



Lakeland Municipal Parks & Recreation/Natural Resources Advisory Board
Regular Meeting Agenda
Tuesday, June 14, 2022, 5:30 PM
Lakeland City Hall | 10001 HWY 70, Lakeland, TN 38002

- I. CALL TO ORDER:
- II. ROLL CALL:
- III. CONSIDERATION AND POSSIBLE ACTION ON CHANGES TO THE AGENDA
- IV. PUBLIC DISCUSSION:
- V. CONSENT AGENDA:
 - 1. Approval of Meeting Minutes from Previous Meetings:
- VI. OLD BUSINESS:
 - 1. Update on Lakeland Comprehensive Master Plan
 - 2. Parks and Recreation Facility Naming Rights Policy
- VII. NEW BUSINESS:
 - 1. Division Updates
- VIII. ANNOUNCEMENTS:
- IX. ADJOURNMENT:

LAKELAND MUNICIPAL PARKS & RECREATION/NATURAL RESOURCES
ADVISORY BOARD
REGULAR MEETING MINUTES
TUESDAY, April 12, 2022, 5:30 P.M.
CITY HALL, LAKELAND, TENNESSEE 38002

I. **CALL TO ORDER:** The meeting was called to order at 5:32 p.m. by PRB Chair, Mark Donley.

II. **ROLL CALL:**

(C) Mark Donley	Present
Katie Autry	Present
Stacy Bond	Present
Jessica Cannon	Present
Derek Johnston	Present
Jenny Kiesel	Present
Amber Sawyer	Present
Steve Snow	Present
Vice Mayor Michele Dial	Absent

Staff personnel present for the meeting were Pat O'Mara, Parks and Recreation Director and Kim Odom, Senior Center Manager and Special Events Coordinator. Meeting was presented by Mr. O'Mara.

III. **CONSENT AGENDA:**

I. Approval of Meeting Minutes from Previous Meetings:

a. Regular Meeting Minutes, March 08, 2022

Mark Donley moved to approve the regular minutes of March 08, 2022, upon the immediate correction of board member, Jenny Kiesel's last name. Steve Snow seconded the motion. All in favor.

IV. **CONSIDERATION & POSSIBLE ACTION ON ITEMS REMOVED FROM THE CONSENT AGENDA:**

V. **PUBLIC DISCUSSION:** None.

VI. **REPORTS FROM OFFICERS & STAFF:** None.

VII. **OLD BUSINESS:**

I. **Update on Lakeland Comprehensive Master Plan.**

The Comprehensive Master Plan benchmarking review is ongoing. A Recreation Center is also part of the discussions based on public input from the recent survey opportunity open to the community. A draft of the plan is expected in early May. BOC and PRB members will receive a copy of the draft for comments and will have approximately two weeks to send comments to Pat O'Mara. A final plan will be presented to the BOC by Kimley-Horn during a BOC meeting this summer. If time permits the PRB will review the final plan before going to the BOC. It is hopeful this project will be wrapped up in June or July.

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VIII. NEW BUSINESS:

Update on Parks and Recreation activities and other items.

1) Parks and Recreation Naming Rights

Discussion continued regarding the development process for Lakeland Parks and Recreation Facilities and Assets Naming Policy. Mr. O'Mara presented the Board with a rough draft copy of a Policy document with suggestions discussed from last month's Parks and Recreation Board meeting. A final draft will be presented to the Board of Commissioner for their review in May.

2) Keep Lakeland Beautiful

Discussion regarding the process of bringing back Keep Lakeland Beautiful (KLB). Board members were invited to make suggestions on KLB projects. Ideas including possible quarterly community clean-up projects. There will be more discussions at next month's meeting.

3) Athletic Complex, Phase II

The Design and Engineering proposals for Phase II of the Athletic Complex have been received. A recommendation is expected to be brought to the BOC at the May meeting.

4) Special Events Update

A. Arbor Day & Tree City

Arbor Day 2022 was held on March 19, along with Tennessee Tree Day. More than 60 trees out of 100 were given away to Lakeland residents.

B. Fishing Rodeo

The children's Fishing Rodeo will be held Saturday, May 14, 2022, at IH Lake. Registration is required for all participants. Due to gas pipeline construction on Canada Road, portions of the lake will be closed, and necessitates the reduction of participants through preregistration. Lakeland First Baptist Church is allowing overflow parking during the event.

TWRA and Lakeland Lions Club are sponsors of this year's event. TWRA is making donation of catfish. The amount has yet to be determined. Parks has ordered 500 lbs. of catfish for the event, costing \$1,675. LLC donated \$1,000 towards stocking the pond. Fish will be delivered 2-3 days before the event.

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C. Athletic Complex Ribbon Cutting

A grand opening ribbon cutting ceremony will be held Tuesday, May 17, 2022, at 5:30 p.m. Parks and Recreation Board members and Board of Commissioners are invited. The event is open to the public.

D. Summer 2022 Entertainment Series

a) Movies

There will be two movies for Family Movie Nights: Friday, May 20, 2022, and Saturday, August 6, 2022. Movies start at dusk and will be held at the Athletic Complex. May movie is Encanto and August movie is Raya and the Last Dragon. Food trucks are booked. No transportation service needed for Movie Nights due to smaller crowds.

b) Concerts

Bands, food trucks, transportation services, generators, and staging are booked for all four concerts (June 25, July 23, August 27, and September 24). Concerts are being held at Athletic Complex during to the construction on Canada Road. Promotional materials will be sent out when band contracts are signed, and everything is finalized.

5) Facility Rental Setups

Rentals are still coming in. The average of public rental at the full rate fees are up. We have standing non-profits group rentals each month.

6) Parks Maintenance

Parks staff are opening park's restrooms back up for the spring and summer. A few repairs have delayed opening the City Hall restrooms but should be completed by the end of this week.

Flower beds at IH and Zadio should be complete by the end of the week.

Irrigation system has been repaired.

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7) Recreation/Sports Programs

a) Cheer

Football Recreation and Competitive Cheer Squad registration is open now.

Competitive Tryouts are May 9 and 10.

Uniform fitting is May 17, 2022. Signup available with 4 athletes per 15 minutes.

Practices for competitive squads begin in mid-June. Recreation squads begin in mid-July.

b) Football

Flag Football: Registration is underway for 2022 Season. Season runs May 30 through July 27.

Tackle: Registration is underway. Pre-season runs July 11 through August 7. Regular Season is August 8 through October 31. First game is expected to be August 30. If qualifies, the post season will November 1-19.

Conditioning Sessions will be offered on Monday nights at the Athletic Complex. All are welcome. The program is free.

c) Adult Soccer

The season has been pushed back to the summer for more participation. More details to come.

d) Rec League Soccer

We have 168 participants and it's going well. Staff is using the new paint machine to prepare fields.

e) Baseball

Registration is underway. Parks has signed on with Buckhead to rent their facilities and will have practices weeknights and games on Saturday.

f) Seniors/Senior Center Update

After the COVID-19 hiatus, the dinner/dance for seniors returned with a Sock Hop on March 25, 2022. Tickets sold out with 75 sold. 10 volunteers from the

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Center and River City Boppers Dance Club assisted with decorating, setup and cleanup.

Programming has increased since COVID cases dropped. Creative Aging is providing a 4-Week Pottery grant class this month. Cribbage Lessons and free play will be offered beginning in May.

The Senior Center's 10th Anniversary is Sunday, May 22, 2022. It's on a Sunday. A celebration will take place on Monday, May 23, 2002, with an all-day Open House. A complimentary meal at 4 p.m., and a two-hour outdoor concert, from 5 to 7 p.m. BOC and PRB members are invited. If it rains, concert will move inside IHC.

1) ANNOUNCEMENTS:

- 2) ADJOURNMENT: There being no other business taken into action, Amber Sawyer moved to adjourn the meeting; seconded by Steve Snow. Motion carried; voice, vote, all present in favor. The meeting adjourned at 7:06 p.m.

Mark Donley, *Chair*

ATTEST:

Debra Murrell, *City Recorder*

May 2022

CITY OF LAKELAND TENNESSEE

City of Lakeland Monthly Update Parks and Recreation Department

Senior Center 10-year Anniversary

Monday, May 23, the Lakeland Senior Center will celebrate its 10th Anniversary. There will be an Open House at the Center all day.

Arts, crafts, and games will be featured throughout the open house. The LSC Monday Jamming Group will perform from 2 to 4 p.m. Members of the Lakeland Parks and Recreation Board and Board of Commissioners are invited.

An early dinner provided by Moe's catering will be served to the Seniors at 4 pm, and the concert featuring the Jim Mahannah Band at the LAMP will begin at 5 pm

Sponsorship for the event include a \$200 donation from The Lakeland Lions Club toward the food. Grant funding from Creative Aging provided the band (Jim Mahannah).

Senior Center Happenings

The senior center has now added new programming through the summer. An indoor Walking Club will take place weekly at the IH Clubhouse, Ice Cream Social, and Cribbage lessons have been added to increase social games.

New patio furniture has been added to the Senior Center patio to enhance the social options at the center. The Garden Club continues as members have planted flowers and will soon add some vegetables to the garden area on the patio. Seniors are enjoying gathering outside for a coffee, tea and playing cards.

Lakeland resident, Nancy & John Vales, donated a storage bench for patio furniture cushions.



The City of Lakeland Parks & Recreation Department is committed to providing quality community and recreational programming at the highest value to City residents.

May 2022

Parks and Recreation Update

Department Updates

Parks Maintenance

Oakridge Park suffered vandalism when someone broke the hose bib over the weekend, and water was spraying out. Maintenance shut off the water to the park and the damage will be repaired this week.

After a few weeks of scheduling issues, we have planted four additional mature oaks in Windward Slopes Park.

After a year of planning, and working with irrigation companies, we replaced the system at IH Park. With help from the Senior Center Gardening Club, Maintenance staff weeded, and planted fresh flowers to give a pop of color back to our flagpole round-about, and in front of the buildings

Facility Rentals continue to come in for the summer.

April: 24, 11 HOA/Non-Profits
May: 32, 14 HOA/Non-Profits
June: 20, 9 HOA/Non-Profits

Parks Administration

Parks Comprehensive Plan:

We expect the first draft of the Parks Comprehensive Master Plan shortly. Once we receive the draft, members of the Parks Board and Board of Commissioners will receive a copy for comments.

Athletic Complex, Phase II:

The proposal has been received and will be presented to the BOC at the Thursday meeting for consideration.

Summer and Fall Athletics

Baseball and Flag Football program registration has ended and currently coaches are meeting with Evan and Baylor to create the teams. Play begins in early June.

Baseball has 108 players registered. The divisions were reset to be 3-4 yrs for T-ball, 5-7 yrs for coach pitch, and 8-10 yrs for pitching machines. We are renting Buckhead Creek Fields on weeknights for practices, and weekends for games.

Flag Football has 97 players in 8U & 10U divisions. Play for this league will be at the Athletic Complex.

Summer **Adult Soccer** registration is still ongoing. We have scheduled games to begin in June and run through the summer.

Tackle Football

Parents came together and hosted a fundraiser for the tackle football program in April. This fundraising will help players cover registration and provide additional spirit gear and equipment requested by the coaching staff.

We have registration still running for tackle teams. At this time, we have 8 players for 8U team, and 16 players for 10U.

Play will begin the week of July 11, and games will begin in Late August.



Special Event Schedule

- May 14 – Fishing Rodeo 8 am
- May 17 – Athletic Complex
Ribbon Cutting 5:30 pm
- May 20 – Movie Night at Athletic Complex–*Encanto*
movie begins at dark
- May 23 – Senior Center 10th
Anniversary – all day

Summer Concerts – 6:30 pm
June 25 – Formerly Known As
July 23 – Triple Annie
August 27 – Memphis Funk 'N Horns
September 24 – Rock the Boat

August 6 – Movie at the Athletic Complex – *Raya and the Last Dragon*
movie begins at dark

Cheerleading

Cheer rosters are taking shape. We have 5 cheerleaders on the competitive squad, and practice begins the week of June 13.

Recreation Cheer has 42 participants. Practice begins after the 4th of July.

Uniform Fitting sessions are May 17, at the Clubhouse, with a back up on 5/26.

Image: Mayor Cunningham and Vice-Mayor Dial cut the ribbon on Oakridge playground.

CITY OF
LAKELAND
TENNESSEE

SYSTEM-WIDE MASTER PLAN

JUNE 2022

DRAFT
FOR REVIEW ONLY



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

Mike Cunningham
Michele Dial
Jim Atkinson
Richard Gonzales, Jr
Wesley Wright

PARKS AND RECREATION BOARD

Pat O'Mara (Parks and Recreation Director)
Michele Dial (Vice Mayor)
Amber Sawyer
Mark Donley
Katie Autry
Emily Harrell
Derek Johnston
Steven Snow

PLANNING CONSULTANT TEAM

Kimley-Horn:
Michael Shelton
Tim Bryant
Elizabeth Tufnell
Catherine Hackett

brg3s:
Susan Golden
Jason Jackson
Amanda Kotecki
Mario Oliver



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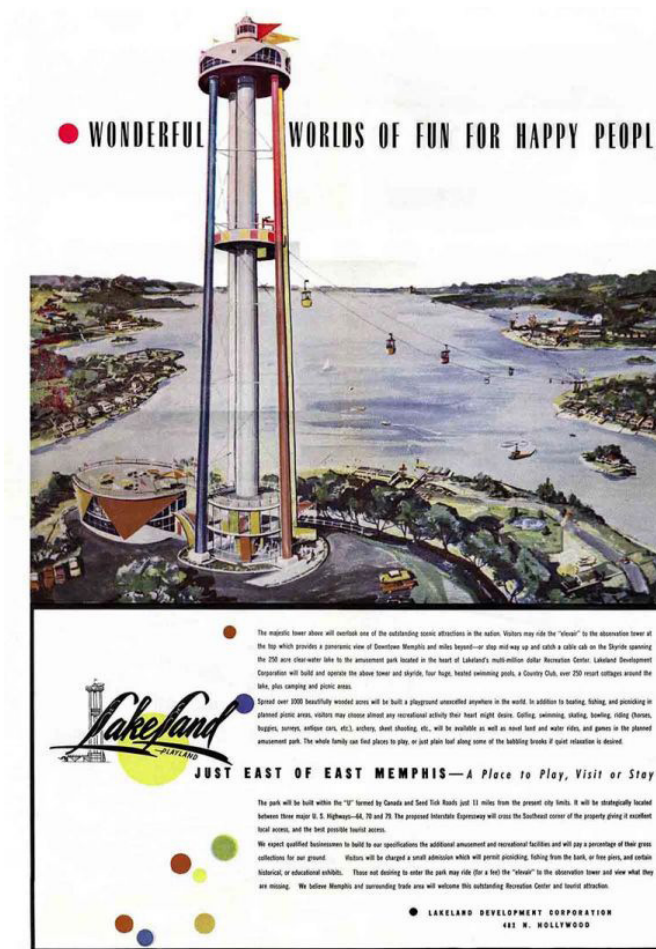
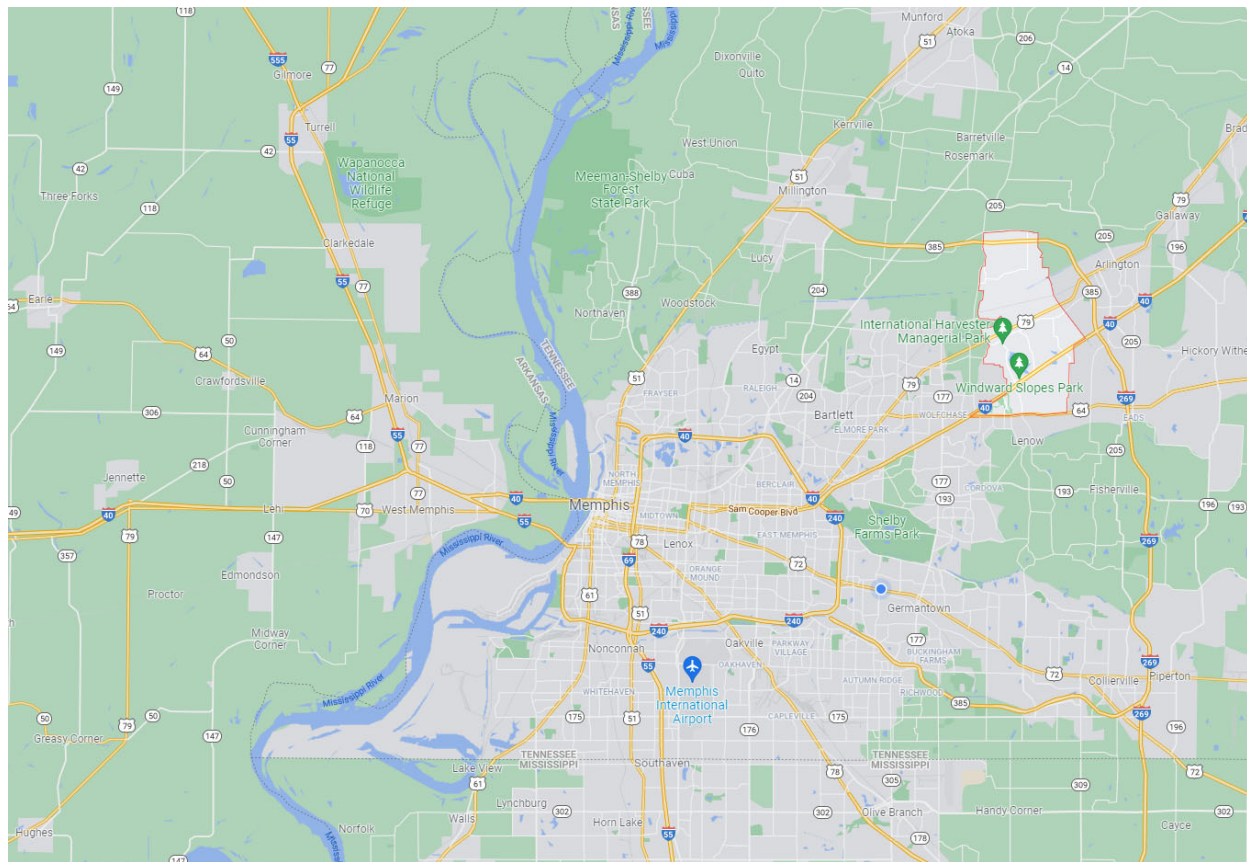
INTRODUCTION

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 life work 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 sports complex. 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, as the Parks and Recreation Department strives to continue to meet the public's needs.



SUMMARY OF EXISTING PLANS

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
- Lakeland 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 frame work 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.

LAKELAND ATHLETIC COMPLEX MASTER PLAN

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, TDEC'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 MANAGERIAL PARK 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.

The IH Managerial Park Master Plan laid out a comprehensive trail network, as well as, connections to a larger 'greenbelt' system. It also depicted what is now the LAMP amphitheater and event space, a new pavilion, a playground, an additional parking area, two fishing piers, and an eighteen hole disc golf course. The playground, new pavilion, fishing piers, and disc golf course have not yet been constructed.



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.

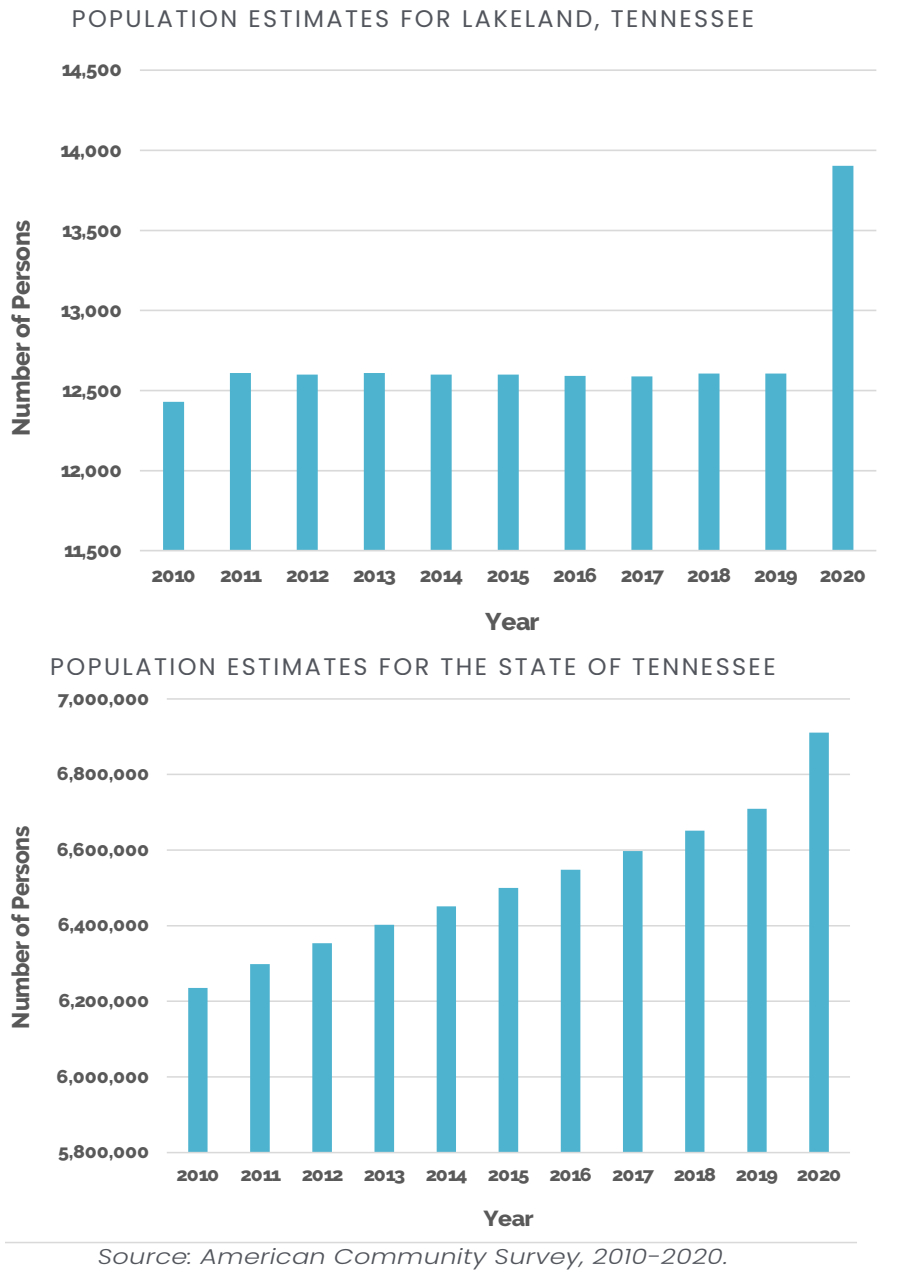


DEMOGRAPHICS

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.

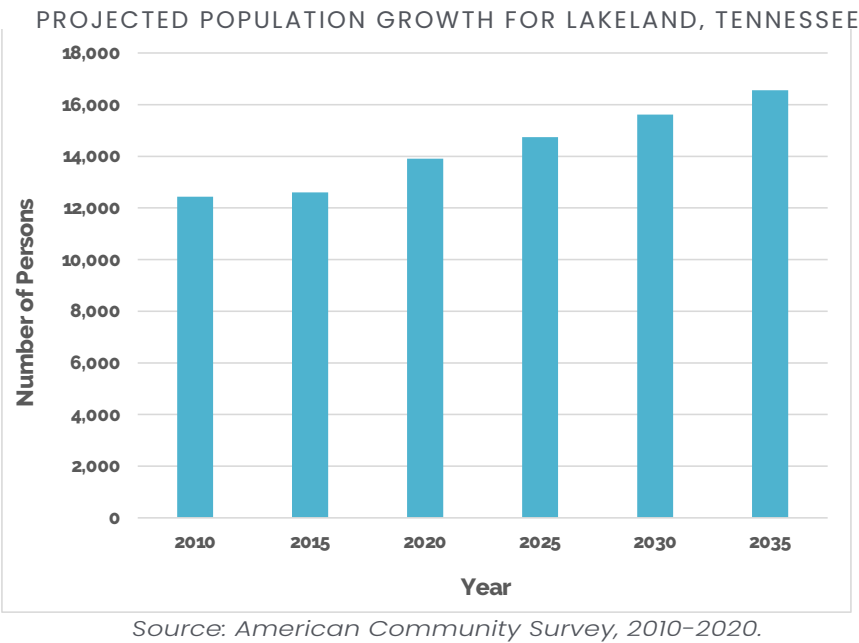


Population growth percentages from 2010–2020 indicate that the population of Lakeland remained steady for much of the decade. However a 10.3 percent spike was recorded in 2020. Overall, Lakeland saw a 1.17 percent growth rate from 2010 to 2020, compared to a growth rate of over 80 percent from the previous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

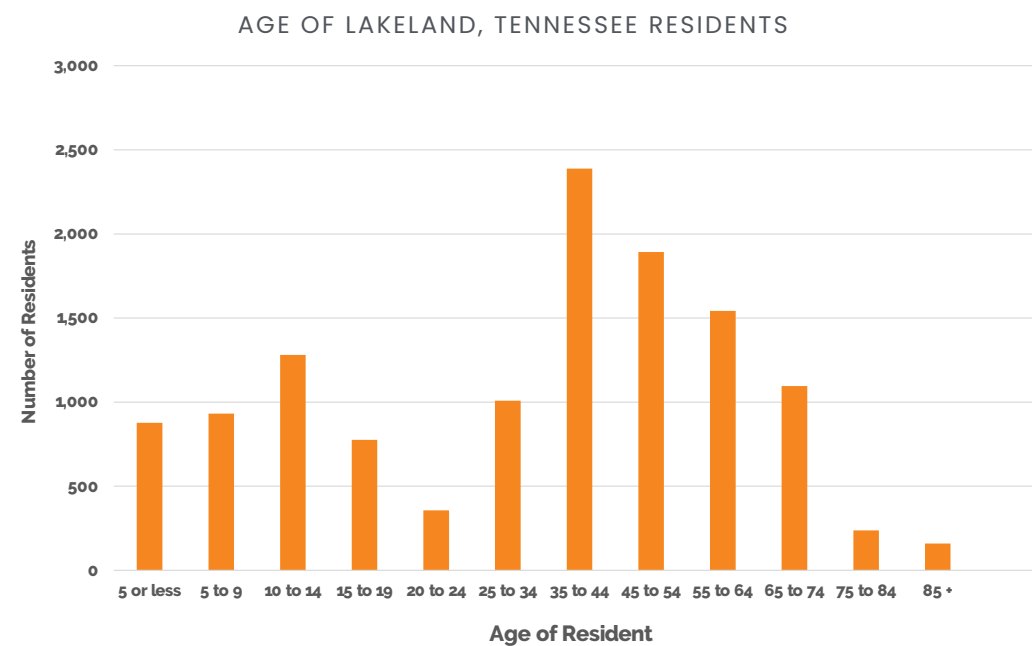
Source: American Community Survey, 2010–2020.

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.



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

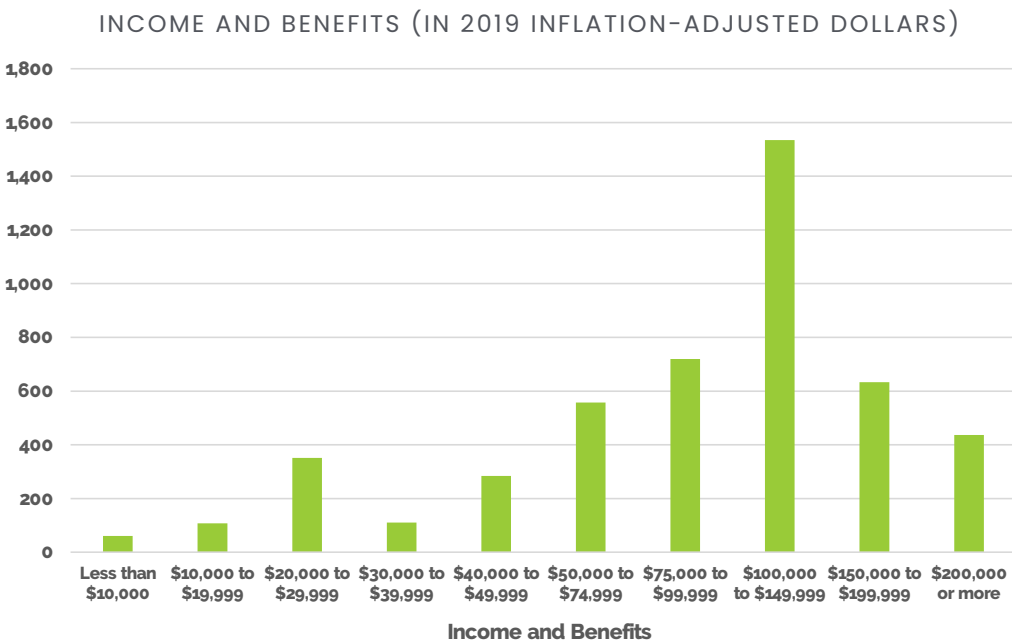
Based on the 2014–2019 American Community Survey 5–Year Data Profile, the owner occupied housing unit rate during this time for Lakeland was 76.6%, compared to 58.8% for the state of Tennessee. The median value of the homes in Lakeland is \$257,400, compared to the statewide median of \$167,200. The 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.

COMMUNITY ENGAGEMENT

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.

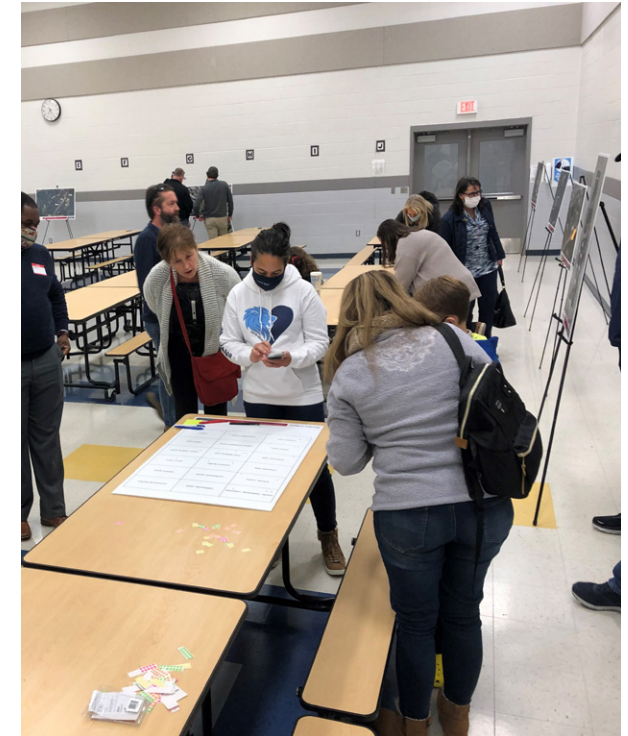


COMMUNITY INPUT SESSION

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

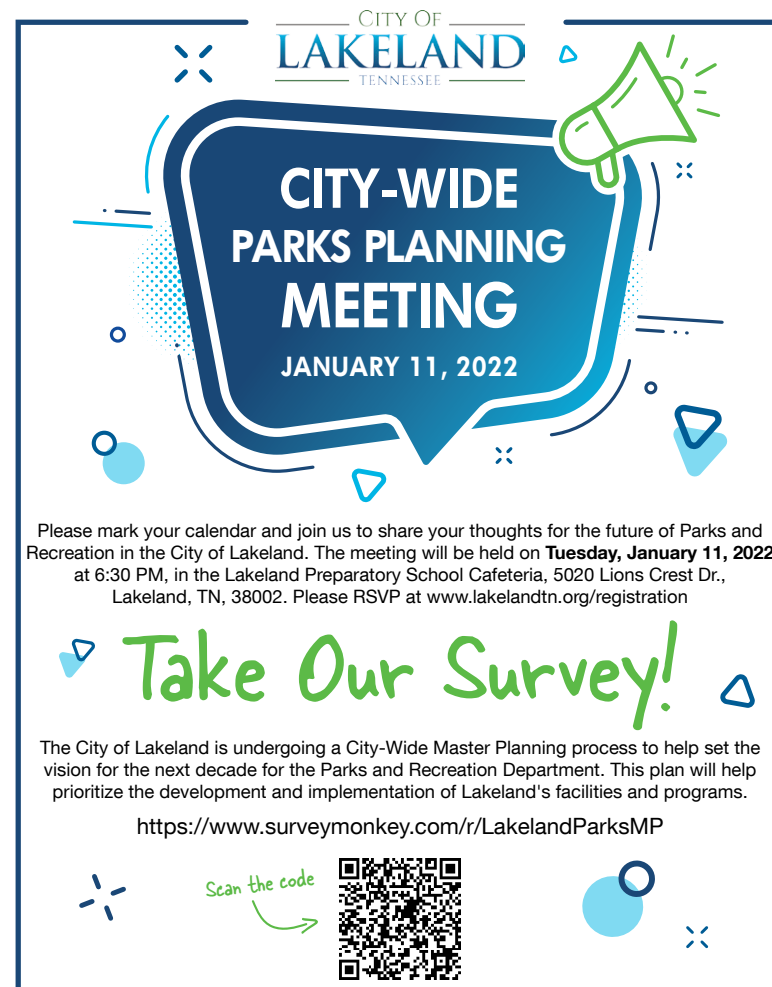
City's parks. Community members were asked to place sticky notes with written positive or negative attributes for each park and any other information they wished to divulge. One break out station was an overall aerial of the city with all the parks and other major features/points of interest. The purpose 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?

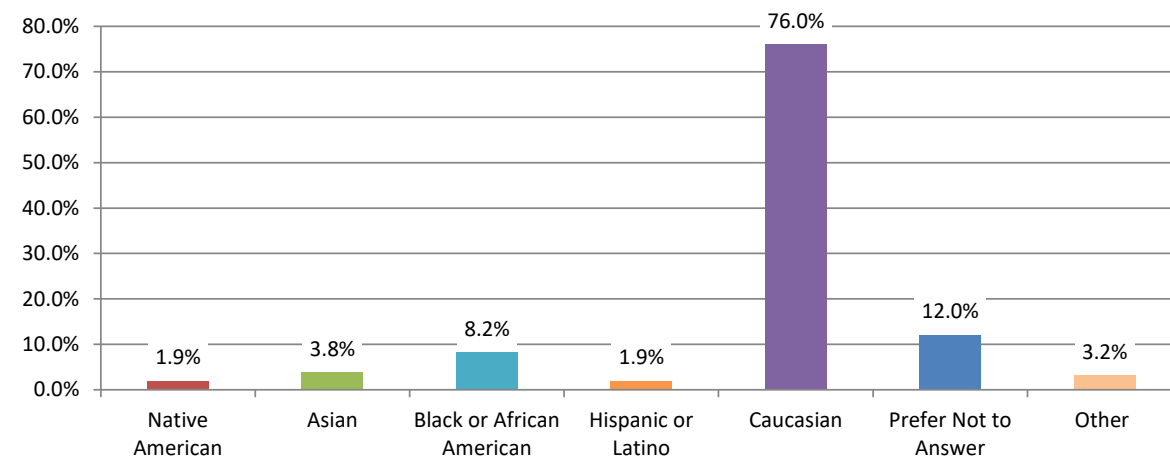
FACILITY AND AMENITY PERCEPTION QUESTIONS

- 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

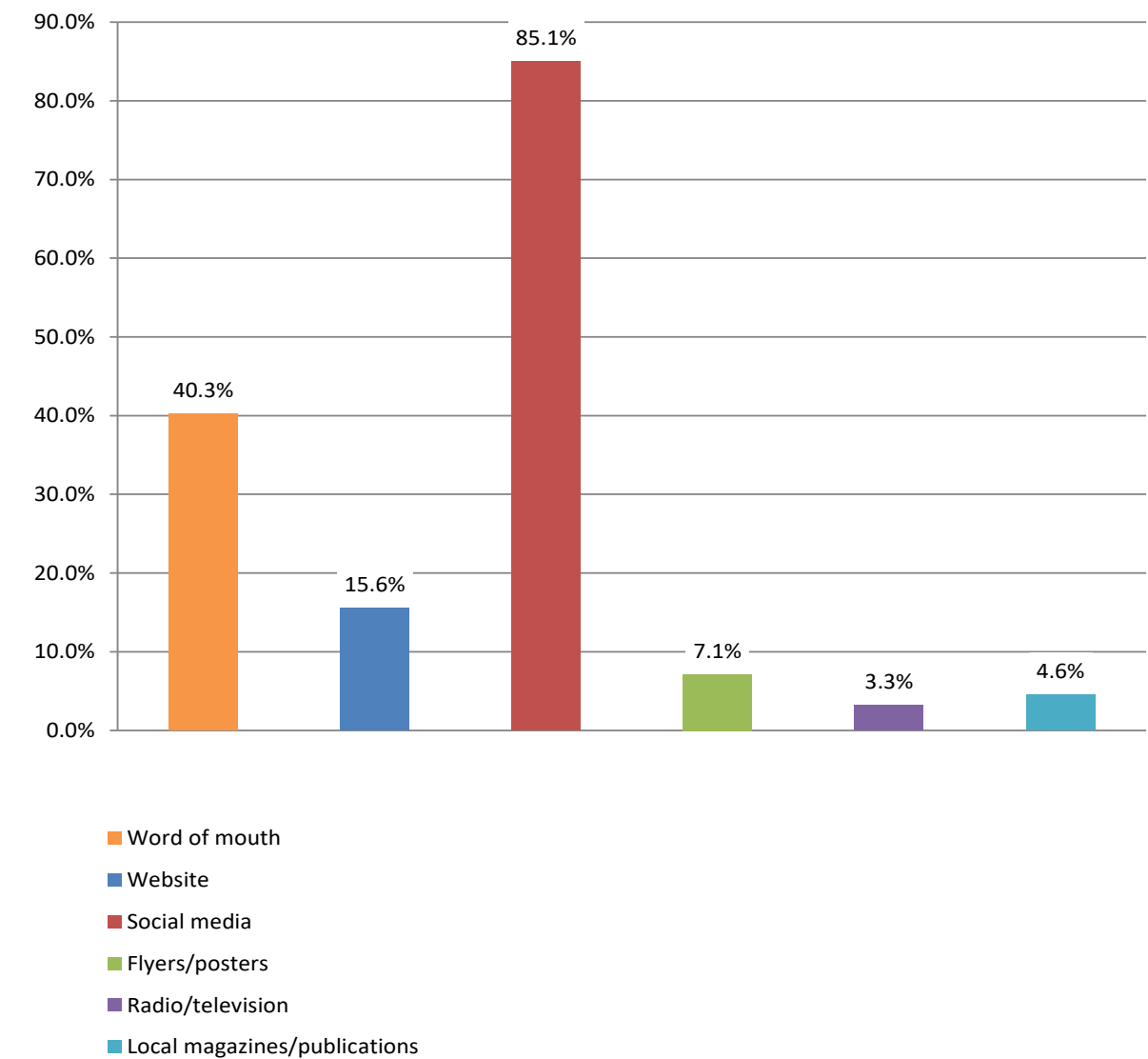
WHAT ETHNICITY/RACE IS REPRESENTED IN YOUR HOUSEHOLD?

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.



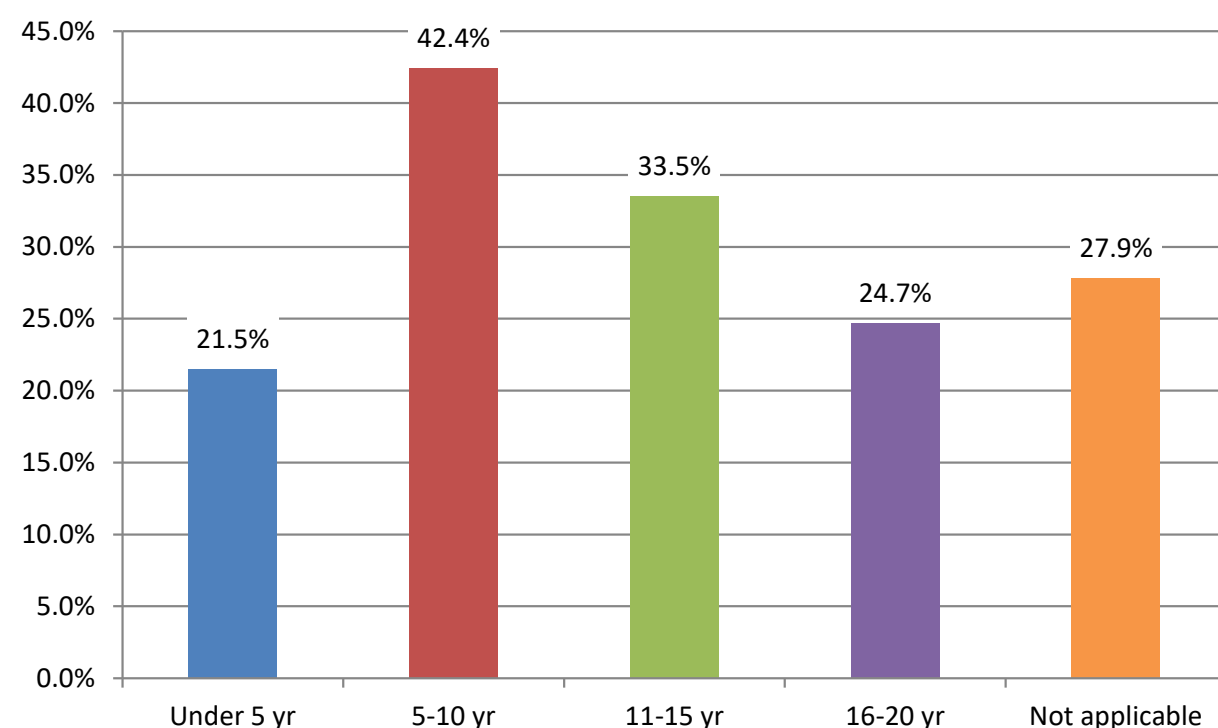
HOW DO YOU LEARN ABOUT COMMUNITY EVENTS?

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%.



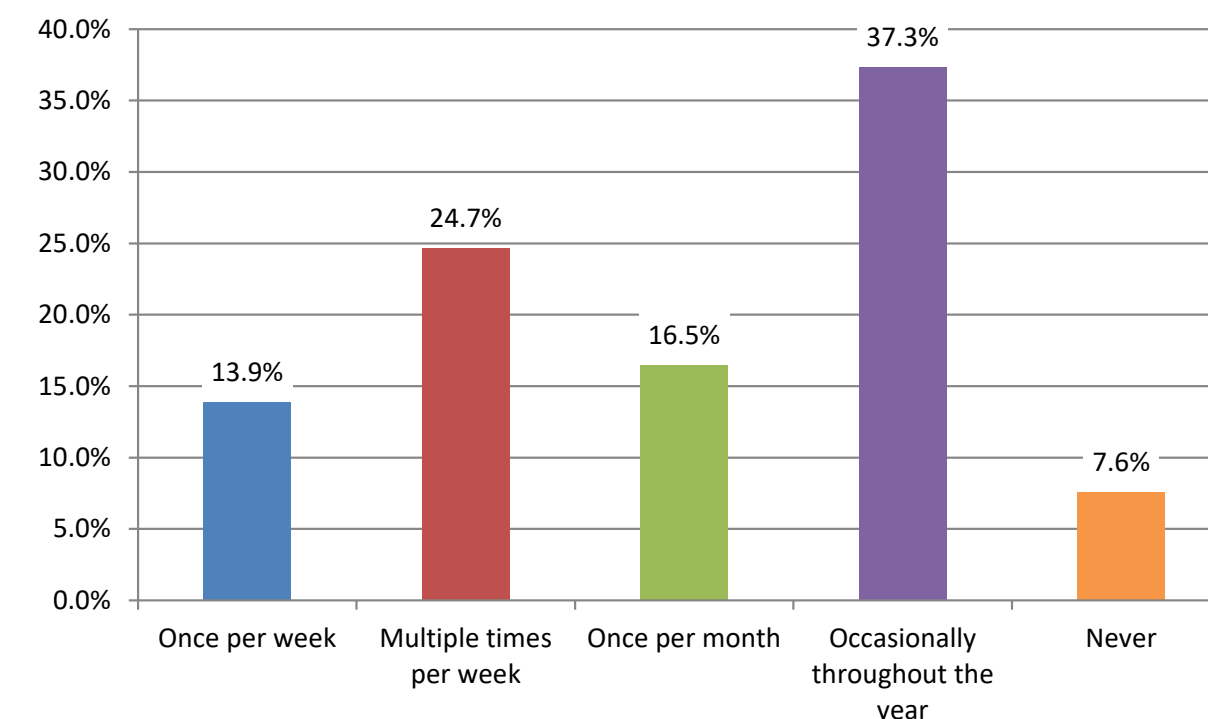
ARE THERE SCHOOL AGE CHILDREN IN YOUR HOUSEHOLD?

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.



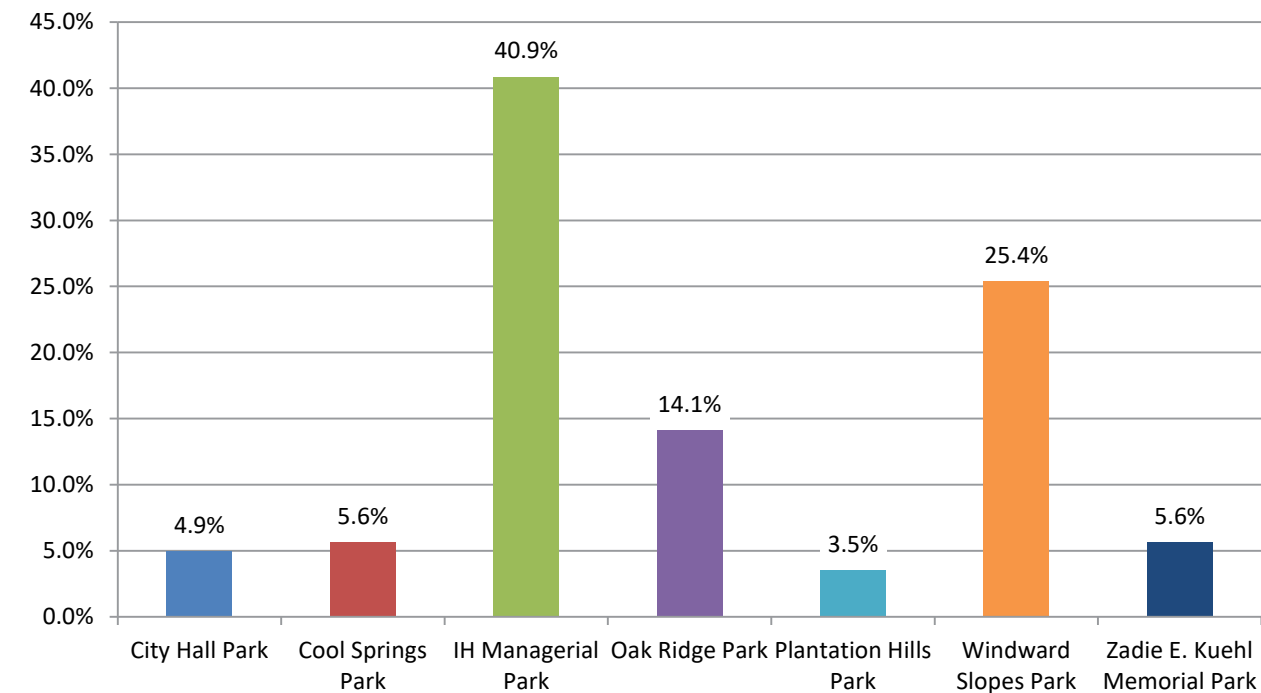
HOW OFTEN DO MEMBERS OF YOUR HOUSEHOLD VISIT LAKELAND PARKS AND FACILITIES?

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.



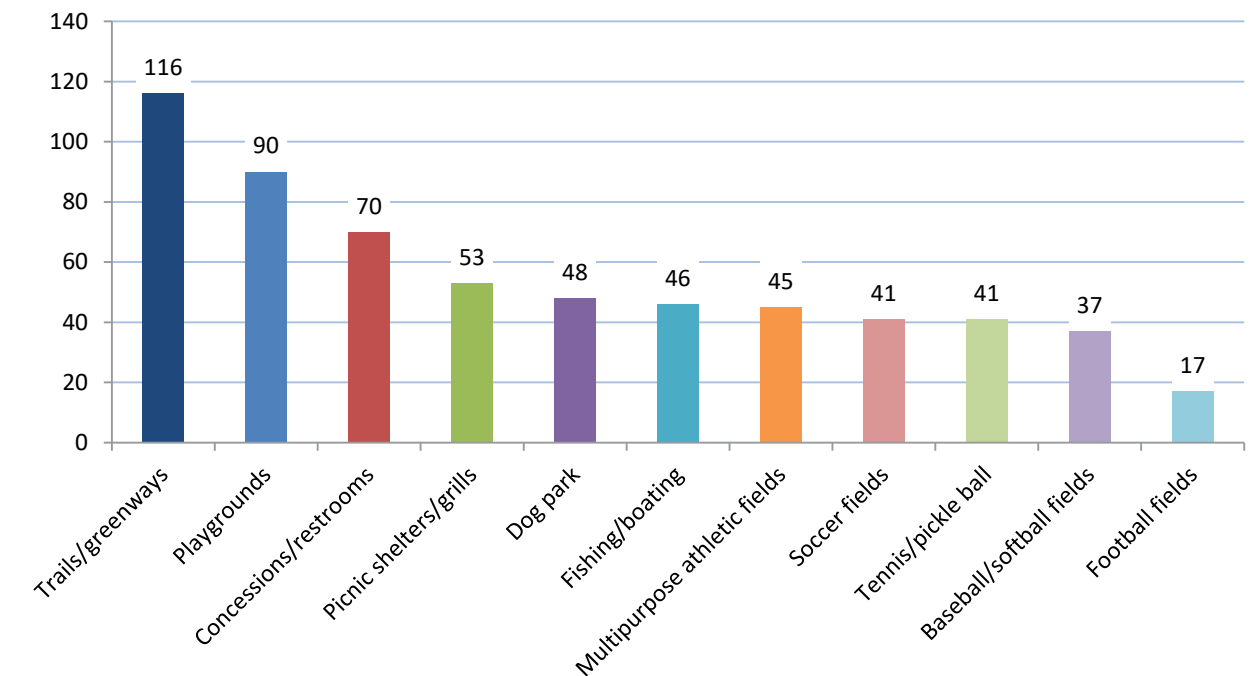
WHICH PARK DO YOU VISIT MOST OFTEN?

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.



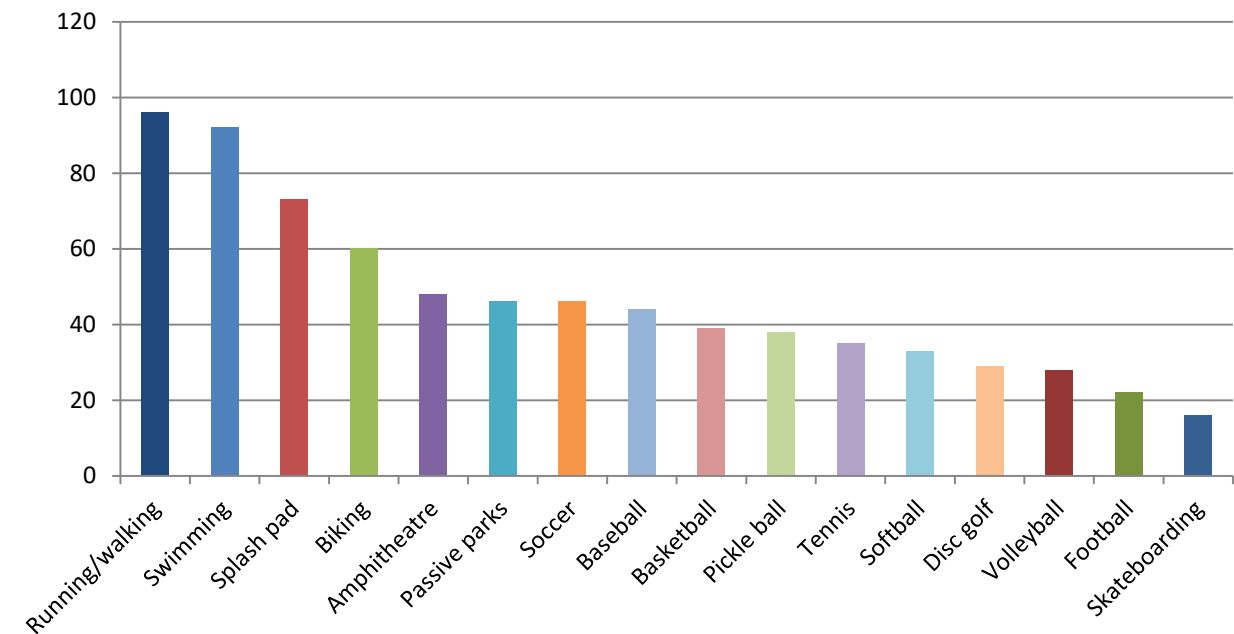
WHICH ATHLETIC/RECREATIONAL FACILITIES AND AMENITIES DOES YOUR HOUSEHOLD UTILIZE?

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.



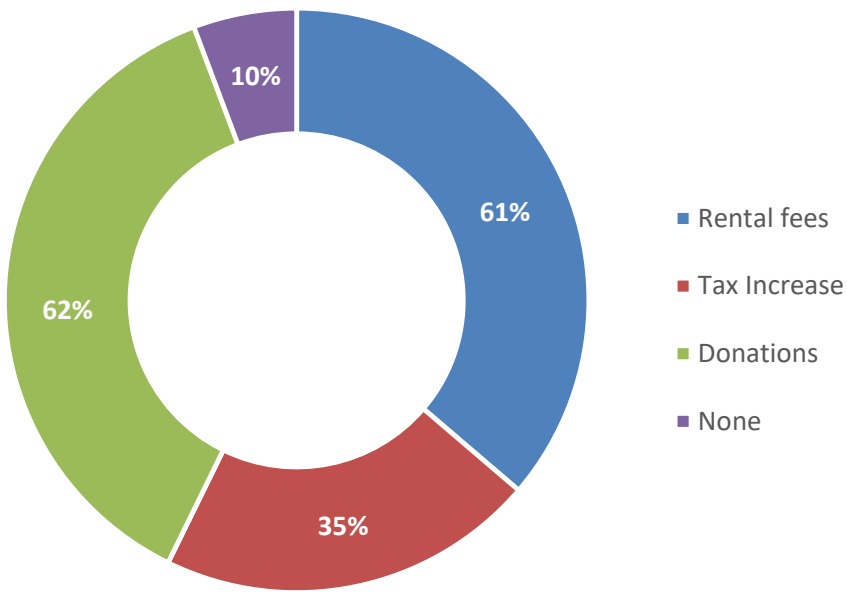
WHAT ACTIVITIES AND AMENITIES WOULD YOU LIKE TO SEE ADDED AND/OR IMPROVED IN LAKELAND?

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.



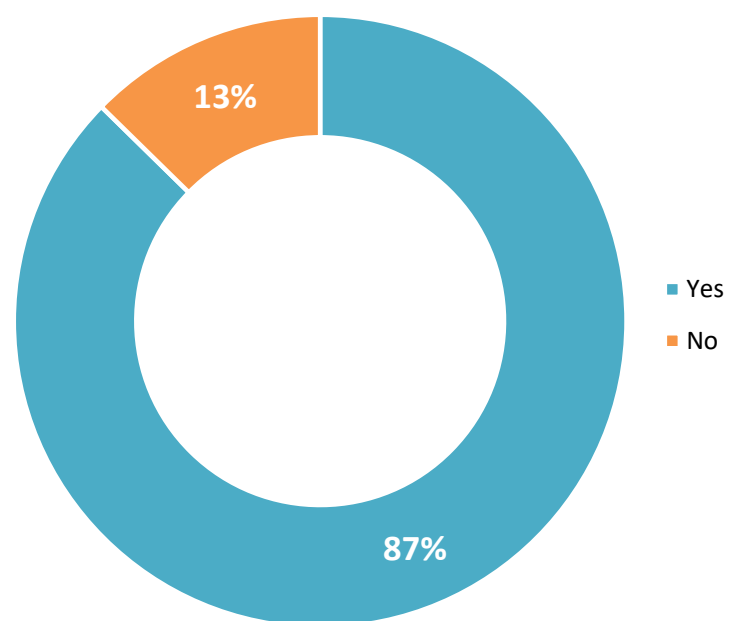
WHAT FUNDING AVENUES WOULD YOU BE WILLING TO PARTAKE IN FOR IMPROVED PARKS AND RECREATION FACILITIES IN LAKELAND?

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.



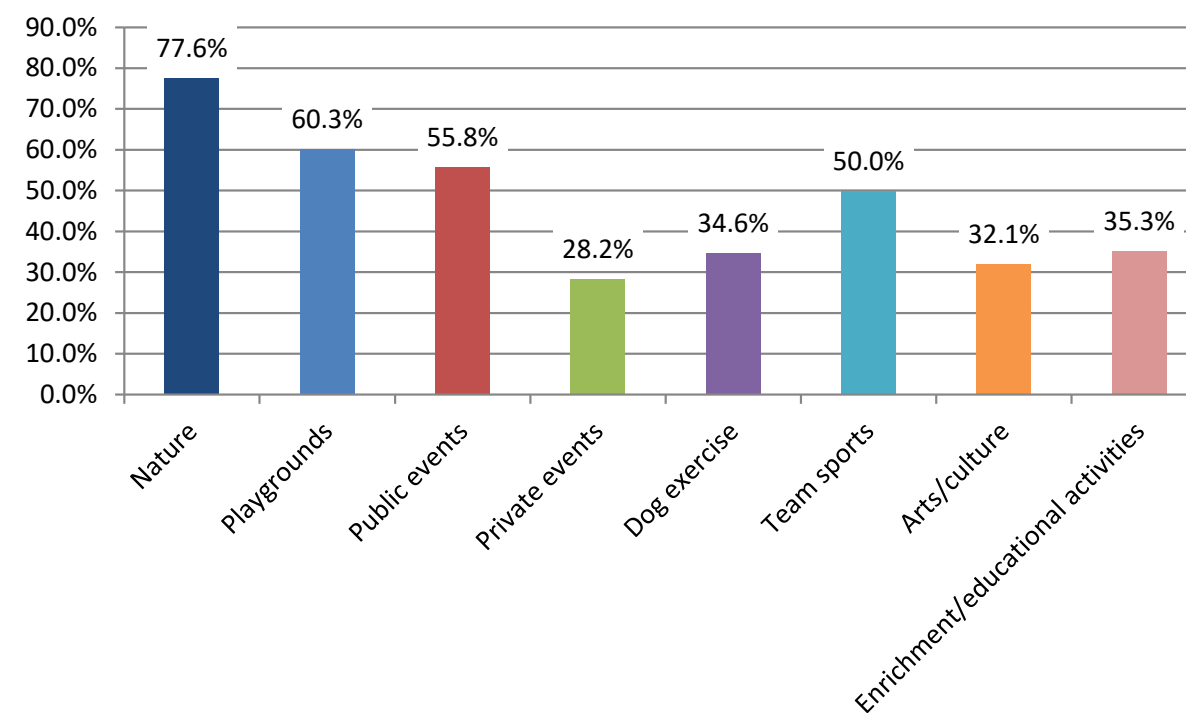
WOULD YOU BE WILLING TO PAY A USAGE/MEMBERSHIP FEE TO USE AMENITIES AT A NEW COMMUNITY CENTER?

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.



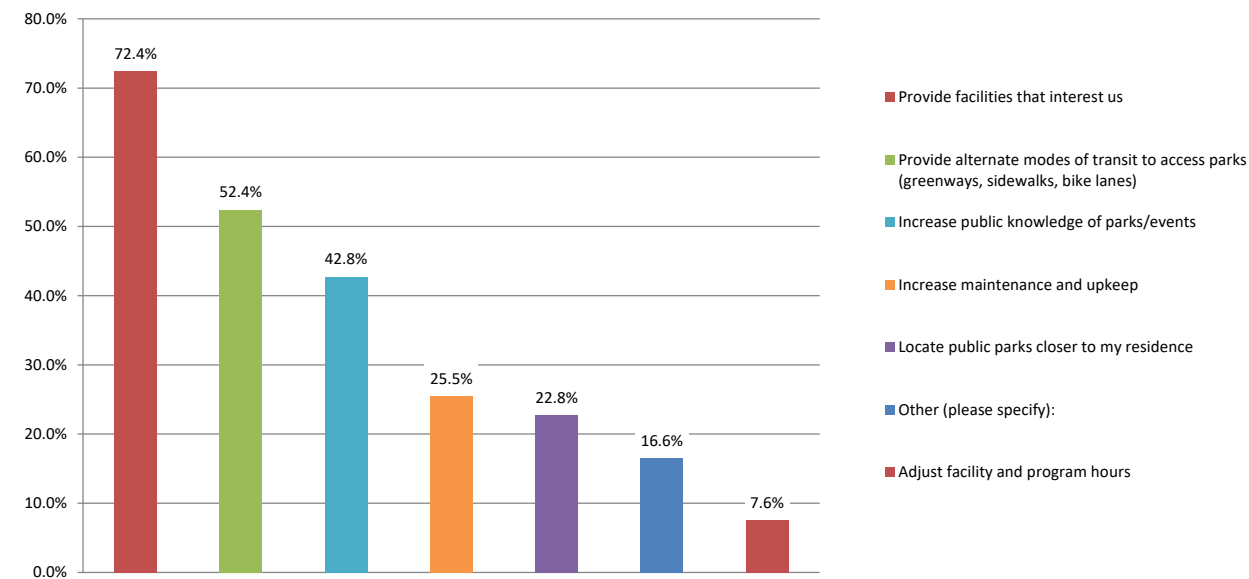
WHAT ATTRACTS YOU TO THE PARKS AND/OR RECREATIONAL FACILITIES?

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.



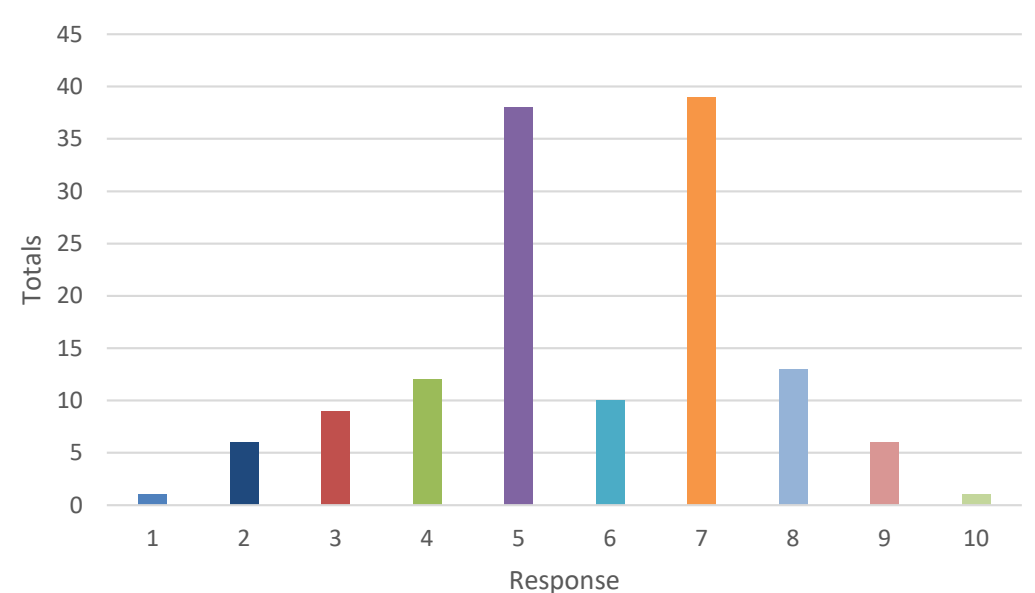
DO THE PARKS AND RECREATIONAL FACILITIES HAVE OPERATIONAL OR MAINTENANCE ISSUES THAT YOU WOULD LIKE TO SEE ADDRESSED?

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 Town Center development
- Possible location for a tennis facility
- Pave the parking area at Memphis-Arlington Road
- Connection to the Sports Complex via Memphis-Arlington Road.

THREATS

- Use of the park may decrease as other parks are improved
- A connection to the Sports 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 Sports 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 Sports Complex and trail system
- ADA accessible fishing pier and trails

THREATS

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

OAK RIDGE PARK



Kimley»Horn

LAKELAND PARKS AND REC MASTER PLANNING
OAK RIDGE PARK

JANUARY 11, 2022



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



Kimley»Horn

LAKELAND PARKS AND REC MASTER PLANNING
PLANTATION HILLS PARK

JANUARY 11, 2022



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



Kimley»Horn

LAKELAND PARKS AND REC MASTER PLANNING
WINDWARD SLOPES PARK

JANUARY 11, 2022



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



Kimley»Horn

LAKELAND PARKS AND REC MASTER PLANNING
ZADIE E. KUEHL MEMORIAL PARK

JANUARY 11, 2022



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

EXISTING FACILITY ANALYSIS

EXISTING FACILITY EVALUATIONS

OVERVIEW AND EVALUATION COMPONENTS

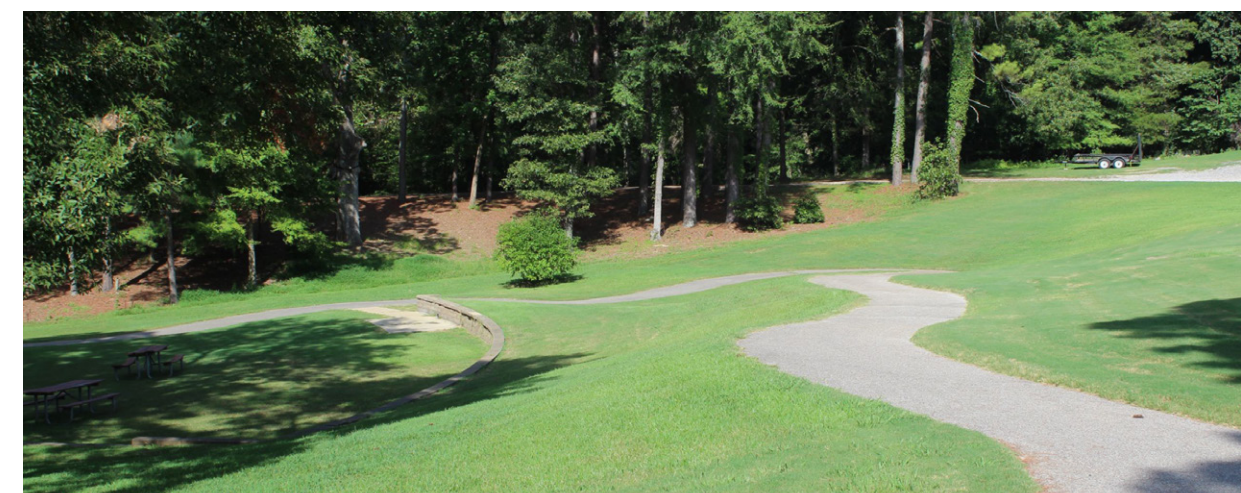
In order to understand what the City is currently providing, the consultant team and Department staff visited each park location to document existing conditions and identify amenities. The consultant team performed an existing facility evaluation of the following facilities:

- City Hall Park
- Cool Springs Park
- IH Managerial Park
- Oak Ridge Park
- Plantation Hills Park
- Woodward Slopes Park
- Zadie E. Kuehl Memorial Park
- New Sports Complex



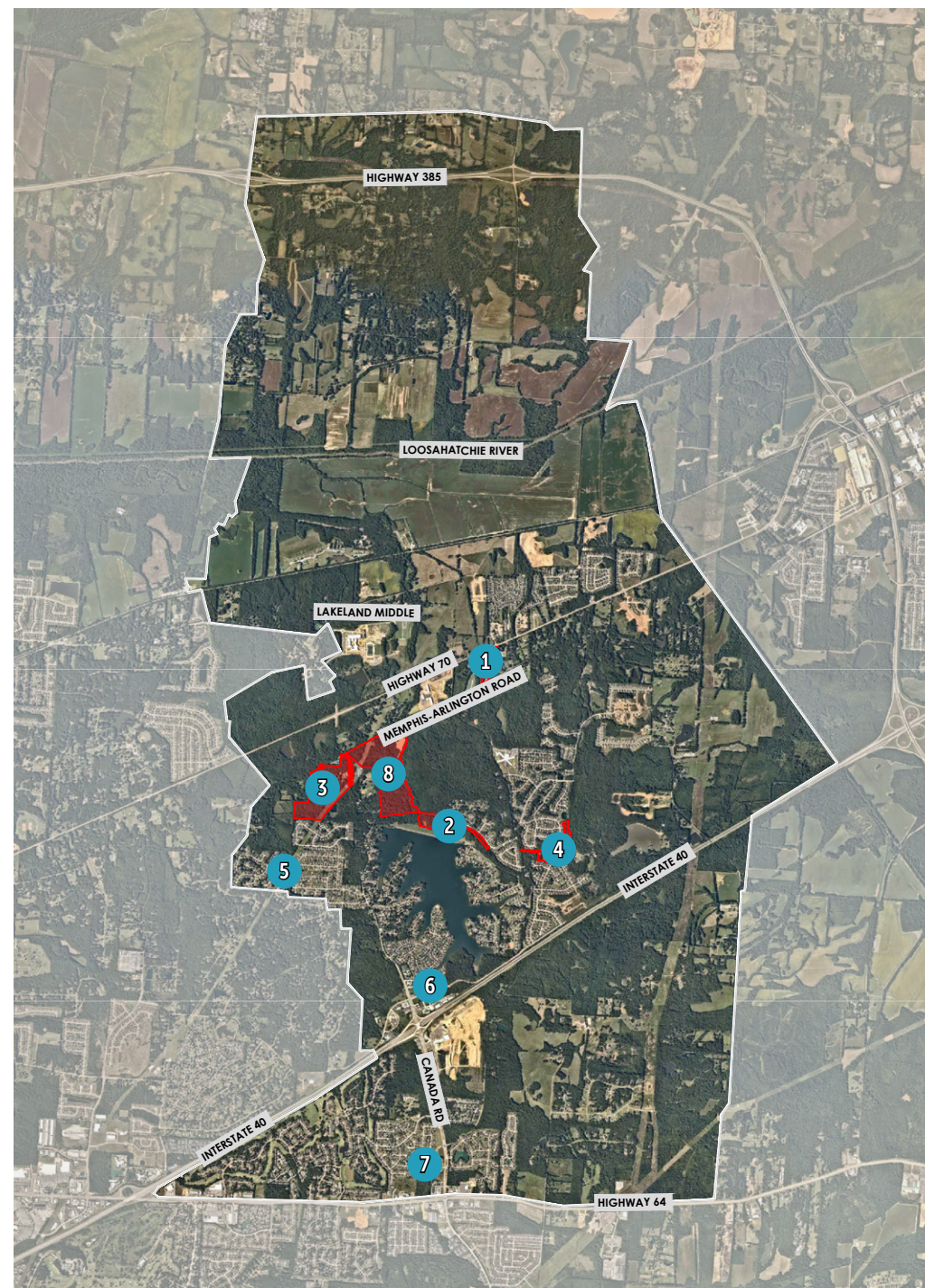
Each amenity was evaluated and the condition was noted as either good, fair or poor. Short and long-term recommendations are also noted in each facility evaluation on the following pages.

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 Lakeland Athletic Complex and Recreation Park



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 Town Center development gives it great potential, if connectivity can be established.



AMENITIES

- Pavilion
- Grill Stations
- Walking path
- Tee-Ball Field
- Soccer Fields
- Parking
- Restroom
- Playground
 - » Out-dated and under-utilized
- 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 Lakeland Sports 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 Lakeland Athletic Complex and Recreational Park. A mixed-use trail is planned to connect the two. The park is often utilized but rarely crowded and offers great natural scenery.



AMENITIES

- Walking/biking path



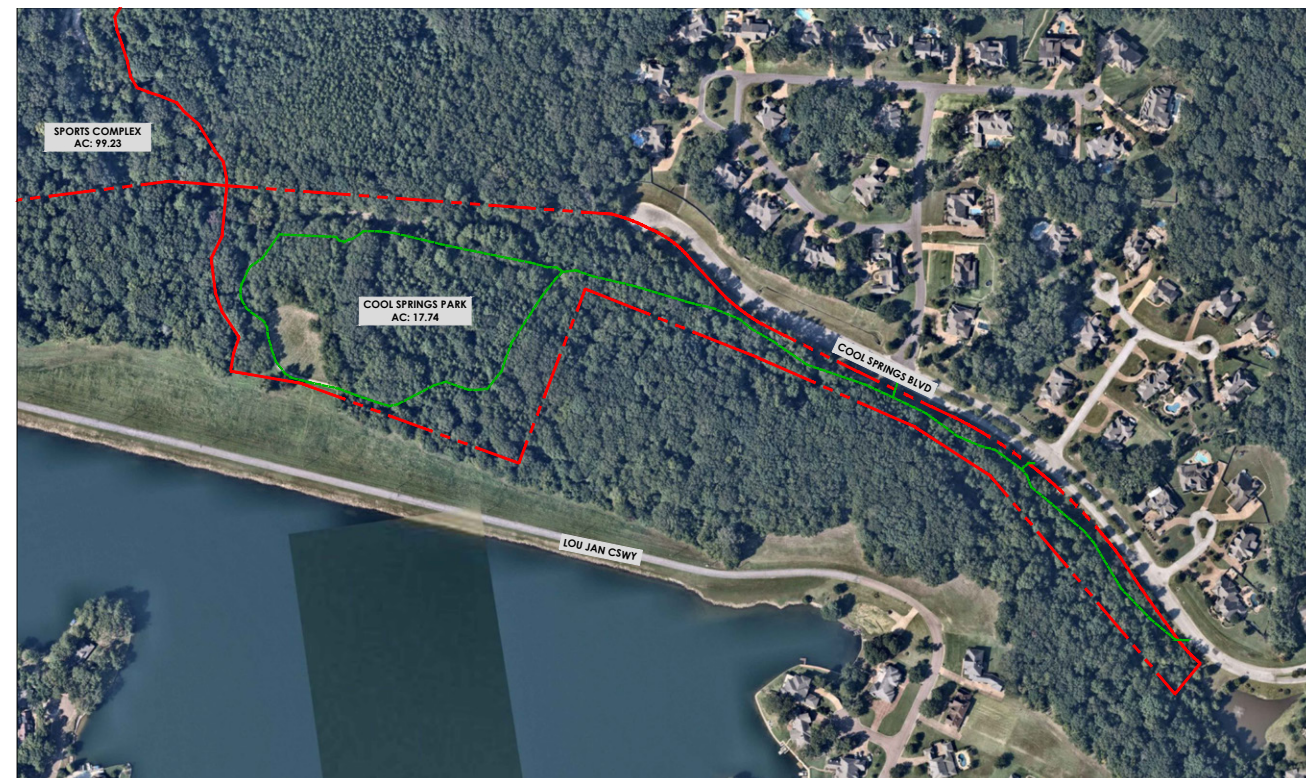
RECOMMENDATIONS

SHORT TERM

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

LONG TERM

- Connection to Lakeland Sports Complex



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

- Senior Center
- IH Clubhouse
- Walking trails
- Amphitheater
- IH Park Lake/ water feature
- Pavilions / picnic tables
- Restrooms
- Parking
- Parks and Recreation maintenance 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 Lakeland Sports Complex
- Relocate maintenance facility to Lakeland Sports 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

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



RECOMMENDATIONS

SHORT TERM

- Install accessible route to the Seed Tick Road path

LONG TERM

- Install restroom facility
- Install walking trail in unused portion of the park



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

- Wetland area
- Swing set
 - » Inadequate size and in poor condition
- Giant checkers
 - » Currently in poor condition
- 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.



AMENITIES

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



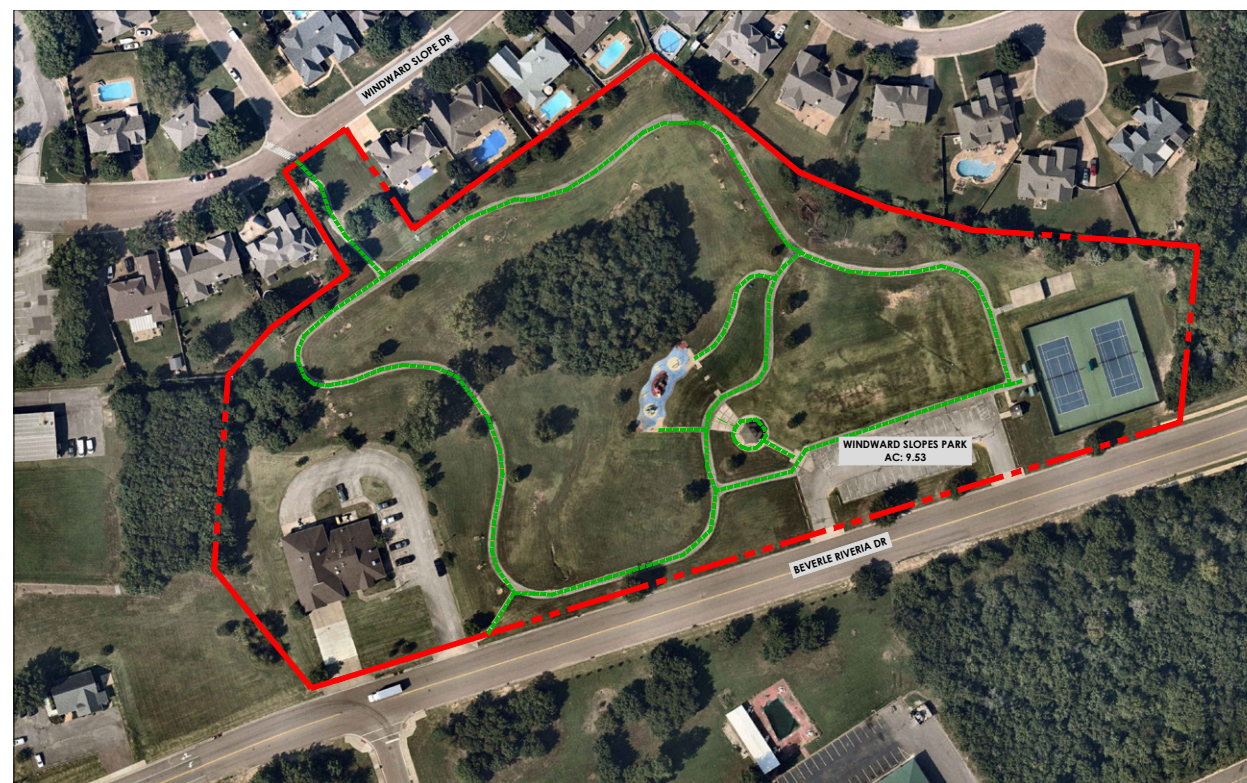
RECOMMENDATIONS

SHORT TERM

- Side walk connection to Canada Road
- Install "sky-cop" or similar security apparatus
- Improve park lighting

LONG TERM

- Expand tennis courts to four
- Add two additional pickleball courts
- 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

- Playground
- Dog park
- Parking
- Pavilion / picnic tables
- Walking path



RECOMMENDATIONS

SHORT TERM

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

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

LAKELAND ATHLETIC COMPLEX AND RECREATIONAL PARK

Upon completion, the Lakeland Athletic Complex and Recreational Park 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

- Multi-use fields
- Parking



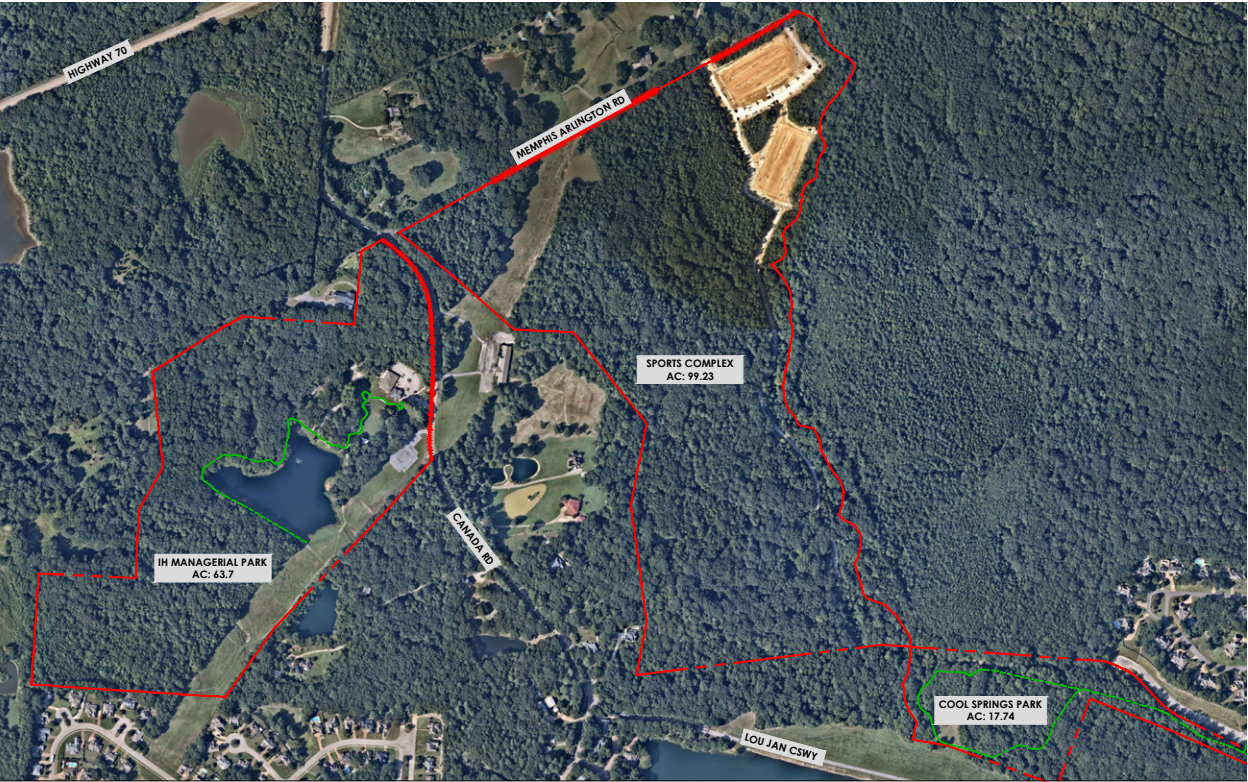
RECOMMENDATIONS

SHORT TERM

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

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	LAKELAND SPORTS COMPLEX	TOTALS
Acres of Land	10	18	64	18	3	10	7	100	230
Walking Trail/Path	1	1	4			1	1		8
Biking Trail		1	4						5
Playground	1			1		1	1		4
Baseball / Softball Field	1								1
Multi-Purpose Field	1							2	3
Tennis						2			2
Picnic Area/ Pavilion	1		15	1		1	1		
Charcoal Grill									
Water Feature			1	1					2
Dog Park							1		1
Maintenance / Storage Facility	1		1						2
Restroom Facility	1		2			1			4
Designated Wetland					1	1			2
Senior Center			1						1

	CITY HALL PARK	COOL SPRINGS PARK	IH MANAGERIAL PARK	OAK RIDGE PARK	PLANTATION HILLS PARK	WINDWARD SLOPES PARK	ZADIE E KUEHL MEMORIAL PARK	LAKELAND SPORTS COMPLEX	TOTALS
Club House			1						1
Amphitheater			1						1



COMMUNITY CENTER STUDY

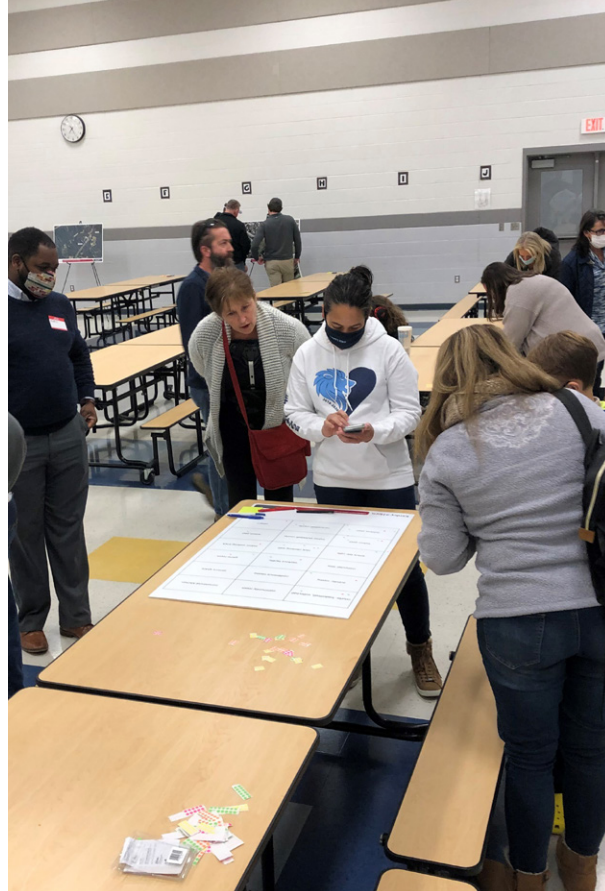
COMMUNITY CENTER STUDY

APPROACH

Community centers provide places where people can gather for social, educational, and recreational opportunities. This could allow the City to expand its programming options and provide all weather events for residents. As determined through robust community feedback and pointed 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 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.

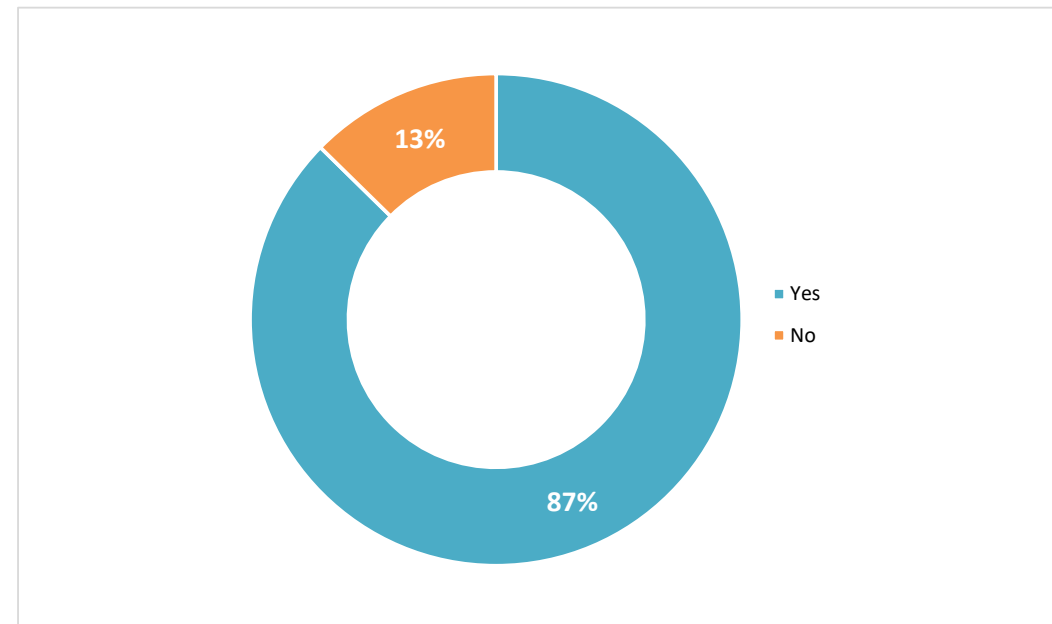
Details of these studies can be found on the following pages. Both locations have limitations but could be further studied for implementation of a new community center.



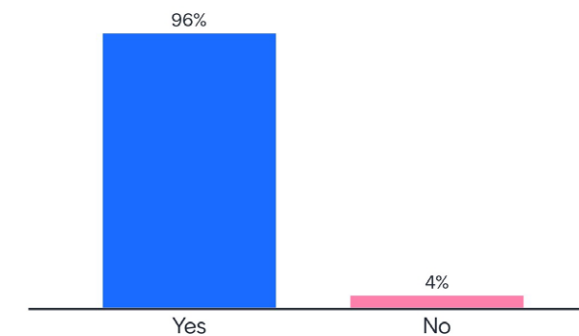
PUBLIC INPUT RESULTS

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)



MEMPHIS-ARLINGTON RD SITE | FULL PROGRAM

SITE FEASIBILITY STUDY

The second potential site identified for the Community Center is a portion of a large parcel that is bound by Highway 70, Canada Road, and Memphis-Arlington Road. This is a privately owned parcel. Prior to performing the study for this site, the City received approval from the property owner's team. As of the time of this study, the city had not entered into any negotiations nor had further discussions with the owner of this parcel taken place about the implementation of this plan. In addition to it's desirable location, a primary purpose of this study was to explore a full program build out scenario.

The gross square footage of the final building footprint is slightly under 115,000 SF. For comparison, the Kroc Center in Memphis is approximately 100,000 SF. This program contains all of the major amenities identified in the citizen input process, including an Olympic sized pool, more extensive workout amenities and a larger gymnasium with a indoor turf field. The site also includes an outdoor pool facility.

At a conceptual planning level, the Opinion of Probable Construction Cost (OPCC) for this site is estimated to be between \$55 million and \$65 million, or around \$450 per square foot. This is based on 2022 construction costs, and is higher due to the extensive site work necessary to develop this site.

MEMPHIS-ARLINGTON - CONCEPT PLAN



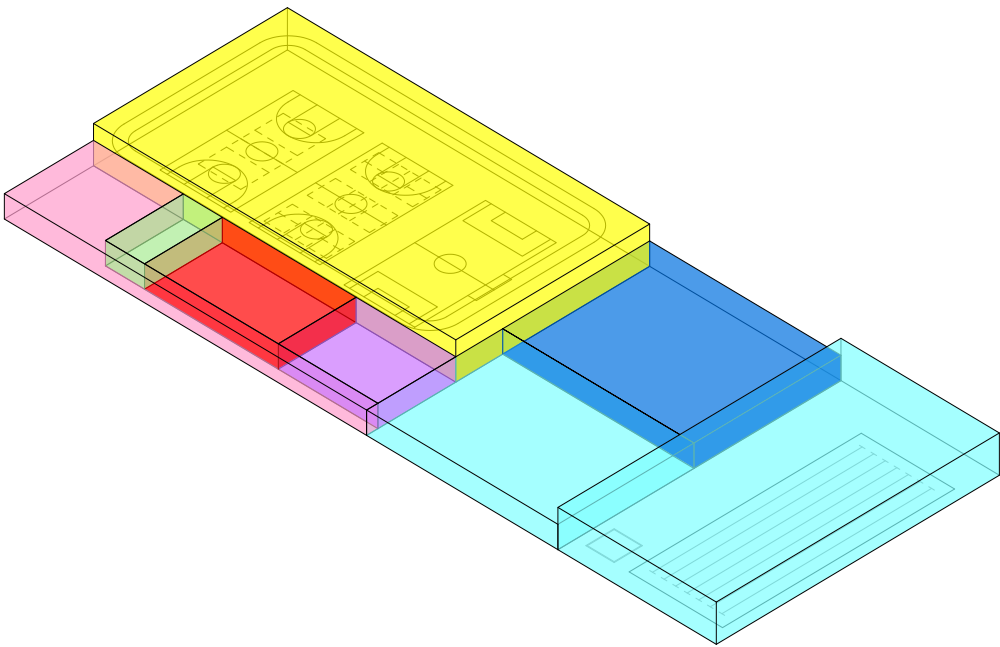
MEMPHIS-ARLINGTON - PROGRAM

- Lobby + Building Support Spaces 5,624 Gross SF**
Reception/Lobby + Vestibule + MDF/IDF Rooms + Mechanical Room + Electrical Closets + Janitor Closets + Loading Dock + General Storage
- Gymnasium 35,065 Gross SF**
Basketball/Volleyball/Pickleball Courts (2) + Bleachers + Turf Soccer Field/Dugouts + Elevated Indoor Walking Track + Storage
- Aquatics Center 30,383 Gross SF**
Indoor Competition Pool (8 lane, 50m) + Pool Deck/Bleachers/Diving + 0' Depth Splash Pool + Locker Rooms (Family, Men's, Women's) + Laundry + Pump Room + Storage (2)
- Administration 3,853 Gross SF**
Director's Office (3) + Other Offices (4) + Open Work Stations + Conference Room + Copy/Printer/Mail + Break Room + Storage
- Multi-Purpose Rooms + Childcare 6,210 Gross SF**
Community/Party Rooms (2) + Childcare + Game Room/Computer Lab + Storage (2)
- Snack Bar + Prep. Kitchen 2,128 Gross SF**
Snack Counter + Prep. Kitchen + Office + Indoor Seating + Storage (2)
- Workout Amenities 12,075 Gross SF**
Weight Room + Cardio Space + Rock Climbing Walls (2) + Racquetball Courts (2) + Spin Cycle Studio + Exercise Studio (2) + Storage

Program Summary
Departmental - 95,336 Gross SF
Building Gross SF - 114,403 Gross SF (Departmental * 1.20 Gross Conversion Factor)
Preliminary Parking Requirements - 479 spaces

brg3architects

MEMPHIS-ARLINGTON - AXONOMETRIC DIAGRAM



SUMMARY

PROS

- More robust program with enhanced amenities
- Parking counts are met (479 provided vs. 479 required)
- Adjacent to IH Managerial Park and close to the sports complex

CONS

- The City would have to acquire the property
- The larger program will cost more to construct
- Possible wetland mitigation required

WINDWARD SLOPES SITE | REDUCED PROGRAM

SITE FEASIBILITY STUDY

During the planning process, the project team worked with the City to determine possible locations for a proposed Community Center. These studies are hypothetical in nature, and were performed to determine the feasibility of constructing a Community Center on the site chosen. The first site selected was Windward Slopes Park. This is currently a City owned and operated park space. The site was chosen due to it's proximity to I-40 and it's centralized location. This site is constrained due to its size, so a reduced building program was developed to accommodate the site conditions.

The gross square footage of the building footprint is slightly under 73,000 SF. Through the reduced program development process, the project team worked closely with the City to reduce the total square footage of the building. Notably, the Gymnasium in this program does not provide for an indoor turf field, and the Aquatics Center includes a standard competition size pool (25M) versus an Olympic size swimming pool (50M). The goal of the program reduction process was to prioritize the amenities that were identified through citizen input and advisory group work sessions within a smaller building footprint that is more appropriate for the site.

At a conceptual planning level, the Opinion of Probable Construction Cost (OPCC) for this site is estimated to be between \$27 million and \$32 million. Based on construction costs in 2022, a typical 'greenfield' site of this nature can be expected to cost around \$350 per square foot to develop.

WINDWARD SLOPES - CONCEPT PLAN



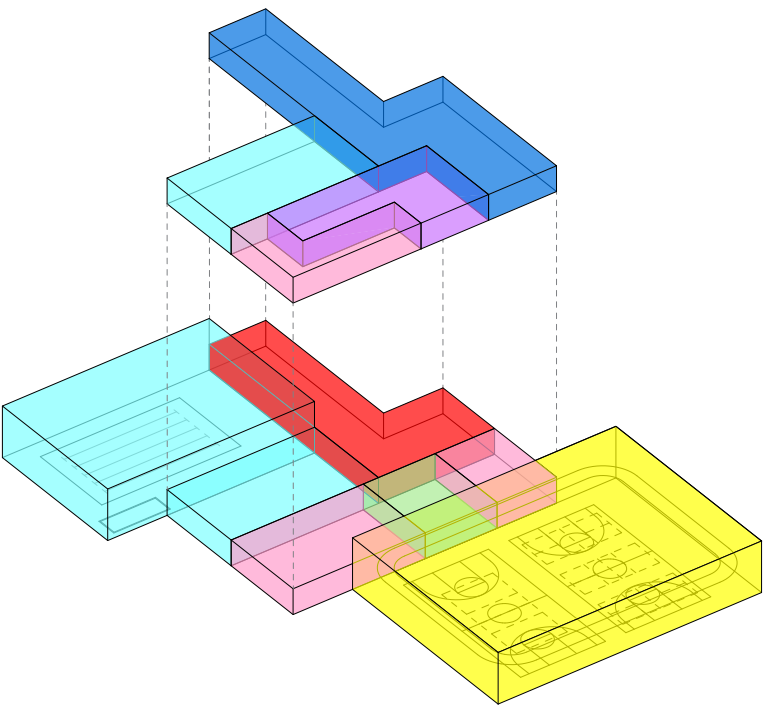
WINDWARD SLOPES - PROGRAM

- **Lobby + Building Support Spaces 5,624 Gross SF**
Reception/Lobby + Vestibule + MDF/IDF Rooms + Mechanical Room + Electrical Closets + Janitor Closets + Loading Dock + General Storage
- **Gymnasium 18,129 Gross SF**
Basketball/Volleyball/Pickleball Courts (2) + Bleachers + Elevated Indoor Walking Track + Storage
- **Aquatics Center 19,263 Gross SF**
Indoor Competition Pool (6 lane, 25m) + Pool Deck/Bleachers/Diving + 0' Depth Splash Pool + Locker Rooms (Family, Men's, Women's) + Laundry + Pump Room + Storage (2)
- **Administration 3,508 Gross SF**
Director's Office (3) + Other Offices (2) + Open Work Stations + Conference Room + Copy/Printer/Mail + Break Room + Storage
- **Multi-Purpose Rooms + Childcare 4,485 Gross SF**
Community/Party Rooms (2) + Childcare + Game Room/Computer Lab + Storage (2)
- **Snack Bar + Prep. Kitchen 2,128 Gross SF**
Snack Counter + Prep. Kitchen + Office + Indoor Seating + Storage (2)
- **Workout Amenities 7,245 Gross SF**
Weight Room + Cardio Space + Exercise Studio + Storage

Program Summary
 Departmental - 60,380 Gross SF
Building Gross SF - 72,456 Gross SF (Departmental * 1.20 Gross Conversion Factor)
Preliminary Parking Requirements - 308 spaces

brg3sarchitects

WINDWARD SLOPES - AXONOMETRIC DIAGRAM



SUMMARY

PROS

- Already a City owned parcel
- Centrally located near both commercial and residential uses
- The reduced program equates to a lower cost of construction

CONS

- Program was reduced due to site constraints
- The site is under-parked (243 provided vs. 308 required)
- Tennis center will need to be relocated
- Possible wetland mitigation required

BENCHMARKING

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 sports 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 amphitheaters, 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 per agencies, unfortunately Dickson, TN was not able to provide detailed budget information. However, it is still helpful to bench mark 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
\$1.04	\$1.37	\$.67

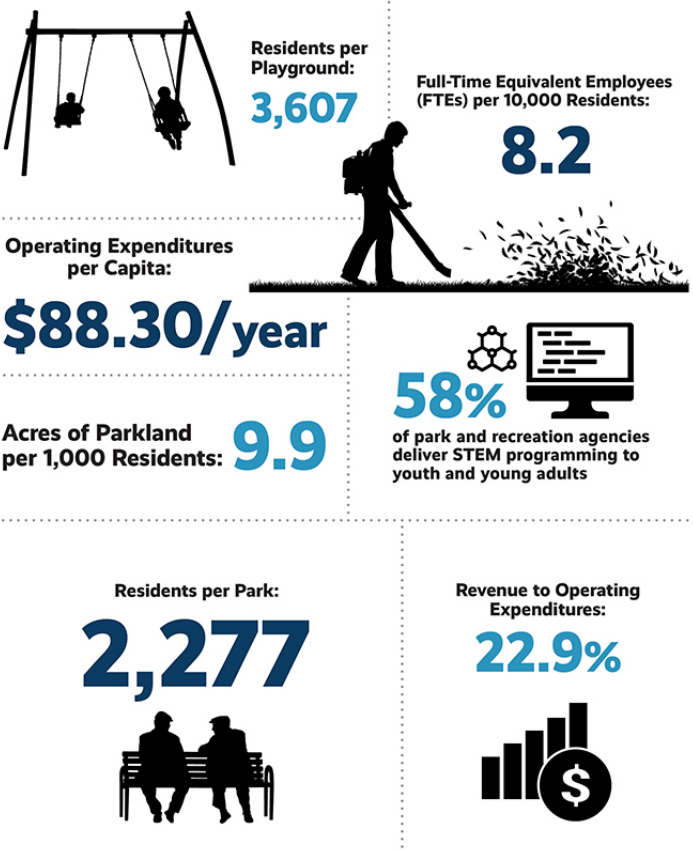
NRPA BENCHMARKING APPROACH

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 2021 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 metric. 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.

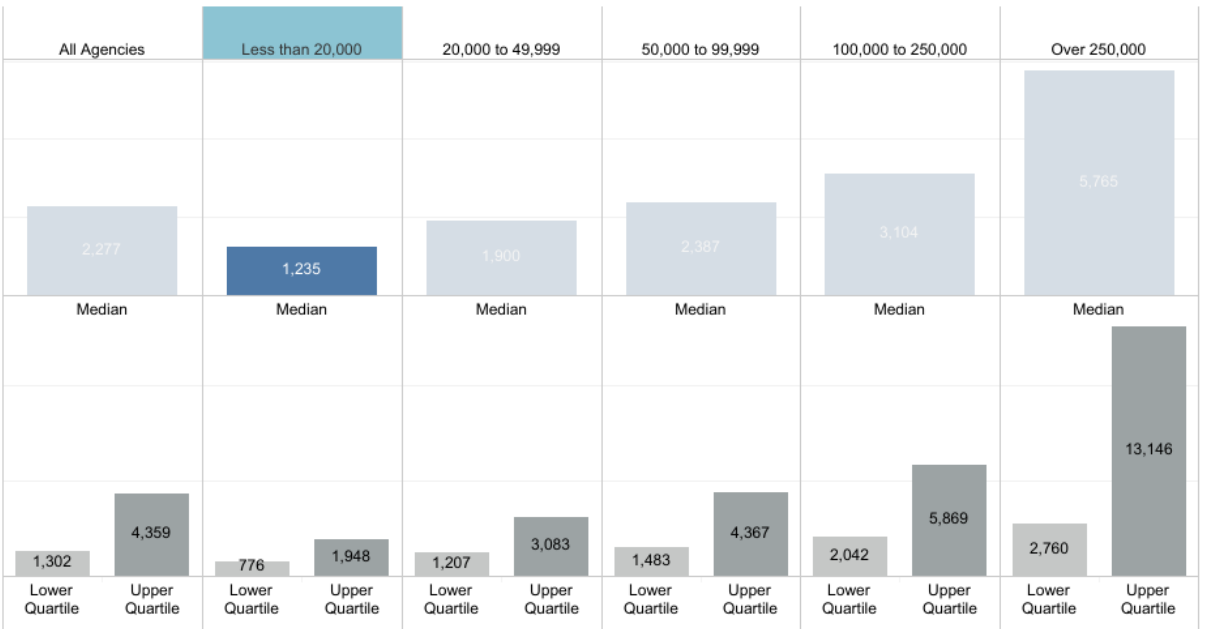
2021 NRPA Agency Performance Review Key Findings



NRPA METRICS

RESIDENTS PER PARK

Analyzing NRPA’s Agency Performance Review reveals that the average municipality, regardless of size, has one park for every 2,277 residents. However, the average resident per park correlates positively with overall population size. Jurisdictions with less than 20,000 residents have an average of 1,235 residents per park, while jurisdictions with over 250,000 have an average of 5,765 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. In this instance above average is not necessarily better, and implicates 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.



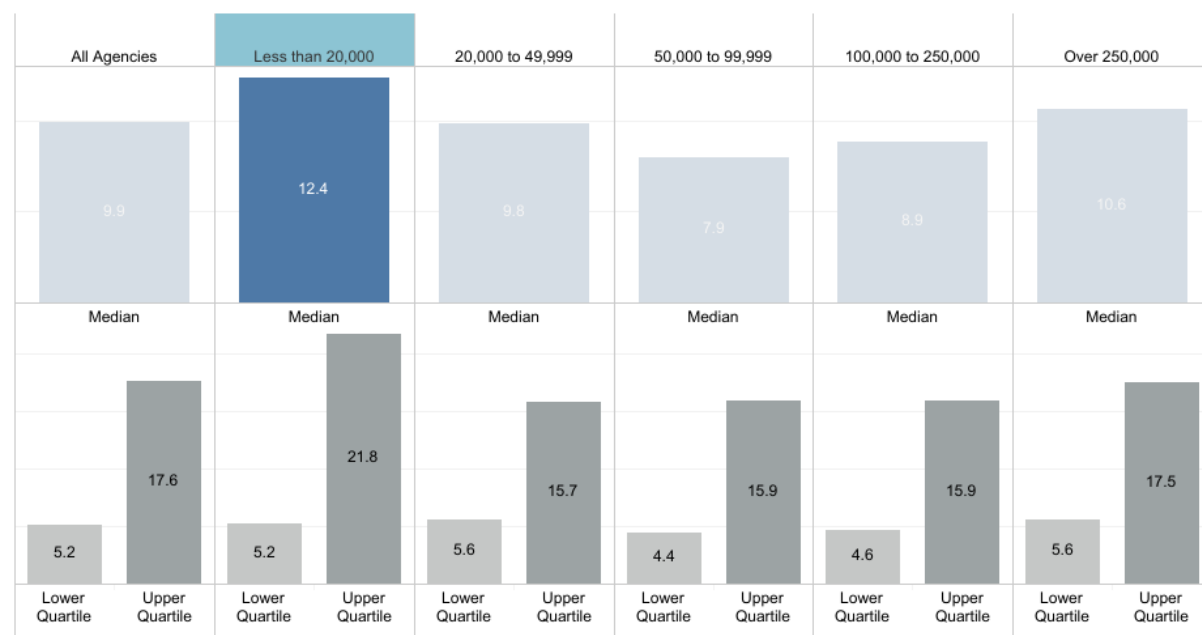
www.NRPA.org/APR

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



ACRES OF PARK PER 1000 RESIDENTS

Similar to residents per park, acres of park per 1000 residents provides a benchmark on park demand. A typical parks and recreation agency in the U.S. has on average 9.9 acres per 1000 residents within the jurisdiction. Parks and recreation agencies that have less than 20,000 people within the jurisdiction, have on average 12.4 acres of park per 1000 residents. There is also a stark contrast between the lower quartile at 5.2 acres and the upper quartile at 21.8 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.



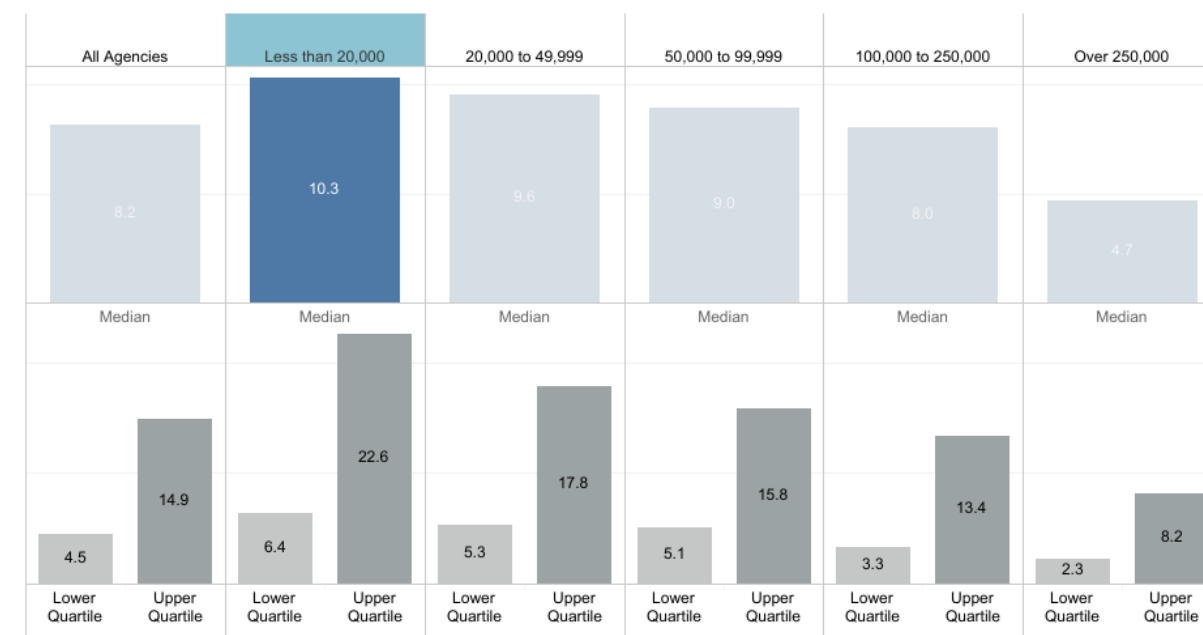
www.NRPA.org/APR

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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 8.2 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 15 FTEs.



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.



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.

	All Agencies	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%	84%	89%	92%	93%	90%
Social recreation events	88%	81%	89%	91%	95%	84%
Team sports	87%	82%	94%	91%	91%	77%
Fitness enhancement classes	83%	69%	88%	87%	88%	83%
Health and wellness education	82%	71%	83%	83%	89%	86%
Individual sports	76%	64%	79%	82%	82%	77%
Safety training	72%	63%	67%	80%	81%	79%
Aquatics	71%	59%	70%	78%	80%	76%
Racquet sports	70%	59%	70%	81%	77%	69%
Performing arts	65%	48%	66%	76%	73%	70%
Cultural crafts	62%	41%	62%	69%	79%	71%
Martial arts	62%	44%	67%	71%	68%	62%
Visual arts	62%	43%	58%	71%	78%	72%
Natural and cultural history activities	62%	39%	53%	66%	80%	86%
Trips and tours	61%	47%	61%	70%	67%	67%
Golf	48%	28%	45%	52%	67%	63%
Running/cycling races	48%	39%	45%	55%	48%	57%

28% 95%

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.

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 3 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 above the national average, but below the upper quartile. As currently planned, the Lakeland 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. This will put Lakeland in the upper quartile of similar sized municipalities.



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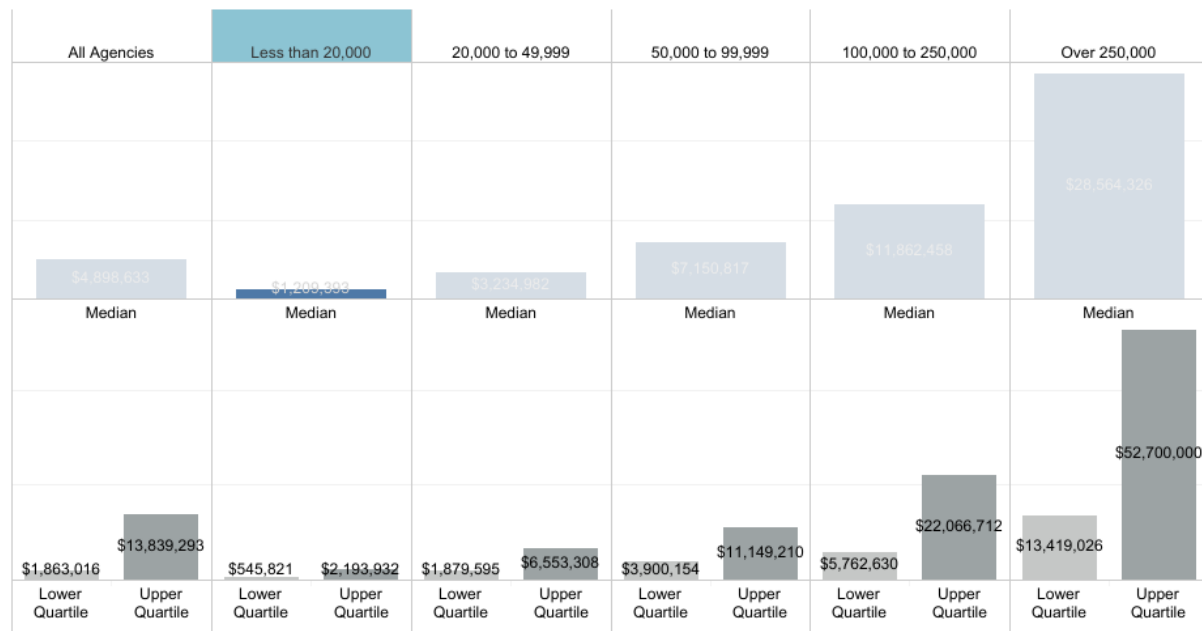


*Findings from the 2021 Agency Performance Review uses data from Park Metrics, NRPA's park and recreation agency performance benchmarking tool, from 2018-2020.

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 \$1.2 million. Similarly, Parks and Recreation departments that manage less than 10 parks have an average budget of \$1.4 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.



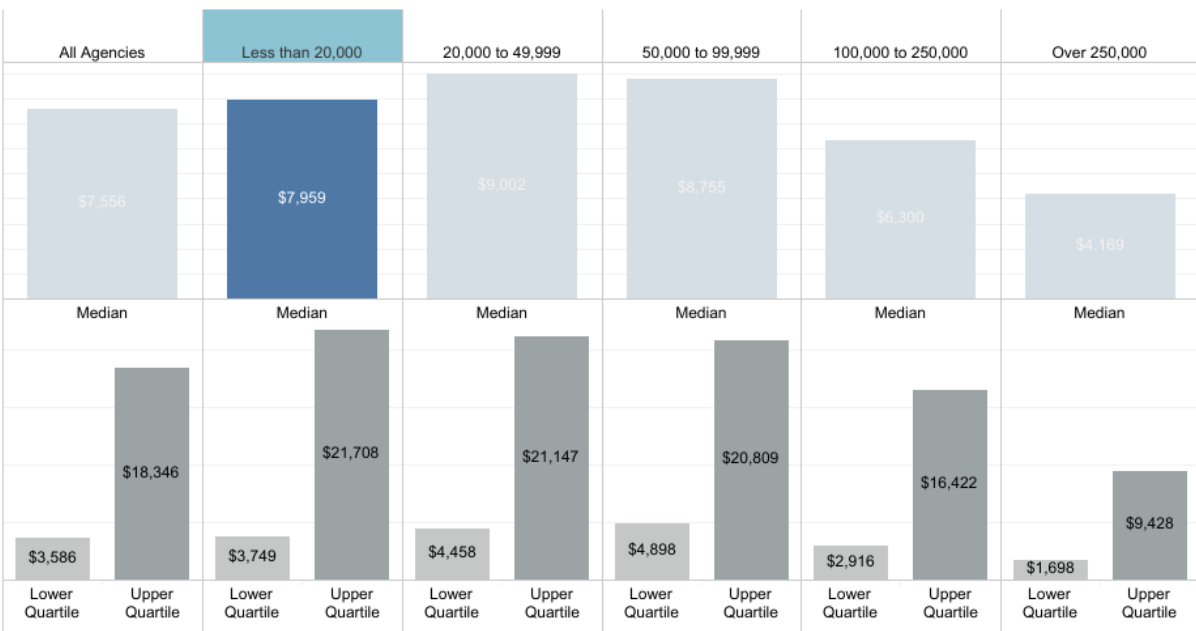
www.NRPA.org/APR

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



OPERATING EXPENDITURES PER ACRE

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.



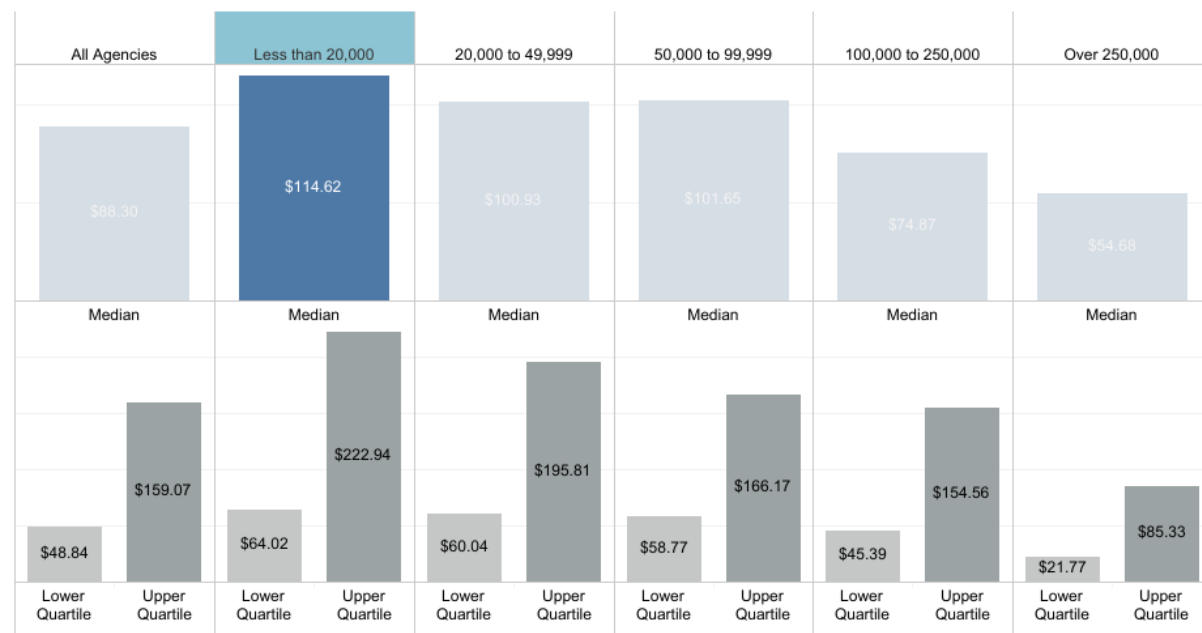
www.NRPA.org/APR

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



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 \$114.62 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 just inside the lower quartile.



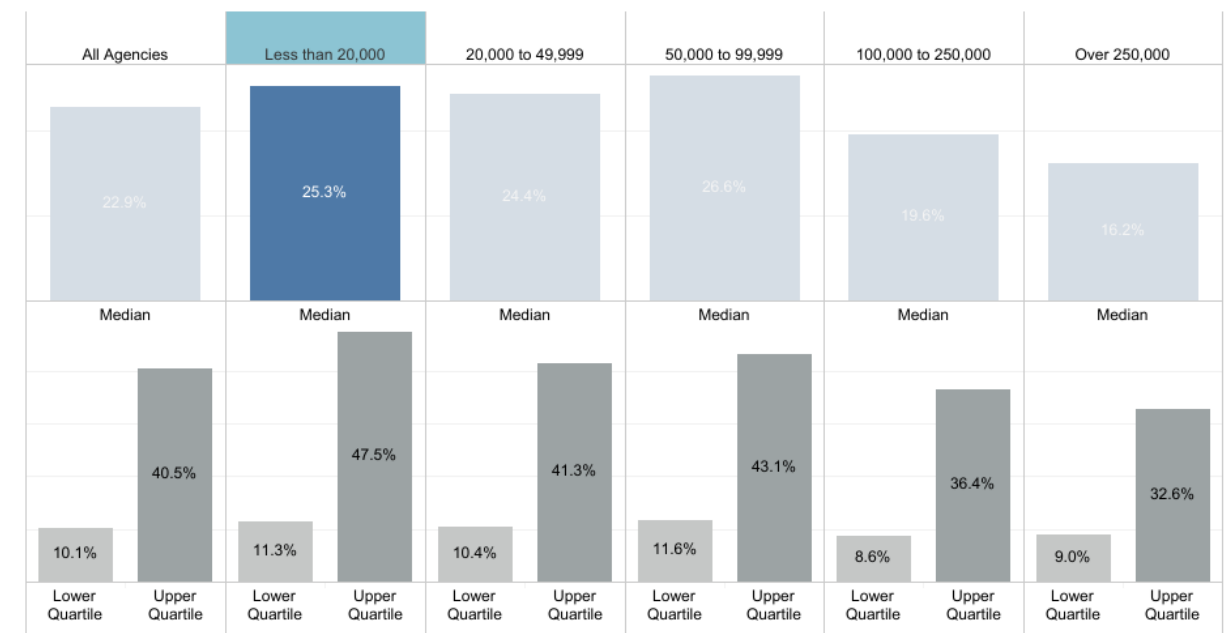
www.NRPA.org/APR

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



REVENUE AS A PERCENTAGE OF OPERATING EXPENSES

Parks and Recreation agencies typically operate at 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 22.9 percent of its operating expenses from non-tax revenues. This average is slightly higher for jurisdictions with less than 20,000 residents at 25.3 percent. Agencies in the upper quartile of jurisdictions with less than 20,000 residents recover almost half of their expenses. With a budget of \$885,809 and generated revenue of \$215,000, Lakeland recovers 24.3 percent of it expenses through non-tax revenues.



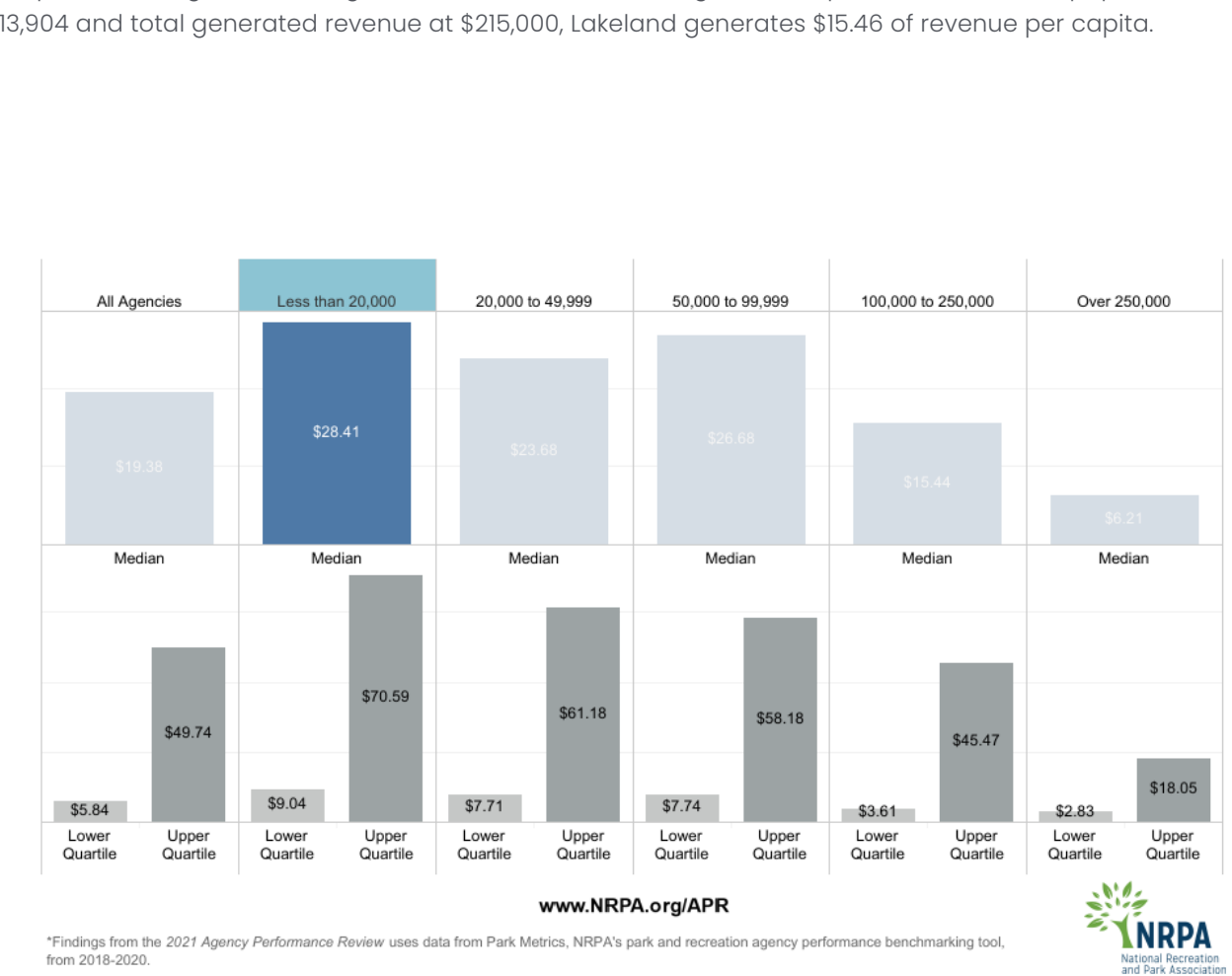
www.NRPA.org/APR

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



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 \$28.41 per resident, while jurisdictions with over 250,000 generate an average of \$6.21 per resident. The interquartile range is also highly dispersed for this benchmark, with 50 percent of agencies falling between \$9.04 and \$70.59 generated per resident. With a population of 13,904 and total generated revenue at \$215,000, Lakeland generates \$15.46 of revenue per capita.



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STAFFING ASSESSMENT

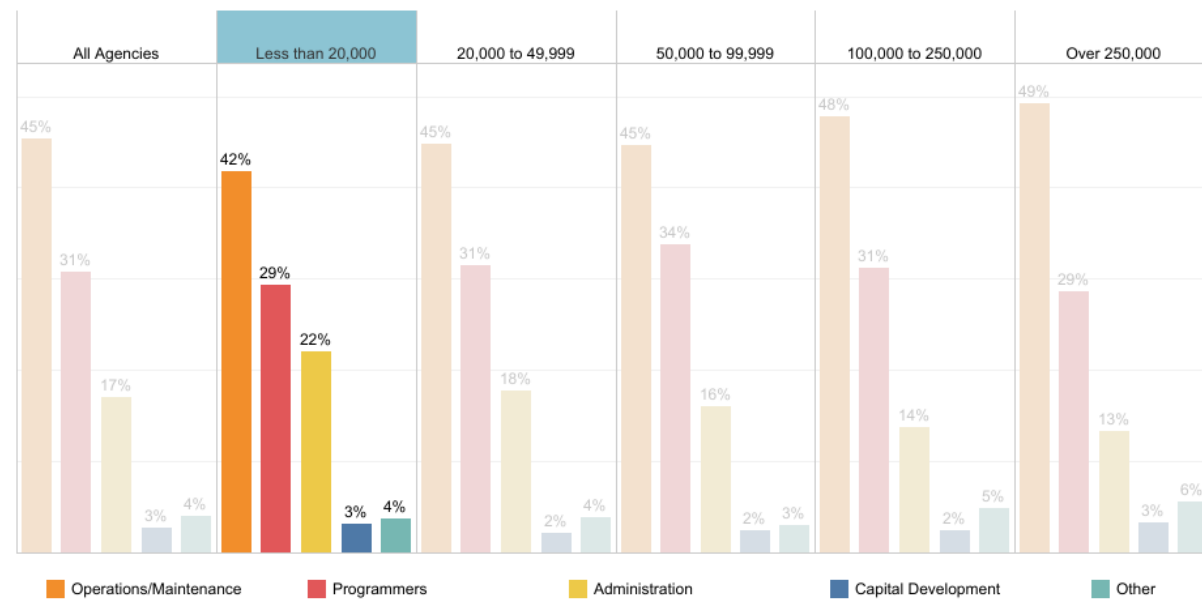
STAFFING ASSESSMENT

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.



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*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.



PROGRAM ASSESSMENT

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. Leagues such as softball, basketball, and football are offered at various times throughout the year. 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	Growing
Spring	Adult Soccer	18+ yrs	Growing
Summer	Tee Ball	4 yrs	Mature
Summer	Baseball	5-10 yrs	Mature
Summer	Flag Football	7-12 yrs	Growing
Fall	Flag Football	5-6 yrs	Growing
Fall	Tackle Football	7-12 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	Mature
		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	
Fall	Football Cheer	5-12	Growing
Winter	Competitive Cheer	5-12	Growing
Winter	Basketball Cheer	5-12	Growing

SPECIAL EVENTS AND PROGRAMS

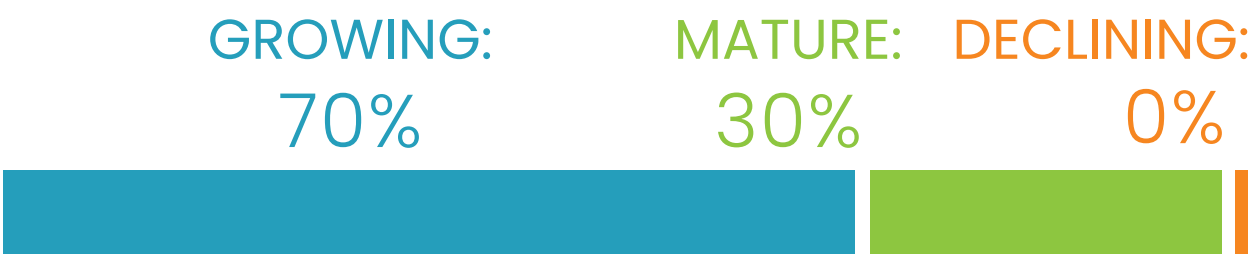
In addition to the many athletic programs and leagues offered, Lakeland also provides many special events and creative program options. All of these activities are growing in popularity and are widely attended by residents of all ages. Currently, there are no spring offerings, while all others seasons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

PARKS DEPARTMENT –SPECIAL EVENTS			
SEASON	EVENT	TARGET AGE	GROWING/ MATURE/ DECLINING
Summer	LAMP Entertainment Series – Concerts	All ages	Growing
Summer	LAMP Entertainment Series – Movies	All ages	Growing
Fall	LAMP Entertainment Series – Movies	All ages	Growing
Fall	Halloween Festival	All ages	Mature
Winter	Christmas Festival	All ages	Mature
Winter	Christmas Parade	All ages	Mature



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 (2020), and the acquisition and phase one build out of a new sports 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



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%

FINANCIAL ANALYSIS AND REVENUE STRATEGIES

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 last fiscal year. 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 it's league fees compared to other municipalities in the area. The City should seek to balance competitive pricing while covering it's 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 determine 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

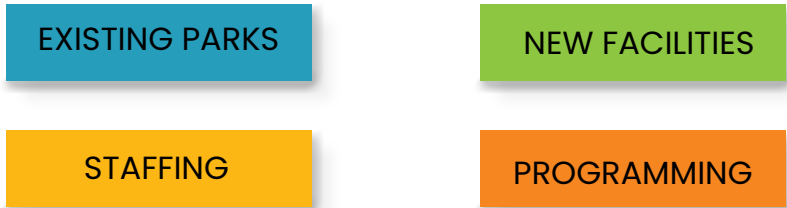
While it should always be a priority to provide recreational opportunities free of charge so all members of the community can participate, it is necessary in some instances to charge usage fees to pay for maintenance or prevent over-use of facilities. Lakeland currently utilizes these fees for certain 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.



IMPLEMENTATION PLAN

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 it's 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 I 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	- Develop a Master Plan for the park - Repair walking path - Update and expand playground - Develop insect/pest control program - Greenway connection to Lakeland Town Square development and Lakeland Athletic Complex
Cool Springs Park	- Provide parking for the general public - Install exercise equipment along trail - Greenway connection to Lakeland Sports Complex
IH Managerial Park	- Upgrade parking in conjunction with New Canada Road construction - Install ADA accessible fishing pier - Greenway connection to Plantation Hills and Lakeland Sports Complex - Relocate maintenance facilities to the Sports Complex - Add additional event amenities such as restrooms, concessions/food truck accommodations
Oak Ridge Park	Accessible route to the Seed Tick Road trail
Plantation Hills Park	- Develop a Master Plan for the park - Install new play equipment - Install rules and regulation signage - Greenway connection to IH Managerial Park - Install “sky-cop” or similar apparatus - Improve sight-lines through the park for security purposes

HIGH PRIORITY RECOMMENDATIONS (CONTINUED)

Windward Slopes Park	- Tennis Center expansion to include pickleball - ADA accessible route to playground - Sidewalk connection to Canada Road - Install fitness equipment along walking path - Install “sky-cop” or similar security apparatus - Install parking lot lighting
Zadie E. Kuehl Memorial Park	- Install pavilion seating - Update park benches - Sidewalk connection to Canada Road - Install restroom facility adjacent to playground
Lakeland Athletic Complex and Recreational Park	- Complete remaining phases of the complex - Greenway connection to IH Managerial Park and Cool Springs Park - Install “sky-cop” or similar security apparatus

LOW PRIORITY RECOMMENDATIONS

PARK	LOW PRIORITY RECOMMENDATION
City Hall Park	- Upgrade exterior of storage buildings - Pave parking lot along Memphis-Arlington Road - Potential location of ‘Lakeland Tennis Center’
Cool Springs Park	Establish Level 1 Arboretum designation from Tennessee Urban Forestry Council
IH Managerial Park	- Reassess Master Plan for the park and continue improvements accordingly - Enhance aesthetics of existing maintenance facilities - Update picnic areas and other park amenities over time
Oak Ridge Park	- Install walking trail through undeveloped portion of the park to connect to Oakwood neighborhood - Install restroom facility
Plantation Hills Park	- Timed gate to access parking area - Enhance interaction with wetland and add interpretive signage
Windward Slopes Park	- Walking trail lighting - Enhance interaction with wetland and add interpretive signage

LOW PRIORITY RECOMMENDATIONS (CONTINUED)

Zadie E. Kuehl Memorial Park	- Expand walking loop to utilize undeveloped portion of the park - Install shaded seating areas within the dog park
Lakeland Athletic Complex and Recreational Park	Consolidate all sports facilities to this complex to reduce maintenance and eliminate the need to transport equipment



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.

AMENITY	NRPA AVERAGE*	LAKELAND CURRENT NUMBER	ADDITIONAL AMENITIES RECOMMENDED
Playground	7.0	4	3
Baseball Diamond	4.5	1	4
Softball Diamond	2.6	0	2
Basketball Court (outdoor)	3.7	0	3
Multi-Purpose Field	3.2	3	0
Tennis	5.1	2	3
Pickleball	4.0	0	4
Community Garden	1.6	0	1
Skate Park	1.3	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	- Select a community center site and plan for its construction - This community center will include an aquatic center
Lakeland Sports Complex	Complete remaining phases of the Master Plan
Community Garden	Provide a community garden space with staff to support
Greenways	- Provide greater connection between parks - Develop a Greenway Master Plan
New Parks	As population increases, develop parks in under serviced areas
Racket Sports	- Develop a tennis center large enough to host tournaments (four courts) - Provide pickleball courts
Skate Park	Currently depicted in the Lakeland Athletic Complex master plan
Playgrounds	Install playgrounds as recommended in both the IH Managerial Park Master Plan and Lakeland Athletic Complex Master Plan
Nature Center	- Utilize and enhance existing wetland areas within parks to provide educational opportunities - Provide an arboretum in Cool Springs Park



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	Hire additional staff over the next five years to meet the NRPA standard rate of 45% operations maintenance, 35% programming, and 20% administration
Delegate area-specific maintenance crews	As maintenance staff increases, delineate maintenance zones that are assigned to specific crews
Enhance training program	Provide additional training opportunities to enhance employee productivity and ensure consistent skill sets among staff
Community Center	Provide full time staff for a future community center dependent on the final program
Volunteer Program	Expand Keep Lakeland Beautiful to include an Adopt a Park program



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	83%	Yes
Team sports	85%	Yes
Fitness enhancement classes	67%	No
Health and wellness education	67%	No
Individual sports	64%	Yes
Safety Training	62%	No
Racket Sports	60%	Yes
Aquatics	55%	No
Performing arts	40%	No
Visual arts	43%	No
Natural and cultural history	37%	No
Cultural crafts	40%	No
Trips and tours	43%	No
Martial Arts	39%	No
Running/cycling races	41%	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	• Fitness classes • Health and wellness education • Safety training • Performing arts • Cultural crafts • Visual arts • Cultural history activities • STEM programs • Aquatics
Expand special events	• Focus on events in the spring, as that is a current gap in service
Add additional sports leagues	• Swim teams • Volleyball • Pickleball
Expand and Improve current athletic leagues	• Continue to develop the Lakeland Sports Complex to provide adequate fields and associated amenities and facilities for team sports
Provide programming targeting under-served age groups	• Currently, teens and adults are an under-served age group

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IMPLEMENTATION MATRIX

FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
EXISTING PARKS				
City Hall Park	High	- Develop Master Plan for the park - Repair walking path - Update and expand playground - Develop insect/pest control program - Greenway connection to Lakeland Town Square - Extend greenway to Lakeland Athletic Complex	Low	City, RTP Grant, LPRF Grant, Private/Public Partnership, TDOT Grant
			Low	
			Medium	
			Low	
			High	
			High	
	Low	- Upgrade exterior of storage buildings - Pave parking lot along Memphis-Arlington Road - Potential location of 'Lakeland Tennis Center'	Medium	City, RTP Grant, LPRF Grant, Private/Public Partnership
			Medium	
			High	
Cool Springs Park	High	- Install exercise equipment along trail - Provide parking for general public - Develop greenway connection to Lakeland Sports Complex	Low	City, RTP Grant, LPRF Grant, Private/Public Partnership
			Medium	
			High	
	Low	Establish Level 1 arboretum designation from Tennessee Urban Forestry Council	Low	City, Public/Private Partnership, Corporate Sponsorship

FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
EXISTING PARKS				
IH Managerial Park	High	- Upgrade parking in conjunction with New Canada Road construction - Install ADA accessible fishing pier - Greenway connection to Plantation Hills Park and Lakeland Athletic Complex - Relocate maintenance facilities to the Sports Complex - Add additional event amenities such as restrooms, concessions/food truck accommodations	High	City, RTP Grant, LPRF Grant, Private/Public Partnership, TDOT Grant, Corporate Sponsorship
			Medium	
			High	
			High	
			High	
			High	
	Low	- Implement the Master Plan - Enhance aesthetics of existing maintenance facilities - Update picnic areas and other park amenities over time	High	City, LPRF Grant, Private/Public Partnership, Corporate Sponsorship
			Medium	
			Low	
Oak Ridge Park	High	Install accessible route to Seed Tick Road trail	Medium	City, RTP Grant, LPRF Grant
	Low	- Install restroom facility - Install walking trail throughout the undeveloped portion of the park and connect to Oakwood subdivision	High	City, RTP Grant, LPRF Grant
			High	

IMPLEMENTATION MATRIX

FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
EXISTING PARKS				
Plantation Hills Park	High	- Create Master Plan for the park - Install new nature play equipment - Install rules and regulations signage - Install "sky cop" or similar apparatus - Greenway connection to IH Managerial Park - Improve sight-lines though the park for security purposes	Low	City, RTP Grant, LPRF Grant, Private/Public Partnership, Volunteer Group
			Medium	
			Low	
			Low	
			High	
			Low	
			Low	
	Low	- Install timed gate to access parking area - Enhance interaction with the wetland and add interpretive signage	Medium	City, RTP Grant, LPRF Grant, Private/Public Partnership
			Low	
			Low	
Windward Slopes Park	High	- Expand tennis courts to four - Add two additional pickleball courts - Install "sky-cop" or similar apparatus - Install parking lot lighting - Sidewalk connection to Canada Road - Install fitness equipment along walking path	High	City, RTP Grant, LPRF Grant, Private/Public Partnership
			High	
			Low	
			Medium	
			High	
			Medium	
			Medium	
	Low	- Walking trail lighting - Enhance interaction with wetland and add interpretive signage	High	City, RTP Grant, LPRF Grant, Private/Public Partnership
			Low	

FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
EXISTING PARKS				
Zadie E. Kuehl Memorial Park	High	- Install pavilion seating - Update park benches - Sidewalk connection to Canada Road - Install restroom facility adjacent to playground	Low	City, RTP Grant, LPRF Grant, Private/Public Partnership
			Low	
			Medium	
			High	
	Low	- Expand walking loop to utilize undeveloped portion of the park - Install shaded seating in the dog park areas	High	City, RTP Grant, LPRF Grant, Private/Public Partnership
			Medium	
Lakeland Sports Complex	High	- Greenway connection to IH Managerial Park and Cool Springs Park - Install "sky-cop" or similar apparatus - Install timed gates	High	City, RTP Grant, LPRF Grant, Private/Public Partnership
			Low	
			Medium	
	Low	Complete remaining phases of Master Plan	High	City, RTP Grant, LPRF Grant, Private/Public Partnership

IMPLEMENTATION MATRIX

FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
NEW FACILITIES				
Community Center	High	- Select a community center site and plan for its construction - This will include an aquatic center	High	City, Private/ Public Partnerships
Lakeland Sports Complex	High	Complete remaining phases of the master plan	High	City, Private/ Public Partnerships, Grants
Community garden	Low	Provide a community garden space with staff support	Low	City, Volunteer Group
Greenways	High	- Develop a greenway master plan to connect parks and key destinations - Phase out the plan and install	High	City, Grants
New Parks	High	Identify and develop parks in under serviced areas	High	City, Private/ Public Partnerships
Racket Sports	High	- A: Expand tennis center at Windward Slopes Park with 2 additional tennis courts and 2 pickleball courts - B: Develop plan for a tennis center at City Hall Park	High	City, Private/ Public Partnerships, Grants
Skate Park	Low	Included in Lakeland Sports Complex Master Plan	Medium	City, Grants
Playgrounds	Low	- Implement both the Lakeland Sports Complex and IH Park Master plans - Identify and develop one additional playground	Medium	City, Grants
Nature Center	Low	Utilize existing assets to create interpretive nature opportunities	Low	City, Private/ Public Partnerships, Grants

SCOPE	POTENTIAL BUDGET IMPACT
STAFFING	
Hire additional maintenance staff to meet the NRPA standard, in conjunction with increased maintenance needs	Medium
Enhance training programs	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.



CITY OF
LAKE LAND
TENNESSEE



PARKS AND RECREATION FACILITY NAMING POLICY

Facility Naming Application

Purpose:

The City of Lakeland values community in the naming of a Parks and Recreation facility. This policy provides the process and guidelines for the permanent naming of a Parks and Recreation Department operated park, facility, or amenity (collectively asset). Public participation is an integral part of this process, but the final decision is made by the City of Lakeland Board of Commissioners (BOC).

Naming of a park, facility or amenity under this policy is distinguishable from the sponsorship of such facility or amenity in that a sponsorship is the naming of an asset only for a specified period of time.

Restrictions:

- The name shall not duplicate any other asset.
- The name shall not endorse or advocate any religious, personal, or political belief or position.
- Once named, an asset will not be re-named without extraordinary reason.
- A person for whom an asset is being named shall:
 - Be deceased for 3 years in the case of adults.
 - Have made a positive impact on or significant gift to the City of Lakeland.
- Applicants must agree to fund the replacement or creation of any signage necessary for such a name change.
- Application will be considered in the following categories:
 - Outstanding Individual with sustained contributions to the community.
 - Historical Event, Person, Place
 - Natural or Geographic Feature in the area
 - Benefit/Organization Acknowledging a major gift to the community.

Procedure:

The application for Facility Naming shall be as follows:

- The official Facility Naming application shall be filled out and the accompanying signatures in support of the facility naming from Lakeland residents shall be collected.
 - No less than 50% of the signatures must be from residents within 3 miles of the asset in question.
- The application shall be submitted to the Parks and Recreation Director.
- The application shall be forwarded to the Parks and Recreation / Natural Resources Advisory Board (PRB) no less than 7 days prior to the next regularly scheduled meeting.
- The PRB will review and vote on recommendation or denial of the naming of the facility to the BOC.
 - The PRB may also vote to defer the application to the next meeting, request more information from the applicant or clarification of the application.
- Should the application be recommended to the BOC, the application will be forwarded to the BOC at the next regularly scheduled work session for discussion and comment.
 - The application cannot be placed in the consent agenda during the regularly scheduled work session as to allow for two periods of public comment prior to a vote.
 - Any and all other allowable motions or directives made by the BOC will be permissible.
 - Notice to the public of the application through City email and/or social media will be provided following the Parks Board meeting, prior to the BOC meeting.



Facility Naming Application

Applicant Name: _____

Mailing Address: _____

City: _____ State: _____ ZIP: _____

Home Phone: _____

Mobile Phone: _____

Email: _____

Organization: _____ **Non-Profit** ☐

Current Asset Name: _____

Asset Address/Location: _____

Suggested Name: _____

- ☐ Outstanding Individual(s)
- ☐ Historical Event, Person, Place
- ☐ Natural or Geographic Feature in the area
- ☐ Benefit/Organization Acknowledging a major gift to the community.
- ☐ Other:

Please provide a written narrative that supports the nomination for consideration. If proposing to name an asset after an outstanding person, a biography must also be attached and include material that identifies the individual's significance and notable reputation in the City of Lakeland.

Attach additional pages if needed. Supporting documentation is encouraged for all applications to help justify why this name should be chosen.

June 14, 2022

SENIORS/SENIOR CENTER UPDATE

1. 10TH ANNIVERSARY CELEBRATION

- A. May 22, 2022 was the 10th anniversary – celebration took place on May 23.
 - i. Attendance exceeded expectations
 - ii. Many people brought friends
 - 1. *We have noticed many of those friends have signed up and are now attending our programs.*

2. PROGRAMMING

- A. Creative Aging grant programs will continue during the upcoming Fiscal Year.
 - i. The Center has been awarded \$6500 in grant funding to use toward programs
 - 1. *Programs available are pottery, mosaics, journaling, and live entertainment.*
- B. We have added cribbage on the 2nd Monday of the month. Attendance is light so far, but people are interested.
- C. Garden Club are helping to beautify the patio area.
 - i. The City purchased a new patio set, and the garden club has been weeding, watering and planting on the patio.
 - ii. Milkweed to assist in the annual butterfly project was planted near a birdbath that was donated for a memorial to center participants we lost this past year.

3. RED, WHITE & BLUE LUNCHEON

- A. June 17 in celebration of Independence Day.
- B. Creative Aging grant funds will provide for the band at the luncheon.

4. VOLUNTEER INSTRUCTORS.

- A. The Center's current volunteers are committed to continuing as "class" instructors for
 - i. Our volunteers are instrumental in the growth of LSC participation.
 - ii. Volunteers teach acrylic art, watercolor, crafting and soap making

June 14, 2022

RECREATION / ATHLETICS UPDATE

1. CHEER

- A. Cheer practice begins over the next few weeks
 - i. Football Recreation squad is at 46 athletes – practice begins July 12
 - ii. Competitive is at 4 athletes. – practice begins June 19
- B. Uniforms and spirit gear have been ordered.
- C. Practices:
 - i. Summer practice is at IH Clubhouse
 - 1. *Competitive – Tuesday & Thursdays 12 – 1*
 - 2. *Rec Football – Tuesday 12 – 1*
 - ii. School-year practices
 - 1. *Competitive – Tuesday & Thursdays 5 – 6:30 PM*
 - 2. *Rec Football – Tuesday 5 – 6 PM*

2. FOOTBALL

- A. Flag Football is underway
 - i. 8U – 55 athletes
 - ii. 10U – 49 athletes
- B. Tackle Football registration is ongoing
 - i. 6U – MFL Flag – 7 athletes
 - ii. 8U – 8 athletes
 - iii. 10U – 21 athletes
 - iv. 12U – 4 athletes

3. BASEBALL/T-BALL

- A. 4U T-Ball has 27 athletes – 2 teams
- B. 7U Coach Pitch has 46 athletes – 4 teams
- C. 10 U machine Pitch has 44 athletes – 4 teams

4. ADULT SOCCER

- A. 8 teams. Games began June 11

June 14, 2022

PARKS ADMINISTRATION

1. CITY-WIDE MASTER PLAN

- A. The first draft was delivered to the City on Tuesday, June 7
 - i. BOC, and Parks Board were requested to return comments and corrections to Pat by June 14.
 - ii. All comments and corrections will be consolidated and sent back to the consultant for review/update.
 - iii. The updated plan will be moved forward to the BOC this summer.

2. ATHLETIC COMPLEX, PHASE II

- A. A recommendation has been made to the BOC.
- B. The proposal will be sent for consideration by the BOC in July.

3. IH CLUBHOUSE

- A. Alarm System
 - i. The systems at IH Clubhouse have been replaced with a system that I can now log into and create individual codes for each person. We can even set the code as a temporary code that will automatically delete itself from the system after a certain period of time.
- B. Access Controls
 - i. New access control equipment has been ordered to provide more options for the use and rental of the building.
 - ii. The Banquet Room will be isolated and made secure so renters will be able to rent just the Rec Room in the future.
 - iii. Installation is expected later this summer.
- C. Keg refrigerator
 - i. This will be replaced. We are finalizing the purchase of the replacement now. It will be replaced by a bar-style refrigerator instead for less maintenance.

4. SPECIAL EVENTS

- A. Fishing Rodeo
 - i. The children's fishing Rodeo was held Saturday, May 14, 2022, at IH Lake.

- ii. Registration was required due to minimal parking due to the Texas gas line work.
 - 1. *80 registrants*
 - iii. TWRA emceed the event and donated prizes.
 - iv. Lakeland Lions Club made a \$1,000 donation toward stocking the Lake with fish and TWRA donated fish.
- B. Athletic Complex Ribbon Cutting
- i. Tuesday, May 17, 2022 @ 5:30 PM
 - ii. Community members and young athletes came out to celebrate this important milestone.
- C. The Summer 2022 Entertainment Series
- i. 1st move went well.
 - ii. 1 Movie Remains
 - a. *Production Crew is Rockin' Robin*
 - i. August 6 - Raya and the Last Dragon
 - b. *Movie will not start until approx. 30 minutes after sunset.*
 - c. *As these are smaller in attendance, there is no transportation from the school available.*
 - 2. 4 Concerts
 - a. *Concerts will be held at the Lakeland Athletic Complex.*
 - b. *Dates are:*
 - i. June 25 (Formerly Known As),
 - ii. July 23 (Triple Annie),
 - iii. August 27 (Memphis Funk N Horns),
 - iv. September 24 (Rock the Boat).
 - c. *There will be bus services for concertgoers, from Lakeland Elementary to the athletic complex.*
 - d. *Food Trucks are booked.*
 - e. *Stage and generator rentals are being delivered Friday & Saturday, June 24 & 25*