

Recreation Needs Assessment and Strategic Plan October 2019

TABLE OF CONTENTS

Executive Summary	1
Introduction	1
Planning Process Summary	1
I. Barrington Recreation Now: Plan Purpose and Background	3
A. Purpose of this Plan	3
B. Recreation Department Overview	3
C. Methodology of this Planning Process	5
D. Document Review	8
II. Community Desires and Identified Needs	15
A. Barrington, New Hampshire Demographic Profile	15
B. Park and Recreation Influencing Trends	22
C. Community and Stakeholder Input	25
D. Community Survey Summary	32
E. Program Analysis	44
F. Summary of Key Findings from Public Input	44
III. Level of Service Analysis	45
A. Why Level of Service?	45
B. Barrington's Level of Service	46
C. Parks and Facilities Inventory and Assessment	52
D. LOS Recommendations	56
IV. Key Issues, Recommendations, and Action Steps	61
A. Key Issues Identification	61
B. Key Issues	61
C. Key Issues, Recommendations & Action Steps	64
D. Action Plan Implementation and Prioritization	67
Appendix A: GRASP® Level of Service Analysis	71
Appendix B: GRASP® Maps	87

Table of Tables

Table 1: Barrington Demographic Profile	15
Table 2: Barrington Housing Profile	19
Table 3: GRASP® Comparative Data	48
Table 4: Barrington Capacities	49
Table 5: Outdoor Park and Recreation Facilities – Median Population Served per Facility	50
Table 6: Acres of Park Land per 1,000 Residents	51
Table 7: Summary of Outdoor Locations	53
Table 8: Summary of Indoor Locations	55

Table of Figures

Figure 1: Barrington Population Growth Trend	16
Figure 2: 2016 Estimated Population by Age Cohort	16
Figure 3: Population Age Distribution, 2000- 2016	17
Figure 4: Barrington Racial and Ethnic Character 2016	18
Figure 5: 2016 Educational Attainment of Barrington's Young Adults (Ages 18-24)	18
Figure 6: 2016 Educational Attainment of Barrington's Adults (ages 25+)	18
Figure 7: Earnings and Education Level of Barrington Adults (ages 25+)	19
Figure 8: Median Household Income Comparison (2016)	20
Figure 9: County Health Ranking Model	20
Figure 10: 2017 New Hampshire Health Ranking Highlights	21
Figure 11: Barrington Adults Estimated Participation in Outdoor Recreation Activities	22
Figure 12: SFIA Fitness Participation	23
Figure 13: Estimated Adult Fitness Participation Trends	23
Figure 14: Estimated Recreational Expenditures of Barrington Households	24
Figure 15: New Hampshire Outdoor Recreation Economy	24
Figure 16: Barrington's Population by Generational Group	25
Figure 17: Top Ten Survey Findings: 1-5	34
Figure 18: Top 10 Survey Findings: 6-10	34
Figure 19: Survey Respondent Demographics	35
Figure 20: Survey Respondent Demographics	36
Figure 21: Survey Respondent Residential Profile	36
Figure 22: Satisfaction with Programs, Services, and Facilities	37
Figure 23: Importance of Primary Programs	37
Figure 24: Importance of Programs and Activities Comparison	38
Figure 25: Comparison of Needs Met of Most Important Programs	38
Figure 26: Importance- Performance Matrix	39
Figure 27: Barrington Importance-Performance Matrix (Invitation Sample)	39
Figure 28: Barrington Importance-Performance Matrix (Open-Link Sample)	40
Figure 29: Most Important Future Programs	40
Figure 30: Importance of Future Facilities (Moderate to Low)	41
Figure 31: Which Facilities, Amenities, and Services Would Increase Your Usage.	41
Figure 32: Support for Funding Methods	42
Figure 33: Effectiveness of Communication	42
Figure 34: Preferred Methods of Communication	43

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EXECUTIVE SUMMARY

INTRODUCTION

This Recreation and Parks Needs Assessment and Strategic Plan will allow the Town of Barrington to identify gaps in the parks and recreation system and develop strategies for filling them. In addition, the projected needs will enable the Town to plan for the future to meet resident and community needs and desires. The public was engaged throughout the process to gauge their satisfaction and learn about their preferences for additional programs and facilities for the parks and recreation system.



PLANNING PROCESS SUMMARY

GreenPlay, along with Design Concepts and RRC Associates, worked with the staff and residents of the Town of Barrington in developing this strategic plan. The process was inclusive of all members of the community, and the public was given many opportunities to participate. Town constituents provided input to the consultant team throughout the planning process.

The project consisted of the following tasks:

- Review and incorporation of other Town of Barrington documents
- Public and Stakeholder Engagement including a Statistically Valid Survey
- Market Assessment
- Operational Analysis
- Comprehensive Facility Inventory and Level of Service Analysis
- Program Assessment and Analysis
- Key Issues Matrix
- Funding Analysis
- Final Plan with Recommendations and Actions



**8,770
RESIDENTS**



**AVERAGE
POPULATION
GROWTH
OF 110 PER
YEAR
2000 - 2010**

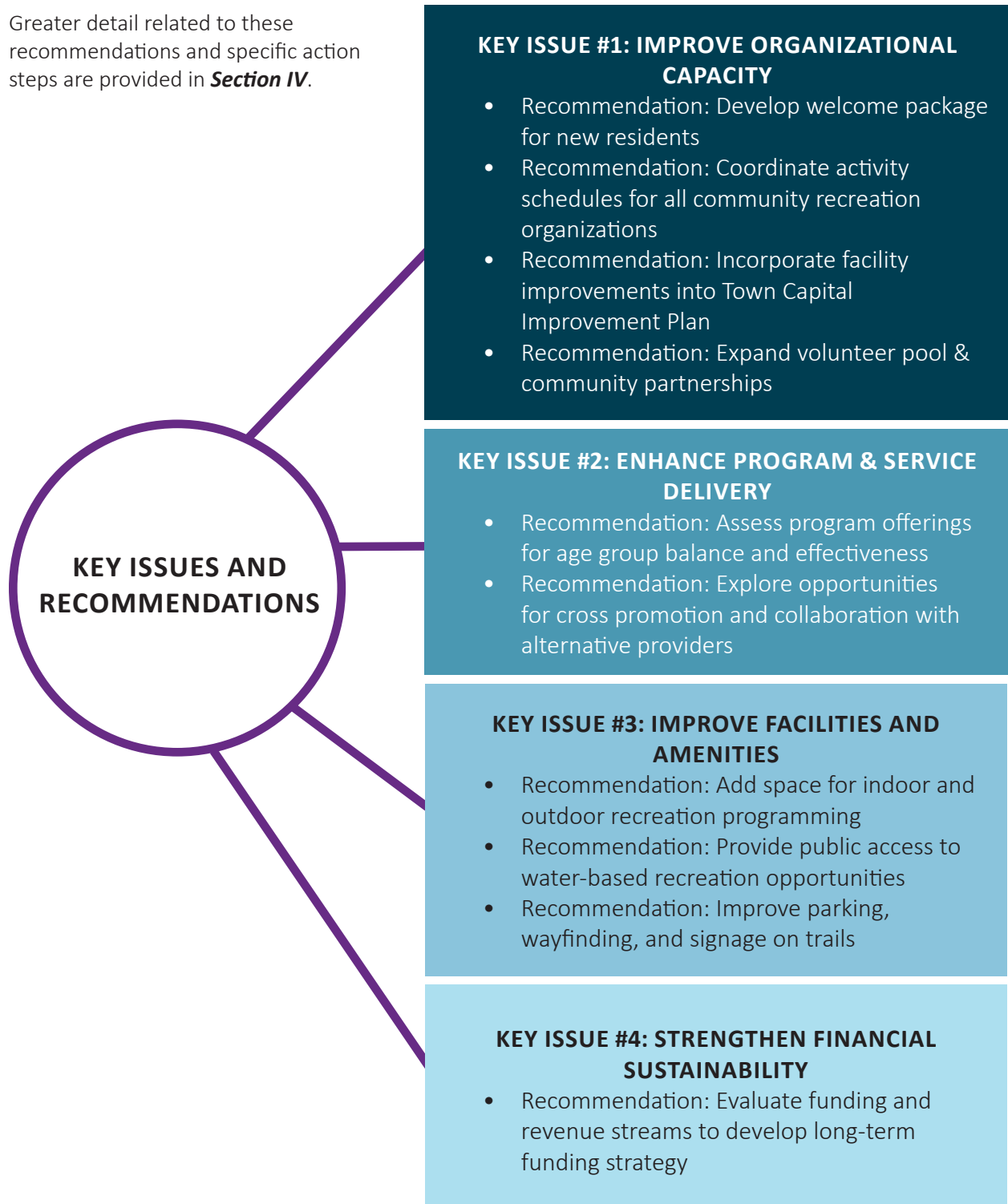


**VARIETY OF
INDOOR
AND
OUTDOOR
RECREATION
ACTIVITIES**

Key Issues and Recommendations

After analyzing the findings that resulted from this process, including the Key Issues Matrix, a summary of all research, qualitative and quantitative data, facility inventory, Level of Service (LOS) analysis, public input sessions, and staff and leadership input, the following key issues and recommendations have emerged.

Greater detail related to these recommendations and specific action steps are provided in **Section IV**.



I. BARRINGTON RECREATION NOW: PLAN PURPOSE AND BACKGROUND

A. PURPOSE OF THIS PLAN

This Recreation and Parks Needs Assessment and Strategic Plan allowed the Town of Barrington to identify gaps in the parks and recreation system and develop strategies for filling them. In addition, the needs assessment has enabled the Town to plan for the future to meet resident and community needs and desires. The public was engaged throughout the process to gauge their satisfaction and learn about their preferences for additional programs and facilities for the parks and recreation system.

The Town of Barrington is home to about 8,770 residents, and the current parks and recreation system consists of a recreation center, a park with a playground, and trails, among other amenities. The Barrington Recreation Department (BRD) offers a variety of programming for youth and adults, including sports, out of school activities, fitness activities, outdoor recreation, and more. Barrington's population grew by a total of 194 residents from 2010 to 2016. From 2000 to 2010, the population grew by 1,101 new residents, an average of 110 residents per year.



B. RECREATION DEPARTMENT OVERVIEW

The Barrington Recreation Department (BRD) was formed during a Town Meeting in January 1998 when the community passed Warrant Article 23 pursuant to NH RSA 35-B:3-5. The establishment of the Recreation Department was approved by the voters of the community to provide quality programs, parks, and facilities that could be enjoyed by everyone. The Town of Barrington has a population of approximately 8,770 and covers an area of approximately 48.5 square miles. The BRD utilizes recreational facilities that include a gymnasium, a playground, and a series of trails.

Barrington Recreation Department (Facilities Data and Information provided by Town staff)

Town Owned Recreational Facilities

Town Playground
Town Gym
Town Field

SAU 74 Facilities

Middle School Gym
Middle School Cafeteria
Middle School Soccer Fields
Middle School Playground
Middle School Music Room
Elementary Multi-Purpose Space
Elementary School Soccer Field
Elementary School Playground

Others Recreation Facilities Available to Residents

Spaulding High School Track
Town and State-owned conservation areas

In 2011, The Select Board developed the following Vision Statement, a Mission Statement, and a list of core Values by which the Barrington government works.

TOWN OF BARRINGTON VISION

We, the elected governing board of Barrington, New Hampshire, seek to shape a future that values our past, preserves our natural and human resources while working together with the public toward a bright economic and community-oriented lifestyle through quality education and the provision of effective governmental services that characterize a healthy, dynamic community.

TOWN OF BARRINGTON MISSION

The Barrington Board of Selectmen will provide proactive leadership engaging in effective communication with the public and municipal employees while overseeing a friendly, cost-effective, efficient government that promotes public safety, wise preservation and development of the social and natural environment, maintenance and development of infrastructure, and support for community services that assure quality of life.

TOWN OF BARRINGTON VALUES

- Careful financial stewardship of resources
- Transparent government with open communication and broad participation
- Honesty and high ethical standards
- Friendly, fair, and responsive service
- Wise collaborative decisions based upon objective facts
- A focus on both the present and the future

Recreation Department staff members follow the vision, mission, and values developed by the Board as they provide recreation services, programs, and facilities to the community. In addition, the BRD developed the following mission statement specific to recreation.

RECREATION DEPARTMENT MISSION STATEMENT

Our mission is to bring Barrington together and serve as a positive presence in the community, enhancing the quality of life, by providing diverse and equitable programming that fosters a sense of community, personal growth, health, fitness, relaxation, and good sportsmanship, while providing opportunities for community involvement.

The Department staff consists of a Recreation Director, Assistant Director, an Administrative Assistant, a Morning/ After School Program (MAP) Supervisor, a Program Coordinator, an After School Program (KAP) Supervisor, an After School Kids (ASK) Supervisor, a maintenance position and a Weekend & Evening Supervisor. The BRD offers youth programs through the MAP, KAP, and ASK programs, as well as through summer camps. The BRD offers programs and classes for adults and seniors. Sports, out of school activities, fitness activities, outdoor recreation, community events, and family programs round out the programs and services offered by the BRD. The BRD manages a gymnasium located within a facility shared with the library and a playground located nearby. The Department works hard each and every day to meet its mission while providing programs and services for the Town of Barrington residents and visitors.



C. METHODOLOGY OF THIS PLANNING PROCESS

GreenPlay, along with Design Concepts and RRC Associates, worked with the staff and residents of the Town of Barrington in developing this strategic plan. The process was inclusive of all members of the community, and the public was given many opportunities to participate through focus groups, stakeholder meetings, public meetings, an invitation survey, and an open link survey. A Level of Service (LOS) analysis and funding analysis were also conducted. An Action Plan was developed to assist the Town in identifying gaps in the parks and recreation system and developing strategies for filling them, as well as projecting needs and planning for the future to meet the community's needs and desires. The Town constituents provided input to the consultant team throughout the planning process.

The project consisted of the following tasks:

- Review and incorporation of other Town of Barrington documents:
 - Recreation Department Budgets 2011-2018
 - Town CIP Budgets 2018
 - Recreation Building Block Program 2012-2021
 - Capital Improvements Program 2008-2020

- Public and Stakeholder Engagement: A variety of methods for community participation resulted in extensive data collection for analysis. The following methods were used:
 - Focus Groups
 - Stakeholder meetings
 - Community-wide public meetings
 - Statistically-valid community needs assessment survey
 - Open link survey
- Market Assessment
 - Demographics and population projections
 - Trends analysis
- Program Analysis
 - Reviewed recreation/customer service programs/sports programs, policies, and practices
- Operational Analysis
 - SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis
- Inventory and Level of Service Analysis
 - Inventory of parks, facilities, and amenities
 - Analysis of walkability, bikeability, and drivability
 - Analysis of access to recreational opportunities
- Funding Analysis
 - Review of budget materials provide by staff
- Final Plan with Recommendations and Actions
 - Goals, objectives, and an action plan for implementation
 - Action plan for facilities improvements
 - Operational impacts
 - Timeframe for implementation

Details and findings for the major tasks are summarized in the following sections.

Vision/Critical Success Factors for The Town of Barrington Recreation Department Strategic Master Plan

During the strategic-kick off meeting held at the start of the project, the following project vision, critical success factors, and performance measures were developed by the project team to guide the Needs Assessment and Strategic Plan.

PROJECT VISION
<p>The overall goal of this project is to develop a comprehensive recreation and parks needs assessment that addresses current gaps in recreation and parks offerings and projected needs that will enable future planning efforts.</p> <p>Recreation Department Vision: <i>“to bring Barrington together and serve as a positive presence in the community, enhancing the quality of life by providing diverse and equitable programming that fosters a sense of community, personal growth, health, fitness, relaxation, and good sportsmanship, while providing opportunities for community involvement.”</i></p>

CRITICAL SUCCESS FACTORS	PERFORMANCE MEASURES
<ol style="list-style-type: none"> 1. Community outreach/public participation is critical. Need a strategy to connect with groups known to be difficult to reach (time constrained, no electronic devices). 2. Level of Service Analysis 3. Park and Recreation Gap Analysis 4. Feasibility and Implementation 5. 7 – year strategic plan 	<ol style="list-style-type: none"> 1. Conduct focus groups, public meeting, surveys. We'll invite people to meetings, but who do we need to go to for their input? (ex. Seniors, cultural group, etc.) 2. Must include: overview of offerings, inventory of parks and recreation sites/amenities, program inventory, analysis of facilities/amenities, program offerings, and potential partnerships. 3. GIS analysis/maps, identification, and prioritized recommendations for meeting existing and future needs. 4&5. Include prioritized timeline for implementation (short-mid-long terms), capital, operational, and maintenance cost estimates for identified repairs/enhancements, identify potential funding sources, and land acquisition strategy.



D. DOCUMENT REVIEW

The following documents were provided by Barrington staff and reviewed by the consultant team. The following are excerpts from each document which provide context or guidance to this Master Plan:

2018 Capital Improvements Program Working Document

D. RECREATION

The Barrington Recreation Department was formed during Town Meeting in January 1998. The establishment of the department was approved by the voters with a vision of providing quality programs, parks, and facilities that could be enjoyed by community members. Barrington's recreation facilities and programs are overseen by the Recreation Commission. The Recreation Department offers numerous programs for all ages ranging from traditional sports such as soccer and basketball to curling and Zumba. The Department sponsors a variety of trips for all ages including skiing and fishing. In addition, the Department offers both before and after school care at the local schools.

In 2018 the Recreation Department is housed in a Butler style building constructed in 1972 with the Town's Library occupying the second floor. If a new Library is approved by the voters, the Recreation Department plans to renovate the 3,739 sq. ft. space vacated by the Library. Soccer and general purpose fields are available at the Barrington Elementary School and Middle School Sites, but the scheduling of fields for community use and use of the School gyms for Town recreation programs is subject to availability. In 2018 the Recreation Department will work with a consultant to complete a needs assessment and Strategic Plan.

The current list of requests for capital projects includes upgrades to the existing facility, the acquisition of land for future fields, courts, water features, as well as land for a Town Beach. Many of the items in the current CIP were identified in the 2008 Master Plan. The Recreation Department is looking to provide for the needs of all its residents. The current facilities and opportunities for sharing of fields are limited making it difficult to meet the needs of a Town with Barrington's population.

1. Improvements to Existing Gym

The current requests include:

- | | |
|---------------------------------------|----------|
| a) Resurfacing of Gym Floor | \$30,000 |
| b) Key pads and new doors for the gym | \$10,000 |

2. Acquiring Land for New Parks/Water Front

- | | |
|--|-------------|
| a) Land for New Parks & Fields/Waterfront land | \$750,000 |
| b) Construct Multipurpose Field | \$2,500,000 |
| c) Construct Tennis/BB Courts | \$115,000 |

3. Reconstruct Library Space for Rec

- | | |
|-------------------------------------|-----------|
| a) Renovation design & construction | \$300,000 |
|-------------------------------------|-----------|

4. Develop Rec Property

- | | |
|-------------------------|-----------|
| a) Splash Pad | \$200,000 |
| b) Park/Pool Behind Rec | \$999,990 |

The previous information above taken directly from the 2018 Capital Improvement Program Working document demonstrates that the Town understands that there is a need to upgrade the existing facility and add land for new parks/fields/waterfront and to construct a multipurpose field.

Rec Building Block Program Document

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Current Facility Upkeep										
Resurfacing Gym Floor	\$10,000									
Key Pads & New Doors For Gym	\$10,000									
New Facilities										
Developing Park on Property behind Rec/Pool (through 2030)	\$66,666	\$66,666	\$66,666	\$66,666	\$66,666	\$66,666	\$66,666	\$66,666	\$66,666	\$66,666
Tennis/Bball Courts	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
Splash Pad	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Reconstruct Library Space for Rec	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000				
Multi Purpose Field	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Acquiring Land for New Parks/Water Front	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000					

The information above taken directly from the Rec Building Block Program document demonstrates that the Town has a planned budget to make improvements to existing facilities. An updated Building Blocks Program is expected to be developed in December of 2019.

2018 Capital Improvements Program 2008 – 2020

2. Anticipate the demands of growth

When related to the master plan, the capital improvements programming process works to anticipate investments in community facilities which are needed to serve or shape the pattern of growth and development. The portions of selected capital improvement expenditures which are necessitated by growth may be eligible for funding by impact fees as authorized in RSA 674: 21, V.

3. Improve communication and coordination

Communication among the planning board, municipal departments, administrative officials, the budget committee, and citizens can result in cost savings and avoidance of duplication of facilities and expenditures. For example, certain local recreation needs might be addressed in the planning of a new school site.

8. Support economic development

Communities having sound fiscal health and high quality facilities and services are attractive to business and industry. New corporate investment and reinvestment influenced by improvements which enhance the quality of life for the chief executives and managers in a company, and for their area labor force. Private decisions which bring jobs to an area and new tax base to a community are based not only on the availability of utilities, but also upon the quality of community schools, public safety facilities, recreation opportunities, and other services.

The information above taken directly from the Capital Improvements Program 2008 - 2020 demonstrates that the Town understands the need for capital improvement investments, the impact fees may be available to assist with capital improvements for recreation, that partnering with the school system may be necessary, and that recreation can support economic development.

CIP Adopted 07-26-2007

The information below is a document provided by Barrington staff. The CIP shows that the Town had plans for recreation improvements. The Town was not able to follow through with the recreation improvements due to the 2008 recession.

Capital Improvements Program 2008 to 2020 – Adopted July 26, 2007 Barrington Planning Board 28

The following capital project proposals were submitted by the Recreation Department and Recreation Commission. These cost estimates are approximations only. The Planning Board, having reviewed the capital project submissions, has recommended the addition of a Recreation Master Plan as a basis for prioritizing and coordinating future recreation improvements. It is anticipated that some of the costs shown below as part of project planning costs could be absorbed within the Recreation Master Plan instead.

1. Improvements to Existing Gym – \$517,000

The original community building was constructed in 1972. (Above this is space is the Barrington Library). The building design results in seepage into the front windows and along the foundation into the bathrooms of the gym. Painting or new siding is needed and new windows and doors. The building also has a significant problem with ventilation, as there is no commercial air conditioning system. Because of the growth and demand on both the library and the gym, insufficient parking is available onsite. Any upgrades should include consideration of parking improvements. The long term goal of the Recreation Commission is to expand the building to offer a full fitness center, teen center, and senior center.

The sub-parts of this capital project could be staged according to the following schedule:

- a. Building evaluation – A & E studies \$60,500
- b. Site preparation and construction \$313,500
- c. Furnishings and capital equipment \$143,000
- Total Preliminary Estimate \$517,000

If a new library is approved, the area could be consolidated with the space on the lower level (gym) as an enlarged recreation center, or a senior center might be accommodated in the old library. The construction of a new library is anticipated in 2010, at which time the upper level of the building could become available to alternative uses. Alternatively, the Village Center concept plan may present an opportunity to the alternative of a new gym/community center. A new site may also be necessary to provide the additional parking and related open space/recreation facilities needed by the Recreation Department.

2. Splash Park/Playground – \$220,000

This project would provide a splash/water playground for summer use, with community gathering space around the perimeter. At present, Town residents have no public access to any of the beaches on the lakes and ponds in Barrington. It would provide a healthy and convenient escape from summer heat.

The sub-parts of this capital project could be staged according to the following schedule:

- a. Site evaluation – A & E studies \$33,000
- b. Site preparation and construction \$77,000
- c. Furnishings and capital equipment \$110,000
- Total Preliminary Estimate \$220,000

3. Tennis Courts/Park – \$115,000

The Town of Barrington has no public tennis courts, and lacks basic recreation facilities for residents. This budget should be adequate to create about three tennis courts. Adjacent space would be provided for passive community gathering space.

If the School District develops a high school, it is likely that its athletic facilities would include tennis courts. However, a new high school if developed would probably not open until 2014.

4. New Athletic Field Complex – \$638,000

Town-owned recreation facilities in Barrington are extremely limited. The gymnasium is the center of recreation activity. Existing developed facilities include only a playground and field, and the Town Gym on a site with 3.9 acres. The Recreation Department is dependent on the School District for scheduling of school athletics, making program planning for soccer and football programs difficult. No adult softball fields are available in Barrington. The major field complex in Town is owned by the private non-profit BYA, and the complex is used primarily for youth baseball and is limited to league participants.

A potential site for additional recreational space is the Clark/Goodwill property acquired by the Town from the School District. The Recreation Director estimates that there are about 10 to 15 usable acres for field development. The efficient development of a field complex should be undertaken by a landscape architect. The sub-parts of this capital project could be staged according to the following schedule:

- a. Site evaluation and space plan \$33,000
- b. Engineering, design, construction, drainage \$528,000
- c. Furnishings and capital equipment \$77,000
- Total Preliminary Estimate \$638,000

As the Town has no significant field maintenance responsibilities at this time, part c of the above budget includes allowances for lawn mowers, field strippers, and service vehicle for upkeep.

The development of recreation facilities proportionate to the impact of new development is potentially supportable with impact fees. The Town would need to define the quantity of fields and related facilities that it needs for a given population, and apply those standards to existing and future development to define current deficiencies and future needs. Under RSA 674:21, V, impact fees may not be used for public open space (application is presumably limited to improved lands, fields and facility development). Community centers may also be considered public recreation facilities.

5. Recreation Master Plan, Site Selection, and Preliminary Design – \$30,000

Because a number of significant public recreation improvements and site plans were submitted as future capital projects, the Planning Board has recommended a more comprehensive review of long-term recreation needs as part of a Recreation Master Plan that would also include preliminary site selection and design work for the capital projects submitted.

Such a plan could incorporate an evaluation of locations and layouts for a splash park, tennis courts, outdoor meeting areas, athletic fields, and the existing gym to assure that facility planning is well-coordinated and located. The analysis may also reveal opportunities to design a particular site to meet multiple recreation needs identified in this CIP. The Town has not yet addressed recreation as part of its Master Plan, but should do so as one of the objectives of this analysis.

The location of facilities and the priorities for various capital improvements for recreation that have been submitted as part of this CIP process might then be re-evaluated in the context of a long-term plan. In the recommended CIP schedule, it is assumed that some of the site evaluation and design costs that were part of the capital project costs as submitted would be reduced by consolidating the planning effort within the scope of a Recreation Master Plan.

Table 10: Planning Board Recommended Capital Improvement Program for New Town Capital Projects

ID No.	Dept	Capital Improvement Description	Priority in Department	Total Project Cost	Fund Source	Recommended FY 2008	2009 to 2013	2014 to 2020
TOWN OF BARRINGTON								
24	Recreation	Gym building - A & E evaluation & design of improvements	1.a	\$30,000	Budget *		\$30,000	
25	Recreation	Gym Site work and construction or renovation	1.b	\$313,500	Bond P & I *		\$216,838	\$255,640
26	Recreation	Gym Capital equipment and furnishings	1.c	\$143,000	Bond P & I *		incl above	incl above
27	Recreation	Splash/Water Playground -site evaluation	2.a		Incorp with Rec Master Plan			
28	Recreation	Splash/Water Playground - Site Prep & Construction	2.b	\$77,000	Budget or CR *		\$77,000	\$0
29	Recreation	Splash/Water Playground - Furnishings & Equipment	2.c	\$110,000	Budget or CR *		\$110,000	\$0
30	Recreation	Tennis Courts & Small Parks/Gathering Spots	3	\$115,000	Budget or CR *		\$115,500	\$0
31	Recreation	Field Complex - Site Evaluation & Design	4.a		Incorp with Rec Master Plan			
32	Recreation	A&E, site drainage & irrigation, field construction	4.b	\$528,000	Bond P & I *		\$176,983	\$359,975
33	Recreation	New Sports Fields capital equipment	4.c	\$77,000	Bond P & I *		incl above	incl above

Capital Improvements Program 2008 to 2020 – Adopted July 26, 2007

TABLE 11 – ANNUALIZED COSTS FOR NEW TOWN CAPITAL PROJECTS (page 1 of 2)

**Table 15
CAPITAL BUDGET RECOMMENDATIONS FOR FY 2008**

NEW CAPITAL PROJECTS ANTICIPATED

CIP Project ID	Department	Capital Improvement Description	Estimate of Total Capital Cost	Recommendation	Annualized Cost for FY 2008
----------------	------------	---------------------------------	--------------------------------	----------------	-----------------------------

No recreation capital budget recommendations were included for FY 2008

Clark-Goodwill Site Conceptual Plans 2003

2009 Town of Barrington Natural Resources Inventory



The 2009 Town of Barrington Natural Resources Inventory is a document developed to increase awareness about conservation and has been used by the Town of Barrington for planning purposes. Two sections of the 2009 Barrington Natural Resources Inventory provide recommendations which align specifically with the goals and objectives of this plan by identifying the need for additional special events and additional facilities and amenities:

Section 5.0 Forests and Woodlands

Recommendation 5-3: Celebrate Arbor Day in Barrington.

Section 12.2 Barrington's Historic, Cultural, Public, and Recreational Resources

Recommendation 12-2: Evaluate potential locations and mechanisms to acquire free, public beach access for swimming on at least one of the Town's lakes or ponds.

Recommendation 12-3: Organize more community-wide events that provide outdoor opportunities for Town residents to explore and learn about walking trails, local landmarks, and special places of historic, cultural, and natural or scenic value.

Now that Town of Barrington is in a better financial situation than during and after the 2008 recession, there is renewed interest in developing recreation amenities.

II. COMMUNITY DESIRES AND IDENTIFIED NEEDS

A. BARRINGTON, NEW HAMPSHIRE DEMOGRAPHIC PROFILE

By analyzing population data, trends emerge that can inform decision making and resource allocation strategies for the provision of parks, recreation, and open space management. Key community characteristics were analyzed to identify current demographic statistics and trends that can impact the planning and provision of services in the Town of Barrington, including:

- Existing and projected total population
- Age and gender distribution
- Ethnic/Racial diversity
- Employment
- Housing and household information
- Educational attainment
- State and Local Health Ranking

This demographic profile was compiled in June 2018 using the latest population data from the U.S. Census Bureau and Bureau's American Community Survey. Data analyzed is from the 2000 and 2010 census and 2016 American Community Survey population estimates. A summary of demographic highlights is noted in **Table 1** below, followed by a more detailed demographic analysis.



Table 1: Barrington Demographic Profile

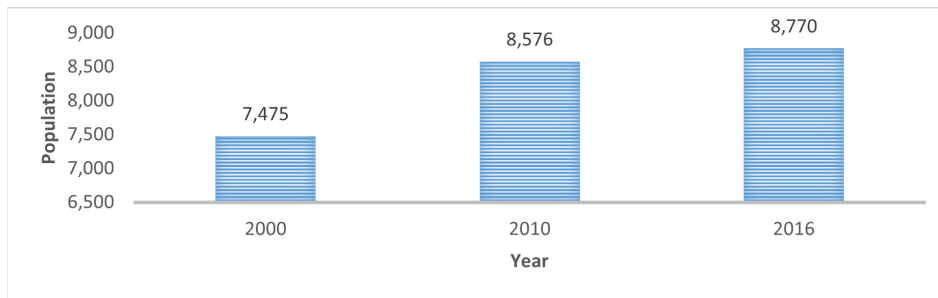
Population	8,770
Median Age	44.3
Households	3,311
Median Household Income	\$78,956

Barrington's population grew by a total of 194 residents from 2010 to 2016. From 2000 to 2010 the population grew by 1,101 new residents; an average of 110 residents per year.

Population Projections

Figure 1 contains actual population figures based on the 2000 and 2010 U.S. Census and the 2016 American Community Survey population estimate for 2016 for Barrington.

Figure 1: Barrington Population Growth Trend

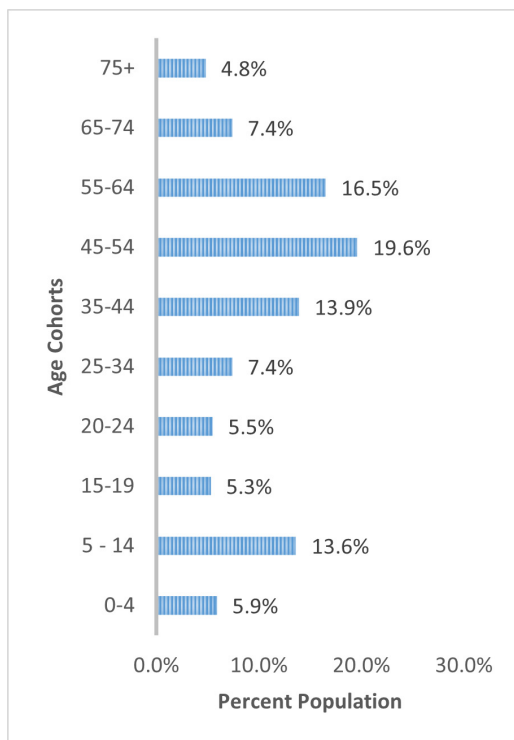


Source: U.S. Census and American Community Survey 2016

Population Age Distribution

The existing and projected population of different age groups, or cohorts, within Barrington is illustrated in the following two figures. In 2016, the median age of town residents was 44.3 years. As demonstrated in **Figure 2**, over 62 percent of the population was over the age of 35.

Figure 2: 2016 Estimated Population by Age Cohort



Source: American Community Survey 2016

Barrington's population is aging fairly rapidly, a trend illustrated in **Figure 3**. The median age of residents has increased 7.7 years since 2000.

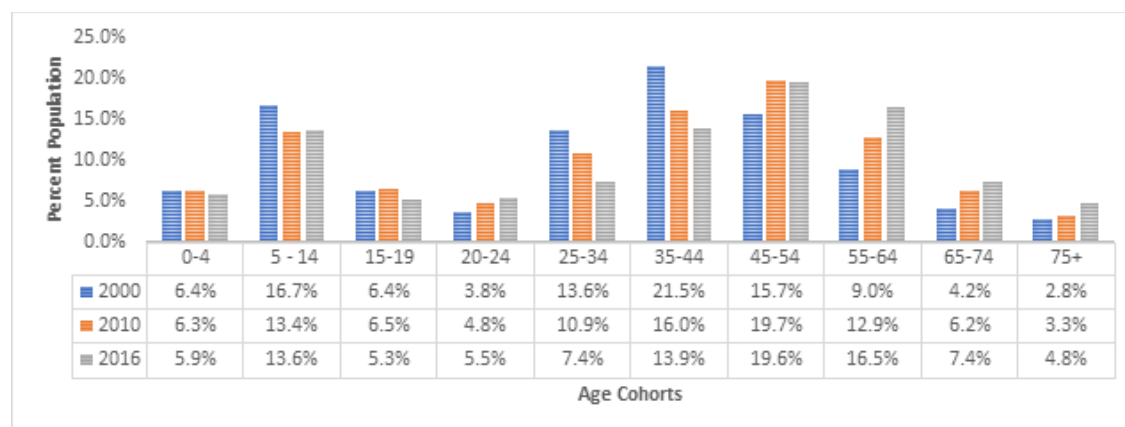
2000 Median Age: 36.6 years

2010 Median Age: 40.7 years

2016 Median Age: 44.3 years

The median age in Strafford County in 2016 was 37.1 years.

Figure 3: Population Age Distribution, 2000 - 2016



Source: U.S. Census and American Community Survey 2016

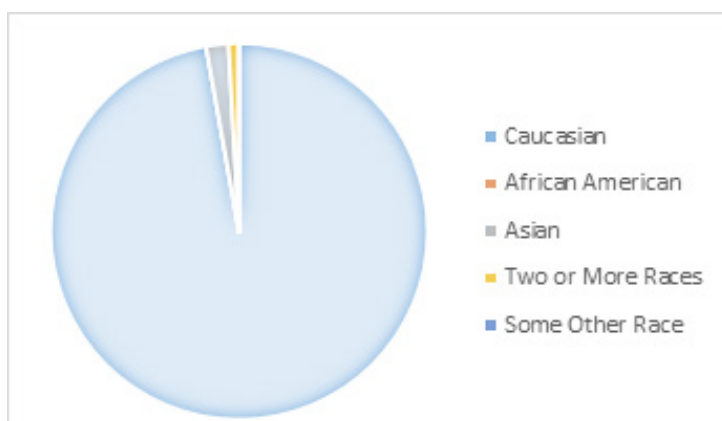
Race/Ethnicity



Prior to reviewing demographic data pertaining to a population's racial and ethnic character, it is important to note how the U.S. Census classifies and counts individuals who identify as Hispanic. The Census notes that Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person's parents or ancestors before arrival in the United States. In the U.S. Census, people who identify as Hispanic, Latino, or Spanish may be of any race (Caucasian, African American, etc.) and are included in all of the race categories. All race categories add up to 100 percent of the population but the indication of Hispanic origin is a different view of the population and is not considered a race. **Figure 4** reflects the approximate racial/ethnic population distribution for the Town of Barrington based on 2016 American Community Survey.

The demographic composition of Barrington is nearly all Caucasian (97.1 percent). The populations of Strafford County and the State of New Hampshire are also predominantly Caucasian (approximately 94 percent each).

Figure 4: Barrington Racial and Ethnic Character 2016

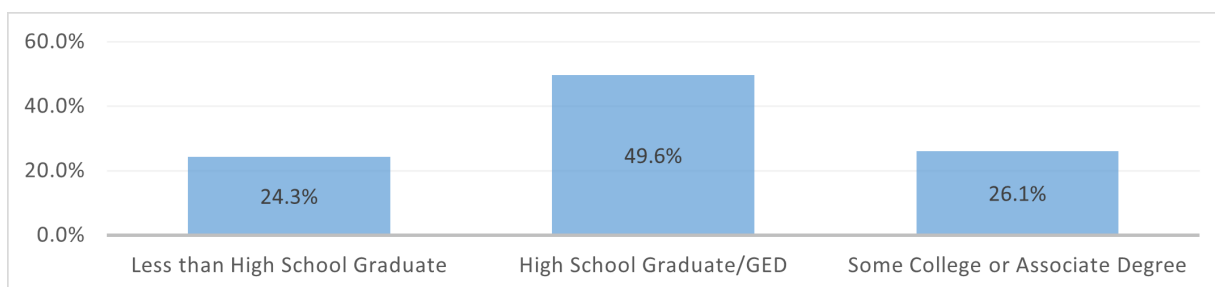


Source: American Community Survey 2016

Educational Attainment

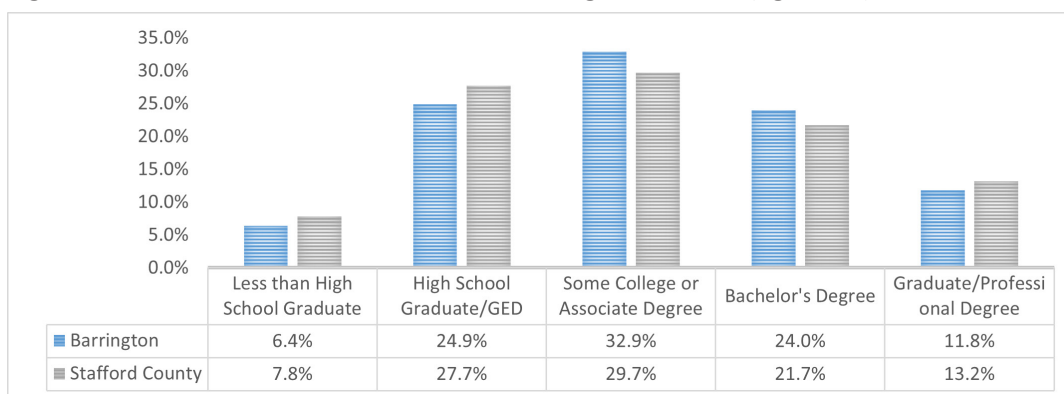
According to the American Community Survey, Barrington's residents are generally well educated and have comparable levels of education as their peers in Strafford County. The educational attainment for young adults (ages 18-24) and adults (ages 25+) in Barrington is reviewed in **Figure 5** and **Figure 6**. Over 93 percent of adults and over 75 percent of young adult residents had at least a high school level education.

Figure 5: 2016 Educational Attainment of Barrington's Young Adults (Ages 18-24)



Source: American Community Survey 2016

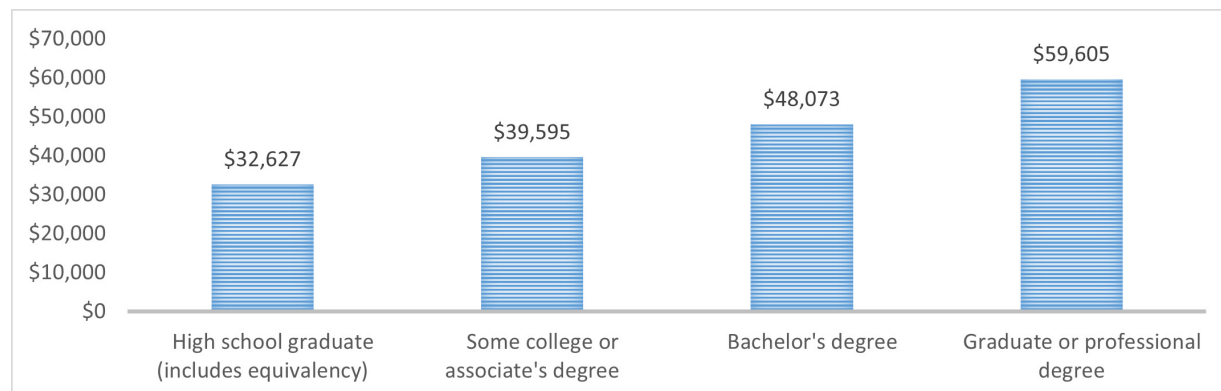
Figure 6: 2016 Educational Attainment of Barrington's Adults (ages 25+)



Source: American Community Survey 2016

According to a Census study, education levels had more effect on earnings over a 40-year span in the workforce than any other demographic factor, such as gender, race, and ethnic origin.¹ As illustrated in **Figure 7**, in Barrington, as in most locations, this appears to be true.

Figure 7: Earnings and Education Level of Barrington Adults (ages 25+)



Source: American Community Survey 2016



Household Information

As reflected in **Table 2**, the total number housing units and households in Barrington remained relatively stable between 2010 and 2016. Fewer than 200 new residents moved into the town during this period. Three of four housing units in Barrington are owner-occupied, single-family dwellings.

Table 2: Barrington Housing Profile

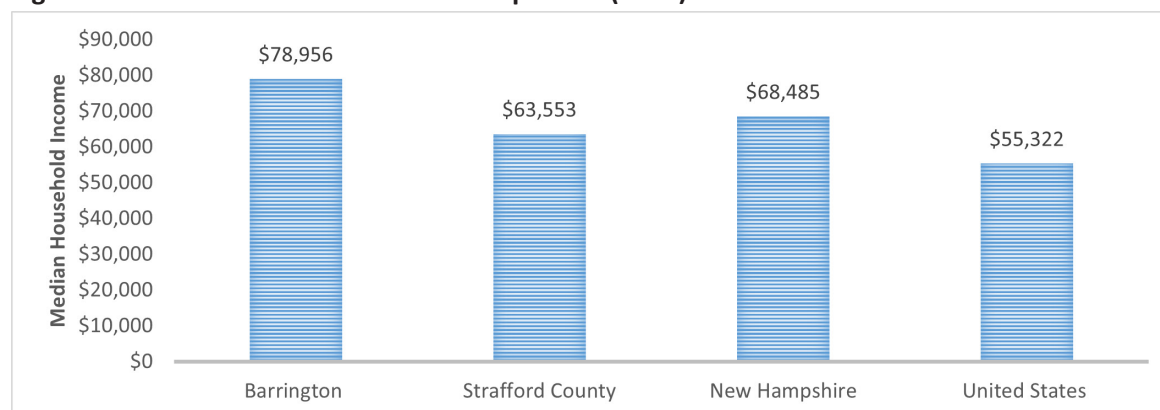
	2010	2016
Total Housing Units	3,661	3,649
Number of Households	3,229	3,311
Average Household Size	2.7	2.5
Owner Occupied Housing Units	87.1%	91.3%
Renter Occupied Housing Units	12.9%	8.7%
Vacant Housing Units	11.8%	9.3%

Source: U.S. Census and American Community Survey 2016

The most current data from the 2016 American Community Survey, illustrated in **Figure 8**, indicates that the median household income in Barrington was higher than that of the average household in Strafford County, the State of New Hampshire, and nationally.

¹ Tiffany Julian and Robert Kominski, "Education and Synthetic Work-Life Earnings Estimates" American Community Survey Reports, US Census Bureau, <http://www.Census.gov/prosd/2011pubs/acs-14.pdf>, September 2011.

Figure 8: Median Household Income Comparison (2016)



Source: American Community Survey 2016

Health Ranking

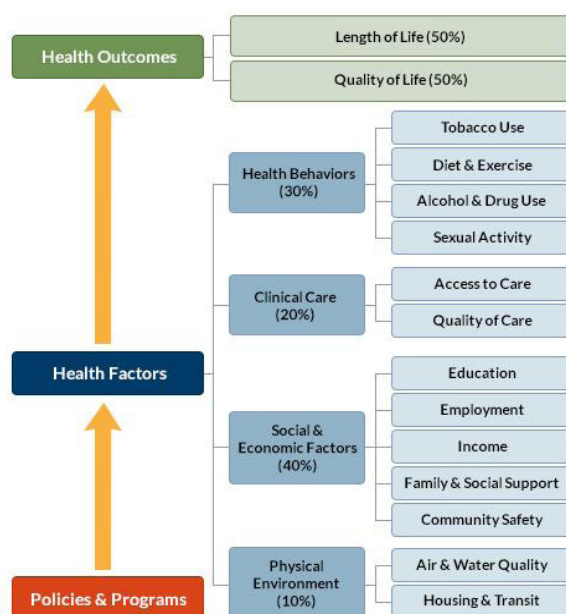
County Health Ranking

Robert Wood Johnson Foundation's "County Health Rankings and Roadmaps" provide annual insight on the general health of national, state, and county populations. The 2018 Rankings model shown in **Figure 9** highlights the topic areas reviewed by the Foundation.



The health ranking for Strafford County gaged the public health of the population based on "how long people live and how healthy people feel while alive," coupled with ranking factors including healthy behaviors, clinical care, social and economic, and physical environment factors.

Figure 9: County Health Ranking Model



Of New Hampshire's 10 counties, Strafford County was ranked 8th for overall health outcomes, and 8th for health factors.

Source: Robert Wood Johnson Foundation

State Health Ranking

In 2017, the United Health Foundation's "America's Health Rankings Annual Report" ranked New Hampshire as the 8th healthiest state nationally. America's Health Rankings was built upon the World Health Organization definition of health:

"Health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity." The health rankings consider and weigh social and environmental factors that tend to directly impact the overall health of state populations. As illustrated in **Figure 10**:

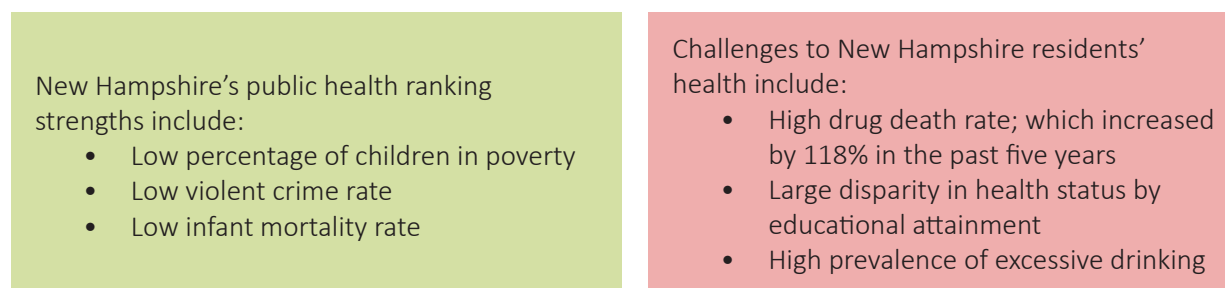
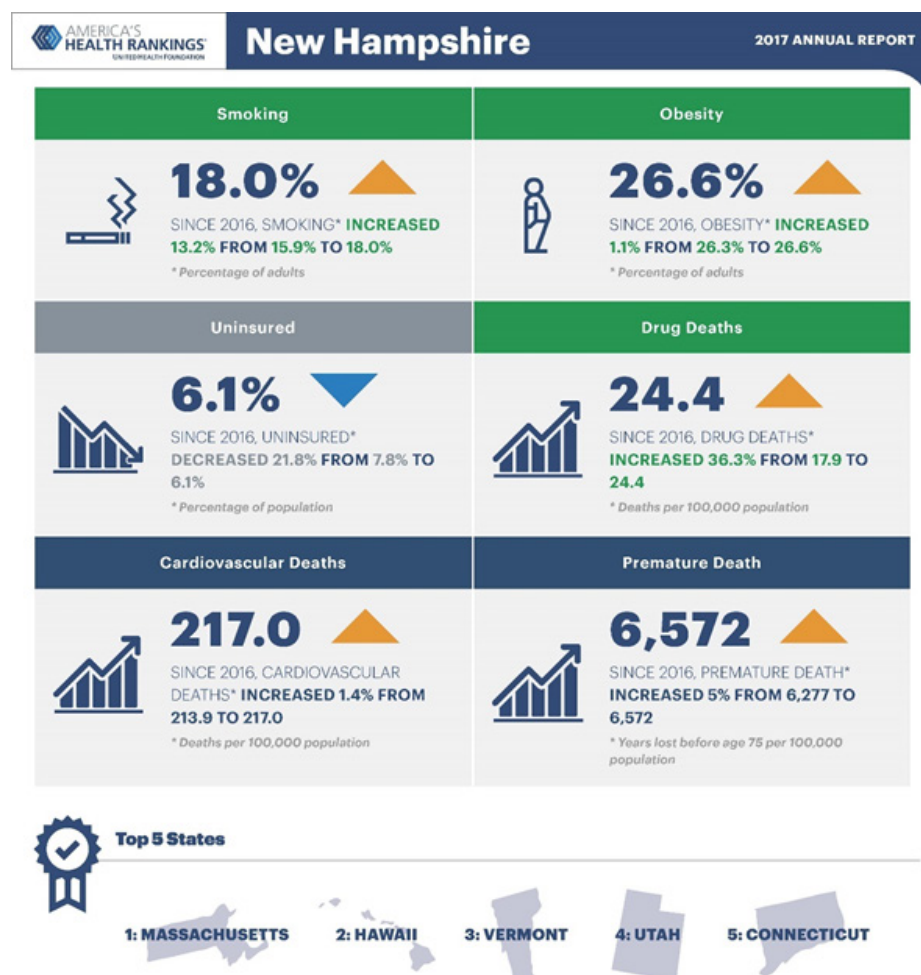


Figure 10: 2017 New Hampshire Health Ranking Highlights



Source: United Health Foundation's America's Health Rankings Annual Report 2017

B. PARK AND RECREATION INFLUENCING TRENDS

The pace of change today requires analyzing recreation trends from both a local and national level. Understanding the participation levels of Barrington residents using data from the U.S. Census Bureau and Esri Business Analyst, combined with research of relevant national recreation trends, provides critical insights that help to plan for the future. Learning from these new shifts in participation in outdoor recreation, sports, and cultural programs is an essential component of parks and recreation master planning.

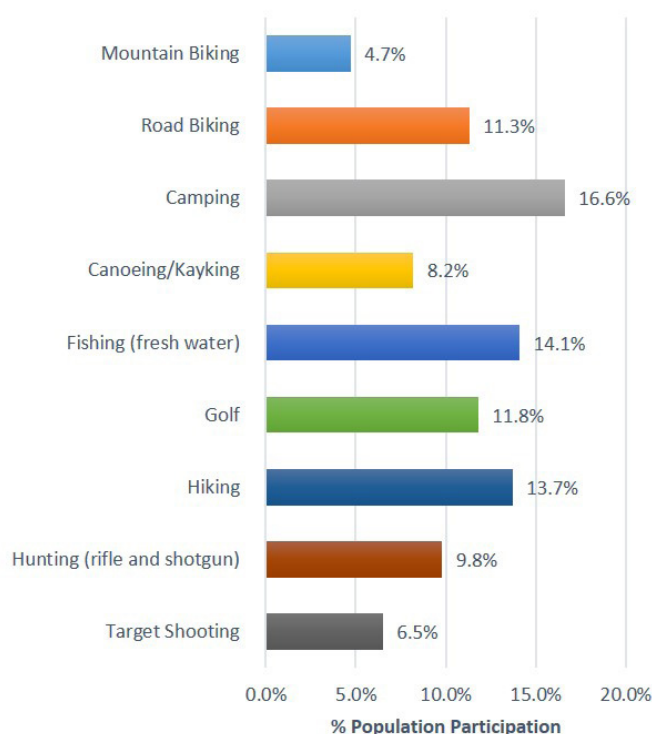
This report provides a summary of recreation trends impacting Barrington. Activities selected for review were identified as significant in the citizen survey conducted as part of the master planning process.

Household Participation in Outdoor Activities

According to the 2018 “Sports, Fitness, and Leisure Activities (SFIA) Topline Participation Report,” outdoor recreation is an activity group that is continuing to capture the interest and attention of new audiences; with the exception of those older than 55, all age groups listed camping as the number one activity among non-participants. According to Esri Business Analyst, outdoor recreation activities, including camping, road biking, fishing, and hiking are popular among Barrington adults. Over 16 percent of Barrington adults were estimated to have gone camping over the past year. **Figure 11** demonstrates the estimated participation in outdoor activities in Barrington’s adult population.

As reported by the Outdoor Industry Association’s 2018 Participation Report, trail based activities including running, jogging, and trail running and hiking are in the top five activities nationally by overall participation and frequency of participation. As illustrated in **Figures 11 and 13**, trail-based activities including walking and hiking are popular in Barrington.

Figure 11: Barrington Adults Estimated Participation in Outdoor Recreation Activities



Source: Esri Business Analyst

Participation in Fitness Activities

According to the Sports and Fitness Industry Association, high impact interval training (HIIT) and cross-training style workouts, or CrossFit, are two of the top trending aerobic activities. CrossFit combines elements of gymnastics, weightlifting, running, rowing, and other sports to create a varied fitness regime.

With regard to individual sports, off-road triathlons have seen 17 percent average annual growth for the last five years. These races, such as XTERRAs, consist of a competitive combination of swimming, mountain biking, and trail running.

Pickleball, a paddle sport mixing badminton, tennis, and table tennis, is still trending, gaining an average of eight percent growth each year. Growing even slightly faster is Cardio Tennis at 9.1 percent. Cardio Tennis is a fitness program that focuses on combining a full body workout with elements of tennis.

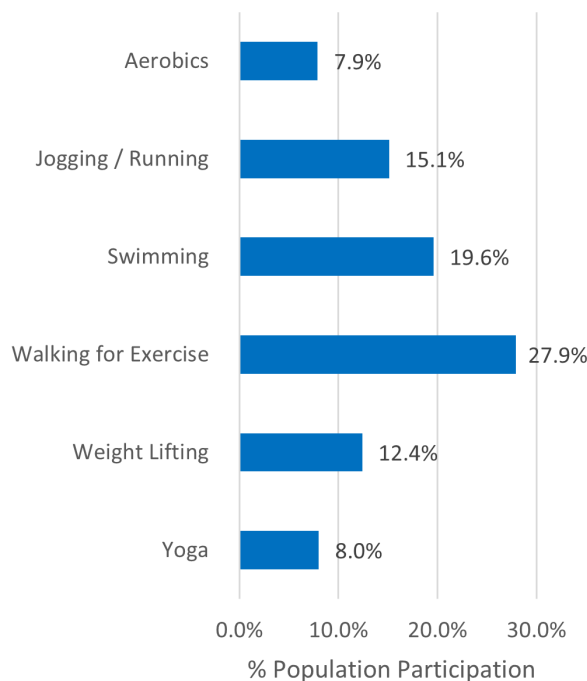
The estimated participation rate in fitness activities among adult residents in Barrington is highest in walking and swimming. Jogging and running also received strong participation as illustrated in **Figure 13**. Nationally, walking consistently ranks as the top recreation and fitness activity by numbers of participants and frequency of participation. In Barrington, Esri estimates that nearly three in ten residents walk for fitness.

Figure 12: SFIA Fitness Participation

Aerobic Activity	5 Year Avg. Annual Change
High Impact Interval Training (HIIT)	↑9.3%
Cross-Training Style Workouts	↑6.6%
Rowing Machine	↑5.8%
Stair Climbing Machine	↑5.6%
Aquatic Exercise	↑5.0%
Tai Chi	↑5.0%
Strength Activity	5 Year Avg. Annual Change
Kettlebells	↑7.0%
Individual Sports	5 Year Avg. Annual Change
Triathlon (Off-Road)	↑17.1%
Martial Arts	↑11.2%
MMA for Fitness	↑11.1%
Trail Running	↑9.6%
Boxing for Competition	↑9.5%
Adventure Racing	↑7.3%
Boxing for Fitness	↑6.2%
Racquet Sports	5 Year Avg. Annual Change
Cardio Tennis	↑9.1%
Pickleball	↑8.5%

Source: 2018 Sports, Fitness, and Leisure Activities Topline Participation Report, 2012 - 2017

Figure 13: Estimated Adult Fitness Participation Trends



Source: Esri Business Analyst

Household Recreational Expenditures

According to Esri Business Analyst, not only do town residents participate in recreation, fitness, and leisure activities, they also spend a fair amount of money doing so. Using population and consumer data from the U.S. Census Bureau and Bureau of Labor Statistics, Esri estimated Barrington residents spent on average \$1,161 a year on recreation and fitness activities. Town wide, this spending totaled about \$4 million in 2017 and included membership fees for social, recreation, and community clubs; fees for lessons and admissions; and the cost to purchase, rent, and/or repair recreation equipment.

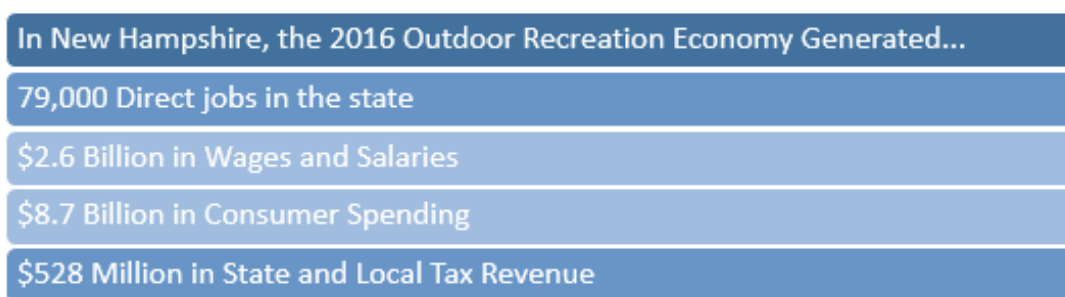
Figure 14: Estimated Recreational Expenditures of Barrington Households



Source: Esri Business Analyst

According to the “Outdoor Industry Economy Report,” in New Hampshire alone, annual consumer spending in outdoor recreation is nearly \$9 billion, supporting almost 80,000 direct jobs. About 56 percent of New Hampshire residents participate in outdoor recreation each year.

Figure 15: New Hampshire Outdoor Recreation Economy



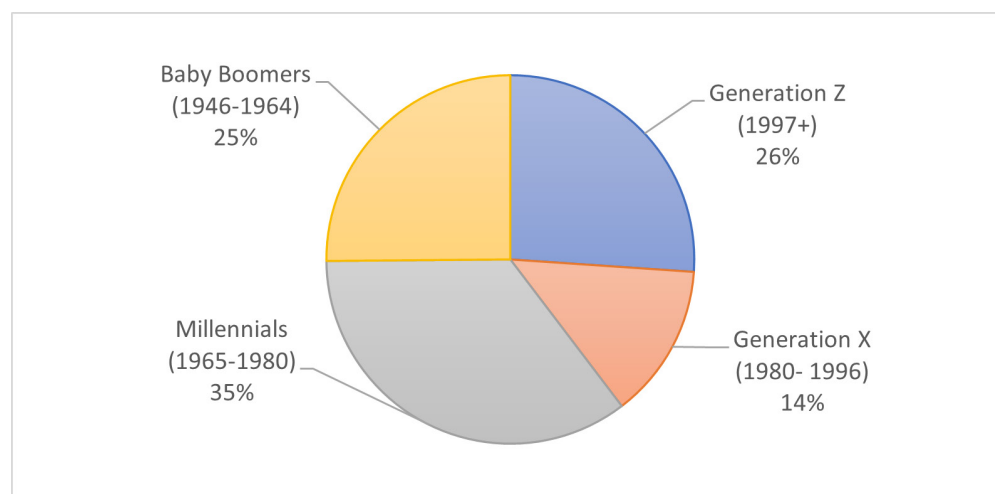
Source: Outdoor Industry, 2017 Outdoor Recreation Economy Report

Generational Changes

Activity participation varies based on age, but it also varies based on generational preferences. With regard to generational activity, according to the SFIA report, Millennials had the highest percentage of those who were “active to a healthy level,” but a quarter also remained sedentary. Nearly 28 percent of Generation X were inactive, and 33 percent of Baby Boomers were inactive. Baby Boomers prefer low impact fitness activities such as swimming, cycling aquatic exercise, and walking for fitness.

Figure 16 demonstrates the breakdown of generations in the Town of Barrington. Baby Boomers, Millennials, Generation X, and Generation Z aged residents comprise over 95 percent of the Town’s population. The Town population’s median age is in the 40s, and Millennials are the most populous generational group, comprising approximately 35 percent of the population. Older Baby Boomers and the youngest group, Generation Z, are the next most populous age groups.

Figure 16: Barrington’s Population by Generational Group



Source: U.S. Census, Esri Business Analyst

C. COMMUNITY AND STAKEHOLDER INPUT

The information gathered is very important to determine public feedback on Town park and recreation facilities, services, and programs. These public input sessions and subsequent analyses were designed to assist the Town and the project team in gathering information to complete the needs assessment and develop the Strategic Plan. The full results of the public input were used in the development of the needs assessment survey. The resulting information will enable the Town to effectively plan for the future of Barrington’s park and recreation programs, services, and facilities.

Public input and feedback from Town staff regarding public parks and recreation opportunities in Barrington was collected at a series of nine focus group sessions and one public forum hosted May 21 – 23, 2018. At each session, GreenPlay staff presented a brief overview of the ongoing planning process for the Recreation and Parks Needs Assessment and Strategic Plan but utilized the majority of time to facilitate discussions with attendees to learn about their views on the existing public recreation opportunities in and around Barrington as well as their ideas for improving recreation facilities, programs, and related services.

The focus group meeting with Recreation Department staff was hosted in the meeting room of the Town Library. Two focus group meetings with senior Town staff and officials were hosted at the Town Hall.

All community stakeholder focus groups were hosted at the Town Gym. Most participants identified as current or former users of the Barrington Recreation Department’s programs and facilities and/or had children that participated in the Department’s programs. Many participants also identified as avid participants in outdoor recreation activities including hiking, biking, boating, camping, and fishing. Generally, participants in the community stakeholder focus groups included a mix of long-time and newer residents. The project team also met with and received feedback from student participants in the Morning/After School Program (M.A.P.) at Barrington Middle School.

The following notes represent a non-prioritized summary of feedback and ideas received from participants in all focus group meetings. While a wide array of ideas and input were received, the summary notes focus on key concepts and recurring themes that were presented to the project team with consistency during the focus group sessions. GreenPlay staff posed similar questions to attendees at each focus group session to spur discussions regarding the great things they see and value in Barrington’s existing public recreation opportunities, challenges related to the Town’s recreation facilities and programs, potential opportunities for improvement, and priorities for enhancing Barrington’s public recreation opportunities over the next several years. The summary notes have been organized under the following key discussion areas:

- Strengths
- Weakness/Challenges
- Opportunities
- Priorities

Strengths

Sample questions:

- What is great about Barrington’s existing recreation opportunities?
 - What should be celebrated and is most important to maintain for the community’s benefit?
- 1) Barrington provides high-quality, diverse, year-round recreation programs that are affordable for most families and individuals.
 - a) Recreation Department programs are high-quality and affordable; they are generally of higher quality and value than similar programs in neighboring communities. Non-residents seek to participate in Barrington’s programs for these reasons.
 - b) Programs for children and youth are especially strong.
 - i) Before and after school care programs are “vital services” on which some local families depend.
 - ii) Summer camps are highly popular, with many “repeat customers”/children participating year-after year.

Focus Group Meetings Nine Total Focus Group Sessions

May 21

- Recreation Staff SWOT

May 22

- Community Stakeholder Focus Groups 1-4
- M.A.P. Students Focus Group
- Town Staff and Officials Focus Groups 1-2

May 23

- Community Stakeholder Focus Group 5
- Evening Public Forum

70+ Total Participants

- 63 signed-in to focus group meetings
- 12+ M.A.P. participants

- iii) The Recreation Department youth programs calendar being in-line with the school calendar makes planning activities and family schedules easier.
 - c) New activities and events for adults have been well-received, and there seems to be enthusiasm for additional programs and activities to be developed for all ages.
 - i) Yoga, pickleball, beer tour, etc.
- 2) There are a lot of opportunities to enjoy the outdoors/natural landscape in and around Barrington.
 - a) Barrington's location in southern New Hampshire makes recreation opportunities on the seacoast and in the mountains and lakes region easy to access. Ocean beaches and ski mountains are both only short drives away.
 - b) There are great trails in town for hiking, cross country skiing, and snowmobiling.
 - c) People choose to live in Barrington for its wooded, quiet character.
- 3) Public recreation opportunities are tied to local quality of life.
 - a) Participation in public recreation activities enables relationship building among residents, which contributes to community pride.
 - b) The Barrington Library and Town Gym serve as community gathering spots and social centers. There is no downtown or town center in Barrington, and these facilities fill that void to some degree.
 - c) The community has a strong volunteer base and residents are generally willing to pitch in and contribute to maintain or improve recreation opportunities. There are many volunteers in town who serve as sports league coaches, scout leaders, members of groups that voluntarily maintain trails, etc.
- 4) The Recreation Department does a good job marketing and informing residents about recreation programs, schedules, and other upcoming activities.
 - a) Recreation Department staff send "just the right amount of emails" to keep subscribers informed of upcoming events and activities.
 - b) Multiple means of sharing information about programs and activities is regularly used by the Recreation Department, including email, social media, printed flyers dispersed throughout the community, and word of mouth.
 - c) The Recreation Department's multi-method approach to information sharing is needed in Barrington, as there are populations within the community that are best reached in different ways.
 - i) Younger residents are easier to reach via social media. Email seems to work well for most. Seniors and adults who are not active online depend on print media and word of mouth to learn about Barrington's recreation offerings.



- 5) Recreation Department staff is great and received high praise from program users and parents of children enrolled in activities.
 - a) Recreation staff are “welcoming, accommodating and do a lot of good for the community with the resources they have.”
 - b) Staff are dedicated to their jobs and to providing great programs for every participant. There are a number of veteran staff who have been with the Department for many years, and other younger staff who “grew up” in the Department’s programs and camps and chose to become program staff and camp counselors.
 - c) Town staff (from multiple departments) work well together to complete projects, support programs, and provide residents with good quality services.
 - d) The strong relationship between the schools and Recreation Department allows for recreation programs and before/after school program to operate at school sites. Having programs for youth and children at schools (especially the before/after school care) is highly convenient and important to parents of participants.

Weakness/Challenges

Sample questions:

- What are some of the challenges you’ve experienced while recreating or seeking to recreate in Barrington?
 - Are there problems or issues that negatively impact your recreation experiences in town?
- 1) A “lack of time” to participate or “lack of knowledge” about recreation opportunities are barriers to participation.
 - a) Not knowing about a recreation opportunity can prevent some people from participating. If they knew about the activity, then at least that person could choose to participate or not.
 - b) Not having time to dedicate to recreation activities is a challenge for busy individuals and families. Schedules with work, school, and family obligations can leave little/no perceived time to recreate.
 - 2) The operations and programs of the Recreation Department are severely physically constrained, which limits the quantity and quality of activities that can be offered.
 - a) Town Gym lacks adequate space for administration and operations staff, programming, and equipment storage.
 - i) There is no meeting space or other area solely dedicated for staff use, administration, etc.
 - ii) The Department’s only air-condition space is the existing cramped office. During hot summer camp days, campers are brought into the tiny office in shifts to cool off and are essentially “on top” of staff and their work space.
 - iii) Equipment storage space is inadequate.
 - iv) Having only a single indoor recreation space (Town Gym) severely limits the number of indoor activities that can be programmed.
 - b) There are limited existing indoor and outdoor recreation and community facilities in Barrington. Specialty amenities (pool, skate park, ice rink, etc.) are a 20+ minute drive away in neighboring towns.
 - 3) There are limited opportunities in Barrington for public participation in swimming, fishing, paddling, and other water-dependent recreation activities.
 - a) There are several beautiful lakes in the community, but there are very limited opportunities for public access. Most shorefront properties are privately owned.

- b) There is no public pool or beach in Barrington, so there is no public facility for swimming or aquatic fitness and recreation programs.
 - c) Limited public boat ramps and canoe/kayak launches.
 - d) There are a few private water access sites in Barrington that provide for limited public access. However, challenges were noted with public use at these sites, including concerns with fees charged and physical conditions of facilities.
- 4) More programs for adults, seniors, and intergenerational programs are desired.
 - a) The Recreation Department provides a variety of high quality programs for children and youth. Adults want more program options for themselves, their families, and older adults.
 - b) Year-round adult fitness programs at the Town Gym are needed. Classes are not offered in the summer time when the gym is used for youth summer camp programs.
 - c) There may be a perception that Recreation Department programs are only for kids. This perception may be most common among adult residents who do not have children at home.
 - d) Consider creating a senior services coordinator position to help connect older residents with existing local senior services and recreation opportunities (Ready Rides, transportation to medical appointments, Barrington Recreation and Library programs and services, etc.).
 - e) Create more senior activities and programs
 - i) Examples: senior socials (Rochester hosts senior breakfasts), computer literacy programs, exercise/wellness classes, etc.
- 5) Before and after school care programs (MAP) fill to capacity quickly.
 - a) Before and after school program registration always fills to capacity quickly. There aren't many other affordable and high quality before and after school programs for kids in the Barrington area. Many families depend on these programs, and participation (or not being able to participate) has an impact on a family's quality of life.
 - b) Knowing their kids may not be able to be enrolled in the before/after school programs is highly stressful for parents.
 - c) Some families may not be able to afford or travel to similar programs offered by other providers
- 6) Existing funding for the Town's parks and recreation facilities and services is limited.
 - a) Insufficient general funds are dedicated to recreation services. A reliable, long-term source of additional funding for facility and program enhancement is needed.
 - b) There are mixed opinions on how the Town's provision of recreation services should be funded.
 - c) Residents are generally not supportive of proposed increases in taxes or fees for public services.
 - d) There is a need to educate the community about the great value and quality of services provided by the Town's recreation system in terms of dollars invested. Tax payers may be willing to support a small "penny tax" to fund recreation if they see it as a solid investment.
 - e) Improving recreation services has been viewed as a need for a long-time, but it has never been made a priority for funding.
 - f) Town staff that maintain facilities and provide recreation programs are always in a position to have to stretch every penny. There is not enough funding to keep up with existing needs, never mind to plan for the future.

Opportunities

Sample question:

- Where do you see the potential for improving recreation opportunities for residents?
- 1) Improve existing partnerships and seek to create new partnerships to offer residents new recreation opportunities.
 - a) Seek discounted access to non-Town recreation programs or facilities (access to gyms, aquatic facilities, fitness programs, etc.).
 - b) Strengthen existing Recreation Department collaborative relationships with schools, Conservation Commission, library, local sports and service organizations, local businesses, and non-profits.
 - 2) Consider developing a program that focuses on regularly pursuing and managing alternative funding sources to supplement existing funding.
 - a) Be more active in vetting and pursuing additional grants, sponsorships, partnerships, concessions, or other revenue generating services.
 - 3) Better leverage volunteers.
 - a) People are willing to dedicate time and resources to good causes that benefit the community. The Town should have an organized system for harnessing this resource.
 - b) Volunteers are a great supplement to staff, but not a replacement for them.
 - 4) The need to construct several new facilities for Town services including the library, recreation, and town hall services is recognized and various plans, and ideas are being discussed.
 - a) Consider constructing one combined facility that consolidates services on one property instead of constructing multiple new facilities scatter around the Town.
 - i) Is this a more cost-effective alternative to constructing multiple single-purpose facilities?
 - ii) Is there an existing large commercial or industrial building with the potential for renovation/adaptive reuse for a multipurpose building or recreation facility?
 - b) Consider partnering with other small neighboring towns to construct a regional recreation center with facilities that none of the towns can afford to construct or operate individually.
 - i) Example: large multipurpose recreation complex with indoor and outdoor recreation amenities like sports fields, fitness studios, sports courts, pools and aquatic features, ice rink, or other unique features.
 - c) New facilities should consider multigeneration use versus having separate senior centers, youth centers, etc.
 - 5) Consider offering more variety in programs and program schedules.
 - a) Provide more year-round adult fitness and wellness programs.
 - b) Provide more community events; consider seasonal themed events.
 - c) Can half-day youth summer camp program options be offered?
 - d) Consider evening after-school care programs or expanded child care options during adult programs
 - e) Can more adult fitness program be offered in the evenings? Year-round?
 - f) Can more programs be offered at the Town Gym in the evening for teens and adults?
 - g) The Recreation Department should continue trying out new and unique programs and special events like the beer tour.
 - h) More field trips should be offered to Boston, New York City, and to other regional attractions.

- i) The Town should consider hiring a new part-time recreation program coordinator to manage the new programs and events people desire.

Priorities:

Sample question:

- Over the next several years, what should the Town focus on to improve its provision of public recreation opportunities?
- 1) Basic improvements are needed to the Town Gym and other recreation amenities.
 - a) Town Gym HVAC systems need repair or replacement.
 - b) Gym floor, office, and bathrooms would benefit from renovation.
 - 2) Provide public access to water-based recreation opportunities.
 - a) Find, acquire, and develop public access to one of the lakes in Town.
 - i) Access and facilities for swimming, boating/paddling, and fishing is desired.
 - b) Consider building a public pool.
 - c) Consider building a public splashpad/spray park.
 - 3) Develop more community events and diverse opportunities for social gatherings and activities.
 - a) The Town lacks a public space capable of supporting community events and social gatherings; one should be created.
 - b) Renovate an existing park or public space or create a new public recreation area capable of hosting a variety of sizes of community events and programs.
 - i) Include a variety of facilities that support a variety of sizes of social gatherings and events and include features for multiple uses that provide something of interest for all ages and abilities. Consider developing amenities like a pavilion/picnic shelter, sports fields and courts, play structures, walking paths, fitness stations, restrooms, ample parking, etc.
 - (1) Example: Stratham Hill Park in Stratham
 - ii) Pavilions could be rented for private gatherings as well as host public events.
 - iii) Programs, events, and activities would need to be regularly offered in such a space to unlock its potential to strengthen relationships between residents and Barrington's strong sense of community.
 - 4) Increase child-care opportunities provided by the Recreation Department.
 - a) More before/after school care program capacity is needed.
 - b) More child care services during scheduled and drop-in adult fitness classes should be provided.
 - c) Consider adding early evening childcare services.
 - 5) Provide more programs and activities for adults.
 - a) Provide more adult fitness and wellness programs. Consider offering more classes before or after regular working hours.
 - b) Create more adult-focused recreation and leisure events. Ideas suggested:
 - i) Beer or food tours
 - ii) More bus trips to regional attractions
 - iii) More guided or organized hikes in the Town and region
 - c) Evaluate offering more day trips for teens and young adults to amusement parks, sports games in Boston, museums in New York City, etc.

- 6) Create and install more wayfinding and interpretive signage at Town parks and trails.
 - a) Limited signage and information is available at Town parks and trailheads on Conservation Commission properties. Provide map/information kiosks near parking areas that inform visitors of recreation opportunities at the site and park rules.
 - b) Consider adding limited interpretive signage along trails that can educate users and enrich their experience.
- 7) Evaluate means for creating/accessing additional space to support recreation programming.
 - a) Explore and evaluate the potential to offer more recreation programs at satellite locations outside of the Town Gym and adjacent field.
 - i) Is expanding program offerings for youth viable at local school gyms, multiple use space or sports fields?
 - ii) Is leasing or renting indoor gym or multiple purpose rooms from local non-profit or private organizations viable?
 - b) Explore partnerships with outside organizations to allow Barrington residents to access their facilities or programs for a discounted rate.
- 8) Coordinate key Town program and event schedules in one place for easier reference/planning for users.
 - a) The Town should create a single calendar that displays all scheduled events and activities offered by the Recreation Department, Library, Schools, and Barrington Youth Association.
- 9) Evaluate the current funding model for the Recreation Department and maintenance of recreation facilities.
 - a) The affordability and high quality of recreation programs and services in Barrington is very important to many residents. Maintaining quality and affordability is important.
 - b) Improving recreation facilities and programs requires a long-term vision and funding strategy.
 - c) There are inconsistent views on how Recreation Department operations should be funded that need to be resolved. A funding a cost-recovery philosophy should be developed.
 - d) Continue to explore new means for supplementing funding through sponsorships or other revenue generating activities.

D. COMMUNITY SURVEY SUMMARY

In total, **597 surveys were completed, 448 community-wide invitation surveys were completed through a variety of survey approaches, and 149 open-link surveys (complete and partially complete) were received.** The invitation sample includes responses gathered from the mailed survey and online invitation sample. The margin of error for the invitation sample is +/- 4.51 percent.

The analysis herein primarily focuses on responses from the invitation (statistically-valid) survey of Barrington respondents. However, invitation sample results are compared to the open-link results throughout the report.

The purpose of this study was to gather public feedback on Barrington's recreation programs, services, needs, unmet needs and priorities for the parks and recreation system.

This survey research effort and subsequent analysis were designed to assist the Town in planning for future improvements, developments, and services.

The primary list source used for the mailing was purchased from Melissa Data Corp., a leading provider of residential data listings with emphasis on U.S., Canadian, and international address and phone verification as well as postal software. Use of the Melissa Data list also includes renters in the sample who are frequently missed in other list sources such as utility billing lists.

**Mailed
Survey
(Invitation
Survey)**

Sent to randomly selected sample of all Town households

**Online
Invitation
Survey**

Accessed through a password-protected website for residents who received the mail survey

**Open-Link
Online
Survey**

Open to members of the public who were not part of the invitation survey

Figure 17 shows the top 5 of ten survey findings which will be discussed in greater detail in this section of the report. **Figure 18** shows the second 5 of ten survey findings which will be discussed in greater detail in this section of the report.

Figure 17: Top Ten Survey Findings: 1-5



Figure 18: Top 10 Survey Findings: 6-10



INTERPRETING INVITATION AND OPEN LINK SAMPLES

Invitation Sample Open Link

Includes a mix of individuals (households without kids, etc.)

Includes a mix of users and non-users of recreation services

Accurate representation of the entire Barrington community.

Less diverse, more likely to be households that have kids at home.

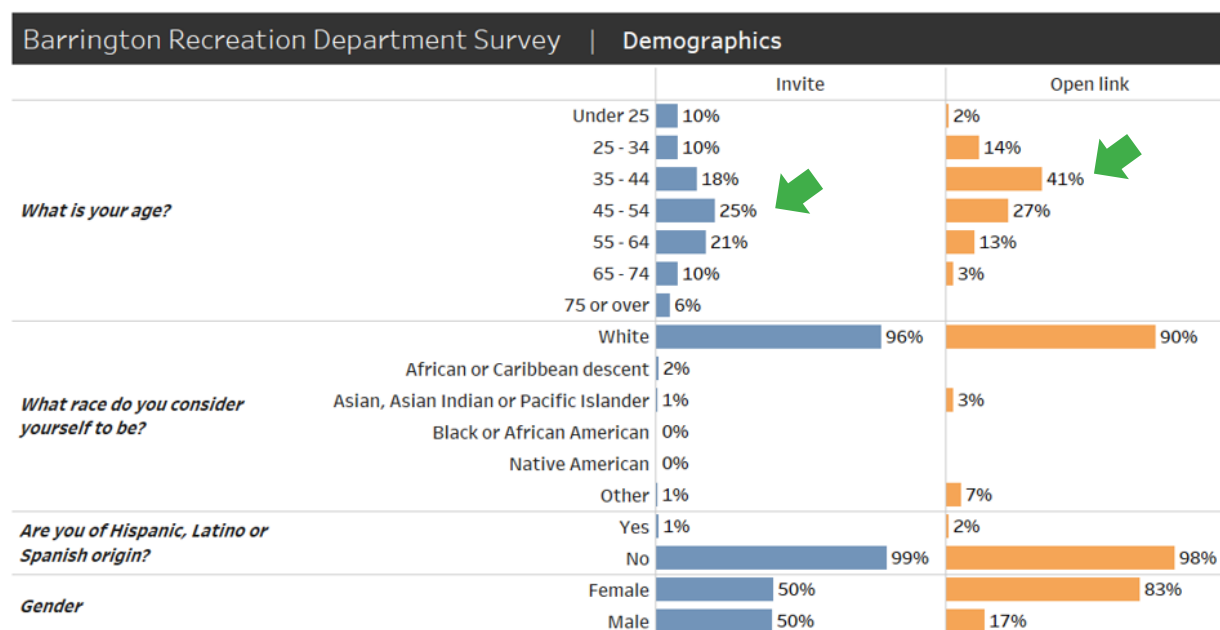
Higher percentage of current users of recreation offerings.

Does not represent the entire community of Barrington.

Open link respondents tend to place higher importance on recreation offerings because they are current users. However, this sample does not represent the entire community and is rather a measure of what current, passionate users perceive.

Figure 19 shows demographic profile of survey respondents. Age, a weighted variable, is well distributed for invitation respondents with the highest percentage of respondents aged 45-54 (25%), followed by 55-64 (21%). The large majority of respondents were White (96%), with only one percent that identify as Hispanic/Latino/Spanish origin. In addition, there was a 50/50 split for gender, which was weighted to better represent the entire community. Open link respondents are somewhat similar, but are younger and much more likely to be females (83%).

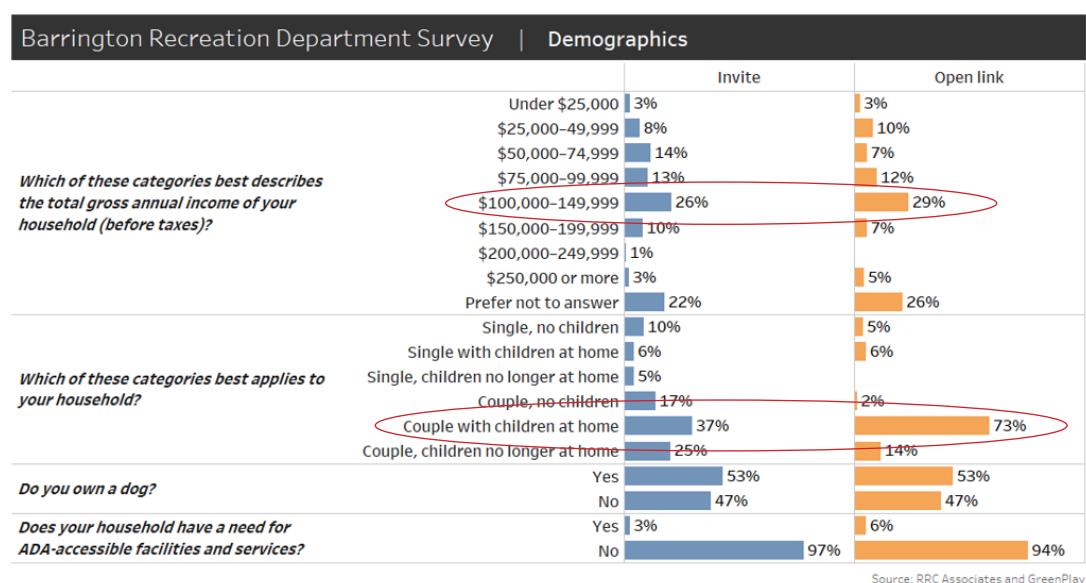
Figure 19: Survey Respondent Demographics



Source: RRC Associates and GreenPlay

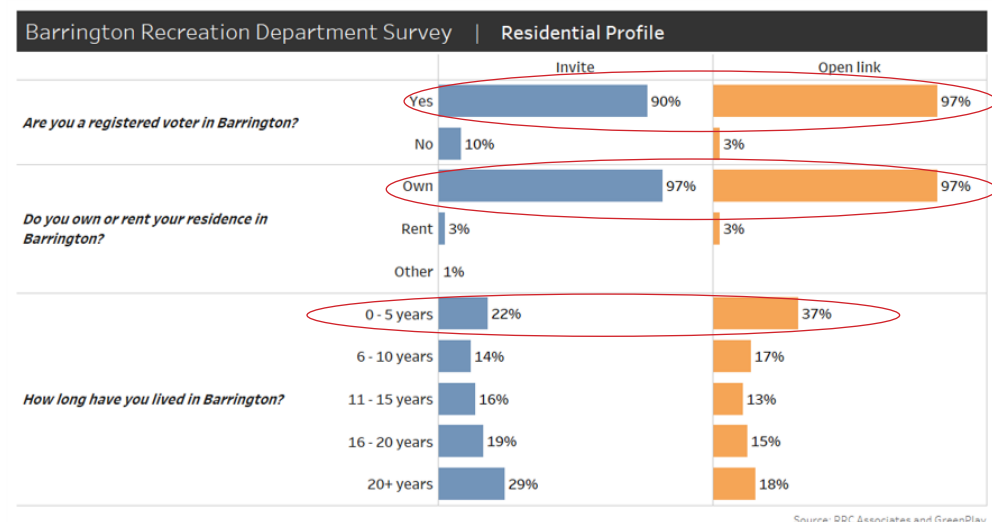
As shown in **Figure 20** below, 26 percent of invitation respondents in Barrington report a household income of \$100,000- \$149,000, with 38 percent making under \$100k. Thirty-seven percent (37%) of invitation respondents were couples with children at home, followed by 25 percent that are couples without kids at home anymore. In total, 53 percent of invitation respondents own a dog, and three percent need ADA facilities and services. Open link results were similar in income and dog ownership, but were more likely to be couples with children at home.

Figure 20: Survey Respondent Demographics



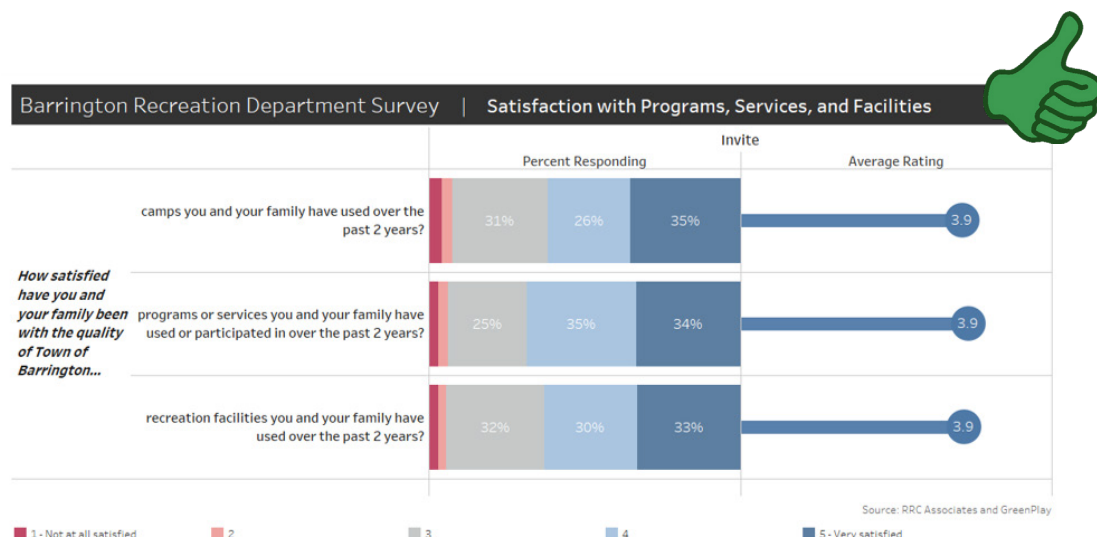
As shown in **Figure 21**, among invitation respondents, 90 percent are registered to vote in Barrington, with 97 percent owning their current residence and three percent renting. Respondents were also asked how long they have lived in the community. Results identify two interesting trends with 29 percent of respondents living in Barrington 20+ years and 22 percent new residents who only moved to town in the last 5 years. Open link results are similar, but have a higher frequency of new residents who have lived in the community between 0-5 years (37%).

Figure 21: Survey Respondent Residential Profile



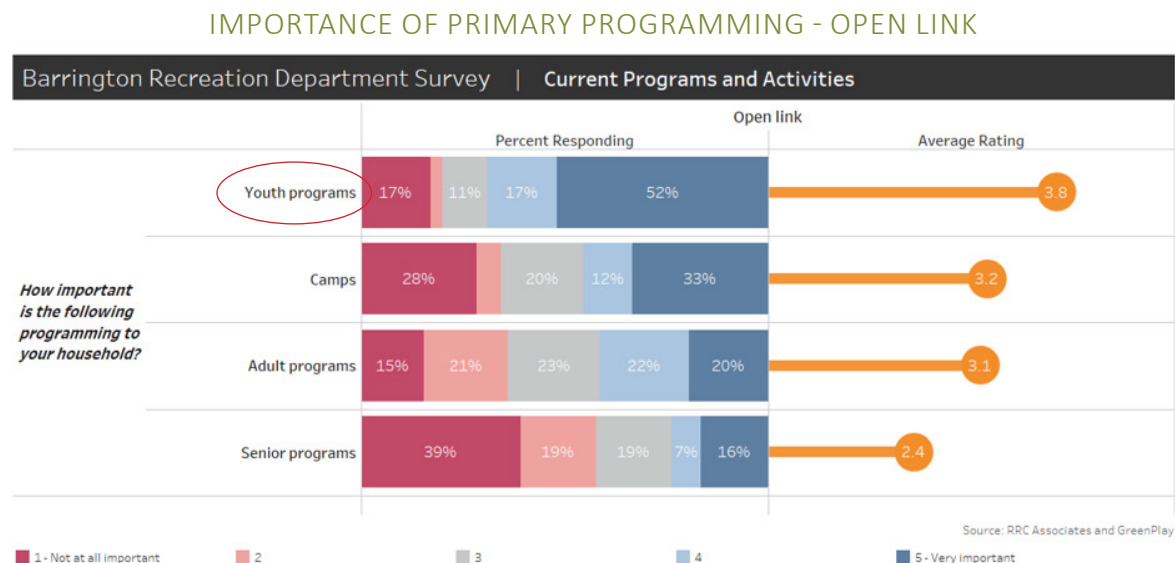
As shown in **Figure 22** below, The differences in satisfaction ratings become more obvious when displayed side-by-side. Open link respondents have equal, and in some cases more, respondents rating their satisfaction 5/5, but they also have a higher propensity to rate camps and facilities either a 1 or 2. Because open link respondents are more prolific in their program usage, they may be on wider ends of the spectrum due to their specific needs in programming or facilities used in Barrington.

Figure 22: Satisfaction with Programs, Services, and Facilities



As shown in **Figure 23** below; according to open link respondents, youth programs are by far the most important program type (3.8) with 52 percent stating they are very important to their household. Camps follow (3.2) with 33 percent rating it as very important. Adult programs are third with a 3.1 rating and 20 percent rating it as a 5 in terms of importance. Finally, senior programs are less important for open link respondents with an average rating of 2.4.

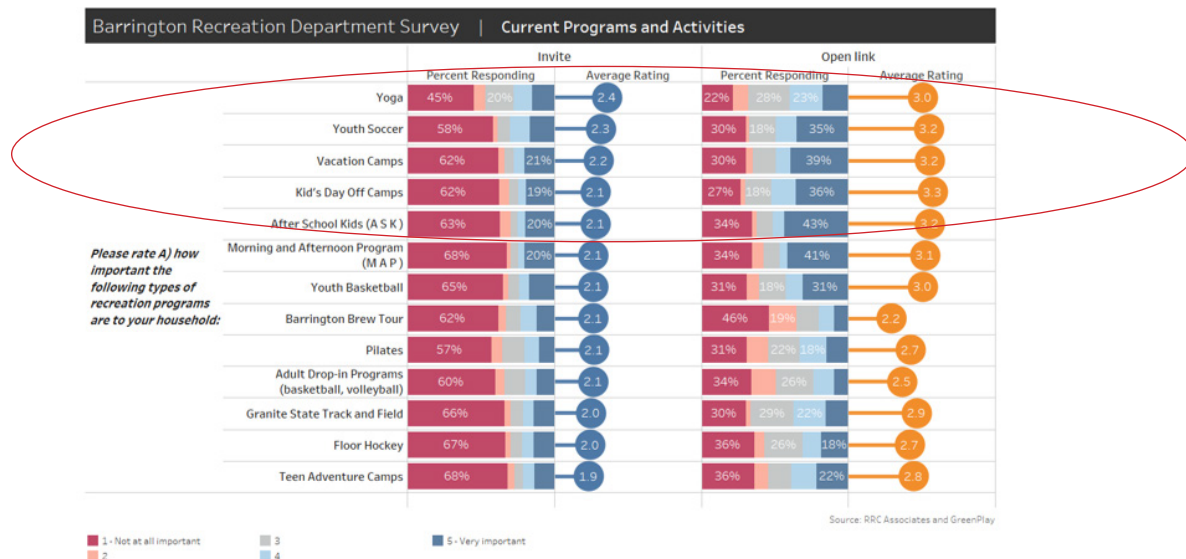
Figure 23: Importance of Primary Programs



As shown in **Figure 24**, examining the level of importance placed on programs between invitation and open link respondents highlights the key differences in the samples. The list of programs below highlights the most important programs for the invitation sample; however, the open link sample places much higher importance for most, except the Barrington Brew Tour. In general, those in the open link sample are much more likely to see all programs as more important, but still have similar rankings as the invitation sample, minus a few more adult-oriented programs.

Figure 24: Importance of Programs and Activities Comparison

COMPARISON OF PROGRAM AND ACTIVITIES IMPORTANCE



As shown in **Figure 25**, the programs below highlight the needs met of the most important programs for the invitation sample. As displayed, needs met ratings are generally higher for invitation sample compared to open link. This is the opposite relationship as importance. Thus, the invitation sample perceives programs to be less important, but they believe their needs are being met. That said, open link respondents place lower to equal needs met, despite having much higher importance.

Figure 25: Comparison of Needs Met of Most Important Programs

COMPARISON OF NEEDS MET – (ONLY MOST IMPORTANT PROGRAMS)

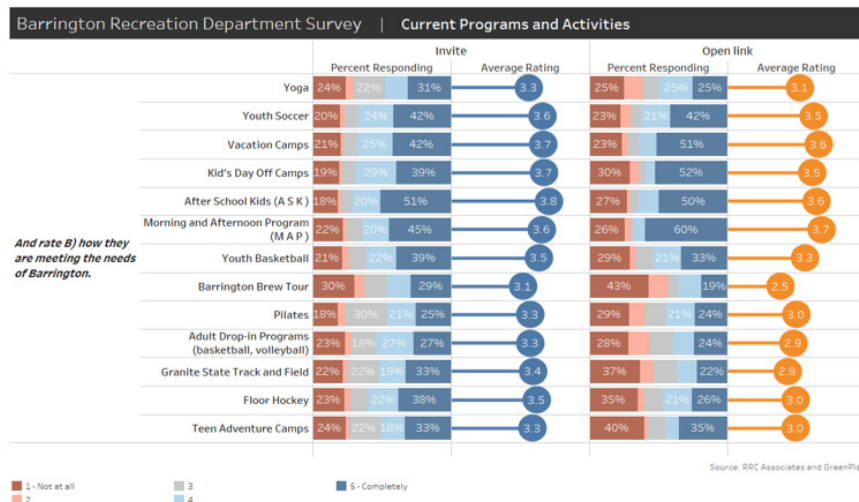
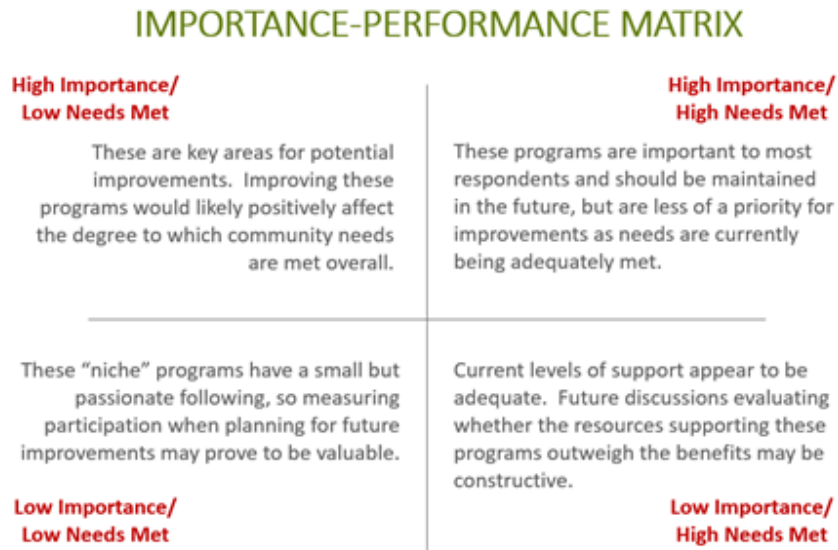


Figure 26 below provides an explanation of the four quadrants within the Importance-Performance Matrix.

Figure 26: Importance- Performance Matrix



As shown in the **Figure 27** the current programs provided by the Recreation Department are plotted on the Importance-Performance Matrix. The programs within the red oval are functioning properly as reported by survey respondents in the invitation sample. **Figure 28** shows similar information using results from the open-link sample.

Figure 27: Barrington Importance-Performance Matrix (Invitation Sample)

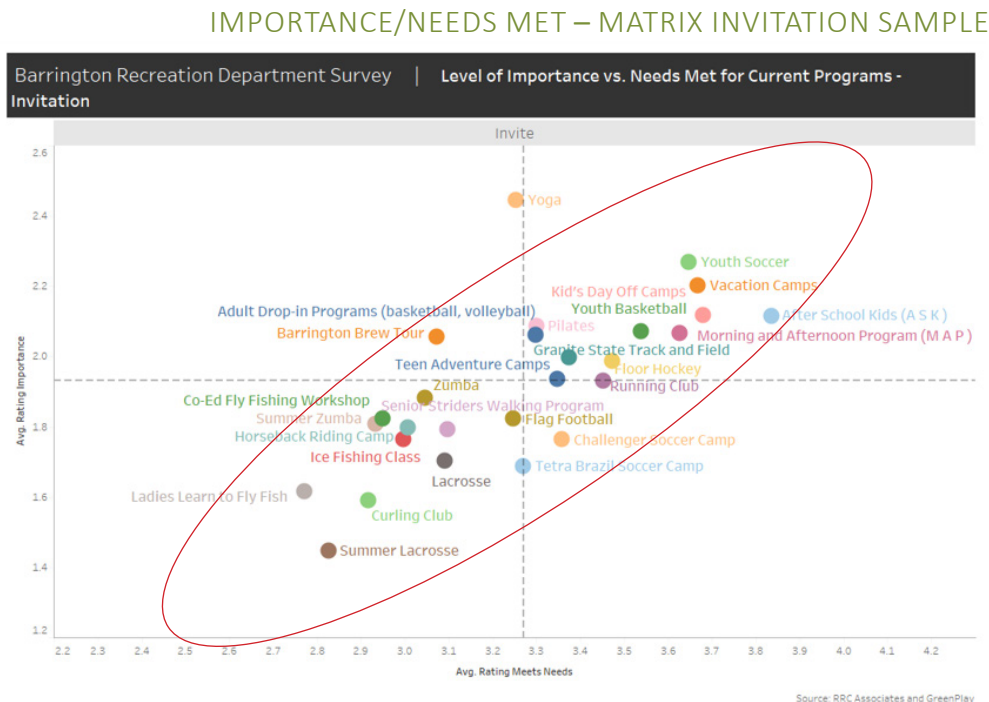
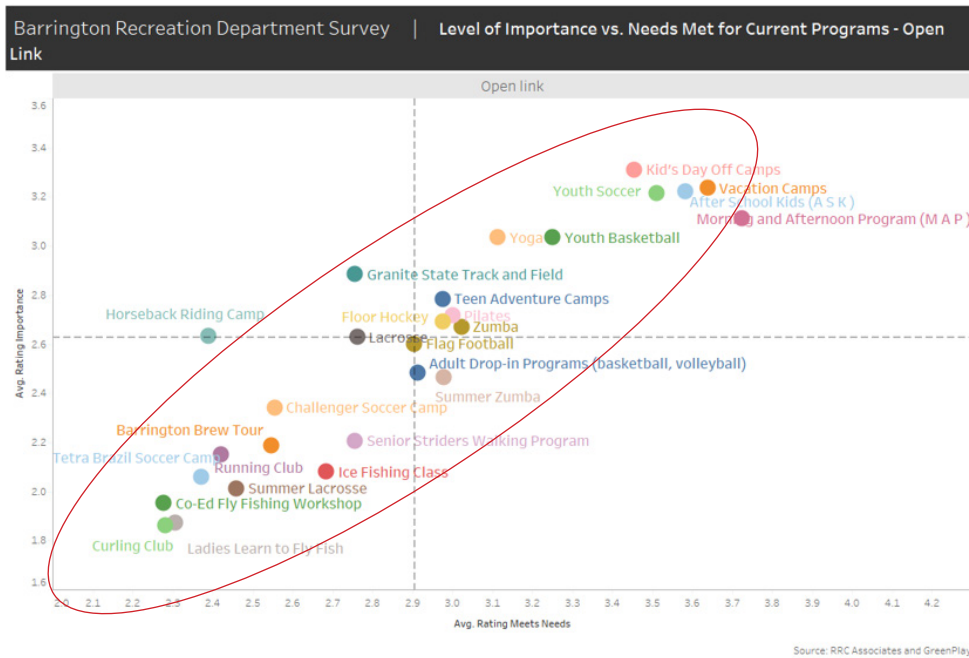


Figure 28: Barrington Importance-Performance Matrix (Open-Link Sample)

IMPORTANCE/NEEDS MET – MATRIX OPEN LINK SAMPLE

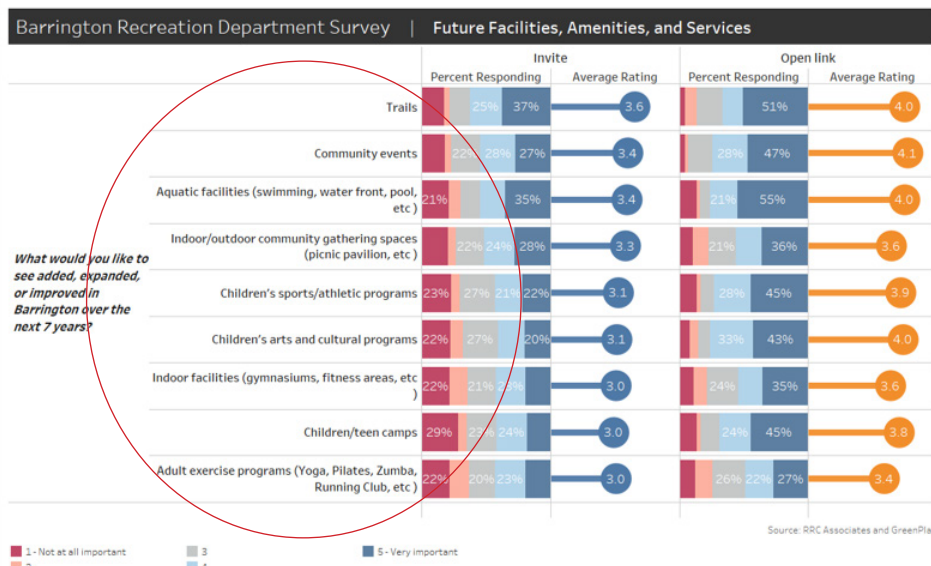


Future Facilities

As shown in **Figure 29**, with regard to future facilities, invitation respondents rated trails (3.6), community events (3.4), and aquatic facilities (3.4) as the most important priorities for future improvements/expansions/additions. Open link respondents had a similar ranking, but saw a higher average scores overall. Additionally, open link respondents rated community events much higher as well as children's arts and cultural programs.

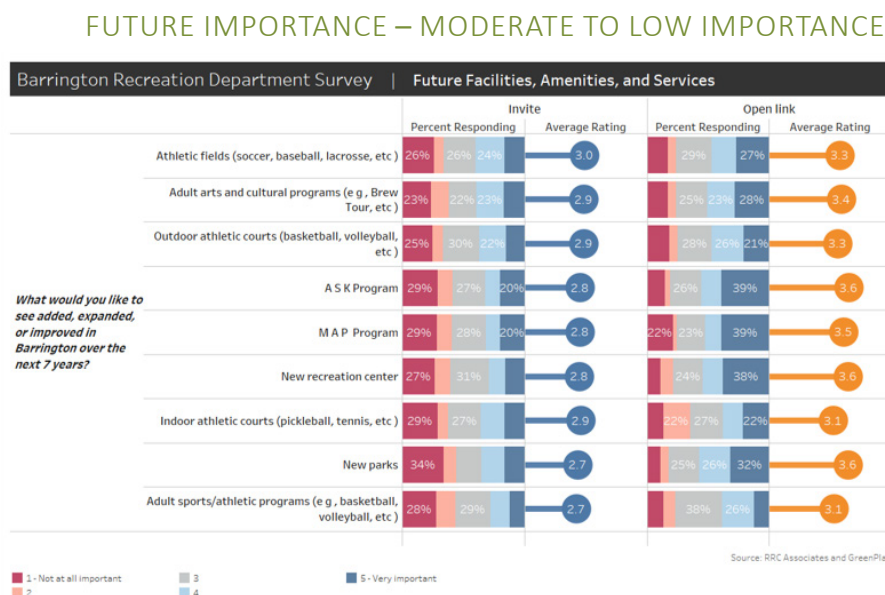
Figure 29: Most Important Future Programs

FUTURE IMPORTANCE – HIGH TO MODERATE IMPORTANCE



As shown in **Figure 30** below, invitation respondents placed moderate importance on athletic fields (3.0), adult arts and cultural programs and outdoor athletic courts (2.9 each). Open link respondents had consistently higher mean scores, especially for a new recreation center (3.6) and the ASK program (3.6). Adult sports/athletic programs and indoor athletic courts received low importance by both samples.

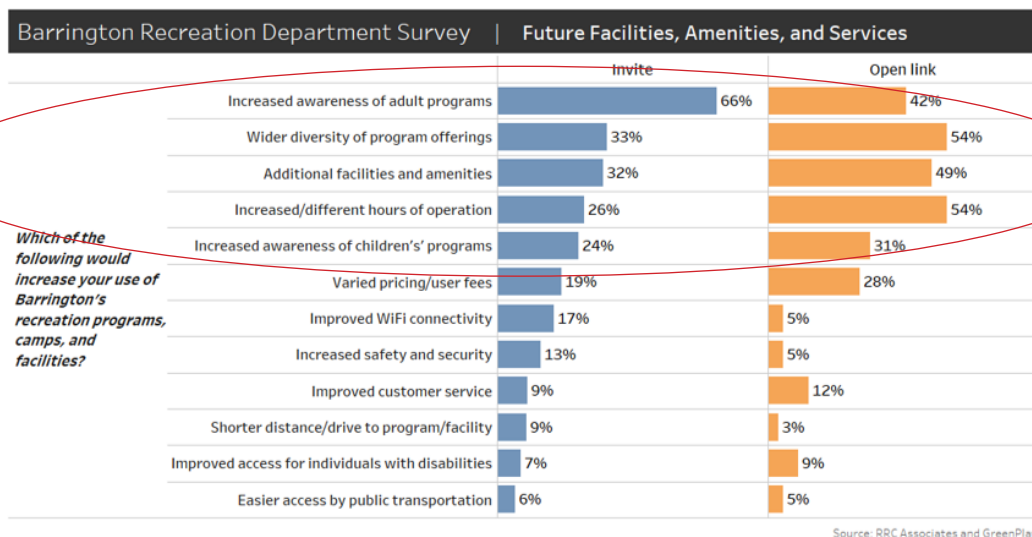
Figure 30: Importance of Future Facilities (Moderate to Low)



Future Amenities and Services

As shown in the **Figure 31** below, when asked what would increase their participation in programs, camps, or facilities, invitation respondents overwhelmingly highlighted increased awareness of adult programs (66%) followed by a wider diversity of program offerings (33%), and additional facilities/amenities (32%). Open link respondents placed more importance on diversity of program offerings (54%) and increased/different hours of operation (54%).

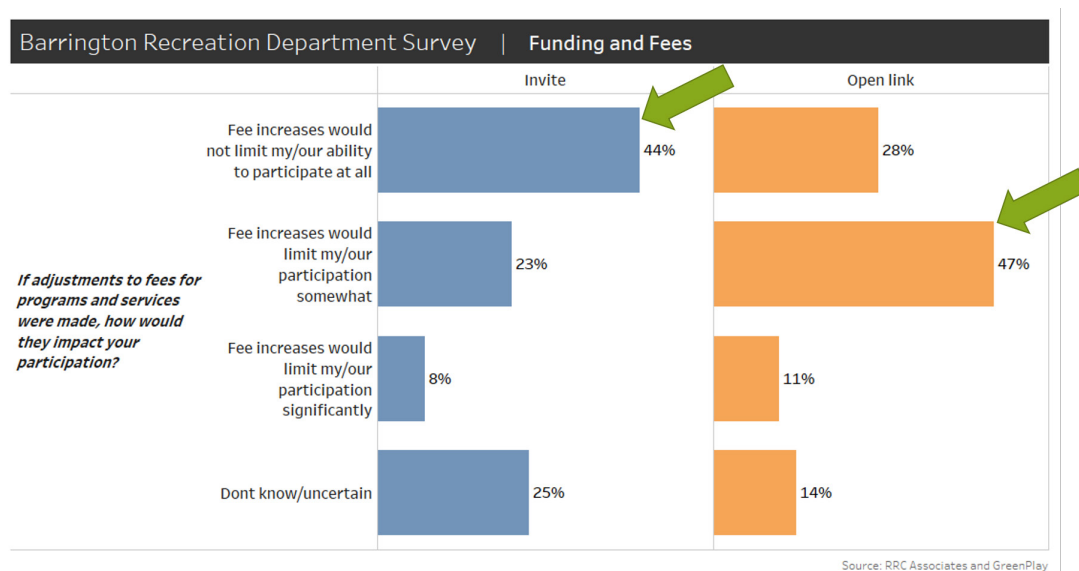
Figure 31: Which Facilities, Amenities, and Services Would Increase Your Usage



Future Amenities and Services

As shown in **Figure 32** below, in addition to asking about funding mechanisms, respondents were asked how increased fees would impact their participation. Of invitation respondents, 31 percent said increased fees would somewhat or significantly impact their participation, while 44 percent would not be impacted. Open link participants were more likely to be impacted with 58 percent of respondents saying that they would be either somewhat or significantly impacted and only 28 percent that would not be impacted.

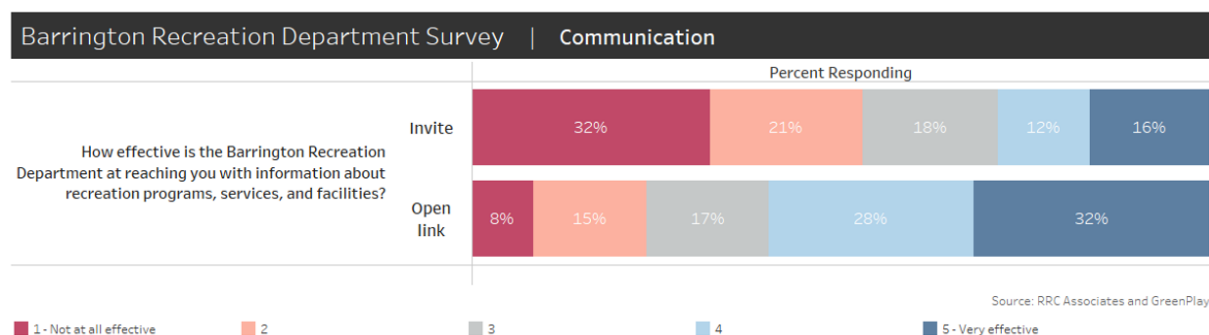
Figure 32: Support for Funding Methods



Effectiveness of Communication

As shown in the **Figure 33**, the effectiveness of communication about recreation programs, services, and facilities differs greatly between invitation and open link respondents. Only 28 percent of invitation respondents rate the effectiveness of communication either a 4 or 5 compared to 60 percent of open link respondents. Since the invitation respondents are a representative sample of the community, the wider community of individuals may not be receiving information as needed to inform them of what is offered in Barrington.

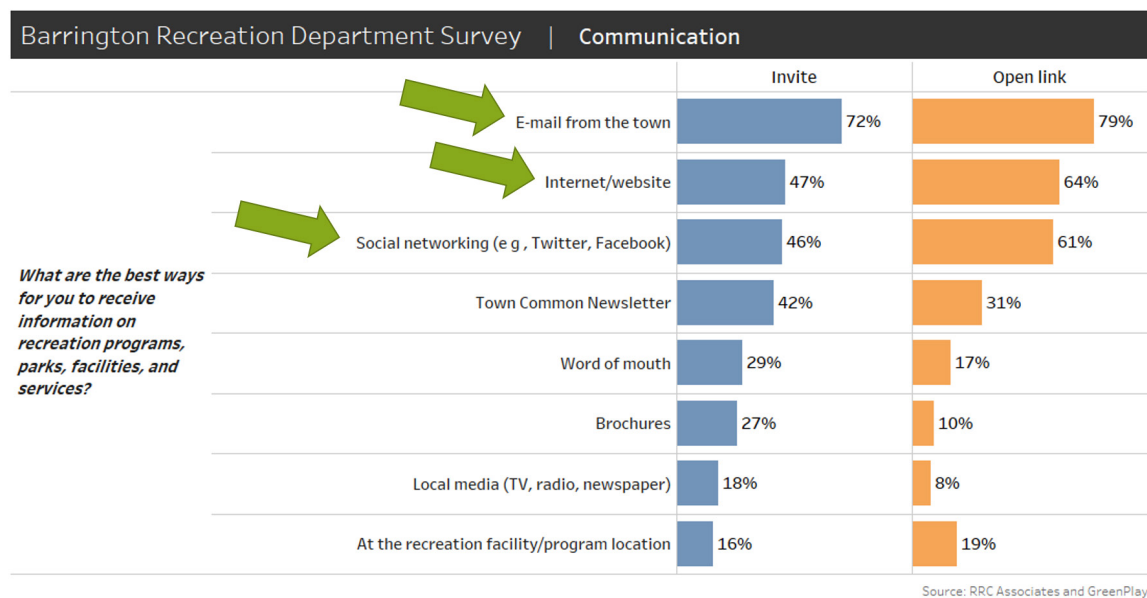
Figure 33: Effectiveness of Communication



Methods of Receiving Information

As shown in the graphic below (**Figure 34**), the primary method to receive information is the same for both invitation and open link respondents – emails from the Town (72% invitation; 79% open link). For invitation respondents, internet/website (47%), social networking (46%), and the Town Common Newsletter (42%) were also preferred methods. Open link results were similar.

Figure 34: Preferred Methods of Communication



Additional Comments/Suggestions

At the end of the survey, respondents were given the opportunity to provide any additional comments or suggestions about recreation programs and services in Barrington. The most common themes were increased communication, divide between increased prices, additional programming themes, and praise for what is currently being done. A selection of verbatim invitation responses is shown below.

I believe the Town should continue to have these programs even if I don't participate in them. I know they are important to some of the residents, especially the youth.

I feel they do a great job with the parameters they have to work with!

I'm pleased with the camps for the price! Would like to see more options for activities though.

I was really happy to see added adult programs over the past couple of years. I am pleased with the shared activities with other towns. Youth programs are important but can be hard for adults to find things to do and make new friends. The rec. dept. can help with that through activities

I was not aware that Barrington Rec offered most of these services. More/better outreach would be good. An adult running group would be good.

Please do a better job at communicating what rec programs are available in Barrington. Our family has lived here over a year and were not aware that Barrington had a rec program.

The BRD currently provides limited programs due to lack of facilities and a small staff. The programs offered by the BRD are well attended and well received by the community members. Programs are offered for youth and adults during each season. Programs offered are appropriate to the time of year and facilities available. A variety of programs both structured and informal including workshops, community events, trips and tours, and instructional programs are offered for the following groups.

- ## F. SUMMARY OF KEY FINDINGS FROM PUBLIC INPUT

- Explore the addition of indoor facilities such as a dedicated recreation center.
- Ensure continuation of the high-quality of programs residents of Barrington have come to expect.
- Ensure access and affordability of services and programs.
- Explore improving/adding trail and pathway connectivity, open space/natural area preservation, and playgrounds.
- Explore additional land acquisition for new parks.
- Enhance special event programming.
- Monitor the participation and usage of the programs, facilities, and services and make appropriate adjustments based on collected data.
- Monitor the affordability and access to programs, facilities, and services and provide financial assistance and accommodations as required.

III. LEVEL OF SERVICE ANALYSIS

Level of Service (LOS) analysis measurements evaluate how parks, open spaces, trails, and facilities in Barrington serve the community. They may be used to benchmark current conditions and to direct future planning efforts.

A. WHY LEVEL OF SERVICE?

Level of Service may be defined as the extent to which a recreation system provides residents access to recreational assets and amenities. It indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and quality of life. Further, LOS for a park and recreation system tends to reflect community values. It is often emblematic of the manner and extent to which people are connected to their communities and lifestyles focused on outdoor recreation and healthy living.

An analytical technique known as GRASP® (**Geo-Referenced Amenities Standard Process**) was used to analyze Level of Service provided by assets in Barrington. This proprietary process, used exclusively by Design Concepts and GreenPlay, yields analytical maps and data that may be used to examine access to recreation across a study area. A detailed history and description of GRASP® Methodology may be found in **Appendix A**.

Assumptions

1. Proximity relates to access. A feature within a specified distance of a given location is considered to be “accessible” from that location.” “Access” in this analysis does not refer to access as defined in the Americans with Disabilities Act (ADA).
2. The LOS at any given point on the map has a value that is the cumulative value of all features that are considered accessible from that location.

Perspectives

Maps and data quantifications produced using the GRASP® methodology are known as perspectives. Each perspective is a model of how service is being provided across the study area. The model can be further analyzed to derive statistical information about service in a variety of ways. Maps are utilized along with tables and charts to provide benchmarks or insights a community may use to determine its success in providing services. Perspective maps and charts were produced by applying the GRASP® process to the Barrington inventory. Further discussion on Perspectives and other GRASP® terminology can be found in **Appendix A**.

Types of Perspectives

The LOS offered by a park or other feature is a function of two main variables: how easily the park is accessed and which opportunities are available. The inventory performed with the GRASP®-IT tool provided a detailed accounting of what is available at any given location, and GIS was used to measure its accessibility to residents across the community. People use a variety of transit modes to reach a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination of these or other alternatives. Different travel modes have varying travel distances and times associated with them. In GRASP® Perspectives this variability is accounted for by analyzing multiple travel distances (referred to as catchment areas) from which a given feature might be reached.

Three different travel distances were used to produce Perspectives for examining the park system:

1. 15-minute Drive-time Access
2. 10-minute Drive-time Access
3. 5-minute Drive-time Access

Drive time buffers were calculated using Esri ArcGIS Online Spatial analytics and Data Enrichment. The Create Drive-Time Areas tool uses Esri Service Areas to calculate the area that can be reached within a specified travel time or travel distance along a street network based on travel mode. For each perspective, the defined catchment area is plotted with GIS around each feature and assigned a value using information from the inventory. When catchment areas for a set of features is combined into one overlay map, a shaded map results, with the shade at any given location representing the cumulative value of all features considered accessible from that location.

B. BARRINGTON'S LEVEL OF SERVICE

Proximity Analysis

The first series of analyses uses drive-time analysis to examine access to recreation facilities within a given estimated drive-time. Acknowledging the importance of alternative providers across the Barrington system, the analyses look at scenarios that include only Barrington owned/managed facilities and all recreation providers including alternative providers.

Barrington, New Hampshire
Parks and Recreation Drive Time Map



Drive-time Access to Recreation (Larger maps can be found in **Appendix B**)

The previous analysis shows that residents and visitors in Barrington with access to a car can reach an opportunity for recreation within a 15-minute drive.

GRASP® Analysis

With GRASP®, information from the inventory of parks and facilities described later in this section was used in conjunction with Geographic Information Systems (GIS) software to produce data and analytic maps that show the current status of park and recreation services across the community.

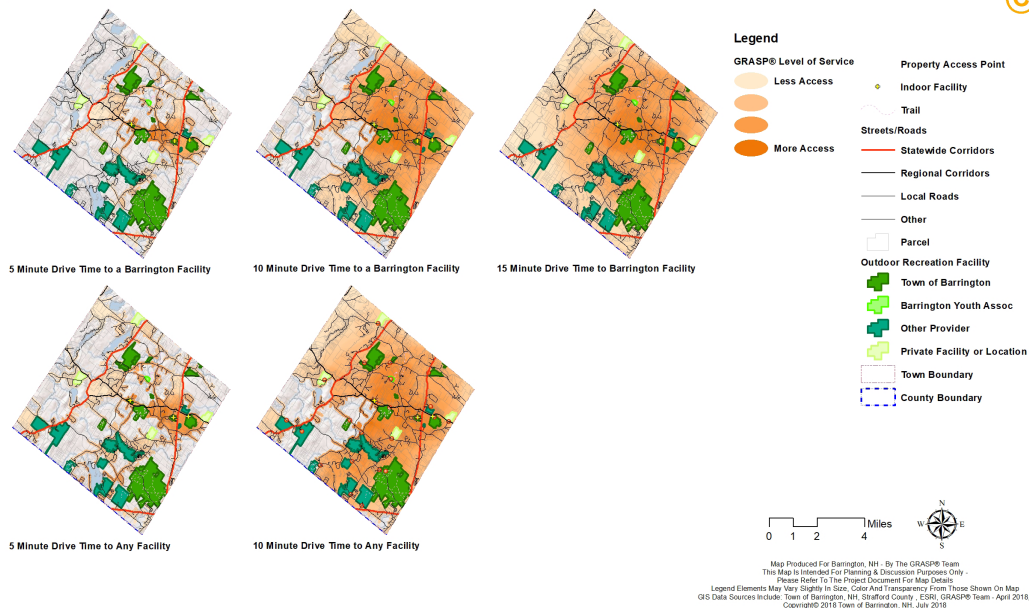
GRASP® Level of Service perspectives use overlapping catchment areas to yield a “heat map” that provides a measurement of LOS for any location within a study area. Orange shades represent the variation in LOS values across the map.



Drive-time Access to Outdoor Recreation

A perspective was created to examine access to recreation opportunities across Barrington. This map shows where there are more or fewer recreation assets available based on the drive-times described above. In general, this map shows that Barrington has good distribution of recreation opportunities. Access to recreation is more limited at the edges of Barrington but more accessible the further or longer residents are willing to drive.

Barrington, New Hampshire Parks and Recreation GRASP® Analysis



Areas of higher concentration are notable in central and east central Barrington. For example, the highest GRASP® value area is located just east of Goodwill Conservation area. From this location, a resident has access to all indoor and outdoor facilities in Barrington.

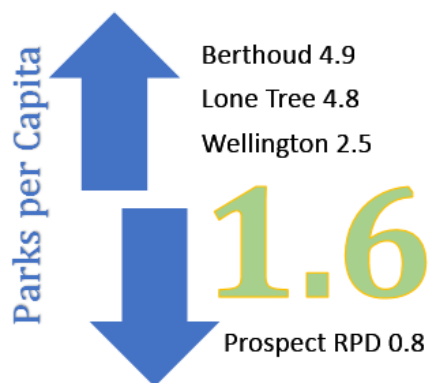
GRASP® Comparative Data

Table 3 provides comparative data from other communities of similar population to Barrington across the country. Because every community is unique, there are no standards or “correct” numbers for these; however, there are several interesting similarities and differences when making these comparisons.

Table 3: GRASP® Comparative Data

STATE	CITY	YEAR	POPULATION	STUDY AREA SIZE (Acres)	# OF SITES (Parks, Facilities, etc.)	TOTAL # OF COMPONENTS	AVG. # COMPONENTS per SITE	TOTAL GRASP® VALUE (Entire System)	GRASP® INDEX	AVG. SCORE/ SITE	NUMBER OF COMPONENTS PER POPULATION	Pop Den (per acre)	People per Park	Park per 1k People
CO	Berthoud	2016	5,756	8,296	28	85	3.0	473	82	16.9	15	0.7	206	4.9
CO	Wellington	2015	7,453	2,269	19	82	4.3	421	56	22.1	11	3.0	392	2.5
NH	Barrington	2018	8,770	31,117	14	47	3.4	327	37	23.3	5	0.3	626	1.6
CO	Lone Tree	2007	10,134	1,382	49	219	4.5	561	55	11.4	22	7.3	207	4.8
CO	Prospect RPD	2018	11,008	5,237	9	72	8.0	528	48	58.7	7	2.1	1223	0.8

In the infographics below, Barrington is compared to other similar sized agencies who have completed GRASP® LOS. The Barrington value is shown in large green numbers and ranked accordingly in the list. First, when comparing parks per capita, Barrington ranks only above Prospect Recreation and Park District in the number of parks per resident.



Barrington also ranks low in recreation components per location and recreation components per capita.



This would indicate that residents in Barrington have less access to park and recreation opportunities when compared to other similar sized towns or agencies.

Other Types of Analysis

Traditional analyses used to evaluate recreational Level of Service are also valuable. A few of these are discussed.

Capacities Analysis

One of the traditional tools for evaluating service for parks and recreation is the capacity analysis, which compares the quantity of assets to population and projects future needs based on providing the same ratio of components per population (i.e. as population grows over time components may need to be added to maintain the same ratio). **Table 4** shows the current capacities for selected components in Barrington. This table can be used in conjunction with other information, such as input from focus groups, staff, and the general public, to determine if the current capacities are adequate or not for specific components.

Table 4: Barrington Capacities

		Basketball, Practice	Concessions	Diamond Field	Diamond Field, Complex	Diamond Field, Practice	Educational Experience	Game Court	Loop Walk	Natural Area	Playground, Local	Rectangular Field, All Sizes	Shelter, All Sizes	Trail, Primitive	Trailhead	Water Access, Developed	Water Access, General	Water, Open
INVENTORY																		
Town of Barrington		3					1	2	1	9	4	8	2	6	8		2	2
Barrington Youth Assoc			1	5	1	2												
Other										8			4	6	5	3	2	3
System Totals:		3	1	5	1	2	1	2	1	17	4	8	6	12	13	3	4	5
CURRENT RATIO PER POPULATION																		
CURRENT POPULATION 2016	8,770																	
Current Ratio per 1000 Population		0.34	0.11	0.57	0.11	0.23	0.11	0.23	0.11	1.94	0.46	0.91	0.68	1.37	1.48	0.34	0.46	0.57
Population per acre or component		2,923	8,770	1,754	8,770	4,385	8,770	4,385	8,770	516	2,193	1,096	1,462	731	675	2,923	2,193	1,754
PROJECTED POPULATION - 2040	9,553																	
Total # needed to maintain current ratio of all existing facilities at projected population		3	1	5	1	2	1	2	1	19	4	9	7	13	14	3	4	5
Number that should be added by all providers to achieve current ratio at projected population		0	0	0	0	0	0	0	0	2	0	1	1	1	1	0	0	0

The capacity table can also be used to project future facility needs based on population growth, if:

- the future population's interests and behaviors are the same as today's, and
- that today's capacities are in line with today's needs.

The capacities table is based on the quantity of assets without regard to distribution, quality, or functionality. Higher LOS is achieved only by adding assets, regardless of the location, condition, or quality of those assets. In theory, the LOS provided by assets should be based on their location and quality as well as their quantity, which is why this table should be used with discretion, and only in combination with the other analyses presented here. One of the major limitations of this type of analysis is striking in this example. With minimal project population growth, there is only one component that needs to be increased over the project timeline.

Table 5: Outdoor Park and Recreation Facilities – Median Population Served per Facility

2018 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks			
Outdoor Park and Recreation Facilities			
Outdoor Facility	Agencies Offering this Facility	Median Number of Residents per Facility	Barrington, NH Residents per Facility
Residents Per Park*	N/A	1,318	625
Acres of Park Land per 1,000 Residents*	N/A	10.8	236
Playgrounds	92.0%	6,132	2,193
Basketball Courts	83.0%	7,869	2,923
Tennis Courts	77.0%	5,462	N/A
Swimming pools (outdoor only)	52.0%	42,344	N/A
Diamond Fields: baseball- youth	75.0%	6,628	1,754
Diamond Fields: tee-ball	38.0%	11,270	
Diamond Fields: softball fields- youth	59.0%	10,495	
Diamond Fields: softball fields- adult	66.0%	10,957	
Diamond Fields: baseball- adult	55.0%	15,000	
Rectangular Fields: multi-purpose	63.0%	9,043	1,096
Rectangular Fields: soccer field- youth	47.0%	5,584	
Rectangular Fields: soccer field- adult	42.0%	10,250	
Rectangular Fields: football field	38.0%	21,750	
*Comparison based on median for less than 20,000 population comparison			
The remaining comparisons are based on similar residents per square mile			

The Barrington system can also be compared to recent national statistics published by the National Recreation and Park Association in the “2018 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks.”

A comparison of like components from the capacity table and the National Recreation and Park Association (NRPA) report shows the following.

- Barrington exceeds the median population to component ratio for all comparable components except in Tennis Courts and Swimming pools which Barrington does not currently provide.

Similar calculations can also be made based on acres of land and parks per 1,000 residents. The following table includes all the properties included in the GIS mapping. Only current Barrington acreage is included in the projected needs calculation. Based on this calculation Barrington would need 185 acres of new park and conservation land to provide similar LOS based on population projects. Both residents per location and acres of park land per 1,000 people are better than NRPA published benchmarks for similar size cities or density.

Table 6: Acres of Park Land per 1,000 Residents

		2018 GIS Acres #
INVENTORY		
Town of Barrington		2,073
Barrington Youth Association		18.6
Other		1,442
System Total		3,534
CURRENT RATIO PER POPULATION		
CURRENT POPULATION 2018	8,770	
Current Ratio per 1,000 Population		236.4
Population per Park Acre		4
PROJECTED POPULATION - 2023	9,553	
Total # needed to maintain current ratio of Town of Barrington Facilities at projected population		2,258
Number that should be added to achieve current ratio at projected population		185

This capacity table indicates that Barrington provides approximately 236 acres per 1,000 people or 4 people per acre of “park/conservation land.” This does not include other provider parks such as Barrington Youth Association or private providers. It does include schools and Barrington Conservation Lands.

More on Utilizing the GRASP® Perspectives

As needs and conditions evolve over the lifespan of this master plan, perspectives can be updated and new, specialized ones can be generated to determine levels of service throughout the community from a variety of views. This allows this plan to be a living, flexible document. These perspectives can show a specific set of components, depict estimated travel time to services, highlight a particular geographic area, or display facilities that accommodate specific programming. Used in conjunction with other needs assessment tools (such as needs surveys and a public process), perspectives can be used to determine if current levels of service are appropriate in each location. If so, plans can then be developed that provide similar levels of service to new neighborhoods or future development. Conversely, if it is determined that different levels of service are desired, new planning can differ from the existing community patterns to provide the desired standard.

Key Conclusions

Proximity and availability of transportation are relevant factors affecting Barrington's levels of service. The provision of assets is reasonably equitable across Barrington, especially given resident access to motorized transportation. Analysis would indicate that Barrington residents are currently accessing recreation opportunities through both Town of Barrington properties, schools, and other providers. Traditional park access and opportunities are limited in Barrington, although properties that currently provide the highest level of service tend to be more centrally located which provides more equitable access to most of residents.

C. PARKS AND FACILITIES INVENTORY AND ASSESSMENT

An inventory of parks and facilities was conducted in May 2018. Each site was evaluated using the GRASP®-IT audit tool. See **Appendix A** for definition and discussion.

Park features were classified into one of two categories: components and modifiers. A component is a feature that people go to a park or facility to use, such as a tennis court, playground, or open lawn area. The quality of each of component was evaluated. Amenities such as shade, drinking fountains, restrooms, etc. that enhance the comfort and convenience of a site are thought of as Modifiers. A complete list of components and their definitions, as well as inventory methods and process discussion can be found in **Appendix A**.

A formula was applied that combines the assessments of a site's components and modifiers to generate a score or value for each component and for the entire site. The resulting values can be used to compare sites to each other and to analyze the overall performance of the park system.

Assessment Summary

Based on visits to each park and/or facility, the following general assessments were concluded. Current/existing parks:

- Actual Town of Barrington parks and recreation facilities are limited
- Conservation lands and alternative providers including schools provide important recreation opportunities throughout Barrington
- Primary access to parks and recreation facilities is by motor vehicle

Table 7: Summary of Outdoor Locations

LOCATION	GIS Acres	Basketball, Practice	Climbing, Designated	Concessions	Diamond Field	Diamond Field, Complex	Diamond Field, Practice	Educational Experience	Game Court	Golf	Loop Walk	Natural Area	Open Turf	Playground, Local	Rectangular Field, Large	Rectangular Field, Small	Shelter, Large	Shelter, Small	Target Range	Trail, Primitive	Trailhead	Volleyball Court	Water Access, Developed	Water Access, General	Water, Open	Total Components Per Location
A Harlan Calef Isinglass Preserve	298											1								1	1					3
Barrington Elementary School	28	2									1			1		4		2								10
Barrington Middle School	117													1	3						1					5
Barrington Recreation Department and Library	3	1																								1
Barrington Town Playground and Field	6								2					1		1										4
Barrington Youth Association Fields	19			1	5	1	2																			9
Boodey Farm Conservation Easement	154											1														1
Brasen Hill Farm	244											1								1	1					3
Camp Fireside	92	1	1				2						1				2					1		1		9
Chestnut Forest	64											1														1
Cullen Woods Open Space	9											1														1
Dexter	24											1								1						2
Early Childhood Learning Center	6													1												1
Goodwill Conservation Area	155							1				1								1	1			1	1	6
Jeffrey Conservation Easement	75											1								1	1			1		4
Kids of the River	18											1								1	1			1	1	5
Locke Falls	7											1									1					2
Major Waldrons	74																	1								1
Newhall Easement	76											1								1	1					3
Nippo Lake Golf Course	96									1																1
Samuel A Tamposi Water Supply Reserve	1287											1								1	2					4
Stonehouse Pond	259											1								1	1		1		1	5
Swains Lake	402																						1		1	2
Trickey Lot Town Forest	50											1								1	1					3
Turbocam Mallego River Walk	11											1								1				1	1	4
UNH Mendums Pond Recreation Area	191											1					4			1	1		1			8
Village Place	30											1														1
Wildlife Encounters Ecology Center and Farm School	77											1														1
Totals	3872	4	1	1	5	1	4	1	2	1	1	18	1	4	3	5	6	2	1	12	13	1	3	5	5	

Table 8: Summary of Indoor Locations

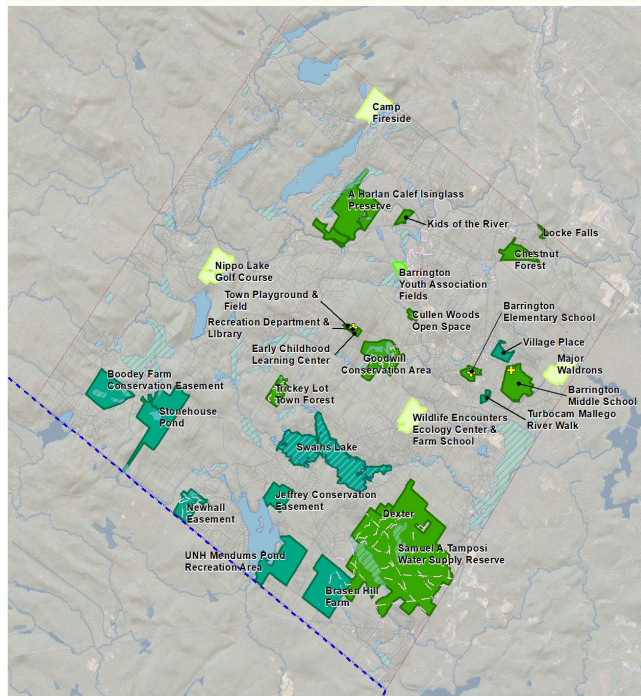
LOCATION	Gymnasium	Multi-purpose Room
Barrington Parks and Rec	1	
Elementary School		2
Middle school	1	3
Total	2	5

System Map

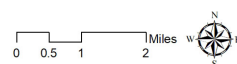
The following map show park and recreation facilities across the Town of Barrington.

System Map

Barrington, New Hampshire Parks and Recreation System Map



- Legend**
- + Indoor Facility
 - Trail
 - Parcel
 - Outdoor Recreation Facility**
 - Town of Barrington
 - Barrington Youth Assoc
 - Other Provider
 - Private Facility or Location
 - Waterbody**
 - Lake/Pond
 - Reservoir
 - Swamp/Marsh
 - Town Boundary
 - - - County Boundary



Map Produced For Barrington, NH - By The GRASP® Team
 This Map Is Intended For Planning & Discussion Purposes Only -
 Please Refer To The Project Document For Map Details
 Legend Elements May Vary Slightly In Size, Color And Transparency From Those Shown On Map
 GIS Data Sources Include: Town of Barrington, NH; Stafford County, ESR; GRASP® Team - April 2018,
 Copyright© 2018 Town of Barrington, NH, July 2018

Larger scale maps may be found in **Appendix B**.

Example of GIS inventory map and data sheet. A complete Inventory Atlas is provided as a supplemental document to the Parks and Recreation Master Plan.



D. LOS RECOMMENDATIONS

Findings of the GRASP® LOS analyses provide guidance for improving parks and recreation in Barrington. This section describes ways to enhance level of service through improvement of existing sites, future development of new facilities, and potential partnerships.

Note: Any reference to level of service scoring throughout this recommendation discussion refers to the drivable level of service. Level of service scoring from a driving standpoint is high at a 15-minute drivetime but walkable amenities and level of service are virtually non-existent in an area such as Barrington.

Potential Level of Service Improvements

Addressing Lower and No Service Areas

One way of using the GRASP® Perspectives is to consider prioritization of identified gap areas or those areas that lack service in the 5-minute and 10-minute drivetimes. One of the issues with improving level of service based only on Barrington owned and managed properties is the lack of distribution of lands in the western third of the town. In order to increase LOS in these areas, alternative providers are likely to be the first resource. Additionally, the Town of Barrington could desire to acquire additional lands for help fulfill better access across Barrington.

Component Inventory and Assessment

Maintaining and improving existing facilities typically ranks very high in the public input. Existing features that fall short of expectations should be improved to address this concern. Features have been assessed based on condition and functionality in the inventory phase of this plan. Those with low scores can be identified and addressed as explained below. The assessment should be updated on a yearly basis to assure that components are upgraded and improved as they are affected by wear and tear over time.

Addressing Low-Scoring Components

Components whose functionality ranks below expectations were identified and scored with a “one.” A list of these was extracted from the inventory dataset and are shown in **Appendix A**. When the score of a component is raised through improvement or replacement, the Level of Service is raised as well. A strategy for addressing the repair/refurbishment/replacement or re-purposing of low-functioning components is outlined below. This should be done for each individual component that is not functioning up to expectations.

- A. Determine why the component is functioning below expectations.
 - Was it poorly conceived in the first place? Such as placing an outdoor basketball hoop on a parking lot service, thus limiting access to the component.
 - Is it something that was not needed to begin with?
 - Is it the wrong size, type, or configuration?
 - Is it poorly placed or located in a way that conflicts with other uses or detracts from its use?
 - Have the needs changed in a way that the component is now outdated, obsolete, or no longer needed?
 - Has it been damaged?
 - Or, has the maintenance of the component simply been deferred or neglected to the point where it no longer functions as intended?

Another possibility is that the component was scored low because it is not available to the public in a way that meets expectations. School amenities with limited public access may fall into this category.

Another example would be when a component is old, outdated, or otherwise dysfunctional, but has historic or sentimental value. The previous town playground likely fell into this category. It has been replaced and upgraded since the original inventory and now provides a great opportunity for Barrington youth.

- B. Depending on the answers from the first step, a strategy can be selected for addressing the low-functioning component:
 - If the need for that type of component in its current location still exists, then the component should be repaired or replaced to match its original condition as much as possible.
 - Examples of this would be many of the existing shelters that need shingles or roof repairs. Other examples could be playgrounds with old, damaged, or outdated equipment, or courts with poor surfacing or missing nets.
 - If the need for that type of component has changed to the point where the original one is no longer suitable, then it should be replaced with a new one that fits the current needs.
 - If a component is poorly located, or was poorly designed to start with, consideration should be given to relocating, redesigning, or otherwise modifying it.

- The basketball hoop on the parking lot falls into this category also.
- If a component is no longer needed because of changing demands, it should be removed unless it can be maintained in good condition without excessive expense or has historic or sentimental value.
- C. It is possible that through ongoing public input, and as needs and trends evolve, new needs will be identified for existing parks. If there is no room in an existing park for new needs, the decision may be made to remove or re-purpose an existing component, even if it is quite functional.
- As the popularity of tennis declined and demand for courts dropped off in some communities over recent decades, perfectly good courts were sometimes converted into skate parks, inline rinks and even more recently into pickleball courts. In most cases this was an interim use, intended to satisfy a short-term need until a decision could be made to either construct a permanent facility or let the passing fad fade. The need for inline rinks now seems to have diminished, while temporary skate parks on tennis courts have been moved to permanent locations of their own and become more elaborate facilities as skateboarding and other wheel sports have grown in popularity and permanence. Many tennis courts are now being transitioned to permanent pickleball courts.
- One community repurposed a ball diamond into a dog park. The ball diamond is well-suited for use as a dog park because it is already fenced, and the combination of skinned infield where the dogs enter and natural grass in the outfield where traffic is spread out is ideal. It is likely that in time this facility will either become a permanent facility designed specifically to meet the needs of people recreating with their dogs, or such a facility will be constructed elsewhere to suit that purpose. Or, it could turn out that dog parks fade in popularity like inline hockey rinks are replaced with some other facility that dog owners prefer even more than the current dog park model. Meanwhile, the use of the ball diamond for this purpose is a good interim solution.

In scoring inventory locations, basic site amenities, called modifiers, were evaluated. Modifiers are things that support users during their visit such as design and ambience, drinking fountains, seating, BBQ grills, security lighting, bike racks, restrooms, shade, access, and parking among others. These elements help inform overall GRASP® scoring. Modifiers that do not meet expectations are given lower scores. See **Appendix A** for list of low scoring modifiers.

Booster Components

Another way to enhance level of service is through the addition of booster components at specific park sites or recreation facilities. These are most effective in low-service areas where parks exist that have space for additional components. The open area around the town playground perhaps provides space and opportunity to add one or more booster components.

High Demand Components

The statistically-valid survey asked respondents to rank facilities by importance based on those they felt the Town needed to add or improve. These high demand components should be considered when new components are added to the system.

The highest priority for added, expanded, or improved outdoor activities listed by survey respondents are:

1. Adding and improving trails
2. Open space and natural areas
3. Facilities and infrastructure to support programming needs such as aquatics and community events

Many of these needs may be addressed by upgrading facilities, retrofitting lesser used assets, and by adding components that could serve as future program opportunities:

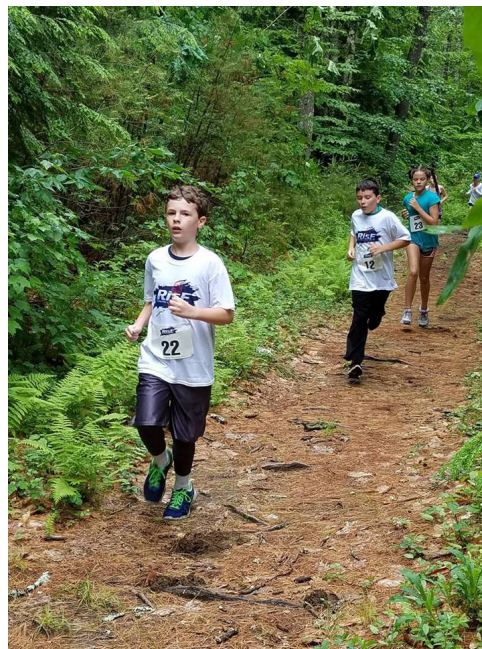
- While many miles of trails exist, it is often difficult to locate the trails and even more difficult to properly or legally park. Improving trailheads, off-street/road parking and wayfinding could significantly increase residents' ability to connect to the existing trails throughout Barrington.

Connecting People to Trails

As the Barrington trail system continues to develop additional resources will be desirable to support users. It may be worthwhile to consider signage and wayfinding strategies, trailheads and access points, public trail maps, and even smartphone applications as strategies to connect people to trails and affect a positive user experience.

Signage and Wayfinding

Signage and wayfinding strategies should be employed to enhance the Barrington trail system by promoting ease of use and improved access to recreational resources. An important aspect of effective signage and wayfinding markers is branding. An easily identifiable hierarchy of signage for different types of users assists residents and visitors as they navigate between recreation destinations.



Trailheads & Access Points

It is also important to provide users access to trails. There are two ways to approach this. First, formal trailheads may be developed to include parking, bike racks, signage, restrooms, drinking water, a trail map, and other amenities. A trailhead is most appropriate to provide access to trails that serve a higher volume of users at destinations reached by automobile. The second approach involves simply providing a trail access point, usually without the extensive amenities found at a trailhead. Trail access points such as this are more appropriate in residential or commercial areas where users are more likely to walk or ride a bicycle to reach the trail. Trailheads and access points should be primary points of interest on any trails mapping.

Map Resources

While there are multiple maps available online for many of the conservation areas and their trails, the maps vary greatly in detail and consistency. Working toward consistent mapping and detail will improve access to trails. These maps are also important public touch points and can be very helpful in increasing and promoting trail stewardship throughout the system.

Trends in Parks and Recreation

Trends to consider when deciding what to do with low-functioning facilities, or improving existing parks to serve the needs of residents, include things like:

- Dog parks continue to grow in popularity. This may have something to do with an aging demographic in America, with more “empty-nesters” transferring the attention they once gave to their children, who are now grown, to their pets. It is also an important form of socializing for people who may have once socialized with other parents in their child’s soccer league, and now that the kids are grown, they are enjoying the company of other dog owners at the dog park.
- Skateboarding and other wheel sports continue to grow in popularity.
- A desire for locally-grown food and concerns about health, sustainability, and other issues is leading to the development of community food gardens in parks and other public spaces.
- Events in parks, from a neighborhood “movie in the park” to large festivals in regional parks, are growing in popularity to build a sense of community and generate revenues. Providing spaces for these could become a trend.
 - Community events were identified as a key need.
- Spraygrounds are growing rapidly in popularity, even in cooler climates. A wide and growing selection of products for these is raising the bar on expectations and offering new possibilities for creative facilities. Aquatics opportunities also ranked high in public input.
 - Spraygrounds may be a lower cost alternative that provides aquatic access to residents.
- New types of playgrounds are emerging, including discovery play, nature play, adventure play, and even inter-generational play. Some of these rely upon movable parts, supervised play areas, and other variations that are different from the standard fixed “post and platform” playgrounds found in the typical park across America. These types of nature-based opportunities help connect children and families to the outdoors. The nature focus of much of Barrington’s lands may lend themselves well to the idea of nature-based play. Integrating nature into parks by creating natural areas is a trend for many reasons. These include a desire to make parks more sustainable and introduce people of all ages to the natural environment.

School Partnerships

Town staff should review current IGAs with the school system and how they are benefiting the parks and recreation department. Maximizing potential should be a key goal of any agreement. Barrington utilizes all the school facilities that are currently available including both indoor and outdoor amenities. School partnerships are already valuable throughout the Barrington community. Existing partnerships should be strengthened, because school assets improve the level of service provided to Town residents.

ADA Transition Plan and Compliance

According to the ADA.gov website, “Access to civic life by people with disabilities is a fundamental goal of the Americans with Disabilities Act (ADA). To ensure that this goal is met, Title II of the ADA requires State and local governments to make their programs and services accessible to persons with disabilities. One important way to ensure that Title II’s requirements are being met in cities of all sizes is through self-evaluation, which is required by the ADA regulations. Self-evaluation enables local governments to pinpoint the facilities, programs, and services that must be modified or relocated to ensure that local governments are complying with the ADA.” Transition plans are also required to implement needed changes identified during the self-evaluation process: <http://www.cityblm.org/government/departments/human-resources/community-relations/ada>.

IV. KEY ISSUES, RECOMMENDATIONS, AND ACTION STEPS

Community leaders are increasingly recognizing that parks and recreation facilities, programs, and services are essential to creating and maintaining communities where people want to live, work, play, socialize, recreate, learn, and visit. These amenities should be investments in the long-term vitality and economic sustainability of any active and desirable community. The Town of Barrington Recreation Department is committed to providing quality facilities, programs, and services to the community, its residents, and guests.

A. KEY ISSUES IDENTIFICATION

A collaborative analysis approach was implemented to analyze the results of the various tools used and information gathered. This process revealed several key issues, from which recommendations and an action plan were developed. Information was summarized from staff and town leadership input, the community engagement process (focus groups, stakeholder meetings, public meetings), Level of Service and funding analyses, a statistically valid survey, and national trends in the parks, recreation, trails, and health/wellness realms.

B. KEY ISSUES

The following areas were identified as focus areas for the Barrington Recreation Department by the consultant team and the Department's leadership:

- Improve Organizational Capacity
- Expand Program & Service Delivery
- Enhance Facilities and Amenities
- Strengthen Financial Sustainability

The following Key Issues Matrix was developed with staff during the visioning session conducted after the finding's presentation.

Issue	Potential Options to Address
Organizational Capacity	
Desire for more effective communication for new residents	Sponsored welcome package for new residents, look at what school district does, town hall welcome packet, put pamphlets in town hall, PTA
Department is short staffed in the administration aspect	Coordinate schedules in one place for easier reference/planning
Desire for a repository for communication of programs	Add information kiosk at red light; collaborative website for activity listings
Need for expanded hours for increased programming	Explore change of hours of operations
Improve existing/seek new partnerships	Develop master list of community recreation organizations; convene groups
Increase use of volunteers	Partner with PTA, UNH, youth organizations to recruit volunteers
Concern increased amenities will attract the wrong participants	Monitor facility access and capacity through annual community surveys
Concern improvements won't be sustainable	Develop clear capital improvement goals and outcomes
Include Recreation capital facilities in Town Master Plan	
Programs and Service Delivery	
Lack of year round community events	Add community events for all ages, add community events between May and September, examples; fishing, truck show, food truck rodeos, farmers' market
Lack of time to participate in recreation programs	Increase child-care opportunities
Desire for more programs for adults without children at home	Add part-time adult/senior programs coordinator
Need diversity of programs for all ages	Consider multi-generational programs
Need for program information to be more widely distributed	Explore opportunities for cross promotion with alternative providers
Before and after school programs reach capacity quickly	Evaluate multiple locations
Need for year round fitness and wellness programs	Partner with alternative providers for discounted summer access, special events
Children's arts & cultural programs	Explore year round field trips to arts & cultural venues

Facilities and Amenities	
Desire additional space to support outdoor recreation programming	Create a multi-purpose park/outdoor recreation area
Desire additional space to support indoor recreation programming	Secure or add additional indoor space for recreational programming
Improve infrastructure for aquatics	Provide public access to water-based recreation opportunities
Need for a loop walk	Partner with Conservation Commission to improve connectivity among trail systems
Improve access and quantity of trails and open space	Partner to add parking, work with conservation, scouts; improve signage and wayfinding
Need for a community gathering space	Explore private and non-profit organization facilities for community events
Maintain and improve current facilities	Develop trail and facility maps; explore smartphone applications focused on trails
Space constraints for administrative operations	Follow through with relocation plan in collaboration with library expansion project
Awareness and identification of trails and trailheads	Improve parking, interpretive signage
More wayfinding and interpretive signage on trails/trail sites	
Level of Service	
Lack of access to recreation amenities in western region of town	Partnerships with alternative providers; land acquisition to serve residents in this area
Kids of the River and Islinglass Preserve	Improve parking, signage
Barrington Middle School Field & Playground	Upgrade field; make playground age appropriate
Basketball practice facility at Recreation Department	Redesign parking to avoid conflict with practice hoop
Town owned playing field at Recreation Department	Upgrade field to multi-sport facility at Clark/Goodwill property
Actual Town of Barrington parks and recreation facilities are limited	Promote conservation lands and alternative providers including schools as partners in providing important recreation opportunities throughout Barrington
Finance	
Public funding is limited	Evaluate funding and revenue streams to develop long-term funding strategy
Excess revenue	Dedicate funds to developing detailed recreation facilities master plan
Reliance on single stream revenue source	Explore grants, foundations, sponsorships, concessions as complementary revenue

C. KEY ISSUES, RECOMMENDATIONS & ACTION STEPS

The following recommendations are made based summary analysis of all methods use for the Master Plan update. The process included many members of the community, staff, and partners, and the public was given many opportunities to participate through focus groups, stakeholder meetings, public meetings, an invitation survey, and an open link survey. A Level of Service (LOS) analysis and funding analysis were also conducted. This section describes ways to address current gaps in recreation and parks offerings and projected needs that were identified during the comprehensive recreation and parks needs assessment.

The following recommendations are intended to enhance the level of service and the quality of life for the residents and visitors of the Barrington community with improvement through improved facilities and amenities, a dedication to affordability of services and programs, improved programming and service delivery, organizational efficiencies, and increased financial opportunities.

Key Issue #1: Improve Organizational Capacity

Recommendation: Develop welcome package for new residents

The summary analysis revealed that new residents are unfamiliar with the offering of the parks and recreation department. A solid model exists within the school district and is an opportunity for collaboration with the school, town offices, conservation commission, and community recreation groups.

Action Steps:

1. Explore modeling school district strategies for welcoming new families.
2. Combine recreation information with Town Hall welcome packet.
3. Distribute public information materials at Town Hall, to related organizations, and to the Parent Teacher Association.
4. Seek local/regional sponsors for welcome package amenities.
5. Promote conservation lands and alternative providers including schools as partners in providing important recreation opportunities throughout Barrington.

Recommendation: Coordinate activity schedules for all community recreation organizations

To maximize the use of available indoor and outdoor facilities in the community, a coordinated information and networking initiative among recreation service providers in Barrington is recommended. Even with the current extensive emphasis on promotion of recreation programs, feedback was received that information could be more widely distributed.

Action Steps:

1. Develop centralized website calendar that organizations can use independently.
2. Add information kiosk at red light.
3. Convene community recreation organizations for networking and resource sharing.

Recommendation: Incorporate facility improvements into Town Capital Improvement Plan

To provide Town leadership and residents with a comprehensive approach to capital projects, recreation and parks facility improvements should align with the Town CIP process.

Action Steps:

1. Monitor facility access and capacity through annual community surveys.
2. Develop clear capital improvement goals, benefits, and expected outcomes.

Recommendation: Expand volunteer pool & community partnerships

The summary analysis showed that the recreation department is short staffed, and challenged to keep pace with the demand for new programs from residents including fitness/wellness, arts/culture, intergenerational, and outdoor adventure programs. Developing partnerships with existing service providers and expanding the department's volunteer pool would begin to address this challenge.

Action Steps:

1. Partner with PTA, UNH, youth organizations to recruit volunteers.
2. Develop master list of community recreation organizations.
3. Convene community recreation organizations for networking and collaboration.

Key Issue #2: Enhance Program & Service Delivery

Recommendation: Assess program offerings for age group balance and effectiveness

The community input process revealed a need for additional adult drop-in programs, community wide events, and expanded after school programming for youth.

Action Steps:

1. Utilize results from community survey and public input as a guide.
2. Review summary of Focus Groups and Stakeholder interviews.
3. Consider adding part-time adult/senior program coordinator.

Recommendation: Explore opportunities for cross promotion and collaboration with alternative providers

The Recreation Department is well positioned locally and regionally to collaborate with the Barrington Schools, Conservation, Commission, Barrington Youth Association, regional fitness facilities, and private water-based recreation providers to offer community events, multi-generational programs, and access to water-based recreation, and arts & cultural activities.

Action Steps:

1. Develop community events (fishing derby, truck show, food truck festival, farmers market) between May and September.
2. Increase child-care opportunities.
3. Consider multi-generational programs.
4. Evaluate multiple locations for before and after school programs.
5. Partner with alternative providers for discounted summer access to facilities.
6. Explore year-round field trips to arts & cultural venues.

Key Issue #3: Improve Facilities and Amenities

Recommendation: Add space for indoor and outdoor recreation programming

A focus on additional programming was a theme throughout the public input and survey process, including access to more trail-based recreation experiences. The Level of Service (LOS) analysis revealed a need for additional community gathering spaces and facilities to support additional programs.

Action Steps:

1. Create a multi-purpose park/outdoor recreation area.
2. Secure additional indoor space for recreation programming.
3. Follow through with relocation plan in collaboration with library expansion project.
4. Explore private and non-profit organization facilities for community events.
5. Conduct a Feasibility Study to determine the potential advantages and disadvantages of building a new recreation center.

Recommendation: Provide public access to water-based recreation opportunities

The survey and public input process identified access to water-based recreation a one of the three top priorities for future facility development.

Action Steps:

1. Develop relationships with private, public, and non-profit organizations for targeted access to aquatic facilities, lakes, ponds, and rivers in Barrington.
2. Evaluate land acquisition opportunities for a town beach.

Recommendation: Improve parking, wayfinding, and signage on trails

Nationally, trails are a top priority for the Baby Boomer generation, and the Barrington public input process aligned with this trend, citing a desire for more trails throughout the community. During all phases of public engagement parking was identified as an issue that needs to be addressed.

Action Steps:

1. Partner with Conservation Commission to improve connectivity among trail systems.
2. Develop trail and facility maps for public distribution.
3. Explore smartphone applications focused on trails.
4. Partner with Conservation Commission, Scouts to add interpretive signage at all trailheads.
5. Evaluate parking capacity at all trailheads.

Key Issue #4: Strengthen Financial Sustainability

Recommendation: Evaluate funding and revenue streams to develop long-term funding strategy

A detailed recreation facilities master plan which explores opportunities for collaboration with neighboring towns, should be explored as a next step in the Barrington Recreation Department planning process.

Action Steps:

1. Dedicate funds to developing a detailed recreation facilities master plan.
2. Explore grants, foundations, sponsorships, and concessions as complementary funding.
3. Explore collaborative funding of facilities with neighboring towns for regional benefit.

D. ACTION PLAN IMPLEMENTATION AND PRIORITIZATION

The following Goals, Objectives, and Action Steps for the recommendations are drawn from the public input, inventory, level of service analysis, findings feedback, and all of the information gathered during the master planning process. The primary focus is maintaining, sustaining, and improving the Town of Barrington's facilities, programs, and services. Funding availability, staff buy-in, and political and community support will play significant roles in future planning efforts. All cost estimates are in 2019 figures where applicable. Most costs are dependent on the extent of the enhancements and improvements determined.

Timeframe to complete is designated as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)
- Ongoing (occurs on a continuous basis)

Key issue/Action Steps	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
Key Issue #1: Improve Organizational Capacity			
Recommendation: Develop welcome package for new residents			
Action Step 1: Explore modeling school district strategies for welcoming new families.	N/A	Will vary based on package content and number of packets prepared	Short-Term
Action Step 2: Combine recreation information with Town Hall welcome packet.	N/A	Staff Time	Ongoing
Action Step 3: Distribute public information materials at Town Hall, to related organizations, and to the Parent Teacher Association.	N/A	Staff Time	Short-Term
Action Step 4: Seek local/regional sponsors for welcome package amenities.	N/A	Staff Time	Ongoing
Action Step 5: Promote conservation lands and alternative providers including schools as partners in providing important recreation opportunities throughout Barrington.	N/A	Staff Time	Ongoing
Key Issue #1: Improve Organizational Capacity			
Recommendation: Coordinate activity schedules for all community recreation organizations			
Action Step 1: Develop centralized website calendar that organizations can use independently.	N/A	Staff Time	Ongoing

Key Issue #1: Improve Organizational Capacity			
Recommendation: Coordinate activity schedules for all community recreation organizations			
Action Step 2: Add information kiosk at red light.	Cost of Kiosk and installation	Electricity cost for Kiosk and staff time to maintain and update	Short-Term
Action Step 3: Convene community recreation organizations for networking and resource sharing.	N/A	Staff Time	Ongoing
Key Issue #1: Improve Organizational Capacity			
Recommendation: Incorporate facility improvements into Town Capital Improvement Plan			
Action Step: 1. Monitor facility access and capacity through annual community surveys.	N/A	Cost of survey administration and staff time	Annually
Action Step 2: Develop clear capital improvement goals, benefits, and expected outcomes.	N/A	Staff Time	Short-Term
Key Issue #1: Improve Organizational Capacity			
Recommendation: Expand volunteer pool & community partnerships			
Action Step 1: Partner with PTA, UNH, youth organizations to recruit volunteers.	N/A	Staff Time	Ongoing
Action Step 2: Develop master list of community recreation organizations.	N/A	Staff Time	Short-Term
Action Step 3: Convene community recreation organizations for networking and collaboration.	N/A	Staff Time	Ongoing
Key Issue #2: Enhance Program & Service Delivery			
Recommendation: Assess program offerings for age group balance and effectiveness.			
Action Step 1: Utilize results from community survey and public input as a guide.	N/A	Staff Time	Ongoing
Action Step 2: Review summary of Focus Groups and Stakeholder interviews.	N/A	Staff Time	Short-Term
Action Step 3: Consider adding part-time adult/senior program coordinator.	N/A	Cost Of Part-Time Staff	Short-Term

Key Issue #2: Enhance Program & Service Delivery			
Recommendation: Explore opportunities for cross promotion and collaboration with alternative providers.			
Action Step 1: Develop community events (fishing derby, truck show, food truck festival, farmers market) between May and September.	N/A	Staff time and costs of promotions and operations for each event	Short-Term
Action Step 2: Increase child-care opportunities.	N/A	Cost of Part-Time Staff	Short-Term
Action Step 3: Consider multi-generational programs.	N/A	Staff Time	Short-Term
Action Step 4: Evaluate multiple locations for before and after school programs.	N/A	Staff Time	Short-Term
Action Step 5: Partner with alternative providers for discounted summer access to facilities.	N/A	Staff Time	Short-Term
Action Step 6: Explore year-round field trips to arts & cultural venues.	N/A	Staff time and subsidy for trips	Short-Term
Key Issue #3: Improve Facilities and Amenities			
Recommendation: Add space for indoor and outdoor recreation programming			
Action Step 1: Create a multi-purpose park/ outdoor recreation area.	Cost of developing a specific Master Plan for the area identified	Staff time and costs of promotions and operations	Mid-Term
Action Step 2: Secure additional indoor space for recreation programming.	N/A	Staff time and costs of staffing and operations as well as rental charges if required	Short-Term
Action Step 3: Follow through with relocation plan in collaboration with library expansion project.	Cost of renovating space	Staff time and costs of staffing and operations	Mid-Term
Action Step 4: Explore private and non-profit organization facilities for community events.	N/A	Staff time and costs of staffing and operations as well as rental charges if required	Short-Term
Action Step 5: Conduct a Feasibility Study to determine the potential advantages and disadvantages of building a new recreation center.	\$35,000-\$50,000 for Feasibility Study	Staff Time	Mid-Term

Key Issue #3: Improve Facilities and Amenities			
Recommendation: Provide public access to water-based recreation opportunities			
Action Step 1: Develop relationships with private, public, and non-profit organizations for targeted access to aquatic facilities, lakes, ponds, and rivers in Barrington.	N/A	Staff Time	Short-Term
Action Step 2: Evaluate land acquisition opportunities for a town beach.	Dependent on cost of acquiring land and improvements needed	Staff Time	Short-Term
Key Issue #3: Improve Facilities and Amenities			
Recommendation: Improve parking, wayfinding, and signage on trails			
Action Step 1: Partner with Conservation Commission to improve connectivity among trail systems.	N/A	Staff Time	Short-Term
Action Step 2: Develop trail and facility maps for public distribution.	N/A	Will vary based on map design and number of maps prepared	Short-Term
Action Step 3: Explore smartphone applications focused on trails.	N/A	Staff time and will vary depending on app selected	Short-Term
Action Step 4: Partner with Conservation Commission, Scouts to add interpretive signage at all trailheads.	N/A	Staff time and will vary depending on signage added	Short-Term
Action Step 5: Evaluate parking capacity at all trailheads.	N/A	Staff time and possibly cost of hiring a consultant	Short-Term
Key Issue #4: Strengthen Financial Sustainability			
Recommendation: Evaluate funding and revenue streams to develop long-term funding strategy			
Action Step 1: Dedicate funds to developing a detailed recreation facilities master plan.	N/A	Staff Time	Mid-Term
Action Step 2: Explore grants, foundations, sponsorships, and concessions as complementary funding.	N/A	Staff Time	Short-Term
Action Step 3: Explore collaborative funding of facilities with neighboring towns for regional benefit.	N/A	Staff Time	Short-Term

APPENDIX A: GRASP® LEVEL OF SERVICE ANALYSIS

GRASP® HISTORY AND METHODOLOGY

GRASP® Glossary

Buffer: see catchment area

Catchment area: a circular map overlay that radiates outward in all directions from an asset and represents a reasonable travel distance from the edge of the circle to the asset. Used to indicate access to an asset in a level of service assessment

Component: an amenity such as a playground, picnic shelter, basketball court, or athletic field that allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing

Geo-Referenced Amenities Standards Process (GRASP®): a proprietary composite-values methodology that takes quality and functionality of assets and amenities into account in a level of service assessment

GRASP® Level of service (LOS): the extent to which a recreation system provides a community access to recreational assets and amenities

GRASP®-IT audit tool: an instrument developed for assessing the quality and other characteristics of parks, trails, and other public lands and facilities. The tool, which has been tested for reliability and validity, has been used to conduct inventories of more than 100 park systems nationwide over the past 16 years.

Low-score component: a component given a GRASP® score of “1” or “0” as it fails to meet expectations

Lower-service area: an area of a Town that has some GRASP® level of service but falls below the minimum standard threshold for overall level of service

Modifier: a basic site amenity that supports users during a visit to a park or recreation site, to include elements such as restrooms, shade, parking, drinking fountains, seating, BBQ grills, security lighting, and bicycle racks among others

No-service area: an area of a Town with no GRASP® level of service

Perspective: a map or data quantification, such as a table or chart, produced using the GRASP® methodology that helps illustrate how well a community is served by a given set of recreational assets

Radius: see catchment area

Recreational connectivity: the extent to which community recreational resources are transitionally linked to allow for easy and enjoyable travel between them.

Recreational trail: a soft or hard surface trail intended mostly for leisure and enjoyment of resources. Typically passes through park lands or natural areas and usually falls to parks and recreation professionals for planning and management.

Service area: all or part of a catchment area ascribed a particular GRASP® score that reflects level of service provided by a particular recreational asset, a set of assets, or an entire recreation system

Threshold: a minimum level of service standard typically determined based on community expectations

Trail: any off-street or on-street connection dedicated to pedestrian, bicycle, or other non-motorized users

Trail network: a part of a greater trail system within which major barrier crossings have been addressed and all trails are functionally connected by such things as crosswalks, pedestrian underpasses, and/or bridges. Typically separated from other trail networks by missing trail connections or by such barriers as roadways, rivers, or railroad tracks.

Trail system: all trails in a community that serve pedestrian, bicycle, and alternative transportation users for purposes of both recreation and transportation

Transportation trail: a hard surface trail, such as a Town sidewalk, intended mostly for utility in traveling from one place to another in a community or region. Typically runs outside of park lands and is managed by Public Works or another Town utility department.

GRASP® Components and Definitions

GRASP® Outdoor Component List

GRASP® Outdoor Component Type	Definition
Adventure Course	An area designated for activities such as ropes courses, zip-lines, challenge courses, etc. Type specified in type in comments.
Amusement Ride	Carousel, train, go carts, bumper cars, or other ride upon features. Has an operator and controlled access.
Aquatics, Complex	A facility that has at least one immersion pool and other features intended for aquatic recreation.
Aquatics, Lap Pool	A man-made basin designed for people to immerse themselves in water and intended for swimming laps.
Aquatics, Leisure Pool	A man-made basin designed for people to immerse themselves in water and intended for leisure water activities. May include zero depth entry, slides, and spray features.
Aquatics, Spray Pad	A water play feature without immersion intended for the purpose of interaction with moving water.
Aquatics, Therapy Pool	A temperature controlled pool intended for rehabilitation and therapy.
Basketball Court	Describes a dedicated full sized outdoor court with two goals.
Basketball, Practice	Describes a basketball goal for half-court play or practice. Includes goals in spaces associated with other uses.
Batting Cage	A stand-alone facility that has pitching machines and restricted entry.
Bike Complex	A facility that accommodates various bike skills activities with multiple features or skill areas.

Bike Course	A designated area for non-motorized bicycle use. Can be constructed of concrete, wood, or compacted earth. May include a pump track, velodrome, skills course, etc.
Camping, Defined	Defined campsites that may include a variety of facilities such as restrooms, picnic tables, water supply, etc. Quantity based on official agency count.
Camping, Undefined	Indicates allowance for users to stay overnight in the outdoors in informal and/or undefined sites. Receives a quantity of one for each park or other location.
Climbing, Designated	A designated natural or man-made facility provided and/or managed by an agency for the purpose of recreation climbing not limited to children's play.
Climbing, General	Indicates allowance for users to participate in a climbing activity. Receives a quantity of one for each park or other location.
Concession	A facility used for the selling, rental, or other provision of goods and services to the public.
Diamond Field	Describes softball and baseball fields of all kinds suitable for organized diamond sport games. Not specific to size or age-appropriateness.
Diamond Field, Complex	Multiple ballfields at a single location suitable for tournaments.
Diamond Field, Practice	Describes any size of grassy area used for practice. Distinguished from ballfield in that it doesn't lend itself to organized diamond sport games. Distinguished from open turf by the presence of a backstop.
Disc Golf	Describes a designated area that is used for disc golf. Quantities: 18 hole course = 1; 9 hole course = .5
Dog Park	An area designated specifically as an off-leash area for dogs and their guardians.
Educational Experience	Signs, structures, or historic features that provide an educational, cultural, or historic experience. Receives a quantity of one for each contiguous site. Distinguished from public art by presence of interpretive signs or other information.
Equestrian Facility	Area designated for equestrian use. Typically applied to facilities other than trails.
Event Space	A designated area or facility for an outdoor class, performance, or special event including amphitheater, band shell, stage, etc.
Fitness Course	One or more features intended for personal fitness activities. Receives a quantity of one for each complete grouping.
Game Court	Outdoor court designed for a game other than tennis, basketball, volleyball, as distinguished from a multi-use pad including bocce, shuffleboard, lawn bowling, etc. Type specified in comments. Quantity counted per court.
Garden, Community	Describes any garden area that provides community members a place to have a personal vegetable or flower garden.

Garden, Display	Describes any garden area that is designed and maintained to provide a focal point or destination including a rose garden, fern garden, native plant garden, wildlife/habitat garden, arboretum, etc.
Golf	A course designed and intended for the sport of golf. Counted per 18 holes. Quantities: 18 hole course = 1; 9 hole course = .5
Golf, Miniature	A course designed and intended for use as a multi-hole golf putting game.
Golf, Practice	An area designated for golf practice or lessons including driving ranges and putting greens.
Horseshoe Court	A designated area for the game of horseshoes including permanent pits of regulation length. Quantity counted per court.
Horseshoes Complex	Several regulation horseshoe courts in single location suitable for tournaments.
Ice Hockey	Regulation size outdoor rink built specifically for ice hockey games and practice. General ice skating included in "Winter Sports."
Inline Hockey	Regulation size outdoor rink built specifically for in-line hockey games and practice.
Loop Walk	Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or for leisure walking. Quantity of one for each park or other location unless more than one distinct circuit is present.
Multi-Use Pad	A paved area that is painted with games such as hopscotch, 4 square, tetherball, etc. Often found in school yards. As distinguished from "Games Court" which is typically single use.
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native areas of the local ecology. Can include grasslands, woodlands, and wetlands.
Open Turf	A grassy area that is not suitable for programmed field sports due to size, slope, location or physical obstructions. May be used for games of catch, tag, or other informal play and uses that require an open grassy area.
Other	Active or passive component that does not fall under any other component definition. Specified in comments.
Passive Node	A place that is designed to create a pause or special focus within a park and includes seating areas, plazas, overlooks, etc. Not intended for programmed use.
Pickleball Court	A designated court designed primarily for pickleball play.
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities. Individual picnic tables are accounted for as Comfort and Convenience modifiers.
Playground, Destination	Playground that attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.

Playground, Local	Playground that is intended to serve the needs of the surrounding neighborhood. Includes developed playgrounds and designated nature play areas. Park does not generally have restrooms or on-site parking.
Public Art	Any art installation on public property. Receives a quantity of one for each contiguous site.
Rectangular Field Complex	Several rectangular fields in single location suitable for tournament use.
Rectangular Field, Large	Describes a specific field large enough to host one adult rectangular field sport game such as soccer, football, lacrosse, rugby, and field hockey. Approximate field size is 180' x 300' (60 x 100 yards). Field may have goals and lining specific to a certain sport that may change with permitted use.
Rectangular Field, Multiple	Describes an area large enough to host one adult rectangular field sport game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area that can be arranged in any manner of configurations for any number of rectangular field sports. Sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with permitted use.
Rectangular Field, Small	Describes a specific field too small to host a regulation adult rectangular field sport game. Accommodates at least one youth field sport game. Sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with permitted use.
Shelter, Large	A shade shelter or pavilion large enough to accommodate a group picnic or other event for a minimum of 13 seated whether or not benches or picnic tables are provided. Lack of seating may be addressed in scoring.
Shelter, Small	A shade shelter, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4. Covered benches for seating up to 4 people included as a modifier in comfort and convenience scoring and should not be included here.
Skate Feature	A stand-alone feature primarily for wheel sports such as skateboarding, in-line skating, etc. May or may not allow free-style biking. May be associated with a playground but is not part of it. Dedicated bike facilities are categorized as "Bike Course."
Skate Park	An area set aside primarily for wheel sports such as skateboarding, in-line skating, etc. Attracts users from the entire community. May or may not allow free-style biking. May be specific to one user group or allow for several user types. Can accommodate multiple users of varying abilities. Typically has a variety of concrete or modular features.

Target Range	A designated area for practice and/or competitive target activities. Type specified, such as archery or firearms, in comments.
Tennis Complex	Multiple regulation courts in a single location with amenities suitable for tournament use.
Tennis Court	One standard regulation court suitable for recreation and/or competitive play. Quick Start or other non-standard types specified in comments.
Tennis, Practice Wall	A wall intended for practicing tennis.
Track, Athletic	A multi-lane, regulation sized running track appropriate for track and field events.
Trail, Multi-Use	A trail, paved or unpaved, that is separated from the road and provides recreational opportunities or connection to walkers, bikers, roller bladers, and equestrian users. Paths that make a circuit within a single site are "Loop Walks."
Trail, Primitive	A trail, unpaved, located within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards.
Trail, Water	A river, stream, canal, or other waterway used as a trail for floating, paddling, or other watercraft.
Trailhead	A designated staging area at a trail access point. May include restrooms, an information kiosk, parking, drinking water, trash receptacles, seating, etc.
Volleyball Court	One full-sized court. May be hard or soft surface, including grass and sand. May have permanent or portable posts and nets.
Wall Ball Court	Walled courts associated with sports such as handball and racquetball. Type specified in comments.
Water Access, Developed	A developed water access point. Includes docks, piers, kayak courses, boat ramps, fishing facilities, etc. Specified in comments including quantity for each unique type.
Water Access, General	Measures a user's general ability to access the edge of open water. May include undeveloped shoreline. Typically receives quantity of one for each contiguous site.
Water Feature	A passive water-based amenity that provides a visual focal point. Includes fountains and waterfalls.
Water, Open	A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.
Winter Sport	An area designated for a winter sport or activity such as a downhill ski area, nordic ski area, sledding hill, toboggan run, recreational ice, etc. Type specified in comments.

GRASP® Indoor Component Type	Definition
Arts and Crafts	A room with non-carpeted floor, built-in storage for materials, and a sink. Often adjacent to a kiln room.
Auditorium/Theater	A large room designed specifically as a performance/lecture space that includes a built-in stage, seating, and can accommodate stage lighting and sound amplification.
Childcare/Preschool	A room or space with built in secure entry and cabinets, a small toilet, designated outdoor play area, etc. Intended for short-term child watch or half or full day preschool use.
Fitness/Dance	A room with resilient flooring and mirrors.
Food- Counter Service	Staffed food service with commercial kitchen and no waiter services.
Food- Full Service	Staffed food service with commercial kitchen and dining room with waiter services.
Food- Vending	Non-staffed area with vending machines and/or self-service food options.
Gallery/Exhibits	A space intended for display of art, interpretive information, or other type of exhibit. Typically has adequate lighting, open wall space, and room for circulation.
Sport Court	Active recreation space that can accommodate basketball, volleyball, or other indoor court sports with one or more courts designated in quantity.
Track, Indoor	Course with painted lanes, banked corners, resilient surface, and marked distances suitable for exercise walking, jogging, or running.
Kitchen- Kitchenette	Area for preparing, warming, or serving food.
Kitchen- Commercial	Kitchen that meets local codes for commercial preparation food services.
Lobby/Entryway	An area at the entry of a building intended for sitting and waiting or relaxing.
Multi-Purpose Room	A space that can host a variety of activities including events, classes, meetings, banquets, medical or therapeutic uses, etc. Also includes rooms or areas designated or intended to be used as games rooms, libraries, or lounges. Rooms may be dividable.
Patio/Outdoor Seating	An outdoor space or seating area designed to be used exclusively in conjunction with an indoor space and primarily accessed through an indoor space.
Retail/Pro-shop	An area for retail sales of sporting equipment, gifts, etc. Typically has direct access from outdoors and can be secured separately from the rest of a building or facility.
Sauna/Steam Room	A facility with built-in seating and a heat source intended for heat therapy. May be steam or dry heat.
Specialty Services	Any specialty services available at an indoor location.

Specialty Training	Any specialty training available at an indoor location. Includes gymnastics and circuit training.
Weight/Cardio Equipment	A room or area with weight and cardio equipment, resilient or anti-bacterial flooring, adequate ventilation and ceiling heights appropriate for high intensity workouts.
Woodshop	A rooms with wood-working equipment that contains an adequate power supply and ventilation.

Note: Any component from the outdoor component list may be included as an indoor component

Inventory Methods and Process

A detailed GIS (Geographic Information System) inventory was completed in a series of steps. The planning team first prepared a preliminary list of existing components using aerial photography and GIS data. Components identified in aerial photos were located and labelled.

Next, the consulting team conducted field visits to confirm or revise preliminary component data, make notes regarding sites or assets, and develop an understanding of the system. The inventory for this study focused primarily on components at public parks. Each component was evaluated to ensure it was serving its intended function. Any components in need of refurbishment, replacement, or removal were noted.

Site comfort and convenience amenities such as shade, drinking fountains, restrooms, etc., called modifiers were also recorded.

The following information was collected during site visits:

- Component type and geo-location
- Component functionality
 - Assessment scoring is based on condition, size, site capacity, and overall quality. The inventory team used the following three tier rating system to evaluate these:
 - 1 = Below Expectations
 - 2 = Meets Expectations
 - 3 = Exceeds Expectations
- Site modifiers
- Site design and ambience
- Site photos
- General comments

Asset Scoring

All components were scored based on condition, size, site capacity, and overall quality as they reflect the expected quality of recreational features. The following three tier rating system was used to evaluate these:

- 1 = Below Expectations
- 2 = Meets Expectations
- 3 = Exceeds Expectations

Beyond quality and functionality of components, however, GRASP® Level of Service analysis also considers important aspects of a park or recreation site that are easily overlooked. Not all parks are created equal, and the quality of a user's experience may be determined by their surroundings. For example, the GRASP® system acknowledges the important differences between these identical playground structures:



In addition to scoring components, each park site or indoor facility is assessed for its comfort, convenience, and ambient qualities. This includes the availability of amenities such as restrooms, drinking water, shade, scenery, etc. These modifier values then serve to enhance or amplify component scores at any given location.

Information collected during the site visit was then compiled. Corrections and comparisons were made in the GIS dataset. The inventory was then sent to members of the project team for additional revisions in an "Inventory Review Packet." This review packet consisted of the most recent GIS data displayed by location on an aerial photograph. An accompanying data sheet for each site lists modifier and component scores as well as observations and comments.

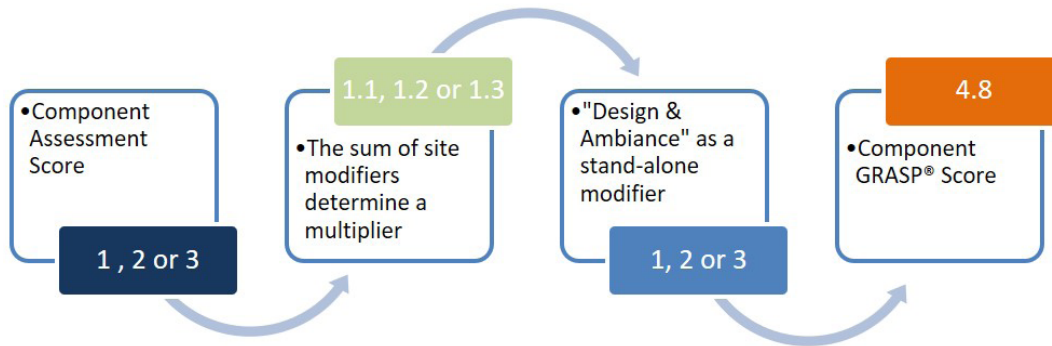
Analysis of the existing parks, open space, trails, and recreation systems are often conducted to determine how the systems are serving the public. A Level of Service (LOS) has been typically defined in parks and recreation master plans as the capacity of the various components and facilities that make up the system to meet the needs of the public. This is often expressed in terms of the size or quantity of a given facility per unit of population.

Composite-Values Level of Service Analysis Methodology

Analysis of the existing parks, open space, trails, and recreation systems are often conducted to determine how the systems are serving the public. A Level of Service (LOS) has been typically defined in parks and recreation master plans as the capacity of the various components and facilities that make up the system to meet the needs of the public. This is often expressed in terms of the size or quantity of a given facility per unit of population.

GRASP® Score

Each park or recreation location, along with all on-site components, has been assigned a GRASP® Score. The GRASP® Score accounts for the assessment score as well as available modifiers and the design and ambiance of a park. The following illustration shows this relationship. A basic algorithm is used to calculate scoring totals, accounting for both component and modifier scores, for every park and facility in the inventory. The resulting scores reflect the overall value of that site. Scores for each inventory site and its components may be found in the Final Inventory Atlas, a supplemental document.



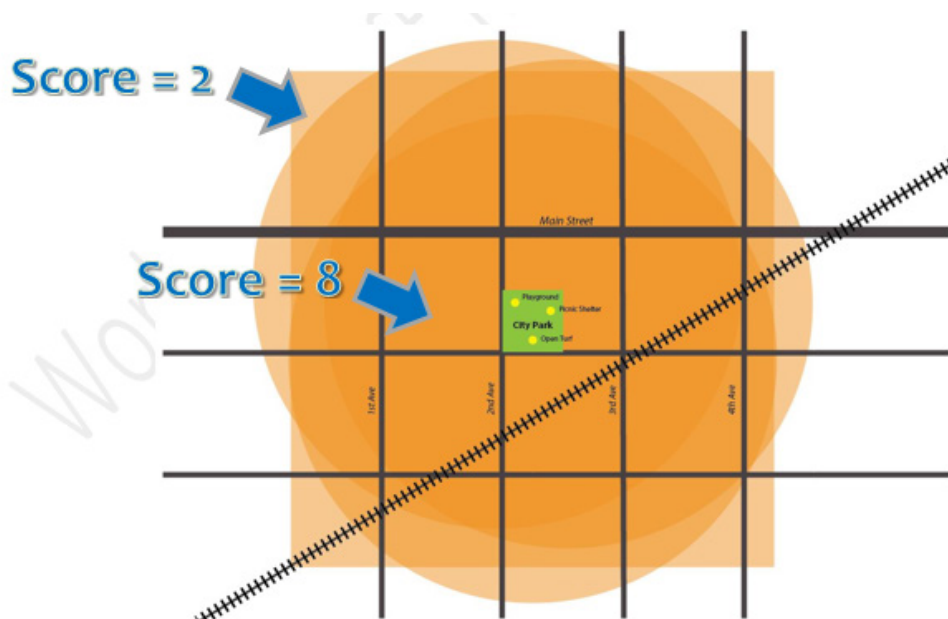
Catchment Areas

Catchment areas, also called buffers, radii, or service area, are drawn around each component. The GRASP® Score for that component is then applied to that buffer and overlapped with all other component catchment areas. This process yields the data used to create perspective maps and analytical charts.

Perspectives

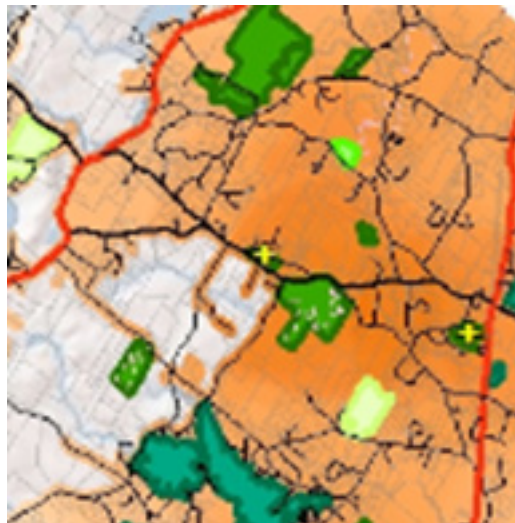
When service areas for multiple components are plotted on a map, a picture emerges that represents the cumulative level of service provided by that set of components in a geographic area.

This example graphic illustrates the GRASP® process assuming all three components and the park boundary itself, are scored a “2”. The overlap of their service areas yields higher or lower overall scores for different parts of a study area.



On a map, darker shades result from the overlap of multiple service area and indicate areas served by more and/or higher quality components. For any given spot, there is a GRASP® Value for that reflects cumulative scoring for nearby assets. Image A, below, provides an example.

Example of GRASP® Level of Service (LOS)



Brief History of Level of Service Analysis

To help standardize parks and recreation planning, universities, agencies and parks and recreation professionals have long been looking for ways to benchmark and provide “national standards” for how much acreage, how many ballfields, pools, playgrounds, etc., a community should have. In 1906 the fledgling “Playground Association of America” called for playground space equal to 30 square feet per child. In the 1970s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973, Lancaster, 1983). In time “rule of thumb” ratios emerged with 10 acres of parklands per thousand population becoming the most widely accepted norm. Other normative guides also have been cited as “traditional standards,” but have been less widely accepted. In 1983, Roger Lancaster compiled a book called, “Recreation, Park and Open Space Standards and Guidelines,” that was published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation “that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population (Lancaster, 1983, p. 56). The guidelines went further to make recommendations regarding an appropriate mix of park types, sizes, service areas, and acreages, and standards regarding the number of available recreational facilities per thousand population. While the book was published by NRPA and the table of standards became widely known as “the NRPA standards,” these standards were never formally adopted for use by NRPA.

Since that time, various publications have updated and expanded upon possible “standards,” several of which have been published by NRPA. Many of these publications did benchmarking and other normative research to try and determine what an “average LOS” should be. It is important to note that NRPA and the prestigious American Academy for Park and Recreation Administration, as organizations, have focused in recent years on accreditation standards for agencies, which are less directed towards outputs, outcomes, and performance, and more on planning, organizational structure, and management processes. The popularly referred to “NRPA standards” for LOS, as such, do not exist. The following table gives some of the more commonly used capacity “standards” today.

Activity/ Facility	Recommended Space Requirements	Service Radius and Location Notes	Number of Units per Population
Baseball Official Little League	3.0 to 3.85-acre minimum 1.2 acre minimum	¼ to ½ mile Unlighted part of neighborhood complex; lighted fields part of community complex	1 per 5,000; lighted 1 per 30,000
Basketball Youth High school	2,400 – 3,036 vs. 5,040 – 7,280 s.f.	¼ to ½ mile Usually in school, recreation center or church facility; safe walking or bike access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings	1 per 5,000
Football	Minimum 1.5 acres	15 – 30-minute travel time Usually part of sports complex in community park or adjacent to school	1 per 20,000
Soccer	1.7 to 2.1 acres	1 to 2 miles Youth soccer on smaller fields adjacent to larger soccer fields or neighborhood parks	1 per 10,000
Softball	1.5 to 2.0 acres	¼ to ½ mile May also be used for youth baseball	1 per 5,000 (if also used for youth baseball)
Swimming Pools	Varies on size of pool & amenities; usually ½ to 2-acre site	15 – 30-minute travel time Pools for general community use should be planned for teaching, competitive & recreational purposes with enough depth (3.4m) to accommodate 1m to 3m diving boards; located in community park or school site	1 per 20,000 (pools should accommodate 3% to 5% of total population at a time)
Tennis	Minimum of 7,200 s.f. single court area (2 acres per complex)	¼ to ½ mile Best in groups of 2 to 4 courts; located in neighborhood community park or near school site	1 court per 2,000
Volleyball	Minimum 4,000 s.f.	½ to 1 mile Usually in school, recreation center or church facility; safe walking or bike access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings	1 court per 5,000
Total land Acreage		Various types of parks- mini, neighborhood, community, regional, conservation, etc.	10 acres per 1,000

Sources:

David N. Ammons, Municipal Benchmarks - Assessing Local Performance and Establishing Community Standards, 2nd Ed., 2002

Roger A. Lancaster (Ed.), Recreation, Park and Open Space Standards and Guidelines (Alexandria, VA: National

Recreation and Park Association, 1983), pp. 56-57.

James D. Mertes and James R. Hall, Park, Recreation, Open Space and Greenways Guidelines, (Alexandria, VA: National Recreation and Park Association, 1996), pp. 94-103.

In conducting planning work, it is key to realize that the above standards can be valuable when referenced as “norms” for capacity, but not necessarily as the target standards for which a community should strive. Each community is different and there are many varying factors which are not addressed by the standards above. For example:

- Does “developed acreage” include golf courses”? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if it’s an urban land-locked community? What if it’s a small town surrounded by open Federal lands?
- What about quality and condition? What if there’s a bunch of ballfields, but they haven’t been maintained in the last ten years?
- And many other questions....

GRASP® (Geo-Referenced Amenities Standards Program)

In order to address these and other relevant questions, a new methodology for determining Level of Service was developed. It is called a composite-values methodology and has been applied in communities across the nation in recent years to provide a better way of measuring and portraying the service provided by parks and recreation systems. Primary research and development on this methodology was funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space and related agencies, Design Concepts, a landscape architecture and planning firm, and Geowest, a spatial information management firm. The trademarked name for the composite-values methodology process that these three firms use is called GRASP® (Geo-Referenced Amenities Standards Program). For this methodology, capacity is only part of the LOS equation. Other factors are brought into consideration, including quality, condition, location, comfort, convenience, and ambience.

To do this, parks, trails, recreation, and open space are looked at as part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas, etc. The ways in which the characteristics listed above affect the amount of service provided by the components of the system are explained in the following text.

Quality — The service provided by anything, whether it is a playground, soccer field, or swimming pool is determined in part by its quality. A playground with a variety of features, such as climbers, slides, and swings provides a higher degree of service than one with nothing but an old teeter-totter and some “monkey-bars.”

Condition — The condition of a component within the park system also affects the amount of service it provides. A playground in disrepair with unsafe equipment does not offer the same service as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly offers more service than one that is full of weeds, ruts, and other hazards.

Location — To be served by something, you need to be able to get to it. The typical park playground is of more service to people who live within easy reach of it than it is to someone living all the way across town. Therefore, service is dependent upon proximity and access.

Comfort — The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component.

Convenience – Convenience encourages people to use a component, which increased the amount of service that it offers. Easy access and the availability of trash receptacles, bike rack, or nearby parking are examples of conveniences that enhance the service provided by a component.

Ambiance – Simple observation will prove that people are drawn to places that “feel” good. This includes a sense of safety and security, as well as pleasant surroundings, attractive views, and a sense of place. A well-designed park is preferable to poorly-designed one, and this enhances the degree of service provided by the components within it.

In this methodology, the geographic location of the component is also recorded. Capacity is still part of the LOS analysis (described below) and the quantity of each component is recorded as well.

The methodology uses comfort, convenience, and ambiance as characteristics that are part of the context and setting of a component. They are not characteristics of the component itself, but when they exist in proximity to a component, they enhance the value of the component.

By combining and analyzing the composite values of each component, it is possible to measure the service provided by a parks and recreation system from a variety of perspectives and for any given location. Typically, this begins with a decision on “relevant components” for the analysis, collection of an accurate inventory of those components, analysis and then the results are presented in a series of maps and tables that make up the GRASP® analysis of the study area.

Making Justifiable Decisions

All data generated from the GRASP® evaluation is compiled into an electronic database that is then available and owned by the agency for use in a variety of ways. The database can help keep track of facilities and programs, and can be used to schedule services, maintenance, and the replacement of components. In addition to determining LOS, it can be used to project long-term capital and life-cycle costing needs. All portions of the information are in standard available software and can be produced in a variety of ways for future planning or sharing with the public.

It is important to note that the GRASP® methodology provides not only accurate LOS and facility inventory information, but also works with and integrates with other tools to help agencies make decisions. It is relatively easy to maintain, updatable, and creates easily understood graphic depictions of issues. Combined with a needs assessment, public and staff involvement, program and financial assessment, GRASP® allows an agency to defensibly make recommendations on priorities for ongoing resource allocations along with capital and operational funding.

SUMMARY TABLES OF ASSETS INVENTORIED FOR LEVEL OF SERVICE ANALYSIS

List of Low-Scoring Components and Modifiers

Outdoor Low Scoring Components

Location	COMPONENT	Map ID	Quantity	GRASP Score	Comments
A Harlan Calef Isinglass Preserve	Trailhead	C318	1	1	Single parking spot
Barrington Middle School	Rectangular Field, Large	C356	1	1	Poor quality field
Barrington Middle School	Playground, Local	C357	1	1	Limited playground
Barrington Recreation Department and Library	Basketball, Practice	C349	1	1	In parking lot
Barrington Town Playground and Field	Playground, Local	C347	1	1	Currently planned replacement
Barrington Town Playground and Field	Rectangular Field, Small	C348	1	1	Not much of a field. More open turf
Kids of the River	Trailhead	C323	1	1	Just parking

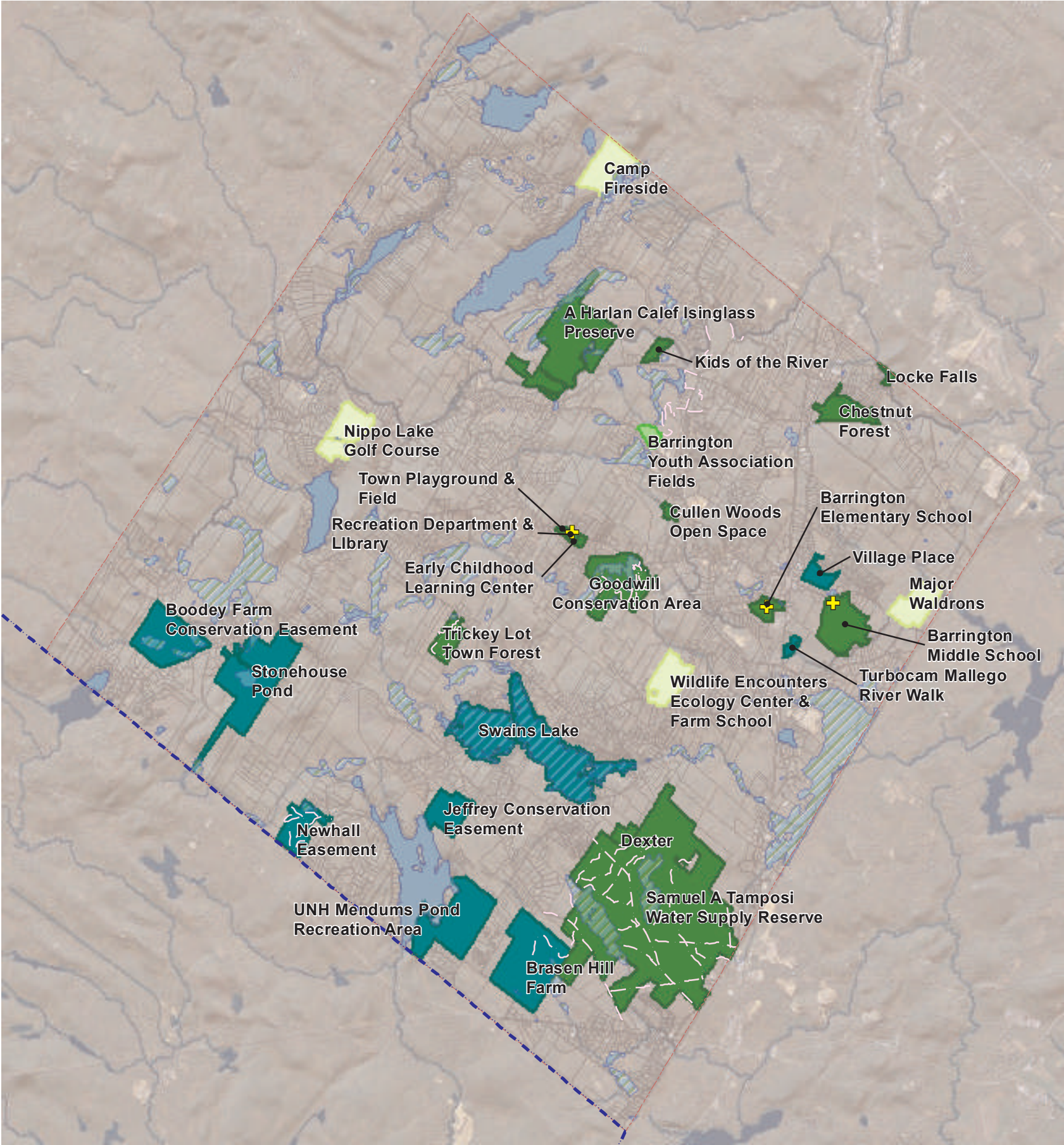
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APPENDIX B: GRASP® MAPS

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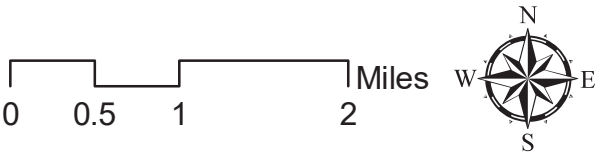
Barrington, New Hampshire

Parks and Recreation System Map



Legend

-  Indoor Facility
-  Trail
-  Parcel
- Outdoor Recreation Facility**
 -  Town of Barrington
 -  Barrington Youth Assoc
 -  Other Provider
 -  Private Facility or Location
- Waterbody**
 -  LakePond
 -  Reservoir
 -  SwampMarsh
-  Town Boundary
-  County Boundary



Map Produced For Barrington, NH - By The GRASP® Team
This Map Is Intended For Planning & Discussion Purposes Only -
Please Refer To The Project Document For Map Details
Legend Elements May Vary Slightly In Size, Color And Transparency From Those Shown On Map
GIS Data Sources Include: Town of Barrington, NH, Strafford County, ESRI, GRASP® Team - April 2018,
Copyright© 2018 Town of Barrington, NH, July 2018

Barrington, New Hampshire

Parks and Recreation Drive Time Map



5 Minute Drive Time to a Barrington Facility



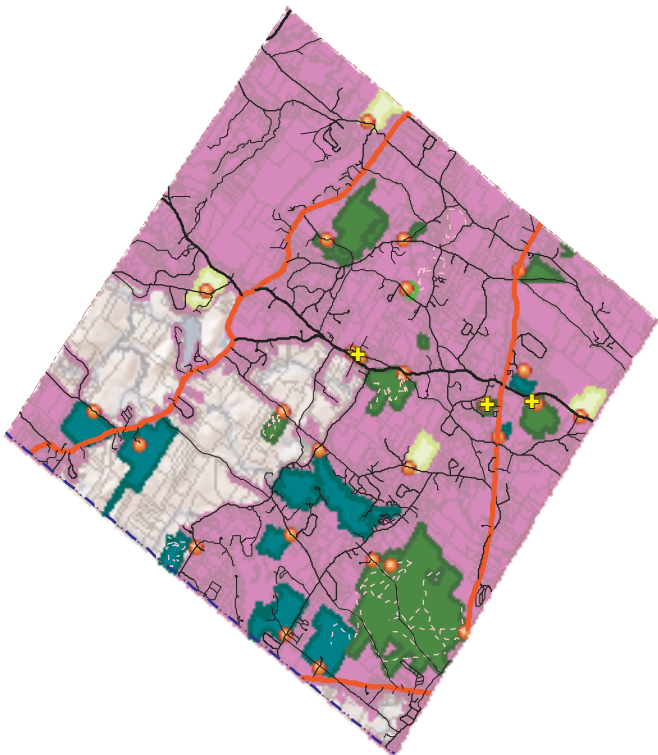
10 Minute Drive Time to a Barrington Facility



15 Minute Drive Time to Barrington Facility


















5 Minute Drive Time to Any Facility



10 Minute Drive Time to Any Facility

Legend

-  Assumed Access
-  Property Access Point
-  Indoor Facility
-  Trail
- Streets/Roads**
 -  Statewide Corridors
 -  Regional Corridors
 -  Local Roads
 -  Other
-  Parcel
- Outdoor Recreation Facility**
 -  Town of Barrington
 -  Barrington Youth Assoc
 -  Other Provider
 -  Private Facility or Location
-  Town Boundary
-  County Boundary

0 1 2 4 Miles



Barrington, New Hampshire

Parks and Recreation GRASP® Analysis



5 Minute Drive Time to a Barrington Facility



10 Minute Drive Time to a Barrington Facility



15 Minute Drive Time to Barrington Facility



5 Minute Drive Time to Any Facility



10 Minute Drive Time to Any Facility

Legend

GRASP® Level of Service

Less Access

More Access

Property Access Point

+

 Indoor Facility

Trail

Streets/Roads

Statewide Corridors

Regional Corridors

Local Roads

Other

Parcel

Outdoor Recreation Facility

Town of Barrington

Barrington Youth Assoc

Other Provider

Private Facility or Location

Town Boundary

County Boundary

