

# Recreation in Templeton, MA



**Recommendations from  
Westfield State University**

**Master's in Public  
Administration Program**

**Organizational Behavior for  
Nonprofit and Public  
Organizations**

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## **Executive Summary**

We were tasked with analyzing the recreation program in the town of Templeton, assessing its challenges and opportunities, and ultimately providing some recommendations for next steps to help provide long term stability and potential funding options to the town.

Templeton currently offers a moderate selection of sports-based recreational offerings that focus primarily on activities for elementary and middle school-aged children. The town has intermittently offered other activities, such as movie nights, on a one-time basis. When comparing and contrasting the offerings with other communities, Templeton seems to fall in the middle range of offerings and the low range of fees, with the town even offering a no-cost swimming program in the summer months.

We examined the town's social media presence and found that while there is an adequate presence on Facebook for both the town and Recreation Department, both pages are somewhat underutilized in terms of engaging users and building a strong network that engages and excites them.

In examining the town's recreation-focused fundraising, there are a number of events that seem to support recreation in Templeton overall, but the focus is inconsistent. The town and the department can benefit from a more strategic focus on fundraising and the implementation of a well-defined and clearly thought-out long-term fundraising plan.

As a part of our research, we conducted a survey of community residents to assess their satisfaction with the department's offerings as well as their support for maintaining or increasing recreation fees in the town. Survey results seem to indicate a significant

level of support for a moderate increase in fees, the creation of a subscription pricing model and an expansion of the department's offerings.

Our research supports a comprehensive approach to enhancing the recreation program and its offerings in Templeton. This approach should include both short and long-term strategic planning in terms of fundraising strategies with a consistent social media strategy to support this. Additionally, there is a clear desire on the part of residents for expanded offerings that extend beyond the current scope of sports-based programming and offerings to elementary and middle school children.

### Introduction:

Our team was tasked with researching and offering solutions for the budget challenges of the Town of Templeton's recreation department. To do this, we assessed the current situation in town using all the facts we could obtain, then used them to compare Templeton's situation to similar towns in the Commonwealth of Massachusetts. We also analyzed the recreation department's current online and social media presence to find ways the town communicates with its residents at present, as well as find new opportunities for further engagement. To learn the opinions of the people who will be affected by our suggestions, we organized a survey of Templeton residents to ask them for feedback on the current recreation offerings and prices. Using all of the data we've obtained, we came to several conclusions that we feel will provide more funding for the program, increased communication with residents, better activities to serve the public, and ways to engage more people in the program through volunteering or participating within its offerings.

### Present Situation:

Currently, the Town of Templeton offers several sports activities, mostly for children. These include youth leagues in soccer, basketball, and softball. The town also offers adult men's basketball and free swimming for all ages. Prices range from \$30-\$75 for all offerings. Most activities charge an individual price per player, with a maximum price cap per family. The per family cap is normally \$120, with the exception of \$175 for youth softball, though individually the price for softball still ranges from \$30-\$75 depending on the age of the child. The adult basketball league charges the same price of

\$30 per player as youth basketball. In addition to sports, the town offers scenic hiking and biking trails, and has experimented with outdoor community movie nights. Overall, the Recreation Department has a budget of \$9,250 to fund its programs, most of which goes towards paying stipends to sports directors and assistants. These constraints have left little funding available for expanding programs or purchasing much needed equipment. Additionally, while the town has a core group of active volunteers, recreation committee members indicate that there is a need for further assistance and that they are unable to recruit all the people needed.

#### Comparison Towns:

In order to have a complete frame of reference for Templeton's current situation, we researched the budgets, prices, and activities of comparable towns. Those areas determined by the Town of Templeton to be suitable for community comparisons for Fiscal Year 2020 were researched for this project. These towns include Ashburnham, Athol, Ayer, Dudley, Monson, Montague, Orange, Shirley, Townsend, and Winchendon. Wherever possible, we emailed the recreation departments of these towns to ask them directly for the data. However, there were difficulties in communication with certain areas, and some did not reply to our requests. In such cases, we searched the towns' websites and social media pages for any relevant information offered to the public. These included sign-up forms on town webpages and any official posts on Facebook or Twitter that mentioned prices for town sports. While data was scarce in these situations, we found as much as we could for our research. Our most detailed information comes from the town of Monson, where our team was granted a detailed ledger history for the latest fiscal

year. In most cases, however, we were unable to access the same level of information as we received from Templeton.

Looking at comparable towns, there are clear common staples in most of their recreation programs with the inclusion of basketball, soccer, baseball/softball, and swimming. Beyond these, some towns have summer camps, yoga, afterschool programs, and outdoor concerts. Most importantly, the prices are very different between Templeton and similar towns for the programs it offers. The current lowest price in Templeton is \$30, with nothing offered above \$75. Most towns surveyed have fluctuating minimum prices for those same sports, running from \$25-\$50 for the youngest kids to well over \$100 for older ones or for sports-related summer camps. Even if the price of admission for young children in the other towns is similar to Templeton's, the cost for older kids to participate tends to be higher than what Templeton charges. Additionally, areas with similar prices as Templeton usually have other activities they charge for that bring in revenue, such as swimming lessons or aerobics. Overall, Templeton's recreation program has minimum prices that are either the same or only slightly less expensive than comparable towns, but the maximum prices in Templeton are generally much lower than its contemporaries.

#### Social Media:

We also examined how the department spreads the word about events and keeps the public informed. Websites and social media have become the main methods of doing this, so we looked at the Town of Templeton's webpage and the Recreation Department's Facebook page to see what they are doing well and which things may be improved.

The current social media presence of the Templeton Recreation Commission is reasonably adequate. Their Facebook page “Templeton MA Recreation Department” has just over 800 likes. They post photos of updates to the recreation sites, videos showing practice and games, and events such as dates for sports registration. Posts are regular (on average five per week) and public likes on posts vary anywhere from 0 to over 80 per post. Recent posts that have received the most public attention relate to basketball registration and renovations to the basketball court at Gilman-Waite Field. As of now, the Town is doing a fine job of keeping an active Facebook page with regular updates and community involvement. However, more can still be done to use these tools to their full potential. The Templeton webpage does not currently have links to the Town or Recreation Department’s Facebook pages, nor does it list the activities provided by the Town in its recreation programs.

#### Fundraising & Engagement:

In considering fundraising and engagement opportunities for the Town of Templeton, we found advice from the National Recreation and Park Association that suggests establishing a park foundation and identifying someone who is responsible for and able to oversee resource development, including fundraising; acquiring in-kind donations of equipment, supplies and land; and engaging volunteers. A resource development committee can also be beneficial, consisting of members, volunteers and/or friends of the cause. Additionally, an annual fundraising plan needs to be nestled within a comprehensive fundraising case statement, or in simpler terms, a consistent mantra or case expression that aligns with the organization’s vision, mission, core values and

strategic plan to ensure consistent communication, branding and messaging. To break this down further see below:

1. Strategic Planning
2. Develop a Case Statement
3. Annual Fund Development Plan
4. Membership Campaign
5. Direct Mail Campaign
6. Signature Special Event (metaphorically tied to the mission and vision, used for fundraising, and an event that the organization will come to be “known” for).

Keep in mind, someone within the committee should be acutely aware of the following:

- Association of Fundraising Professionals Code of Ethical Standards - <https://pkdcure.org/wp-content/uploads/afp-code-of-ethics.pdf>
- Donor Bill of Rights - <https://afpglobal.org/donor-bill-rights>
- e-Donor Bill of Rights - <https://www.dmnews.com/customer-experience/news/13090908/fundraising-association-offers-edonor-bill-of-rights>

NRPA has additionally created a Community Engagement Resource Guide (see link below) that addresses:

- Internal Assessment & Planning
- Building Trust with Communities
- Community Engagement Strategies<sup>1</sup>
- Evaluation
- Matching Gift Program Annual Fund: Utilize Multichannel Fundraising; Board Giving, Membership, Direct Mail, Direct E-Mail, Phone Solicitation, Face-to-Face, Signature Special Event, Sales (matching gifts can be solicited from donors' employers)
- Family Fitness Day: June 13, 2020 (Second Saturday in June each year)
- Identified Programs & Grants:
  - Surplus Real Property and Personal Property Donation Programs
  - Baseball Tomorrow Fund/Major League Baseball Field Maintenance Education Program

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<sup>1</sup> Community Engagement Resource Guide. *National Recreation and Park Association (NRPA)*, 2019. <https://www.nrpa.org/contentassets/19b3cbe05a634d5e8d3b712dbc8aa9d0/community-engagement-guide-nrpa.pdf>

### Survey:

Utilizing “SurveyPlanet,” We developed a survey of residents made available on the town website and Facebook pages. We asked a total of 17 questions, including some used for demographic purposes. The survey was conducted from November 19th through December 4th, 2019. We received 80 responses in that time. Respondents to the survey indicated the following:

- Almost 34% of respondents (33.8%) indicated that they were unable to participate in recreational activities as often as they wanted. Of those who indicated this, only 8% of respondents stated that cost was the reason.
- However, when asked the question differently, “Does the cost of activities limit you or your family’s ability to participate?” about 27% answered yes, so it seems that while cost doesn’t prohibit many from participating, it may well limit the amount of activities in which people/families can participate.
- Interestingly, of those who answered yes in this category, the largest number (9 respondents) had incomes above the media range while the next largest group (6) did not provide an income level. Only 6 (7.5%) respondents indicated that their incomes were below the median while 25% of survey respondents had incomes below the median level. Income alone seems not to be a primary driver limiting the ability to participate.
- Of respondents who indicated that they didn’t volunteer, 24 of 56 respondents, or 42.8%, indicated that the reason they didn’t volunteer was that they weren’t aware there was a need or that they weren’t asked.
- Only 4% of respondents felt that the current offerings in the Recreation program “were enough.” Among the types of additional activities sought, outdoor concerts and movies scored highest, with additional adult sports and expanded hiking trails receiving significant support as well.

Questions regarding additional fees were asked in several different manners to assess support:

- When asked generically if they supported increasing fees to expand offerings, 70.5% responded they would support this.
- When offered a variety of different fee levels per sport ranging from a slight increase to nearly doubling the base fee, only 31.6% felt the current fee structure was “about right.” 68.4% supported some level of price increase.
- When asked if they would pay a monthly fee of \$25.00 per month rather than a per spot fee, 59.2% of respondents indicated they would do so.

### Results:

Overall, our survey shows a higher willingness than expected to pay more for programs the town offers. However, there is also a desire to add more activities enjoyable for adults so they can feel satisfied with what they are paying for. There are also more opportunities for volunteer recruitment shown in these results, provided the people are made aware of the need for their services. The results also seem to indicate that finances do not prohibit a family's ability to participate but they do seem to limit the amount of programs in which a family is able to join.

### Conclusion and Suggestions:

#### Fee Structure:

Based on these findings, we suggest a change in the current fee structure of the Recreation Department in order to obtain the funding needed. There is a wider acceptance than expected for a price increase if necessary. Overall, Templeton charges less for sports and activities than other towns to which they are economically comparable.

As a result of our examination of comparison towns it seems clear that the fee structure in Templeton can and should be increased across all sports. There seems to be clear support for a fee increase as well as a clear rationale if that increase is framed as one that will support and improve the recreation program overall. To ensure this occurs the town must commit to an open and transparent process that will communicate challenges and successes and ensure that residents can clearly identify where the money from increased fees is going and how it is being spent. If the process is transparent, residents will still

pay the increase in order to participate, the fees will be much more in line with similar towns, and the benefits will be obvious.

The area that we identified the largest gap in fees compared to other towns was in the swimming offerings. We were able to get fairly detailed data from a few other towns showing their fee schedule for their swimming offerings, which included lessons, swim teams, and day/season passes. The lowest priced swimming lessons from other towns ran at \$50, which Templeton currently offers for free. Even charging \$25.00 per child for swim lessons would increase revenue for the Town of Templeton. In addition, by increasing the fees for other sports, there will be significant additional revenue generated which can be reinvested into the recreation program to enhance offerings and provide the additional programs that residents seem to want.

We also recommend offering a monthly subscription program, similar to a membership for town activities. Based on the response to the survey, we believe that a \$25 per month fee that offers families access to multiple sports would be seen as a reasonable exchange. Among the benefits of such a program is that it provides families with a predictable, affordable monthly fee. Families know what to expect in terms of the cost of participation. At the same time, a regular recurring expense allows them to budget the money for it while also reducing long term transaction costs. Another benefit is that it can help to strengthen the relationship between the town and participants and reinforce a strong value perception while providing the town with a more predictable revenue stream.<sup>2</sup>

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<sup>2</sup> "How Subscription Business Models are Changing Business and Investing (the Microeconomics of Subscriptions)." (2018, August 12). <https://25iq.com/2018/08/11/how-subscription-business-models-are-changing-business-and-investing-the-microeconomics-of-subscriptions/>.

Even if only 100 families paid this fee, that alone would generate \$30,000 a year in revenue. If that number rises to 150 the income would be \$45,000.00. We believe these benchmarks are achievable as they represent a relatively small percentage of total Templeton's 3,349 total households (3% and 4.5% respectively).<sup>3</sup> Coupled with other revenues this money can help to subsidize lower-income families who may have difficulty paying the higher fees. A possible system for these subsidies could be based on the free or reduced-price lunch program, as used by the St. Paul, Minnesota Parks and Recreation Department.<sup>4</sup> By using this model, the Town would be able to use income guidelines that are already established for the lunch program. Implementation would be streamlined by making it available to families who have already applied for and been verified for assistance. The subsidy could take the form of free, or reduced fees. The actual amount to be budgeted for subsidy could be estimated using data from the school budget for the first year. In subsequent years estimates could be made based on the previous year's need.

#### Fund Raising:

In considering fundraising and engagement opportunities for the Town of Templeton we reviewed material from the *National Recreation and Park Association monthly*.<sup>5</sup>

Activities they recommend to help support recreational activities are:

- Establishing a park foundation.

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<sup>3</sup> U.S. Census Bureau QuickFacts: Templeton town, Worcester County, Massachusetts. (n.d.). Retrieved from <https://www.census.gov/quickfacts/templetontownworcestercountymassachusetts>.

<sup>4</sup> Fee Assistance Program. St. Paul, Minnesota. <https://www.stpaul.gov/departments/parks-recreation/recreation-centers/programs/fee-assistance-program>

<sup>5</sup> Schaumleffel, Nathan A. "The National Recreation and Parks Association." *National Recreation and Park Association (NRPA)*, 1 Feb. 2017, <https://www.nrpa.org/parks-recreation-magazine/2017/February/forget-about-grants-annual-fundraising-for-park-foundations-friends-groups/>.

- Identifying someone who is responsible for and able to oversee resource development, including fundraising; acquiring in-kind donations of equipment, supplies and land; and engaging volunteers.
- Establishing a resource development committee consisting of members, volunteers and/or friends of the cause.
- An annual fundraising plan within a comprehensive fundraising case statement.

Clearly these activities may be more long term than our initial study can support, but early steps in this direction can help to support existing programs, engage the community, and create a sense of buy-in from residents and others as they are encouraged to partner with the recreation committee and others in supporting this town-wide endeavor. Some early steps in this direction should include the development of a strategic plan for recreation in Templeton as well as identifying some reasonably attainable short-term fund-raising goals.

Focus for future fundraising activities can include actions such as the development of annual fundraising plans, supporter campaigns (perhaps tied to the annual subscription concept) as well as some regular fundraising events such as a sports-themed dance (a “soccer ball”) or similar type event.

#### Activities:

The results of the survey show a desire for more programs ranging from movie and concert nights to adult activities including sports, crafts and perhaps theatre arts.

In general, the survey seemed to suggest that respondents were moderately satisfied with the recreational offering for children. Average satisfaction ratings ranged from 3.09 (pre-school children) to 3.59 (Elementary and Middle School) on a scale of 1-5. Satisfaction with offerings for adults however scored significantly lower, ranging from an average 2.26 for adults ages 46-60 to an average of 2.46 for young adults, ages 18-30. Clearly there is room to improve in this area. One suggestion that meshes with previous studies

was for expanded hiking and biking trails. Templeton's previous Open Space and Recreation Plan from Winter, 2017 suggested in Section 8.1 to "develop and expand trail systems both in town and with surrounding towns."<sup>6</sup> This is consistent with our survey results, where a combined 23% of respondents supported this idea. Adding more trails would satisfy the public and make them more likely to support higher fees, especially if the increased revenue were to be used for this purpose.

Expanding offerings may be a way to increase overall community involvement and also can allow the town to generate revenue by selling popcorn or other snacks during some events to make more money for the department. They could also be used for personal networking and spreading the word about other programs or the need for volunteers.

#### Social Media:

To capitalize on the advantages of networking through the internet, our recommendation for Templeton Recreation is to further connect with people and organizations via social media to create ties that will advance their services.

Crowdsourcing techniques can be valuable tools that will support the goals of welcoming and keeping in touch with those with whom the recreation department and the town have active relationships within established social networks, while at the same time allowing the town to expand these networks. Crowdsourcing has proven to be valuable in many situations, especially in terms of harnessing the energy of the "crowd" to solve problems, identify fundraising opportunities, and ensure that tasks are completed.<sup>7</sup>

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<sup>6</sup> Dwyer-Huppert, Caitie, Collen Curley and Emma Vautour. "Open Space and Recreation Plan: Templeton, Massachusetts 2017-2024 Plan." *The Conway School* (2017). 98.

<sup>7</sup> Singh, P. (2014). Social Media Crowdsourcing. *International Journal of Online Marketing*, 4(2), 1–14. doi: 10.4018/ijom.2014040101

Developing a crowdsourcing plan can enable Templeton Recreation to expand their network, as these people and organizations share Templeton Recreation with their friends and followers. Since the town and the Recreation Department already have a Facebook presence, this is a great place to begin to attract and communicate with prospective donors, volunteers, and community families who wish to take advantage of the services offered. To further expand their Facebook network, Templeton Recreation must first update their website with contact information, services provided, and a welcoming remark to inform community members about the presence of the Facebook page. Templeton Recreation may also find benefit in direct mail flyers or sending flyers home with students that provide current recreation information and instruct parents to view the Facebook page for further information. To attract local youth, Templeton Recreation may experiment with other social media sites such as Twitter and Instagram that appeal to the younger generation. Templeton Recreation has made it clear that the Commission is made up of volunteers who have limited time to contribute, however, expanding social media need not be a time-consuming matter. Crowdsourcing can actually assist in removing some of the burden from already strained town staff and volunteers by helping to expand the network of those involved. Perhaps the most effective use of crowdsourcing techniques for the town will be “microplanning;” identifying small areas of focus that can be easily managed with short term measurable campaigns (perhaps fundraising for specific goals or volunteer recruitment).<sup>8</sup> By devoting just a few hours a week, Templeton Recreation can develop a crowdsourcing program that will help expand their network and benefit their recreation services.

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<sup>8</sup> Kanter, B., & Fine, A. H. “The Networked Nonprofit: Connecting With Social Media to Drive Change.” San Francisco, CA: Jossey-Bass. (2010). 108-110.

### Community Partnerships:

As seen through the shared school district with the Town of Phillipston, Templeton has experience in managing and maintaining community partnerships. The Town currently uses the gymnasium in the school to host many of their recreation activities. However, new partnerships with towns and local businesses will benefit the Recreation Department by providing them with more opportunities to utilize shared resources. For example, say Templeton wishes to offer pickleball, but the high cost of a court prevents them from doing so; a community partnership with Winchendon--who also wants to offer pickleball in this scenario--will solve the predicament if both towns pay for half the cost of the court and then equally share the resource. In another scenario, Templeton may ask a local restaurant to donate food for a community event. The town would not have to pay for food, and the restaurant would receive free advertising, community pride, and potentially new customers. Partnerships cannot be one-sided, they must ensure mutual benefits so that both partners are motivated to make the partnership work. To effectively manage a community partnership, both partners must identify a shared purpose, lead collaboratively, have mutual trust, provide resources, and be open to change.<sup>9</sup>

Understanding the purpose of the partnership is essential to determine the strategy and to achieve the common goal; if the partners do not understand the purpose of their partnership it will not be effective. Each partner must have influence over their own organization as well as their partner. Leading collaboratively will enhance mutual outcomes. Both partners must provide their fair share of resources for the partnership to be sustained, whether that be funding, volunteers, supplies, space etc., a lack of

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<sup>9</sup> Butcher, J., Bezzina, M., & Moran, W. (2011). Transformational Partnerships: A New Agenda for Higher Education. *Innovative Higher Education*, 36(1). 29-40.

commitment from one or both partners will prevent the goal from being obtained.

Without trust and an openness to change, the partners will not likely have the ability to effectively work with one another.

In establishing community partnerships, the town may wish to recruit the assistance of non-profit foundations that are committed to parks and recreation. Nonprofits have a significant role in delivering public services as they may partner with local governments to address community needs.<sup>10</sup> Organizations like “Friends of the Public Garden” in Boston and “The Friends of Buttonwood Park” in New Bedford are committed to park preservation and advocacy.<sup>11</sup> As nonprofit organizations, these groups are eligible for funding not available to the town, and have the resources necessary to conduct park projects. The establishment of a “Friends of” organization for Templeton and the surrounding areas will be able to help the town plan events and make park improvements to enhance recreational offerings and alleviate the town’s recreation burden.

#### Transparency:

Our final suggestion is to focus on ensuring an environment of transparency around the recreation department, in particular with regard to ensuring the public is aware of how additional revenue generated through increased fees, donations, subscriptions etc., is utilized. There are benefits to informing residents of challenges facing the town and reaching out to them for help. Our survey has shown that there are people in the town who are willing to get involved, but were not aware there was a problem or were not asked for their assistance. By going to the people with calls to action, it not only attracts

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<sup>10</sup> Feiock, R. C., & Jang, H. S. (2009). Nonprofits as local government service contractors. *Public Administration Review*, 69(4), 668-680.

<sup>11</sup> “Friends of the Public Garden.” (2017). Retrieved from <https://friendsofthepublicgarden.org/>; “The Friends of Buttonwood Park.” (2017). Retrieved from <http://buttonwoodpark.org/>

the helpers within the community, it also creates a greater sense of camaraderie within town by getting people engaged in local affairs. Additionally, the results of the survey showed strong support for increased fees, an idea previously feared as a recipe for public backlash. If residents are informed about the situation in an honest way that details the necessity of such a change, the fee increases will be more readily accepted. Involving the community in the process of a change will get them invested in its outcome. If Templeton's Recreation Department is to improve, it must be able to adapt. Involving the residents in that process will better ensure its success.

## Appendix A

### Comparison Communities

Community	Lowest Fee Per Sport	Highest Fee Per Sport	Sports Offered	Median Household Income <sup>12</sup>	Low Income Percentage of population <sup>13</sup>
Ashburnham	\$50.00	\$180.00	Hokey, Soccer, Lacrosse, Basketball, Ice Skating	\$86,721.00	19.98
Athol	N/A	N/A	N/A	\$52,772.00	43.15
Ayer	\$30.00	\$150.00	Soccer, Basketball, Volleyball, Swimming, Cheerleading and Numerous camp and clinic options that cost from \$60.00 to \$210.00	\$78,324.00	26.75
Dudley*	\$70.00	\$150.00	Football, Soccer, Baseball, Cheerleading	\$76,850.00	27.13
Monson	\$50.00	\$175.00	Football, swimming, Basketball,	\$76,845.00	24.52
Montague	\$30.00	\$75.00	Basketball, Swimming	\$51,012.00	45.05
Orange*	\$20.00	\$225.00	Basketball, Basketball clinics	\$40,861.00	49.25
Shirley**	\$25.00	\$150.00	Basketball, Volleyball, Swimming, Cheerleading and Numerous camp and clinic options that cost from \$60.00 to \$210.00	\$79,764.00	28.24
Townsend***	N/A	N/A		\$88,765.00	17.09
Winchendon	\$150.00	\$400.00	Football, Cheerleading, basketball, hockey, wrestling	\$66,994.00	33.95
Average				\$63,861.00	31.51
Templeton	\$30.00	\$75.00	Softball, Basketball, Soccer, Swimming	\$72,707.00	30.35

\*Offered through various community organizations

\*\*Shares some programming with Ayer and community organizations

\*\*\*Significantly different offerings likely not comparable

<sup>12</sup> "Community Comparisons for FY'20." Median Income Source; MA HomeTownLocator.

<sup>13</sup> "Massachusetts Department of Transportation, Minority, Low Income Tool." Mass.gov, <https://www.mass.gov/orgs/massachusetts-department-of-transportation>.

## **Appendix B**

### **Recreation Offerings by Comparison Community**

#### **Ashburnham**

- Central MA flag -\$150/pp Westford
- Ice skating (FMC Ice sports and ice evolution skating): \$69-\$139
- Oakmont Basketball (Westminster): \$70-\$75 (\$150/family cap); Travel: \$140-\$180
- Lacrosse (Westminster): \$100-\$150
- Youth hockey- \$50 per 6-week session
- Youth soccer (Oakmont/Ashburnham/Westminster): \$50
- Field hockey (2-6 grade): \$75
- Youth cheer- No info
- Parks and Recreation Committee: Appointed by town manager annually

#### **Athol**

- Athol parks and greenway network (includes trails, parks, recreation and conservation areas)
- Horse Park
- Arboretum
- Tully Lake disc golf: Membership Only
- Athol Playground

#### **Ayer**

- Summer camps
- Summer miniball (ages 4-7)
- Panthers basketball clinic 4 day (grades 3-9): \$60-\$75
- Youth softball clinic- 3 day (grades 3-8): Free for Ayer/Shirley residents
- Youth baseball clinic- (ages 7-12) free for Ayer/Shirley res
- Challenger British Soccer Camp 4 days (ages 7-14): \$65 “tiny tykes,” \$147 ½ day, \$210 full day
- Panther football camp- 4 day (grades 3-8): \$60-\$75
- Youth football-cheer: (Ayer-Shirley)
  - Spring cheer and flag football: \$40
  - Fall cheer and football: (\$100 early registration): or \$150
- Sandy Pond beach: Free to residents, \$5 non-residents or \$3 for children
- Swimming lessons: \$50-\$60 for residents, \$60-\$70 non-residents
- Volleyball: \$25 registration
- Youth Baseball and softball
- Youth Basketball: (\$10 late fee if applicable), Kindergarten: \$35, Grades 1-4: \$40, Grades 5-8: \$90/player +\$40 uniform fee
- Youth Soccer: U4: \$30, U6: \$50, U8: \$50

#### **Dudley**

- Clubs and organized sports
- Charlton Dudley football/cheer: not listed

- Dudley little league baseball- no \$ listed
- Dudley soccer club- \$70-\$90/child (\$180 family cap)
- Dudley youth basketball league: not listed
- South County Pop Warner ages 5-15: Football: \$175 (w/new jersey), \$85 w/old jersey; cheer: \$150 (serves Webster, Dudley, Oxford, Douglas, and Thompson, CT)
- Dudley Hill golf club: \$20-\$49
- Tennis courts (lists multiple places, private places are privately priced)

### **Monson**

- Pool/swimming-: \$1-\$5/swim; Water aerobics: \$5 (discounts with other memberships)
- Swim team: Registration: \$60-\$65, Total cost: \$160-\$175
- Swim lessons: Saturday 6 sessions: \$50-\$55, week-day 8 sessions: \$65-\$70; Afterschool swim: \$65-\$75, 8 sessions; Pre-team: \$75-\$80 5 days; "Improving:" \$60-\$65 5 days
- Basketball fees: First start: \$50, Youth basketball: \$75, 3<sup>rd</sup>/4<sup>th</sup>grade: \$120, 5<sup>th</sup>/6<sup>th</sup>grade: \$130, 7<sup>th</sup>/8<sup>th</sup>grade: \$140, 9<sup>th</sup>-12<sup>th</sup>-\$150
- Cyo fees: \$175, suburban fees: \$185 (if applicable)

### **Montague**

- Youth basketball: \$30-\$35
- Travel program (grades 3-6): \$70 (\$75 non res)
- Babysitting course (ages 11-15): \$40-\$45
- Softball: Not posted yet
- Sawmill 10k run: \$30-\$35
- Night sledding: Free
- Swim: \$3.50-\$5.50 per session; Season pass: \$46-\$72
- Public parks/playgrounds (listed online for convenience)

### **Shirley**

- Youth basketball: Kindergarten: \$25, Grades 1-4: \$40
- Benjamin Hill pool and park: Memberships: \$75, \$200/family; Daily use: \$7-\$10; Water aerobics: \$7/lesson, \$50 for 10, \$100 for summer session
- Ayer/Shirley Central Mass Travel youth basketball: 5<sup>th</sup>-8<sup>th</sup>grade: \$90+\$40 for jersey
- Soccer: not currently listed
- Summer camps: Not currently listed
- Adult and senior yoga: Not listed
- Penguins swim team: Not listed
- Youth softball clinic: 3 day (grades 3-8): Free for Ayer/Shirley residents
- Youth baseball clinic: (ages 7-12): Free for Ayer/Shirley residents
- Youth football-cheer (Ayer-Shirley): Spring cheer and flag football: \$40; Fall cheer and football: \$150 (\$100 early registration)

### **Townsend**

- Summer camps (open to residents and non-residents, same price): Full-day 6 weeks: \$525-\$550; Half-day 6 weeks: \$325-\$350; 5-day pass: \$125-\$150
- Tennis clinic (5 days): \$100
- Sports zone (5 days): \$115

- Science workshops: \$145-\$150
- After school recreation: Not specified, additional \$50 late fee if applicable
- Yoga: \$10 per class
- Rock band: \$60/month
- Ski and snowboard club: Not specified
- Middle school dances: \$6

### **Orange**

- Basketball clinic- (week session) \$125 for one session, \$225 for 2 sessions or \$100/sibling per week
- Girls basketball (4<sup>th</sup>-7<sup>th</sup>) \$20
- Travel basketball: \$60/child, family cap \$100

### **Winchendon**

- Summer concert series: Free
- Movie nights: Free
- After school theater program (grades 2-6): Free
- North County Pop Warner (Football ages 5-10, Cheer ages 5-12): Registration: \$150
- School sports (Murdock middle and high school):
  - Fall: cheering, cross country, field hockey, football, soccer
  - Winter: basketball, cheering, indoor track (high school-only hockey/swimming)
  - 1<sup>st</sup> student first sport: \$160
  - 2<sup>nd</sup>/3<sup>rd</sup> sport: \$120
  - Football: \$190
  - Wrestling: \$200
  - Hockey co/op: \$400 (family max \$500, hockey not included)

### **Templeton Offerings**

- Youth Soccer: \$40/player (\$120/family cap)
- Youth Basketball: \$30 if player has a jersey (\$90/family cap), \$40 if player needs a jersey (\$120/family cap)
- Youth Softball: (ages 13-16): \$75/child, (ages 10-12): \$75/child, (ages 8-10): \$50/child, (ages 6-8): \$30/child; (\$175/family cap)
- Swimming: Free
- Men's basketball: \$30

**Appendix C**  
**Survey Results: Templeton Recreation Survey**

**Q1- Are you and members of your household able to participate in active recreation activities (e.g. sports, physical wellness, outdoor play, etc.), as often as you would like?\***

**Answered: 80 Unanswered: 0**

<b>Choice /Total</b>	<b>Yes 53 No 27</b>
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**Q2- If you answered "No" why are you and members of your household unable to participate in recreational activities as often as you would like?**

**Answered: 33 Unanswered: 47**

<b>Choice</b>	<b>Total</b>
Lack of personal time/too busy	17
Lack of desired or adequate facilities for the activities I/we like	14
Lack of desired programs	17
Program not offered at a convenient time	9
Lack of money/Programs and facilities too expensive	6
Lack of transportation	1
Personal health problems/disability/age	3
Lack of child care	5
Other	3

**Q3- Would you be willing to volunteer 2 to 3 hours per week to support recreation in Templeton?\***

**Answered: 80 Unanswered: 0**

<b>Choice /Total</b>	<b>Yes 36 No 44</b>
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**Q4- If you answered yes to question 3 do you already volunteer?**

**Answered: 57 Unanswered: 23**

<b>Choice /Total</b>	<b>Yes 22 No 35</b>
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**Q5- If you don't currently volunteer can you indicate the reason or reasons why?**

**Answered: 56 Unanswered: 24**

<b>Choice</b>	<b>Total</b>
Not enough time	34
I don't think I have the right skills	10
I have limited transportation	2
I would like to volunteer but didn't realize volunteers were needed	9
No one ever asked me	15

[If you are interested in volunteering please leave your name and preferred method of contact in the space below]

**Q6- Does the cost of activities limit you or your family's ability to participate?\***

**Answered: 80 Unanswered: 0**

**Choice /Total**

**Yes 22 No 59**

**Q7- Please list the top five activities (it's ok list fewer if you don't participate in five) you or members of your household participate in in Templeton**

**\* Answers by participant as answered in the survey are listed at the end of appendix C)**

**Answered: 55 Unanswered: 25**

**Q8- Are there any activities that you would like to see offered in Templeton that aren't currently offered?**

**Please select from the list below or add others that you would like\***

**Answered: 80 Unanswered: 0**

<b>Choice</b>	<b>Total</b>
<b>Additional Adult sports programs</b>	<b>36</b>
<b>Outdoor Concerts in the summer</b>	<b>50</b>
<b>Outdoor Movies in the summer</b>	<b>42</b>
<b>Organized craft activities for children</b>	<b>27</b>
<b>Organized craft activities for adults</b>	<b>19</b>
<b>Performing arts (Live theater, variety shows etc.)</b>	<b>22</b>
<b>Expanded hiking trails</b>	<b>36</b>
<b>Expanded biking trails</b>	<b>27</b>
<b>I think what Templeton offers now is enough</b>	<b>3</b>
<b>Other</b>	<b>11</b>

**Q9- If asking participants to pay more would help to expand recreational activities in Templeton would you be willing to pay a reasonable amount to do so?**

**Answered: 78 Unanswered: 2**

**Choice / Total**

**Yes 55 No 23**

**Q10- The current lowest fee for youth sports leagues in Templeton is \$30.00\ . Below is a range of fee options. Please indicate by checking the box or boxes for which fees you would consider reasonable if a fee increase were needed to support recreation activities.**

**Answered: 76 Unanswered: 4**

<b>Choice</b>	<b>Total</b>
<b>\$45.00</b>	<b>15</b>
<b>\$50.00</b>	<b>17</b>
<b>\$55.00</b>	<b>1</b>

<b>\$60.00</b>	<b>4</b>
<b>I could support a higher rate if it meant more options</b>	<b>24</b>
<b>The current fee structure is about right</b>	<b>31</b>
<b>Other</b>	<b>6</b>

**Q11- If the town considered implementing a higher per family fee that would allow you to participate in multiple sports / activities would you consider paying it if the fee were \$25.00 / Month?**

**Answered: 76 Unanswered: 4**

**Choice /Total Yes 45 No 31**

**Q12- If the town considered implementing a higher per family fee that would allow you to participate in multiple sports / activities would you consider paying it if the fee were \$30.00 / month?**

**Answered: 76 Unanswered: 4**

**Choice / Total Yes 37 No 39**

**Q13- If the town considered implementing a higher per family fee that would allow you to participate in multiple sports / activities would you consider paying it if the fee were \$250.00 / year?**

**Answered: 77 Unanswered: 3**

**Choice / Total Yes 34 No 43**

**Q14- On a scale of 1 to 5 with one being not at all satisfied and 5 being very satisfied, how satisfied are you with the activities the town offers to the following age groups?\***

**Answered: 80 Unanswered: 0**

<b>Choice</b>	<b>Score</b>	<b>Average</b>
<b>Pre-School children</b>	<b>247</b>	<b>3.09</b>
<b>Elementary and Middle School</b>	<b>287</b>	<b>3.59</b>
<b>High School</b>	<b>258</b>	<b>3.23</b>
<b>Young adult, 18-30</b>	<b>197</b>	<b>2.46</b>
<b>Adults age 30- 45</b>	<b>184</b>	<b>2.3</b>
<b>Adults age 46-60</b>	<b>181</b>	<b>2.26</b>
<b>Adults age 60 and over</b>	<b>192</b>	<b>2.4</b>

**Q15- The last three questions are for demographic purposes, all responses will be kept confidential.**

**Please indicate the age range of the primary respondent:**

**Answered: 79 Unanswered: 1**

Choice	Total
Under 10 years of age	0
10-13 years old	1
14-18 years old	0
19 -29 years old	2
30-45 years old	37
46-60 year old	24
Over 60	15

**Q16- Please indicate your total household income (if you know it) all responses will be kept confidential:**

**Answered: 78 Unanswered: 2**

Choice	Total
Under \$30,00.00 / yr	2
\$30,000.00 to \$50,000.00 / yr	8
\$50,000.00 to \$75,000.00 / yr	10
\$75,000.00 to \$125,000.00 / yr	28
Over \$125,000.00	15
Prefer not answer or don't know	15

**Q17- Please indicate the highest level of education obtained in your household (if you know it) all responses will be kept confidential:**

**Answered: 78 Unanswered: 2**

Choice	Total
Less than High School graduate	0
High School graduate	8
Some college	24
Bachelor's degree	18
Advanced degree	28

**List of activities participated in as reported by responses to question 7:**

Sports  
 Soccer, Basketball, Baseball  
 Basketball, soccer, using the playground.  
 Gymnastics  
 Gym  
 Basketball, baseball, soccer  
 Fairs Memorial day Veterans day July 4th  
 Baseball, soccer  
 Softball tball  
 Soccer Basketball  
 Council on Aging, Narragansett Historical Society, Town government, Library  
 Soccer Baseball School events  
 Soccer, basketball, baseball

Story time at the library, Swimming lessons during the summer  
 Taking our toddler to play at the Gilman-Waite playground Long walks along the  
 Otter River Evening walks through neighborhood  
 Mac and Cheese Fest Arts & Crafts Fest  
 Soccer, basketball  
 Walking, chores, lift weights  
 Sports  
 Running  
 Senior Center Activities  
 Baseball Fall Ball  
 Softball  
 Soccer Basketball  
 Swimming  
 Soccer baseball football basketball  
 TCTV Town government Historical Society, Open Space help, Hiking/biking  
 Basketball  
 Soccer Basketball Walking Kayaking  
 Running, hiking, biking, 5k races  
 Basketball Baseball Flag football  
 None in Templeton. Most in NH, hiking, swimming, kayaking.  
 Snowshoeing or cross country skiing, hiking, skating, tennis  
 Teeball, playing at the park  
 None  
 Baseball Softball Basketball Soccer  
 Rec Basketball and Soccer. Narragansett Little League  
 traveling youth football  
 horseback riding snowmobiling  
 Soccer  
 Soccer, Boy Scouts, attending PTO activities, hiking, swimming  
 Soccer, basketball, baseball  
 Used to: Basketball Baseball  
 Walking. bike riding  
 Softball/Baseball, Soccer, hiking, running  
 Yoga Field hockey Running Golf  
 Basketball Soccer  
 Library events-- 4H, Story hour Craft/church fairs Historical Society events School  
 activities  
 Flag football Basketball skill and drills.  
 Basketball Soccer Flag football  
 Hiking  
 All 3 seasons of baseball; basketball-rec and travel  
 Youth basketball Youth soccer  
 Rec basketball and softball, Travel basketball, High school sports.  
 Craft fair

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