2020

PARKS, RECREATION & OPEN SPACE
Master Plan

June 22, 2020

Lancaster
The Shining Star of Texas

Lancaster
All-America City
NATIONAL CIVIC LEAGUE
2019

DUNAWAY

City of Lancaster

VISION

Lancaster is a thriving and diverse community where we value our historical assets and natural beauty. Residents and stakeholders are engaged and take pride in this City. Lancaster is the Shining Star of Texas with opportunities to live, learn, work and play.

MISSION

Lancaster City government is financially sustainable and provides efficient customer-friendly services. Our citizens have trust and confidence in City government and leaders.

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Quality of Life and Cultural Services

MISSION

Our mission is to advance quality of life for Lancaster citizens, employees and visitors through creative recreation program opportunities and quality leisure experiences while enhancing and preserving parks and open spaces for future generations.

VISION

With our mission in mind, the department's vision for the future is a thriving parks system that values our natural beauty, celebrates diversity and engages residents and stakeholders through "shining star" opportunities to live, learn and play!

Goals and Objectives

The City Council sets annual Goals and Objectives to support the achievement of their overall mission and vision for service to Lancaster. These include:

Financially Sound Government

The City has a long-range financial plan and prudent fiscal policies and processes. Appropriate reserve levels and a competitive tax rate ensure that the City has funds available to address the needs of the community and responsibly manage its debt.

Healthy, Safe, & Engaged Community

Lancaster is a place where we embrace public safety and compassionate enforcement in our neighborhoods to sustain vibrant residential and business communities. The community celebrates unity and participates in citywide events, recreational and cultural activities. Residents have opportunities for involvement in civic life through boards and commissions, youth and parent volunteer opportunities in recreation, sports teams, City elections, and Civic Academies, Schools and Citywide celebrations.

Professional & Committed City Workforce

Lancaster City Government is an employer of choice with competitive pay that attracts an engaged, responsive, customer-oriented, innovative, and effective workforce. Some employees live in the City and all have a sense of ownership for the community. City employees feel needed and appreciated by elected officials, residents, and businesses. Employees are respectful and appreciative of their customers and the City's governing body. The City's Executive Staff is engaged with residents and attends community events, upholds strong customer service, and uses technology to aid them in working smarter.

Sound Infrastructure

The City has preventative maintenance programs to ensure well-maintained infrastructure, including streets, water, stormwater, wastewater and other assets.

Quality Development

The City encourages high quality, diverse housing, commercial and retail development and public facilities. Policies encourage sustainable building practices, conservation and the use of alternative energy sources.

Effective Municipal Operations

The City delivers financially sustainable quality services, utilizing delivery methods that engage residents to take pride in our City.

The City of Lancaster provided ongoing support to the Dunaway Team throughout the Master Planning process. A special thanks to the following individuals who participated:

CITY COUNCIL

CLYDE C. HAIRSTON
Mayor

RACHEAL HILL
Mayor Pro Tem
District 5

DERRICK D. ROBINSON
Deputy Mayor Pro Tem
District 4

CAROL STRAIN-BURK
District 1

STANLEY JAGLOWSKI
District 2

MARCO MEJIA
District 3

NINA MORRIS
District 6

CITY STAFF

OPAL MAULDIN-JONES
City Manager

FABRICE KABONA
Assistant City Manager

SEAN JOHNSON, *CPRP*
Managing Director
Quality of Life & Cultural Services

MICHAEL RASCO
Assistant Director
Quality of Life & Cultural Services

BESTER MUNYARADZI
Senior Planner

EMMA CHETUYA
Planner

DUNAWAY TEAM

PHILIP NEELEY, ASLA
Project Director

ELIZABETH McILRATH, ASLA
Project Manager

KOURTNEY GOMEZ
Graphic Designer

ANDREA THOMAS
*National Service Research*

ACKNOWLEDGMENTS

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INTRODUCTION

Lancaster is unique city in the DFW region with a strong sense of community – highlighted by its "All-America City" designation in 2019. This distinction is a point of civic pride, where citizens enjoy the friendly neighborhoods and social interactions. It is important to ensure that future growth and development of community resources encourage and promote the vitality of Lancaster for decades to come. This is well ex-pressed by the Mayor in his statement, "our vision is to build a united community by exemplifying exceptionalism in the region."
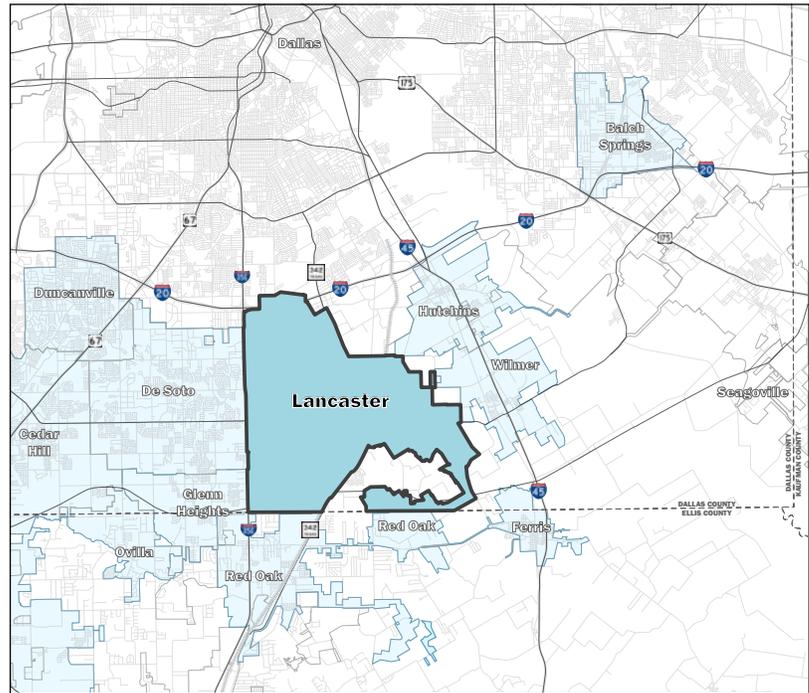
Over the past twenty years, Lancaster has been experiencing steady growth. From a population of 25,000 in 2000, to a population of almost 39,000 in 2020, citizens enjoy the award-winning school district and the high-quality parks and recreational facilities throughout town. During this twenty year window, the City has grown over 60%. This creates more demand within the parks system, both for updating resources in established areas as well adding new recreational opportunities in areas of growth.

To stay proactive in planning for the future, Dunaway was commissioned to work with City leaders and City staff on a new update to the master plan for Lancaster's park system. The Dunaway team was joined by National Service Research for the needs assessment and public involvement phase of the project. The team was also joined by the nationally recognized firm of PROS Consulting, a strategic consultant brought in to prepare a recreation program assessment.

This Master Plan update outlines the methods, results, and recommendations to serve the current and future needs of Lancaster. The updated plan also follows the guidelines as outlined by the Texas Parks & Wildlife Department for jurisdiction-wide master plans (TPWD Local Park Grant Program, Appendix D, Master Plan guidelines). The Master Plan is intended to help City leaders and City staff carefully and thoughtfully plan park, recreation, and open space development over the next 5 to 10 years. Each year, the City can review the progress of the Master Plan to ensure that the implementation is on course and address specific changes or trends within the community.

New Master Plan

After the strong momentum gained from the 2033 update to the Comprehensive Plan, the City of Lancaster has undertaken several detailed master plan updates at the same time. This was a key recommendation in the 2033 Comprehensive Plan update. As stated in Section 7, "...the development of a new Parks, Recreation and Open Space Master Plan...will give a more tailored guideline for developing Lancaster's open space and recreational infrastructure in accordance with the community's goals and vision" *(page 62, October 2016)*.

As defined focus areas for a new Master Plan, four (4) policies were also outlined in the 2033 Comprehensive Plan update:

- **Policy 1:** *Continue the strong system of parks and recreational facilities for residents of all ages.*
- **Policy 2:** *Expand the trail system so all residents can use if for travel, exercise, and enjoyment.*
- **Policy 3:** *Consider additional recreational investments that appeal to seniors and young professionals.*
- **Policy 4:** *Incorporate natural assets in the open space system.*

This new Parks, Recreation, and Open Space Master Plan fulfills these stated policies, as well as other strategies for improving and expanding the overall parks system in Lancaster.

METHODOLOGY

Throughout the master planning process, the Dunaway team worked closely with City Staff, Council and City leaders who had input at several key meetings to help guide the process and gain consensus for the initial findings.

The Master Plan was prepared using a two-phase planning process. Phase I focused on the Inventory and Needs. Phase II involved recommendations, implementations & preparation of the Master Plan document. A detailed outline of the process is as follows:

PHASE I - INVENTORY & NEEDS

TASK 1 - Data Collection & Base Mapping
The team prepared a base map from the GIS data provided by the City. The base map illustrated information such as existing park sites, schools, City facilities, drainage corridors, streets, etc.

TASK 2 - Inventory & Supply Analysis
The team was provided a current inventory of the entire park system. Team members and City staff performed a tour of the existing parks and recreational facilities available throughout the City. Each site was documented for its existing conditions and amenities.

TASK 3 - Population & Demographic Trends
The team obtained the latest updates of demographic and population data from City Staff and the Bureau of Labor Statistics and Insight Market Analytics HDL ECONSolutions. This included factors of population, race, housing, employment, income, and future growth.

TASK 4 - Standards Analysis
The team utilized some of the published recommendations by the National Recreation and Park Association (NRPA), as well as local DFW guidelines, for evaluating standards for both park acreages and facilities.

TASK 5 - Public Input & Needs Assessment
With National Service Research leading this effort, a series of steps were utilized to determine the park and recreation needs of the community. This included two (2) visioning sessions with Lancaster citizens, and then an online survey through the City's website. From the feedback, the team was able to quantify the specific needs or desires of the citizens.

PHASE II - MASTER PLAN

TASK 6 - Priority Rankings
The team developed a priority criteria system for ranking high, moderate, and low priority needs. From these criteria, a weighted priority ranking was established based upon input from the Citizen Survey, City Council, City staff, and Dunaway team.

TASK 7 - Action Plan
The team prepared specific recommendations in an Action Plan that outlines renovations and new development of parks and recreational facilities to meet current and future needs within the community.

TASK 8 - Implementation Plan
An Implementation Plan was developed for projected costs within the Action Plan. This included funding recommendations that could be utilized over the next 10 years.

TASK 9 - Preliminary Master Plan
The team prepared the Preliminary Park Master Plan document outlining the entire process, findings, and recommendations. This included preparing exhibits/maps for the items recommended with the Action Plan.

TASK 10 - Final Master Plan
The team prepared the Final Master Plan document. This task included final presentations to the City Council.

INVENTORY

Utilizing information provided by City staff, a complete inventory of existing parks, recreation facilities and open spaces was compiled. From this inventory, the Dunaway team toured and photographed each park site in Lancaster. Acreage and amenity inventories for each of the City-owned parks were provided to Dunaway. The following pages provide a summary inventory of the existing parks and recreational facilities within the City including park location, size, and list of amenities per park. *(See page 32 for full park map)*

Community Park

LOCATION:
1700 Veterans Memorial Pkwy

ACRES:
286.63

CLASSIFICATION:
Community

AMENITIES:
- Athletic Field Lights - 10
- Baseball Fields - 2
- Benches - 36
- Bike Racks - 2
- Bleachers - 10
- Bridge - 2
- Buildings On-site - 8
- Concession Stand - 3
- Croquet - 1
- Dog Waste Station - 4
- Drinking Fountain - 4
- Football Field - 2
- Grills - 2
- Monuments - 4
- Picnic Tables - 8
- Playgrounds - 3
- Pavilions - 1
- Restroom Facilities - 3
- Soccer Field - 9
- Trash Cans - 44
- Trail - 4.35 miles

Bear Creek Nature Preserve

LOCATION:
1000 Bear Creek Rd

ACRES:
209.75

CLASSIFICATION:
Metropolitan

AMENITIES:
- Bridges - 1
- Benches - 6
- Campsites - 15
- Drinking Fountain - 2
- Park Name Signs - 1
- Pavilions - 1
- Picnic Tables - 12
- Playgrounds - 1
- Restroom Facilities - 1
- Trail - 4.75 miles

Smokler Moo Meadows

LOCATION:
1601 Ferris Rd

ACRES:
207

CLASSIFICATION:
Metropolitan

AMENITIES:
· N/A

Ten Mile Creek Preserve: Gossett Family

LOCATION:
900 Nokomis Rd

ACRES:
86.03

CLASSIFICATION:
Metropolitan

AMENITIES:
• Benches - 4
• Monuments - 1
• Park Name Signs - 1
• Picnic Tables - 2
• Trail - 0.8 miles
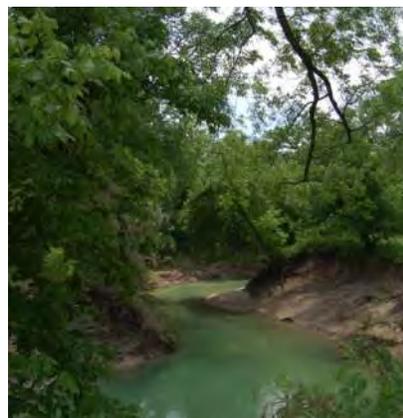
Roy Crawford Agricultural Complex

LOCATION:
2415 Sunny Meadow Rd

ACRES:
43

CLASSIFICATION:
Special Use

AMENITIES:
• *CITY TO PROVIDE*

Ten Mile Creek Preserve: Moreland Family

LOCATION:
709 Nokomis Rd

ACRES:
39.4

CLASSIFICATION:
Community

AMENITIES:
• Park Name Signs - 1

Pleasant Run Hike & Bike Trails

LOCATION:
Oncor Easement

ACRES:
34.54

CLASSIFICATION:
Linear

AMENITIES:
• Benches - 11
• Trail - 2.32 miles
• Trash Cans - 8

Lion's Club City Park

LOCATION:
211 W Beltline Rd

ACRES:
34.52

CLASSIFICATION:
Community

AMENITIES:
- Baseball Fields - 4
- Basketball Courts - 1
- Benches - 26
- Bike Racks - 1
- Bleachers - 12
- Bridges - 1
- Concession Stands - 2
- Dog Park - 1
- Dog Waste Station - 4
- Drinking Fountain - 3
- Flagpoles - 3
- Grills - 8
- Park Name Signs - 4
- Pavilions - 2
- Picnic Tables - 37
- Playgrounds - 2
- Restroom Facilities - 3
- Trail - 0.65 miles
- Trash Cans - 37

Cedardale Park

CEDARDALE RD

LOCATION:
1930 Cedardale Rd

ACRES:
11.93

CLASSIFICATION:
Community

AMENITIES:
- Baseball Field - 3
- Basketball - 1
- Benches - 12
- Bleachers -12
- Buildings On-Site - 3
- Concessions Stand - 1
- Drinking Fountain - 2
- Park Name Signs - 1
- Playgrounds - 1
- Restroom Facilities - 1
- Trash Cans - 2

Meadowcreek Park

LOCATION:
901 Meadowcreek Dr

ACRES:
8.09

CLASSIFICATION:
Neighborhood

AMENITIES:
· Basketball Courts - 1
· Benches - 3
· Drinking Fountain - 1
· Grills - 2
· Park Name Sign - 1
· Pavilions - 1
· Picnic Tables - 4
· Playgrounds - 1
· Trash Cans - 6

Jaycee Park

LOCATION:
620 W Pleasant Run Rd

ACRES:
7.34

CLASSIFICATION:
Special Use

AMENITIES:
· Undeveloped Park

J.A. Dewberry Park

GREEN DR

LOCATION:
2975 Green Dr

ACRES:
5.27

CLASSIFICATION:
Neighborhood

AMENITIES:
- Basketball Courts - 1
- Benches - 2
- Bridge - 1
- Grills - 5
- Park Name Signs - 1
- Pavilions - 2
- Picnic Tables - 8
- Playgrounds - 1
- Trail - 0.25 miles
- Trash Cans - 9

Rocky Crest Park
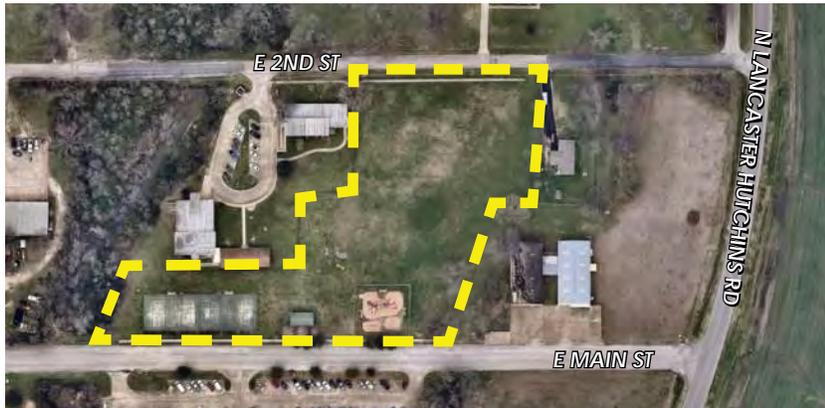
LOCATION:
625 E Main St

ACRES:
3.56

CLASSIFICATION:
Neighborhood

AMENITIES:
· Baseball Fields - 1
· Basketball Courts - 2
· Benches - 1
· Grills - 5
· Pavilions - 1
· Picnic Tables - 4
· Playgrounds - 1
· Trash Cans - 9

Kids Square

LOCATION:
1990 W Beltline Rd

ACRES:
2.39

CLASSIFICATION:
Neighborhood

AMENITIES:
- Benches - 2
- Flagpoles - 1
- Grills - 3
- Park Name Signs - 1
- Pavilions - 1
- Performance Stage - 1
- Picnic Tables - 11
- Playgrounds - 1
- Restroom Facilities - 1
- Trash Cans - 10

Verona Park

LOCATION:
2390 Verona Dr

ACRES:
1.61

CLASSIFICATION:
Neighborhood

AMENITIES:
· Grills - 2
· Pavilions - 1
· Picnic Tables - 2
· Playgrounds - 1
· Trash Cans - 2
· Volleyball Courts - 1

Stanford Park
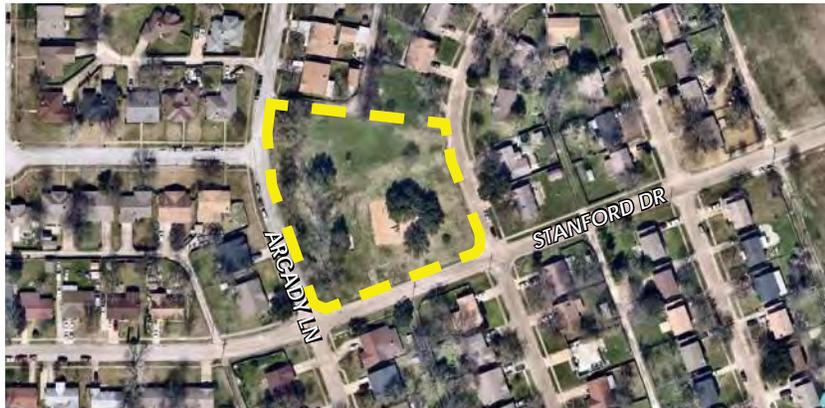
LOCATION:
791 Stanford Rd

ACRES:
1.48

CLASSIFICATION:
Neighborhood

AMENITIES:
• Grills - 2
• Playgrounds - 1
• Trash Cans- 2

Heritage Park

LOCATION:
250 N Dallas Ave

ACRES:
0.65

CLASSIFICATION:
Pocket Park

AMENITIES:
• Benches - 5
• Dog Waste Station - 1
• Flagpoles - 3
• Monuments - 1
• Park Name Signs - 1
• Pavilions - 1
• Trail - 0.12 miles
• Trash Cans -4

Community House

LOCATION:
100 N Henry St

ACRES:
0.57

CLASSIFICATION:
Special Use

AMENITIES:
- Benches - 2
- Building On-Site - 1
- Flagpoles - 1
- Monuments - 1

Train Depot Rose Garden

LOCATION:
225 Pecan St

ACRES:
0.15

CLASSIFICATION:
Special Use

AMENITIES:
• Ornamental Courtyard - 1

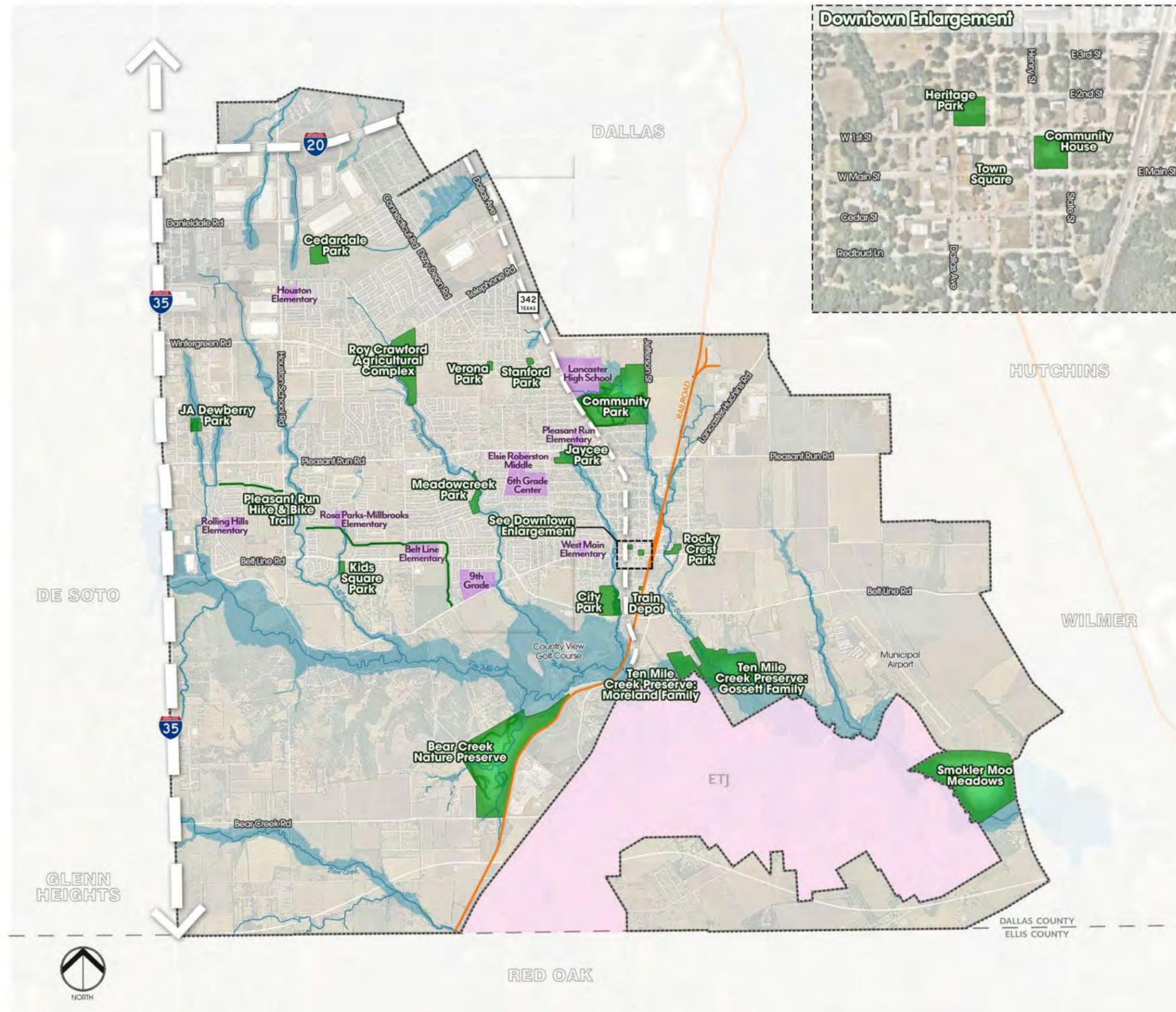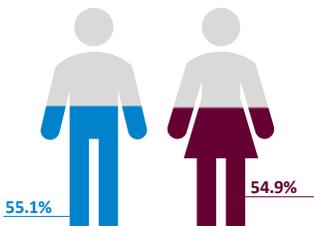| Park Name	Park Address	Classification	Acres	HARDSCAPE MILES MAINTAINED	TRAIL MILES	NUMBER OF PLAYGROUNDS	TREES	PAVILIONS	RESTROOM FACILITIES	BENCHES	PICNIC TABLES	TRASH CANS	GRILLS	PARK NAME SIGNS	BLEACHERS	IRRIGATION SYSTEM	CONCESSIONS STAND	BASEBALL	FOOTBALL	SOCCER	BASKETBALL	CROQUET	DOG PARK	DOG WASTE STATION	CAMPSITES	FIBAR ONSITE	RUBBER MULCH ONSITE	PEA GRAVEL ONSITE	DECOMPOSED GRANITE ONSITE	BRIDGE	DRINKING FOUNTAIN	BUILDINGS ONSITE	TREES	PAVILION PLUGS	ANNUAL BEDS	PERENNIAL BEDS	BIKE RACKS	FENCES	PLAYGROUND RULES SIGN	PARK RULES SIGN	PAVILION RENTAL SIGN	PARKING LOTS	SECURITY / STREET LIGHTS	ATHLETIC FIELD LIGHTS	ATHLETIC FIELD LIGHTS	SCOREBOARDS	ATHLETIC FIELD RULES SIGN	SHADE STRUCTURE	STORMWATER ONSITE	ONCOR LIGHTS/POLES	STREET / SECURITY LIGHTS	FLAGPOLES	PAVILION LIGHTS	FIRE HYDRANTS	MONUMENTS
Community Park	1700 Veterans Memorial Pkwy	Community	286.63	13.87	4.35	3	Y	1	3	36	8	44	2	3	10	Y	3	2	2	9	-	1	-	4	-	Y	N	N	Y	2	4	7	-	-	3	13	2	-	Y	Y	Y	Y	Y	Y	10	Y	Y	N	Y	10	-	-	4	-	4
Bear Creek Nature Preserve	1000 Bear Creek Rd	Metropolitan	209.75	0.83	4.75	1	Y	1	1	6	12	-	-	1	-	N	-	-	-	-	-	-	-	-	15	Y	N	N	Y	1	2	1	-	-	-	3	-	N	-	Y	Y	Y	Y	N	-	N	N	N	Y	-	2	-	-	-
Smokler Moo Meadows	1601 Ferris Rd	Metropolitan	207	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Ten Mile Creek: Gossettt	900 Nokomis Rd	Metropolitan	86.03	0.11	0.8	-	Y	-	-	4	2	-	-	1	-	N	-	-	-	-	-	-	-	-	-	N	N	N	N	-	-	-	-	-	-	-	-	-	N	N	N	Y	N	Y	N	N	-	N	N	Y	-	-	-	-	1
Roy Crawford Ag. Complex	2415 Sunny Meadow Rd	Special Use	43	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Ten Mile Creek: Moreland	709 Nokomis Rd	Community	39.4	-	-	-	Y	-	-	-	-	-	-	1	-	N	-	-	-	-	-	-	-	-	-	N	N	N	-	-	-	2	-	-	-	-	-	N	N	N	N	N	N	-	N	N	Y	-	-	5	-	-
Pleasant Run Trails	ONCOR Easement	Linear	34.54	-	2.32	-	-	-	-	11	-	8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lion's Club City Park	211 W Beltline Rd	Community	34.52	3.75	0.65	2	Y	2	3	26	37	37	8	4	12	Y	2	4	-	-	1	-	1	4	-	Y	N	N	N	1	3	5	163	-	-	1	1	-	Y	N	Y	Y	Y	Y	Y	26	Y	Y	Y	Y	4	15	3	13	-	-
Cedardale Park	1930 Cedardale Rd	Community	11.93	0.53	-	1	Y	-	1	12	-	2	-	1	12	N	1	3	-	-	-	1	-	-	-	Y	N	N	-	2	3	-	-	-	-	-	-	-	Y	Y	Y	Y	Y	N	-	20	Y	Y	Y	N	1	14	-	-	-
Meadowcreek Park	901 Meadowcreek Dr	Neighborhood	8.09	0.23	-	1	Y	1	-	3	4	6	2	1	-	N	-	-	-	-	-	1	-	-	-	-	N	Y	N	N	-	1	-	26	-	1	1	-	N	N	Y	Y	N	Y	Y	4	N	N	Y	N	1	5	-	1	-
Jaycee Park	620 W Pleasant Run Rd	Special Use	7.34	-	-	-	Y	-	-	-	-	-	-	-	-	N	-	-	-	-	-	-	-	-	-	N	N	N	N	-	-	-	-	-	-	-	-	-	Y	N	N	N	N	N	-	4	N	N	N	N	-	-	-	-	-
J.A. Dewberry	2975 Green Dr	Neighborhood	5.27	0.61	0.25	1	Y	2	-	2	8	9	5	1	-	N	-	-	-	-	-	-	-	-	-	Y	N	N	N	1	-	-	278	-	-	-	-	-	N	N	Y	Y	Y	Y	N	-	N	N	N	Y	4	4	-	-	-
Rocky Crest Park	625 E Main St	Neighborhood	3.56	0.41	-	1	Y	1	-	7	4	9	5	-	-	N	-	1	-	-	-	2	-	-	-	Y	N	N	N	-	-	-	17	2	-	-	-	-	Y	N	Y	Y	Y	Y	N	2	N	N	N	N	2	2	-	4	-
Kids Square	1990 W Beltline Rd	Neighborhood	2.39	0.22	-	1	Y	1	1	2	11	10	3	1	-	N	-	-	-	-	-	-	-	-	-	Y	N	N	Y	-	-	1	104	-	1	1	-	Y	Y	Y	Y	Y	Y	N	-	N	N	N	Y	9	9	1	2	-
Verona Park	2390 Verona Dr	Neighborhood	1.61	0.24	-	1	Y	1	-	-	2	2	2	-	-	N	-	-	-	-	-	-	-	-	-	N	N	Y	N	-	-	-	-	-	-	-	-	N	-	Y	Y	Y	N	N	N	-	N	N	N	N	-	-	-	-	-
Stanford Park	791 Stanford Dr	Neighborhood	1.48	0.23	-	1	Y	-	-	-	2	2	-	-	-	N	-	-	-	-	-	-	-	-	-	N	N	Y	N	-	-	-	-	-	-	-	-	N	-	Y	Y	Y	Y	N	-	N	N	N	-	5	5	-	-	-
Heritage Park	250 N Dallas	Pocket Park	0.65	0.16	0.12	-	Y	1	-	5	-	4	-	2	-	Y	-	-	-	-	-	-	-	-	1	-	N	N	N	N	-	-	-	24	-	1	6	-	N	N	N	N	Y	Y	N	-	N	N	N	N	1	6	3	16	1	1
Community House	100 N Henry	Special Use	0.57	0.38	-	-	Y	-	-	2	-	-	-	-	-	N	-	-	-	-	-	-	-	-	-	N	N	N	N	-	-	1	18	-	-	-	-	-	N	N	N	Y	Y	N	N	-	N	N	N	-	6	1	-	-	1
Train Depot Rose Garden	225 E Pecan St	Special Use	0.15	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total:			983.76	27.5	13.24	13	-	11	9	127	88	136	29	18	34	-	6	10	2	9	6	1	1	9	15	-	-	-	-	5	12	28	720	2	11	60	3	-	-	-	-	-	-	-	62	-	-	-	-	67	109	9	40	6	10

POPULATION & DEMOGRAPHICS

The population of a community can be evaluated in a variety of ways for purposes of park planning, both physically and financially. The offering of public facilities is based in part on the consumption characteristics of the residents. The location, size, and amenities of parks should be based on the density and distribution of the population as recipients of these services. In order to assist in forecasting the future park and recreation needs throughout Lancaster, this section provides information on some particular characteristics over the past five to ten years. Data was obtained through the Bureau of Labor Statistics and Insight Market Analytics HDL ECONSolutions that was prepared for Lancaster's Economic Development Corporation.
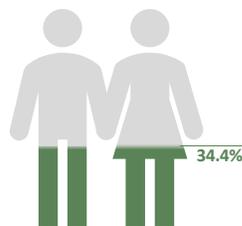
LANCASTER POPULATION DATA

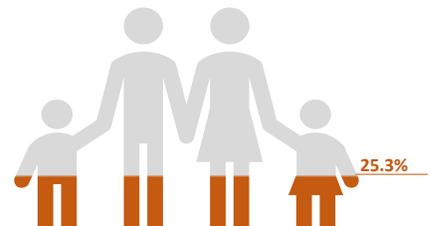|			
36,308	38,008	39,477	43,485
2010	2015	2019	Projected 2024

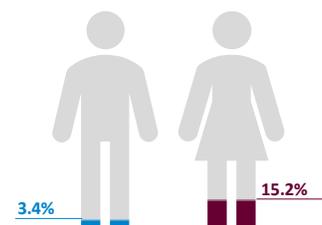## 2019 POPULATION BY FAMILY STRUCTURE

POPULATION BY GENDER

55.1%   54.9%

MARRIED W/O CHILDREN

34.4%

MARRIED W/ CHILDREN

25.3%

SINGLE

3.4%   15.2%

SINGLE PARENT - MALE

2.4%

SINGLE PARENT - FEMALE

19.4%

POPULATION BY AGE

- Under 5 — 9.2%
- 5 to 17 — 22.2%
- 18 to 24 — 9.6%
- 25 to 34 — 12.9%
- 35 to 54 — 27.9%
- 55 to 64 — 9.6%
- 65+ — 8.6%

POPULATION BY RACE
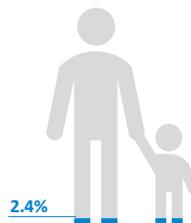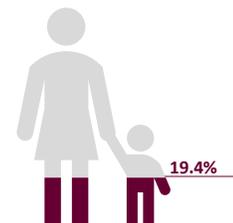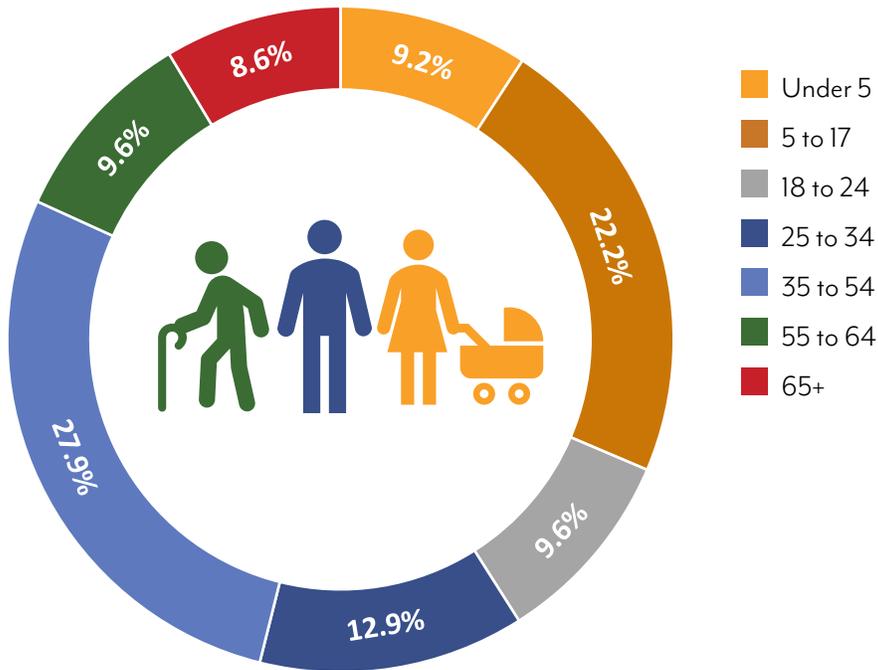
- African American — 68.6%
- White Alone — 23.7%
- Hispanic / Latino — 19.4%
- White Alone, not Hispanic or Latino — 9.2%
- Two or More Races — 3.1%
- Asian Alone
- Native Hawaiian or Other Pacific Islander
- American Indian and Alaskan Native
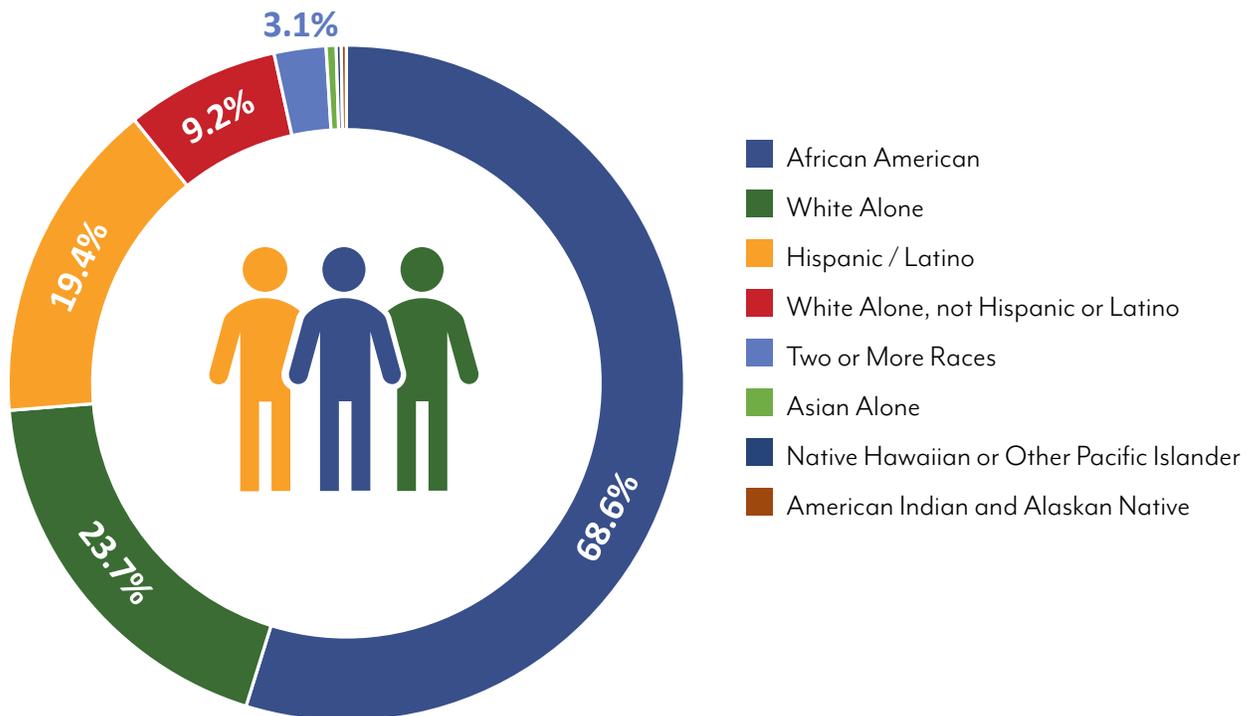
POPULATION BY EDUCATION

4.5% Less than 6th Grade

8.4% Some High School, No Diploma

23.7% High School Graduate (or equivalent)

30.3% Some College, No Degree

10.3% Associate Degree

15.6% Bachelor Degree

6.6% Graduates Degree

HOUSEHOLD INCOME

Legend: ■ Nonfamily ■ Families ■ Households

Median Household Income = $51,382
Median Families Income = $61,645
Median Nonfamily Income = $35,746

Income categories (top to bottom):
- $200K +
- $150K to $199.9K
- $100K to $149.9K
- $75K to $99.9K
- $50K to $74.9K
- $35K to $49.9K
- $25K to $34.9K
- $15K to $24.9K
- $10K to $14.9K
- Less than $10K

X-axis: 0, 500, 1,000, 1,500, 2,000, 2,500, 3,000, 3,500

EMPLOYMENT STATUS

	#	%
Civilian Labor Force, Employed	22,810	65.9%
Civilian Labor Force, Unemployed	1,334	3.9%
Armed Forces	2	0.00%
Not in Labor Force	10,445	30.2%

2019 HOUSING UNITS BY TENURE

62.7% Owner Occupied   **37.3% Renter Occupied**

EMPLOYED BY OCCUPATION		
	#	**%**
Architecture & Engineering	81	0.6%
Community & Social Sciences	547	4.1%
Computer / Mathematical Sciences	143	1.1%
Education, Training, & Library	922	7.0%
Entertainment & Media	214	1.6%
Healthcare Practitioners	892	6.7%
Healthcare Support	624	4.7%
Legal	37	0.3%
Life, Physical, & Social Science	67	0.5%
Management	677	5.1%
Office & Administrative Support	2,202	16.6%
Building & Grounds Cleaning Maintenance	427	3.2%
Construction	598	4.5%
Farming, Fishing, & Forestry	10	0.1%
Food Service	948	7.2%
Installation & Maintenance	604	4.6%
Personal Care & Service	450	3.4%
Production	600	4.5%
Protective Service	196	1.5%
Sales & Related	1,741	13.2%
Transportation & Material Moving	835	6.3%
Military Services	33	0.2%

STANDARDS

When the Dunaway team evaluated the current park system in Lancaster, it was important to understand the range of parks, recreation facilities, and other open space areas utilized for recreational activities. A key part of this evaluation was comparing the needs of the present population as well as considering future growth expected. This Master Plan includes a selection of Traditional Level of Service (LOS) standards established by the National Recreation and Park Association (NRPA), especially applicable to growing communities like Lancaster. The NRPA LOS standards have been the most widely accepted and used standards for decades. This section includes a comparison of Lancaster's current park system to NRPA LOS standards based upon park acreage per population, as well as recreational facilities per population.

Criteria for Standards

The most common LOS standards for park planning, as recognized by park and recreational professionals, are the published standards by the NRPA. As acknowledged in their publications, the NRPA recognizes the importance of establishing and using park and recreation standards as:

☑ A national expression of minimum acceptable facilities for the citizens of urban and rural communities

☑ A guideline to determine land requirements for various kinds of park and recreation areas and facilities

☑ A basis for relating recreation needs to spatial analysis within a community wide system of parks and open spaces

☑ One of the major structuring elements that can be used to guide and assist regional development

☑ A means to justify the need for parks and open space within the overall land use pattern of a region or community

The purpose of the NRPA LOS standards is to present park and recreation space guidelines that are applicable for planning, acquisition, and development of parks systems. These standards should be viewed as a guide by those municipalities that use them. The standards are to be coupled with the expertise of park planners when evaluating a community to which they are applied. Variations in the standards can also be established to reflect the unique social and geographical conditions of the community.

Park Classification System

As the team evaluated Lancaster's park system, they slightly revised the classification of each park by type, size, service area, and acres per 1,000 population. The following seven (7) NRPA classifications for parks were used for this Master Plan:

Pocket Park (Mini Park)

Pocket park is used to address limited, isolated or unique recreational needs of concentrated populations. Typically less than 1/4 mile apart in a residential setting, the size of a Pocket Park ranges between 2,500 square feet and 1 acre in size. These parks may be either active or passive, but speak to a specific recreational need rather than a particular density. NRPA standards for these parks are .25 to .50 acres per 1,000 population.

Neighborhood Park

Neighborhood parks serve a variety of age groups within a limited area or "neighborhood". They range in size from 1-15 acres and generally serve residents within a 1/4 to 1/2 mile radius. The neighborhood park is an area for active recreation such as field games, court games, playgrounds, picnicking, etc. Facilities are generally unlighted and there is limited parking, if any, on site. NRPA standards for these parks are 1 to 2 acres per 1,000 population.

Community Park

Community parks are larger than neighborhood parks and serve several neighborhoods. They range in size from 16-99 acres and serve the entire City. The community park may be a natural area or developed area for a variety of outdoor recreation such as ballfields, playgrounds, boating, fishing, swimming, camping, picnicking, and trail systems. NRPA standards for these parks are 5 to 8 acres per 1,000 population.

Metropolitan Park

Metropolitan parks are large park facilities that serve several communities. They range in size from 100-499 acres and serve the entire City. The metropolitan park is a natural area or developed area for a variety of outdoor recreation such as ballfields, playgrounds, boating, fishing, swimming, camping, picnicking, and trail systems. NRPA standards for these parks are 5 to 10 acres per 1,000 population

Regional Park

Regional parks are very large multi-use parks that serve several communities within a particular region. They range in size from 500 acres and above and serve those areas within a one hour driving distance. The regional park provides both active and passive recreation, with a wide selection of facilities for all age groups. They may also include areas of nature preservation for activities such as sight-seeing, nature study area, wildlife habitat, and conservation areas. NRPA standards for regional parks vary due to the specific site and natural resources.

Special Use Areas

Special use areas and parks are for specialized or single purpose recreation activities. NRPA defines these areas such as historical areas, nature centers, marinas, zoos, conservatories, arboretums, arenas, amphitheaters, plazas or community squares. There are no specific standards for size or acreage since each community will vary.

Linear Park

Linear parks are built connections or natural corridors that link parks together. Typically, the linear park is developed for one or more modes or recreational travel such as walking, jogging, biking, in-line skating, hiking, horseback riding, and canoing. NRPA does not have any specific standards for linear parks other than they should be sufficient to protect the resources and provide maximum usage.

10-Minute Walk to a Park

In addition to distributing park service areas according to the NRPA standards described above, Lancaster leaders are embracing a nationwide movement led by NRPA, Urban Land Institute (ULI), and the Trust for Public Land. This movement encourages communities to set goals to provide all citizens "safe access to a quality park or green space within a 10-minute walk from home by 2050" (*10minutewalk.org*). Currently, approximately 33% of Lancaster residents live within a 10-minute walk from a park (See Service Area Map, page 46). The City should continue to pursue the goal of providing a 10-minute walk throughout the park system.

NRPA Park Acreage Guidelines

Type	Size/Acres	Service Area*	Acres per 1,000 Population
Pocket Park	2500 S.F. - 1 Acre	Less Than 1/4 Mile Distance in Residential Setting	.25 - .5 ac/1,000
Neighborhood Park	1–15 Acres	One Neighborhood ¼ to ½ Mile Radius	1.0–2.0 ac/1,000
Community Park	16–99 Acres	Several Neighborhoods	5.0–8.0 ac/1,000
Metropolitan Park	100–499 Acres	Several Communities Within 1 Hour Driving	5.0-10.0 ac/1,000
Regional Park	500+	Several Communities Within 1 Hour Driving	Variable
Special Use Areas	Varies Depending on Desired Size	No Applicable Standard	Variable
Linear Park	Sufficient Width to Protect the Resource and Provide Maximum Usage	No Applicable Standard	Variable
		Total	11.25–20.5 Ac/1,000 Population

The graphic on page 46 illustrates the service areas of each park facility in Lancaster's existing system.

NRPA Park Acreage Guidelines Compared to Current Population

Classification	Existing Acreage	NRPA Guidelines for 2019 Population of 39,500	Difference Between NRPA Guidelines and Existing Lancaster Parks
		Range	Range
Pocket Park	0.65	9.875 - 19.75	(9.225) - (19.1)
Neighborhood Park	22.4	39.5 - 79	(17) - (56.6)
Community Park	372.48	197.5 - 316	174.98 - 56.48
Metropolitan Park	502.78	197.5 - 395	305.28 - 107.78
Regional Park	0	n/a	n/a
Special Use Park	50.91	n/a	n/a
Linear Parks	34.54	n/a	n/a
Total:	983.76		

For the current population of approximately 39,500, Lancaster exceeds acreage standards for community & metropolitan parks. There is a deficit in pocket & neighborhood park acreage.

NRPA Park Acreage Guidelines Compared to Future Population (2024)

Classification	Existing Acreage	NRPA Guidelines for 2024 Population of 43,500	Difference Between NRPA Guidelines and Existing Lancaster Parks
		Range	Range
Pocket Park	0.65	10.875 - 21.75	(10.225) - (21.1)
Neighborhood Park	22.4	43.5 - 87	(21.1) - (64.6)
Community Parks	372.48	217.5 - 348	154.98 - 24.48
Metropolitan Park	502.78	217.5 - 435	285.28 - 67.78
Regional Park	0	n/a	n/a
Special Use Park	50.91	n/a	n/a
Linear Parks	34.54	n/a	n/a
Total:	983.76		

For the projected 2024 population of 43,500, Lancaster is expected to continue exceeding acreage standards for community & metropolitan park. Pocket & neighborhood park acreages are also projected to continue in deficit.

Facility Development Standards Applied to Lancaster

Activity/Facility	Recommended Guidelines: Facilities Per Population	Existing Facilities in Lancaster	Recommended Guidelines: Facilities for 2019 Population of 39,500	Recommended Guidelines: Facilities for Projected 2024 Population of 43,500
Baseball Fields	1 per 4,000 [1]	12	10	11
Basketball Courts (outdoor)	1 per 5,000 [2]	6	8	9
Football Fields	1 per 20,000 [2]	4	2	2
Pavilion/Picnic Shelter	1 per 3,000 [1]	16	13	15
Picnic Tables	1 table per 300 [2]	90	131	145
Playgrounds	1 area per 1,000 [2]	16	40	44
Recreation Center	1 SF per person [1]	64,000	39,500	43,500
Soccer Fields (league)	1 per 4,000 [1]	18	10	11
Softball Fields	1 per 4,000 [1]	0	10	11
Swimming Pool (outdoor)	1 per 20,000 [2]	0	2	2
Tennis Courts	1 court per 2,000 [2]	1	20	22
Trails	1 mile per 4,000 [2]	13.24	10	11
Volleyball Courts (outdoor)	1 per 5,000 [2]	0	8	9

[1] Dunaway recommendation for high use by Youth Sports.

[2] Facility guidelines from NRPA guidelines as well as DFW area standards.

Downtown Enlargement
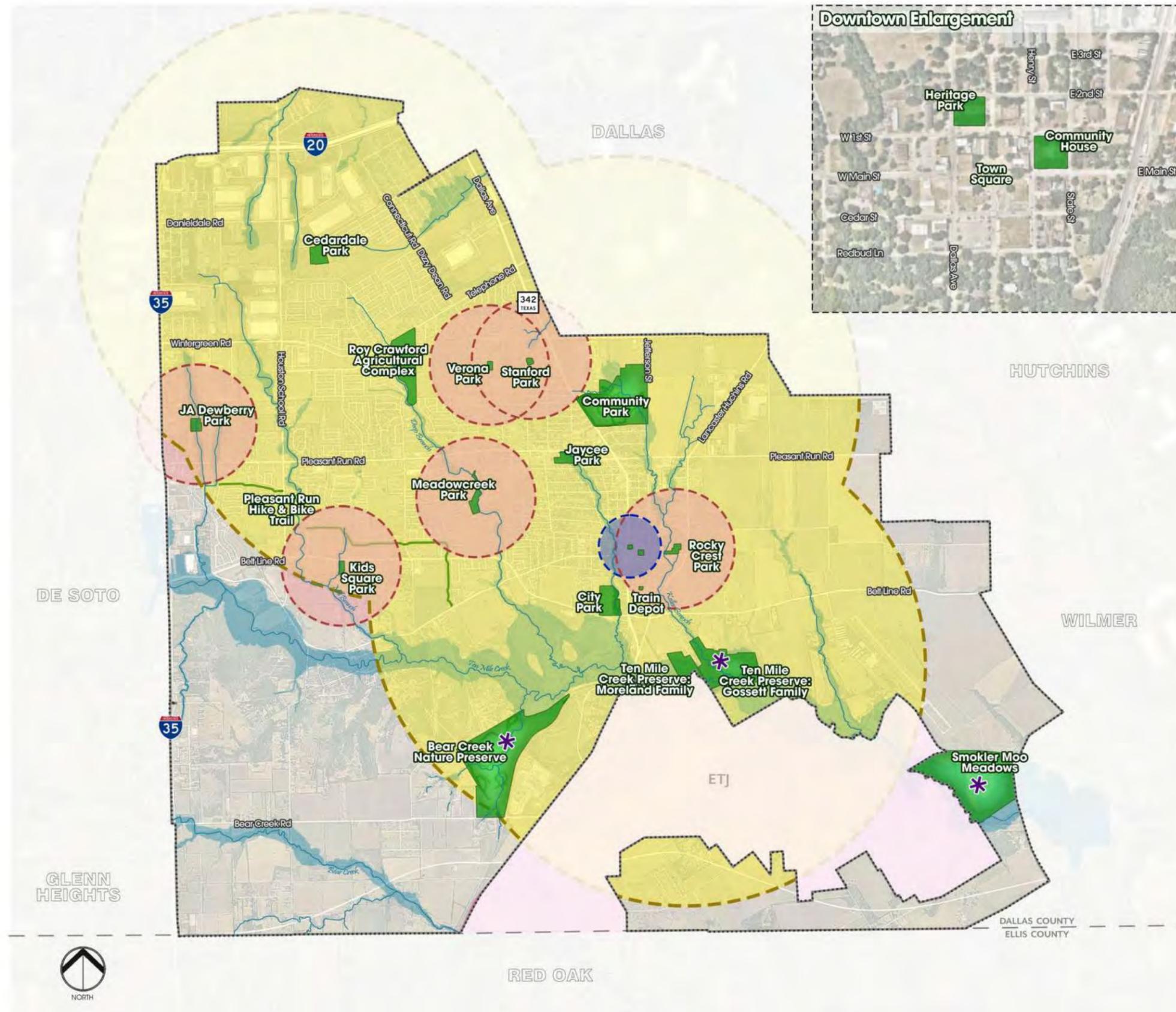
Park Service Areas
CLASSIFICATION BY PARK

Community Park
Classification: Community
Acres: 131.76

Heritage Park
Classification: Pocket Park
Acres: 0.65

Community House
Classification: Special Use
Acres: 0.57

Rocky Crest Park
Classification: Neighborhood
Acres: 3.56

Train Depot Rose Garden
Classification: Special Use
Acres: 0.15

Ten Mile Creek Preserve Moreland Family
Classification: Community
Acres: 39.4

Ten Mile Creek Preserve Gossett Family
Classification: Metropolitan
Acres: 86.03

Bear Creek Nature Preserve
Classification: Metropolitan
Acres: 209.75

City Park
Classification: Community
Acres: 34.52

Meadowcreek Park
Classification: Neighborhood
Acres: 8.09

Jaycee Park
Classification: Special Use
Acres: 7.34

Pleasant Run Hike & Bike Trails
Classification: Linear
Acres: N/A

Kids Square
Classification: Neighborhood
Acres: 2.39

JA Dewberry Park
Classification: Neighborhood
Acres: 5.27

Cedardale Park
Classification: Community
Acres: 11.93

Verona Park
Classification: Neighborhood
Acres: 1.61

Stanford Park
Classification: Neighborhood
Acres: 1.48

Roy Crawford Agricultural Complex
Classification: Special Use
Acres: 43

Smokler Moo Meadows
Classification: Metropolitan
Acres: 207

LEGEND

Pocket Parks — 1/4 Mile Radius

Neighborhood Parks — 1/2 Mile Radius

Community Parks — 2 Mile Radius

Metropolitan Parks — ✳

10-Minute Walk to a Park
(Approximately 1/2 mile) — 10 MINUTE WALK

DALLAS COUNTY
ELLIS COUNTY

DUNAWAY

Park Land Acquisition Recommendations

For many years, the City of Lancaster has done a great job in increasing its park acreage to keep up with steady growth and recreational needs within the community. With almost 1,000 acres of parkland, citizens have many choices in parks and facilities.

Notably, the City has 415 acres of parkland for Community Parks, along with 502 acres of parkland for Metropolitan Parks. These great resources provide for active recreation including organized sports, competitive play, and civic events. These also offer a wide range of passive recreation as showcased along the Ten Mile Creek corridor. This exceptional greenbelt provides citizens a wonderful opportunity to enjoy open space areas with majestic trees, natural water bodies, and wildlife habitats. The recreational opportunities include trails, wildlife viewing, picnicking, and outdoor learning.

When evaluating Lancaster's park service areas, the only area of need for additional parkland is in the category of Neighborhood Parks. This is particularly true in the southwest portion of the City where future growth is anticipated. City leaders will need to pursue strategic acquisition of new parkland in this growth zone as part of the platting and development process. New neighborhood park sites will expand localized recreation to citizens who live close by and can access them by walking.
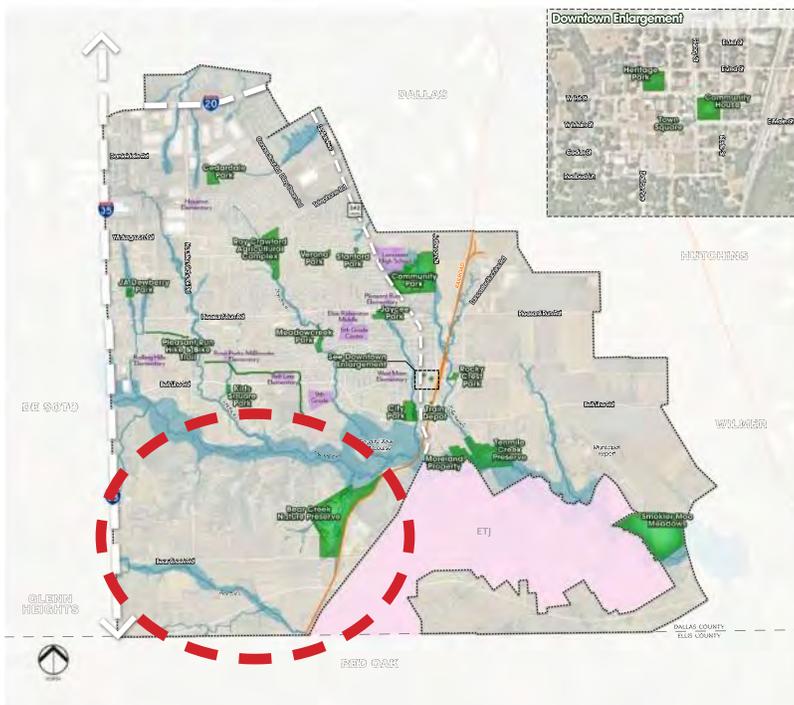
SW section of city under-served by Neighborhood Parks.

To creatively meet the need for neighborhood parks, there are various methods for obtaining additional parkland. This includes land that is donated by developers within the requirements of the current park dedication ordinance. Additionally, pursuing opportunities for joint-use sites and facilities with churches and schools can help provide for year-round use. Through creative joint-use agreements with various organizations, the City can expand recreational variety and opportunities throughout the entire community while maximizing the citizen's tax dollars.

RECREATION PROGRAM ASSESSMENT

Summary

Thriving park systems throughout the nation include a balance of dynamic recreation programming which complement the physical park facilities of a community. These often take the form of organized athletics, camps, classes, facility rentals, special events, etc. The City of Lancaster's Quality of Life and Cultural Services Department has actively pursued a high level of service in providing its users with well-maintained, safe and affordable recreational opportunities like these for decades.

As part of this system-wide master plan, the Dunaway team partnered with PROS Consulting to conduct a Recreation Program Assessment evaluating the programs and services currently offered. The assessment reviews Lancaster's current program and service offerings and is intended to help identify strengths, weaknesses, and opportunities regarding programming. Following is a brief overview of the full assessment report, which can be found in the Appendix of this document on page 81.

Focused work sessions were held with City staff to obtain information and review initial findings. From these work sessions, the following Core Program Areas were identified for Lancaster:

Core Program Areas

✓ *Out of School Time*

✓ *Aquatics*

✓ *Athletics*

✓ *Fitness*

✓ *Senior Programs*

✓ *Special Events*

While these are current offerings, it is recommended that the City regularly evaluate its Core Program Areas to determine efficient focus of resources. This can be done through a city-wide survey (see Needs Assessment section of this document) or through individual surveys distributed to specialized user groups (seniors, summer campers, etc.).

For strategic evaluation of current offerings, the PROS team provided an analysis of core programs based on targeted age segment, program life cycle, and program classification (essential, important, value-added). The team also provided recommendations regarding pricing of programs, strategic program evaluation and decision-making, business planning, marketing / communication best practices (website, social media, etc.), classes taught by contract instructors, facility utilization, and standards / performance management.

NEEDS ASSESSMENT

When the Dunaway team evaluated the current park system in Lancaster, it was important to understand the range of parks, recreation facilities, and other open space areas utilized for recreational activities. The Needs Assessment is one of the most significant instruments in the development of a Parks, Recreation and Open Space Master Plan. The findings of the Needs Assessment provides a foundation for the direction of the Master Plan and provides guidance for developing priorities for park facilities and future parks and open space development. National Service Research (NSR), a full-service research firm, employed a multi-step approach in garnering opinions of the citizens of the City of Lancaster. The Needs Assessment process was undertaken to meet the following objectives:

- *Identify priorities of Lancaster Citizens for parks, facilities and program needs*
- *Measure the interest in various activities, events and programs*
- *Identify support for funding options for future development*
- *Evaluate profiles of survey respondents by key demographic variables*

Methodology

In order to complete this study effort, two visioning sessions were conducted on June 27 and July 11 of 2019. The results of these discussions assisted in the design of the citizen survey instrument (see appendix for visioning session notes). The final survey instrument was available online through the City's website and various social media sites. Additionally, 6,000 Lancaster households were mailed surveys on September 6, 2019 and all surveys closed November 7, 2019. A total of 381 survey responses were received (116 mailed and 265 online). The margin of error of this sample size at a 95% confidence level is plus or minus 5.0%.
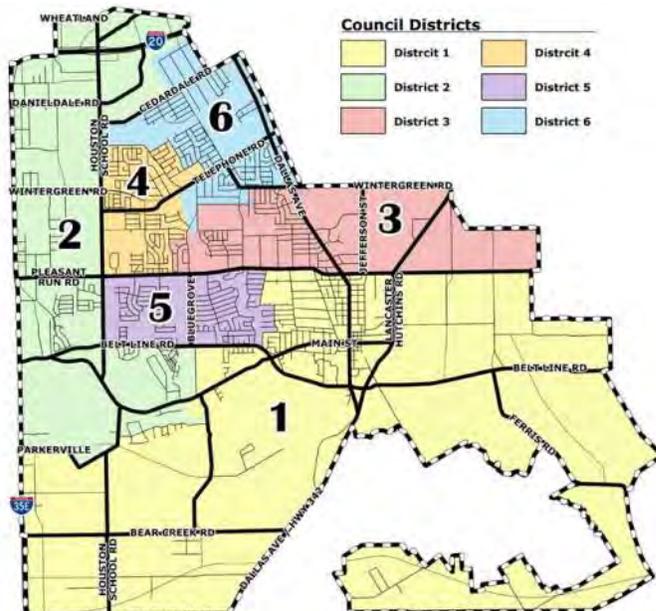
District	% Response	# Responses
1	28%	107
2	11%	42
3	8%	30
4	16%	61
5	18%	68
6	12%	46
Unknown	7%	27

Awareness of Parks, Recreation Facilities & Programs

How do you find out about parks, recreation facilities and recreation programs?

Source	Percentage
City of Lancaster website	52%
Park & Recreation flyers/brochures	39%
Emails from Lancaster	19%
Facebook/social media	12%
Youth sports associations	6%
School District publications	5%
Other	23%
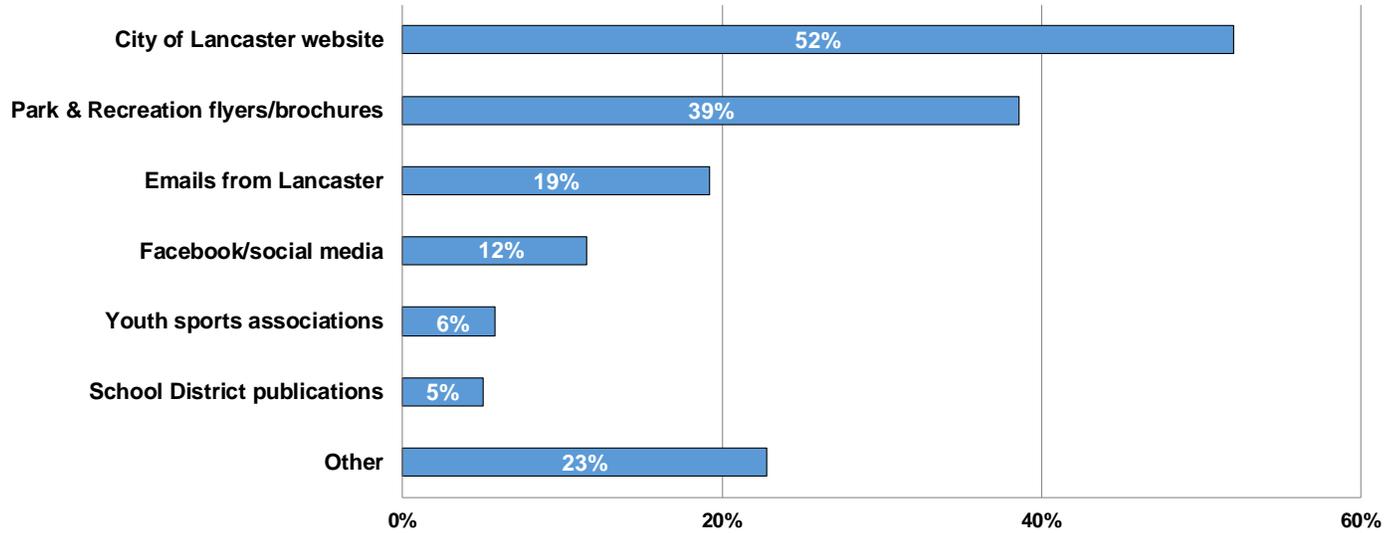
Existing Parks Rating - Quality

65% of respondents rated the quality of parks and recreation opportunities as excellent or good.

Quality Rating	Percentage
Excellent	12%
Good/satisfactory	53%
Somewhat unsatisfactory	21%
Poor	6%
No opinion	8%

Frequency of Park Use

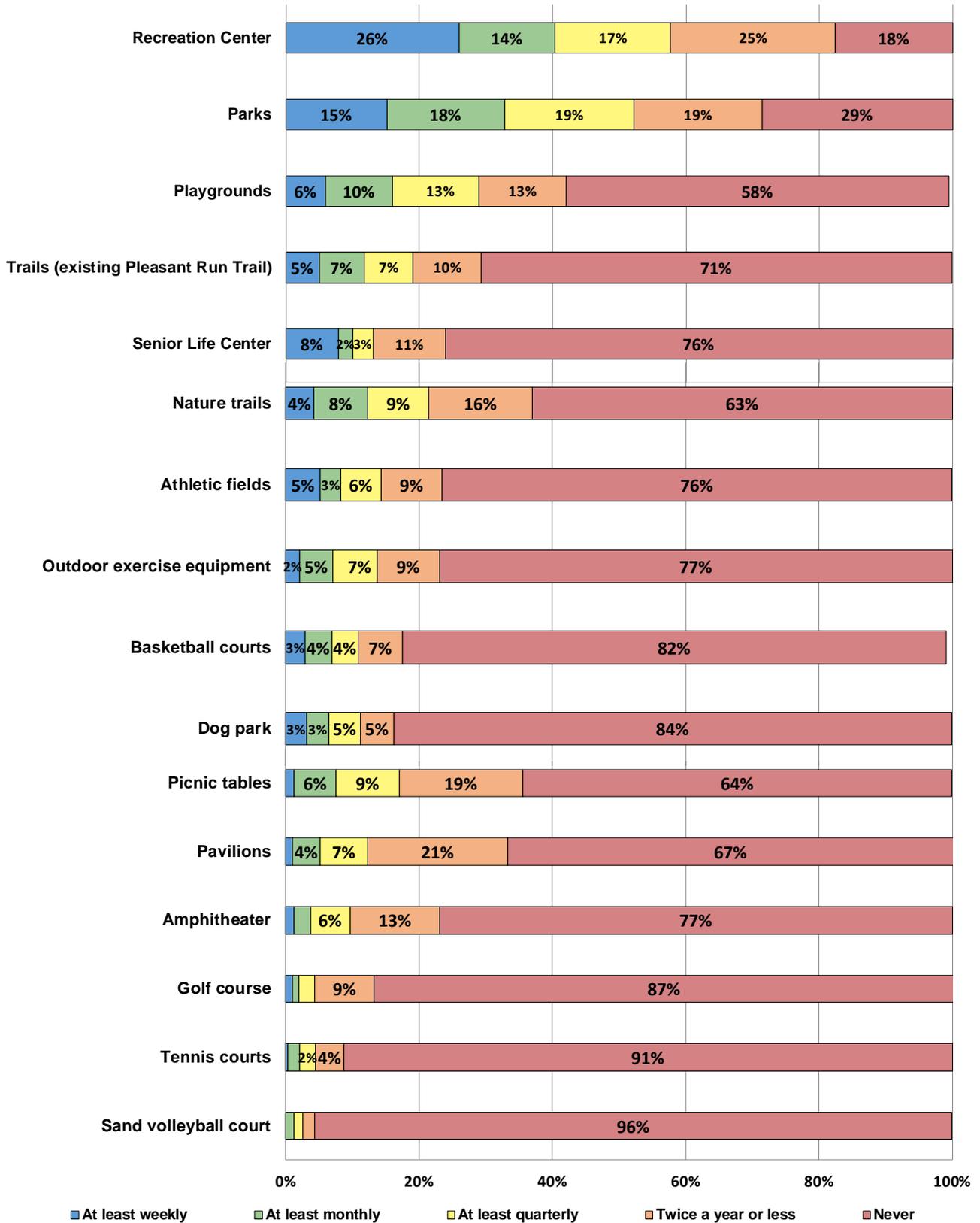| Facility	At least weekly	At least monthly	At least quarterly	Twice a year or less	Never
Recreation Center	26%	14%	17%	25%	18%
Parks	15%	18%	19%	19%	29%
Playgrounds	6%	10%	13%	13%	58%
Trails (existing Pleasant Run Trail)	5%	7%	7%	10%	71%
Senior Life Center	8%	2%	3%	11%	76%
Nature trails	4%	8%	9%	16%	63%
Athletic fields	5%	3%	6%	9%	76%
Outdoor exercise equipment	2%	5%	7%	9%	77%
Basketball courts	3%	4%	4%	7%	82%
Dog park	3%	3%	5%	5%	84%
Picnic tables		6%	9%	19%	64%
Pavilions		4%	7%	21%	67%
Amphitheater		6%		13%	77%
Golf course				9%	87%
Tennis courts		2%	4%		91%
Sand volleyball court					96%

Legend: ■ At least weekly ■ At least monthly ■ At least quarterly ■ Twice a year or less ■ Never

Recreation Programs of Interest

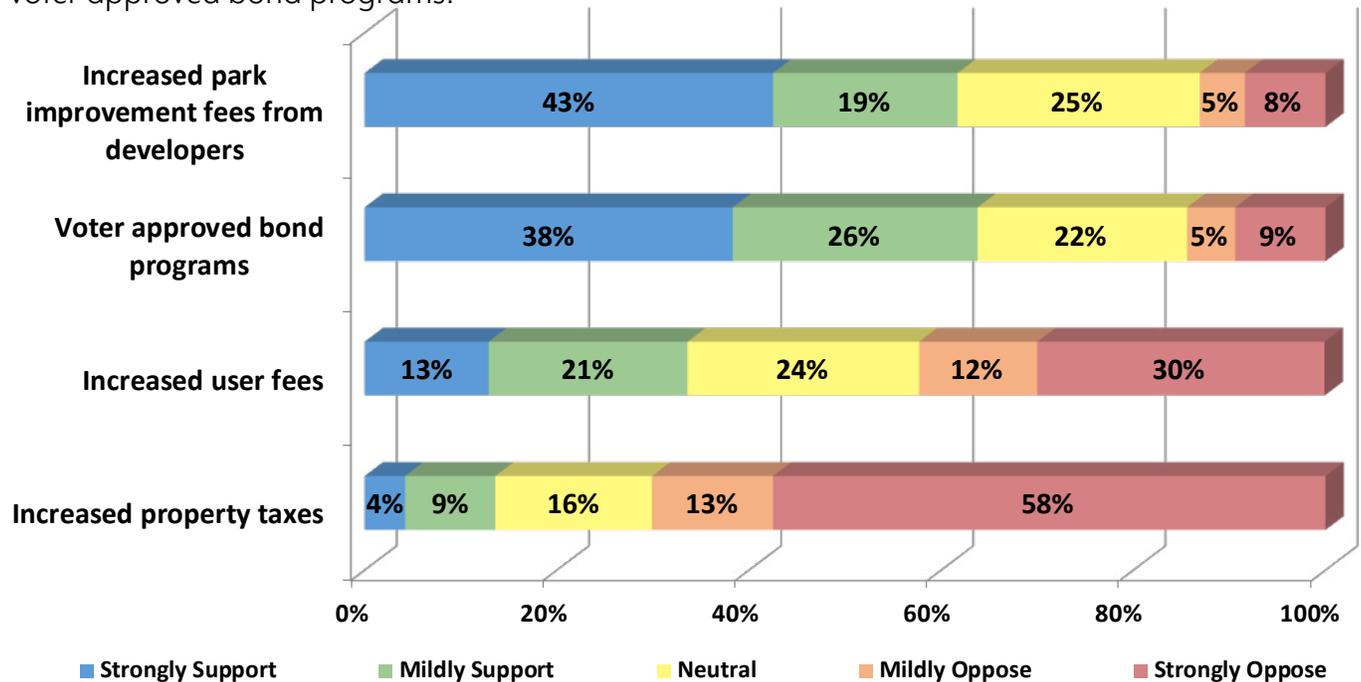| Program	%
Farmer's Market	58%
Festivals/events	53%
Music events	50%
Fitness/yoga classes	50%
Health/wellness classes	48%
Healthy eating programs	46%
Movies in the park	45%
Water aerobics	39%
Indoor bowling	37%
Senior programs	35%
Arts & crafts	35%
Biking	28%
Fishing	26%
Community gardening	26%
Family programs	26%
Youth programs/camps	23%
Basketball	21%
Adult sports leagues	18%
Parent/child programs	16%
Youth after school programs	15%

Funding Option Support

Respondents reported strong support for increased park improvement fees from developers and voter approved bond programs.

	Strongly Support	Mildly Support	Neutral	Mildly Oppose	Strongly Oppose
Increased park improvement fees from developers	43%	19%	25%	5%	8%
Voter approved bond programs	38%	26%	22%	5%	9%
Increased user fees	13%	21%	24%	12%	30%
Increased property taxes	4%	9%	16%	13%	58%

■ Strongly Support ■ Mildly Support ■ Neutral ■ Mildly Oppose ■ Strongly Oppose

Most Needed Facilities

Facility	Definitely Needed 4	3	2	Not Needed 1	No Opinion	Mean Score	PRIORITY RANK
Outdoor aquatic center	39%	17%	8%	12%	24%	3.55	1
Additional lighting in parks	53	16	7	5	19	3.76	2
Trails that are connected throughout the city and to downtown	34	22	12	10	22	3.47	3
Shaded playgrounds for children	52	19	6	4	19	3.76	4
Sprayground/splash pads	42	19	11	7	21	3.60	5
Special events in parks	41	19	12	6	22	3.60	6
Recreation Center – west side of Lancaster	30	15	13	12	30	3.52	7
Community garden	28	16	20	10	26	3.39	8
Additional nature trails in greenbelts	23	19	18	12	28	3.36	9
Pond with fishing pier	28	19	15	11	27	3.44	10
Additional large pavilions	33%	17%	14%	10%	10%	3.52	11
Mountain bike/adventure trails	19	20	20	12	12	3.34	12
Additional dog park	13	8	18	23	23	3.25	13
Picnicking areas	26	24	17	9	9	3.39	14
Skate park with ramps, bowls, etc.	19	11	16	18	18	3.39	15
Exercise stations/fitness equipment along trails	22	21	17	15	15	3.24	16
Multipurpose sports fields	21	15	17	15	15	3.37	17
Multi-use hard courts	25	19	15	9	9	3.54	18
Disc golf	6	7	18	21	21	3.44	19
Camping and RV access at nature preserve areas	10	10	17	23	23	3.27	20
Additional practice fields	16	14	19	17	17	3.31	21

Mean Score: all respondents rank every facility as 4-definitely needed, 3, 2, 1-not needed. The mean score column represents a calculation of the 4, 3, 2, 1 scores.

**Rank: all respondents are also asked to rank their top three facilities only. The rank column represents these totals in order of importance according to respondents.*

PRIORITY RANKINGS

Establishing clear priorities for the park system is essential for guiding a successful Master Plan. This allows City leaders to understand the importance of annual budgeting and strategies that will meet the needs throughout the Lancaster community. The priorities in this section are a result of incorporating the inventory of the current resources and citizen survey into a ranking of priority needs.

Process for Rankings

At the completion of the citizen survey during the needs assessment phase, a method of ranking priorities was implemented. This method included using specific input from the citizen survey results, City Council, City Staff, and the Dunaway team. The following weighted values were assigned to each:

Citizen Input / Survey Results (60%)
The specific needs and requests by the Lancaster community as tabulated from the citizen survey

City Council (25%)
The specific parks and recreation needs in Lancaster as identified by the appointed City Council members

City Staff (5%)
The specific needs as identified by City staff based upon recreation programs and demands upon resources

Dunaway Team (10%)
The specific recommendations by the Dunaway planning team based upon assessing the unique needs of the Lancaster community, current park resources, demographic profile, and future demands for recreational resources

The results of the priority ranking were tabulated into three categories: High Priority, Moderate Priority, and Low Priority. The table on the following page provides a summary of these priorities for Lancaster. In addition, page 64 provides a detailed description of each priority item.

Priority Rankings

Rank	Action Plan	High	Moderate	Low
1	Shaded Playgrounds for Children	◆		
2	Additional Large Pavilion	◆		
3	Outdoor Aquatic Center	◆		
4	Picnicking Areas	◆		
5	Trails that are Connected Throughout the City & to Downtown	◆		
6	Additional Nature Trails in Greenbelts	◆		
7	Additional Lighting in Parks	◆		
8	Special Events in Parks	◆		
9	Sprayground/ Water Splash Pads		◆	
10	Multi-Use Hard Courts (Basketball, Tennis, Pickleball, etc.)		◆	
11	Exercise Stations / Fitness Equipment Along Trails		◆	
12	Community Garden		◆	
13	Additional Dog Park		◆	
14	Skate Park with Ramps, Bowls, etc.		◆	
15	Mountain Bike / Adventure Trails			◆
16	Pond with Fishing Pier			◆
17	Multipurpose Sports Field			◆
18	Additional Practice Fields (Football, Soccer, Baseball, Softball)			◆
19	Recreation Center on West Side of Lancaster			◆
20	Disc Golf			◆
21	Camping & RV Access at Nature Preserve Areas			◆

Priority Rankings Description

The priorities identified in this step of the master plan process outlines a general direction for city leaders and park staff in evaluating distribution of CIP funding each year. These priorities do not have to be implemented in the priority ranking order listed, they are subject to availability of funds at the discretion of city staff & council.

1) Shaded Playgrounds for Children- As popular destinations, add new shaded playgrounds to replace older playgrounds in existing parks. Plan for new shaded playgrounds as part of developing future parks.

2) Additional Large Pavilion- For year-round enjoyment, add large pavilions in existing parks or future park developments. Pavilions can become a gathering place for large groups and create a sense of identity for each park.

3) Outdoor Aquatic Center- As a major facility in Lancaster, add an outdoor aquatic center at Community Park as future funding allows. The new facility should provide a variety of water attractions for various age groups.

4) Picnicking Areas- Expand picnicking opportunities in existing parks, and add new picnic facilities in the development of future parks.

5) Trails that are Connected Throughout the City & to Downtown- Provide upgrades and/or extensions to existing trails within existing parks. Provide new trails for broader connectivity throughout the City, as outlined in the Trails Master Plan.

6) Additional Nature Trails in Greenbelts- Continue to expand nature trails within preserves, greenbelts, and drainage corridors.

7) Additional Lighting in Parks- For both evening recreation and safety, add additional lighting in existing parks. This can include additional sports lights at athletic fields, as well as pedestrian lighting in various portions of parks.

8) Special Events in Parks- To support annual events, improve areas within existing parks to accommodate festivals and civic gatherings.

9) Sprayground / Water Splash Pads- As part of the growing trend, add new spraygrounds in existing parks to expand aquatic recreation activities and seasonal play.

10) Multi-Use Hard Courts (Basketball, Tennis, etc.)- For year-round use, add multi-use courts in existing parks and add new multi-use courts in the development of future parks.

11) Exercise Stations / Fitness Equipment Along Trails- As support amenities, add new exercise stations along existing trail systems. These can provide various elements for fitness and training.

12) Community Garden- A unique place for adults and children to enjoy, develop a community garden in Lancaster. Activities can include beautification, gardening, and social interaction.

13) Additional Dog Park- Consider a new dog park in the future development of the Roy Crawford Agricultural Complex.

14) Skate Park with Ramps, Bowls, etc.- As part of the growing trend, add a new skate park within the mix of activities at Community Park.

15) Mountain Bike / Adventure Trails- To broaden the types of trails in Lancaster, consider adding new mountain bike trails along Ten Mile Creek and/or within large, natural areas.

16) Pond with Fishing Pier- To expand recreational activities, add a fishing pier at Smoker Moo Meadows Park.

17) Multipurpose Sports Field- To expand service to sports groups, add multi-purpose fields selectively to existing parks.

18) Additional Practice Fields- Always in high demand, add practice fields where feasible in existing parks as well as through joint-use agreements with the school district.

19) Recreation Center on West Side of Lancaster- Consider a future recreation center on the west side of Lancaster, pending other funding sources or partnerships that might help bring this forward.

20) Disc Golf- Consider adding new disc golf uses in larger parks or where natural areas would accommodate this type of recreation.

21) Camping & RV Access at Nature Preserve Areas- Some select areas for camping and RV access could be evaluated for current preserves or greenbelt areas.

IMPLEMENTATION

The City of Lancaster is committed to building and maintaining a park system that coincides with its quality of life. In order to achieve this, City leaders realize the importance of outlining an organized strategy for funding capital improvements across the entire park system.

To fund the various capital improvements on a yearly basis, Lancaster has the opportunity to pursue a wide range of other funding sources that would add to the City's financial resources. Some of the sources could be part of the overall implementation plan.

Funding Sources

Advertising
This funding source comes from the sale of advertising on park and recreation related items such as the city's program guide, on scoreboards, and other visible products or services.

Corporate Sponsorships
This funding source comes from corporations that invest in the development or enhancement of new or existing facilities. Sponsorships are also successfully used for special programs and events.

Fees / Charges
This funding source comes from fees for use of a facility or participation in a city sponsored recreational program.

Foundations / Gifts
This funding source comes from tax-exempt organizations who give donations for specific facilities, activities, or programs. These may include capital campaigns, fundraisers, endowments, sales of items, etc.

Friends Associations
This funding source comes from friends group that raise money typically for a single focus priority. This may include a park facility or program that will better the community they live in.

General Fund
This funding source is the primary means in providing for annual capital programs, improvements, and infrastructure upgrades.

General Obligation Bonds
This funding source comes from bond programs approved by the citizens for capital improvements within the parks system.

Grants - Texas Parks & Wildlife Department (TPWD) Outdoor Program

This funding source comes from grants for the acquisition and development of outdoor recreational facilities.

Grants - Texas Parks & Wildlife Department (TPWD) Recreational Trails Program

This funding source comes from grants for the development of new trails or trail extensions.

Grants - Transportation Enhancement
North Central Texas Council of Governments (NCTOG) /
Texas Department of Transportation (TXDOT)

This funding source comes from grants for the development of new trails or trail extensions.

Interlocal Agreements

This funding source comes from contractual agreements with other local units of government for the joint-use of indoor or outdoor recreational facilities.

Irrevocable Trust

This funding source comes from individuals who leave a portion of their wealth for a trust fund. The fund grows over a period of time and is available for the city to use a portion of interest to support specific park facilities as designated by the trustee.

Naming Rights

This funding source comes from leasing or selling naming rights for new indoor facilities or signature parks.

Park Dedication Fee

This funding source comes from private developers who give land for public parks. This may include land along drainage corridors that can be developed for greenbelts and trails. In Lancaster, these fees may include those collected through commercial and hotel development if the current park land dedication ordinance is amended per recommendations provided in the 2033 Comprehensive Plan update.

Park Improvement Fees

This funding source comes from fees assessed for the development of residential properties with the proceeds to be used for parks and recreation purposes.

Partnerships

This funding source comes from public/public, public/private, and public/not-for-profit partnerships.

Permits (Special Use Permits)

This funding source comes from allowing other parties to use specific park property that involves financial gain. The city either receives a set amount of money or a percentage of the gross from the service that is being provided.

Private Donations

This funding source comes from private party contributions including funds, equipment, art, and in-kind services.

Reservations

This funding source comes from revenue generated from reservations of parks and facilities. The reservation rates are fixed and apply to group shelters, meeting rooms, and sports fields.

Revenue Bonds

This funding source comes from bonds used for capital projects that will generate revenue for debt services where fees can be set aside to support repayment of the bond.

Sales / 4B Tax (1/2 Cent)

This funding source comes from a voter approved sales tax that goes toward parks and recreational improvements.

Special Fundraisers

This funding source comes from annual fundraising efforts to help toward specific programs and capital projects.

Volunteerism / In-Kind Donations

This funding source provides indirect revenue support when groups or individuals donate time to help construct specific park improvements (signs, playgrounds, nature trails, etc.)
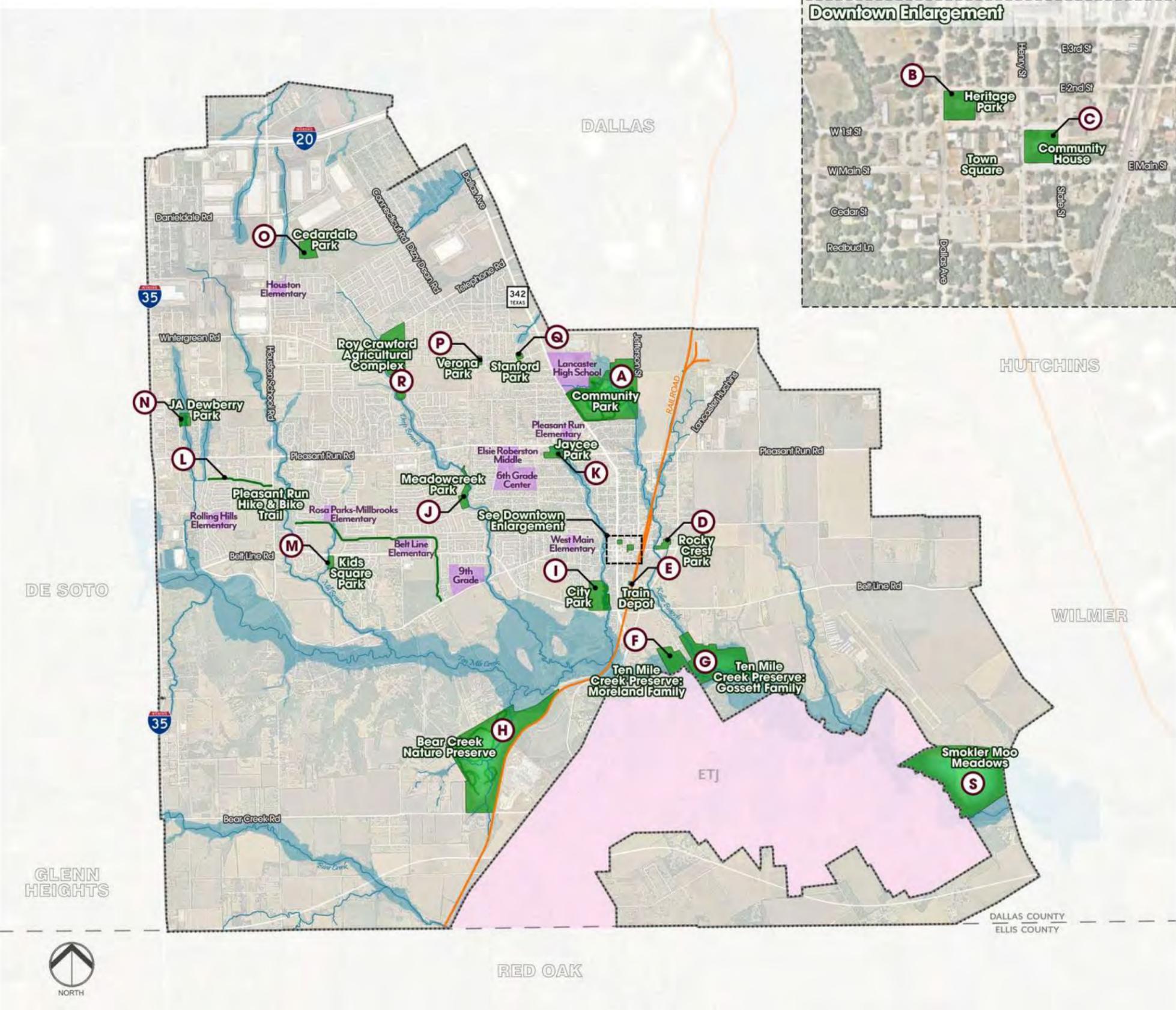
Proposed Action Plan

The Proposed Action Plan outlines a path forward regarding high priority items for park facility needs, as well as, identifies some potential funding sources for future improvements. Strategic implementation of this action plan by City leaders will result in further enhancement of the quality of programming, amenities and resources offered throughout Lancaster.

Over the course of the next five to ten years, if additional funding becomes available, the schedule of priorities may be advanced to earlier in the proposed action plan at the City's discretion.

The following charts and map summarize the proposed action plan.

HIGH PRIORITY ITEMS

Rank	Action Plan Item	Budget	Community Park	Heritage Park	Community House	Rocky Crest Park	Train Depot Rose Garden	Ten Mile Creek: Moreland Family	Ten Mile Creek: Gossett Family	Bear Creek Nature Preserve	City Park	Meadowcreek Park	Jaycee Park	Pleasant Run Hike & Bike Trails	Kids Square	J.A. Dewberry Park	Cedardale Park	Verona Park	Stanford Park	Roy Crawford Agricultural Complex	Smoker Moo Meadows	Advertising	Corporate Sponsorships	Fee / Charges	Foundations / Gifts	Friends Associations	General Fund	General Obligation Bonds	Grants - TPWD Outdoor Program	Grants - TPWD Recreational Trails Program	Grants - Transportation Enhancement	Interlocal Agreements	Irrevocable Trust	Naming Rights	Park Dedication Fee	Park Improvement Fees	Partnerships	Permits (Special Use Permits)	Private Donations	Reservations	Revenue Bonds	Sales / 4B Tax (1/2 Cent)	Special Fundraisers	Volunteerism / In-Kind Donations
			LANCASTER PARKS																		**FUNDING SOURCES**																							
1	Shaded Playgrounds for Children	$250,000 - $500,000 range	●		●			●	●	●					●	●	●	●	●	●			●		●	●	●	●	●							●	●	●		●			●	●	●
2	Additional Large Pavilions	$200,000 - $250,000 range	●		●			●	●	●	●				●	●	●	●	●			●	●	●	●	●	●	●	●							●	●	●		●	●	●	●	
3	Outdoor Aquatic Center	Varies	●																				●	●	●		●	●						●			●		●	●	●			
4	Picnicking Areas	$5,000 - $7,500 each	●	●	●		●	●	●	●				●	●	●	●	●	●			●		●	●	●	●	●							●	●	●		●			●		
5	Trails that are Connected throughout the City and to Downtown	$750,000 - $1,500,000 per mile (concrete)	●	●	●	●		●	●	●	●	●	●	●	●	●	●	●	●			●		●	●	●	●	●	●	●	●	●		●		●	●	●				●	●	●
6	Additional Nature Trails in Greenbelts	$350,000 - $500,000 per mile (soft surface)						●	●	●				●					●			●		●	●	●	●	●	●	●	●		●			●	●	●		●	●	●	●	●
7	Additional Lighting in Parks	$5,000 - $7,500 per pole pedestrian $60,000 - $75,000 per sports lighting pole	●		●				●	●	●			●	●	●	●	●						●	●	●	●								●	●		●			●		
8	Special Events in Parks	Varies	●	●	●		●												●		●	●	●	●	●	●	●							●			●	●	●			●	●	
9	Sprayground / Water Splash Pads	$500,000 - $850,000 range	●		●				●	●												●		●	●	●	●								●	●	●		●			●		

MODERATE PRIORITY ITEMS

Rank	Action Plan Item	Budget	Community Park	Heritage Park	Community House	Rocky Crest Park	Train Depot Rose Garden	Ten Mile Creek: Moreland Family	Ten Mile Creek: Gossett Family	Bear Creek Nature Preserve	City Park	Meadowcreek Park	Jaycee Park	Pleasant Run Hike & Bike Trails	Kids Square	J.A. Dewberry Park	Cedardale Park	Verona Park	Stanford Park	Roy Crawford Agricultural Complex	Smokler Moo Meadows	Advertising	Corporate Sponsorships	Fee / Charges	Foundations / Gifts	Friends Associations	General Fund	General Obligation Bonds	Grants - TPWD Outdoor Program	Grants - TPWD Recreational Trails Program	Grants - Transportation Enhancement	Interlocal Agreements	Irrevocable Trust	Naming Rights	Park Dedication Fee	Park Improvement Fees	Partnerships	Permits (Special Use Permits)	Private Donations	Reservations	Revenue Bonds	Sales / 4B Tax (1/2 Cent)	Special Fundraisers	Volunteerism / In-Kind Donations
10	Multi-Use Hard Courts (Basketball, Tennis, Pickleball, etc.)	$150,000 - $200,000 - Basketball; Other Sports - Varies	•			•					•	•				•		•	•	•							•	•	•			•			•	•	•				•	•		
11	Exercise Stations / Fitness Equipment Along Trails	$40,000 - $50,000 range	•							•	•			•		•				•		•	•		•	•	•	•	•						•	•	•		•			•	•	•
12	Community Garden	Varies				•														•			•		•	•	•												•				•	•
13	Additional Dog Park	$750,000 - $1,250,000 range																		•			•		•		•	•							•	•	•		•				•	
14	Skate Park with Ramps, Bowls, etc.	Varies	•																			•	•		•		•	•							•	•	•						•	

LOW PRIORITY ITEMS

Rank	Action Plan Item	Budget	LANCASTER PARKS																				FUNDING SOURCES																							
			Community Park	Heritage Park	Community House	Rocky Crest Park	Train Depot Rose Garden	Ten Mile Creek: Moreland Family	Ten Mile Creek: Gossett Family	Bear Creek Nature Preserve	City Park	Meadowcreek Park	Jaycee Park	Pleasant Run Hike & Bike Trails	Kids Square	J.A. Dewberry Park	Cedardale Park	Verona Park	Stanford Park	Roy Crawford Agricultural Complex	Smokler Moo Meadows	Advertising	Corporate Sponsorships	Fee / Charges	Foundations / Gifts	Friends Associations	General Fund	General Obligation Bonds	Grants - TPWD Outdoor Program	Grants - TPWD Recreational Trails Program	Grants - Transportation Enhancement	Interlocal Agreements	Irrevocable Trust	Naming Rights	Park Dedication Fee	Park Improvement Fees	Partnerships	Permits (Special Use Permits)	Private Donations	Reservations	Revenue Bonds	Sales / 4B Tax (1/2 Cent)	Special Fundraisers	Volunteerism / In-Kind Donations
15	Mountain Bike / Adventure Trails	$400,000 - $500,000 per mile						•	•	•													•		•	•	•	•	•	•	•		•		•	•	•		•				•	•
16	Pond with Fishing Pier	Pond - $300,000 per acre Pier - $400,000 range																			•				•	•	•	•							•	•			•				•	
17	Multipurpose Sports Fields	$400,000 - $500,000 (natural turf) $750,000 - $1,000,000 (artificial turf)	•					•									•						•	•	•			•	•	•			•			•	•	•		•		•		•	
18	Additional Practice Fields (Football, Soccer, Baseball, Softball)	$250,000 range per field										•	•			•		•								•	•	•	•				•			•	•			•		•	•	•	•
19	Recreation Center on West Side of Lancaster	$10,000,000 - $20,000,000 range																						•	•			•	•													•	•	•	
20	Disc Golf	$20,000 - $30,000						•	•	•														•		•	•	•	•							•	•	•		•				•	•
21	Camping & RV Access at Nature Preserve Areas	Varies						•	•	•														•	•	•	•	•	•						•		•	•	•	•	•	•		•	•

ACTION PLAN

(A) Community Park
(Shaded Playgrounds for Children, Additional Large Pavilions, Outdoor Aquatic Center, Picnicking Areas, Trails that are Connected Throughout the City and to Downtown, Additional Lighting in Parks, Special Events in Parks, Sprayground/Water Splash Pads)

(B) Heritage Park
(Picnicking Areas, Trails that are Connected Throughout the City and to Downtown, Special Events in Parks)

(C) Community House
(Picnicking Areas, Trails that are Connected Throughout the City and to Downtown, Special Events in Parks)

(D) Rocky Crest Park
(Shaded Playgrounds for Children, Additional Large Pavilions, Picnicking Areas, Trails that are Connected Throughout the City and to Downtown, Additional Lighting in Parks, Sprayground/Water Splash Pads)

(E) Train Depot Rose Garden
(Special Events in Parks)

(F) Ten Mile Creek Preserve: Moreland Family
(Picnicking Areas, Trails that are Connected Throughout the City and to Downtown, Additional Nature Trails in Greenbelts)

(G) Ten Mile Creek Preserve: Gossett Family
(Additional Large Pavilions, Picnicking Areas, Trails that are Connected Throughout the City and to Downtown, Additional Nature Trails in Greenbelts)

(H) Bear Creek Nature Preserve
(Shaded Playgrounds for Children, Additional Large Pavilions, Picnicking Areas, Trails that are Connected Throughout the City and to Downtown, Additional Trails in Greenbelts)

(I) City Park
(Shaded Playgrounds for Children, Additional Large Pavilions, Picnicking Areas, Trails that are Connected Throughout the City and to Downtown, Additional Lighting in Parks, Sprayground/Water Splash Pads)

(J) Meadowcreek Park
(Shaded Playgrounds for Children, Additional Large Pavilions, Picnicking Areas, Trails that are Connected Throughout the City and to Downtown, Additional Lighting in Parks, Sprayground/Water Splash Pads)

(K) Jaycee Park
(Trails that are Connected Throughout the City and to Downtown, Additional Lighting in Parks)

(L) Pleasant Run Hike & Bike Trails
(Trails that are Connected Throughout the City and to Downtown,)

(M) Kids Square
(Shaded Playgrounds for Children, Additional Large Pavilions, Picnicking Areas, Trails that are Connected Throughout the City and to Downtown, Additional Nature Trails in Greenbelt, Additional Lighting in Parks)

(N) JA Dewberry Park
(Shaded Playgrounds for Children, Additional Large Pavilions, Picnicking Areas, Trails that are Connected Throughout the City and to Downtown, Additional Lighting in Parks)

(O) Cedardale Park
(Shaded Playgrounds for Children, Additional Large Pavilions, Picnicking Areas, Trails that are Connected Throughout the City and to Downtown, Additional Lighting in Parks)

(P) Verona Park
(Shaded Playgrounds for Children, Additional Large Pavilions, Picnicking Areas, Trails that are Connected Throughout the City and to Downtown, Additional Lighting in Parks)

(Q) Stanford Park
(Shaded Playgrounds for Children, Additional Large Pavilions, Picnicking Areas, Trails that are Connected Throughout the City and to Downtown, Additional Lighting in Parks)

(R) Roy Crawford Agricultural Complex
(Shaded Playgrounds for Children, Additional Large Pavilions, Picnicking Areas, Trails that are Connected Throughout the City and to Downtown, Additional Nature Trails in Greenbelt, Additional Lighting in Parks, Special Events in Parks)

(S) Smokler Moo Meadows

≈DUNAWAY

APPENDIX

Establishing clear priorities for the park system is essential for guiding a successful Master Plan. This allows City leaders to understand the importance of annual budgeting and strategies that will meet the needs throughout the Lancaster community. The priorities in this section are a result of incorporating the inventory of the current resources, benchmarking outcomes, and citizen survey into a ranking of priority needs.

Visioning Session Notes

The following notes were recorded by the Dunaway team during round table discussions with Lancaster citizens at each visioning session. In addition to providing round table discussion comments, citizens were asked to complete a short questionnaire at each visioning session. Questionnaire comments are also included below.

Lancaster Visioning Session Notes – June 24, 2019

Questionnaire Comments -
What is the best thing about living in Lancaster?
- Connect present to historical foundations
- Historic square
- Quiet, family friendly, scenic trees
- Country living within 20 minutes of downtown Dallas
- Inviting community
- Historic area, rural feel, open space
- Recreation center
- Peaceful and involved community
- Diversity, civic and citizen programs
- Access to so many park areas

What are the best things about the park system as it exists today that you want to make sure are preserved/maintained?
- Golf courses, parks
- Lancaster recreation center, walk out center pool
- After school pick up and child care, summer programs
- Indoor pool – expand usage
- Open space, walkability, connectivity
- Gym, swimming pool, exercise room
- Facilities are clean and welcoming

- Number of parks, open space planning and staff/council attempts to involve the community
- The entire community center and all the grounds/facilities, especially the pool

Are there things/issues that need to be addressed through the Master Plan or parks department?

- Splash pads, outdoor pool, bike trails
- Bee and butterfly sanctuaries in parks, pollinator sanctuaries, mowing practices, native plants
- Pest control – mosquitoes and lack of shade in some parks
- We need one or two outdoor community pools See the pool in Desoto and Carrollton, dog park
- Life guards for swim classes
- Maintenance and upkeep budgeted
- Upgrade and open Cedardale Park
- Grow sports, need shade at soccer fields, parking, volleyball spaces
- Plans for execution of creating parks in small communities, repair slide
- City partnering with ranch owners, convention locations, developed parks and community programs to involve citizens
- Park hours needs to be consistent where advertised

What do you want more of, less of, the same of?

- More community events such as markets, same-sports
- More red yucca plants
- Security to deter car thefts, water park and splash pads, lights
- More aquatic opportunities, building or relocating Lancaster City Hall
- Belter quality turf for fields
- Recreation center should be free to all seniors, not just silver sneakers
- Flag football, baseball and football fields, and archery
- Outdoor tennis courts, indoor bowling, indoor climbing wall, petting zoo, swim meets
- More sports for adults and youth to bring community together

What are your dreams, visions, desires, needs for the park system moving forward?

- Classes to learn sports – tennis, golf, disc golf
- Guided hikes at preserves
- Splash parks, outdoor pool with aquatic lanes
- Splash pads, meeting rooms for citizen groups, silver sneakers classes
- Splash pad

- 1 to 2 outdoor pools, Sunday Recreation hours, dog park, hammock park
- Add playground o Gazebo area or town square
- More sitting areas along trails, larger work out area at recreation center
- Better soccer fields, larger pool, improve nature center, splash pad on the square, have a yearly community event.
- Water park for children
- Youth programs, aquatic programs, playgrounds, bike/walk trails, swimming education programs, pool tables, tournament programs. Improve Town Square-interactive historical museum
- An outdoor pool for the children so they can have more lap swim hours. More areas to bicycle.

Round Table Discussion Notes

Indoor Recreation
- More after school pick up/child care
- Private mother/child swim lessons
- Indoor and outdoor volleyball
- Self-defense classes
- Remodel locker room, including flooring
- Pool tables, ping pong
- Computer gaming programs
- Teen work out space
- Work out equipment – Stairmaster or something with steps
- Location on the west side of town
- Incentives for kids to use the recreation center
- Marketing to the home school associations to use the facilities
- More public use space like classrooms, conference or meeting space
- More staff led classes so we don't have to wait in line before classes
- More places to rent for events, newer spaces, more modern with new tables and chairs

Civic Events/Special Use
- Reserve for Garden Club
- Elevate to Farmer's Market
- ADA facilities in parks
- Larger dog park with water

- Expand N.N.O.
- Music/Movies on the square
- Splash park
- Fishing opportunities
- Bird watching

Trails/Nature Areas

- Trails in nature areas
- Upgrade soft trails at Nature Preserve and connectivity
- Bike riding
- Skating

Aquatics

- Outdoor aquatic center with diving boards
- Splash pad
- Consistent park hours
- Sandy beach with surf area with cabana atmosphere
- Swim team (need Olympic sized pool – partner with school system
- Indoor water park – like Grand Prairie Epic Water Park
- More toddler swim classes – currently overcrowded

Outdoor Park Facilities

- Walking and bike trails
- Outdoor exercise equipment
- Movies in the park
- Concerts
- Shaded playgrounds
- Shaded bleachers
- Disc golf
- Dog park – west side of town
- Hammock park
- Cleaner restrooms

- Pavilions – medium sized for parties
- Lagoon with sandy beach
- Farmer's Market
- ADA compliant
- Cameras/security
- Fitness obstacle course

Athletics/Sports
- Lighted tennis courts
- Multi-use fields (football, baseball, soccer)
- Practice area for soccer
- Shade (structures, trees, etc.)
- Golf
- Disc golf
- Archery
- Pickle ball
- Ropes course, rappelling
- Exercise stations/outdoor fitness equipment
- Incentive programs

Citizen Survey Instrument

Dear Lancaster Residents:

The City of Lancaster is currently updating your Park, Recreation, and Open Space Master Plan and a Streetscape Master Plan. We need your help by filling out this survey! Your input will help guide our **park and recreation planning efforts for the next 5 to 10 years.** Please take a few minutes to complete this important survey and return it within the next two weeks. Your answers will remain anonymous. You may complete the survey online at www.lancaster-tx.com and clicking on the **Parks Master Plan Park Survey** link. Please complete only one survey per household.

Thank you for taking time to participate in this important survey effort.

Sincerely,

Sean Johnson, Managing Director, Quality of Life and Cultural Services

parksandrec@lancaster-tx.com

City of Lancaster Parks and Recreation Citizen Survey

1. How do you find our parks, recreation facilities and recreation programs? *(Check all that apply)*

1❑ City of Lancaster website   4❑ Facebook/social media   7❑ Other_____

2❑ Youth Sports Associations   5❑ Emails from Lancaster

3❑ Park & Recreation Dept. flyers/brochures   6❑ School district publications

2. Overall, how would you rate the parks and recreational opportunities in the City of Lancaster?

1❑ Excellent   2❑ Good/satisfactory   3❑ Somewhat unsatisfactory   4❑ Poor   5❑ No opinion

3. Within the past year, how often have you or someone from your household visited or used the facilities listed below in Lancaster? *(Check one answer for each park/facility)*

Park/Facility	At least weekly	At least monthly	At least quarterly	Twice a year or less	Never
Recreation Center	❑1	❑2	❑3	❑4	❑5
Senior Life Center	❑1	❑2	❑3	❑4	❑5
Amphitheater	❑1	❑2	❑3	❑4	❑5
Golf course	❑1	❑2	❑3	❑4	❑5
Nature trails	❑1	❑2	❑3	❑4	❑5
Trails (existing Pleasant Run Trail)	❑1	❑2	❑3	❑4	❑5
Parks	❑1	❑2	❑3	❑4	❑5
Dog park	❑1	❑2	❑3	❑4	❑5
Athletic fields (practice and playing fields)	❑1	❑2	❑3	❑4	❑5
Tennis courts	❑1	❑2	❑3	❑4	❑5
Outdoor exercise equipment	❑1	❑2	❑3	❑4	❑5
Sand volleyball court	❑1	❑2	❑3	❑4	❑5
Basketball courts	❑1	❑2	❑3	❑4	❑5
Playgrounds	❑1	❑2	❑3	❑4	❑5
Pavilions	❑1	❑2	❑3	❑4	❑5
Picnic tables	❑1	❑2	❑3	❑4	❑5

4. In which of these programs would you and your household members (of any age) be MOST INTERESTED in participating? *(Check all that apply)*

ACTIVITIES, EVENTS AND PROGRAMS OF MOST INTEREST			
01 ❑ Baseball	11 ❑ Biking	21 ❑ Ping pong	31 ❑ Youth after school programs
02 ❑ Basketball	12 ❑ Tennis	22 ❑ Healthy eating programs	32 ❑ Festivals/civic events
03 ❑ Softball	13 ❑ Sand volleyball	23 ❑ Health/wellness classes	33 ❑ Arts & crafts
04 ❑ Soccer	14 ❑ Water aerobics	24 ❑ Fitness/yoga classes	34 ❑ Music events
05 ❑ Indoor soccer	15 ❑ Pickle ball	25 ❑ Preschool/toddler programs	35 ❑ Movies on the park
06 ❑ Flag football	16 ❑ Adult sports leagues	26 ❑ Youth programs/camps	36 ❑ Community gardening
07 ❑ Disc golf	17 ❑ Archery range	27 ❑ Teen programs/camps	37 ❑ Farmer's Market
08 ❑ Golf lessons	18 ❑ Fishing	28 ❑ Parent/child programs	38 ❑ Other_____
09 ❑ Swim meets	19 ❑ Beach volleyball	29 ❑ Family programs	39 ❑ None/not interested
10 ❑ Birdwatching	20 ❑ Indoor bowling	30 ❑ Senior programs	

5a. Which facilities or amenities need to be <u>ADDED</u> to existing or future parks and recreation facilities in Lancaster? *(Rate EACH facility on a scale from 1 to 4 with 4 being definitely needed and 1 being not at all needed)*

	Definitely Needed		Not at all Needed	No opinion/ Not familiar
A – Outdoor aquatic center (leisure area, lazy river, slides, lap lanes)	4	3	2	1 ❑
B – Additional large pavilions (special events/reunions, parties, etc.)	4	3	2	1 ❑
C – Additional dog park	4	3	2	1 ❑
D – Additional nature trails in greenbelts	4	3	2	1 ❑
E – Trails that are connected throughout the city and to downtown	4	3	2	1 ❑
F – Exercise stations/fitness equipment along trails	4	3	2	1 ❑
G – Mountain bike/adventure trails	4	3	2	1 ❑
H – Picnicking areas	4	3	2	1 ❑
I – Additional lighting in parks	4	3	2	1 ❑
J – Skate park with ramps, bowls, etc.	4	3	2	1 ❑
K – Spray ground/water splash pads (outdoor spray park for all ages)	4	3	2	1 ❑
L – Disc golf	4	3	2	1 ❑
M – Camping and RV access at nature preserve areas	4	3	2	1 ❑
N – Community garden	4	3	2	1 ❑
O – Shaded playgrounds for children	4	3	2	1 ❑
P – Pond with fishing pier	4	3	2	1 ❑
Q – Multi-use hard courts (basketball, tennis, pickleball, etc.)	4	3	2	1 ❑
R – Additional practice fields (football, soccer, baseball, softball)	4	3	2	1 ❑
S – Multipurpose sports fields (football, soccer, baseball, softball)	4	3	2	1 ❑
T – Special events in parks	4	3	2	1 ❑
U – Recreation Center on the west side of Lancaster	4	3	2	1 ❑
V – Other needs - (_____)	4	3	2	1 ❑

5b. Which <u>THREE</u> facilities/amenities above are the <u>MOST</u> important to you for the Parks and Recreation Department to focus on within the next five years?

(Write in the letter to the left of the facility in the blanks)   1st _____   2nd _____   3rd _____

Lancaster currently funds parks, facilities, recreation programs and capital expenses by utilizing recreation user fees, taxes, grants, bonds, corporate sponsorships, etc. however additional funding is needed to maintain and build new parks & facilities.

6. Please rate EACH option to fund **NEW PARKS AND FACILITIES AND/OR ADDITIONS TO EXISTING PARKS AND FACILITIES** ?

Funding Support – New or Expanded Parks/Facilities (Check one answer for each option)	Strongly Support	Mildly Support	Neutral	Mildly Oppose	Strongly Oppose
Increased user fees (pool fees, program fees, etc.)	☐1	☐7	☐3	☐4	☐5
Voter approved bond programs	☐1	☐2	☐3	☐4	☐5
Increased park improvement fees from developers	☐1	☐2	☐3	☐4	☐5
Increased property taxes	☐1	☐2	☐3	☐4	☐5

The City is developing a Streetscape Master Plan that will make recommendations for beautifying streets and city entry features. The next few questions relate to your preferences regarding streetscape elements.

7. Please tell us how strongly you agree or disagree with each of the following statements.

	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion
Improved landscaping of city streets will improve our city image	☐1	☐2	☐3	☐4	☐5
Improved sidewalks and landscaping in the downtown area would improve our city image	☐1	☐7	☐3	☐4	☐5
I support the city developing improved gateway entry features at interstate intersections so that people know they are entering the City	☐1	☐2	☐3	☐4	☐5
I support the city developing improved gateway entry features into key destinations in the city such as downtown	☐1	☐2	☐3	☐4	☐5
I would like to see light poles and signage that expresses a more positive image for our city	☐1	☐2	☐3	☐4	☐5
I would like to see more public art in Lancaster	☐1	☐2	☐3	☐4	☐5

8. Please rate how important is it to add the following streetscape elements to major roadways in the City (For example: Belt Line Rd., Pleasant Run Rd., Houston School Rd., Dallas Ave., Wintergreen Rd., Danieldale Rd.)?

	Very Important	Important	Not Important	Very Unimportant	No Opinion
Wide sidewalks	☐1	☐2	☐3	☐4	☐5
Street trees	☐1	☐2	☐3	☐4	☐5
Landscaped medians	☐1	☐2	☐3	☐4	☐5
Decorative paving at intersections	☐1	☐2	☐3	☐4	☐5
Enhanced streetlights	☐1	☐7	☐3	☐4	☐5
Benches	☐1	☐2	☐3	☐4	☐5
Trash receptacles	☐1	☐2	☐3	☐4	☐5

9. Please rate how important it is to add the following streetscape elements in **Downtown?**

	Very Important	Important	Not Important	Very Unimportant	No Opinion
Wide sidewalks	☐1	☐2	☐3	☐4	☐5
Bike lanes	☐1	☐2	☐3	☐4	☐5
Street trees	☐1	☐2	☐3	☐4	☐5
Landscaped medians	☐1	☐2	☐3	☐4	☐5
Decorative paving at intersections	☐1	☐2	☐3	☐4	☐5
Decorative street lights	☐1	☐2	☐3	☐4	☐5
Benches	☐1	☐2	☐3	☐4	☐5
Trash receptacles	☐1	☐2	☐3	☐4	☐5

10. **The City of Lancaster has a significant amount of signage and utility poles along Interstate 35E. Please rate how important it is to reduce this "visual clutter" along Interstate 35E in Lancaster?**

1❑ Very important   2❑ Important   3❑ Not Important   4❑ Very Unimportant   5❑ No Opinion

11. **The following strategies can help reduce visual clutter along a roadway. Rate each strategy along Interstate 35E in Lancaster.**

	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion
Remove and bury telephone poles and lines	❑1	❑2	❑3	❑4	❑5
Remove and reduce the number of large billboards and signs	❑1	❑2	❑3	❑4	❑5
Provide unified wayfinding signage	❑1	❑2	❑3	❑4	❑5
Provide small-sized gateway signage to the entrance of the city (5'-10' tall)	❑1	❑2	❑3	❑4	❑5
Provide medium-sized gateway signage to the entrance of the city (11'-20' tall)	❑1	❑2	❑3	❑4	❑5
Provide large-sized gateway signage to the entrance of the city (21'-35' tall)	❑1	❑2	❑5	❑4	❑5

12. **As growth and development continues in the DFW area, Lancaster could create a unique "brand" to distinguish itself from other area communities. Which of the following characteristics are important to you when considering a "brand" for the City of Lancaster?** *(Check all that apply)*

1❑ Maintain Lancaster's rural character   3❑ Celebrate downtown's historic character   5❑Other_____

2❑ Maintain Lancaster's small-town feel   4❑ Celebrate different neighborhoods or districts in Lancaster

13. **How long have you been a resident of Lancaster?** *(Check one answer)*

1❑ Less than 2 years   2❑ 2 to 5 years   3❑ 6 to 10 years   4❑ 11 to 20 years   5❑ Over 20 years

14. **Which age groups are represented in your household?** *(Check all that apply)*

1❑ 0 to 5 years of age   3❑ 11 to 13 years of age   5❑ No children under 19 in household

2❑ 6 to 10 years of age   4❑ 14 to 18 years of age

15. **How many persons, including yourself, reside within your household?**

1❑ One   2❑ Two   3❑ Three   4❑ Four   5❑ Five   6❑ Six or more

16. **Your age?**   1❑ Under 18   3❑ 25 to 34   5❑ 45 to 54   7❑ 65 to 74

     2❑ 18 to 24   4❑ 35 to 44   6❑ 55 to 64   8❑ 75+
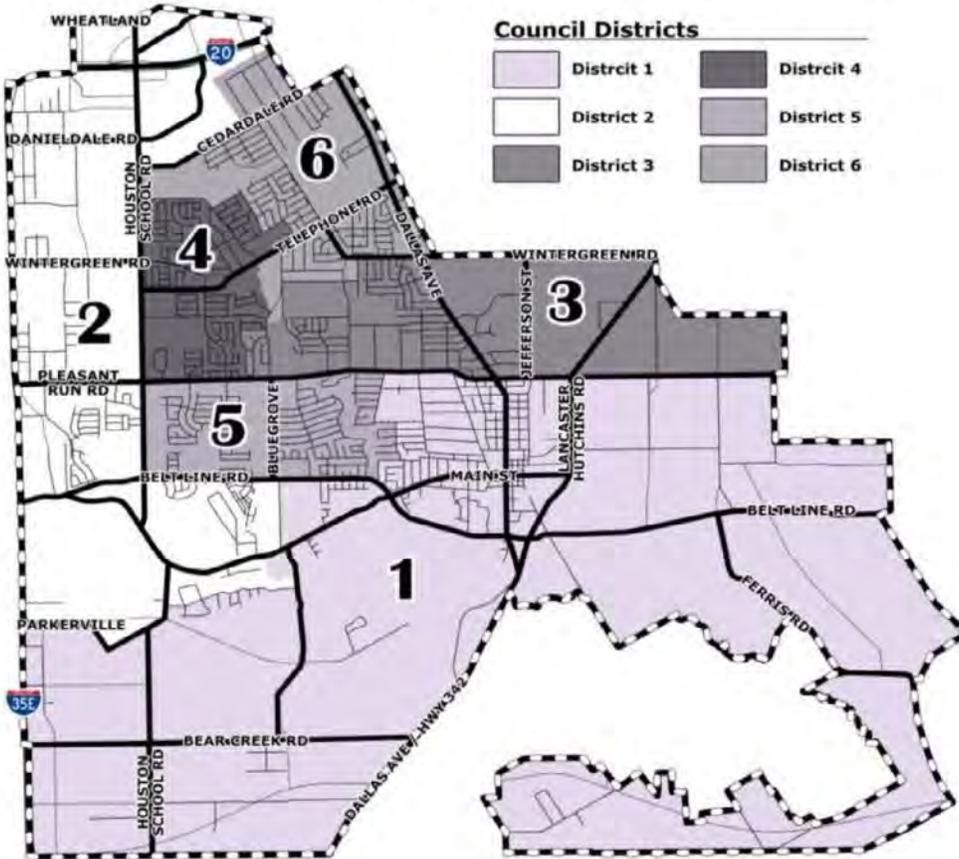
17. **Do you own or rent your home?**   1❑ Own   2❑ Rent

18. **Additional information or comments you would like to bring to the Park and Recreation Department's attention.** *(Write in response)*

_____

_____

_____

19. Indicate in which District you live? *(Refer to map)*

1☐ District 1　　2☐ District 2　　3☐ District 3　　4☐ District 4　　5☐ District 5　　6☐ District 6

Recreation Programming Assessment

CHAPTER ONE - SETTING THE STAGE

1.1 Context

The Consultant Team facilitated an introductory staff meeting in early 2020. This meeting allowed the Consultant Team to understand the immediate challenges facing the Lancaster Parks and Recreation Department (LPRD) recreation programming while also learning about the key outcomes desired via the assessment process. The information gleaned from these meetings provides the foundation for the Recreation Program Assessment. The following sections detail the initial findings.

1.1.1 Current Program Information Tracked
- Face-to-face feedback
- Recreation trends in the field/industry
- Quarterly evaluation form
- Capacity (enrollment)

1.1.2 Key Performance Indicators (KPIs) Used
- Participant retention
- New participants
- End of program surveys
- Program proposal form

1.1.3 Desired Assessment Outcomes
- Marketing recommendations
- CAPRA-related documentation
- Validate and enhance relevant KPIs

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CHAPTER TWO - RECREATION PROGRAM ASSESSMENT

2.1 Evaluating the Current System

As part of the *Park, Recreation, and Open Space Master Plan* development process, the Consultant Team conducted a Recreation Program Assessment of the programs and services offered by LPRD. The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, weaknesses, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents.

The Consultant Team based these program findings and comments from a review of information provided by the LPRD staff including program descriptions, program registrations, web survey feedback, demographic information, and discussions with staff. This narrative addresses the program offerings from a systems perspective for the entire portfolio of programs, as well as individual program information.

2.1.1 Framework

The Quality of Life and Cultural Services Department strives to provide the citizens of Lancaster with well-maintained, safe, and affordable recreational opportunities. The City of Lancaster, Texas sees recreation activities as a very important aspect of life. Staying active is a benefit for all ages and fitness levels. Eating a well balance meal and regular exercise will help in maintaining a healthy weight. For the elderly, regular moderate exercise is important, which improves flexibility, strength, balance and cardiovascular health. Staying connected mentally and involved in the city-wide events while building long lasting and leisure relationships is very essential.

The City of Lancaster provides a variety of low cost, recreational athletics, classes, and camps for the citizens to participate in such as:

- Aquatics
- Athletics
- Camps
- Classes
- Facility rentals
- Recreation center programming

2.2 Core Program Areas

To help analyze LPRD programming, it is important to identify *core program areas* to create a sense of focus. Typically, core program areas are foundational program categories that are of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the core program area assists staff, policy makers, and the public focus on what is most important. Program areas are considered *core* if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the organization's overall budget.
- The program area is offered 3-4 seasons per year.

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- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the programs area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The organization controls a significant percentage (20% or more) of the local market.

2.2.1 Existing Core Program Areas

In consultation with LPRD staff, the Consultant Team identified the following core program areas currently being offered:

After-School Summer Camp

The after-school summer camp includes the Supervised After School Fulfilling Enrichment program (S.A.F.E.). This program is offered to students in kindergarten through eighth grade. This core program area aims to provide a safe and positive environment for students through well-planned, coordinated, and evaluated programming designed to enrich, empower, and build upon the children's strength and interest, all while applauding their achievements. Specific after school camps examples include (among others):

- Cooking
- Dancing for the Soul
- Winter Break Camp

Aquatics

The aquatics core program area is housed at the Lancaster Aquatic Center, located inside the Recreation Center. The 165,000-gallon pool includes a zero-depth entry, lazy river, two-story water slide, and lap lanes. Locker rooms with showers and a seasonal concession stand make this a great place for all. This core program area aims to promote developmentally appropriate learning of fundamental water safety and aquatic skills for participants of all ages. Example aquatics programs include (among others):

- Dive in Movies
- Fitness Swim
- Swim Lessons
- Water Aerobics

Athletics

The athletics core program area offers many athletic opportunities for youth and adults in Lancaster and surrounding communities. All ages and skills levels are encouraged to participate. This core program area aims to teach and encourage good sportsmanship and fair play through non-competitive athletic opportunities and to assist in the development of character and sportsmanship by teaching participants elements of fairness, teamwork, self-control, courtesy, and respect for the rules of the game as well as the other participants and officials in the sport. Example programs include (among others):

- Baseball
- Basketball
- Football
- Soccer

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Fitness

The fitness core program area is housed within the Lancaster Recreation Center. The center offers fitness memberships to the citizens of Lancaster at an affordable rate. Available equipment includes elliptical machines, treadmills, free weights, exercise bikes, and weight machines. Additionally, LPRD offers Wellbeats Virtual Fitness that delivers on-demand fitness classes, challenges, and fitness assessments. This core program area aims to provide access to quality programs and facilities that are designed to educate and assist citizens to obtain optimal physical, mental, and emotional wellness that contributes to their overall quality of life. Example fitness activities include (among others):

- Camp Gladiator/Bootcamp
- Mixed Fit/Crossfit
- Wellness Wednesdays
- Zumba

Senior Programs

The senior program area activities are housed at the Lancaster Senior Life Center. The Center is a full-service activity Center available to adults ages 50 years and better. The facility is also a weekend rental facility for corporate meetings, weddings, and banquets. Transportation is provided to and from the Senior Life Center for Lancaster residents. This core program area aims to:

- Provide and maintain a meal program for seniors that enables them to receive at least one nutritious meal daily;
- Provide and maintain transportation to enable seniors to participate regularly in programming and special events;
- Develop a user agreement with neighboring cities to increase recreation programming opportunities and revenues;
- Partnership with the Recreation Center and Library Services to develop a comprehensive Wellness strategy;
- Develop adaptive recreation opportunities for seniors (i.e., Croquet Course, Trail Walking, Cooking Classes, etc.);
- Continue to increase the number and type of recreational programs offered to seniors;
- Develop partnership with local business establishments and organizations;
- Develop partnership agreements with employment agencies to meet staffing needs for program delivery;
- Identify unmet educational needs of aging services by developing a training plan; and
- Increase the ability for seniors to remain active and healthy to live independently.

Example programs include (among others):

- Computer Education and Training
- Knitting & Crochet
- Ping Pong
- Walking Club

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Special Events

The special events program area is committed to providing enriching experiences for community members year-round. This core program area aims to promote, inform, and entertain citizens by building awareness of LPRD. This core program is also used to build a constituency base and facilitate good community relations while celebrating the culture and traditions of the City of Lancaster. Example special events include (among others):

- 4th of July Celebration
- Fall Festival Boo-Tie
- Mother/Daughter Tea & Fashion Show
- Turkey Bowl/Open House

2.3 Core Program Area Recommendations

2.3.1 Evaluate Core Program Area Relevance Regularly

These existing core program areas provide a generally well-rounded and diverse array of programs that serve the community at present. When considering the community survey results **(Figure 1)**, it appears LPRD is providing the program areas of most interest. It does appear, however, there is an opportunity to increase the Department's visibility in Farmer's Markets and healthy eating programs.
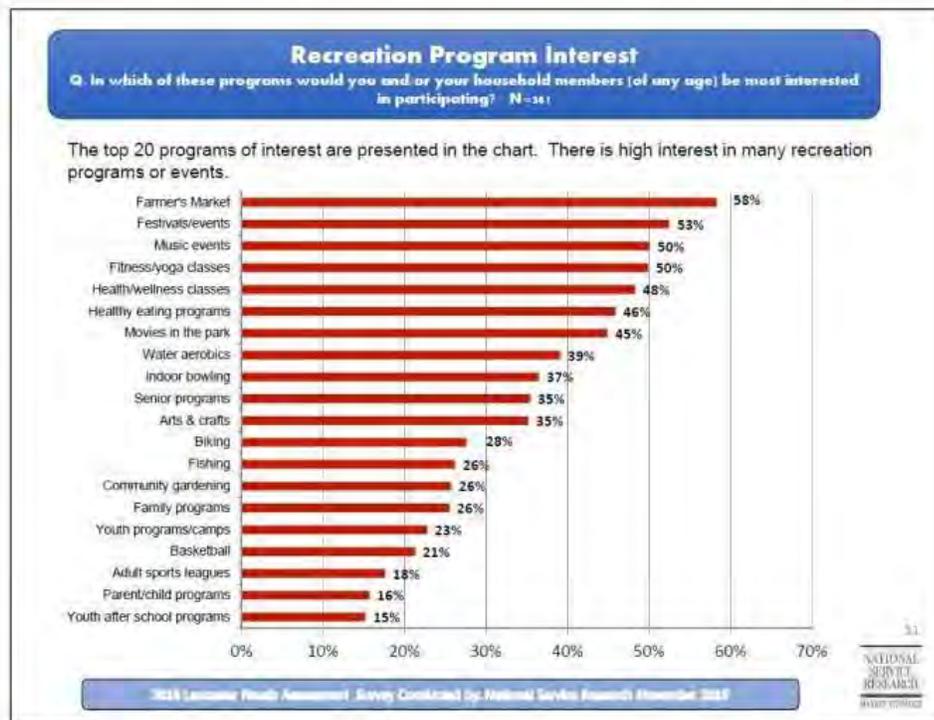

Figure 1-Lancaster Residents Programs of Interest

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2.4 Program Strategy Analysis

2.4.1 Age Segment Analysis

Figure 2 below depicts each core program area and the most prominent age segments they serve. Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified for each core program area. Looking at blank boxes will help LPRD examine potentially "underserved" age segments.

Core Program Area	Age Segment Primary (P) Secondary (S)					
	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages Programs
Afterschool/Camps		P	S	S		
Aquatics		P	S	P	P	S
Athletics		P	P	S	S	S
Fitness		S	S	P	P	S
Senior Programs					P	S
Special Events		P	P	P	P	P
Primary Focus	0	4	2	3	4	1
Secondary Focus	0	1	3	2	1	4

Figure 2-Core Program Area Age Segment Analysis

Based on Lancaster's demographics, approximately 31% of the population is younger than 18 years old, 22% are between 18 and 34, 30% are between 35 and 54, and 17% are older than 55 years old. Given the mix of ages within their community, it will be critical to focus on strengthening family programs. That is, programs that are suitable for all ages and multi-generations. Additionally, Lancaster is projected to experience increased diversification, especially with an increasing Hispanic or Latino population. Recognizing the diverse population, youth programming in particular will need to be flexible to adapt to local community trends and programmatic needs.

Program staff should include this information when creating or updating program plans for individual programs. An age segment analysis can also be incorporated into mini-business plans for comprehensive program planning.

2.4.2 Program Lifecycle

A program lifecycle analysis involves reviewing each program offered by LPRD to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the Department to ensure that an appropriate number of programs are "fresh" and that relatively few programs, if any, need to be discontinued. This analysis does not need to be based on strict quantitative data but, rather, can be based on staff members' knowledge of their program areas. **Figure 3** shows the percentage distribution of the various lifecycle categories of LPRD programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff. The figures are broken into core program areas for ease of analysis.

Lifecycle Stage		Description	Actual Program Distribution		Recommended Distribution
1st Stage	Introduction	New program; modest participation	12%		
	Take-Off	Rapid participation growth	12%	56%	50-60%
	Growth	Moderate, but consistent participation growth	33%		
2nd Stage	Mature	Slow participation growth	28%	28%	40%
3rd Stage	Saturation	Minimal to no participation growth; extreme competition	12%	16%	0-10%
	Decline	Declining participation	4%		

Figure 3-Program Lifecycle Distribution

The program portfolio aligns closely to the best practice distribution for 1st stage programming. However, there are fewer programs than desired in the 2nd stage and a larger number of programs classified in the 3rd stage. It is good to have a healthy number of growing programs; however, staff must be cognizant of ensuring programming reaches maturity in an effort to lessen the burden of constantly creating new programming. Programs can be classified in the third stage as a result of several factors such as:

1. There is a lack of programmable indoor recreation space and so there is a need for expanded space;
2. Programs have reached the end of their lifecycle and are now needed to either be re-programmed or be subject for sunset; and/or
3. New topics and activities need to be introduced in specific core program areas to ensure a healthy supply of "growing" programs are available.

It is important to move programs across the lifespan (especially moving programs into the maturation stage). It is useful to have a strong percentage in the early stages to make sure there is innovation in programming and that LPRD is responding to changes in community need. If a program is in Saturation stage, it may not necessarily need to be retired – it could be that it is a legacy program that is beloved by the community. However, it is useful to look at attendance trends – do you have fewer participants over the last few offerings? If so, the community may be looking for a different type of program. While there are exceptions (such as facility space), most programs in the Saturation and Decline stages are ready to retire.

LPRD staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, LPRD could include annual performance measures for each core program area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends. **Figure 4** can assist staff with completing a Program Lifecycle Analysis.
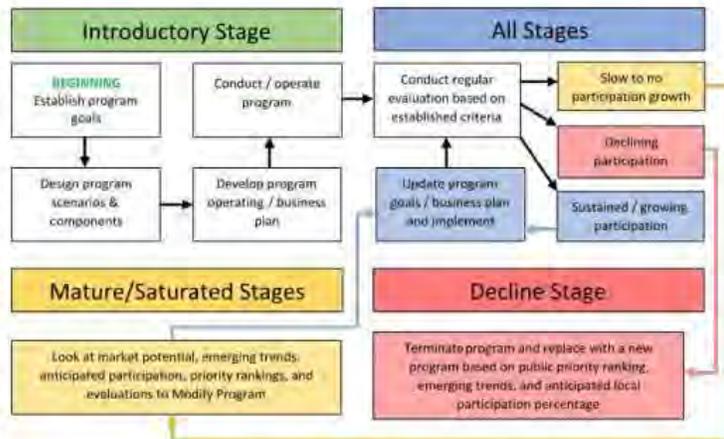

Figure 4-Program Lifecycle Decision Matrix

2.4.3 Program Classification

Conducting a classification of services for all programs informs how each program attributes to fulfilling LPRD's mission. It is important to recognize the goals and objectives of each core program area, who the program areas serve, and how the program areas should be funded with regard to tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal

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access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives.

The Consultant Team uses a classification method based on three indicators: Essential, Important, and Value-Added. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. **Figure 5** describes each of the three program classifications.

	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Public interest; Legal Mandate; Mission Alignment	• High public expectation	• High public expectation	• High individual and interest group expectation
Financial Sustainability	• Free, or nominal fee tailored to public needs • Requires public funding	• Fees cover some direct costs • Requires a balance of public funding and a cost recovery target	• Fees cover most direct and indirect costs • Some public funding as appropriate
Benefits (i.e., health, safety, protection of assets).	• Substantial public benefit (negative consequence if not provided)	• Public and individual benefit	• Primarily individual benefit
Competition in the Market	• Limited or no alternative providers	• Alternative providers unable to meet demand or need	• Alternative providers readily available
Access	• Open access by all	• Open access • Limited access to specific users	• Limited access to specific users

Figure 5-Classification of Services Criteria Definitions

Another way to describe these three classifications is to analyze the degree to which the program provides a community versus an individual benefit **(Figure 6)**. These categories can then be correlated to the Essential, Important, and Value-added classifications.

	Classification	Typical CR	Notes
I	PURE COMMUNITY	0-25%	Basic services intended to be accessible and of benefit to all; supported wholly or significantly by tax subsidies.
III	MIX	25-75%	Benefit accrued to both individual and general public interests, but to a significant individual advantage.
V	PURE INDIVIDUAL	75-100%+	Exclusive benefit received by individual(s) and not the general public; individual pays at least the full cost of service provision.

Figure 6-Program Cost Recovery by Classification Definitions

Figure 7 shows how the two classification systems correlate, and includes example programs that fall into each category. To increase granularity, the classification system is expanded into five categories for LPRD to consider in the future.

I	II	III	IV	V
Essential		*Important*	*Value-Added*	
PURE COMMUNITY	MOSTLY COMMUNITY	MIX	MOSTLY INDIVIDUAL	PURE INDIVIDUAL
Basic services intended to be accessible and of benefit to all; supported wholly or significantly by tax subsidies.	Benefit accrued to both the general public and individual interests, but to a significant community advantage.	Benefit accrued to both individual and general public interests, but to a significant individual advantage.	Nearly all benefit received by individual(s), with benefit provided to the community only in a narrow sense.	Exclusive benefit received by individual(s) and not the general public; individual pays at least the full cost of service provision.
Creative Art Space	Beginning Swim Lessons	Computer Classes	Garden Club	Overnight Trips
Cost Recovery				
0%	25%	50%	75%	100% 100%+

Figure 7-Program Cost Recovery by Classifications

With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by LPRD (**Figures 8** and **9**). The programs were classified using a three-tiered system. There is a consistent percentage distribution across the three categories. Approximately 47% of all programs were categorized as Essential. The Important category had the second most with 33% followed by Value-Added with 21%. This range indicates that current LPRD programming is leans toward more "public/community benefit" programming rather than individual benefit. This should also indicate that LPRD is expending tax dollars on programming that is deemed more public benefit in nature. Alternatively, approximately 20% of the program portfolio should generate a high cost recovery percentage. This concept is important to understand because these classifications should help LPRD align programs with community values while paying attention to cost recovery levels.

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Core Program Area	Activity	Classification		
		Essential	Important	Value-Added
Afterschool/ Camps	Cooking			X
	Dancing for the Soul		X	
	Diva Dance		X	
	Entrepreneurship		X	
	Etiquette			X
	Future Cities		X	
	Gymnastics			X
	Karate			
	Music For All Occassions		X	
	National Junior Tennis League			X
	S.T.A.R. After School Program	X		
	S.T.A.R. Summer Day Camp	X		
	Spring Break Camp		X	
	Teen Circuit Training			X
	Turkey Camp		X	
	Tutu's & Taps		X	
	Winter Break Camp		X	
	Youth 180			X
	Youth Advisory Committee		X	
Aquatics	Dive In Movies			
	Fitness Swim	X		X
	Life Guard Certification	X		
	Parent & Tot Swim Lessons	X		
	Semi-Private Swim Lessons	X		
	Swim Lessons	X		
	Swim Team			X
	Water Aerobics	X		
	Water Sports		X	
Athletics	Adult Flag Football		X	
	Adult Open Play Basketball	X		
	Adult Open Play Volleyball		X	
	Adult Pickleball			X
	Adult Softball			X
	Youth Baseball		X	
	Youth Football	X		
	Youth Handles & Hoops Spring Break Camp		X	
	Youth Jr. Mavs Fundamental Basketball Program		X	
	Youth Karate		X	
	Youth Spring Soccer League		X	
	Youth Swim Team			X
	Youth Volleyball			X
	Youth Winter Basketball League	X		

Figure 8-Program Classification Distribution Part 1

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Recreation Program Assessment

Core Program Area	Activity	Classification		
		Essential	Important	Value-Added
Fitness	Camp Gladiator/Bootcamp	X		
	Communtiy Water Fitness	X		
	Cycling		X	
	Fitness Atrium		X	
	Health and Wellness Workshop			
	Mixed Fit/ Crossfit		X	
	Power Hour Walking Fitness		X	
	Self Defense			X
	Swing Out Dancing			X
	UJAM		X	
	Volleyball			X
	Wellbeats Fitness On Demand		X	
	Wellness Wednesday			X
	X-CO Fitness			X
	Yoga			X
	Zumba	X		
	Zumba and Water Aerobics Combination	X		
Senior Programs	Computer Education & Training	X		
	Congregate Meal Progran	X		
	Conversations, Coffee and Coloring for Senior Adults	X		
	Creative Card Making	X		
	Groom & Glamour Lounge	X		
	Knitting & Crochet	X		
	Lifetime of Legacies	X		
	Line Dance	X		
	Men's Power Hour	X		
	Ping Pong	X		
	PuzzzleRama	X		
	Reading Is FUN	X		
	Sewing and Quilting	X		
	Walking Club	X		
Special Events	4ty of July Celebration	X		
	Annual Volunteer Recognition	X		
	Paint Party		X	
	ChristmasParade and Festival	X		
	Cinco DeMayo Block Party		X	
	Earth Day Celebration		X	
	Easter Egg Hunt and Fun Run		X	
	Educator Apprecition Breakfast			X
	Fall Festival Boo-Vie	X		
	Family Camp out		X	
	Flashback Friday/Music in the Park			X
	Juneteenth Celebration	X		
	Mother /Daughter Tea & Fashion Show		X	
	Parent/Child Valentine Dance	X		
	Senior Fall Extravaganza	X		
	SLC Black History Program	X		
	SLC Christmas Legacy Ball	X		
	SLC Father's Day Program	X		
	SLC Thankgiving Luncheon	X		
	SLC Valentine's Day Social	X		
	SLC Veterans Day Program	X		
	Turkey Bowl/Open House	X		
Total		43	30	19
Percentage		47%	33%	21%

Figure 9-Program Classification Distribution Part 2

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Department of Parks and Recreation

2.4.4 Cost of Service & Cost Recovery

The Recreation Program Assessment is designed to help begin the conversation and process for identifying programmatic costs. Any future philosophical shifts should be made based on data-driven decisions and with an understanding of full costs of delivering programs and services.

Therefore, cost recovery targets should be identified and tracked for each core program area (at minimum) and for specific programs or events where possible. The previously identified core program areas would serve as an effective breakdown for tracking cost recovery metrics, which would theoretically group programs with similar cost recovery and subsidy goals. Determining cost recovery performance and using it to inform pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section)
2. Conduct a cost of service analysis to calculate the full cost of each program
3. Establish a cost recovery percentage, through LPRD policy, for each program or program type based on the outcomes of the previous two steps, and adjust program prices accordingly

The following provides more detail on steps 2 & 3 above.

Understanding the Full Cost of Service

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and program staff should be trained on this process.

A cost of service analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a cost of service analysis not only helps determine the true and full cost of

Figure 10-Program Cost Recovery Model

offering a program, but provides information that can be used to price programs based upon accurate delivery costs. **Figure 10** illustrates the common types of costs that must be accounted for in a cost of service analysis.

The methodology for determining the total cost of service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants;
- Number of tasks performed;
- Number of consumable units;
- Number of service calls;
- Number of events;
- Required time for offering program/service.

Agencies use cost of service analyses to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by LPRD between one another. Cost recovery goals are established once cost of service totals have been calculated.

Current Cost Recovery

With regard to LPRD's programs, services, and events, there is not an established methodology used to document cost recovery by the core program area level. Given LPRD's core program areas, the following recommended cost recovery ranges are provided for future consideration **(Figure 11)**.

Core Program Area	Recommended Cost Recovery Range
Afterschool/Camps	25-75%
Aquatics	50-100%
Athletics	50-100%
Fitness	75-100%
Senior Programs	25-75%
Special Events	0-50%

Figure 11-Program Cost Recovery Goals

2.4.5 Pricing

The pricing of programs should be established based on the cost of service analysis, overlaid onto programs areas or specific events, and strategically adjusted according to market factors and/or policy goals. Overall, the degree to which pricing strategies are used currently is not expansive. The only pricing tactic used with commonality across the core program areas is market rate **(Figure 12)**.

LPRD should consider adding dynamic pricing to its pricing strategies. Dynamic pricing considers weekday/weekend rates and prime/non-prime time rates. Implementing dynamic pricing allows the department to shift usership and spread out facility usage. Pricing services based on cost recovery goals is also recommended because it will help with public transparency as to why a particular program is priced the way it is. Lastly, scholarships should be available and pricing strategies to account for a customer's ability to pay should be considered. These pricing tactics would be useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services.

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These pricing tactics should be added in combination with any financial philosophical shifts. Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary within the policy frameworks that guide the overall pricing philosophies. It is also important to continue monitoring for yearly competitor and other service providers benchmarking.

Core Program Area	Pricing Strategies									
	Age Segment	Family / Household Status	Residency	Weekday / Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
Afterschool/Camps		X						X		
Aquatics						X		X		
Athletics										
Fitness	X		X					X		
Senior Programs								X		
Special Events								X		

Figure 12-Program Pricing Tactics Used

2.5 Program Strategy Recommendations

In general, LPRD's program staff should begin a cycle of evaluating programs on both individual merit as well as the program mix as a whole. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, as long as each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

2.5.1 Program Evaluation Cycle
Using the age segment and lifecycle analyses, and other established criteria, program staff should evaluate programs on an annual basis to determine program mix and incorporate into Mini Business Plans.

2.5.2 Program Decision-making Matrix
When developing program plans and strategies, it is useful to consider all of the core program areas and individual program analyses. Lifecycle, age segmentation, classification, and cost recovery goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making. A simple, easy-to-use tool similar to the table below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired.

Program	Core Program Area	Age Segment	Lifecycle	Classification	Cost Recovery	Other Factors

Figure 13-Program Decision-Making Matrix

2.5.3 Mini Business Plans
The planning team recommends that Mini Business Plans (2-3 pages) for each core program area be updated on a yearly basis. These plans should evaluate the core program area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies that are to be implemented. If

developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

If the program/service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions the next step is to determine the marketing methods using **Figure 14**.

Marketing & Promotion Methods

Program Idea *(Name or Concept)*: _____

Marketing Methods	Content Developed	Contact Information	Start Date
Activity Guide			
Website			
Newspaper Article			
Radio			
Social Media			
Flyers - Public Places			
Newspaper Ad			
Email Notification			
Event Website			
School Flyer/Newsletter			
Television			
Digital Sign			
Friends & Neighbors Groups			
Staff Promotion @ Events			

Program Idea *(Name or Concept)*: _____

Internal Factors

Priority Ranking:	High	Medium	Low

Program Area:	Core	Non-core	

Classification	Essential	Important	Discretionary

Cost Recovery Range	0-40%	60-80%	80+%

Age Segment	Primary	Secondary	

Sponsorship/Partnership

Potential Partnerships	Monetary	Volunteers	Partner Skill	Location/Space

Potential Sponsors	Monetary	Volunteers	Sponsor Skill	Location/Space

Market Competition

Number of Competitors	_____

Competitiveness	High	Medium	Low

Growth Potential	High	Low	

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2.5.4 Marketing and Communication Best Practice

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the "right" methods of delivery.

A strategic marketing plan should address the following:

- Target audiences/markets identification
- Key messages for each target market
- Communication channels/media for each target market
- Graphic identity and use protocols
- Style handbook for all marketing material
- Social media strategies and tactics
- Communication schedule (content calendar)
- Marketing roles and responsibilities
- Staffing requirements

An effective marketing plan must build upon and integrate with supporting plans, and directly coordinate with organization priorities. The plan should also provide specific guidance as to how the LPRD identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.

Website

The current website is through the City of Lancaster. The website follows the same color scheme as the parent website. The homepage provides background information for the Department, contact information for the director, and an overview of departmental responsibilities and services provided to residents. A major challenge is the lack of ability to register for programs and make facility reservations online. **This is a barrier to participation that should be reduced by creating a stand-alone website for parks and recreation services. This will allow the department to have more control and autonomy over website content, features, and overall marketing and communications.**

Social Media

The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement. This could be done by:

- Allowing controlled 'user generated content' by encouraging users to send in their pictures from Lancaster special events or programs
- Introducing Facebook-only promotions to drive greater visitation to Facebook
- Leveraging the website to obtain customer feedback for programs, parks and facilities and customer service
- Expanding opportunities for Crowdsourcing information on an ongoing basis. Crowdsourcing is use for a call out of all types of resources such as man power, volunteers, and equipment to help accomplish your set goal.
  - Some existing resources include **mindmixer.com** and **peakdemocracy.com** which can be evaluated if Lancaster has the resources and can utilize it on an on-going basis.
  - Crowdsourcing options could include printing program guides or developing marketing material.
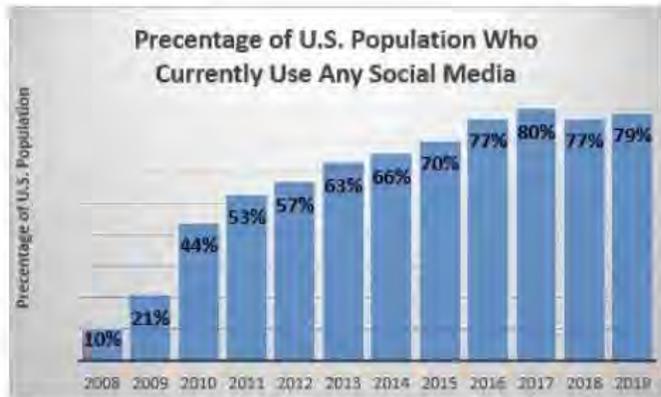
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- Providing opportunities for Donations or Crowdfunding through the website. Crowdfunding is a monetary call out to complete a project or meet a goal.
  - **kickstarter.org** / **indiegogo.com** / **razoo.com** these sites help bring small amounts of money together to create needed capital.
- Maximizing the website's revenue generating capabilities
- Conducting an annual website strategy workshop with the staff to identify ways and means that the website can support Lancaster Social Media Trends.

Social Media Users

Over the last decade, social media has become one of the Country's fastest growing trends. With only ten percent of the country using social media in 2008; today, an estimated seventy-nine percent of the U.S. population is currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for Lancaster to take advantage of these marketing opportunities. Social media can be a useful and affordable tool to reach current and potentially new system users. Such platforms as Facebook, YouTube, Instagram, Pinterest, Twitter or LinkedIn are extremely popular with not only today's youth but also young and middle-aged adults.
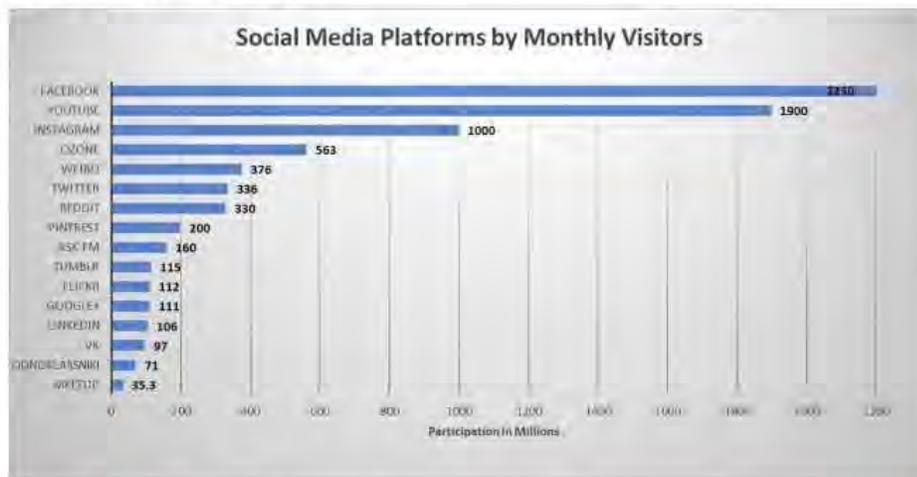

Precentage of U.S. Population Who Currently Use Any Social Media

Source: https://www.statista.com/statistics/273476/percentage-of-us-

Social Media Platforms

Below is a chart that depicts the most frequently used social media sites throughout the world. As of August 2019, Facebook stands out as the most heavily trafficked social media platform, with an estimated 2.2 billion visitors per month. With YouTube coming in second with 1.9 billion visitors per month.

Mediums Used to Access the Internet

Social Media Platforms by Monthly Visitors

Source: https://www.dreamgrow.com/top-15-most-popular-social-networking-sites/

The following image is taken directly from Statista.com depicts the number of internet users in the United States, number of available Wi-Fi locations and internet penetration in the US. Only 10% of surveyed adults state they do not use the internet in 2019. As of 2018 Statista, the United States has the largest online market in the world with 312 million users.

NUMBER OF INTERNET USERS IN THE UNITED STATES
293m

NUMBER OF AVAILABLE WI-FI LOCATIONS IN THE U.S.
152,069

INTERNET PENETRATION IN THE U.S.
87.27%

Source: https://www.statista.com/topics/2237/internet-usage-in-the-united-

2.5.5 Marketing and Communications Recommendations

- Create a stratified marketing plan for Lancaster residents based on the community survey crosstab analysis; that is, create specific marketing messages and mediums used for specific demographic segments within the community.
- Establish priority segments to target in terms of new program/service development and communication tactics.
- Establish and review regularly performance measures for marketing; performance measures can be tracked through increased use of customer surveys as well as some web-based metrics.
- Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes.
- Consider developing a separate webpage for the Department that is managed by the Department. Ensure that the website has online program registration and facility rental reservation capabilities.

2.5.6 Best Practice for Contracted Classes

Programs and services provided by outside contract instructors are a cost-effective way to provide additional recreation opportunities for the community. Contract class pricing and related revenue split should be contractually negotiated. That is, the City should collect revenue and a percentage of revenue is paid to the contract instructor. Most agencies negotiate a revenue split between the contract instructor and the City within a range of 40% to 70%. In certain situations, factors like changing market conditions or unique cost structures may result in a split outside the general range. Additionally, the revenue split should be influenced by the classification model established in this Recreation Program Assessment. For example, a program offering an "Essential" program may have a higher revenue split for the contractor in an effort to keep program fees lower for the target audience(s).

2.5.7 Best Practice for Facility Utilization

Facility utilization provides an understanding of capacity, desired program time(s), and programming limitations. All programmable facilities should be assessed regularly for its utilization. That is, how many hours are available compared to how many hours are used. The national benchmark (or ideal) is at least 60% utilization for programmable spaces.

2.5.8 Program Standards and Performance Measurement

LPRD recreation staff were asked to answer questions related to seven program standard categories:

1) Performance measures
2) HR practices
3) Marketing and promotion
4) Public input
5) Volunteerism
6) Partnerships
7) Competitors and similar providers

As indicated by **Figure 15**, there are areas that would benefit LPRD if adopted as a best practice including:

- Adding performance measures such as cancelation rates, customer satisfaction levels, and retention rates;
- Training on calculating and tracking true cost of service;
- Institutionalizing a more robust public engagement process that includes lost customer/user surveys, focus groups, and crowdsourcing tools; and
- Adopting formalized partnership policies.

#	Does the Department currently track any of the following program and/or facility performance measurements for recreation programs?	YES
1	Total participants	X
2	Participant to staff ratio	X
3	Program cancellation rate (% describing number of programs cancelled due to insufficient numbers)	
4	Customer satisfaction level	
5	Customer retention rate	
	Does the Department currently use any of the following HR practices or standards for recreation programs?	
6	Regularly and consistently update policies & procedures	X
7	Instructor quality check	X
8	Lesson plans	
9	Program evaluation system	X
10	Customer service training	X
11	Basic life safety training (ex. CPR, First Aid)	X
12	Enhanced life safety training	
13	Specialty skill training	
14	Marketing training	
15	Training on calculating/tracking total cost of facility operations	
16	Training on calculating/tracking cost of service	X
17	Continuing education	X
18	Diversity training	X
19	Performance reviews: full-time	X
20	Performance reviews: part-time	X
21	Performance reviews: seasonal	X
	Does the Department currently use any of the following methods of marketing and promotion for recreation programs?	
22	Program guides (print)	X
23	Program guides (online)	X
24	Website	X
25	Smart/mobile phone enabled site	
26	Apps	
27	Flyers and/or brochures	
28	Direct mail	
29	Email blasts and/or listserv	X
30	Public Service Announcements (PSAs)	X
31	Road sign marquees	X
32	Paid advertisements	
33	Radio (paid or free)	X
34	TV (paid or free)	
35	On-hold pre-programmed phone messages	X
36	SMS/MMS/Text Message marketing	X
37	Newsletters (print)	X
38	Newsletters (online)	X
39	In-facility signage	X
40	Facebook	
41	Instagram	
42	Twitter	
43	Flickr	
44	YouTube channel	
45	Blogs / vlogs	
46	Webinars	
47	QR Codes	
48	Other	
	Does the Department currently use any of the following methods for gathering public input or feedback regarding recreation programs?	
49	Pre-program surveys	
50	Post-program surveys	X
51	Regular/recurring user surveys	X
52	Lost customer/user surveys	
53	Non-customer/non-user surveys	
54	Focus groups	
55	Statistically valid surveys	X
56	In-facility, in-park, or on-site surveys	X
57	Crowdsourcing tools (e.g., Peak Democracy, Chaordix, Mind Mixer, etc.)	
58	Other	
	Regarding volunteers for recreation programs, does the Department currently...	
59	Track the number of individual volunteers used annually?	X
60	Track the number of volunteer hours donated annually?	X
61	Have a formal/adopted volunteer policy?	X
	Regarding recreation-related sponsorships/partnerships, does the Department currently...	
62	Maintain a list or database of all partner organizations?	X
63	Have a formal/adopted partnership policy?	
64	Require a written agreement for all partnerships?	X
65	Identify measurable outcomes for each partnership?	
	Regarding market competitors and similar providers of recreation programs, does the Department currently...	
66	Maintain a list or database of major competitors/similar providers?	X
67	Regularly (e.g., annually) conduct an environmental scan of competitors' offerings, pricing, and marketing?	X

Figure 15-Program Standards Analysis

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