

## D. Programming

The Town of Dedham currently offers a wide range of programming options within its parks and recreational facilities. The Town currently has one indoor facility at the Dolan Recreation Center which includes offices, a multi-purpose room, a dance room, and storage located at 269 Common Street. A second indoor facility houses the Anthony P Mucciaccio Pool which includes indoor swimming and diving located at 1 Recreation Road. Both are operated by DPR. Additionally, DPR provides numerous parks, fields, and playgrounds throughout the community (Chapter E). DPR partners with the Dedham School Department and local private schools for gymnasiums, building space, tennis facilities, and athletic fields to provide recreation options and programs to residents.

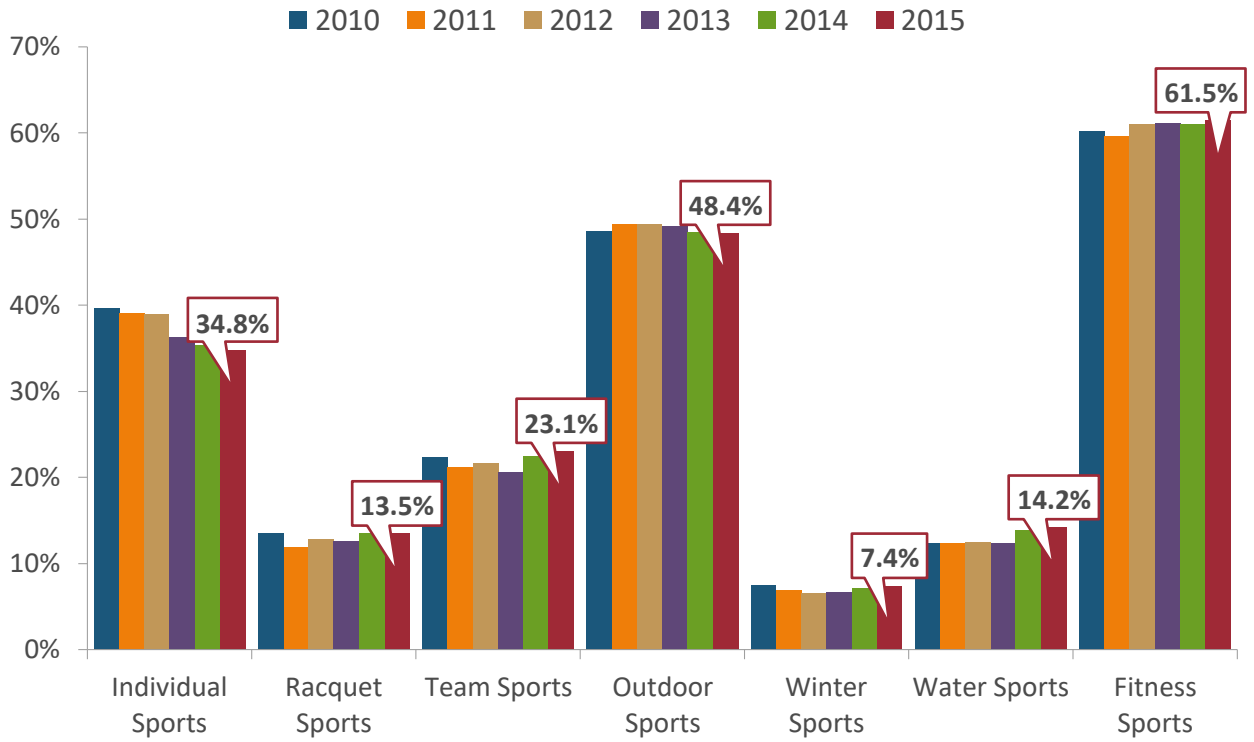


### Trends in Recreation

Current national trends are moving from an inactive lifestyle to a healthy and active lifestyle in the United States according to the Physical Activity Council's 2016 Participation Report: The Physical Activity Council's annual study tracking sports, fitness, and recreation participation in the US. Overall increases in participation in sports, fitness and relative activities increased slightly in 2015 (Figure 16). The largest increases in participation in organized sports were in team, winter, water, and fitness categories while individual sports declined slightly and outdoor and racquet sports were flat. Example fitness sports include: Running, walking, hiking, bicycling and lifting weights. Examples of water sports include swimming, diving, and paddling.

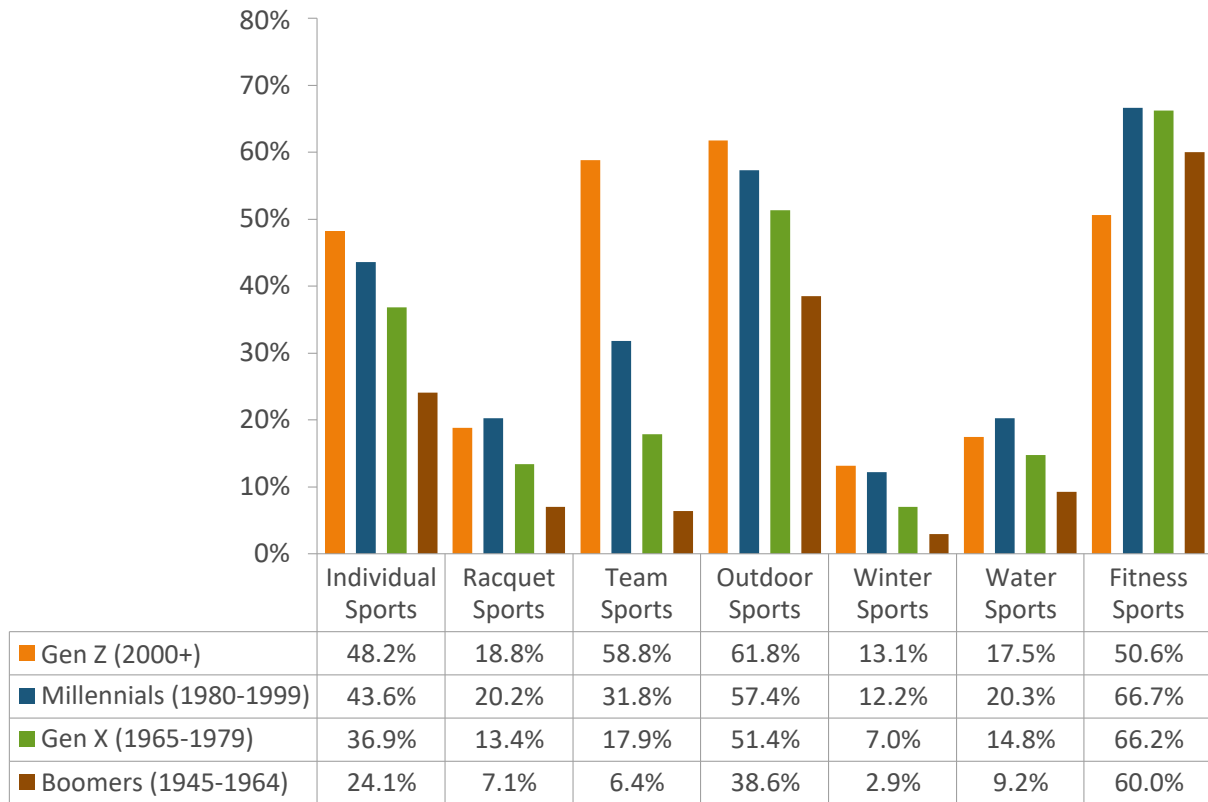


**Figure 16. Participation Rates for Individuals 6+ Years of Age.**



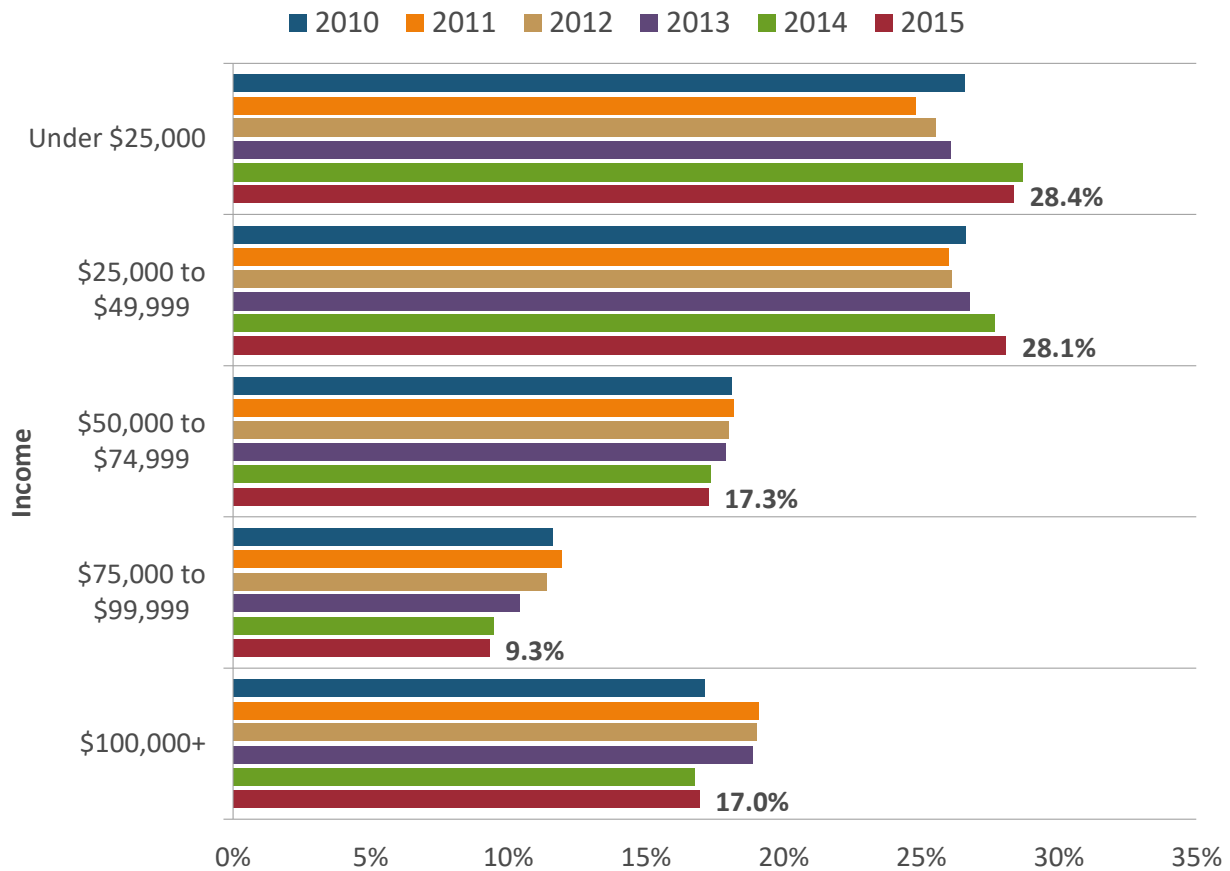
The same report indicates that active participation in recreation type is also influenced by generation. Gen Z population (2000+) preferred outdoor sports and team sports, while Millennials (1980-1999) preferred water sports and fitness sports, and Boomers (1945-1964) prefer fitness sports (Figure 17). This information is not overly surprising as interests change as people age and this ultimately affects choices in recreation.

**Figure 17. Recreation Preference by Generation.**



When inactivity was compared to income, inactivity remained higher in low income households. Both middle and upper class households had the lowest levels of inactivity. Those households earning \$75 to \$99.9K remained the most active and have been steady over the last five years (Figure 18).

**Figure 18. Percentage of Inactivity (Nationally) by Household Income.**



When individuals who did not participate in organized sports were asked about what would interest them, all age groups reported a high interest in swimming for fitness as well as an interest in activities that are outside in natural settings. Younger ages showed an interest in team sports while older participants were more interested in fitness and outdoor activities (Figure 19).

**Figure 19. Recreation Interests by Age Cohort.**

Interest Level	Ages 6~12				Ages 13~17				Ages 18~24				Ages 25~34			
	1	Camping				Camping				Camping				Swimming For Fitness		
2	Swimming For Fitness				Swimming For Fitness				Bicycling				Camping			
3	Bicycling				Bicycling				Swimming For Fitness				Bicycling			
4	Basketball				Working Out w/Machines				Hiking				Hiking			
5	Running/Jogging				Running/Jogging				Backpacking				Running/Jogging			
6	Soccer				Hiking				Working Out w/Weights				Canoeing			
7	Fishing				Fishing				Running/Jogging				Backpacking			
8	Football				Working Out w/Weights				Martial Arts				Working Out w/ Machines			
9	Swimming on a Team				Shooting				Working Out w/Machines				Working Out w/Weights			
10	Hiking				Martial Arts				Climbing				Kayaking			

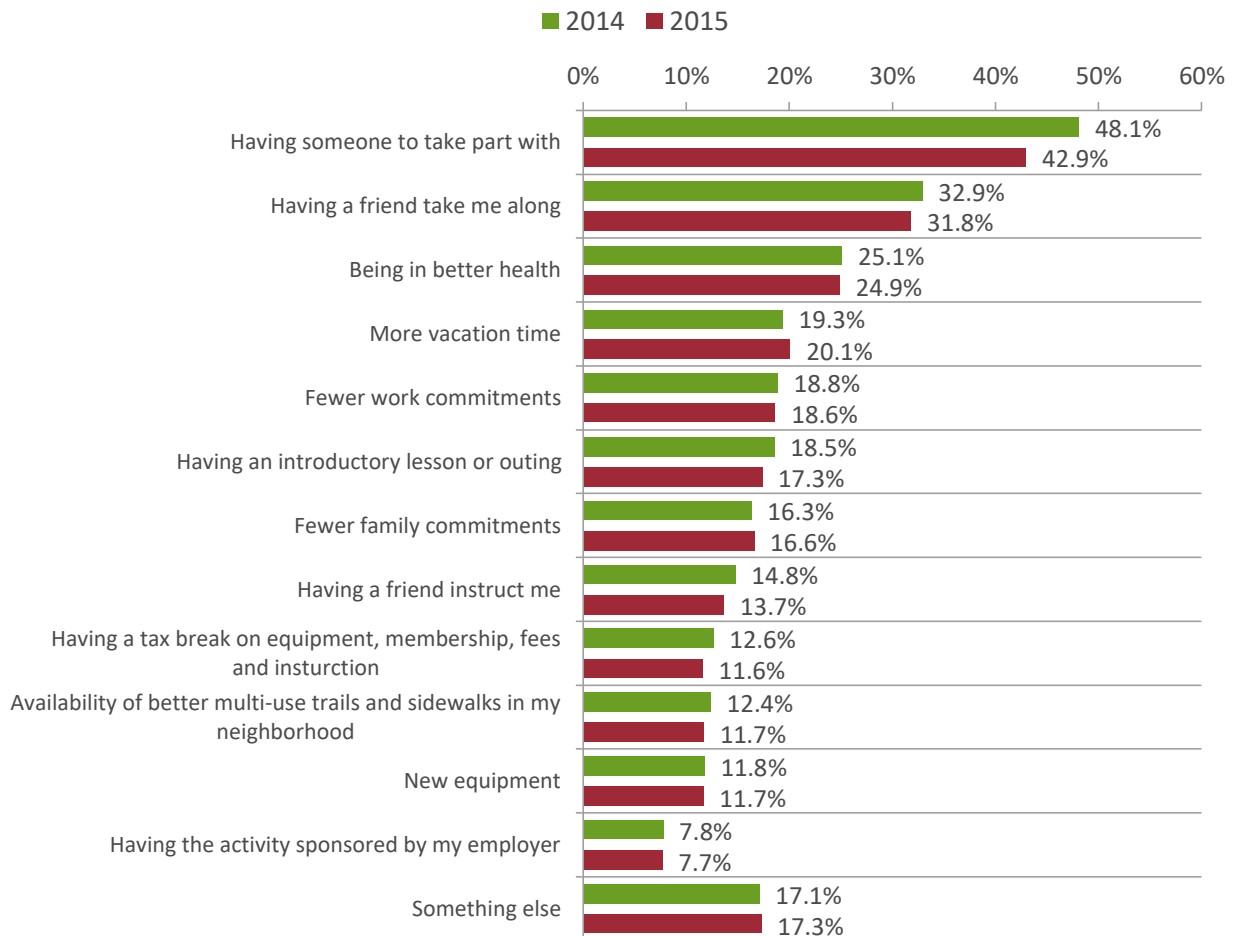
Interest Level	Ages 35~44				Ages 45~54				Ages 55~64				Ages 65+			
	1	Camping				Camping				Bicycling				Birdwatch/Wildlife Viewing		
2	Swimming For Fitness				Swimming For Fitness				Swimming For Fitness				Swimming For Fitness			
3	Bicycling				Bicycling				Camping				Working Out w/Machines			
4	Hiking				Hiking				Birdwatch/Wildlife Viewing				Fishing			
5	Working Out w/Weights				Working Out w/Machines				Hiking				Hiking			
6	Working out w/Machines				Fishing				Fishing				Bicycling			
7	Running/Jogging				Birdwatch/Wildlife Viewing				Working Out w/Machines				Fitness Classes			
8	Fishing				Canoeing				Working Out w/Weights				Working Out w/Weights			
9	Canoeing				Working Out w/Weights				Canoeing				Camping			
10	Backpacking				Backpacking				Fitness Classes				Canoeing			





Lastly, when trying to attract participants into programs and activities, the motivation to get non-participants involved in activities is directly linked to having others involved. This means programs should not be solely focused on the physical and mental attributes that an activity provides but, on the social aspects they provide. Participating with people and friends is the driving force for getting people out more and experiencing different ways to be physically active.

**Figure 20. Motivation Interests for Recreation.**



## The State of the Industry Report

According to a national survey conducted by Recreation Management magazine's 2016 State of the Industry Report, the top 10 program options most commonly planned for addition over the next three years along with frequency (in parentheses) noted by survey participants including:

- Educational programs (27.1%)
- Fitness programs (26.1%)
- Mind-body/balance programs (25%)
- Teen programming (24.2%)
- Programs for active older adults (19.8%)
- Environmental education (19.7%)
- Arts & crafts (18.8%)
- Day camps and summer camps (18.3%)
- Sports tournaments and races (18.1%)
- Holiday events and other special events (17.7%)

The same report showed that public organizations planned to spend most of their capital improvement dollars on park related construction projects in 2016. This indicates an increase and desire for more amenities and programs within parks. The survey also listed the top ten planned additions or improvements to facilities based on frequency for those park systems that are planning to add or improve features at their facilities in the next three years including:

- Playgrounds (83.7%)
- Park shelters (83.5%)
- Park restrooms (77.3%)
- Outdoor sports courts (70.9%)
- Community centers (55.5%)
- Bike trails (50.1%)
- Skateparks (41%)
- Dog parks (34.8%)
- Community gardens (32.9%)
- Disc golf courses (31.4%)

## The State of Sports

While national trends indicates that we as a nation are moving towards more healthy and active lifestyles, individual sports have seen a decrease in participation. Barriers to sport participation, which have been a contributing factor to the decline in participation, must be eliminated in order to increase participation and allow for kids to grow up strong.



According to the study Sport For All Play for Life: A Playbook to Get Every Kid in the Game, published by The Aspen Institute through their project play program, those barriers include:

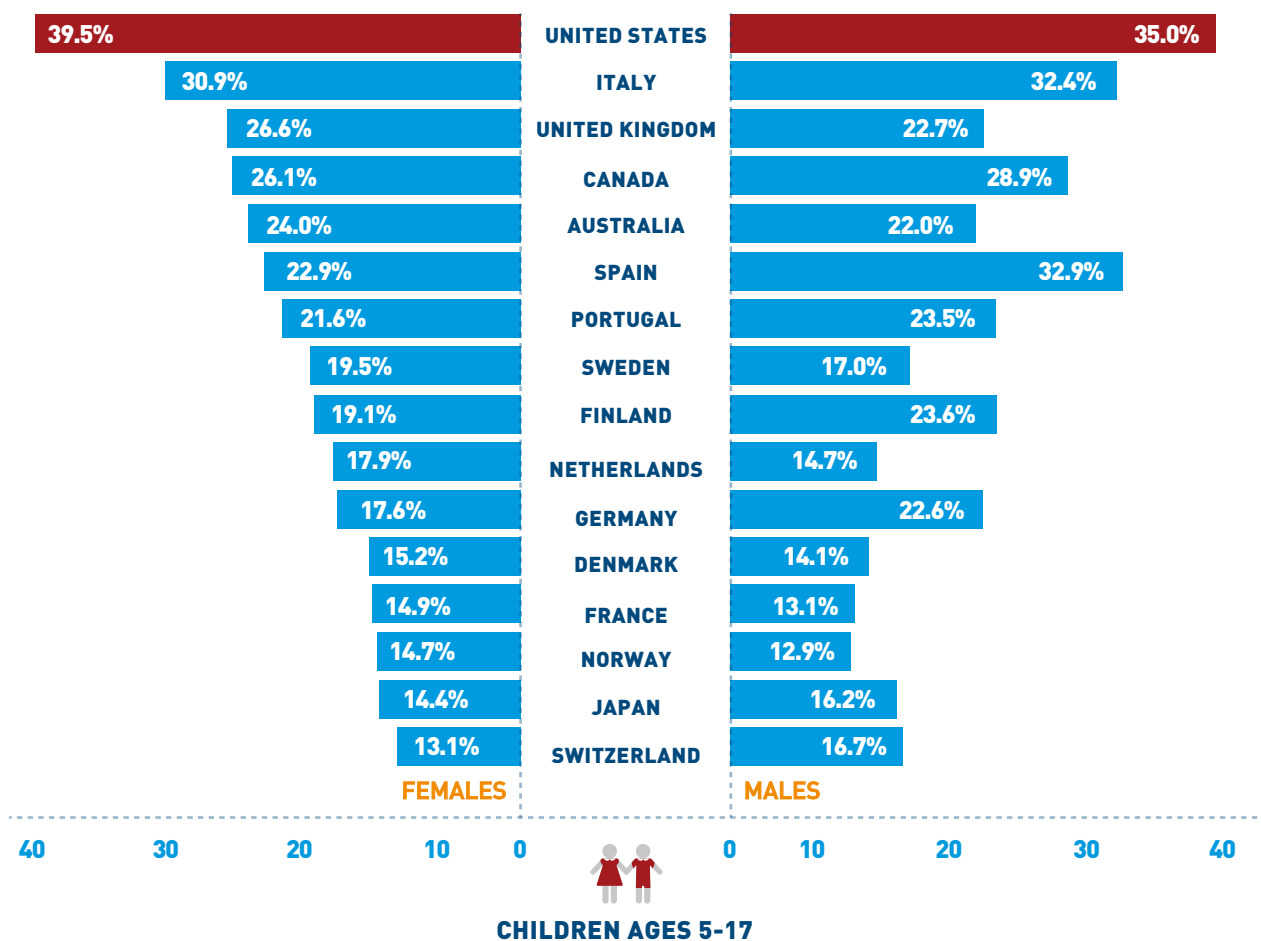
- Lack of neighborhood recreation spaces
- Inadequate coaches
- Rising costs
- Exclusionary league and team policies
- Excessive time demands on families
- Safety concerns
- Cultural norms
- Too few sport options to accommodate all interests.

These barriers contribute to nearly one in three children and teens being overweight and obese (Figure 21). Lack of active participation has led to a decline in participation as adults. The Centers for Disease Control and Prevention cites physical inactivity and obesity as risk factors for cancer, diabetes, heart disease, stroke, joint and bone disease and depression.

**Figure 21. Prevalence of Obesity Around the World.**

**THE RACE WE DON'T WANT TO WIN**

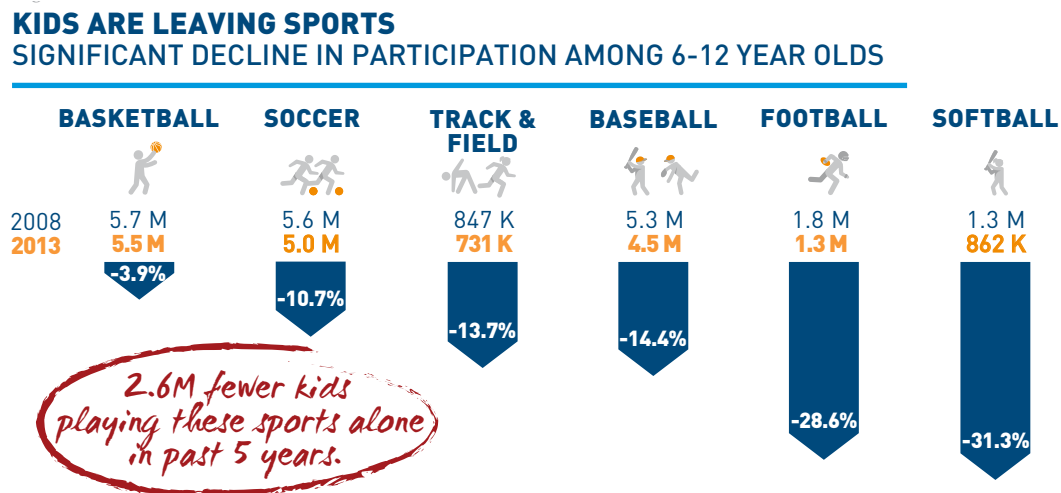
**PREVALENCE OF OVERWEIGHT/OBESE CHILDREN IN 16 PEER COUNTRIES**





According to the Aspen Institute Report, fewer than half of children between ages 6 to 11 meet the US Surgeon General’s recommendation for engaging in at least 60 minutes of moderate physical activity most days of the week. Participation in sports from 2008 to 2013 has decreased by 8.8%. In the six major sports (basketball, soccer, track & field, baseball, football and softball), 2.6 million fewer kids are playing in those six sports alone (Figure 22).

**Figure 22. Participation Decline in Sports for Children Age 6-12.**



The Aspen Institute Report also surveyed children, to better understand what kids like about recreation. The following are the top and the bottom of the list:

1. Trying your best
2. When coach treats player with respect
3. Getting playing time
4. Playing well together as a team
5. Getting along with your teammates
6. Exercising and being active
  
48. Winning
63. Playing in tournaments
66. Practicing with specialty trainers and coaches
67. Earning medals or trophies
73. Traveling to new places to play
81. Getting Pictures Taken

Those same desires that are the outcomes of the top of the list of experiences can be found directly in the video game experience including: lots of action, freedom to experiment, competition without exclusion, social connection with friends as co-players, customization, and a measure of control over the activity.

PHIT America has recently published an article regarding the top 15 growth sports or activities in the USA in the SFIA 2015 Sports, Fitness, and Leisure Activities Topline Participation Report. Below are the top 15 growth sports by Percentage and by Actual Growth

**Table 1. Top 15 Growth Sports by Percentage of Total.**

ACTIVITY OR SPORT	CORE* PARTICIPANTS	#OF NEW CORE PARTICIPANTS
High Impact Aerobics	9,504,000	1,145,000
Swimming for Fitness	8,845,000	768,000
Yoga	10,046,000	511,000
Adventure Racing	1,365,000	420,000
Mountain Biking	4,336,000	341,000
Traditional Triathlons	1,439,000	266,000
Lacrosse	1,032,000	213,000
Archery	1,414,000	201,000
Off-Road Triathlons	921,000	187,000
BMX Cycling	1,145,000	140,000
Field Hockey	764,000	105,000
Rugby	440,000	79,000
MMA for Competition	257,000	75,000
Surfing	1,076,000	75,000
Saltwater Fishing	4,819,000	70,000

\* Core- Multiple times per year-Active Participant

**Table 2. Top 15 Growth Sports by Actual Growth.**

ACTIVITY OR SPORT	CORE* PARTICIPANTS	% INCREASE IN PAST 2 YEARS
Adventure Racing	1,365,000	20.3%
MMA for Competition	257,000	19.5%
Off-Road Triathlons	921,000	13.5%
Lacrosse	1,032,000	12.3%
Traditional Triathlons	1,439,000	12.2%
Rugby	440,000	10.7%
Archery	1,414,000	8.3%
Field Hockey	764,000	7.9%
Roller Hockey	555,000	7.1%
Boxing for Competition	204,000	7.1%
High Impact Aerobics	9,504,000	6.9%
BMX Cycling	1,145,000	6.8%
Swimming for Fitness	8,845,000	5.3%
Mountain Biking	4,336,000	5.2%
Boardsailing/Windsurfing	285,000	5.2%

\* Core- Multiple times per year-Active Participant

## Comparison of Programs

The following table (Table 3) looks at summer programming for two neighboring communities, Norwood and Westwood. This gives a quick comparison of what neighboring recreation departments were offered in the summer of 2017 and how Dedham compares to those offerings. Items in red are programs that have been offered in the past but, are not currently offered. Some of the dropped programs have been due to participation.

**Table 3. Comparison of Summer Programs in Dedham, Norwood, and Westwood (2017)**

DEDHAM	NORWOOD	WESTWOOD
YOUTH		
All Day Playground	Jedi Eng. Legos: Ages 5-7	Aqua Fitness: Ages 18 & up
All Day Playground with Swims	Jedi Masters Eng. Legos: Ages 7-12	Aquanauts: Ages 12-14
All Day Playground with Tennis	Police Youth Academy: Grades 7-8	Condition Swimming: Ages 6-18
Design & Build Engineering Workshop	Summer Tots: Ages 3-4	Arts Studio: Ages 7-10
Friday Night Fun Swim	Summer Art: Grades 1-5	Counselor in Training
Pathfinders	Summer Camp: Grades K-1	Drivers Education: Age 15.5
Rock Jams Full Day Program	Summer Camp: Grades 2-5	Fireman's Foam
Rock Jams Half Day Program	Summer Camp: Grades 6-8	Hip Hop: Ages 5-13
Rocket Science	Summer TOTY: Grades 8-9	Musical Theater: Ages 6-12
Swim and Gym: Ages 4-5	Water Exploration: Ages 3-5	Safety Town
Swim and Gym: Ages 6-7	Water Babies: Ages 1-2	Summer Camp:
Swim and Gym: Ages 8-9	Swim Lessons: Level I-VI	Starfish: Ages 3-5
Summer Diving Clinic	Tennis Nights: Ages 7-12	Stingray: Grades K-6
Wicked Cool Science	Women's Family Nights	Summertastics: Grades 7-8
		Swim Lessons: Ages 3-5
		Swim Lessons: Grades K-8
		Tennis: Ages 7-13
		Summer Playground
		Top Secret Science: Grades K-5
		Top Secret Science: Grades K-5

DEDHAM	NORWOOD	WESTWOOD
ADULT		
Adult Aquatic Program	Boot Camp Cardio Power	Dog Training
Adult Swim Lessons	Interval Training	
Baby Boot Camp	Spin	
Dog Park	Yoga	
Dedham Grows	Zumba	
Green City Growers		
Fly Casting		
Kayak Lessons		
Kayak Rentals		
Yoga		
SPORTS		
Clipper Summer Swim Team	Field Hockey: Grades 2-8	Baseball Clinic: Ages 5-13
Field Hockey Camp	Football Clinic: Grades 4-8	Basketball Camp: Ages 7-16
Gymnastics	Girls Basketball: Grades 5-8	Flag Football: Ages 7-14
Karate	Golf Academy: Ages 8-14	Golf Academy: Ages 8-14
Lacrosse Summer Camp	Sting Ray Swim Team	Soccer:
Tennis Lessons	Thundercat Flag Football: Ages 7-12	Jr. Wolverines: Ages 4-7
Youth Flag Football	Thundercat Basketball: Ages 7-12	Jr. Soccer: Ages 5-8
	Thundercat Floor Hockey: Ages 7-12	Soccer: Ages 7-14
	Thundercat Sports Jam: Ages 7-12	Softball: Grades K-2
	Thundercat Kiddie Cat Jam: Ages 4-6	Summer Swim Team: Ages 8-18
	Tennis Program: Ages 5-12	Tennis: Ages 8-13
	Track Club	Volleyball: Grades 6-8
	Volleyball Clinic: Grades 4-9	

## Dedham Programs

The Town of Dedham needs to provide access to programs that meet the distinct needs of the neighborhoods, and provide programs that access to those neighborhoods areas. Table 4 provides a snapshot of 2017 programs in Town.

**Table 4. Dedham Recreational Programming (2017)**

SPRING	SUMMER	FALL	WINTER
YOUTH			
Canoeing	All Day Playground	Dance	Dance
Dance	All Day Playground with Swim	Dedham Day	Diving Program
Diving Program	All Day Playground with Tennis	Design & Build Engineering Workshop	Friday Night Fun Swim
Friday Night Fun Swim	Dedham Bike Rodeo	Diving Program	Holiday Helper
Swim Lessons	Design & Build Engineering Workshop	Extreme Science	Lego and Art Combo Class
Tots Music	Friday Night Fun Swim	Friday Night Fun Swim	Musical Theater Class
	Pathfinders	Mini Blades	Swim Lessons
	Rock Jams Full Day Program	Robotics	
	Rock Jams Half Day Program		
	Rocket Science		
	Swim and Gym: Ages 4-5		
	Swim and Gym: Ages 6-7		
	Swim and Gym: Ages 8-9		
	Summer Diving Clinic		
	Wicked Cool Science		

SPRING	SUMMER	FALL	WINTER
ADULT			
Adult Aquatic Program	Adult Aquatic Program	Adult Aquatic Program	Adult Aquatic Program
Adult Swim Lessons	Adult Swim Lessons	Adult Swim Lessons	Adult Swim Lessons
Volleyball	Baby Boot Camp	Dedham Day	Volleyball
	Dedham Grows	Volleyball	
	Green City Growers		
	Fly Casting		
	Kayak Lessons		
	Kayak Rentals		
	Volleyball		
	Yoga		
SPORTS			
Baseball	Clipper Summer Swim Team	Clipper Swim Team	Clipper Swim Team
Clipper Swim Team	Field Hockey Camp	Competitive Diving	Competitive Diving
Competitive Diving	Gymnastics	Gymnastics	Gymnastics
Gymnastics	Karate	Karate	Karate
Karate	Lacrosse Summer Camp	Tennis Lessons	Wrestling
Wrestling	Tennis Lessons	Youth Fall Soccer Clinic	
	Youth Flag Football	Youth Flag Football	
		Wrestling	

## Privately Run Programs

Several private fitness clubs and centers operate in Dedham, and these enterprises highlight the demand for recreation program choices (Table 5). These facilities vary in their offerings from very specific demands to more comprehensive facilities. These facilities will probably continue to provide more specialized activities that are not easy for the public sector to provide due to a lack of facilities or expertise.

**Table 5. Snapshot of Privately Run Recreation Offerings in Dedham (2017)**

ORGANIZATION	OFFERINGS	DEDHAM ADDRESS
Atlantic Sports Clubs	Weight Room, Racquetball, Pool	25 Allied Drive
Bikram Yoga for You	Yoga	602 Providence Highway
Crossfit SBF	Gym, Trainers	123 Stergis Way
Crossfit Craic	Interval Training Gym	359 Washington St
C2 Pilates	Pilates	200 Providence Highway
Dedham Community House	Outdoor Pool, Pilates, Zumba, Soccer, Summer Camp	671 High Street
Dedham Health & Athletic Complex	Karate, Racquetball, Basketball, Indoor Track, Boxing, Rock Climbing, Golf, Tennis, Pool, Training Classes, Weight Room	200 Providence Highway
Fitbox Boxing & Fitness Club	Boxing, Training	61 Legacy Blvd
Kenpo Martial Arts	Kenpo Karate	718 Washington Street
Mo's Martial Arts	Kenpo Karate, MMA	8 Sanderson Ave
Orangetheory Fitness	Bootcamp, Spin Class, Trainers, Gym	610 Providence Highway
Planet Fitness	Weight Training, Training Classes	695 Boston Highway
Rev'd Indoor Cycling	Spin Classes	81 Legacy Place
Soulcycle	Spin Classes	214 Legacy Place
Stadium Performance	Strength Training	450 Providence Highway
Stil Studio	Yoga	227 Legacy Place
The Center Pilates and More	Pilates	601 High Street
Yoga Now	Yoga	565 High Street

<b>ORGANIZATION</b>	<b>OFFERINGS</b>	<b>DEDHAM ADDRESS</b>
ARTS		
Dance Explosion School for the Performing Arts	Performing Arts	95 Eastern Ave
Dedham School of Music	Performing Arts	671 High Street
Dedham Square Artistic Guild	Painting	553 High Street
Discover Music & Art	Performing Arts	579 High Street
Fred Astaire Dance Studio	Dance	619 High Street
Motherbrook Arts and Community Center	Music, Painting, Sculpture, Zumba, Performance	123 High Street
Plaster Fun Time	Ceramics	691 Providence Highway
Band Gig School of Music and Performance	Performing Arts	66 Eastern Ave
The Dance Center	Dance	306 Whiting Ave
OUTDOOR/ ENVIRONMENT		
Eagles Obstacles	Outdoor Obstacle Training	80 Haven Street
LL Bean Outdoor Discovery School	Kayaking, Fly Fishing, Hiking, GeoCache	340 Legacy Place
Orvis	Fly Fishing	960 Providence Highway
SPORTS		
Dedham Co-ed Adult Softball	Softball (adult)	Not specified
Dedham Girl's Softball	Softball	P.O. Box 4155
Dedham Pop Warner	Football	P.O. Box 4100
Dedham Youth Baseball	Baseball	Not specified
Dedham Youth Hockey	Hockey	P.O. Box 64
Dedham Youth Lacrosse	Lacrosse	Not specified
Dedham Youth Soccer	Soccer	181 Rustcraft Road
MA Hockey League	Hockey (adult)	Not specified



The Town of Dedham has continually relied on a series of stalwart programs that have provided larger attendance numbers and, in turn, a majority of the income for DPR. Programs like dance, gymnastics, karate, swim, and wrestling have provided access and services to both adults and youth within in the community. Over the past three years, these programs have experienced decline in their attendance as seen in a sampling of programs reviewed in Tables 1 and 2. This decrease in attendance appears to be directly related to marketing/advertising of these programs as well as an increase in competition from privately run programs. Additionally, these programs have been run through long-time instructors and family organizations. Succession planning of these programs to the next generations will be critical to their future success.

Over the past four to five years, DPR has offered a wide range of programs with both success and failure in attendance. Based on public outreach, there appears to be a lack of communication and notification of the program offerings. The website indicates a list of programs but there are clear discrepancies between the website offerings and the actual offerings of the programs.

A more robust review of the marketing and advertising of programs is required to continue to build on the success of the current program offerings and the creation of future programming. Neighboring towns like Norwood provide a more robust and polished programming document on a seasonal basis that is comprehensive, clear and concise in the registration and participation of its town's programs.

The marketing of programs should take on a much larger multi-prong approach including:

- Social media advertising
- Booth and community event presence
- Flyers
- Free passes to new residents
- Free samples
- Groupon
- Instagram challenges
- Open house
- Instructional videos
- Rewards programs
- Sibling discounts
- Sponsorships

Currently the Sportsman SQL system provides a range of information including participation, dates and revenue, expenses and profit/loss. Information on this system is currently logged in to the system in multiple formats and currently only revenue is available for analysis. Sportsman and its use should be evaluated by DPR for its appropriateness in marketing and data collection in the future. Other similar software applications exist, such as RecDesk, and should also be evaluated to ensure the most appropriate software is being used to both market and document DPRs programming efforts. The continued development of the Sportsman SQL System or any other management software would benefit the DPR in better managing the financial ramifications of the program offerings.

Based on the public survey, public meetings and the information provided in this chapter, DPR should look at expanding its programs to offer more adult, young adult, and teen programs. These programs have had success in the past and should help in the expansion of future offerings. Programs offered should consider the following criteria:

- Implementation strategies for the efficient and effective allocation of resources
- Outcome-based programs and services
- Identification of partnership opportunities
- Creation of performance and evaluation methods
- Programs should inform capital development planning

Programs should not only focus on physical activity but also on health and wellness. Based on the current land use of the town, Dedham is well suited to programs that focus on nature and the outdoors including:

- Hiking
- Bird Watching
- Canoeing/Kayaking
- Horticulture
- Nutrition
- Ecology
- Education based programming for young adults

Programming is a major source of revenue for DPR and for most Parks and Recreation Departments. Implementation of a system to assess and manage the direct and indirect costs of programs and services will be critical to successful programming going forward. Not all programming will generate revenue but each program should have goals and performance criteria that assess its success on an annual basis. As expectations for high quality facilities increase, especially on athletic fields many Parks and Recreation Departments struggle to balance the expectations within small budgets. The same is true for DPR. With a smaller than average budget, DPR is maintaining a high number of athletic surfaces, including schools and a larger than average number of those athletic surfaces are baseball/softball fields, which require a larger effort to keep the facilities safe and at a high quality. While most programs for organized athletics are offered outside DPR, the Department provides facilities for all local youth organizations at no cost.

The Plan highly recommends that DPR evaluate policies on permitting costs and pay for play. At both the state and national levels pay for play is increasing as exceptions for safer and higher quality fields increase. In the long term, it may not be sustainable to provide free facilities at the intense usage levels that DPR's athletic spaces receive. Pay for play was discussed as part of the meetings with stakeholder groups and many of the groups were supportive of the idea of contributing to the maintenance and upkeep of DPR's athletic spaces. Further discussions should be had between DPR and local organizations to determine the most appropriate solution. DPR must also consider its mission to provide equitable access to both programs and facilities.