





3

RECREATION

OUR RECREATION ACTIVITIES

Recreation is a vital element of community life, providing individuals and families with opportunities to engage in physical, social, and cultural activities that promote well-being and quality of life. In a Parks and Recreation Master Plan, recreation encompasses a wide range of activities and programs, from organized sports to leisure pursuits. Well-designed recreational spaces and programs support health, wellness, and social connections within the community, while also encouraging lifelong learning and creativity. This chapter explores the recreation facilities and programming in Cedar Hill, highlighting how strategic planning can ensure equitable access to recreational opportunities for all residents.

FACILITIES

The City of Cedar Hill owns and operates a host of facilities that include indoor and outdoor recreation structures and amenities. Recreational facilities such as parks, trails, pools, sports fields, recreation and senior centers, support a wide range of passive and active recreation opportunities. This chapter reviews and explores existing facility conditions, the community's demand for certain facilities, and targeted levels of service for recreation facilities.

PROGRAMS

The Parks and Recreation Department oversees and supports over 90 special events that cater to various age groups and interests. As the City grows and changes, a priority for the Parks and Recreation Department will be to understand the needs of the community and work to offer programs that facilitate those needs. In addition to facilities, this chapter reviews community demand for recreational programs and the variety of recreational programs available for residents.



“I GREW UP IN CEDAR HILL... I HAVE THE BEST MEMORIES OF PLAYING SOFTBALL [AT THE PARK]”

- Survey Respondent

RECREATIONAL FACILITIES

NEEDS & PRIORITIES

As part of the planning process, a statistically valid community survey was conducted to assess the importance of over 27 specific recreational facilities (indoor and outdoor) and to identify the most needed or desired amenities. Residents highlighted several park and recreation facilities based on their needs and priorities. The facilities with the highest **unmet needs** included an indoor recreation center, event picnic pavilions, and an indoor pool/aquatic facility. When considering **overall importance**, residents ranked an indoor pool/aquatic facility, dog park, all-ability or adaptive playgrounds, and event picnic pavilions as their top choices.

By combining **unmet needs** and **importance** using the Priority Investment Rating (PIR), the highest-priority facilities for investment emerged as an indoor pool/aquatic facility, a dog park, an indoor court facility, event picnic pavilions, art centers/studios, historic museums, pickleball courts, and outdoor exercise courses. These priorities underscore a strong community demand for recreational spaces that promote inclusivity, cultural engagement, and diverse activities.

Feedback from the in-person community meeting strongly aligns with the survey results, reinforcing the shared community desire for additional indoor facilities and spaces. Among the ideas presented in the survey, the most popular options included an indoor playground, an e-sports room, and expanded fitness and teen spaces. These preferences indicate a clear need for modern, multi-generational indoor spaces designed to serve a wide range of age groups and interests.

The community's programming interests include demand for arts and culture programs, nature education, and fitness classes, further emphasizing the need for versatile indoor facilities.

These activities require dedicated, climate-controlled spaces to support year-round use, highlighting the importance of investing in adaptable indoor environments that meet the diverse needs of residents.

HIGH PRIORITY INVESTMENTS

Parks & Recreation Community Survey (2024)



**INDOOR
AQUATIC
FACILITY**



**ART CENTERS/
STUDIOS**



**DOG
PARK**



**HISTORIC
MUSEUMS**



**INDOOR
COURT
FACILITY**



**PICKLEBALL
COURTS**



**EVENT PICNIC
PAVILIONS**



**OUTDOOR
EXERCISE
COURSES**

INCLUSIVE RECREATION

Also known as adaptive or accessible recreation, inclusive recreation provides individuals with disabilities the opportunity to participate in recreational activities. This can be accomplished with modifications to equipment, adaptations, or support if needed. Examples of adaptation include reduced noise levels, providing accessible equipment, or providing assistive devices. By creating an inclusive environment, the City can foster connections and encourage friendships between all individuals regardless of ability.

FACILITY LEVEL OF SERVICE (LOS)

COMMUNITY COMPARISON

The Recreational Facility Level of Service (LOS) Comparison table compares Cedar Hill's provision of recreational facilities to other park systems. It includes comparisons to two categories:

1. All agencies participating in the NRPA's Park Metrics database, and
2. Communities with a similar population size (50,000 – 99,999).

The 50,000–99,999 population range from NRPA was used because Cedar Hill's population is nearing the 50,000 benchmark, and anticipated near-term growth supports utilizing the next population range for planning purposes.

The Facility LOS for Cedar Hill is calculated by determining how many people in the community each existing facility serves. Because cities vary in size, demographics, geography, and economics, the results in the table should not be viewed as definitive comparisons. However, **Table 3.1** serves as a useful guide when assessing Cedar Hill's need for additional facilities.

In almost all facility types, Cedar Hill performs better than the communities in the comparison. However, the table also highlights areas where Cedar Hill may need to invest in additional special facilities, such as a skate park or dog park.

TABLE 3.1 | RECREATIONAL FACILITY LOS COMPARISON*

FACILITY	CURRENT # OF FACILITIES	CEDAR HILL LOS (FACILITY PER # OF PEOPLE)	AVERAGE LOS - ALL COMMUNITIES (FACILITY PER # OF PEOPLE)	AVERAGE LOS - POPULATION: 50,000 TO 99,999 (FACILITY PER # OF PEOPLE)
Recreation Center	1	1 per 49,148	1 per 32,786	1 per 39,886
Senior Center	1	1 per 49,148	1 per 62,201	1 per 67,190
Diamond Fields (Baseball, Softball)	23	1 per 2,137	1 per 4,063	1 per 3,675
Multipurpose Practice Fields	23	1 per 2,137	1 per 5,000	1 per 4,070
Basketball Courts	10	1 per 4,915	1 per 8,000	1 per 8,790
Pickleball Courts	10	1 per 4,915	1 per 13,922	1 per 11,150
Tennis Courts	6	1 per 8,191	1 per 6,003	1 per 5,865
Multipurpose Courts (Indoor)	4	1 per 12,287	1 per 17,475	1 per 22,960
Disc Golf Courses	3	1 per 16,383	1 per 76,780	1 per 35,000
Swimming Pools	1	1 per 49,148	1 per 38,365	1 per 43,100
Splash Pad	0	0 per 49,148	1 per 54,010	1 per 54,100
Playground Units	26	1 per 1,890	1 per 3,750	1 per 3,707
Skate Park	0	0 per 49,148	1 per 54,750	1 per 60,904
Dog Park	0	0 per 49,148	1 per 46,917	1 per 55,135
Community Gardens	2	1 per 24,547	1 per 34,105	1 per 56,150

Source: NRPA Performance Agency Review, 2024
*Current Population: 49,148

FUTURE FACILITY LOS

The metrics for Facility LOS were determined by cross-referencing the NRPA's national averages with data from park systems in cities of similar population sizes. Recommended Facility LOS metrics outline the ideal number of people each facility should serve within a community. These metrics are listed in **Table 3.2** below, taking into account both the existing and projected future populations for Cedar Hill.

Currently, the park system is meeting or exceeding demand for all facilities except for football fields and sand volleyball courts. The system has one recreation center and one public pool, which aligns with the national average. However, with Cedar Hill's projected population growth by 2040, additional facilities will be needed to meet future demand.



TABLE 3.2 | RECREATIONAL FACILITY LOS*

FACILITY	CURRENT # OF FACILITIES	CURRENT LOS (FACILITY PER # OF PEOPLE)	FUTURE LOS (FACILITY PER # OF PEOPLE)	RECOMMENDED LOS (FACILITY PER # OF PEOPLE)	FUTURE RECOMMENDED # OF FACILITIES	CURRENT NEED	FUTURE NEED (2040)
Recreation Center	1	1 per 49,148	1 per 58,553	1 per 30,000	2	MET	1
Diamond Fields (Baseball, Softball)	23	1 per 2,137	1 per 2,546	1 per 4,000	13	Surplus	Surplus
Soccer Fields	13	1 per 3,781	1 per 4,504	1 per 5,000	10	Surplus	Surplus
Football Fields	3	1 per 16,383	1 per 19,518	1 per 10,000	5	1	2
Multipurpose Practice Fields	7	1 per 7,021	1 per 8,365	1 per 10,000	5	Surplus	Surplus
Basketball Courts	10	1 per 4,915	1 per 5,855	1 per 8,000	7	Surplus	Surplus
Pickleball Courts	10	1 per 4,915	1 per 5,855	1 per 12,500	4	Surplus	Surplus
Tennis Courts	6	1 per 8,191	1 per 9,759	1 per 15,000	3	Surplus	Surplus
Sand Volleyball Courts	0	-	-	1 per 15,000	4	3	4
Volleyball Courts (Indoor)	4	1 per 12,287	1 per 14,638	1 per 20,000	2	Surplus	Surplus
Disc Golf Courses	3	1 per 16,383	1 per 19,518	1 per 50,000	1	Surplus	Surplus
Swimming Pools	1	1 per 49,148	1 per 58,553	1 per 30,000	2	MET	1
Playground Units	26	1 per 1,890	1 per 2,252	1 per 3,750	14	Surplus	Surplus

Source: NRPA Performance Agency Review, 2024
 *Current Population: 49,148 / 2040 Population: 58,553

PROGRAMMING NEEDS & PRIORITIES

In addition to understanding the needs of residents for parks and facilities, the community survey evaluated the importance of 24 specific recreational programs to identify the most needed or desired programming activities. Respondents highlighted several programs based on their **unmet needs** and **priorities**. The programs with the highest **unmet needs** included free/low-cost community events, adult fitness & wellness classes, and outdoor fitness programs.

When considering **overall importance**, residents ranked adult fitness & wellness classes, free/low-cost community events, cooking classes, and adult art, dance, and performing arts as their top choices.

By combining **unmet needs** and **importance** through the Priority Investment Rating (PIR), the highest-priority programs for investment emerged as free/low-cost community events, adult fitness & wellness classes, cooking classes, water fitness classes, outdoor fitness classes and adult art, dance, and performing arts programs. These priorities highlight a strong community demand for recreational programs that promote health, cultural enrichment, and affordable access.

HIGH PRIORITY INVESTMENTS

Parks & Recreation Community Survey (2024)



FREE/LOW-COST EVENTS



WATER FITNESS CLASSES



ADULT FITNESS & WELLNESS CLASSES



OUTDOOR FITNESS PROGRAMS



COOKING CLASSES



ADULT ART, DANCE, & PERFORMING ARTS



TOP RECREATION PROGRAMS

Public Meeting #1 Feedback (2024)



Based on the survey data, the most requested programs were:

- Arts & Culture
- Nature Education
- Fitness Classes
- Swim Lessons
- Youth Sports

Input from the in-person community meeting strongly supported the survey findings, particularly in the areas of program interest and priority, emphasizing a desire for expanded arts, culture, and nature education programs, along with additional fitness opportunities. This alignment between the survey results and community input highlights a shared priority for diverse and inclusive recreational offerings.

RECREATIONAL PROGRAMS

ATHLETIC ASSOCIATIONS/PROGRAMS

Cedar Hill's Parks and Recreation offers many ways for youth to get active, including several sports associations, primarily focused on beginner leagues, listed below.

- Cedar Hill Soccer Association
- Cedar Hill Basketball Association
- Cedar Hill Girls Softball Association
- Cedar Hill Baseball Association
- Cedar Hill Football Sports League

For adults, there are currently disc golf and baseball leagues available. Athletic fields are available for rent to adult and youth leagues.

AQUATICS

The City of Cedar Hill features a public pool available through purchase of a season pass or daily admission. "The Lagoon" includes a lazy river, slide, play features, and a separate lap pool. The Parks and Recreation Department provides swim lessons occurring in sessions, held several days a week during open season. Additional available aquatic programs include Aqua Zumba and Float & Sound.

NATURE PROGRAMS & PARTNERSHIPS

Nature programs and partnerships are a key part of the City of Cedar Hill's community offerings. In addition to Slow Birding, another primary initiative is the annual Parks for Pollinators BioBlitz, held at Signature Park, in collaboration with the Dogwood Canyon Audubon Center, TPWD, and Dallas County.

Cedar Hill has also been recognized as a Bird City. This is part of its ongoing efforts to protect and enhance bird habitats in conjunction with the Dogwood Canyon Audubon Center. The city also participates in the Christmas Bird Count, further cementing its commitment to wildlife preservation and environmental education.

In addition, Cedar Hill has introduced a new four-part series titled "Backyard Nature," which explores topics such as snakes and urban wildlife. These programs reflect Cedar Hill's dedication to fostering a deeper connection between the community and nature.

SPECIAL EVENTS

Cedar Hill Parks and Recreation offers an impressive array of 92 special events throughout the year, with the department taking the lead on approximately 34 events and providing support for nearly 60 additional events. The busiest months are June and July, featuring 14 and 12 events respectively. During June, Parks led six major events, including the popular Music in the Park series. In July, Parks hosts seven events, encompassing a variety of celebrations for Parks & Recreation Month and the Independence Day pool parties, while providing support for five additional events.

April and May are similarly active, with 10 events each. In April, Parks led six events, such as the Easter Egg Hunt and Arbor Day, compared to only two led in May. The schedule includes multiple variable events like Slow Birding, Bioblitz, and Party in the Parks, which occur as needed and contribute to the overall workload throughout the year. Events can be broadly categorized into the following themes:

- Seasonal & Holiday
- Cultural & Heritage
- Recreational & Fitness
- Environmental & Nature-Focused
- Senior & ADA-Inclusive
- Community Engagement & Service-Oriented Events
- City-Focused

INDOOR RECREATION & PROGRAMMING

The Cedar Hill Parks & Recreation facilities assessed in this planning process include the Alan E. Sims Recreation Center and the Senior Activity Center. Conducted by Barker Rinker Seacat (BRS), a nationally-recognized architecture firm specializing in parks and recreational facilities, the complete results of this assessment are provided in the Indoor Recreation Facility Assessment of the **Appendix**. The following pages provide an overview of the major challenges and opportunities for these facilities.

ALAN E. SIMS RECREATION CENTER

Opened in 2004, the facility has reached a 20-year mark. It is two-stories and approximately 54,000 SF serving a variety of uses and users within the community.

TABLE 3.3 RECREATION CENTER LOS			
FACILITY	2020 POPULATION	SIZE (SF)	LOS (SF PER RESIDENT)
Alan E. Sims Recreation Center	49,148	54,000	1.1

Located centrally in the city on 24.74 acres, the site provides access to the Red Oak Creek Trailhead and 0.6 miles of paved trail. The facility offers various memberships for all ages including an annual, three-month, one-month, or a day pass. Memberships are available to both Cedar Hill residents and non-residents at the same rate.

The building's exterior, including steel framing and cladding, is in good condition with minor wear and staining. Glazing systems show failure and need replacement, with water infiltration issues from improper flashing requiring further action. The roof needs a certified inspection, and minor site issues (e.g., sidewalk cracks) should be addressed. The facility's interior finishes are aging and will require repair, particularly flooring and ceilings. An accessibility assessment is recommended for compliance, and HVAC and roofing systems should be evaluated for future improvements. For a more detailed review, refer to the Indoor Recreation Facility Assessment in the **Appendix**.



THE INDOOR FACILITY ASSESSMENT CONCLUDED THAT “OVERALL, THE FACILITY IS IN GOOD CONDITION AND APPEARS TO BE WELL USED AND LOVED, WITH ISOLATED CONDITIONS REQUIRING NEAR-TERM ATTENTION.”

PROGRAMMING

- **MULTIPURPOSE GYMNASIUMS (2)** — gyms provide the following: Senior Walk, 55+ Basketball, Pickleball, Home School Activities, Open Play, Special Needs Activities, Pre-school play time, Basketball Skills & Drills, Aerobics, 55+ Fitness
- **AEROBICS STUDIO** — AIKIA Karate (American Independent Karate/Kickboxing Instructors Association); Jay's Swing Dance, LP Dance, Yogalates - first come, first served, 40+ Double Dutch, 55+ Fitness, Kickboxing, Forever Young Line Dance, Step Aerobics/Extreme Hip Hop, Yoga, Xtreme Soul Line Dance Advanced, Sparkz Cheer, Theatre Fitness, Xtreme Soul Line Dance 101, Zumba
- **CHILD WATCH BARNYARD/CHILDCARE** — Included in the annual membership
- **LOCKER ROOMS** — Men's & Women's Locker Rooms are equipped with showers, lockers, toilets, sinks, and benches
- **CLASSROOMS/COMMUNITY SPACES** — 5,400 square feet of multi-use space for recreation classes, camps, and rentals such as wedding ceremonies/receptions, bridal showers, birthday parties, baby showers, church gatherings, and other Cedar Hill-sponsored special events
- **ADMINISTRATION, LOBBY, & SUPPORT SPACES** — Large lobby with seating, vending, control desk, and merchandise
- **ADULT FITNESS** — 3,500 square feet space with various strength and cardio equipment and free weights
- **LUNCH CIRCUIT** — First come, first served; 30 minute, total body bootcamp style class that combines body strength training exercises with short bursts of cardio
- **CHAT YOUTH EMPOWERMENT** — Free after school program providing homework help, food, mentorship, arts & crafts, and games; ages 11-16.



- **PIANO CLASSES** — Piano instruction for students
- **TECHNIQUE & TUMBLE** — Acrobatic tumbling skills for dance, cheer or gymnastics
- **ART IS LIFE** — Art and art appreciation
- **SUMMER CAMPS** — Partnership with Cedar Hill Action Team (CHAT). Activities range from arts & crafts, games, gym activities, educational opportunities, and field trips; Available for youth ages 5 – 13.

CEDAR HILL ACTION TEAM (CHAT)

The Cedar Hill Action Team (CHAT) is an initiative formed by service-hearted citizens of Cedar Hill and its surrounding communities. CHAT is committed to determining and providing for the needs of the citizens of Cedar Hill by partnering with the city, police department, school district, and local, state, and national service organizations to help strengthen families and impact lives, young and old, by fostering growth, creating leaders, and empowering people.

SENIOR ACTIVITY CENTER

The Cedar Hill Senior Activity Center, built in 1967 and expanded twice, is a beloved but aging facility that has reached the end of its useful life. Situated on a 5.9-acre park, it provides basic amenities such as a multipurpose room, arts and crafts space, and staff workspace. However, the center's size and configuration are insufficient to meet the needs of the growing 55+ population, and there is no room for further expansion at the current site.

TABLE 3.4 SENIOR ACTIVITY CENTER LOS			
FACILITY	2020 POPULATION	SIZE (SF)	LOS (SF PER RESIDENT)
Cedar Hill Senior Activity Center	49,148	5,280	<1.0

While the building has served its purpose, it is clear that it requires significant repairs and upgrades, and ongoing maintenance will only temporarily address its issues. Given the extent of the building's wear and the substantial investment needed, **the facility can no longer adequately serve its purpose.** Therefore, the city should consider relocating these services to a more modern and functional space to ensure continued, efficient service to the community.

PROGRAM SPACES

- Lobby and Social Lounge Space
- Arts & Crafts
- Multi-activity Room/Dance



PROGRAM ACTIVITIES

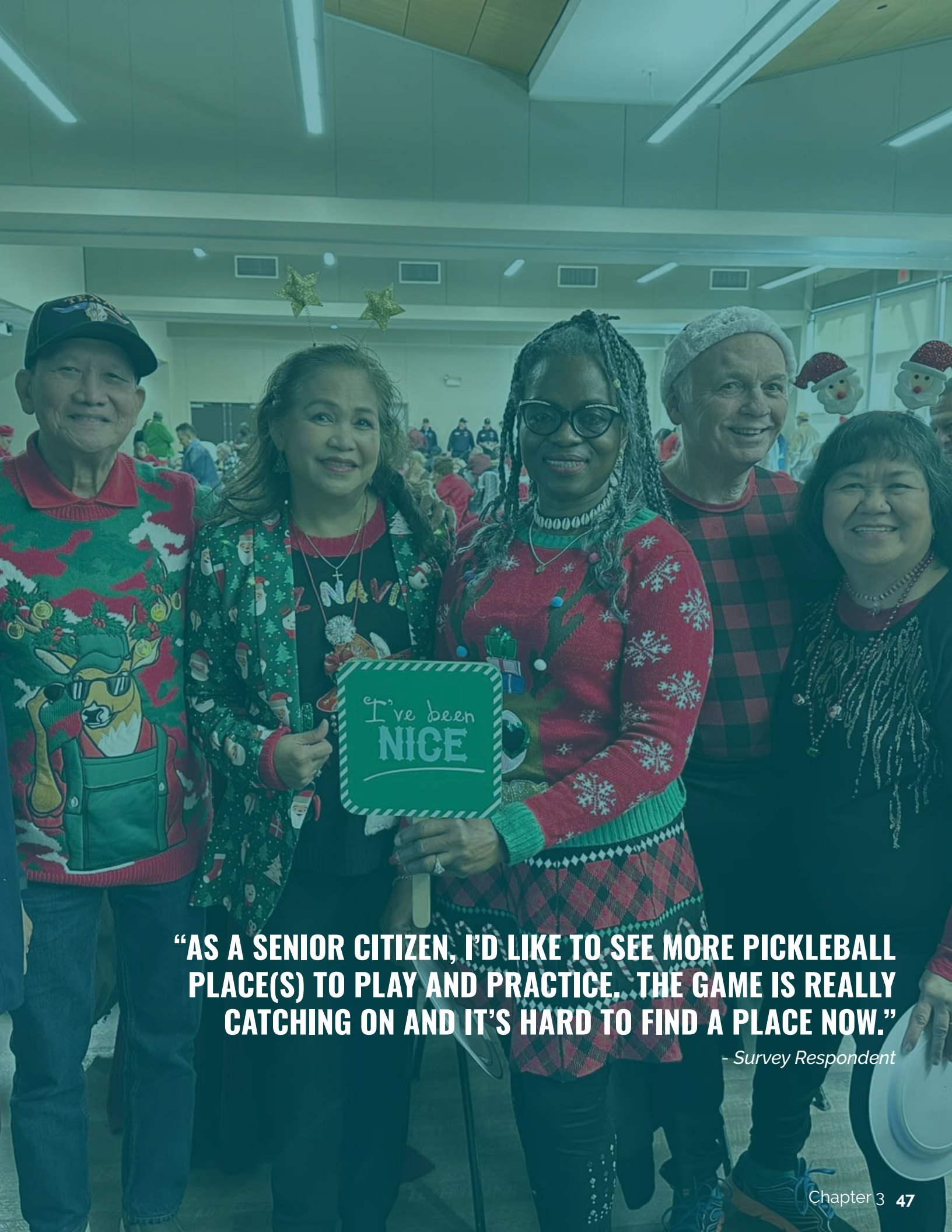
The center provides a diverse range of classes designed to cater to various interests and needs, from wellness programs to social activities. Class sizes are limited to 30 participants, allowing for more personalized engagement and interaction.

In addition to these offerings, an evaluation of the center's level of service highlights the need for more space to enhance programs and facility use. 53% (8,469 households) of survey respondent noted a need for more 55+ fitness and wellness programs. Expanding class availability, adjusting scheduling to meet demand, and exploring new activity options could further enrich the experience for participants.

- Games - Bingo, Social Bridge
- Special Interests - Loom Knitting
- Queen Beaders
- Quilting
- Dance - Country Line Dancing
- Fitness - Chair Volleyball
- Tai Chi for Seniors
- Gold Toning Exercise
- Zumba Gold
- Yoga For Seniors

SENIOR SENATE

Senior Senate is a 501(c)(3) advisory board organized for the benefit of the Cedar Hill Senior Activity Center. Its main function is to raise funds, advise, support, and assist the Senior Activity Center Staff.



“AS A SENIOR CITIZEN, I’D LIKE TO SEE MORE PICKLEBALL PLACE(S) TO PLAY AND PRACTICE. THE GAME IS REALLY CATCHING ON AND IT’S HARD TO FIND A PLACE NOW.”

- Survey Respondent

RECREATION SUMMARY

Cedar Hill's programming aligns with many national trends identified by the National Recreation and Park Association (NRPA) while showcasing unique offerings tailored to its community. Nationally, most agencies prioritize activities that promote health, wellness, equity, and conservation, and Cedar Hill reflects these pillars in its diverse range of programs. For example, NRPA reports that 68% of agencies offer aquatics programming, which aligns with Cedar Hill's recent investment in The Lagoon. Cedar Hill also provides swimming lessons and Aqua Zumba, enhancing accessibility and promoting wellness.

Special events play a central role in Cedar Hill's offerings, with the city hosting 92 events annually—surpassing the national average, where 89% of agencies offer themed events, and 88% provide social recreation events. By combining national best practices with unique local initiatives, Cedar Hill's Parks and Recreation programs effectively meet community needs while emphasizing conservation, health, and inclusive engagement.

Nature programming is another strong focus for both Cedar Hill and national agencies (66% offer natural and cultural history activities). Cedar Hill stands out as a recognized Bird City, one of only ten in Texas, and through its partnerships with organizations like the Dallas County Parks and Open Space Program. There is strong support for initiatives like the Parks for Pollinators BioBlitz and Slow Birding. Programs such as the Christmas Bird Count and the "Backyard Nature" series further highlight the city's dedication to environmental education.

Cedar Hill's athletic programming reflects the national trend of supporting team sports (86%) and fitness activities. Youth leagues in soccer, basketball, and softball are complemented by adult disc golf and baseball leagues. While Cedar Hill mirrors the national focus on inclusivity, it uniquely reserves athletic field rentals for adult leagues, demonstrating a policy tailored to its community's needs.

TABLE 3.5 NRPA PROGRAMMING COMPARISON		
CATEGORY	NRPA DATA*	CEDAR HILL'S FEATURES
Aquatics	68% offer aquatics programming	"The Lagoon" pool with lazy river, slide, lap pool; swim lessons and Aqua Zumba.
Nature & Conservation	66% offer natural and cultural history activities	Bird City recognition, Parks for Pollinators BioBlitz, Christmas Bird Count, "Backyard Nature" series.
Athletics	86% offer team sports; 53% offer running/cycling races	Youth leagues (football, soccer, basketball, baseball, softball); adult leagues (disc golf, baseball).
Special Events	89% offer themed events; 88% offer social recreation events	Hosts 92 annual events, including Music in the Park, Christmas Tree Lighting, and Slow Birding.
Inclusivity	General focus on safe and inclusive spaces	Senior- and ADA-inclusive events explicitly promoted.
Environmental Focus	Partnerships and conservation education	Collaborates with Dogwood Canyon Audubon Center; recognized for bird habitat preservation.
Event Volume	High participation in themed and social events	Leads 34 events and supports 58, exceeding national average participation in diverse event themes.

*Source: NRPA Performance Agency Review, 2024

WHAT WILL WE DO?

This Master Plan outlines key strategies to enhance the long-term success and sustainability of Cedar Hill's facilities, recreational programs, and events. These strategies are designed to address the findings of the assessment and align with the community's needs, preferences, and values.

RECREATIONAL FACILITIES

ALAN E. SIMS RECREATION CENTER EXPANSION:

- Conduct a feasibility study to determine the best approach for expanding the Alan E. Sims facility. This expansion will include accommodating the relocation of the Senior Activity Center programs and services, focusing on efficient use of space and a phased approach to add a senior expansion wing. For more information on this see the Indoor Recreation Facility Assessment in the **Appendix**.

FACILITY LEVEL OF SERVICE:

- Use level-of-service standards (refer to **Table 3.1** and **Table 3.2** (pages 40-41) as a guide for future recreational facility investments.

SPECIALIZED PARKS & AMENITIES:

- Expand parks with specific purposes, such as a Veteran's memorial park, an all-ability playground, or other specialized amenities.
- Add inclusive and accessible play elements to neighborhood and community parks.
- Naturalize parks with native gardens or landscaping, consider sensory garden elements in existing or new park spaces.
- Develop the first dog park for the city.

RECREATIONAL PROGRAMMING:

- Program Review: Regularly review recreational programs and events using community feedback and Master Plan findings to ensure alignment with current needs.
- Partnerships: Continue to support local partners such as the Dogwood Canyon Audubon Center, TPWD, ISDs, youth associations, and conservation groups to strengthen programmatic offerings to residents.
- Service Areas: Maintain a flexible inventory of recreational programs to enable continuous updates and improvements to the City's offerings.

NATURAL AREAS:

- Park Planning Role: Create a dedicated position to manage newly acquired parkland and natural areas, focusing on development, preservation, and resource management.
- Continue to preserve natural areas and open space through strategic acquisitions and coordination with City planning and local development projects.