

# LANCASTER REC STRATEGIC PLAN - 2019-2024

## EXECUTIVE SUMMARY & OVERVIEW

Operating since 1909, Lancaster Rec continues to provide neighborhood based recreation and learning opportunities for all ages – with an emphasis on affordable programs for children – at schools, parks, playgrounds and other indoor and outdoor facilities. Lancaster Rec’s mission is to provide quality, affordable recreation and learning opportunities to Lancaster residents.

In August 2018, Lancaster Rec conducted a Sustainability Assessment with coLAB, Inc. With funds allocated for strategic planning, we began a process to identify opportunities for organizational growth and improvement. In line with a pivotal time of transition for Lancaster Rec, this plan is the culmination of efforts with Lancaster Rec leadership and staff to define a roadmap for both the immediate and long-term future.

With insights gathered through breakout sessions and tactical work sessions with staff and board members, coLAB and Lancaster Rec leadership crafted this five-year strategic plan. In addition, leadership identified four strategic priorities with input from key staff and community stakeholders.



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

# STRATEGIC PRIORITY + GOALS OVERVIEW

## **STRATEGIC INITIATIVE #1:** **Sustainability**

Exploring responsible and deliberate organizational growth opportunities

GOAL #1: Improve financial sustainability

GOAL #2: Address physical limitation for program growth

GOAL #3: Implement operational improvements for overall sustainability

## **STRATEGIC INITIATIVE #2:** **Community/Strategic Alliances**

Teaming with our community

GOAL #1: Strengthen existing partnerships/enhance current partnerships

GOAL #2: Cultivate new partnerships and alliances

## **STRATEGIC INITIATIVE #3:** **Customer Connection**

Strengthening our service through data driven approaches

GOAL #1: Develop tracking system for staff, volunteers, participants and relevant data

GOAL #2: Establish consistent program evaluations and feedback loops

GOAL #3: Train staff to provide exceptional customer service

## **STRATEGIC INITIATIVE #4:** **One Rec Resource**

Communicating with the Lancaster Community

GOAL #1: Improve community/residents awareness of Lancaster Rec

GOAL #2: Establish consistent messaging

GOAL #3: Define ourselves as a key community resource

GOAL #4: Establish ourselves as a go-to agency for recreation