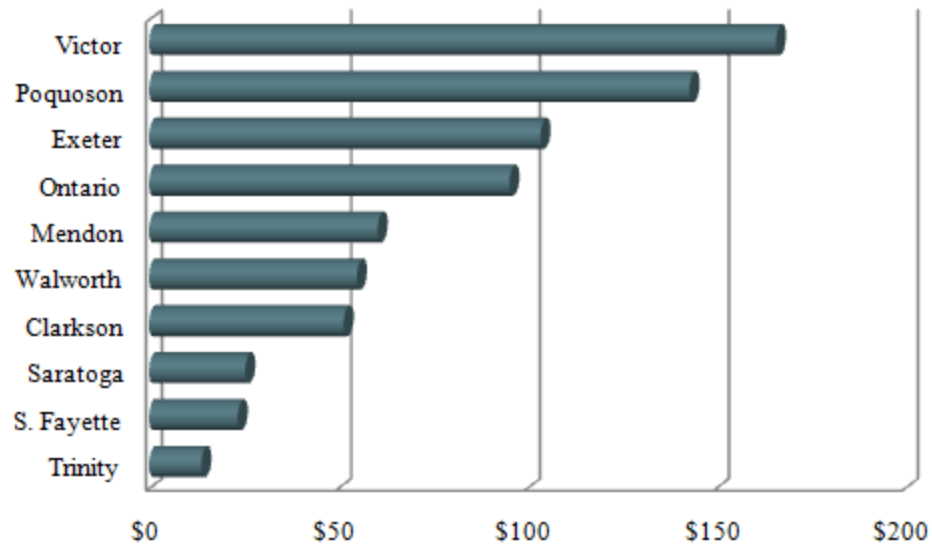


# CGR Benchmarking Data Analysis

Recreation and Culture

# Background

**Recreation & Culture Spending Per Capita**



# Recreation and Culture Budget Items

- Parks and Recreation Dept
- Victor Free Library
- Town/Village Historian
- Celebrations/Community Wide Special Events
- Programs for Senior Citizens/Veterans

# Recreation and Culture Costs Per Capita by Line Item

## Recreation and Culture Costs Per Capita, by Line Item

	Parks & Recreation	Library	Historical / Historian	Celebration	Other
Clarkson	\$28	\$21	\$1	\$2	\$0
Exeter	\$44	\$54	\$0	\$1	<b>\$3</b>
Mendon	\$31	\$29	\$1	\$0	\$0
Ontario	\$65	\$29	\$0	\$0	\$0
Poquoson	\$72	<b>\$63</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
South Fa	\$18	\$5	\$0	\$0	\$0
Saratoga	\$23	\$0	\$1	\$1	\$0
Trinity	\$10	\$4	\$0	\$0	\$0
Victor	<b>\$99*</b>	<b>\$24</b>	<b>\$2</b>	<b>\$5</b>	<b>\$0</b>
Walworth	\$23	\$31	\$0	\$0	\$0

\*After removing the \$420,000 expenditure on the Auburn Trail project.

# Parks & Recreation Changes from 2001

- Victor has seen a significant increase in facilities/programs offered since 2001

## Additions From 2001

### Program Snapshot

	2001	2009
Operational Parks	3	9
Miles of Trails	2	55
Recreation Programs	30	450
Full Time Employees	4	7

### Facilities

- Park maintenance facility
- Departmental facility
- Mary Francis Bluebird Haven
- Butler Cottage at MFBB Haven

### Parks

- Dryer Road
- Victor Municipal
- Lehigh Crossing
- Village on the Park
- Paparone
- Historic village cemetery

### Events

- VictorFest
- Fat Tire Festival
- Movies on the Park
- Snowscapes Concerts
- Black Diamond Duathlon
- Jack-O-Lantern Trail

### Trails

- Auburn Trail Project
- Lehigh Valley Trail Project

# Parks & Recreation Detail – Historical Comparison

- Increase in programs has lead to additional infrastructure and expense
  - Improvement in recreation cost recovery percentage

	Victor - 2011		Victor - 2009		Victor - 2001	
	Dollars	per capita	Dollars	per capita	Dollars	per capita
Revenue - Rec (1)	\$ 355,000	29.41	\$ 418,746	34.69	\$ 120,900	12.12
Revenue - Trail Reimbursement	193,750	16.05	294,000	24.35	-	-
Revenue - Parks Trust Fund	415,000	34.38	-	-	-	-
<b>Total Rec Revenue</b>	<b>963,750</b>	<b>79.83</b>	<b>712,746</b>	<b>59.04</b>	<b>120,900</b>	<b>12.12</b>
Department Admin	384,550	31.85	393,200	32.57	185,000	18.54
Recreation - rent (2)	165,000	13.67	151,000	12.51	15,000	1.50
Recreation without rent	339,835	28.15	368,436	30.52	221,171	22.17
Parks	258,091	21.38	276,050	22.87	133,726	13.40
Capital/Special Facilities	579,000	47.96	459,000	38.02	286,000	28.67
<b>Total Rec Expense</b>	<b>\$ 1,726,476</b>	<b>143.01</b>	<b>\$ 1,647,686</b>	<b>136.49</b>	<b>\$ 818,400</b>	<b>82.03</b>
<b>Expense Excluding Capital</b>	<b>\$ 1,147,476</b>	<b>95.05</b>	<b>\$ 1,188,686</b>	<b>98.47</b>	<b>\$ 532,400</b>	<b>53.36</b>

(1) - Includes state aid for youth programs

(2) - 2001 rent is an estimated value

# Recreation & Culture Comparison of Programs

# Town Board Involvement

<b>Mendon, NY/Exeter, NH</b>	<b>Major Expenditure Approvals only</b>
<b>Poquoson, VA</b>	<b>Appoints Parks &amp; Rec Advisory Board that provides guidance for growth and advocacy for Parks &amp; Rec Foundation</b>
<b>Trinity, NC</b>	<b>Parks &amp; Rec Advisory Committee advises on issues pertaining to Parks &amp; Rec, utilities, stormwater</b>
<b>Walworth, NY</b>	<b>Approves expenditures over \$1000.00; Parks &amp; Rec Advisory Committee – current focus on updating master plan and discuss new ideas.</b>
<b>Clarkson, NY</b>	<b>Monthly updates with supervisor</b>
<b>Victor, NY</b>	<b>Town Board appoints a Parks and Recreation Citizens' Advisory Committee. The Director reports to the Town Supervisor.</b>
<b>Ontario, NY</b>	<b>Five year plan approval. Annual budget approval, monthly status report updates</b>

# Town Board Expectations

Poquoson, VA	Provide as much as possible at as low a cost as possible and provide it with quality; don't spend any more than the year before; cost recovery expectation of pool is \$40,000.00
Trinity, NC	None
Walworth, NY	Must stay within budget lines - \$140,000 allocated for 2011. The town board does not fully appreciate what the Parks & Rec department does
Clarkson, NY	Cost recovery expectation is 60%
Victor, NY	Recreation programs should be self-sustaining with the exception of senior citizen day program and special events. Currently looking at overhead costs. "Provide the best services, for the least cost with the maximum return." – B. Emelson, 2003
Exeter, NH	Cover program costs
Ontario, NY	Cover program costs

# Programs

<b>Ontario, NY</b>	<b>Preschool, senior activities, adult programs, gym membership</b>
<b>Mendon, NY</b>	<b>Summer Rec program and activities over school breaks – no other programs offered</b>
<b>Trinity, NC</b>	<b>No programs</b>
<b>Poquoson, VA</b>	<b>Year-round program offerings similar to Victor, but smaller amount of programs</b>
<b>Walworth, NY</b>	<b>Fitness, sports, day camp, leagues, field trips</b>
<b>Clarkson, NY</b>	<b>Similar to Victor</b>
<b>Victor, NY</b>	<b>Summer camps, preschool and senior activities, adult programs.</b>
<b>Exeter, NH</b>	<b>Summer camps, preschool, sports leagues, adult programs.</b>

# Senior Programs

<b>Mendon, NY/Exeter, NH</b>	<b>None</b>
<b>Poquoson, VA</b>	<b>Partnership with Area for the Aging – some costs covered through State and local dollars for some programs; others are covered directly by fees</b>
<b>Walworth, NY</b>	<b>Has \$1000 budget for monthly meetings and entertainment; program fees covered by participants</b>
<b>Clarkson, NY</b>	<b>Activities at community and senior center</b>
<b>Victor, NY</b>	<b>\$75,461 (2009); Trips and Tours, Day Social Program, Luncheons, Dance, Aerobics / Fitness, Golf, and Tennis</b>
<b>Ontario, NY</b>	<b>Day Social Program, Luncheons, Dance, Aerobics / Fitness, Golf, and Tennis</b>

# Program Fees

<b>Mendon, NY</b>	<b>Based on what other towns charge, which covers one half of the costs – the rest is subsidized by the town.</b>
<b>Poquoson, VA</b>	<b>Instructors choose from 3 options: Flat rate/person + 25%-30% for Town; program cost and 70%/30% split with instructor; or flat rate class fee – will cancel class in not enough participants register to break-even cost</b>
<b>Walworth, NY</b>	<b>Program fees cover costs, but salaries are not included in the budget</b>
<b>Clarkson, NY</b>	<b>Costs covered by fees; instructors get 60% of class revenue</b>
<b>Victor, NY</b>	<b>Recreation programs are user fee driven, but professional staff salaries, facility leases, or administrative overhead costs are not included in the fees charged.</b>
<b>Ontario, NY</b>	<b>Fees are set to cover Rec program O&amp;M costs.</b>
<b>Exeter, NH</b>	<b>Fees are set to cover Rec program O&amp;M costs.</b>

# Staffing and Salaries

	Mendon, NY	Trinity, NC	Poquoson, VA	Ontario, NY	Exeter, NH	Victor, NY
Director		0	1	1	1	1
Assistant Director		0		1	1	1
Recreation Supervisor		0		2		2
Part-time	1	0	1	1		1
Admin. Staff		0	2	1	1.5	1
Events Planner		0	1			
Rec. Program Planner		0		2	2	

# Parks, Trails, and Maintenance

City	# of Parks	# of Trails	# of Staff
Mendon, NY	3	1	Highway staff
Poquoson, VA	6	2	2 people from Public Works
Trinity, NC	1	0	Highway staff
Walworth, NY	3	3	4
Clarkson, NY	4	1	2
Victor, NY	10 parks & 1 historic cemetery	30+ trails = 50 total miles	2 staff + VHT & GROC volunteers
Ontario, NY	4	2	2 FTE
Exeter, NH	8 parks & 3 conservation areas	6 trail parks	2 FTE

# Other Area Facilities

<b>Poquoson, VA</b>	<b>YMCA located 6 miles away</b>
<b>Trinity, NC</b>	<b>YMCA – town has pledged \$200,000 over 10 years to construct this facility. They consider the Y to be providing recreational activities for residents</b>
<b>Victor, NY</b>	<b>Two Commercial Health Clubs &amp; YMCA Family Center</b>
<b>Ontario, NY</b>	<b>24 hour Fitness Center</b>
<b>Exeter, NH</b>	<b>Three commercial Health Clubs</b>

# Customer Satisfaction Measurements

<b>Mendon, NY</b>	<b>None</b>
<b>Poquoson, VA</b>	<b>Customer surveys</b>
<b>Trinity, NC</b>	<b>Track residents comments on various issues</b>
<b>Walworth, NY</b>	<b>People just call</b>
<b>Clarkson, NY</b>	<b>Surveys</b>
<b>Victor, NY</b>	<b>Participant surveys, Customer satisfaction surveys, and informal interviews.</b>
<b>Exeter, NH</b>	<b>No formalized program</b>
<b>Ontario, NY</b>	<b>Participant surveys, town wide surveys , one on one meetings with users</b>

# Meeting Room Rental Fees

<b>Mendon, NY</b>	<b>Sliding fee scale up to \$30/hour</b>
<b>Poquoson, VA</b>	<b>Community groups free; rest is \$30/hour</b>
<b>Trinity, NC</b>	<b>None to rent</b>
<b>Walworth, NY</b>	<b>Open pavilion - \$25 resident/\$50 non-resident; enclosed lodge - \$125 resident/\$150 non-resident</b>
<b>Clarkson, NY</b>	<b>\$35.00</b>
<b>Victor, NY</b>	<b>\$12 / hr. - \$18 / hr. meeting rooms &amp; \$40 / picnic shelter; \$100 / lodge (2011)</b>
<b>Ontario, NY</b>	<b>Sliding fee scale</b>

# Other Sources of Revenue

<b>Mendon, NY</b>	<b>Housing developments</b>
<b>Poquoson, VA</b>	<b>None, but should be</b>
<b>Trinity, NC</b>	<b>Developers charged an open space fee which is dedicated to parks development, or they can dedicate open or recreational space</b>
<b>Walworth, NY</b>	<b>Special events; \$650.00 parks fee/new house</b>
<b>Clarkson, NY</b>	<b>\$200/new build</b>
<b>Ontario, NY</b>	<b>Housing impact fees, fundraising to fund economically disadvantaged</b>
<b>Exeter, NH</b>	<b>Housing impact fees, Programs make money</b>
<b>Victor, NY</b>	<b>Builders pay \$1500/house to Parks Capital Improvement Fund or donate park land</b>

# Celebrations Budget

<b>Mendon, NY</b>	<b>None</b>
<b>Trinity, NY</b>	<b>Partner with civic group to host community events; does have budget line item</b>
<b>Poquoson, VA</b>	<b>Media sponsorships, money, and in-kind donations cover all events</b>
<b>Walworth, NY</b>	<b>Just started to do special events</b>
<b>Victor, NY</b>	<b>\$58,400 in (2009) for (15) different events.</b>
<b>Exeter, NH</b>	<b>Will fund several events via user fees.</b>
<b>Ontario, NY</b>	<b>Budget for special events such as summer concerts and end of summer celebration.</b>

# Does the Town Own the Community Center?

<b>Mendon, NY</b>	<b>Yes</b>
<b>Poquoson, VA</b>	<b>No – school buildings used for gym programs, parks used for athletic teams; buildings owned by the city and only pay overhead costs</b>
<b>Trinity, NC/Exeter, NH</b>	<b>No</b>
<b>Walworth, NY</b>	<b>No – uses school for indoor programs – no fees</b>
<b>Clarkson, NY</b>	<b>Yes – donated building</b>
<b>Victor, NY</b>	<b>No – rent payments of \$165,000 /yr.</b>
<b>Ontario, NY</b>	<b>Yes – Town paid \$1.2M; \$500,000 in state grants; \$50,000 in privately raised funds; \$600,000 in seven-year lease-to-own agreement</b>

# Community Center Fund Balance

<b>Mendon, NY</b>	<b>None</b>
<b>Poquoson, VA</b>	<b>None</b>
<b>Trinity, NC</b>	<b>None</b>
<b>Walworth, NY</b>	<b>None</b>
<b>Clarkson, NY</b>	<b>None</b>
<b>Victor, NY</b>	<b>\$920 thousand facility /civic</b>
<b>Exeter, NH</b>	<b>None</b>

# Parks & Recreation Detail Comparison to Select Peers

- Compared total dollar and per capita revenue & expense for select peers
  - Ontario's programs were considered most similar to Victor
  - Exeter did not provide a breakout of their expense categories
- Victor programs are much more extensive than peer group

	Victor - 2009		Poquoson		Ontario		Mendon	
	Dollars	per capita	Dollars	per capita	Dollars	per capita	Dollars	per capita
Revenue - Rec (1)	\$ 418,746	34.69	\$ 106,590	8.99	\$ 126,000	12.44	\$ 124,490	12.29
Revenue - Trail Reimbursement	294,000	24.35	-	-	-	-	-	-
Revenue - Pool	-	-	78,270	6.60	-	-	-	-
Revenue - Com Ctr	-	-	-	-	65,000	6.42	-	-
Revenue - Events	-	-	154,300	13.01	-	-	-	-
<b>Total Rec Revenue</b>	<b>712,746</b>	<b>59.04</b>	<b>339,160</b>	<b>28.60</b>	<b>191,000</b>	<b>18.85</b>	<b>124,490</b>	<b>14.25</b>
Department Admin	393,200	32.57	409,680	34.55	(2) 129,640	12.80	49,656	4.90
Recreation - rent	151,000	12.51	-	-	-	-	-	-
Recreation without rent	368,436	30.52	136,900	11.54	140,181	13.84	124,490	12.29
Parks	276,050	22.87	-	-	207,455	20.48	15,564	1.54
Capital/Special Facilities	459,000	38.02	-	-	-	-	80,000	7.90
Pool	-	-	157,690	13.30	-	-	-	-
Events	-	-	144,570	12.19	-	-	-	-
Community Center	-	-	-	-	185,990	18.36	-	-
<b>Total Rec Expense</b>	<b>\$ 1,647,686</b>	<b>136.49</b>	<b>\$ 848,840</b>	<b>71.58</b>	<b>\$ 663,266</b>	<b>65.48</b>	<b>\$ 269,710</b>	<b>30.88</b>
<b>Expense Excluding Capital</b>	<b>\$ 1,188,686</b>	<b>98.47</b>						

(1) - Includes state aid for youth programs

(2) - Poquoson did not provide a breakout of parks from Administrative expenses

# Conclusions

- Benchmarked towns provide a wide variety of Park and Cultural services
- Victor provides more services/functions
- Costs are accounted for in different ways
- Parks and trails are not “no cost” items
- Victor administrative costs are higher than benchmarked towns

# Recommendations

- Develop and implement a policy regarding program cost recovery
- Pursue to the extent practicable event sponsorships to reduce costs
- Maintain oversight via periodic briefings
  - Develop standardized reporting for recreation programs