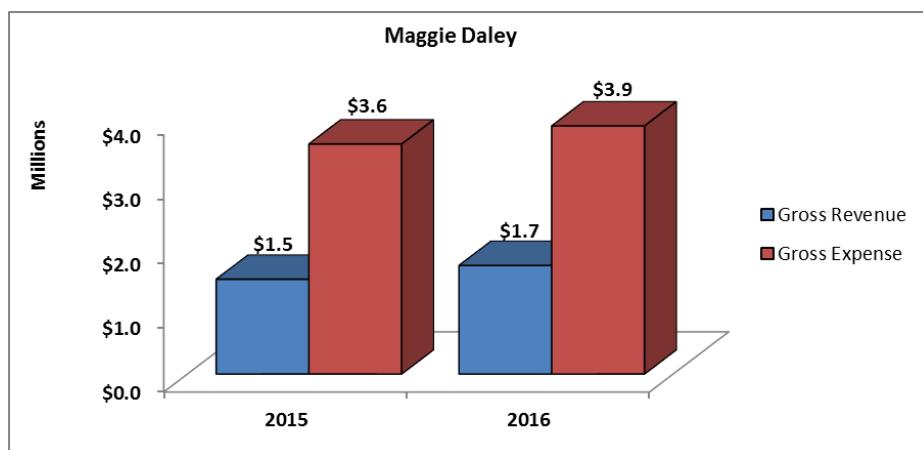
Sports Centers

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 completed construction and 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 projected to generate \$4 million in gross revenue in 2016.



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 and picnic groves to name a few. Construction on the park started in 2012 and sections of the park opened to the public in December 2014 to rave reviews. The District contracted with a private vendor to manage the park and its numerous amenities. Although the park is not yet net revenue positive, based on the success of the amenities and park patron response since its opening, it is believed that the park will become a strong revenue generator for the District when all amenities are complete, including event and concession spaces. In 2016, Maggie Daley Park is expected to generate \$1.7 million in gross revenue.



Operating Budget - Detailed Revenue

Program Revenue

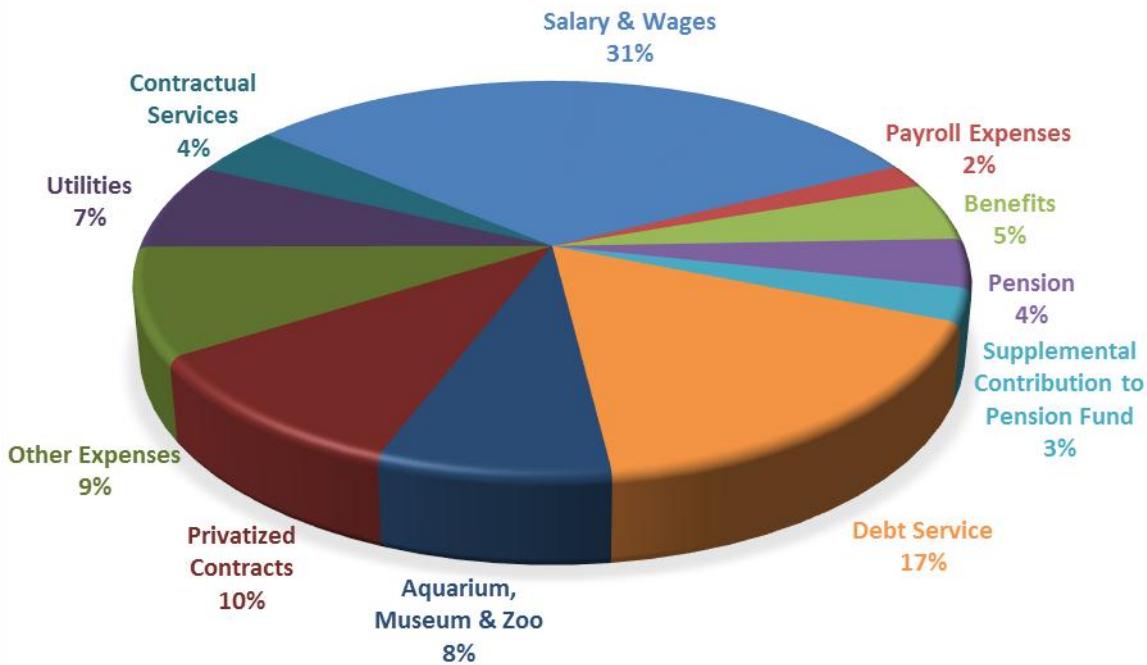
Recreation and cultural program revenues are generated by fees paid by participants. For many programs, such as day camp, fees are tiered based upon socioeconomic factors of the community. Park program revenue is expected to generate \$15 million in 2016. Although this represents a 2.5% decline from the 2015 budget, this is mainly due to the reclassification of revenue sources from program revenue to other categories. After accounting for this reclassification, park program revenue is expected to grow by 3.9% or \$0.6 million after discounts due to a combination of natural revenue growth from enrollment increases, new programs and facilities and a nominal increase in program fee rates. In most cases, this rate increase will amount to less than \$1 per hour of programming and will remain far below rates charged by other recreational facilities. In addition, the Chicago Park District will continue to work with residents to ensure that programming is affordable regardless of income level through discounts and scholarship opportunities. Over the past few years, the number of park patrons taking advantage of existing program discount opportunities (financial assistance discount, family discount, military discount, free youth golf, Learn to Swim First Fee, etc.) has grown exponentially and the budget anticipates a continuation of this trend with additional \$275,000 allocated toward this purpose for a total of nearly \$3 million. Program discounts will remain available but improvements will be made to the financial assistance approval process to ensure that those most in need are benefitting. Overall, program fee rates will increase slightly to maintain quality, but we remain the best deal in town, and no child will be turned away for inability to pay.

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 \$15.5 million in 2016. Although this represents a 10.2% decline from the 2015 budget, this is mainly due to the reclassification of revenue sources from rentals and permits to other categories. After accounting for this reclassification, rental and permit revenue is expected to grow by 8% or \$1.2 million.

Operating Budget - Detailed Expenses

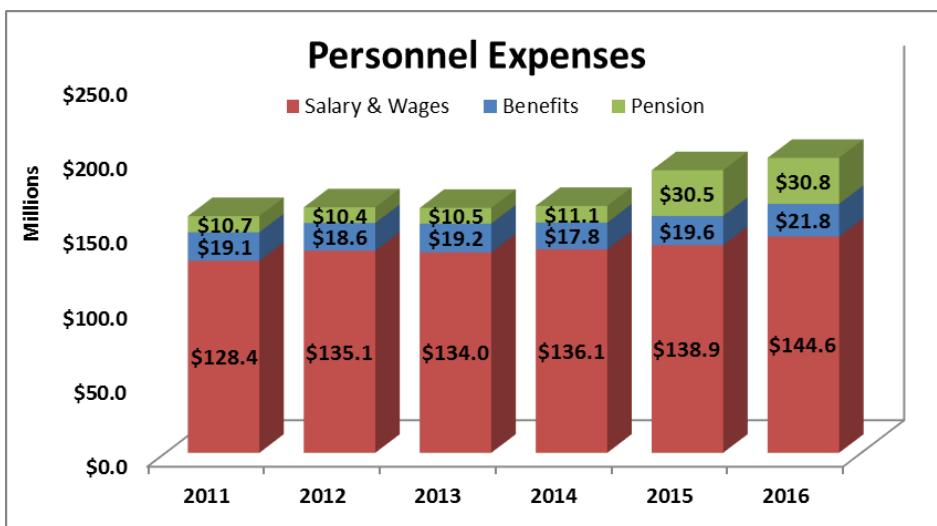
Operating Budget – Expenses



Personnel

Salaries and Benefits

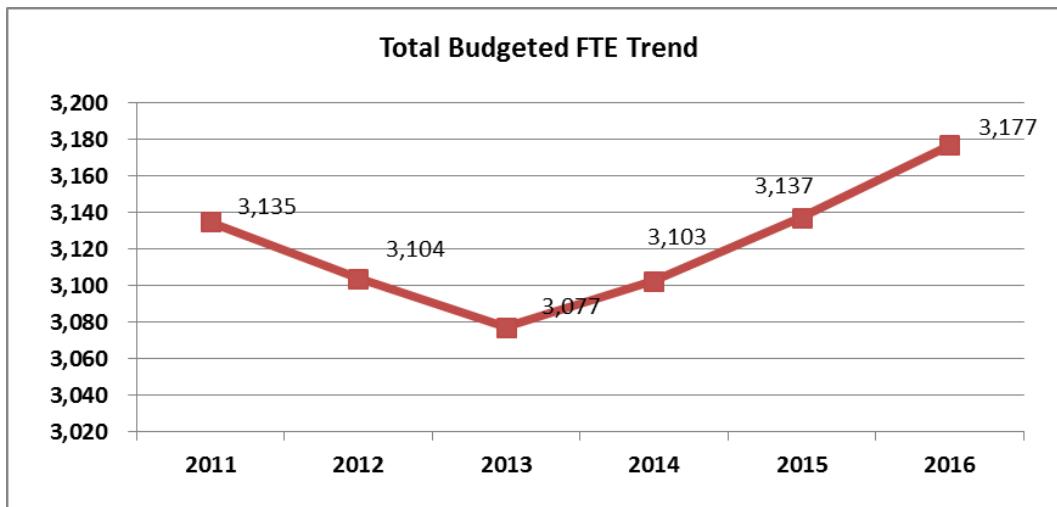
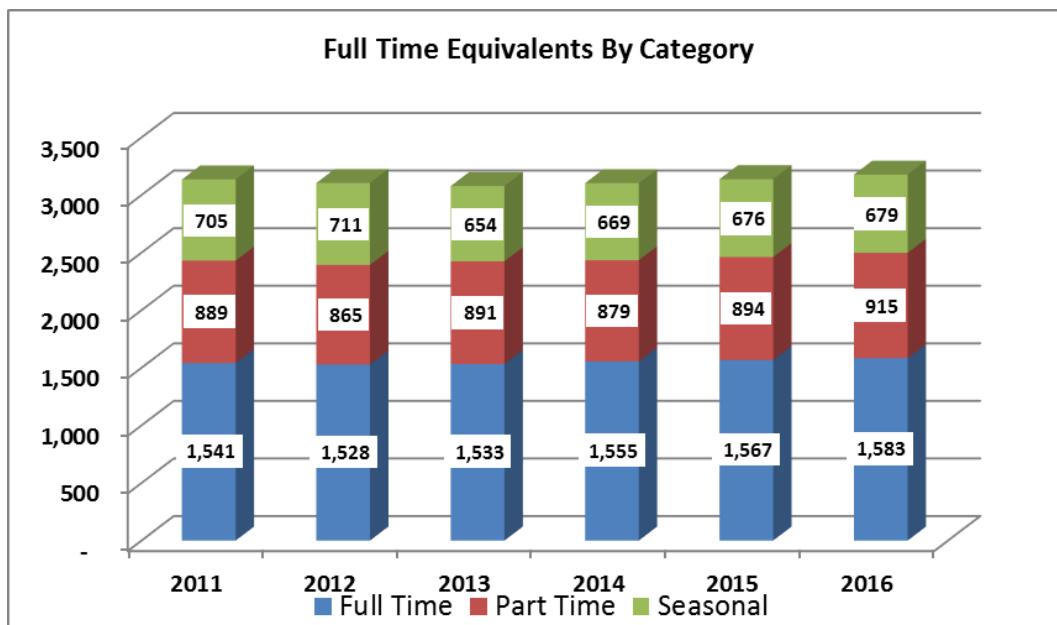
Personnel expenses make up \$206.1 million, or 45% of the expenditures in the 2016 budget. Salary and wages alone account for \$144.6 million, which is \$5.8 million, or 4.2%, higher than the 2015 budget due predominantly to contractual wage increases and growth in the number of positions to support 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.



Operating Budget - Detailed Expenses

The 2016 Budget allocates resources for a total of 3,177 full-time equivalent (FTE) positions. This includes fulltime, hourly and seasonal positions. Since 2008, the District has decreased its FTE count by 109 FTE positions despite an increase in program offerings, facilities and acreage. In 2016, the District will increase its FTE count by 39.5 due to new or expanded programs, facilities and parkland which necessitated additional staffing. In addition, the FTE count will increase to generate savings in other areas by taking certain activities in-house.

Personnel Summary							
	2011	2012	2013	2014	2015	2016	Change
Districtwide	2,899.2	2,875.7	2,846.5	2,870.7	2,907.1	2,942.7	35.6
Central Administration	236.4	228.4	230.8	232.2	230.3	234.3	4.0
GRAND TOTAL	3,135.6	3,104.1	3,077.3	3,102.9	3,137.5	3,177.0	39.5



Operating Budget - Detailed Expenses

Health, Dental, and Life Insurance

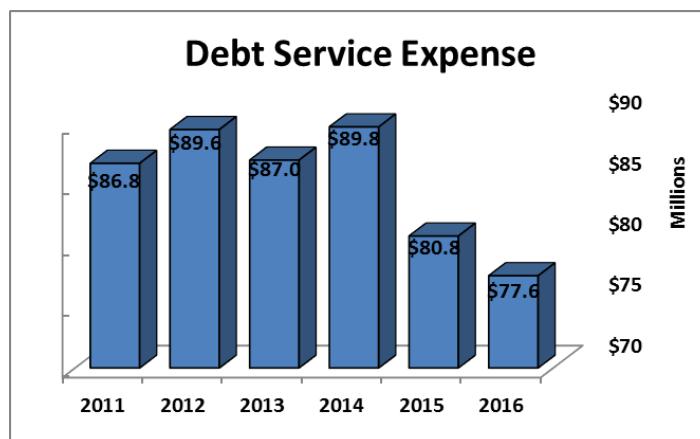
Health, dental and life insurance benefit expenses make up 5% of the District's budget. Each year the District must absorb more of the escalating expense related to health benefits. In 2016 the District will face increased healthcare costs due to overall growth trends in health and prescription drug expenses coupled with the employer mandate of the federal Affordable Care Act. The District was able to offset a portion of this expense by making strategic changes in healthcare and allocating additional resources in the Department of Human Resources for greater oversight and more effective benefits management. In addition, the Park District is a participant in the City of Chicago's Wellness Program, a comprehensive program which offers free wellness services, check-ups and counseling for staff. With continued efforts to emphasize a healthy lifestyle to employees and better managed healthcare, the District expects healthcare cost trends to be mitigated to a large degree.

Pension

Pension expenses account for 7% or \$30.8 million of the 2016 budget, an increase of \$0.3 million compared to the 2015 budget. The budget anticipates employer pension contributions as required by pension legislation changes passed in 2015 in Public Act 098-0622 including a \$12.5 million supplemental contribution. These 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% (previously 9%) 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% (previously 110%) 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 2016, the District will levy \$17.3 million in property taxes for pension obligations. In addition, the District will allocate \$1 million of PPRT toward pension obligations. This represents a greater allocation than the previously mandated 0.03968% of PPRT funds historically allocated due to changes in the pension legislation that allow the use of other funding sources to meet obligations.

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 \$3.3 million in 2016 due to a downward sloping debt profile and a debt refinancing that took place in 2015.



Operating Budget - Detailed Expenses

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. Currently, electricity rates are locked in through the end of 2017 and natural gas rates are locked in through mid-year 2016. During 2014 and 2015, the District faced substantially increased expenses in natural gas due to extreme weather caused by the polar vortex. Extreme cold weather events are not expected this winter as experts are predicting the strongest El Niño in 18 years will take place instead. Based on this, the 2016 budget assumes average natural gas consumption at locked-in rates. Similarly, the 2016 budget assumes average electricity consumption at locked-in rates but also accounts for the new capacity performance charge effective in 2016 and increased delivery charges. The District has incurred substantial increases in water/sewer 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 2016, the rate increase will be based on inflation growth which has been minimal. Therefore, the budget anticipates flat growth from the 2015 budget. In addition, the District's water conservation strategies should help to offset potential increases from the rate increase. Total utility related expenses in 2016 are expected to be \$32.6 million which is \$1.4 million or 4.5% higher than 2015.

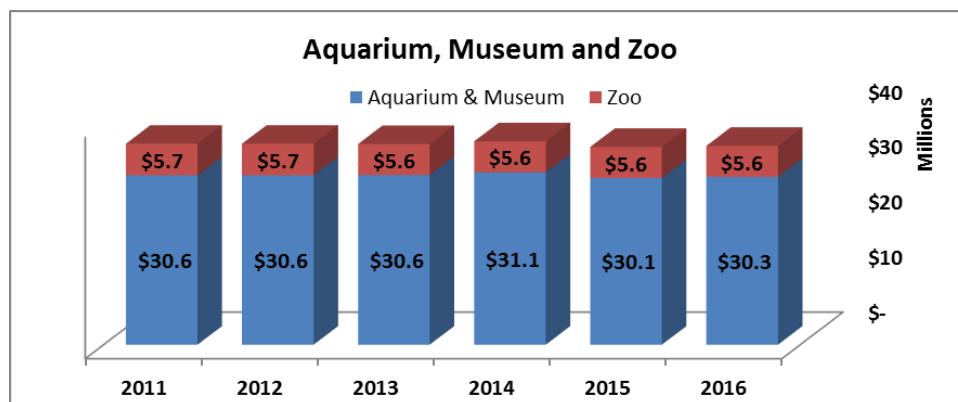
Remittance to Aquarium, Museum and Zoo

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 2016, \$30,311,858 will be budgeted for this purpose.



M U S E U M S I N T H E P A R K

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 2016 operating budget.



Long-Term Financial Planning

Long-Term Financial Planning

Annually, the District prepares a 3-year forecast for fiscal planning. Analyses reflect a recurring theme that increases in expenditures are outpacing revenues. 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 2016. Toward this effort, the District's reliance on the prior year fund balance will decline by \$1 million in 2016, the fourth year of successive declines. The following initiatives are also incorporated in the 2016 budget toward long-term financial goals:

Spending Cuts	\$5.3 Million
• Restricting personnel increases	\$2.0
• Contractual services cuts	\$1.8
• Mandatory non-personnel reduction	\$0.4
• Landscaping efficiencies	\$0.4
• Strategic changes in healthcare	\$0.3
• Water conservation efforts	\$0.2
• Favorable contract terms	\$0.1
• Consolidating facilities	\$0.1
Revenue Enhancements	\$5.3 Million
• Growth from investments/agreements	\$2.0
• Property tax value capture	\$1.5
• Parking Fee increases	\$0.6
• Program expansion	\$0.5
• Park fee rate increase	\$0.3
• Harbor Ancillary Rate Increases	\$0.2
• Financial Assistance process enhancements	\$0.1

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 Improvements

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.

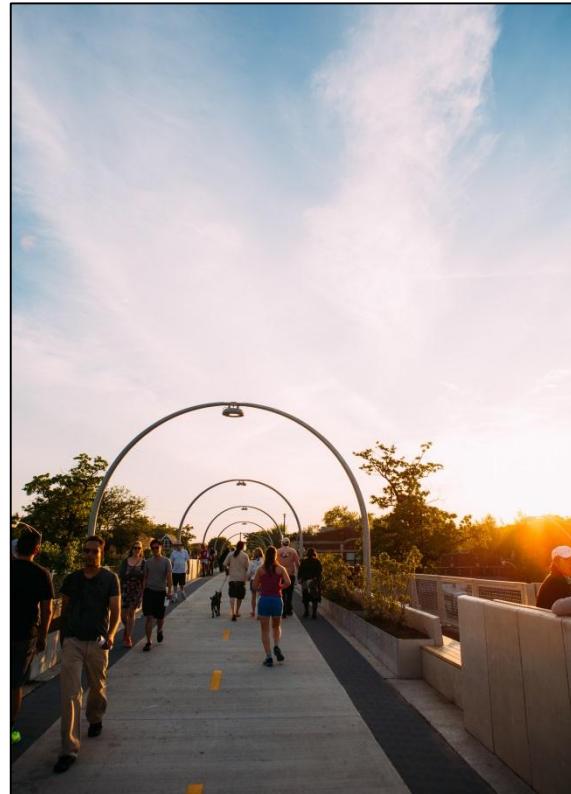
The Capital Improvement Plan is a dynamic and evolving guide for spending over a five year period. The CIP outlines spending priorities and expected schedules and is formed to allow for adjustment over the five year period. The CIP allows for flexibility, for instance, if actual project expenses are 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 606 opened to the public in 2015. This 2.65 mile multiuse trail connects four diverse neighborhoods on Chicago's near northwest side and provides direct new open space and recreation opportunity to Chicago residents.

Capital Improvements

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.

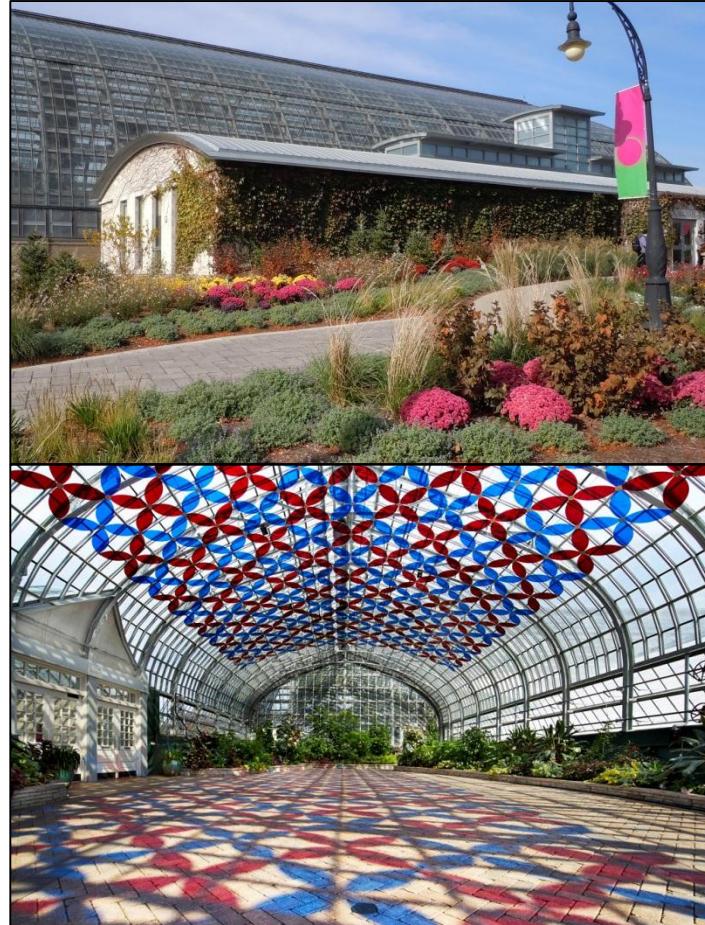
After investigation and research, the working group weighs projects against others in the same sub-program. This analysis takes into consideration the following typologies: projects that are urgent, high-priority that should be undertaken if possible; high-priority projects that should be done if funding 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>



The Garfield Park Conservatory completed final restoration in 2015 after a hail storm severely damaged the historic building in 2011. This revitalization allowed for the installation of Solarise, a light and sculpture art exhibit that uses the Conservatory itself as its canvas.

Capital Improvements

Capital Improvement Funding Sources

General Obligation Bond: Historically, the District issues approximately \$30-\$40 million annually in G.O. Bonds for capital improvements. In 2015, the Board of Commissioners approved \$40 million in bond funding for capital projects. For the years 2016 to 2020, it is estimated that \$162.5 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. This funding is expected to be fully expended by end of year 2016.

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 2016-2020, 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.



Top: In 2015, an underutilized room was converted into a new teen center at Carver Park in partnership with Coca Cola and the National Recreation and Park Association (NRPA).

Middle: Also a grant through NRPA, an educational garden was installed at Skinner Park opening new program opportunities for both kids and adults.

Bottom: Major restoration work is underway at the Jackson Park Lagoon with the U.S. Army Corps of Engineers and Project 120. To ensure these projects like these are a success, volunteers are essential partners in the planning, development and ongoing stewardship of Chicago parks.

Capital Improvements

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

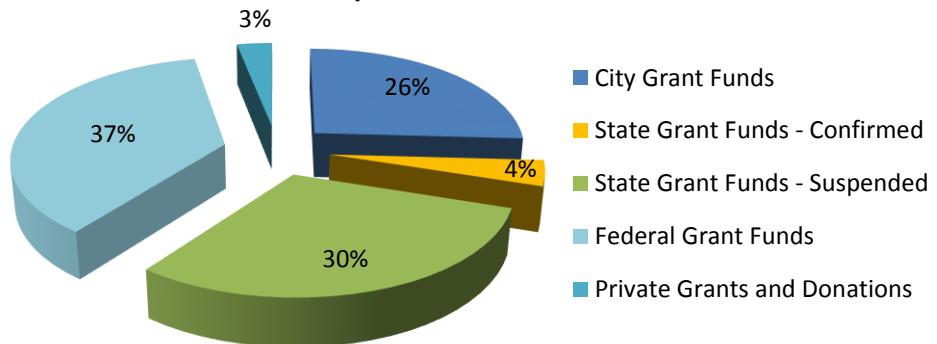
Major Rehabilitation
Minor Rehabilitation
HVAC and Energy Efficiency
Windows and Doors
Roof
Concrete, Masonry, Structural
Sculpture and Monument
Swimming Pool
Fitness Center

Site Improvements

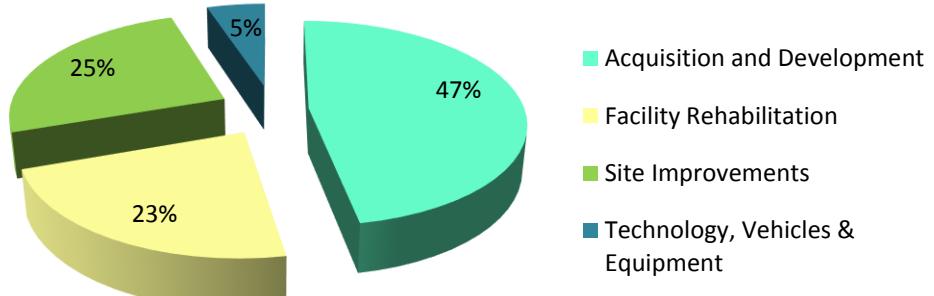
Athletic Field
Playground
Spray Pool
Courts
Fencing
Paving
Lighting
Lighting
Site Improvement
Landscape

Technology, Vehicles and Equipment

2016-2020¹ Expected Outside Funding by Source
\$131 Million



2016-2020¹ Total Funding by Program
\$293.7 Million



¹ 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). Totals do not include joint grants or in-kind donations.

Capital Improvements

2016-2020 Capital Improvement Plan

Planning for the 2016-2020 Capital Improvement Program is underway. Expected sources for the 5-year program include \$162.5 million in new G.O. Bond and \$91.3 million in confirmed outside funding. In addition to these sources, we are hopeful that another \$39.9 million of grants suspended by the State of Illinois in 2015 will be released for additional priority projects in the 2016-2020 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 from 2016-2020. The Chicago Park District continues to actively seek additional outside grants, donations, and sponsorships for the 2016-2020 CIP.

Major investments in the 2016-2020 Capital Improvement Plan include new park developments, new community centers, artificial turf soccer/football and soft/baseball fields, natural areas and park development in the Calumet Area, major historic facility restorations, and the Chicago Plays! Program. Highlights on these initiatives are provided in the following pages:

2016 - 2020 CAPITAL FUNDING SUMMARY								
Projected Sources and Uses	CHICAGO PARK DISTRICT						OUTSIDE FUNDING EXPECTED	TOTAL
	2016	2017	2018	2019	2020	2016-2020		
SOURCES:								
General Obligation Bond Proceeds	\$ 37,500,000	\$ 35,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 162,500,000	\$ -	\$ 162,500,000
City Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,940,000	\$ 33,940,000
State Grant Funds - Confirmed	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,303,000	\$ 5,303,000
State Grant Funds - Suspended	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,893,000	\$ 39,893,000
Federal Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,024,000	\$ 48,024,000
Private Grants and Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,058,000	\$ 4,058,000
Total Sources	\$ 37,500,000	\$ 35,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 162,500,000	\$ 131,218,000	\$ 293,718,000
USES:								
Acquisition and Development	\$ 10,150,000	\$ 6,750,000	\$ 9,250,000	\$ 8,650,000	\$ 10,150,000	\$ 44,950,000	\$ 93,422,000	\$ 138,372,000
Facility Rehabilitation	\$ 10,288,000	\$ 10,650,000	\$ 9,332,000	\$ 10,225,000	\$ 7,050,000	\$ 47,545,000	\$ 18,703,000	\$ 66,248,000
Site Improvements	\$ 14,062,000	\$ 14,600,000	\$ 8,418,000	\$ 8,125,000	\$ 9,800,000	\$ 55,005,000	\$ 19,093,000	\$ 74,098,000
Technology, Vehicles & Equipment	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 15,000,000	\$ -	\$ 15,000,000
Total Uses	\$ 37,500,000	\$ 35,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 162,500,000	\$ 131,218,000	\$ 293,718,000

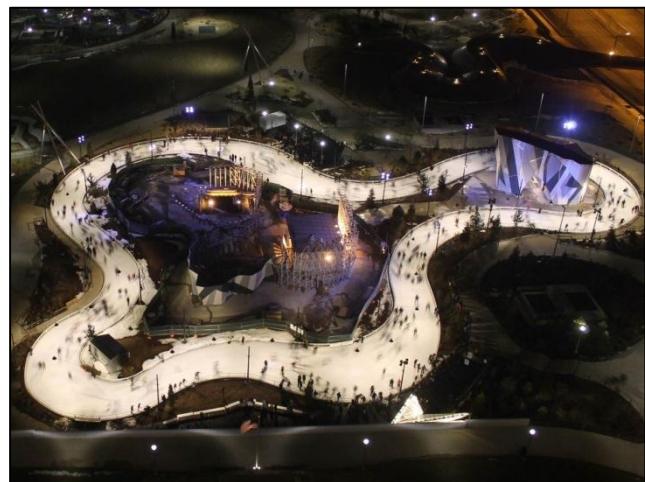
*Outside funding expected as of fall 2015, additional commitments are expected.

Capital Improvements

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.

Maggie Daley Park



A new innovative and environmentally sustainable park opened in 2015 on the rooftop above the East Monroe Parking Garage in Grant Park. Immediately a major attraction for local families and visitors alike, the 25-acre Maggie Daley Park provides varied opportunities for passive and active recreation including an ice skating ribbon, 40-ft high climbing wall, 3-acre play garden, event space, and new tennis courts. Construction on the park started in 2012, and sections of the park opened to the public in 2014. The total project was complete in 2015.

The 606 (Bloomingdale Trail and Park)



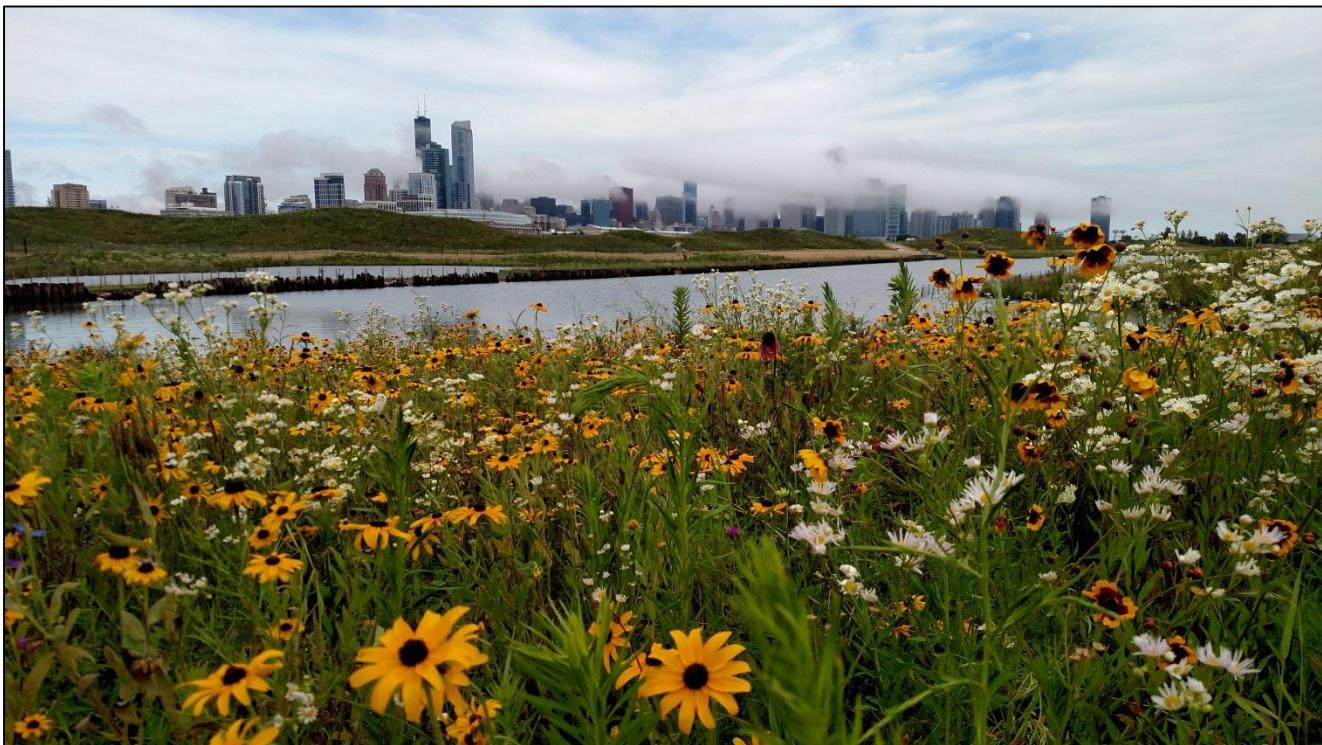
Consistent with the Logan Square Open Space Plan, the elevated 2.65 mile Bloomingdale Park and Trail opened in 2015 to provide new recreation and transportation access on the near northwest side of Chicago. Combined with this linear trail project are 13 acres of new ground level community parks that provide additional new open space and access to the elevated multi-use trail. Access parks are located at Julia De Burgos Park (Albany Ave. and Whipple St.), Park 567 (Milwaukee Ave. and Leavitt St.), Churchill Field Park (1825 N. Damen Ave.), and Park 512 – Walsh Park Expansion (1800 N. Ashland St.).

The 606 started construction in 2013. The park system opened to the public in 2015, and additional landscaping and artwork on the trail will continue through 2016.

Left: At the western endpoint of the trail is an elevated observatory. This image is from opening day of the trail.

Capital Improvements

Northerly Island



Once the site of the Chicago Century of Progress Exposition (1933-1934) and later Meigs Field Airport (1948-2003), Northerly Island is now revised as natural open space for habitat restoration and eco-recreation. Sections of the park opened to the public in 2015 with final completion in 2017.

West Ridge Nature Center and La Villita Park



Left: The new Park 568 West Ridge Nature Center provides 20.5 acres of nature preserve with trails, a pond, and site improvements. This project is funded through a combination of Federal grants, City Tax Increment Financing (TIF), and Chicago Park District funds.

Right: The new park development in Little Village converts 22 acres of vacant, old industrial property into a dynamic community park. The new park provides two artificial turf fields, two natural grass fields, basketball courts, a skate park, a playground, a comfort station, and other site amenities. This project was funded in partnership with the State of Illinois, the City of Chicago, and private grants.

Capital Improvements

New Community Centers



In the 2016-2020 Plan, the District will continue to seek partnerships to provide new recreational centers in our neighborhoods. Typically ranging from \$7 million to \$20 million each to construct, these new field houses and cultural centers require strong community and financial partnerships to succeed.



Left (above): Completed in 2015, the Beverly and Morgan Park Sports Complex is a new gymnastics center and ice rink at Park 577 funded through a partnership with the State of Illinois and the City of Chicago.

Right (above): Currently under construction, the QUAD Communities Arts, Recreation and Health Center is a new 32,500 square foot facility including a full sized gymnasium, indoor pool, art and education club rooms, a fitness center, and performance spaces. Located in Ellis Park, the \$17.5 Million construction is funded by the Chicago Housing Authority, City Tax Increment Financing, and New Market Tax Credits.



Left and Right: Instead of building a complete new building, major modifications to an existing facility can be significantly less expensive while still meeting the needs of the community. In 2015, building expansions were completed at Lowe Park and Moore Park providing new interior gymnasium space at each. Pictured here is the Moore Park expansion.

Capital Improvements

Artificial Turf Fields – Softball and Baseball!



Artificial turf fields are widely popular in our Chicago parks. These fields expand programming opportunities by allowing play regardless of season or previous wet weather. The District currently operates over forty (40) artificial turf multipurpose athletic fields throughout Chicago neighborhoods. Another ten (10) new turf and turf renovation projects are planned in the 2016-2020 CIP. Included in the plan are both new multi-use soccer/football turf fields as well as soft/baseball turf fields. In addition, in communities where soccer is in high demand and existing tennis courts are underutilized, courts can be converted to junior artificial turf fields. New court conversions at Palmer Park and Rainey Park are expected to be complete in 2016.

Left (above): In partnership with Chicago Cubs Charities, the Wood Family Foundation, Chicago Public Schools, and the City of Chicago, the new Kerry Wood Cubs Field opened in 2015 in Clark Park. Adjacent to this new baseball turf field is also a separate soccer/football artificial turf field. Shown here, Kerry Wood throws out the first pitch.

Right (above): A 2015 artificial turf restoration project at Marquette Park was funded by the Cal Ripken Sr. Foundation and Under Armour. The field is a unique design allowing for both soccer/football and soft/baseball play.

Below: A new full sized artificial turf football/soccer field and regulation $\frac{1}{4}$ mile 8-lane rubber surface track was completed in 2015 in Lindblom Park. Other new turf fields in 2015 were opened at La Villita Park and Kelly Park.



Capital Improvements

Natural Areas and Calumet Development

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. By the end of the Mayor's second term, our goal is to have 2,000 acres of natural areas district-wide in the City of Chicago.

Our Natural Area program is 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 Calumet Area offers a rare opportunity to expand natural areas within the City borders. The Park District has acquired or leased over 650 acres of the Millennium Reserve since 2011. In the next five years, the District will initiate planning and development efforts to activate these properties and open them to the public. The Calumet Area is primarily old industrial properties being reclaimed as park and open space. Development of these park sites will focus on habitat protection and creation, passive uses such as fishing and bird watching, and eco-recreation such as hiking, biking, and canoeing.

Top: A concept rendering of the 278 acre Park 564 "Big Marsh" shows hemi-marsh and habitat restoration, multi-use trails, a tree top adventure course, a bike park, and new park access and utilities. This park development is in construction and is expected to be open to the public by Fall 2016.

Bottom: Van Vlissingen Prairie is a new 141 acre park in the South Deering Community Area. Connected to the adjacent neighborhood, this park will offer wetland and habitat restoration and nature play adventure areas for kids of all ages. The project is in design and expected to be open to the public in 2017.



Capital Improvements

Save our Treasures - Historic Building Restorations



Two-thirds of our capital dollars are dedicated to maintaining our existing assets including our historic field houses and auxiliary buildings. These facilities are anchors in our neighborhoods providing recreational, social, educational, and community opportunities. Through a partnership with the State of Illinois, over \$25 Million is dedicated to historic renovations in the 2016-2020 Capital Improvement Plan. Unfortunately, the State funding for this important program is currently suspended. Once the State of Illinois releases these grant funds, the important restoration work on these community treasures can continue.

Left (above): The 1889 Union Park Field House was beautifully restored in 2015 through \$2 million in City Increment Financing (TIF) funds. The restoration included new roof, windows and doors, and a new modernized HVAC system for improved energy management.

Left (middle): Major improvements to the 1906 South Shore Cultural Center have completed design and are ready for construction once the State grant funding is released. Building improvements include promenade restoration, interior rehab, and electrical upgrades.

Left (below): The Calumet Field House is a Chicago Landmark building located in the East Side Community Area. In 2015, over \$2.6 million was invested in building roof, drainage and envelope improvements to ensure this building will remain an anchor for community programs in the area.

Capital Improvements

Chicago Plays! Program



The Chicago Plays! playground equipment replacement program remains a major initiative in the 2016-2020 Park District Capital Improvement Plan. Our District commitment is to renovate 300 of our oldest playgrounds over a five year period. From 2013-2015, 244 playgrounds were completed, with the balance to be complete in 2016-2017. With 300 locations District-Wide, the Chicago Plays! Program will impact every neighborhood in Chicago.

Left (above): A new 2015 Chicago Plays! renovation at Vittum Park.

Left (below): Mayor Rahm Emmanuel celebrated the 225th Chicago Plays! opening with local kids and families at Rainbow Beach Park.

Right (above): A new 2015 Chicago Plays! renovation at Le Claire-Hearst Park.

Right (below): In partnership with Chicago Cubs Charities and Openlands, a new playground opened in 2015 at Margaret Donahue Park.



Debt Administration

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 \$967 million or 65% below the \$1,493 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 \$144 million in capacity under this limit. At the end of 2015, the District had approximately \$840 million of outstanding long-term debt, which is \$4.0 million lower than the previous year.

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

Bond Rating of the District	
Fitch	AA-
Kroll	AA
Standard & Poor's	AA+

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

General Obligation Bonds

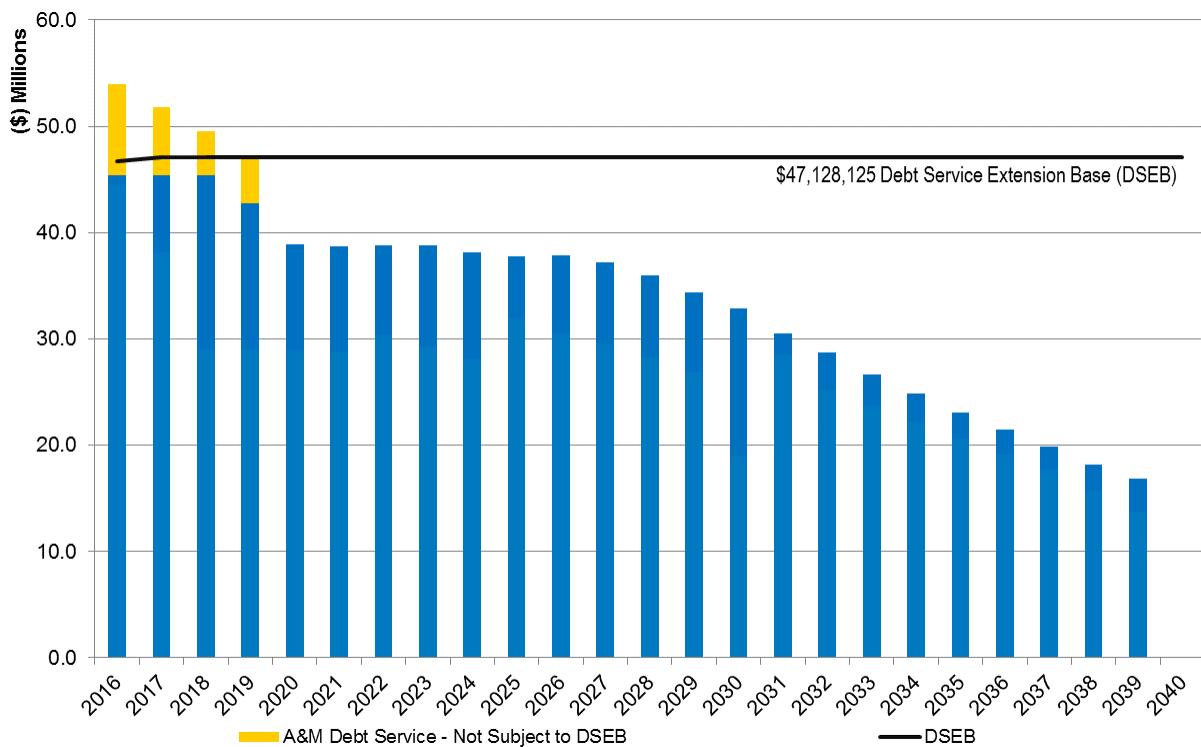
Calendar Year	Principal	Interest	Total
2016	43,415	38,141	81,556
2017	42,580	37,916	80,496
2018	40,205	36,130	76,335
2019	35,715	34,525	70,240
2020-2024	177,720	149,264	326,984
2025-2029	214,590	99,527	314,117
2030-2034	134,500	56,040	190,540
2035-2039	126,540	22,899	149,439
2040	25,195	643	25,838
Totals	840,460	475,084	1,315,544

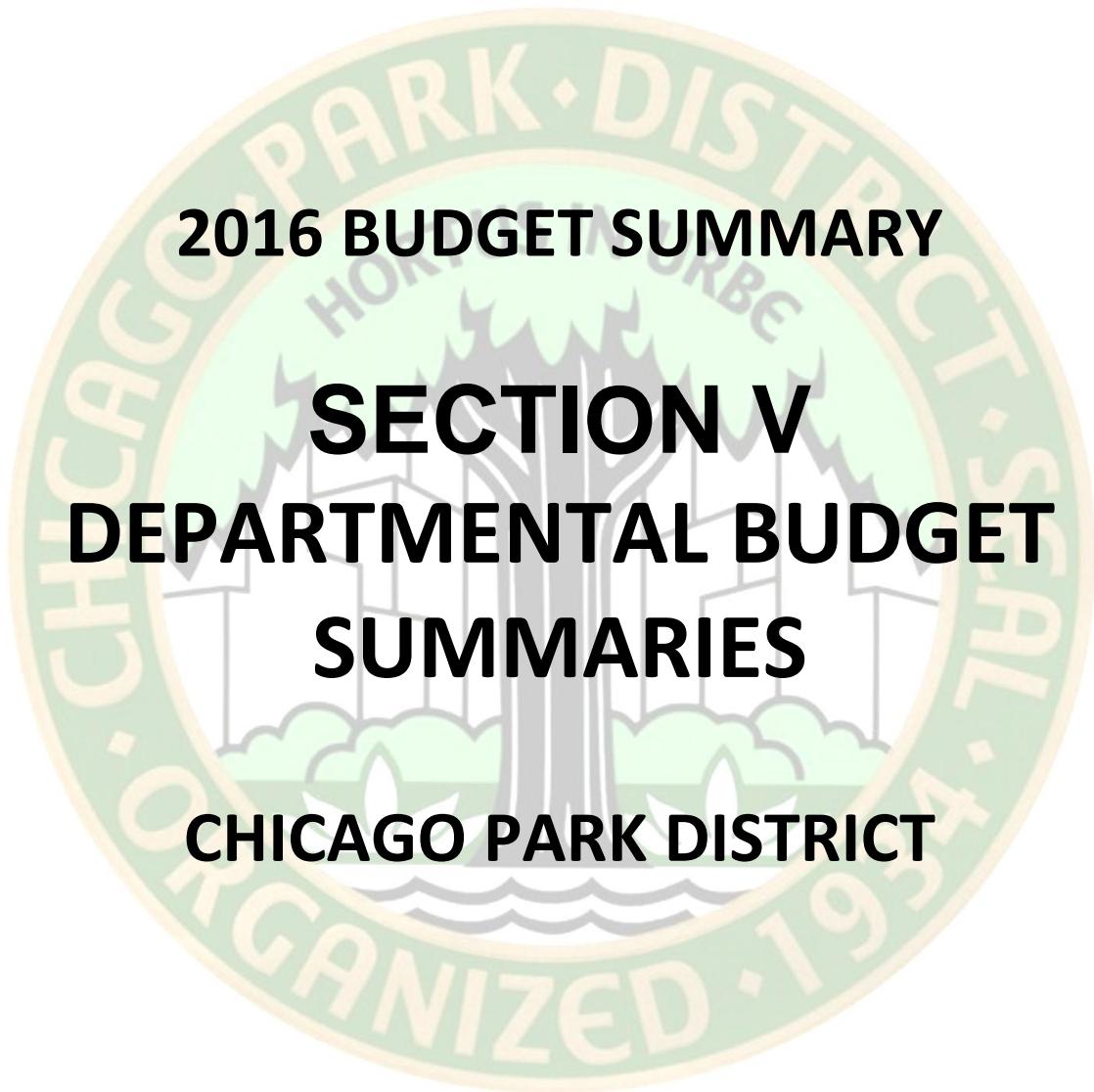
Note: A portion of the District's debt portfolio is supported by alternate revenue sources (PPRT, Harbor Facilities and Special Recreation).

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 2015 levy year is 0.8% (\$47,128,125).

Debt Administration

The chart below depicts the available DSEB in years 2016 – 2039 reflecting the original DSEB and the formulaic increase as referenced above. It is anticipated that the available amounts will be utilized in future financing transactions. 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.





2016 BUDGET SUMMARY

SECTION V

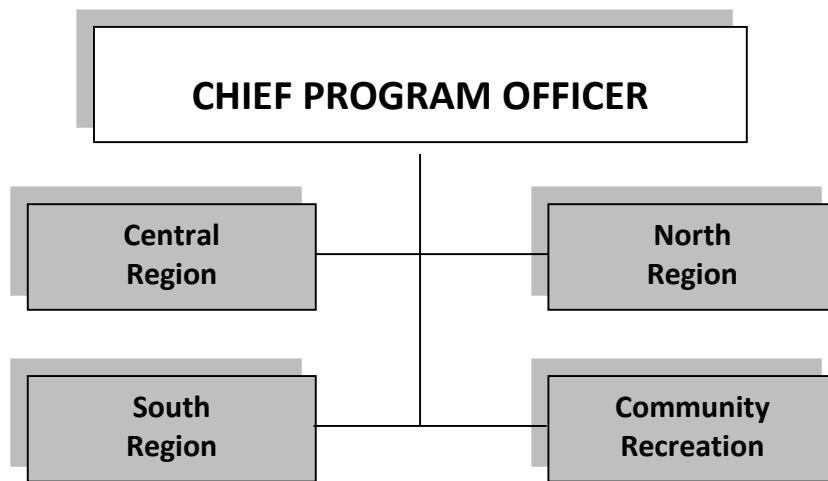
DEPARTMENTAL BUDGET

SUMMARIES

CHICAGO PARK DISTRICT

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.

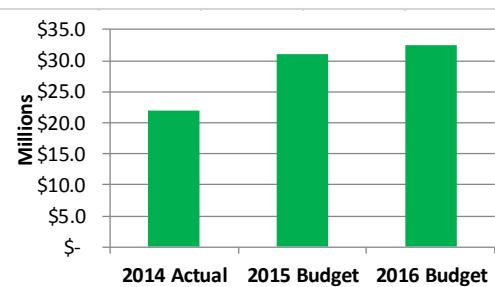


DEPARTMENT BUDGETS				
Department Name	2014 Actual	2015 Budget	2016 Budget	% Change
Community Recreation - Admin	\$ 444,356	\$ 447,867	\$ 436,193	-2.6%
Central Region	\$ 21,901,461	\$ 31,080,267	\$ 32,522,812	4.6%
North Region	\$ 24,908,490	\$ 29,793,520	\$ 30,496,902	2.4%
South Region	\$ 23,151,484	\$ 28,498,503	\$ 29,167,997	2.3%
Community Recreation - Aquatics	\$ 6,570,551	\$ 5,254,139	\$ 5,596,222	6.5%
Community Recreation - Athletics	\$ 1,536,434	\$ 1,595,360	\$ 1,808,058	13.3%
Community Recreation - Gymnastics	\$ 633,786	\$ 524,350	\$ 612,873	16.9%
Community Recreation - Special Recreation	\$ 2,223,618	\$ 2,161,957	\$ 2,247,156	3.9%
Community Recreation - Sports 37	\$ 1,859,742	\$ 2,024,068	\$ 2,044,928	1.0%
Community Recreation - Wellness	\$ 3,166,080	\$ 3,548,220	\$ 3,759,568	0.0%
Community Recreation - CAN	\$ 4,507,931	\$ -	\$ -	-
Total - Park Admin & Programming	\$ 90,903,934	\$ 104,928,252	\$ 108,692,708	3.6%

Central Region

Serving Chicago's near south, near north and west side parks, the Central Region manages 211 parks for diverse neighborhoods, including Austin, Back of the Yards, Bucktown, China Town, Hyde Park, Bronzeville, Humboldt Park, Lawndale, Pilsen, Garfield, South Loop, Little Village, Streeterville and Grant Park. Athletic opportunities abound in the Central Region include 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. The region also has skate parks at Piotrowski Park, Grant Park, and Burnham Park along the lake. Arts and cultural programming reign strong in the region with two of the District's Cultural Centers at Austin Town Hall and Douglas Parks. The Region has ten (10) artificial turf fields, two (2) regulation size soccer fields at Douglas and McKinley Parks, a (1) baseball field at Sheridan Park, two (2) artificial turf athletic fields at La Villita, and three (3) junior soccer fields at Piotrowski, Kedvale, and Humboldt Parks. Some of Chicago's most significant park landmarks are located in the region, including landscapes designed by Jens Jensen in Columbus Park, Douglas Park, Garfield Park and Humboldt Park. The District serves the growing South Loop with programing at Chicago Women's Park and Gardens and Palmisano Park in Bridgeport. Also new in the loop area is a major renovation in Grant Park with a newly redesigned field house and park area named in honor of Chicago's former First Lady, Maggie Daley. The Central Region has also acquired 28 acres of land in the Pilsen community, the former Celotex Factory site, and has created La Villita Park which includes athletic fields and a playground. A state-of-the-art fitness playground is located in the Rockwell Gardens Community featuring a zip line, asphalt challenge hill, pommel horses, and rings. The Central Region is also responsible for maintenance of parks and playgrounds along Chicago's near south and near north lakefront communities and the city's shoreline from North Avenue to 51st Street. This includes a Beach House at 41st, a harbor facility at 31st along Lake Shore Drive, the newly named Margaret T. Burroughs Beach and Park, and a Boathouse and river service along the shores of Ping Tom Memorial Park. Additionally, the Central Region recently broke ground for a Boathouse in Bridgeport on Eleanor Street. Also included in this region, is the Museum Campus, Buckingham Fountain, the Garfield Park Conservatory, and Soldier Field. The Night Out in the Parks program comprised summer long family focused special events such as movies in the park, concerts, Shakespeare in the Park, theatre, circus and block parties. This past summer, the Central Region hosted some 322 Night Out in the Park events across the region.

Department Expenditures			
Account	2014 Actual	2015 Budget	2016 Budget
Personnel Services	\$ 20,822,530	\$ 26,345,383	\$ 27,480,545
Materials & Supplies	\$ 475,841	\$ 548,361	\$ 570,536
Small Tools & Equipment	\$ -	\$ -	\$ -
Contractual Services	\$ 558,752	\$ 4,143,600	\$ 4,426,961
Program Expense	\$ 44,338	\$ 42,923	\$ 44,771
Total	\$ 21,901,461	\$ 31,080,267	\$ 32,522,812
Personnel FTE	560.1	563.7	577.7



2015 Accomplishments

- Offered additional social interaction teen programs and increased teen participation in our parks by 20%. Enlisting the diversity of the communities we serve, the objective was to work with teens to create events offer them an "X-STREAM" summer of events in the park. The activities included creating your own robotic device, Push-Kart racing and design competitions, and designing and building themed sand castles. We continued to encourage innovation and new ideas through 300 teens from 27 parks working as teams to engineer and construct Push-karts and build robotic devices. That marked an increase of 4 additional X-STREAM locations. These same teenagers also participated in a beach blast and a Peace on the Beach at the newly named Margaret T. Burroughs Beach and

Central Region

Peace in the Park at 31st and Lake Shore Drive. Also incorporated in the early start of the X-STREAM summer program was the theme of human trafficking. Teen groups researched information about human trafficking and over 300 teen participated in an awareness Walkathon. Nearly 500 teens also participated in the Use Your Words workshop at Austin Town Hall Park which informed teens about using words and dance to deal with conflict resolution.

- La Villita - New Park and community programming in the South Lawndale community. The former 22-acre Celotex factory site was transformed into the beautiful La Villita Park. Although this location does not have a field house, by splitting staff from nearby Piotrowski Park and working with Community Recreation we were able to bring instructional programs to the community all summer long like soccer, basketball, family wellness, and football. The programs were available Wednesday through Sunday and included a Movie in the Park each Friday beginning in mid-July.
- Moore Park addition - The Moore Park existing field house of 1,500 square feet has been expanded by an additional 5,000 square feet. This expansion includes the addition of a state-of-the-art gymnasium.
- Tilton Park expansion - As a means of re-purposing the former Marconi school building, the Park District in cooperation with Camelot Academy and United for Better Living, contracted to transform Tilton's 750 square feet of programmable space to 8,040 square feet of indoor space.

2016 Goals

- Expand on the Focus on the Family initiative. Continue to grow the Night Out in the Park initiative to service more patrons at more locations throughout the heart of the city. We will do this by continuing to partner with community driven groups that focus on free family events, such as Little Black Pearl Fest concert and the West Side Music Festival.
- La Villita - Increase after school programs by offering Park Kids after school programs at nearby Madero School and summer camp, a modest start for what is expected to be a location that will be able to service over 160 campers. This new camp will add to the district goal of increasing the total number enrolled in day camp by expanding opportunities to underserved communities.
- Engage teens with a new initiative designed to provide a place of safety and fun just for teens at various park locations called Friday Night Lights. The events will culminate with monthly city-wide events. Create a region-wide Teen Advisory Council and introduce them city-wide at the 1st Annual Friday Night Lights kick-off in September 2016.
- Quad Communities Arts Recreation and Health Center - A new state-of-art fieldhouse is planned for the Douglas/Bronzeville community located just north of Ellis Park. The new location will house a gymnasium, an indoor swimming pool, two club rooms, offices, large central lobby, roof terrace, green roof, and mechanical storage space.
- Park 571, Eleanor Boat House - The Eleanor Boat House will be a 3.06 acre rowing training and boat storage facility that will consist of two buildings. The first building is 5,832 square feet and consists of a mechanically heated training facility that will have an open plan for ergometer work out space that includes 57 "erg" machines. The boat storage building is 13,171 square feet and will have a rowing office, four (4) team storage bays, a heated boat storage repair bay, a vending area, and a clear span boat storage space that will consist of five (5) unheated boat storage bays to store 66 rowing shells and support equipment.

Central Region

Performance Data

	2016 Target	2015 Actual to Date	2015 Target	2015 % Target	2014 Actual	2014 Target	2014 % to Target	% Change Volume (2013 to 2014)	2013 #
All Programming (Non-Aquatics/PFWI/Special Rec)									
Central	69,231	65,331	64,002	102%	60,387	57,691	105%	12%	53,829

By Session

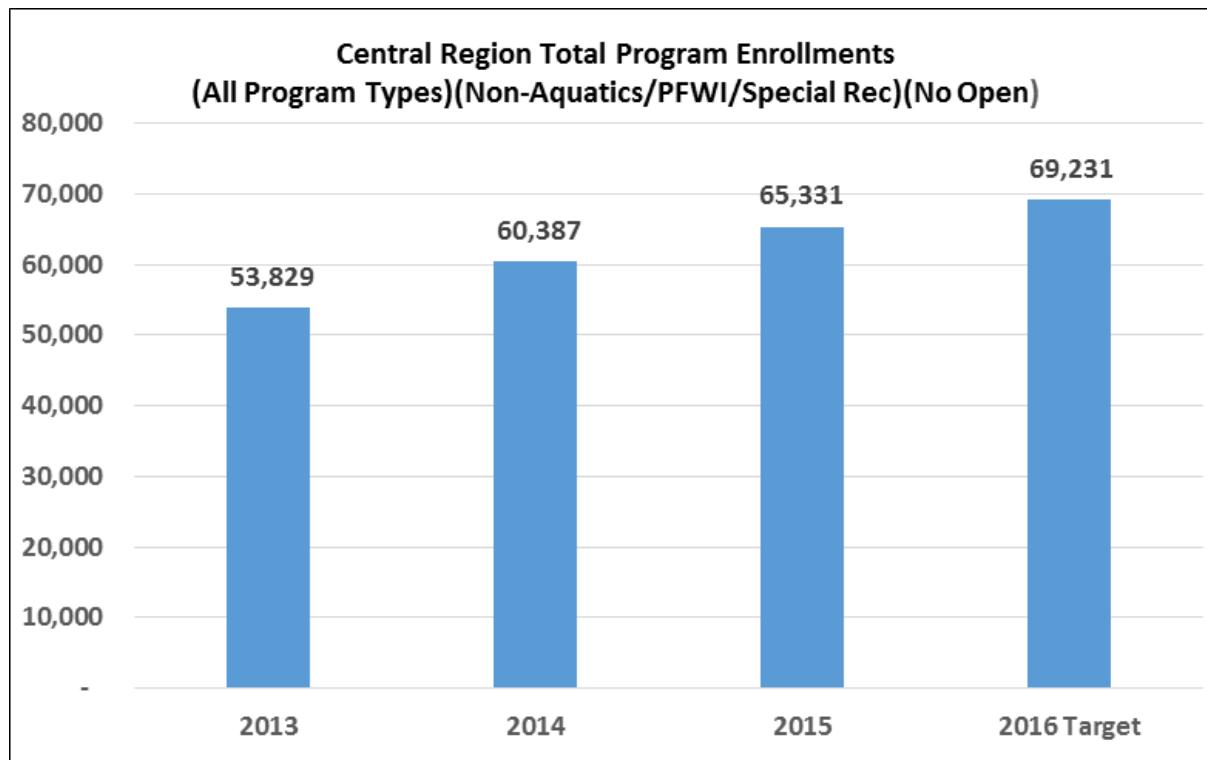
Winter	16,156	16,086	15,387	105%	12,344	13,047	95%	10%	11,231
Spring	19,789	19,752	17,208	115%	15,110	13,500	112%	14%	13,274
Summer	19,409	17,335	18,310	95%	17,058	16,141	106%	8%	15,742
Fall	13,883	12,158	13,097	93%	15,875	15,003	106%	17%	13,582

By Area

1	11,325	10,199	10,786	95%	9,573	9,147	105%	8%	8,828
2	9,374	7,722	8,928	86%	8,360	8,100	103%	3%	8,079
3	16,238	16,112	13,532	119%	12,972	11,378	114%	21%	10,733
4	9,960	9,279	9,486	98%	10,181	10,228	100%	4%	9,776
5	10,578	10,377	10,074	103%	9,077	8,983	101%	17%	7,741
6	11,756	11,642	11,196	104%	10,224	9,855	104%	18%	8,672

By Program (Including CPD Leagues/Open)

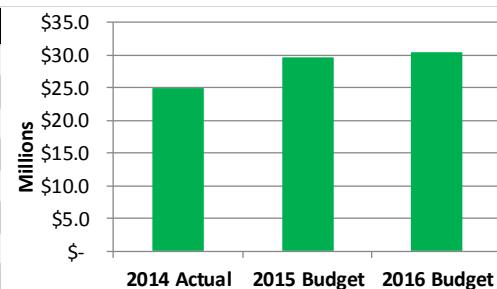
DayCamp	5,486	5,064	5,484	92%	5,225	4,461	117%	6%	4,932
Basketball	9,582	9,451	9,677	98%	8,711	9,534	91%	8%	8,035
Soccer	4,072	3,660	3,595	102%	3,878	3,021	128%	7%	3,636
Floor Hockey	664	572	572	100%	632	550	115%	61%	393
Park Kids	4,016	3,947	3,837	103%	3,651	3,334	110%	12%	3,271



North Region

The North Region is responsible for overseeing 212 parks and playgrounds for diverse communities from Rogers Park to Norwood Park as well as from North Ave Beach to Belmont/Cragin neighborhood. The 80 staffed locations offer a variety of activities for Chicagoans of all ages to play, stay active and develop healthy habits that will last a lifetime. The Region provides seasonal sports programming, special events along with non-traditional sports, ceramics to lapidary, skate parks, interactive water playgrounds, Dinner with Santa, Daddy Daughter Dances, Egg hunts, Turkey Trots and more. There is always an activity or program to keep our patrons engaged. The North Region features a multitude of athletic & cultural activities for Chicagoans - with its 23 pools, 4 water playgrounds, miles of sandy beaches, 3 harbors along the lakefront, dozens of dog-friendly areas, 3 outdoor ice skating rinks, 4 gymnastics centers, 6 boxing centers, 7 special recreation locations, numerous artificial turf soccer fields, over 200 baseball fields, 2 Wellness Centers, numerous fitness centers, the CPD's only dirt bike park – known as “The Garden” at Clark Park which also serves as home of a brand new boat house along the Chicago River and the Park District's only indoor tennis/ice skating facility at McFetridge Sports Center. The North Region is also home to the Logan Square and Foster Avenue Skate Parks. Unique nature and cultural programming can be found at Kilbourn Park's Organic Greenhouse where the first-ever public fruit tree orchard in a major metropolitan city is planted, North Park Village Nature Center [with Wi-Fi connectivity], the newly renovated Indian Boundary Nature Center, the 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. Some of Chicago's most significant park landmarks are located in the North Region, including the Lincoln Park Conservatory, the Waveland Clock Tower, Indian Boundary Park, Berger Park Cultural Center, an Olympic size swimming pool at Portage Park and landscape designs from Alfred Caldwell that can be found at Riis Park.

Department Expenditures			
Account	2014 Actual	2015 Budget	2016 Budget
Personnel Services	\$ 23,346,014	\$ 26,915,861	\$ 27,539,115
Materials & Supplies	\$ 742,432	\$ 715,134	\$ 685,309
Small Tools & Equipment	\$ -	\$ -	\$ -
Contractual Services	\$ 748,132	\$ 2,106,621	\$ 2,215,396
Program Expense	\$ 71,912	\$ 55,904	\$ 57,082
Total	\$ 24,908,490	\$ 29,793,520	\$ 30,496,902
Personnel FTE	564.0	566.9	567.1



2015 Accomplishments

- Held our first outdoor ice hockey invitational at Warren Park ice rink. 6 youth hockey teams played hockey the ole' fashion way on the pond outside. Approximately 60 boys & girls participated with over 200 in attendance to watch the action. All participants were given a North Region “Hockey Classic” knit hat.
- Hosted the inaugural, FEBRUARY FRENZY Grammar School Basketball Tournament for 7th and 8th grade boys and girls. Teams from across the north side played in a weeklong tournament at 6 park locations. Over 450 participants played in the tournament. The top 4 teams received “February Frenzy” long sleeve t-shirts along with huge team trophies to show pride at their schools for the achievement in finishing the tournament strong.
- Continued our partnership with the Trapeze school of New York at Broadway Armory and Lincoln Park Cultural Center. This partnership allows teens to learn the basics of working and performing on trapeze and high wire acts by qualified instructors from the school of trapeze in New York.

North Region

- Successfully implemented a partnership with Cirque Arts at Hamlin, Holstein, Chase, Kosciuszko and Gill. This partnership provides the art of circus training, highlighting gymnastics and the art of being a “clown.”
- Chicagoans continue to be engaged with cultural activities across the city. Theatre, music, arts and so much more. “Artists on the Wall” at Loyola Park took place as always on Father’s Day weekend. Over 1,500 people took to the seawall creating some awesome artwork. Indian Boundary Park CC hosted Fury Theatre who produced 12 days of Shakespeare over the course of 3 weeks.
- In summer 2015 more than 18,000 kids participated in our traditional 6-week summer camps offered by North Region parks. Offering a variety of options; from Early Bird to Extended Day, Special Recreation to Theatre camps along with a wide variety of specialty and sports camps. We provided opportunities for everyone to fill their summer with fun!

2016 Goals

- Continue to engage our teenagers by providing a variety of athletic & cultural activities, including community, civic outreach programs and higher education opportunities such as our annual Summer Teen Beach Bash, our annual traveling Basketball League, offer teens volunteer opportunities [earning service learning hours], utilize our diverse local Colleges and Universities to expose educational/sporting opportunities and conducting focus groups with teens to target programs/activities they would like to see implemented in north region locations.
- To Provide North Region staff with training opportunities in the following areas: YPQA, quality coaching methods for all staff including Area Managers, provide 12 culminating events/showcases/galleries throughout the North Region for staff, parents and participants to see progress achieved during the Fall, Winter & Spring sessions. (Locations TBD by Area managers and Region Staff), and lastly provide a Region event to showcase talent from programs offered and highlighted by park staff.

North Region

Performance Data

All Programming (Non-Aquatics/PFWI/Special Rec)	2016 Target	2015 Actual to Date	2015 Target	2015 % Target	2014 Actual	2014 Target	2014 % to Target	% Change Volume (2013 to 2014)	2013 #
North	114,555	101,591	109,100	93%	99,952	108,465	92%	5%	95,122

By Session

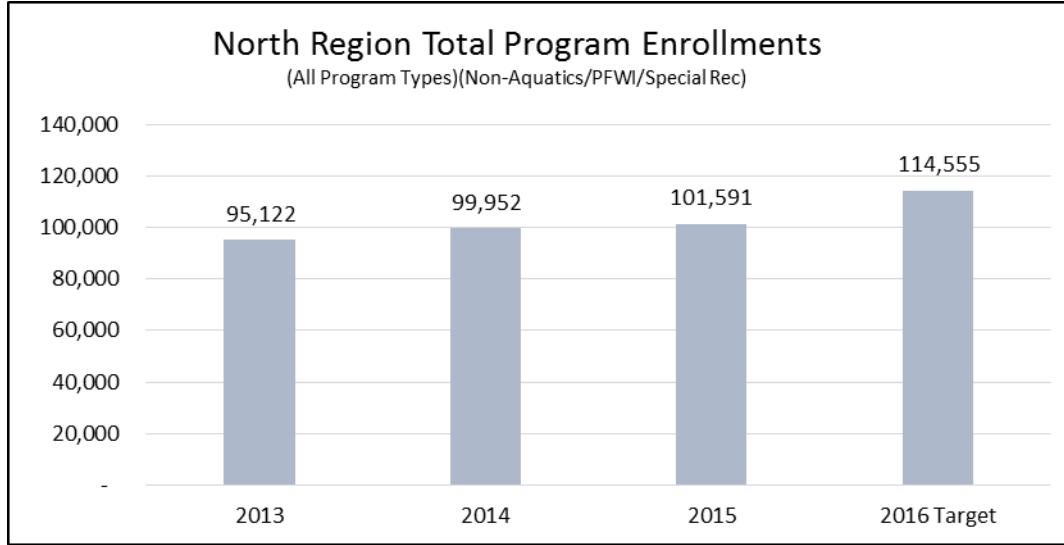
Winter	27,363	25,475	26,060	98%	21,717	27,161	80%	-2%	22,180
Spring	32,873	31,285	31,308	100%	27,357	28,006	98%	3%	26,616
Summer	26,821	23,001	25,544	90%	23,522	22,205	106%	14%	20,615
Fall	27,497	21,830	26,188	83%	27,356	31,093	88%	6%	25,711

By Area

1	25,455	24,654	24,243	102%	22,172	24,704	90%	0%	22,129
2	16,271	11,945	15,496	77%	13,171	13,508	98%	8%	12,186
3	10,446	9,703	9,949	98%	8,682	9,699	90%	9%	7,971
4	29,133	25,330	27,746	91%	27,220	29,166	93%	10%	24,703
5	15,168	13,886	14,446	96%	13,332	14,033	95%	8%	12,353
6	18,081	16,073	17,220	93%	15,375	17,355	89%	-3%	15,780

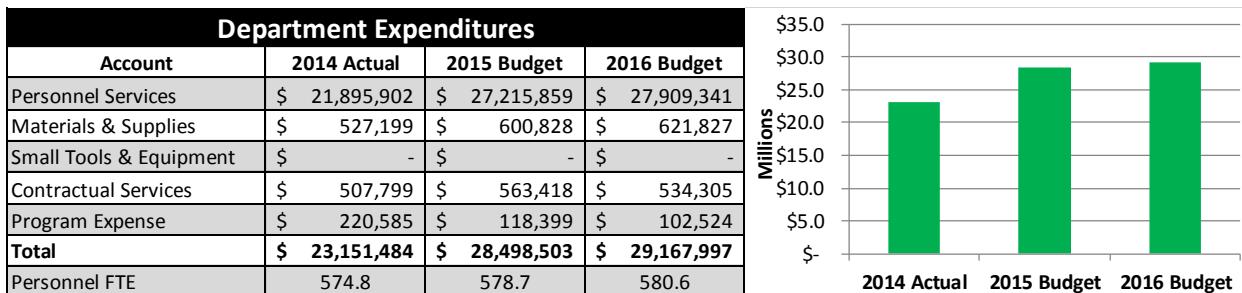
By Program (Including CPD Leagues/Open)

Day Camp	8,512	7,433	8,107	92%	7,721	7,185	107%	5%	7,367
Park Kids	2,203	2,207	2,098	105%	1,942	1,626	119%	13%	1,713
Floor Hockey	1,508	1,582	1,436	110%	1,466	1,800	81%	5%	1,391
Basketball	11,290	9,791	10,752	91%	11,046	13,269	83%	-1%	11,108
Soccer	10,075	7,994	9,595	83%	8,212	7,643	107%	10%	7,483



South Region

The South Region is responsible for overseeing more than 200 parks and playgrounds including 80 staffed locations. This region contains two lakefront parks, the South Shore Cultural Center and Rainbow Beach, nearly 200 ball diamonds, 26 fitness centers, 4 outdoor ice rinks, 5 beaches, 19 outdoor pools, 22 indoor pools, 13 natatoriums, 2 aquatic centers, 6 racquetball and handball courts and 3 gymnastic centers, including the newly built Morgan Park Sports Center. The Morgan Park Sports Center contains a NHL size indoor ice rink along with a state-of-the-art gymnastics center. The South Region boasts eight Therapeutic Recreation sites and six woodshop centers. In addition, the South Region has 3 little league stadiums, 3 golf courses and golf driving ranges, 5 boxing centers, a seven-station batting cage, an archery range, 9 artificial turf soccer fields, 2 art galleries and 5 lagoons. The South Region is home to three of the largest acreage parks in the city including Jackson Park (542.89 acres), Washington Park (366.84 acres) and Marquette Park (322.68 acres). Chicagoans from the historic neighborhoods of Avalon, Beverly, Chatham, Chicago Lawn, Clearing, Englewood, Gage Park, Garfield Ridge, Hegewish, Hyde Park, Kenwood, Mt. Greenwood, South Chicago, South Shore, Roseland, Pullman and Woodlawn partake in the many cultural, physical and recreational opportunities offered by the South Region including seasonal sports, archery, ceramics, dance and theater. Hamilton, Marquette, Ridge, South Shore, Tuley and West Pullman Parks are designated as cultural centers, providing unique activities, as well as existing quality recreational programming to the highly diverse communities this region serves.



2015 Accomplishments

- Increased participation at unmanned locations by 30%: Burnside 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 hosted Night Out in the Parks events and neighborhood soccer. Harold Washington, Crescent and Elm hosted Night Out in the Parks events.
- Increased teen participation by 20% at Bynum Island through a partnership with Northeastern University.
- Decreased PSA spending by utilizing our traveling, in-house carnival.
- Continued to increase quality of programming by utilizing Youth Program Quality Initiative observation sheet at each location.
- Started the region Teen Leadership Connection Teen Council comprised of 20 parks. In addition, the participating teens went on college tours and participated in volunteer activities like feeding the poor and raising funds or merchandise for organizations.

South Region

2016 Goals

- To provide South Region employees with training opportunities such as each area offering a hands-on Success Center Training for their supervisors led by a member of Workforce Development, conducting Quality Coaching Trainings for supervisors and instructors, continuing to provide Youth Program Quality Assurance Method Trainings to staff and each area hosting an in-service training for their instructors and recreation leaders.
- Continue to promote Wellness and Fitness opportunities to staff and participants by hosting a "South Region Moves" Day, a Teen Fitness event and an employee health fair by partnering with local health agencies (i.e. University of Chicago and Advocate).
- Promote healthy lifestyles in each area, parks will highlight one of the following National Awareness Months: January - Human Trafficking Awareness Month, February - Body Awareness Month, March - Nutrition Awareness Month, April - National Library Awareness Month, May - National Physical Fitness & Sports Month/Women's Health Month, June - National Safety Month, July - Disability Awareness Month, August - Allergy Awareness Month, September - National Food Safety Education Month, October - National Breast Cancer Awareness Month and November - Recycling Awareness Month.
- Increase number of parks participating in the Teen Leadership Program by five per year.

Performance Data

All Programming (Non-Aquatics/PFWI/Special Rec)(No Open)	2016 Target	2015 Actual to Date	2015 Target	2015 % Target	2014 Actual	2014 Target	2014 % to Target	% Change Volume (2013 to 2014)	2013 #
South	64,213	56,334	61,155	92%	68,667	68,598	100%	14%	60,123

By Session

Winter	16,606	14,784	15,815	93%	19,134	17,603	109%	39%	13,719
Spring	16,335	14,985	15,557	96%	16,115	15,671	103%	2%	15,849
Summer	18,105	15,924	17,243	92%	16,432	16,541	99%	4%	15,739
Fall	13,167	10,641	12,540	85%	16,986	18,783	90%	7%	15,849

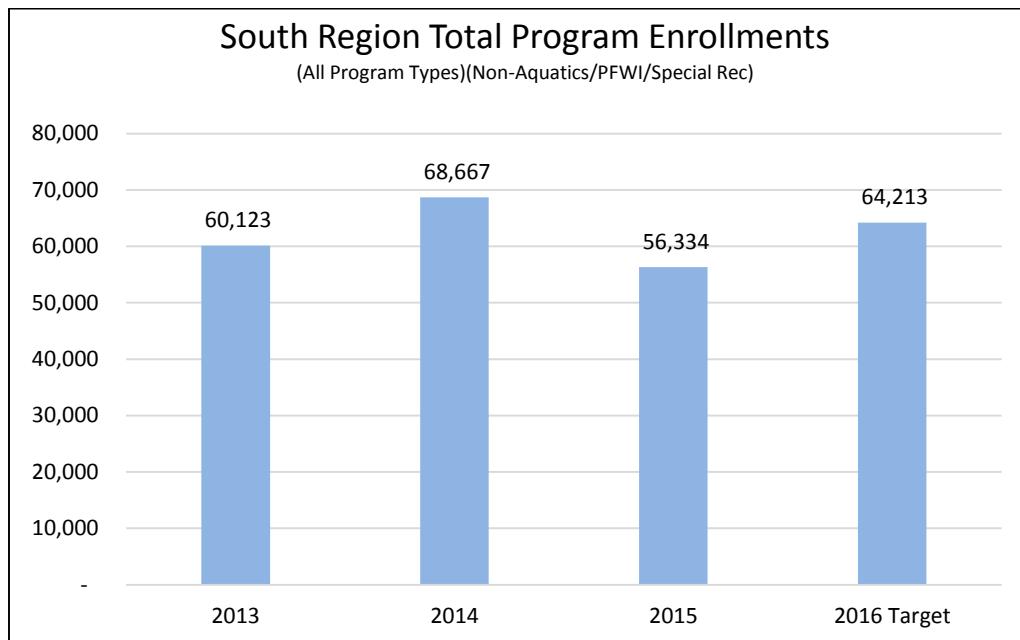
By Area

1	16,293	12,936	15,517	83%	16,537	15,432	107%	13%	14,602
2	6,255	5,476	5,957	92%	6,306	8,269	76%	-4%	6,590
3	5,933	5,306	5,650	94%	7,767	6,940	112%	32%	5,900
4	14,243	13,302	13,565	98%	16,241	12,418	131%	23%	13,219
5	10,854	9,391	10,337	91%	10,841	14,157	77%	12%	9,638
6	10,635	9,923	10,129	98%	10,975	11,382	96%	8%	10,174

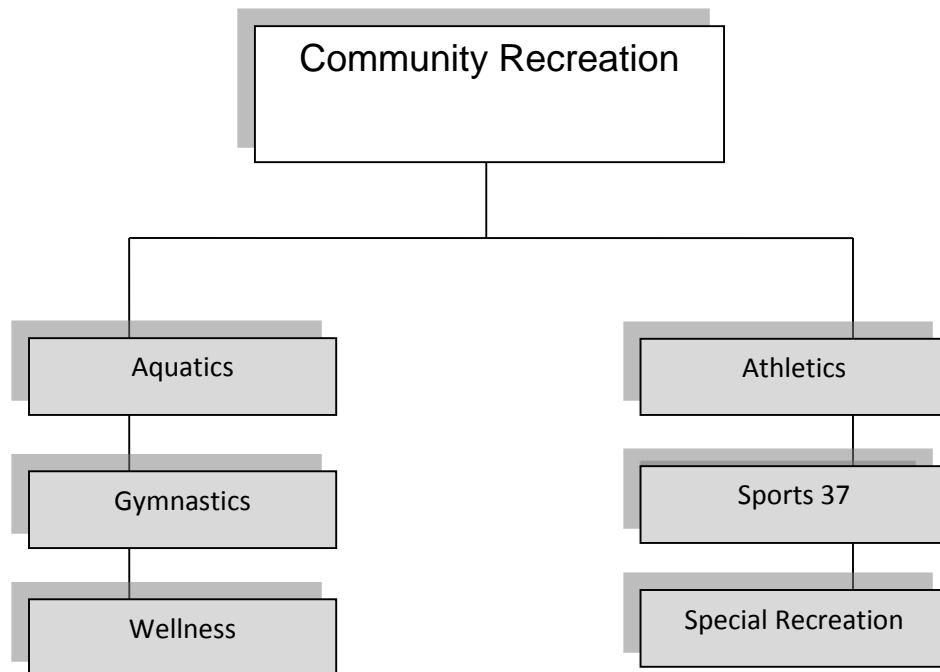
By Program (Including CPD Leagues/Open)

DayCamp	6,505	5,632	6,501	87%	6,195	5,621	110%	7%	5,782
Basketball	9,690	8,026	8,552	94%	9,229	15,234	61%	-2%	9,444
Soccer	3,058	2,812	2,811	100%	2,912	2,803	104%	6%	2,735
Floor Hockey	710	663	626	106%	676	720	94%	-3%	694
Park Kids	3,281	3,259	3,266	100%	3,125	2,824	111%	12%	2,790

South Region

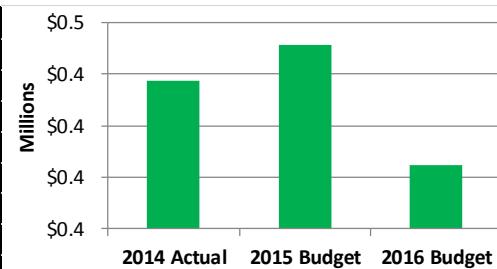


Community Recreation



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.

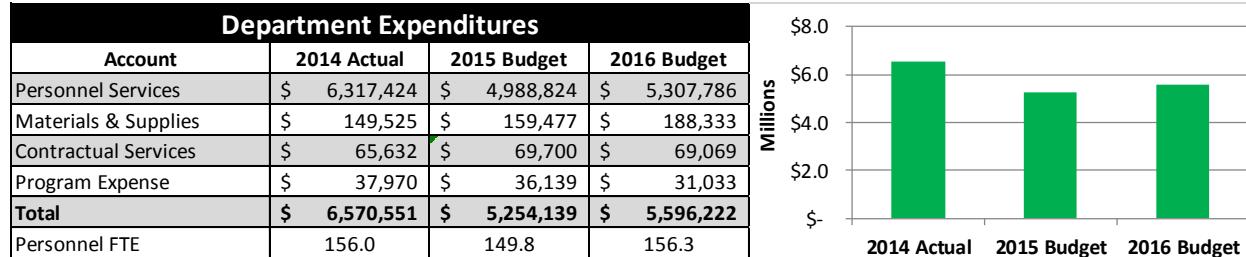
Department Expenditures - Community Recreation Administration			
Account	2014 Actual	2015 Budget	2016 Budget
Personnel Services	\$ 384,235	\$ 376,142	\$ 324,763
Materials & Supplies	\$ 282	\$ 1,725	\$ 750
Small Tools & Equipment	\$ -	\$ -	\$ -
Contractual Services	\$ 13,641	\$ 15,000	\$ 55,681
Program Expense	\$ 46,199	\$ 55,000	\$ 55,000
Total	\$ 444,356	\$ 447,867	\$ 436,193
Personnel FTE	4.0	4.0	3.0



Community Recreation – Aquatics

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 over 1,150 aquatics personnel, 49 outdoor seasonal swimming pools, 27 natatoriums, 26 miles of lakefront including 24 beaches, 1 inland beach, as well as, 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 Whaler 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 provides quality powerboat and sail training programs for community residents. The Unit consistently provides over 1,000 on the water experiences for participants 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 are run at Montrose Harbor and in the Humboldt and Garfield Park Lagoons. During the off-season, the Unit services a fleet of more than 60 boats, implements classroom-based programs, plans and coordinates on the 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.



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.

2015 Accomplishments

- The Aquatics Unit broke the Guinness's World Record for the World's Largest Swim Lesson on June 20, 2014. Subsequently, we have broken the Guinness's World Record again this summer.
- Increased the value of the Tommy Bahama uniforms donated to include the entire Aquatics Unit in the summer. Fiscal year 2014 included only the beach staff.
- Improved relationships with outside organizations and donors. Received grants from American Red Cross, U.S. Swimming Make a Splash initiative and Parks Foundation.
- The Aquatics Unit created a pilot pool pass system at four pools across the city (Norwood, Columbus, Mt. Greenwood and Kennedy), with a fifth, California, being added this summer. We now have data to determine future trends in open swims.
- The Aquatics Unit created a goal driven work force with all staff from Management to Lifeguards. Created with Supervisors, staff developed their goals for themselves, their team and programs.

Community Recreation – Aquatics

Goals will be evaluated mid-way through the session. At the end of the session, staff will discuss accomplishments and discuss barriers to achieving goals. The process will continue throughout each session.

- Piloted Learn to Swim Classes in the lake.
- Significant expansion of the Spring Jr. Guard competitions. The participation in these events tripled from last season.
- The Water Polo Club attended the U.S. Water Polo Junior Olympics in Orange County, California this summer. Our 14 and under girls team competed in the gold division and finished 7th in the nation. The club attended the American Water Polo National State Challenge in Philadelphia, Pennsylvania. Our 18 and under girls team finished 4th in the nation. The 15 and under boys won the tournament. They are National Champions.
- The Lifeguards Games were a huge success this year. Staff from across the city competed against each other in individual and team events throughout the summer. The games are held to build team work and foster lasting relationships within the unit. Staff competed at different sites each week and cheer on their friends against their rival pool or beach. One event had over 250 participants and spectators all from the aquatics unit.

2016 Goals

- Add a graduation element to the Tiny Tot classes.
- Introduce Synchronized Swimming to our instructional classes' offerings. One in each region.
- Develop a Learn to Swim program in the lake for next summer.
- Develop an Aquatic Exercise program in the lake for next summer.
- Create a partnership with local colleges and universities with swimming pools to use their facilities to run large special events. Eliminating the need to cancel existing instructional classes and swims at local pools.

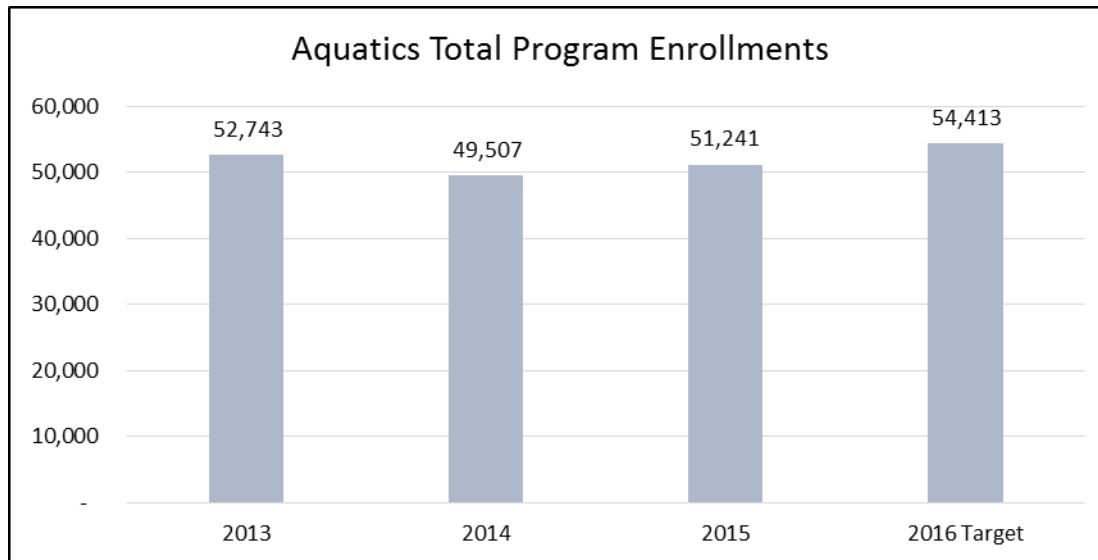
Performance Data

	2016 Target	2015 Actual to Date	2015 Target	2015 % Target	2014 Actual	2014 Target	2014 % to Target	% Change Volume (2013 to 2014)	2013 #
All Instructional Programming									
Aquatics	54,413	51,241	51,822	99%	49,507	44,507	111%	-6%	52,743
Sailing	249	193	243	79%	231	336	69%	48%	156

By Program

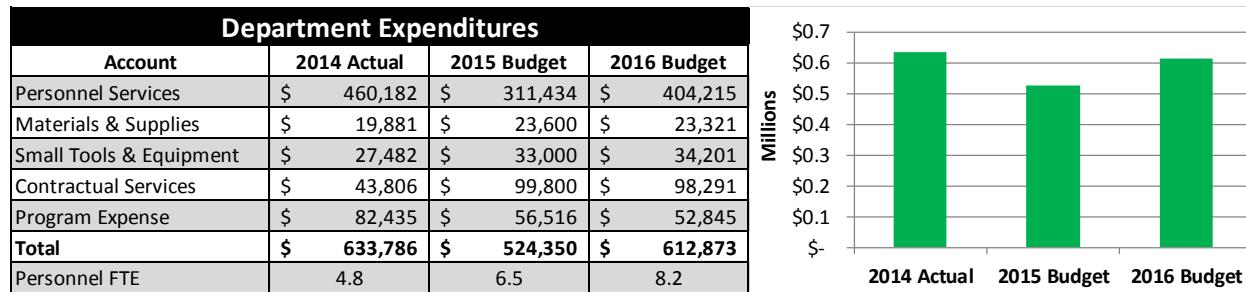
Learn to Swim	19,545	18,549	18,614	100%	17,398	16,694	104%	-15%	20,503
Aquatic Exercise	19,802	18,650	19,319	97%	18,801	14,860	127%	-1%	18,946
Team Sports	5,630	5,493	4,896	112%	5,135	4,835	106%	-4%	5,358
Tiny Tot Swim	7,173	6,919	6,998	99%	6,719	6,037	111%	4%	6,457
All Keel Boat Sailing	36	17	37	46%	35	86	41%	9%	32

Community Recreation – Aquatics



Community Recreation – Gymnastics

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 and 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.



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.

2015 Accomplishments

- The new Jesse White Gymnastics Center operated for its first year. The first session had an enrollment of 106 students in fall of 2014. By spring of 2015 enrollment reached 411 students. Fall of 2015 final enrollment was 448.
- Implemented an evaluation tool to assess student rate of progress. This tool allows staff to place students in adequate classes and inform parents of their children's learning progress. This tool elevates our recreational program to an educational level. All students from ages 3 to 17 are evaluated 3 times a year.
- The 25th annual Gymnastics Beach Meet had the largest participation. The new college division showed the most growth by 12%. Children, teens and young adults enjoyed 2 days of outdoors participation and unique gymnastics competition.
- Qualified 25 athletes to the Junior Olympics National Championships. 19 in the tumbling Level 5 to 9 divisions, 5 in the Men's gymnastics division and 1 in the women's gymnastics. One athlete placed 1st and crowned himself as Level 9 National Tumbling Champion.

2016 Goals

- 2016 will be the year for teens. 2 programs will be executed with more detail and resources. USAG-Xcel will be implemented in all locations where teens may continue to train in gymnastics and still be able to participate in other after-school activities. CPD will partner with CPS to include gymnastics as one of their IHSA sports. Athletes will train at CPD and compete for CPS.
- Partner with CPS to incorporate Tumbling as one of their elementary school competitive sports. Children will compete in CPD meets and represent their own elementary schools. This pilot program will be tested in 3 parks per region.
- Create a tracking system for all students. This system will track 3 components: Gymnastics progress, attendance and staff productivity. This goal will measure quality.

Community Recreation – Gymnastics

Performance Data

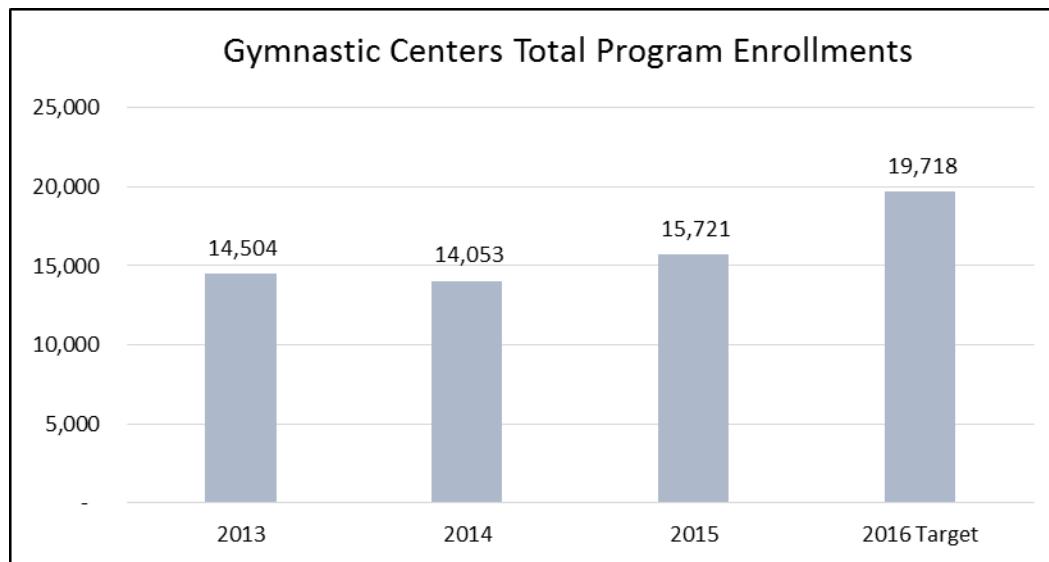
	2016 Target* (Includes MSC)	2015 Actual to Date	2015 Target	2015 % Target	2014 Actual	2014 Target	2014 % to Target	% Change Volume (2013 to 2014)	2013 #
All Instructional Programming									
Gymnastics	19,718	15,721	14,553	108%	14,053	13,206	106%	-3%	14,504

By Center

Avondale Park	820	732	781	94%	744	719	103%	0%	743
Broadway Armory	2,624	2,537	2,499	102%	2,401	2,598	92%	-13%	2,772
Calumet Park	1,195	1,032	1,138	91%	1,088	870	125%	5%	1,033
Garfield Park	464	545	442	123%	463	458	101%	-1%	466
Harrison Park	1,637	1,337	1,559	86%	1,483	1,236	120%	-8%	1,612
Jesse White	1,716	1,634	N/A	N/A	N/A	N/A	N/A	N/A	N/A
McKinley Park	1,388	1,228	1,322	93%	1,268	1,119	113%	-1%	1,277
Morgan Park Sports Complex	3,800	933	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Peterson Park	5,173	4,927	5,954	83%	5,677	5,135	111%	-1%	5,739
Shabbona Park	897	816	854	96%	823	855	96%	-4%	853

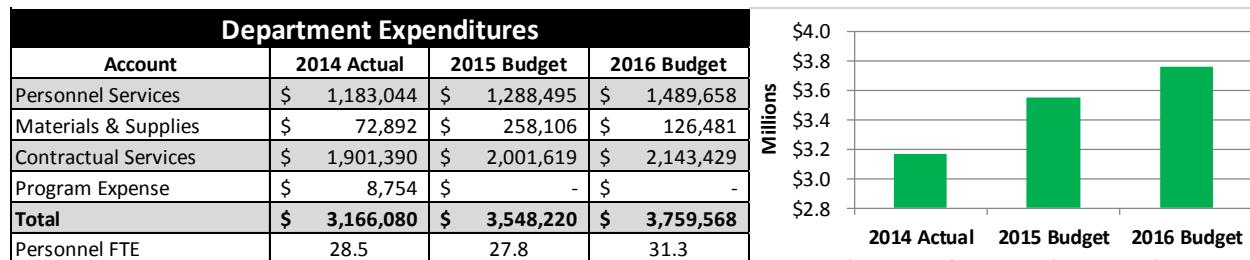
By Program

Twinkle Stars	4,584	3,946	3,707	106%	3,578	3,259	110%	-17%	4,292
Mom, Dads & Tots Gymnastics	3,176	2,895	3,056	95%	2,954	2,726	108%	-9%	3,241
Rising Stars	1,092	1,002	833	120%	795	831	96%	82%	438



Community Recreation – Wellness

The Wellness Unit provides programs and services in wellness, fitness and nutrition awareness in park locations city-wide, including managing equipment operations and maintenance of 72 fitness centers, 10 outdoor fitness courses, 55 Park Family Wellness sites, 26 city-wide instructors and 2 teen wellness centers. The Unit also develops city-wide program curricula, implements trainings and educational workshops, provides certification opportunities and technical support to the unit and park field staff who implement wellness programs throughout various parks. The Wellness Unit maintains a healthy food environment by managing the contractual agreements for healthy vending within our park system, After-School Snack Program and Summer Food Program, serving over 45,000 kids per day.



2015 Accomplishments

- Increased teen participation in fitness related activities by Implementing Teen Fit Box fitness program for teens, holding its first ever teen specialty camp in Summer 2015 (9), consisting of teen fitness and nutrition curriculum.
- Secured grant for NRPA OrganWise Guys program, linked with the Fun with Food hands on cooking class at 11 sites, growing to 15 sites in fall in collaboration of piloting 6 CACFP sites (11).
- Opened the first Teen Wellness Center focused on female programming. This project was partly funded by Wellness securing grant with Coca Cola and NRPA and featuring an indoor recreation center.
- Worked with Special Recreation Unit to expand Wellness Programs by certifying Park Families Wellness Initiative (PFWI) veteran in Low Ropes course (team building/confidence report) along with the execution of the Ruck March in May 2015.

2016 Goals

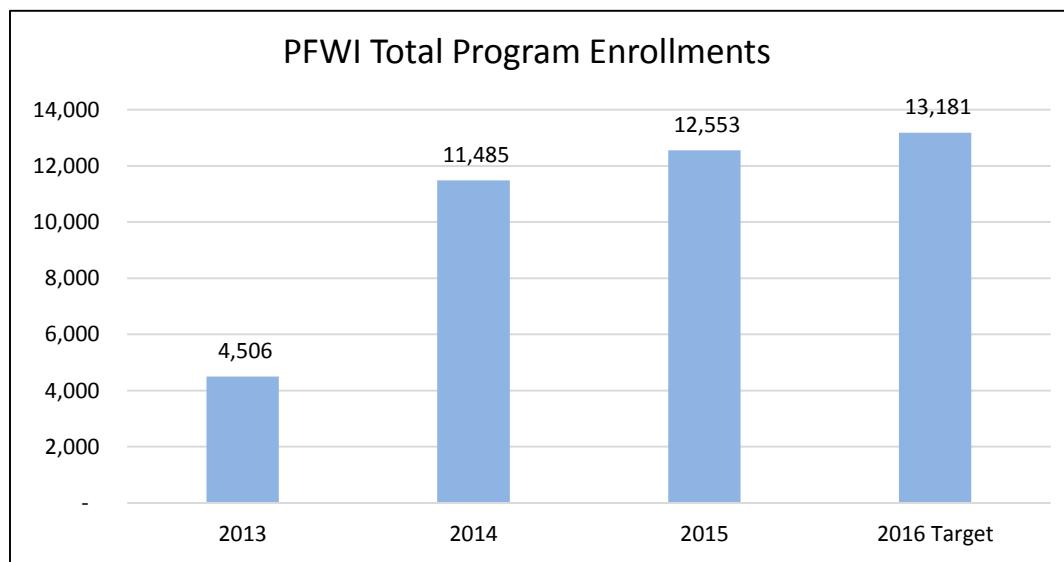
- Team up with Athletics to offer wellness component including Coach's Clinic, Players Training Clinic, Nutrition Education, fitness measurements in Pre and Post Fitness Component, Pilot for Baseball, Basketball, Football and Sports Fitness Conditioning Specialty camps after traditional day camp for youth and teens.
- Continue to convert traditional fitness centers to Cross Functional – Fit Boxes for adults.
- Revamp Park Kids Pilot Sites to Fit 2 Play Program, which focuses on fitness/wellness programming and incorporates a university to measure fitness and nutrition improvements.
- Secure and successfully implement the U.S. Department Afterschool Snack Program within 20 select Park Kids Programs and increase afterschool snack opportunities at parks through the Child and Adult Care Food Program (CACFP) including OrganWise Guys Program sites.
- Offer 2 large scale fitness classes in outdoor high traffic/visibility park settings.

Community Recreation – Wellness

- Upgrade at least 2 fitness centers through corporate funding.
- In collaboration with Special Recreation Unit, expand Veteran Wellness programs including Wellness Classes, Walk/Run and various awareness events.

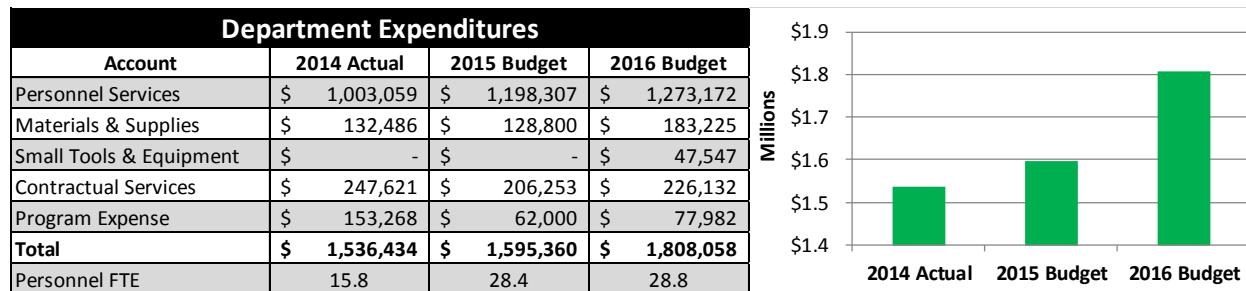
Performance Data

	2016 Target	2015 Actual to Date	2015 Target	2015 % Target	2014 Actual	2014 Target	2014 % to Target	% Change Volume (2013 to 2014)	2013 #
Annual, Season & Monthly Fitness Passes	19,781	8,156	N/A	N/A	19,585	N/A	N/A	13%	17,101
PFWI Enrollments Only									
	2016 Target	2015 Actual to Date	2015 Target	2015 % Target	2014 Actual	2014 Target	2014 % to Target	% Change Volume (2013 to 2014)	2013 #
By Program (PFWI Only)									
	2016 Target	2015 Actual to Date	2015 Target	2015 % Target	2014 Actual	2014 Target	2014 % to Target	% Change Volume (2013 to 2014)	2013 #
Fitness Boot Camp	2,482	2,287	2,428	94%	2,364	2,482	95%	56%	1,046
Yoga	4,947	4,711	3,653	129%	3,944	2,809	140%	68%	1,256
Pilates	2,125	2,024	1,600	127%	1,605	1,277	126%	74%	416
Small Group Personal Training	777	540	579	93%	740	729	102%	56%	329
Kickboxing	1,163	1,024	855	120%	1,108	1,071	103%	50%	554
Mighty Fit Kids/Family/Munchkins	323	297	240	124%	308	269	114%	36%	196



Community Recreation – Athletics

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 the Chicago Park District sports programs. Athletics is responsible for the Junior Bear Tackle football program (20 parks), Inner City Youth Baseball (32 parks), Inner City Hoops (32 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 (10 parks), Windy City Hoops (12 parks), Boxing Centers (21 parks), Summer Teen Basketball Leagues (27 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.



2015 Accomplishments

- Hosted 21 local Boxing Showcases, a youth boxing exhibition at Daley Plaza and City-wide Championships.
- Introduced the game of Lacrosse to over 200 youth in 10 different parks during the summer day camps.
- Hosted City-wide Little League and Girls Softball Tournament, camps and clinics in partnership with the Chicago Cubs and Chicago White Sox. 38 teams, aged 12 and under, signed up in this first year tournament with over 750 young athletes taking the field.
- Provided programming exclusively for girls which included Girls Inner City Basketball, Girls Inner City Flag Football and Girls 12" Fast Pitch Softball to promote and educate benefits of girls participation in sports.
- The Athletics Unit was a part of all the trainings that were provided by Workforce Development to all instructors and recreation leaders to promote and provide understanding of all department sports to help participation in city-wide Athletics.
- US Tennis Association provided training to 20 summer tennis camp instructors that utilized the training in the tennis camps provided to summer camp and tennis camp participants.

2016 Goals

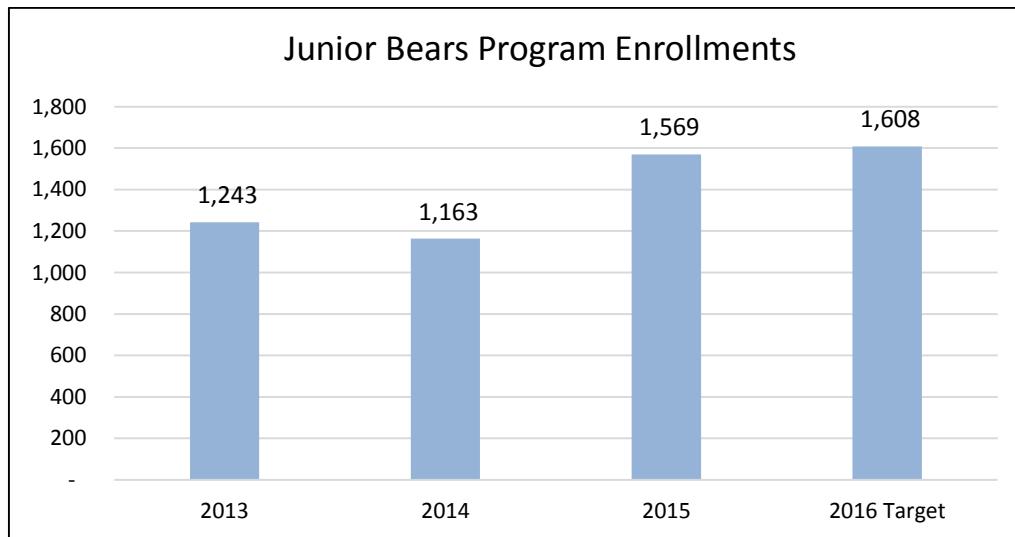
- Implement measurement and evaluation program in cooperation with the Wellness department for Fast Pitch Girls Softball, Inner City Youth Baseball, Inner City Youth Flag Football and Junior Bear Football programs and Inner City Hoops programs.

Community Recreation – Athletics

- Provide positive character building training to city-wide staff to promote better sportsmanship in collaboration with the Positive Coaching Alliance.
- Provide wrestling training to instructors in the field to promote better quality region and city-wide tournament.
- Implement basketball tournaments in the Windy City Hoops program for teens to promote and expand diversity and participation city-wide.

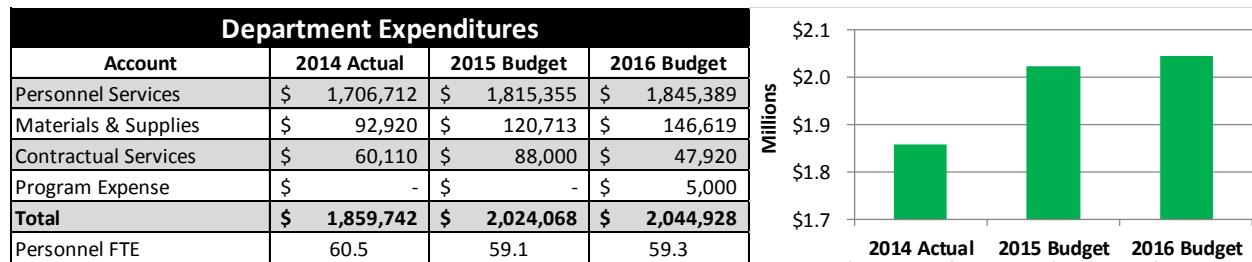
Performance Data

	2016 Target	2015 Actual to Date	2015 Target	2015 % Target	2014 Actual	2014 Target	2014 % to Target	% Change Volume (2013 to 2014)	2013 #
Junior Bear (Total)	1,608	1,569	1,141	138%	1,163	1,182	98%	-6%	1,243
Boxing Program (four sessions)	2,877	2,807	3,219	87%	3,321	2,898	115%	15%	2,897
Inner City Youth Baseball	947	902	750	120%	714	802	89%	-2%	729
Windy City Hoops (four sessions)	1,771	1,687	1,551	109%	2,077	2,747	76%	-23%	2,700
Chicago Bears Inner City Flag Football	256	250	159	157%	155	232	67%	41%	110
Teen Sports Leagues (Basketball/Soccer)	1,399	1,365	1,571	87%	1,496	2,997	50%	-32%	2,196
Lacrosse	364	355	476	75%	455	576	79%	135%	194
Tennis	5,581	5,445	5,809	94%	6,319	7,077	89%	15%	5,505



Community Recreation – Sports37

The Sports37 Unit is the District's main initiative for teens 14 to 18 years of age, in partnership with After School Matters, Chicago Public Schools, City of Chicago, community based organizations and internal units, we currently offer 63 apprenticeships in 63 schools and parks. Sports37 engages teens in activities that develop important life skills and a healthy approach to living, while exposing them to career opportunities in the field of sports and fitness. The Sports37 program offers apprenticeships in coaching, refereeing, lifeguard training, water safety instructors, junior bicycle ambassadors, stadium management, cheerleading, gymnastics, recreation leadership, special recreation, sailing and fitness, most of which come with certifications. The Sports37 also oversees the Senior Games. The sporting competitions and leisure activities take place at various Chicago Park District sites and include track and field, horseshoes, shuffleboard, lawn bowling, basketball, bowling, swimming, line dancing, golf and much more.



2015 Accomplishments

- Implemented an Advanced Baseball Apprenticeship at Washington Park for teens and delivered 12 baseball camps city-wide this summer.
- Partnered with 26 parks to deliver extended camp opportunities at various parks during the summer. In addition, Sports 37 coaches were joined by coaches from the Chicago Fire's soccer in this community program.
- Sports37 staff were trained in the both Sports Play and Active Recreation for Kids (SPARK) and Youth Work Methods curriculums during the year-round and summer program.
- Implemented a new activity instructor component to our seasonal orientation.
- Launched Lacrosse Apprenticeship in fall of 2015 at Sheridan Park. Apprenticeship will provide opportunities to 15 teens to learn and enhance their skills in Lacrosse.

2016 Goals

- Create sports assessments, rubrics and program planners in 5 sports for CPD physical instructors and recreation leaders.
- Partner with Regions and Little Leagues to provide more practicum opportunities for the advanced baseball and stadium management apprenticeships.
- To implement and offer 4 new sports camps in Summer 2016. Sports camps to be offered are Cricket, Lacrosse, Double Dutch and Rugby.
- To provide additional opportunities for certifications in Basketball and Tennis for teen apprentices.
- Implement the sports assessment to Chicago Park District staff, as well as provide resources and training necessary to support staff throughout the process.

Community Recreation – Sports37

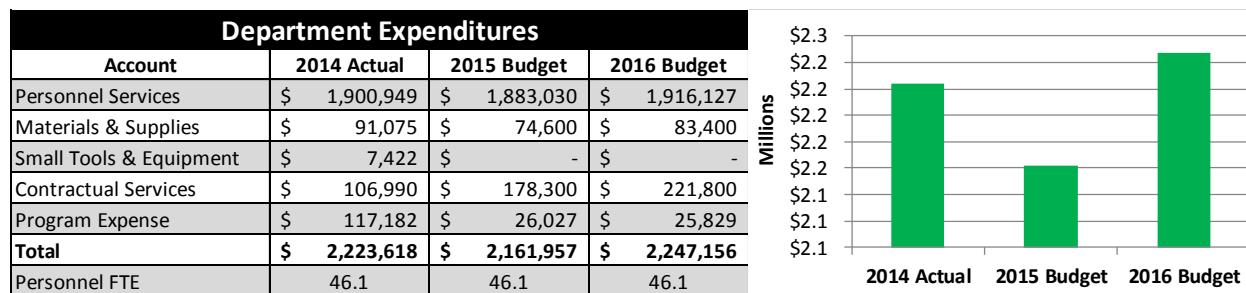
- In order to enhance senior programming throughout the Park District, Sports 37 unit will oversee senior programming and senior games. We will work with all regions to create and offer one senior program at A, B and C locations.

Performance Data

	2016 Target	2015 Actual to Date	2015 Target to Date	2015 % Target	2014 Actual	2014 Target	2014 % to Target	% Change Volume (2013 to 2014)	2013 #
#Staff Hired from Apprenticeship Program	551	520	502	520	97%	-44%	926	6%	871
#Registrations/Participation by Location-spring	1498	1,505	1,482	1,550	96%	-7%	1,670	6%	1,580
#Registrations/Participation by Location-fall	1245	1,213	1,305	1,350	97%	-3%	1,390	0%	1,390

Community Recreation – Special Recreation

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 170 countries worldwide. Since then, the Park District has expanded its services for individuals with disabilities. With 21 park locations serving individuals with intellectual disabilities, 3 park locations serving individuals with a primary physical or visual impairment and 2 park locations serving individuals who are deaf or hard-of-hearing, we strive to meet the recreational needs for all individuals with disabilities in the City of Chicago. The Chicago Park District Special Recreation program currently offers specialty programs serving the following populations: intellectual disabilities, physical disabilities, blindness or visual impairment, deaf or hard-of-hearing and veterans.



2015 Accomplishments

- Hosted four Veteran Resource Fairs, increased attendance by 25%.
- Began offering American Sign Language Classes.
- Deaf National Competition, two teams participated and two CPD coaches received “Coach of the Year”, one the Female Division, and one for the Male Division.
- Expanded Special Recreation Website to include individual pages for the various target disabilities.
- Increase Buddy Baseball participation by 14%.

2016 Goals

- Increase Adaptive Fitness enrollment by 10%.
- Enhance staff training by expanding programs through Crisis Prevention Institute (CPI); specifically addressing individuals with Autism.
- Offer three new weekly classes and three new one day special events for Veterans, in addition to current events.
- Special Olympics expanding the Spring Games event to six days to accommodate growth and quality.
- Create and offer more programs for the Deaf/HOH population of ages 3-7 years old.
- Create a new Art program for adults who are deaf and blind. Offer 3 Resource Fairs one in each Region, for the Blind/Visually impaired population.
- Implement a new US Paralympic sport weekly classes, leading to competition opportunities (i.e. Boccia or Track & Field).

Community Recreation – Special Recreation

Performance Data

	2016 Target	2015 Actual to Date	2015 Target	2015 % Target	2014 Actual	2014 Target	2014 % to Target	% Change Volume (2013 to 2014)	2013 #
Overall Special Rec Programming	13,360	13,034	N/A	N/A	12,422	10,802	115%	46%	8,526
Arts & Crafts (Special Rec)	683	622	632	98%	666	611	109%	109%	318
Bowling (Special Rec)	1,572	1,534	1,219	126%	1,284	942	136%	51%	851
Day Camp (Special Rec)	610	595	589	101%	621	599	104%	13%	549
Learn to Swim (Special Rec)	524	499	493	101%	262	500	52%	-3%	269



Operations

The departments within Operations maintain and provide support to 8,400+ acres of parkland and 585 parks. These departments include Facilities Management, Capital Construction, Planning and Development, Park Services – Security, 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.



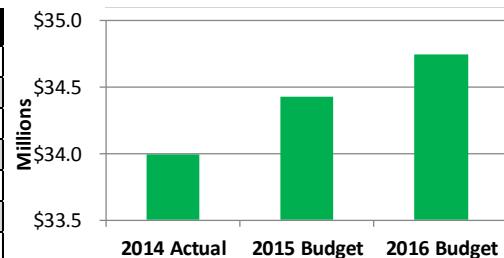
DEPARTMENT BUDGETS

Department Name	2014 Actual	2015 Budget	2016 Budget	% Change
Facilities Management	\$ 33,993,134	\$ 34,425,715	\$ 34,743,657	0.9%
Park Services - Security	\$ 7,180,588	\$ 8,073,262	\$ 6,086,801	-24.6%
Capital Construction	\$ 696,982	\$ 1,144,603	\$ 1,160,830	1.4%
Planning & Development	\$ 55,499	\$ 1,189,879	\$ 1,206,595	1.4%
Natural Resources	\$ 32,149,982	\$ 33,082,081	\$ 35,641,079	7.7%
Culture, Arts and Nature	\$ -	\$ 3,508,787	\$ 3,463,768	-1.3%
Legislative & Community Affairs	\$ 300,735	\$ 372,242	\$ 377,794	1.5%
Total - Operations	\$ 74,376,919	\$ 81,796,569	\$ 82,680,524	1.1%

Facilities Management

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	2014 Actual	2015 Budget	2016 Budget
Personnel Services	\$ 24,388,208	\$ 24,059,113	\$ 24,584,698
Materials & Supplies	\$ 2,029,781	\$ 1,957,835	\$ 1,932,835
Small Tools	\$ 206,997	\$ 194,750	\$ 194,750
Contractual Services	\$ 7,368,148	\$ 8,214,017	\$ 8,031,374
Total	\$ 33,993,134	\$ 34,425,715	\$ 34,743,657
Personnel FTE	283.3	283.9	284.9



2015 Accomplishments

- Achieved a 6% increase in total Work Orders completed in first half of 2015 versus same period in 2014.
- Installed new Athletic Field lighting and energy efficient LED walk lighting in 5 Parks.
- Instituted playground maintenance scheduling for mechanical equipment through Work Order System.
- Recovered over \$60,000.00 through the auctioning of obsolete equipment.
- Warranty Roof Repair Program recovered over \$50,000.00 in repair work.
- 5 more Facilities have been added to BAS System bringing total to 60 Facilities.
- Provided support service to Night Out in The Parks which had an increase of 14% in the number of events.

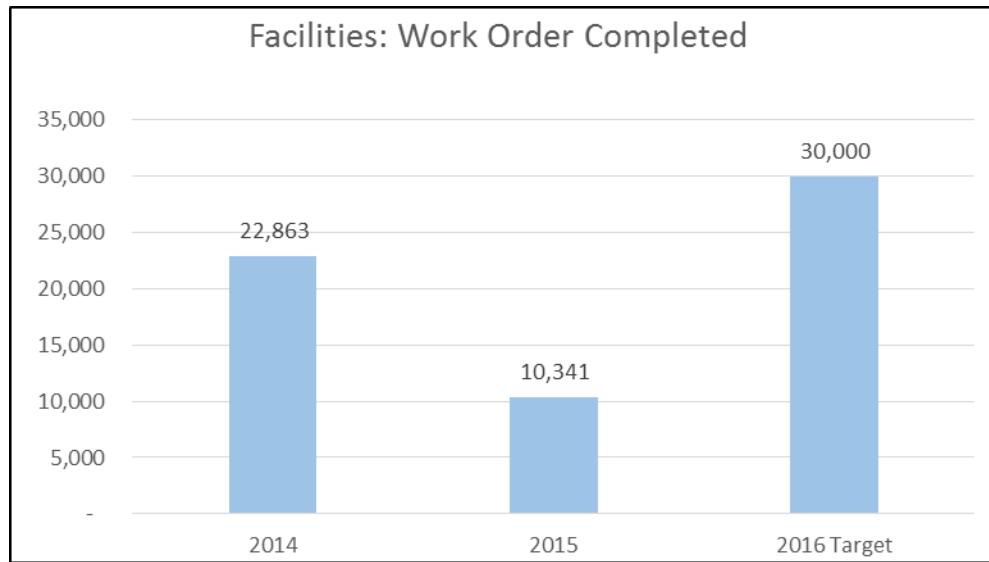
2016 Goals

- Implement a Web based Playground Management and Maintenance Program which will track both inventory of playground equipment and all repairs performed.
- Increase access to additional Park Supervisors for entering work request into Work Order System for maintenance related items.
- Expand Warranty Roof Repair Program to include increased inspections, scans and roof condition reports, to reduce long term maintenance cost.
- Evaluate the addition of Special Event Request being added to Work Order System to increase management efficiency.
- Co-ordinate with Workforce Development additional training for Trades personnel on computer based programs.

Facilities Management

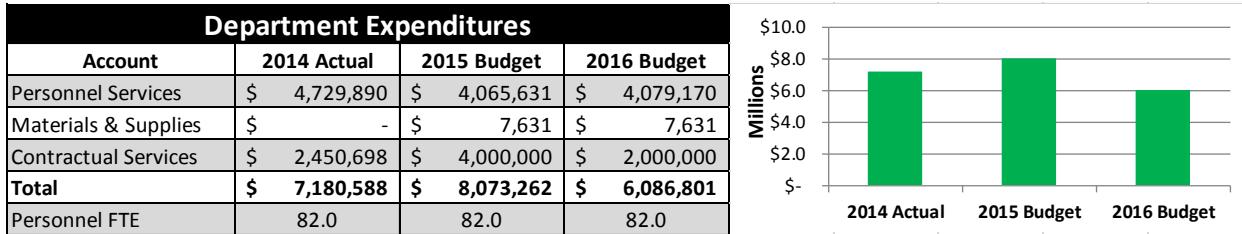
Performance Data

	2016 Target	2015 Actual to Date	2015 Target	% to Target 2014	% Change from 2013	2014 #	% Change from 2013	2013 #
*# WO's Complete	30,000	10,341	30,000	34%	-55%	22,863	-7%	24,678
% Complete	90%	96%	90%	107%	0%	96%	-3%	99%
# Gallons of Regular Gas Dispensed	170,000	100,408	170,000	59%	-43%	177,005	6%	167,342
# Gallons of Diesel Gas Dispensed	162,000	90,895	175,000	52%	-47%	170,435	7%	158,653
# Gallons of Alternative Gas Dispensed	65,000	21,673	70,000	31%	-62%	56,593	-8%	61,829



Park Services - Security

The Park Services – Permit Enforcement 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.



2015 Accomplishments

- Strategic integration of technology by accessing live feed of all cameras (280) through OEMC, GPS and emergency equipment installed on 24 vehicles and installing emergency lighting equipment and a PA System.
- Loss mitigation by checking closed facilities during the winter months and assigning regions the responsibility of daily seasonal premise checks of facilities by the mobile units. Site audits were also done to ensure all facilities were properly secured and safe.
- Centralizing command center for all Park District Facilities.
- Integration of cameras and GPS into daily workflows.

2016 Goals

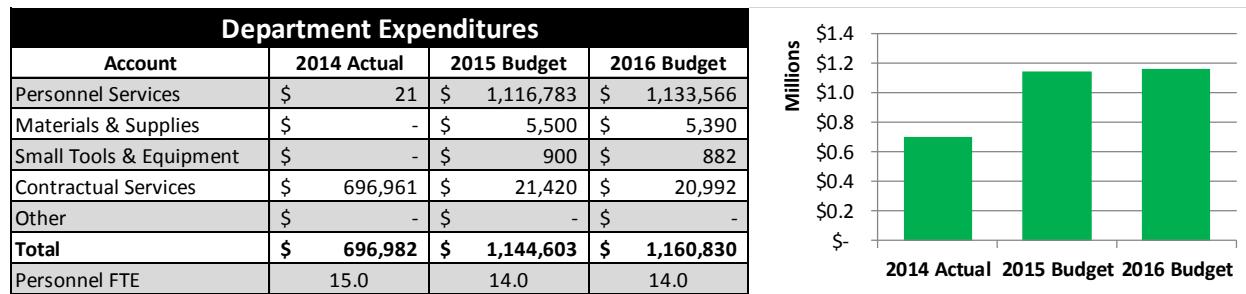
- Increasing the enforcement policy for permits by working together with the Department of Law and Department of Administration Hearings to allow non-traffic citations to be written for not having a valid permit.
- Separation of Security Deployment Areas (North and Central) into 2 separate deployments.
- Elimination of ticketing by the Chicago Police Department due to multiple alarms at individual sites going unchecked.

Performance Data

	2015 Target	2015 Actual to Date	2015 Target	% to Target 2014	% Change from 2013	2014#	% Change from 2012	2013#
# of Security Checks Total	110,000	47,254	131,000	36%	-60%	119,249	-30%	169,429
# Violations Issued	100	17	100	17%	-79%	82	-83%	488

Capital Construction

The division 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.



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.

2015 Accomplishments

- Implemented 2015 Capital Improvement Plan.
- Completed 77 new "Chicago Plays" sites (yr. 3 of District-wide program).
- Opened several major projects including Phase 1 of the 606 and Bloomingdale Trail, Clark Park Stadium, Beverly/Morgan Park Sports Center, Jackson Park Historic Landscape Restoration, West Ridge Nature Preserve, and Moore Park Fieldhouse expansion.
- Completed 3 Artificial Turf Projects at Lindblom Park, Kelly Park, and Marquette Park.
- Started construction of Calumet Bike Park, the 4th Chicago River Boathouse (28th & Eleanor), Ellis Park Community Art and Recreation Center, and Wilson Avenue Parking Lot (100% storm water detention).
- Completed the River Park Boat House.
- Opened Little Village Park.

2016 Goals

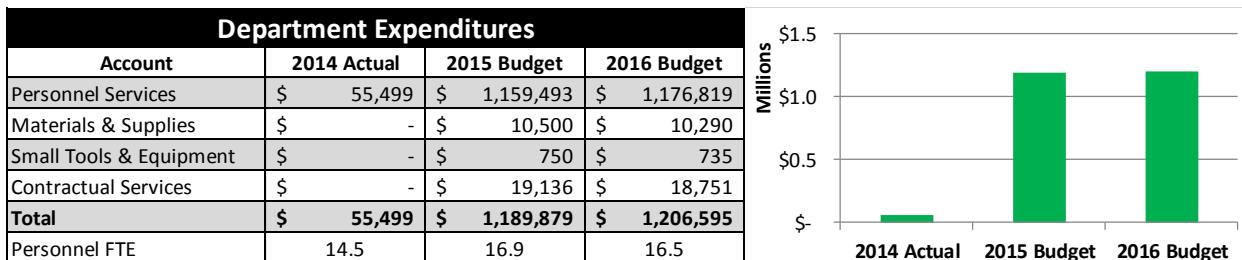
- Implement 2016 Capital Improvement Plan.
- Complete 50 "Chicago Plays" sites (yr. 4 of district-wide program).
- Complete 2 New Park Developments at Hadiya Pendleton Park and Park #578 (West Haven).
- Start construction of the 18th Street Parking Garage at Museum Campus.

Performance Data

	2016 Target	2015 Actual to Date	2015 Target	% to Target 2014	% Change from 2014	2014	% Change from 2013	2013
# Access Permits Issued	100	58	76	N/A	-42%	100	N/A	72

Planning and Development

The Division 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.



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.

2015 Accomplishments

- Developed 2016 Capital Improvement Plan.
- Secured LPO approvals for Wilson Parking Lot and Lucas Museum of Narrative Art (3 LPOs pending).
- Secured interagency transfer approvals for Obama Presidential Library and Lucas Museum of Narrative Art.
- Completed 10 minute walk access study.
- Completed field house access study.
- Completed Morgan Shoal planning study.
- Completed Outdoor Fitness Planning Study.
- Finalized the web-based guide to CPD's artworks.
- Acquired three new parks and expanded one.

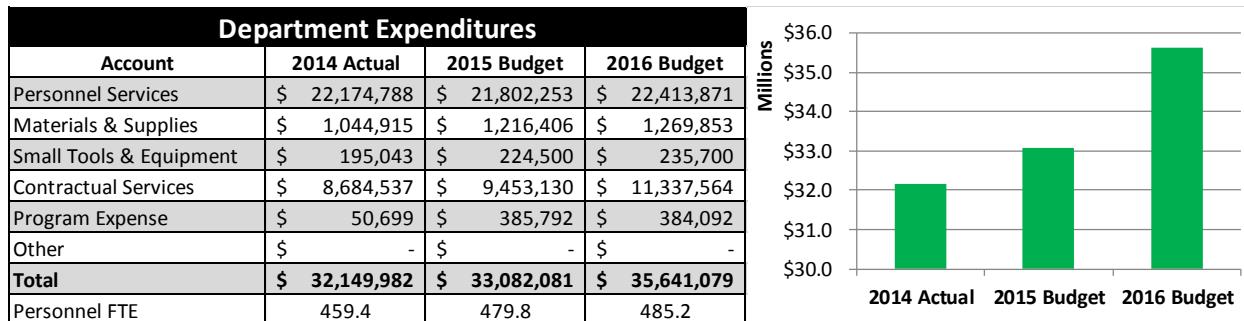
2016 Goals

- Develop 2017 Capital Improvement Plan.
- Create 77 Neighborhood Visioning Plans.
- Coordinate park projects with DPD Chicago Neighborhoods Now Program.
- Identify first phase Lakefront Trail separation and signage projects.
- Seek continued federal funding for shoreline projects that extend the Lakefront Trail.
- Acquire city owned land to address 10 minute walk needs.
- Work with MPEA, CDOT and others to create a "Second Shoreline" framework plan for the Chicago River and identify first phase projects.

Natural Resources

The Department of Cultural and Natural Resources (DCNR) administers and manages the Park District's landscape, forestry, floriculture, conservatories, trash removal and recycling operations, as well as our Culture, Arts and Nature (CAN) division, and Natural Areas, Green Initiatives, Art in the Parks and Community Garden programs. DCNR is responsible for managing 8,444 acres of park land, including 2 world-class conservatories, 25 acres of floral gardens city-wide, 1,000 turf-based athletic fields, more than 500 soft-surfaced playgrounds, an urban forest of 200,000 trees, 26 public beaches, 71 nature areas, and 25 lagoons and natural water features. DCNR is comprised of a full time staff of 321 with an additional 793 staff hired annually for seasonal work. To maximize productivity while meeting established work standards, all field staff receive yearly and ongoing training in work procedures, vehicle and equipment use and care, and safety practices and requirements. Management staff perform 9,500 site inspection visits every year, to ensure all parks receive the same high level of ongoing and seasonal care and maintenance. In the spring, DCNR prepares more than 700 ball fields for play. Once the season starts, all of the more than 700 ball fields are groomed at least once per week. Every week from spring through fall, DCNR mows 7,000 acres of turf, marks turf athletic fields with more than 100 miles of striping, maintains 27 artificial turf fields and cleans and rakes 510 playgrounds. Every night during the summer, DCNR staff clean 26 beaches along 26 miles of shoreline. In the winter, DCNR staff clear snow from park facilities during an average of over 30 snow events. Every year, DCNR Forestry staff remove 2,000 dead or dying trees and prune 7,500 trees and more than 16,000 shrubs. Floriculture staff maintain 155 floral gardens, installing up to 20,000 plants each year. Lincoln Park and Garfield Conservatories, with more than 2.5 acres under glass and 10 acres of outdoor gardens, host more than 600,000 visitors annually. Through the Community garden program, DCNR staff support and facilitate the work of more than 1,500 volunteer gardeners in 75 gardens throughout the city. DCNR's conservation division manages more than 1,400 acres of natural areas such as prairies, savannas, woodlands, dunes, wetlands and aquatic habitats, as well as bird sanctuaries and wildflower gardens. Every year, tens of thousands of native plants are installed in these natural areas to increase biodiversity and improve the quality of habitat for birds and other animals. Through the Art in the Parks program, DCNR works to engage park patrons in new, non-traditional ways, specifically with highly visible, publicly-accessible art installations. The Park District's Green Initiatives program is now implemented by DCNR through coordination with other departments; this program ensures that the Park District is operating sustainably through the implementation of supporting policies and procedures across the agency by assisting other departments' efforts in "going green" and by managing specific environmental projects or initiatives. The program's core functions ensure sustainability in park operations. DCNR manages water quality programs for water quality at 26 public beaches in Chicago. This includes water quality monitoring, public notification of water quality results and mitigation of water quality problems. DCNR administers the district's contracts for trash removal and recycling. Year round, DCNR staff clean more than 7,600 acres of park land every week, generating more than 11,000 tons of trash, as well as 2,300 tons of recycled materials and sends more than 2,500 cubic yards of herbaceous waste to composting facilities. DCNR also manages the district's contracts for enhanced landscape maintenance, including more than 50 floral beds in 35 parks, 20 miles of landscaped medians on North and South Lake Shore Drive, as well as elevated care and maintenance for the Museum Campus, Grant Park, Osaka Garden in Jackson Park and the Chicago Women's Park and Gardens. The Department of Natural Resources' regular, visible, vital presence in every park is directly responsible for the Park District's success in achieving its core mission to provide beautiful, functional public spaces which support passive and active recreation of all types.

Natural Resources



2015 Accomplishments

- 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 3,000 trees in 70 parks. Continued to replace high-maintenance floral beds with sustainable shrubs and perennials.
- Forestry: Continued an aggressive Emerald Ash Borer (EAB) response program and removed more than 2,500 EAB infested Ash trees. Continued implementation of INFOR system, enabling more efficient management of forestry operations.
- Conservatories: Increased revenues by 15% at both Garfield Park Conservatory (GPC) and Lincoln Park Conservatory (LPC). Conducted GPC Grand Reopening with events and the installation of the year-long Solarise exhibit by Luftwerk. Installed new landscape at GPC entrance and parking lot. Reworked the lobby at GPC to improve visitor experience. Completed grading for GPC Children's Wild Garden.
- Green Initiatives: Managed water quality programs for 26 beaches, including monitoring, predictive modeling, pollution prevention and source reduction projects. Managed biodiesel dispensing facility for all lakefront diesel vehicles and mowers; increased source biodiesel to BQ9000 (highest industry standard). Increased bike sharing program usage by CPD staff by 30%. Obtained State of Illinois Clean Marinas Certification for 5 harbors (Burnham, DuSable, Monroe, 31st St and 59th St). Participated in the Urban Wood Utilization program by repurposing logs for artist & art-related project and building up a lumber credit by providing logs to program partners for milling.
- Community Gardens: Supported 1,500 volunteer gardeners in 75 community gardens, city-wide.
- Art in the Parks: Continued, in collaboration with the Chicago Park District Arts Committee, to guide the development and implementation of a multi-year plan bringing the arts to Chicago's neighborhoods. Initiated and oversaw the installation of 10 significant sculptural pieces along the lakefront and 5 additional pieces in neighborhood parks. Continued the execution of the "Chicago Tree Project" in the carving, sculpting and/or enhancements of 10 standing-dead trees by Chicago Sculpture International-sponsored artists.
- Nature Areas: Performed prescription burns at 15 natural areas; removed invasive wetland plants from over 100 acres at Van Vlissingen Prairie and Big Marsh. To reduce costs associated with NA maintenance, created new in-house NA maintenance crews consisting of 11 new staff members. Installed native flowering plants to create a new butterfly meadow in the Burnham Wildlife Corridor through a volunteer planting event which engaged more than 100 volunteers and 5 partner organizations and community groups. Developed and implemented a new partnership with the Student Conservation Association for youth job training in natural areas maintenance and management; developed new research and ecological monitoring partnerships with 10 local and national academic and research institutions. Gave more than 10 presentations at professional

Natural Resources

conferences on CPD Natural Areas programs and projects; conducted more than 20 community outreach events, including tours, presentations and volunteer events that engaged more than 1,000 people. Completed 8 natural area management plan drafts; continued development of the Natural Areas Manual. Applied for grants in support of the ongoing Calumet Open Space Development project. Completed framework plans for Big Marsh and Montrose Point Bird Sanctuary; initiated framework plan for Van Vlissingen Prairie. Began implementation of Big Marsh framework plan. Completed the Ford Calumet Environmental Center feasibility study regarding the potential development of an environmental education center on the South side of Chicago. Held a design competition for the “Gathering Spaces” project which will feature the development of 5 artistic and interpretive destination areas in the Burnham Wildlife Corridor.

2016 Goals

- Conservatories: Secure and implement IRIS BG database for plant collections and interpretation at both Garfield Park Conservatory (GPC) and Lincoln Park Conservatory (LPC). Install new interpretive signage throughout GPC public houses. Install 25% of plants in GPC Children’s Wild Garden. Secure funding for GPC Children’s Nature Campus, Children’s Wild Garden and Indoor Garden. Redesign GPC bird garden; rehabilitate GPC statuary garden beds. Create two new programs for LPC; increase adult programming at GPC. Continue work in partnership with the Garfield Park Conservatory Alliance to increase cultural events and promote GPC as a hub for arts and culture on the West Side of Chicago.
- Waste Management: Research the continuing use of next-generation green alternatives such as solar powered toters and compactors and other waste technology cost saving alternatives. Increase DCNR’s direct involvement in recycling pilot programs to provide more synergy in expanding the program to more parks. Implement our Waste and Recycling program in all of our new parks. Increase the overall volume of recyclables by 5-10%. Initiate a pilot program of in-ground waste containers to gauge effectiveness across our waste operations. Continue to develop overall HOT COAL can strategy to better inform the public as well as pursue grant funding for education initiatives as well as for the purchase of better designed HOT COAL cans. Assess the effectiveness of current waste management strategies and equipment and redirect resources accordingly. Continue to attend trade fairs, conferences in order to stay current with latest technologies and best- practices. Research and look at piloting a more detailed monitoring system such as Wi-Fi volume detectors to better track both regular and recycling waste streams and maximize operational efficiencies in the field. Install new generation “Big Belly” trash compactors at the 606 Trail, Monroe Harbor and Museum Campus.
- Green Initiatives: Continue to manage water quality programs to protect public health and reduce swim advisories at 26 beaches. Continue to pursue new technologies such as DNA testing for water quality. Further expand biodiesel and bike sharing programs. Certify additional CPD marinas in the State of Illinois Clean Marinas Certification Program.
- Community Gardens: Continue to facilitate volunteer efforts in our community gardens. Develop the Skinner Park demonstration garden as an educational hub for community gardening efforts.
- Nature Areas: Complete and initiate implementation of Natural Areas Master Plan, which will guide acquisition and construction of new natural areas as well as expansion of existing natural areas. Complete draft management plans for remaining 63 natural areas. Construct and install 5 winning designs from the “Gathering Spaces” design competition in the Burnham Wildlife Corridor. Award and administer new multi-year contracts for the maintenance and management of CPD terrestrial and aquatic natural areas. Sustain and enrich research and ecological monitoring partnerships with local and national academic and research institutions. In collaboration with the City of Chicago and the

Natural Resources

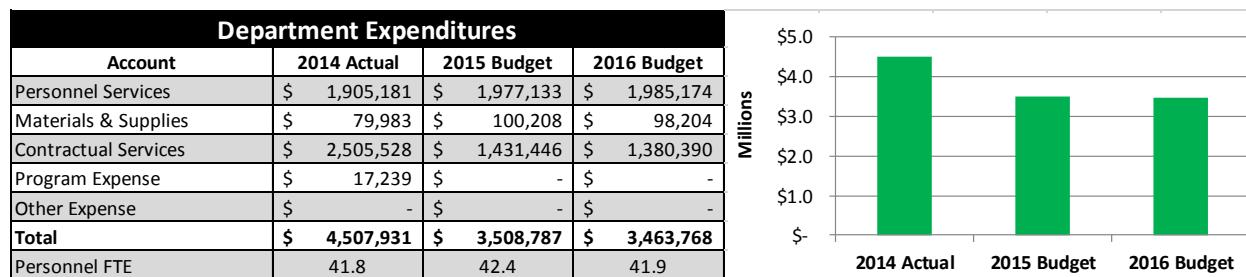
Nature Conservancy, develop and implement a Natural Areas promotional plan and marketing campaign, which will include a new natural areas website, survey of users and the development of consistent natural areas site signage.

Performance Data

	2016 Target	2015 Actual to Date	2015 Target	% to Target 2015	% Change from 2014	2014	% Change from 2013	2013
Tree Planting & Forestry								
# Trees Planted	4,500	3,287	3,525	93%	-26%	4,462	131%	1,928
# Trees Pruned	8,000	4,185	8,000	52%	-57%	9,630	-9%	10,594
# Trees Removed	4,700	1,204	4,700	26%	-65%	3,465	111%	1,643
# DBH Removals	55,000	12,310	56,400	22%	-59%	29,806	-14%	34,624
# Stumps Removed	4,700	1,534	4,700	33%	-45%	2,769	90%	1,455
Nature Areas								
# Acres added to Nature Areas	4	80	16	500%	300%	20	33%	15
# New Nature Areas Developed	1	1	1	100%	0%	1	100%	1
# Nature Areas Volunteers	2,500	2,203	2,400	92%	-16%	2,614	0%	2,614
# Hours Worked by Nature Areas Volunteers	8,000	6,283	8,000	79%	-25%	8,338	0%	8,338
Landscape Operations								
# Acres Cleaned	1,300,000	639,130	1,300,000	49%	-51%	1,304,557	7%	1,221,423
# Acres Mowed/Trimmed	165,000	52,232	210,000	25%	-69%	167,691	28%	131,098
Trash Removal & Waste Recycling as of 7-31-15								
Herbaceous Waste Recycled (cubic yards)	2,500	1,560	2,500	62%	-29%	2,190	-1%	2,220
# Recycling Tonnage (in-house - Lakefront)	800	445	600	74%	-45%	811	27%	638
# Recycling Tonnage (contract)	1,500	550	1,900	29%	-55%	1,220	-17%	1,470
# Reg Waste Tonnage (in-house - Lakefront)	2,000	916	2,000	46%	-45%	1,671.48	10%	1,513
# Reg Waste Tonnage (contract)	8,000	3,476	8,000	43%	-45%	6,349	0%	6,371
Total Waste Tonnage (Reg and Recycling)	14,800	6,946	15,000	46%	-43%	12,241	0%	12,212
% of Total Waste Recycled	32%	37%	33%	110%	126%	16.30%	15%	19%
Green Initiatives								
% of Beaches Open w/ no Water Quality restrictions	92%	89%	92%	97%	0%	89%	-3%	92%
Total # of Swim Bans/Advisories Issued based on water quality	170	159	170	94%	-31%	231	45%	159
# KWh Used	109,000,000	48,038,729	102,000,000	47%	-57%	111,054,854	4%	106,460,589
# Therms used	7,000,000	4,231,361	6,200,000	68%	-46%	7,783,365	5%	7,436,279
# Hours Usage of IGO/Zip Car Vehicle Usage	4,000	1,678	3,000	56%	-61%	4,272	63%	2,620
# Hours Usage Bike Sharing	1,250	588	1,000	59%	-43%	1,035	N/A	409

Culture, Arts and Nature

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.



2015 Accomplishments

- In its third year, Night Out in the Parks featured over 1,100 cultural events city-wide. We reached the milestone of more than 100 arts partners supported by Night Out in the Parks funding.
- The Cultural Center initiative moved forward with the official renaming of our 15 Cultural Centers including signage and the establishment of a Cultural Center Support Network in which Cultural Center supervisors come together 3 times a year to share best practices, resources, and collectively strategize long term development for standard cultural offerings and opportunities to heighten the visibility of arts and culture programming city-wide.
- Cultural Space Inventory Phase 1 was completed including an extensive cultural space inventory of buildings, survey of patrons, staff, and partner artists, a full report on study findings and recommendations, and the launch of the online ChiParks Arts Directory with an initial 50 park spaces catalogued at the launch.
- Adopted training model for camping by conducting first training for ChicaGO Explorers. CAN developed Day Hike curriculum, participated in overnight gear hike training and established partnership with Outdoor Empowerment Network and Cook County Forest Preserves to create vision and curriculum.
- Opened new teaching garden at Skinner Park with NRPA funding and strong community support.

2016 Goals

- Use the Community Roots Demonstration garden site to provide a home for all CPD sponsored gardening education, meeting the goals of both the Harvest Garden Program and the Community Gardens in the Parks Program. The site will also serve as a home for field trips throughout summer camp, allowing staff to bring gardening education to park locations that don't have the on-site resources to do so.

Culture, Arts and Nature

- Extend Night Out in the Parks into a year-round program while maintaining focus on parks as cultural destinations, accommodating artists and organizations and increasing awareness of the program.
- For the next phase of the space inventory project, a sliding scale will be set for districtwide cultural pricing and the number of park spaces listed in the ChiParks Arts Directory will increase from 50 to 125.
- Continue the Arts in the Parks campaign including more input from leadership in choosing cultural features, building new partnerships with local cultural resources and organizations, and highlighting ongoing arts & cultural programs and events districtwide.
- Provide programs at Hegewisch Marsh with support from Nature Oasis and Natural resources crews in terms of accessibility: latrines, potable water, and vehicle access will increase the community's comfort level at this site.

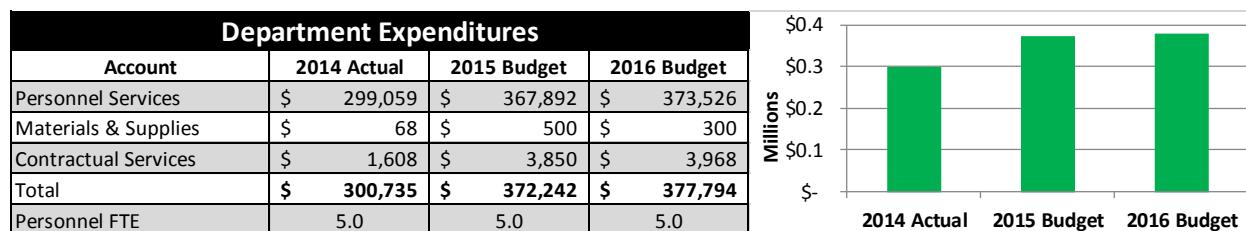
Culture, Arts and Nature

Performance Data

	2016 Target	2015 Actual to Date	2015 Target to Date	2015 % Target	2014 Actual	2014 Target	2014 % to Target	% Change Volume (2013 to 2014)	2013 #
SPECIAL EVENTS UNIT									
Performances in the Parks (including Night Out in the Parks)	300	170	131	170	77%	-36%	204	191%	70
Performances in the Parks attendance	45,000	24,000	20,460	22,500	91%	-60%	51,426	223%	15,905
Movies in the Parks movies	200	200	118	200	59%	-39%	194	13%	171
Movies in the Parks attendance	45,000	45,000	22,965	45,000	51%	-45%	41,830	-3%	43,177
Theater on the Lake performances	30	30	31	30	103%	-23%	40	0%	40
Theater on the Lake attendance	1500	1800	1,384	2,100	66%	-71%	4,772	-24%	6,257
Grant Park Music Festival concerts	100	100	106	30	353%	266%	29	NA	N/A
Grant Park Music Festival attendance	1,000,000	900,000	900,603	340,000	265%	285%	233,900	NA	N/A
ARTS & CULTURE UNIT									
ACU programming at Cultural Centers & other parks	# of classes	250	180	383	185	207%	115%	178	271% 48
	# of events	35	50	12	51	24%	-85%	78	16% 67
	attendance/participation	5,000	5,000	6,775	3,810		178%	-33%	10,091 NA N/A
Arts Partners	# of partners	30	30	31	35	89%	-6%	33	18% 28
	# of program hrs	6,000	6,000	4,672	10,100	46%	-23%	6,101	-39% 9,988
	attendance/participation	7,500	7,500	4,487	8,200		55%	-48%	8,575 75% 4,902
After-school arts	# of events/programs	12	100	39	129	30%	-66%	116	7% 108
	attendance/participation	240	2,000	265	2,520	11%	-91%	3,014	503% 500
	# contact hours	360	10,000	1,332	10,320	13%	-97%	40,848	NA N/A
Summer camp arts programs	# of programs	27	200	290	85	341%	17%	248	-48% 473
	attendance/participation	1,476	5,000	6,060	3,540	171%	13%	5,371	-58% 12,931
	# of contact hours	9,360	15,000	13,150	18,720	70%	13%	11,632	NA N/A
Teen arts	# of events	17	16	7	16	44%	-67%	21	-63% 56
	attendance/participation	545	800	642	796	81%	-47%	1,217	137% 514
	# programs	3	20	12	23	52%	-82%	65	NA N/A
	# contact hours	5,695	15,000	9,796	16,865	58%	-52%	20,352	NA N/A
Training	# of trainings offered	8	6	2	12	17%	-71%	7	-84% 45
	# participants	150	180	55	255	22%	-67%	165	-80% 833
NATURE EDUCATION UNIT									
North Park Village Nature Center	2016 Target	2015 Actual to Date	2015 Target to Date	2015 % Target	2014 Actual	2014 Target	2014 % to Target	% Change Volume (2013 to 2014)	2013 #
	# Field Trips	200	200	157	200	79%	-42%	272	3% 265
	Field Trip Attendance	10,000	1,000	8,517	10,000	85%	-24%	11,274	5% 10,775
	# Programs & Festivals	175	175	230	175	131%	-37%	365	9% 335
	Pgm & Fest Attendance	10,000	10,000	4,557	12,000	38%	-70%	15,079	-1% 15,216
	# Volunteers	2,000	2,000	1,993	2,000	100%	-30%	2,838	517% 460
	Volunteer Hours	10,000	10,000	7,792	10,000	78%	-22%	9,964	242% 2,910
Northerly Island	# Field Trips	50	50	20	50	40%	0%	20	-35% 31
	Field Trip Attendance	3,000	1,500	1,080	1,200	90%	-23%	1,395	-42% 2,385
	# Programs & Festivals	450	450	316	16	1975%	104%	155	115% 72
	Pgm & Fest Attendance	15,000	15,000	14,464	1,500	964%	10%	13,209	112% 6,217
Nature Oasis	# Family Pgms & Events	150	110	160	90	178%	-14%	187	15% 163
	Family Pgm/Ev Attend	9,000	9,000	9,724	8,000	122%	-39%	15,871	30% 12,224
	# Camping/Advent Rec	12	12	14	10	140%	0%	14	75% 8
	Camp/Adv Rec Attend	500	500	342	500	68%	-23%	443	138% 186
Fishing	# Fishing Pgms/Events	200	200	205	200	103%	-16%	244	52% 161
	Fish Pgm/Event Attend	10,000	10,000	11,163	10,000	112%	-16%	13,308	-6% 14,186
Harvest Garden	# Garden Pgms/Events	165	150	128	150	85%	-33%	190	21% 157
	Garden Pgm/Ev Attend	2,000	2,000	1,648	2,000	82%	-18%	2,000	-1% 2,029

Legislative & Community Affairs

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 inquiries 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.



2015 Accomplishments

- Held a successful PAC training seminar with nearly 300 attendees (up from 200 in 2014). Secured partnership with Parks Foundation that helped fund the PAC Conference. Also held quarterly PAC training sessions to bring all PAC's into compliance with guidelines
- Maintained communication with Aldermen and worked closely with State Legislators to keep an eye on \$50 million in funding that was put on hold when the new administration took office.
- Helped plan over 20 Chicago Plays! ribbon cutting and ground breaking ceremonies by assuring appropriate elected and community officials were in attendance.
- Responded to over 7,000 WEBmin emails (Public email address for any questions/concerns about CPD).
- Managed over 5,000 corporate volunteers who totaled over 12,000 hours of volunteer work.
- Processed nearly 800 volunteer applications (including coaches, docents, PAC officers, partnerships, Law Department, Cultural Arts and Nature, and parents).
- Sold over 9,000 Dog Friendly Area (DFA) tags.

Legislative & Community Affairs

2016 Goals

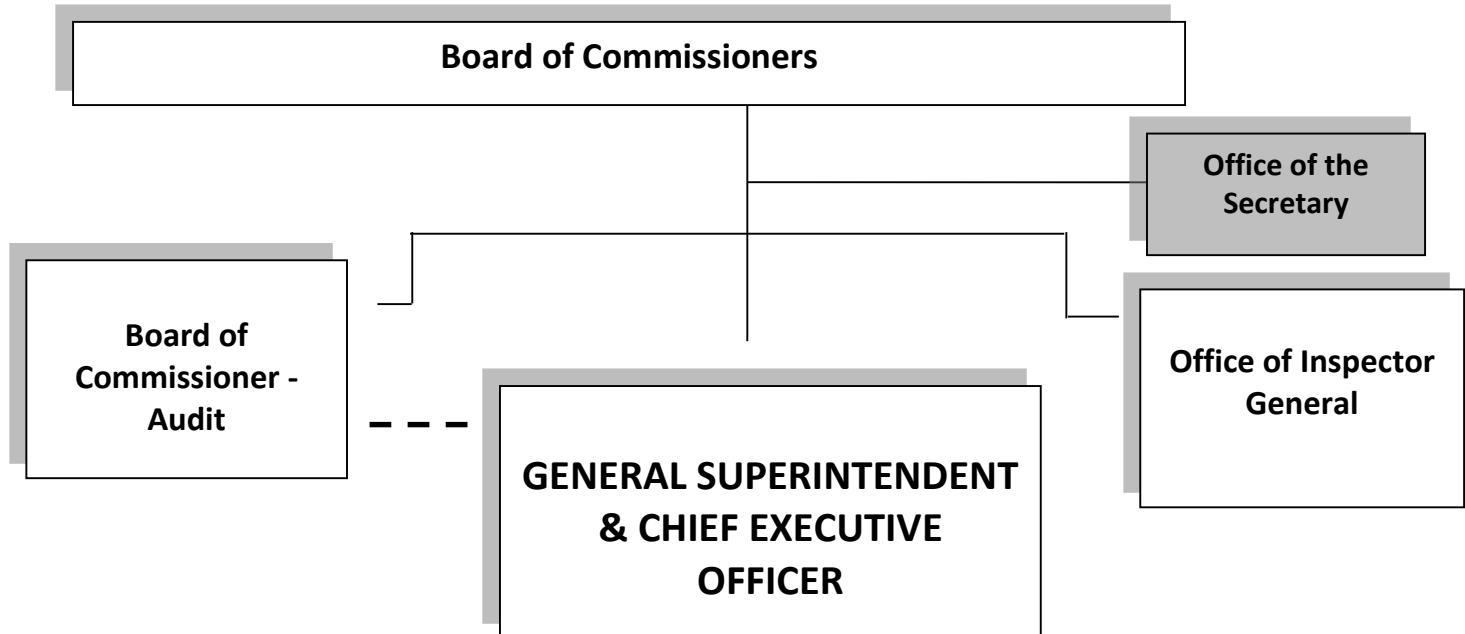
- Continue to increase annual Park Advisory Council training session attendance by an additional 50 members.
- Increase the number of active Park Advisory Councils.
- Hold a volunteer appreciation event. Possibly at a Night out in the Parks event.
- Streamline volunteer application process by incorporating the use of online systems used for conventional employment with CPD.
- Continue to monitor state and local legislative activity that may impact the parks.
- Continue to expand our community initiative by building a database of other community organizations such as religious organizations, Chambers of Commerce, Local School Council's and others.

Performance Data

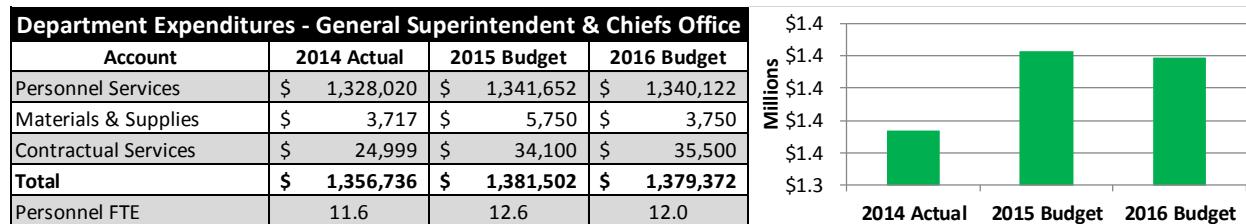
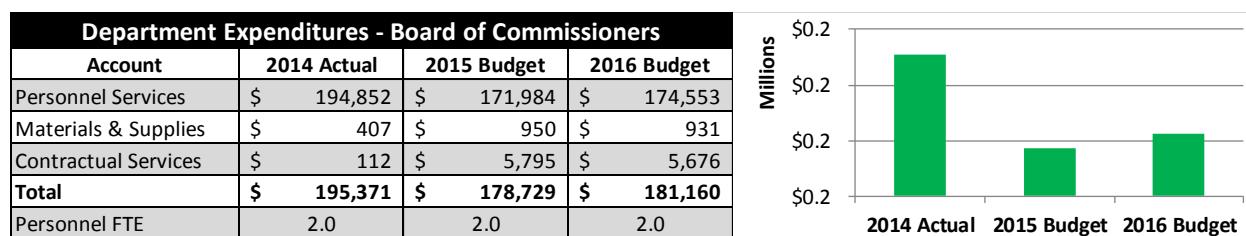
	2016 Target	2015 Actual to Date	2015 Target	% to Target 2015	% Change from 2014	2014 #	% Change from 2013	2013 #
Volunteers	5,000	2,993	5,000	N/A	-75%	12,020	-10%	13,364

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.

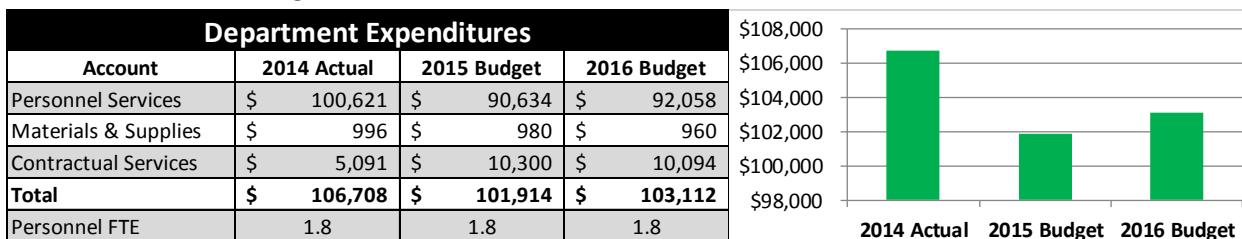


DEPARTMENT BUDGETS					
Department Name	2014 Actual	2015 Budget	2016 Budget	% Change	
Board of Commissioners	\$ 195,371	\$ 178,729	\$ 181,160	1.4%	
General Superintendent	\$ 1,356,736	\$ 1,381,502	\$ 1,379,372	-0.2%	
Audit	\$ 244,476	\$ 277,172	\$ 279,759	0.0%	
Office of Inspector General	\$ 270,730	\$ 296,598	\$ 359,801	21.3%	
Office of the Secretary	\$ 106,708	\$ 101,914	\$ 103,112	1.2%	
Total - Executive Office	\$ 2,174,021	\$ 2,235,914	\$ 2,303,204	3.0%	



Office of the Secretary

The Office of the Secretary is responsible for the maintenance and custody of the records of the organization as required by law. These record 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.



2015 Accomplishments

- Made complete past board records for the year 2012 and 2013 available to the public.
- Implemented and worked with members of the public to ensure a seamless online sign –up.
- Scanned, filed, and made available past agreements and will continue to do so.
- Continued to work towards producing a board process that was green efficient.
- Implemented a dedicated phone line and email for online sign-up to improve sign-up process.
- Made Journal of Proceedings dating back to 1940 available to the public.

2016 Goals

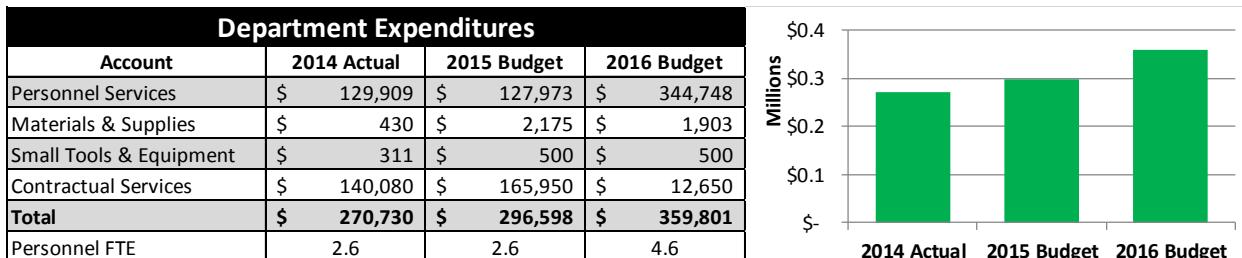
- Continue to work towards producing a board process that is 100% electronic.
- Continue to work with CPD public to insure online sign up has ease of use and is efficient.
- Continue to oversee the legislative portal and information made available.
- Develop the board of Commissioners webpage to include past photos of Park District honorees with the Board of Commissioners and Superintendent.

Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #	2011#	2010#
# of Proposed items brought before the Board	118	96	165	58%	-22%	123	-28%	170	160	167
# of items adopted by the Board	88	81	118	69%	-26%	109	-24%	143	132	140
# of Items received and Filed by the Board	10	12	11	114%	33%	9	-18%	11	16	14
# for Discussion/Information Only (including Public Hearings)	6.5	6	8	80%	-14%	7	-22%	9	9	11
# of Items Deferred & Published	1	2	1	200%	N/A	0	N/A	0	3	2

Office of Inspector General

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.



2015 Accomplishments

- Continued to expand OIG hiring oversight functions in preparation for the Chicago Park Department's release from the *Shakman* decrees.
- Became responsible for monthly reviews of appointments, "acting up" monitoring, and bidder's lists in the 1st quarter of 2015.
- Continued oversight activity on hiring activity after the federal court releases the Park District from the *Shakman* consent decree and issue public quarterly reports.
- Continued to fulfill the OIG role as the Park District's watchdog agency through 62 investigations.

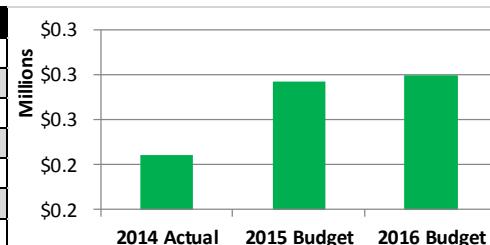
2016 Goals

- Ensure the Park District keeps its many promises to the federal court in the Employment Plan.
- Monitor 20 percent of job interviews for year-round positions and 5 percent of job interviews for seasonal positions.
- Audit and monitor the general hiring process, the various exceptions to it (e.g., the senior hiring process, the Law Department hiring process), as well as monitoring the *Shakman*-exempt list, promotions/demotions and transfers, reviewing hiring packets, applicant files, the completion of compliance certifications, and promotion/transfer records.
- With the help of the new Compliance Officer, the OIG will be able to implement a structure for handling this work and the Park District will be able to meet its obligations under the Employment Plan.
- Continue to investigate allegations of fraud, misconduct, waste, and abuse at all levels of Chicago Park District operations as well as investigate and process reviews of its business partners.
- The OIG plans to streamline its investigative protocols in residency investigations to more efficiently allocate the work of its hourly investigators.

Board of Commissioners - Audit

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	2014 Actual	2015 Budget	2016 Budget
Personnel Services	\$ 244,476	\$ 233,472	\$ 236,959
Materials and Supplies	\$ -	\$ 1,900	\$ 1,600
Small Tools and Equipment	\$ -	\$ 950	\$ 800
Contractual Services	\$ -	\$ 40,850	\$ 40,400
Total	\$ 244,476	\$ 277,172	\$ 279,759
Personnel FTE	3.0	3.0	3.0



2015 Accomplishments

- Assured contract compliance for multiple vendors providing services to CPD.
- Reviewed park program registration information to verify the accuracy of information in the ActiveNet system related to program participation.
- Conducted site visits to determine whether CPD employees are following required cash handling policies and procedures to minimize the risk of theft or loss.
- Reviewed Human Resources Department procedures to assure that job descriptions were being updated periodically, and that CPD employees met all minimum requirements for their job functions.

2016 Goals

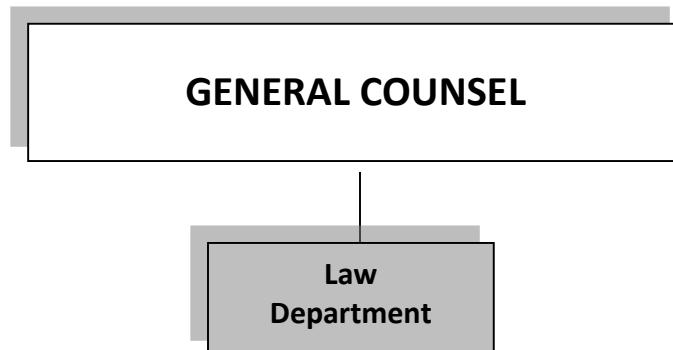
- Provide independent and objective information and recommendations to park district management to improve performance and accountability.
- Use audit resources efficiently to provide optimum service levels.
- Provide timely response to management requests for audits and special projects.

Performance Data

	2016 Target	2015 Actual to Date	2015 Target	% to Target 2015	% Change from 2014	2014 #	% Change from 2013	2013 #
Number of audit projects completed	18	11	18	61%	-21%	14	-96%	15
Percent of audit recommendations management agrees to implement	95%	100%	95%	105%	0%	100%	5%	100%
Audit Management Committee satisfaction with audit services	3	N/A	3	N/A	N/A	3	N/A	3.5

Legal

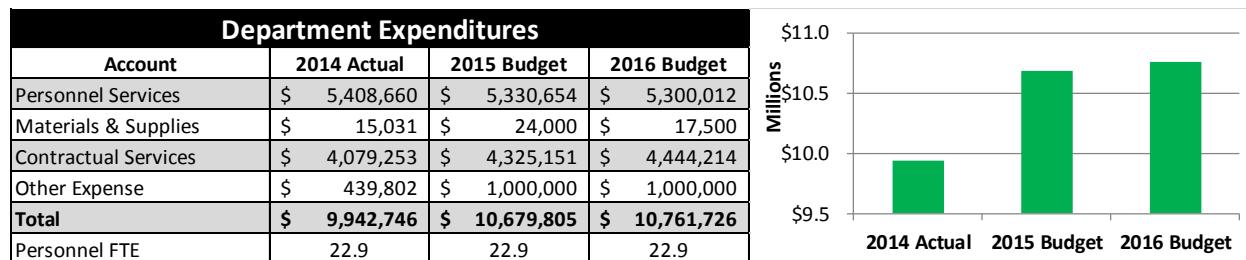
The General Counsel is responsible for the effective implementation of policies approved by the Board of Commissioners.



DEPARTMENT BUDGETS				
Department Name	2014 Actual	2015 Budget	2016 Budget	% Change
Law	\$ 9,942,746	\$ 10,679,805	\$ 10,761,726	0.8%
Total - Legal	\$ 9,942,746	\$ 10,679,805	\$ 10,761,726	0.8%

Law

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.



2015 Accomplishments

- Reduced number of cases and expenses associated with outside counsel.
- Cross-trained staff attorneys to improve flexibility, retention and quality.
- Provided new resources to support law department staff and reduce operating expenses.
- Work with Sister Agencies to develop more robust park safety and security strategies.
- Reduced employee and park patron risk exposure by improving infection control protocols and staff training.

2016 Goals

- Continue to reduce number of cases and the expenses associated with outside counsel.
- Expand the volunteer attorney and legal extern programs to reduce outside counsel expenses.
- Reduce 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.
- Reduce expenses and increase compliance with FCC guidelines by implementing a competitive bond counsel selection process.
- Reduce employee and park patron risk exposure by expanding staff infection control, allergy response and medicine administration protocol training.

Law

Performance Data

	2016 Target	2015 Actual to Date	2015 Target	% to Target 2015	% Change from 2014	2014 #	% Change from 2013	2013 #
Avg Cycle Time in Days Per Case (# Days)	375	422	375	113%	23%	344	-18%	420
# Cases Sent to Outside Counsel	80	0	130	0%	-100%	130	-17%	156
% Ethics Compliance	100%	100%	100%	100%	0%	100%	0%	100%
# Active/Pending Litigation Matters	100	79	130	61%	-22%	101	-35%	156
# Closed/Completed Litigation Matters	60	23	60	38%	-67%	70	27%	55
# Workman's Comp Cases Active/Pending	120	195	130	150%	59%	123	-19%	152
# Workman's Comp Cases Closed/Completed	135	47	150	31%	-69%	152	-19%	188
Avg Cycle Time in Days Per Case (Workman's Comp)	480	504	500	101%	-28%	697	36%	512
# Park Patron Incidents	2,000	969	2,500	39%	-30%	1,389	-33%	2,069
# Total Employees Returned to Work from DD	20	7	30	23%	-67%	21	24%	17
# Vehicle Incidents	25	14	40	35%	-42%	24	-57%	56
# Property Damage Incidents	150	102	175	58%	-58%	244	62%	151
Avg # Days Loss due to Injury (Per Incident)	19	14	19	74%	-48%	27	0%	27

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 Disability Policy Office, Communications, Human Resources, Purchasing and Information Technology.

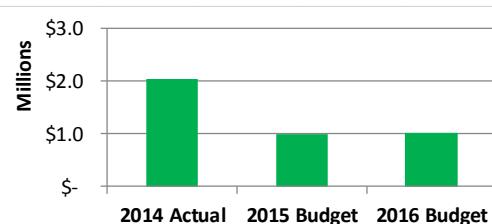


DEPARTMENT BUDGETS					
Department Name	2014 Actual	2015 Budget	2016 Budget	% Change	
Communications	\$ 2,046,331	\$ 1,005,359	\$ 1,018,263	1.3%	
Disability Policy Office	\$ 320,158	\$ 305,049	\$ 317,046	3.9%	
Human Resources	\$ 3,248,169	\$ 3,469,443	\$ 3,532,027	1.8%	
Information Technology	\$ 7,783,976	\$ 8,544,969	\$ 8,828,501	3.3%	
Marketing	\$ -	\$ 962,465	\$ 936,151		
Purchasing	\$ 760,658	\$ 883,871	\$ 894,915	1.2%	
Workforce Development	\$ 871,419	\$ 948,720	\$ 973,597		
Total - Administration	\$ 15,030,711	\$ 16,119,875	\$ 16,500,500	2.4%	

Communications

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 regraphics.

Department Expenditures			
Account	2014 Actual	2015 Budget	2016 Budget
Personnel Services	\$ 1,230,968	\$ 660,659	\$ 673,957
Materials & Supplies	\$ 4,182	\$ 3,700	\$ 3,200
Contractual Services	\$ 807,955	\$ 341,000	\$ 341,106
Program Expense	\$ 3,225	\$ -	\$ -
Total	\$ 2,046,331	\$ 1,005,359	\$ 1,018,263
Personnel FTE	18.4	9.9	10.0



Note: 2015 budget reflects the split of Communications into a new Marketing Department.

2015 Accomplishments

- Expanded social media activity including channels with a focus on Chicago's teen population.
- Executed a results-oriented public relations campaign that led to an increase in media placement surrounding the Night Out in the Parks series that realized expanded media coverage and contributed to the goal of attracting patrons to the new My Chi Parks app.
- Increased national media placements exponentially by highlighting the Chicago Park District's world class programs and facilities and pitching targeted stories to national travel and entertainment press.
- Continued to promote Chicago Park District programs via social and traditional media, contributing to record program registration numbers and summer day camp participation.

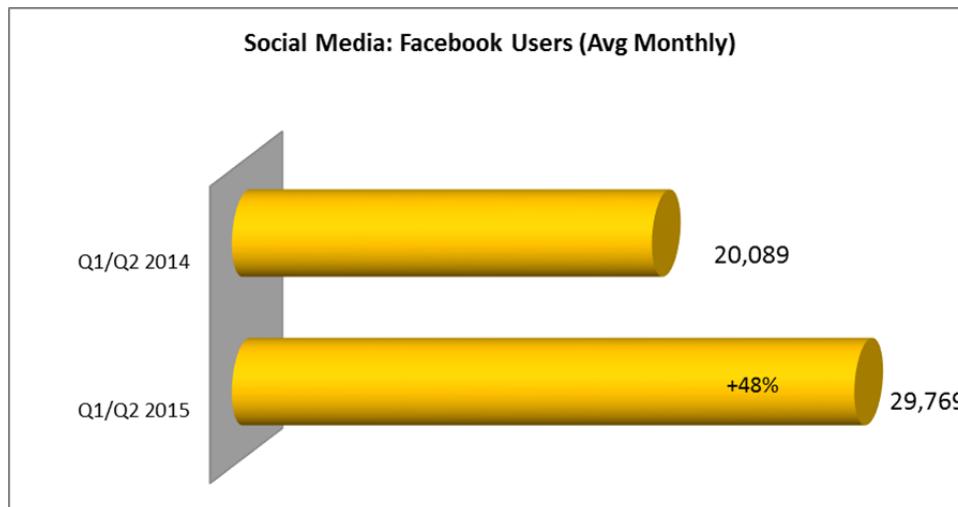
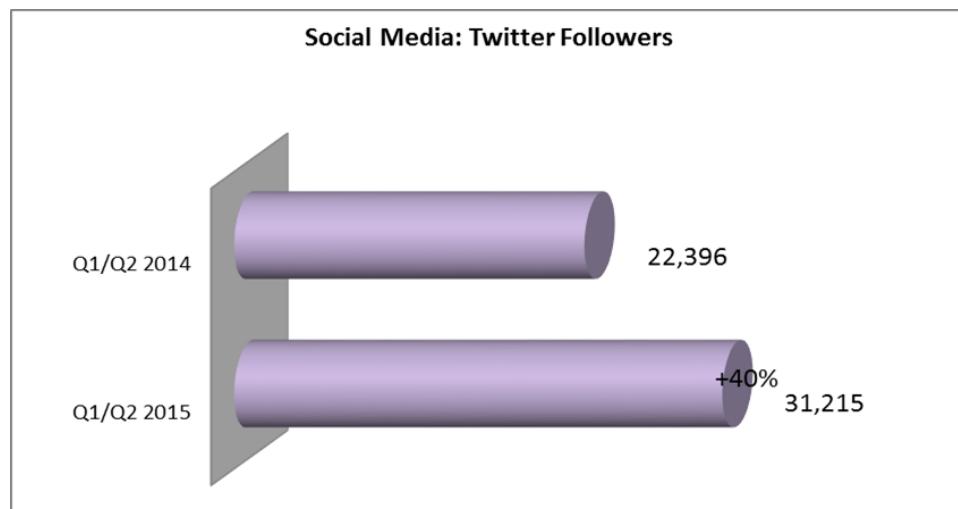
2016 Goals

- Updating Chicago@Play show to better complement the Chicago Park District's varying social media channels.
- Continue efforts to further increase national media placements by highlighting the Chicago Park District in national media and trade press.
- Continue efforts to grow social media channels by expanding new audiences, specifically teens.
- Work closely with Cultural and Natural Resources departments to promote the District's expanded cultural offerings including the recently announced year-round "Night Out in the Parks" programming.

Communications

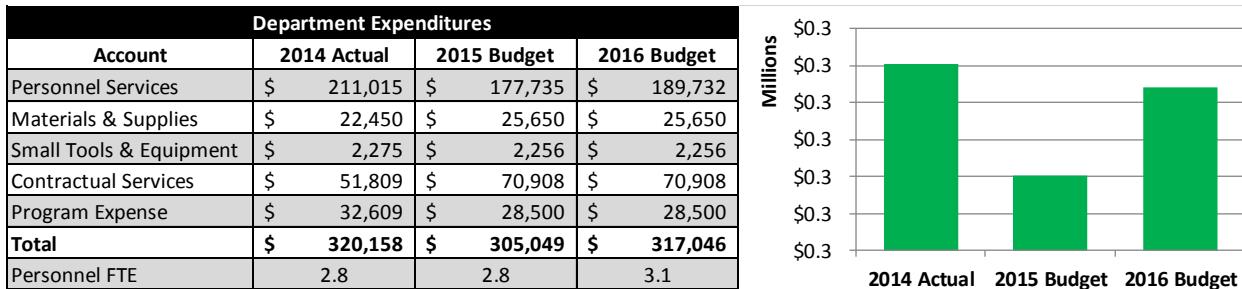
Performance Data

	2016 Target	2015 Actual to Date	2015 Target	% to Target 2015	% Change from 2014	2014 #
# Email Newsletter New Subscribes	160,000	141,000	45,800	308%	414%	27,413
% of Email Newsletters Opened	25%	21%	25%	N/A	-5%	22%
# Facebook Users (Monthly Avg)	35,000	31,000	22,000	141%	58%	19,611
# Twitter Followers (Monthly Avg)	43,000	35,100	27,000	130%	42%	24,703
# You Tube Video Views (lifetime)	325,000	301,682	55,000	549%	N/A	N/A
# You Tube Minutes Watched (lifetime)	350,000	320,971	100,000	321%	275%	85,692
Instagram Followers	3,500	2,394	N/A	N/A	N/A	N/A



Disability Policy Office

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.



2015 Accomplishments

- Provided Disability Awareness & Etiquette and pool lift trainings to field staff.
- Developed on-line survey to solicit public input and feedback.
- Sponsored Disability Rights Museum on Wheels national tour stop in Chicago in celebration of the 25th Anniversary of the ADA.
- Co-sponsored regional youth and adult wheelchair sports tournaments.

2016 Goals

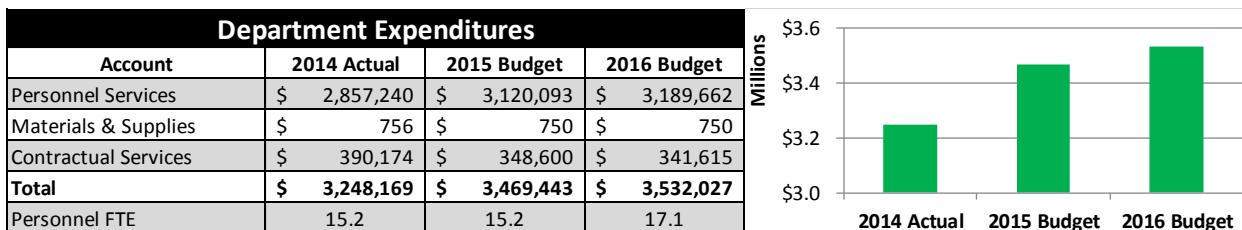
- Partner with Community Recreation to enhance disability awareness among summer campers through their exposure to adaptive sports.
- Continue to provide relevant disability-related staff trainings.
- Secure grant funding to support employment-related training opportunities for people with disabilities.

Performance Data

	2016 Target	2015 Actual to Date	2015 Target	% to Target 2015	% Change from 2014	2014#	% Change from 2013	2013
% Disability Complaints Resolved	100%	100%	100%	100%	0%	100%	0%	100%
# Parks Surveyed for ADA Compliance	75	9	75	12%	-96%	245	147%	99
# CPD Employees Trained on Disability Policy	3,725	3,325	2,200	151%	-12%	3,792	116%	1,756

Human Resources

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.



2015 Accomplishments

- Created a new Employment Plan.
- Trained over 90% of the workforce on the Shakman Decree.
- Implemented and transitioned to a new Prescription Drug Provider.

2016 Goals

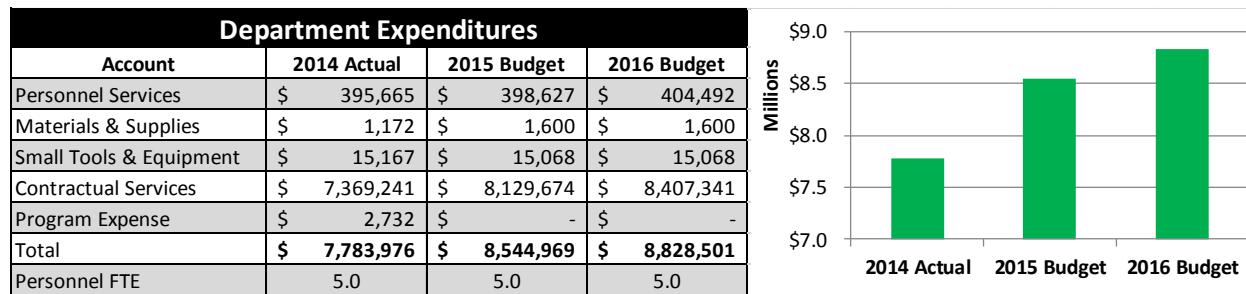
- Continue to consolidate HR Databases.
- Continue to increase employee awareness of benefits.
- Reduce the number of Appeal Hearings.
- Train all employee on FMLA Policy and Procedures.

Performance Data

	2016 Target	2015 Actual to Date	2015 Target	% to Target 2015	% Change from 2014	2014 #	% Change from 2013	2013 #
Avg # Days Posting of a Fulltime position to hire date	50	57	45	127%	4%	55	N/A	49
# Seasonal Positions Hired	3,900	3651	4,000	91%	-8%	3,982	2%	3,886
# Full time positions Hired	N/A	33	N/A	N/A	-58%	79	61%	49
# CAM's	200	244	200	122%	-21%	310	86%	167
# Grievances Filed	N/A	2	N/A	N/A	N/A	7	N/A	12
# Grievances Defended or Won	N/A	3	N/A	N/A	N/A	25	N/A	10
% of Eligible Employees Participating in Wellness Plan	100%	68%	80%	85%	-12%	77%	N/A	75%

Information Technology

The Information Technology Department develops, implements and maintains all technology utilized by the 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.



2015 Accomplishments

- Developed comprehensive mobile IT strategy for all applications, empowering the field workforce to utilize mobile devices through a mobile work order system deployment.
- Upgraded existing enterprise wireless environment with increased capacity to improve both security and manageability.
- Completed setup and integration of Oracle E-Business Suite (EBS) Information System with new Cornerstone Learning Management System (LMS).
- Implemented new automated Purchase Order Approval workflow process to eliminate manual paper-based process.
- Implemented redundant Internet access solution to eliminate the existing single-point of failure and major operations service disruption.
- Website/E-Commerce accomplishments such as 13% increase in website & e-commerce sessions, 12% increase in online revenue through ActiveNet and 29% increase in mobile traffic transactions by migrating the customer-facing ActiveNet site to a mobile-friendly user interface.
- Increased total SharePoint site visits 123% as a result of Intranet Automated Workflow Adoption Initiative.

2016 Goals

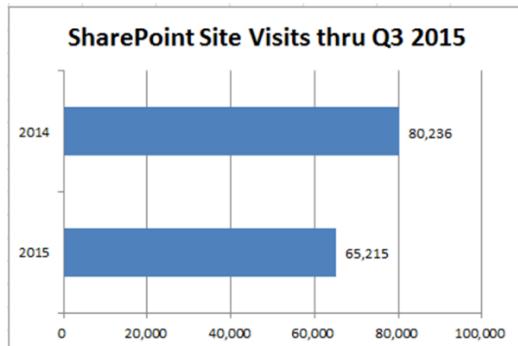
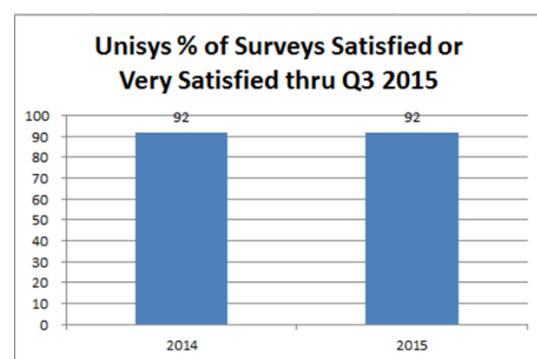
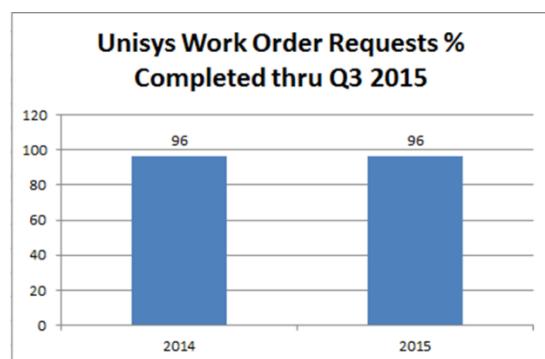
- Enhance internal communications by launching new cloud-based enterprise web conferencing solution.
- Upgrade infrastructure capabilities at remote locations to reduce overall operating costs, increase network bandwidth, and enable WiFi access.

Information Technology

- Further reduce risk of data compromise by incorporating Payment Card Industry Data Security Standard (PCI DSS) compliance monitoring and advanced threat protection management into the IT Security Program.
- Increase efficiency of Treasury Department business processes via Implementation of Cash Management, Check Reconciliation, and Cash Forecasting.
- Increase efficiency of Payroll Department business processes by implementing employee self-service time and attendance solution.
- Reduce costs surrounding Affordable Care Act (ACA) by implementing Standard Benefits in Oracle EBS to manage compliance reporting in-house.
- Improve auditing and tracking abilities by automating governance controls and applying system logging.
- Conduct comprehensive inventory of systems and data sources in preparation for Master Data Management initiative.
- Complete Phase II of the Google sponsored Public WiFi Initiative at three additional park locations.

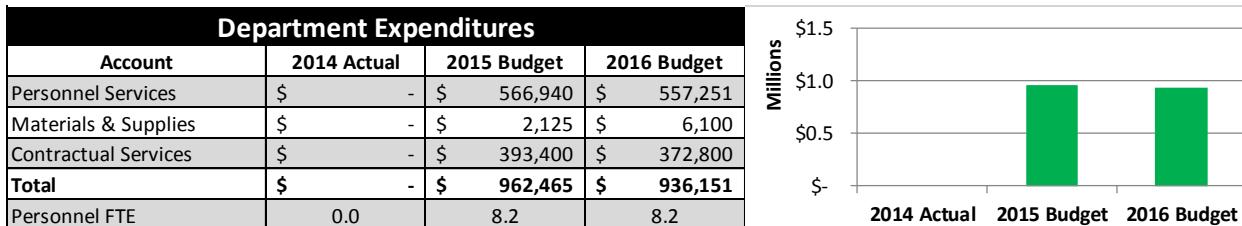
Performance Data

	2016 Target	2015 Actual To Date	2015 Target	% to Target 2015	% Change from 2014	2014 #	% Change from 2012	2013 #
# Parks Connectivity Upgraded	57	40	77	52%	0%	40	N/A	N/A
# Unisys Tickets Opened	3,200	2,635	3,000	88%	-37%	4,201	7%	3,910
% Unisys Tickets Completed	100%	96%	95%	101%	0%	96%	3%	93%
Response Rate on Surveys	15%	10%	10%	100%	0%	10%	106%	5%
% of Surveys Satisfied or Very Satisfied	95%	92%	95%	97%	0%	92%	-1%	93%
SharePoint Visits	100,000	65,215	75,000	87%	-19%	80,236	N/A	22,851
SharePoint Workflows Created	55	48	45	107%	26%	38	N/A	38



Marketing

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.



Note: 2015 budget reflects the split of Communications into a new Marketing Department.

2015 Accomplishments

- Created and launched a mobile app for the Night Out in the Park series.
- Created and launched the sold out Teens in the Park Fest (TIP Fest) with Chance the Rapper at Northerly Island.
- Created a district-wide re-branding strategy.
- Created a Teen strategy "Teens in the Park" brand to re-engage teens/youth back into the parks.

2016 Goals

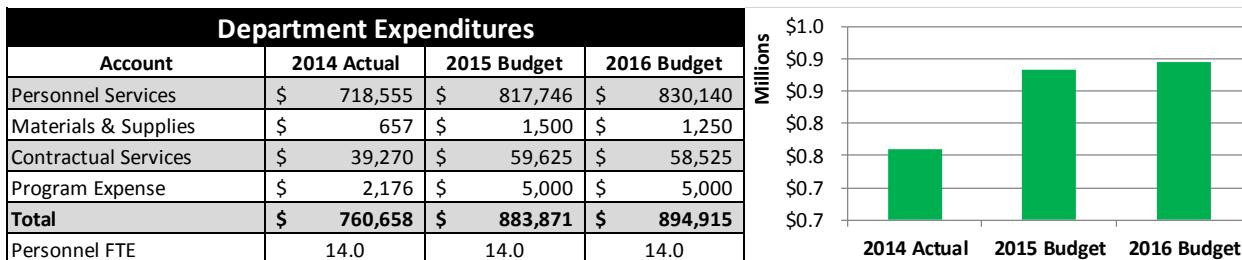
- Successfully re-launch/re-brand the image of the Chicago Park District.
- Successfully launch the Teens in the Park (TIP) brand.
- Continue to gain presence and awareness via both traditional and digital marketing strategies.

Performance Data

	2016 Target	2015 Actual to Date	2015 Target	% to Target 2015	% Change from 2014	2014#	% Change from 2012	2013
Reprographics #Job Orders	3,000	1,613	3,300	49%	-52%	3,372	N/A	2,729

Purchasing

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.



2015 Accomplishments

- The workflow approval process for purchase orders and blanket releases is completely electronic.
- Documents can be forwarded among CPD staff without IT intervention. This process helps expedite corrections/revisions to purchase orders requested by the User Departments.
- Bids between \$5,000 and \$10,000 can now be posted on the CPD website for public consumption; increasing the exposure of small bids while still including current target market firms. The small purchases bids section was added to the Currently Advertised section under Contracting Opportunities.
- B2GNow, the Minority Business Enterprise/Women Business Enterprise Compliance Tracking System, was completely updated and provides more accurate data for quarterly reporting.
- Purchasing is using SharePoint as an internal communication hub between CPD park staff and the Purchasing Department.
- The Department of Purchasing hosted the 3rd Annual MBE/WBE Vendor Networking Event at the South Shore Cultural Center.
- Advertising Request for Qualifications documents so that firms can submit their qualifications at any time during the contract term.
- The Deputy Director of Purchasing started the process of becoming a Certified Compliance Officer by completing courses as part of the American Contract Compliance Association.
- Compliance Officers attended various training classes for continued MBE/WBE development.

2016 Goals

- Create a process to notify vendors when purchase orders have been approved.
- Create a SharePoint form that centralizes approval of quotes and notification of updates from purchase requisition to purchase order.
- Initiate a team of procurement staff to regularly review processes and conduct spend analysis.

Purchasing

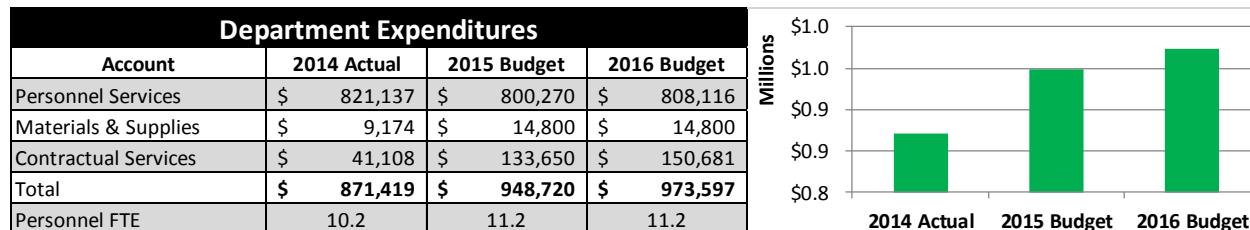
- Launch Suspension of Competitive Procurement Board.
- Create process to submitting bids, proposals and qualifications electronically.
- Create a library of previous contracts, Invitation for Bid, Request for Proposal and Request for Qualification documents.
- Make available bid tabs for pre-qualified pool bids.
- Live streaming of pre-bid and pre-submittal conferences and bid openings.

Performance Data

	2016 Target	2015 Actual to Date	2015 Target	% to Target 2015	% Change from 2014	2014#	% Change from 2012	2013 #
Average # Days RDP to Contract (Non-Pool)	90	154	90	171%	47%	105	-39%	172
Average # Days RDP to Contract (Pool)	21	26	21	124%	-24%	34	-11%	38

Workforce Development

Workforce Development 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.



2015 Accomplishments

- Developed and deployed districtwide Learning Management System to manage training and allow staff to push and pull training from a single system.
- Developed and launched informational sessions, online and in person training strategies with HR, IT, Trades & Landscape to ensure all staff have access to CPD information.
- Designed and deployed over 6 custom online courses to complement library of over 40 online options.
- Prepared 50 staff to sit for the CPRP exam, increasing our total to over 130.
- Created and deployed online certificate management program.
- Developed and implemented the "Keeping Children Safe" child sexual abuse prevention on-line and in-person trainings, including the creation of new CPD response procedures, education materials and General Guidelines for Employee & Volunteer Youth Interaction. As of August, over 1,300 staff have been trained in-person with a goal of training all CPD staff in-person or on-line by the end of 2015.
- Facilitated sessions and represented CPD at National and State Conferences.
- Increased internal communications by launching and maintaining Monthly CPD Newsletter.
- Expanded and reinstated Employee Service Pin Program.
- Assembled and authenticated the CAPRA/DPRA Annual Maintenance Report to remain accredited by state and national agencies.

2016 Goals

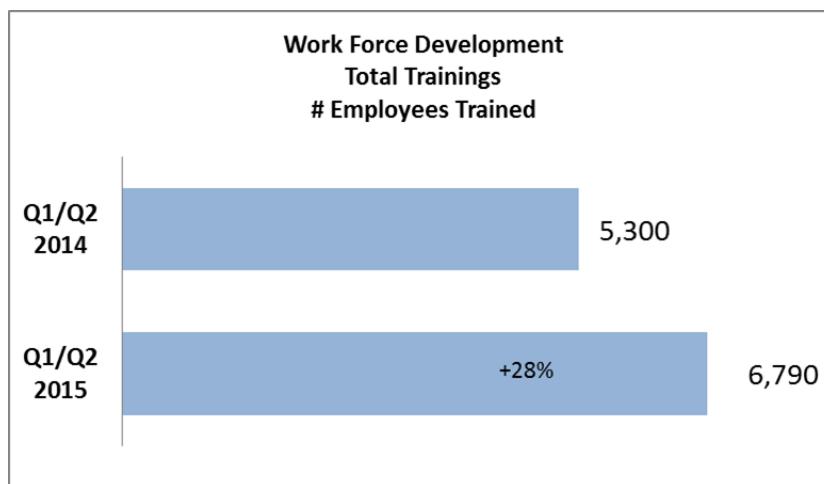
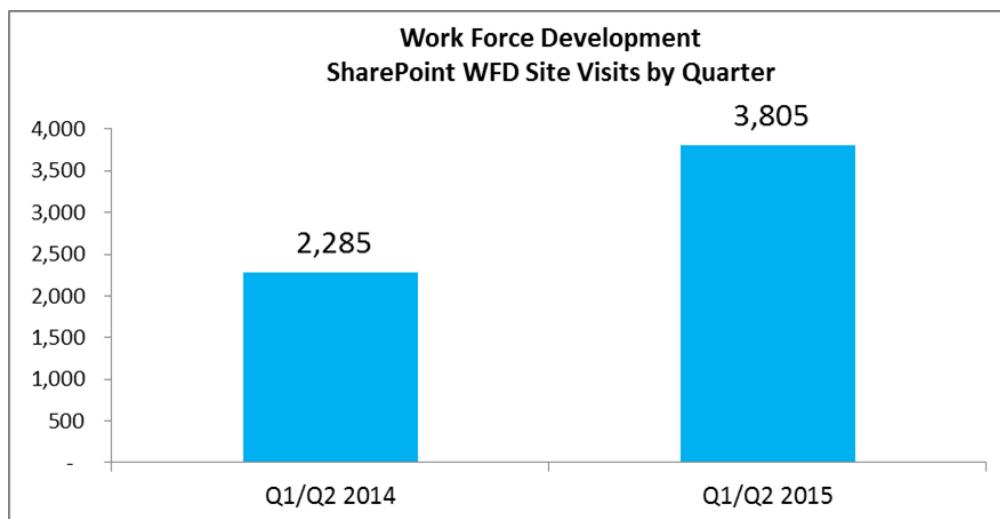
- Prepare an additional 50 staff to sit for the CPRP exam.
- Launch customer service initiative to management team.
- Develop and deploy employee CareerPaths in the SuccessCenter so staff can identify what trainings would be most beneficial to help them prepare for a new role within CPD.

Workforce Development

- Increase utilization rate of SuccessCenter by 20% for non-mandated trainings.
- Develop 10 online learning courses, including 10 minute micro-learning sessions.
- Compile and review documents for CAPRA 2018-2022 Reaccreditation and the Self-Assessment Report.

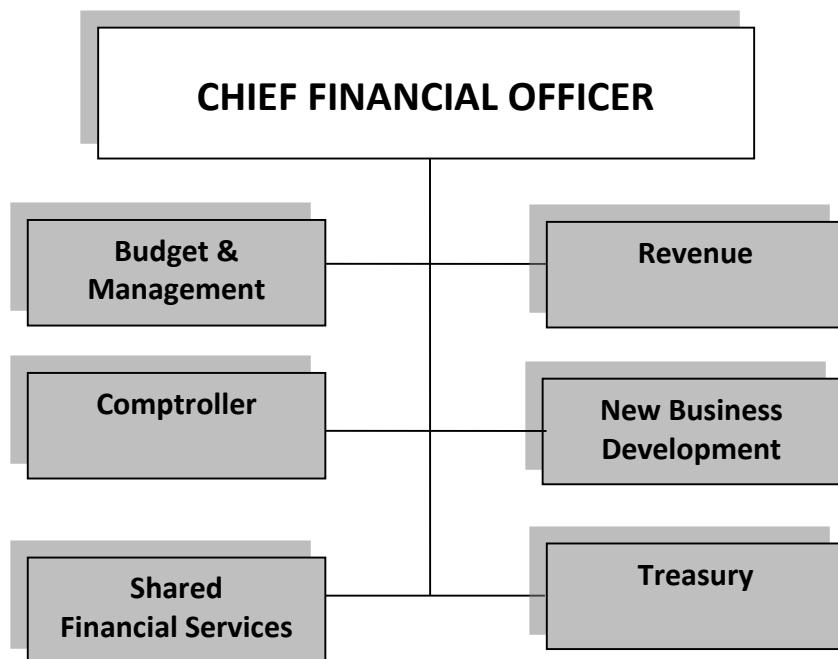
Performance Data

	2016 Target	2015 Actual to Date	2015 Target	% to Target 2015	% Change from 2014	2014	% Change from 2013	2013
# Employees Certified CPRP	15	7	7	20	-50%	14	-18%	17
# of hits on SharePoint Page	9,000	3,805	3805	9050	-38%	6,147	107%	2,973
# of conferences/workshops offered	150	27	191	75	-80%	138	146%	56
# Employees Trained Directly	1700	866	866	1772	-31%	1,254	-84%	7,929
# Employees Trained Indirectly (Facilitated + Orchestrated)	10,000	5,924	5924	10664	-27%	8,080	152%	3202



Finance

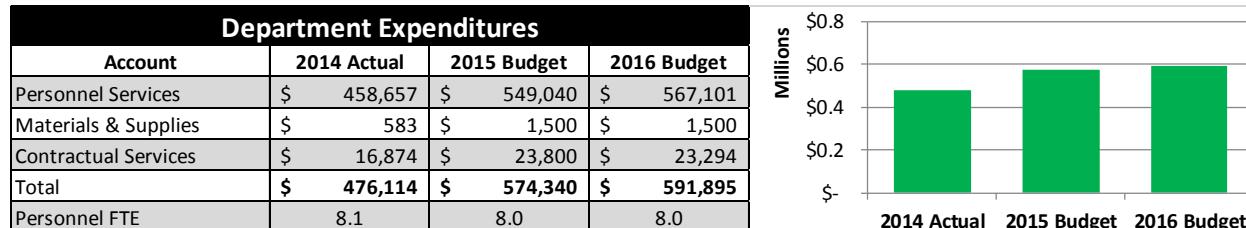
Offices within Finance are responsible for the overall management and direction of the District, including the effective implementation of policies approved by the Board of Commissioners. They are also responsible for all financial activities of the District. This includes providing the Board, executive 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, Finance General, Office of Budget & Management, Revenue, New Business Development and Treasury.



DEPARTMENT BUDGETS				
Department Name	2014 Actual	2015 Budget	2016 Budget	% Change
Budget	\$ 476,114	\$ 574,340	\$ 591,895	3.1%
Comptroller	\$ 1,499,562	\$ 1,594,265	\$ 1,676,053	5.1%
Shared Financial Services	\$ 1,367,329	\$ 1,273,743	\$ 1,292,724	1.5%
Revenue	\$ 44,035,306	\$ 39,600,103	\$ 42,136,015	6.4%
New Business Development	\$ 406,939	\$ 567,911	\$ 387,712	-31.7%
Treasury	\$ 576,612	\$ 848,802	\$ 842,805	-0.7%
Total - Finance	\$ 48,361,862	\$ 44,459,164	\$ 46,927,204	5.6%

Budget and Management

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.



2015 Accomplishments

- Awarded the Government Finance Officers Association (GFOA) Distinguished Budget presentation award for the 2015 Budget.
- Fourth year to reduce budgeted reliance on prior year fund balance to address structural imbalance.
- Improved integration between capital and operating budgets resulting in greater financial efficiency.
- Worked with the Regions and Shared Financial Services to implement program fee increases as part of a long-term plan to ensure that continued program growth is financially viable.
- Worked with various departments to bring water conservation efforts to fruition resulting in substantial savings to the District.

2016 Goals

- Receive the GFOA Distinguished Budget presentation award for the 2016 Budget.
- Continue to reduce budgeted reliance on prior year fund balance to address structural imbalance.
- Implement program fee increases and equitable financial assistance processes as part of a long-term plan to ensure that continued program growth is financially viable.
- Continue to act as a steward of water conservation efforts by monitoring billing/consumption, investigating results and supporting projects that meet this goal.
- Work with Human Resources on strategic changes in healthcare and benefits management

Performance Data

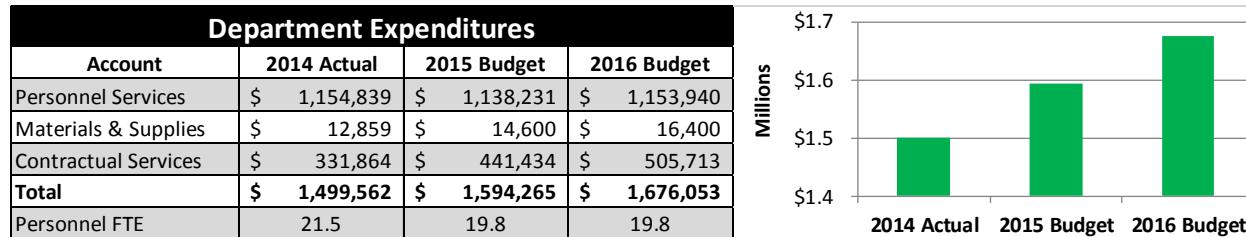
	2016 Target	2015**	% Change from 2014	2014*	% Change from 2013	2013
Number of grants and donations	75	91	-34%	137	14%	120
Operating	30	45	25%	36	-27%	49
Capital	45	46	-54%	101	42%	71
\$ Value of Grants (in millions)	\$ 30.0	\$ 34.5	-51%	\$ 69.8	59%	\$ 43.8
Operating	\$ 5.0	\$ 4.5	2%	\$ 4.4	-36%	\$ 6.9
Capital	\$ 25.0	\$ 30.0	-54%	\$ 65.4	77%	\$ 36.9

* Roughly \$25M of capital grants in 2014 are currently suspended by the State of Illinois

** As of November 5, 2015

Comptroller

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.



2015 Accomplishments

- Received Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the 2013 Comprehensive Annual Financial Report (CAFR). This is the eighth consecutive year.
- Received Award for Outstanding Achievement in Popular Reporting from the GFOA for the 2013 Popular Annual Financial Report (PAFR). This is the fifth consecutive year.
- Presented an overview of the PAFR to field staff at region information sessions.
- Documented formal written policies and procedures for significant transaction cycles.

2016 Goals

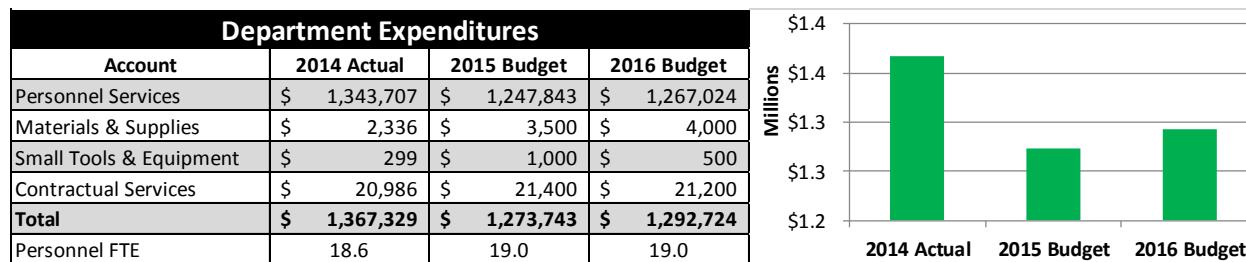
- Receive GFOA certification and award for the 2014 CAFR and PAFR.
- Issue the annual audited financial reports earlier than in prior year.
- In accordance with the Affordable Care Act, for the first time issue 1095-C forms to all applicable employees.
- Work with Information Technology to implement Oracle modules not currently used.
- Ensure educational sessions on payroll and related issues are presented to seasonal employees at orientation.

Performance Data

	2016 Target	2015 Actual to Date	2015 Target	% to Target 2015	% Change from 2014	2014	% Change from 2013	2013
# Manual Checks Issued	25	1	25	4%	-99%	80	-27%	109
# Checks Voided	150	140	150	93%	-30%	200	-7%	214
% Invoices Paid in 90 Days	90%	87%	90%	97%	-3%	90%	7%	84%
% Invoices Paid in 30 Days	50%	57%	45%	127%	27%	45%	-2%	46%

Financial Services

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.



2015 Accomplishments

- Fine-tuned the ActiveNet registration system that replaced the paper receipt system and trained over 500 new CPD personnel in its use.
- Continued to train appropriate park and departmental personnel in financial policies and procedures including, but not limited to cash depositing and recording.
- Processed more than \$150 million in park and departmental goods and services orders and processed payments for these orders.
- Reduced the amount of time elapsed to pay capital contractors and all other CPD vendors.
- Processed payments for more than 2,000 full time employees every two weeks.

2016 Goals

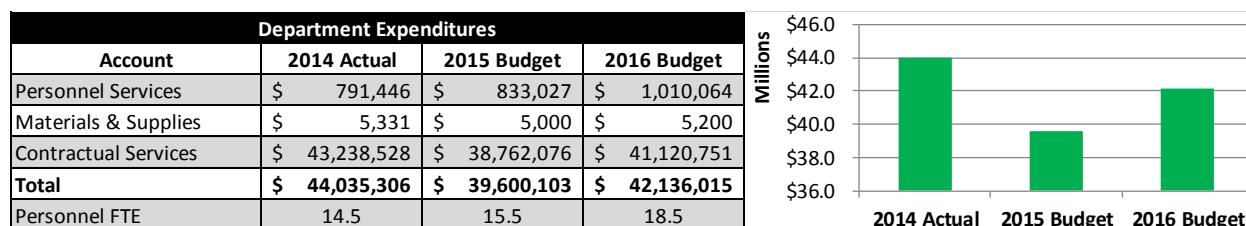
- Update the Financial Procedures Manual and train 1,000+ employees.
- Train an additional 300+ employees on the ActiveNet registration system.
- Continue to enforce procedures to ensure that revenue is collected and recorded correctly, thus increasing the level of financial accountability by CPD staff.
- Work with other administrative departments to streamline procedures thus allowing timely receipt of goods and services by parks/departments and timely receipt of payment to vendors.

Performance Data

	2016 Target	2015 Actual to Date	2015 Target	% to Target 2015	% Change from 2014	2014 #	% Change from 2012	2013 #
Avg # Days Capital Payments	45	26	45	58%	-61%	67	-1%	68
# of Employees Trained- Finance	1,200	133	1,000	13%	-22%	170	30%	131

Revenue

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, Baseball Stadium at Devon & Kedzie, outdoor ice skating rinks (7 rinks). New contracts in 2015 include the management of Beverly/Morgan Park Sports Center and Theater on the Lake. Additionally, the Department oversees permitting and monitoring of over 1800 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.



2015 Accomplishments

- **Special event permits:** Processed 8.5% more applications than 2014. New events at non-traditional locations included Mamby on the Beach music festival at Oakwood Beach, Mumford & Sons concert at Lincoln Park Cricket Hill and Ruido Fest music festival at Adams-Medill Park. Another non-traditional location for a music festival was introduced with the relocation of Riot Fest music festival to Douglas Park.
- **Special Event venues:** Increased corporate market business by 33%. Increased total number of events by 21%. Implemented Active Network software for scheduling, payments and permitting. Upgraded customer experience in Promontory Point bridal suite by purchasing new furnishings. Created new advertising strategy that reallocated marketing budget to prioritize web presence and also reimaged brand identity in wedding publications. One ad on a site not previously used resulted in over 1400 customer web site visits, over 130 direct customer inquiries and at least 4 actual event bookings. Improved communication with editorial staff resulted in an article mention of CPD venues and a two page photo spread featuring a wedding at Columbus Park Refectory. Attended 12 networking events which resulted in nearly 40 new event planner contacts
- **Districtwide Rentals:** Piloted use of ActiveNet software for district-wide room, gym and field rentals at five parks.
- **Soldier Field:** Completed construction of new event space inside the stadium. Installed new state of the art LED scoreboard and ribbon boards. Hosted Chicago Blackhawks - Stanley Cup championship rally, Grateful Dead "Fare Thee Well" Tour, international soccer, college hockey, international rugby and a variety of major music concerts.
- **Billy Casper Golf:** Increased diversity of golf course usage by hosting Big Ten cross country championships and US National FootGolf championship. Increased the number of leagues and outings. Participated in World's Largest Golf Outing to help benefit the Wounded Warriors Project
- **Harbors:** Increased number of boats utilizing winter storage by 35%. Increased occupancy at 31st Street Harbor by 7%.

Revenue

- **Other Contracts & Agreements:** Launched business unit to focus on 60+ contracts/agreements with \$3.3M revenue. Negotiated agreement with Park Concession Management that will save the District \$500,000 annually. Piloted Frozen Treat vending machines at 9 parks. Awarded management contract and opened Beverly Morgan Park Sports Complex. Launched climbing wall feature in Maggie Daley Park with options for beginner to advanced climbers. Sprint branding campaign brought in by Park Concession Management netted over \$500,000. Recruited vendor to operate in Lincoln Park's South Field House. Identified operator for Martin Luther King, Jr. Family Entertainment Center through Request for Proposals process. Identified operator for Mariano Park Concession through Notice of Availability process.

2016 Goals

- **Special event permits:** Increase applications by 5%. Improve oversight of event set-up and tear downs. Implement 3 multi-year agreements for large scale events in non-traditional locations.
- **Special Event venues:** Increase weekday business by 10%. Increase total number of events by 10%. Attend 12 networking events. Host 2 open house events for prospective clients and event planners. Develop 10-year plan for events at Northerly Island tent and visitor center. Feature Special Event Venues on Chicago Park District cable television show.
- **Districtwide Rentals:** Develop plan for districtwide rollout of ActiveNet software for rentals of rooms, gyms and athletic fields.
- **Soldier Field:** Continue to increase the diversity and types of events held at Soldier Field. Continue to maintain LEED certification for Soldier Field. Explore all avenues to ensure that Soldier Field remains LEED certified and seek opportunities to raise the current level from LEED certified to LEED - Silver. Increase the number of events utilizing all aspects of the facility.
- **Billy Casper Golf:** Increase the usage of the golf simulator at Sydney Marovitz golf course. Continue to grow new programs and increase the diversity of golf course usage. Increase the number of rounds played by 5%.
- **Harbors:** Increase occupancy at 31st Street Harbor to 45%. Increase number of boats utilizing winter storage at Montrose Harbor by 10%. Continue to develop floating pool area at 31st Street Harbor to include food.
- **Other Contracts & Agreements:** Implement ActiveNet scheduling, payments and permitting for Sports Agreement Groups. Expand 31st Street parking lot in Burnham Park. Install four Architectural Biennial concession kiosks in Burnham, Grant and Lincoln Parks. Identify firm for Theater on the Lake to design/build/operate theater, restaurant and special event space via Notice of Availability process.

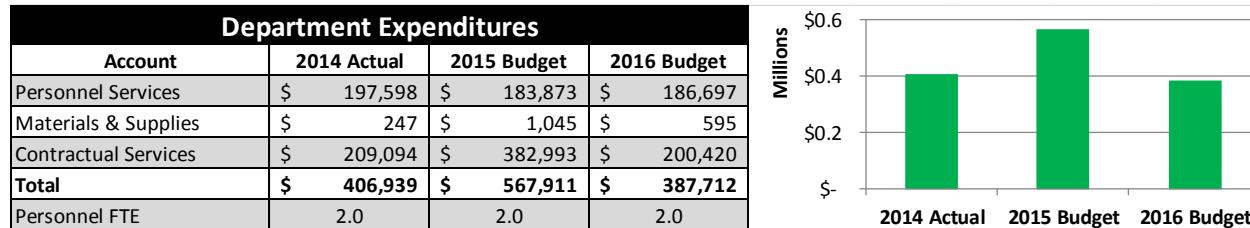
Revenue

Performance Data

	2016 Target	2015 Actual to Date	2015 Target	% to Target 2015	% Change from 2014	2014#	% Change from 2013	2013 #
\$ Revenue MLK Center	\$ 1,475,000	\$ 1,158,962	\$ 1,438,125	81%	-20%	\$ 1,457,758	9%	\$ 1,334,727
\$ Revenue FirstMerit Bank Pavilion	\$ 1,500,000	\$ 752,799	\$ 1,700,000	44%	-54%	\$ 1,651,439	22%	\$ 1,349,116
# Events FirstMerit Bank Pavilion	18	20	18	111%	11%	18	0.2	15
\$ Revenue Harbors	\$ 25,041,915	\$ 23,609,058	\$ 25,438,394	93%	0%	\$ 23,625,038	0%	\$ 23,577,891
% of Stalls, Star Docks, Moorings Occupied	79%	77%	78%	98%	3%	75%	-2%	76%
\$ Revenue Soldier Field	\$ 32,405,172	\$ 30,512,853	\$ 31,699,079	96%	-15%	\$ 36,036,464	4%	\$ 34,544,387
# Events Soldier Field	820	748	815	92%	-8%	809	NA	802
\$ Revenue Concessions PCM	\$ 3,000,000	\$ 2,844,200	\$ 2,629,956	108%	-5%	\$ 2,993,278	12%	\$ 2,682,545
# Concessionaires	250	251	250	100%	-6%	266	-1%	268
\$ Revenue Golf	\$ 5,395,107	\$ 4,700,881	\$ 5,374,753	87%	-4%	\$ 4,899,567	-4%	\$ 5,109,124
# Rounds Sold	153,174	122,492	153,833	80%	-12%	139,592	1%	138,595
\$ Parking Revenue	\$ 5,327,320	\$ 4,245,017	\$ 4,829,185	88%	2%	\$ 4,146,239	49%	\$ 2,775,023
\$ Maggie Daley Park	\$ 1,688,637	\$ 893,750	\$ 1,474,375	61%	N/A	N/A	N/A	N/A
# Ice ribbon skaters	75,000	40,105	N/A	N/A	N/A	28,203	N/A	N/A
\$ Revenue Vending	\$ 173,000	\$ 151,662	\$ 144,000	105%	-39%	\$ 248,766	7%	\$ 231,661
# Machines	240	239	240	100%	4%	230	0%	230
\$ Special Event Permits # (Venue)	\$ 775,000	\$ 635,629	\$ 775,000	82%	3%	\$ 619,932	-12%	\$ 704,802
\$ Cell Tower Revenue	\$ 1,000,000	\$ 594,359	\$ 875,000	68%	-40%	\$ 989,312	7%	\$ 922,230
# Locations	40	39	30	130%	30%	30	36%	22

New Business Development

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.



2015 Accomplishments

- Cultivated 13 active CPD sponsors.
- Secured 6 new CPD sponsors.
- Renewed 70% of the sponsors from 2014.
- Increased Park Points membership by more than 75%.
- Managed business opportunities generating \$2.7 million in total cash and in-kind support for CPD.

2016 Goals

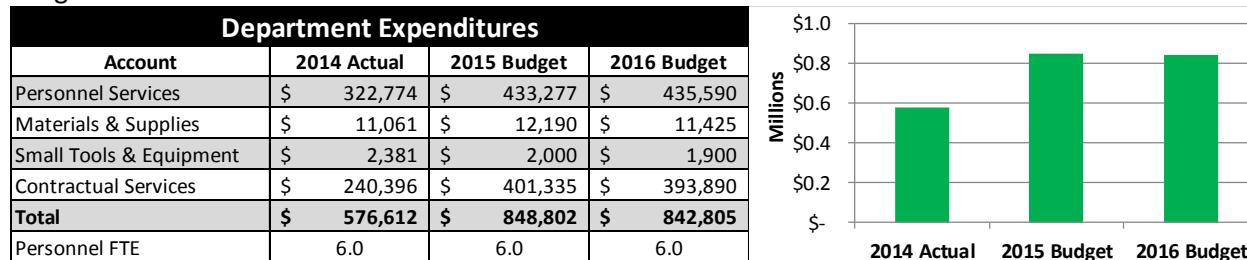
- Increase advertising/promotions revenue by 15%.
- Secure 2 new CPD sponsors.
- Generate revenue from Park Points.
- Increase Park Points member engagement.

Performance Data

	2016 Target	2015 Actual to Date	2015 Target	% to Target 2015	% Change from 2014	2014#	% Change from 2012	2013 #
# Sponsorships Secured	10	12	8	150%	0%	12	9%	11
\$ Sponsorships Secured	\$ 625,000	\$ 447,500	\$ 665,000	67%	100%	\$ 223,251	82%	\$ 122,358
\$ Advertising/ Promotions Secured	\$ 165,000	\$ 13,400	\$ 300,000	4%	-95%	\$ 253,000	-4%	\$ 263,021
\$ Donations Secured	\$ 100,000	\$ 110,000	\$ 75,000	147%	1813%	\$ 5,750	-95%	\$ 107,000
\$ Value Miscellaneous/In-Kind	\$ 220,000	\$ 454,950	\$ 100,000	N/A	159%	\$ 175,750	198%	\$ 58,942
Initial Outreach Meetings	50	38	48	79%	-22%	49	-59%	119
Park Points Total Members	25,000	14,376	15,000	N/A	63%	8,810	109%	4,223
Park Points New Accounts	7,500	5,566	7,000	N/A	27%	4,375	4%	4,223
Park Points Website Visits	50,000	30,280	50,000	N/A	-17%	36,380	71%	21,297

Treasury

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.



2015 Accomplishments

- Issued Bond Anticipation Notes (BANs) of \$40 million to replace the practice of funding the capital program in arrears and to alleviate pressure on the operating fund.
- Issued and refunded \$141.5 million of long-term debt to garner \$6.7 million in savings.
- Participated in the 2015 Chicago Investors Conference to educate investors on District bonds.
- Secured ratings AA+, AA-, AA from S&P, Fitch Ratings and Kroll Bond Ratings, respectively with stable outlook on Park District's 2015 bond issuance.

2016 Goals

- Develop and issue a Request for Qualifications for banking services and underwriting services.
- Expand the department's webpage for purposes of transparency and investor relations.
- Continue to evaluate financing and restructuring proposals to maximize capacity and savings with respect to its debt portfolio due to limitations of the District's Debt Service Extension Base (DSEB).
- Continue to pursue the diversification and enhancement of District's investment portfolio against the average 90-day U.S. Treasury Bill as a performance benchmark in a low-interest environment.

Performance Data

	2016 Target	2015 Actual to Date	2015 Target	% to Target 2015	% Change from 2014	2014	% Change from 2012	2013
Bond Rating: Standard & Poors	AA+	AA+	AA+	N/A	N/A	N/A	N/A	N/A
Bond Rating: Fitch Ratings	AA-	AA-	AA	N/A	N/A	N/A	N/A	N/A
Bond Rating: Kroll Bond Ratings	AA	AA	AA	N/A	N/A	N/A	N/A	N/A
\$ Total Cash on Hand (Avg Monthly)	\$ 10,153,734	\$ 9,752,562	\$ 7,981,939	122%	-12%	\$ 11,130,886	-15%	\$ 13,061,593
Total LTD Outstanding (Avg Monthly)	\$833,045,000	\$806,690,000	\$831,045,000	97%	-4%	\$837,263,333	0%	\$839,568,333
\$ Cost of all bank accounts	\$ 171,325	\$ 76,593	\$ 172,100	45%	-46%	\$ 141,669	-3%	\$ 146,792
Total Portfolio Value (Avg monthly)	\$255,685,858	\$279,555,873	\$308,662,880	91%	-12%	\$318,805,906	1%	\$315,964,400
Net Direct Debt as a % of FMV (Avg Monthly)	0.25%	0.23%	0.23%	100%	5%	0.22%	5%	0.21%
% Estimated FMV of Debt Overlapping (Avg)	9.72%	9.48%	8.25%	115%	13%	8.41%	9%	7.70%
% Cash/Cash Equivalents to LTD (Avg)	32%	36%	38%	95%	-8%	39%	0%	39%

* The District has elected to no longer engage Moody's Investors Service.



2016 BUDGET SUMMARY

GLOSSARY

CHICAGO PARK DISTRICT

Glossary

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.

Glossary

Budget

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

Capital Asset

An asset of significant value and having a useful life of at least five years. 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

The fund out of which most day-to-day operations of the Park District are managed.

Glossary

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.

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 basic 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

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

Glossary

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 that are intended to be held or used, such as land, buildings, machinery and equipment.

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.

Glossary

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.

Glossary

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.

Glossary

Privatization

The management of a function by a private firm, base 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. For example, trash collection on Park District property.

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. Four of the five regions are geographically based on the City of Chicago – Central, Lakefront, North, and South. The fifth region is the administration which covers districtwide operations.

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.

Glossary

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.

Glossary

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



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