STRATEGIC PLAN

2021 through 2031

Carbondale Park District
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INTRODUCTION

As a city in southern Illinois, Carbondale provides services for a population slightly exceeding 25,000 residents. Home of Southern Illinois University, the City offers all the amenities of a larger metropolitan area with a quality of life that residents enjoy.

The Carbondale Park District was established in 1940 to provide park and recreational activities to residents of Carbondale and a portion of Carbondale Township. This has been an especially challenging year for the District. The Coronavirus (COVID-19) pandemic curtailed many of the ongoing recreational programs, such as league sports, aquatics programs and community events, which have become a mainstay for community residents. Nonetheless, the Board of Commissioners and staff of the District have made every effort to continue providing recreational and leisure opportunities that meet public health criteria for addressing this devastating disease.

In 2020, the Board of Commissioners and staff began a strategic planning process to guide the future of the District and provide direction for growth and enhancement over the next ten years. Using virtual technology and a community survey, a plan has been developed to focus efforts on short-, mid- and long-range activities of benefit to residents. This has truly been about examining what is important for the taxpayers and our guests.

EXECUTIVE SUMARY

The 2021-2031 strategic plan creates a direction for the future of the Carbondale Park District. Commissioned by the Districts' Board, the report was developed based on an analysis of Board and staff priorities, as well as virtual meetings and a survey of the community. These analyses can be found in the appendices.

The extensive analyses resulted in new mission and vision statements. Further, six goals for the next decade provide a framework for addressing 1) operational effectiveness and efficiency, 2) community engagement, 3) financial stability and sustainability, 4) environmental stewardship, 5) innovation, and 6) the importance of the community's interest in the Park Districts' mission and services. There are 86 short-, mid-, and long-range activities that address the six goals identified in the strategic planning process.

In 2019 the City Council put an advisory referendum on the April 2 consolidated election ballot: "Should the City of Carbondale and Carbondale Park District explore merging their operations?" About 72% of 1521 voters answered in the affirmative. City and Park District discussions regarding this question have been less than productive. This issue, among others, has been addressed in the plan.

The strategic plan also examines several matters, related to staffing and finance, impacting the future of the Park District. Conclusions on these issues are as follows:

- The community and its residents can best be served by ongoing and new intergovernmental agreements between the City of Carbondale, Carbondale Park District, and local school districts that recognize the variances in each governmental entity's own specialties and taxing authorities.

- Any adjustment to the District's workforce must be tempered by fiscal constraints of declining revenue and increased maintenance costs. In some cases there may be a need to train employees to change existing skill sets. In other cases it may be necessary to recruit new talent to address strategic needs.
- A performance-based budgeting system may need to be considered to assess the relationship between funding levels for District programs and to determine cost-efficient budgeting outlays. Additionally, data are needed to make decisions about expanding, abolishing, scaling down, or restructuring a particular program or activity.

It is estimated that this strategic plan will take 10 years to complete with gradual phases and revisions building on one another within this time frame. The plan provides a conservative assessment of the District and its plans for the future. It reaffirms the value of the Park District and its distinctive mission to provide recreation, wellness, education and leisure opportunities for residents.

DESCRIPTION OF THE STRATEGIC PLANNING PROCESS

The strategic planning process for the Carbondale Park District was initiated in January 2020. On January 6, the Board of Commissioners held a retreat to begin to identify ideas to generate additional revenue. A letter summarizing the results of that session appears in Appendix A of this report.

It quickly became clear that a more comprehensive planning strategy was necessary to examine short-term, mid-term and long-range needs. Strategic plans for the District had been developed in 1996 and again in 2013.

Staff conducted an extensive review of the Park District history, the existing policy and procedure manual, the FY 2020 revenue and expenses, the FY 2019 audit report, and an inventory of park district properties. Additionally, a Board and staff survey was constructed to identify the strengths, challenges, and long-range needs of the District. The strengths, challenges, and long-range needs identified by the Board and staff are shown in Appendix B.

In July 2020, the Board of Commissioners and staff held a full day retreat to examine internal data that had been collected to craft draft mission and vision statements, as well as goals and activities. During the late summer of 2020, the Board of Commissioners and staff were surveyed to rank the 6 goals and 65 activities identified in the retreat. The product of that retreat and survey was a draft document for Board and community review.

In December, virtual meetings were held. Because of COVID restrictions and the inability to host in-person meetings, virtual (zoom) meetings were held to obtain input from residents. Virtual meetings were held on December 2, 5, 7, 8, and 14, 2020. An impressionistic summary of these virtual meetings is shown in Appendix C.

The Board and staff also distributed a survey to residents that focused on improving programs, parks and facilities. At the same time, the list of activities previously identified were categorized into short-, mid-, and long-range categories to begin to construct a timeline for the next 10 years. In late January 2021, the Board survey was distributed to the community and analyzed. Results of the survey are shown in Appendix D.

In late February 2021, a second Board session was held to review internal and external data, discuss issues critical to the future of the District, and review a draft strategic plan. After changes, the plan was adopted by the Board of Commissioners on March 8, 2021.

ORGANIZATIONAL DESCRIPTION

Park District Background

The 1870 Illinois Constitution put limits on municipalities taxing authority. However, the State Legislature granted Chicago special taxing authorities for three park improvement commissions to create a "unified ribbon of green that would encircle Chicago." In 1893, the State Legislature allowed the creation of park districts in the rest of the state. Park Districts are elected governing bodies with their own taxing authority.

The Carbondale Park District was established by referendum in 1940. It included all of Carbondale Township within the city limits, as well as portions of the township that were outside the municipal boundaries.

Over the years the Board of Commissioners and staff developed an inventory of properties and facilities. They have also leased properties from the City of Carbondale and provided on-going maintenance for these properties. They have worked cooperatively with Carbondale School Districts 95 and 165 to support the recreational needs of youth and adults.

The following properties and facilities are owned by the Carbondale Park District:

Crispus Attucks Park: Established in 1965, this 27-acre property is co-owned by the Park District and Carbondale Elementary School District. It was named after Crispus Attucks, an African American man killed during the Boston Massacre that many consider to be the beginning of the American Revolution. Attucks Elementary School and High School served as the primary educational institutions for the African American community in Carbondale until schools became integrated in 1964.

Hickory Lodge: The Hickory Lodge and 3 acres of land were originally owned by the Martin family of Carbondale. Various donations were made by the Martin family to the Park District from 1977-79. The house and property is a Carbondale Historic Landmark and is used as an event venue, a community garden, and as administrative offices for the District.

Hickory Ridge Golf Course: The Park District acquired this 286-acre property from three families; and construction of the golf course began in 1992. The clubhouse for the property was built in 2003 and serves as a place for practice, play and tournaments. Hickory Winds, an 18-hole disc golf course, is located on the property.

Life Community Center: The property now known as the Life Community Center began originally as a YMCA. The Park District became sole owners of the property in 1987. The 7-acre property includes a Community Center that includes classroom space, a daycare facility, multipurpose rooms, and an indoor pool and locker rooms. At present, the indoor pool requires extensive renovation.

Marberry Arboretum: A portion of Marberry Arboretum was donated to the Park District in 1987 and was developed and named for botanist William M. Marberry. The remainder of the 26-acre property was purchased by the District because of its unique setting and environmental diversity.

Oakdale Park: Oakdale Park is an "L" shape property originally owned by Sam and Pancy Hunter who owned a large area of land bordering the Oakdale Cemetery. This 5-acre property was purchased by the Park District in 1968 and serves as a neighborhood park and playground.

Parrish Park: This 46-acre community park was sold to the Park District in 1989. Twenty-one acres belonged to Dan, Gregory and Violet Parrish. This property allowed for soccer field expansion. A portion of the north end of the park has been donated for the development of Carbondale's first dog park.

Several intergovernmental agreements are in place to support recreational activities in Carbondale. These are collaborative efforts between the Carbondale Park District, City of Carbondale, and Carbondale Elementary School District 95. These agreements between two or all of the administrative entities are as follows:

Evergreen Park: The City of Carbondale owns this 60-acre park and was first leased to the Park District in 1959. Since that time the Park District and City collaborated on numerous improvements to the front of the park, including its entrances, and softball fields. The park is popular for leisure, play, picnicking, and fishing. The City and Park District were recently awarded a Rebuild Illinois Grant for Accessibility for park improvements. This $1.2 million dollar grant will be used for much needed improvements to the restrooms, parking lots and driveways.

Lenus Turley Park: Sitting on 4 acres, the park was named after a local community leader, Lenus Turley, a revered Illinois State Senate Chaplain and Civil Rights activist who was honored for his achievements and impact on the Carbondale community. Owned by the City of Carbondale, it was leased to the Park District from 1978 to 2020. The park and shelter hosts numerous community events and is now maintained by the City. A building on the property is leased to the Park District at a nominal cost to house the Kids Korner Childcare Center.

Tatum Heights Park: This 8-acre property is owned by the City of Carbondale. From 1981 to 2016 this property was leased to the Park District to provide maintenance and improvements, such as lighting, water services, playground equipment and a Bike Greenway. The Park District maintained the property through August, 2020. It is now being maintained by the City.

Superblock: Established in 2002 this area sits on close to 64 acres. Of this acreage the City of Carbondale owns 27 acres, District 95 17 acres, and the Park District approximately 19 acres. The park consists of soccer and baseball fields, a running track, and an outdoor aquatic center. Ownership of the athletic fields is divided between the City and School District 95. The Park District leases a portion of this property and is responsible for maintenance of the park. It is the home of Carbondale Junior Sports and Carbondale Soccer, Inc.

Super Splash Park: Owned by the Carbondale Park District, this aquatic facility is contained in roughly 8 acres of the 19-acre lot owned by the District. Open to the public in 2016 this $3.4 million dollar facility was funded by capital bonds and almost one million dollars in generous community donations. With the capital bond to be retired in 2024, the facility consists of a lazy river, leisure pool, water slide, and competition pool.

The Importance of a Park District in Carbondale

The Carbondale Park District was established in 1940 and is one of the 340 park districts in Illinois. It is a local special-purpose district providing parks and recreation within a geographic area whose boundaries largely encompass Carbondale, IL. However, the District is not limited by the City boundaries. The State of Illinois grants different statutory privileges to the Park District and City.

In 1940 Carbondale voters recognized the need for a *stable and sustainable* source of funding for park and recreation purposes. There was recognition then that parks foster a sense of community pride and serve as a foundation for the quality of life in the community.

The City of Carbondale provides residents with an impressive array of essential functions such as sewer, water, and public safety. The Carbondale Park District also performs an essential function by offering residents an array of programs and recreational activities from a special tax dedicated to that purpose. The City has no legal authority over the Park District. Nonetheless, leases between the City and Park District at Tatum Heights, Lenus Turley, Evergreen parks, and the Superblock have enabled the two bodies to work collaboratively. Recently, leases between the City and Park District at Tatum Heights and Lenus Turley parks have not been renewed and maintenance of those parks is now the responsibility of the City.

On April 2, 2019, 71.3% of 1521 Carbondale voters approved an advisory measure addressing the question: "Should the City of Carbondale and Carbondale Park District explore merging operations?" There have been discussions regarding this ballot initiative and it implications for the future of the City and Park District. Those discussions have not been productive. However, the Park District interest is clear. Residents can best be served by continuing to enter into agreements of mutual benefit to the Park District and City.

The Park District focus is, "What is the best outcome for residents and taxpayers?" How can the taxpayer best be served? The question of "explore merging" is one of process. This has already occurred in the form of collaboration and intergovernmental agreements between the City, School Districts, and Park District.

Some forms of collaboration are more informal, as when the City or school districts share equipment, resources and expertise. Other forms of collaboration are more formal intergovernmental agreements, like leases, memoranda of understanding, or joint applications for state and other grant funds.

There are outstanding examples of collaboration between the City and Park District, as well as between the school districts and Park District. For one dollar the City leases a building at Lenus Turley Park to the District for the Kids Korner Child Care Program. The City pumps water from the water treatment plant, providing irrigation water to the Districts' Golf Course. The Park District leases Evergreen Park from the City and maintains the property. The City and Park District recently collaborated on a large $1.2 million dollar grant to make much needed improvements to the park's infrastructure. There are agreements with the school districts to provide recreation and sports facilities for Park District programming.

Both the City and the Park District have suffered financially at the hands of a severe economic recession and an unprecedented economic downturn brought on by a devastating pandemic. Both have high costs for maintaining their services and sizeable debt. Both have different taxing authorities. What is more important? Continuing collaboration between the City and the Park District where programs and services are already constructively merged? Or, investments of staff time and legal costs, which siphon precious dollars from those very projects that are important to residents? Providing relevant services through informal and formal agreements between with the City and Park District makes absolute sense.

The virtual meetings and survey demonstrate that the community and its residents are best served by ongoing and new intergovernmental agreements that recognize the variances in

each entity's own specialties and taxing authorities. Several activities proposed in this strategic plan point to areas of collaboration. There are others that the City might suggest.

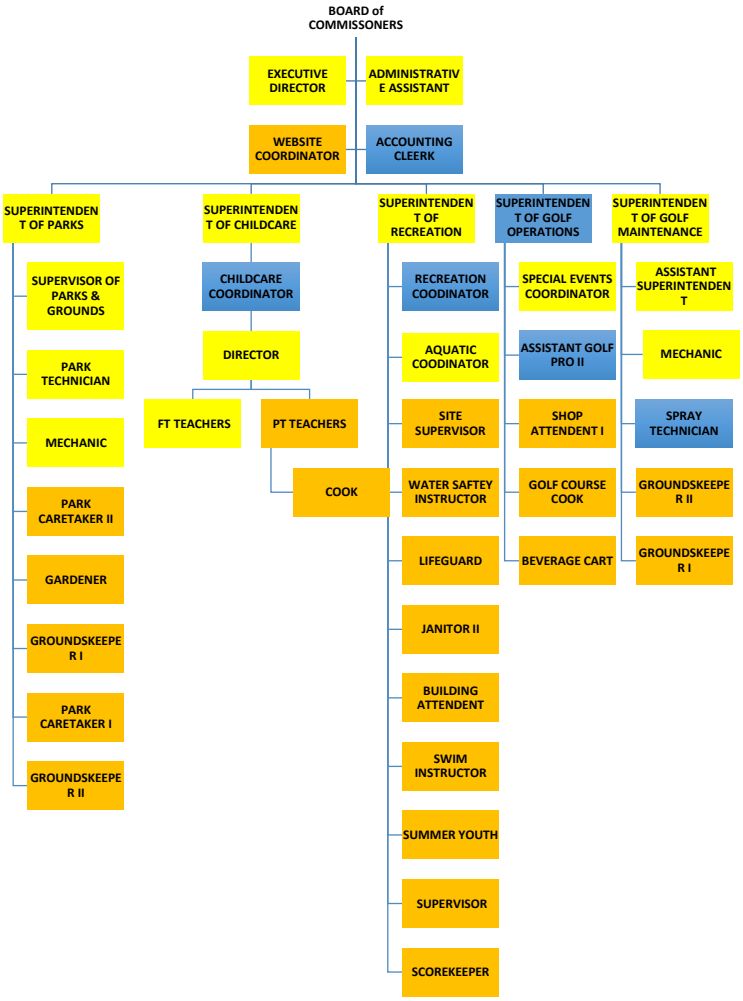
The voters were correct in 2019. It is important to foster agreements where areas of collaboration make sense. We need collaboration that supports a stable and sustainable City and a stable and sustainable Park District. Both entities serve unique and important essential functions.

Carbondale Park District Staffing

The Carbondale Park District organizational structure is hierarchal. It allows for a functional grouping of employees according to the varied recreational services the District provides for residents.

The Executive Director of the District works with the 5-member elected Board of Commissioners to create and implement policy. The Executive Director manages employees in six departments. These Departments include: Administration; Park Maintenance; Childcare; Recreation; Golf Operations; and Golf Maintenance. There are 17 full-time positions, 43 part-time positions, and 6 vacant positions. The most recent organizational chart follows:

CARBONDALE PARK DISTRICT ORGANIZATIONAL CHART



Blue-Vacant
Orange-Part-time
Yellow-Full-time
White-Elected

More than 25 residents voluntarily serve on one of four Citizen Advisory Committees: Grounds, Facilities and Recreation; Golf; Childcare; and Administration and Finance. Staff members and a Commissioner meet monthly with each committee. Also, numerous interns, field workers, and volunteers support the District in many different important ways.

The District has a mix of part-time, seasonal and full-time employees. Short-term or part-time staffing is most prevalent in warmer months where there are more immediate needs. Full-time staff provide for stability and management of the District's assets and services. Seasonal staff provides support during the busy summer season.

Early in the strategic planning process, the Board of Commissioners and Executive Director recognized that the goals and activities proposed in the plan should drive future staffing plans. A staffing plan is in itself its own strategic plan that assesses talent gaps in the organization as a means of determining personnel needs. As is typical in most direct service organizations, personnel costs are a significant portion of the District budget, accounting for nearly fifty percent of the District's expenses.

There are several activities in this plan that will directly influence Park District staffing. These activities include:

- Consider employing a Business Manager who can also assist in Human Resource duties
- Review and revise the District's organizational chart, consistent with anticipated staffing plans
- Consider employing a full or two part-time individuals to serve in outreach to the public, volunteer coordination, and including marketing/social media and grant-writing function
- Update the District's job descriptions for full and part-time staff
- Develop succession plans for key district staff

These activities influence staffing considerations under the goal "*to put in place the processes and systems necessary to operate effective and efficient programs and services*."

Economic and fiscal factors will have a dramatic effect on future staffing plans. Any adjustment to the District's workforce must be tempered by fiscal constraints of declining property tax revenue and increased maintenance costs. In some cases there may be a need to train employees to change existing skill sets. In other cases it may be necessary to recruit new talent to address strategic needs.

Carbondale Park District Finances

Financial planning for the Carbondale Park District is a key goal of this strategic plan: The goal is "*to ensure that the Carbondale Park District displays transparent financial stewardship and achieves long-term financial stability*." Steps have already been taken by the Board of Commissioners to provide up-to-date budget information on the District's website and in public hearings. The District's Administration and Finance Advisory Committee meets monthly to assess revenue and expenses and make critical financial recommendations to the Board.

Financial planning for the District involves allocating financial resources for the activities, resources, equipment, and materials needed to support strategic goals and activities. Like staffing, the goals and activities identified in this plan should drive future financial planning. This becomes even more complex in that a variety of socio-economic factors will have an effect on future finances. A declining tax base, increased maintenance costs, lost revenue from COVID, maintenance reductions at Lenus Turley and Tatum Heights parks, and outstanding bonds are just several of the factors that impact on financial planning.

The District's budget each year is approximately $3.4 million dollars. A financial snapshot of the 2020 budget follows:

Revenue

Bond Proceeds	**$611,800 (Rollover General Obligation)**
Replacement Taxes	**$96,950**
Real Estate Taxes	**$941,294**
Mobile Home Tax	**$1,400**
Debt Service	**$500,000 (TAW)**
Administration Revenue	**$12,000**
Golf Revenue	**$494,600**
Recreation Revenue	**$66,880**
AWECC Revenue	**$174,775**
Kids Korner Revenue	**$174,700**
Aquatics Revenue	**$88,690**
Splash Park Revenue	**$269,043**
	$3,432,132

The Board has utilized tax anticipation warrants (TAWs) which are frequently issued by units of local government to balance the budget between property tax and other revenues and expenses. These warrants are issued for one year and are paid back with corresponding tax revenues. A financial snapshot of 2020 expenses follows:

Expenses

Administration	**$380,133**
Aquatics	**$255,718**
Recreation Programs	**$175,741**

AWECC	**$210,610***
Kids Korner	**$134,023**
Park Maintenance	**$310,098**
Athletic Field Maintenance	**$193,572**
Community Services	**$15,898**
Golf Operations	**$633,311**
Splash Park	**$259,740**
Debt Service	**$862,716****
	$3,431,288

***The AWECC was discontinued in July 2020. Staff and resources were reassigned to the Recreation Learning Tree program**

****annual payment on debt including Splash Park and Hickory Ridge bonds, golf carts, and TAW**

There are two outstanding capital development bonds that affect District finances. A $500,000 bond for the Splash Park will retire in 2024. A $3,045,000 bond for the golf course and playground equipment will retire in 2035.

On January 6, 2020 the Board and staff met to identify possible revenue-generating ideas. This list of ideas is shown in Appendix A. After its January 6 session, it became clear that issues of finance should be more closely linked with short-, mid-, and long-term goals and activities. They are now defined in this strategic plan. For that reason, financial planning for the Park District can best be examined from short-, mid-, and long-range perspectives.

In the short term, a performance-based budgeting system needs to be implemented to assess the relationship between funding levels for District programs and to determine cost-

efficient budgeting outlays. This would entail identifying key performance indicators for each department, as well as outcomes that can be tracked. These indicators and results should then be used by the Board of Commissioners and staff in the budget preparation process. The Board will need to make critical decisions about the "value" of a particular program or activity and make decisions about expanding, abolishing, scaling down, or restructuring.

Every activity in this plan has a cost associated with it. Unless there are clear performance standards, it is not possible to assess cost versus benefit. Certainly, some activities may never generate enough interest or revenue to justify their expense. Judgment about continuing an activity that is not self- sufficient must be based on the "value" of that activity to residents. The virtual discussions and survey used to develop this plan helped to provide a sense of priority the community places on various recreational activities.

One of the activities in the plan calls for "consider employing a Business Manager who can assist in Human Resource duties." Such a position will enable the District to get reliable and timely information about performance and results. Whatever system is employed it should be simple, usable, and not overly complex or expensive. The goal here is to increase the margin on paid programs and eliminate or restructure programs that do not perform at cost recovery.

In the mid-term, it will be important to address several of the revenue-generating ideas (or others) identified by the Board on January 6. It will be important to continue to identify revenue opportunities that reduce dependence on property tax revenue, offset operational expenses and ensure future facility and program growth without sizeable increases in participant fees. Soliciting and using talent from the community will be central to developing programs for the public.

In the long-term, there is potential for efficiencies in staffing, infrastructure, purchasing, and energy use to create a healthier financial position for Park District facility and program costs.

There is an ancient paradox about “which came first: the chicken or the egg?” This question often serves as a metaphor which describes difficulties in sequencing actions which seem to depend on each other. The issues of finance, staffing, and program delivery are not one of those sequencing questions. Issues of finance, staffing, and those of aspirational goals and activities like those in this plan must be dealt with in a similar time frame and in concert with one another.

VIRTUAL DISCUSSIONS AND COMMUNITY SURVEY

The Carbondale Park District Board of Commissioners and staff recognized the importance of gathering community data for the development of the strategic plan. They employed two distinct processes to collect information from the community to develop the plan. Along with data collected internally within the District, qualitative and quantitative methodologies provided data to broaden the planning process.

First, because of COVID restrictions, virtual (zoom) meetings were held on December 2, 5, 7, 8 and 14, 2020 to acquire information to develop the plan. Twenty-two residents participated in these meetings. An impressionistic summary of these discussions is shown in Appendix C.

Second, a community survey was prepared and distributed to residents in online and paper/pencil formats. One hundred ninety-seven residents responded to the survey. The results of this survey are shown in Appendix D.

Virtual Discussions

The following suggestions from the virtual meetings were incorporated into this strategic plan:

- The list of activities in the plan were categorized into short-, mid-, and long-range categories. Achieving essential short-term actions were seen as a way to foster public trust in the Park District.
- Issues of “rebranding” the Park District and improved use of social media stands out as two important priorities in this plan.

- The importance of environmental stewardship and education was incorporated into the new District mission statement. The plan also speaks to the importance of Marberry Arboretum and the importance of supervised, unstructured play in District open spaces.
- Several activities in this plan address the importance of activities for "teens and tweens." A proposed bike path and a skate park are two illustrations of the District's commitment to serving the 10-12 year old age group.
- While they were not included in the initial list of activities, the following activities were added as a result of the virtual discussions:
    - Expanding the number of bicycle trails for teens and tweens at locations like Oakdale Park and Hickory Ridge
    - Initiating a Chautauqua-type forum for people who share similar interests in areas such as gardening and cooking.
    - Expanding programs for disabled residents
    - Initiating history, garden, or art tours
    - Connecting with local community organizations
    - Designing and building a skate park and graffiti wall that involves youth in its design
    - Erecting a "chimney swift tower" in conjunction with the Southern Illinois Audubon Society
    - Offering a spur off the Carbondale bicycle path to help people take advantage of Hickory Ridge amenities
    - Expanding and increasing the Memorial tree planting program

- Sponsoring a photo contest using parks as a backdrop.

Community Survey

The Carbondale Park District conducted a community survey in January 2021. The survey was intended to identify and confirm priorities for the District. The survey addressed the community's use of parks and facilities, as well as recreation preferences for youth, adults and seniors. Complete results from the survey are shown in Appendix D.

There were 197 individuals who completed the survey. Of that number more than 80% reside within the Carbondale Park District boundaries. Survey respondents were primarily female (65%), white (89%), in the 50 – 65+ age range (58%), and had upper incomes ($75,000+). Most of those surveyed (65%) worked in Carbondale. Very few were students of the University. Highlights from the survey follow:

- Of the residents that had used a park or facility in the last 12 months, conditions were rated as **good to fair** at: Alice Wright, Attucks, Evergreen, Hickory Lodge, the Life Center, Marberry Arboretum, Oakdale Park, and Parrish Park.
- Of the residents that had used a park or facility in the last 12 months, conditions were rated as **excellent to good** at: Hickory Ridge Golf Course, Doug Lee/Superblock, and the Super Splash Park.
- Biking, concerts, dog walking, hiking, lakefront parks, multi-use trails, neighborhood parks and shelters, swimming, and passive natural areas were the most important outdoor recreational amenities among residents. Written comments recognized the importance of a dog park, rock climbing, paddle boarding/kayaking, bocce ball courts, and a skate park.

- Indoor fitness and exercise, running/walking, and swimming are the most important indoor facility amenities for residents. Various written comments were made about other indoor possibilities. Several written comments addressed issues associated with the Life Center.
- Almost 60% of residents have a need for youth (ages 0 – 17) programs. Most popular responses included before and after school programs, preschool programs, programs for teens and tweens, nature/environmental programs, summer day camps, youth art and dance, and youth fitness sports. Again, written comments suggest other youth areas of interest.
- Nearly 80% of residents have a need for adult (ages 18+) programs. Arts and crafts, fitness and wellness, gardening, and water fitness/aerobics were the most popular responses. Numerous written comments suggest other adult programs of interest.
- More than 60% of residents have a need for senior (ages 65+) programs. Fitness and wellness, social programs, and water fitness/aerobics were popular responses. Various special programs were noted in written comments.

The written comments in the survey provide a window into the creative thinking of residents. There are excellent general and specific suggestions that should be considered by Park District Commissioners and staff.

As a general observation, it seems that residents do not necessarily know who owns or maintains (City, Park District, or School District) a particular park or facility. It may not make a difference to most residents. The actual parks, facilities and amenities are what seem to be most important.

Many of the activities identified later in this plan directly address the interests of residents as evidenced in this survey. The importance of the short-, mid-, and long-term activities in the strategic plan cannot be overstated.

MISSION, VISION, AND ACTIVITIES

Mission Statement

In its strategic planning deliberations, Park District Commissioners and staff wanted to both describe its purpose and what it intends to achieve long-term.

> **The mission of the Carbondale Park District is to serve the rich diversity of the Carbondale community with an equally rich and diverse array of recreation, wellness, education and leisure opportunities.**
>
> **We are dedicated to environmental stewardship and education and the preservation of public open space.**

To be sure:

- The District exists for residents of the Carbondale Park District.
- The District will provide a diverse array of recreation, wellness, education and leisure opportunities.
- The District fully commits itself to environmental stewardship and the preservation of public open space.

The mission statement is intended as a guide to leverage the unique skills of a professional, responsive Park District.

Vision Statement

The vision statement for the Carbondale Park District outlines what it would like to ultimately achieve. Better yet, what does the District hope to achieve in the next decade?

By 2031, the Carbondale Park District will be recognized for its unwavering dedication and leadership, providing an effective, efficient, engaged, stable, sustainable, and innovative array of parks and recreational opportunities.

- The District makes clear its emphasis on dedication to its purpose and leadership in the community.
- The District places priority on being effective and efficient, stable and sustainable, and continually innovative.

Goal Statements

Having crafted mission and vision statements, Commissioners and staff formulated six goals that will drive much of the activity over the next 10 years. These goals give the Department more detailed direction and focus in the years to come.

i. **To put in place the processes and systems necessary to operate effective and efficient programs and services.**
ii. **To engage the community to ensure that all residents have equal access to a diverse array of high-quality recreation, wellness, education, and leisure opportunities.**
iii. **To ensure that the Carbondale Park District practices transparent financial stewardship and achieves long-term financial stability.**
iv. **To provide safe access to public open space and natural resources, modeling best practices of environmental stewardship.**
v. **To continue to explore new trends and ideas, to adapt existing programs and services, and to improve operational methods and processes as a strategy-focused organization.**

vi. To create an atmosphere that encourages individuals and organizations to share their time, talent, and treasure with the District.

Activities

Building on the District's vision statement, these goals have been used to focus virtual discussions as well as a community survey. These data have been used by the District in its discussions about short-, mid-, and long-range activities. Those activities follow:

I. To put in place the processes and systems necessary to operate effective and efficient programs and services.

Short-Range Activities

Review and revise the District's organizational chart, consistent with anticipated staffing changes.

Design and implement a performance-based budgeting system.

Continue to explore new information technology possibilities for social media, apps, and website development.

Update the Policy and Procedures Manual for the District and include a section on engagement with area agencies, organizations, and the general public.

Consider the use of an intergovernmental agreement with an outside entity for sharing of bookkeeping/accounting services and costs.

Develop succession plans for key district staff.

Review and revise employee benefits practices and determine if there are possible partnerships with other agencies for cooperative employee health insurance.

Mid-Range Activities

Consider employing a full or two part-time individuals to serve in outreach to the public, volunteer coordination, including marketing/social media and grant-writing functions.

Explore rebranding to better capture the Park District presence.

Consider employing a Business Manager who can also assist in Human Resources duties.

Expand relationships with Southern Illinois Healthcare and other area providers/professionals, particularly in areas associated with citizen wellness.

Update the District's job descriptions for full and part-time staff.

Develop a plan for workforce training and development for staff.

Develop an Emergency Management Plan for the District.

Long-Range Activities

Consider partnering with other local cities in areas of common interests.

Consider partnering with agencies/organizations for use of a joint reservation system for enrolling residents and non-residents in programs.

Expand relationships with the University of Illinois Extension Service.

II. To engage the community to ensure that all residents have equal access to a diverse array of high-quality leisure opportunities.

Short-Range Activities

Continue and expand the adult “learn to swim” program.

Increase parent/child small group offerings, particularly for younger children.

Provide weekly lessons for young/or beginning golfers.

Continue the after school and childcare program for older school-age populations.

Expand programs and services for seniors.

Maintain the Parish Swim Programs offering swimming lessons to District 95 students.

Sponsor a photo contest using the parks as a backdrop.

Continue and expand Junior Dawgs Basketball.

Erect a chimney swift tower in conjunction with the Southern Illinois Audubon Society.

Sponsor an adult night at the Splash Park.

Consider implementing a “Painting in the Park” program.

Expand the disc golf program at Hickory Ridge.

Mid-Range Activities

Develop a Skate Park and graffiti wall that involves youth in its design.

Expand the number of bicycle trails for teens and tweens at locations like Oakdale Park, Evergreen Park and Hickory Ridge.

Partner with agencies offering therapeutic recreational programs and services.

Expand the footprint of Hickory Ridge Golf Course by better engaging the entire Carbondale community with the course and the adjacent grounds.

Fix the drainage problems on the practice facility at Hickory Ridge to expand use and revenue.

Expand programs for residents with disabilities.

Expand the memorial tree planting program.

Install game tables in the parks.

Continue support for a high-quality Hickory Ridge Golf Course with a particular focus on expanding junior golf.

Offer a spur off the Carbondale bicycle path to help people take advantage of Hickory Ridge amenities.

Connect with local gardening organizations.

Initiate a Chautauqua-type forum for people who share similar interests in an area such as gardening and cooking.

Initiate a “clubs in the park” program, such as chess, Pokémon, etc.

Long-Range Activities

Partner with SIU, the City, and school districts to construct an inexpensive “pole barn - type” building for sports and community center purposes.

Repurpose the existing Life Center.

Consider building a “short” course of 2 to 3 holes at Hickory Ridge for young golfers and other beginners.

Expand daytime swimming lessons throughout the year.

Develop a climbing wall in conjunction with SIU.

Increase age appropriate choices for “teens and tweens”.

Consider enclosing the Splash Park to replace the existing Life Center.

III. To ensure that the Carbondale Park District displays transparent financial stewardship and achieves long-term financial stability.

Short-Range Activities

Generate a capital improvement plan for each department with a possible mechanism for paying for the plan, e.g., aquatics, golf, recreation, and childcare. Review and increase fees as necessary.

Prepare a comprehensive inventory of district assets and their condition.

Address the poor public perception of the district's shrinking revenue and deferred maintenance problems.

Explore grant opportunities, perhaps using an SIU intern to assist in this effort.

Develop a narrative in the official district budget to show what functions are included in each budget item.

Include district budget and audit information on the District website.

Mid-Range and Long-range Activities

Develop an out-of-district fee structure for individuals so they can have access to programs and services.

Host a surplus equipment auction for unused district property.

IV. To provide safe access to public open space and natural resources, modeling best practices of environmental stewardship.

Short-Range Activities

Initiate a walking/exercise program at Hickory Ridge Golf Course.

Consider possibilities for inter-generational recreational opportunities.

Explore opportunities for supervised, unstructured play in District open spaces.

Explore the District's involvement in the "Learning in Retirement Program" at SIU.

Provide continuing education for employees focusing on environmental stewardship of District property.

Mid-Range and Long-Range Activities

Host a Community Education Day at Hickory Ridge Golf Course.

Expand the footprint of Marberry Arboretum.

Obtain an Audubon grant for community birding.

Use signage to acquaint the community with the environmental aspects of District property.

Landscape areas around Hickory Ridge Golf Course for special community viewing

Consider natural ways to reduce equipment-based mowing.

Institute a District "bus pass" to highlight the array of District facilities.

V. To continue to explore new trends and ideas, to adapt existing programs and services, and to improve operational methods and processes as a strategy-focused organization.

Short-Range Activities

Host an annual District celebration, e.g., happy hour or ice cream social.

Mid-Range Activities

Expand the list of activities on Hickory Ridge existing land beyond golf in areas such as basketball, bocce ball, walking, and leisure gardens.

Identify a location to teach bicycle safety.

Consider instituting a “Graffiti in the Park” program.

Initiate a cornhole league.

Support a drive-in movie and/or band shell at a park.

Long-Range Activities

Apply for and secure funding for capital improvements such as enclosing the Splash Park, building a community center, or renovating the Life Center.

Work with area agencies/organizations to develop a comprehensive community trail system.

VI. To create an atmosphere that encourages individuals and organizations to share their time, talent, and treasure with the District.

Short-Range Activities

Explore with Man-Tra-Con possibilities for providing on-the-job training experiences for new employees.

Encourage district employees to attend various community meetings, e.g., Lions, Kiwanis, Rotary.

Work with SIU registered student organizations and high school groups to provide a "day of service" to the District.

Invite community groups and businesses to meet at Hickory Ridge Golf Course. Audio-visual equipment will have to be purchased for this purpose.

Mid-Range Activities

Initiate a summer youth program as a first step for exposing area young people to work.

Explore the benefits of establishing a "Friends of Carbondale Park District" organization to assist the District in a variety of areas.

Create a "Pennies in the Park" program in conjunction with the school district.

Long-Range Activities

Cultivate individual endowments to support the District.

Strategic Plan Implementation

By adopting this plan, the Board of Commissioners is empowering staff to address the goals and activities described herein. The plan only provides a roadmap for future action. The staff should focus energy and resources on executing actionable activities.

Several steps are necessary to implement the plan:

- Communicate the Plan
  - The plan should be communicated to residents (external stakeholders) on the District website and promoted through appropriate social media platforms
  - Park District staff and Advisory Committee members should all receive a copy of the plan and it should be discussed with them in a group meeting. It is important to connect with key internal stakeholders. This is the group that will engage with residents on an on-going basis.
- Mobilize the Staff
  - Each of the activities in the plan should be assigned to a staff member or group. They will be responsible for implementing activities.
  - Initial staff involvement involves: defining realistic performance outcomes for each activity, establishing time lines, describing anticipated implementation costs, and identifying potential sources of funding.
  - It may be helpful to prioritize the list of activities starting with a more manageable list of short-term activities described in the plan. Each list of short-term activities has been prioritized by the Board of Commissioners.

- Monitor Progress and Revise
    - The Board of Commissioners should anticipate an annual review by staff in January, 2022 to assess accomplishments and plans for the coming year
    - Internal and external factors may warrant the need for revisions to the plan. The plan should be revised and adjusted annually to realign priorities.

APPENDIX A

January 8, 2020

Dr. Carl Flowers, President
Board of Commissioners
Carbondale Park District
1 Pine Lake
Carbondale, IL 62901

Dear Carl:

I appreciated having the opportunity to work with Park District Commissioners, advisory council members, and staff on January 6, 2020. I think it is beneficial to meet in a retreat-type setting of this kind. I was most impressed by the spirit of camaraderie among the Commissioners, committee members, and staff.

There are two attachments to this letter. Attachment A shows the revenue-generating ideas gathered at the retreat. Attachment B shows the ranking of those ideas by participants at the conclusion of the meeting. Below, I will list the top 10 revenue-generating ideas ranked by the group. For the complete list of rankings, refer to Attachment B.

1. Hire a marketing professional/business manager/grant writer.
2. Make plans for a referendum to seek increased taxes for a specific purpose.
3. Increase outings at Hickory Ridge Golf Course.
4. Establish a “Friends” of the Carbondale Park District.
5. Tee signs sold as advertising/networking at the golf course
6. Create a Carbondale Park District Foundation.
7. Establish a “Pennies for Parks” program.
8. Utilize a crowd-funding platform for specific purposes—(Tied with No. 9).
9. Provide a price break at the Super Splash Park after 5 p.m.
10. Schedule more pre-season groups at the Super Splash Park.

I suggest that this letter and attachments be used in discussions with Commissioners and staff. I was very pleased that we were able to drill down and discuss in depth each of the revenue-generating ideas that you identified. I was also impressed with the extensive discussion of issues affecting the Park District in the future and your interest in more long-term strategic

planning. The discussion by the participants demonstrated to me that you, as a group, are committed to our City and residents.

Thanks so much to all of the participants on January 6. My compliments to you all for taking the planning process seriously.

Sincerely,

John S. Washburn

Attachments

cc: Kathy Renfro, Executive Director
Carbondale Park District

APPENDIX B

On April 20, 2020, the Carbondale Park District Board of Commissioners and staff were surveyed to get their perceptions of existing strengths, challenges, and long-range needs for the District. A summary of those responses follows:

Strengths:

- Amount of green space owned by District
- Outstanding and experienced staff – "we act as a big family"
- Diversity of programs – unwavering dedication – all ages
- Quality of programs (aquatic, golf, day camps, childcare, outdoor education, gardening, Life Center, Super Splash Park, parks, Sunset Concerts, senior programs, dog park
- A genuine concern for the overall health and wellbeing of all Park District residents
- Improved and easy to navigate website
- Good quality print program guide
- Doing a lot with a little
- Openness to working with other agencies
- Programs are affordable

Continuing and New Challenges

- Excessive financial limitations (diminishing tax base and infrastructure) effects ability to serve citizens
- Marketing-press releases, "telling our story" – public perceptions
- Take advantage of opportunities to restructure, consolidate programs and services
- Hostility from City leadership
- Ongoing deferred maintenance issues
- Reduction of debt (financial stabilization)
- Addressing COVID concerns

- Maintaining adequate staffing
- Importance of moving forward – not backward – capital improvements
- Technology improvement
- Expanding volunteers
- Golf course revenue over expenses about $125,000 annually
- Large number of out-of-district users subsidized by residents
- The need for “clear” priorities
- Neglected parks
- Decreasing number of University students
- The need for annual, incremental tax increases – things are currently not sustainable

Long-Range Needs

- Debt reduction
- New sources of revenue and avoiding new debt
- Marketing – address public perceptions – positive image
- Consolidate assets
- Addressing needs for deferred maintenance – need a comprehensive list
- Continue to invest in existing (and new) infrastructure and equipment – especially parks!
- Establishing a contingency fund
- Establish an endowment
- Improve relationships with area agencies
- A new life center, break even in the golf course and splash park
- Bring the procedures handbook up-to-date
- Need for several community meetings to:

1. Review mission, vision and goals, and
2. Assess public's needs

- A "top ten" for each department

APPENDIX C

Impressionistic Summary: December 2020 Park District Virtual Forums and Written Comments

The Carbondale Park District Board of Commissioners is engaged in a long-range strategic planning process. The Board and staff have drafted mission and vision statements, goals and activities to be addressed through 2030. The draft mission and vision statements, goals and activities have been distributed to the community and four virtual forums were held to gather public input. Virtual forums were held at varying times on December 2, 5, 7, and 8. The public could also provide input in writing. Unfortunately, only 22 people (unduplicated count) participated in the virtual forums and 2 individuals provided written responses.

Below are the highlights of the comments from the 4 virtual forums and written responses:

- One individual suggested with all of the issues surrounding the pandemic that the district should "focus on what is essential right now." This individual was concerned about the district's financial situation and suggested developing short-term specific actions that can be accomplished at limited financial cost. For example, decisions should be made soon about the location of Kids Korner instead of waiting till the last minute for negotiation with the City. Or, an alternative to the use of the Life Center pool should be made available for the youth and adult communities. The notion here is that specific, short-term achievable actions would help with public trust in the Park District.

- Several participants suggested "rebranding" and using social media to more effectively describe what the Park District currently offers. One person noted the need for a new logo. People may not be aware of the array of programs and offerings of the district. For example, some people don't know that canoes are available for rent. Or, that you can get golf clubs to use at Hickory Ridge if you don't own a set. It was suggested that short videos showing Park District offerings be developed and uploaded to multiple platforms to make good use of social media. Also, it is important to direct people from social media platforms to the District website rather than directing them from the District website to social media.

- There were some questions raised about enclosing a portion of the Splash Park. This was discussed as an alternative to the Life Center pool that appears beyond repair. It was noted that Cape Girardeau has an enclosed Splash Park and has problems with air quality, damage from storms, and heating. This participant suggested using caution in moving forward.

- Much of the discussion in one of the forums focused on environmental stewardship and education. One participant suggested incorporating this language into the draft vision statement. It was noted that Marberry Arboretum was not referenced in the strategic plan. The real question here is how can the Park District better connect people to its land? Support for supervised, unstructured play in District open spaces is clear.

- There were several discussions related to utilization of the parks. Evergreen Park appears to be heavily utilized. Participation in other parks, such as Oakdale and Tatum Heights, appears to be limited. Participation at Attucks Park could be dramatically expanded with events that serve children and their parents.

- A number of the activities referenced later in this summary speak to the importance of activities for "teens and tweens." Generally, the ages 10-12 are considered the tween years but young people mature at different rates. Participants suggested these age groups are looking for different venues for recreation and have unique interests. They are ready for increasing responsibility and privilege and need age-appropriate recreational choices. This is an area where there appears to be a lot of interest by those participating in the forums.

- Two individuals provided extensive written comments. One felt the draft mission statement was too broad and that the District should only focus on park services and amenities. This individual expressed concern with the high taxes in Carbondale, contributing to a loss in population. A suggestion was made to charge a flat fee for the District. A second individual provided extensive and specific comments suggesting actions to enhance the parks' biological resources, as well as the importance of environmental and civic education. This individual offered suggestions that included "No Littering" signage, using animal-proof trash receptacles, partnering with Keep Carbondale Beautiful, and requiring a refundable deposit for people reserving shelters. Other specific items from this individual are included later in this summary.

- In the virtual forums and written comments there were specific programs that were discussed. Suggestions for specific activities included:

    - Expanding the number of bicycle trails for teens and tweens at locations like Oakdale Park and Hickory Ridge
    - Instituting smaller group summer programs
    - Offering cross-country skiing at the golf course or in the parks, if weather permits
    - Offering daytime swimming lessons

- Providing weekly lessons for young and/or beginning golfers
- Initiating a Chautauqua-type forum for people who share similar interests in areas such as gardening and cooking
- Expanding programs for disabled residents
- Initiating walking history, garden, or art tours
- Connecting with local community garden organizations
- Designing and building a skate park and graffiti wall that involves youth in its design
- Expanding the disc golf program at Hickory Ridge, making it the "center of gravity" for disc golf in southern Illinois
- Expanding and continuing the adult "Learn to Swim" Program
- Developing a climbing wall in conjunction with SIU
- Erecting a "chimney swift tower" in conjunction with the Southern Illinois Audubon Society
- Offering a spur off the Carbondale bike path to help people take advantage of Hickory Ridge amenities
- Expanding and increasing the Memorial tree planting program
- Sponsoring a photo contest using the parks as a backdrop

Summary

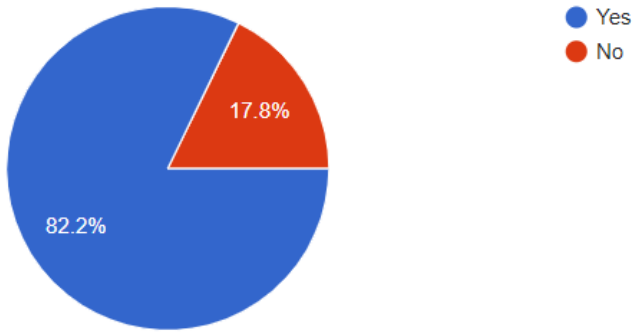
It was interesting to get a perspective on the varied recreation, wellness, education and leisure interests of the residents. There are a great number of interests in the community to be served by the Park District and it puts the magnitude of the enterprise into perspective.

Public input in the form of participation in virtual forums and in writing was very limited. A written survey may be useful to distribute to the community to gather input. The Board of Commissioners will need to decide how best to structure the survey instrument. It can be designed to get a sense of public utilization of existing parks and recreation programs or be designed to get public input on the draft strategic plan. Suggestions by participants also included gathering input from Carbondale United, using volunteers to interview people in the parks, and engaging churches to gather input from their congregations.

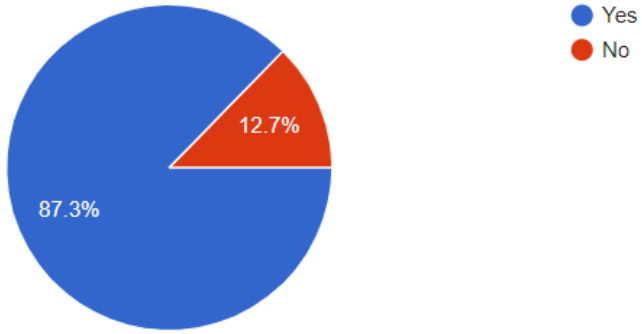
APPENDIX D

Community Survey Summary

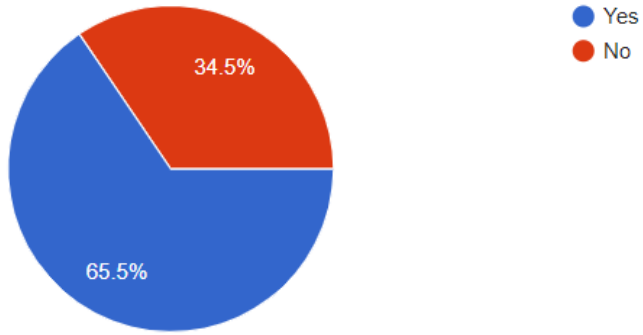
1. Do you reside within the Carbondale Park District?



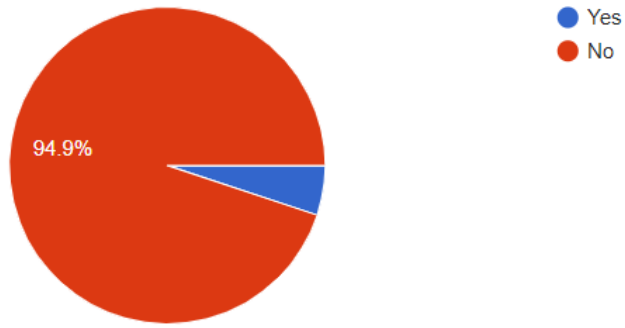
2. Are you a Carbondale resident?



3. Do you work in Carbondale?

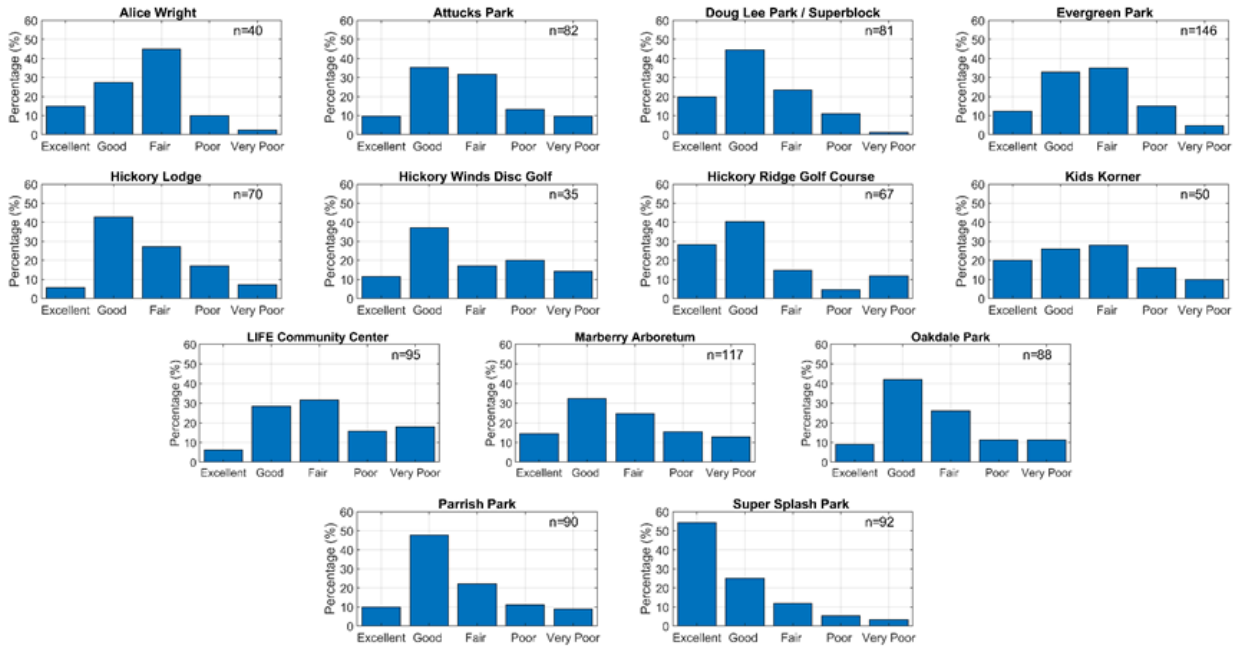


4. Are you a student at Southern Illinois University?

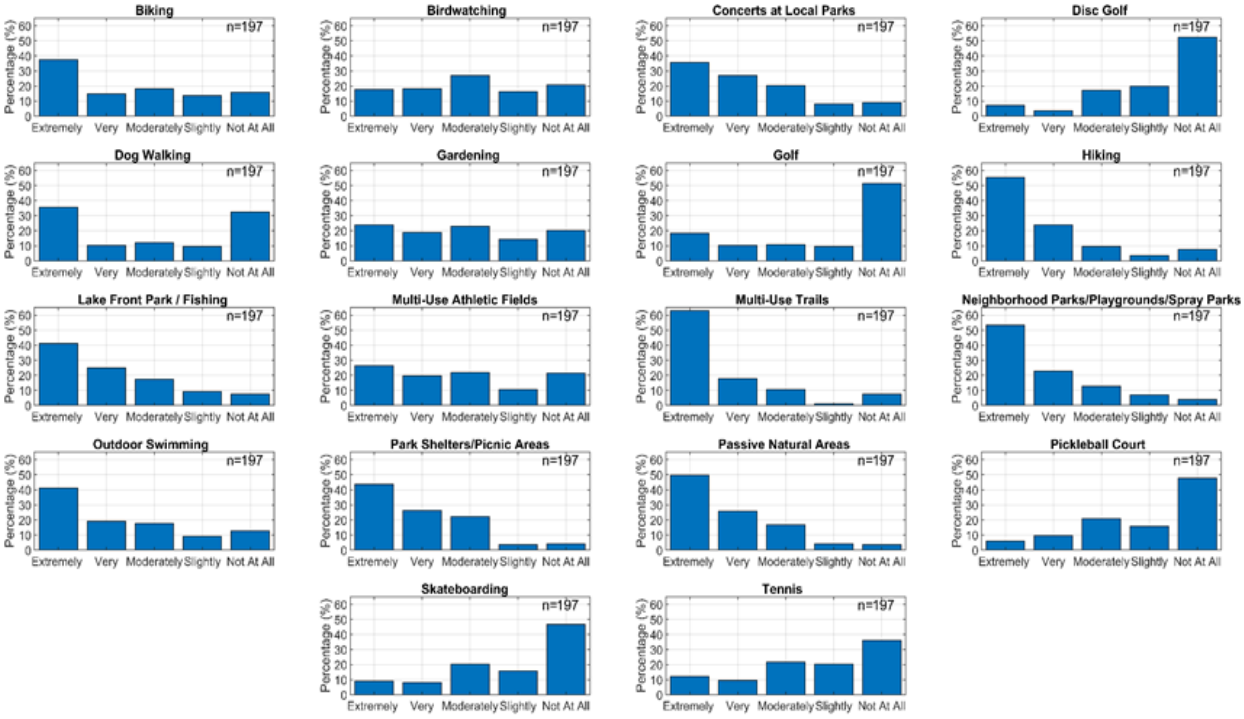


5. Have you used any of the following parks and facilities of Carbondale Park District? If so, how would you rate the condition?

Note: The sample size or 'n' represents the number of responses that have used the park or facility in the last 12 months and are rating its condition.



6. How important are the following outdoor recreational amenities to you and members of your household?

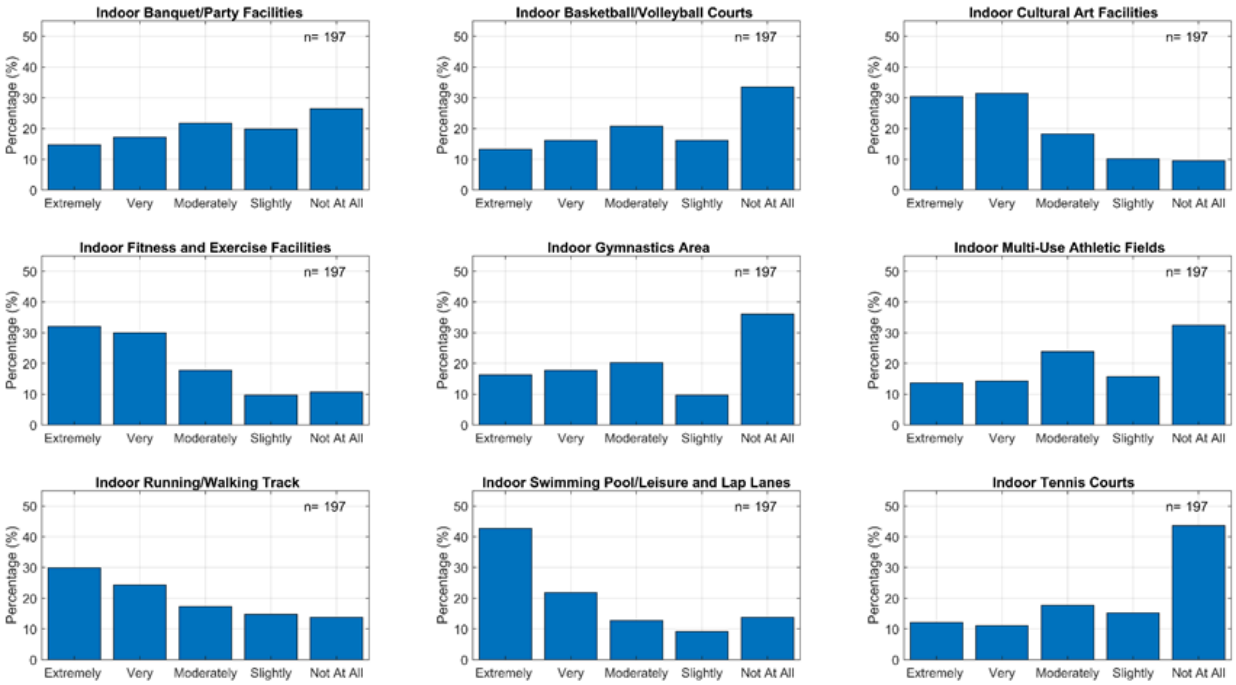


7. Are there any outdoor amenities, not listed above, that are important to you or members of your household, that should be considered by the Park District?
    - Accessible parks
    - Art/Sculptures
    - Bike track for kids- like BMX or racing
    - Bocce ball courts
    - Bocce ball courts
    - Carbondale deserves a skate park!
    - Childcare, activities for Teens and children.
    - Community garden, clean play area for children
    - Dog park
    - Dog park
    - Dog park
    - Dog park
    - Dog park
    - Dog park
    - Dog park/dog friendly areas
    - Fenced Dog park, PLEASE!!!!
    - Fenced in areas safe for small children to play.
    - Fishing
    - Fitness trail or parcourse
    - Food truck events
    - Free roam dog park
    - Group Fitness
    - Guided tours of parks and facilities, sports lessons
    - I frequently use the trails and love them. Not sure that you are involved with that/. I play tennis at the Law school courts. It would be great to have those updated (vs building from scratch maybe- they are in terrible disrepair). More Tennis courts would be great to have! I was planning on outdoor swimming - but covid.... didn't realize we had the golf courses until this questionnaire so will look into using them.
    - I love how the trees are marked with scan codes on the trail around campus lake. It would be great to see that in other places. Also, I loved the little pamphlet of spring flowers that I found at the entrance to Chautauqua bottoms trail! Thank you.
    - I would like to see the various trees, especially in the arboretum identified and the parking improved.
    - In the first long question, where is the listing for Turkey Park on the corner of Glenview and Highway 13? Is it even on the list? Sorry, I guess I do not know the name of the adjacent childcare operation. My family and I take our young children to Turley all the time. We love the new playground equipment recently installed.
    - It would be great to have walking /hiking trails with a Fitness Trail / Parcourse for exercise incorporated.
    - It would be nice if the lakefront parks (Evergreen and Poplar Camp Beach, even though it's not named here) offered canoe rentals. Perhaps it would even be possible for the Park

District to have something like SIU's Base Camp so that residents could rent a variety of outdoor equipment to be used throughout the region?

- Bocce courts could also be a nice addition. I've enjoyed playing in Murphysboro and would love to have access to it here. Maybe at the golf course so you could rent balls at the pro shop?"
- Kayak and canoe
- Kayaking, rock climbing, slack line, archery, laser tag, paint ball
- Kayaking. Coordinate with Green Earth parks, as they are additional important greenways. I have a Carbondale address/live near Makanda, and formerly worked in Carbondale, so the Carbondale parks are important to me for walking/hiking/running options, and I have gone to Sunset and Irish Concerts at Turley.
- Maybe an archery target shooting area
- Mini golf
- No bikes allowed trails. Bikes make ruts. Bikes are noisy. Bikes hit wildlife.
- No, spend tax money elsewhere. Carbondale cannot afford more outdoor amenities.
- Off leash park for dogs.
- Outdoor artworks and murals. Playscapes for different age groups. Architectural features. Fountains and water features. Mini city block forests for birdlife.
- Outdoor community basketball courts should be all around the city with 24-hour lighting. Community sports teams should be expanded, and the parks better used with special events.
- Outdoor exercise areas, basketball courts, more organized family friendly events
- Paddling - stand up paddle board, kayak, canoe.
- Paved walking trails with benches
- Restroom facilities, trash/recycling containers
- Rock climbing
- Rock climbing, slack lines,
- Safety lights and clean
- Skate park
- Space that can be used for an ice-skating rink in the winter and water play area in the summer.
- Splash pad in a safer area
- Stargazing
- Summer camps for kids would be nice.
- Tatum Heights Park Needs Shelters Built in Barbecue Grills, and more Picnic Tables. Up to date playground area. Shelters with plugins.
- Things for kids to do that are safe and clean.
- Turley Park
- While I'm not into skating, I think we could use skateboarding and roller-skating facilities. We need to reopen the indoor pool at the LIFE Center.
- You can't afford anything new, so why ask?

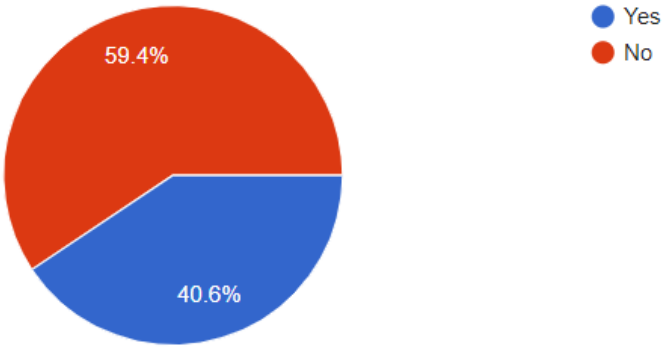
8. How important are the following indoor facility amenities to you and members of your household?



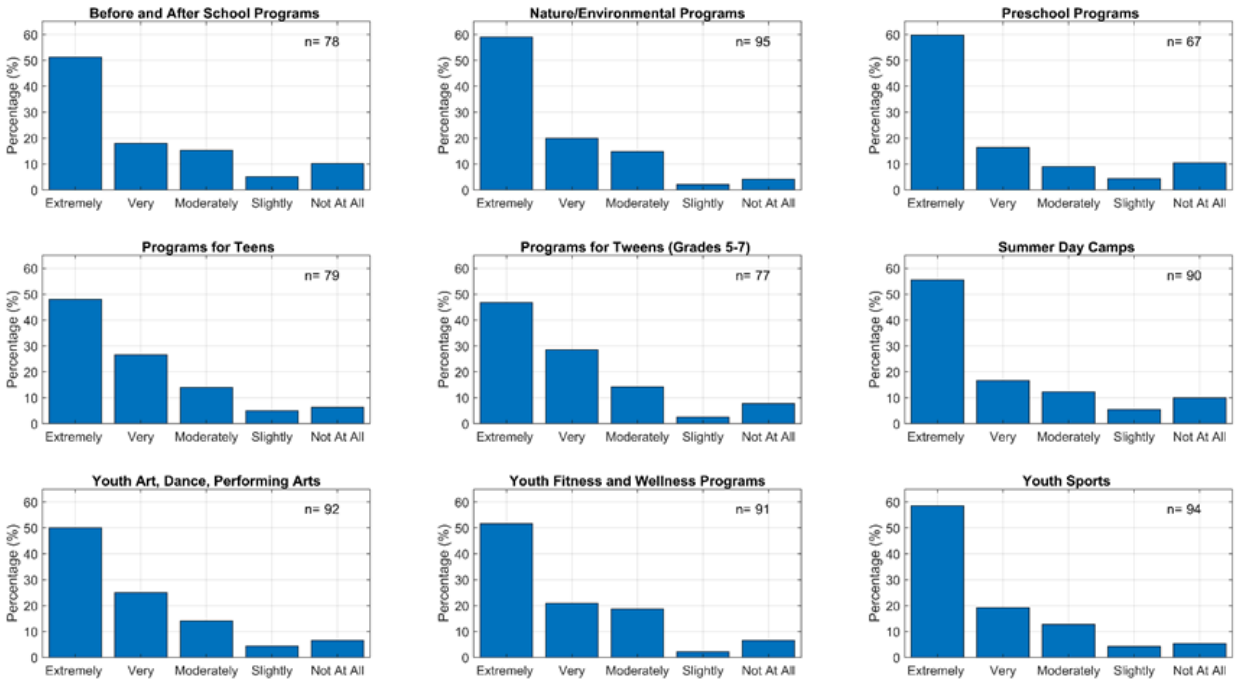
9. Are there any indoor amenities, not listed above, that are important to you or members of your household, that should be considered by the Park District?
    - Affordable child care facility
    - Area for dance such as a wood floor.
    - Bathrooms that aren't locked all the time.
    - Can't access numbers below two...I would have ranked them lower.
    - Childcare!!!
    - Dance studio
    - Daycare facilities that promote active kids in the community.
    - Fitness classes
    - I haven't used indoor swimming since I took lifesaving at the Y (Life Center) as a teen decades ago, but the option and swimming lessons are important for our community. Other private or SIU facilities possibly allow the listed indoor activities, but some are more contingent on being SIU students/staff for their use.
    - If the Park District upgrades its indoor facilities, a climbing wall would be a great addition.
    - Indoor bocce could be fun in addition to outdoor.
    - If a new facility is ever built, some games that aren't necessarily athletic might also bring the community in more (things like foosball, ping pong, shuffleboard, pool etc.). I don't have room for these things in my home, or the money to buy them for occasional use, but I'd just like to have a place to get out and play with my child. They could be an additional draw for party rentals as well.
    - Trampolines are also a lot of fun.
    - Improved indoor space for karate, yoga, and other group fitness.
    - Indoor pet walking
    - Indoor pool

- Indoor skate park
- Indoor soccer/futsal
- Just because some of those items aren't important to ME doesn't mean they aren't important to the COMMUNITY. Indoor (and outdoor) basketball and volleyball courts, for example—we could sure use more.
- No, spend money on pension liabilities.
- Please fix the pool at the Life Center
- Rock climbing, slack lines, childcare always essential, measuring wall for kids to see growth.
- Skate park
- Yoga
- Yoga studio

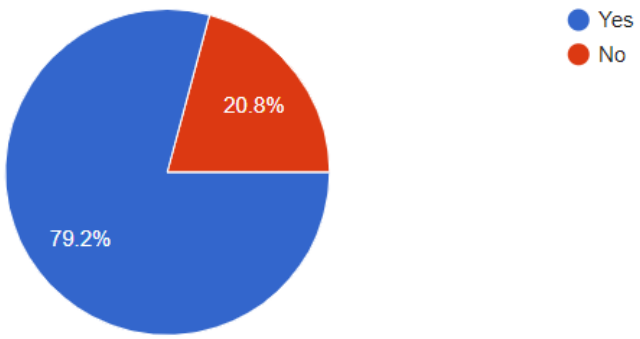
10. Do you or a member of your household have a need for YOUTH (ages 0 - 17) programs?



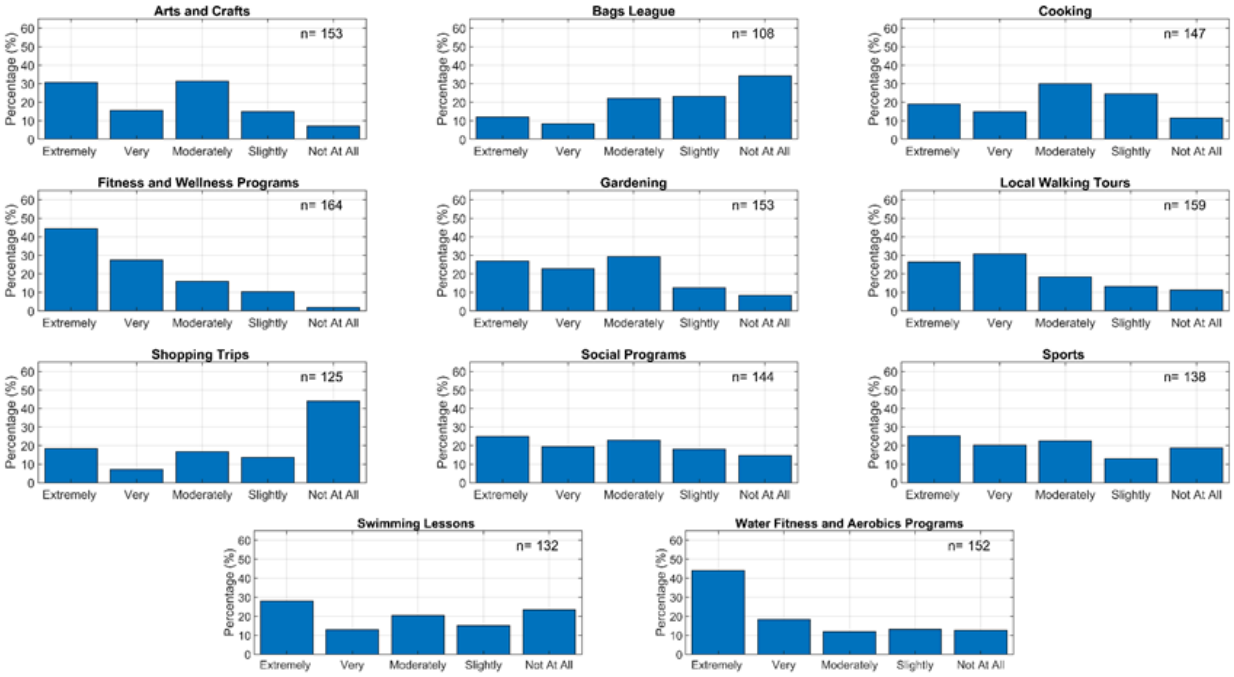
11. If 'yes', please indicate how important the following YOUTH program areas are to you and members of your household. If 'no', please select N/A (not applicable).



12. Are there any YOUTH programs, not listed above, that are important to you or members of your household, that should be considered by the Park District?
    - "Adopt A Golf Protégé" modeled after Big Brother/Big Sister program: Each Golfer would 'adopt' a child who was interested in learning the game of golf. The 'Big Brother' would provide golf bag, clubs, balls and possibly shoes (more than likely from excess equipment that they have at home.) The 'Big Brother' would monitor/teach their 'adoptee' throughout the given year. The goal is to get the child interested in golf without the huge startup cost, by someone who is already deeply involved in golf.
    - After school programs that have an emphasis in outdoor recreation.
    - Anything ninja according to my son. Could the park district collaborate with the gymnastics/dance/SIU camps/tennis camps, etc. around town? We live in such a small town.
    - Chess club
    - Community center for youth groups to meet.
    - Grandkids that come in from out of town
    - If I had kids, I would appreciate the abovementioned options for youth in Carbondale. My friends with kids probably want this for their kids.
    - Mindfulness training
    - Music
    - Music
    - Programs for children with disabilities
    - Swimming lessons
    - Teach building skills, construction skills, gardening skills...
    - The babysitting program you offer is excellent.
    - The park district should not be considering anything but reducing costs to residents.
    - There was no line for youth programs grades K-4. I have a 3rd grader and appreciate things targeted that age-group, of course, but I clicked grades 5-7 since it was the closest one. I do value the Park District having programs for kids all ages.
    - Though we no longer have a youth, we used many programs when our kids were growing up. And I still fondly remember and participate in activities that began when I attended park district summer activities when I was growing up some 50+ yrs. ago.
    - Youth Golf programs at Hickory Ridge Public Golf Course
    - Youth life skills. Youth carpentry, bike repair, sewing, cooking, financial wisdom,
    - Youth soccer, tennis, outdoor theater, more organized events
    - Youth tennis
    - Youth theater
13. Do you or a member of your household have a need for ADULT (ages 18+) programs?



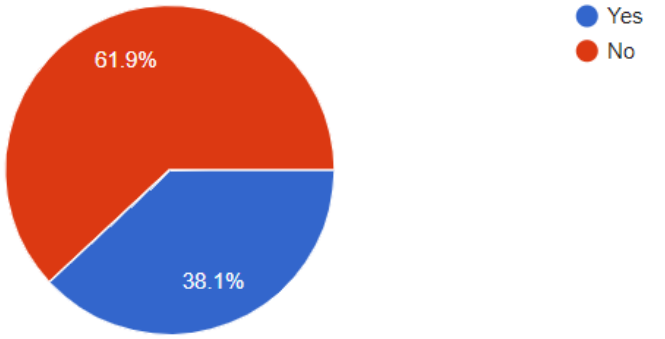
14. If 'yes', please indicate how important the following ADULT program areas are to you and members of your household. If 'no', please select N/A (not applicable).



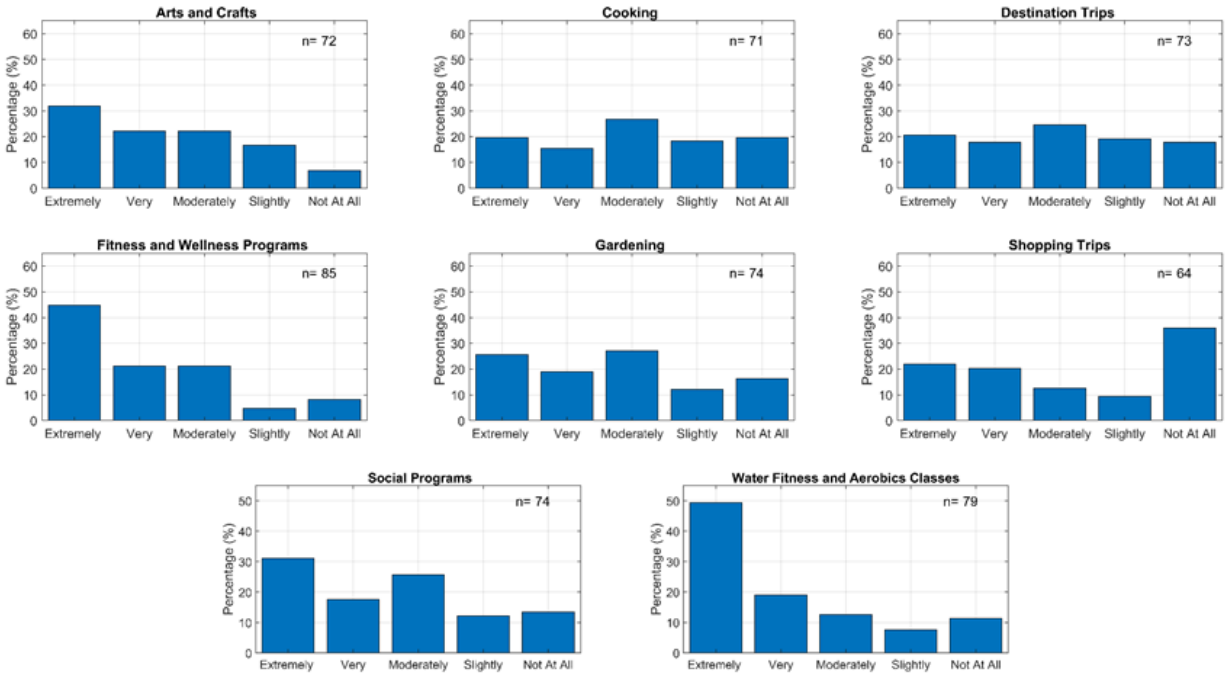
15. Are there any ADULT programs, not listed above, that are important to you or members of your household, that should be considered by the Park District?
    - 1) Yoga 2) exploring the hiking trails around Southern Illinois
    - Adult dance programs: Tap, ballet, jazz, modern
    - Adult women's soccer teams and parents versus kids' weekend sports tournaments
    - Concerts, festivals, and performances.... Again, community gardens aren't important to me, but that doesn't make them unimportant to the community. Don't read too much into my responses in other words.
    - Dancing. Dog training program
    - Food autonomy and renewable energy
    - Golf
    - Golf lessons
    - Golf programs at Hickory Ridge Public Golf Course
    - Gun safety, hunting, bow and arrow.

- improved access to city officials and workers
- language learning, cultural, trivia nights, music lessons and concerts (i.e., girls rock out), weekly or monthly guest lectures, movies in the park or inside, welcome guide.
- More walking and bike paths

16. Do you or a member of your household have a need for SENIOR (ages 65+) programs?



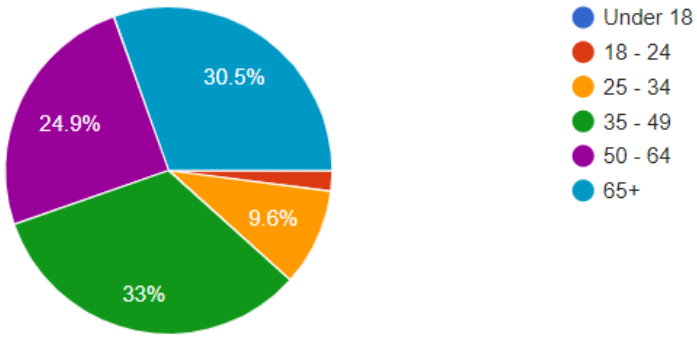
17. If 'yes', please indicate how important the following SENIOR program areas are to you and members of your household. If 'no', please select N/A (not applicable).



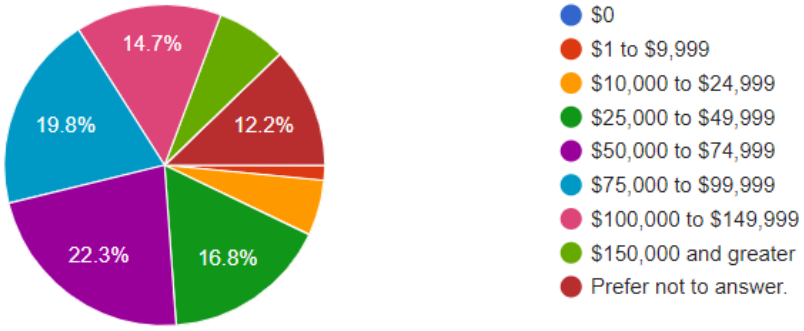
18. Are there any SENIOR programs, not listed above, that are important to you or members of your household, that should be considered by the Park District?
    - Bridge club
    - Concerts, festivals, and the like. Today's seniors aren't yesterday's—they aren't into church and playing gin at the Senior Center. They're way hipper and more active than that. You're as likely to find them at PK's or the Cellar as college students.
    - Golf
    - Hiking, other outdoor activities

- I'm not quite "Senior" yet, but I will be by the time new facilities are realized, and I would appreciate nearby low-cost options to stay active and in better health (walking, running, hiking, yoga, kayaking, swimming, concerts, art events).
- Line dancing
- My mom visits often (about one week per month), and she would continue to use an indoor water fitness program.
- Senior advisory or mentor groups for death and dying, estate planning, Medicare etc.
- Senior safety: online and cooking, estate planning, themed get together (sports night, sock hop/50's),
- Social music gatherings around bonfires
- Tai Chi
- Volunteer programs
- Walking groups, dance classes

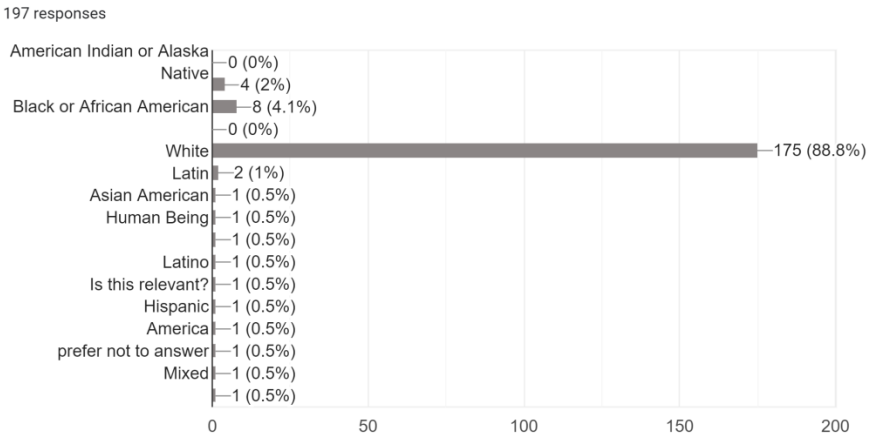
19. What is your age range?



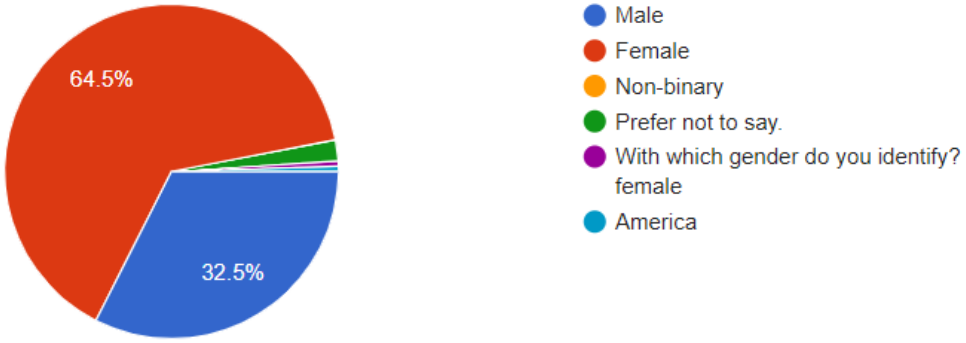
20. What is your income?



21. How would you describe yourself?



22. What gender do you identify as?



23. What are the five parks and recreation activities most important to you?
    - Evergreen park, hiking, fishing, dog walking, outdoor activity, food autonomy, renewable energy, social programs, arts and culture, biking
    - Adult sports leagues, teen programs, tennis courts, basketball courts, biking rides with groups, local concerts
    - All of the local parks & arboretum, indoor swimming, outdoor concerts, hiking
    - Aquatics
    - Arts & Crafts, Fitness & Wellness, Cooking, Social programming, and Destination trips.
    - Attucks, Hickory Golf, Splash Park, summer programs for kids
    - Attucks, Superblock, Splash Park, swimming, hiking trails, crafts.
    - Attucks, Superblock, Splash Park, swimming, hiking trails, crafts.
    - Biking, fishing, hiking,
    - Biking, hiking, walking, swimming, playgrounds
    - Biking, running, dog walking, hiking, swimming.
    - Biking, swimming, golf, hiking, gardening
    - Biking, Trails, Outdoor Sports, Green Space, Concerts
    - Boo Park, Veteran Memorial Park, Superblock, green space proposed park area behind police station, Attucks Park/Splash Park. Organized Sports for children: t-ball/baseball, football, soccer, basketball, fishing and theater
    - Childcare, Children's summer camps, Fitness Center, Biking, walking and hiking.

- Childcare, youth programs
- Cycling, golf, hiking, yoga, fitness
- Daycare, after school programs, sports & recreation, playgrounds, family events
- Disc golf, hiking, LIVE MUSIC (when appropriate), swimming fitness, arts and crafts
- Dog walking (dog park!), hiking trails, playground equipment for my daughter, Zumba classes, social opportunities
- Dog walking, hiking
- Dog walking, hiking, concerts & festivals
- Dog walking, hiking, fitness
- Dog walking, hiking, fitness
- Dog walking/socializing, hiking, music, community
- Evergreen Park, swimming at Life Center, Turley Park, Attucks Park (Parks should be in all quadrants of the city)
- Evergreen Park, Turley Park, Disc Golf, Hiking/Walking, Fitness
- Evergreen Park, Turley Park, Hickory Lodge
- Evergreen playground, Splash Park, Parrish soccer fields, hiking trails, indoor swimming pool
- Evergreen, Turley, Green Earth, Arboretum
- Facilities for children and seniors, indoor swimming, outdoor swimming, indoor tennis, parks for picnic/gathering
- Fishing, walking, enjoying flowers, biking, birdwatching.
- Fitness, outdoor concerts, playgrounds, hiking trails, dog park
- Golf
- Golf
- Golf
- Golf
- Golf, adult softball, baseball, hiking, bicycling
- Golf, fitness, nature, dog park, water activities
- Golf, hiking,
- Golf, hiking,
- Golf, hiking, swimming, gardening, outdoor education
- Golf, Trails, Parks, Gardening, Travel
- Golf. Hickory is a gem.
- Green Earth, baby. Donation, donation, donation.
- Growing community gardens, access to food. Youth programs! Opportunities for recreation regardless of income.
- Hickory Ridge golf, Life Center, Turley Park
- Hickory Ridge, Evergreen Park, Pool
- Hickory Ridge golf, evergreen park, local lakes, fishing, paddling, walking (this question's a bit confusing)
- Hickory Ridge Golf Course
- Hickory Ridge Public Golf Course and golfing at this course, hiking, biking, gardening, fishing and bird watching. Occasionally use Evergreen and Cedar Lake to fish. And actively hike in the many Cedar Lake hiking paths from October through April.

- Hickory Ridge, Hiking, Evergreen Park
- Hickory Ridge, Super Splash Park, Lenus Turley Park, Parrish Park, Super Splash Park. Golf and swimming.
- Hiking, Biking, Gardening, Fitness Programs
- Hiking, biking, walking (with kids), swimming, art and culture
- Hiking, birding, kayaking, hammocking
- Hiking, birding, kayaking, hammocking
- Hiking, natural areas, birdwatching
- Hiking, outdoor space, walking path, outdoor sports facility.
- Hiking, playgrounds, gardens, swimming, dog parks
- Hiking, running, biking.
- Hiking, running, swimming, pickle ball, soccer.
- Hiking, swimming, games, dog park, botanical
- Hiking, walking trails, dog areas, playgrounds, waterfront areas.
- Hiking, walking, yoga, group exercise classes, swimming
- Hiking, walking/jogging trails, tennis, natural areas, pickle ball
- I use all the parks (Turley, Attucks, evergreen, Oakdale, Doug e. Lee), Indoor swimming, young childcare. It's all important. As much as I LOVE the location and parking of the life center, you might want to think about A.) Using the space at the soon to be vacant Best Buy (if possible) or collaborating with Mboro park district in some fashion. Could CPKD collaborate with the REC center and businesses that supplement the park district like SIU and JALC "leisure, community programs," and the dance/gym/martial arts places in town even the Boys and Girls Club. Then there is the Hickory Ridge Golf course. It's a great golf course, but who uses it and when? It serves a single purpose to a select few people with occasional fundraisers and the "hook a kid on golf" program. For the amount of money spent on it for maintenance, and the fact that there is the Jackson County Golf place literally a hop, jump and skip away, Hickory Golf needs to AMP up its daily usage to justify its existence. The life center needs some updating, but just the minimal to stay functional. I almost never go the Sycamore facility - though beautiful. I'm not sure what the usage is over there. Unless it serves a significant function to a wide range of people for most of the year, then it should be let go. I would rather have 2 or 3 places relevant to the people in the community who consistently use something than 5 buildings that only get used partially. This is just my limited, uninformed observation. The sale of one building (on sycamore) could help pay down some debt and help with repairs to other buildings.
- Indoor and outdoor pool, swim lessons, youth activities
- Indoor pool, Evergreen Park, hiking/nature walks, concerts,
- Indoor swimming at the Life Center, fitness, indoor walking, classes, programs
- Indoor swimming hiking bike trails
- Indoor swimming, dog park, walking trails, bicycle route.
- Indoor swimming, indoor water fitness, outdoor swimming, outdoor water fitness, soccer
- Indoor swimming/fitness, youth sports, youth afterschool, youth summer day camp, and preschool daycare
- Indoor wellness/exercise programs; outdoor facilities at parks for picnics and playgrounds

- Life Center pool for lap swimming, bird watching at Evergreen Park, walking trails adjacent to Parrish Park, new dog park near Parrish Park.
- Life Center, dog park, programs available in the evening after work, trails
- Life center, indoor and outdoor pool
- Life center, Turley, disc golf, Hickory ridge pavilion, trails
- Life Community Center, Splash Park, Evergreen Park, Turley Park, Swimming, Water Aerobics
- Life Community center, Turley Park, Kids Korner, Splash Park, Neighboring parks
- Live music, hiking, not developed nature areas, kayaking, dog walking.
- Love nature
- Mayberry, Turley, Evergreen, Parrish, and Attucks
- Natural surface trails for biking and dog walking, open water swimming, indoor swimming, stand up paddle boarding, bike park.
- Nature walks, cultural activities, gardening, family activities
- Nice Facilities, indoor activities, child programs, all-inclusive playground equipment, recreation center.
- Oakland Park, Evergreen Park, Green earth
- Outdoor exercise, walking/hiking, clean-up and maintenance
- Parks to bring grandkids to with various activities, activities for middle to late ages adult, art/craft, social groups possibly around activities like art, cooking, gardening, phys. fitness.
- Parrish, Life community center, Hickory Ridge, Marberry and Super Splash
- Picnic
- Picnicking, Walking
- Picnics, walking trails, sports, family activities, playgrounds.
- Place to walk, bike and golf.
- Playgrounds, childcare, community development
- Pool
- Pool, exercise, youth programs, trails, places to gather outside and inside.
- Running, Hiking, Tennis, Dog Walking, Picnic
- Safe play spaces, quality childcare, community gathering areas, organized family activities, cultural events.
- Safe playground, walking paths, indoor swimming, after school care, picnic areas/shelters.
- Senior services, childcare, wellness, nature, music
- Skate park, outdoor concert & entertainment facilities
- Soccer fields, dog park, skate park, picnic tables and pavilions, USABLE BATHROOMS.
- Splash park swimming swim team. Sports teams for youth
- Splash Park, Giant City Park, Green Earth Parks, Cedar Lake, Crab Orchard Preserve, Evergreen Park - Walking, Hiking, Kayaking, Swimming, Biking, Tai Chi
- Sports spectator, walking, tennis, enjoying nature, hiking.
- Sunset Concerts, camps and activities for visiting grandkids, pools (indoor and out), green space, cake and ice cream social
- Sunset concerts, splash park, sunset concerts, splash park and sunset concerts
- Swimming
- Swimming

- Swimming
- Swimming, music, preschool, hiking and Frisbee golf
- Swimming (indoor or outdoor), indoor walking, indoor fitness
- swimming exercise due to arthritis. Walking is not an option right now.
- Swimming gardening hiking
- Swimming most important. An indoor warm water pool.
- Swimming, concerts, sports, skateboarding, theater
- Swimming, hiking, walking, exercise, concerts
- Swimming, playgrounds, hiking, open space for games, biking
- Tatum Heights Park, Attucks Park and Evergreen Park.
- Tennis- especially indoor since there are limited indoor courts available, trails, golf, swimming, more bike lanes would be great.
- The LIFE Center, martial arts, Green Earth wetlands, Evergreen Park, Turley Park.
- Turley and Evergreen Parks, sunset concerts, walking/hiking tours
- Turley Park and Town Square
- Turley, Attacks, Evergreen, Tatum Hts, Super Block Pool
- Turley, Evergreen, Oakdale, Superblock/Splash Park, Attucks
- Turley, evergreen, splash, trails
- Turley, Splash Park, Marberry Park
- Turley, the walking trail off sunset, splash park
- Walking and running
- Walking paths, concerts, just relaxing outdoors
- Walking paths, arts/crafts/family programs, gardening without deer!
- Walking paths, golf programs, exercise activities, outdoor activities, outdoor concerts
- Walking track indoor or outdoor, paved bike riding trail, kids play areas, kids sports, kid's activities like crafting, camps, dance classes.
- Walking trails, lakefront areas, dog park, gardening, natural areas
- Walking Trails, Picnic Areas, Dog Park
- Walking, aerobics, gardening, arts and crafts, volunteering
- Walking, biking, swimming, dog park
- Walking, dog walking, nature trails
- Walking, dog-walking, birdwatching
- Walking, fishing, pickle ball, biking, swimming
- Walking, group picnics, birdwatching, dog walking, sitting and relaxing outdoors.
- Walking, hiking, biking, sports,
- Walking, hiking, kayaking, Sunset/Irish concerts, would do yoga more if low-cost and decent instructor (I appreciate Carbondale's various greenways that also include SIU Campus Lake and Green Earth's Chautauqua Bottoms, plus our regional state parks and national forest trails.)
- Walking, hiking, would love a dog park, biking if I can get my husband to go, birding.
- Walking, running, swim, golf, arts
- Walking/Biking paths, outdoor concerts, golf, kids sports and activities
- Walking/hiking path, soccer fields, outdoor food truck/concert area

- Water fitness & exercise, fitness & wellness, Parks, walking tours, social programs.
- Wheelchair accessible anything
- Youth sports (softball, basketball, soccer) Adult softball league, Splash park, Cedar Beach, Youth activities (Summer camp, programs, canoeing)
- Youth sports, youth nature, preschool, splash park, walking trails

24. Do you have a special expertise that we would like to hear about? Please let us know and don't forget to include your contact information. (Prefer to keep your survey anonymous? Just contact us at info@cpkd.org or 618-549-4222 instead of answering here.)
    - All names and contact information removed.
    - Bach. In Sustainability Management (in progress)
    - I have extensive statewide/national campaign experience. Most recently with Biden for President in New Hampshire, Nevada, South Carolina, Colorado, & Mountain West.
    - I really love programming and event planning. I'm just finally doing this survey.
    - (I have a general interest in health, environmental health and EJ issues, but am I an "expert"?? Still, maybe I'd participate in a discussion on such issues, as many of my former jobs and volunteer work have dealt with aspects of health/environment.)
    - Golfing: Would be available to help with Youth Golf Programs
    - Childcare/education
    - I can coach gymnastic and diving and would love to help with youth programing!
25. Is there any other information you would like to share with us?
    - A park within walking distance of every citizen; fewer expensive specialized venues
    - BR is available for grant writing at 618-. Let's do this!
    - Carbondale is in the poor house.
    - Childcare is very important!
    - Consider merging with City to have better parks, facilities, and programs.
    - Eager to see more youth activities in the coming months. Our kids need interaction with other kids- PLEASE!!!
    - Golf course needs to find ways to make more money.
    - I always wanted to do the Lazy River walking at the Splash Park for exercise but NOT at the crack of dawn. I wanted to do it on those hot summer afternoons when it was too hot to do anything else outdoors. That is MY thing. In terms of others- when I was growing up my hometown offered so many summer programs for kids and tweens. There was gymnastics, archery, swimming, track stuff,... so many! Most were taught or supervised by kids who came home from college for the summer. The cost was negligible as my family was very poor. Those programs were wonderful and gave us something to do while our parents were at work. Hindrances or differences I see between then and now is kids were more independent in a way. We went EVERYWHERE on our bikes and our parents didn't drive us everywhere. Our parents didn't watch our every move, bring snacks to every event, emphasize WINNING as a primary motivator to participate in something. People were much less afraid of their children being snatched or molested, etc. I'm not sure how you could implement programs like those in today's culture. But it would be wonderful. Making Carbondale TRULY bike friendly would be a big step. At this time, it is still dangerous, in my opinion.

- I have a Carbondale address/live (vote) near Makanda, and formerly worked in Carbondale, so the Carbondale parks are important to me for walking/hiking/running and concerts. Carbondale's, SIU's and Green Earth's greenways are also important to our local region to simply have forested/natural areas that add in to the area's general ecological habitat for birds, pollinators and other wildlife, and help in other air quality and climate change issues. Aesthetically, towns with green space look and feel better to be in versus too much cement and traffic.
- I have answered some of these youth questions as they relate to my granddaughters. They have both benefited from Alice Wright and Kids Korner. The younger one is still attending KK.
- I live in rural Jackson county and our family uses park district programs regularly for years.
- I love you guys and let's open a pool!
- I would gladly help raise funds to fix our indoor pool.
- I'd like to go on a tree id walk at Marberry Arboretum. Keep it up!
- I'm glad that you are doing this survey. I am anxious about the possible merger.
- I'm interested in any further discussion. thanks for the survey.
- I've aged out of the need for parks for kids but support putting resources towards parks for kids' sports and recreation.
- It is criminal how badly you have let the local parks and Life Center decline. Yet, you sunk your money into a Splash Park you couldn't afford. I'm all about swimming. It's one of my favorite sports. But, you couldn't afford it. I'm so glad the city took over Turley and some of the other parks. They already look so much better. The parks should be your top priority and everything else should come second. It's the first word in your name! The people who have allowed this decline in our local parks should be out of a job!
- Keep on trying to figure out how to keep on keeping on through these challenging times. Post-COVID, things will get better.
- "Life Center has outlived its usefulness and needs to be demolished.
- There is no need for a park-district day care or after school care center; there are private centers that can meet the need.
- When programs re-open, after the pandemic, staff needs to be trained in hospitality and all types of life-safety issues.
- Prepare adult fitness brochures and deliver to all family doc offices to make available to patients needing wellness/exercise programs.
- Outreach to all public housing centers in city re youth programs.
- Make major improvements in signage to Splash Park. An out of towner could not find it if limited to the signage. "
- Love the CPKD! Thanks for all you do!!
- Oakland Park needs to be cleaned up and under surveillance.
- Park District needs to merge into a City of Carbondale Parks & Recreation Department like in 48 of the 50 States in the US.
- Please clean mud and debris from sidewalk in front of Administration Lodge. Maybe the neighbors would follow by example. Very hard to walk down Sycamore on that side of the street due to muddy sidewalks not edged.

- "Since coming here in 1975, I have used many of Carbondale Park District's facilities, from the softball fields at Evergreen to fishing at Cedar Lake and playing in the basketball leagues at Lincoln School. Our children used Kids Korner Childcare Center, I coached baseball and soccer at the Superblock and the list goes on and on. I grew up just South of Chicago (Calumet City) that had a great park district so my transition to Carbondale was fun and easy.
- I will close by stating that supporting our parks and recreation in Carbondale is the best thing the people in our community can do. My tax money is well spent and I hope the Carbondale Park District continues to make a positive impression on our community. Thank you!"
- Someone to run the golf course instead of letting the Seniors run it. It is terrible the way it is run, the seniors do what they want, when they want without regard to other golfers. We have had a tee time for years and should have a ride of way through the golf course without others jumping in front of us, which happens 4 out of 5 days. Make everyone have a tee time and no starting off the back tees before the first tee times come around. Have some organization and some authority to enforce the rules. You have good people working, Tom, Roger, Mike are all good people and helpful, but without some rules they are helpless. I am a senior and I have a tee time and do my best to be courteous to other golfers, but some of the older seniors think they are owners and can do what they want and they do. Enough said.
- Stop making bad economic decisions like the Splash Park and then try to dump that liability onto the city of Carbondale and the tax payers!!!!!!!!!!!
- Thank you for coordinating all this. I love the Parks and natural beauty of Southern Illinois!
- Thank you for the survey
- Thank you for working so hard on this, Kathy Renfro and John Washburn!!!!!
- The early morning open swim and lazy river exercise classes at the Splash Park are great and such a great new resource for the community
- The park district in Peoria partner with major institutions in their area to build their fantastic Science Center. This is the type of facility that could bring a lot of people to the area. Also, a big community center that offers new facilities to the services offer by the life center, KK, and AW. These could be good long term projects to update the quality of facilities owned by the CPKD. There is definitely a need for new infrastructure.
- The parking lots and streets through the parks need extensive repair. Too many potholes. Many of the tables need replacing.
- Too much emphasis is placed on youth and student populations but they are not the groups who make up the majority of the population nor do they pay the bills. And, not all adults play golf. Indeed, I know none. It's time to cut losses and sell the golf course.
- too much to share here!
- "We adore the Arboretum--the timber bamboo forest is an extraordinary spot for kids to play-- but the parking lot desperately needs maintenance and the park could use a little more cleanup. Some labeling of the trees--perhaps with the help of SIU Forestry students?--would be welcome as well.

- I haven't used some of the facilities in the last year (LIFE Center, Splash Park in particular) because of Covid. We ordinarily spend an enormous amount of time at the Splash Park (we have a season pass) and love it.
- We occasionally use and enjoy the LIFE Center, particularly for the pool and parties, but it is in truly terrible condition. We've sometimes spent more to use the HUB in Marion or the SIU Rec Center because they're just nicer facilities. The LIFE Center pool has often been a bit awkward to use if you're not swimming laps or in a class I would try to take my son just to play when he was very young, but the small space in the shallow end that wasn't occupied by lanes was often entirely taken over by classes. We also often ran into issues with HVAC and other equipment that just made the space physically unpleasant, even for short classes, especially with a young child. The hours seemed very restricted (Even within that, we sometimes ran into errors in published hours for open swims and such and ended up missing the window). If Carbondale replaces the LIFE Center pool, I hope they'll make sure it is designed with kids playing as well as adult fitness in mind. I think a pool would be much more profitable if it invited playing (like the HUB). Short, occasional classes and lap lanes aren't enough to develop kids into strong swimmers. I would love to take my child swimming at least a few times a month during the non-summer months, but the LIFE pool could be a lot better (The HUB, SIU, and the pool at SEMO, even though it's very far away, have features that make them worth visiting, so they're not so empty).
- We also enjoy the beach at Cedar Lake and I'm curious why that didn't appear on the survey. It would be nice to be able to rent canoes or other small watercraft at Cedar Lake and/or Evergreen Park.
- We would really love to see more biking trails in Carbondale. I have a 3rd grader and we've often taken his bike or scooter to the Super Block so he can ride without constantly worrying about cars, but it's not really useful for older kids or adults who want to ride.
- Park District summer camps have been fantastic for my family. My child really missed them this summer and so did I!
- Carbondale parks, including the Castle Park and all of the Green Earth nature preserves as well as the Park District parks, are extremely important to my family and are most of what makes this such a good place to live for us. I think we would definitely benefit from more indoor recreational opportunities, so I hope a plan to replace the LIFE Center will be in the strategic plan. Is there any way the Park District could temporarily partner/contract with SIU Rec Center to use their facilities while the LIFE Center is demolished and replaced? We need high quality indoor facilities! Also, although I do not currently have a young child, I hope Alice Wright continues to operate. It has really been extraordinarily valuable to so many people I know in our community (Kids' Corner is fantastic too!).
- We live outside of the park dist. boundary We do like the outdoor concerts and availability of the trails, etc.
- We really need a nice place where families in Carbondale can enjoy swimming and sports with the community.
- We really need a nice place where families in Carbondale can enjoy swimming and sports with the community.
- Why doesn't the park district take over the old football field of the old (closed) high school. Turn that into a park with various rec opportunities, and call it the Harvey Welch park.