



*Town of*  
**WESTFORD** MASSACHUSETTS

# TOWN OF WESTFORD PARKS AND RECREATION MASTER PLAN



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## **Section I – Executive Summary**

The Westford Parks and Recreation department worked with Ballard\*King and Associates to develop a Parks and Recreation Master Plan. The purpose of the plan is to provide a planning document that assesses recreation values of the community, assess current program and facility needs for recreation activities and to provide a strategic direction and vision for recreation services.

One of the distinguishing characteristics of the Town of Westford is their resourcefulness and efficiency in which they operate and provide recreation services to the community. The volume and programs offered with limited resources is impressive and although the School District has been generous with their support of youth sport activities in Westford it is clear that the existing inventory of space within the School District is no longer sufficient to meet the growing needs of the youth sports programs and expanding school activities. The need for more gymnasium space, aquatics, indoor track, indoor ice skating swimming pool and fitness component was validated through the public input process used during the market analysis process and community survey results.

The Town of Westford primary service area population is growing at a modest rate with the population projected to grow about 8% over the next five years to reach a population of 26,036 by the year 2020. Growth in the secondary service area that surrounds the primary service area is estimated to increase less rapidly than the primary service area with a projected 3.5% increase in population over the next five years to 308,586 people in the secondary service area. The demographic profile of the community indicates that the age group distribution is somewhat mixed. There is a higher concentration of under 5-17, 44-55 and 55-64 age groups and less in the under 5, 18-14, 25-44, 65-74 and over 75 age groups than the national levels. The median age of the Town of Westford is significantly higher than the national level of 37.9 years while the median household income is higher. Age and household income are two determining factors that drive participation in recreation and leisure activities. The demographic profile suggests that there will be continued support and demand for recreation activities and programs in the future.

Statistics from the National Sporting Goods Association (NSGA) were overlaid on to the demographic profile of the service areas to determine the market potential for a variety of indoor and outdoor activities. The market analysis concluded that the Town of Westford is underserved for indoor recreation and leisure opportunities, especially for family activities, youth fitness and aquatics.



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## Community Input Process

An integral element of the master plan process included a series of public meetings with community residents. The consultant led process was structured to gain an understanding of interest and needs in the community. Over the course of the community meetings more than 100 residents participated in the process. The public input process identified a list of Park and Recreation improvements and enhancement to the Town and the top responses included; a 50-meter swimming pool, ice arena, rowing center, indoor track, indoor turf field and 25-yard swimming pool.

In addition to the community input process, a community wide survey was distributed to residents in order to obtain more information from the residents of Westford. Surveys were distributed through the mail and collected using a web-based survey instrument. It must be remembered that this survey is not statistically valid from a scientific perspective but still provides information on how respondents are feeling and their opinions. A total of 559 survey responses were recorded by the Recreation Commission.

Survey respondents were asked about how well the existing recreation, sports, fitness, meeting space or aquatic facilities met their households needs. The facility that had the highest number of respondents indicate that existing facilities meet 100% of their needs include in order, field space, beaches, nature trails, baseball/softball fields and walking/biking trails.

The survey respondents indicated a strong interest in both sport activities and self-directed outdoor recreation opportunities. When asked to list the most frequently visited Park amenities in Westford, the top five responses and their corresponding number of responses include; soccer fields (143), baseball fields (71), natural outdoor area (70), walking, hiking and biking trails (66) and beaches (63).

The community signaled a significant message about the importance of maintaining the Town of Westford's existing facilities. When survey respondents were asked to identify the most important action the Town could take on to create or improve Parks and Recreation areas, facilities, programs and services, the number one response was fixing up and renovation to existing park facilities. The top five responses to this questions were:

1. 419 survey respondents indicated that fixing up and repair of existing park facilities, shelters and restrooms was either very important or somewhat important.
2. 366 survey respondents indicated that developing a new recreation center with aquatics, gym, fitness, walking track and rowing tank was either very important or somewhat important.
3. 361 survey respondents indicated acquiring land to protect open spaces and the environment responded that this issue is either very important or somewhat important.

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4. 357 survey respondents indicated that acquiring land for preservation and developing trails was either very important or somewhat important.
5. 356 survey respondents indicated that developing new walking and biking trails that connect to neighborhoods was very important or somewhat important.

Results from community input, the community survey results, level of service analysis and statistical information led to the development of strategic recommendations listed below. The recommendations have been listed according to two time frames, short-midterm, mid-long term. The Town of Westford should employ the most appropriate and timely means of implementing and financing projects to meet present and future needs.

### **Short-Mid Term**

Continue working closely with the large number of youth association and community organization in the Town of Westford to deliver of recreation programs. These collaborations help expand program opportunities with minimal impact on existing staffing levels.

Renovate and maintain existing facilities. An overwhelming percent of the survey respondents (almost 76%) reported that maintaining the existing park facilities was either a high priority or very high priority.

Conduct a needs assessment and feasibility study for an indoor recreation center that includes an aquatic component, gymnasium, fitness, rowing tank training, community meeting room space and classrooms for programs. This item scored very high in interest with the community survey and public input process.

### **Mid-Long Term**

Expand focus for active adults age group as the Westford continues to age, including fitness and wellness opportunities.

Explore parkland development expansion; according to the survey results, a very high level of interest was recorded for acquiring land to preserve space and protect the environment and acquiring land for preservation and developing athletic fields and recreation facilities.

Expand WFOR (Westford Friends of Recreation) Foundation to increase funds for Park and Recreation Department. A parks foundation can be a valuable asset that can raise money and garner support for development and stewardship of the park and recreation system. A parks foundation can leverage its non-profit status to make the most of tax-deductible donations, and can use its independence from the Town to put on a range of fundraising events.



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## **Section II – Demographic Summary & Market Review**

The following is a summary of the basic demographic characteristics of the identified service areas along with recreation and leisure participation standards as produced by the National Sporting Goods Association, also included in participation information produced by the National Endowment of the Arts.

**Service Areas:** A recreation master plan for the Town focuses on the needs and wants of the residents of the community. As such the Town of Westford has been identified as the primary service area and is the region from which participation rates will be developed. It is also recognized that the Town’s Recreation Department serves a larger geographical area, subsequently the Town has identified surrounding communities which will comprise a Secondary Service Area.

Primary Service Areas are usually defined by the distance people will travel on a regular basis (a minimum of once a week) to utilize a facility or its programs. Use by individuals outside of this area will be much more limited and will focus more on special activities or events (tournaments, etc.).

Service areas can vary in size with the types of components that are included in a facility. A center with active elements (pool, weight cardiovascular equipment area, gym, track, etc.) will generally have a larger service area than a more passively oriented facility. Specialized facilities such as an indoor turf sports field house, ice arena or large competitive aquatic venue will have even larger service areas that make them more of a regional destination.

Service areas can also be based upon a facility’s proximity to major thoroughfares. Other factors impacting the use as it relates to driving distance are the presence of alternative service providers in the service area. Alternative service providers can have an impact upon membership, daily admissions and the associated penetration rates for programs and services.

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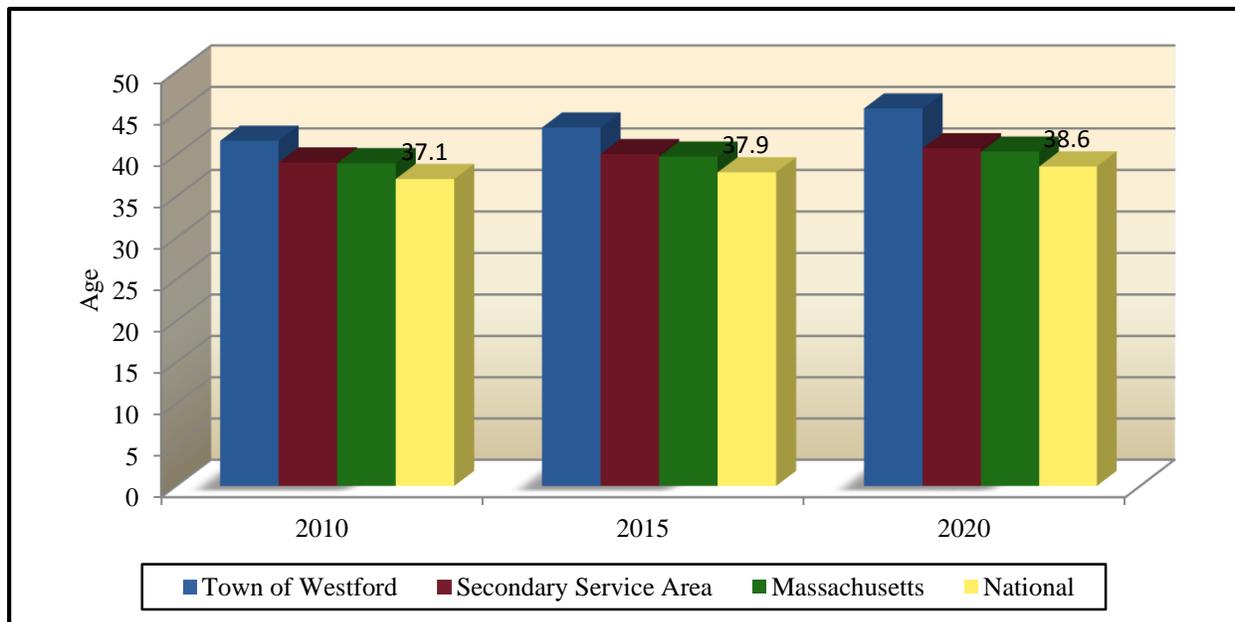


**Age and Income:** The median age and household income levels are compared with the national number as both of these factors are primary determiners of participation in recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level goes up.

**Table A – Median Age:**

	2010 Census	2015 Projection	2020 Projection
Town of Westford	41.7	43.3	45.6
Secondary Service Area	39.1	40.1	40.8
State of Massachusetts	39.0	39.8	40.4
Nationally	37.1	37.9	38.6

**Chart A – Median Age:**



The median age in the Town of Westford, along with the Secondary Service Area and State of Massachusetts are higher than the National number. The median age points to an older population, however it will be important to examine the age distribution of both service areas to determine the population of families with children that may be present.

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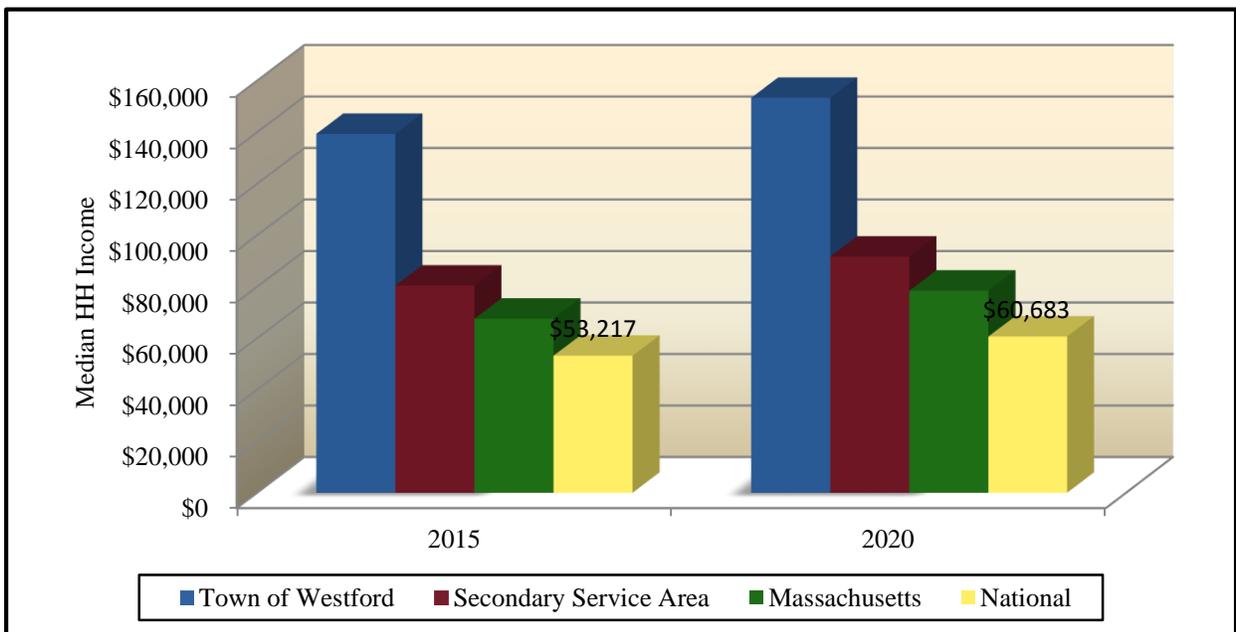
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**Table B – Median Household Income:**

	2015 Projection	2020 Projection
Town of Westford	\$139,373	\$153,378
Secondary Service Area	\$80,459	\$91,697
State of Massachusetts	\$67,601	\$78,488
Nationally	\$53,217	\$60,683

**Chart B – Median Household Income:**



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Based upon 2015 projections for median household income the following narrative can be provided the service areas:

In the Town of Westford the percentage of households with median income over \$50,000 per year is 88.2% compared to 53.2% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 5.1% compared to a level of 23.1% nationally.

In the Secondary Service Area the percentage of households with median income over \$50,000 per year is 68.3% compared to 53.2% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 16.2% compared to a level of 23.1% nationally.

While the median household income of the Secondary Service Area and the State of Massachusetts are both higher than the National number, the income level within the Town of Westford is significantly higher than all of those areas. This higher median household income needs to be balanced with the overall cost of living for the areas.

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In addition to taking a look at Median Age and Median Income, it is important to examine Household Budget Expenditures. In particular looking at housing information; shelter, utilities, fuel and public services along with entertainment & recreation can provide a snap shot into the cost of living and spending patterns in the services areas. The table below looks at that information and compares the service areas.

**Table C – Household Budget Expenditures<sup>1</sup>:**

Town of Westford	SPI	Average Amount Spent	Percent
Housing	215	\$46,238.47	29.7%
<i>Shelter</i>	220	\$36,109.71	23.2%
<i>Utilities, Fuel, Public Service</i>	200	\$10,128.76	6.5%
Entertainment & Recreation	220	\$7,300.24	4.7%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	151	\$32,491.86	30.7%
<i>Shelter</i>	155	\$25,460.41	24.1%
<i>Utilities, Fuel, Public Service</i>	139	\$7,031.45	6.6%
Entertainment & Recreation	146	\$4,843.31	4.6%

State of Massachusetts	SPI	Average Amount Spent	Percent
Housing	127	\$27,411.78	30.9%
<i>Shelter</i>	130	\$21,427.75	24.1%
<i>Utilities, Fuel, Public Service</i>	118	\$5,984.04	6.7%
Entertainment & Recreation	122	\$4,046.79	4.6%

**SPI:** Spending Potential Index as compared to the National number of 100.

**Average Amount Spent:** The average amount spent per household.

**Percent:** Percent of the total 100% of household expenditures.

**Note:** Shelter along with Utilities, Fuel, Public Service are a portion of the Housing percentage.

<sup>1</sup> Consumer Spending data are derived from the 2004 and 2005 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2012 and 2018.



**Chart C – Household Budget Expenditures Spending Potential Index:**

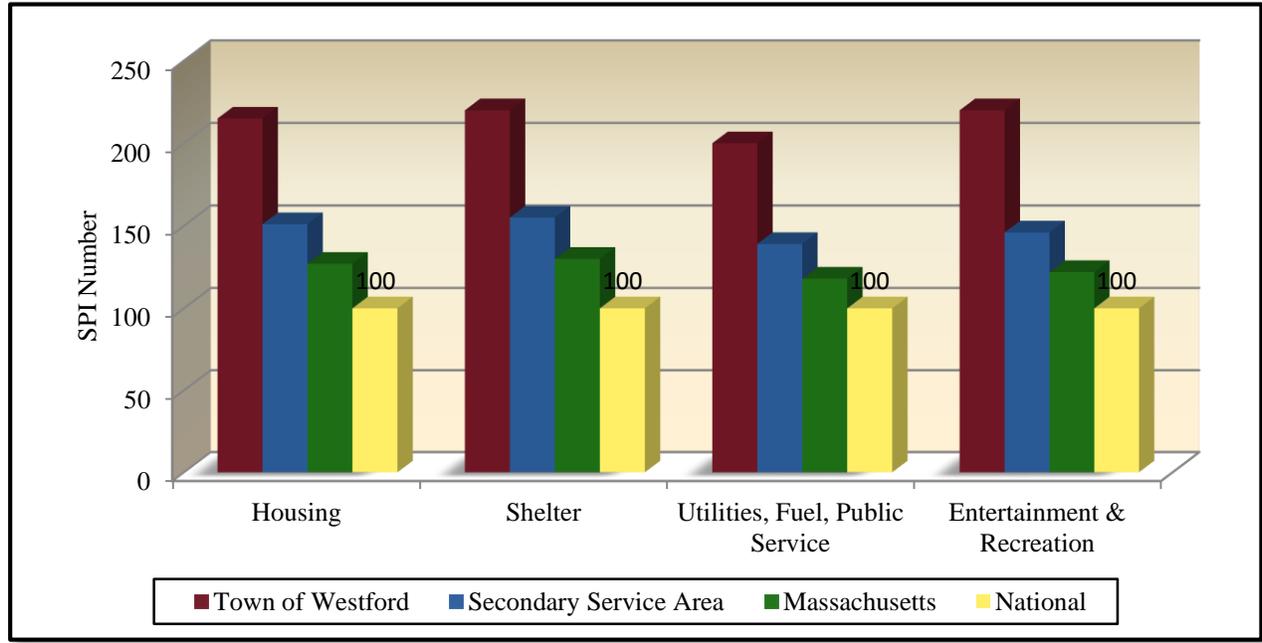


Chart C, illustrates the Household Budget Expenditures Spending Potential Index in the service areas. There is a great deal of consistency in the household expenditures and the median household income. The household budget expenditures are double that of the National number and significantly higher than the Secondary Service Area.

It will be important to keep this information in mind when evaluating fee structure and looking at an appropriate cost recovery philosophy for the department.

The total number of housing units in the Town of Westford is 7,876 and 95.2% of those are occupied, or 7,498 housing units. Of the available units the bulk are available for seasonal/recreational use. Additionally, in the Town of Westford the total number of households with children is 46.7% or 3,498 households.

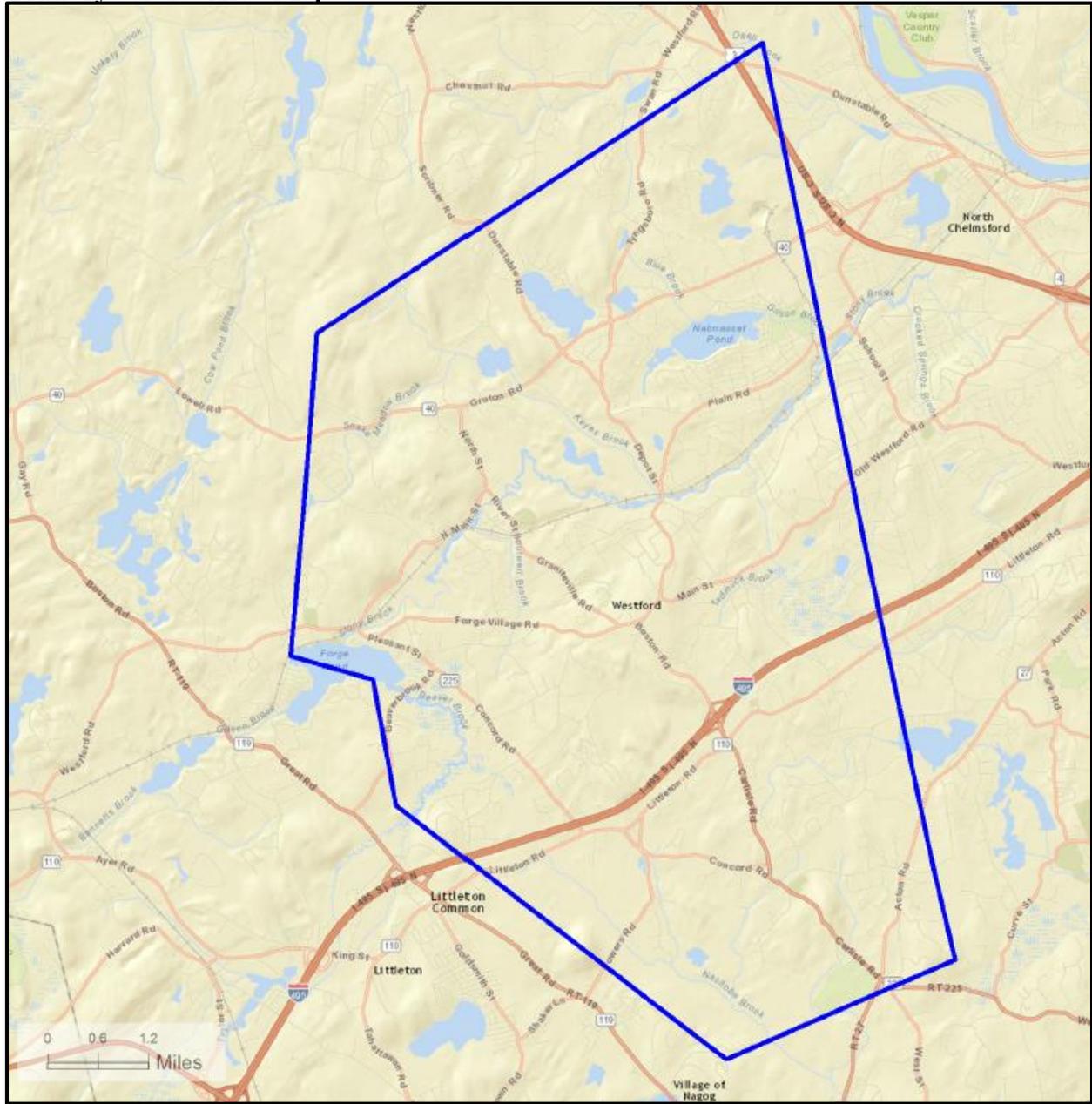
The total number of housing units in the Secondary Service Area is 112,674 and 94.4% of those are occupied, or 106,385 housing units. Of the available units the bulk are available for rent. Additionally, in the Secondary Service Area the total number of households with children is 36.0% or 38,337 households.

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Primary Service Area Map



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**Population Distribution by Age:** Utilizing census information for the Town of Westford, the following comparisons are possible.

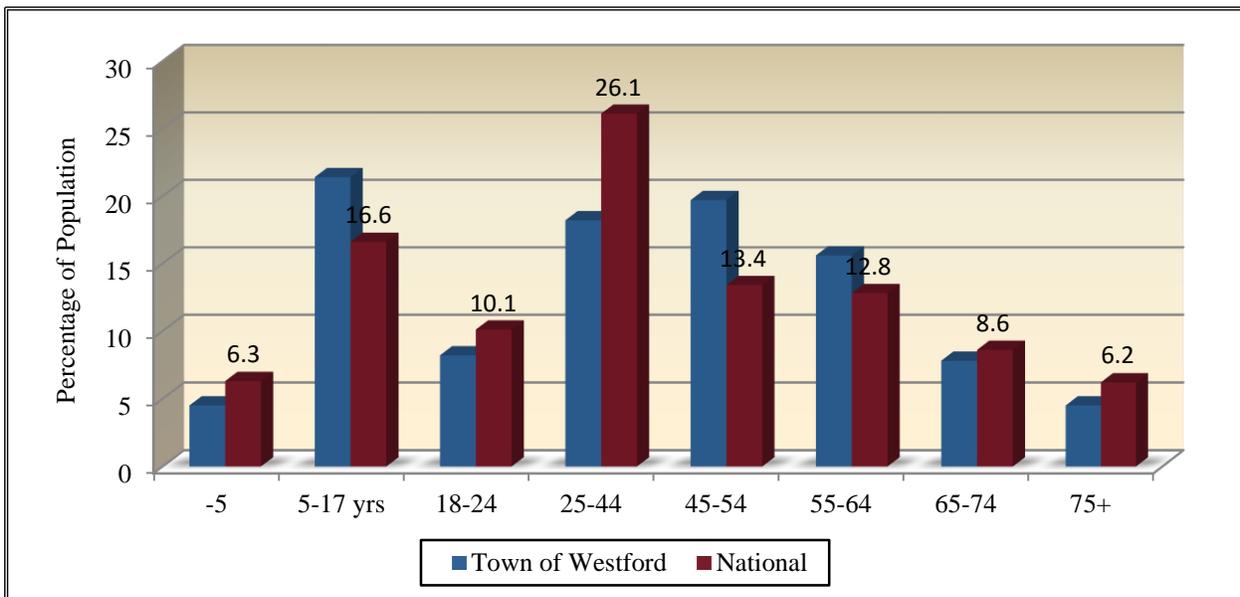
**Table E – 2015 Town of Westford Age Distribution**

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
-5	1,083	4.5%	6.3%	-1.8%
5-17	5,121	21.4%	16.6%	+4.8%
18-24	1,968	8.2%	10.1%	-1.9%
25-44	4,390	18.2%	26.1%	-7.9%
45-54	4,738	19.7%	13.4%	+6.3%
55-64	3,759	15.6%	12.8%	+2.8%
65-74	1,895	7.8%	8.6%	-0.8%
75+	1,081	4.5%	6.2%	-1.7%

- Population:** 2015 census estimates in the different age groups in the Town of Westford.
- % of Total:** Percentage of the Town of Westford/population in the age group.
- National Population:** Percentage of the national population in the age group.
- Difference:** Percentage difference between the Town of Westford population and the national population.

**Chart E – 2015 Town of Westford Age Group Distribution**



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The demographic makeup of the Town of Westford, when compared to the characteristics of the national population, indicates that there are some differences with an equal or larger population in the 5-17, 45-54 and 55-64 age groups and a smaller population in the -5, 18-24, 25-44, 65-74 and 75+ age groups. The largest positive variance is in the 45-54 age group with +6.3%, while the greatest negative variance is in the 25-44 age group with -7.9%.

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**Population Distribution Comparison by Age:** Utilizing census information from the Town of Westford, the following comparisons are possible.

**Table F – 2015 Town of Westford Population Estimates**

(U.S. Census Information and ESRI)

Ages	2010 Census	2015 Projection	2020 Projection	Percent Change	Percent Change Nat'l
-5	1,113	1,083	1,118	+0.4%	+0.3%
5-17	5,397	5,121	4,626	-14.3%	-0.7%
18-24	1,165	1,968	2,013	+72.8%	+1.7%
25-44	4,614	4,390	5,043	+9.3%	+7.1%
45-54	4,742	4,738	4,231	-10.8%	-9.7%
55-64	2,742	3,759	4,870	+77.6%	+17.4%
65-74	1,389	1,895	2,638	+89.9%	+50.1%
75+	789	1,081	1,497	+89.7%	+22.0%

**Chart F – Town of Westford Population Growth**

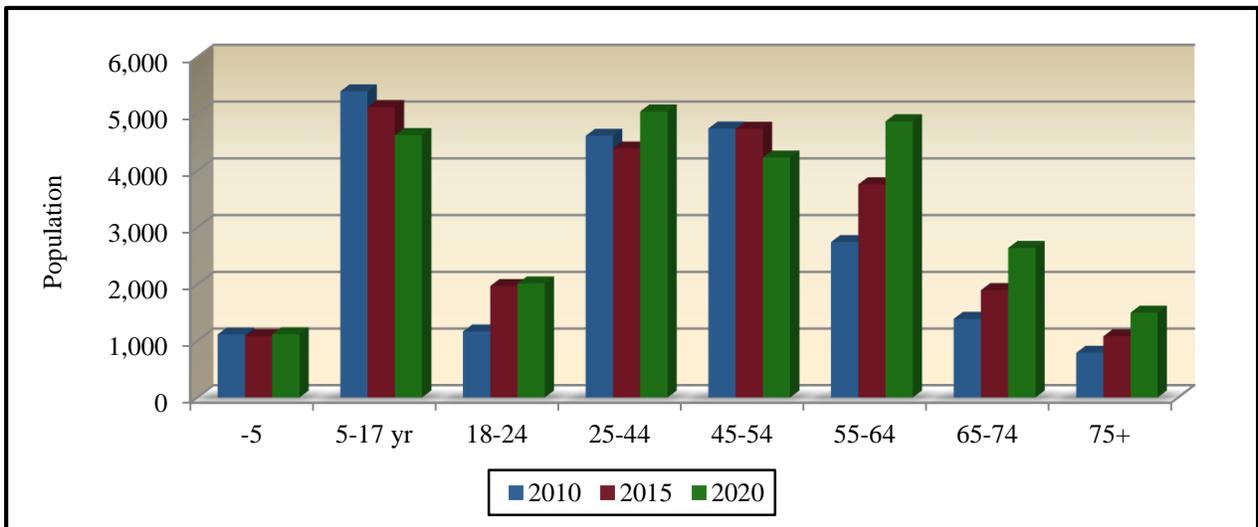


Table-F, illustrates the growth or decline in age group numbers from the 2010 census until the year 2020. It is projected that all of the age categories will see an increase in population, except for that of the 5-17 and 45-54 categories. It must be remembered that the population of the United States as a whole is aging and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

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Below is listed the distribution of the population by race and ethnicity for the Town of Westford for 2015 population projections. Those numbers were developed from 2010 Census Data.

**Table G – Town of Westford Ethnic Population and Median Age 2015**

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of MA Population
Hispanic	467	27.1	1.9%	11.2%

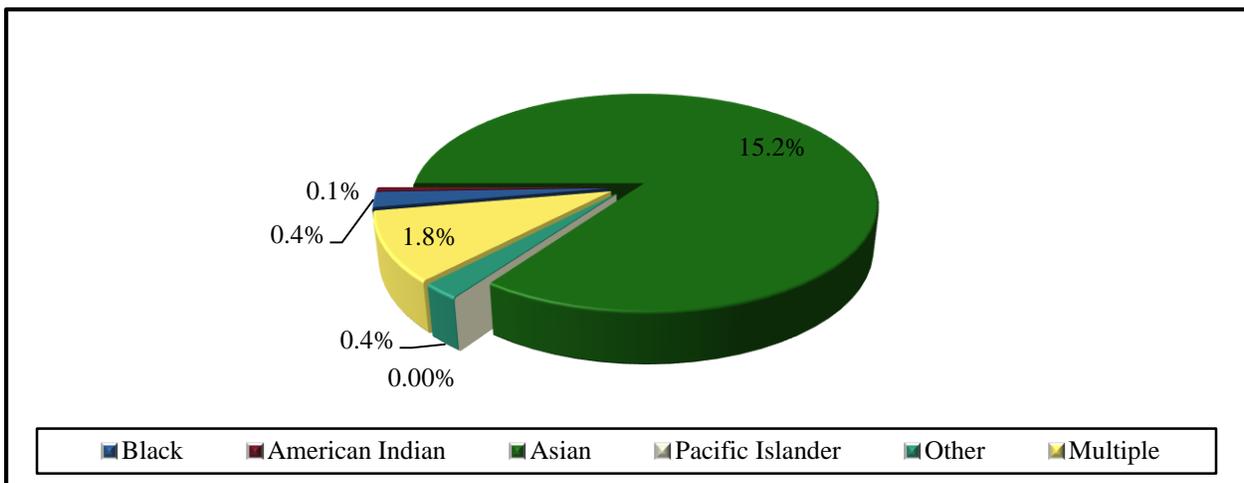
**Table H – Town of Westford Population by Race and Median Age 2015**

(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of MA Population
White	19,716	45.8	82.0%	78.1%
Black	106	28.3	0.4%	7.1%
American Indian	27	42.5	0.1%	0.3%
Asian	3,649	36.5	15.2%	6.1%
Pacific Islander	1	47.5	0.0%	0.04%
Other	92	27.5	0.4%	5.3%
Multiple	444	17.1	1.8%	3.0%

2015 Town of Westford Total Population: 24,035 Residents

**Chart G – 2015 Town of Westford Non-White Population by Race**





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## Tapestry Segmentation

Tapestry segmentation represents the 4<sup>th</sup> generation of market segmentation systems that began 30 years ago. The 65-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has change significantly since the 2000 Census the tapestry segmentation has remained stable as neighborhoods have evolved.

The value of including this information for the Town of Westford is that it allows the organization to better understand the consumers/constituents in their service areas and supply them with the right products and services.

The tapestry segmentation system classifies U.S. neighborhoods into 65 distinctive market segments. Neighborhoods are sorted by more than 60 attributes including; income, employment, home value, housing types, education, household composition, age and other key determinates of consumer behavior.

The following pages and tables outline the top 5 tapestry segments in each of the service areas and provides a brief description of each. This information combined with the key indicators and demographic analysis of each service area help further describe the markets that the Town of Westford looks to serve with programs, services and special events.

For comparison purposes the following are the top 10 Tapestry segments, along with percentage in the United States:

1. Green Acres (6A)	3.2%
2. Southern Satellites (10A)	3.2%
3. Savvy Suburbanites (1D)	3.0%
4. Salt of the Earth (6B)	2.9%
5. Soccer Moms (4A)	<u>2.8%</u>
	<b>15.1%</b>
6. Middleburg (4C)	2.8%
7. Midlife Constants (5E)	2.5%
8. Comfortable Empty Nesters (5A)	2.5%
9. Heartland Communities (6F)	2.4%
10. Old and Newcomers (8F)	<u>2.3%</u>
	<b>12.5%</b>

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**Table M – Town of Westford Tapestry Segment Comparison**

(ESRI estimates)

	Town of Westford		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Professional Pride (1B)	70.8%	70.8%	40.5	\$127,000
Top Tier (1A)	11.5%	82.3%	46.2	\$157,000
Pleasantville (2B)	9.6%	91.9%	41.9	\$85,000
City Lights (8A)	8.1%	100.0%	33.8	\$60,000

**Professional Pride (1B)** – These consumers are well-educated career professionals that have prospered through the Great Recession. Neighborhoods are primarily located in the suburban periphery of large metropolitan areas. Families are mostly married couples, almost 80% of households, and more than half of these families have children. Their average household size, 3.11, reflects the presence of children.

**Top Tier (1A)** – These residents earn more than 3 times the U.S. household income. These consumers select upscale salons, spas and fitness centers for their personal well-being and shop at high end retailers for their personal effects. These highly educated professionals have reached their corporate career goals. Married couples without children or married couples with older children dominate this market.

**Pleasantville (2B)** – Prosperous domesticity best describes the settled denizens of this segment. Situated principally in older housing in suburban areas in the Northeast and secondarily in the West, these slightly older couples move less than any other market. Many couples have already transitioned to empty nesters; many are still home to adult children. Residents spend their spare time participating in a variety of sports or watching movies.

**City Lights (8A)** – The wide-ranging demographic characteristics of residents mirror their passion for social welfare and equal opportunity. Household types range from single person to married-couple families, with and without children. These neighborhoods are both racially and ethnically diverse. Households include families, both married couples and single parents, as well as singles. The distribution is similar to the U.S. with slightly more single-person households.

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## **Sports Participation Numbers:**

In addition to analyzing the demographic realities of the service areas, it is possible to project possible participation in recreation and sport activities.

**Participation Numbers:** On an annual basis the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. This information provides the data necessary to overlay rate of participation onto the Town of Westford to determine market potential. The NSGA statistics are widely used in Parks and Recreation industry, especially in the recreation facility planning process.

B\*K takes the national average and combines that with participation percentages of the Town of Westford based upon age distribution, median income, region and National number. Those four percentages are then averaged together to create a unique participation percentage for the service area. This participation percentage when applied to the population of the Town of Westford then provides an idea of the market potential for various activities.

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**Community Recreation Related Activities Participation:** These activities are typical components of an active community recreation center.

**Table O – Recreation Activity Participation Rates for the Town of Westford**

Indoor Activities	Age	Income	Region	Nation	Average
Aerobic Exercise	14.3%	22.7%	18.6%	15.3%	17.7%
Exercise w/ Equipment	17.4%	24.9%	23.1%	18.4%	20.9%
Gymnastics	1.9%	3.1%	1.8%	1.8%	2.2%
Hockey (ice)	1.2%	1.5%	3.1%	1.2%	1.7%
Volleyball	3.5%	4.3%	2.7%	3.5%	3.5%
Weight Lifting	10.3%	15.8%	11.4%	10.9%	12.1%
Workout @ Clubs	11.1%	17.9%	14.6%	11.8%	13.8%
Wrestling	1.1%	1.4%	0.7%	1.1%	1.1%
Yoga	8.2%	12.0%	10.9%	9.0%	10.0%

Outdoor Activities	Age	Income	Region	Nation	Average
Baseball	4.2%	5.7%	4.7%	4.1%	4.7%
Football (tackle)	2.9%	2.5%	2.3%	2.6%	2.6%
Lacrosse	0.1%	1.6%	2.2%	1.0%	1.2%
Mtn-Biking (off-road)	1.8%	2.7%	2.6%	1.8%	2.2%
Skateboarding	1.8%	2.1%	1.3%	1.7%	1.7%
Soccer	4.6%	7.5%	5.3%	4.5%	5.5%
Softball	3.4%	4.8%	3.3%	3.5%	3.7%
Tennis	4.3%	7.8%	6.2%	4.4%	5.7%

In / Outdoor Activities	Age	Income	Region	Nation	Average
Basketball	9.0%	12.0%	12.2%	8.9%	10.5%
Bicycle Riding	12.8%	17.1%	14.9%	12.4%	14.3%
Cheerleading	1.4%	1.7%	0.7%	1.2%	1.2%
Exercise Walking	33.3%	39.8%	37.1%	33.4%	35.9%
Running/Jogging	13.5%	22.0%	15.8%	14.6%	16.5%
Swimming	16.1%	23.3%	21.9%	15.8%	19.3%

	Age	Income	Region	Nation	Average
Did Not Participate	21.7%	14.6%	17.4%	21.8%	18.9%

**Age:** Participation based on individuals ages 7 & Up of the Town of Westford.  
**Income:** Participation based on the 2013 estimated median household income in the Town of Westford.  
**Region:** Participation based on regional statistics (New England).  
**National:** Participation based on national statistics.  
**Average:** Average of the four columns.

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**Anticipated Participation Numbers by Activity:** Utilizing the average percentage from Table-O above plus the 2010 census information and census estimates for 2015 and 2020 (over age 7) the following comparisons can be made.

**Table P – Participation Rates Town of Westford**

Indoor Activity	Average	2010 Part.	2015 Part.	2020 Part.	Difference
Aerobic Exercise	17.7%	3,568	3,977	4,329	760
Exercise w/ Equipment	20.9%	4,214	4,697	5,112	898
Gymnastics	2.2%	434	484	526	92
Hockey (ice)	1.7%	352	392	427	75
Volleyball	3.5%	706	787	856	150
Weight Lifting	12.1%	2,433	2,712	2,952	519
Workout @ Clubs	13.8%	2,787	3,106	3,381	594
Wrestling	1.1%	217	242	263	46
Yoga	10.0%	2,016	2,247	2,446	430

Outdoor Activity	Average	2010 Part.	2015 Part.	2020 Part.	Difference
Baseball	4.7%	940	1,048	1,141	200
Football (tackle)	2.6%	519	579	630	111
Lacrosse	1.2%	248	276	301	53
Mtn-Biking (off-road)	2.2%	446	498	542	95
Skateboarding	1.7%	348	388	422	74
Soccer	5.5%	1,103	1,229	1,338	235
Softball	3.7%	754	841	915	161
Tennis	5.7%	1,140	1,271	1,383	243

In / Outdoor Activities	Average	2010 Part.	2015 Part.	2020 Part.	Difference
Basketball	10.5%	2,119	2,362	2,571	452
Bicycle Riding	14.3%	2,879	3,209	3,493	614
Cheerleading	1.2%	251	279	304	53
Exercise Walking	35.9%	7,225	8,052	8,765	1,540
Running/Jogging	16.5%	3,315	3,694	4,021	706
Swimming	19.3%	3,882	4,326	4,709	827

	Average	2010 Part.	2015 Part.	2020 Part.	Difference
Did Not Participate	18.9%	3,800	4,234	4,609	810

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**Note:** The estimated participation numbers indicated above are for activities that could take place in an active parks and recreation system. These numbers do not necessarily translate into attendance figures for various activities or programs. It should also be noted that the “Did Not Participate” statistics refers to all 51 activities outlined in the NSGA 2013 Survey Instrument.

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**Summary of Sports Participation:** The following chart summarizes participation in both indoor and outdoor activities utilizing information from the 2013 National Sporting Goods Association survey.

**Table R – Sports Participation Summary**

Sport	Nat'l Rank <sup>2</sup>	Nat'l Participation (in millions)	Town of Westford Rank	Town of Westford Percentage Part.
Exercise Walking	1	96.3	1	35.9%
Exercising w/ Equipment	2	53.1	2	20.9%
Swimming	3	45.5	3	19.3%
Aerobic Exercising	5	44.1	4	17.7%
Running/Jogging	7	42.0	5	16.5%
Bicycle Riding	8	35.6	6	14.3%
Workout @ Club	10	34.1	7	13.8%
Weightlifting	11	31.2	8	12.1%
Yoga	13	25.9	10	10.0%
Basketball	14	25.5	9	10.5%
Soccer	20	12.9	12	5.5%
Tennis	21	12.6	11	5.7%
Baseball	23	11.7	13	4.7%
Volleyball	24	10.1	15	3.5%
Softball	25	10.0	14	3.7%
Football (tackle)	32	7.5	16	2.6%
Mtn Biking (off road)	38	5.2	17	2.2%
Gymnastics	39	5.1	17	2.2%
Skateboarding	40	5.0	19	1.7%
Cheerleading	45	3.5	21	1.2%
Hockey (ice)	46	3.4	19	1.7%
Wrestling	48	3.1	23	1.1%
Lacrosse	49	2.8	21	1.2%

- Nat'l Rank:** Popularity of sport based on national survey.  
**Nat'l Participation:** Percent of population that participate in this sport on national survey.  
**Primary Service Rank:** The rank of the activity within the Town of Westford.  
**Primary Service %:** Ranking of activities based upon average from Table-O.

<sup>2</sup> This rank is based upon the 51 activities reported on by NSGA in their 2013 survey instrument.

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Below are listed those sports activities that would often take place either in an indoor community recreation facility, aquatic facility, or in close proximity to, and the percentage of growth or decline that each has experienced nationally over the last 10 years (2004-2013).

**Table Y – National Activity Trend (in millions)**

Indoor Activities	2004 Participation	2013 Participation	Percent Change
Yoga <sup>3</sup>	6.3	25.9	+311.1%
Wrestling <sup>4</sup>	1.3	3.1	+138.5%
Aerobic Exercising	29.5	44.1	+49.5%
Hockey (ice)	2.4	3.5	+45.8%
Gymnastics	3.9	5.1	+30.8%
Weight Lifting	26.2	31.3	+19.5%
Workout @ Club	31.8	34.1	+7.2%
Exercising w/ Equipment	52.2	53.1	+1.7%
Volleyball	10.8	10.1	-6.5%

Outdoor Activities	2004 Participation	2013 Participation	Percent Change
Lacrosse	1.2	2.8	+138.5%
Hiking	28.3	39.4	+39.2%
Kayaking	5.9	8.1	+37.3%
Tennis	9.6	12.6	+31.3%
Soccer	13.3	12.8	-3.8%
Football (tackle)	8.2	7.5	-8.5%
Softball	12.5	10.0	-20.0%
Golf	24.5	18.9	-22.9%
Baseball	15.9	11.7	-26.4%
Camping (Vaca/Overnight)	55.3	39.3	-28.9%
Mountain Biking	8.0	5.2	-35.0%
Skateboarding	10.3	5.0	-51.5%

<sup>3</sup> Since 2007 growth rate.

<sup>4</sup> Since 2007 growth rate.

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Indoor/Outdoor	2004 Participation	2013 Participation	Percent Change
Running/Jogging	24.7	42.0	+70.0%
Exercise Walking	84.7	96.3	+13.7%
Basketball	27.8	25.5	-8.3%
Bicycle Riding	40.3	35.6	-11.7%
Cheerleading	4.1	3.5	-14.6%
Swimming	53.4	45.5	-14.8%

**2013 Participation:** The number of participants per year in the activity (in millions) in the United States.

**2004 Participation:** The number of participants per year in the activity (in millions) in the United States.

**Percent Change:** The percent change in the level of participation from 2004 to 2013.

For the past 10+ years Exercise Walking, Exercise w/ Equipment and Swimming have been in the top 3-4 activities. It is the opinion of B\*K that this trend will continue, due to the fact that these activities touch all age groups. It is also possible that as the economy continues a slow recovery participation in most activities may see an increase in the next 3-5 years.

## Market Constraints:

- The population for the Town of Westford is adequate to support the Parks that they currently have in their inventory and the market conditions are favorable for expanding the inventory of facilities in the Town of Westford.
- The Town of Westford sits in the northwest portion of Middlesex County. Within the County there are a number of alternative public providers for outdoor pools, community centers and park property. In addition to public providers there is also a number of private providers in particular in the area of exercise and outdoor sports venues.
- The median household income is significantly higher than that of the State of Massachusetts and the Nation. As you move outside of the Town the income levels decreases dramatically. This median household income does allow individual's discretionary income as it relates to programs, membership and facility rentals.



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## **Section III – Community Input**

During the course of this study there were two community stakeholder meetings conducted to gather opinions and visions for Parks and Recreation services in the future. There were over 100 people that participated in the stakeholder meetings and the meetings consisted of small group discussions on what facilities and programs were either lacking or missing in the community. It should be noted that many of the participants that were part of the stakeholder meetings were associated with a specific organization or group. The small group discussions led to the development of a list of recreation amenities and programs the stakeholders were interested in as the Town of Westford looks to the future recreation needs of the community. The last step in the stakeholder meetings process included a voting exercise to help establish a priority for the list of amenities and programs identified. Each stakeholder participant was given four dots along with a corresponding weight to each color dot. To illustrate, the top priority colored dot was worth 4 points, the second top priority colored dot was worth 3 points, the third top priority colored dots was worth 2 points and lastly, the fourth priority colored dot was worth 1 point. Scores were tabulated and the priority ranking for each stakeholder group is listed in the table below.

It must be remembered that this priority list represents the interest and opinions of those that attended the community stakeholder meetings and does not necessarily represent the interest and needs of the community at large. The information gathered during the community stakeholder is important because it provided a venue for community input to the planning for future recreation needs in the community. However, the community stakeholder process is not statistically valid and represents a rather small and narrow focus of the community. The community stakeholder meetings are just one of the tools and methods used to assess the overall recreation needs and market analysis for the Town of Westford. The results of the stakeholder meetings should be compared and contrasted to the information gathered and results of the community wide survey conducted by the Town of Westford Recreation Commission Board. Often times the community survey results will differ significantly from the stakeholder meeting results because of the narrow representation and bias typically found in the stakeholder meeting groups.



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## Community Stakeholder Group Meeting Results

Public Input Meetings		
Group 1	Amenities	Group 2
103	50-Meter Pool	102
10	Ice Arena	118
27	Rowing Center	58
23	Indoor Track	48
3	25-yd Pool	37
	Diving	38
6	Fitness Area	26
	Field Turf w/Bubble	31
	Ninja Warrior	17
	Gymnasium	14
10	Dog Park	4
	Leisure Pool	12
	Vita Course	11
10	Group Fitness Studios	
	Kitchen	9
	Rockwall	8
7	Multi-purpose Room	
	After School Rooms	6
	Trail Connection	6
	Indoor Play Structure	5
2	Café/Concession	2
	Zero Depth Pool	2
2	Racquet Sports	
	Gymnastics	2
	Birthday Party Rooms	2
	Library	1

In addition to the community meetings held to solicit community input, The Recreation Commission authored a community survey that was administered utilizing a web-based survey instrument. Surveys were distributed to Westford residents and there were 559 completed and returned survey samples. The survey instrument listing and the responses is included in the appendix of this report.



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## **Section IV – Level of Service**

The purpose of a Level of Service (LOS) analysis is to determine how well the existing Town of Westford Park and Recreation system is meeting the needs of Town residents. According to the National Recreation and Parks Association (NRPA), the basic definition of LOS is expressed as an allocation mechanism for the delivery of park and recreation facilities throughout a community. By adopting LOS standards, a community in essence says that all residents, regardless if they pay taxes or use the park and recreation facilities, have equal opportunity to share in the basic services in the standards.

Several strategies may be used to assess and measure need for park and recreation facilities and programs. One common method compares supply of park and recreation facilities against demand. If demand is less than supply, then there is a surplus or excess capacity and no immediate need for additional facilities. One technique that has proven to be effective and is relatively easy to understand is to develop a level of service standard. Park and recreation facility LOS illustrate the opportunities through the availability of park and recreation facilities in a community and is typically calculated in terms of facilities per 1,000 in population. Currently, the Town of Westford has no LOS standards for recreation and sport facilities.

For the table that follow, the number of Town facilities is compared against the NRPA guidelines for park and recreation facilities. Though informative, these are guidelines that were last revised in 1990 and consequently may not directly pertain to the Town of Westford. It should be noted that the NRPA standards do not contain guidelines for some facilities that communities tend to need including senior centers, teen centers, outdoor event space and indoor event space.

The table below is a summary of the Town of Westford LOS calculations. The number of facilities needed in the Town to meet NRPA standards was calculated by taking the population estimate and dividing it by the number of facilities in the Town to arrive at the population served per facility. This number is then subtracted from the number of facilities operated by the Town to find the surplus or deficiency.

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## Level of Service Comparison

NRPA Population Standard per Facility	Population Served per Facility	Activity	Existing # of Town Facilities	Surplus or Deficiency 2015	Surplus or Deficiency 2020
5,000	2,670	Baseball	9	4	4
30,000	24,035	Baseball Lighted	1	0	0
5,000	8,012	Softball	3	-2	-2
20,000	0	Swimming Pools	0	-1	-1
20,000	0	Football	0	-1	-1
10,000	4,807	Soccer	5	2	2
2,000	3,434	Tennis	7	-5	-6
5,000	3,004	Basketball	8	3	3
5,000	24,035	Volleyball	1	-4	-4

When the NRPA standards are compared against the Town of Westford inventory of existing facilities in 2015 the Town is currently deficient in:

- Softball
- Indoor Swimming Pool
- Football
- Tennis
- Volleyball

As demand for public recreation increases, public entities are increasingly considering new cost effective methods for financing capital and operating costs. In the case of the Town of Westford, the Town and School District share a common tax base and sharing resources not only represent sound public policy but is also viewed positively by the tax payers. As a result, the Town of Westford and the School District have a partnership/collaborative in place that shares resources and facilities. This partnership helps reduce unnecessary duplication of facilities and programs, allowing tax dollars to be invested in a cost effective manner.

Although the School District facilities have not been included in the LOS comparison above it should be noted that many of the school locations are shared spaces with the Parks and Recreation Department. However, some of the school facilities are too small to accommodate Park and Recreation programs. Many of the elementary schools have small gyms with CVT tile floors that are not the size or quality to meet Town program needs. Also the school curriculum and sport

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needs at the middle school and high school facilities are significant and consequently these spaces are largely unavailable to the public and recreation programming at these schools is limited.

Acreage of parkland per 1,000 residents remains the most common technique of expressing equal opportunity, even though local conditions and needs vary greatly between communities. One of the underlying principles of LOS is that most communities believe that significant open space should be set aside for park and recreation facilities. There is no universal standard that defines minimally acceptable number of acres per 1,000 people. It is up to the Town of Westford and the community it serves to determine what is appropriate for its own needs. That being said, the NRPA LOS standard for park acres in a community is 10 acres per 1,000 people. With this in mind, the following table compares the existing park acreage to LOS standards.

### Level of Service for Park Land

2015 Level of Service Analysis (LOS) Acreage	
2015 Population	24,015
NRPA Standards LOS (Acres/1000 population)	10
Acres Needed to Meet 2015 Population	240 acres
Town of Westford Park Acreage	108 acres
Actual Acres per 1000 people	4.5

2020 Level of Service Analysis (LOS) Acreage	
2020 Population	26,036
NRPA Standards LOS (Acres/1000 population)	10
Acres Needed to Meet 2019 Population	260 acres
Town of Westford Park Acreage	108 acres
Actual Acres per 1000 people	4.15

Based on this information, it appears that the Town of Westford does not have adequate capacity of park land. However, the volume of Conservation Trust Park Land has not been calculated into the inventory of Town owned and operated Parks. As the population Westford continues to increase the level of service for park acreage will also increase if no additional land is acquired then the Town of Westford will slip further behind the LOS standard of 10 acres per 1,000 people.

In addition to applying LOS standards to the existing inventory of Park and Recreation facilities in Westford, a comparison to other communities is possible. NRPA launched a benchmarking initiative in 2011 called PRORAGIS (Park and Recreation Operating Ratio and Geographic

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Information System). The following level of service assessment compares the Westford facilities to the national based PRORAGIS data base. When compared to about 30 different agencies with similar population the follow comparison can be made.

Amenity	Town of Westford	PRORAGIS Ratio	Difference
Tennis Courts	7	9	(2)
Outdoor Basketball	8	3	5
Indoor Swimming	0	1	(1)
Outdoor Swimming	2	1	1
Indoor Skating	0	1	(1)
Baseball Fields	9	7	2
Softball Fields	3	3	0
Soccer/Football	5	13	(8)
Fitness	0	1	(1)

### Surplus and Deficit Gaps

The primary gaps in Westford, compared to PRORAGIS data base, indicated that there is a shortage of tennis courts, indoor swimming, indoor ice skating, fitness center and the largest gap being soccer/football fields. It should be noted that this comparison represents only amenities operated by the Town of Westford and do not include School District or Conservation Trust Facilities.

In addition to a comparison with PROGRIS data a comparison of four other communities were selected for benchmarking inventory of facilities and space against the Town of Westford. This comparison is not to imply that the Town of Westford has excess or deficiencies with park and recreation facilities but rather just a comparison to the level of service in other communities.

NRPA has developed a hierarchy of park types. A mini Park is defined as a small park less than 5 acres in size that are designed to serve a population within 1/4 mile of the mini park location. A neighborhood park is defined as a park between 5 and 15 acres that are designed to serve a population within 1/2 mile. A community park is defined as a park over 25 acres and serves a population within 3 miles. With this in mind a comparison by park type is included in the table below.

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## LOS Benchmark Comparison

Level of Service Comparison					
	Westford	Sudbury	Concord	Acton	Andover
Population Estimate	24,035	18,317	17,669	21,929	33,201
Indoor Pool	0	1	1	1	0
Gymnasium	1	3 <sup>5</sup>	2	0	0
Volleyball	1	1	0	2	0
Soccer	5	16	7	9	13
Baseball	9	17	7	6	9
Softball	3	7	7	3	5
Lighted Baseball	1	3	3	3	1
Basketball	8	4	4	2	0
Tennis	7	12	8	2	4
Football	0	3	0	2	1
Community Center	0	1	2	0	0
Senior Center	1	1	0	1	1
Teen Center	0	1	0	0	1
Mini Parks	4	1	0	12	9
Neighborhood Parks	4	6	2	2	2
Community Parks	2	1	2	2	1

For the purposes of this benchmark exercise four Massachusetts Towns were selected with similar population were selected for the comparison. It must be remembered that the focus on this comparison was on town owned and operated facilities. For example, there is a pool located in Andover and the community has access to this facility but the pool is not owned or operated by the Town.

<sup>5</sup> Shared facility with the School District



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## **Section V - Recreation Programs and Services**

While the Town of Westford has a strong foundation of parks and recreation facilities, programs and services, there are significant unmet needs as identified by the community. This combined with an aging inventory of existing facilities, the presence of a number of new facilities, plus limited financial resources, places a major challenge on the Town to respond to these needs.

**Recreation Program and Service Delivery Trends:** To assist in the process of developing a parks and recreation master plan for the Town of Westford it is helpful to understand some of the trends that are being seen nationally with recreation programming. However, it should be noted that each town is unique and the area of the country has a strong bearing on trends and other operational factors.

### Sports

- Youth
- Adult
- Team
- Individual
- Camps and clinics
- Tournaments
- Non-traditional sports (BMX, in-line hockey, etc.)

### Fitness/Wellness

- Fitness classes
- Personal training
- Education

### Cultural Arts

- Performing arts (dance, theater, music, etc.)
- Visual arts (painting, ceramics, pottery, etc.)
- Arts events (concerts, etc.)

### Youth

- Before and after school
- Summer day camps/playground programs
- Preschool
- Teen

### Outdoor Recreation

- Outdoor education
- Outdoor adventure
- Environmental

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## Seniors

- Fitness/wellness
- Cultural arts
- Self-improvement
- Education
- Trip programs

## Aquatics

- Lessons
- Fitness
- Competitive (swim teams)
- Specialty

## General Programs

- Personal development
- Education
- Specialty

## Adaptive Needs

## Special Events

- Community events

Recreation departments now often serve as a coordinating agency and a clearinghouse for multiple recreation agencies and providers, in an effort to bring a comprehensive scope of recreation programs to a community. This has also increased the number of partnerships that are in place to deliver a broader base of programs in a more cost effective manner. There is also a much stronger emphasis on revenue production and raising the level of cost recovery to minimize tax dollar use to offset recreation programming.

Many programs are now offered with shorter sessions (two to three classes) or on a drop-in pay as you go basis (especially fitness). In addition, there has also been a concerted effort to integrate conventional recreation programming with community based social service programs and education. Most of the social service programs are offered by other community based agencies and education is often coordinated with school districts.



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## *Specific Recreation Program and Service Trends*

### Sports

- Youth Lacrosse
- Youth camps and clinics
- Youth sports specific training
- Individual sports
- Non-traditional sports (skateboarding, BMX, mountain biking, fencing, etc.)

### Fitness/Wellness

- Personal training
- Yoga/Pilates/massage therapy
- Healthy lifestyle education
- Group exercise classes

### Cultural Arts

- Music production for youth

### Youth

- After school programs in recreation centers and/or schools
- Summer camps – themed camps

### Outdoor Recreation

- Eco tourism (where appropriate)
- Environmental education

### Seniors

- Fitness/wellness
- Younger, more active seniors

### Aquatics

- Fitness

### General Programs

- Education – computer, finance, etc.

### Special Events

- Community wide celebrations

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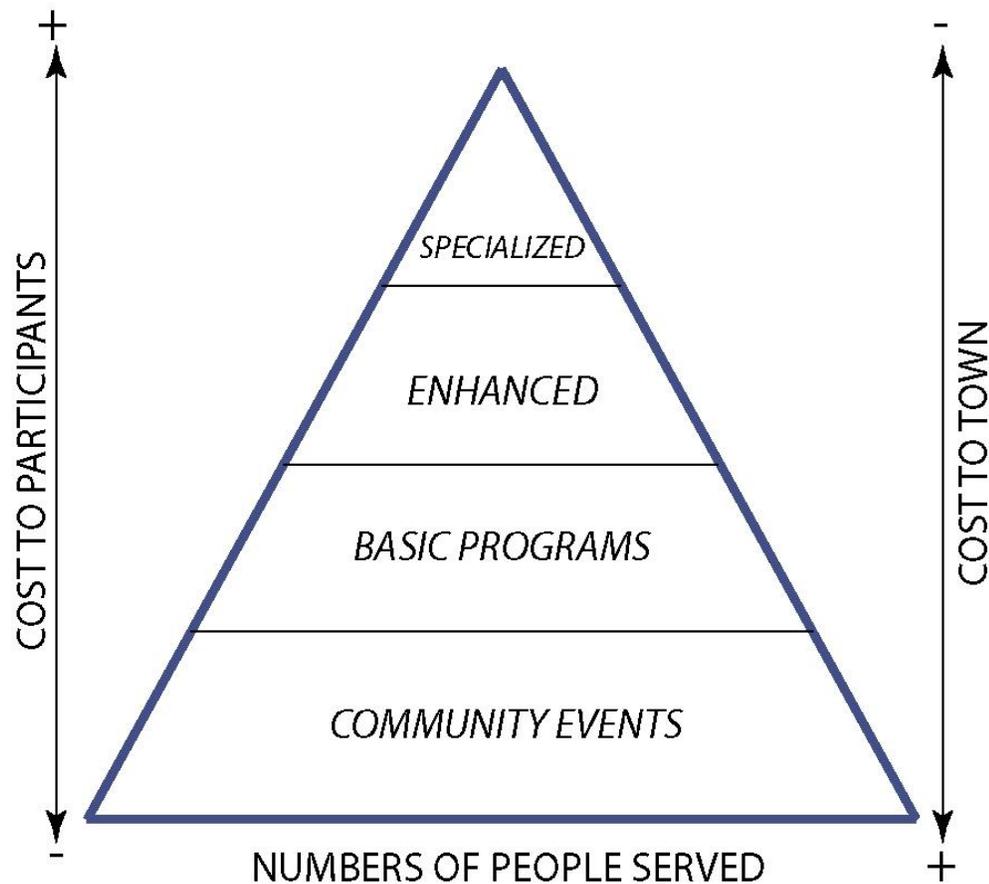
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Keys to providing recreation programs and services in the future include:

**Fee Setting:** In order to accomplish a high level of recreation services, agencies have been much more aggressive in their fee setting with the goal of covering more operational expenses for most programs. However, with a more entrepreneurial approach to assessing fees for activities comes the need to develop a scholarship program that allows for those individuals that cannot afford to pay the opportunity to participate in recreation activities. Such programs usually have a limited budget and do require the user to pay at least something for service.

Many departments now tier their programs into different categories with differing levels of cost recovery.



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Programs and services should be categorized into four levels of offerings that are divided by the level of instruction, expertise, or importance to the community's well-being. Priority for funding and facility usage should be based on the category in which they fall, with fees being set accordingly. The four categories should include.

*Community events* – special community wide events, activities or festivals that are onetime events. It should be expected that there will be little to no fees for these activities. Some revenues may be collected from sponsorships and sales of goods and services but the general rate of recovery would be less than 100%.

*Basic or core programs* – those that are essential to recreation and community needs (such as teen activities, senior programs, youth activities, special populations, etc.). These programs direct costs are usually heavily subsidized. Suggested recovery rate is 25% to 50% of direct costs.

*Enhanced* – those that are beyond basic and are focused on an audience that has a greater ability to pay. Programs in this area could include adult fitness and sports, or general programs. Suggested minimum recovery rate is 50% to 100% of direct costs.

*Specialized* – these are activities that are very specialized in nature. These would include activities such as fitness assessments, trip programs, facility rentals and the like. Fees are set based on what the market will bear but at minimum would require 100% of direct costs.

**Use of Other Service Providers:** There has also been a movement away from the principle of public recreation departments having to be the actual provider of all recreation programs and services, to the concept of public agencies being the general coordinator and enabler of overall community recreation needs and resources. This has resulted in a great deal of programming now being conducted by volunteer youth sports organizations, adult sports associations, non-profit groups such as the YMCA and other social service organizations, as well as the private sector. This has reduced the financial obligations of the public sector, placed programming in the hands of organizations with the specific expertise (and often the facilities as well), and allowed the private sector to have a more active role in public recreation. There has also been an increase in the number of public agencies collaborating to bring a higher level of recreation service on more of a regional basis especially for more specialized services (special needs, outdoor education, etc.). This concept has become much more prevalent across the country with recreation departments being a clearinghouse of information and services offered by others while providing more basic recreation services itself.

**Facilities:** The vast majority of outdoor related recreation programming takes place in public parks with school facilities providing the other main venue. For indoor programs, school buildings

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are still the primary location for most activities with public recreation centers and other provider's facilities being the additional sites. With the demand for recreation programs and services continuing to expand, a new more innovative approach has been undertaken to find appropriate sites for many activities. This has resulted in partnering with private facilities (fitness centers, dance studios, outdoor aquatic clubs, etc.), non-profits (YMCA's, Boys & Girls Clubs, cultural arts centers, etc.) and even private schools for certain activities. With the demand for youth sports fields continuing to grow, it is not unusual for youth sports organizations to build and operate their own fields on their own property or on leased undeveloped public land.

**Staffing:** In order to continue to grow the number of recreation programs and services that are offered to a community, adequate staffing is necessary to not only conduct the program itself but also to supervise and administer the activities. With staffing costs being the single greatest expense item for parks and recreation departments, many agencies have attempted to minimize the number of full-time staff by contracting for certain programs or partnering with other providers for services (see service providers above). The need to reduce full-time staff has become even more acute with the poor financial condition of most municipal governments. However, even with this approach there still needs to be adequate full-time staff to oversee and coordinate such efforts. Part-time staff is still the backbone of most recreation departments and make up the vast majority of program leaders and instructors. Many departments have converted program instructors to contract employees with a split of gross revenues (usually 70% to the instructor and 30% to the city) or developed a truer contract for services that either rents facilities and/or takes a percentage of the gross from another organization. The use of volunteers can help to augment paid staff but should not be seen as a substitute for them.

**Funding:** The basic requirement for the provision of recreation programs and services is a funding commitment associated with the development of facilities to support programs and staff to manage and provide the programming. This usually requires a tax dollar commitment but also other sources of funding including program fees, grants, and partnering with other agencies can also help with additional funding. In many recreation departments, funding limits have been the greatest single challenge to providing not only existing programs but also bringing on any new services.

**Administration:** Essential to developing a comprehensive recreation program is a strong administrative overview of the process. It starts with the development of an overall philosophy that will direct programming efforts by the public organization and determine the role of other providers. The philosophy should emphasize areas of focus by age group as well as program areas and also prioritize future program development options.

Key aspects of administration include:

In-house vs. contracted – As part of the programming philosophy a determination of what programs and services will be offered directly by the recreation staff and which will be

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contracted to other individuals or organizations must be determined. Increasingly recreation departments are turning to contracted services or the outright rental of facilities to other providers to broaden programming and limit the role of in-house employees.

Before determining which programs, and services to contract or have provided by others, an assessment of the specific pros and cons of such a move needs to be completed. A major aspect of this analysis should be to determine the financial impacts and quality of the services that will be provided. Key questions to be asked include:

- Will this be the most cost effective method to obtain the program, service or function?
- Does the department have the knowledge and equipment to provide the program, service or function?
- Will the quality of the program, service or function suffer if it is contracted to other organizations?
- Are there other more qualified organizations that should provide the program, service or function?
- Is the service, program or function only available from a contract provider?
- Are the safety and liability risks too high to provide the program or service in house?

Marketing – There has to be the realization that recreation programming is a discretionary expenditure and as a result it is critical that there is a strong marketing effort to promote the recreation activities that are offered by public providers.

Registration - An aspect of marketing for recreation services is the ease of being able to register for these activities. This requires a fully computerized registration software package, the ability to register on-line, the acceptance of credit cards for service, and the ability to make payments over time.

Record keeping – To determine the relative success of programming and the markets being served, accurate and timely record keeping is necessary. Registration numbers by class and activity area need to be kept and comparisons by programming season conducted. In addition, expense and revenue numbers for each activity must be noted and compared to determine financial viability. Demographic records of who are taking recreation programs and where they live will determine specific markets that are being served and more importantly ones that may be overlooked. The only way to adequately keep such records is through complete computerization of not only registration but all records associated with programming.

Evaluation – Ultimately the success of recreation programming must be measured by the community it serves. A determination of the satisfaction with existing programs and

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services as well as the needs and expectations for future programming must be measured through a formal evaluation process.

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## **Section VI - Current Recreation Programs and Services Assessment**

The Parks and Recreation Department offers a number of recreation programs and services to the residents of Westford and the surrounding area. Important issues with programming include:

- The Recreation and Recreation Department offers diversified programs for adults, families, youth, squirts and special events with limited resources. Review of the program inventory identifies some program and services gaps, particularly for seniors and adaptive recreation.
- The Town of Westford enjoys a strong relationship with various sports groups in the community including; Westford Youth Baseball/Softball, Westford Youth Basketball, Westford Youth Soccer, Westford Youth Lacrosse, Westford Pop Warner Football and Cheer, Nashoba Youth Hockey, Youth Wrestling, Men's Slow Pitch, Over 30 Baseball, Westford Waves Fast Pitch Softball, Westford CO-ED Softball, Westford Flag Football, Men's Soccer and Nashoba Ski Racing.
- Recreation programs and services are generally planned and delivered on a community level to be responsive to varying needs and expectations.
- Current Parks and Recreation Department programs and services include these general areas:

<b>Area</b>	<b>Focus</b>	<b>Programs</b>
<b>Sports</b>	Youth Sports	Archery, Jr Golf, Basketball, Soccer, Tennis, Flag Football, Track, Rowing, Sports Jam, Soccer Camps, Speed and Agility.
	Adult Sports	Basketball, Tennis, Rowing, Badminton and Archery.
<b>Fitness-Wellness</b>	Youth Fitness	Speed and Agility
	Adult Fitness	Yoga, Tai Chi, Cardio, Bike Tours and Belly Dancing.
<b>Cultural Arts</b>	Youth	Ceramic Creation.

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	Adult	N/A
<b>Seniors</b>		N/A
<b>Aquatics</b>	Youth	Seasonal Swim Lessons, Learn to Swim, Beach Swimming.
	Adult	Swim Lessons, Beach Swimming
<b>Enrichment Programs</b>		Engineering, Creation Station, Top Secret Science and Math, Destination Exploration, Kids Club Camp, Ready-Set-Go, Leadership, CPR
<b>Special Events</b>		Trips, Concerts on the Commons and Luck Duck Regatta.
<b>Nature Recreation</b>		Bike Tours, Walking Tours.
<b>Special Needs</b>		N/A

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- The following chart identifies and summarizes **current** core programs, secondary programs and tertiary and support program areas for the Parks and Recreation Department. The placement of programs into these three categories does not indicate the overall importance of these activities in the community but rather the role of the Parks and Recreation Department in providing these programs.
  - *Core Programs* – are those programs that are a primary responsibility of the Park and Recreation Department to provide as Town based activities.
  - *Secondary Programs* – are those programs that are a lower priority to be provided directly by the Parks and Recreation Department but may be offered by other organizations through contract with the Town.
  - *Support Programs* – are programs that are not a priority for the Parks and Recreation Department to be providing directly to the community but where the Town may provide support through facilities and promotion of activities for other organizations.

○

Programs	Core	Secondary	Support
Sports	✓		
Fitness		✓	
Cultural			✓
Seniors			✓
Aquatics	✓		
Enrichment Programs	✓		
Special Events		✓	
Nature			✓
Adaptive Needs			✓

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The Parks and Recreation Commission will need to determine if the focus on the core program area should continue into the future or should move in another direction. The following is a general assessment of the major program areas.

### Core

- *Sports* – With a number of youth sports organizations in the area taking on the responsibility for organized youth team sports activities, the Parks and Recreation Department should have a limited role in the future. However, there may be opportunities to expand youth sports camps and clinics to support sports run by other organizations or provide introductory, entry level (learn to) opportunities that feed into the other organizations. With limited sports fields and gym space as well as priorities given to youth sports, developing a comprehensive adult sports program will be difficult. Yet adult sports can often generate significant revenue with more aggressive fees and this can often be a major way to increase overall division revenues. Designating certain facilities or times periods for adult sports will be necessary if greater emphasis is going to be placed on this program area. In many communities there is an increasing interest in individual sports such as golf, tennis, triathlon training, and even fencing. It may be necessary for recreation to provide some of these activities in concert with other community organizations that focus on team sports. In addition, recreation may need to increase its focus on the development of adventure sports (skateboarding, BMX, mountain biking, etc.).
- *Aquatics* – With Edwards Beach, the Parks and Recreation Department will need to continue to emphasize aquatic programming, especially learn to swim classes for children, as a primary program area. The addition of an indoor pool would allow for a further expansion of aquatic programming.
- *Enrichment Programs* – Programs in this area can cover everything from self-improvement to education and other classes. The Parks and Recreation Department has the experience and facilities (collaborative) to continue to support these programs. However, there are other community organizations that also provide programming in this area. The Parks and Recreation Department should continue to seek out and work closely with these organizations to develop a realistic plan for this program area in the future. There appears to be limited teen programming.

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## Secondary

- *Fitness/Wellness* – Without a doubt, this is one of the greatest areas of growth in public recreation programming. With a society that has an increasing awareness of the benefits of good health and a realization that obesity (especially among children) is a major risk for Americans, there is a much higher demand for programming in this area. Yet it must be realized that to provide strong fitness and wellness services state of the art fitness facilities are critical. The Parks and Recreation Department lacks the facilities to offer a comprehensive fitness program but this area needs additional focus in the future. The Parks and Recreation Department should also emphasize the importance of integrating wellness initiatives into other program areas (seniors, youth, etc.) as well. Partnering with health care providers for more medically based services will be essential. This program area should move from a secondary level to a core level in the next three years.
- *Special Events* – The Parks and Recreation Department provides a limited number of special events. Increasingly recreation departments across the United States are seeing a greater emphasis placed on special events that draw communities together as well as attract individuals from outside the community.

## Support

- *Adaptive Needs* – It appears that the Parks and Recreation does not offer any adaptive needs programming. It is difficult for most recreation agencies to have a broad special needs program on their own. As a result, many departments in a region will often band together to provide these services in a more cost effective manner. The Parks and Recreation Department should consider partnering with organizations for special needs programming.
- *Seniors* – While the Parks and Recreation Department does not offer programs for seniors, Cameron Senior Center is the primary provider of senior services with dedicated space at the Senior Center. Cameron Senior Center will still be the main provider of senior programs (primarily meal program) and services but the Parks and Recreation Department will need to take a more active role with this age group. It should be noted that as the Baby Boomer generation ages they are bringing new needs and expectations to senior services that is more in line with more active recreation pursuits that they have grown up with. This will require different types of senior services and a change in facilities as well. While

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the Parks and Recreation Department does not currently offer programs for seniors, the Department will need to take a more active role with this age group.

- *Cultural Arts* – Given the department’s lack of a cultural arts center there is limited program opportunities for the Parks and Recreation Department and it is anticipated that further emphasis in this area is expected to increase. However, without a cultural art facility the Parks and Recreation Department has limited capacity to service this program interest. Further growth in this area is probably limited to available facilities or capacity of other non-profit cultural arts organizations in Westford.
- *Outdoor Recreation* - There is limited emphasis given to this program area by the Parks and Recreation Department. With many outdoor areas and resources available, there will continue to be a greater demand on these activities. Other community groups could take a supportive role in programs offered to distribute the burden of running these programs to a larger pool of resources with some coordination from the Town.



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## **General Recreational Program Assessment:**

Recreation programming offered by the Town of Westford is reasonably comprehensive and meets a broad range of interests and needs in the community. While a variety of programs are offered that are typically found in many departments there are a number of key program areas that do not have strong offerings as well. The program areas that are generally lacking include fitness, cultural, indoor aquatics, self-directed opportunities, adult sports, and adaptive needs programs.

In an effort to bring comprehensive recreation programming to the community the Town is reliant on other organizations to provide services as well. This includes the school district and youth sports organizations. A brief assessment of the role of each of these providers is noted in this review.

The greatest challenge comes from an increasingly high demand for a variety of recreation activities and services with limited indoor and outdoor facilities to accommodate these needs. As a result, drop-in recreation opportunities are virtually non-existent and programming opportunities restricted in certain areas. Yet with the anticipated continued population growth (8% in next 5 years) there will be considerable pressure in the coming years to expand the recreation program options in a number of areas.

## **Overall Strengths:**

- Strong youth activities program, especially with sports and enrichment programs.
- Outdoor aquatics/beach
- A significant number of special interest classes are offered in a number of areas
- There has been an emphasis on developing family based programming
- Strong partnership with sport organizations and School District
- Efficiency and resourcefulness of the Parks and Recreation Department.

## **Overall Weaknesses:**

- Lack of indoor program space.
- Limited fitness and wellness programs.
- Limited parkland space.
- Limited outdoor/environmental education programs.

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- Seasonal and limited aquatic programs.
  - Limited indoor sports (especially leagues) for youth and especially adults
  - Lack of senior programs focused on younger and more active seniors
  - Limited number of cultural arts programs.
  - Limited adaptive needs programming is in place.

## **Overall Deficiencies:**

- Lack of adequate storage space.
- General lack of facilities (especially indoor recreation) to support programming growth and variety.
- No written policy and procedure for establishing and setting fees.
- Lack of community recreation center with an aquatic center, gymnasium, fitness area, rowing tank, community room and class room space.
- No indoor ice skating facility.
- Limited softball fields, volleyball and tennis courts.
- No indoor turf sports facility.
- Unable to provide time and facilities for most drop-in activities.
- General lack of fitness and wellness programs and services for the general population.

## **Overall Service Gap:**

Despite growth in recreation programming over the last several years, the Town of Westford's recreation offerings are missing activities in many key areas. A strong effort will need to be made to increase services in the areas where adequate programming is not currently in place or is not currently offered at all (fitness, indoor aquatics, performing arts, and special needs). In order for this to be accomplished there will need to be an increase in the number and types of facilities available, or a series of partnerships with other organizations, and/or an increase in staff (both full-time and part-time).

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In addition to these goals programming should focus on these particular aspects:

- *Self-directed activities* – A major component of recreation programming is providing the opportunity for individuals to participation in activities on their own without organized services or programs. This requires that parks and recreation amenities be promoted and set aside for self-directed activities. Examples of self-directed activities include:

### Outdoor

- Hiking/biking
  - Fitness
  - Jogging/running
  - Disc golf
  - Interpretative opportunities
  - Fishing
  - Skateboarding
- *Active seniors* – A growing market segment is the aging Baby Boomers that are now entering their senior years. This demographic group is looking for a different senior experience than seniors in the past. Health and wellness and continuing sports, and other active activities that they have always participated in, are major goals for the younger active senior. This could become a role for the Council on Aging or could be incorporated into Parks and Recreation programming. Examples of programs and services that appeal to this group include:
    - Fitness/wellness – group exercise, self-directed, and wellness education
    - Aquatics – water aerobics, water walking, therapy and lap swimming
    - Sports – basketball, volleyball, softball, etc.
    - Hiking/biking/walking
    - Travel and trips
    - Enrichment and education opportunities
  - *Non-traditional activities* – With the growth in non-traditional sports as well as other new activities, this interest area will need new programming opportunities. This could include:
    - Rock climbing
    - Skateboarding
    - BMX
    - Challenge courses
    - Orienteering
    - Eco-tourism
    - Self-directed activities



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## ***Town of Westford Recreation Programming***

Based on the information noted above, the following program areas should be emphasized by the Town of Westford in the next 5-10 years. This list is not prioritized and it is recognized that program growth will be based on the ability to find adequate space and funding as well as the capability of a program or service to support itself through the fees that are collected.

### 1. Community Recreation Center

- Aquatics
  - Indoor pool
  - Therapeutic program
  - Master swim
  - Fitness and exercise
  - Rowing Training
  
- Fitness
  - Group exercise classes – expand types and frequency
  - Indoor track (jog/walking)
  - Cardio and weight lifting
  - Yoga, spinning, kickboxing and Pilates
  - Health education
  - Youth obesity
  
- Sports
  - Individual – programs such as fencing, martial arts, etc.
  - Gymnasium space
  - Indoor turf space
  - Specialty camps and clinics
  - Tournaments/events

### 2. Arts

- Performing arts
  - Ballet
  - Gymnastics
  - Ballroom Dancing
  - Cheerleading and Pom
  - Music – classes
  - Theater – acting and production
  - Crafts/art
  - Ceramics



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- Painting
  - Performing arts
    - Theater classes
    - Small concert series
    - Small theatre productions
  - Other
    - Cooking
    - Language
    - Computer skills
    - Community meeting space

### 3. Community

- Non-sports youth
  - Specialty programs or activities
  - Summer and school holiday camps
  - After school programs
  - Computer room
- Non-traditional
  - Skateboarding
  - Rock climbing – artificial/natural
  - BMX

### 4. Parks

- Open space
  - Disc golf
  - Trails
  - Tennis courts
  - Softball fields
  - Volleyball courts
  - Dog Park



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## *Role of Other Providers*

With limited resources, the Town of Westford will continue to need and rely on other groups and organizations to provide recreation programs and services for the community.

- The Parks and Recreation Department will need to be a “clearinghouse” for recreation programs and services provided by others. This may involve promotion of their activities, coordinating of some programs, and scheduling of facilities.
- The Town will still need to be a provider of many of the facilities (especially outdoor parks) for other organizations to use.
- Partnerships with other organizations and entities will be necessary to develop and expand recreation programs.
- Other organizations will be that could provide activities include:
  - *Youth Sports Organizations* – Continue to support and foster relationship with local sport organization and work to coordinate programs and activities, prioritize athletic facility usage, and promote coaches training.
  - *School District* – Continue Coordinating with the School District to provide youth after school programs and services, education classes for youth (and even adults), as well as youth sports (location for practices), will need to be enhanced. The school’s facilities should still be a location for recreation programming to take place.
  - *Non-Profit Providers* – Coordinating with a variety of non-profit providers to deliver recreation services needs to be explored. Organizations such as the YMCA and Boys & Girls Club should be encouraged to develop facilities and provide programs in Westford. Utilizing cultural arts groups as service providers is also wise and could be enhanced with the formation of a cultural arts council or commission.
  - *Private Providers* - A wide range of private recreation, sports and fitness providers have located in the Westford area. These include private health clubs, dance and martial studios, youth sports training facilities, arts studios and even day care providers. These providers should be counted on to provide more specialized activities that are not easy for the public sector to conduct.

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- *Faith Based Organizations* – With a significant number of churches and other faith based institutions in Westford, they often provide some recreation services for their congregation and community. These organizations should be seen as possible providers of some basic community based recreation services and facilities as well.

The ability to provide recreation programs and services is based in large part on the availability of facilities to support such activities. The Town of Westford has a variety of outdoor parks but indoor opportunities are limited.

### 1. Indoor Specialized Facility

The following is a breakdown of basic specialized facilities.

*Aquatic Centers* – Aquatic centers or swimming pools are usually developed on one of three different levels.

*Neighborhood* – smaller pools that are designed to serve specific neighborhoods. The bather load is often less than 200. These amenities are usually built and maintained by a developer or HOA next to a neighborhood park.

*Community* – larger pools that serve a community. These vary in size and amenities (competitive to recreational) and can range from a bather load of 400 to over 1,000. They are developed as part of a community park. A usual standard is 1 per 25,000 population or a certain square footage per resident.

*Regional* – these are large water parks that are designed to serve a significant geographic area. They usually contain an expansive recreational pool but can also have a strong competitive focus. Bather loads are 1,000 or more. These are often developed through a partnership with other organizations. They would be located in a regional park or as a stand-alone facility. A usual standard is 1 per 50,000 to 100,000.

*Recreation/Community Facilities* – Recreation/Community centers are usually developed on three levels.

*Clubhouse/Community Building* – smaller buildings that are designed to serve as a community room for individual neighborhoods. The size is usually less than 5,000 sq.ft.

*Community Center* – are larger community buildings with multiple, more passive use, spaces that serve a community. These vary in size and amenities and can range from 15,000 to over 70,000 sq.ft. The usual standard is 1 per 10,000 in population. This level of center

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can also be combined with a comprehensive community recreation center or community aquatic center. These centers are usually part of a community park.

*Comprehensive Community Recreation Center* – this is a large center that contains both active (pool, gym, turf, fitness, etc.) and passive use elements (community rooms) and is designed to serve a substantial geographic area (50,000 or more). The facility is usually over 60,000 sf. to as much a 90,000 sf. These centers are normally part of a community or regional park.

*Indoor Ice Skating Arena* – This is a large space of about 30,000 that contains a 200' x 85' skating surface, spectator seating, locker rooms, concession area, dry land training and lobby area.



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## **Section VII – Conclusion and Recommendations**

**Future Programs and Services Recommendations:** Beyond the program areas that have been addressed above there are also a number of general recommendations regarding future recreation programming.

### **General**

- Like many cities/towns in the United States, Westford staff faces challenges in the delivery of recreation services in a cost effective and efficient manner.
- The Town must operate and maintain a variety of parks and recreation facilities that are geographically spread across the Town.
- Westford delivers recreation services on a neighborhood level (outdoor beach, tennis courts). The long term cost effectiveness of providing program on the neighborhood level will need to be determined.
- The Westford Parks and Recreation Department operates programs and services with limited staff resources.

### **Specific**

- Continue efforts for collaboration with sport groups and School District in the delivery of recreation services to the citizens of Westford for the next 5 to 10 years. This plan should clearly identify areas of programmatic responsibility and ensure that there is not overlap in resource allocation. From this, the Parks and Recreation Department needs to establish a five-year program plan that identifies the priorities for program development, the responsible staff member and the required resources.
- Continue working closely with the large number of youth association and community organization in the Town of Westford to deliver of recreation programs. These collaborations help expand program opportunities with minimal impact on existing staffing levels.
- Conduct a needs assessment and feasibility study for an indoor recreation center that includes an aquatic component, gymnasium, indoor turf, fitness, rowing tank training, community meeting room space and classrooms for programs. This item scored very high in interest with the community survey and public input process.

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- Every program or service offered should be required to develop a program proposal sheet to determine the direct cost of offering the activity as well as the minimum number of registrants needed to conduct the program. This proposal form should also evaluate the need for the program, its market focus, and the ability to support the program priorities for the department.
  - Once each program or service is completed a program report should be completed that itemizes the exact cost and revenues that were generated by the program and the number of individuals served. This will determine if the program or service met its financial goals and also its service goals.
  - The Parks and Recreation Department should conduct a lifecycle analysis for major programs to determine the future trends and direction for activities. Tracking program trends on a regional and national basis would also be helpful.
  - As the demand for programs and services continues to grow the Parks and Recreation Department should expand opportunities for partnering with other organizations to provide specialized services to the community.
  - Develop a foundation with fund raising for Park and Recreation Department.
  - The Parks and Recreation Department will need to develop programs that have not only an appeal for different age groups (youth, teen, adult and seniors) but also to the family unit and the different ethnic groups in the Town.
  - An overall marketing plan for recreation programs and services should be developed on the departmental level. This document should be a simple, easy to implement, document that serves as a guideline for specific marketing efforts and include social media.
  - All contract programs and service providers should be on a 70%-30% split of revenues (or 60%-40% if possible) to provide the Town with a strong revenue stream.
  - Update and refine the Parks and Recreation Department's fee policy to ensure that pricing for programs and services is being done in a systematic way that maximizes revenues.
  - Explore expansion of inclusionary opportunities for recreation programs regardless of physical or development disabilities.

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- Renovate and maintain existing facilities. An overwhelming percent of the survey respondents (almost 76%) reported that maintaining the existing park facilities was either a high priority or very high priority.
  - Explore parkland development expansion; according to the survey results, a very high level of interest was recorded for acquiring land to preserve space and protect the environment and acquiring land for preservation and developing athletic fields, tennis courts and recreation facilities.
  - Expand attention for active adults age group as the Westford continues to age, including fitness and wellness opportunities.
  - Consider a dog park to assist in the control of dogs in other public areas, trails and nature areas.

Once adopted, the Master Plan will be an important strategy for achieving the desired system. However, it will be up to Town staff, Recreation Commission, decision makers, residents and advocates to keep the Master Plan, and its recommendations moving forward. The Parks Plan should serve as a reference when discussing new development projects and function as an inspirational resource when advocating for new park projects. The Town should employ the most appropriate and timely means of implementing and financing projects to meet present and future needs.

Residents of Westford are proud of their Town's well-maintained parks and recreation facilities and expect that additions to the system will receive this same high level of care. Looking to the future, residents voiced the desire for maintaining the park system that assures the high quality the residents have come to expect. Improvements are needed in many existing parks, and new parks and facilities will be required to fulfill system-wide goals. Residents also expressed a strong desire for an indoor recreation center that serves all ages and program that promote health, wellness sports should be part of this vision.

To reach this vision, the Town of Westford will have to keep the Master Plan progressing forward. The Parks Master Plan should be used as a resource and guide for Town staff and decision makers. Creative and forward thinking policies will need to be adopted to allow recommendations to be achieved. It will also be crucial to check-in with the community and assess changing priorities and needs to keep the plan relevant and realistic.

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## Appendix Section

### Service Area Comparison Chart:

	Town of Westford	Secondary Service Area
<b>Population:</b>		
2010 Census	21,951 <sup>6</sup>	291,312 <sup>7</sup>
2015 Estimate	24,035	297,951
2020 Estimate	26,036	308,586
<b>Households:</b>		
2010 Census	7,498	106,385
2015 Estimate	8,298	109,544
2020 Estimate	9,027	113,820
<b>Families:</b>		
2010 Census	6,165	72,991
2015 Estimate	6,776	74,596
2020 Estimate	7,341	77,202
<b>Average Household Size:</b>		
2010 Census	2.93	2.65
2015 Estimate	2.90	2.63
2020 Estimate	2.88	2.62
<b>Ethnicity (2015 Estimate):</b>		
Hispanic	1.9%	9.4%
White	82.0%	75.1%
Black	0.4%	4.0%
American Indian	0.1%	0.2%
Asian	15.2%	13.8%
Pacific Islander	0.0%	0.04%
Other	0.4%	4.2%
Multiple	1.8%	2.7%
<b>Median Age:</b>		
2010 Census	41.7	39.1
2015 Estimate	43.3	40.1
2020 Estimate	45.7	40.8
<b>Median Income:</b>		
2015 Estimate	\$139,373	\$80,459
2020 Estimate	\$153,378	\$91,697
<b>Household Budget Expenditures<sup>8</sup>:</b>		
Housing	215	151

<sup>6</sup> The population of the Town of Westford increased by 5.6% from the 2000 Census to the 2010 Census.

<sup>7</sup> The population of the Secondary Service Area increased by 3.2% from the 2000 Census to the 2010 Census.

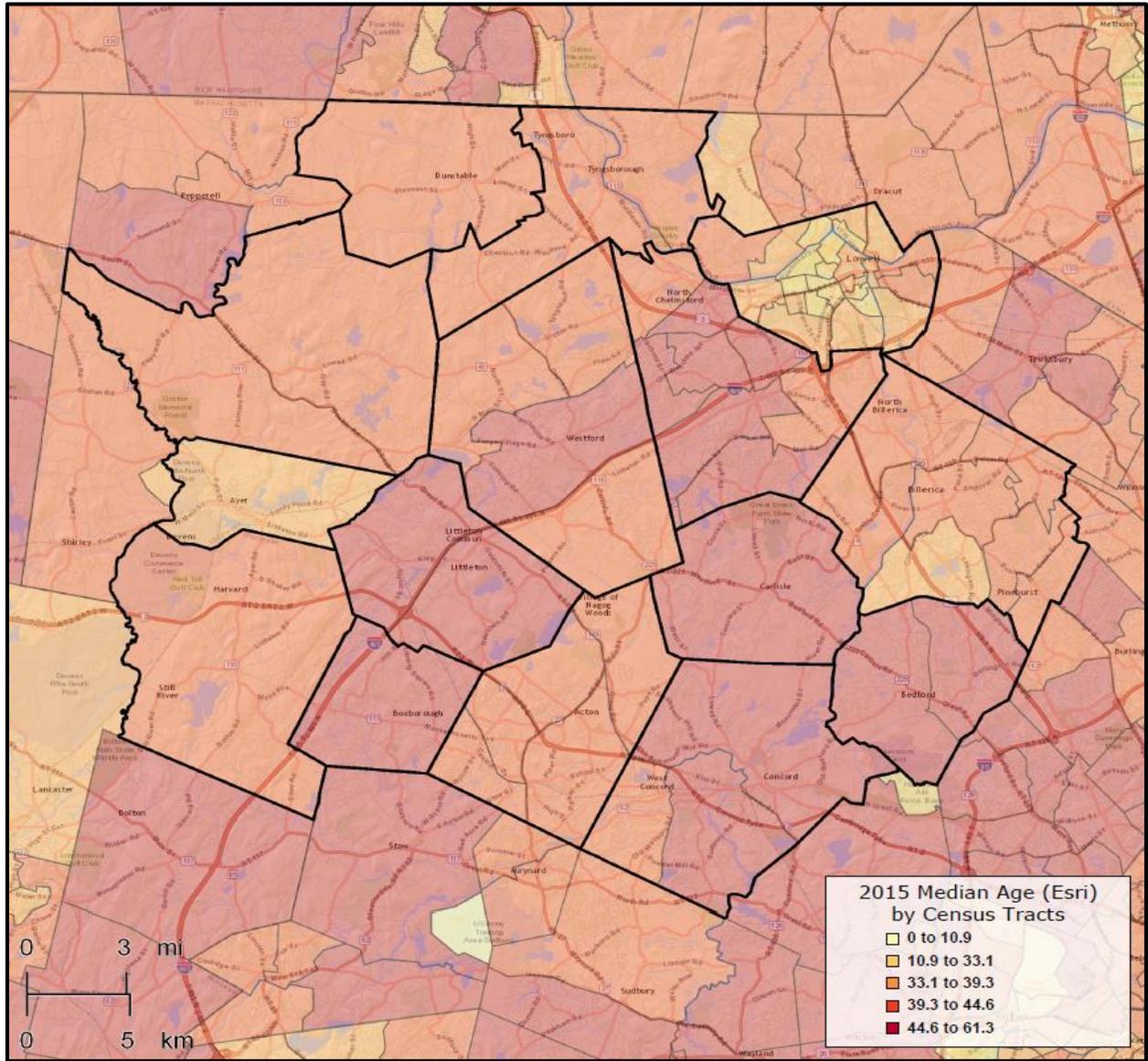
<sup>8</sup> This information is placed on an index with a reference point being the National average of 100.

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**Map A – Median Age by Census Tract**

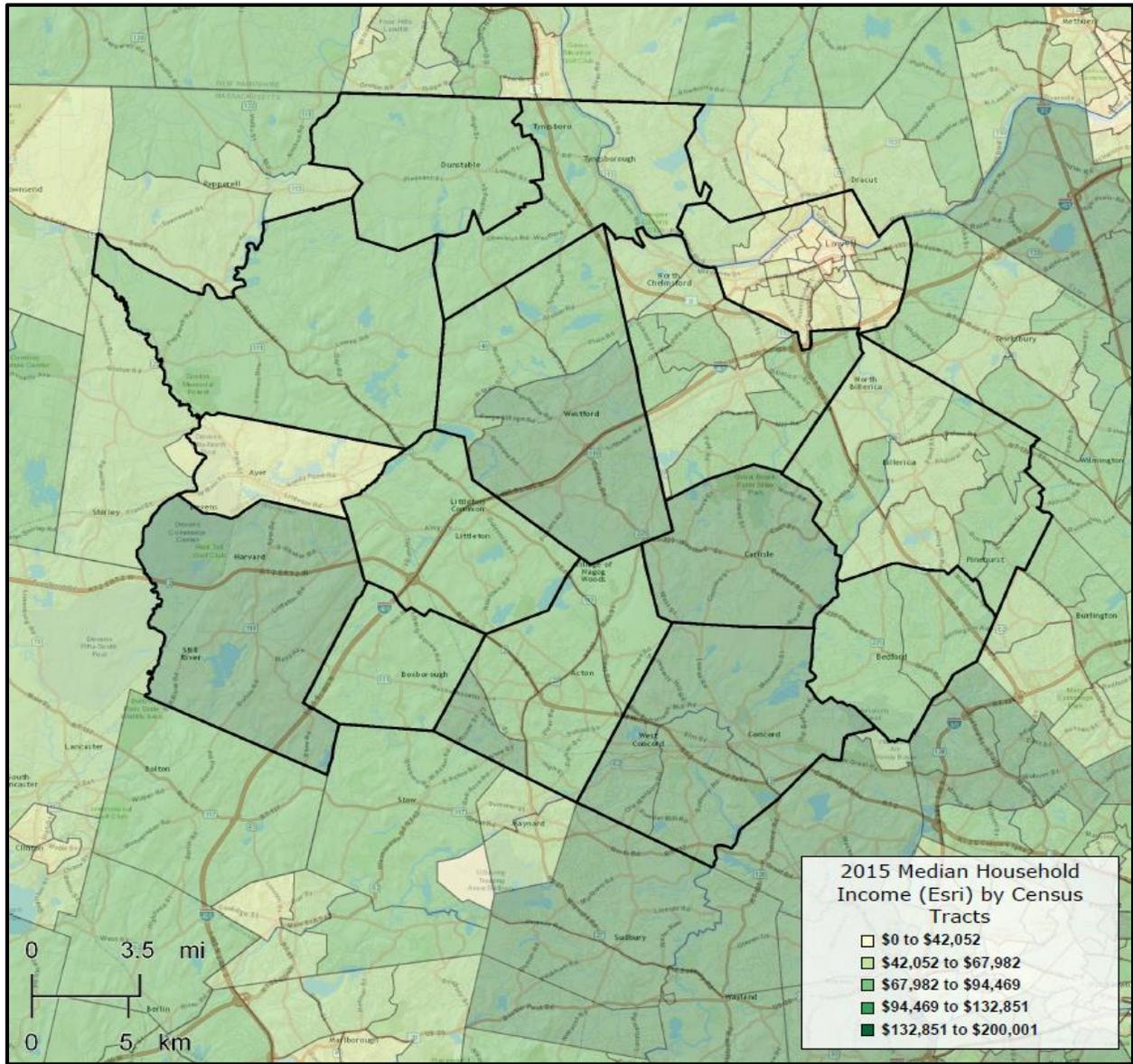


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**Map B – Median Household Income by Census Block Group**



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**Recreation Expenditures Spending Potential Index:** Finally, through the demographic provider that B\*K utilizes for the market analysis portion of the report, we are able to examine the overall propensity for households to spend dollars on recreation activities. The following comparisons are possible.

**Table D – Recreation Expenditures Spending Potential Index<sup>9</sup>:**

Town of Westford	SPI	Average Spent
Fees for Participant Sports	252	\$303.74
Fees for Recreational Lessons	298	\$365.97
Social, Recreation, Club Membership	269	\$461.41
Exercise Equipment/Game Tables	224	\$172.33
Other Sports Equipment	199	\$15.88

Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	159	\$191.37
Fees for Recreational Lessons	179	\$219.55
Social, Recreation, Club Membership	163	\$279.60
Exercise Equipment/Game Tables	138	\$106.07
Other Sports Equipment	135	\$10.79

State of Massachusetts	SPI	Average Spent
Fees for Participant Sports	128	\$154.36
Fees for Recreational Lessons	141	\$173.19
Social, Recreation, Club Membership	131	\$223.85
Exercise Equipment/Game Tables	113	\$86.51
Other Sports Equipment	115	\$9.17

**Average Amount Spent:** The average amount spent for the service or item in a year.

**SPI:** Spending potential index as compared to the national number of 100.

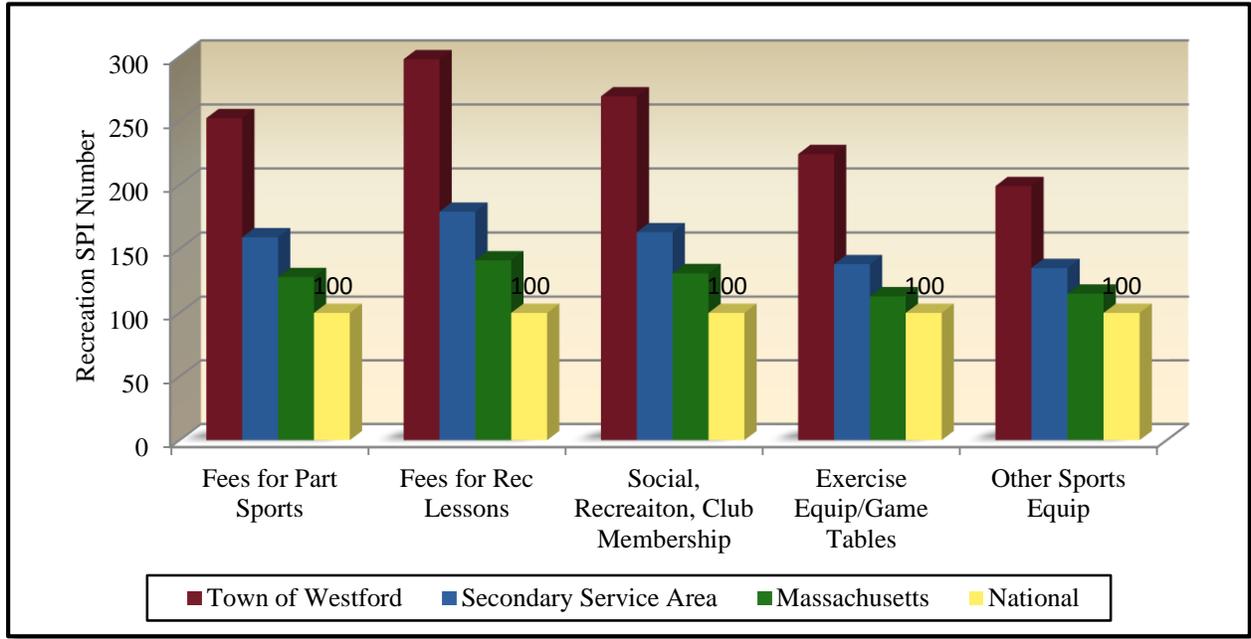
<sup>9</sup> Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.

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**Chart D – Recreation Spending Potential Index:**



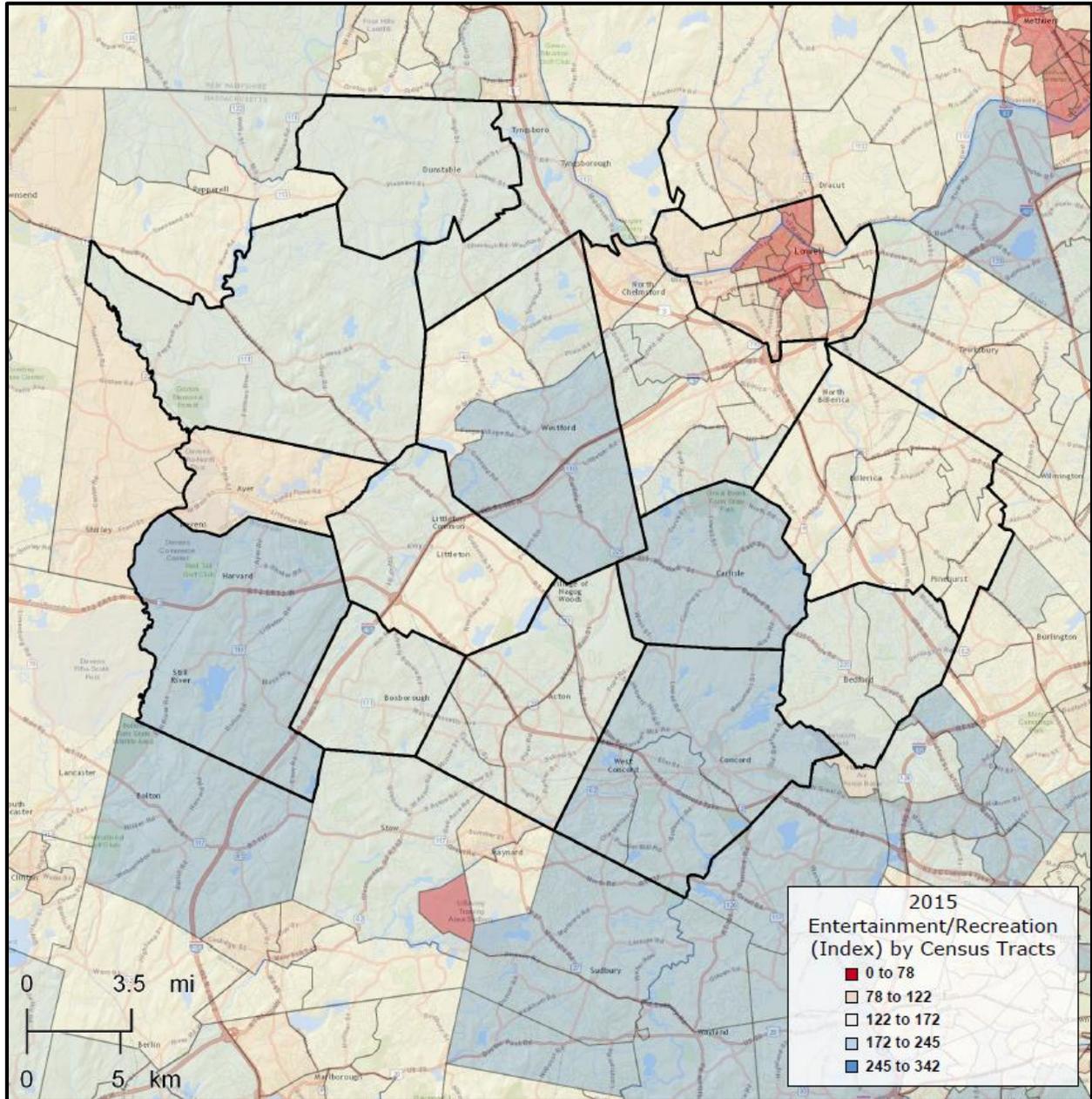
The Spending Potential Index for Recreation is very similar to the Household Budgetary Spending. The SPI in the State of Massachusetts and Secondary Service Areas are higher than the National number, while the SPI in the Town of Westford is in most categories at least double the National number.

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**Map C – Entertainment & Recreation Spending Potential Index by Census Block Group**





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**Population Distribution by Age:** Utilizing census information for the Secondary Service Area, the following comparisons are possible.

**Table I – 2015 Secondary Service Area Age Distribution**

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
-5	16,292	5.4%	6.3%	-0.9%
5-17	51,500	17.3%	16.6%	+0.7%
18-24	28,134	9.4%	10.1%	-0.7%
25-44	71,998	24.2%	26.1%	-1.9%
45-54	47,253	15.9%	13.4%	+2.5%
55-64	40,894	13.7%	12.8%	+0.9%
65-74	23,934	8.0%	8.6%	-0.6%
75+	17,946	6.0%	6.2%	-0.2%

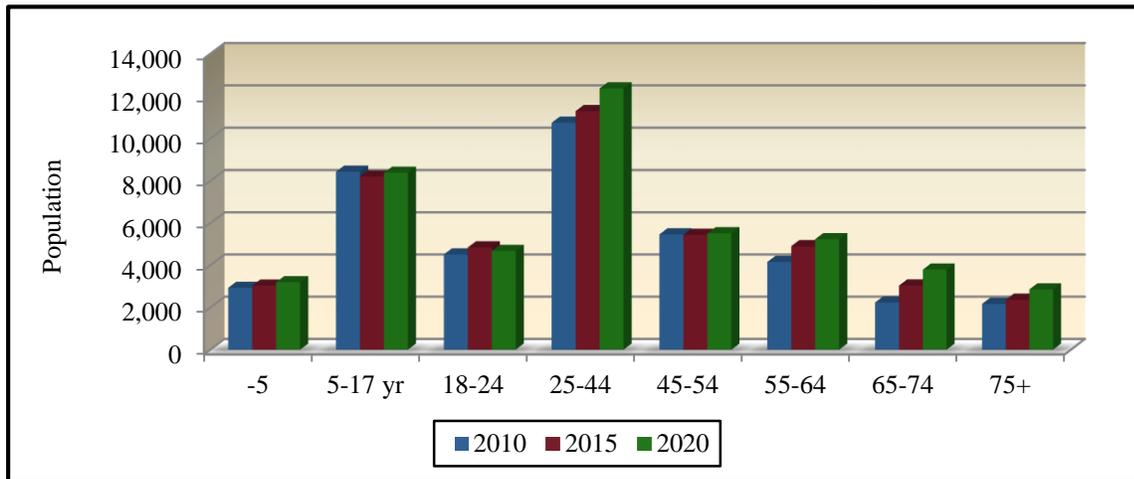
**Population:** 2015 census estimates in the different age groups in the Secondary Service Area.

**% of Total:** Percentage of the Secondary Service Area/population in the age group.

**National Population:** Percentage of the national population in the age group.

**Difference:** Percentage difference between the Secondary Service Area population and the national population.

**Chart H – 2015 Secondary Service Area Age Group Distribution**



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**Population Distribution by Age:** Utilizing census information for the Secondary Service Area, the following comparisons are possible.

**Table I – 2015 Secondary Service Area Age Distribution**

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
-5	16,292	5.4%	6.3%	-0.9%
5-17	51,500	17.3%	16.6%	+0.7%
18-24	28,134	9.4%	10.1%	-0.7%
25-44	71,998	24.2%	26.1%	-1.9%
45-54	47,253	15.9%	13.4%	+2.5%
55-64	40,894	13.7%	12.8%	+0.9%
65-74	23,934	8.0%	8.6%	-0.6%
75+	17,946	6.0%	6.2%	-0.2%

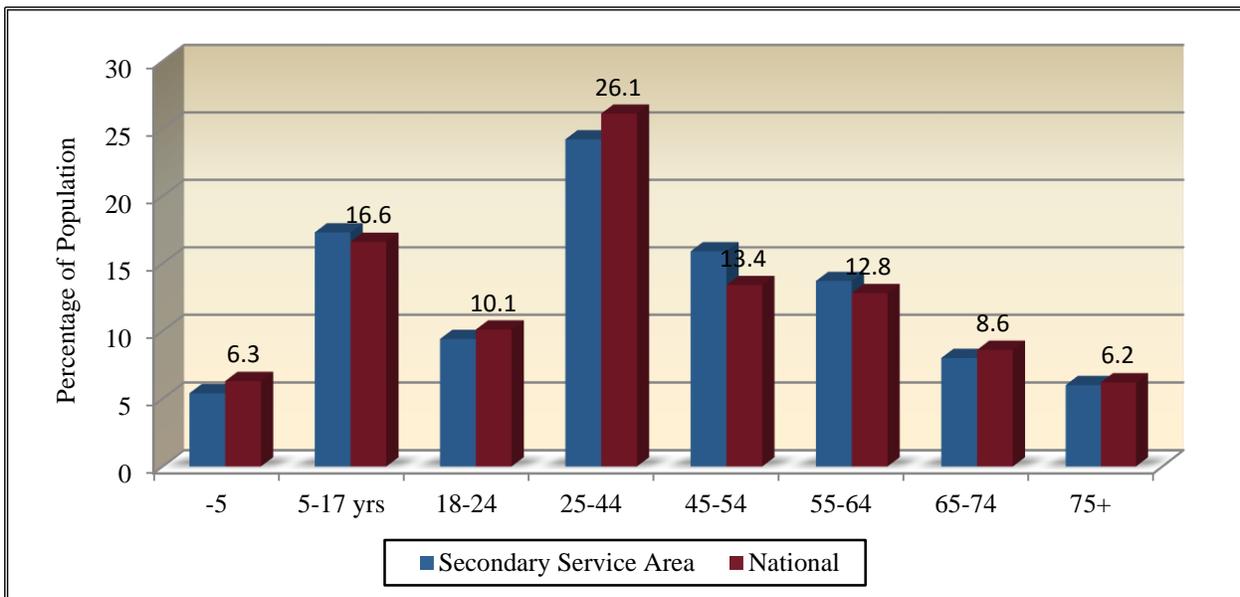
**Population:** 2015 census estimates in the different age groups in the Secondary Service Area.

**% of Total:** Percentage of the Secondary Service Area/population in the age group.

**National Population:** Percentage of the national population in the age group.

**Difference:** Percentage difference between the Secondary Service Area population and the national population.

**Chart H – 2015 Secondary Service Area Age Group Distribution**



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Table-J, illustrates the growth or decline in age group numbers from the 2010 census until the year 2020. It is projected that all of the age categories will see an increase in population, except for the categories of -5, 5-17 and 45-54. It must be remembered that the population of the United States as a whole is aging and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

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Below is listed the distribution of the population by race and ethnicity for the Secondary Service Area for 2015 population projections. Those numbers were developed from 2010 Census Data.

**Table K – Secondary Service Area Ethnic Population and Median Age 2015**

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of MA Population
Hispanic	9.4%	26.3	28,051	11.2%

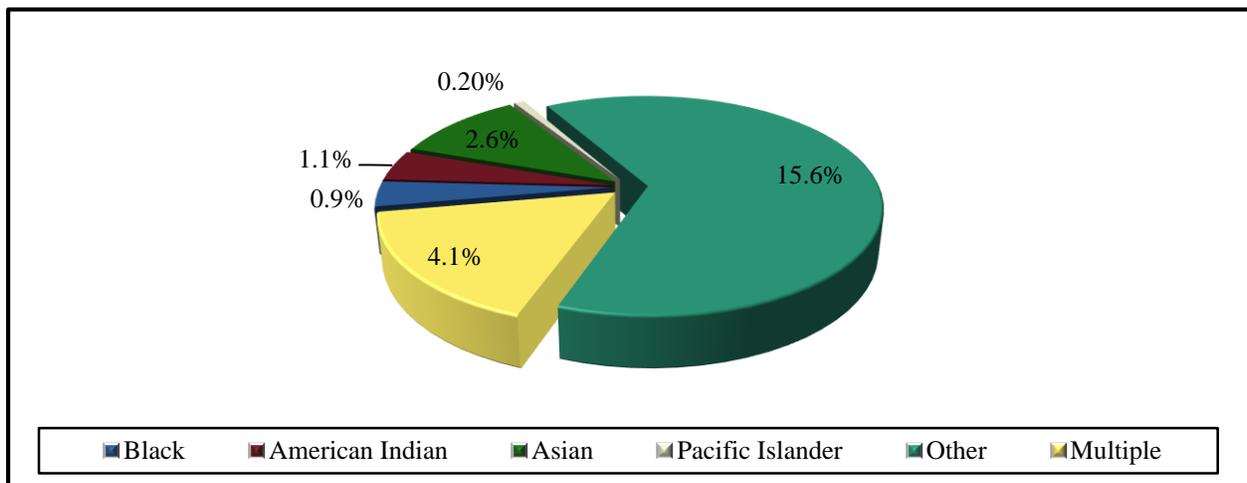
**Table L – Secondary Service Area Population by Race and Median Age 2015**

(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of MA Population
White	75.1%	44.4	223,872	78.1%
Black	4.0%	31.2	11,807	7.1%
American Indian	0.2%	34.4	542	0.3%
Asian	13.8%	31.9	41,105	6.1%
Pacific Islander	0.04%	34.8	109	0.04%
Other	4.2%	28.4	12,463	5.3%
Multiple	2.7%	18.9	8,053	3.0%

2015 Secondary Service Area Total Population: 297,951 Residents

**Chart J – 2015 Secondary Service Area Non-White Population by Race**

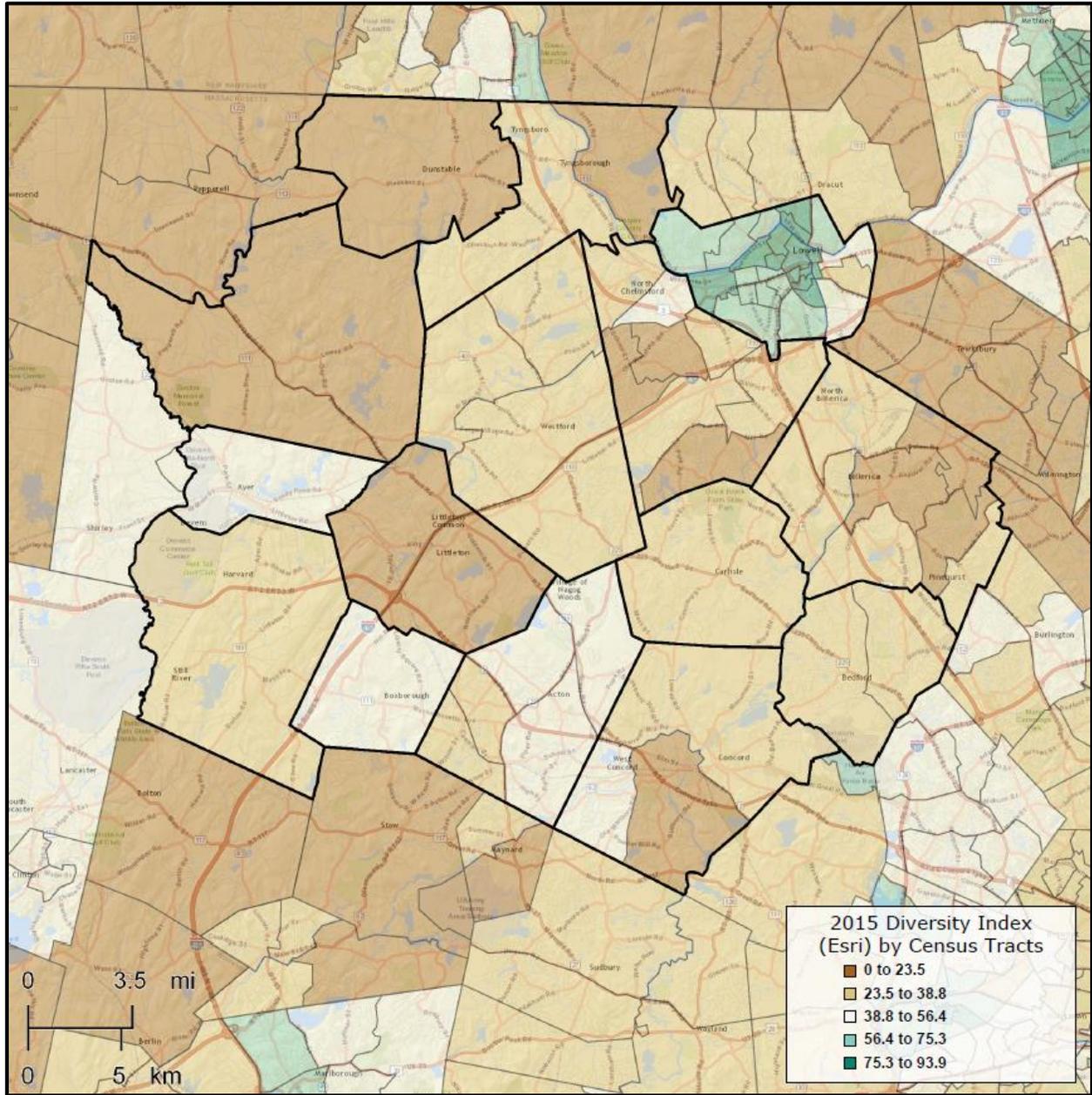


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**Map F – Secondary Service Area Diversity Index Map:**



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**Table N – Secondary Service Area Tapestry Segment Comparison**

(ESRI estimates)

	Secondary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Pleasantville (2B)	13.1%	13.1%	41.9	\$85,000
Savvy Suburbanites (1D)	11.1%	24.2%	44.1	\$104,000
Top Tier (1A)	9.9%	34.1%	46.2	\$157,000
Professional Pride (1B)	8.8%	42.9%	40.5	\$127,000
Front Porches (8E)	8.2%	51.1%	34.2	\$39,000

**Pleasantville (2B)** – Prosperous domesticity best describes the settled denizens of this segment. Situated principally in older housing in suburban areas in the Northeast and secondarily in the West, these slightly older couples move less than any other market. Many couples have already transitioned to empty nesters; many are still home to adult children. Residents spend their spare time participating in a variety of sports or watching movies.

**Savvy Suburbanites (1D)** – These residents are well educated, well read, and well capitalized. Families include empty nesters and empty nesters wannabes, who still have adult children at home. Married couples with no children or older children; average household size is 2.83.

**Top Tier (1A)** – These residents earn more than 3 times the U.S. household income. These consumers select upscale salons, spas and fitness centers for their personal well-being and shop at high end retailers for their personal effects. These highly educated professionals have reached their corporate career goals. Married couples without children or married couples with older children dominate this market.

**Professional Pride (1B)** – These consumers are well-educated career professionals that have prospered through the Great Recession. Neighborhoods are primarily located in the suburban periphery of large metropolitan areas. Families are mostly married couples, almost 80% of households, and more than half of these families have kids. Their average household size, 3.11, reflects the presence of children.

**Front Porches (8E)** – These neighborhoods blends household types, with more young families with children or single households than average. This group is also more diverse than the U.S. Half of the householders are renters, and many of these homes are older town homes or duplexes. Income and net worth are well below the U.S. average. These residents participate in leisure activities including sports, indoor water parks, bingo and video games.

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**Table Q – Comparison of National, African American and Hispanic Participation Rates**

Indoor Activity	Town of Westford	National Participation	African American Participation	Hispanic Participation
Aerobic Exercise	17.7%	15.7%	15.6%	12.2%
Exercise w/ Equipment	20.9%	18.4%	14.7%	15.5%
Gymnastics	2.2%	2.0%	1.3%	3.3%
Hockey (ice)	1.7%	1.0%	0.6%	1.4%
Volleyball	3.5%	3.6%	3.2%	5.0%
Weight Lifting	12.1%	10.9%	10.1%	9.2%
Workout @ Clubs	13.8%	12.3%	8.2%	9.7%
Wrestling	1.1%	1.0%	1.8%	2.3%
Yoga	10.0%	8.0%	7.8%	7.3%

Outdoor Activity	Town of Westford	National Participation	African American Participation	Hispanic Participation
Baseball	4.7%	4.2%	2.9%	4.9%
Football (tackle)	2.6%	2.8%	6.5%	3.7%
Lacrosse	1.2%	1.0%	1.1%	1.7%
Mtn-Biking (off-road)	2.2%	1.9%	0.7%	2.2%
Skateboarding	1.7%	1.9%	1.6%	1.9%
Soccer	5.5%	4.8%	2.4%	7.6%
Softball	3.7%	3.7%	3.0%	4.0%
Tennis	5.7%	4.8%	2.6%	4.4%

In / Outdoor Activities	Town of Westford	National Participation	African American Participation	Hispanic Participation
Basketball	10.5%	9.0%	13.2%	11.6%
Bicycle Riding	14.3%	13.8%	8.0%	11.3%
Cheerleading	1.2%	1.2%	1.4%	2.3%
Exercise Walking	35.9%	35.8%	28.7%	28.1%
Running/Jogging	16.5%	14.0%	15.2%	15.3%
Swimming	19.3%	17.0%	5.8%	10.9%

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**Primary Service Part:** The unique participation percentage developed for the Town of Westford.

**National Rate:** The national percentage of individuals who participate in the given activity.

**African American Rate:** The percentage of African Americans who participate in the given activity.

**Hispanic Rate:** The percentage of Hispanics who participate in the given activity.

Based upon the fact that there is not a significant (greater than 10%) Black or Hispanic population in both the Town of Westford and the Secondary Service Area the information contained in Table-S becomes less important

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In addition to examining the participation numbers for various indoor activities through the NSGA 2013 Survey and the Spending Potential Index for Entertainment & Recreation, B\*K can access information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in various activities in the Town of Westford.

**Table S – Market Potential Index for Adult Participation in Activities**

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobic	2,446	13.7%	154
Baseball	777	4.4%	97
Basketball	1,546	8.7%	104
Bicycling (mountain)	938	5.3%	131
Bicycling (road)	2,582	14.5%	147
Football	838	4.7%	94
Ice Skating	641	3.6%	140
Jogging/Running	3,477	19.5%	153
Pilates	745	4.2%	150
Soccer	745	4.2%	111
Softball	724	4.1%	119
Swimming	3,924	22.0%	139
Tennis	1,166	6.5%	153
Volleyball	711	4.0%	113
Walking for Exercise	6,281	35.2%	126
Weight Lifting	2,759	15.5%	146
Yoga	2,125	11.9%	167

**Expected # of Adults:** Number of adults, 18 years of age and older, participating in the activity in the Town of Westford.

**Percent of Population:** Percent of the service area that participates in the activity.

**MPI:** Market potential index as compared to the national number of 100.

This table indicates that the overall propensity for adults to participate in the various activities listed is lower than the national number of 100 in only 2 of 17 instances. In many instances when a participation number is lower than the National number it can be attributed to a lack of facilities or an inability to pay for facilities and programs.

# MARKET ANALYSIS

## *Town of Westford, MA Recreation Master Plan*



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**Non-Sport Participation Statistics:** It is recognized that the parks and recreation facility inventory in Westford is geared towards more active pursuits. However, it is important to note that inclusion of non-sport activities is important to provide a community a well-rounded experience. Participation in a wide variety of passive activities and cultural pursuits is common and essential to a well-rounded center. This information is useful in determining some of the program participation and revenue in the operations section of the report.

While there is not an abundance of information available for participation in these types of activities as compared to sport activities, there are statistics that can be utilized to help determine the market for cultural arts activities and events.

There are many ways to measure a nation's cultural vitality. One way is to chart the public's involvement with arts events and other activities over time. The NEA's Survey of Public Participation in the Arts remains the largest periodic study of arts participation in the United States, and it is conducted in partnership with the U.S. Census Bureau. The large number of survey respondents – similar in make-up to the total U.S. adult population – permits a statistical snapshot of American's engagement with the arts by frequency and activity type. The survey has taken place five times since 1982, allowing researchers to compare the trends not only for the total adult population, but also for demographic subgroups.<sup>10</sup>

The participation numbers for these activities are national numbers.

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<sup>10</sup> National Endowment for the Arts, *Arts Participation 2008 Highlights from a National Survey*.

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**Table T – Percentage of U.S. Adult Population Attending Arts Performances: 1982-2008**

					Rate of Change	
	1982	1992	2002	2008	2002-2008	1982-2008
Jazz	9.6%	10.6%	10.8%	7.8%	-28%	-19%
Classical Music	13.0%	12.5%	11.6%	9.3%	-20%	-29%
Opera	3.0%	3.3%	3.2%	2.1%	-34%	-30%
Musical Plays	18.6%	17.4%	17.1%	16.7%	-2%	-10%
Non-Musical Plays	11.9%	13.5%	12.3%	9.4%	-24%	-21%
Ballet	4.2%	4.7%	3.9%	2.9%	-26%	-31%

Smaller percentages of adults attended performing arts events than in previous years.

- Opera and jazz participation significantly decreased for the first time, with attendance rates falling below what they were in 1982.
- Classical music attendance continued to decline – at a 29% rate since 1982 – with the steepest drop occurring from 2002 to 2008
- Only musical play saw no statistically significant change in attendance since 2002.

**Table U – Percentage of U.S. Adult Population Attending Art Museums, Parks and Festivals: 1982-2008**

					Rate of Change	
	1982	1992	2002	2008	2002-2008	1982-2008
Art Museums/Galleries	22.1%	26.7%	26.5%	22.7%	-14%	+3%
Parks/Historical Buildings	37.0%	34.5%	31.6%	24.9%	-21%	-33%
Craft/Visual Arts Festivals	39.0%	40.7%	33.4%	24.5%	-27%	-37%

Attendance for the most popular types of arts events – such as museums and craft fairs – also declined.

- After topping 26% in 1992 and 2002, the art museum attendance rate slipped to 23 percent in 2008 – comparable to the 1982 level.
- The proportion of the U.S. adults touring parks or historical buildings has diminished by one-third since 1982.

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**Table V – Median Age of Arts Attendees: 1982-2008**

					Rate of Change	
	1982	1992	2002	2008	2002-2008	1982-2008
U.S. Adults, Average	39	41	43	45	+2	+6
Jazz	29	37	43	46	+4	+17
Classical Music	40	44	47	49	+2	+9
Opera	43	44	47	48	+1	+5
Musicals	39	42	44	45	+1	+6
Non-Musical Plays	39	42	44	47	+3	+8
Ballet	37	40	44	46	+2	+9
Art Museums	36	39	44	43	-1	+7

Long-term trends suggest fundamental shifts in the relationship between age and arts attendance.

- Performing arts attendees are increasingly older than the average U.S. adult.
- Jazz concert-goers are no longer the youngest group of arts participants.
- Since 1982, young adult (18-24 year old) attendance rates have declined significantly for jazz, classical music, ballet, and non-musical plays.
- From 2002 to 2008, however, 45-54 year olds – historically a large component of arts audiences – showed the steepest declines in attendance for most arts events.

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**Table W – Percentage of U.S. Adult Population Performing or Creating Art: 1992-2008**

	1992	2002	2008	Rate of Change	
				2002-2008	1982-2008
<b>Performing:</b>					
Jazz	1.7%	1.3%	1.3%	+0.0%	-0.4%
Classical Music	4.2%	1.8%	3.0%	+1.2%	-1.2%
Opera	1.1%	0.7%	0.4%	-0.3%	-0.7%
Choir/Chorus	6.3%	4.8%	5.2%	+0.4%	-1.1%
Musical Plays	3.8%	2.4%	0.9%	-1.5%	-2.9%
Non-Musical Plays	1.6%	1.4%	0.8%	-0.6%	-0.8%
Dance	8.1%	4.3%	2.1%	-2.2%	-6.0%
<b>Making:</b>					
Painting/Drawing	9.6%	8.6%	9.0%	+0.4%	-0.6%
Pottery/Ceramics	8.4%	6.9%	6.0%	-0.9%	-2.4%
Weaving/Sewing	24.8%	16.0%	13.1%	-2.9%	-11.7%
Photography	11.6%	11.5%	14.7%	+3.2%	+3.1%
Creative Writing	7.4%	7.0%	6.9%	-0.1%	-0.5%

Adults generally are creating or performing at lower rates – despite opportunities for displaying their work line.

- Only photography increased from 1992 to 2008 – reflecting, perhaps, greater access through digital media.
- The proportion of U.S. adults doing creative writing has hovered around 7.0 percent.
- The rate of classical music performance slipped from 1992 to 2002 then grew over the next six years.
- The adult participation rate for weaving or sewing was almost twice as great in 1992 as in 2008. Yet this activity remains one of the most popular forms of art creation.

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**Table X – Percentage of U.S. Adult Population Viewing or Listening to Art Broadcasts or Recordings, 2008 (online media included)**

	Percentage	Millions of Adults
Jazz	14.2%	31.9
Classical Music	17.8%	40.0
Latin or Salsa Music	14.9%	33.5
Opera	4.9%	11.0
Musical Plays	7.9%	17.8
Non-Musical Plays	6.8%	15.3
Dance	8.0%	18.0
Programs about the visual arts	15.0%	33.7
Programs about books/writers	15.0%	33.7

As in previous years, more Americans view or listen to broadcasts and recordings of arts events than attend them live.

- The sole exception is live theater, which still attracts more adults than broadcasts or recordings of plays or musicals (online media included).
- Classical music broadcasts or recordings attract the greatest number of adult listeners, followed by Latin or salsa music.
- 33.7 million Americans listened to or watched programs or recordings about books.

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## Community Survey Results

### Q1. How often did you or members of your household visit within the past year?

Answer Options	0	1-5	6-20	>20
America Legion Fields (River St) Graniteville	309	41	52	74
Cameron Field (Pleasant St)	432	24	6	3
Captain Stephen Hamilton Field (Plain Rd) Old Nab	312	67	64	29
Community Fields (Nutting Rd)	227	75	80	106
Edwards Beach (Williams Ave)	203	178	88	29
Forge Beach (Off Pleasant St)	236	164	62	23
Frost Field/Whitney Playground (Main St)	342	82	33	12
Greystone Fields (Russells Way)	417	39	5	4
Jack Walsh Fields (Carlisle Rd)	227	105	101	70
Stony Brook Conservation Land-East Boston Camps (Depot St)	136	205	88	82
Town Common (Lincoln & Boston Rd)	86	234	133	53
VFW Fields (W. Prescott St. Forge)	344	47	38	32

### Rate the physical condition of the park you visit.

Answer Options	1- Excellent	2- Good	3- Fair	4- Poor
America Legion Fields (River St) Graniteville	32	105	31	6
Cameron Field (Pleasant St)	3	16	19	7
Captain Stephen Hamilton Field (Plain Rd) Old Nab	25	93	38	11
Community Fields (Nutting Rd)	174	64	14	5
Edwards Beach (Williams Ave)	34	185	68	5
Forge Beach (Off Pleasant St)	17	125	81	21
Frost Field/Whitney Playground (Main St)	9	68	48	8
Greystone Fields (Russells Way)	10	25	13	7
Jack Walsh Fields (Carlisle Rd)	56	161	50	9
Stony Brook Conservation Land-East Boston Camps (Depot St)	86	218	49	7
Town Common (Lincoln & Boston Rd)	233	158	10	3
VFW Fields (W. Prescott St. Forge)	11	67	36	9

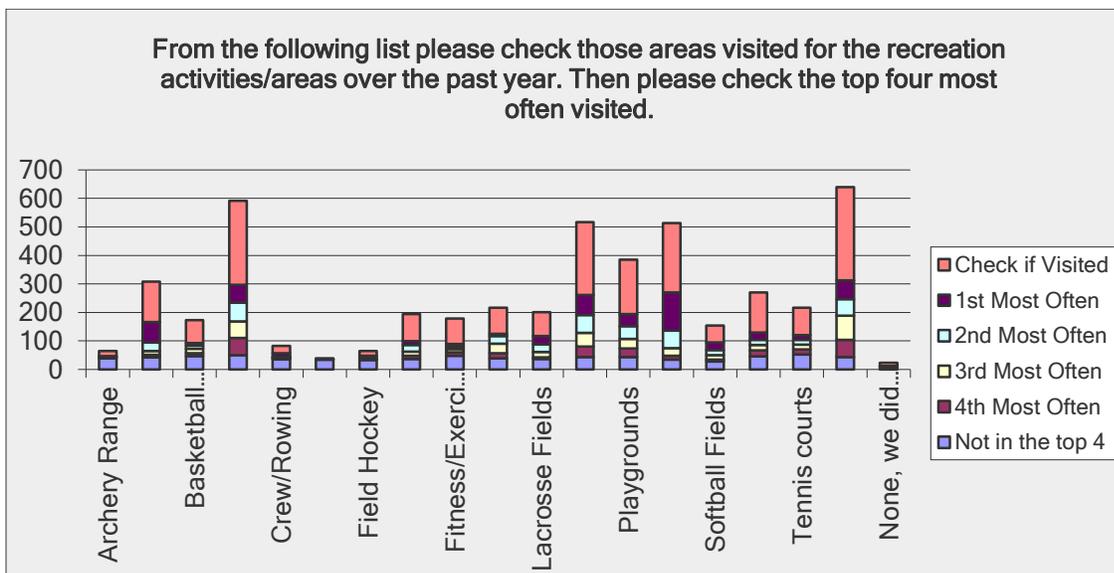
# MARKET ANALYSIS

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**Q2. From the following list please check those areas visited for the recreation activities/areas over the past year. Then please check the top four most often visited.**

Answer Options	Check if Visited	1st Most Often	2nd Most Often	3rd Most Often	4th Most Often
Archery Range	18	1	1	2	4
Baseball Fields	142	71	30	14	9
Basketball Court (outdoor)	81	8	12	15	10
Beaches (Forge, Edwards, Burge's)	294	63	65	59	60
Crew/Rowing	25	12	3	3	3
Cricket Pitch (Greystone Field)	3	0	0	1	1
Field Hockey	17	2	8	4	1
Fishing & Boating areas	95	13	24	14	11
Fitness/Exercise stations (Grassy Pond)	89	9	9	11	12
Football & Flag Football	91	8	27	33	18
Lacrosse Fields	84	29	27	19	5
Natural Outdoor areas	256	70	63	48	37
Playgrounds	191	42	45	33	31
Soccer Fields	243	134	61	27	13
Softball Fields	59	27	18	15	7
Swimming (Outdoor)	141	25	18	19	21
Tennis courts	97	16	17	17	18
Walking, hiking, biking trails	327	66	59	84	61
None, we did not participate in any activities	11	1	1	3	0



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Q3. Please indicate if you or any household member has a need for these activities or facilities. Then please indicate how well your needs are being met; 100% being the highest. Lastly please indicate your top FOUR activities or facilities that are most important to your family.

Answer Options	Yes	Response Count
Archery Range	79	79
Beach areas	316	316
Climbing Wall/Rappelling/Ropes course (Indoor)	136	136
Climbing Wall/Rappelling/Ropes course (Outdoor)	106	106
Court space Indoor (Basketball, Badminton, Tennis, Volleyball)	183	183
Court space Outdoor (Basketball, Badminton, Tennis, Volleyball)	172	172
Diamonds-Baseball/Softball Fields	142	142
Crew/Rowing areas	40	40
Cricket Pitch	5	5
Dog Park	133	133
Equestrian trails	17	17
Field space (Flag Football, Football, Field Hockey, Lacrosse, Soccer)	245	245
Field House(Indoor track, Field space)	107	107
Golf Course	96	96
Ice Rink (Indoor)	204	204
Ice Rink (Outdoor)	164	164
Indoor fitness space (Tai Chi, Yoga, Fitness machines/equipment)	179	179
Pool, recreational indoor 25 yards, 6 lanes, shallow to deep water	262	262
Pool, competitive indoor 50 meters, 8 lanes, deep water	158	158
Pool/diving well indoor ( diving, scuba)	77	77
Large aquatic facility with lap/competitive pool, dive well, warm water therapy pool, shallow kid pool	233	233
Large Community parks (i.e. NARA Park in Acton)	191	191
Nature trails	316	316
Playgroup equipment and play areas	154	154
Picnic area	107	107
Ski trails for Cross Country	137	137
Sledding Hills	194	194
Small (2-10 acres) Neighborhood parks	103	103
Walking and bike trails	340	340
Walking and running track (Indoor)	135	135
Walking and running track (Outdoor)	146	146
Waterfronts for boating and fishing areas	135	135

# MARKET ANALYSIS

## Town of Westford, MA Recreation Master Plan



If yes how well are your needs currently being met

Answer Options	100%	75%	50%	25%	0%
Archery Range	7	5	8	8	41
Beach areas	109	92	63	28	0
Climbing Wall/Rappelling/Ropes course (Indoor)	1	1	6	6	108
Climbing Wall/Rappelling/Ropes course (Outdoor)	2	0	0	10	83
Court space Indoor (Basketball, Badminton, Tennis, Volleyball)	17	16	34	35	57
Court space Outdoor (Basketball, Badminton, Tennis, Volleyball)	44	31	39	26	8
Diamonds-Baseball/Softball Fields	75	33	16	4	0
Crew/Rowing areas	6	5	13	7	5
Cricket Pitch	1	0	2	1	1
Dog Park	6	4	18	8	81
Equestrian trails	2	1	3	4	6
Field space (Flag Football, Football, Field Hockey, Lacrosse, Soccer)	134	64	19	5	1
Field House(Indoor track, Field space)	6	0	3	4	86
Golf Course	26	7	6	11	34
Ice Rink (Indoor)	6	2	3	9	163
Ice Rink (Outdoor)	7	12	12	25	98
Indoor fitness space (Tai Chi, Yoga, Fitness machines/equipment)	15	12	25	38	71
Pool, recreational indoor 25 yards, 6 lanes, shallow to deep water	8	5	14	26	183
Pool, competitive indoor 50 meters, 8 lanes, deep water	7	2	1	5	127
Pool/diving well indoor ( diving, scuba)	3	0	1	4	60
Large aquatic facility with lap/competitive pool, dive well, warm water therapy pool, shallow kid pool	6	1	4	10	185
Large Community parks (i.e. NARA Park in Acton)	7	6	33	46	76
Nature trails	125	80	51	18	0
Playgroup equipment and play areas	63	46	22	8	2
Picnic area	16	21	21	25	11
Ski trails for Cross Country	5	16	17	29	48
Sledding Hills	20	20	35	55	38
Small (2-10 acres) Neighborhood parks	16	17	22	20	16
Walking and bike trails	74	86	76	44	10
Walking and running track (Indoor)	4	1	2	3	110
Walking and running track (Outdoor)	59	23	27	14	9
Waterfronts for boating and fishing areas	29	29	27	24	6

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## Town of Westford, MA Recreation Master Plan



Which four of the activities or facilities from the list are most important?

Answer Options	1st Most Important	2nd Most Important	3rd Most Important	4th Most Important
Archery Range	1	1	5	5
Beach areas	23	28	30	26
Climbing Wall/Rappelling/Ropes course (Indoor)	2	5	3	7
Climbing Wall/Rappelling/Ropes course (Outdoor)	1	4	5	7
Court space Indoor (Basketball, Badminton, Tennis, Volleyball)	21	11	17	19
Court space Outdoor (Basketball, Badminton, Tennis, Volleyball)	12	22	17	6
Diamonds-Baseball/Softball Fields	43	25	10	11
Crew/Rowing areas	6	5	3	2
Cricket Pitch	0	0	1	0
Dog Park	21	16	14	14
Equestrian trails	3	2	0	1
Field space (Flag Football, Football, Field Hockey, Lacrosse, Soccer)	68	40	25	15
Field House(Indoor track, Field space)	8	11	9	8
Golf Course	6	10	5	10
Ice Rink (Indoor)	56	20	21	14
Ice Rink (Outdoor)	4	14	12	14
Indoor fitness space (Tai Chi, Yoga, Fitness machines/equipment)	11	17	18	19
Pool, recreational indoor 25 yards, 6 lanes, shallow to deep water	30	26	32	23
Pool, competitive indoor 50 meters, 8 lanes, deep water	22	25	16	8
Pool/diving well indoor ( diving, scuba)	4	6	4	3
Large aquatic facility with lap/competitive pool, dive well, warm water therapy pool, shallow kid pool	57	39	29	15
Large Community parks (i.e. NARA Park in Acton)	15	22	22	10
Nature trails	35	24	32	21
Playgroup equipment and play areas	18	11	11	8
Picnic area	1	0	3	5
Ski trails for Cross Country	0	8	13	9
Sledding Hills	1	0	4	13
Small (2-10 acres) Neighborhood parks	4	3	6	4
Walking and bike trails	29	42	34	40
Walking and running track (Indoor)	5	14	9	19
Walking and running track (Outdoor)	2	6	9	3
Waterfronts for boating and fishing areas	1	10	9	10

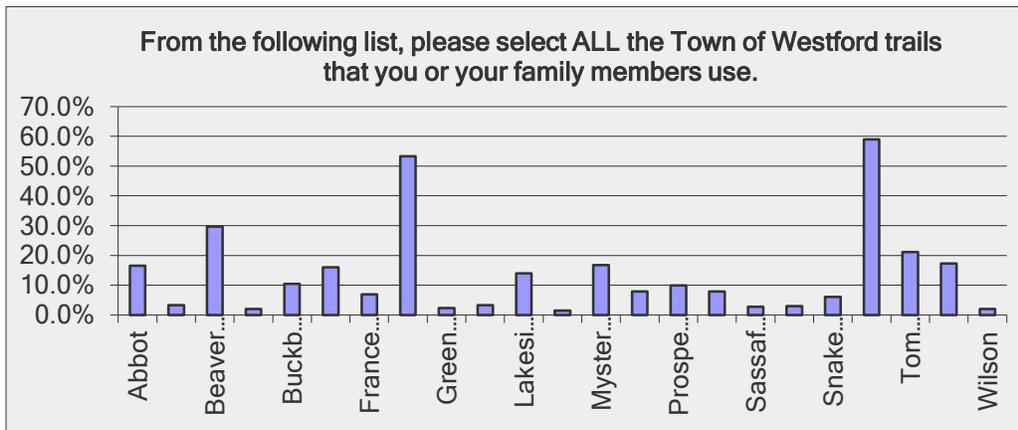
# MARKET ANALYSIS

Town of Westford, MA  
Recreation Master Plan



**Q4. From the following list, please select ALL the Town of Westford trails that you or your family members use.**

Answer Options	Response Percent	Response Count
Abbot	16.5%	65
Acker	3.3%	13
Beaver Brook	29.7%	117
Blokes Hill	2.0%	8
Buckboard	10.4%	41
Cider Mill	16.0%	63
Frances Hill	6.9%	27
Grassy Pond	53.3%	210
Greenstone	2.3%	9
Kiss Cook	3.3%	13
Lakeside	14.0%	55
Liberty	1.5%	6
Mystery Spring	16.8%	66
Peace Trail	7.9%	31
Prospect Hill	9.9%	39
Rail Tree Hill	7.9%	31
Sassafras	2.8%	11
Slier	3.0%	12
Snake Meadow	6.1%	24
Stone Arch	58.9%	232
Tom Paul	21.1%	83
Veterans Memorial Complex	17.3%	68
Wilson	2.0%	8



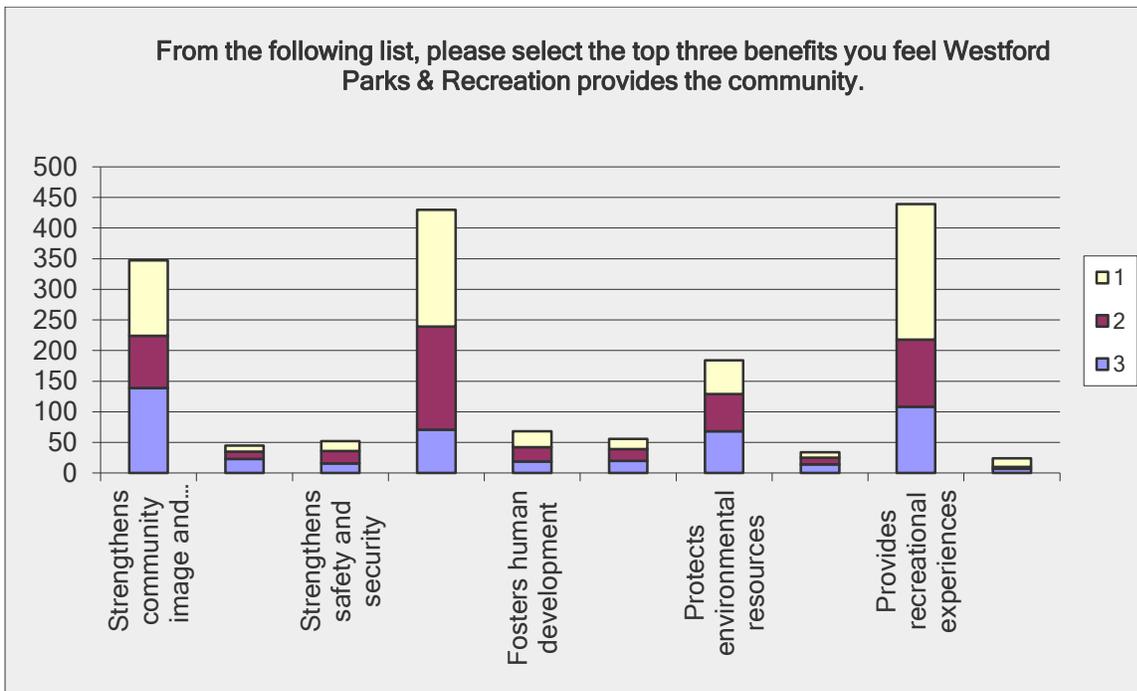
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Town of Westford, MA  
Recreation Master Plan



Q5. From the following list, please select the top three benefits you feel Westford Parks & Recreation provides the community.

Answer Options	1	2	3
Strengthens community image and sense of place	123	85	139
Supports economic development	10	12	23
Strengthens safety and security	16	20	16
Promotes health and wellness	191	168	71
Fosters human development	26	23	19
Increases cultural unity	17	19	20
Protects environmental resources	55	61	68
Facilitates community problem solving	9	11	14
Provides recreational experiences	221	110	108
None of the above	14	3	7



# MARKET ANALYSIS

## Town of Westford, MA Recreation Master Plan



**Q6. Below is a list of potential ideas, projects, and actions the Town of Westford could take on to create or improve parks and recreation areas, facilities, programs and services. Please indicate whether you would be very supportive, somewhat supportive, not sure, or not supportive of each idea, project, and/or action. From the list please select the top four actions that are of interest.**

Answer Options	Very Supportive	Somewhat Supportive	Not sure	Not Supportive	I need more information
Acquire land to preserve open space and protect the environment	220	137	46	38	18
Acquire land for preservation and developing walking/hiking trails	228	133	37	33	11
Acquire land for developing athletic fields and Recreational facilities	199	141	48	39	20
Acquire land for developing neighborhood parks	102	145	86	59	23
Fix-up/repair older park facilities/shelters/playgrounds/restrooms	270	149	19	5	10
Upgrade/improve existing tennis and basketball courts	150	156	70	40	12
Develop new walking and biking trails that connect neighborhoods	232	124	44	34	11
Develop new nature/education trails	91	136	102	56	21
Develop equestrian trails	16	47	115	201	19
Develop new indoor recreation center with pool, fitness equipment, gym, walking track, erg rooms, rowing tank, offices, etc.	280	86	30	58	20
Develop new indoor field house (basketball, volleyball, soccer, etc.)	154	121	57	86	21
Develop a seasonal outdoor skating facility\Develop a permanent indoor ice-skating facility	179	120	63	73	15
Develop new youth and adult outdoor athletic field	66	106	112	90	29
Develop new outdoor swimming pool/aquatic facility with features including water slides, zero depth entry, lazy river, water buckets and sprays, lap lanes	118	76	65	150	25
Develop new indoor aquatic facility for recreation and competitive swimming (8 Lanes with spectator seating)	193	85	51	99	19
Develop new off-leash dog parks	98	94	83	139	9
Upgrade existing skate park and/ or develop new skate spot	44	103	126	109	27

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Four actions you would be most interested in seeing.

Answer Options	1st Most Interested	2nd Most Interested	3rd Most Interested	4th Most Interested
Acquire land to preserve open space and protect the environment	38	27	31	24
Acquire land for preservation and developing walking/hiking trails	32	50	31	23
Acquire land for developing athletic fields and Recreational facilities	18	21	23	23
Acquire land for developing neighborhood parks	7	3	15	17
Fix-up/repair older park facilities/shelters/playgrounds/restrooms	42	40	49	46
Upgrade/improve existing tennis and basketball courts	15	18	19	24
Develop new walking and biking trails that connect neighborhoods	33	39	48	40
Develop new nature/education trails	5	5	9	14
Develop equestrian trails	2	3	2	4
Develop new indoor recreation center with pool, fitness equipment, gym, walking track, erg rooms, rowing tank, offices, etc.	101	70	36	22
Develop new indoor field house (basketball, volleyball, soccer, etc.)	28	23	32	24
Develop a seasonal outdoor skating facility\Develop a permanent indoor ice-skating facility	63	20	21	24
Develop new youth and adult outdoor athletic field	8	8	1	6
Develop new outdoor swimming pool/aquatic facility with features including water slides, zero depth entry, lazy river, water buckets and sprays, lap lanes	18	29	29	17
Develop new indoor aquatic facility for recreation and competitive swimming (8 Lanes with spectator seating)	45	37	26	17
Develop new off-leash dog parks	18	13	15	20
Upgrade existing skate park and/ or develop new skate spot	1	4	2	9

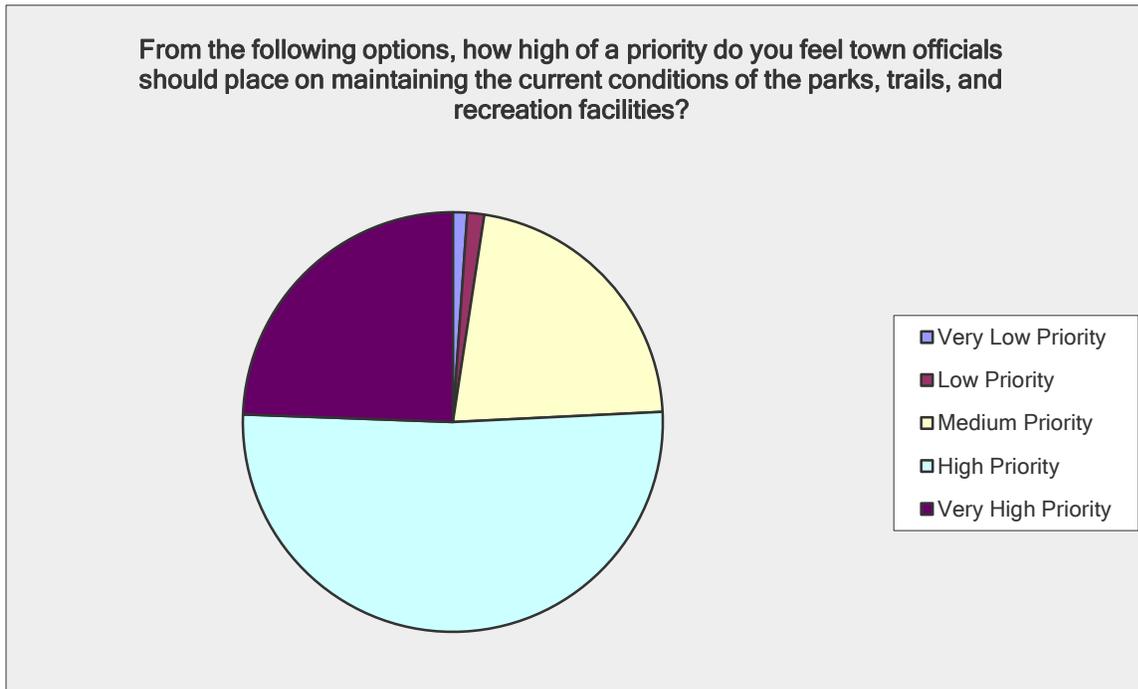
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## Town of Westford, MA Recreation Master Plan



Q7. From the following options, how high of a priority do you feel town officials should place on maintaining the current conditions of the parks, trails, and recreation facilities?

Answer Options	Response Percent	Response Count
Very Low Priority	1.1%	6
Low Priority	1.3%	7
Medium Priority	21.8%	117
High Priority	51.3%	275
Very High Priority	24.4%	131



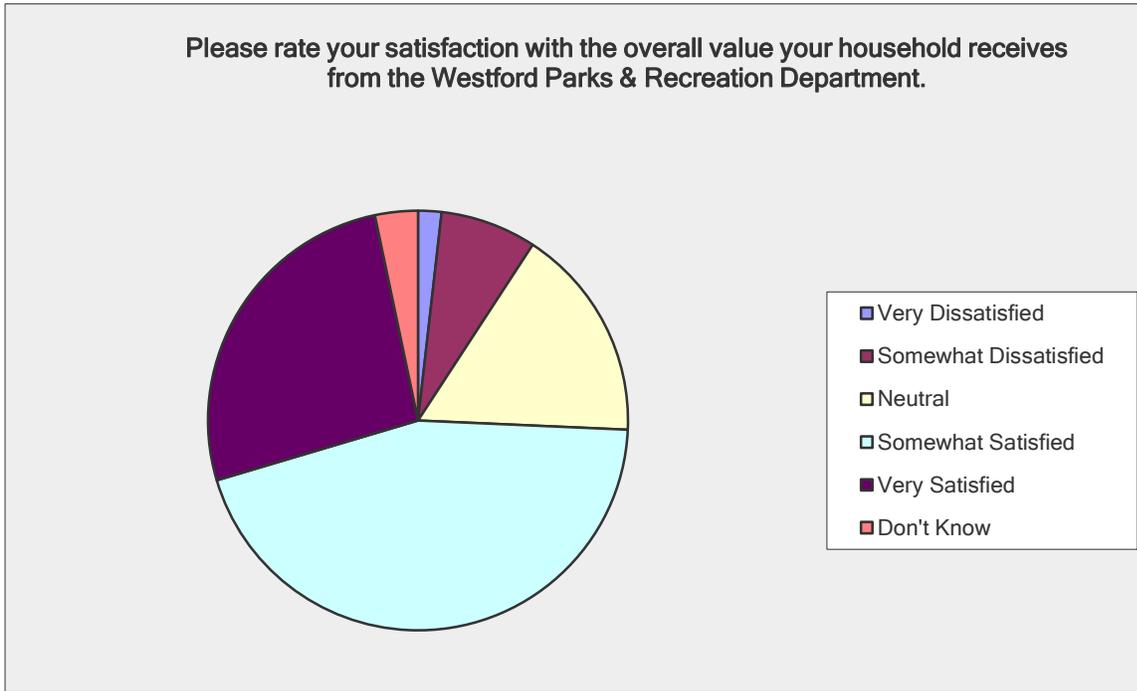
# MARKET ANALYSIS

## Town of Westford, MA Recreation Master Plan



Q8. Please rate your satisfaction with the overall value your household receives from the Westford Parks & Recreation Department.

Answer Options	Response Percent	Response Count
Very Dissatisfied	1.8%	10
Somewhat Dissatisfied	7.4%	40
Neutral	16.5%	90
Somewhat Satisfied	44.7%	243
Very Satisfied	26.3%	143
Don't Know	3.3%	18



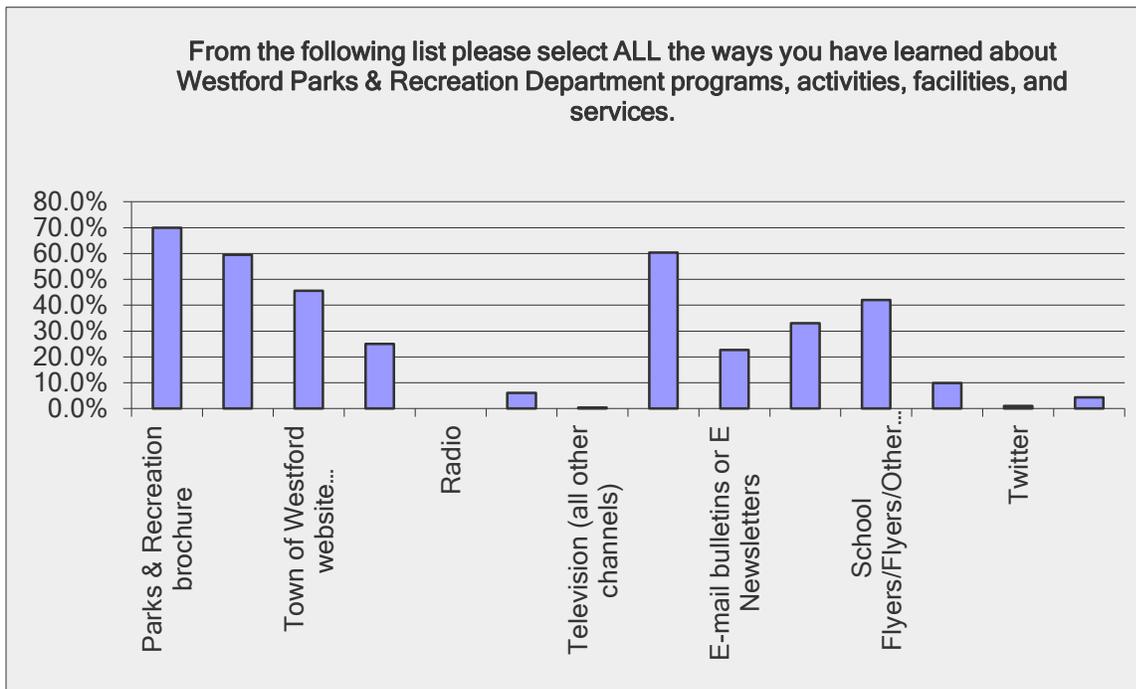
# MARKET ANALYSIS

## Town of Westford, MA Recreation Master Plan



**Q9. From the following list please select ALL the ways you have learned about Westford Parks & Recreation Department programs, activities, facilities, and services.**

Answer Options	Response Percent	Response Count
Parks & Recreation brochure	70.0%	367
Parks & Recreation registration website (www.westfordrec.com)	59.5%	312
Town of Westford website (www.westfordma.gov/rec)	45.6%	239
Newspaper articles/advertisements	25.0%	131
Radio	0.0%	0
Westford Cable (CAT)	6.1%	32
Television (all other channels)	0.4%	2
From friends or neighbors	60.3%	316
E-mail bulletins or E Newsletters	22.7%	119
"Westford Eagle"	33.0%	173
School Flyers/Flyers/Other Newsletters	42.0%	220
Facebook	9.9%	52
Twitter	1.0%	5
Info displayed at the Parks & Recreation Department	4.4%	23



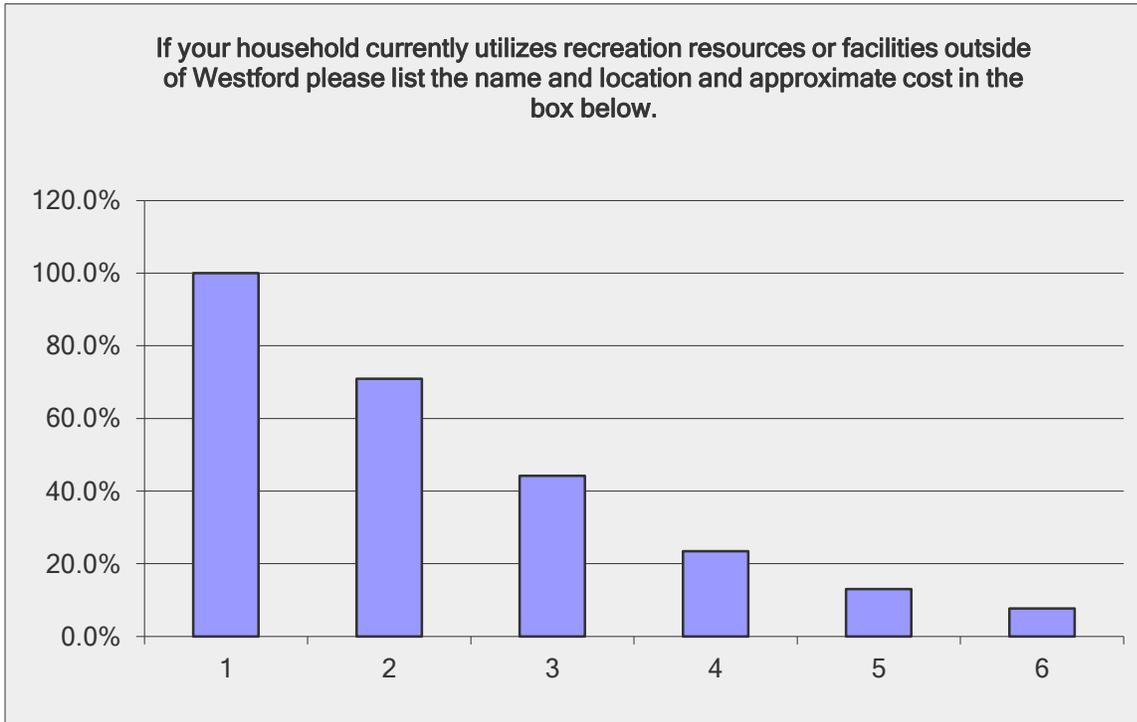
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## Town of Westford, MA Recreation Master Plan



Q10. If your household currently utilizes recreation resources or facilities outside of Westford please list the name and location and approximate cost in the box below.

Answer Options	Response Percent	Response Count
1	100.0%	285
2	70.9%	202
3	44.2%	126
4	23.5%	67
5	13.0%	37
6	7.7%	22



# MARKET ANALYSIS

Town of Westford, MA  
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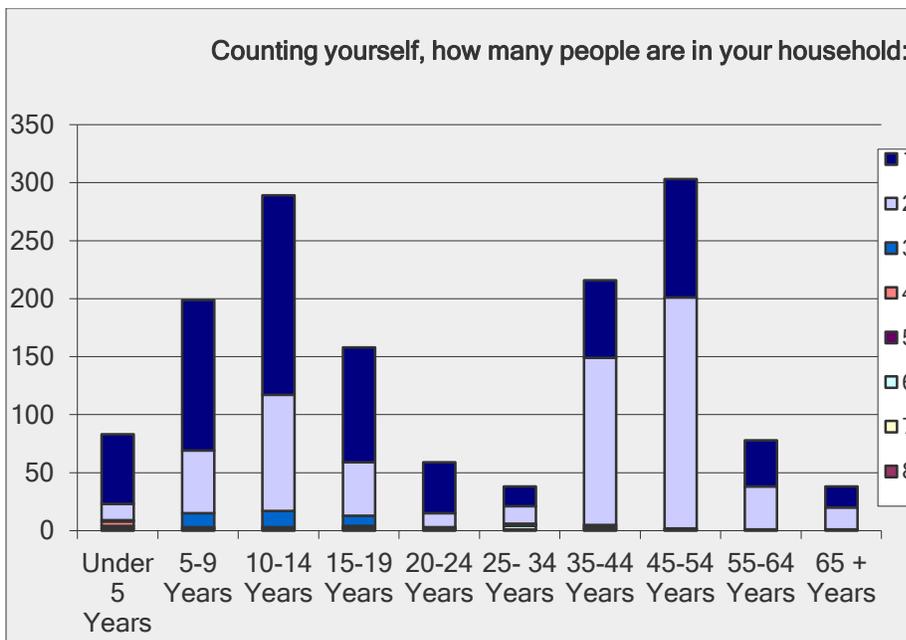


Q11. What comes to mind when you hear "Westford Parks & Recreation?" Please provide comments in the space below.

Answer Options	Response Count
	278

Q12. Counting yourself, how many people are in your household:

Answer Options	1	2	3	4	5	6	7	8	9
Under 5 Years	60	14	1	4	2	2	0	0	0
5-9 Years	130	54	12	1	0	1	0	0	1
10-14 Years	172	100	14	0	1	0	0	0	2
15-19 Years	99	46	9	1	1	0	0	0	2
20-24 Years	44	12	0	0	1	0	0	1	1
25- 34 Years	17	15	1	0	1	3	0	0	1
35-44 Years	67	144	1	1	0	1	1	0	1
45-54 Years	102	199	0	0	1	0	0	0	1
55-64 Years	40	37	0	0	0	0	0	0	1
65 + Years	18	19	0	0	0	0	0	0	1



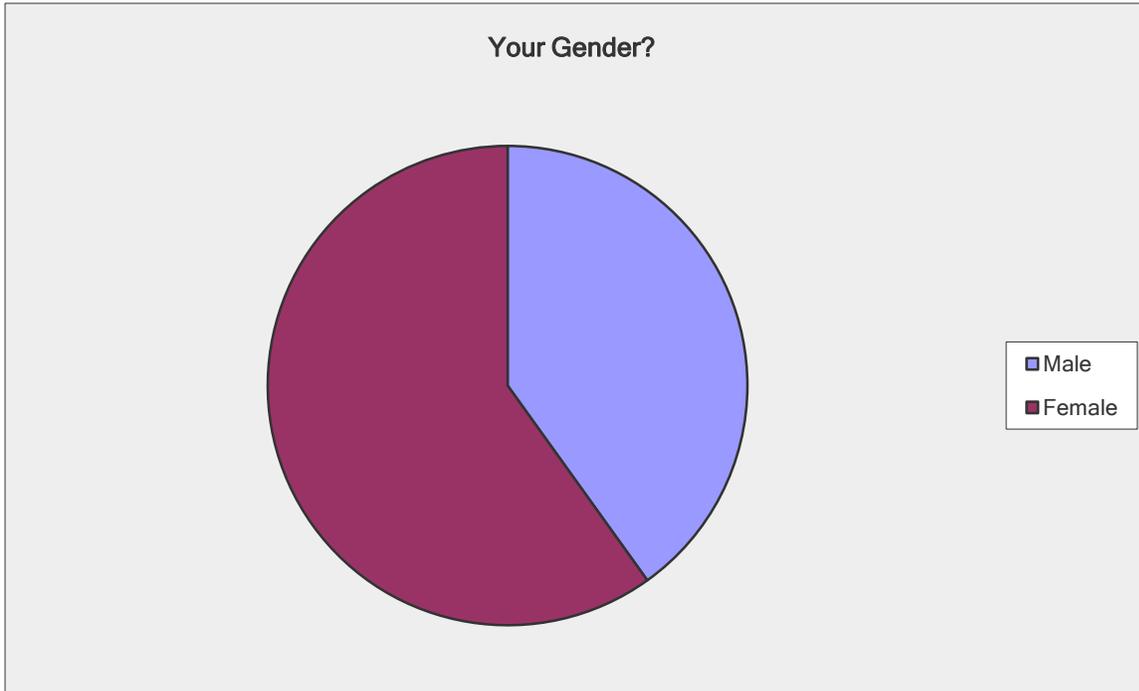
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Town of Westford, MA  
Recreation Master Plan



## Q13. Your Gender?

Answer Options	Response Percent	Response Count
Male	40.1%	217
Female	59.9%	324



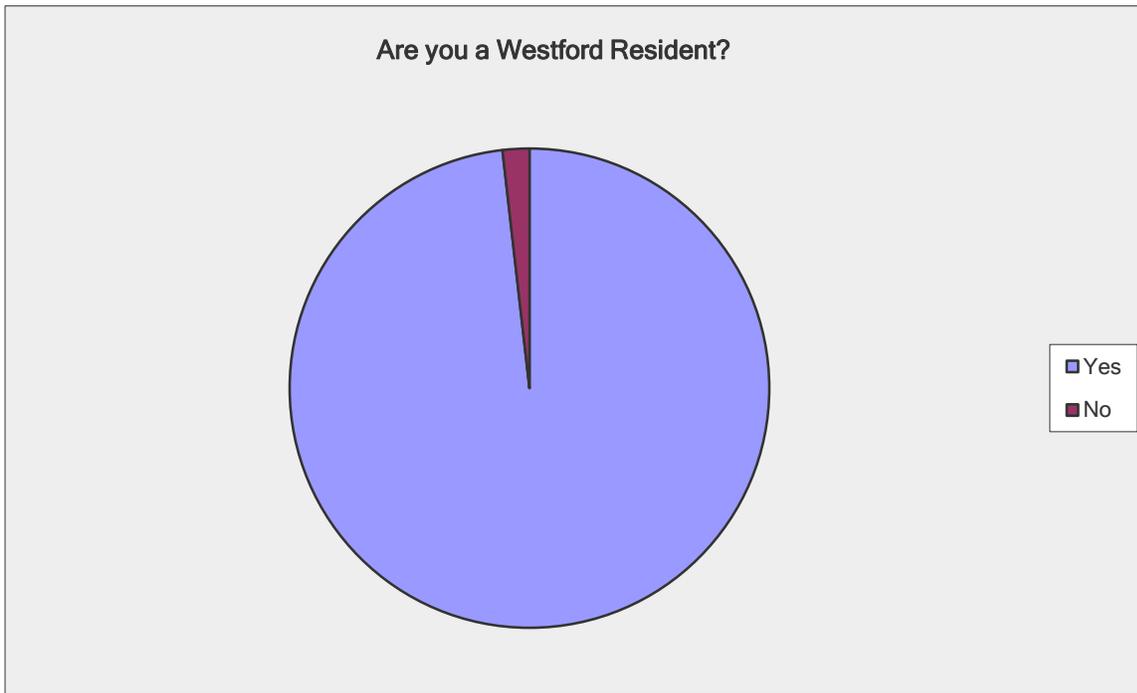
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Town of Westford, MA  
Recreation Master Plan



Q14. Are you a Westford Resident?

Answer Options	Response Percent	Response Count
Yes	98.2%	539
No	1.8%	10



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*Town of Westford, MA  
Recreation Master Plan*



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Q15. Are there any other programs or services you would like Westford Parks & Recreation to offer?

Answer Options	Response Count
	178