



Lakeland Municipal Parks & Recreation/Natural Resources Advisory Board  
Regular Meeting Agenda  
Tuesday, March 11, 2025, 5:30 PM  
10001 Hwy 70 Lakeland, Tennessee 38002

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- I. CALL TO ORDER:
- II. ROLL CALL:
- III. CONSENT AGENDA:
  1. Approval of Meeting Minutes from Previous Meetings:
    - a. **Annual Meeting Minutes** - January 14, 2025
- IV. CONSIDERATION AND POSSIBLE ACTION ON ITEMS REMOVED FROM THE CONSENT AGENDA:
- V. PUBLIC DISCUSSION:
- VI. REPORTS FROM OFFICERS AND STAFF:
  1. Parks Administration Update
  2. Recreation Update
  3. Senior Center and Special Events Update
- VII. UNFINISHED BUSINESS:
- VIII. NEW BUSINESS:
  1. **Action** - design recommendation to the Board of Commissioners for the Lakeland Community Center Aquatics Center by 4FDesign, P.C.
  2. **Action** - recommendation to the Board of Commissioners for the approval of the 2025 City of Lakeland Parks Master Plan update.
  3. **Action** - recommendation for the submission of an application for the Local Parks and Recreation Fund 2025 Grant Cycle to fund pickleball courts in the City of Lakeland

4. **Action** - recommendation to the City Manager for parks and recreation fees schedule update for Fiscal Year 2026.
5. **Action** - recommendation to Board of Commissioners regarding the City of Lakeland 2025 Freedom Festival

IX. ANNOUNCEMENTS:

X. ADJOURNMENT:

Lakeland Municipal Parks & Recreation/Natural Resources Advisory Board  
Annual Meeting Minutes  
Tuesday, January 14, 2025, 5:30 PM  
City Hall, Board Room, 10001 Hwy 70, Lakeland, Tennessee 38002

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I. CALL TO ORDER:

The meeting was called to order by Chair Mark Donley 5:30 p.m. on Tuesday, January 14, 2025.

II. ROLL CALL:

Mark Donley	Present
Jessica Cannon	Present - late arrival 5:33pm
Stacy Monasky	Present
Ben Ledsinger	Present
Amber Sawyer	Present
Vice Mayor Michele Dial	Present
Jenny Kiesel	Absent

Staff personnel in attendance were Parks and Recreation Director Andrew Fisher, Recreation Manager John Proctor, Special Events and Senior Center Manager Kim Odom, Special Events Coordinator Alex Harris, and City Recorder Cheyenne Carter.

III. ELECTION OF OFFICERS:

1. Chair  
Vice Mayor Dial nominated Mark Donley to serve as chair seconded by Ben Ledsinger. No objections were heard.
2. Vice Chair  
Vice Mayor Dial nominated Amber Sawyer to serve as Vice Chair seconded by Jessica Cannon. No objections were heard.
3. Secretary  
Amber Sawyer nominated Jessica Cannon to serve as Secretary seconded by Stacy Monasky. No objections were heard.

IV. CONSENT AGENDA:

1. Approval of Meeting Minutes from Previous Meetings:

a. **Regular Meeting Minutes** - November 12, 2024

Amber Sawyer moved to approve the minutes seconded by Jessica Cannon.

***When the question was called the meeting minutes passed as presented, voice vote, 6 in favor 0 against 0 abstain (6-0-0).***

V. CONSIDERATION AND POSSIBLE ACTION ON ITEMS REMOVED FROM THE CONSENT AGENDA:

None.

VI. PUBLIC DISCUSSION:

None.

VII. REPORTS FROM OFFICERS AND STAFF:

1. Parks Administration Update  
Parks and Recreation Director Andrew Fisher offered this report.

2. Recreation Update  
Recreation Manager John Proctor offered this report.

3. Senior Center and Special Events Update  
Special Events and Senior Center Manager Kim Odom and Special Event Coordinator offered this report.

VIII. UNFINISHED BUSINESS:

None.

IX. NEW BUSINESS:

1. **Presentation** - City of Lakeland 2025 Special Events Calendar  
Special Events Coordinator Alex Harris offered this presentation.

2. **Presentation** - pickleball project  
Parks and Recreation Director Andrew Fisher offered this presentation.

X. ANNOUNCEMENTS:

None.

XI. ADJOURNMENT:

There being no other business on which to act, the meeting was adjourned without objection at 6:25pm on Tuesday, January 14, 2025.

These minutes were approved on March 11, 2025.

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Jessica Cannon  
*Secretary*

ATTEST:

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Cheyenne Carter  
*City Recorder*

DRAFT

March 11, 2025

# PARKS ADMINISTRATION

## 1. IH Park Improvements

- A. IH Park Restroom facility project.
  - i. Installation has been scheduled for the week of April 7, 2025, by Public Restroom Company.
  - ii. The contract for site prep for the restroom has been awarded. That work is set to begin this week.
- B. IH Park Pavilion
  - i. Delivery and installation are scheduled for the week of March 10.

## 2. City Hall Park Improvements

- A. City Hall Park Pavilion
  - i. Delivery and installation have been tentatively scheduled for the week of March 31.
- B. T-Ball Field
  - i. Construction documents are complete and are currently out for bid.
  - ii. The bid opening is scheduled for March 25.

## 3. Park Maintenance Updates

- i. IH Park
  - 1. UTV/ATV issue.

## 4. Staff Updates

- i. NRPA Maintenance Management School
  - 1. Parks Maintenance Supervisor, Jeremy Jones, completed year 1.
- ii. NRPA Director School
  - 1. Parks Director, Andrew Fisher, completed year 1.
- iii. We are currently accepting applications for a Parks Maintenance Technician.

March 11, 2025

# RECREATION / ATHLETICS UPDATE

## 1. Basketball

- a. The season has finished for all our teams except our older 12U Competitive.
  - i. Recreational Teams- 6U, 8U, & 10U
    1. The season ended with “Championship Saturday” March 1<sup>ST</sup>.
  - ii. Competitive Teams- 3<sup>RD</sup> & 4<sup>TH</sup> girls, 5<sup>TH</sup> & 6<sup>TH</sup> boys, & 5<sup>TH</sup> & 6<sup>TH</sup> boys
    1. 4 Teams lost in the first round and our 5<sup>TH</sup> & 6<sup>TH</sup> boys team made it to the Championship and won.
  - iii. Basketball Cheer
    1. The season has ended.
    2. End of Season Banquet for Basketball Cheer will be March 13<sup>TH</sup> at the IH Clubhouse

## 2. Youth Spring Baseball

- a. Age Group Numbers: Total – 99 (2024 – 91)
  - i. 4U – 24 (2024- 20) Registration is still open through May 23<sup>RD</sup>
  - ii. 6U – 20 (2024- 30)
  - iii. 8U – 28 (2024- 26)
  - iv. 10U –14 (2024- 15)
  - v. 12U- 13 (No team in 2024)
- b. 4U Developmental
  - i. Registration is still open for our second year of this program.
  - ii. The NAYS Start Smart Baseball program will begin in early April and will finish on May 11th.
- c. 6U, 8U, 10U, & 12U Age Groups
  - i. The teams are currently playing in the City of Bartlett leagues.
  - ii. Games are tentatively scheduled late April through mid-June.

## 3. Youth Spring Soccer

- a. Age Group Numbers Total: 320 (2024- 231)
  - i. 4U- 19 (2024- 10)
  - ii. 6U- 52 (2024- 20)
  - iii. 8U- 87 (2024- 60)
  - iv. 10U- 89 (2024- 61)
  - v. 12U- 49 (2024- 39)
  - vi. 15U- 24 (2024- 21)
- b. Skills development and practices began the week of March 3<sup>RD</sup>.
- c. Games will begin Saturday March 24<sup>TH</sup>.
- d. Season tentatively will end on May 10<sup>TH</sup>.

#### **4. Youth Flag Football- Mini Session**

- a. Registration will start March 24<sup>TH</sup>.
- b. The age group divisions will be 8U, 10U, & 12U to go along with our tackle football program.
- c. Practices will start tentatively the week of May 12<sup>TH</sup>.
- d. Games will start tentatively the week of June 2<sup>ND</sup> with the season finishing up by the end of June.

#### **5. Youth Fall Competitive Tackle Football**

- a. Registration will start March 24<sup>TH</sup>.
  - i. Age groups: 8U, 10U, & 12U
- b. Practices will begin in early July.
- c. Games will tentatively start in mid-August.

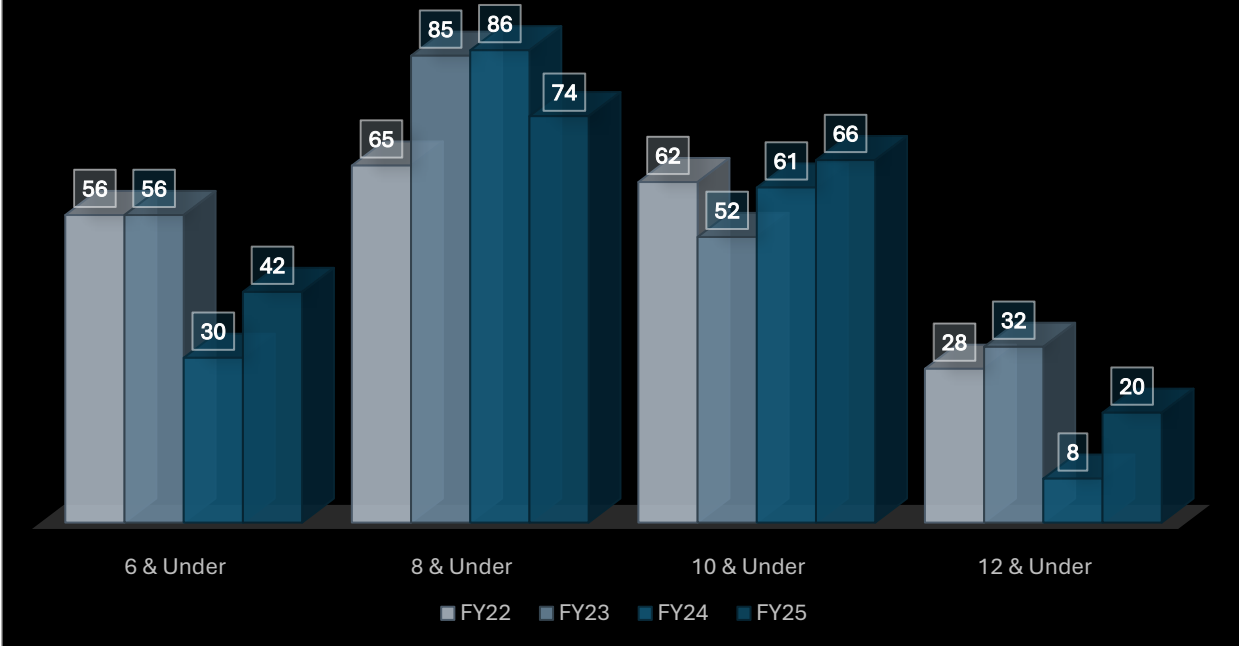
#### **6. Youth Fall Tackle Football Cheerleading**

- a. Registration will start March 24<sup>TH</sup>.
- b. Uniform fittings will be scheduled soon.
- c. Practices will begin in early July.
- d. Games will tentatively start in mid-August.

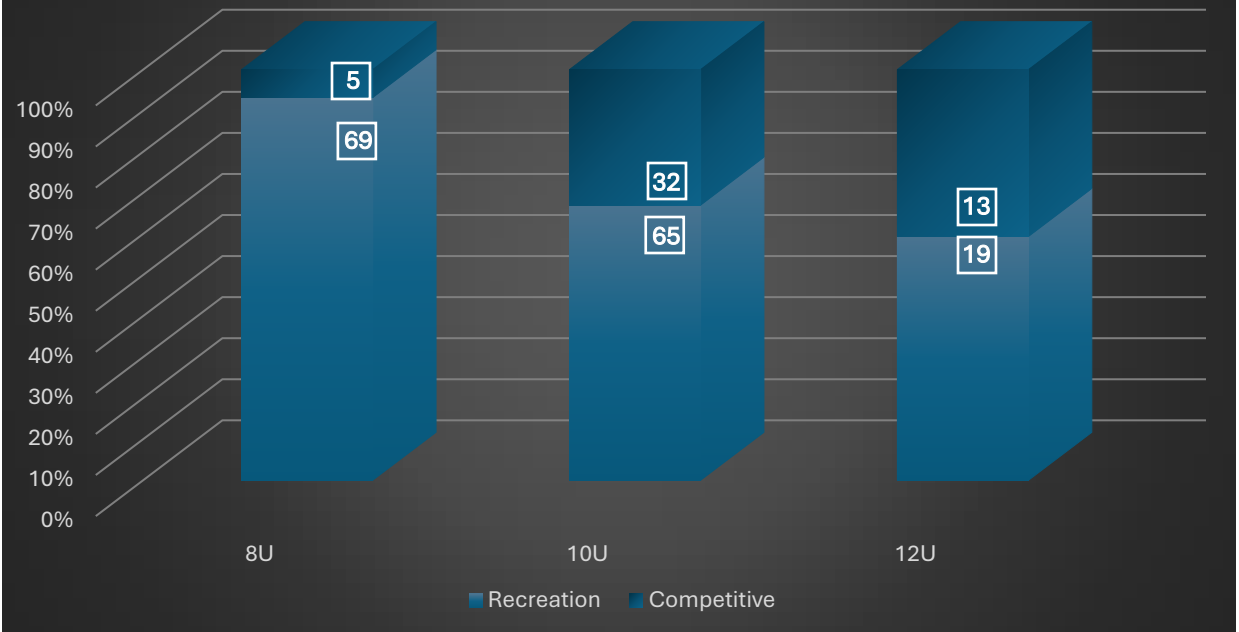
#### **7. Adult Soccer**

- a. Registration will start April 1<sup>ST</sup>.
- b. Season tentatively begins in mid-May and goes through mid-late June.

## YOUTH BASKETBALL TRENDS

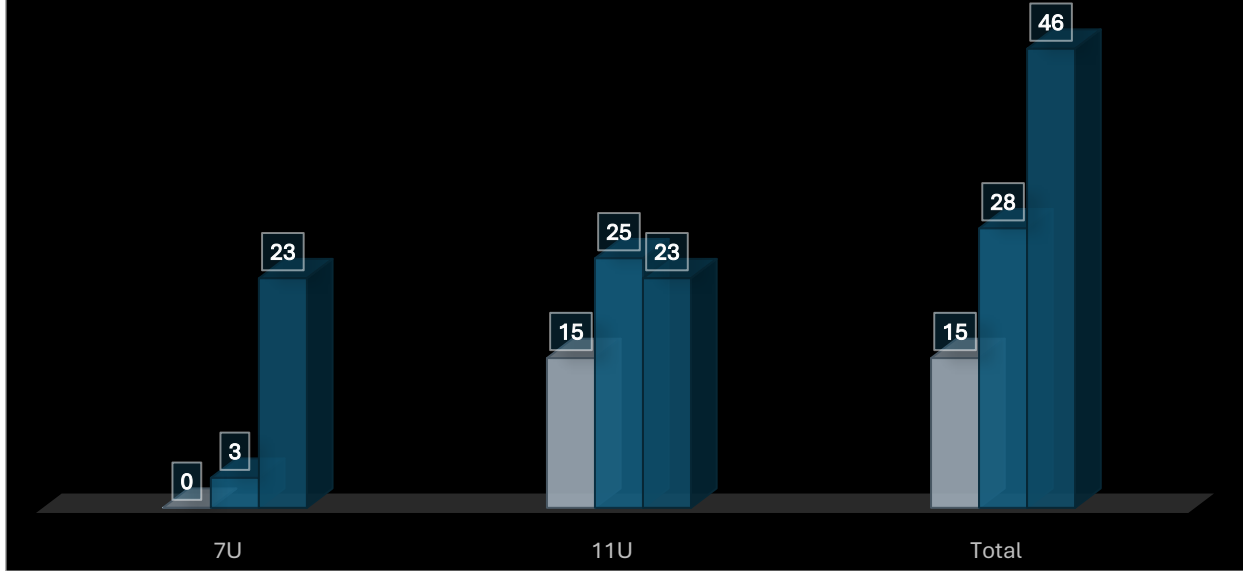


## Competitive/Recreation Ratio

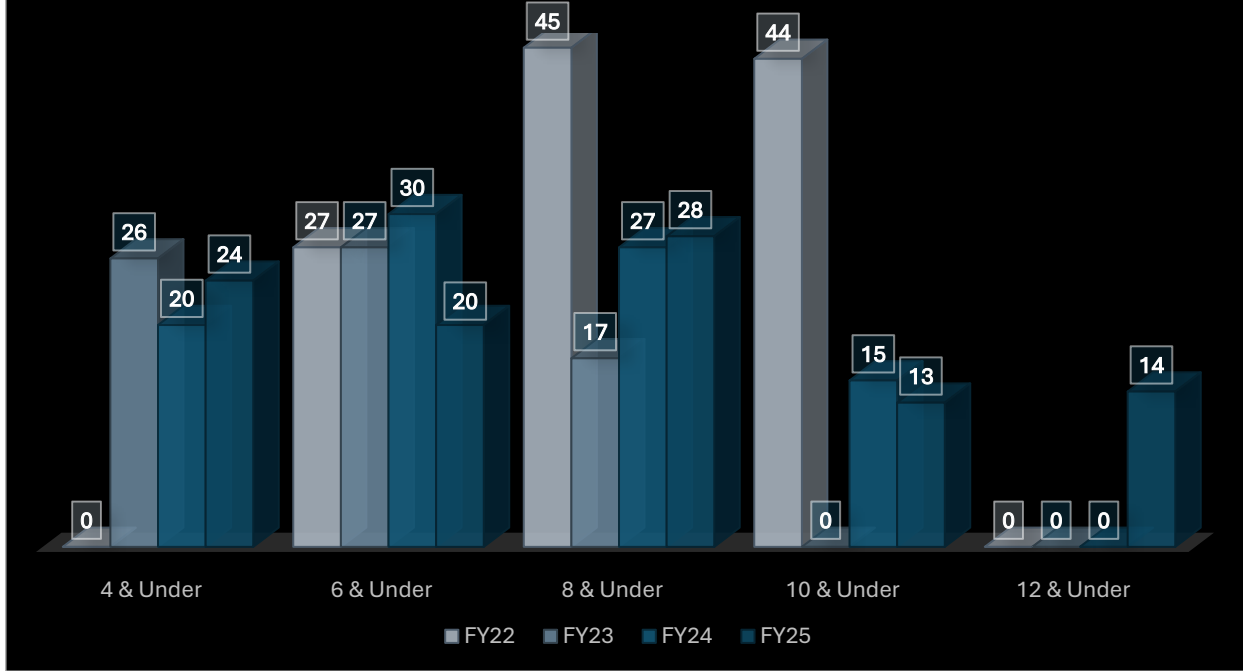


# YOUTH CHEER - BASKETBALL TRENDS

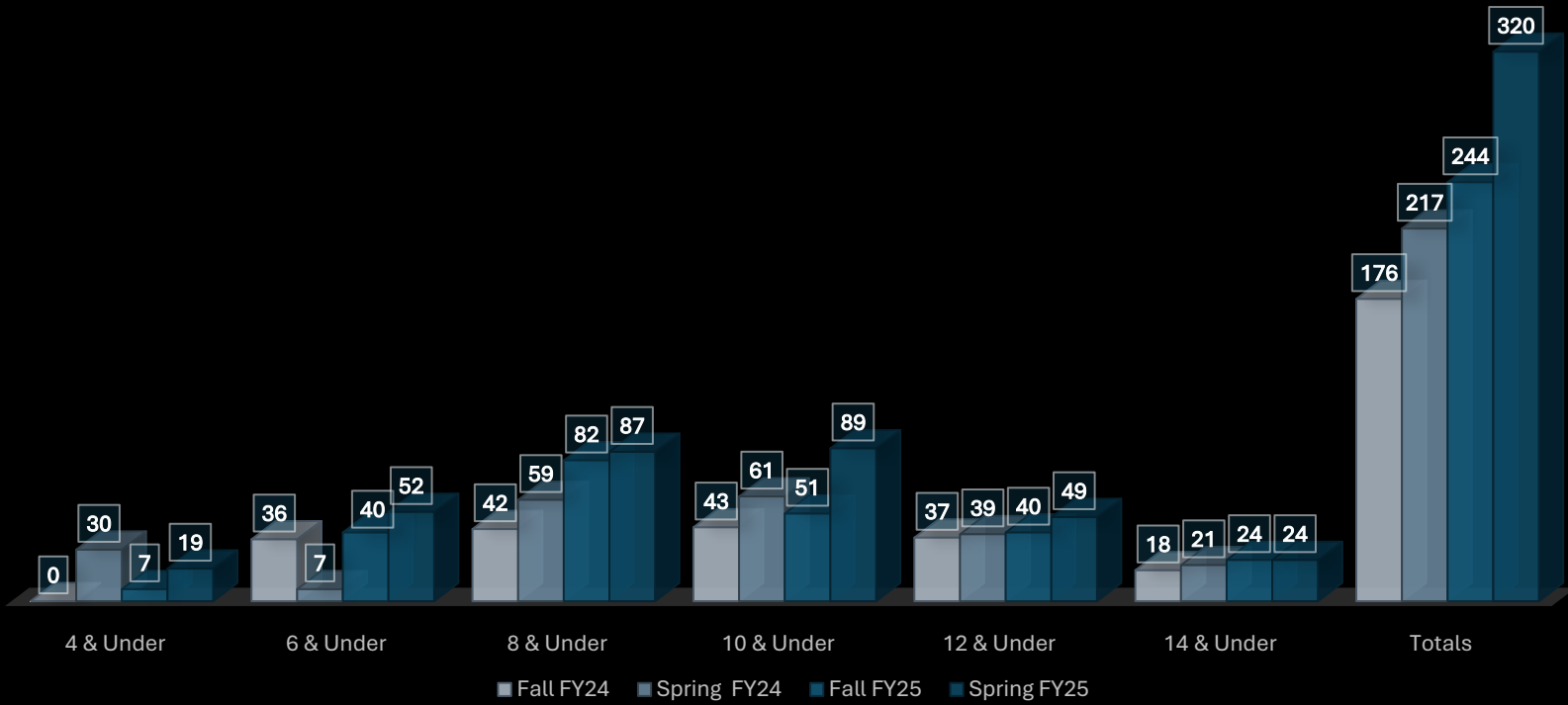
■ FY23 ■ FY24 ■ FY25



# YOUTH BASEBALL TRENDS



# YOUTH SOCCER TRENDS



March 11, 2025

# SENIOR CENTER & SPECIAL EVENTS UPDATE

## SENIOR CENTER

### 1. January 2025

- a. Attendance – 414 (January 2024 – 209)
- b. Programs
  - i. The Crochet class at the end of January was a success. We provided each attendee with two skeins of yarn to learn how to make a chunk blanket during class. They purchased the additional yarn needed to finish the project at home. We will be making a pillow in future class.
  - ii. Zentangle III workshop through Creative Aging was such a hit that the course came back for five more weeks at the end of February.
  - iii. The new Rolling Thunder (Bunco) is still growing in attendance. The name is changing to Friday Bunco so potential participants are clear on what the activity is.
  - iv. Art and Crafts continue to be what participants want more at LSC. Participants completed a 6-Weeks “Still Life Drawing Workshop through Creative Aging.
  - v. There were two Lunch & Learns in January. Thrivent came in to talk about the 5 Phases of an IRA Related to Retirement. They provided Chik-Fil-A for lunch. The second Lunch & Learn featured Tool Talk+ Safety presented by an officer with SC Crime Prevention. The second half of Lunch & Learn was all about tools and how to stay safe using them. Each attendee was given a carry around tool set at the end of the event.
  - vi. The Western Hoedown & Chili Cook Off was a success with approximately 45 in attendance with seven participants in the Chili Cook Off contest.

### 2. February 2025

- a. Attendance – 424 (February 2024 – 416)
- b. Programs
  - i. The Blue Bird Society was the monthly guest speaker at the Lunch & Learn on February 4<sup>TH</sup>. Attendees learned about caring and maintaining blue bird houses being placed at

IH Park. Lakeland residents and regular LSC participants, Darlene and Nathan Marcks volunteered to help staff maintain the five bird houses placed in the park.

- ii. Staff met a variety of local professionals at the annual Professional Network on Aging Conference on February 11<sup>TH</sup> at Bartlett Baptist Church.
- iii. Kim has been voted in on to the Tennessee Federation of Aging's Membership Committee.
- iv. Kim has also been assigned as the contact person for the City of Lakeland in the Shelby County District Connector Program through the Shelby County Division of Community Services. The Connector Program is focused on strengthening community ties by connecting residents to vital resources and foster collaboration across all 13 Shelby County Commission districts.
- v. The annual Valentine Luncheon on February 13<sup>TH</sup>, was fully sponsored by Harmony Senior Services. Lunch was Chik-Fil-A, and all the ladies had the opportunity to make a floral arrangement. Entertainment was a Song-A-Long Skits presented the Woodland Presbyterian Outreach.

### **3. Upcoming**

#### **a. March**

- i. There's two Lunch & Learns in March with one focused on Medicare presented by Beci Baguley with Plan Right. The second Lunch & Learn will be retirement planning by Thrivent.
- ii. The Mardi Gras Lunch on March 4 with jazz and blues entertainment, delicious food, a shoebox float parade and contest, as pre-decorated masks just for the occasion. The feast of red and beans and rice, and gumbo was catered by Your Thyme and Occasion.
- iii. The Going Green Lunch on March 10<sup>TH</sup> will celebrate St. Patty's Day and the coming of Spring. The menu will be Little Caesar's Pizza. Entertainment will be the Bartlett Choral and Drama Club presenting a Song-A-Long program.
- iv. There will be sponsors for both Bingo sessions in March. Sponsors bring prizes for the prizes and hang around to play and mingle with the seniors.

#### **b. April**

- i. The new Health Hour program will welcome Anita Joiner with Wound MS LLC with a special presentation focused on skin care as you age.
- ii. April Bingo will be sponsored by Rosa Walker with Senior Solutions.
- iii. The monthly luncheon will be a BBQ Picnic hosted on the patio deck of IH Clubhouse with food, entertainment and fresh air. It can be moved inside if needed.

- iv. The annual LSC Volunteer Appreciation luncheon will honor 18 volunteers that help with various activities and events throughout the year. There were approximately 615 hours volunteered during 2023-2024.
- c. May
  - i. Plans for May's Lunch & Learn is pending a response from a local group professionals all focused on quality of life for the more mature audience.
  - ii. Planning for a Ladies Tea is in the works with a Kentucky Derby theme on May 6<sup>TH</sup>.

## 1. SPECIAL EVENTS

### 1. Upcoming Events

- a. Arbor Day 2025
  - i. 2025 Arbor Day in Lakeland, originally scheduled for Saturday March 15<sup>TH</sup>, has been rescheduled to Saturday March 29<sup>TH</sup>. A late frost back in January delayed the harvesting of the bare root saplings. An official proclamation was signed by the mayor.
  - ii. Application for Tree City USA has been approved; we are officially in year 19!
  - iii. We have secured sponsorship from the Tennessee Environmental Council, and we have purchased additional trees. We will have almost 200 trees to give away.
  - iv. We will also have a T-Shirt giveaway of Lakeland branded shirts for the first 144 people who pick up trees as well as 100 branded stress balls for the kids. When families pick up their trees, we will offer a cute tree themed craft for each child to take home.
  - v. Trees will be picked up at the IH Clubhouse between 10:00AM-12:00PM that day.
- b. Trivia Night 2025
  - i. 2025 Trivia Night is scheduled for Friday, March 28, 2025, beginning at 7:00PM
  - ii. The event features a mini "taste of Lakeland" as well as team trivia for up to 12 teams of eight.
  - iii. We currently have three vendors signed up for the taste of Lakeland: Marco's, Villa Castriotti, and Nothing Bundt Cakes.
  - iv. The Facebook event is getting good traction, but we currently do not have any teams registered.
- c. Easter Hop + Shop 2025
  - i. 2025 Easter Hop + Shop is scheduled for Sunday, April 6, 2025, from 2:00-6:00PM.

- ii. We have over 3000 eggs for three separate egg hunts. One for ages 0-5 at 2:30PM , and one for ages 6-11 at 3:30PM.
    - iii. Local vendors will be set up selling crafts in the clubhouse. We will have 901 Eats and Treats, Chick Fil A, and B&B New Orleans Style Shaved Ice food trucks set up to serve. We will also have a bounce house and music outside for the kids to enjoy.
  - d. Daddy Daughter Dance 2025
    - i. Daddy Daughter Dance is scheduled for Saturday, April 12, 2025, from 6:00PM – 8:00PM at the IH Clubhouse.
    - ii. The event is sponsored and catered by Lakeland's own Villa Castrioti.
    - iii. The event will feature a photo booth, live DJ, games, appetizers, take home crafts and dinner. The cost for a father is \$30 and each child is \$20. Registration is live online at [lakelandtn.gov/registration](http://lakelandtn.gov/registration).
  - e. Fishing Rodeo 2025
    - i. The 2025 fishing rodeo is scheduled for Saturday, May 3, 2025, from 8:00-11:00AM.
    - ii. TWRA is sponsoring 400 lbs. of fish, as well as emceeding the event.
    - iii. We have matched their fish contribution and added extra fish totaling over 1000 lbs. of fish.
    - iv. We will have Bartlett Coffee and Chick-Fil-A food trucks set up for purchase.
    - v. Registration is live online at [lakelandtn.gov/registration](http://lakelandtn.gov/registration).



**Lakeland Municipal  
Parks &  
Recreation/Natural  
Resources Advisory  
Board**

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Meeting Cycle: Tuesday, March 11, 2025

Subject: **Action** - design recommendation to the Board of Commissioners for the Lakeland Community Center Aquatics Center by 4FDesign, P.C.

Staff Contact: Andrew Fisher, Parks and Recreation Director

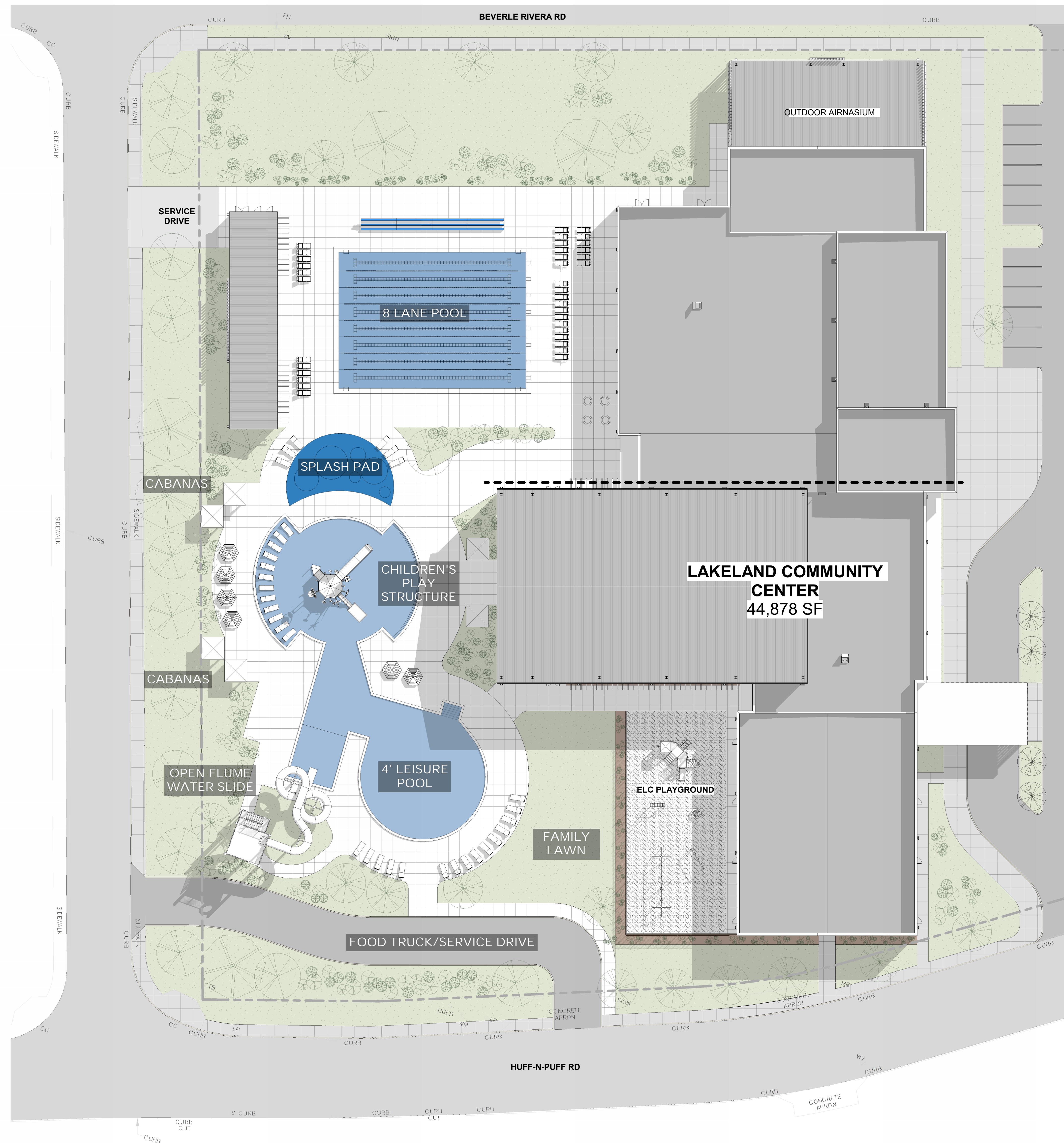
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**STAFF RECOMMENDATION**

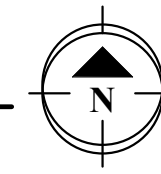
City Staff recommends approval of the design of the Lakeland Community Center Aquatics Center.

**BUDGET IMPACT**

**DISCUSSION**



1 PRESENTATION SITE PLAN  
3/64" = 1'-0"



City of Lakeland / YMCA of Memphis & the Mid-South  
**LAKELAND COMMUNITY CENTER**  
 9822 Huff-N-Puff Road | Lakeland, TN 38002





**Lakeland Municipal  
Parks &  
Recreation/Natural  
Resources Advisory  
Board**

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Meeting Cycle: Tuesday, March 11, 2025

Subject: **Action** - recommendation to the Board of Commissioners for the approval of the 2025 City of Lakeland Parks Master Plan update.

Staff Contact: Andrew Fisher, Parks and Recreation Director

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**STAFF RECOMMENDATION**

City Staff recommends approval of the 2025 City of Lakeland Master Plan update.

**BUDGET IMPACT**

**DISCUSSION**

CITY OF  
**LAKELAND**  
TENNESSEE

SYSTEM-WIDE MASTER PLAN UPDATE

MARCH 2025



## SPECIAL THANKS:

We extend our sincere appreciation and gratitude to the residents of Lakeland, the City staff, elected officials, and stakeholders who assisted in the public surveys, comment forms, meetings, and the overall planning process. This critical input guided the development of this master plan and in turn will have a positive impact on the City of Lakeland over the next decade.

### CITY OF LAKELAND

#### MAYOR AND BOARD OF COMMISSIONERS

Josh Roman - Mayor  
 Michele Dial - Vice Mayor  
 Jim Atkinson  
 Derek Johnston  
 Connie McCarter

#### PARKS AND RECREATION BOARD

Andrew Fisher - Parks and Recreation Director  
 Michele Dial - Vice Mayor  
 Mark Donley - Chair  
 Amber Sawyer - Vice Chair  
 Jessica Cannon - Secretary  
 Ben Ledsinger  
 Stacy Monasky  
 Jenny Kiesel

### PLANNING CONSULTANT TEAM

Kimley-Horn:  
 Michael Shelton  
 Tim Bryant  
 Rachel Nobles  
 Catherine Hackett



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**DRAFT**  
FOR REVIEW ONLY

# INTRODUCTION

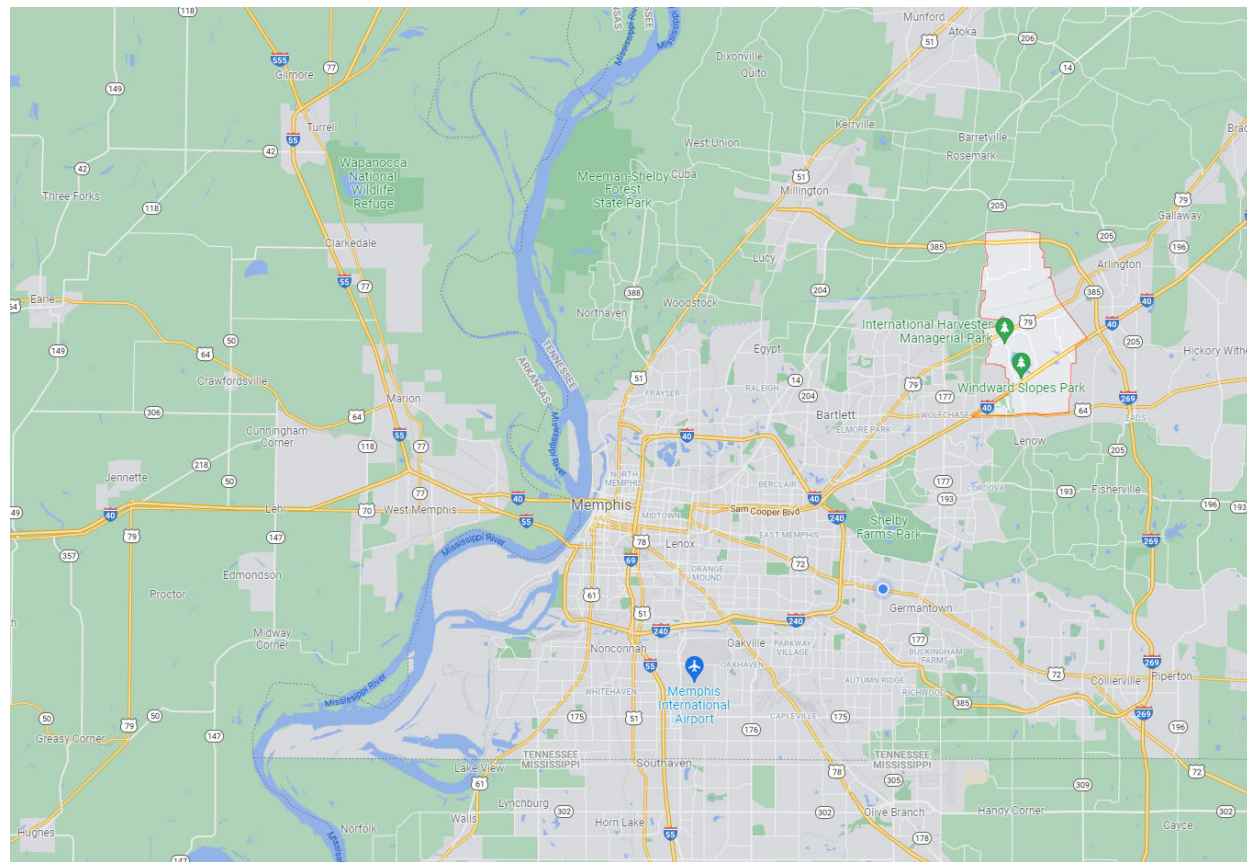
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# INTRODUCTION

Lakeland is located east of Memphis in Shelby County, Tennessee. The city consists of residential and commercial areas tucked into rolling country side and mature woodlands. Lakeland is designated as a 'Tree City USA' by the Arbor Day Foundation. Residents enjoy the picturesque scenery provided as a result of Lakeland's generous conservation easements and smart design guidelines. As the city continues to develop, great emphasis is placed on retaining the city's natural beauty.

The goal of this Parks and Recreation System-wide Master Plan is to provide appropriate recommendations by evaluating existing facilities and amenities in addition to analyzing current and projected growth in Lakeland. These recommendations will be provided as achievable and actionable strategies that will serve as a road map for the Parks Department over the next 10 years.

This Master Plan analyzes previous reports and relevant documents, current demographics and projections, community engagement efforts, existing recreational assets, benchmark analysis of peer communities, financial analysis, and presents an actionable implementation plan to guide the City forward as it relates to parks and recreation. Throughout the Plan, the theme of family-friendly recreation balanced with economic development to enhance Lakeland's unique assets is emphasized.



The City of Lakeland has a storied history. It began as the location of an amusement park titled Lakeland in the late 50's and 60's. This was the dream of local businessman Louis Garner, who sought to create the 'Disneyland of the Mid-South.' However, by the 1970's the amusement park began to down-scale as park visitors decreased. In 1977, Lakeland residents voted to incorporate as a city. A few relics from the past remain, as Lakeland has developed over the years. Now, the City boasts one of the top places to live in Tennessee.

The Parks and Recreation department manages 8 parks throughout the city that range in size from a 3 acre neighborhood park to a 100 acre parcel on which a sports complex will be constructed. The Parks and Recreation department manages a total of 230 acres in Lakeland. The department offers programs for all ages, including youth sports and senior activities. The population continues to grow in Lakeland, and the Parks and Recreation Department strives to continue to meet the public's needs.



**DRAFT**  
FOR REVIEW ONLY

## SUMMARY OF EXISTING PLANS

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## SUMMARY OF EXISTING PLANS

The following plans were collected and reviewed to better understand the existing framework the City has set, how these plans impact the Parks and Recreation System, and the foundation on which this Master Plan will build.

- 2009 Lakeland Recreation Master Plan
- Brody Townsend Athletic Complex Master Plan
- ADA Self-Evaluation and Transition Plan
- IH Managerial Park Master Plan
- Land Use and Transportation Plan

### 2009 LAKELAND RECREATION MASTER PLAN

This Master Plan that was finalized in 2009 examined existing park infrastructure and laid out a framework for the City to follow for the next ten years. The purpose of the plan was to identify and evaluate existing parks and recreation facilities, assess the need for additional parks and facilities, establish the vision and goals of the Lakeland Parks and Recreation System, and provide a series of recommendations for the implementation of the goals and vision established.

Public input was sought to guide the development of the master plan. Two public input sessions were held at the IH Managerial Clubhouse. Attendees were separated into focus groups that discussed their ideas, needs, goals, and concerns for city-wide parks and recreation in Lakeland. The results were grouped into the following categories: Descriptors for the Vision of the Lakeland Parks and Recreation System, Types of Parks Needed by the Lakeland Parks and Recreation System, Types of Programs Needed by the Lakeland Parks and Recreation System, and Specialized Facilities/Amenities Needed by the Lakeland Parks and Recreation System. The descriptors for the vision of the Lakeland Parks and Recreation system included creating an identity for the City, developing a connected community, preserving the natural environment, and promoting the health, well-being, and quality of life for residents. Citizens identified a large multi-use park, a sports complex, small neighborhood parks and a community center as types of parks needed in the City. Programs needed in the City included youth sports, special events, and after school programs.

The design team used the input gathered from the public input sessions to lay out the vision of the Lakeland Parks and Recreation system that would direct the City over the next decade. The Vision Statement was "The Lakeland Parks and Recreation Department envisions providing well designed, interconnected parks, trails, recreation facilities, and natural areas that connect and serve the entire community, demonstrate environmental stewardship, preserve the natural environment, enhance the health and well-being of the community, promote city pride, strengthen the economy, and distinguish the system as a local, state, and national leader in parks and recreation."

The project team also took inventory of the existing parks and analyzed the condition of existing amenities and facilities. Based on feedback from the community, population projections, and National Recreation

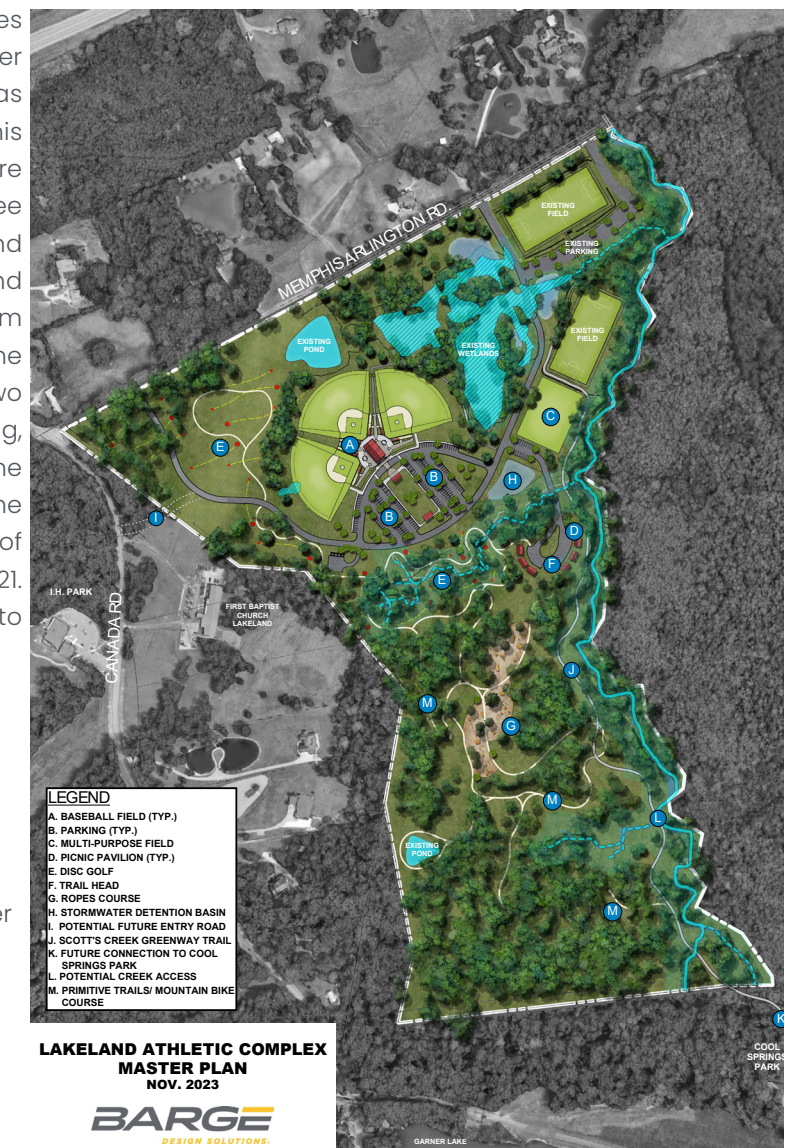
and Park Association (NRPA) guidelines, the project team listed improvement recommendations for each park, provided a conceptual plan for a community center, described the need for a sports complex, suggested the development of a comprehensive greenway plan. The plan also detailed possible funding mechanisms including adding/increasing taxes, development fees, recreational service fees, general obligation bonds, community partnerships and applicable grants.

### BRODY TOWNSEND ATHLETIC COMPLEX MASTER PLAN (2023)

Based on the need for sports facilities within the City of Lakeland, a master plan for a large sports complex was developed. The city purchased this land in 2004 in an effort to acquire more parkland. In 2018, the Tennessee Department of Environment and Conservation's Local Parks and Recreation Fund Grants program awarded the city a grant to develop the park. Phase I of the site plan included two multi-use fields, parking, landscaping, and drainage. It was completed in the fall of 2021. The master plan for the park was approved by the Board of Commissioners in September of 2021. A survey was conducted by the City to guide the planning process.

#### SURVEY RESULTS:

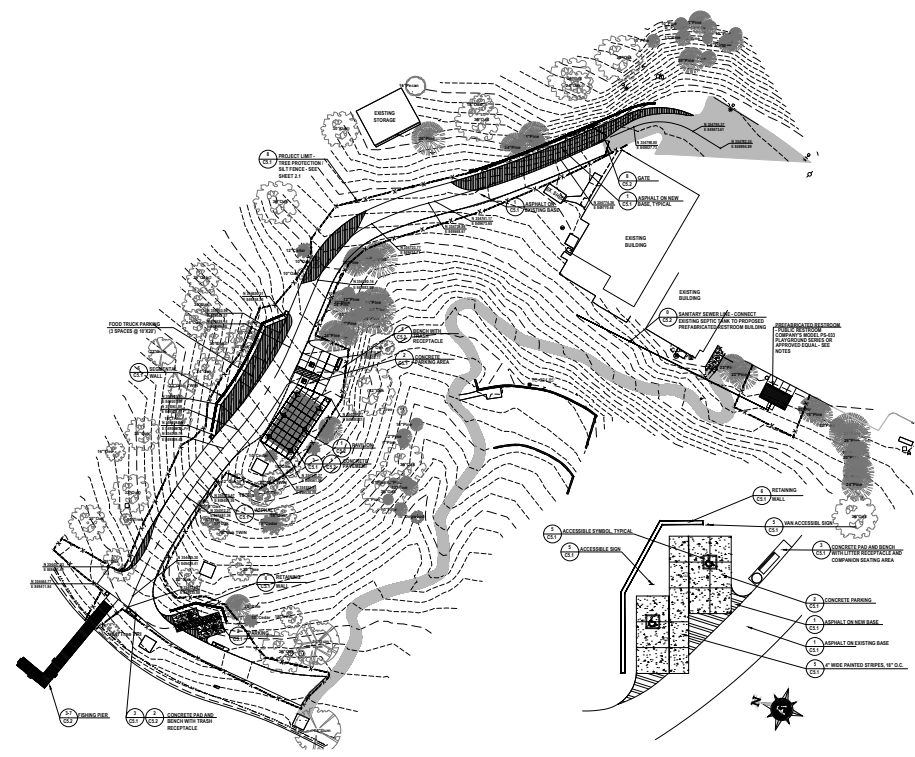
Of the respondents surveyed, 55 percent did not participate in recreation activities offered by the City, while 73 percent participated in recreation activities offered by another municipality. The most popular municipalities that respondents participated in were the neighboring towns of Arlington and Bartlett. Bathroom facilities, walking paths, and multi-use fields ranked highest in preferred amenities, while equestrian trails, horseshoe pits and educational/interpretive sites ranked lowest.



### IH PARK CONSTRUCTION MASTER PLAN

The site of IH Managerial Park was once the home of International Harvester Managerial Club and was used as a place for activities and leisure among club members. The park was donated to the City of Lakeland in 1997 and included a 5 acre lake and the 5,500 square foot IH Clubhouse. The interior finishes of the clubhouse and it's programming were updated based on recommendations from the 2009 Lakeland Recreation Master Plan. An adjacent Senior Center building was also added.

More recently, the City of Lakeland hired a consultant to produce a construction master plan for areas of the park. This master plan includes ADA parking, a fishing pier, restroom building and various other site improvements. The City is currently in the process of developing components of the plan including the restroom building.



### ADA SELF-EVALUATION AND TRANSITION PLAN

Lakeland's ADA Self-Evaluation and Transition Plan evaluated the programs, services, and activities provided by the City for ADA compliance. It also proposes solutions to remove barriers to ADA compliance, and provides a Transition Plan which outlines the necessary planning steps for successful program/facility modification over the next 30 years. Barriers to accessibility that were identified include physical barriers (parking, doors, restrooms, drinking fountains, path of travel, etc) and programmatic barriers (signage, emergency notifications, visible signals, participation opportunities for City sponsored events, etc.). The Transition Plan evaluated each existing park location and the facilities within them - parking lots, paths of travel, buildings, restrooms, fields, playgrounds, and other park amenities. The Transition Plan identifies what the barriers are, recommendations on how to improve the barrier, and an approximate cost associated with each improvement. As the City makes improvements to the existing parks, the Action Log for each facility should be reviewed and those improvements should be made simultaneously.



**DRAFT**  
FOR REVIEW ONLY

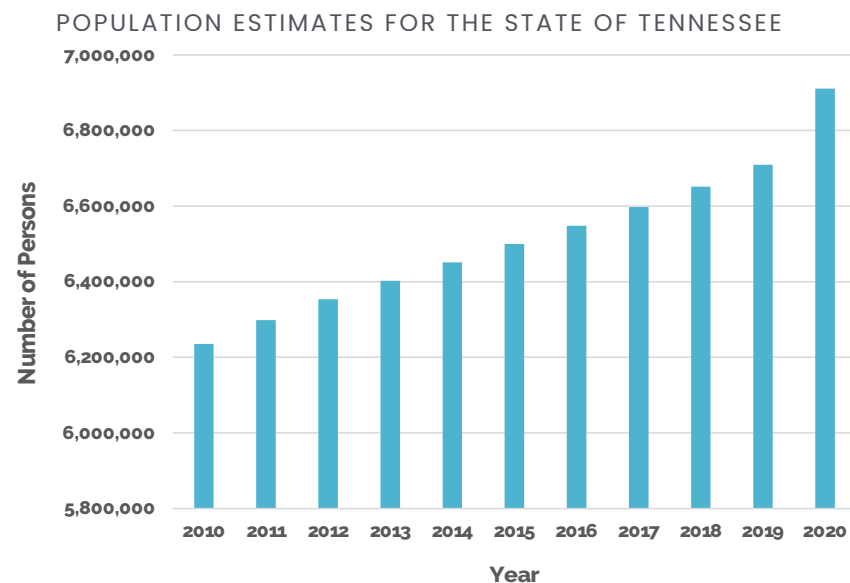
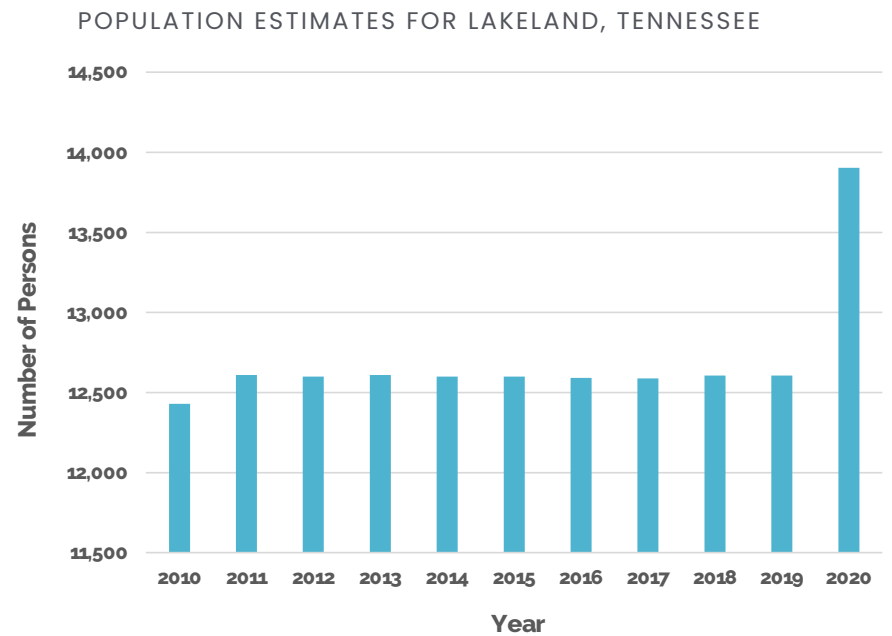
## DEMOGRAPHICS

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## DEMOGRAPHICS

### POPULATION TRENDS AND PROJECTIONS

The population of Lakeland as of 2020 was 13,904. Following a decade of rapid growth from 2000 to 2010, population growth stalled in the decade between 2010–2020. A large spike in population growth in 2020 bumped the average population growth rate to 1.17 percent. The population of Lakeland is 50.9% female and 49.1% male. The graphs below illustrate the change in population between 2010 and 2020 in Lakeland and in the state of Tennessee.



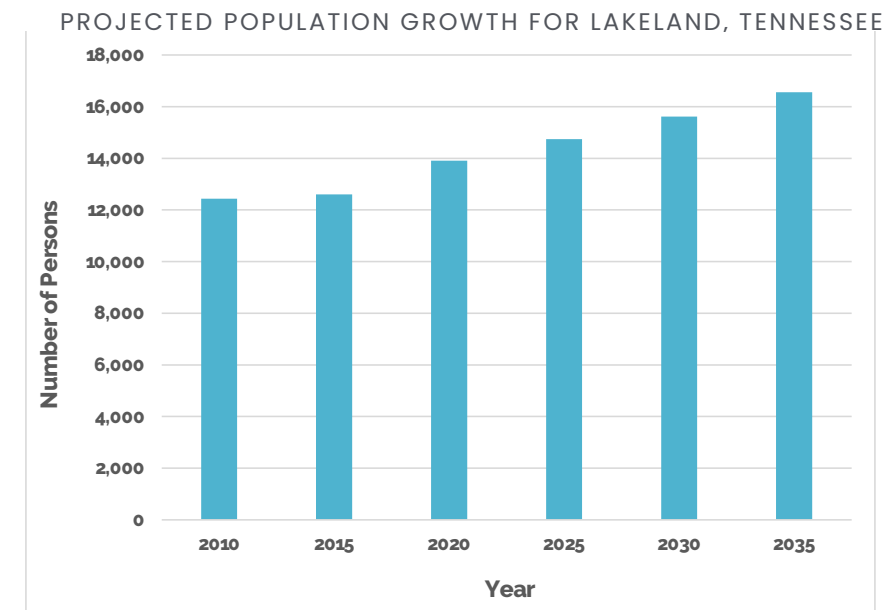
Source: American Community Survey, 2010–2020.

Population growth percentages from 2010–2020 indicate that the population of Lakeland remained steady for much of the decade. However a 10.3 percent spike was recorded in 2020. Overall, Lakeland saw a 1.17 percent growth rate from 2010 to 2020, compared to a growth rate of over 80 percent from the previous decade.

Population Percent Change in Lakeland	
2011	1.45%
2012	-0.08%
2013	0.07%
2014	-0.07%
2015	-0.01%
2016	-0.06%
2017	-0.03%
2018	0.14%
2019	0.00%
2020	10.30%
Average	1.17%

Source: American Community Survey, 2010–2020.

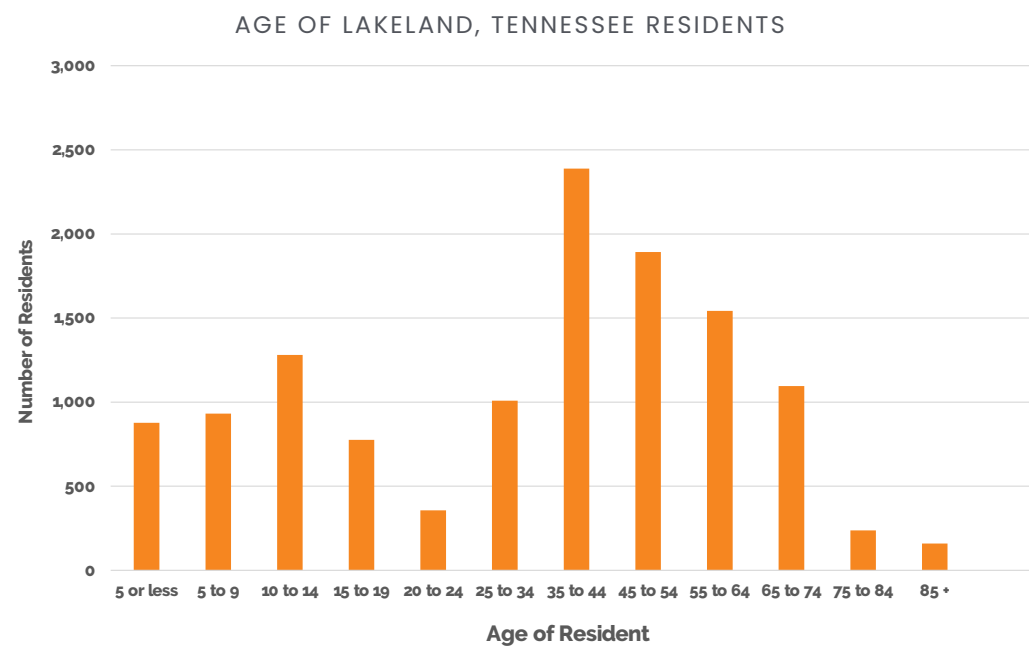
Population growth estimates for Lakeland indicate a growing population throughout the next 15 years. It is difficult to accurately quantify this growth due to the inconsistency of growth and the speculative nature of population projections. The following graph shows Lakeland’s projected population growth, given the growth rate of 1.17 percent seen over the last decade.



Source: American Community Survey, 2010–2020.

## AGE

The median age for a resident in Lakeland is 38 years old, which is consistent with the statewide median of 38.7 years old. Lakeland's largest age bracket includes those between 35 and 44, making up 19% of the population. Approximately 24% of the population is under the age of 19. This large percentage of children, teens, and middle-aged adults shows that families with children live here. This further necessitates the need for adequate parks and open space. Adults age 20-24 make up the smallest category of non-senior age residents.



Source: American Community Survey, 2010-2019.

## EMPLOYMENT

The number of employed civilians in Lakeland (ages 16 and over) is 6,208. The American Community Survey categorizes employment into the thirteen categories seen in the chart to the right. In Lakeland, the most prevalent industry is educational services, health care, and social assistance (22%). The next highest industries include Professional, Scientific and Management at 13%, Retail Trade at 12%, and Transportation, Warehousing, and Utilities at 11%.



Source: American Community Survey, 2010-2019.

## EDUCATION

Of the City's population ages 25 and over, 95% are high school graduates (including equivalencies) and 42% have attained a bachelor's degree or higher. This statistic is quite higher than the statewide average of 27.3% of individuals that have received a bachelors degree or higher.

Education for the 25 Years and Over (2010-2014)	Lakeland	%	Tennessee
Total 25 Years and Over Population	8326		4336243
Less than High School	413	4.96%	15.05%
High School Graduate	1753	21.05%	33.08%
Some college or Associate Degree	2496	29.98%	27.48%
Bachelor Degree	2372	28.49%	15.60%
Master, Doctorate, or Profession Degree	1292	15.52%	8.79%

Source: American Community Survey, 2010-2019.

## HOUSING

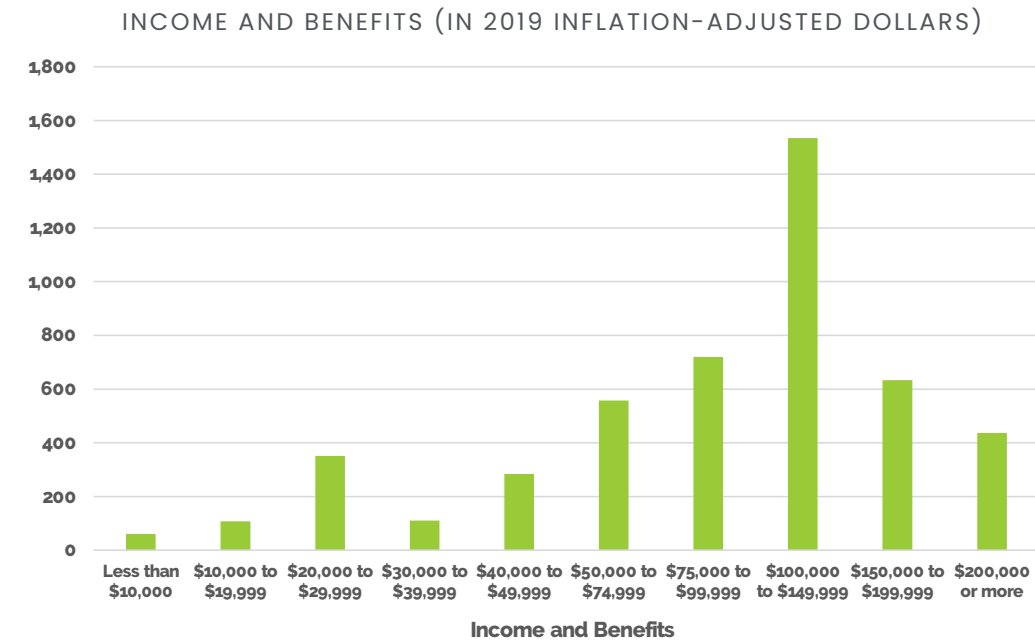
Based on the 2014-2019 American Community Survey 5-Year Data Profile, the owner occupied housing unit rate during this time for Lakeland was 76.6%, compared to 58.8% for the state of Tennessee. The median value of the homes in Lakeland is \$257,400, compared to the statewide median of \$167,200. The City averages just over three (3) persons per household with 89.7% of residents having lived in the same house for more than a year.

## DIGITAL ACCESS

Of the total households in Lakeland, TN, almost all residents have access to a household computer (97%) with only slightly fewer having access to broadband Internet (94.5%). Both of these numbers are higher than the Tennessee state averages, 87% of which have access to the Internet and 78% having access to broadband internet.

## INCOME

The median household income for Lakeland, TN is \$109,421 (in 2019 dollars) based on the data collected from the American Community Survey 2010-2019. This number is quite a bit higher than the statewide median household income of \$66,242. Of the Lakeland population (16 years and older), 3.2% are unemployed and 28.9% are not in the labor force. The statewide average for unemployment is 5.3%, much higher than that of Lakeland.



Source: American Community Survey, 2010-2019.

**DRAFT**  
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# COMMUNITY ENGAGEMENT

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# COMMUNITY ENGAGEMENT

## INTRODUCTION MEETINGS

The project began with an initial kickoff meeting on November 30, 2021. The kickoff meeting included the Parks Director, Vice Mayor, Parks Board, as well as other city staff. This meeting served to establish direction on a number of key issues, including the vision the attendees held for the new plan and the goals they wished to see accomplished. The meeting was facilitated through a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for each park. Another major discussion point from the meeting was the desire for a community center in Lakeland. The meeting also served to schedule dates for future public meetings and an overall timeline for the completion of the project.

## SITE VISITS

The master plan team performed site evaluations of existing facilities in Lakeland to determine the current condition of the existing amenities. At each facility, the team took photos and notes of site and amenity conditions. These findings allowed the master plan team to understand the strengths, weaknesses, features, and potential improvements for each facility. Several of the facilities need renovation and refreshing, but generally are performing well and are enjoyed by visitors. Short-term and long-term goals for each facility are also provided, and are based on interviews with staff and observations from the site visits. These individual evaluations can be found beginning on page 50.

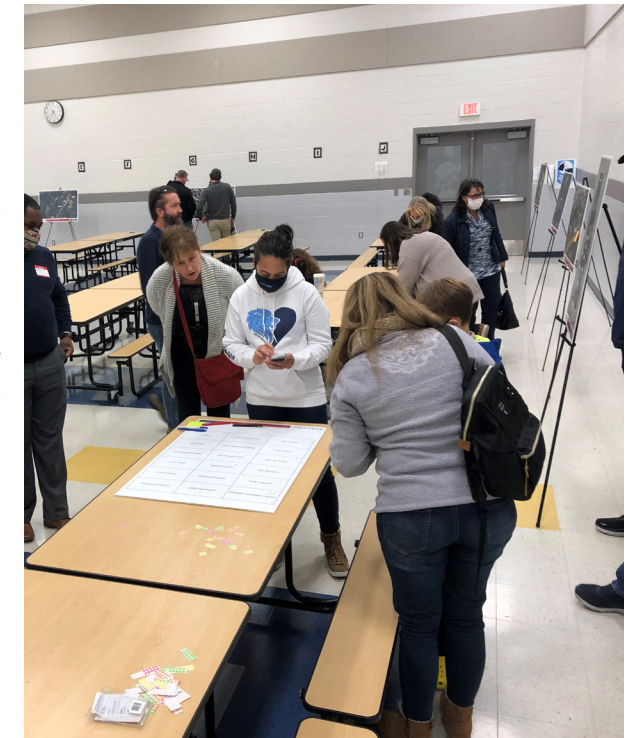


## COMMUNITY INPUT SESSION

A community input session was held on Tuesday, January 11, 2022 in the Lakeland Preparatory School Cafeteria. The goal of the meeting was to introduce the master plan team to the community and give an overview of the project. Feedback from the participants was also solicited throughout the presentation through the Mentimeter platform. During the presentation, participants were able to answer survey questions with results displayed in real time. These questions included “With one word or phrase, describe Lakeland’s Parks and Recreation system”, “How do you access your local park?”, “What activities attract you to parks in Lakeland”, and “Do you believe Lakeland needs a community center for recreational activities?”

Following the presentation, breakout sessions were held at stations that allowed members of the community to express feedback on a variety of topics utilizing presentation boards, sticky notes, and sticker dots. Several of the break out sessions included presentation boards with maps of each of the

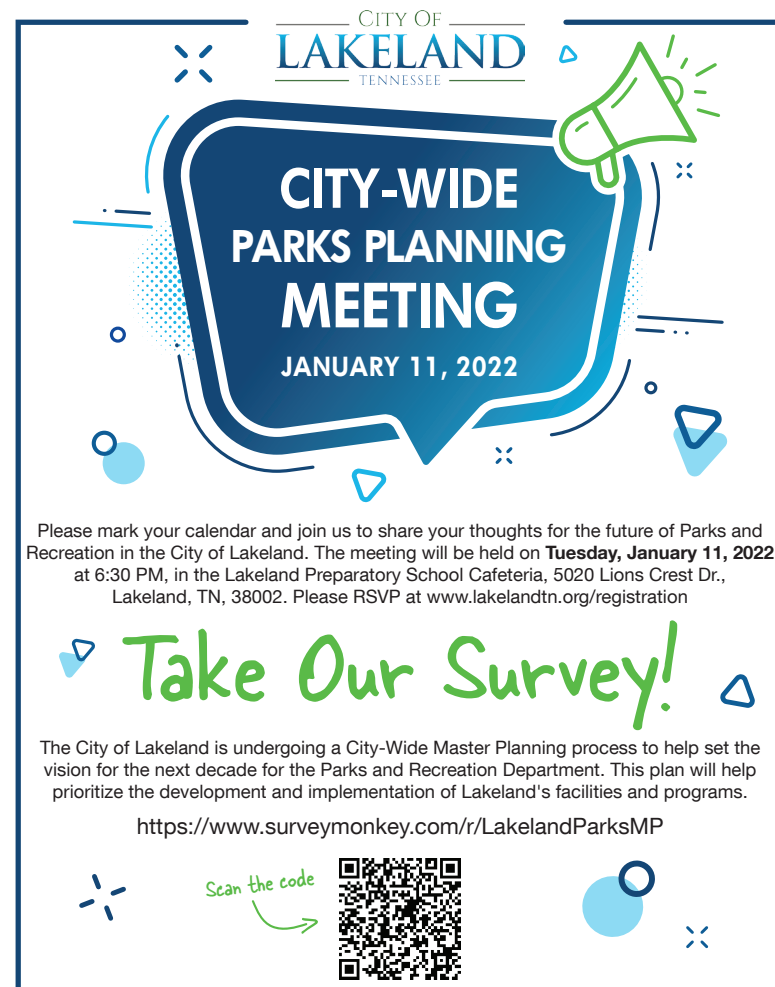
City’s parks. Community members were asked to place sticky notes with written positive or negative attributes for each park and any other information they wished to divulge. One break out station was an overall aerial of the city with all the parks and other major features/points of interest. The purpose of the station was for community members to identify “Gaps in Service” or areas that are in need of a park facility. The final breakout station included a list of potential programming elements in a new community center. Participants were asked to place a sticker dot on five of the most important elements they would like to see in a new community center.



**PUBLIC SURVEY**

One of the key strategies for public input was an online survey used to gather feedback from the community. The 16 questions in the survey were developed to gather data regarding perceptions, programming, and user trends across the community’s parks and recreational facilities. Lakeland promoted awareness and participation for the survey through social media and a mailing campaign. The survey was provided in an online format that utilized Survey Monkey and received 158 responses from January 11, 2022 to February 22, 2022.

The results summarized in the following exhibits reflect the feedback provided by the 158 participants that completed the survey. The input they offered provided the master plan team with critical insights that were used to help the City determine future focus areas, current shortcomings and proposed improvements.



The public survey had a total of 16 questions that can be grouped into 4 categories:

**DEMOGRAPHIC QUESTIONS**

- Are you a Lakeland, TN resident?
- What ethnicity/race is represented in your household?
- How do you learn about community events?
- Are there school age children in your household?

**FACILITY AND AMENITY USAGE QUESTIONS**

- How often do members of your household visit Lakeland parks and facilities?
- Which park do you visit most often?
- Which athletic/ recreational facilities and amenities does your household utilize?

**FUTURE FACILITY AND AMENITY USAGE QUESTIONS**

- What activities/ amenities would you like to see added/improved in Lakeland?
- What funding avenues would you be willing to partake in for improved parks and recreation facilities and amenities?
- Would you be willing to pay a usage/membership fee to use amenities at a new Community Center?

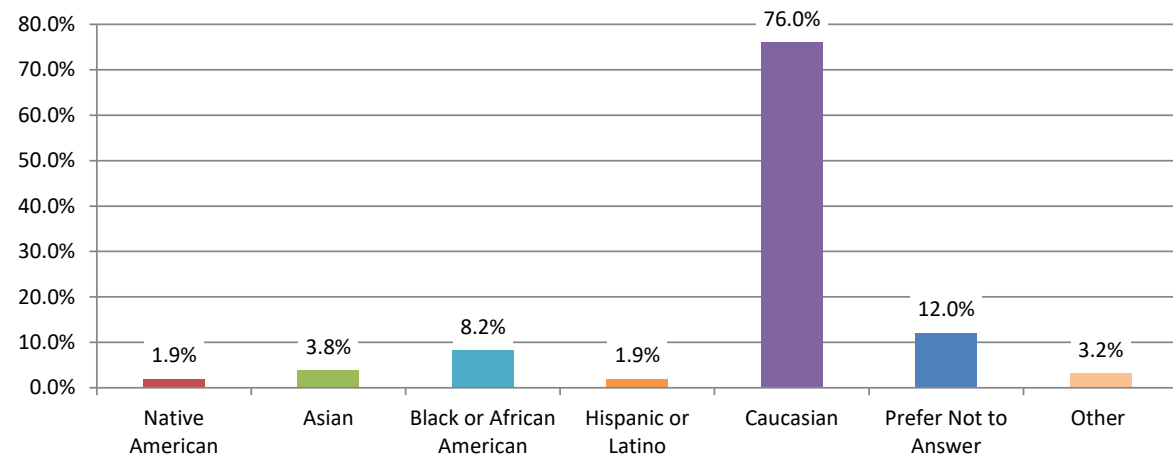
**FACILITY AND AMENITY PERCEPTION QUESTIONS**

- What attracts you to the parks and/or recreational facilities?
- What could the City do to increase the number of times you visit the parks and recreation facilities?
- Do the City’s recreation facilities have operational or maintenance issues that need to be addressed and improved?
- What are the strengths of Lakeland parks and recreational facilities?
- What are the weaknesses of Lakeland parks and recreational facilities?
- On a scale of 1 to 10 with 10 being superior, how would you rate the parks and recreation facilities citywide?

**SURVEY RESULTS**

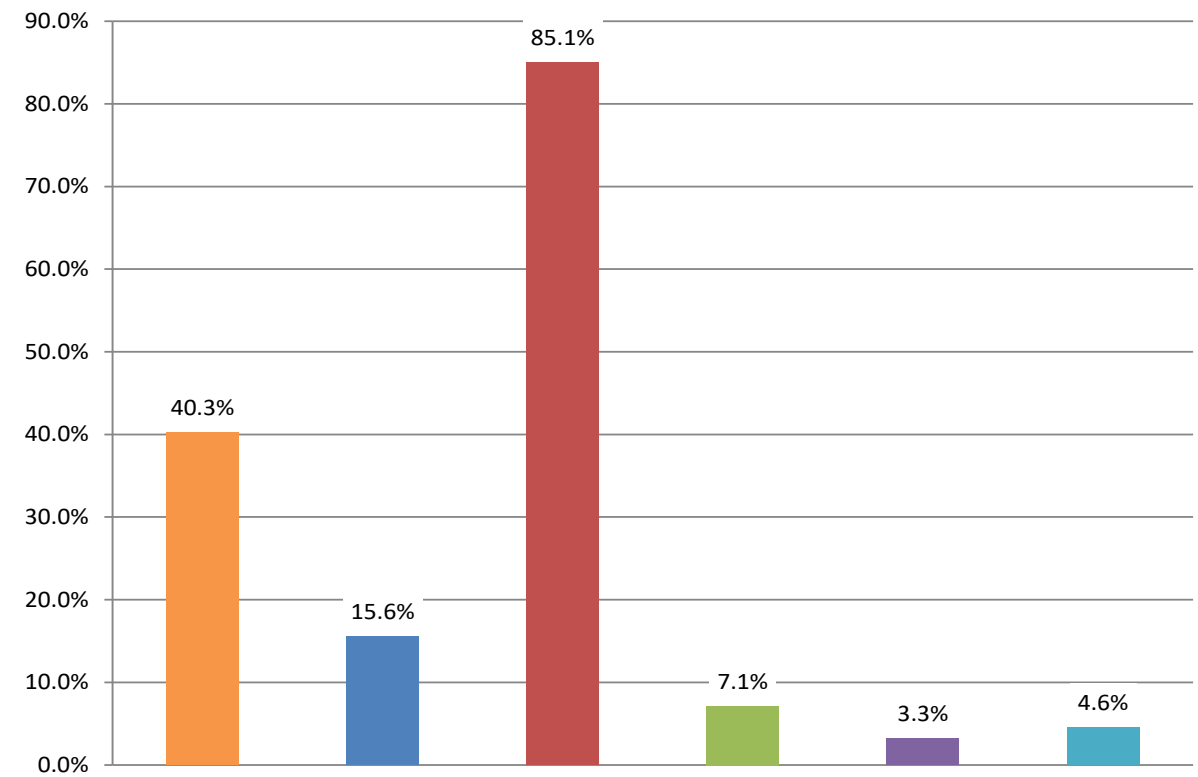
**WHAT ETHNICITY/RACE IS REPRESENTED IN YOUR HOUSEHOLD?**

The ethnic distribution of survey respondents is similar to that of Lakeland, TN as a whole. Of survey respondents, 76% were Caucasian/White, 8.2% were African American/Black, and 3.8% were Asian. 12% of respondents preferred not to answer. The ethnic composition of Lakeland is 83.7% Caucasian/White, 10.5% African American/Black, and 2.9% Asian based on 2020 census data.



**HOW DO YOU LEARN ABOUT COMMUNITY EVENTS?**

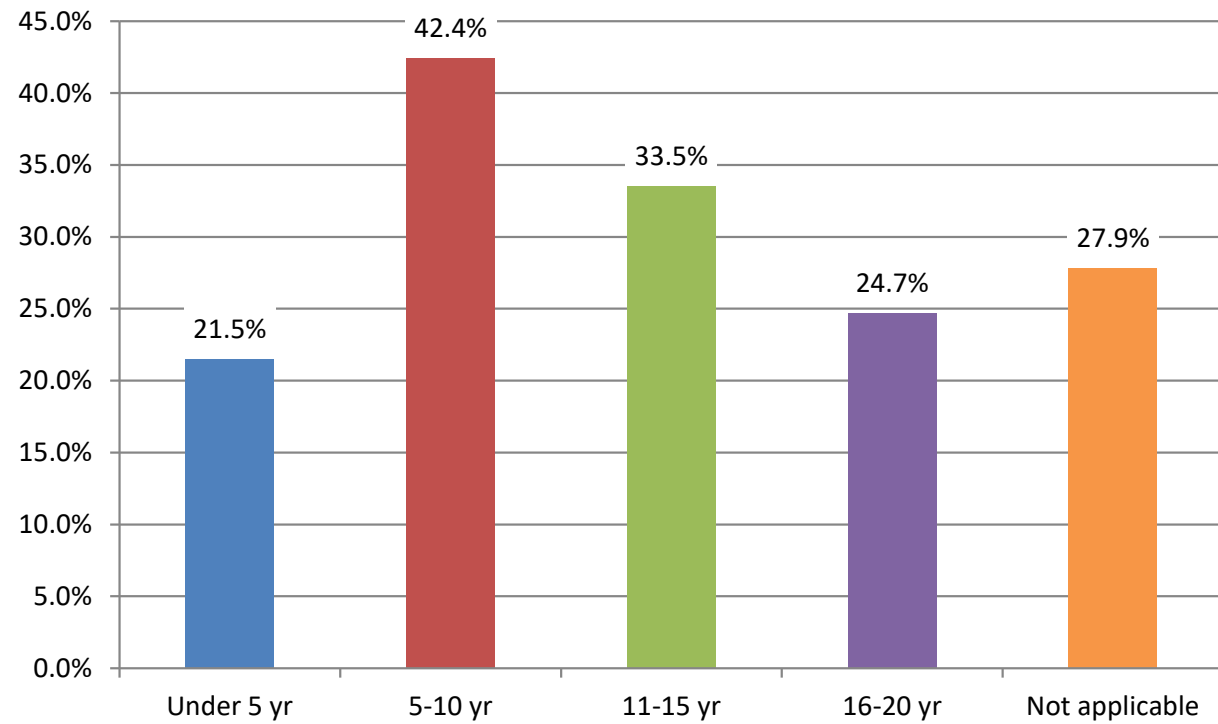
Getting the word out about community events is a vital effort for Parks and Recreation departments. 85.1% of respondents learn about community events through social media, with Facebook being the primary source. 40.3% of respondents said they learn about community events through word of mouth. Websites ranked third 15.6%. Flyers/posters, Radio/television, and local magazines/publications combined for a total of 15%.



- Word of mouth
- Website
- Social media
- Flyers/posters
- Radio/television
- Local magazines/publications

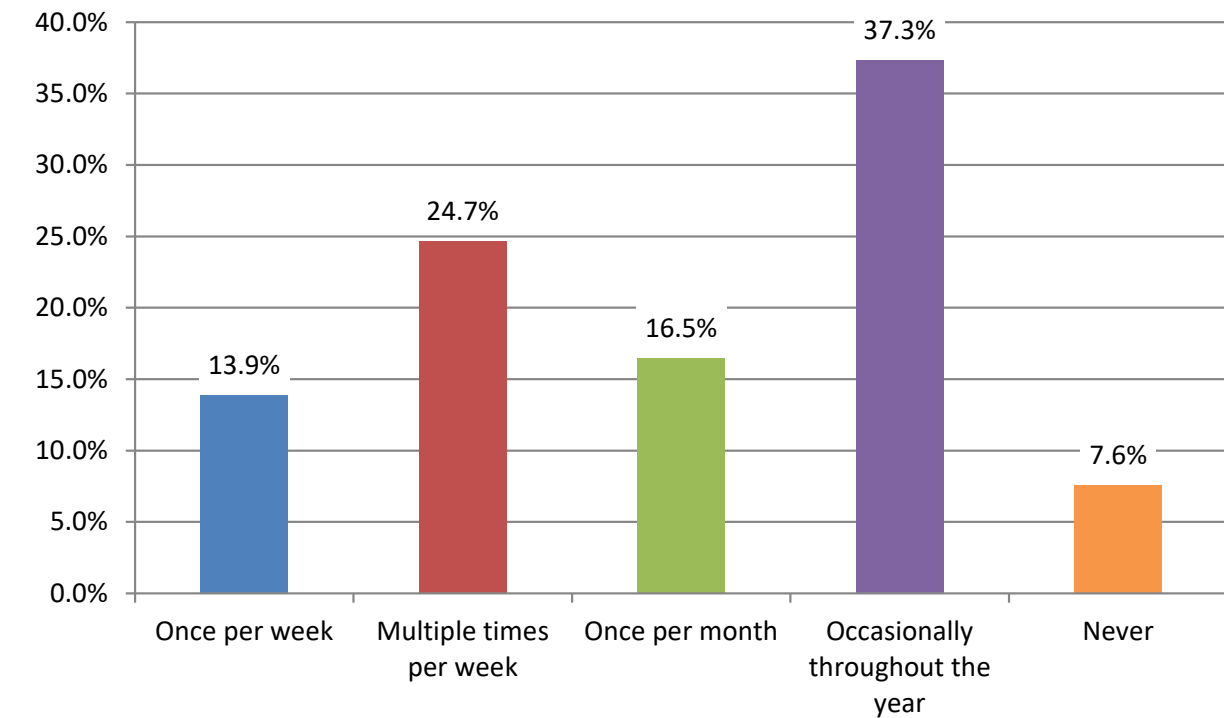
ARE THERE SCHOOL AGE CHILDREN IN YOUR HOUSEHOLD?

Gauging the amount of school age children and the age distribution among them is an important metric to analyze when considering programming. Of survey respondents, 72.1% had school age children within their households. The most prevalent age group was 5-10 yr at 42.4%, followed by 11-15 yr and 16-20 yr. Although the values depicted in this graph from survey respondents are higher than the overall demographics in Lakeland, it is important to note that a majority of households in Lakeland have school age children.



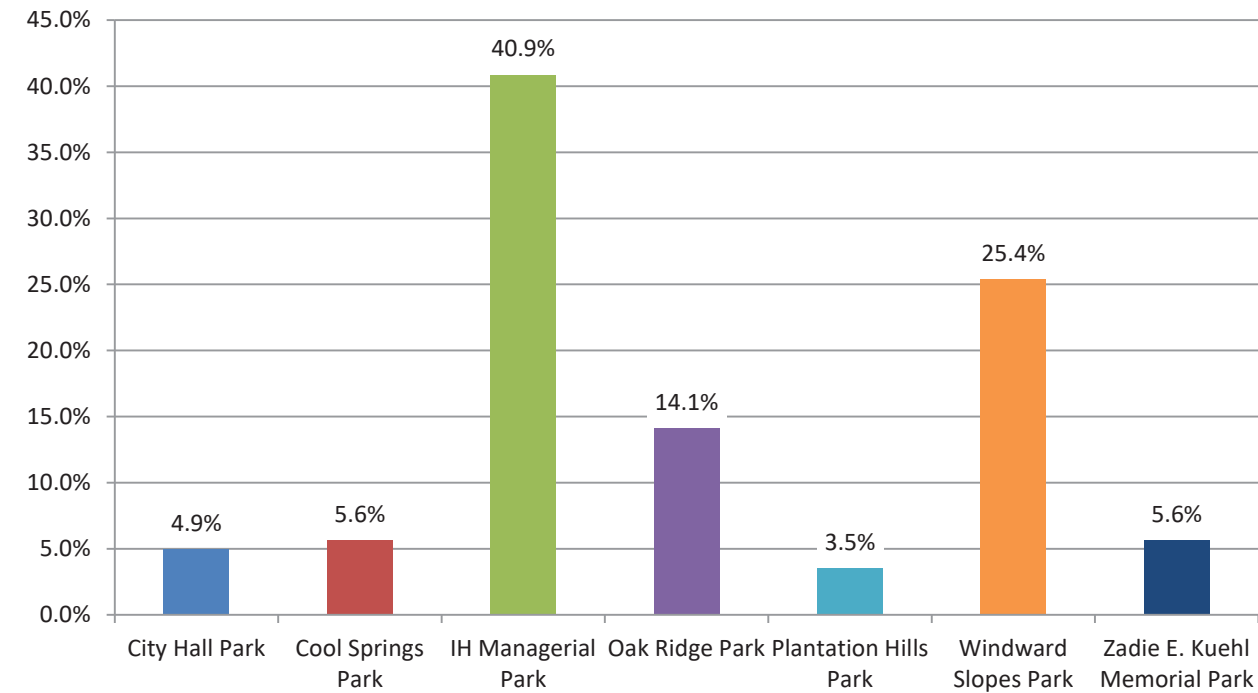
HOW OFTEN DO MEMBERS OF YOUR HOUSEHOLD VISIT LAKELAND PARKS AND FACILITIES?

Park engagement among the public is important in determining how facilities are utilized. Of survey respondents, 92.4% visit a park at least once per year. This is slightly larger than the NRPA national average of about 87%, which indicates that parks are well utilized. However, the frequency of park engagement is well below the NRPA national average. 13.9% of respondents visit a park once per week compared to 41% nationally.



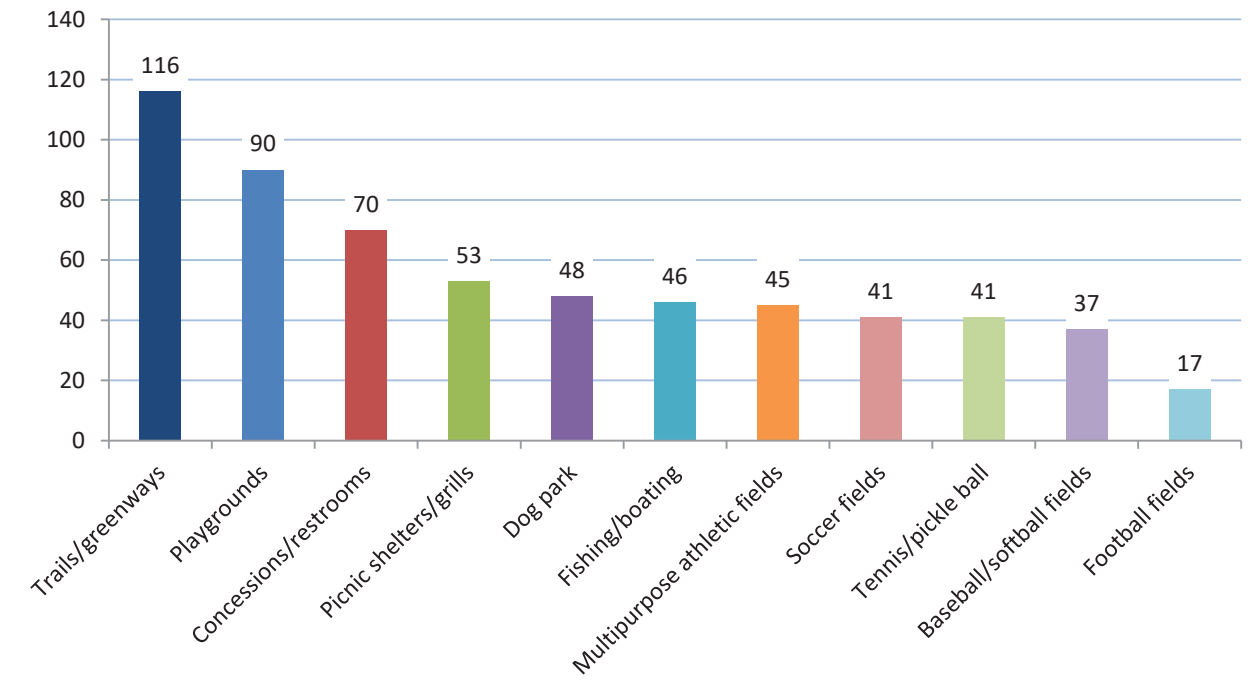
WHICH PARK DO YOU VISIT MOST OFTEN?

The most commonly visited park in Lakeland is IH Managerial at about 41%. Windward Slopes has the second highest level of visitation at 25.4% and Oak Ridge Park rounds out the top three at 14.1%. The least visited park among survey respondents is Plantation Hills Park at 3.5%. Survey respondents were also asked why they visit that particular park most often. Proximity to the park ranked highest, with walking/biking trails and exercise close behind.



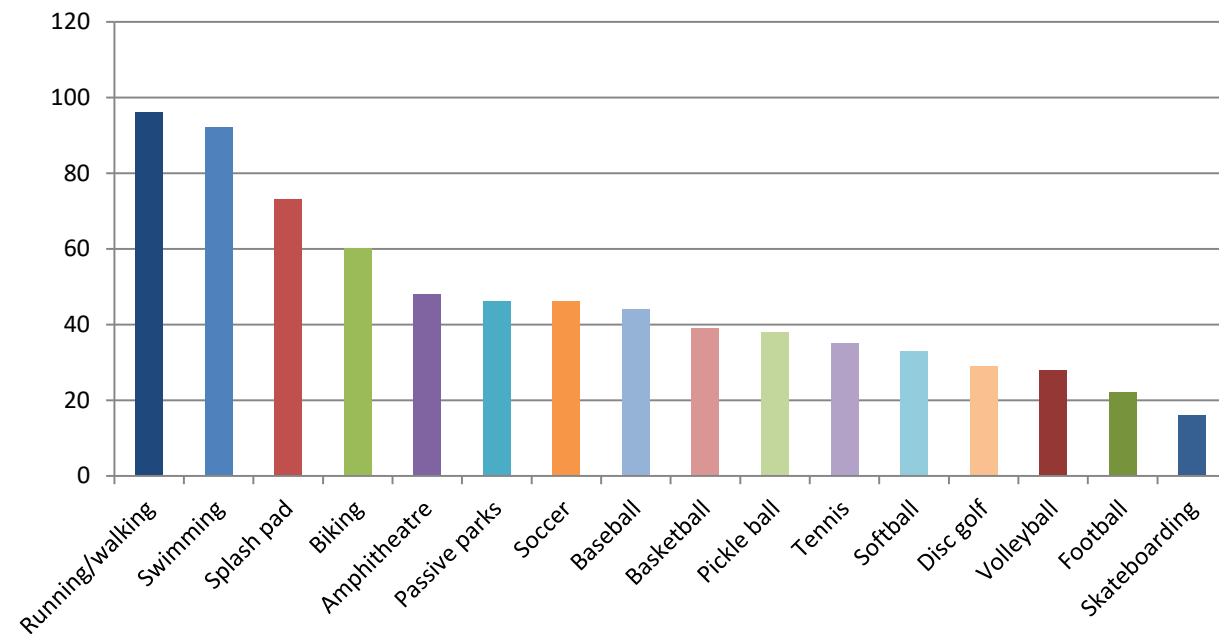
WHICH ATHLETIC/RECREATIONAL FACILITIES AND AMENITIES DOES YOUR HOUSEHOLD UTILIZE?

Survey participants were asked which facilities and amenities they currently use most often. Trails/greenways ranked highest, playgrounds came in second, and concessions/restrooms ranked third. Baseball/softball fields and football fields came in last. However, this is likely due to the absence of facilities currently in Lakeland.



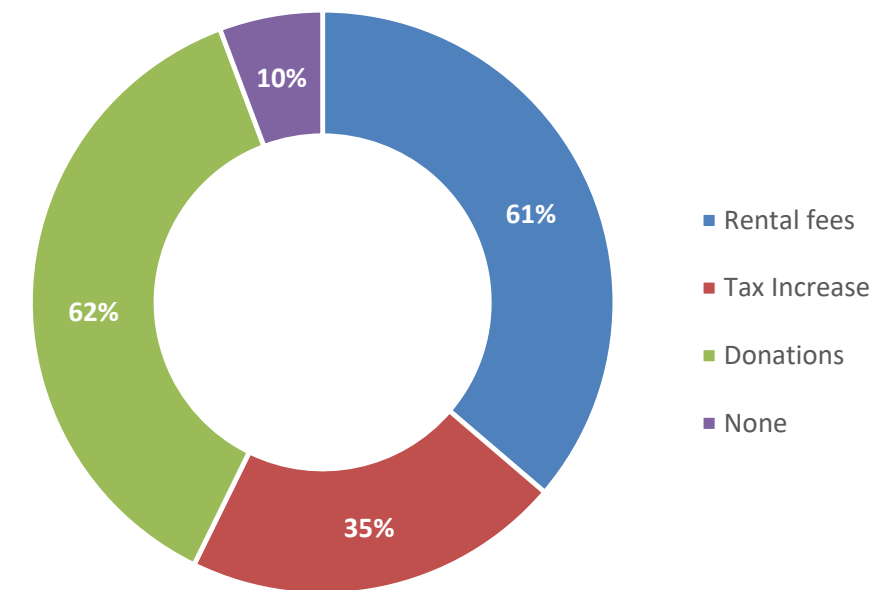
WHAT ACTIVITIES AND AMENITIES WOULD YOU LIKE TO SEE ADDED AND/OR IMPROVED IN LAKELAND?

Survey participants were also asked what activities and amenities they would like to see more of in Lakeland. Respondents expressed a desire for added running/walking opportunities, swimming/splash pad, and biking. Volleyball, football, and skateboarding ranked last among survey respondents.



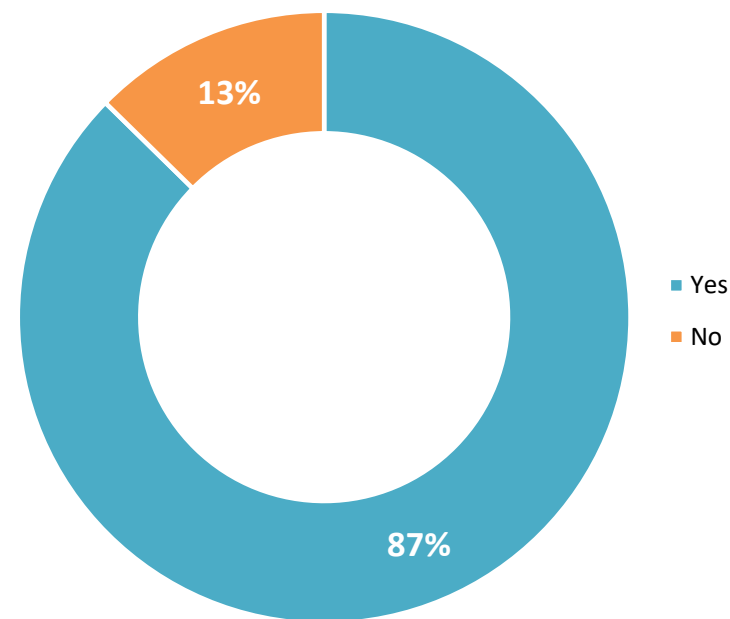
WHAT FUNDING AVENUES WOULD YOU BE WILLING TO PARTAKE IN FOR IMPROVED PARKS AND RECREATION FACILITIES IN LAKELAND?

Survey respondents were asked what funding avenues they would be willing to partake in for improved facilities in Lakeland. Respondents were allowed to select all that apply. Only 10% of respondents would not be willing to partake in the listed funding avenues. About two thirds of respondents would be willing to partake in rental fees and donations. One third of respondents would be willing to pay increased taxes to improve facilities in Lakeland.



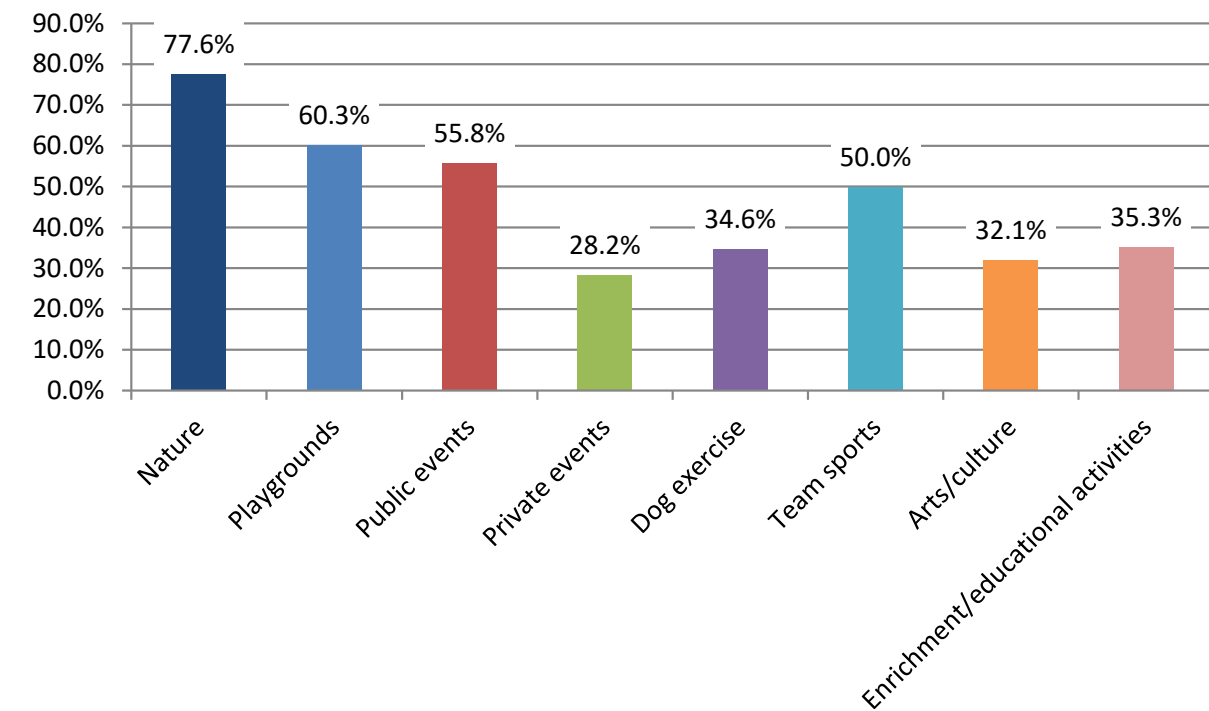
WOULD YOU BE WILLING TO PAY A USAGE/MEMBERSHIP FEE TO USE AMENITIES AT A NEW COMMUNITY CENTER?

Through conversations with the Parks Board and community engagement efforts, the need for a Community Center in Lakeland was expressed. Survey participants were asked if they would be willing to pay a fee to use the amenities at a new Community Center. 87% of respondents stated that they would be willing to pay a fee. This fee would be an important revenue generator that would help to offset the cost of the new facility.



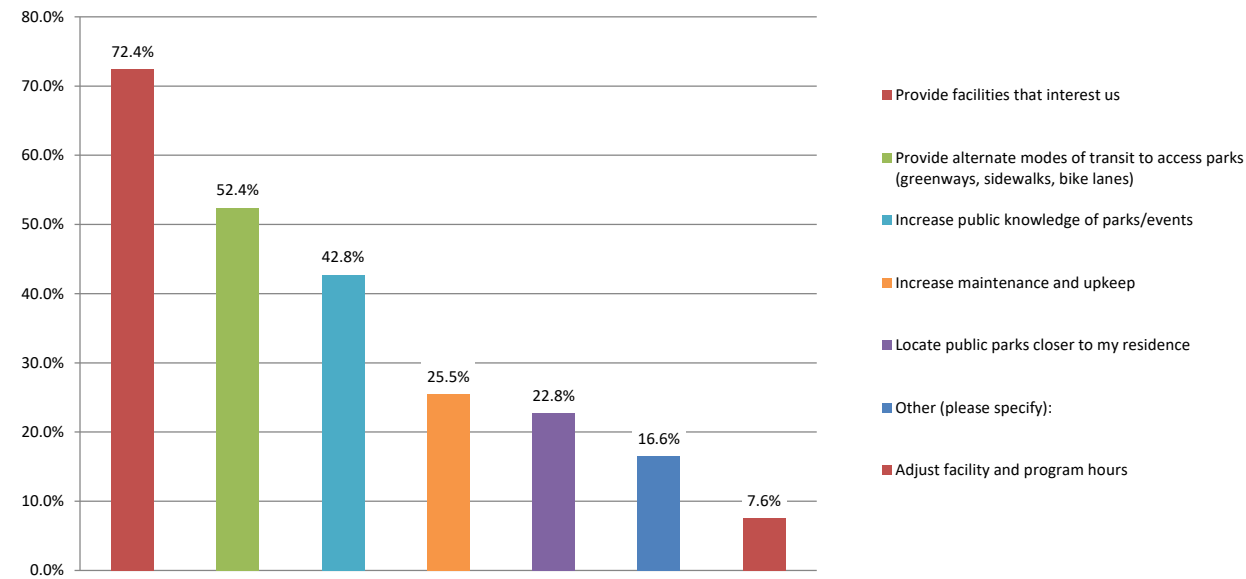
WHAT ATTRACTS YOU TO THE PARKS AND/OR RECREATIONAL FACILITIES?

Survey participants were asked what attracts them to Lakeland’s parks and recreation facilities. Respondents were allowed to select all options that applied. Following a common trend, 77.6% of respondents said nature attracted them to facilities. Other high ranking attractions included playgrounds, events, and team sports.



WHAT COULD THE CITY DO TO INCREASE THE NUMBER OF TIMES YOU VISIT THE PARKS AND RECREATION FACILITIES?

Survey participants were also asked what the City of Lakeland can do to increase the park and facility utilization. Respondents were again asked to select all options that apply. 72.4% of respondents stated that they would utilize parks more often if the city provided facilities that interest them. 52.4% stated that options for alternate modes of transit would increase their park utilization. 42.8% said that increased public knowledge of parks and events would increase how many times they visit parks. The lowest ranking option was to adjust facility and program hours at 7.6%.



WHAT ARE THE STRENGTHS OF LAKELAND'S PARKS AND RECREATION FACILITIES?

Survey participants identified several strengths of the parks and recreation system in Lakeland. Top ranking attributes include nature, beauty, location, and being well managed. Facilities listed include Windward Slopes Park, IH Park and the Senior Center.



WHAT ARE THE WEAKNESSES OF LAKELAND'S PARKS AND RECREATION FACILITIES?

Respondents identified several weaknesses of the parks and recreation system in Lakeland, including sports facilities, programming, connectivity, lack of restrooms, funding, and the lack of a clear identity. Respondents also cited lack of parking, timeliness of communication, and need for a pool/splash pad. Facilities cited as weaknesses include City Hall Park and Plantation Hills Park.



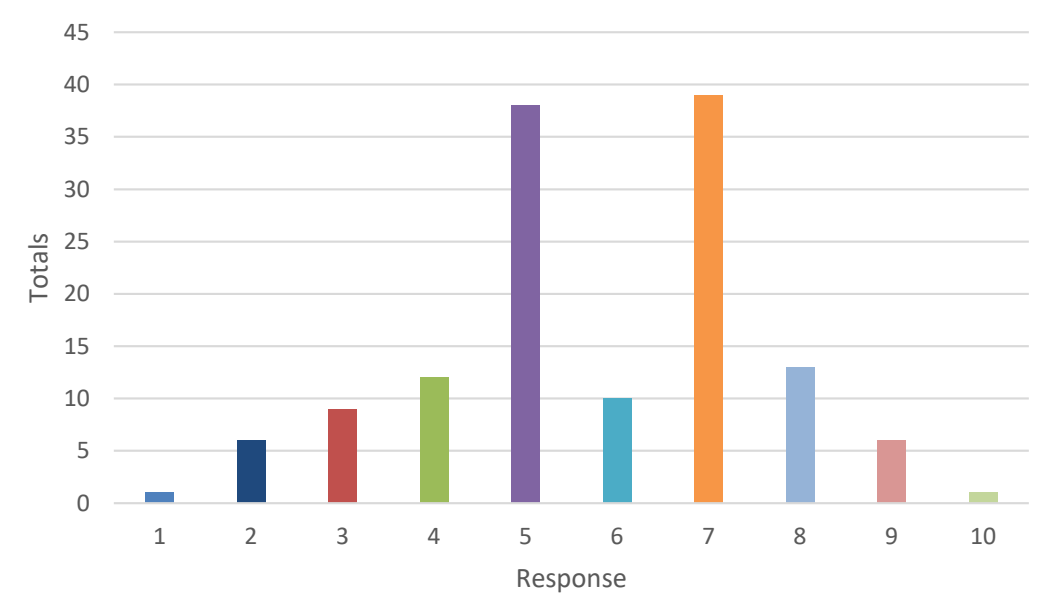
DO THE PARKS AND RECREATIONAL FACILITIES HAVE OPERATIONAL OR MAINTENANCE ISSUES THAT YOU WOULD LIKE TO SEE ADDRESSED?

Survey participants were also asked if there are operational or maintenance issues. Issues cited included restrooms, trash, nuisance insects, walkways and lighting. Respondents also stated that the parks department seemed understaffed and was reactive vs proactive.



ON A SCALE OF 1 TO 10, WITH 10 BEING SUPERIOR, HOW WOULD YOU RATE THE PARKS AND RECREATION FACILITIES CITY-WIDE?

To conclude the Needs Assessment Survey, respondents were asked to rank the Parks and Recreation facilities on a scale of one to ten. The most prevalent responses were rankings of five and seven. The average score among all participants was 5.8. It is clear that Lakeland has room for improvement in enhancing the perception of the Parks and Recreation Department among the community.



### SWOT ANALYSIS

The consultant team held a workshop on November 30th, 2021 to facilitate a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with the Master Plan Advisory Board. Board members and the design team took an in-depth look at each of Lakeland’s Parks. The input provided during the SWOT Workshop is integral to the master planning process and is used in conjunction with staff interviews and the public survey to get a broad spectrum of public and stakeholder input.



## CITY HALL PARK



Kimley»Horn LAKELAND PARKS AND REC MASTER PLANNING CITY HALL PARK JANUARY 11, 2022

### STRENGTHS

- Pavilion is an income source through rentals
- The walking path is highly utilized
- Fields are a great size for younger sports (tee ball, etc.)

### WEAKNESSES

- The walking path is in need of repairs
- Playground facility is under utilized
- Gravel lot at Memphis-Arlington Road
- Lacks features to create a ‘destination’

### OPPORTUNITIES

- Connection to Lakeland Commons development
- Possible location for a tennis facility
- Pave the parking area at Memphis-Arlington Road
- Connection to the Athletic Complex via Memphis-Arlington Road.

### THREATS

- Use of the park may decrease as other parks are improved
- A connection to the Athletic Complex would require land acquisition and the removal of some trees along Memphis-Arlington Road

## COOL SPRINGS PARK



Kimley»Horn LAKELAND PARKS AND REC MASTER PLANNING COOL SPRINGS PARK JANUARY 11, 2022

### STRENGTHS

- Often utilized but never crowded
- Scenic walking/biking trail

### WEAKNESSES

- No parking area
- Lack of programmed uses

### OPPORTUNITIES

- Parking area at the end of Cool Springs Blvd
- Connection to the Athletic Complex via a greenway system
- Enhanced trail head
- Educational signage

### THREATS

- Unknown amenity outside of local neighborhood user group

## IH MANAGERIAL PARK



Kimley»Horn LAKELAND PARKS AND REC MASTER PLANNING IH MANAGERIAL PARK JANUARY 11, 2022

### STRENGTHS

- Extensive trail network
- Area for concerts and large gatherings
- Senior Center and IH Managerial Clubhouse are a source of rental income
- Interesting topography and site conditions
- 'Destination' Park

### WEAKNESSES

- Maintenance buildings are unsightly in the overall composition of the park
- The park is more passive in nature and lacks active uses such as a playground

### OPPORTUNITIES

- A greenway connection along the gas easement to Plantation Hills park and the surrounding neighborhoods
- A greenway connection to the Athletic Complex and trail system
- ADA accessible fishing pier and trails

### THREATS

- Upcoming construction of the gas line
- New Canada Road construction

## OAK RIDGE PARK



### STRENGTHS

- New playground facility
- Rolling topography creates additional play opportunities
- Open-air pavilion

### WEAKNESSES

- The detention basin is unsightly
- No restroom facility

### OPPORTUNITIES

- Connection to neighborhood amenity area to the north through the unused wooded portion of the site
- Connection to the greenway along Seed Tick Road
- Walking/biking loop

### THREATS

- Seed Tick Road traffic
- A private driveway bisects the site

## PLANTATION HILLS



### STRENGTHS

- Existing dedicated wetland area
- Mature canopy trees

### WEAKNESSES

- Secluded from the surrounding neighborhood
- Lacking play equipment
- Lack of visibility allows for mis-use of the park at night
- Parking area closed do to frequent mis-use

### OPPORTUNITIES

- Wetland education
- Connection to IH Managerial Park via the gas line easement

### THREATS

- Continued mis-use of the park
- A greenway along the gas easement could become contentious with adjacent land owners
- The parks location remains secluded

## WINDWARD SLOPES PARK



### STRENGTHS

- The tennis courts are heavily utilized
- The Fire Station on site creates an added sense of security
- A safe route connection to Windward Slopes Neighborhood
- Walking/biking loop

### WEAKNESSES

- Playground lacks direct ADA access
- Centralized wetland limits the use of a significant portion of the site
- Two tennis courts are not adequate for demand

### OPPORTUNITIES

- Expanded tennis center with pickle ball courts
- Utilization of the city owned parcel east of the tennis courts
- Updated playground with enhanced ADA accessibility

### THREATS

- The hotel across the street to the south is not aesthetically pleasing and brings undesirable activities into the park
- Mitigation may be required if modifying the existing wetland

## ZADIE E. KUEHL MEMORIAL PARK



### STRENGTHS

- New playground facility with adequate and integrated ADA features
- New parking lot located off of Canada Road provides a second point of entry and increases visibility of the park
- The dog park is a heavily utilized amenity

### WEAKNESSES

- The looped walking path is not ADA compliant
- Almost half of the site area is not utilized

### OPPORTUNITIES

- Expand walking trail to cover the unused park area
- A partnership with the animal hospital/grooming center
- Pavilion improvements

### THREATS

- Maintenance requirements
- Topographic constraints may limit ADA accessibility

**DRAFT**  
FOR REVIEW ONLY

## EXISTING FACILITY ANALYSIS

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## EXISTING FACILITY EVALUATIONS

### OVERVIEW AND EVALUATION COMPONENTS

In order to understand what the City is currently providing, the consultant team and Department staff visited each park location to document existing conditions and identify amenities. The consultant team performed an existing facility evaluation of the following facilities:

- City Hall Park
- Cool Springs Park
- IH Managerial Park
- Oak Ridge Park
- Plantation Hills Park
- Windward Slopes Park
- Zadie E. Kuehl Memorial Park
- Brody Townsend Athletic Complex

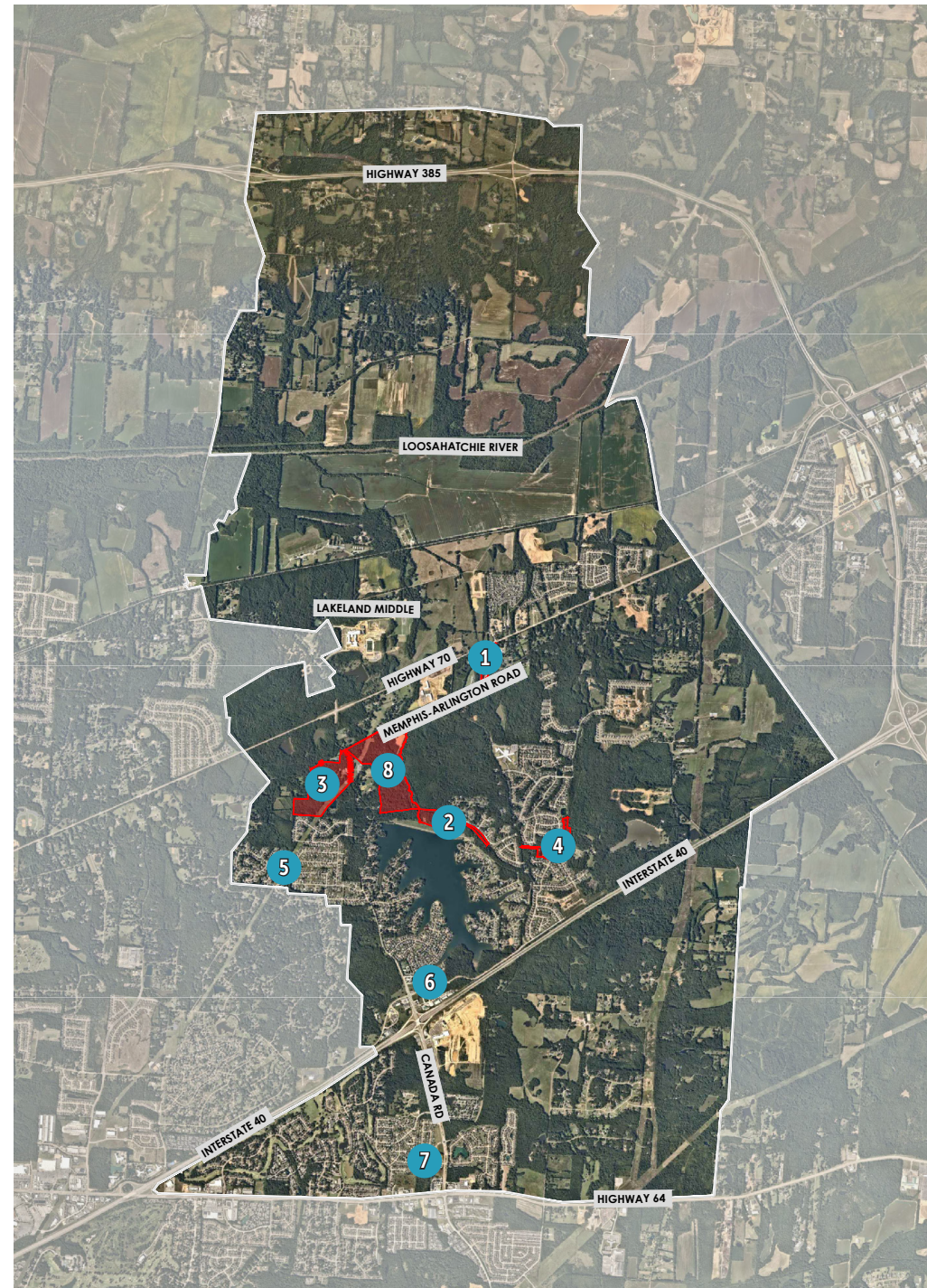


Each amenity was evaluated and the condition was noted as either good, fair or poor. Short and long-term recommendations are also noted in each facility evaluation on the following pages.

A color coding scale is used to communicate the condition of amenities listed at each park facility. If the amenity is considered to be in good condition, it is listed next to a green box. Fair condition amenities are shown next to a yellow box. Amenities shown in orange are considered to be in poor condition.

**EXISTING FACILITIES MAP**

In Lakeland, 230 acres of land are dedicated to parks and recreation and managed by the City. The following map shows locations of existing park facilities and recreation areas.



**KEY**

- 1 City Hall Park
- 2 Cool Springs Park
- 3 IH Managerial Park
- 4 Oak Ridge Park
- 5 Plantation Hills Park
- 6 Windward Slopes Park
- 7 Zadie E. Kuehl Memorial Park
- 8 Brody Townsend Athletic Complex



10001 US-70 | 10 ACRES

# CITY HALL PARK

This park is located on the campus of City Hall between US-70 and Memphis-Arlington Road. The site consists of mature trees and gently rolling topography. The main access for the park is from US-70 with an additional gravel parking area off of Memphis-Arlington Road. Programming consists of a rental pavilion with grill areas, a winding walking path, a small playground, a backstop used for tee ball, and a soccer/multipurpose field. The existing sports fields are adequate for young ages. The parks location next to the Lakeland Commons development gives it great potential, if connectivity can be established.



## AMENITIES

- c Pavilion (Construction anticipated 2025)
- c T-Ball Field (Construction anticipated 2025)
- c Grill Stations
- c Walking path
- c Soccer Fields
- c Parking
- c Restroom
- c Playground
  - » Out-dated and under-utilized
- c Storage Buildings
  - » Currently in poor condition



## RECOMMENDATIONS

### SHORT TERM

- Repair walking path
- Update/expand playground
- Develop a Master Plan for the park
- Insect and pest maintenance

### LONG TERM

- Greenway connection to Lakeland Town Center and Brody Townsend Athletic Complex
- Potential location of Lakeland Tennis Center
- Pave and improve parking area along Memphis
- Upgrade exterior of storage buildings



COOL SPRINGS BLVD | 18 ACRES

COOL SPRINGS PARK

Cool Springs Park is a passive neighborhood park located north of Garner Lake, adjacent to the Cool Springs Subdivision. This park is loosely programmed and consists of mature woodland open space with walking/biking trails. There is no parking area for this park, resulting in most users accessing the park via foot or bike. It shares its north west boundary with Brody Townsend Athletic Complex. A mixed-use trail is planned to connect the two. The park is often utilized but rarely crowded and offers great natural scenery.



AMENITIES

- c Walking/biking path
- c Scott's Creek Greenway (in design phase - 2025)

RECOMMENDATIONS

SHORT TERM

- Install parking area for the general public
- Install exercise equipment along trail
- Establish Level 1 arboretum designation

LONG TERM



## 4523 CANADA ROAD | 64 ACRES IH MANAGERIAL PARK

This park is one of the largest and highly utilized parks in Lakeland. It is located near the intersection of Canada Road and Memphis-Arlington Road and is in very close proximity to the new sports complex. The park has a network of hiking trails, a small lake, and an amphitheater. It also houses the Senior Center which includes a prep kitchen and a rec room, and the IH Clubhouse that has a prep kitchen, game room, ball room, and a large deck overlooking the amphitheater. The park hosts large concerts and gatherings often throughout the year and can be classified as a 'destination' park.



### AMENITIES

- c Senior Center
- c IH Clubhouse
- c Walking trails
- c Amphitheater
- c Parking
- c New Maintenance Facility
- c New Pavilion
- c Restrooms (Construction anticipated 2025)
- c IH Park Lake/ water feature
- c Parks and Recreation storage facility
  - » Unsightly location within composition of the park

### RECOMMENDATIONS

#### SHORT TERM

- Connection to Plantation Hills Park/ subdivision
- Install ADA accessible fishing pier
- Upgrade lower parking area

#### LONG TERM

- Connection to Brody Townsend Athletic Complex



4175 HERONS LANDING LANE | 18 ACRES

# OAKRIDGE PARK

Oakridge Park is a neighborhood park between the subdivisions of Herons Ridge and Oakwood with access to Seed Tick Road. The park has been recently improved to include a new playground in addition to the existing pavilion. There are walking trails that connect the park to Oakwood neighborhood. The park is 18 acres in size, however about half of the park is currently an unused woodland area. There is not a restroom facility at this park. The park is highly utilized and consists of rolling topography.



## AMENITIES

- c Playground
- c Pavilion
- c Parking
- c Detention Pond/ Water Feature

## RECOMMENDATIONS

### SHORT TERM

- Install accessible route to the Seed Tick Road path
- Install restroom facility

### LONG TERM

- Install walking trail



**BLUEBIRD HILL COVE | 3 ACRES**

**PLANTATION HILLS PARK**

Plantation Hills Park is the smallest park in the Lakeland Parks and Recreation system at 3 acres in size. The park is loosely programmed with only two play elements. The site consists of mature canopy trees and a designated wetland. A gas easement bisects the site. This easement also runs through IH Managerial Park, which is a little over half a mile to the north. Due to frequent park misuse at night, the parking area has been closed off. Currently, users must walk or bike to the park from the surrounding neighborhoods.



**AMENITIES**

- c Wetland area
- c Swing set
  - » Inadequate size and in poor condition
- c Giant checkers
  - » Currently in poor condition
- c Parking
  - » Access restricted due to past issues



**RECOMMENDATIONS**

**SHORT TERM**

- Create a Master Plan for the park
- Install rules and regulations signage
- Improve sight-lines through park
- Greenway connection to IH park
- Install "sky-cop" or similar security apparatus

**LONG TERM**

- Install timed gates
- Enhance interaction with wetland and add interpretive signage



9774 BEVERLE RIVERA DRIVE | 10 ACRES

# WINDWARD SLOPES PARK

Windward Slopes Park is located south of Windward Slopes neighborhood and is about 10 acres in size. The majority of the park is open space with a centrally located wetland area. The park is programmed with parking, a playground, a pavilion, and a tennis facility with a practice area. Lakeland Fire Station 1 is also located within the park boundary. There is a pedestrian connection to Windward Slopes neighborhood through a city-owned parcel. The park is centrally located between commercial and residential areas. The City has plans to develop a Master Plan for the park that will include restrooms, a playground, a pavilion, fitness facilities, lighting and other park improvements.



## AMENITIES

- c Playground
- c Parking
- c Pavilion
- c Walking path
- c Tennis courts
- c Tennis rebounder
- c Restrooms



## RECOMMENDATIONS

### SHORT TERM

- Side walk connection to Canada Road
- Install "sky-cop" or similar security apparatus
- Improve park lighting
- Develop Master Plan for the Park

### LONG TERM

- Expand tennis facilities
- Enhance interaction with wetland and add interpretive signage



3065 YUKON DRIVE | 7 ACRES

# ZADIE E. KUEHL MEMORIAL PARK

This park is located off of Canada Road with access to a small neighborhood to the north. Originally the park was only accessed via a parking area at the end of Yukon Dr. A new parking area has been added off of Canada Road. The park has been recently improved with an ADA accessible playground and a dog park with areas for large and small dogs. Other park programming elements include a looped walking path and a pavilion.



## AMENITIES

- c Playground
- c Dog park
- c Parking
- c Pavilion / Picnic tables
- c Walking path

## RECOMMENDATIONS

### SHORT TERM

- Update park benches
- Sidewalk connection to Canada Road
- Install restroom facility adjacent to playground
- Install park lighting

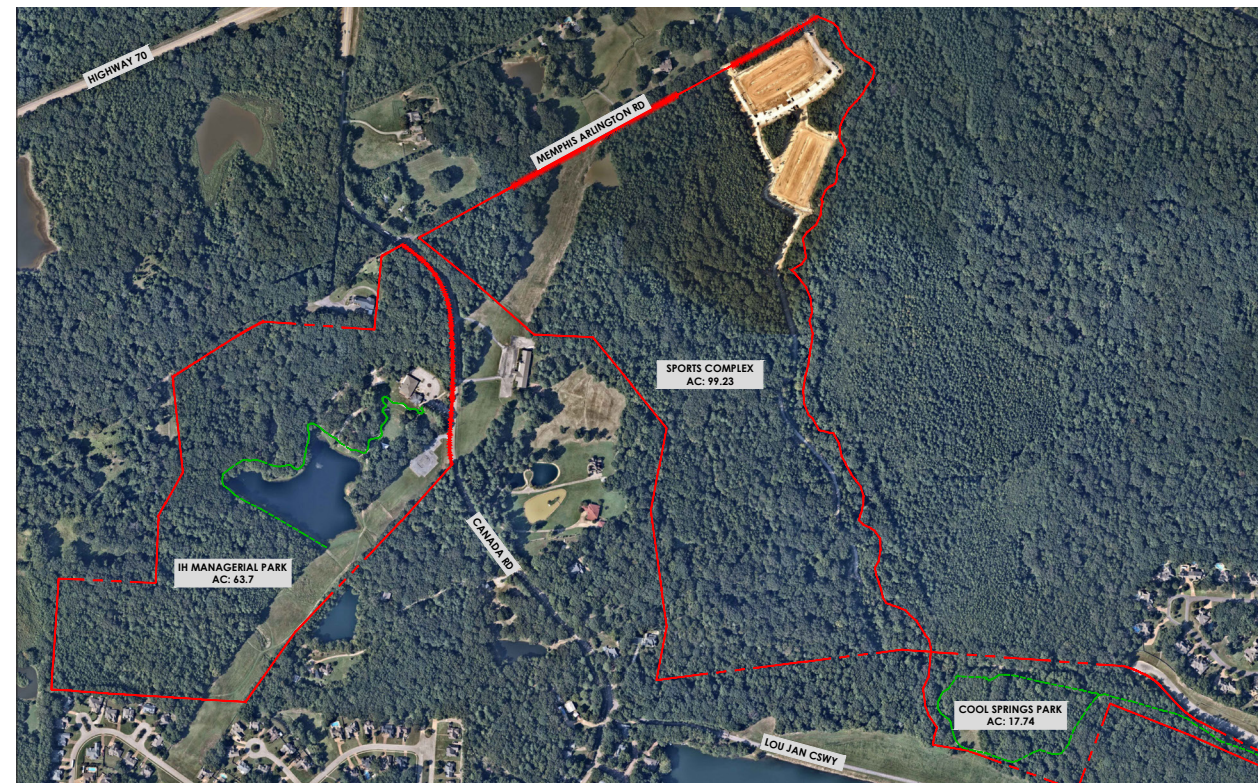
### LONG TERM

- Expand walking loop to utilize undeveloped portion of the park
- Install shaded seating areas within the dog park areas



## MEMPHIS-ARLINGTON ROAD | 100 ACRES BRODY TOWNSEND ATHLETIC COMPLEX

Upon completion, the Brody Townsend Athletic Complex will be the largest and most highly programmed park in Lakeland. There is a master plan for the park that includes three multi-use fields, two baseball and one softball field, a disc golf course, a ropes course, a skate park, a large playground, and a network of walking and biking paths that will connect to Cool Springs Park in the south east corner of the site. Currently, the City has completed phase one of the project that includes two of the three mixed-use fields and a parking area with lighting.



### AMENITIES

- c Multi-use fields
- c Parking



### RECOMMENDATIONS

#### SHORT TERM

- Install timed gates
- Install "sky-cop" or similar security apparatus
- Greenway connections to adjacent parks
- Add restroom facilities

#### LONG TERM

- Complete remaining phases of the Master Plan



**SUMMARY OF AMENITIES**

The consultant team and Department staff visited each park location to document existing conditions and identify amenities. The following chart is a summary of quantities of existing facility types. It is important to understand what the City is currently providing so that appropriate recommendations can be made to meet the recreation needs of the community.

	CITY HALL PARK	COOL SPRINGS PARK	IH MANAGERIAL PARK	OAK RIDGE PARK	PLANTATION HILLS PARK	WINDWARD SLOPES PARK	ZADIE E KUEHL MEMORIAL PARK	B. TOWNSEND ATHLETIC COMP.	TOTALS
Acres of Land	10	18	64	18	3	10	7	100	<b>230</b>
Walking Trail/Path	1	1	4			1	1		<b>8</b>
Biking Trail		1	4						<b>5</b>
Playground	1			1		1	1		<b>4</b>
Baseball / Softball Field	1								<b>1</b>
Multi-Purpose Field	1							2	<b>3</b>
Tennis						2			<b>2</b>
Picnic Area/ Pavilion	1		15	1		1	1		
Charcoal Grill									
Water Feature			1	1					<b>2</b>
Dog Park							1		<b>1</b>
Maintenance / Storage Facility	1		3					1	<b>5</b>
Restroom Facility	1		3			1			<b>5</b>
Designated Wetland					1	1			<b>2</b>
Senior Center			1						<b>1</b>

	CITY HALL PARK	COOL SPRINGS PARK	IH MANAGERIAL PARK	OAK RIDGE PARK	PLANTATION HILLS PARK	WINDWARD SLOPES PARK	ZADIE E KUEHL MEMORIAL PARK	B. TOWNSEND ATHLETIC COMP.	TOTALS
Club House			1						<b>1</b>
Amphitheater			1						<b>1</b>



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## NEW FACILITIES

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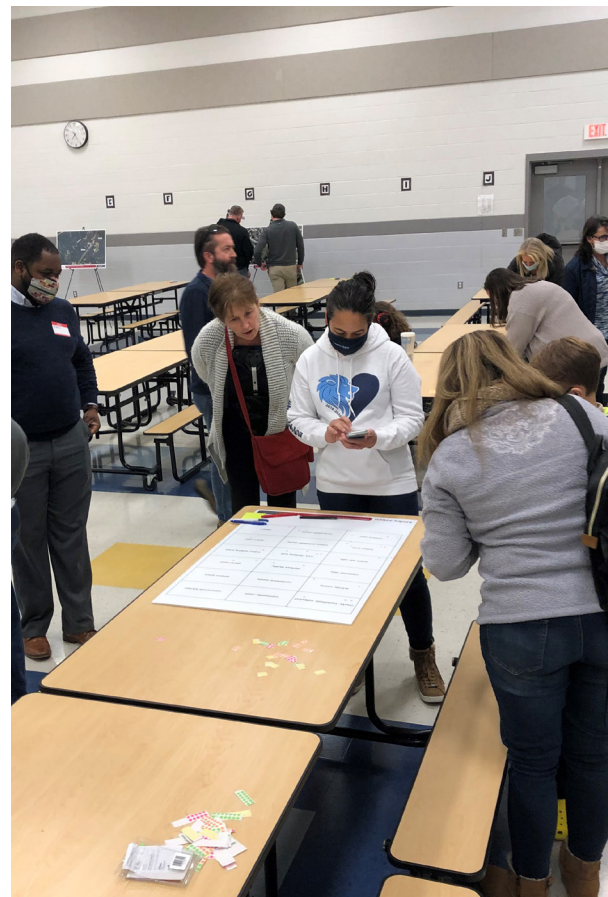
# COMMUNITY CENTER STUDY

## APPROACH

Community centers provide places where people can gather for social, educational, and recreational opportunities. This would allow the City to expand its programming options and provide all weather events for residents. As determined through robust community feedback and conversations with the Master Plan Advisory Group, a community center is desired and needed for the City of Lakeland.

The City and Master Plan Advisory Group originally identified two potential locations to explore for a new community center. These studies included two different building programs: a full program that consisted of every amenity identified by both citizens and staff, and a reduced program that could be utilized for a smaller sized location with limited space for the building, parking, and outdoor amenities.

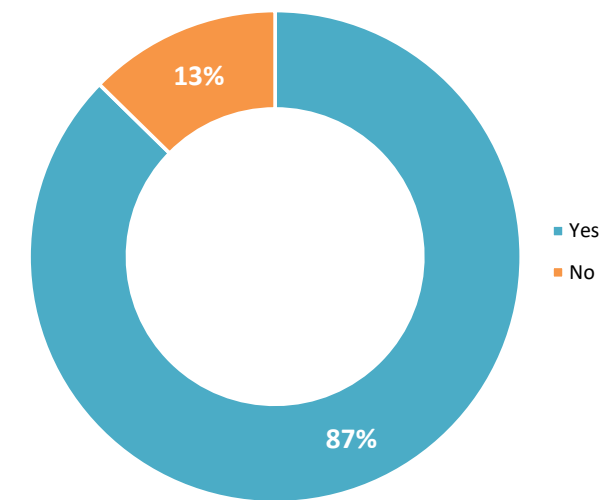
However, these two options have been removed in the Master Plan Update (2025) due to further developments. The City is now pursuing a partnership with YMCA of Memphis and the Mid-South to construct and operate a Community Center. More information can be found on the following pages.



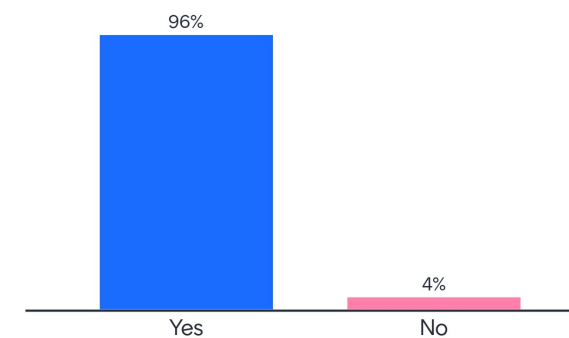
## PUBLIC INPUT RESULTS

Community feedback for a potential community center was solicited at both the public input session and as a part of the public survey. At the public input session, citizens were asked if they believe Lakeland needed a community center with 96% of respondents choosing 'yes'. Later on in the meeting, a break out session was conducted where residents were asked to place five dots on the amenities they would most wish to see in the community center. The public survey polled residents on whether or not they would be willing to pay a fee to use a community center, with 87% selecting yes.

### WOULD YOU BE WILLING TO PAY A USAGE/MEMBERSHIP FEE TO USE AMENITIES AT A NEW COMMUNITY CENTER? (PUBLIC SURVEY)



### DO YOU BELIEVE LAKELAND NEEDS A COMMUNITY CENTER? (PUBLIC INPUT MEETING)



**COMMUNITY CENTER – YMCA PARTNERSHIP**

The City of Lakeland has partnered with YMCA of Memphis and the Mid-South to construct a community center on the former Econo Lodge Motel site. As a part of this partnership, the City of Lakeland will own the building, while YMCA will manage and operate it.

The Community Center will be approximately 38,820 square feet and include a childcare center, gymnasium, fitness areas and locker rooms. The outdoor areas will include an aquatic center, fitness areas, and plaza space. There is also room allocated for potential expansion that may include more aquatics.

The project will receive funding from a mix of sources including YMCA, the Department of Human Services, and a USDA loan. In total, the project is estimated to cost \$21.3 million. The facility is expected to open in January 2027.

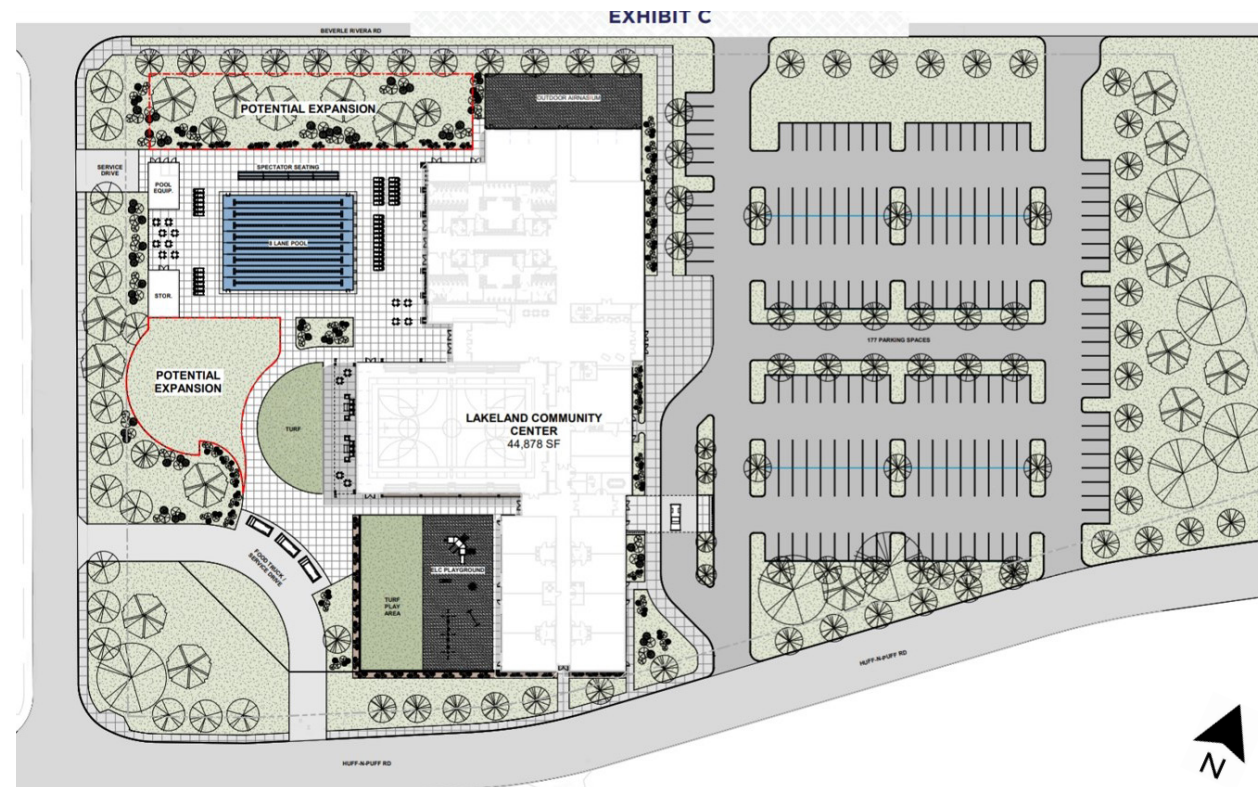
**PICKLEBALL STUDY**

The recent development of the Community Center has prompted the City to take a more detailed look at the area surrounding it. The City is seeking to obtain additional parcels east of the Community Center to develop into park space. With its location directly adjacent to Windward Slopes Park, this entire area is primed to become a recreation hot-spot for Lakeland.

During the Parks and Recreation Master Plan process, the need for pickleball facilities was apparent through public engagement. This was further corroborated with evidence found through benchmarking with NRPA data. Due to the size of this site and its adjacency to the Community Center and the tennis courts at Windward Slopes park, the Parks Department determined it was a strong candidate for pickleball courts.

The concept plan consists of eight standard size (60'x30') pickleball courts with appropriate fencing and netting. There is a restroom facility and two covered seating areas within a linear plaza space. The plan also consists of two viewing areas with bleachers. To accommodate additional parking demand, the parking lot for the Community Center has been expanded to account for an additional 31 spaces. The Parks Department will seek grant funding from TDEC to help fund the construction.

**COMMUNITY CENTER – CONCEPT PLAN**



**PICKLEBALL – CONCEPT PLAN**



**CITY OWNED PARCEL**

The City recently acquired the former Relax Inn parcel off of Canada Road near the Interstate 40 interchange. It is approximately 2.32 acres in size and has frontage on both Canada Road and Village Circle. The property and adjacent parcels are zoned C-2: Regional Commercial. The following is a list of potential programming options for the site.

Potential Programming:

- Tennis Facility
- Child Care Facility
- Basketball court(s)
- City Department Building

The City could also entertain selling this parcel due to its prime commercial location. The funds for the sale of this land could be reinvested into other parks.

**CANADA RD PARCEL - BASE MAP**



**CITY OWNED PARCEL**

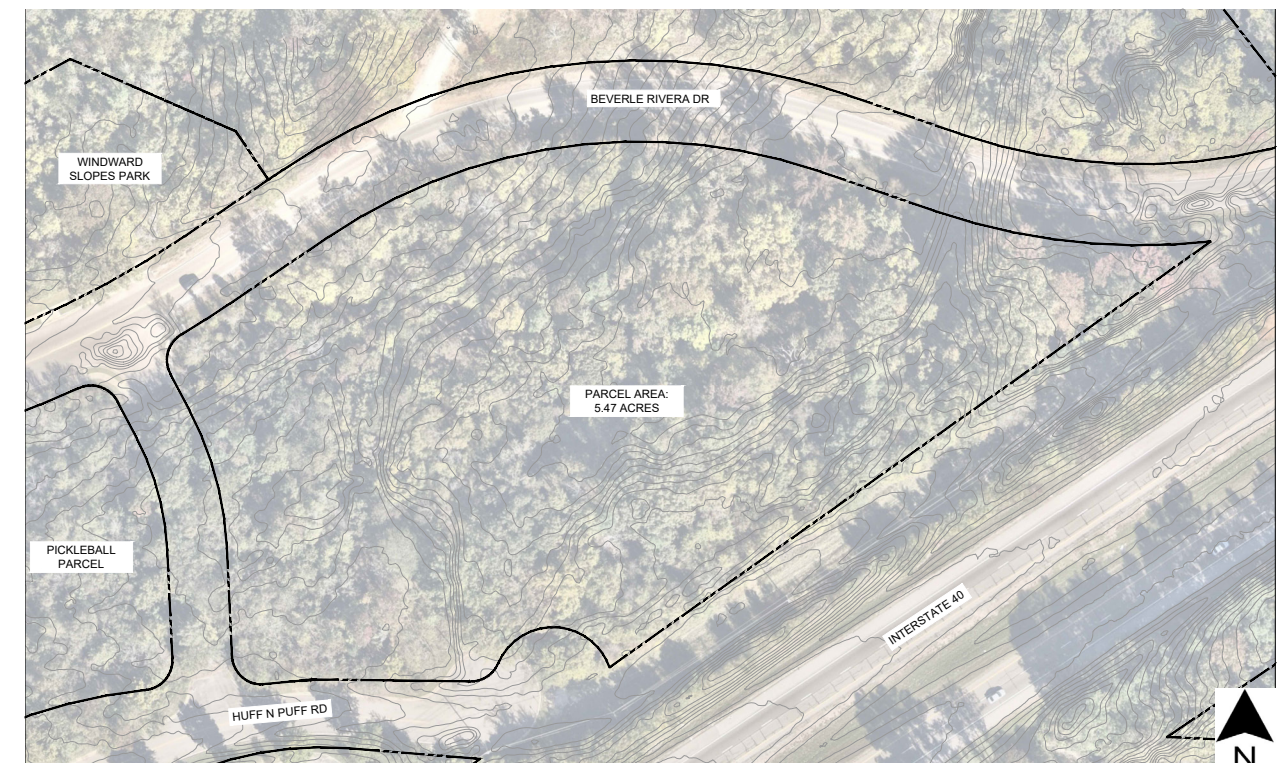
This City owned parcel is approximately 5.47 acres in size. It has frontage on Beverle Rivera Drive and access from Huff n Puff Road. It is directly adjacent to the proposed Community Center and pickleball courts, and across the street from Windward Slopes Park. The property is zoned C-2: Regional Commercial. The following is a list of potential programming options for the site.

Potential Programming:

- Walking Trails/boardwalks
- Playground(s)
- Splash pad
- Basketball court(s)

The City should further investigate the potential uses for this site compared with the needs of residents and develop a master site plan. It is recommended that the master plan include Windward Slopes Park and the adjacent Community Center.

**BEVERLE RIVERA DR PARCEL - BASE MAP**



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# BENCHMARKING

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## BENCHMARKING

### APPROACH

Benchmarking is a process that analyzes and compares key factors pertaining to a parks and recreation agency, and compares them against others to determine gaps in performance. The process is data-driven and does not take into account the unique nuances of Lakeland or other municipalities. Instead, benchmarking captures a high-level comparison to communities that are similar in size. NRPA's 2021 Agency Performance Review was analyzed to provide averages that paint a broader picture of where Lakeland ranks nationally. Also, two peer municipalities were chosen as a benchmark to provide more localized data; Arlington, TN and Dickson, TN. The following topics were considered in the benchmarking process:

- Population characteristics
- Staffing
- Programming
- Budget
- Revenue

### PEER MUNICIPALITIES

To gather the data necessary to perform the benchmark analysis, data collection surveys were sent to the selected parks and recreation departments identified as peer agencies. Data requested from each agency included elements such as basic demographic data and park acreage, amenities offered, communication systems, staffing models, budget operations, and maintenance standards. Because this data was provided directly by the agencies themselves, some slight variations and discrepancies may be present as a result of different tracking and collection methods used by each agency. In some instances, data was either omitted or not available.

JURISDICTION			
	LAKELAND, TN	ARLINGTON, TN	DICKSON, TN
Population	13,904	14,549	16,058

### PARKS AND OPEN SPACE ACREAGE

This benchmark analysis measures park and open space acreage for each of the peer agencies included in the benchmarking process. It looks at the total number of acres owned by the system, the percent of acres developed for parks and recreation purposes, and the acres of park per 1,000 residents. Lakeland ranks well among the peer communities in this category with about 230 acres owned by the parks system and 16.5 acres of parks per 1,000 residents. The percent of acres developed for parks and open space is skewed due to the acquisition of a new 100 acre athletic complex property. Lakeland has currently completed phase one of the master plan for this site.

PARKS AND OPEN SPACE ACREAGE			
	LAKELAND, TN	ARLINGTON, TN	DICKSON, TN
Total acres owned or managed by the system	230	110	334
Percent of acres developed for parks and recreation purposes	50%	100	75%
Acres of parks per 1,000 residents	16.5	7.6	20.8



OUTDOOR AMENITIES

This benchmarking metric analyzes some of the typical outdoor amenities provided in each of the peer organizations. Arlington, TN ranks highest in both multi-purpose fields and tennis courts. Dickson, TN has a similar number of multi-purpose fields as Arlington, and has the most ball diamonds and basketball courts. Lakeland ranks lowest in all five categories of outdoor amenities. Although it is a growing trend in parks and recreation, neither Lakeland, nor the peer agencies offer pickleball courts. Both Lakeland and Arlington provide amphitheatres, while Dickson does not have a dedicated amphitheater.

OUTDOOR AMENITIES			
	LAKELAND, TN	ARLINGTON, TN	DICKSON, TN
Multi-Purpose Fields	3	11	9
Ball Diamonds	.5	4	10
Basketball Courts	0	2.5	4
Tennis Courts	2	6	2
Pickleball Courts	0	0	0
Amphitheater	1	1	0

COMMUNICATIONS

The following table compares methods of communication between the peer organizations. Lakeland currently provides both digital and physical means of communication. The major form of digital communication is social media, notably Facebook, and the parks department website. Lakeland provides physical communication about events through local magazines and flyers/posters. It is a best practice to provide both physical and digital forms of communication to residents in order to reach a wider range of the population.

COMMUNICATIONS			
	LAKELAND, TN	ARLINGTON, TN	DICKSON, TN
Methods of Providing Information about Parks	Social media, flyers/posters, local magazines, website	Social media, website, ads for special events	Social media, newspaper articles, flyers/posters, local magazines, radio/TV ads, website

STAFFING

The following table compares the staffing for peer agencies included in the benchmarking analysis by converting the hours worked by staff to a measure called FTE, or full-time equivalent, to provide a uniform metric for the analysis. FTE is calculated by adding the number of total hours worked by all department employees and then dividing that total by the number of hours typically worked by one full-time employee in a calendar year (2,080 is the number generally used for this calculation).

FTEs per 10,000 residents is a metric that weighs the amount of staff based on population size. This metric is important in determining the capability of staff to meet the demands of the population. Lakeland lands in the middle among the three per communities with 5.6 FTEs per 10,000 residents, while Arlington comes in just below Lakeland at 4.8 FTEs per 10,000 residents. Dickson has double the amount of FTEs per 10,000 residents at 11.2.

STAFFING - FTEs PER 10,000 RESIDENTS		
LAKELAND, TN	ARLINGTON, TN	DICKSON, TN
5.6	4.8	11.2

BUDGET

Of the two peer agencies, unfortunately Dickson, TN was not able to provide detailed budget information. However, it is still helpful to benchmark the peer agency of Arlington, TN to get a better understanding of how Lakeland's budget compares. For last fiscal year, Lakeland and Arlington had similar total capital budgets allocated to the Parks and Recreation department. Lakeland generated nearly 3.5 times more revenue than Arlington generated. These revenues come primarily from program revenue, while rental fees and developer fees dedicated to parkland make up the remaining revenues.

BUDGET			
FISCAL YEAR 2021	LAKELAND, TN	ARLINGTON, TN	DICKSON, TN
Total Capital Budget	\$885,809	\$863,760	not provided
Total Non-Tax (earned income) Revenues	\$215,000	\$61,868	not provided

MAINTENANCE STANDARDS

WRITTEN MAINTENANCE STANDARDS (YES/NO)		
LAKELAND, TN	ARLINGTON, TN	DICKSON, TN
No	Yes	No

It is recommended that Lakeland draft written park maintenance standards. By providing a written maintenance standards document, the City will further improve their staff efficiency and create a consistent expectation for all staff and parks. Topics for consideration are listed below:

- Roles and responsibilities laid out for each staff member
- Detailed inventory of parks, facilities, and maintenance areas
- Qualitative standards to be set by the Parks Operation Division to provide clear descriptions of work expected for each classification of park land
- Maintenance standard definitions to be set
- Regular safety, facility, equipment, and playground inspections to be scheduled



PER CAPITA INCOME

It is important to compare annual per capita income against peer agencies in order to understand the average income for a community's residents. At \$41,039, Lakeland's per capita income is over \$10,000 above the Tennessee average. When comparing this metric to peer communities, Lakeland has a higher per capita income than that of both Arlington, TN and Dickson, TN.

PER CAPITA INCOME		
TENNESSEE STATE AVERAGE: \$29,859		
LAKELAND, TN	ARLINGTON, TN	DICKSON, TN
\$41,039	\$34,790	\$27,082

PROPERTY TAX RATE

Property tax rate is another useful metric to benchmark in order to determine tax revenue generation. Lakeland's tax rate is \$1.04 per \$100 of appraised value. This is higher than the Tennessee state average and the peer municipality of Dickson, TN, but less than the property tax rate of neighboring Arlington, TN.

PROPERTY TAX RATE		
TENNESSEE STATE AVERAGE: \$0.64		
LAKELAND, TN	ARLINGTON, TN	DICKSON, TN
\$1.19	\$1.37	\$.67

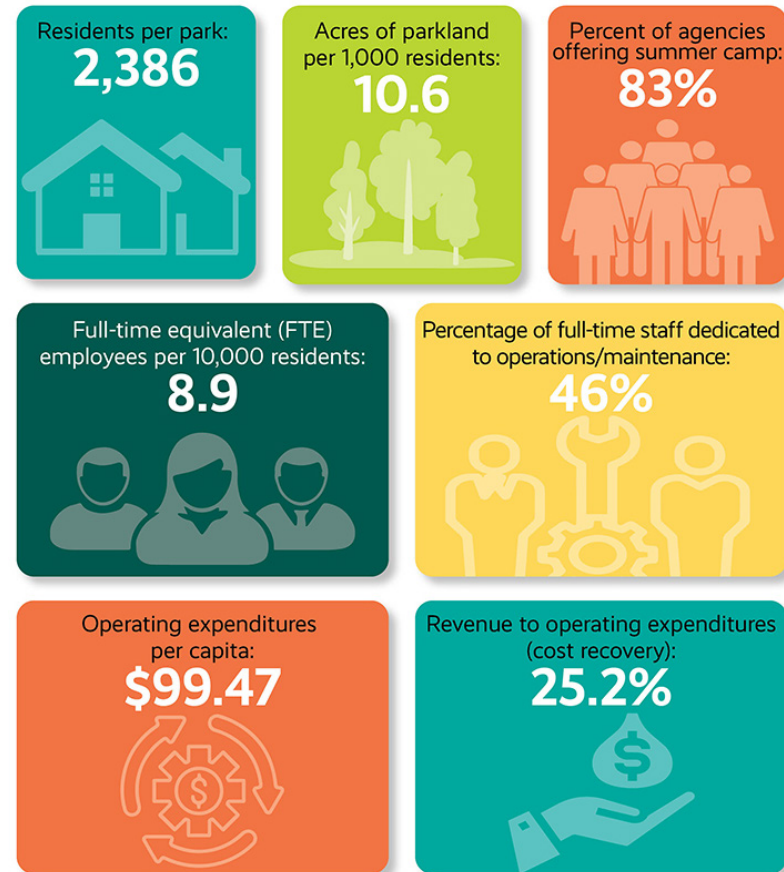
### NRPA BENCHMARKING APPROACH

In addition to the information provided by peer agencies, data was also gathered from the National Recreation and Park Association (NRPA), which collects data and performance measures from various agencies and park departments across the United States. This benchmarking analysis section uses data from the 2024 NRPA Agency Performance Review. Like the peer agency data, the information provided to the NRPA is also self-reported, and thus may also have some variations and discrepancies due to tracking methods.

To create a useful comparison for Lakeland’s Parks and Recreation System, population size segmentation was used as the primary data filter. With a population of 13,904, Lakeland falls in ‘less than 20,000 residents’ category.

Benchmarking metrics in this section include: Residents per park, acres of park per 1000 residents, FTEs per 10,000 residents, programming, miles of trail, operating expenditures, and revenue.

#### 2024 NRPA Agency Performance Review Key Findings

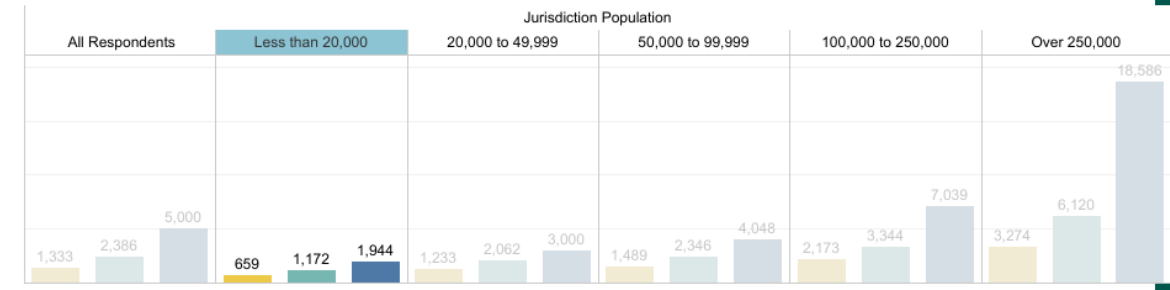


### NRPA METRICS

#### RESIDENTS PER PARK

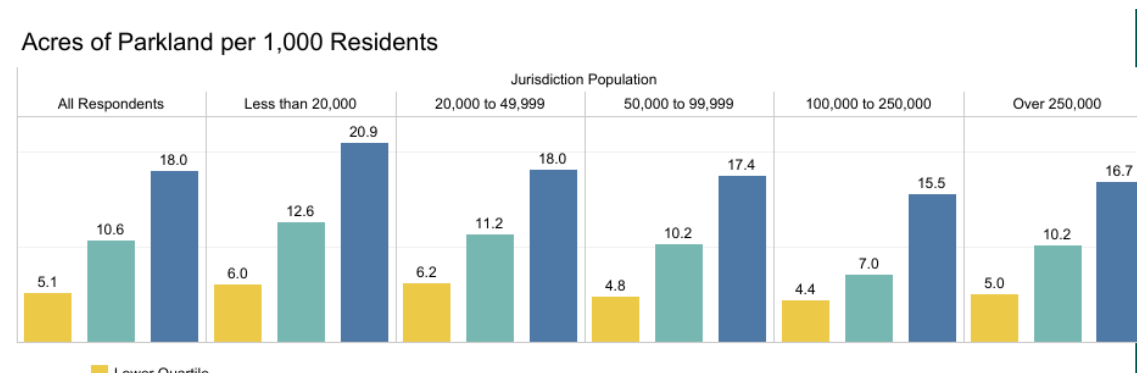
Analyzing NRPA’s Agency Performance Review reveals that the average municipality, regardless of size, has one park for every 2,386 residents. However, the average resident per park correlates positively with overall population size. Jurisdictions with less than 20,000 residents have an average of 1,172 residents per park, while jurisdictions with over 250,000 have an average of 6,120 residents per park. With a population of 13,904 residents and a total of 8 parks, Lakeland comes in at 1,738 residents per park which is above average for similarly sized municipalities. This indicates that there are fewer parks to be shared by more people. Lakeland is, however, outside the upper quartile and well within reach of the average.

Residents per Park



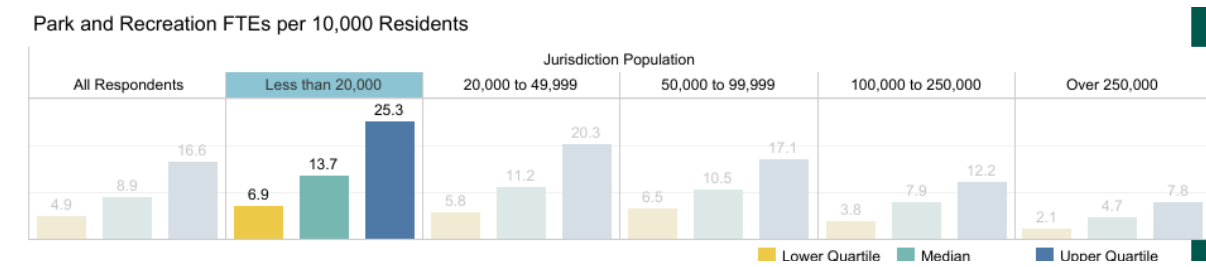
ACRES OF PARK PER 1,000 RESIDENTS

Similar to residents per park, acres of park per 1,000 residents provides a benchmark for park demand. A typical parks and recreation agency in the U.S. has on average 12.6 acres per 1,000 residents within the jurisdiction. Parks and recreation agencies that have less than 20,000 people within the jurisdiction, have on average 12.6 acres of park per 1000 residents. There is also a stark contrast between the lower quartile at 6.0 acres and the upper quartile at 20.9 acres. Lakeland’s Parks and Recreation system manages about 230 acres. This equates to 16.5 acres of park per 1,000 residents across the City, landing Lakeland above the average for jurisdictions with under 20,000 residents, but not quite inside the upper quartile.



FULL TIME EQUIVALENT STAFF PER 10,000 RESIDENTS

Full time equivalent (FTE) staff is a metric that combines full-time, part time, and seasonal staff into a full time equivalent based on a 40 hour work week. The typical parks and recreation agency has 8.9 FTEs per 10,000 residents, however, there is a negative correlation between jurisdiction population and average FTEs. This means that as population size increases, FTEs per 10,000 residents decreases. Lakeland’s Parks and Recreation department employs six full time employees, zero part time employees, and three seasonal employees for a FTE of 7.75. This means that Lakeland has an equivalent of 5.6 FTEs per 10,000 residents. This puts Lakeland in the lower quartile of jurisdictions that have less than 20,000 residents. To meet the median average, Lakeland would need a total of 13.7 FTEs.



PROGRAMMING

Parks and Recreation agencies offer a wide variety of programming that varies based on the amount of people within the municipality. 8 out of 10 jurisdictions with less than 20,000 residents offer themed special events, social recreation events, and team sports. Trips and tours, golf, and running/cycling races rank in the bottom three for jurisdictions of this size. Lakeland is on par with this benchmark, offering all three of the most popular programs, as well as some of the less popular programs.

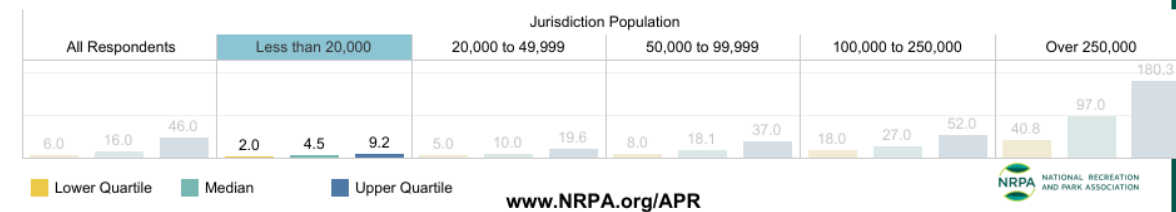
Programming Offered by Park and Recreation Agencies

Percent of agencies with these programs:	All Respondents	Jurisdiction Population				
		Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	Over 250,000
Themed special events	89%	83%	89%	96%	90%	91%
Social recreation events	88%	82%	91%	94%	92%	86%
Team sports	86%	81%	90%	93%	89%	80%
Fitness classes	82%	69%	84%	91%	85%	82%
Health & wellness classes	80%	64%	78%	91%	86%	85%
Individual sports	76%	66%	73%	85%	81%	79%
Racquet sports	73%	64%	71%	84%	77%	73%
Safety training	70%	57%	63%	82%	77%	78%
Natural & cultural history act..	66%	36%	60%	76%	75%	89%
Aquatics	68%	52%	62%	77%	78%	76%
Cultural crafts	63%	43%	57%	74%	71%	75%
Visual arts	63%	45%	58%	78%	67%	71%
Performing arts	62%	39%	63%	79%	68%	70%
Trips and tours	62%	42%	64%	73%	64%	73%
Martial arts	56%	36%	61%	67%	65%	58%
Running/cycling races	53%	42%	44%	61%	55%	67%
Golf	49%	22%	42%	57%	63%	70%
eSports/eGaming	26%	14%	22%	32%	30%	33%

MILES OF TRAILS

Throughout the community involvement process, residents of Lakeland have expressed a desire for increased walking and biking connectivity. For jurisdictions with less than 20,000 residents, the median is 4.5 miles of trails, with a relatively narrow dispersion of data between the upper and lower quartiles. The Parks and Recreation department in Lakeland manages 4.2 miles of walking and biking trail, which puts Lakeland at the national average, but below the upper quartile. As currently planned, the Brody Townsend Athletic Complex will add an additional 2.4 miles of walking and biking trails to the Lakeland parks and recreation system for a total of 6.6 miles.

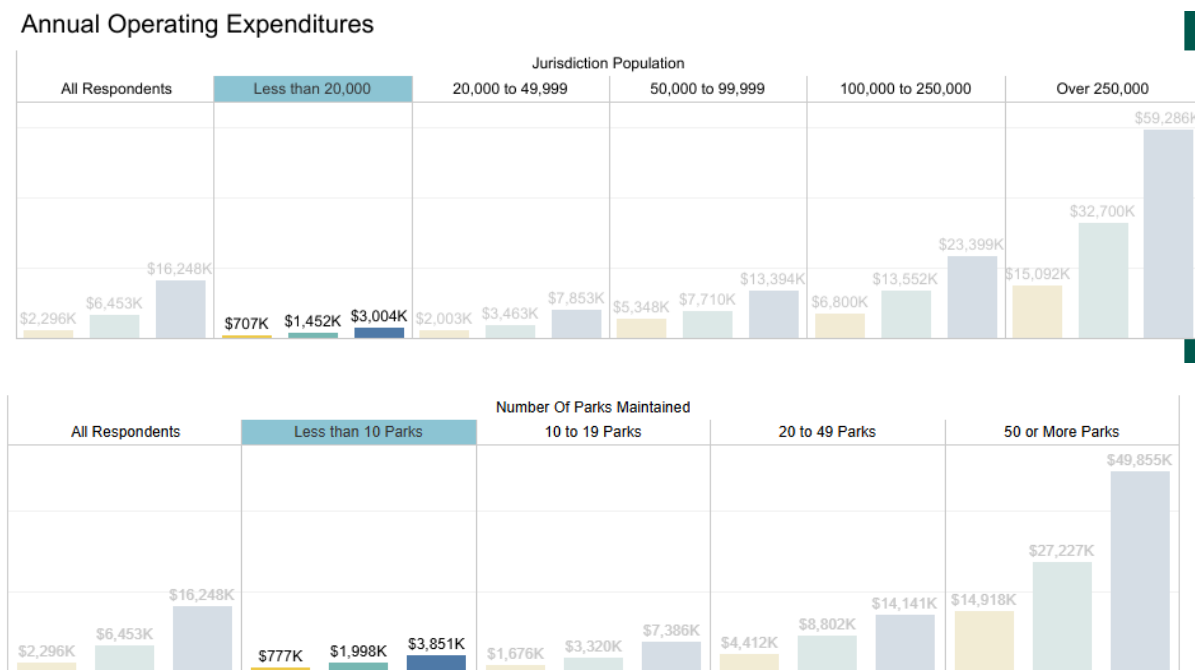
Miles of Trail



**BUDGET METRICS**

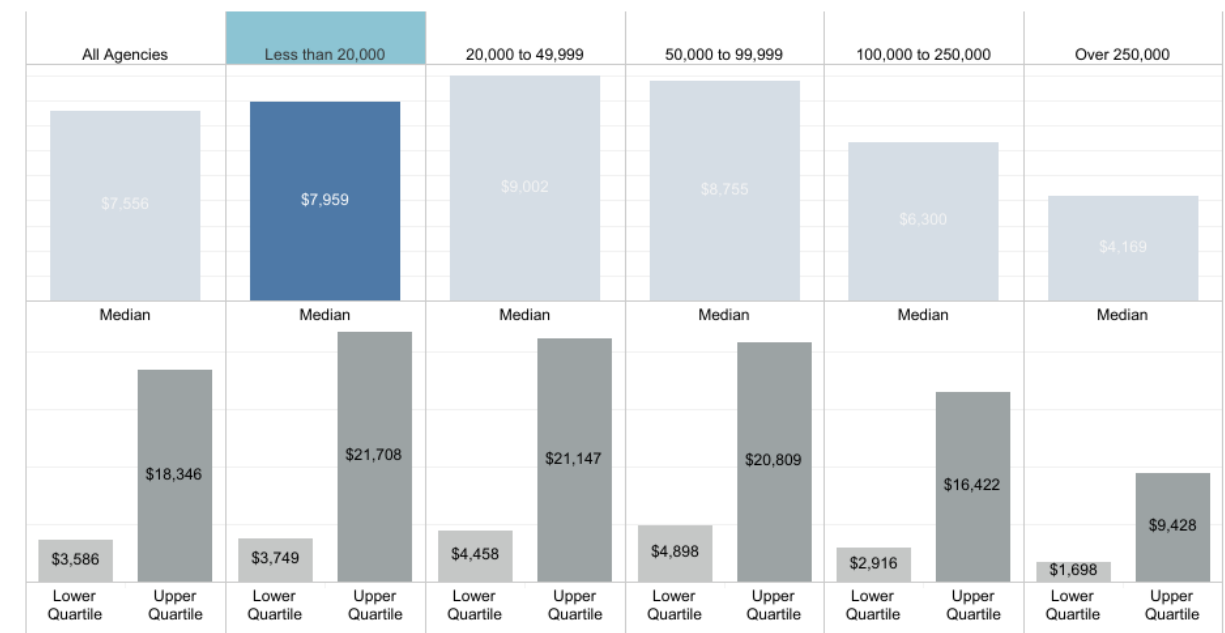
**ANNUAL OPERATING EXPENDITURES**

Annual operating expenditures increase predictively based on the size of the jurisdiction. Parks and Recreation departments in municipalities with less than 20,000 residents have an average budget of \$1.45 million. Similarly, Parks and Recreation departments that manage less than 10 parks have an average budget of \$1.99 million. The Lakeland Parks and Recreation budget for 2022 is \$885,809, which is below the national average for jurisdictions with under 20,000 people and agencies that manage less than 10 parks. However, Lakeland’s budget is above the lower 25 percent of jurisdictions in both of these categories.



**OPERATING EXPENDITURES PER ACRE - 2021 DATA**

In addition to overall operating expenditures, operating expenditures per acre provides a benchmark for how similar sized municipalities allocate budget. The national average for all agencies is \$7,556 per acre and reflects a ‘normal’ bell curve distribution based on number of residents within the jurisdiction. The median for municipalities with less than 20,000 residents is just above the total average at \$7,959 per acre. With a budget of \$885,809 and 230 acres of parks, Lakeland spends \$3,851 per acre. This puts Lakeland below the national average for jurisdictions with less than 20,000 residents, but just outside the lower quartile.



www.NRPA.org/APR

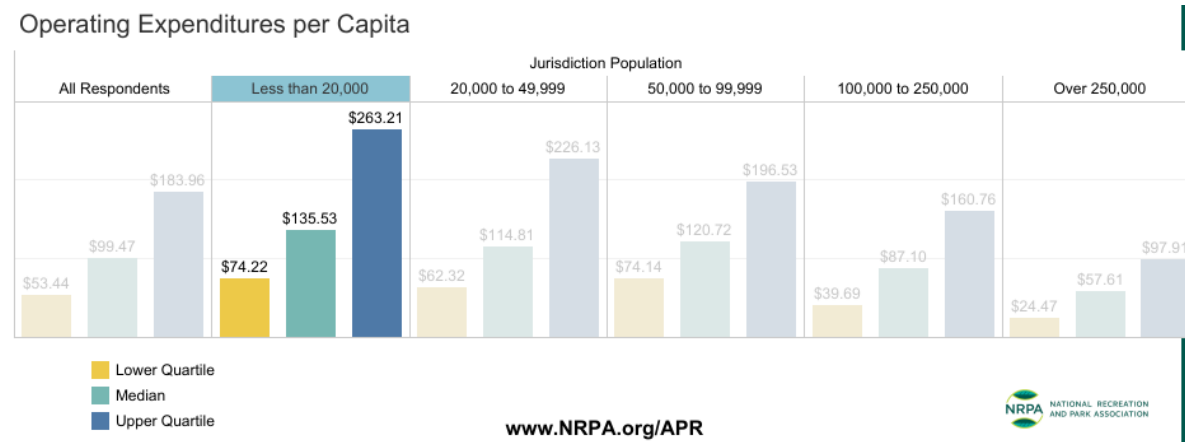
\*Findings from the 2021 Agency Performance Review uses data from Park Metrics, NRPA's park and recreation agency performance benchmarking tool, from 2018-2020.



**UPDATED INFORMATION NOT AVAILABLE**

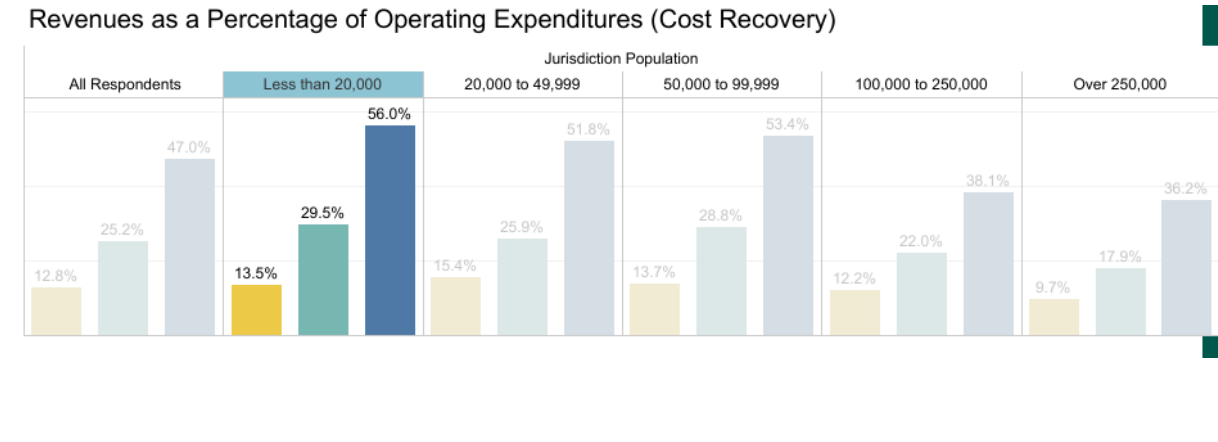
OPERATING EXPENDITURES PER CAPITA

Operating expenses per capita is another benchmarking metric that shows how a municipality's budget relates to national averages. Unlike operating expenses per acre, national averages reflect a negative correlation where agencies with higher populations tend to spend less money per capita. Jurisdictions with less than 20,000 residents spend an average of \$135.53 per capita and have the largest dispersion between the upper and lower quartiles. With a budget of \$885,809 and a population of 13,904, Lakeland spends about \$64 per capita. Not only is the below the national average for jurisdictions with less than 20,000 people, but it is also inside the lower quartile.



REVENUE AS A PERCENTAGE OF OPERATING EXPENSES

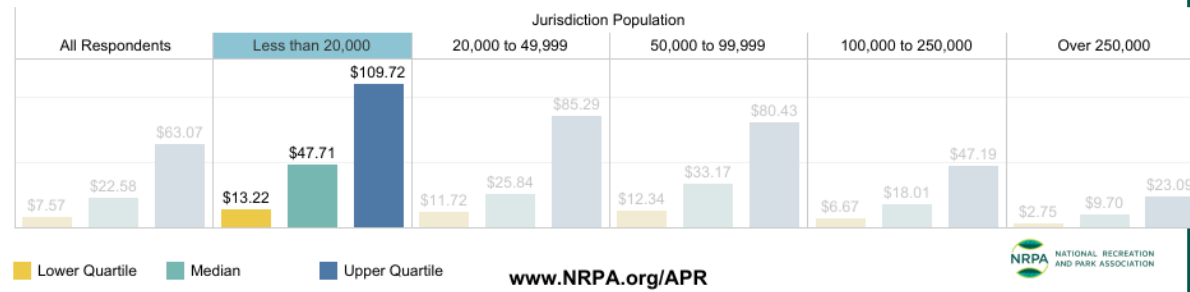
Parks and Recreation agencies typically operate at a negative balance, meaning that the amount of revenue generated is typically much less than the amount of expenditures. The typical parks and recreation agency in the U.S. recovers 25.2 percent of its operating expenses from non-tax revenues. This average is slightly higher for jurisdictions with less than 20,000 residents at 29.5 percent. Agencies in the upper quartile of jurisdictions with less than 20,000 residents recover over half of their expenses, while the lower quartile only recovers 13.5 percent on average. With a budget of \$885,809 and generated revenue of \$215,000, Lakeland recovers 24.3 percent of it expenses through non-tax revenues.



REVENUE PER CAPITA

Revenue per capita is another way to benchmark an agencies budget. Smaller agencies typically generate more revenue on a per capita basis than larger agencies. Jurisdictions with less than 20,000 residents generate an average of \$47.71 per resident, while jurisdictions with over 250,000 generate an average of \$9.70 per resident. The interquartile range is also highly dispersed for this benchmark, with 50 percent of agencies falling between \$13.22 and \$109.72 generated per resident. With a population of 13,904 and total generated revenue at \$215,000, Lakeland generates \$15.46 of revenue per capita.

Park and Recreation Revenues per Capita



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# STAFFING ASSESSMENT

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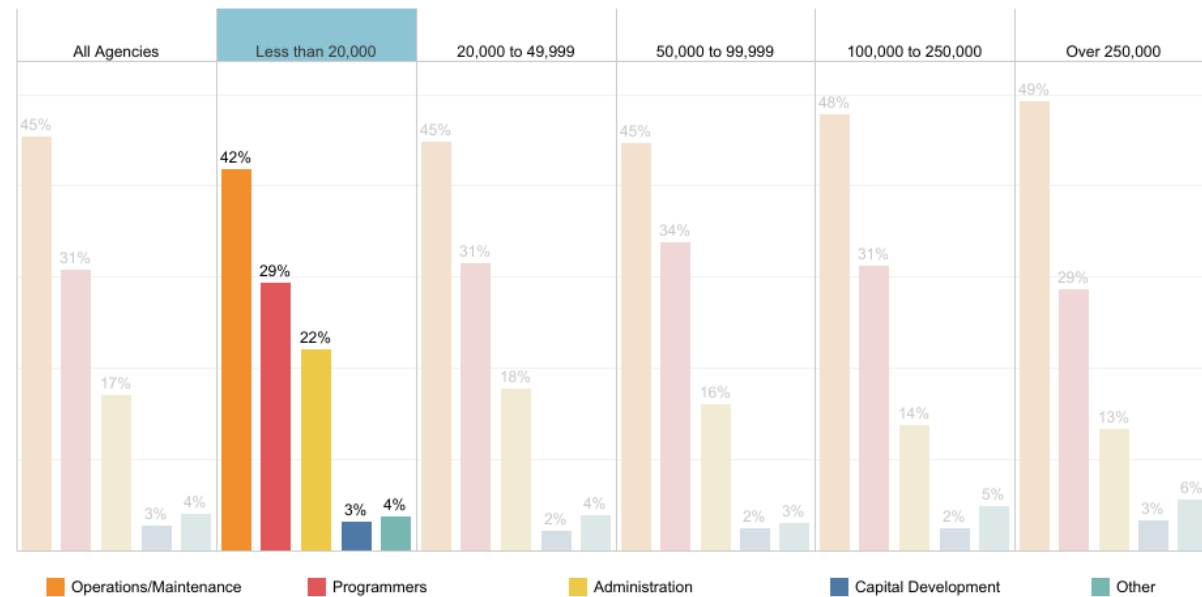
# STAFFING ASSESSMENT

## OVERVIEW

Lakeland has a dedicated staff tasked with managing, operating, and maintaining its parks and facilities. The parks and public facilities in Lakeland require consistent investment and maintenance to keep them in a state of good repair and adequate for community use. This is made possible by personnel and staff who are dedicated to Lakeland’s recreation and public enjoyment. While employees in Lakeland play a major role in community events and maintenance, volunteers are also necessary to manage and handle various other programs. Survey respondents and civic organization representatives, who interact with staff on a daily basis, cited overwhelmingly positive feedback about the parks and recreation staff.

## APPROACH

All Parks and Recreation departments nationwide are tasked with a variety of responsibilities in their communities, and it is not uncommon for these professionals to take on various roles in order to operate effectively. NRPA organizes these responsibilities into several key focus areas, which include operations and maintenance, programming, administration, capital development, and other as a catch all for miscellaneous responsibilities. The chart below outlines the average breakdown of staff for the defined categories in jurisdictions with less than 20,000 residents.



[www.NRPA.org/APR](http://www.NRPA.org/APR)

\*Findings from the 2021 Agency Performance Review uses data from Park Metrics, NRPA's park and recreation agency performance benchmarking tool, from 2018-2020.



## CURRENT OPERATIONS

The Parks and Recreation department in Lakeland manages 8 parks that total to 230 acres. The department currently employs 6 full time staff, no part-time staff, and 3 seasonal staff for a total of 7.75 full-time equivalents (FTEs) or 5.6 FTEs per 10,000 residents. According to the 2021 NRPA Agency Performance Review, the median number of FTEs per 10,000 residents for jurisdictions with less than 20,000 residents is 10.9. With a population of 13,904, Lakeland would need to hire 7 additional FTEs to meet the median ratio.

Since Lakeland has a lower than average number of FTEs, it is important to analyze the utilization and efficiency of staff. Permanent staff positions in Lakeland include one Parks and Recreation Director, one Senior Center Manager and Special Events Coordinator, two recreation coordinators, one Parks Maintenance Supervisor, and one Parks Maintenance Technician. Seasonal staff positions include two recreation specialists - one employed from August to March and one employed from October to March - and an additional Parks Maintenance Technician that is utilized from April to September. Using the NRPA approach, utilization of staff in Lakeland can be broken down into the following categories: 33.3% Operations/Maintenance, 53.8% Programmers, and 12.9% Administration. Based on NRPA data for jurisdictions with less than 20,000 residents, Lakeland may be understaffed in operations and maintenance positions.

It is also important to analyze the tasks each position is responsible for in order to get a full picture of the current operation in Lakeland. The Senior Center Manager is responsible for coordinating volunteer helpers and instructors, scheduling programs, creating and instructing programs, marketing and communications, fundraising, and scheduling and managing community events. Recreation coordinators are responsible for scheduling and overseeing registration for youth athletics, communication with parents and participants, inventory of supplies and equipment, coordinating practice schedules, and scheduling games. Parks Maintenance staff are responsible for mowing and trimming turf within parks, semi-weekly trash removal, striping athletic fields, cleaning restrooms, rental set-ups and general maintenance.

## TRAINING AND EQUIPMENT

Employee training and equipment play a vital role in the facilitation and management of the Parks and Recreation facilities in Lakeland. Currently, Lakeland provides both internal and external training opportunities for staff. Lakeland provides its athletic program staff general customer service training and specific sports operations training. Recreation coordinators are sent to get the Certified Youth Sports Administrator training within their first year on the job. Additionally, staff are given the opportunity to attend one expenses paid training event each year.

Lakeland's maintenance fleet currently consists of two Spartan 60" zero-turn mowers and trimmers for turf maintenance. The maintenance fleet also has a trailer mounted pressure sprayer that is utilized for cleaning and washing purposes. Lakeland also uses a state of the art Turf Tank autonomous field painter. The autonomous field painter can paint fields seven times faster and only requires one person to operate. This increases the efficiency of maintenance staff tremendously. As the maintenance staff grows, it is important for the City to continue to invest in equipment in order to fully utilize staff. A new maintenance truck and a van for the Senior Center are currently planned for in the coming years capital expenses.

Maintenance employees in Lakeland are not currently offered internal training, other than new hire integration. Maintenance employees would benefit from job training opportunities to be able to more successfully navigate job related tasks. The City should regularly budget for specialized maintenance staff to attend training to ensure they are being efficiently utilized based on current technology and best practices. The Parks and Recreation department should also develop a detailed training protocol for all new maintenance hires.



## TECHNOLOGY

It is recommended that the City provide access to a computer in the maintenance shop for the purpose of looking up parts and equipment. Providing internet connectivity to maintenance staff will increase productivity and workflow. It is also recommended that the City consider the installation of security cameras at all parks to provide surveillance and minimize vandalism. Park misuse was an issue cited by the Parks Board, and came up repeatedly in public engagement efforts. Lakeland should continue to monitor new technological developments that can be applied to current workflows to increase productivity and efficiency of staff.

## SUMMARY

Overwhelmingly positive remarks were made during the stakeholder interviews and public survey regarding the great work the Department staff is doing. Most of the current issues the Department is facing are due to the increasing population of the City and the growing parks system. The Parks and Recreation Department needs to focus on maintaining existing programs and facilities to a high standard while developing land for new parks to keep up with the growing population. The addition of several new positions such as a maintenance superintendent, marketing manager and additional programming personnel will be integral to the Department's growth. Several updated equipment items, additional storage space, and technology improvements will also help maintain the high standard of Lakeland's facilities and programs.



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# PROGRAM ASSESSMENT

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## PROGRAM ASSESSMENT

### OVERVIEW

Programs are generally defined as organized activities facilitated by a parks and recreation department. This definition can include classes that last for several weeks in succession, as well as special events that are hosted by either the Parks Department or a peer organization one time a year. Programs play an important role in the community, serving as athletic and recreation opportunities, educational, historical and cultural arts activities, and the rental of public facilities and equipment for public use.

The City of Lakeland offers an array of public programs and activities to most ages and interests from both the Parks Department as well as multiple civic organizations. These programs provide both passive and active recreation, as well as a mix of free and fee-based activities. All leagues that operate within the City of Lakeland work to make sure that the segment of the community that is unable to afford to participate in activities has the ability to do so through scholarship programs. Leagues run by the Parks Department itself also offer those who are of lower-income status the ability to apply for scholarship registrations.

To understand how well Lakeland’s programs are fulfilling the community’s needs, the consulting team analyzed the community’s current programming which included various activities related to athletics, recreation, cultural arts, historical arts, and other opportunities. To assess the needs of Lakeland, it is important to understand what is being offered, for whom it’s being offered, and costs associated with that specific activity.

Lakeland provides various athletic opportunities for its residents, catering to a wide range of age groups and ability levels. The table below shows each program’s active season, league name, target age, as well as the program’s lifecycle.

PARKS DEPARTMENT – ATHLETIC LEAGUES			
SEASON	LEAGUE	TARGET AGE	GROWING/MATURE/DECLINING
Winter	Youth Rec Basketball	5-12 yrs	Growing
Winter	Youth Competitive Basketball	9-12 yrs	Mature
Spring	Adult Soccer	18+ yrs	Mature
Summer	Tee Ball	4 yrs	Growing
Summer	Baseball	5-12 yrs	Growing
Summer	Flag Football	7-12 yrs	Growing
Fall	Flag Football	5-6 yrs	Growing
Fall	Tackle Football	7-12 yrs	Mature
Fall	Football Cheer	5-12 yrs	Growing
Winter	Competitive Cheer	5-12 yrs	Declining
Winter	Basketball Cheer	5-12 yrs	Growing

### CIVIC ATHLETIC PROGRAMS

Civic leagues are additional athletic programs that are offered by other organizations that are contracted through the city. Having civic organizations facilitate additional athletic leagues reduces the amount of effort required by the Parks Department. This, in turn, allows for less staffing and decreased costs covered by the city. The Parks Department provides the athletic fields and maintenance, and works hand-in-hand with civic organization leaders to make these leagues a success.

CIVIC GROUPS – ATHLETIC LEAGUES			
SEASON	LEAGUE	TARGET AGE	GROWING/MATURE/DECLINING
Yearly	Tennis	5-10 yrs	Growing
		11-17 yrs	
		18+	
Spring	Youth Soccer	5-6yrs	Growing
		7-8 yrs	
		9-12 yrs	
		13-18 yrs	
Fall	Youth Soccer	5-6 yrs	Growing
		7-8 yrs	
		9-12 yrs	
		13-18 yrs	

### SPECIAL EVENTS AND PROGRAMS

In addition to the many athletic programs and leagues offered, Lakeland also provides many special events and creative program options. All of these activities are growing in popularity and are widely attended by residents of all ages. Currently, there are no spring offerings, while all others seasons have two offerings.

PARKS DEPARTMENT –SPECIAL EVENTS			
SEASON	EVENT	TARGET AGE	GROWING/ MATURE/ DECLINING
Spring	Arbor Day Tree Giveaway	Adult	Mature
Spring	Team Trivia Night	Adult	Growing
Spring	Easter Hop and Shop	All Ages	Growing
Spring	Fishing Rodeo	4-12	Mature
Summer	Summer Party	All ages	Growing
Summer	Family Health + Fitness Day	All ages	Growing
Summer	LAMP Entertainment Series – Concerts	All ages	Mature
Fall	Back to School Celebration	All ages	Growing
Fall	LAMP Entertainment Series –Concerts	All ages	Mature
Fall	Harvest Festival	All ages	Growing
Winter	Christmas Festival	All ages	Growing
Winter	Christmas Parade	All ages	Growing



### LIFECYCLE ANALYSIS

The lifecycle analysis of all programs provided in Lakeland leans heavily towards growing programs, providing a majority that are relatively new to residents. This growth is exciting and a good indication that the parks and recreation system in Lakeland is expanding. In a ideal scenario, mature programs would provide a stable foundation of reliable and loyal participants and would make up the majority of programs in the analysis. Growing programs would compliment the mature programs by providing residents with new and fresh options. Lakeland’s situation is nuanced because of several factors including it’s growing population, recent Parks and Recreation Director hire (2023), and the acquisition and phase one build out of a new athletic complex. It is anticipated that, over the years, the growing programs will transition to mature programs with steady and reliable usership. The graph below depicts the lifecycle analysis of programs in Lakeland, based on input for the Parks Advisory Board.



### SEASONAL ANALYSIS

A seasonal analysis was conducted based on program scheduling. Creating a well-rounded program schedule throughout the year is key to providing dynamic and successful activities for residents. The graphic below depicts the core program areas offered, and shows where programs overlap during most of the year. Overall, the department provides opportunities for all age groups throughout the year. The Spring months have the least amount of programmed activities. As the department expands its program offerings, it should look at a seasonal analysis to ensure that all programs are balanced throughout the year.

#### PROGRAM DENSITY

- 1 offering
- 2 offerings
- 3 offerings
- 4 offerings
- 5+ offerings



- Youth Athletic Leagues
- Adult Athletic Leagues
- Community Events

The previous graphic depicts the core program areas the Department offers, and shows where gaps lie during certain times of the year. Overall, the Department does a good job of offering various programs throughout the year for all age groups. The spring months tend to be a gap period with the youth recreation programs. During these months, an indoor facility would be ideal to provide athletic and recreation activity opportunities, making the gap period in programming relatively small. Going forward, the City should invest in this type of facility, as it is an important asset to the community's recreation needs, especially during the winter and spring months where colder temperatures and rainy weather limit outdoor activities.

### AGE SEGMENT DISTRIBUTION

An age segment distribution analysis was conducted based on the target age group for each existing program. This analysis helps to better understand how the current programs serve each age group. Overall, the Department leans more heavily toward programming for Pre-School and Elementary age groups, which comprise 80% of the total program offerings. Although the Teen age group is a more difficult age segment to target due to competing interests, it is recommended that the Department increase programming options for the group to help balance out the distribution.

AGE GROUP	DISTRIBUTION
Pre-School (5 and under)	40%
Elementary (6 - 12)	40%
Teen (13-18)	12%
Adult (18+)	8%

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# FINANCIAL ANALYSIS AND REVENUE STRATEGIES

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## FINANCIAL ANALYSIS AND REVENUE STRATEGIES

### FEE ANALYSIS

Fees for reserving certain amenities and locations vary per location and style of amenity. A snapshot of fees for a number of facilities in the City of Lakeland is captured in the table below. This fee breakdown includes pricing policies for resident and non-resident fees as well as price variations depending on the day of the week.

FACILITY FEE RATES		
AMENITY	FEE	NOTES
Oakridge Park Pavilion	\$50/day (resident) \$75/day (non-resident)	Medium pavilion
Windward Slopes Park Pavilion	\$50/day (resident) \$75/day (non-resident)	Medium pavilion
City Hall Park Pavilion	\$100/day (resident) \$150/day (non-resident)	Large pavilion
Zadie E. Kuehl Park Pavilion	\$100/day (resident) \$150/day (non-resident)	Large pavilion
IH Clubhouse Banquet Room	Weekday (Su-Th)-\$80/hr Weekend (Fr-Sa)-\$200/hr Non-Resident-\$300/hr Weekday (Su-Th) Non-Profit-\$50/hr Weekday (Su-Th) Cmty Group-\$20/hr Weekend (Fr-Sa) Cmty Group-\$50/hr	2 hour minimum
IH Clubhouse Rec Room	Weekday (Su-Th)-\$200/day Weekend (Fr-Sa)-\$300/day Non-Resident-\$525/day Non-Profit \$35/day	Must accompany Banquet Room rental
LAMP Amphitheater	Weekday (Su-Th)-\$200/day Weekend (Fr-Sa)-\$350/day Non-Resident-\$525/day Non-Profit \$35/day	With Banquet Room rental
LAMP Amphitheater	Weekday (Su-Th)-\$75/hr Weekend (Fr-Sa)-\$100/hr Non-Resident-\$150/hr Non-Profit \$50/hr	2 hour minimum

The following table shows each organization, fees charged, and the status of this fee, whether it is above average, comparable with peer agencies, or below average. Most of the leagues are below average or comparable to league fees around West Tennessee. However, Lakeland does not currently have facilities that are comparable to surrounding departments. It is recommended that as Lakeland develops adequate facilities, league fees should be reviewed and increased based on peer departments.

PROGRAM FEE RATES		
ORGANIZATION	FEE (PER PERSON)	STATUS
Lakeland Youth Rec Basketball	\$140	Comparable
Lakeland Youth Competitive Basketball	\$225	Comparable
Lakeland Adult Soccer	\$300/team	Comparable
Lakeland Rec T-Ball	\$75	Below Average
Lakeland Rec Baseball	\$90	Below Average
Lakeland Rec Flag Football	\$80	Below Average
Lakeland Rec Tackle Football	\$300	Above Average
Civic Tennis	5-10 yr \$99/mo	Comparable
	11-18 yr \$99/mo	
	18+ \$80/mo	
Civic Youth Soccer	5-6 yr \$95	Below Average
	7-8 yr \$100	
	9-12 yr \$115	
	13-18 yr \$125	
Civic Football Cheer	\$150	Comparable
Civic Basketball Cheer	\$75	Below Average
Civic Competitive Cheer	\$1100	Comparable

### OPERATING EXPENSES

Per NRPA's 2021 Agency Performance Review, a typical parks and recreation agency with less than 20,000 residents has annual operating expenses of \$114.62 per capita. With a population of 13,904, Lakeland would need a total budget of roughly \$1.6 million. Lakeland currently spends about \$64 per capita. The Agency Performance Review also breaks down the average operating expenditures per acre of park at \$7,959/acre of park. With a total park acreage of 230, Lakeland would need a total budget of roughly \$1.8 million to meet the NRPA average.

### REVENUE SOURCES

The Lakeland Parks and Recreation department generated a total of \$215,000 in revenues in fiscal year 2021. This revenue came from developer fees for parkland (\$65,000), program revenue (\$115,000), and rental fees (\$35,000). Based on the 2021 NRPA Agency Performance Review, the average parks and recreation agency generates \$28.41 in revenue annually per resident, while Lakeland is at \$15.46. The Performance Review also shows that the typical agency with a population less than 20,000 recovers 25.3% of its operating expenditures from non-tax revenues. The City of Lakeland is on pace with this benchmark, recovering 24.3% of expenditures.



### REVENUE STRATEGIES

A considerable investment in parks and facilities expansions will be necessary to bring the level of service provided by Lakeland in line with the average service level of other similar sized communities. These needs become even more acute when considering the continued population growth projected for the community. While the costs associated with purchasing parkland and developing facilities is significant, these projects become more feasible when multiple funding sources are considered. Developing a long-term capital improvements plan to prioritize funding for short-term and long-term needs for the various projects will allow the costs to be planned and funded over a longer time horizon, further enhancing funding feasibility.

#### LEAGUE FEE INCREASES

As recreational sports leagues grow in popularity and begin to retain more usership, Lakeland should analyze its league fees compared to other municipalities in the area. The City should seek to balance competitive pricing while covering its cost of operation for these leagues.

#### BOND FUNDING

Bond funding has been used by many communities to finance investments in park and recreational infrastructure. In today's low interest rate climate, these can be a particularly cost-effective strategy for capital improvements that are then repaid from a dedicated funding source, such as a hotel-tax or portion of local property taxes. These can also be funded through the creation of special taxing authorities, or TIFs, which leverage the value created for adjacent properties by assessing a tax on the increase in value of those properties after the park and recreational improvements are built.

#### CORPORATE SPONSORSHIPS

Local businesses in the community can also play a role in supporting community park facilities. These businesses are often interested in giving back to the community in the form of funding or in-kind donations (labor, materials, land), and may be interested in positive attention generated by these partnerships. Additionally, some businesses may also be willing to pay for naming rights or can also open up additional avenues for funding.

### DEVELOPER CONTRIBUTIONS

Lakeland currently requires all neighborhood developments to donate land to the City to be developed as park space. The amount of area is determined by a Parkland Dedication Formula that is calculated using the number of units multiplied by average family size multiplied by a parkland ratio (10 acres per 1000 people) multiplied by density factor. In no case are parks under 5 acres accepted. The development code also allows for a payment in lieu of at the discretion of the Parks and Recreation Department. These developer contributions are a key strategy to further develop the parks and recreation system.

### GRANT FUNDING

There are a variety of state and federal grant programs that can be used to fund recreational infrastructure. Sometimes, pairing recreational enhancements as a component of other project types can also open up additional avenues for funding. Some examples of grants may include STP (Surface Transportation Program), Land and Water Conservation Funds (LWCF), Local Parks and Recreation Fund (LPRF), or Built Environment Grants. The City should plan to apply for each LPRF grant cycle, which typically occurs every 2 years to help implement the comprehensive system-wide master plan that outlines goals for the next 10 years.

### FUNDRAISING / COMMUNITY ACTIVISM

A successful fundraising strategy in many communities around the country is the implementation of adopt-a-trail or adopt-a-park programs, where community groups or corporate entities can commit to donations of time or money to maintain specific pieces of park and recreation infrastructure. These programs could be included under the 'Keep Lakeland Beautiful' program. Other options for fundraising can include community events to raise funds, or the ability to pay for names to be included on park equipment, benches, bricks, or other items.

### PARTNERSHIPS

Partnerships can play a key role in leveraging the resources of the community together with other public or non-profit entities to accomplish larger projects or more complex goals than might otherwise be possible by the city alone. Partnerships with other governmental units, such as Shelby County or the local school system, can be particularly effective strategies. These are similar to corporate sponsorships and developer contributions in that the partner receives positive media attention while providing funds for the City.

### TAX STRATEGIES

Tax strategies can be an effective way to create a dedicated revenue stream. Utilizing special taxes to provide additional revenue for the City is a strategy used by other communities to offset the cost of new facilities and new parkland. A portion of a tax could be earmarked specifically to pay for the new park and recreation infrastructure. The City could also consider dedicating a portion of other taxes, such as property taxes or local sales tax, to create dedicated revenue streams for parks and recreation opportunities. This approach has been used for various funding priorities in communities across the state. This can be somewhat contentious, so allowing citizens the option to vote on dedicating a portion of their tax dollars to a specific cause, like parks and recreation, will ensure general consensus and allow the public to take greater ownership of the funding decision.

### USAGE FEES

While it should always be a priority to provide recreational opportunities free of charge so all members of the community can participate, it is necessary in some instances to charge usage fees to pay for maintenance or prevent over-use of facilities. Lakeland currently utilizes these fees for certain facility rentals. Residents do receive a discount to certain facilities compared to visitors. Upon the completion of Lakeland's athletic complex, a tournament fee schedule should be adopted. These fees will provide increased revenue to the parks and recreation department on a consistent basis.



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# IMPLEMENTATION PLAN

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## IMPLEMENTATION OVERVIEW

One of the most critical aspects of this Master Plan Report are the recommendations made for the Parks and Recreation system, as well as actionable strategies for how to implement them. This component of the Master Plan provides strategies that summarize the recommendations that were identified in previous chapters of the report. These recommendations are based on community feedback, data collection and analysis, and professional opinions of the planning team and advisory group. The Implementation Plan for the Lakeland Parks and Recreation Department outlines recommendations for existing and new park facilities, as well as, staffing and programming. These recommendations are organized based on priority, project scope, potential budget impact, and suggested funding sources to guide the Department in approaching the Implementation Plan methodically over the next decade. The following recommendations are made to help ensure that the Parks and Recreation System in Lakeland continues to provide a high level of service to its residents. They are organized into the following topics:



### EXISTING PARKS

Lakeland’s parks and recreation system is currently comprised of eight parks ranging from small neighborhood parks to a large athletic complex (Phase 1 of construction complete). These parks require consistent maintenance and upgrades to ensure that they are enjoyed to their full potential. Lakeland has recently invested in capital improvements for some of the parks in the system, including playground renovations for both Zadio E. Kuehl Memorial Park and Oakridge Park. In analyzing the existing parks facilities, the following improvements and updates have been recommended by the planning team. These improvements are categorized as high and low priority. In addition to the improvements listed, Lakeland should also reference the ADA Transition Plan for accessibility improvements for each park.

### HIGH PRIORITY RECOMMENDATIONS

PARK	HIGH PRIORITY RECOMMENDATION
City Hall Park	<ul style="list-style-type: none"> <li>Develop a Master Plan for the park</li> <li>Repair walking path</li> <li>Update and expand playground</li> <li>Develop insect/pest control program</li> <li>Greenway connection to Lakeland Town Square development and the Athletic Complex</li> </ul>
Cool Springs Park	<ul style="list-style-type: none"> <li>Provide parking for the general public</li> <li>Install exercise equipment along trail</li> </ul>
IH Managerial Park	<ul style="list-style-type: none"> <li>Install ADA accessible fishing pier</li> <li>Greenway connection to Plantation Hills and Brody Townsend Athletic Complex</li> <li>Add additional event amenities such as restrooms, concessions/food truck accommodations</li> </ul>
Oak Ridge Park	<ul style="list-style-type: none"> <li>Accessible route to the Seed Tick Road trail</li> <li>Install restrooms</li> </ul>
Plantation Hills Park	<ul style="list-style-type: none"> <li>Develop a Master Plan for the park</li> <li>Install new play equipment</li> <li>Install rules and regulation signage</li> <li>Greenway connection to IH Managerial Park</li> <li>Install “sky-cop” or similar apparatus</li> <li>Improve sight-lines through the park for security purposes</li> </ul>

**HIGH PRIORITY RECOMMENDATIONS (CONTINUED)**

Windward Slopes Park	<ul style="list-style-type: none"> <li>• Tennis Center expansion</li> <li>• ADA accessible route to playground</li> <li>• Sidewalk connection to Canada Road</li> <li>• Install fitness equipment along walking path</li> <li>• Install “sky-cop” or similar security apparatus</li> <li>• Install park lighting</li> <li>• Develop Master Plan for the park</li> </ul>
Zadie E. Kuehl Memorial Park	<ul style="list-style-type: none"> <li>• Update park benches</li> <li>• Sidewalk connection to Canada Road</li> <li>• Install restroom facility adjacent to playground</li> </ul>
Brody Townsend Athletic Complex	<ul style="list-style-type: none"> <li>• Complete remaining phases of the complex</li> <li>• Greenway connection to IH Managerial Park and Cool Springs Park</li> <li>• Install “sky-cop” or similar security apparatus</li> <li>• Install restrooms</li> </ul>

**LOW PRIORITY RECOMMENDATIONS (CONTINUED)**

Zadie E. Kuehl Memorial Park	<ul style="list-style-type: none"> <li>• Expand walking loop to utilize undeveloped portion of the park</li> <li>• Install shaded seating areas within the dog park</li> </ul>
Brody Townsend Athletic Complex	<ul style="list-style-type: none"> <li>• Consolidate sports facilities to this complex to reduce maintenance and eliminate the need to transport equipment</li> </ul>

**LOW PRIORITY RECOMMENDATIONS**

PARK	LOW PRIORITY RECOMMENDATION
City Hall Park	<ul style="list-style-type: none"> <li>• Upgrade exterior of storage buildings</li> <li>• Pave parking lot along Memphis-Arlington Road</li> <li>• Potential location of ‘Lakeland Tennis Center’</li> </ul>
Cool Springs Park	<ul style="list-style-type: none"> <li>• Establish Level 1 Arboretum designation from Tennessee Urban Forestry Council</li> </ul>
IH Managerial Park	<ul style="list-style-type: none"> <li>• Reassess Master Plan for the park and continue improvements accordingly</li> <li>• Update picnic areas and other park amenities over time</li> </ul>
Oak Ridge Park	<ul style="list-style-type: none"> <li>• Install walking trail through the park to connect to Oakwood neighborhood</li> </ul>
Plantation Hills Park	<ul style="list-style-type: none"> <li>• Timed gate to access parking area</li> <li>• Enhance interaction with wetland and add interpretive signage</li> </ul>
Windward Slopes Park	<ul style="list-style-type: none"> <li>• Enhance interaction with wetland and add interpretive signage</li> </ul>



### NEW FACILITIES

Future parks and recreation facilities are recommended for Lakeland based on NRPA averages and the anticipated growth in the community. These new facilities will provide a high level of service with new recreation opportunities for the City’s residents as well as expand upon the current offerings. The following chart compares the number of existing amenities that Lakeland has compared to the amount peer communities have based on average community data from the NRPA Agency Performance Review Report. Recommendations for additional facilities in Lakeland are listed based on this data. However, recommendations should also be nuanced and respond to the specific needs or Lakeland residents.

AMENITY	NRPA AVERAGE*	LAKELAND CURRENT NUMBER	ADDITIONAL AMENITIES RECOMMENDED
Playground	7.0	4	3
Diamond Fields	7.4	1	6
Basketball Court (outdoor)	3.2	0	3
Multi-Purpose Field	5.6	3	2
Tennis	4.6	2	2
Pickleball	4.1	0	4
Community Garden	1.6	0	1
Skate Park	1.4	0	1
Dog Park	1.3	1	0
Community/Rec Center	1.5	0	1
Aquatics Center	1.2	0	1
Senior Center	1.1	1	0
Performance Amphitheater	1.5	1	0
Nature Center	1.2	0	1

\*This was calculated by using the NRPA average population per facility.

Based on the benchmarks established by the NRPA Agency Performance Review, the following new facilities are recommending in Lakeland:

NEW FACILITIES	RECOMMENDATION
Community Center	<ul style="list-style-type: none"> <li>Select a community center site and plan for its construction</li> <li>This community center will include an aquatic center</li> </ul>
Brody Townsend Athletic Complex	<ul style="list-style-type: none"> <li>Complete remaining phases of the Master Plan</li> </ul>
Community Garden	<ul style="list-style-type: none"> <li>Provide a community garden space with staff to support</li> </ul>
Greenways	<ul style="list-style-type: none"> <li>Provide greater connection between parks</li> <li>Develop a Greenway Master Plan</li> </ul>
New Parks	<ul style="list-style-type: none"> <li>As population increases, develop parks in under serviced areas</li> </ul>
Racket Sports	<ul style="list-style-type: none"> <li>Develop a tennis center large enough to host tournaments (four courts)</li> <li>Develop pickleball courts</li> </ul>
Skate Park	<ul style="list-style-type: none"> <li>Currently depicted in the Brody Townsend Athletic Complex Master Plan</li> </ul>
Playgrounds	<ul style="list-style-type: none"> <li>Install playgrounds as recommended in both the IH Managerial Park Master Plan and Brody Townsend Athletic Complex Master Plan</li> </ul>
Nature Center	<ul style="list-style-type: none"> <li>Utilize and enhance existing wetland areas within parks to provide educational opportunities</li> <li>Provide an arboretum in Cool Springs Park</li> </ul>



### STAFFING

A successful Parks and Recreation System is dependent upon well organized and dedicated staff. The current staffing model was analyzed by the project team, and, based on the findings, the following recommendations are made. These recommendations indicate areas in which current operations can improve and expand, and will maximize productivity and efficiency within the Parks and Recreation Department.

RECOMMENDATION	FURTHER IDEAS
Hire additional staff to meet staffing metrics set by NRPA	<ul style="list-style-type: none"> <li>Hire additional staff over the next five years to meet the NRPA standard rate of 45% operations maintenance, 35% programming, and 20% administration</li> </ul>
Delegate area-specific maintenance crews	<ul style="list-style-type: none"> <li>As maintenance staff increases, delineate maintenance zones that are assigned to specific crews</li> </ul>
Enhance training program	<ul style="list-style-type: none"> <li>Provide additional training opportunities to enhance employee productivity and ensure consistent skill sets among staff</li> </ul>
Community Center	<ul style="list-style-type: none"> <li>Provide full time staff for a future community center dependent on the final program</li> </ul>
Volunteer Program	<ul style="list-style-type: none"> <li>Expand Keep Lakeland Beautiful to include an Adopt a Park program</li> </ul>



### PROGRAMMING

Programs and activities providing both active and passive recreation to residents are important for the successful future of Lakeland’s Parks and Recreation System. NRPA provides data on programming offered by peer parks and recreation agencies around the United States. Of communities grouped with a similar population (less than 20,000 per agency), over 80% of agencies offer themed special events, team sports, or social recreation events.

PROGRAM	PERCENTAGE OF AGENCIES WHO OFFER	LAKELAND CURRENTLY OFFERING?
Themed special events	83%	Yes
Social recreation events	82%	Yes
Team sports	81%	Yes
Fitness classes	69%	No
Health and wellness education	64%	No
Individual sports	66%	Yes
Safety Training	57%	No
Racket Sports	64%	Yes
Aquatics	52%	No
Performing arts	39%	No
Visual arts	45%	No
Natural and cultural history	36%	No
Cultural crafts	43%	No
Trips and tours	42%	No
Martial Arts	36%	No
Running/cycling races	42%	No
Golf	22%	No

The following recommendations enhance existing programs and offer additional recreational opportunities to Lakeland citizens.

RECOMMENDATION	GROWTH IDEAS
Add a community center to provide indoor activity space to host a variety of programs	<ul style="list-style-type: none"> <li>• Fitness classes</li> <li>• Health and wellness education</li> <li>• Safety training</li> <li>• Performing arts</li> <li>• Cultural crafts</li> <li>• Visual arts</li> <li>• Cultural history activities</li> <li>• STEM programs</li> <li>• Aquatics</li> </ul>
Add additional sports leagues	<ul style="list-style-type: none"> <li>• Swim teams</li> <li>• Volleyball</li> <li>• Pickleball</li> </ul>
Expand and Improve current athletic leagues	<ul style="list-style-type: none"> <li>• Continue to develop the Brody Townsend Athletic Complex to provide adequate fields and associated amenities and facilities for team sports</li> </ul>
Provide programming targeting under-served age groups	<ul style="list-style-type: none"> <li>• Currently, teens and adults are an under-served age group</li> </ul>

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## IMPLEMENTATION MATRIX

FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
EXISTING PARKS				
City Hall Park	High	<ul style="list-style-type: none"> <li>Develop Master Plan for the park</li> <li>Repair walking path</li> <li>Update and expand playground</li> <li>Develop insect/pest control program</li> <li>Greenway connection to Lakeland Town Square</li> <li>Extend greenway to the Athletic Complex</li> </ul>	Low	City, RTP Grant, LPRF Grant, Private/Public Partnership, TDOT Grant
			Low	
			Medium	
			Low	
			High	
	High			
Low	<ul style="list-style-type: none"> <li>Upgrade exterior of storage buildings</li> <li>Pave parking lot along Memphis-Arlington Road</li> <li>Potential location of 'Lakeland Tennis Center'</li> </ul>	Medium	City, RTP Grant, LPRF Grant, Private/Public Partnership	
		Medium		
		High		
Cool Springs Park	High	<ul style="list-style-type: none"> <li>Install exercise equipment along trail</li> <li>Provide parking for general public</li> <li>Develop greenway connection to the Athletic Complex</li> </ul>	Low	City, RTP Grant, LPRF Grant, Private/Public Partnership
			Medium	
			High	
	Low	<ul style="list-style-type: none"> <li>Establish Level 1 arboretum designation from Tennessee Urban Forestry Council</li> </ul>	Low	City, Public/Private Partnership, Corporate Sponsorship

\*RTP (Recreational Trails Program), LPRF (Local Parks and Recreation Fund), TDOT (Tennessee Department of Transportation)

FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
EXISTING PARKS				
IH Managerial Park	High	<ul style="list-style-type: none"> <li>Upgrade parking in conjunction with New Canada Road construction</li> <li>Install ADA accessible fishing pier</li> <li>Greenway connection to Plantation Hills Park and the Athletic Complex</li> <li>Add additional event amenities such as restrooms, concessions/food truck accommodations</li> </ul>	High	City, RTP Grant, LPRF Grant, Private/Public Partnership, TDOT Grant, Corporate Sponsorship
			Medium	
			High	
			High	
	Low	<ul style="list-style-type: none"> <li>Implement the Master Plan</li> <li>Enhance aesthetics of existing maintenance facilities</li> <li>Update picnic areas and other park amenities over time</li> </ul>	High	City, LPRF Grant, Private/Public Partnership, Corporate Sponsorship
			Medium	
Oak Ridge Park	High	<ul style="list-style-type: none"> <li>Install accessible route to Seed Tick Road trail</li> <li>Install restroom facility</li> </ul>	Medium	City, RTP Grant, LPRF Grant
	Low	<ul style="list-style-type: none"> <li>Install walking trail throughout the undeveloped portion of the park and connect to Oakwood subdivision</li> </ul>	High	City, RTP Grant, LPRF Grant

\*RTP (Recreational Trails Program), LPRF (Local Parks and Recreation Fund), TDOT (Tennessee Department of Transportation)

## IMPLEMENTATION MATRIX

FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
<b>EXISTING PARKS</b>				
Plantation Hills Park	High	<ul style="list-style-type: none"> <li>Create Master Plan for the park</li> <li>Install new nature play equipment</li> <li>Install rules and regulations signage</li> <li>Install "sky cop" or similar apparatus</li> <li>Greenway connection to IH Managerial Park</li> <li>Improve sight-lines though the park for security purposes</li> </ul>	Low	City, RTP Grant, LPRF Grant, Private/Public Partnership, Volunteer Group
			Medium	
			Low	
			Low	
			High	
			Low	
	Low	<ul style="list-style-type: none"> <li>Install timed gate to access parking area</li> <li>Enhance interaction with the wetland and add interpretive signage</li> </ul>	Medium	City, RTP Grant, LPRF Grant, Private/Public Partnership
			Low	
Windward Slopes Park	High	<ul style="list-style-type: none"> <li>Expand tennis facilities</li> <li>Install "sky-cop" or similar apparatus</li> <li>Install parking lot lighting</li> <li>Sidewalk connection to Canada Road</li> <li>Install fitness equipment along walking path</li> </ul>	High	City, RTP Grant, LPRF Grant, Private/Public Partnership
			High	
			Low	
			Medium	
			High	
			Medium	
	Low	<ul style="list-style-type: none"> <li>Walking trail lighting</li> <li>Enhance interaction with wetland and add interpretive signage</li> </ul>	High	City, RTP Grant, LPRF Grant, Private/Public Partnership
			Low	

\*RTP (Recreational Trails Program), LPRF (Local Parks and Recreation Fund), TDOT (Tennessee Department of Transportation)

FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
<b>EXISTING PARKS</b>				
Zadie E. Kuehl Memorial Park	High	<ul style="list-style-type: none"> <li>Update park benches</li> <li>Sidewalk connection to Canada Road</li> <li>Install restroom facility adjacent to playground</li> </ul>	Low	City, RTP Grant, LPRF Grant, Private/Public Partnership
			Low	
			Medium	
	Low	<ul style="list-style-type: none"> <li>Install walking path throughout the park</li> <li>Install shaded seating in the dog park areas</li> </ul>	High	City, RTP Grant, LPRF Grant, Private/Public Partnership
Medium				
Brody Townsend Athletic Complex	High	<ul style="list-style-type: none"> <li>Greenway connection to IH Managerial Park and Cool Springs Park</li> <li>Install "sky-cop" or similar apparatus</li> <li>Install timed gates</li> </ul>	High	City, RTP Grant, LPRF Grant, Private/Public Partnership
			Low	
	Low	<ul style="list-style-type: none"> <li>Complete remaining phases of Master Plan</li> </ul>	High	City, RTP Grant, LPRF Grant, Private/Public Partnership

\*RTP (Recreational Trails Program), LPRF (Local Parks and Recreation Fund), TDOT (Tennessee Department of Transportation)

## IMPLEMENTATION MATRIX

FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
NEW FACILITIES				
Community Center	High	<ul style="list-style-type: none"> <li>Select a community center site and plan for its construction</li> <li>This will include and aquatics center</li> </ul>	High	City, Private/ Public Partnerships
Brody Townsend Athletic Complex	High	<ul style="list-style-type: none"> <li>Complete remaining phases of the master plan</li> </ul>	High	City, Private/ Public Partnerships, Grants
Community garden	Low	<ul style="list-style-type: none"> <li>Provide a community garden space with staff support</li> </ul>	Low	City, Volunteer Group
Greenways	High	<ul style="list-style-type: none"> <li>Develop a greenway master plan to connect parks and key destinations</li> <li>Phase and develop the plan</li> </ul>	High	City, Grants
New Parks	High	<ul style="list-style-type: none"> <li>Identify and develop parks in under serviced areas</li> </ul>	High	City, Private/ Public Partnerships
Racket Sports	High	<ul style="list-style-type: none"> <li>A: Expand tennis center at Windward Slopes Park with 2 additional tennis courts</li> <li>B: Develop plan for a tennis center at City Hall Park</li> </ul>	High	City, Private/ Public Partnerships, Grants
Skate Park	Low	<ul style="list-style-type: none"> <li>Included in Brody Townsend Athletic Complex Master Plan</li> </ul>	Medium	City, Grants
Playgrounds	Low	<ul style="list-style-type: none"> <li>Implement both the Brody Townsend Athletic Complex and IH Park Master plans</li> <li>Identify and develop one additional playground</li> </ul>	Medium	City, Grants
Nature Center	Low	<ul style="list-style-type: none"> <li>Utilize existing assets to create interpretive nature opportunities</li> </ul>	Low	City, Private/ Public Partnerships, Grants

SCOPE	POTENTIAL BUDGET IMPACT
STAFFING	
<ul style="list-style-type: none"> <li>Hire additional maintenance staff to meet the NRPA standard, in conjunction with increased maintenance needs</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Enhance training programs</li> </ul>	Low



## CONCLUSION

A successful Parks and Recreation system is essential to the quality of life within a community. Parks and Recreation plays a fundamental role in health and wellness, childhood development, and drives economic opportunity. Lakeland is a highly desirable place to live that is continually growing in population. The Lakeland Parks and Recreation system has the potential to be a valuable asset that retains current residents and attracts new residents. The purpose of this Master Plan is to provide a comprehensive understanding of the community's existing assets and provide guidelines for future investments. By developing this plan, the City has recognized the need to make key investments to support existing facilities and increase staffing to remain competitive with peer communities, both locally and across the country. This plan provides recommendations for how and where to focus those investments, which allows the City to strategically expand and improve its parks and recreation system.





**Lakeland Municipal  
Parks &  
Recreation/Natural  
Resources Advisory  
Board**

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Meeting Cycle: Tuesday, March 11, 2025

Subject: **Action** - recommendation for the submission of an application for the Local Parks and Recreation Fund 2025 Grant Cycle to fund pickleball courts in the City of Lakeland

Staff Contact: Andrew Fisher, Parks and Recreation Director

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**STAFF RECOMMENDATION**

City Staff recommends approval for the submission of an application for the Local Parks and Recreation Fund 2025 Grant Cycle.

**BUDGET IMPACT**

**DISCUSSION**

# 2025 Funding Sources

## Local Parks and Recreation Fund - LPRF

- State funding from T.C.A 67-4-409 Recordation Tax
- Program provides up to 50% reimbursement funds
- Sponsor eligibility: municipalities and county governments
- Eligible projects may include development of public recreation facilities – indoor and outdoor, renovation/rehab, and/or land acquisition for development for public recreation within 3 years of purchase
- Current inventory of land that has not previously been used for recreation can be used as match
- Land for development and/or renovation must be owned by a government entity, but can be a lease of at least 25 years remaining between two governmental entities



# 2025 Public Recreation Grant Cycle Criteria

- Planning criteria

**(NEW) Requirements:**

- **\$0-\$300,000 (state dollars)** = Must meet stated goals and objectives. No Parks and Recreation Systemwide Plan is required.
- **\$300,000-\$500,000 (state dollars)** = Formal strategic plan document that references such project is required, but no Parks and Recreation Systemwide Plan is required. An example is the project can be identified in a regional or larger plan during the last 5 years. Please contact your Recreation Consultant for additional information or clarification in this instance.
- **\$500,000 + (state dollars)** = Parks and Recreation Systemwide Plan is required.
  - Extra points will be given on application to communities with a Parks and Recreation Systemwide Plan. Application scope must be identified in a Parks and Recreation Systemwide Plan created in the last 5 years and accepted by the governing body between May 3, 2020, and May 2, 2025. The systemwide plan can also be updated, meeting criteria, between these dates. (Additional information available on a next slide)
- If you do not have a Parks and Recreation Systemwide Plan and are interested in applying for funding for a plan, please indicate in your application that you would also like to apply for Parks and Recreation Systemwide Plan to be completed simultaneously with this project.
- SCORP alignment \*Link in the GMS

- Maximum grant request

- Trail and trail support facilities application- total project of \$490,000
- General public recreation facilities or land acquisition- no maximum, but partial funding is possible

# Parks and Recreation Systemwide Plan

## Minimum Criteria

- ❖ Strategic Planning type component including a focus group that represents a cross section of the community. A Strength, Weakness, Opportunity, and Threat (S.W.O.T.) Analysis is often included.
- ❖ Community Recreational Needs Assessment/Survey
- ❖ Facility inventory with facilities and current conditions included
- ❖ Parks and Recreation Program offerings list
- ❖ Short, Mid, and Long-Term Goals
- ❖ Public Input on the final draft of the plan
- ❖ Acceptance of plan by Organization's Governing Board

**The Parks and Recreation Systemwide Plan must be created or updated with the criteria above within the last 5 years and it must be accepted by the governing body between May 3, 2020, and May 2, 2025.**

*Plans should be evaluated every 18-24 months to determine what has been accomplished and if any information should change in the goals. This could be achieved by utilization of a focus group and public input. Moving forward, RRD may require the evaluation to be included in the minimum criteria.*

# Public Input & Engagement is Critical!



**PUBLIC MEETING**  
City-Wide Parks and Recreation Master Plan

Reception Hall at  
Bartlett Station Municipal Center  
5868 Stage Road, Bartlett, TN 38134  
Tuesday, August 15 — 5:30 PM



BE PART OF OUR DISCUSSION AT THE  
**COMMUNITY MEETING**

TOPIC OF DISCUSSION

**Grant Application to Rehabilitate  
Windward Slopes Park**



**CITY HALL**   
10001 Hwy 70, 38002

**WEDNESDAY**  **START AT**   
August 2nd, 2023 6:00PM

**COMMUNITY ENGAGEMENT MEETING**  
for the  
White County Parks & Recreation Master Plan

Tuesday, June 21, 2022  
5:30-7:30 pm  
Central Church of Christ  
45 N Main St  
Sparta, TN 38583



# Application Scope Public Input

## Public Meetings

The applicant must conduct a minimum of two (2) public meetings pertaining to the grant application scope **using** the Project Proposal Presentation. The meeting must be conducted between the Intent to Apply workshop and the application deadline, and the meeting must obtain adequate public input. The meeting must be advertised per the organization's standard procedures. It is the responsibility of the Applying Organization to obtain and document adequate public input.



## Public Input (con't)

- These meetings are scheduled to specifically discuss the project and to obtain community comments.
- All meetings can be conducted as stand-alone or prior to a regularly scheduled meeting, i.e. City Board or County Commission.
- 1 of the 2 meetings can be conducted via social media or virtually. Social media post must have the ability to comment on Project Presentation, and virtual meetings must be recorded.
- Meetings cannot be conducted on same day of the week or same time of day and must be conducted at a reasonable time of day to allow citizens to participate.
- A sign advertising the meeting(s) at the project development site is required.

### Documentation Criteria:

- Dates of meetings
- Proof of advertisement of meetings
- Copy of sign-in sheets and meeting minutes, or screenshots of all comments for social media posts
- Photo proof of meeting info displayed at project site(s)



# Application Scope Public Input (continued)

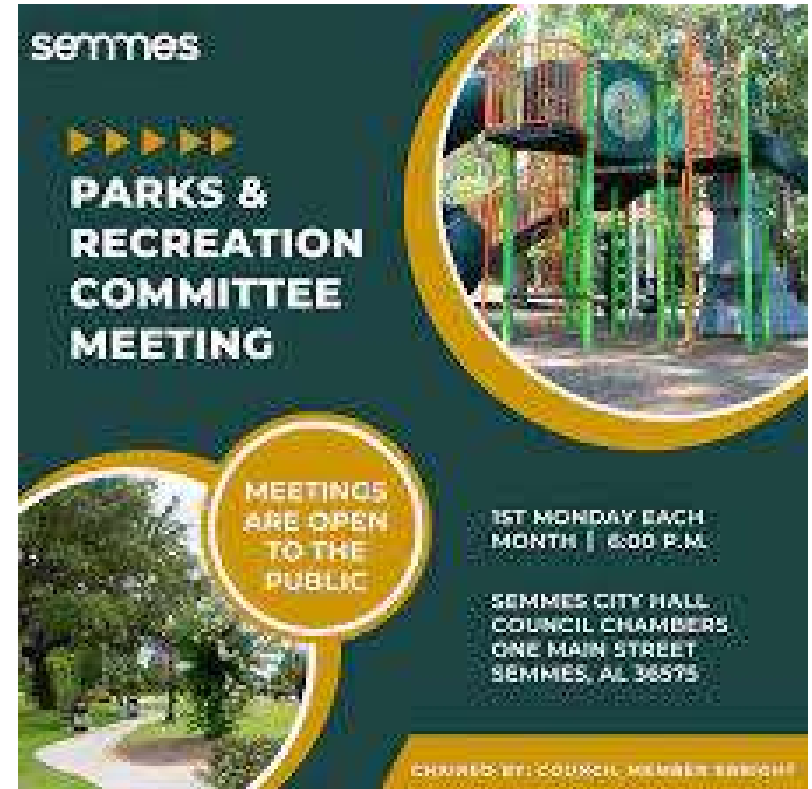
## Parks and Recreation Board Support

The applicant must present the project to their parks and recreation board after the Intent to Apply workshop and received a motion of support for project.

### Documentation Criteria:

- Copy of the parks and recreation board's meeting agenda
- Minutes from the board meeting.
- The documentation should include the dates of the project presentation and the results of a motion for support for the project. For a joint project application, both agencies must provide documentation from their parks and recreation board.

Letters from the board chair or president will not meet this requirement.



WINDWARD SLOPES PARK

BEVERLE RIVERA DR

- EXISTING SIDEWALK
- PICKLEBALL COURTS (8)
- BLEACHERS (2)
- RESTROOM BUILDING
- SHADED SEATING AREA (2)

EXISTING WOODS TO REMAIN

ADDITIONAL PARKING FOR PICKLEBALL (31 SPACES)

COMMUNITY CENTER PARKING

EXISTING WOODS TO REMAIN

HUFF N PUFF RD



**Lakeland Municipal  
Parks &  
Recreation/Natural  
Resources Advisory  
Board**

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Meeting Cycle: Tuesday, March 11, 2025

Subject: **Action** - recommendation to the City Manager for parks and recreation fees schedule update for Fiscal Year 2026.

Staff Contact: Andrew Fisher, Parks and Recreation Director

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**STAFF RECOMMENDATION**

City Staff recommends approval of the Fiscal Year 2026 City of Lakeland Parks and Recreation fee schedule update.

**BUDGET IMPACT**

**DISCUSSION**



# Parks & Recreation Recreation Department Cost Recovery

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January 2025

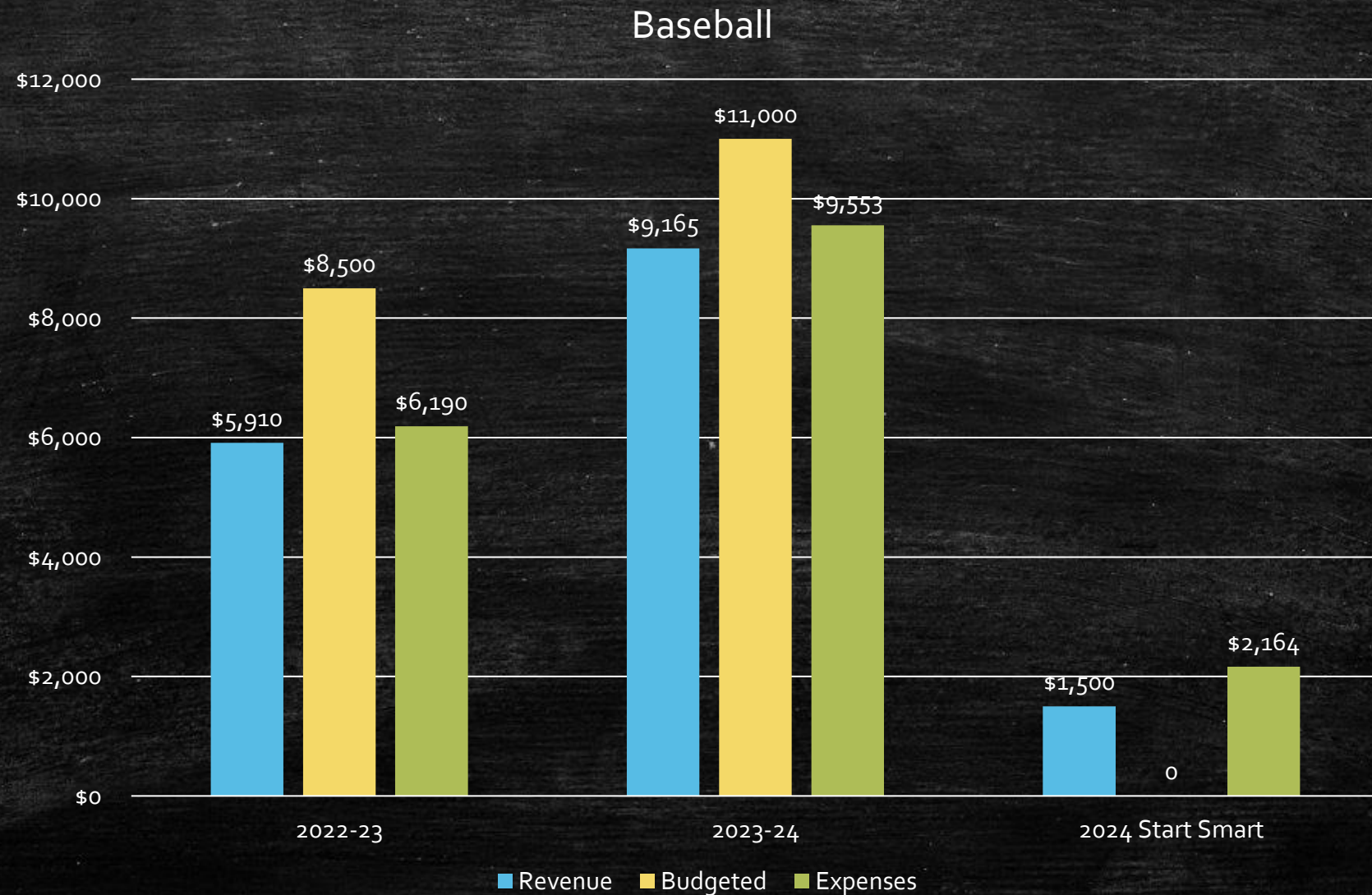


# Youth Sports Programs

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Fiscal Years 2022-23/ 2023-24/ 2024-25

# Youth Baseball

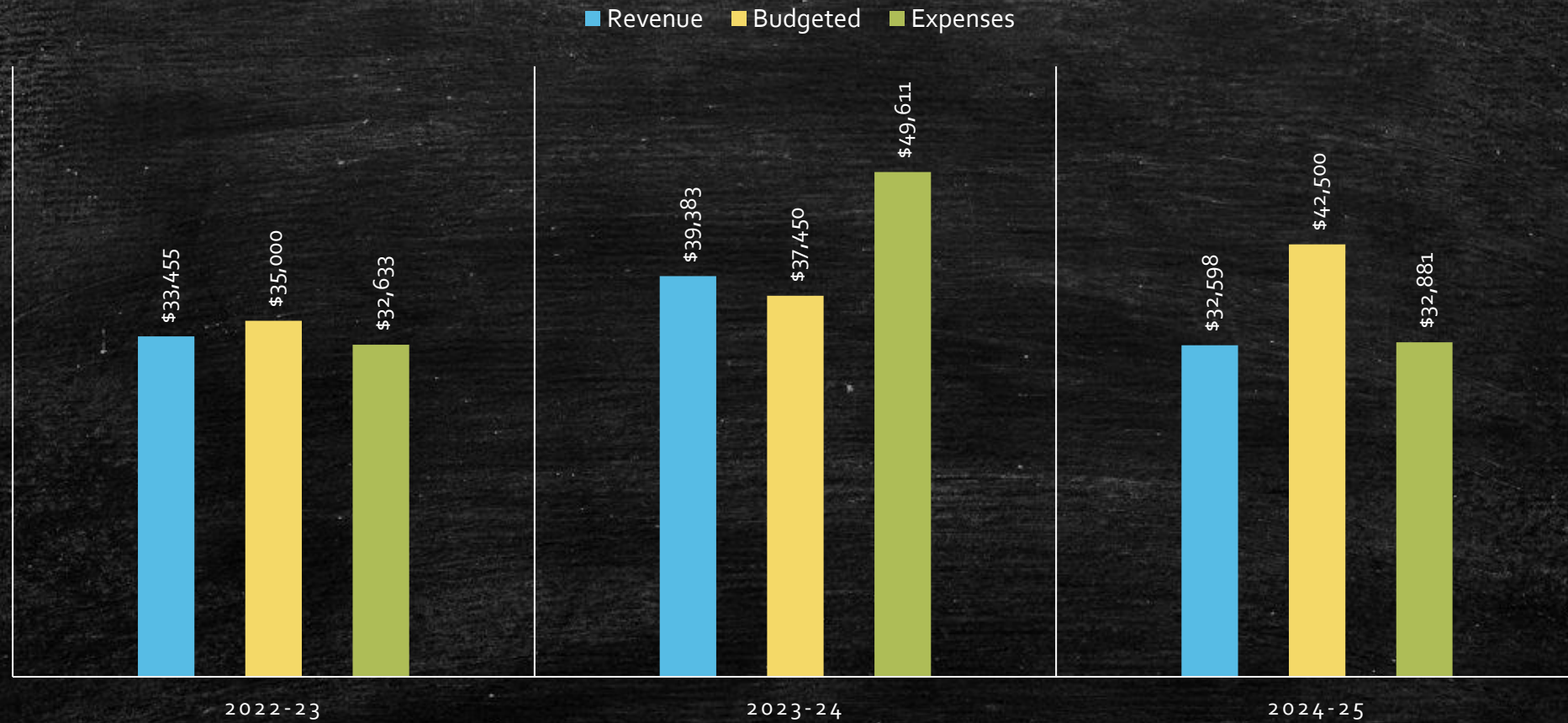


# Cost Recovery

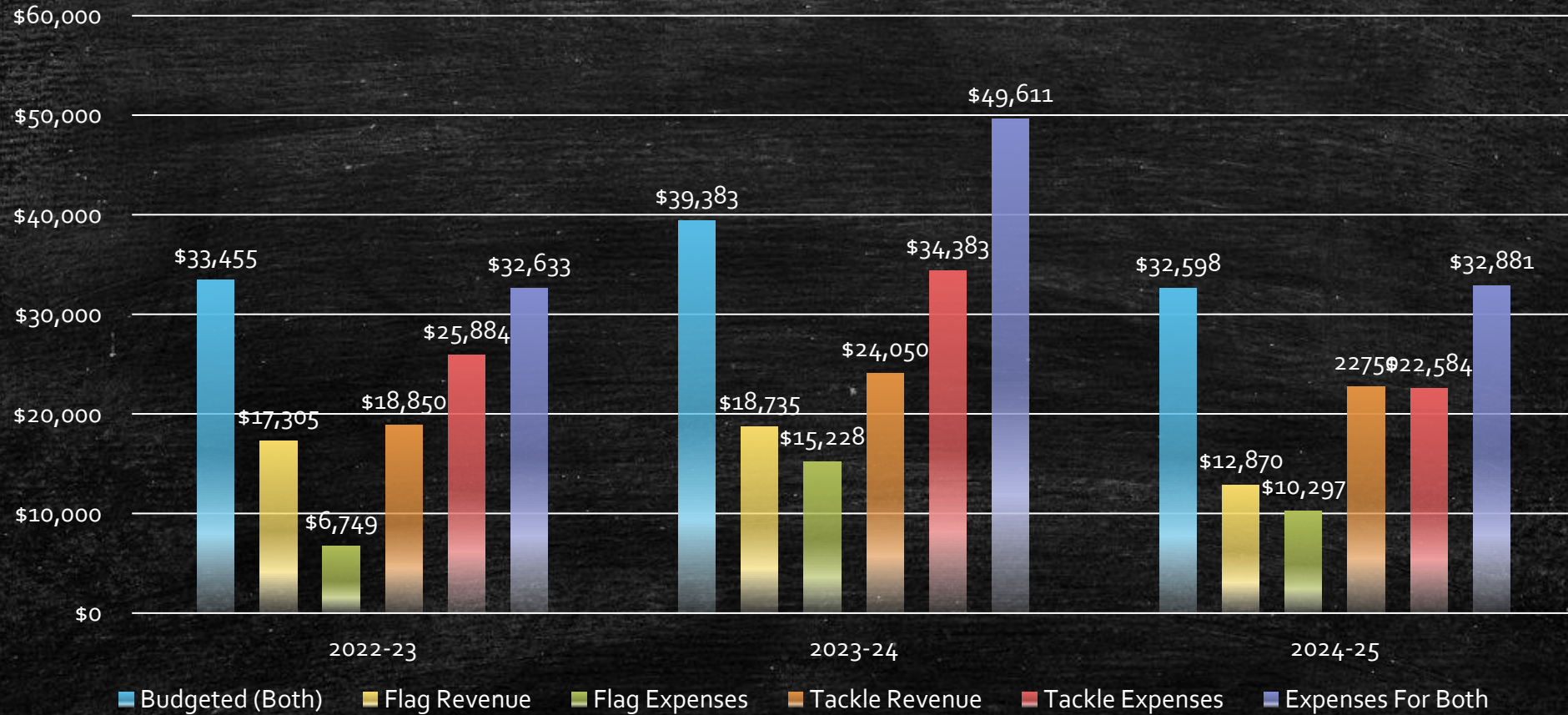
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- 2022-23
  - First year playing back in Lakeland
  - Stayed under budget by \$2,310
  - Expenses did surpass revenue by \$280
  - 90% Cost Recovery Rate
- 2023-24
  - Stayed under budget
  - Expenses did surpass revenue by \$388
  - 92% Cost Recovery Rate(Overall)
  - 4U program first year
    - Expenses did surpass revenue by \$664
    - 69% Cost Recovery Rate
- 2024-25
  - Registration has started

# Youth Football (Tackle & Flag Football)



# Youth Football (Tackle & Flag Football)

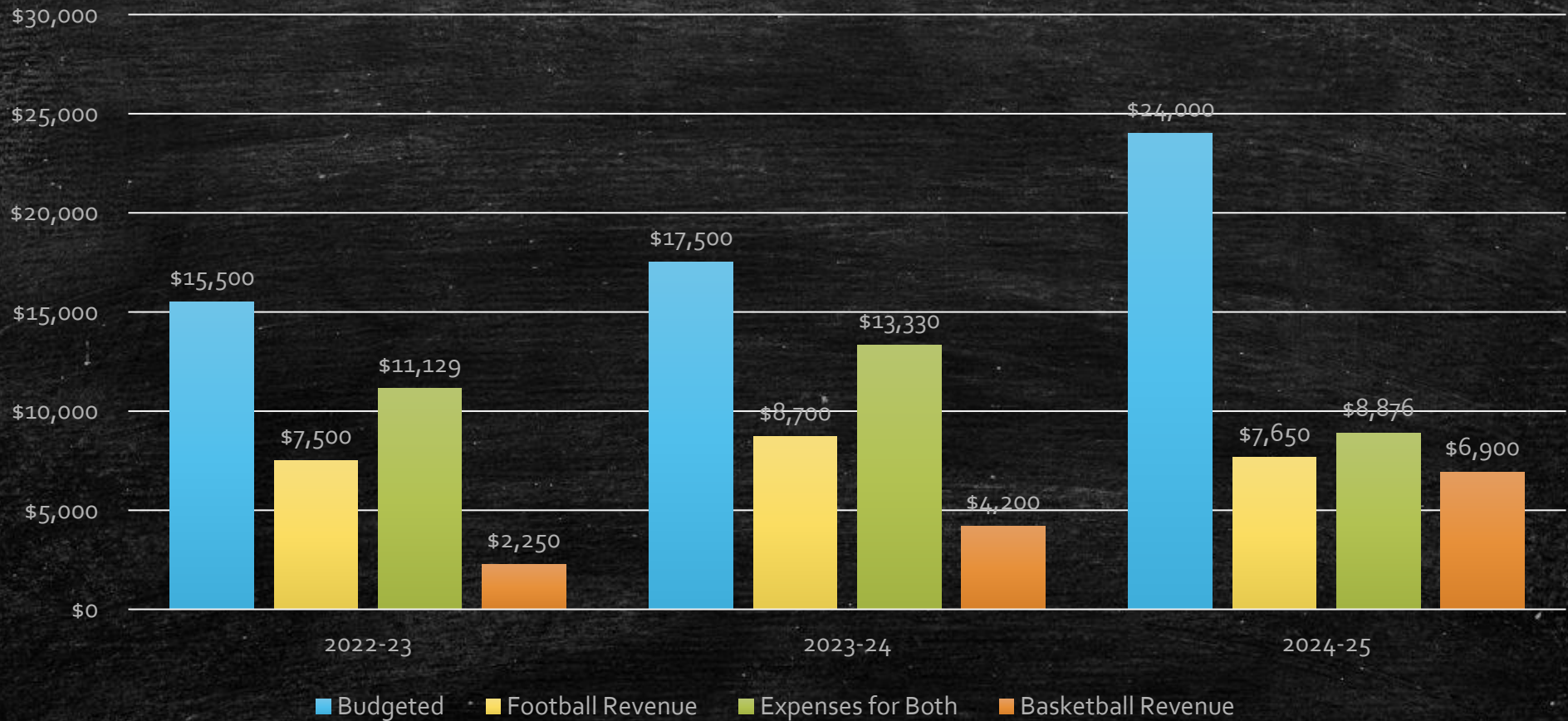


# Football Cost Recovery

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- 2022-23
  - Stayed under budget
  - Flag revenue helped make up the difference in spending with tackle football and stay under budget by \$2,376
  - 102 % Cost Recovery Rate
- 2023-24
  - Over budget this year by \$12,161
  - Several big equipment items were purchased
    - Helmets, trailer, and other safety items
  - 79% Cost Recovery Rate
- 2024-25
  - On track to stay under budget (Around \$3,000 under)
  - Flag revenue will continue to help with the spending

# Cheer(Tackle & Basketball)

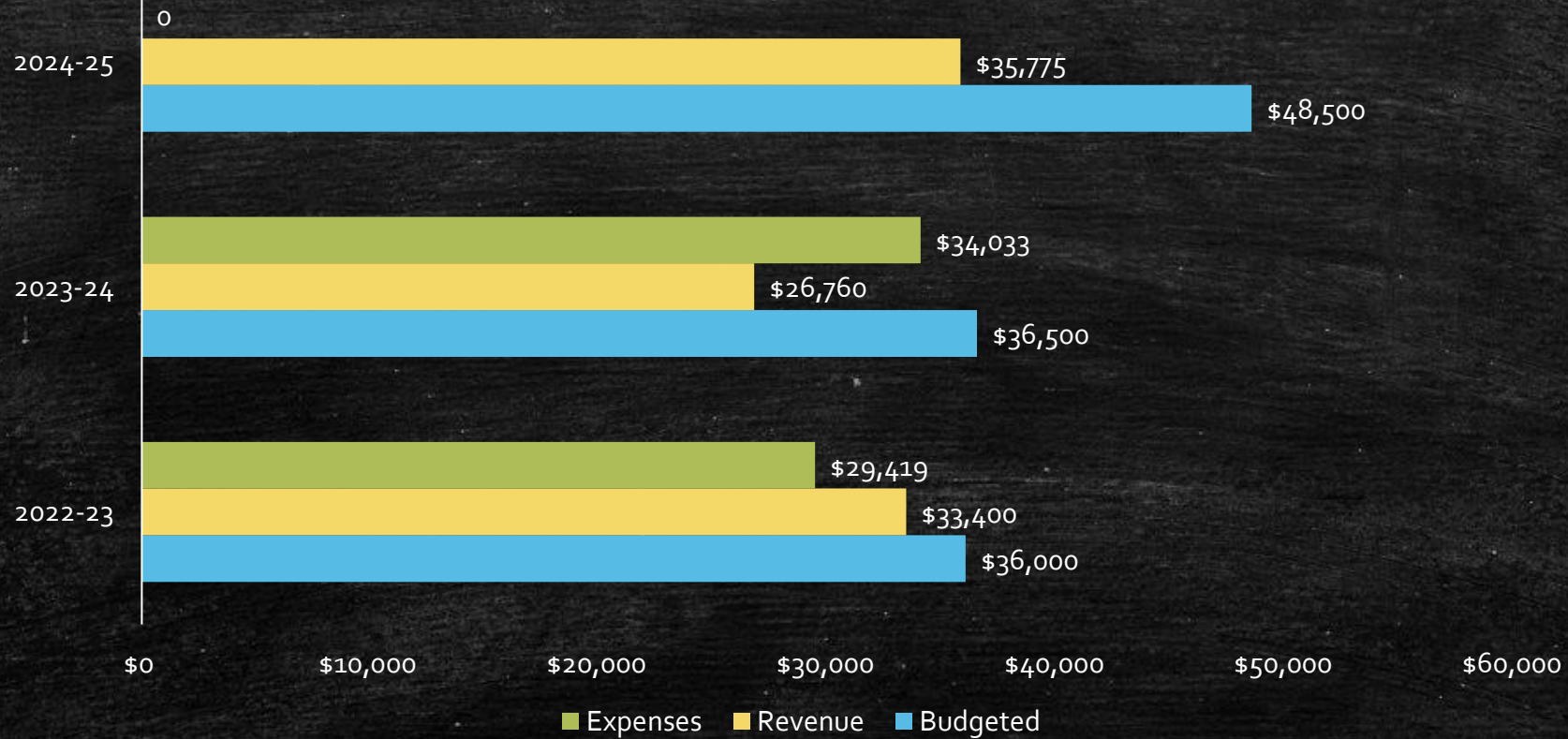


# Cheer Cost Recovery

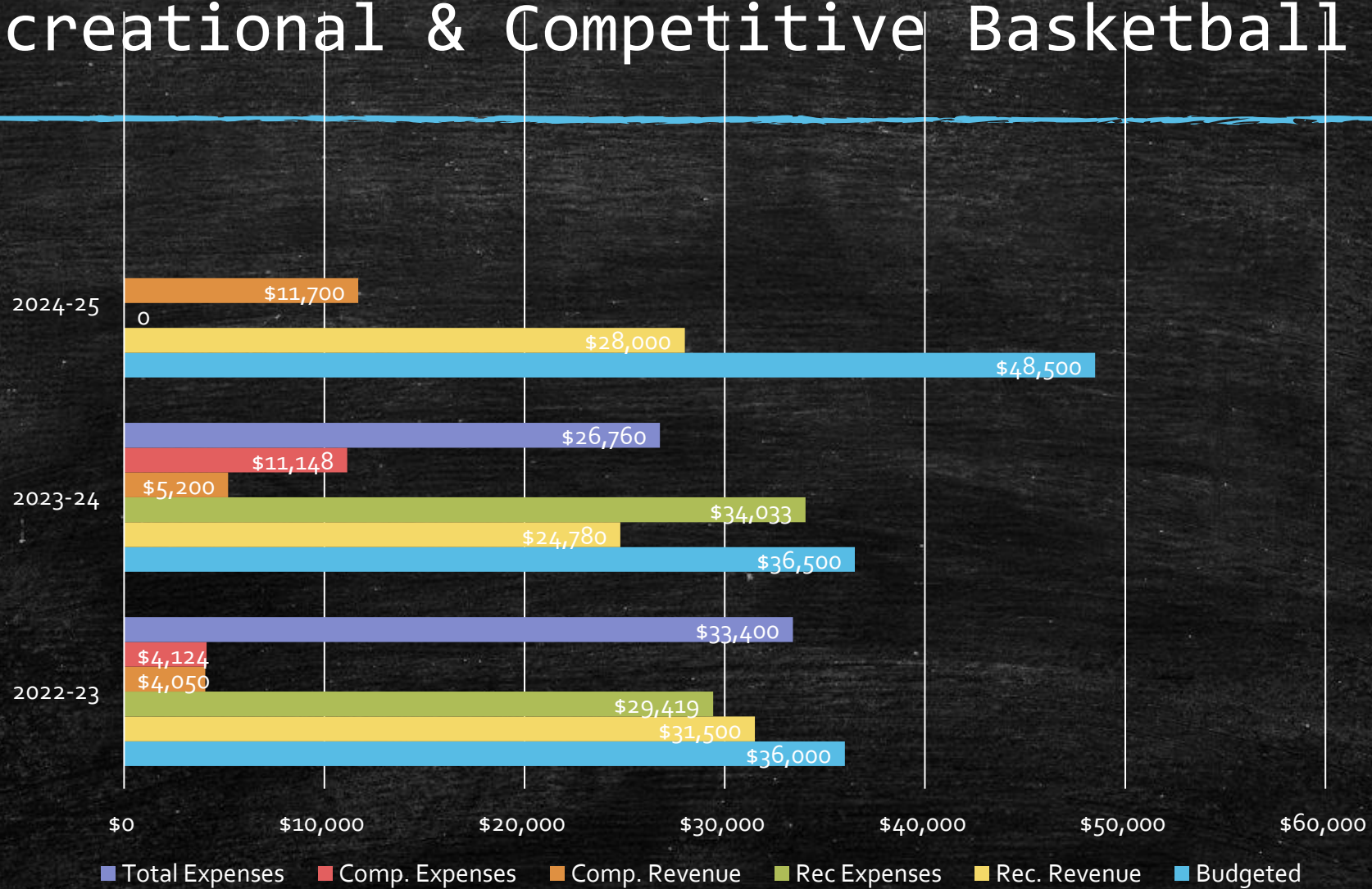
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- 2022-23
  - Under budget by \$3,900
  - Expenses exceed revenue by \$3,629
  - Some uniform cost are included in expenses
  - 87% Cost Recovery Rate
- 2023-24
  - Under budget by \$4,170
  - Expenses did surpass revenue by \$4,630
  - As before some uniform cost are included in expense
  - 96% Cost Recovery Rate
- 2024-25 (*Incomplete*)
  - Should be well under budget

# Recreational & Competitive Basketball



# Recreational & Competitive Basketball



# Basketball Cost Recovery

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- 2022-23
  - Under budget by \$6,581
  - Competitive exceeded expenses by \$74 (League fees and uniforms not including rental fees)
  - Recreational basketball revenue was under expenses
  - 113% Cost Recovery Rate (Both Programs)
- 2023-24
  - Under total budget by \$9,740
  - Expenses exceeded revenue by \$7,273 Competitive exceeded expenses by \$5,948 (League fees & uniforms not including rental fees)
  - 78% Cost Recovery Rate
- 2024-25 (*Incomplete*)

# Youth Programs-Cost Recovery

- All programs have stayed under budget except one year in football with major equipment purchases.
- Programs like flag football revenue help to offset our expenses in our overall football program
- Some adjustments with fees in our Start Smart program and youth basketball to help offset our cost when it comes to expenses versus revenue.



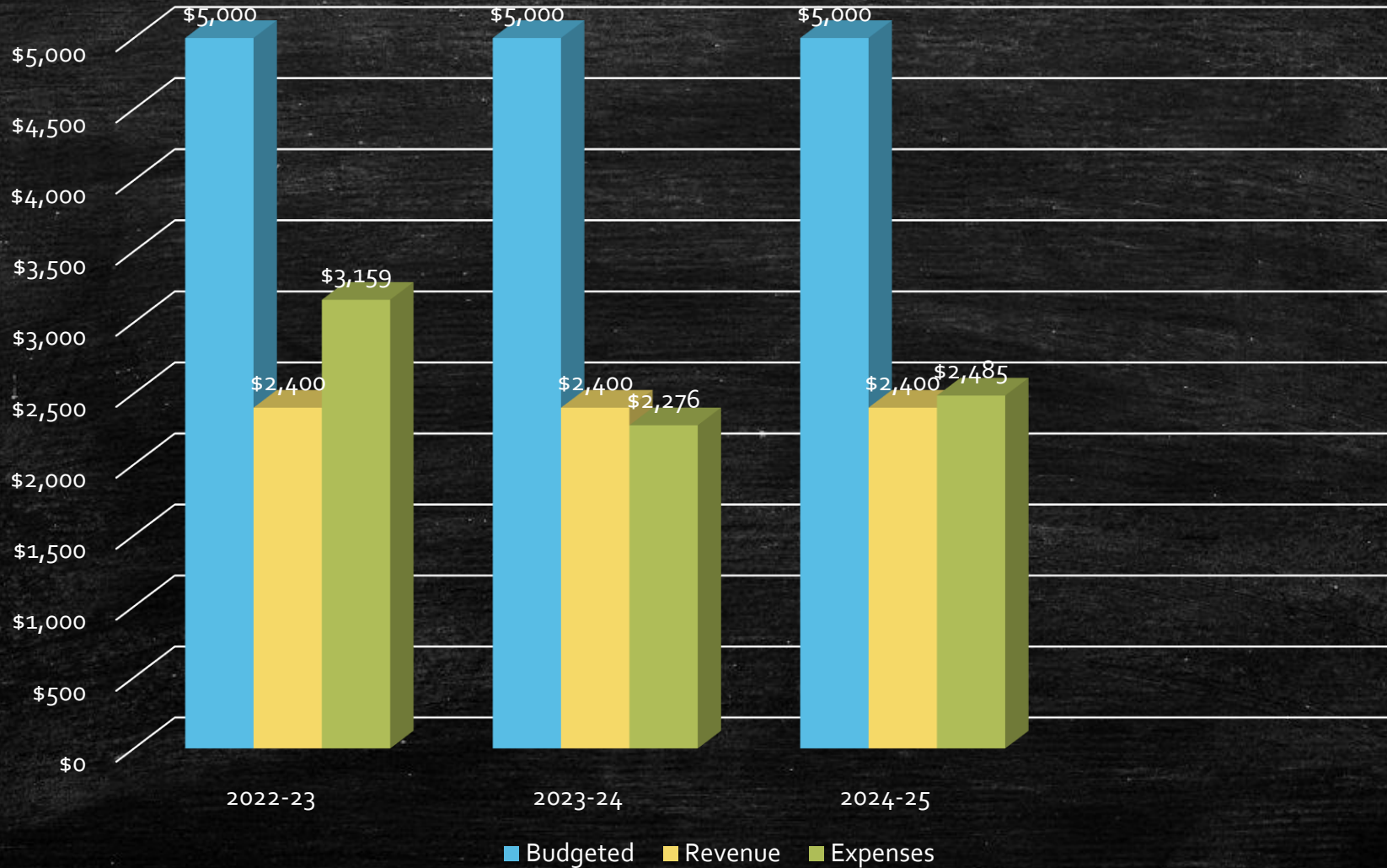


# Adult Sports Programs

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Fiscal Years 2022-23/ 2023-24/ 2024-25

# Adult Soccer



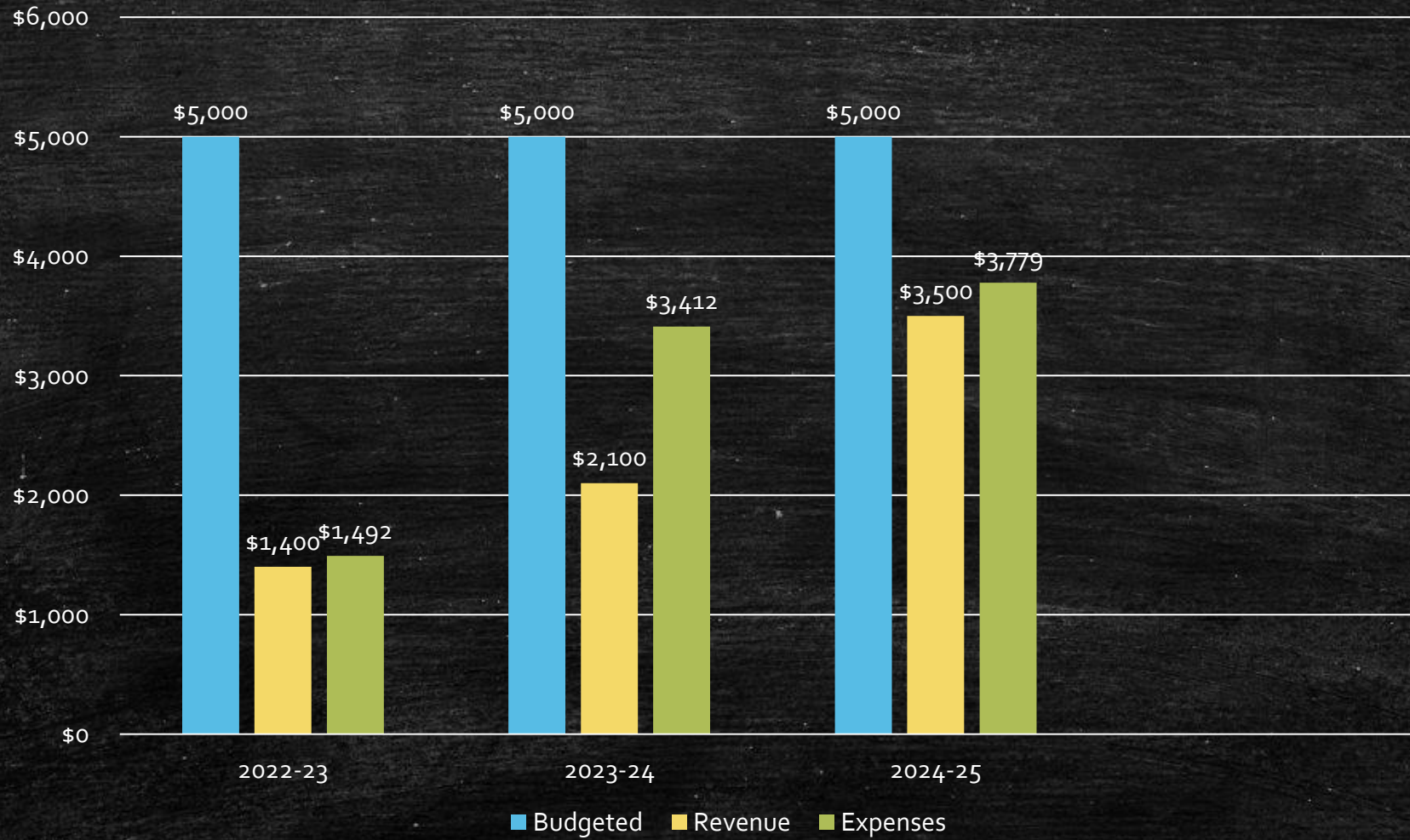
# Adult Soccer Cost Recovery

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Adult Sports Programs are based off two sports programs currently with our current budget.

- 2022-23
  - Costs were under budget but over revenue by \$759
  - 75% Cost Recovery Rate
- 2023-24
  - Costs were under budget and under revenue brought in again
  - 105% Cost Recovery Rate
- 2024-25
  - Costs were only slightly over by \$85 over revenue brought in
  - 96% Cost Recovery Rate

# Adult Flag Football



# Adult Flag Football Cost Recovery

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Adult Sports program budgets are based off two adult sports programs currently.

- 2022-23
  - Expenses exceeded revenue by \$92 but stayed under budget
  - 93% Cost Recovery Rate
- 2023-24
  - Expenses exceeded revenue \$1,312 due to extra equipment purchased for a couple of facilities
  - Still stayed under budget \$1,588
  - 61% Cost Recovery Rate
- 2024-25
  - Expenses exceeded revenue by \$279 due to extra equipment being purchased for more teams playing
  - Stayed under budget by \$1,221
  - 92% Cost Recovery Rate (As of January 2025)

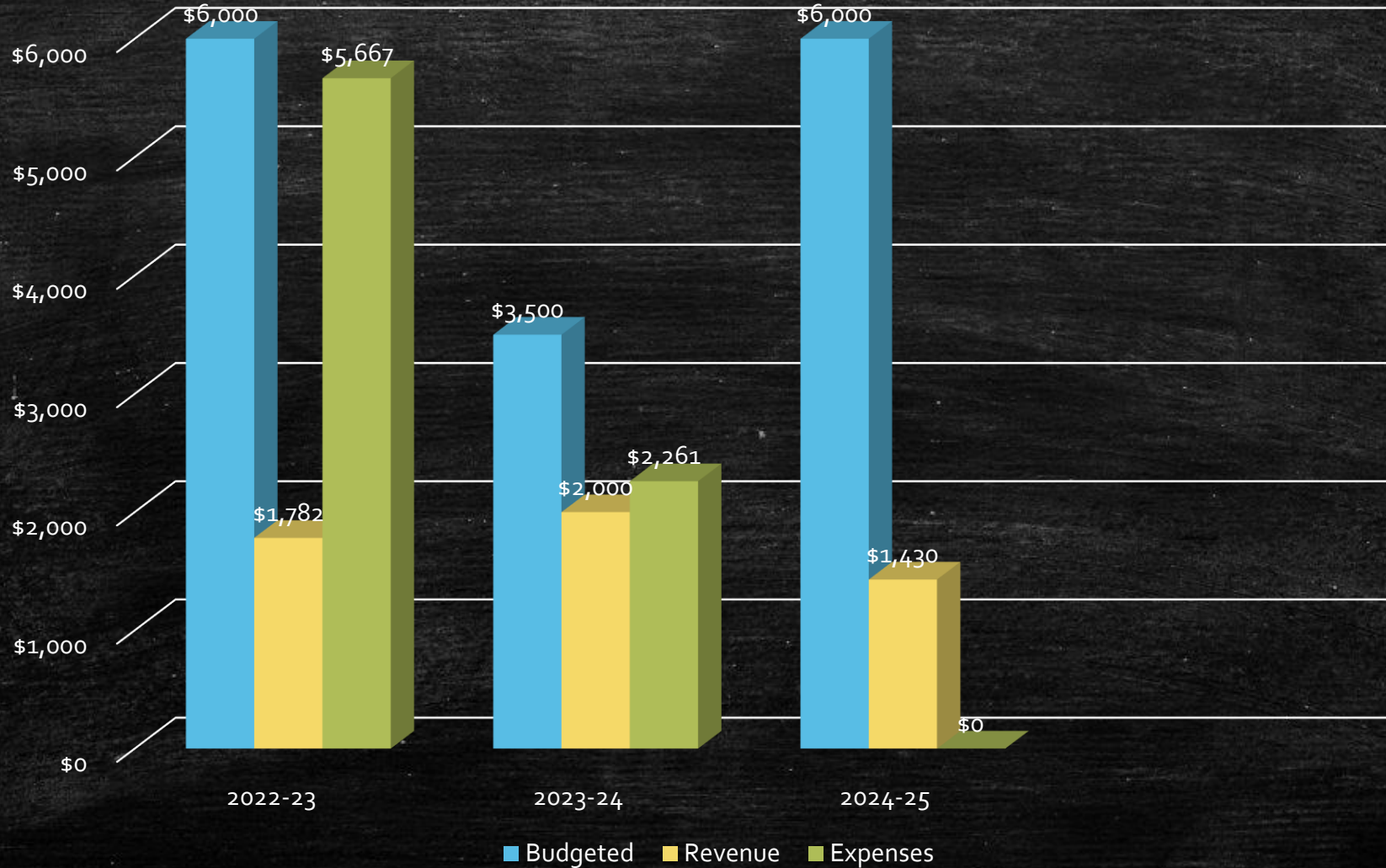
# Adult Programs-Cost Recovery

- All programs have stayed under budget every year.
  - This could change some or need adjustments as we attempt to add more programs
- Our revenues cover our expenses for the most part over both of our current programs.



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# Tennis Programs



# Tennis Cost Recovery

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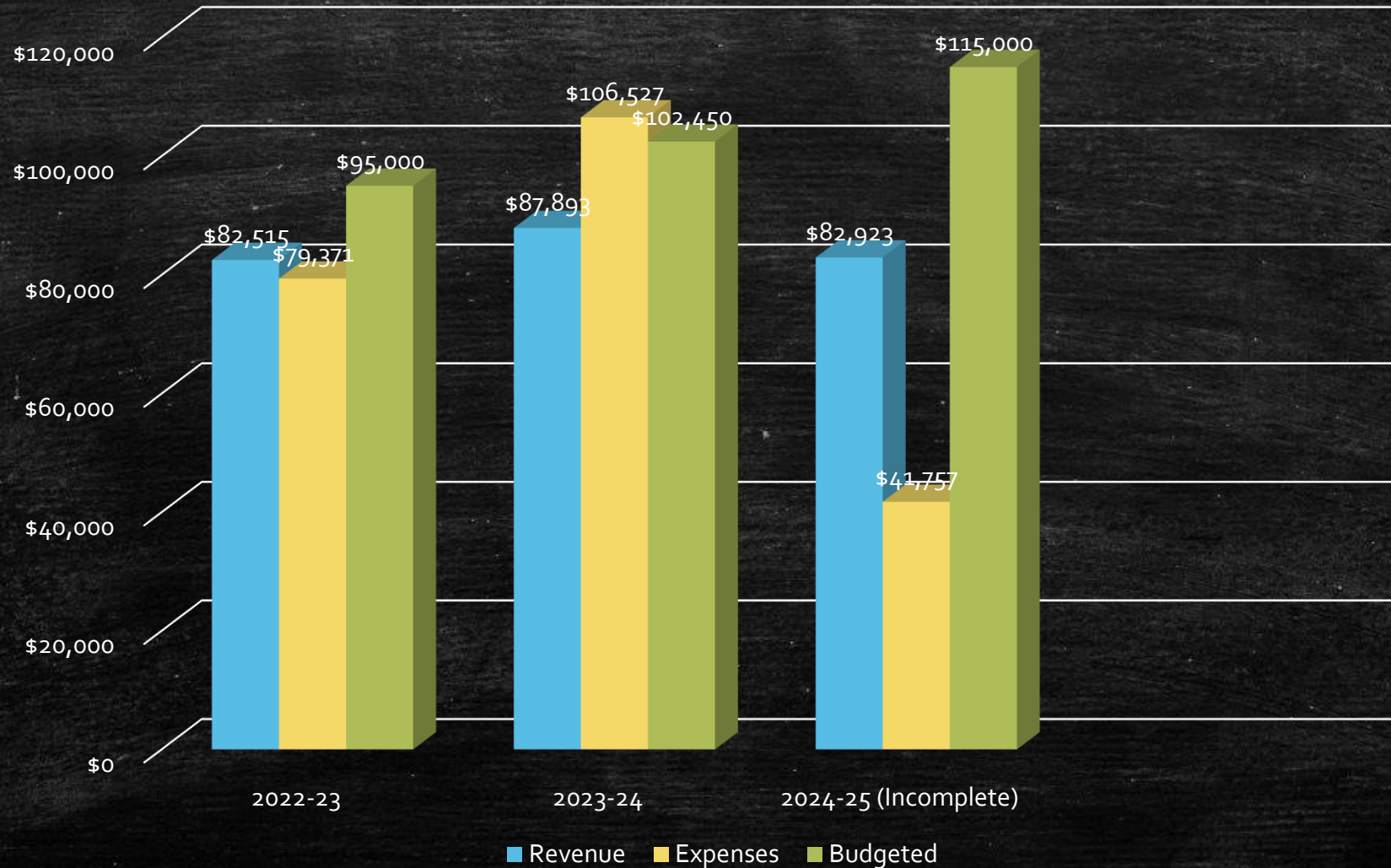
- 2022-23
  - Budgeted \$6,000 and stayed under budget
  - Expenses were above revenue by \$3,885 due to paying previous years' contractor payout
  - 31% Cost Recovery Rate
- 2023-24
  - Budgeted \$3,500 and stayed under budget (Not sure change in budget)
  - Expenses were above revenue by \$261
  - 88% Cost Recovery Rate
- 2024-25
  - Nothing paid out yet

# Tennis Cost Recovery

- Tennis has stayed under budget every year
- Our revenue has covered contractor expenses and small expenses outside of major equipment needs
- Program needs a major overhaul to reach more than what we are currently doing
  - Working on contract with USTA



# Youth Programs Overall Revenue vs Expenses

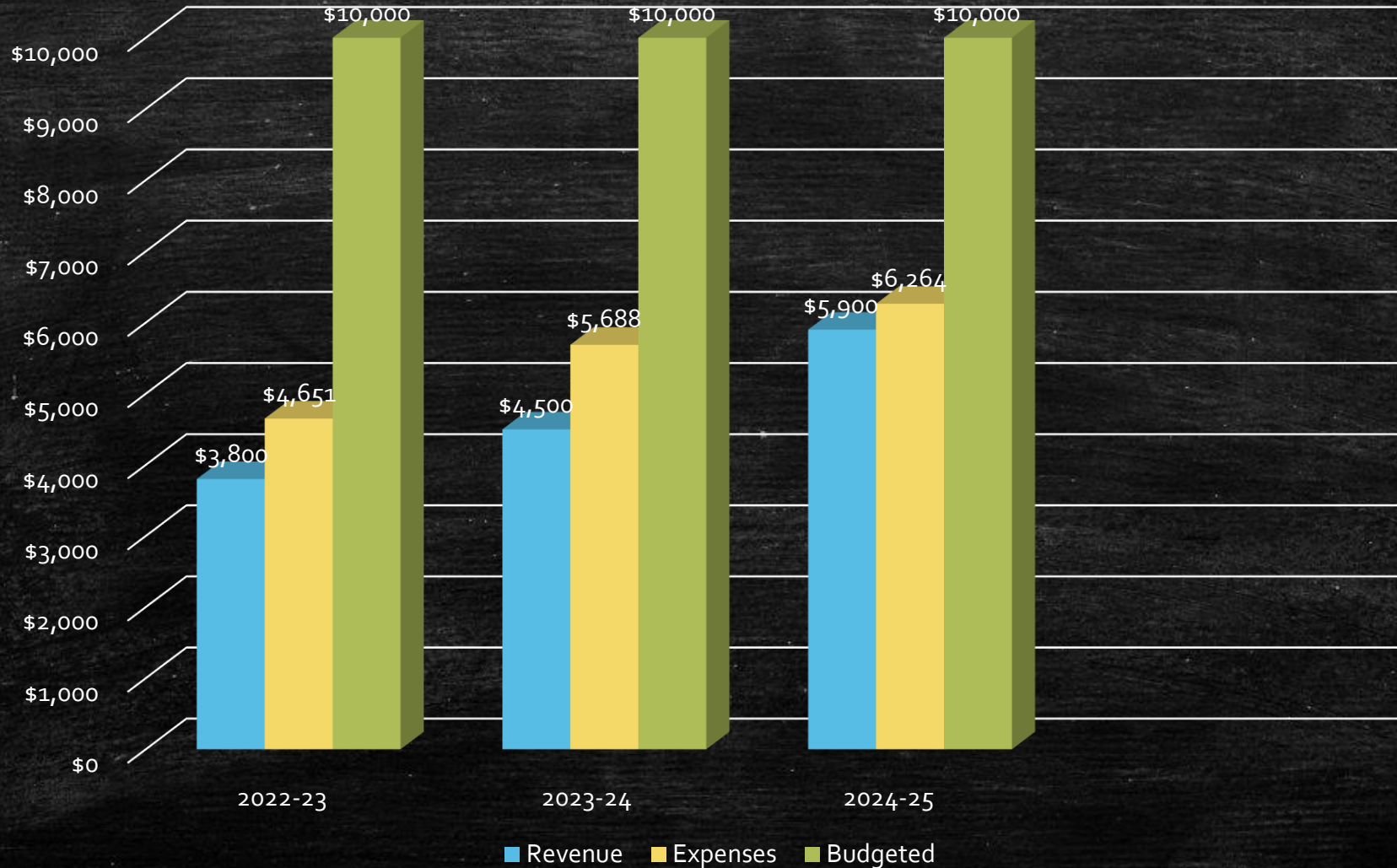


# Youth Programs- Cost Recovery Rate

- 2022-23
  - 103% Cost Recovery Rate
- 2023-24
  - 82% Cost Recovery Rate
- 2024-25
  - Incomplete



# Adult Programs Overall Revenue vs Expenses



# Adult Programs- Cost Recovery Rate

- 2022-23
  - 81% Cost Recovery Rate
- 2023-24
  - 79% Cost Recovery Rate
- 2024-25
  - Incomplete



# Current Fee Structure

---

- Youth Baseball
  - 4U: \$75
  - 6U- 12U: \$105
- Youth Football
  - Summer Mini Session Flag: \$55
  - Fall Flag Football: \$90
  - Fall Tackle: \$325
- Youth Cheer
  - Basketball & Football: \$150
- Youth Basketball
  - Competitive: \$225
  - Recreational: \$140
- Adult Sports
  - Soccer: \$300 per team
  - Flag Football: \$350 per team

# Fee Structure Comparison

---

## City of Lakeland

- Youth Baseball
  - 4U: \$75
  - 6U- 12U: \$105
- Youth Football
  - Fall Tackle: \$325

## Other Municipalities

- Youth Baseball
  - Arlington \$200
  - Bartlett \$100 Resident
  - Bartlett \$115 Non- Resident
- Youth Tackle Football
  - Bartlett- \$130
    - No equipment or uniform included
  - Arlington \$290 Resident
  - Arlington \$315 Non- Resident
    - Helmet not included (\$175-\$250)
  - Millington \$175
    - Includes uniform & use of equipment

# Fee Structure Comparison

---

## City of Lakeland

- Youth Cheer
  - Basketball & Football: \$150
- Youth Basketball
  - Competitive: \$225
  - Recreational: \$140

## Other Municipalities

- Youth Cheer
  - Arlington: \$330 Resident
  - Arlington: \$355 Non-Resident
    - Non including \$75 per month coaching fee
    - Includes uniform
  - Bartlett: \$350
    - Includes uniform
- Youth Basketball
  - Germantown: \$145 Resident
  - Germantown: \$203 Non-Resident
  - Arlington: \$120 Resident
  - Arlington: \$140 Non-Resident

# Fee Structure Comparison

---

## City of Lakeland

- Youth Flag Football
  - Summer Mini Session Flag: \$55
  - Fall Flag Football: \$90
- Youth Basketball
  - Recreational Basketball: \$140
  - Competitive Basketball: \$225

## Other Municipalities

- Youth Flag Football
  - Arlington: \$150 Resident
  - Arlington: \$175 Non- Resident
  - Bartlett: \$75
  - Millington: \$100
  - Munford: \$110
- Youth Basketball
  - Germantown: \$145 Resident
  - Germantown: \$203 Non- Resident
  - Arlington: \$120 Resident
  - Arlington: \$140 Non- Resident
  - Crosscheck
    - \$160 without uniform
    - \$185 uniform needed

# Recommended Changes to Current Fees

---

- Youth Basketball
  - Recreational Basketball- Change from \$140 to \$150
    - Help offset expenses and to help with league cost continuing to increase (Additional +5% CR)
- Youth Baseball
  - 6U- 12U- Change from \$105 to \$110
    - Help be a little closer to comparable programs
    - Aid in the uniform purchase with a better uniform
  - 4U Start Smart Program -Change from \$75 to \$80
    - Help recovery expenses with program (Additional +4-5% CR)
- Youth Flag Football Mini Session
  - 8U- 12U- Change from \$55 to \$60 (Additional +3-4% CR)
    - Cost closer to the same program we offer in the fall but shorter season
- Tennis Program
  - Currently working through a contract with USTA of TN
    - Cost \$95

# Recreation Department (Cost Recovery Rate)



Questions?



CITY OF  
**LAKELAND**  
TENNESSEE

**Cost Recovery Project**

1



**Event Rentals**

2

**IH Clubhouse Rentals**

- Staff puts in an hour to set up and get it ready for a rental at the Clubhouse and an hour to clean up after.
  - \$25 per hour on average
- It costs around \$40 in utilities per day to open IHC.
- Operational costs at IH are around \$50 per day in FY 24 – 25

**Total cost to operate  
per rental: \$150**

3

**IH Clubhouse Rentals**

	# of Events	FY 21 - 22	# of Events	FY 22 - 23	# of Events	FY 23 - 24	# of Events	FY 24 - 25
International Harvester Managerial Park IH Clubhouse	23	\$835.0	43	\$0.00	26	\$0	11	\$0.00
International Harvester Managerial Park IHC - Banquet Room	235	\$29,090.0	305	\$25,505.00	298	\$30,687	132	\$19,690.00
International Harvester Managerial Park IHC - Rec Room	13	\$180.0	58	\$1,020.00	70	\$754	2	\$525.00
Revenue	271	\$30,105.0	406	\$26,525.00	394	\$31,441	145	\$20,215.00
Cost to Operate	140	\$21,000.0	155	\$23,250.00	147	\$22,050		
Overage		\$9,105.0		\$3,275.00		\$9,391		

4

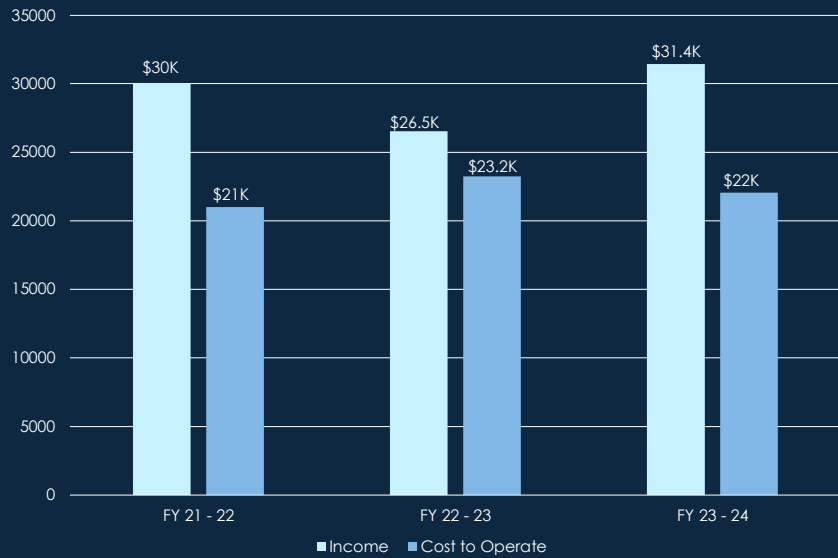
### IH Clubhouse Rentals

	Friday	Saturday	Sunday	Mon - Thurs
FY 21 - 22	22	39	48	31
<i>Missed</i>	30	13	4	177
FY 22 - 23	8	22	52	73
<i>Missed</i>	44	30	0	135
FY 23 - 24	5	25	52	65
<i>Missed</i>	47	27	0	143

	FY 21 - 22	FY 22 - 23	FY 23 - 24	FY 24 - 25
Fridays + Saturdays	61	62	68	41
Sundays	67	63	70	36
Mondays - Thursdays	143	281	256	68
	271	406	394	145

5

### IH Clubhouse Rentals



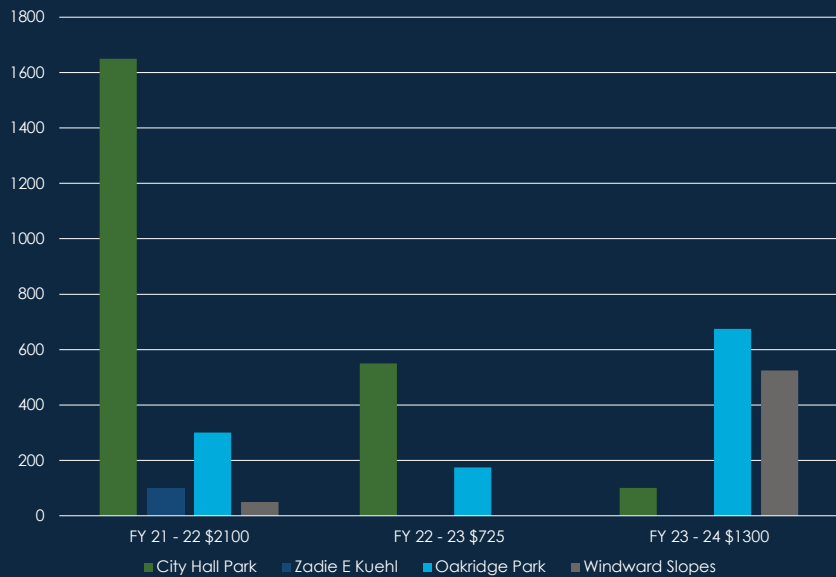
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## Pavilion Reservations

	Events	FY 21 - 22	Events	FY 22 - 23	Events	FY 23 - 24	Events	FY 24 - 25
City Hall City Hall Pavilion	17	\$1,650.00	5	\$550.00	1	\$100.00	0	\$0.00
Zadie E Kuehl Park ZK Pavilion	1	\$100.00	0	\$0.00	0	\$0.00	1	\$125.00
Oakridge Park OR - Pavilion	6	\$300.00	5	\$175.00	10	\$675.00	1	\$125.00
Windward Slopes Park WS - Pavilion	1	\$50.00	0	\$0.00	6	\$525.00	1	\$100.00
	25	\$2,100.00	10	\$725.00	17	\$1,300.00	3	\$350.00
LAMP	0	\$0.00	4	\$35.00	3	\$487.50		

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## Pavilion Reservations



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# Rental Comparisons

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City of Lakeland Parks Reservations Fee Schedule Effective May 10, 2023								
Facility	RESIDENT RATE				Non-Resident Rate		Non-Profit (Sun - Thurs)	
	Weekdays (Sun - Thurs)		Weekends (Fri - Sat)		Rate/Hr	Flat Rate	Rate/Hr	Flat Rate
	Rate/Hr	Flat Rate	Rate/Hr	Flat Rate				
Banquet Room ONLY	\$ 80.00		\$ 200.00		\$ 300.00		\$ 50.00	
Banquet Room ONLY - Com. Group*		\$ 20.00	\$ 60.00		N/A		N/A	
Rec Room ONLY	\$ 50.00		\$ 125.00		\$ 180.00		\$ 30.00	
Rec Room ONLY - Com. Groups*		\$ 15.00	\$ 35.00		N/A		N/A	
Rec Room W/ Banquet Room Rental	\$ 200.00		\$ 350.00		\$ 525.00		\$ 35.00	
Rec Room W/ Banquet /Com. Groups*		\$ 10.00	\$ 25.00		N/A		N/A	
LAMP ONLY	\$ 75.00		\$ 100.00		\$ 150.00		\$ 50.00	
LAMP W/Banquet Room		\$ 200.00	\$ 350.00		\$ 525.00		\$ 35.00	
Alcohol Permit		\$ 100.00	\$ 100.00		\$ 100.00		No Alcohol Allowed	
Deposit - single room/space		\$ 200.00	\$ 300.00		\$ 300.00		\$ 100.00	
Deposit - Multiple Rooms/spaces		\$ 300.00	\$ 400.00		\$ 400.00		\$ 300.00	
Deposit with Alcohol		\$400/\$600	\$600/\$800		\$600/\$800		N/A	
Cancel. Fee (3-8 wks)		25% + Deposit	25% + Deposit		25% + Deposit			
Cancel. Fee (<3 wks)		50% + Deposit	50% + Deposit		50% + Deposit			
<b>Full Weekend Package</b>	<b>Flat Rate</b>	<b>Non-Resident</b>						
Banquet Room, Rec Room, LAMP Fri 5 - 10 pm, Sat 8 am - 1 am, 8 am - 12 pm All facilities included with this package.	\$ 4,500.00	\$ 7,425.00						
Deposit	\$ 500.00	\$ 500.00						
Cancellation Fee (8 wks+)	\$ 500.00	\$ 500.00						
Cancellation Fee (3 - 8 wks)	\$ 750.00	\$ 1,500.00						
Cancellation Fee (<3 wks)	\$ 1,250.00	\$ 2,000.00						
<b>Additional Amenities for a Fee</b>								
Sound System	\$ 200.00							
Screen & Projector	\$ 100.00							
Podium	\$ 50.00							
Storage Fees (per SQFT) director's approval required	\$1.00/sqft.							
<b>Pavilions</b>	<b>Resident Rate</b>	<b>Non-Resident</b>						
<b>Large Pavilions:</b> City Hall, IH Park, Zadie Kuehl	\$ 100.00	\$ 150.00						
<b>Medium Pavilions:</b> Windward Slopes, Oakridge	\$ 50.00	\$ 75.00						
Deposit	\$ 50.00	\$ 50.00						
Cancellation Fee (3 wks+)	25% + Deposit	25% + Deposit						
Cancellation Fee (<3 wks)	50% + Deposit	50% + Deposit						
<b>Field Rentals - Athletic Complex</b>								
1 field/block	\$150	90 minutes						
1 field/day	\$600	8 am - 10 pm						
both fields/block	\$275	90 minutes						
both fields/day	\$1,100	8 am - 10 pm						
Field Painting	varies by size	each						
Lighting use	\$50/day/field	each						

Community Groups are any non-profit group approved by the director of Parks and Recreation with a home base in Lakeland with regularly occurring meetings.  
At least one meeting per quarter for this rate - these meetings must be scheduled on an annual basis.  
These include HOAs from Lakeland neighborhoods, and scouting groups with connections to LSS schools, or Lakeland Churches.

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## Other Venues Pricing 2024

Listed are the most comparable Venues based on Capacity.

To view more data, click [HERE](#).

	IH Park	The Venue at Bartlett Station	Memphis Botanic Gardens	Memphis Botanic Gardens	Club Windward
Contact Number	(901) 633 - 7003	(901) 385-6400	(901) 636-4121	(901) 636-4121	(901) 499-8822
Event Space	Banquet Hall	Rainey Banquet Hall	Goldsmith Room	Sara's Place	Banquet Hall
Capacity	160 Max	96 Max	144 Max	120 Max	175 seated 225 cocktail
Rental Hours	Set up + Tear down	-	4 Hour Min	4 Hour Min	
	Fri + Sat 200 per hour	\$210 per hour Nights and weekends	Sat 6000	Sat 5000	\$1200 Min
	Sun 80 per hour	\$110 per hour Monday through Thursday	Fri + Sun 5000	Fri + Sun 4000	-
	Mon - Thurs 80 per hour	Weddings 3000 for the 6 hours	Mon - Thurs 4000	Mon - Thurs 3000	-
	\$300 for Non Res	add \$20 for non residents (non wedding)			
		Add \$500 for non residents for wedding rate			
Deposit	300 multi room 100 for non profit/other \$400 for alcohol	300 and 500 for weddings			
Non Profit Rate	50 per hour		20% Discount	20% Discount	-
Non Profit Detail	Sun - Thurs		-	-	-
Tables and chairs included?	Yes	Yes	Yes	Yes	-
Linens included?	No	No	Yes	Yes	-
Dance Floor?	Yes	No	Yes	Yes	-
Microphone?	Yes	Yes	Yes	Yes	-
AV Overhead Speakers?	Yes	Yes	-	-	-
TV for Slideshows?	Yes	Tech On Site	-	-	-
Preferred Caterer Required?	No	-	Yes	Yes	-
Off list Catering fee?	No	No	Yes	Yes	-
Security Provided?	No	No	Yes	Yes	-
Breakout Space Available?	Yes	Yes	-	-	-
Free Parking?	Yes	Yes	Yes	Yes	-
Chivari Chairs?	No	No	Yes	Yes	-

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## City of Lakeland Pavilions

### Large Pavilions: Capacity 30

- City Hall
- IH Park
- Zadie Kuehl

**Residents \$100 Non-Residents \$150**

### Medium Pavilions: Capacity 50

- Windward Slopes
- Oakridge

**Residents \$50 Non-Residents \$75**

Refundable Deposit:

- \$50

Cancellation Fee:

- (3 weeks +) 25% + Deposit
- (<3 weeks) 50% + Deposit

## City of Bartlett Pavilions

### Resident

A. Keith McDonald Pavilion	\$600 Full Day/ \$310 Half Day
Bledsoe Park Gazebo	Free
Dixon Brewer Park Gazebo	\$80 Full Day/ \$50 Half Day
Ellendale Park Pavilion	\$90 Full Day/ \$60 Half Day
Freeman Smith Park Pavilion	Free
W.J Freeman Park Gazebo	\$60 Full Day/ \$40 Half Day
W.J. Freeman Park Pavilion	\$100 Full Day/ \$60 Half Day

### Non-Resident

A. Keith McDonald Pavilion	\$900 Full Day/ \$460 Half Day
Bledsoe Park Gazebo	Free
Dixon Brewer Park Gazebo	\$120 Full Day/ \$70 Half Day
Ellendale Park Pavilion	\$140 Full Day/ \$80 Half Day
Freeman Smith Park Pavilion	Free
W.J Freeman Park Gazebo	\$90 Full Day/ \$55 Half Day
W.J. Freeman Park Pavilion	\$150 Full Day/ \$85 Half Day

Cancellation:

- No cancellations within 14 days of your event
- Refunds can be requested more than 14 days before your event in writing
- Full payment due upon reserving

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<p><b>City of Lakeland Pavilions</b></p> <p><b>Large Pavilions:</b> Capacity 50</p> <ul style="list-style-type: none"> <li>• City Hall</li> <li>• IH Park</li> <li>• Zadie Kuehl</li> </ul> <p><b>Residents \$100 Non-Residents \$150</b></p> <p><b>Medium Pavilions:</b> Capacity 30</p> <ul style="list-style-type: none"> <li>• Windward Slopes</li> <li>• Oakridge</li> </ul> <p><b>Residents \$50 Non-Residents \$75</b></p> <p>Refundable Deposit:</p> <ul style="list-style-type: none"> <li>• \$50</li> </ul> <p>Cancellation Fee:</p> <ul style="list-style-type: none"> <li>• (3 weeks +) 25% + Deposit</li> <li>• (&lt;3 weeks) 50% + Deposit</li> </ul>	<p><b>T.O. Fuller State Park Pavilions</b></p> <p><b>50 Guest Capacity:</b></p> <ul style="list-style-type: none"> <li>• Shelter 1 \$47 Full Day</li> <li>• Shelter 3 \$59 Full Day</li> </ul> <p>Cancellation Fee:</p> <ul style="list-style-type: none"> <li>• \$5 cancellation fee if event is cancelled at least 8 days in advance.</li> <li>• All fees forfeited if not cancelled with in 7 days prior to your reservation</li> </ul> <p><b>Overton Park Pavilions</b></p> <p><b>50 Guest Capacity:</b></p> <ul style="list-style-type: none"> <li>• Rainbow Lake \$200 Full Day</li> </ul> <p>Cancellation Fee:</p> <ul style="list-style-type: none"> <li>• THERE ARE NO RAIN DATES OR REFUNDS DUE TO WEATHER OR SEASONAL CONDITIONS. In order to cancel and receive a refund (minus the \$100 non-refundable deposit), I understand that I must submit a refund request in writing AT LEAST 45 DAYS IN ADVANCE OF THE EVENT, and that within the 45 day window there are no cancellations, changes, or refunds</li> <li>• \$100 NON REFUNDABLE DEPOSIT</li> </ul>
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<p><b>City of Lakeland Pavilions</b></p> <p><b>Large Pavilions:</b> Capacity 50</p> <ul style="list-style-type: none"> <li>• City Hall</li> <li>• IH Park</li> <li>• Zadie Kuehl</li> </ul> <p><b>Residents \$100 Non-Residents \$150</b></p> <p><b>Medium Pavilions:</b> Capacity 30</p> <ul style="list-style-type: none"> <li>• Windward Slopes</li> <li>• Oakridge</li> </ul> <p><b>Residents \$50 Non-Residents \$75</b></p> <p>Refundable Deposit:</p> <ul style="list-style-type: none"> <li>• \$50</li> </ul> <p>Cancellation Fee:</p> <ul style="list-style-type: none"> <li>• (3 weeks +) 25% + Deposit</li> <li>• (&lt;3 weeks) 50% + Deposit</li> </ul>	<p><b>City of Memphis Pavilions</b></p> <p><b>12 - 36 Guest Capacity:</b></p> <ul style="list-style-type: none"> <li>• \$100 Full Day</li> </ul> <p><b>48 - 64 Guest Capacity:</b></p> <ul style="list-style-type: none"> <li>• \$125 Full Day</li> </ul> <p><b>88 - 100 Guest Capacity:</b></p> <ul style="list-style-type: none"> <li>• \$150 Full Day</li> </ul> <p>Cancellation Fee:</p>
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## Shelby Farms Park Pavilions

Venue	# Picnic Tables	# Grills	Restroom Access	Amenities + Notable Features	Rates			
					Fri/Sat/Sun*	Mon/ Tues/Wed/ Thurs*	Half Day	Full Day
<b>Large (75+ Guests)</b>					Half Day	Full Day	Half Day	Full Day
Hyde Lake Pavilion	12	2 large grills	short walk to indoor facilities	electricity + ceiling fans 24' serving counter non-potable water supply short walk to gift shop + cafe	\$275	\$475	\$200	\$375
Tour de Wolf Pavilion	15	1 double grill	short walk to indoor facilities	electricity + ceiling fans volleyball posts	\$200	\$350	\$160	\$265
Stables Pavilion	15	1 triple grill	porta potty nearby	electricity + ceiling fans volleyball posts	\$200	\$350	\$160	\$265
Picnic Area (not covered)	13	1 double grill	porta potty nearby	shaded area short walk to Beaver Lake	\$150	\$220	\$100	\$165
<b>Medium (50-75 Guests)</b>					Half Day	Full Day	Half Day	Full Day
Jones Pond Pavilion	9	2 large grills	short walk to indoor facilities	electricity, ceiling fans, water serving counter short walk to gift shop + cafe	\$200	\$350	\$160	\$265
Chickasaw Pavilion	6	1 double grill	porta potty nearby	easy access to disc golf course, and the exercise area	\$150	\$220	\$120	\$165
<b>Small (Up to 30 Guests)</b>					Half Day	Full Day	Half Day	Full Day
Pine Lake Pavilion	4	1 grill	short walk to indoor facilities	electricity, ceiling fans, easy access to playground, paddle boats, Pine Lake Outpost, fishing pier + Co. 20's volleyball posts	\$150	\$200	\$120	\$165
Beaver Lake Pavilion	4	1 grill	porta potty nearby	easy access to Beaver Lake + the fishing pier	\$150	\$200	\$90	\$150

\*Holidays & holiday weekends are an additional \$50.

To make a reservation, please contact the Shelby Farms Park Sales + Event team at (901) 222-7280 or [events@shelbyfarmspark.org](mailto:events@shelbyfarmspark.org)

**ADDITIONAL INFORMATION**  
Two time slots are available to rent each pavilion: Half Day and Full Day. Morning Half Day rental is from 9am until 1pm. Afternoon Half Day rental is from 2pm until 30 minutes before sunset, which is when the Park closes. Full day reservations allow access beginning at 9am until 30 minutes before sunset.

The rented time slot includes your prep and clean-up time. The Pavilion area should be left clean and undamaged by the end of your time slot. All excess trash that will not fit in the provided metal trash cans must be removed from the area and taken offsite. Litter left at the venue will be subject to clean-up fees up to \$500.

**No cancellations, changes or rain dates, and all sales are final.** Pavilion and Picnic Area availability is subject to change. Please note that a facility appropriate to the size of your group must be rented. Additional fees of \$2.50 per person may be charged if the capacity limits are exceeded.

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## Rental Recommendations

### Pavilions:

- Keep rental fees the same
- Make pavilions reservable online to encourage easy reservations
- Create a rental packet with options, pictures and prices to market and post (See example in packet)

### IH Clubhouse:

- Keep fees the same on Saturday \$200 for Residents and \$300 for Non-Residents per hour
- Create a rental packet with options, pictures and prices to market and post (See example in packet)
- Add a projector and screen with new podium to encourage more meeting rentals during the week
  - Create add on cost for projector and screen + Show quotes
- Keep current Non-Profit rate \$50 for Sunday through Thursday
- Edit Community Group Rate to be \$20 per hour instead of charging \$20 per event. Reflect the same change with all space add on charges.
- Edit Employee discount from 75% to 50% to cover our cost on rentals.

Profits with the Community Group Rate Edits					
Community Groups	Hours	Events	Total Paid	With Suggested Increase	Increased revenue
FY 21 - 22	314.5	90	\$1,800.00	\$6,290.00	\$4,490.00
FY 22 - 23	492	123	\$2,455.00	\$9,840.00	\$7,385.00
FY 23 - 24	402.5	120	\$2,400.00	\$8,050.00	\$5,650.00

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## Rental Recommendations

### Church:

- \$20 for 4 hours every Sunday (total cost for the year: \$1040)
  - Rental income loss: \$80 per hour = \$60 lost per hour
  - \$240 lost per day at a possible \$12,000 per year.
  - Even if we only rented from 10 AM – 12 AM at the regular rate, we are missing out on \$6240 per year



**Lakeland Municipal  
Parks &  
Recreation/Natural  
Resources Advisory  
Board**

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Meeting Cycle: Tuesday, March 11, 2025

Subject: **Action** - recommendation to Board of Commissioners regarding the City of Lakeland 2025 Freedom Festival

Staff Contact: Andrew Fisher, Parks and Recreation Director

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**STAFF RECOMMENDATION**

**BUDGET IMPACT**

**DISCUSSION**



1

**●●●●●**

## July 5th, 2025

### Show Details

- 20 Minute show synchronized to provided music.
  - This show includes 6-inch shells without cakes.
- Shoot site is based on Audience location, current site plan must be approved in person by Pyro Shows.
- Cleared the event with Shelby County Sheriff's Office as well as the Shelby County Fire Department.
- Estimated start time of 8:45 PM.

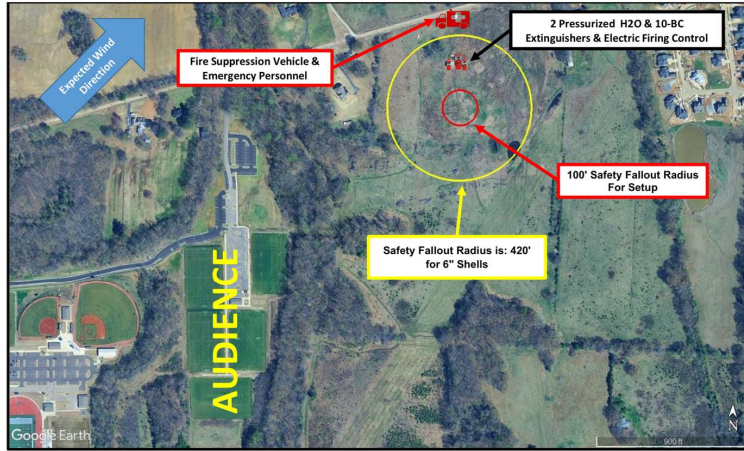
The right side of the page features a vertical image of fireworks exploding against a dark night sky. A circular logo for the City of Lakeland is overlaid on the top left of this image.

2

# Shoot Site ●●●●●

SITE

Customer Workbook - Lakeland City of 7.5.2025 TN-v1.1-P5-M6



Customer: City of Lakeland, TN  
 Show Date: Saturday, July 5, 2025  
 Show Address: 9651 Old Brownsville Rd Lakeland, Tn 38002  
 Show Site Lat / Long: 35.265664, -89.740844  
 Show Time: 9:30pm  
 Rain Date: null

Show Name: Lakeland, TN - IDC 2025  
 Maximum Device Size: 6  
 Safety Fallout Radius: 420'  
 Storage Required: 0  
 Diagram Created: 02/24/25  
 Diagram Created By: TLF

Z:\TN - PSDoc\2025\2025 Customers\Lakeland City of, TN 7.5.25\Customer Workbook - Lakeland City of 7.5.2025 TN-v1.1-P5-M6

2/24/2025 3:18 PM  
1 of 1



3



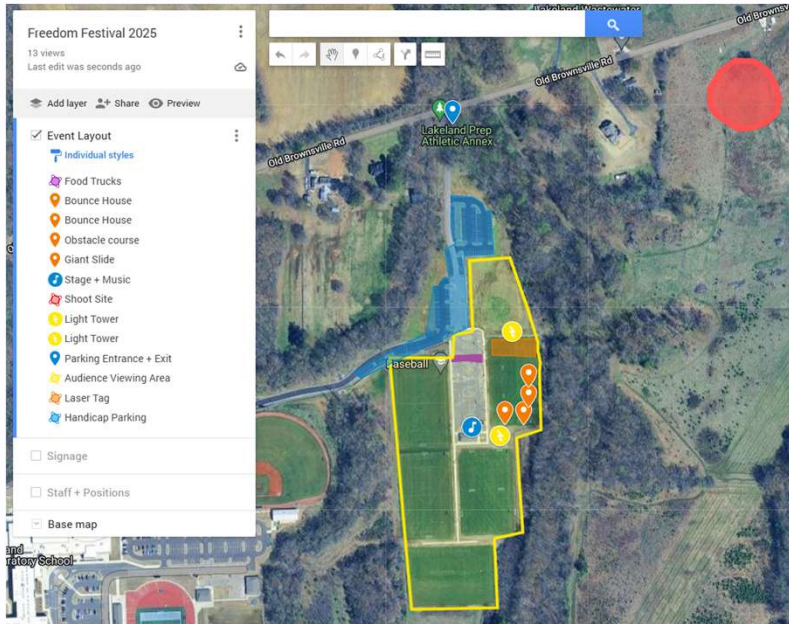
# Event Breakdown

- Fireworks - \$30,000
- Additional event costs - less than \$3,000
  - Inflatables with generators - \$1,090
  - Laser tag - \$340
  - DJ - \$550
  - Food trucks - We would charge
- Large stage with audio and lighting - \$9,263
- Currently seeking event sponsors

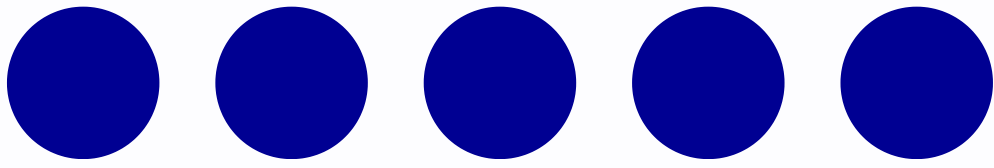


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# Proposed event layout ●●●●●



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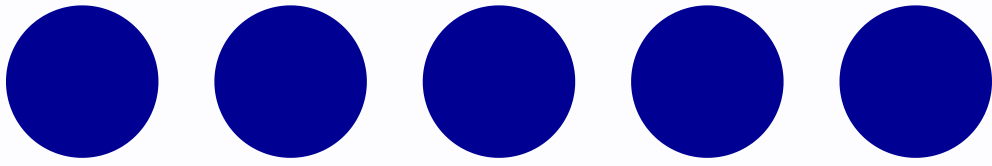


# Event Option 1

- **Fireworks - \$30,000**
- **Additional event costs - \$1,980**
  - **Inflatables with generators - \$1,090**
  - **Laser tag - \$340**
  - **DJ - \$550**

**Event total: \$31,980**





# Event Option 2

- **Fireworks - \$30,000**
- **Additional event costs - \$1,980**
  - **Inflatables with generators - \$12,193**
  - **Laser tag - \$340**
  - **Band - \$1,500**
  - **Stage, audio and lighting - \$9,263**

**Event total: \$42,193**

