

# Lancaster Rec At-A-Glance

Operating since 1909 as a community partnership of the School District, Lancaster Township and City of Lancaster, the Lancaster Recreation Commission provides over 400 neighborhood-based recreation and learning opportunities for all ages – with an emphasis on affordable programs for low-income children – at schools, parks, playgrounds, and other indoor and outdoor facilities. The support Lancaster Rec receives from the City, School District and Lancaster Township is priceless.

Programs include youth and adult instructional sports programs and leagues, senior centers, fitness and wellness classes, summer playgrounds and day camps, club activities, cultural arts programs, before and after school care, preschool activities and seasonal family events.

Lancaster Rec is the second oldest public recreation agency in Pennsylvania.

## Interesting Stats about Lancaster Rec



- We serve 25,000+ individuals annually (61% children, 22% seniors, 17% adults)
- 12% of our operating budget is funded by local tax dollars compared to the Pennsylvania average of 45%
- 1,296 program scholarships were awarded to children in 2009
- 725 individuals volunteer their time annually

- 275 businesses support our programs
- We own none of the 167 facilities where recreation programs are held
- The great-great-great-grandparents of today's children participated in our programs as children
- Lancaster Rec has had State or National Champions in these programs: Marbles (1935), Track and Field (1948), Sewing (1959), Softball (1963), Rifle Shooting (1964), Hula Hoops (1972), Gymnastics (1976), Wham-O Frisbee (1989), Fishing Derby (1992), Home Run Derby (1998), Dodgeball (2007)

## Award-Winning Services

We are leading the way for innovation and quality in recreation programs! The Pennsylvania Recreation and Park Society has recognized Lancaster Rec with a record-setting 17 awards for innovative programs.

# New Family Programming

Parents today have a lot on their plates. Juggling the demands of work, home and other responsibilities leaves many parents feeling they do not have nearly enough time with their children, especially time to have fun together. Children whose parents are more actively involved in their lives will grow up to be happier, healthier, more emotionally stable adults. We plan to offer family programs that:



- Allow parents to spend quality recreation time interacting with their children.
- Provide parents with opportunities to expand their social networks by developing friendships with other parents.
- Offer children lots of opportunities to have fun with their parents, rather than parents simply watching their children have fun.



*“Those who learn to play intelligently and fairly when they are young carry the benefits of healthy minds and bodies through life.”*

Quotes throughout are from Grant D. Brandon  
Director of Recreation, 1922 – 1954

Lancaster Recreation Commission  
525 Fairview Avenue  
Lancaster, PA 17603  
(717) 392-2115  
[www.LancasterRec.org](http://www.LancasterRec.org)



## Strategic Plan 2010–2012



**Our mission is to provide quality and affordable recreation and learning opportunities to Lancaster residents.**

[www.LancasterRec.org](http://www.LancasterRec.org)

# Creating Community Through Recreation

Perhaps our most important functions are the intangible ones – family interaction, the friends we make, memories of playing on the playground, being a part of a team or learning to swim. Our recreation services bring people together and make our community stronger.

It is a tremendous accomplishment for the Lancaster community to have supported public recreation for 100 years...for us to still be providing these essential services that make so many people healthier and happier.

The partnership among the City of Lancaster, Lancaster Township and the School District of Lancaster is the major reason we have survived and thrived over all of these years.

This strategic plan puts a major focus on our strategic partnerships with these three entities...and puts the onus on us to improve communication and our relationships, so we may continue to provide quality and affordable recreation programs to Lancaster citizens.

## Culture Characteristics

**Accountability** – People place their trust in us and rely on us to provide quality programs. We consistently respond to our partners, one another and our customers in a responsible and timely manner.

**Agility** – We respond positively to changing community needs, and meet new challenges with energy, enthusiasm and creativity.

We constantly seek new and innovative ways to serve the public.

**Caring** – We care about people above all, and we make everyone feel safe and welcome in our programs. Our goal is to make people happy.

**Customer Service** – We ensure program quality by always listening to our customers, soliciting their feedback and finding ways to improve their experiences with us.

**Partnering** – We embrace our role as a partner and value the community's commitment to work with us to provide a wealth of health, recreation and education opportunities to our citizens. Strengthening our existing partnerships and entering into creative new partnerships to better serve the public are top priorities.

**Professionalism** – We have a passion for excellence. We set high expectations for ourselves and treat all people with respect at all times.

**Teamwork** – By working together as one team, we are stronger. We are committed to successfully communicating with each other. An open process of collaborative thinking and decision making will accomplish great things for our community.

STRATEGIC FOCUS AREAS	STRATEGIC PRIORITIES	SUCCESS INDICATORS
<b>Facilities</b>	A. Increase space available at the School District for Lancaster Rec sponsored programs. B. Pursue non-traditional facilities and space in order to expand programming. C. Develop a Park Foundation in partnership with the City of Lancaster to upgrade fields, parks, and indoor facilities. D. Partner with Lancaster Township, the City of Lancaster, and the School District of Lancaster to upgrade the fields and facilities to meet specific sport standards. E. Assign a full-time employee to manage facilities and space and associated partnerships.	1. A professional is in place managing all aspects of facilities (e.g., location; agreements; relationships). 2. Have access to three (3) additional gyms. 3. Have access to at least one more large multi-purpose facility for childcare. 4. 95% of identified <u>internal</u> facility upgrades are accomplished. 5. 95% of identified <u>external</u> facility (e.g., ball fields, swimming pool, etc.) upgrades are accomplished. 6. Facilities are available to support modified, revised programming for seniors. 7. 100% of our facility partners rate us a "very good" or "excellent" partner. 8. Develop the Park Foundation and raise \$5,000.
<b>Programming</b>	A. Improve program and process quality. B. Assess all programming based on select criteria and make necessary modifications. C. Design and offer Family programming. D. Coordinate athletic programming with the School District of Lancaster. E. Redesign Senior programming.	1. Reduce the number of current programs offered by 10% based on the established assessment criteria, by 12/31/2011. 2. Programming is established or programs are held in 100% of schools (elementary, middle and high schools) by 2012. 3. Have developed a feeder program for <i>each</i> of three (3) sports identified by the School District. 4. Have three high school coaches participating with youth sports programs by 12/31/2010; increase by one coach each year for a total of five coaches by 12/31/2012. 5. At least 85% of all surveyed customers annually indicate they are "satisfied" or "very satisfied" with the program; by 2012, this will increase to 90%. 6. 80% of our customers indicate they would sign up again for the same program or another program because of their favorable experience, by 2012. 7. In 2010, 85% of those surveyed indicate they would readily recommend Lancaster Rec to others; this will increase to 88% in 2011 and 90% in 2012. 8. Will meet 80% of all customer goals established for our Family programs in 2010; will experience at least a 10% increase in the number of customers for <i>each</i> Family program year over year. 9. Increase the number of adults, ages 50 to 70, participating in programs by 100 participants year over year (2011 over 2010 and 2012 over 2011). 10. In 2010, 80% of customers rate the quality of our programs as "good" or "very good". This percentage increases to 85% in 2011, and 90% in 2012. 11. In 2010, 75% of customers say they value the programs and services provided by Lancaster Rec. This percentage increases to 80% in 2011 and 85% in 2012.
<b>Public Relations/ Marketing</b>	A. Upgrade and improve the website; drive people to the website. B. Rethink and redesign Lancaster Rec's printed material. C. Develop a public relations strategy. D. Develop an educational/awareness strategy. E. Develop a marketing strategy.	1. Board members routinely promote Lancaster Rec. 2. Website hit rate increases by 15% year over year. 3. An individual is hired to maintain the website. 4. Meet established goals for select "program priorities" (e.g., Family programs; Senior programs). 5. Achieve a 10% year over year increase in the number of new customers participating in our programs. 6. Achieve a 10% year over year increase in overall program registration. 7. There is a significant increase in the number of organizations (e.g., churches, stores, non-profits, schools, etc.) where our information is shared and promoted. 8. 85% of those surveyed at Lancaster Township, the School District and the City understand what we do and how it benefits the community. 9. Critical organizations and businesses are promoting Lancaster Rec programs to their constituencies and customers.
<b>Strategic Partnerships</b>	A. Strengthen the critical partnership with the School District of Lancaster. B. Improve relationships and communications with schools in which Lancaster Rec has programming. C. Strengthen the critical partnership with the City of Lancaster. D. Strengthen the critical partnership with Lancaster Township. E. Establish relationships and partnerships with organizations serving adults 50 years and older. F. Leverage the Board's expertise, contacts, and influence.	1. Productive relationships with educational, community, and business organizations are resulting in upgraded outside facilities. 2. City, Township, and School District elected officials and staff are more knowledgeable about and have an increased appreciation for Lancaster Rec programs and services. 3. Lancaster Rec employees' knowledge is increased about City, School District, and Township services and staff. 4. All of our Board members believe they are well informed about Lancaster Rec, its mission, who we serve, how we benefit the community, and the critical needs we address. 5. Annually, each Board member has shared Lancaster Rec information with several community organizations or businesses. 6. Annually, each Board member has secured a community resource (obtaining program sponsors, volunteers, supplies) to help Lancaster Rec achieve its mission and programming goals. 7. Have established at least one new and impactful relationship or partnership with an organization serving adults 50 years and older.

*"At any age, when we cease to play, we cease to live in the highest sense of the word."*