



City of Saratoga Springs
RECREATION COMMISSION
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Recreation Commission Meeting

Monday, October 5, 2020

6:30 pm

Virtual Zoom Meeting

<https://us02web.zoom.us/j/83874353897?pwd=c1RTbXVSYWltV0QzRE5zRSsramtzZz09>

Meeting ID: 838 7435 3897

Please email Reservations@saratoga-springs.org for the Password

Attendance

Public Comment

1. Discussion And Vote: Election – Vice And Chair
2. Discussion: Reopening Facilities And Programs

Documents:

[RETURN TO REC OPERATIONAL PLAN APPROVED BY CITY COUNCIL SEPTEMBER 15, 2020.PDF](#)

3. Announcement: Skate Park Design Public Meeting - October 21, 2020 6:30pm
4. Discussion: Recreation Master Plan

Documents:

[SARATOGA SPRINGS FINAL 08 02 19.PDF](#)

5. Discussion: School Capital & Great Outdoors Projects

Documents:

[GREAT OUTDOORS PROJECT.PNG](#)

6. Discussion: General Budget

Documents:

[2017-2020 AUGUST REVENUE.PDF](#)
[2017-2020 AUGUST EXPENSE SUMMARY.PDF](#)
[AUGUST 2020 EXPENSE SUMMARY.PDF](#)
[AUGUST 2020 REVENUE.PDF](#)

7. Discussion: Directors Report

Documents:

[DIRECTORS REPORT 2020-09-29.PDF](#)

8. Discussion: Program Report

Documents:

[2020-10-05 PROGRAM REPORT.PDF](#)

Executive Session: 2021 Budget

Adjournment

Next Meeting - Tuesday, October 27, 2020 – 6:30 PM

Please submit questions via email to JOHN.HIRLIMAN@SARATOGA-SPRINGS.ORG. Thank you.

2020 Meeting dates: *3rd Tuesday* Tuesday, November 17, 2020 - 6:30PM, and,
2nd Tuesday Tuesday, December 08, 2020 - 6:30 PM.

*Meetings are at 6:30pm on the Last Tuesday of each month at the Saratoga Springs
Recreation Center.*



Return to REC Operational Plan (Approved by City Council Sept 15th, 2020)

In an effort to reopen our City Recreation programs and activities, the City has developed the following **Return to Rec Operational Plan**. This plan has been developed in accordance with the *New York State Sports and Recreation Guidelines*, which may be found at the following web address:

<https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/SportsAndRecreationSummaryGuidance.pdf>

Your family's safety is our number one concern as the City works towards a return to play.

To ensure the safety of both you and the community, the City will be instituting the following measures at all of its facilities:

- *Limiting enrollment to allow for smaller groups*
- *Sanitizing equipment after use*
- *Requiring Staff members/Coaches to wear a mask*
- *Staggering start times*
- *Allowing no more than two (2) spectators per participant per session*

Please email RecReservations@Saratoga-Springs.org if you have any questions or concerns regarding the City's programming.

CDC Symptoms of COVID-19:

Fever or chills	Loss of taste or smell
Cough/Shortness of breath	Sore throat
Fatigue	Congestion or runny nose
Muscle or body aches	Nausea or vomiting
Headaches	Diarrhea

The following COVID-19 protocols should be followed BEFORE each City sponsored Recreation activity you engage in:

- 1) Families are responsible for monitoring the temperature of the participant as well as anyone accompanying them to the activity. If the temperature of any of these individuals is 100.4F or higher, the participant will not be allowed to enter or participate.
- 2) Signs and symptoms of COVID-19 should be reviewed at home BEFORE the participant arrives to any recreational related activity.
- 3) If the participant or anyone accompanying them answer YES to any of the following questions, the participant will not be able to attend the activity:
 - a. Has the participant or anyone accompanying them had COVID-19 symptoms in the past fourteen (14) days?
 - b. Has the participant or anyone accompanying them had a positive COVID-19 test in the past fourteen (14) days?
 - c. Has the participant or anyone accompanying them had close or proximate contact with someone confirmed or suspected of having COVID-19 in the past fourteen (14) days?
- 4) Participants are expected to "check in" with the coach/coordinator prior to being allowed to participate. Attendance records will be kept of every session as mandated by the NYS DOH for contact tracing purposes.
- 5) Each participant is responsible for bringing their own hand sanitizer to the activity they are participating in.
- 6) It is the responsibility of each participant/family to bring their own equipment to each activity. Equipment must be washed and sanitized before each session.
- 7) Please arrive no earlier than fifteen (15) minutes prior to the start of the activity.



Return to REC Operational Plan (Approved by City Council Sept 15th, 2020)

The following COVID-19 protocols should be followed DURING each City sponsored Recreation activity you engage in:

- 1) It is suggested that parents remain in their vehicle during drop off/pick up of each activity. If child needs assistance before or after the activity, we suggest only 1 adult accompany the child. No more than 2 spectators are allowed to accompany each participant.
- 2) Participants are encouraged to fully dress before getting out of their vehicles. Participants should wait to change after practice until they have returned to their vehicles.
- 3) Facemasks should be worn appropriately (over the nose and mouth) when coming from the car to the practice area. During practice when socially distanced, participants have the option to continue wearing the mask or to take the mask off. Upon leaving the practice area for any reason, the facemask must again be appropriately worn.
- 4) Activities will be socially distanced as much as possible.
- 5) Cover your coughs and sneezes with a tissue or use the inside of your elbow. Throw the tissue away after use. Please wash hands after with soap and water for 20 seconds. If soap and water are not available, please use hand sanitizer.
- 6) There should be NO sharing of personal items.
- 7) All food/drink items are carry in/carry out.
- 8) There should be NO physical contact between participants and participants and adults any time during activity. (i.e. huddles, high fives, etc.)
- 9) If parents have a question, they should call/email the coach/coordinator or the Recreation Department.

The following COVID-19 protocols should be followed AFTER each City sponsored Recreation activity you engage in:

- 1) Please leave the practice area within fifteen (15) minutes after the activity has ended.
- 2) Participants/families are responsible for monitoring ongoing health status. If a participant becomes ill with COVID-19 symptoms or was exposed to someone with COVID-19, they are to refrain from participating in recreational activities. Please notify the Recreation Department as soon as possible. The participant is advised to contact their primary care provider for next steps (see Return to Play after illness/exposure below).
- 3) Parents and participants have the responsibility to ensure all equipment is washed and sanitized after each activity.
- 4) Parents and participants are responsible for ensuring hand sanitizer is available for the next session.



Return to REC Operational Plan (Approved by City Council Sept 15th, 2020)

DOH has instituted guidance for public and private employees returning to work following COVID-19 infection or exposure. We are following these guidelines for Return to Play. The following COVID-19 protocols should be followed for Return to Play for each City sponsored recreation activity you engage in:

- 1) If a participant suspects or tests positive for COVID-19, regardless of whether the participant is symptomatic or asymptomatic, the participant may return to play upon completing at least ten (10) days of isolation from the onset of symptoms or ten (10) days of isolation after the first positive test if they remain asymptomatic.
- 2) If a participant has had close or proximate contact with a person with COVID-19 for a prolonged period of time AND is experiencing COVID-19 related symptoms, the participant may return to play upon completing at least ten (10) days of isolation from the onset of symptoms.
- 3) If a participant has had close or proximate contact with a person with COVID-19 for a prolonged period of time AND is not experiencing COVID-19 related symptoms, the employee may return to play upon completing fourteen (14) days of self-quarantine.

The complete document can be found by going to:

https://coronavirus.health.ny.gov/system/files/documents/2020/06/doh_covid19_publicprivateemployee_returntowork_053120.pdf

Participants MUST be cleared by their primary care provider before returning to play.

Players unable or unwilling to comply with the suggested guidelines will not be allowed to participate in any Saratoga Springs Recreation Department activity.



Saratoga Springs Recreation Master Plan

July 2019



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Acknowledgments

City Council

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Michele Madigan, Commissioner of Finance
Anthony “Skip” Scirocco, Commissioner of Public Works
Peter Martin, Commissioner of Public Safety

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Maire Masterson, Deputy Commissioner of Accounts
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Alphonse Lambert	Cheryl Smith
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Executive Summary

Introduction

The Saratoga Springs Recreation Master Plan is a tool designed to help the City meet current and future recreational needs of the community. This document represents the culmination of a year-long planning process in which the City's current parks and recreation system was assessed, a community needs assessment was completed, and a prioritized action plan was developed to guide the City's work to improve its recreational assets and services over the next several years. While numerous recreation opportunities exist in the City, this plan focuses on the programs, services, and facilities primarily provided by the Saratoga Springs Recreation Department.

Time Frame

Many of the recommendations of the plan are valid for a period of up to ten years but should be evaluated periodically. The recommendations within the plan are categorized as short-term (up to 3 years), mid-term (4-6 years), and long-term (7-10 years).

Planning Process

The project team, consisting of staff from Saratoga Springs' Recreation, Public Works, Finance, and Planning Departments; the Mayor's Office and School District facilities staff; and the consultant team, guided this project through a multi-faceted process to gather and analyze quantitative and qualitative data on issues impacting the provision of municipal parks and recreation amenities and programs in Saratoga Springs. The collaborative, community-oriented approach leveraged the consultant team's expertise and the local knowledge and institutional history provided by the City's staff and community members.

Primary Facilities and Programs

In Saratoga Springs, the Recreation Department and Department of Public Works (DPW) each play a key role in the provision of recreational opportunities for residents. Each department has a defined role and works together under the direction of the Recreation Commission and DPW Commissioner. The Recreation Department provides administrative, programmatic, operational, and community services. The Department of Public Works provides a wide array of vital community services, including operation and maintenance of the City's parks, athletic fields, ice rinks, and other public spaces.



The Master Plan primarily focuses on the programs and facilities that are operated under the management of the Recreation Department and the DPW Recreation Crew. The master planning process included three phases:

- Information Gathering
- Findings & Visioning
- Providing Recommendations

Public involvement including identified stakeholders was a major component of the planning process, and the key findings of the plan reflect community reaction preferences and needs.



Programming

The Recreation Department offers an array of year-round recreation, sports, and fitness activities for all ages and abilities, but with a focus on youth sports and activities. The Department catalogs and tracks participation in the following categories:

- Drop in Programs
- Seasonal Youth Clinics and Programs
- Youth Soccer Leagues
- Youth Basketball Leagues
- Intro to Ice Skating
- Camp Saradac
- Volunteers

Key Findings

- The Recreation Department does a fantastic job providing a diverse array of year-round sports, fitness, and recreation programs for children and youth.
- Fewer programs are offered specifically for adults and seniors.
- Participation in existing Recreation Department programs has been consistently growing for the past three or more years.
- Use of city sports fields, ice rinks, and other facilities for organized sports by local leagues has been consistently strong.
- Feedback from program participants indicates strong levels of satisfaction with activities provided by the Recreation Department.
- People genuinely enjoy and derive value from Saratoga Springs' recreation programs and activities.
- Survey and focus group feedback indicated that maintenance of athletic fields and other high-use amenities could benefit from improvement and that improved conditions at facilities would likely improve the user experience and increase usage.
- Space for additional indoor Recreation Department programs is limited, especially during "prime" use times in weekday afternoons and evenings and weekends.

Facilities and Amenities

The Recreation Crew works to prepare and maintain the following eight facilities, interactive spray fountains, common areas, and grounds year-round for games, practices, and special events.

The plan includes a detailed inventory, conditions score, and general recommendations for each of the following facilities.

- Eastside Recreation Park
General Recommendations: The Saratoga Springs City School District recently approved funding for the Great Outdoors Project which includes multiple improvements for East Side Recreation.

The Saratoga Springs City School District is planning many improvements here as a part of its Great Outdoors project. This effort is being coordinated with the City Recreation Department. Additionally, in 2011 both little league fields were reconstructed, and in 2017 the playground was renovated. With the planned and already provided improvements, this park will be much improved. However, the park would benefit from additional improvements not covered in other projects. They include upgrades to the skate park, replacing the varsity baseball scoreboard, and development and implementation of a field and turf maintenance programs.

Estimated cost for improvements:
\$90,000 - \$110,000

- Geyser Crest Basketball Courts
General Recommendations: Include adding a playground and provide new site amenities (bike racks, benches, identification sign, trash receptacles, etc.)

Estimated cost for improvements:
\$190,000 - \$220,000

- North Side Recreation Fields
General Recommendations: Provide an accessible walk to the playground, consider new park identification and rules signs, repair damaged decorative fence, and development and implementation of turf maintenance programs. It is also recommended that the playground shade structure already purchased by the City be installed.

Estimated cost for improvements:
\$35,000 - \$38,000

- Recreation Center
General Recommendations: include potentially repurposing the rarely used locker rooms, convert the game room into usable space as requested, provide additional storage, redesign

the concessions stand so that it is more efficient and useful, and develop a general field maintenance program. Maybe add something about Parking. It is the biggest issue.

Estimated cost of improvements: Need to conduct a feasibility study to establish need and cost

- Veterans Memorial (Geysers) Park
General Recommendations: The site lacks directional and wayfinding signage making it difficult to navigate around the park, therefore it is recommended to provide signage. All court systems require continued maintenance including pavement crack sealing at the tennis courts. To extend the life of the courts it is recommended to develop a maintenance a resurfacing program. To better protect parked cars, consider taller backstops for Softball Fields #1 and #2. At the Ed Valentine Field, recommendations include general infield maintenance; extend the chain link fence down third base line for additional spectator protection, new lights and bullpens and additional irrigation components in order to provide full coverage. Provide spectator bleachers for Softball Fields #2, #3 and #4. The Concessions Stand building needs general maintenance and cosmetic repair. Maybe ADD New playground?

Estimated cost for improvements:
\$220,000 - \$250,000 (does not include concession stand)

- West Side Recreation Park
General Recommendations: The Saratoga Springs City School District recently approved funding for the Great Outdoors Project which includes multiple improvements for West Side Recreation The Saratoga Springs City School District is planning many improvements here as a part of their Great Outdoors project. This effort is being coordinated with the City

Recreation Department. Additionally, in 2014 field lights were installed at the major little league field and in 2017 the playground was successfully renovated. With the planned and already provided improvements this park will be much improved, however, the park would benefit from additional improvements not covered in other projects.

Recommendations include upgrades to the tee ball and bantam little league field dugouts, trim vegetation along the southern property line, develop internal walk system linking park amenities, provide park identification and wayfinding signs, replacing old playground equipment and development and implementation of a field and turf maintenance programs.

Estimated cost for improvements:
\$200,000 - \$240,000

- Waterfront Park on Saratoga Lake
General Recommendations: Include implementation of phase 2 and develop general landscape maintenance schedule and procedures.

Estimated cost for improvements: Refer to Saratoga Springs Waterfront Park Master Plan for cost associated with construction of additional phases.

- Vernon and Weibel Indoor Ice Rinks
General Recommendations: Reconstruct the parking lots including new lighting. Provide a safer entry drive off Weibel Ave by studying the intersection site distance and calling out more attention to the entry drive with new signage, lighting and landscaping. In the summer of 2018 all the benches in the locker rooms were replaced but the shelves are still old and need replacing. Other suggested improvements include redesign of the rink entries into one comprehensive entry that services both rinks, provide additional storage, potentially repurpose the underutilized

music room, replace lounge room flooring and provide bleacher heaters at the Weibel Rink.

Estimated cost of improvements:
\$1,000,000 - \$1,100,000 (does not include building improvements)

Needs Assessment

The purpose of this study was to gather public feedback on Saratoga Springs parks and recreation facilities, services, and programs.

The Key Findings of the survey included

- Connecting and expanding public trails, bike paths and associated infrastructure throughout the city is important to everyone.
- Improving the quality and utility of existing city parks and recreation infrastructure is necessary; through both improved maintenance and capital investment.
- Additional programmable indoor recreation space and outdoor sports fields to utilize for local recreation games, practices, programs and activities is needed.
- Marketing, outreach and sharing of information about city recreation opportunities must become more effective.
- Internal and external partnerships should be strengthened and leveraged to foster improvement of existing recreation opportunities for residents and visitors

Organizational Enhancement

Key Findings

1. Establish a recreation and parks working group of city staff, leadership and relevant local organizations to guide implementation of this plan, and to proactively manage future challenges and opportunities.

2. Ensure adequate staff, training and resources are available for meeting operational, maintenance, and service delivery expectations. Evaluate needs annually.
3. Continue to explore and establish partnerships with local organizations to make more diverse or improved recreation opportunities available for residents; especially in areas of known need.

Programs and Service Delivery

1. Continue to provide high-quality recreation, fitness and sports programs for all ages and abilities.
2. Marketing of city recreation and park opportunities and communication with residents and users requires significant improvement.
3. Explore the potential to offer more neighborhood-level special events at community parks.
4. Develop a cost recovery philosophy for recreation programs, user fees and facility rentals.
5. Consider creating a non-profit organization to support the mission of the Recreation Commission and Recreation Department.

Facilities and Amenities

1. Develop implementable and measurable park maintenance standards and schedules for regular, reoccurring tasks and basic repairs. Focus on high-use amenities including athletic fields.
2. Continue to develop and connect trails and infrastructure for walking and biking throughout the city.
3. Add comfort features, signage and other basic amenities at parks and recreation areas to increase site utility and improve the user experience.

Recommendations

Goals are an important part of the Recreation planning process. The goals expressed in this master plan reflect the desires of the user groups, residents, city council, recreation commission, and staff of Saratoga Springs. The goals are drawn from the public input, inventory, level of service analysis, findings feedback, and all other information gathered during the master planning process with a primary focus on maintaining, sustaining, and improving Saratoga Springs' system of public parks, recreation facilities and programs. Goals are organized by the three key issue areas listed below. The complete list of action steps are outlined in **Section IV**.

Organizational Enhancement

Goal 1: Seek to strengthen the ability of the Recreation Department and Public Works Department to provide excellent services and facilities for residents and visitors.

- Assemble a team to guide the implementation of this Recreation Master Plan.
- Ensure staff levels, training and resources are available for meeting existing and future operational, maintenance and service delivery expectations.
- Increase maintenance and customer service staffing and training to accommodate existing and future needs.
- Better leverage existing relationships and create new connections between the Recreation Department and the community to improve communication and engagement with all segments of the population about local park and recreation opportunities.
- Develop an operational manual that lays out timeline/responsibilities among departments.
- Consider consolidating city recreation and park service provision within a single department.

Programs and Service Delivery

Goal 2: Improve Programs and Recreation Service Delivery

- Continue to provide high-quality recreation, fitness and sports programs for all ages and abilities citywide. Seek to create more activities for adults and seniors and all ages at various community parks.
- Create a branding and marketing plan for Recreation that crafts a cohesive “identity” for the City’s recreation and park facilities.
- Create additional programs and activities for active adults and seniors.

Facilities and Amenities

Goal 3: Improve Saratoga Springs parks and recreation infrastructure.

- Improve the quality of existing infrastructure and amenities at City parks and recreation sites to enhance the user experience.
- Increase the quantity of available indoor recreation space and athletic fields that can be used for hosting City recreation programs and activities.
- Continue to expand and enhance Saratoga Springs’ pedestrian and bicycle infrastructure.



I. Plan Background and Introduction

A. Purpose of this Plan

The Saratoga Springs Recreation Master Plan is a tool designed to help the City meet the current and future recreational needs of the community. This document represents the culmination of a year-long planning process in which the City's current parks and recreation system was assessed, a community needs assessment was completed, and a prioritized action plan was developed to guide the City's work to improve its recreational assets and services over the next several years. While numerous recreation opportunities exist in the City, this plan focuses on the programs, services, and facilities primarily provided by the Saratoga Springs Recreation Department.

B. Planning Context & Unique History of Parks and Recreation in Saratoga Springs

Located in Saratoga County, the City of Saratoga Springs is situated approximately 36 miles north of Albany, New York. The well-established urban core is located in the north-central portion of the City, with suburban residential development concentrated to the east and west of downtown. This is where the majority of Saratoga Springs population of approximately 27,000 resides. Skidmore College anchors the northern portion of downtown. To the south and east of downtown are the famous Saratoga Spa State Park, Saratoga Race Course, and Saratoga National Golf Course. Natural mineral spas; horse racing; and a history of hosting world class health, cultural, and outdoor activities have made the City a popular seasonal tourist destination for two centuries attracts more than 38,000 visitors annually.

Human habitation and attraction to the area's mineral springs have been traced back to pre-colonial times, but the development of what would become modern Saratoga Springs began in earnest in the 1800s. During this century, the

City became connected to the larger region by railroad, development, settlement, and as tourism boomed, the City became a major regional seasonal retreat for the region's wealthy and elite. During this period the current downtown area was shaped, many of the City's historic Victorian homes were built, private mineral baths and bottling companies thrived, hotels and gaming became major businesses, and Saratoga Race Course opened, bringing thoroughbred horse racing to the area. Saratoga Springs' growth during this period also coincided with movements in American public health culture that promoted immersion in outdoor environments, away from "unhealthy" crowded and dirty urban centers, as important for public health. It was also a period where popular nature-focused works by writers like Thoreau and Emerson were influencing American culture and behavior, and the nation's elite went through a period constructing great county estates throughout the Hudson River Valley and Adirondacks. The region's natural beauty, accessibility from urban centers and mineral springs made it a very attractive and bustling resort community for people in the region who could afford vacationing.

In the early 1900s, in response to private overuse of the mineral springs and concern with their depletion, the State of New York took control of over 100 springs and created a State Reservation on surrounding landscape to protect the mineral springs. The State constructed European-style public pools and bathhouses on the Reservation to allow for continued use and tourism while maintaining the long-term health of the springs. During the same period, Skidmore College was established, as was Yaddo, a large private estate that serves as a retreat for writers and painters.

The City's growth and tourism economy, was curbed in the early 1900s when anti-gambling sentiment led to the closure of gaming facilities. The Great Depression and World War II also significantly negatively impacted the City's economy. In the 1960s, the City changed once again and began to mature into its current form. Major state investments of this period made the City more accessible and more attractive to visitors

“Health and Horses are the foundation of Saratoga’s History. Without the lure of the springs, settlers might easily have bypassed the region. Mineral water, for drinking and bathing, long a European tradition for the health conscious, was the impetus for the explosive development of the City. The arrival of the railroad in 1831 was a huge boon to tourism. Dozens of springs were tubed for ease of access. Bath houses were built where patrons, hoping to cure a host of ailments, sallied forth from boarding houses and elegant hotels for the ritual of walking, breathing the fresh air and ‘taking the waters.’

“The summer season at Saratoga offered diversions as well: hot air balloon ascensions, hops, balls, Indian encampments, and afternoon carriage promenades down Broadway where people and horses were adorned in the latest finery. The wide porches on the huge hotels were also part of the social scene, a place for the influential to meet and mingle. Excursions to Saratoga Lake were popular; lakeside strolls, steamboat rides, or regattas were often followed by fine dining at a lake house restaurant overlooking the water.”

Saratoga Springs Heritage Area Visitor Center –
History of Saratoga

“Attracted by the fishing and hunting but appalled by the crowds, the Vanderbilts, Rockefellers, Carnegies, Huntingtons and other fabulously wealthy industrialists built their own spectacular ‘great camps,’ where they could disport with their families in private luxury. The American vacation was born—quite literally. The scions of New York City took to declaring that they would ‘vacate’ their city homes for their lakeside summer retreats, and the term ‘vacation’ replaced the British ‘holiday’ in common parlance.”

Where was the birthplace of the American Vacation?
Smithsonian Magazine

and included the opening of Interstate 87, making the area more easily reached by car. Saratoga Spa State Park was opened and included the former State Reservation’s European bathhouses. The Saratoga Performing Arts Center also opened within the State Park and is the home of the New York Ballet and summer home of the Philadelphia Orchestra. The Performing Arts Center also hosts dozens of major concerts and arts events in the spring, summer and fall, by world-renowned performers. Dozens of museums, arts, natural, and cultural attractions are now found throughout the City. Both private and public entities are highly involved in preserving the City’s rich past and enriching its future.

The City-operated public parks and recreation system existing today evolved over time. Congress Park, in the City’s downtown, was first opened in the 1800s as a private park with multiple mineral springs and strolling grounds and would host popular concerts and social events. The park and others were later added to the City’s portfolio, renovated, expanded, and otherwise opened for public recreational use. Today’s park system includes a mix of facilities for group sports and athletics and amenities that support individual or unstructured use for fun, fitness, and leisure.

“The key planning principles that have guided the City’s successful trajectory include historic preservation, concentrated development in a vibrant downtown, conservation of natural and scenic resources in our rural Saratoga Springs, and support for the cultural and natural amenities that enhance the quality of life for residents and visitors alike.”

City of Saratoga Springs
2015 Comprehensive Plan

C. City Departments Providing Parks and Recreation Services

In Saratoga Springs, the Recreation Department and Department of Public Works (DPW) each play a key role in the provision of recreational opportunities for residents. Each department has a defined role and works together under the direction of the Recreation Commission and DPW Commissioner. In providing the public with recreational opportunities, the Departments' roles are generally as follows.

Recreation Department

Under the administrative direction of the Office of the Mayor and Recreation Commission, the Saratoga Springs Recreation Department provides administrative, programmatic, operational, and community services that focus on:

I. Programs:

Ensure that community needs are being met through a wide variety of programs that are offered at the highest quality to encourage and retain participation for all ages, abilities, and interest.

II. Facilities:

Coordinate with the Department of Public Works to provide safe, well maintained facilities, parks, and playgrounds that encourage and attract passive and active recreation for all to enjoy.

III. Community:

Be a resource for all recreation in the City.

IV. Volunteers:

Encourage community involvement through meaningful and impactful volunteer opportunities.

The mission of the RECREATION COMMISSION is to create fun, safe, affordable activities, and to enrich the community's quality of life through outstanding recreation programs, resources, and facilities for all individuals.



Recreation Department Staff: The goal of the Recreation Department is to develop and implement a variety of youth and adult programs for the community as well as coordinating the scheduling of all recreation facilities.

Public Works Department

Saratoga Springs' Department of Public Works provides a wide array of vital community services, including operation and maintenance of the City's parks, athletic fields, ice rinks, and other public spaces. Public Works staff provide services year-round that ensure the City's diverse recreation amenities are open and available for use by residents and visitors.

Recreation Crew: The Recreation Crew works to prepare and maintain the following facilities, interactive spray fountains, common areas, and grounds year round for games, practices, and special events:

- Eastside Recreation
- Geyser Crest Basketball Courts
- North Side Recreation Fields
- Recreation Center
- Veterans Memorial (Geyser) Park
- West Side Recreation Park
- Waterfront Park on Saratoga Lake
- Vernon and Weibel Indoor Ice Rinks

also include other key parks or recreation sites in Saratoga Springs that are not managed by the City government. Some of these sites include Saratoga Spa State Park and School District properties, which generally provide recreation opportunities open to the public.

Assessment and Analysis

On-site assessments of the City’s key park and recreation sites were conducted by the project team’s landscape architect and Recreation Department staff. The assessments evaluated the general condition and functionality of key features that support the recreational use of the site, and considered input received from facility users and City staff. In general, the overall condition of most park sites and recreation facilities evaluated was fair to good. While serving their intended function, opportunities for improving conditions and associated quality of user experiences exist at every park and recreation facility.

Needs Assessment

Input and ideas collected throughout the information gathering process served to identify key program, facility, and service needs to target for improvement and enhancement.

Operational and Marketing Analysis

The existing organizational structure, staffing, and budgets that support the City’s provision of parks, open space, and recreation services were evaluated to determine how well these resources are functioning. City departments that primarily support local parks and recreation opportunities include the Recreation Department and the Public Works Department. For the purposes of this plan, the operational and marketing analysis focused on the resources of the Recreation Department, the primary recreation facility operator and program provider. DPW Recreation are also included in the analysis as it relates to maintenance and the provision of open spaces.

Recommendations: Goals, Objectives, and Action Plan

Key findings from the master planning process and preliminary recommendations for improving parks and recreational opportunities provided by the City were reviewed with the Recreation Commission at a public meeting on October 4, 2018. Feedback from this session and additional project team input was utilized to develop the goals and actions recommended by this Plan. Goals and action items are included in **Section IV**.



II. What We Have Now –Existing Parks and Recreation Facilities and Programs

As a city that developed with recreation, health, and leisure at its core, there are numerous public and quasi-public sites in Saratoga Springs that provide forms of publicly-accessible recreation opportunities. Strolling downtown and hiking to mineral springs around the City have been activities in which residents and visitors have participated for generations. In 2018, public recreation opportunities around Saratoga Springs were diverse and offered by an array of public and quasi-public organizations, including City, New York State Parks, the City School District, Skidmore College, the YMCA, Saratoga Casino Hotel, and many other local organizations.

While each public recreation opportunity is valuable, this plan focuses on opportunities provided by the City of Saratoga Springs, primarily those managed by the Recreation Department for “active” use. **Section A** provides a summary of key public parks and recreation facilities operated and managed by the Saratoga Springs Recreation Department and the Department of Public Works Department. In **Section B**, summary results of detailed assessment of eight key parks and facilities central to the provision of sports, athletic, and recreation programs managed by the Recreation Department are discussed.

For the purposes of this Plan, “active use” parks are those with at least some amenities that support traditional team and individual sports and athletic activities. “Passive” recreation areas are those without facilities that support organized sports or athletic uses.



A. Inventory of City Parks and Recreation Facilities

City of Saratoga Springs Parks and Recreation Facilities operated under the Recreation Department and in coordination with the Department of Public Works include:

- 1 Recreation Center
- 2 Ice rinks
- 6 City parks

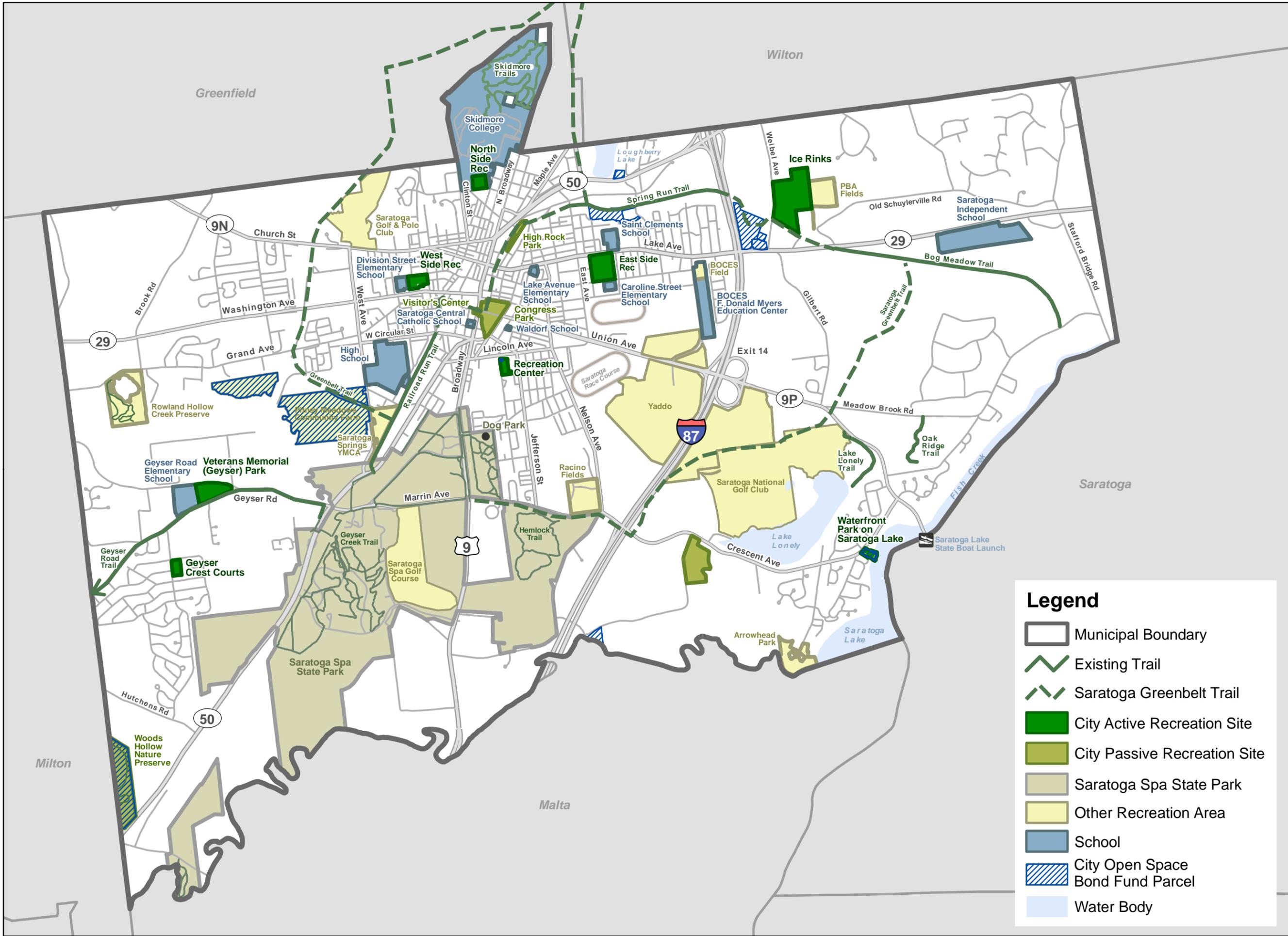
Map A illustrates major public parks, recreation facilities, and larger properties that provide residents and visitors with opportunities to participate in diverse recreation opportunities. The map includes public and large-scale private providers.

Parks and recreation facilities managed by the Recreation Department and partners (primarily the Department of Public Works and City School District) are reviewed below and include the following.

East Side Recreation Park

Located on Lake Avenue, this 20-acre site is nestled into a residential neighborhood and abuts the Caroline Street Elementary School. Features include six ballfields, a football field, handball court, six tennis courts (with five striped for pickleball), three basketball courts, a skate park, running track, interactive spray fountain, and playground.

East Side Recreation Park is owned by the City School District but managed under a cooperative agreement with the City.



Legend

- Municipal Boundary
- Existing Trail
- Saratoga Greenbelt Trail
- City Active Recreation Site
- City Passive Recreation Site
- Saratoga Spa State Park
- Other Recreation Area
- School
- City Open Space Bond Fund Parcel
- Water Body

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Saratoga Springs Recreational Master Plan
 City of Saratoga Springs, New York
 Title
Existing Recreational Opportunities Map



Project: 2017143
 Date: 05/07/2018

Geyser Crest Courts

Located in the Geyser Crest neighborhood in the western portion of the City, this park site includes two basketball courts and small open lawn area.



Ice Rinks

The City operates two ice facilities, the Weibel Avenue Ice Rink and Vernon Arena. The two individual rink buildings are located adjacent to one another on the same site on Weibel Avenue in the northeast section of Saratoga Springs. The 56-acre ice rink site also includes a large paved parking area, open lawn areas, and wooded greenspace. The undeveloped portions of this site provide possibilities for future growth and expansion for recreational opportunities. The site also includes the Department of Public Works municipal compost operation.



The Weibel Avenue Ice Rink includes an Olympic sized rink and is generally open July – March each year. Vernon has a smaller, NHL-sized ice rink and is open September – March annually. The ice rinks host team and individual sporting events, including hockey, figuring skating, speed skating, and open public skate time.

North Side Recreation Park

Located adjacent to Skidmore College's Williamson Sports Center and athletic fields, the City's North Side Recreation Park includes a four-acre open multipurpose field space and a playground.



Recreation Center

Located in a residential neighborhood between downtown and the Saratoga Race Course on Vanderbilt Avenue. The Recreation Center is a 33,000 square foot facility that includes a multipurpose gymnasium, meeting room, multipurpose room, and racquetball court. The gymnasium is regularly used for basketball, pickleball, volleyball, and other court sports. Outdoors amenities included on the site include an open grass field area, playground, and spray park.

Veterans Memorial Park

Formerly known as Geysler Park, Veterans Memorial Park is located on Adams Road in the western portion of the City, adjacent to the Geysler Road Elementary School. Veterans Memorial Park is the largest, city owned park managed by the Recreation Department. The site includes one baseball field, four softball fields, two mini-softball fields, a playground and interactive spray fountain. The site is home to the non-profit Saratoga Miss Softball organization that promotes softball for girls ages four to sixteen.

Waterfront Park

The 3.5-acre Waterfront Park is the City's only park on Lake Saratoga, and newest, opening in 2015. The sloped site includes a pavilion, and a shoreline area for fishing and launching non-motorized watercraft.



West Side Recreation Park

West Side Recreation Park is located on Division Street, adjacent to the Division Street Elementary School, on the west side of downtown. This 7.7-acre park includes three baseball fields, one tee ball field, three tennis courts and two basketball courts. The site also includes picnic areas, a playground and interactive spray fountain.

In addition to City-provide parks and recreation facilities, the significant role of the City School District, Saratoga Spa State Park, and Saratoga Race Course as recreation providers must also be recognized.

City School District

School District sites within the City provide residents with opportunities to recreate. The District and City cooperatively provide facilities and amenities for sports, athletics, and leisure at Recreation Parks (Northside, Westside, and Eastside).

Saratoga Casino Hotel

The Saratoga Casino Hotel has consistently donated use of its soccer fields for city recreational soccer program and local programs for over a decade.



B. Level of Service Assessment

To gauge the existing level of service (how well existing facilities appear to be meeting community, as well as needs and user and service provider expectations) of Saratoga Springs parks and recreation opportunities, two analyses were conducted:

- Assessment of existing conditions at a sample of eight selected city park and recreation sites
- GIS-based walkability assessment of the eight-city park and recreation sites

Existing Conditions Assessment

Existing conditions at eight selected City parks and recreation facilities were assessed by the project team to gauge the overall quality of existing amenities and site infrastructure. The consultant team did not conduct formal evaluations of structures or their associated mechanical systems. The assessment utilized a mixed-methods approach to collect and evaluate information regarding the existing conditions at these sites, including:

- On-site inspections and evaluations of core recreation and site infrastructure at the eight subject sites by landscape architects from the LA Group. Multiple site visits were performed throughout 2018.
- A Conditions Assessment Report was created for each park to quantify and score individual park elements based on a qualitative scoring system as follows:

Recurring themes noted through the existing conditions assessment:

- Athletic fields are in fair to good condition but are in need of general upkeep and maintenance.
- Playgrounds are in good condition.
- Parks lack identification and wayfinding signs.
- Parks lack consistent landscape amenities (bike racks, signs, lights, benches, trash and recycling receptacles, etc.).

- 1 – Functioning below expectations/needs improvement
- 2 – Functioning at the expected level in an average manner
- 3 – Functioning above the expected level
- User and public input, ideas, and levels of satisfaction expressed in the results of the Recreation Master Plan citywide surveys, stakeholder focus groups, and public meetings.
- Consultation with city staff and elected officials.
- Review of past and existing capital improvement plans.
- Review of general city grounds and facility maintenance protocols and resources.

The eight sites evaluated on-site by the landscape architect were:

- I. East Side Recreation Park
- II. West Side Recreation Park
- III. Ice Rinks
- IV. Recreation Center
- V. North Side Recreation Park
- VI. Geysers Crest Courts
- VII. Veterans Memorial Park
- VIII. Waterfront Park

Infrastructure and amenities reviewed at each site, as applicable, included landscaping, lighting, drainage, signage, benches and site furnishings, parking areas, sidewalks, trails and paths, athletic fields, sport courts, picnic facilities, and other amenities unique to the individual site.

East Side Recreation Park

Overall existing conditions score: 2

Numerous recreation amenities and core site infrastructure received poor to average ratings through the on-site assessment. Most site features were found to be in well-worn condition or in need of some type of improvement. Feedback received through stakeholder focus groups was consistent with the findings of the on-site assessment. Parking on-site is limited.

A new playground has recently been installed, and as of November 2018, planning of a major renovation of East Side was underway as part of the Saratoga Springs School District Great Outdoors Project.

West Side Recreation Park

Overall existing conditions score: 2

Conditions of site and recreation infrastructure at West Side Recreation Park were found to be generally consistent with that of East Side Recreation Park. Most features were found to be worn and in need of repair or renovation, but there is a new playground on the site. As of November 2018, planning of a major renovation of West Side Recreation Park was underway as part of the Saratoga Springs School District Great Outdoors Project.

Ice Rinks

Overall existing conditions score: 1

While both city ice rinks serve their important and unique recreation function, many site and facility features are in need of improvement or future renovation in order to provide users with better quality sports, fitness, and recreation experiences. Outside of the buildings, the site lacks pedestrian access, parking lot pavement is in fair condition and drains poorly, and visitor bus parking is awkward. Two major concerns noted through stakeholder and staff engagement included identification of problems with existing mechanical/chiller systems, and seasonal closure of the ice rinks for several months. Other programs have been relocated to other area facilities.

Regarding the interior at the Weibel Avenue Rink, fairly recent improvements were noted including the 2016 scoreboard, new flooring in the arena, locker rooms, 2012 dasher boards, and two new Zambonis for ice resurfacing. Features found to be in need of attention include small leaks in the roof, electrical breakers (reported to frequently short/trip), and lack of dedicated space for speed skating pads. Locker room shared restroom space does not allow for separation of genders using the facility, which is reported to be uncomfortable for some users and/or parents of young ice sports participants.

Interior at the Vernon Ice Rink appeared to be in good condition overall, but is not without challenges and opportunities for improvement. Challenges noted that the existing scoreboard does not function, additional storage space for equipment is needed, the lounge area appeared well-worn, and the music room/equipment location is awkward.

Recreation Center

Overall existing conditions score: 2

Indoor and outdoor amenities at the Recreation Center were found to be in generally good condition and meeting expectations. While aspects of the facility were showing minor evidence of wear and tear from use, no major functional problems were noted with recreation features. On-site, the multipurpose field is reported to receive regular usage for field hockey, but field surface and size are not ideal for this use. Parking at the site is also limited. Onsite there are approximately 70 spaces, but peak use times at the Center see parking needs for double to triple this number of vehicles. On-street parking fills this void.

In late August 2018, Saratoga Springs' City Hall was struck by lighting and resulting fire and water damage forced the temporary relocation of city offices and services. While City Hall is being repaired, the Recreation Center is serving as a city office building. As of November 2018, the Mayor's Office, Planning, Building, Tax Collector, Licensing, and other departments and citizen services were operating from the Recreation Center. During this abnormal period, most recreation programs based at the Recreation Center have been canceled. Other programs have been relocated to other area gyms and facilities.

North Side Recreation Park

Overall existing conditions score: 2

Facilities at North Side Recreation Park are limited to the open field space and playground, and parking is generally limited to a roadside gravel lane. Field surfacing, playground fencing, and other site features were noted as in-need of minor repair or improvement, but were generally found to be in adequate condition. As with other city parks, there was no clear signage to inform people the site is a city park, inform them of site rules, or provide wayfinding information.

Geyser Crest Courts

Overall existing conditions score: 1

Amenities at this site are limited and consist of two basketball courts and adjacent open lawn area. Courts were resurfaced in 2013 and found to be in good condition. The perimeter chain link fencing was in adequate condition but in need of some minor repairs. The low overall existing conditions score is primarily a result of basic user amenities, lack of signage and comfort features at the site.

Veterans Memorial Park

Overall existing conditions score: 2

General site conditions were adequate and meeting most needs. The site contains diverse recreation infrastructure that provide opportunities to participate in a variety of sports, fitness and fun activities. However, multiple repair and improvement needs were identified with ball fields, playground, tennis courts, parking, and site furnishings.

Waterfront Park

Overall existing conditions score: 2

While many of the site features are relatively new and were found to be in good condition, the two buildings on-site were found to be in poor condition and a need for additional dog waste stations was identified. The site also does not have public restrooms or a pavilion. Most site conditions found to be below expectations were previously identified by the City in the Waterfront Park Master Plan.

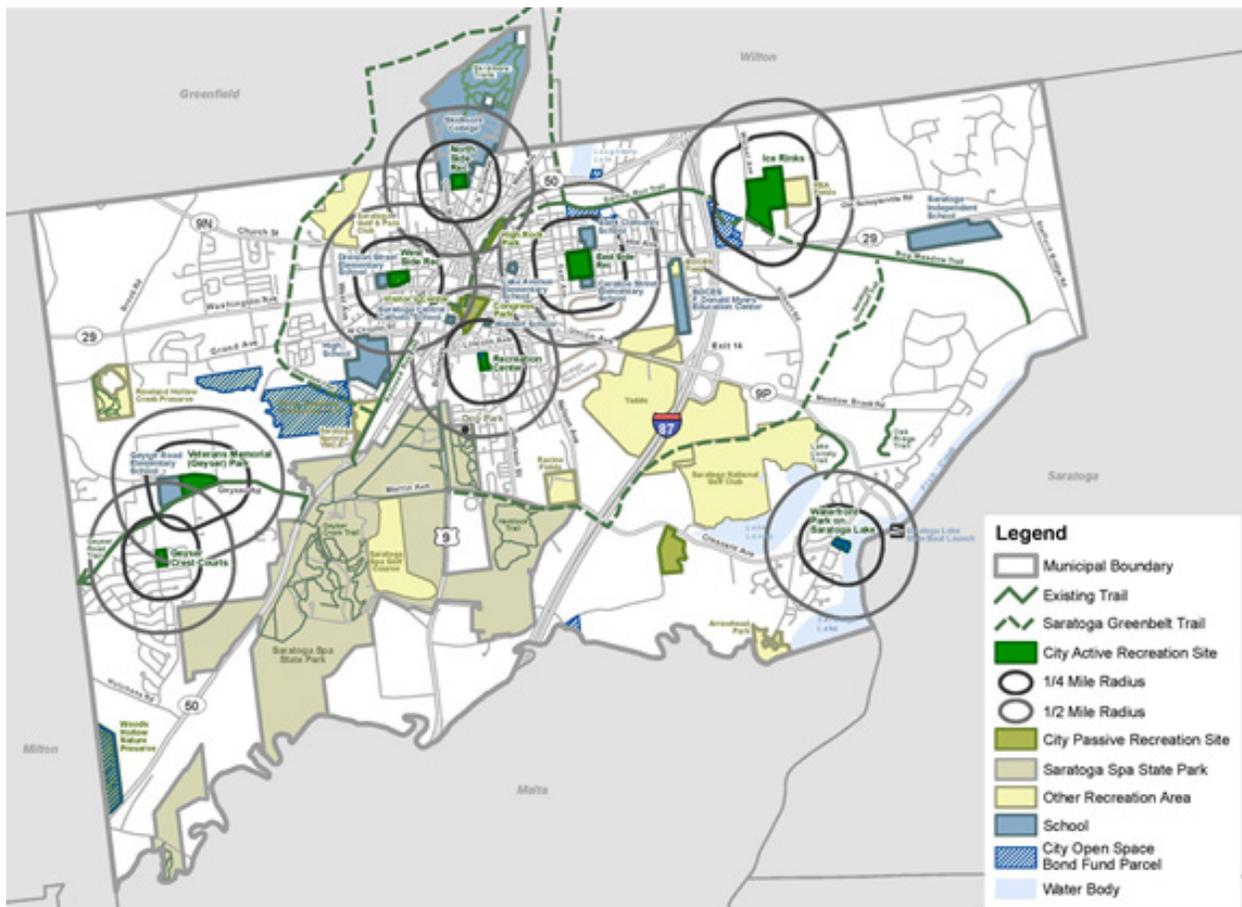


Walkability Assessment

The Walkability Assessment Map on the following page illustrates areas of Saratoga Springs that are within 1/4-mile and 1/2-mile radius of the sample of eight city park sites. This distance was selected as it is considered to be representative of a five to ten-minute walk for an average adult. As illustrated in **Figure 1**, neighborhoods in and around the urban core of the City have access to the greatest concentration of close-to-home recreation sites.

Walkable access for residents living in the outlying areas of the City is generally more limited. Some areas of the City where “gaps” in walkable access are apparent on the map, may actually have access to other public recreation opportunities not included in this assessment (but are evident on the map) including Saratoga Spa State Park, and City’s two multiple use trails.

Figure 1: Walkable Access Map



C. Key Findings: Saratoga Springs' Existing Parks and Recreation Facilities

The following is a brief description of each park facility and general suggestions for future improvements with estimated costs based on the Level of Service Inventory Analysis scoring and comments.

East Side Recreation

20.1 Acres

The park was originally constructed in the 1920s and is one of two parks within the City that is actually owned by Saratoga Springs City School District but managed by the City's Recreation Department and maintained by the City's Department of Public Works. The park is located within a primarily residential neighborhood on the east side of the City and across the street from both Caroline Street Elementary School and St. Clement's Catholic Church. It is the largest park within the City of Saratoga Springs Recreation Department and provides recreational opportunities for all ages. The park consists of numerous athletic fields, a running track, skate park, various playing courts, playgrounds, splash pad, and support buildings.

Athletic Fields: The park includes numerous athletic fields scattered throughout the site. They include both the Saratoga Springs City varsity baseball and junior varsity baseball fields. Two (2) little league fields are located at the north east corner of the park and are arguably the most frequently used in the park. In 2011 both little league fields were reconstructed. The park also contains one (1) tee ball field, one (1) bantam baseball field, and one (1) kickball field. Within the running track is a football/lacrosse field and a football practice field overlaps onto the kick ball and junior varsity baseball fields.

Running/Walking Track/Skate Park: At the south east corner of the site is a non-competitive asphalt running track with a small skate park constructed

within the northern "D" area of the track. Although, the track doesn't have the standard surfacing or striping, it is used frequently. This is the only skate park offered in the City and is very popular with the small but passionate user group.

Courts: The courts are grouped together at the western edge of the park and consists of six (6) tennis courts (5 lined for Pickleball), three (3) basketball courts, and one (1) handball court also used for tennis practice.

Playground and Spray Park: The playground is located at the southwest corner of the park and the spray park at the northwest corner. In 2017, the playground was renovated by the City Recreation Department.

Support Buildings: These include an old field house and storage structure near the little league fields, an office, concessions, and restroom building is centrally located in the park and the varsity baseball field has a large grandstand/storage structure behind home plate. There is also a small storage shed located between the track and concession stand building. Dugouts are provided at all baseball fields except for one of the tee ball and the junior varsity fields.

Site Amenities: The park includes trash receptacles, benches, bleachers, picnic tables, and bike racks.

Parking: At the north side of the site is a small parking lot along Lake Avenue that is typically full during games. Additional parking is provided on the adjacent streets and there is access to the adjacent Caroline Street Elementary School, although this is frequently unused.

General Recommendations: The Saratoga Springs City School District recently approved funding for the Great Outdoors Project which includes multiple improvements for East Side Recreation.

Great Outdoor Project – Planned Improvements

1. Reconstructed components
 - Varsity baseball field
 - Junior varsity field (outfield only)
 - Basketball courts
 - Tennis courts with pickleball markings
 - Running track
2. New components
 - Field house
 - Maintenance and storage structure
 - Entrance and pathways
 - Fitness trail
 - Sport court
 - Park accessories
 - Signage and wayfinding
 - Pavilion

The Saratoga Springs City School District is planning many improvements as a part of its Great Outdoors project. This effort is being coordinated with the City Recreation Department. Additionally, in 2011 both little league fields were reconstructed, and in 2017 the playground was renovated. With the planned and already provided improvements this park will be much improved; however, it would benefit from additional improvements not covered in other projects. They include upgrades to the skate park, replacing the varsity baseball scoreboard, and development and implementation of a field and turf maintenance programs.

Estimated cost for improvements:
\$90,000 - \$110,000

West Side Recreation

7.7 Acres

This park is also owned by the Saratoga Springs City School District but managed by the City's Recreation Department and maintained by the City's Department of Public Works. It is located within a primarily residential neighborhood on the west side of the City and is highly used by both the community and by students from the adjacent Division Street Elementary School. The park is

also home to Saratoga Springs Little League and Saratoga Spring City School freshman baseball team. The following amenities are provided at the park.

Athletic Fields: The park includes one (1) Saratoga Springs City School district freshman baseball field, two (2) little league fields, and one (1) tee ball field.

Courts: Three (3) tennis courts are located on the northern side of the park, and two (2) full size and two (2) half size basketball courts anchor the east side of the park.

Playground and Splash Pad: This popular playground was renovated in 2017. The playground and splash pad are located at the north east corner of the park. An old set of slides, older play structure, and swing sets are located to the west of the tennis courts.

Support Buildings: Include a DPW office and public restroom building, a concessions, and restroom building near the little league fields, and storage structure. Dugouts are provided at all baseball fields.

Site Amenities: The park includes trash receptacles, benches, bleachers, picnic tables, and bike racks.

Parking: A small parking lot is located at the south side of the park and is primarily used for little league events. Additional parking is provided on the surrounding streets and at the Division Street Elementary school parking lot when available.

General Recommendations: The Saratoga Springs City School District recently approved funding for the Great Outdoors Project which includes multiple improvements for West Side Recreation Great Outdoor Project – Planned Improvements.

1. Reconstructed components
 - Basketball courts
 - Tennis courts adding pickleball markings and youth tennis lines
 - Perimeter fencing

2. New components
 - Ball control/safety netting at major little league field
 - Replace existing dugouts at major little league field
 - Replace freshman baseball field scoreboard
 - Wall pads at upper storage building
 - Entrance and pathways
 - Park accessories

The Saratoga Springs City School District is planning many improvements here as a part of its Great Outdoors project. This effort is being coordinated with the City Recreation Department. Additionally, in 2014 field lights were installed at the major little league field, and in 2017 the playground was successfully renovated. With the planned and already provided improvements this park will be much improved; however, the park would benefit from additional improvements not covered in other projects. Recommendations include upgrades to the tee ball and bantam little league field dugouts, trim vegetation along the southern property line, develop internal walk system linking park amenities, provide park identification and wayfinding signs, replacing old playground equipment, and development and implementation of a field and turf maintenance programs.

Estimated cost for improvements:
\$200,000 - \$240,000

North Side Recreation

5.8 Acres

The City established this park in 1978, and it is located within a residential neighborhood adjacent to some of Skidmore College's athletic fields on the northwest side of the City. The park provides athletic fields and a playground.

Athletic Fields: One (1) rugby field and one (1) soccer field with associated goals.

Playground: Was constructed in 2016 and is enclosed by a decorative metal fence.

Support Buildings: One (1) storage shed.

Site Amenities: The park includes a drinking fountain, trash receptacle, bench, bike rack, and multiple portable bleachers.

Parking: On-street parking is provided and there is one (1) accessible space provided near the playground.

General Recommendations: Provide an accessible walk to the playground, consider new park identification and rules signs, repair damaged decorative fence, and development and implementation of turf maintenance programs. It was reported that the athletic field drainage is poor and limits the amount of use. Additional studies should be performed to determine how to improve field drainage. It is also recommended that the playground shade structure already purchased by the City be installed.

Estimated cost for improvements:
\$40,000 - \$43,000

Veterans Memorial Park

20.0 Acres

Is the City's second largest park and was constructed in 1989. The park is located at the southwest end of the City and adjacent to Geyser Road Elementary School. The park is used by the general public as well as multiple organizations including Saratoga Miss (girls) Softball, Spa Catholic High School baseball team, multiple men's leagues, and various summer camps. Within the park, there is a baseball field and multiple softball fields, tennis and basketball courts, a playground and spray park, jogging path, concessions stand, a restrooms building, and supporting storage sheds.

Athletic Fields: The park includes one (1) high school varsity baseball field, four (4) softball fields and two (2) tee ball fields. In 2018 minor field improvements were provided at the all the softball fields including re-grooming and edging the infield as well as installation of portable home run fences and clay bricks at pitcher's mounds and home plate areas.

Courts: Four (4) tennis courts are located on the northwest corner of the park, and two (2) full size basketball courts are located at the southwest corner of the property.

Playground and Spray Park: This is conveniently located near the concessions stand and restroom building. A chain link fence provides a safe barrier between this area from the adjacent road and parking lot. The playgrounds are outdated and limited to structures designed for children ages 5-12. The only equipment designated for younger children is a small outdated swing set. It was reported that the City is waiting for grant funding to perform some upgrades in this area.

Concessions Stand/Restrooms/Storage Building: These amenities are conveniently located near the cluster of softball fields and playground/splash pad. An access drive is provided to the building and provides easy access for delivery and maintenance vehicles. The storage section of the building space is dedicated to DPW for maintenance.

Site Amenities: The park includes trash receptacles, benches, bleachers, picnic tables, and bike racks.

Parking: Supplied by three (3) parking lots with supplemental on-street parking. The parking lots at Geyser Elementary School can be used when available.

General Recommendations: The site lacks directional and wayfinding signage making it difficult to navigate around the park; therefore, it is recommended to provide signage. All court systems require continued maintenance including pavement crack sealing at the tennis courts. To extend the life of the courts, it is recommended to develop a maintenance resurfacing program. To better protect parked cars, consider taller backstops for Softball Fields #1 and #2. At the Ed Valentine Field, recommendations include general infield maintenance, extend the chain link fence down third base line for additional spectator protection, new lights and bullpens, and additional irrigation components in order to provide full

coverage. Provide spectator bleachers for softball fields #2, #3, and #4. The concessions stand building needs general maintenance and cosmetic repair. Replace the existing playground and swing sets that provide opportunities for all ages.

Estimated cost for improvements:

\$720,000 - \$750,000 (does not include concession stand)

Ice Rinks

56.1 Acres

The ice rinks are home to the Saratoga Springs Youth Hockey program, the Saratoga Springs City High School team as well as Skidmore College's hockey program. Although, the site is 56.1 acres in size, the hockey facility only utilizes about 8.5 acres. The rest of the site is used by DPW or is vacant land. The site is located at the northeast portion of the City and to the east of Interstate 87 (Adirondack Northway) and easily accessible by vehicles. However, there are no pedestrian linkages or bus routes that service this facility. The two (2) ice rinks sit side by side and are surrounded by a large parking lot and associated maintenance drives.

Weibel Rink: The facility is an Olympic size rink with a large bleacher system on one side of the rink and another set of bleachers at the entry side of the rink. Five (5) locker rooms provide adequate space for athletes and are equipped with restrooms and showers. The locker rooms were improved in the summer of 2018 with new benches but are lacking storage shelves. Additionally, there is a separate room for referees to use. There is an office conveniently located near the entry that is used for collecting admission fees. This room is also used for administration staff and is where the music for the rink is controlled. At the entry of the rink is a large entry lounge consisting of bench seating and some tables. The lounge is surrounded by a small pro shop, concessions room, and a boxing training room.

Vernon Arena: This rink is smaller than the Weibel rink with fewer amenities. Vernon is an NHL caliber rink with one set of bleachers along the

side of the rink. The facility is supported by four (4) locker rooms, a referee's room, and associated restrooms. There is a small entry lounge area consisting of a couple of benches, tables, and vending machine.

Parking Lot: The size of the parking lot is adequate, but the pavement is in poor condition. The parking lot lacks sufficient lighting.

Signage: There is a rink identification sign located within the front of the property, but it is aging. The Recreation Department refers to these facilities as the Saratoga Springs Ice Rinks, but the Vernon rink is identified as "Vernon Arena" with a sign located at the top center of the building façade, and the Weibel rink is identified as "Saratoga Springs Ice Rink" with its own sign. The inconsistent nomenclature results in some confusion for visitors. Both rinks are also deficient in internal wayfinding signage, causing confusion amongst visiting teams, spectators, and visitors.

General Recommendations: Reconstruct the parking lots including new lighting. Provide a safer entry drive off Weibel Ave by studying the intersection site distance and calling out more attention to the entry drive with new signage, lighting and landscaping. In the summer of 2018 all the benches in the locker rooms were replaced but the shelves are still old and need replacing. Other suggested improvements include redesign of the rink entries into one comprehensive entry that services both rinks, provide additional storage, potentially repurpose the underutilized music room, replace lounge room flooring, and provide bleacher heaters at the Weibel Rink.

Estimated cost of improvements:
\$1,000,000 - \$1,100,000 (does not include building improvements)

Recreation Center

4.2 Acres

This facility opened its doors in 2010 and provided the Recreation Department with its first indoor court facility. Prior to construction, the Recreation Department rented space from other sources

such as local schools to provide indoor court recreation. The center provides (4) multipurpose courts (basketball, volleyball, pickleball) as well as one racquetball court and associated concessions, locker rooms, and bathrooms. The Recreation Department offices are also located here, including a large conference room. A playground and spray pad provided outdoor recreation opportunities for the community, and a small playing field is located at the northern end of the site.

Parking: Two parking lots and on-street parking provide adequate parking during a typical day. However, during larger events such as youth basketball, parking is limited and doesn't meet demand.

General Recommendations: include potentially repurposing the rarely used locker rooms, converting the game room into usable space as requested, providing additional storage, redesigning the concessions stand so that it is more efficient and useful, and developing a general field maintenance program. Severe ponding of water occurs along the playground walk and around the CDTA bus stop. Further investigations should be performed to improve the drainage issue. Explore additional parking opportunities.

Estimated cost of improvements: Need to conduct a feasibility study to establish need and cost

Geyser Crest Courts

4.6 Acres

The courts are located within a large parcel at the south side of the City. Two basketball courts are located at the southwest corner of the property, a City DPW sanitary pump station structure is located at the northeast portion of the site, and another DPW facility is located at the eastern side. The remainder of the site is wooded.

General Recommendations: Include adding a playground and provide new site amenities (bike racks, benches, identification sign, trash receptacles, etc.).

Estimated cost for improvements:
\$190,000 - \$220,000

Waterfront Park

3.8 Acres

Located on Saratoga Lake, this park provides users with waterfront access, and both passive and active recreational opportunities. The land was purchased in 2008, and the first phase of construction was completed in 2015. Amenities include a small dock, canoe/kayak launch, beach, pavilions, picnic/grilling areas, pergola with perennial garden, open lawn areas and associated walks, stairs, and parking lots. The site also contains a building structure at the upper level and one at the lower level. Phase 2 of the project has yet to commence. Improvements could include, but may not be limited to, additional amenities including larger docks, playgrounds, and an amphitheater as well as existing building improvements, including bathrooms.

Dock: The dock is relatively small but appears to meet the needs for the current use.

Beach: Size is adequate but unfortunately direct access to the water is restricted due to the stone shore line.

Picnic/grilling areas: There are 3 grills and multiple picnic tables located at the lower level.

Pergola: The pergola is surrounded by a perennial garden and a site wall and it frames spectacular views of the lake and park below. Six (6) limestone benches, a bike rack, lighting and trash receptacles are also provided in the adjacent areas.

Parking Lots: A large parking lot is located at the upper level and a smaller parking lot is located at the lower level.

General Recommendations: Include implementation of Phase 2 and develop general landscape maintenance schedule and procedures. Estimated cost for improvements: Refer to Saratoga Springs Waterfront Park Master Plan for cost associated with construction of additional phases.

D. Recreation Program Analysis

The Recreation Department offers an array of year-round recreation, sports, and fitness activities for all ages and abilities, with a focus on youth sports and activities. The Department also coordinates volunteer coaches for programs and clinics and

2017 Facility Usage Highlights

Ice Rinks

10,906 Public Skaters
3,600+ Skating Hours
29 User Groups
22 Special Events Hosted

Athletic Fields

Includes Sports Fields at East, West, North Side Parks and Veterans Park
7,200+ Hours Scheduled by Local Groups
45 User Groups
21 Special Events Hosted

Recreation Center

4,000+ Hours Scheduled by Local Groups
3,200+ Hours of Free Gym Time (Open Public Use)
69 User Groups
21 Tournaments and Special Events Hosted

permits the use of city athletic fields and courts with local sports leagues and organizations. Regular, recurring maintenance and stewardship of the grounds and built infrastructure at Saratoga Springs' parks and outdoor recreation sites is managed by the Department of Public Works.

Saratoga Springs Recreation 2018-2019 Fall/Winter Program Brochure



The seasonal Saratoga Springs Recreation Brochure is available online: <http://www.saratoga-springs.org/184/Programs>

Existing Recreation Programs and Participation

Under the strategic direction of the Recreation Commission, the Recreation Department operates the City's sports and recreation facilities and provides a diverse array of recreation, sports, and fitness activities year-round for youth and adults. Structured programs and open use of parks and recreation facilities are both made available to the public. Fees generated through program registration and facility rentals are the largest non-tax-based source of funding for the Recreation Department and recover nearly half of the cost of operations. Saratoga Springs prides itself on the quality and diversity of public recreation programs and activities the City offers and purposefully seeks to make participation affordable and financially accessible for all residents.

The Saratoga Springs Recreation Brochure is the Department's seasonal catalog of program, activity, and event offerings. The Brochure is published three times a year.

While program and activity offerings vary seasonally, the Department catalogs and tracks participation in the following categories:

- Drop In Programs
- Seasonal Youth Clinics and Programs
- Youth Soccer Leagues
- Youth Basketball Leagues

Descriptions of activity offerings and recent participation rates are summarized below, with key observations provided at the end of the section.

Drop In Programs

The Recreation Department offered 11 scheduled drop-in programs at the Recreation Center and city ice rinks. While modest user fees are charged, pre-registration is not required for participation. Pre-registration could potentially increase participation and thus additional revenue. However, this would change the intent of the drop-in concept. Activities are offered for all ages and include a mix of individual activities and group "pickup" games. Drop-in programs offered over the past several years included:

Ice Rink Drop In Programs:

- Open Public/Family Skate
- Open Figure Skating
- Open Stick Time (Hockey)
- Open Hockey

Recreation Center Drop In Programs:

- Adult Basketball
- Open Gym (multiple uses)
- Racquetball
- Pickleball
- Zumba

Participation in drop-in programs in 2017 totaled 27,215 (10,906 at the ice rink and 16,309 at the Recreation Center), an increase of approximately 12 percent over 2016's participation rate. During 2018, access to the Recreation Center was limited by its use as a temporary City Hall. **Figure 2** illustrates the growth over time of participation in drop-in programs.

Seasonal Youth Clinics and Programs

Sports and fitness activities are offered for boys and girls throughout the year and focus on teaching youth new athletic skills and team work while having fun. Sessions are typically offered either once per week for six consecutive weeks, or with five sessions in a single week. Youth clinics and programs offered include the following.

- Boxing
- Baseball
- Softball
- Tiny Tee Ball
- Junior Sluggers
- Field Hockey
- Intro to Ice Skating
- Camp Saradac
- Volunteers

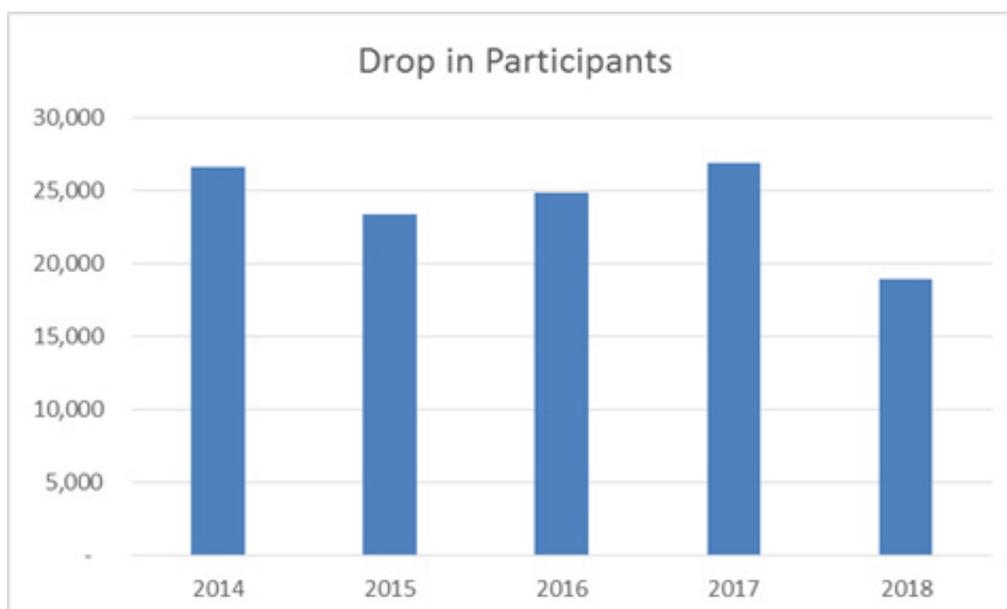
In 2017, the Recreation Department offered 22 clinics and programs, co-sponsored two programs and engaged 630 youth participants in these fun and healthy activities.

Youth Soccer Leagues

Soccer team league programs are offered in the spring and fall for youth ranging from pre-kindergarten to high school and are divided into six divisions based on school grade and age. Recreation Department youth soccer programs utilize field space at the Saratoga Casino Hotel, which has donated the use of the space for this purpose for over a decade.

Spring and fall youth soccer league participation totaled 928 and was divided nearly evenly between the two seasons. Participation has increased, with 2017 programs adding additional teams for younger age groups to accommodate this growth. Volunteerism to support the program was also admirable, with approximately 60 individuals donating their time to serve as coaches each season.

Figure 2: Five Year Participation in Drop-in Programs



Youth Basketball Leagues

Offered during the winter months, the youth basketball program teaches and engages youths from pre-school through high school. The program is based at the Recreation Center and regularly sees strong, consistent participation. Outside organizations are also highly engaged in the youth basketball program, with local high school programs supporting the Intro to Basketball Program and numerous local businesses and organizations sponsoring teams.

In 2017, 450 individual participants played on 38 total teams, and were supported by 76 volunteer coaches.

Intro to Ice Skating

The Recreation Department's introduction to ice skating program has been instilling adults and youth with the skills and confidence to skate.

This program has been growing with consistency since 2009. In fact, the program has proven so popular that spring sessions were added last year. Participation grew by 32 percent from 2016 to 2017, to a total of nearly 500 participants last year. This growth could be attributed to the additional session and the popularity of the sport.

Camp Saradac

This youth camp, designed for children ages 5 to 15 is based at the Recreation Center and engages participants in recreational and educational programs, arts and crafts and field trips to local museums and attractions. In 2017 Camp Saradac welcomed over 200 campers over eight weeks and received financial assistance from over half a dozen local organizations. Over \$50,000 in scholarships were awarded to help defer the cost of the camp to families who may experience a financial hardship paying for the camp. Scholarships assisted nearly half (71 of 204) of campers attending the program.

Volunteers

From coaching to park clean-ups, volunteers play a major role in helping the City and Recreation Department to provide great recreation experiences for residents. Over the course of the average year, hundreds of individuals volunteer their time and energy coaching youth sports, helping with park clean ups and more. In 2017, over 220 individuals had volunteered their time and energy to assist the Department. This figure does not include the many additional volunteers who assisted through programs like the High School Give Back Day, Spa Central Catholic's annual volunteering, and Eagle Scout projects.

According to the National Recreation and Park Association, in 2017 the typical park and recreation agency caters to roughly 200,000 users annually, inclusive of program participants and people's estimated open use of their parks.

Saratoga Springs is easily exceeding this figure as:

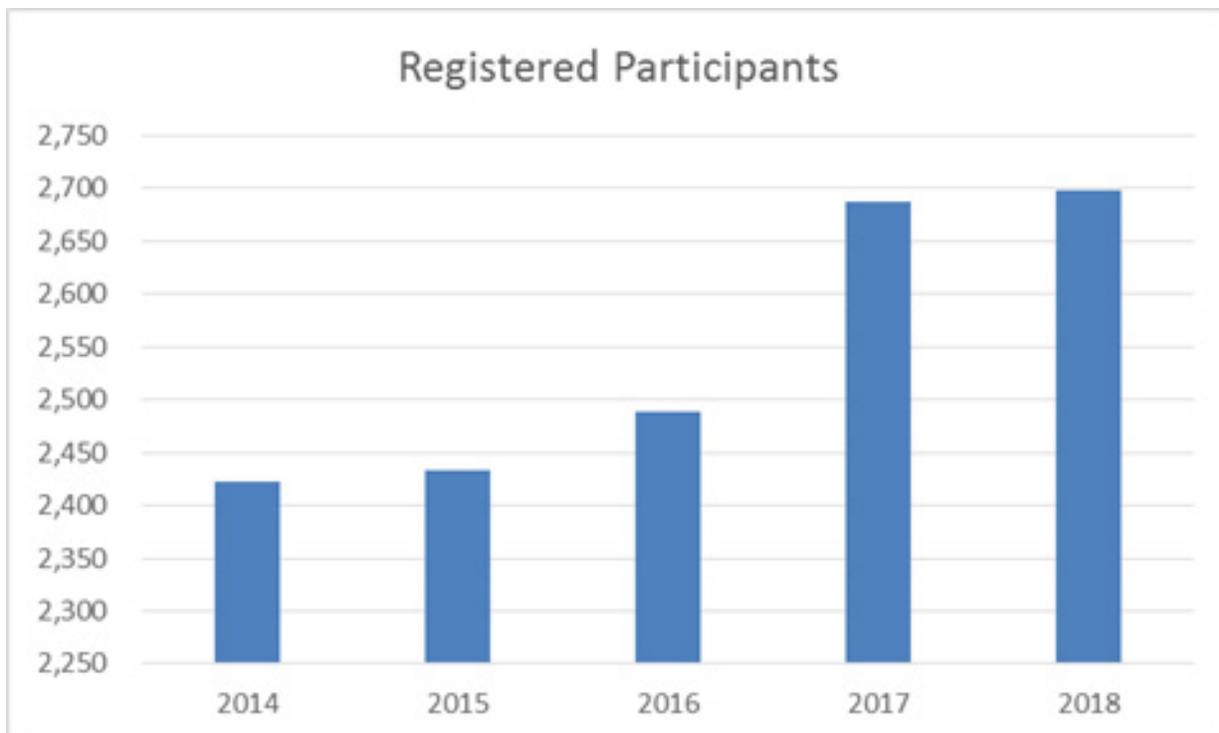
- Railroad Run and Spring Run Trails alone are utilized by nearly 200,000 visitors annually.
- Recreation programs welcome well over 30,000 participants annually.
- 14,000+ hours of scheduled league/group use of city sports and athletic facilities in 2017.
- Downtown activities organized by the Convention and Tourism Bureau and others draw tens of thousands of participants at a time to a variety of events hosted throughout the year.

Recreation Participation Summary

As reviewed in the previous section, participation in Recreation Department programs has been steadily growing. However, that data is only reflective of participants that registered for programs and/or were drop-in program participants. In addition to Recreation Department programs, Saratoga Springs' parks, sports amenities, and recreation facilities are heavily used by local athletic leagues and organizations and through open/free use by the public. While no practical means exists for tracking unstructured, open use of city parks and facilities by the public, visitation of parks, trails, and other city recreation sites is reported to be strong, especially during warmer times of the year. Visitation and participation in the many events and activities sponsored by local organizations in the downtown area throughout the year are also major attractions that visitation is not fully quantified. Reserved use of city athletic fields and facilities for league/group use and special events is tracked by numbers of special events and total hours of scheduled facility usage by local user groups. These figures are in addition to the programmed use of facilities for Recreation Department programs, which themselves have seen three years of consecutive growth.

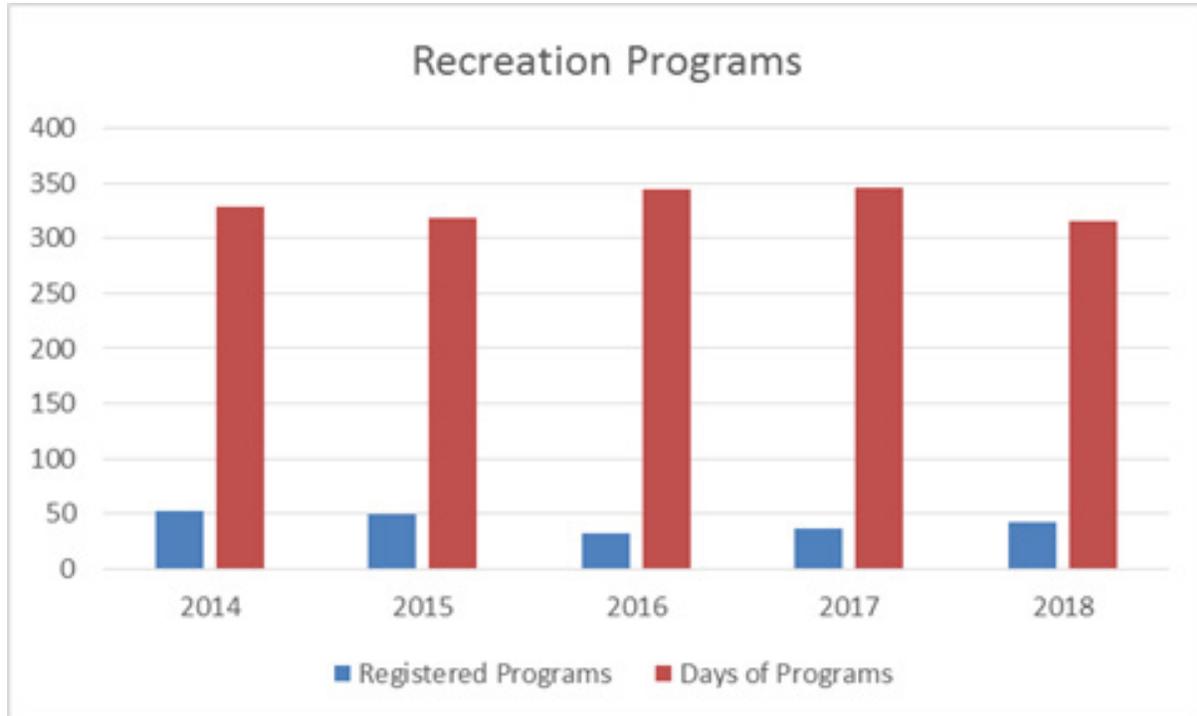
The Department has seen consistent growth in participation over the last 5 years. Since 2014, registered participants has grown by 11 percent. **Figure 3** illustrates the growth over the past 5 years.

Figure 3: Five Year Growth in Registered Participants



The growth in participation has come as the number of programs and program days has remained consistent. Over the five-year period from 2014 to 2018, Saratoga Springs has offered an average of 331 days of programming.

Figure 4: Five Year Comparison of Programs to Days of Programming



Key Findings – Existing Recreation Department Programs, Participation and Facility Usage

- The Recreation Department does a fantastic job providing a diverse array of year-round sports, fitness and recreation programs for children and youth.
- Fewer programs are offered specifically for adults and seniors.
- Participation in existing Recreation Department programs has been consistently growing for the past three or more years.
- Use of city sports fields, ice rinks and other facilities for organized sports by local leagues has been consistently strong.
- Feedback from program participants indicates strong levels of satisfaction with activities provided by the Recreation Department.
- People genuinely enjoy and derive value from Saratoga Springs' recreation programs and activities.
- Survey and focus group feedback indicated that maintenance of athletic fields and other high-use amenities could benefit from improvement and that improved conditions at facilities would

likely improve the user experience and increase usage.

- Space for additional indoor Recreation Department programs is limited, especially during “prime” use times in weekday afternoons and evenings and weekends.

Program Development

Understanding core services in the delivery of parks and recreation services will allow the City of Saratoga Springs Recreation Department to improve upon those areas while developing strategies to assist in the delivery of other services. The basis of determining core services should come from the vision and mission developed by the City and what brings the greatest community benefit in balance with the competencies of the department, current trends and the market.

The Department should pursue program development around the priorities identified by customer feedback, program evaluation processes, and research. Those following criteria should be examined when developing new programs.

- **Need:** outgrowth of a current popular program, or enough demonstrated demand to successfully support a minimal start (one class for instance)
- **Budget:** accounting for all costs and anticipated (conservative) revenues should meet cost recovery target established by the Department
- **Location:** appropriate, available and within budget
- **Instructor:** qualified, available and within budget
- **Materials and supplies:** available and within budget
- **Marketing effort:** adequate and timely opportunity to reach intended market, within budget (either existing marketing budget or as part of new program budget)

Further research into what types of programming would be successful needs to be done. Successful programs utilize continuous creative assessments, research, and planning. The Department has a process that evaluates the success of current

program offerings and criteria to determine if new program ideas should be instituted or if changes should be made to current programs. Maintaining the current registration data and evaluation process will help to assure success.

Moreover, new leisure and recreation trends may drive different needs. It is very easy to focus on programs that have worked for a number of years, especially if they are still drawing enough interested participants to justify the programs’ continuation. Starting new programs, based on community demand and/or trends, can be risky due to the inability to predict their success. If the program interest seems great, as with those identified in the citizen survey, then the programs should be implemented or expanded. Available space may hinder new or expanded opportunities in some cases.

Using historical participation levels to determine program popularity and participant feedback can be helpful in deciding if programs should be continued. In addition, utilizing citizen surveys and participant feedback, and researching trends in park and recreational programming are useful tools in determining future programming needs and desires. Sources for trends information include:

- State Parks and Recreation Associations and Conferences
- National Recreation and Parks Association
- International Health, Racquet, and Sports Associations
- Parks and Recreation Trade Publications
- Outdoor Recreation Publications

E. Recreation Department Organizational, Staffing and Marketing Analysis

City agencies and entities with primary roles in providing parks and recreation facilities and services to Saratoga Springs residents are outlined in *Figure 5*.

This organizational and marketing analysis focuses on the resources of the Recreation Department. The Recreation Department’s provision of programs and services is managed by the Recreation Commission and Mayor’s Office. The Commission provides strategic direction and Mayor’s Office providing administrative oversight and support.

Recreation Department Current Organization

As illustrated in **Figure 6**, within the Recreation Department, all staff ultimately report to the Administrative Director of Recreation. The Department’s operations are anchored by six full time staff including the Administrative Director, Office Manager, two Account Specialists and two Program Coordinators. These staff share varied managerial and administrative oversight and training responsibilities for the 107 part-time staff. It should be noted that DPW and the Recreation crew operations are covered in the DPW organizational structure and are not included in this chart.



Figure 5: Primary City Entities Supporting Public Recreation

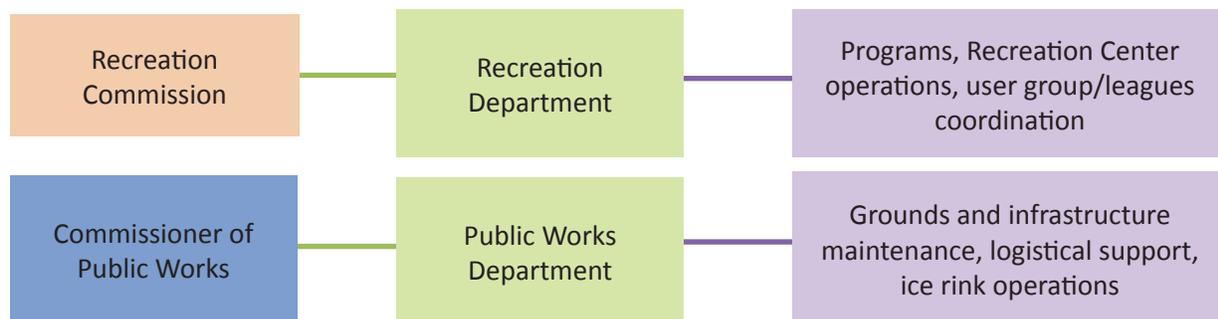


Figure 6: FY2018 Recreation Department



Staffing Analysis – Recreation Department

The consultant team reviewed the existing staffing resources of the Recreation Department to determine if the Department has the best mix of staff in the most appropriate focus areas to best support the mission of the Department. The staffing analysis considered information from the following primary sources:

- Community and user input
- Customer satisfaction ratings and reviews
- City staff and elected officials’ feedback
- Recreation Commission input
- Volunteer support

- Park and facility site visits
- Facility hours of operation
- Last three-years of Saratoga Springs Recreation Brochures (program catalog)
- Program registration and facility usage data
- Recreation Department organizational chart
- Recreation Department budget

In FY2018, the Recreation Department employed six full time staff and 107 part-time employees. The pool of part-time employee positions varied, with nearly all jobs focused-on recreation program service provision. The duration of many of these positions also varied widely, with many seasonal jobs and others for single, or highly limited engagement. In general, part time Recreation Department positions included:

- Activity-specific program supervisors, program coordinators, specialists and assistants
- Sports instructors and councilors
- Referees and officials
- Program support staff
- Camp Saradac staff, ranging from the camp director to counselors

The Recreation Department’s staff resources are also supplemented by the time and labor donated by a consistent base of 200-300 annual program volunteers. These individuals that serve as sports coaches, program and event support staff, clean-up crews, and more.

Figure 7: Recreation Staffing



According to the National Recreation and Park Association’s 2018 “Agency Performance Review,” staffing for park and recreation agencies in communities with a population between 20,000 - 40,000 residents tend to employ between 15-52 full time equivalent staff (FTE) (the median agency in a community of this size employed about 28 FTE), inclusive of program and parks maintenance staff. It is not readily apparent how many full-time equivalent staff are employed at the Recreation Department. The number of part-time employees is subject to change annually and there is wide variability in the number of hours associated with each part-time position. Based on the consultant team’s experience, it appears Saratoga Springs Recreation Department includes fewer full-time staff than agencies in similar sized municipalities.

Staffing Considerations – Recreation Department

After considering all of the organizational observations and staffing assessments, the consultant team has determined that the Recreation Department has a minimum number of staff to operate its current system with the right mix of staff in the right places within the Department. However, focus group participants and survey respondents saw the need for better maintenance and upkeep of facilities and amenities, as well as improved customer service and communication. To address these issues, the addition of parks maintenance positions would allow for better response to maintenance issues and allow the Department to better schedule and perform preventative maintenance and projects. To address the improved customer service and communications, the Department should consider the addition of a full-time position to address customer service. This will allow for better coverage and increased customer service with patrons visiting or calling.

One hurdle the Department must deal with is getting an appropriate pool of qualified applicants for open positions. This is a national issue and reflects the changing workforce of both the

Millennial and Baby Boomer Generations. To combat this trend, organizations need to be willing to allow for flexible scheduling, allowing for remote work places, part-time and “gig” positions, and second career applicants.

To operate more effectively in the future and to implement the Master Plan, the Recreation Department and DPW will need to hire additional positions to supplement existing staff. This will ensure that staffing resource levels can maintain existing and new facilities at or above acceptable standards as the Master Plan is implemented

In considering the organizational and service provision model of Saratoga Springs’ Recreation Department and outcomes noted by City documents, staff, and community members, the consultant team believes that first and foremost:

- The Recreation Department’s team is doing a fantastic job utilizing available resources to provide a diversity of high-quality recreation programs and facilities for the public.
- Given the high level of engagement the Department has with the community, the level of full-time staffing appears low based on the consultant’s experience.
- There is a heavy dependence on part-time help and volunteer support to provide Department programs and services.

Staffing – Public Works

The DPW Recreation Crew includes ten full-time DPW and one seasonal position responsible for upkeep of the City’s parks, sports fields and recreation facilities, as well as operation of the City’s two ice rinks. In 2015, there were two additional staff (summer), and in 2017, two additional summer staff and one full-time beginning September 2017 to train with a retiring employee. In 2018, due to the lightning strike, City Hall moved into the Recreation Center. DPW added two part-time staff in the Recreation Expense budget to greet and direct the public as they arrive.

F. Financial Analysis

Funding for the operation, maintenance and improvement of Saratoga Springs’ parks, recreation facilities and programs is appropriated from the general fund. An overview of the City’s funding for the provision of recreation facilities, programs and services is presented. As with most municipalities, the vast majority of funding for operations and maintenance is appropriated from the general fund, with major repairs or improvements funded through a capital improvement program.

Operations Budget for Recreation and Parks

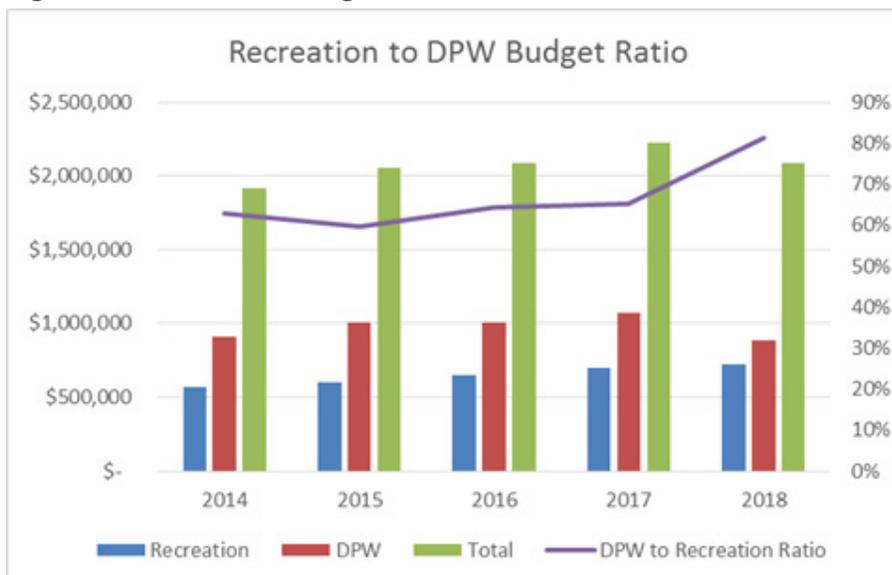
City funding for recreation and parks operations, maintenance and programs is managed by the Recreation Department and Public Works Department. Generally, the Recreation Department is responsible for budgets associated with the revenues and expenses for providing recreation programs and services and rental of the City’s ice rinks, fields, and Recreation Center. DPW is responsible for the maintenance of associated with facilities and some programming. **Table 1** illustrates the relationship between Recreation and DPW in the Recreation Department’s budget.

Table 1: Five Year Recreation Department Budget

	2014	2015	2016	2017	2018
Recreation	\$ 571,641	\$ 600,426	\$ 646,450	\$ 701,015	\$ 719,493
DPW	\$ 909,864	\$ 1,008,579	\$ 1,006,020	\$ 1,075,211	\$ 885,485
Insurance/Benefits	\$ 431,063	\$ 447,549	\$ 438,272	\$ 448,084	\$ 485,413
Total	\$ 1,912,568	\$ 2,056,554	\$ 2,090,742	\$ 2,224,310	\$ 2,090,391
DPW to Recreation Ratio	63%	60%	64%	65%	81%

Figure 8 below illustrates funding relationship with DPW and Recreation in the General Fund. From 2014 through 2017 on average 63 percent of the Recreation budget was attributable to maintenance and upkeep of all of the recreational facilities and 37 percent was attributed to programs and administration. (Major change was the reduction of utilities in 2018 which reduced DPW lines.)

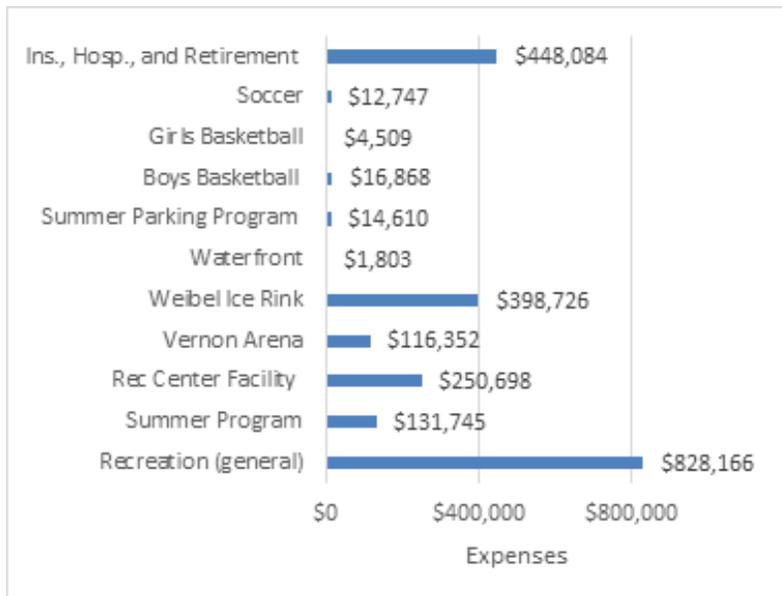
Figure 8: Recreation Funding Sources



Recreation Department Operational Funding

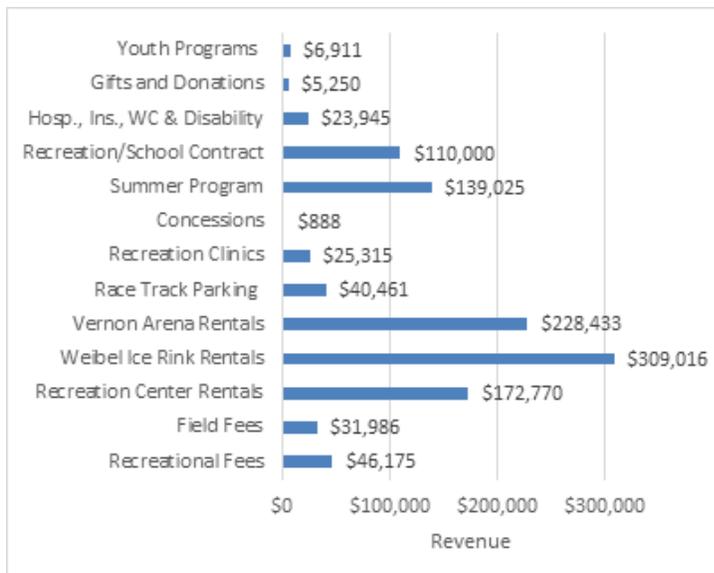
The Recreation Department’s 2017 operational expenses and revenues are illustrated in **Figure 9** and **Figure 10**. Funding for the Department’s operations are appropriated annually from the City’s general fund. Revenues generated from programs and facility rentals are directed to the general fund, and in 2017, this income equated to 49 percent of the City’s cost for providing existing Recreation Department services. The Department’s 2017 expenses for operations were \$2,224,310 and revenue was \$1,140,176.

Figure 9: 2017 Recreation Department Expenses



Source: 2017 Recreation Department Annual Report

Figure 10: 2017 Recreation Department Revenue



Source: 2017 Recreation Department Annual Report

Capital Improvement Budget

Saratoga Springs' 2017 Comprehensive Budget – Capital Fund for 2017-2022 includes a series of projects focused on enhancing public recreation opportunities, as well as projects to improve City infrastructure for walking and bicycling as illustrated in **Table 2**. One highlight that should be noted is that capital funds are appropriated in the Mayor's budget for construction of trails. However, there is no corresponding General Fund appropriation to maintain the additional miles of trails going forward. Future operational funding should include staff and equipment, as well as future repairs and upgrades.

Table 2: City of Saratoga Springs 2017-2022 Capital Fund Excerpt

	2017	2018	2019	2020	2021	2022
Mayor's Department						
Crescent Ave/Rt. 9 Bicycle and Pedestrian Crossing	\$49,500					
Greenbelt Trail Downtown Connector	\$2,268,665					
Total	\$2,318,165					
Recreation Department						
East Side and West Side Rec Improvements	\$35,000	\$35,000	\$40,000	\$40,000		
Ice Rehabilitation	\$24,000					\$152,000
Field Rehabilitation	\$95,100					
Court Resurfacing - East Side	\$55,000					
Playgrounds and Facilities		\$325,000				
Total	\$209,100	\$360,000	\$40,000	\$40,000	\$ -	\$152,000
Grand total (Mayor and Recreation Departments)	\$2,527,265	\$360,000	\$40,000	\$40,000	\$ -	\$152,000

The majority of Saratoga Springs' planned investment to improve its parks and recreation assets is planned for the near-future, as evident by high levels of 2017 and 2018 planned capital investment versus significantly lesser planned investment 2019-2022. Not reflected in the City's six-year capital improvement program are the significant renovations of the East and West Side Recreation Parks planned for implementation over the next several years as part of the School District's Great Outdoors Project. Planning for the improvement sports and recreation amenities and supporting site infrastructure began in 2018.

As illustrated in **Table 2**, planned investment from 2017-2022 totals \$3,119,265. Of this total, nearly 93 percent of funding is planned for 2017 and 2018, with most dedicated for one project, the development of a Greenbelt Trail connection to downtown. According to data from the National Recreation Parks Association, Saratoga Springs' six-year recreation-focused capital improvement program is on par with that of similarly sized communities. While the City's overall level of capital investment appears in-line with peers, the limited number of projects and proposed funding from 2019 onward does not appear in-line to address existing and future facility renovation and improvement needs. Given the age, existing condition, and high usage and demand for Saratoga Springs' parks, ice rinks, sports fields and recreation facilities, the City must continue to proactively plan for their long-term stewardship, major repairs, and improvements.

Cost Recovery and Per Capita Spending

Saratoga Springs does not currently have a pricing and cost recovery policy. However, measurement of cost recovery is a useful metric. As a result of a community process, an overall cost recovery goal can be established for the Department related to the program or service. The cost recovery goals can then be used to develop new programs and service, establish facility usage goals and priorities for those uses, and help to define partnerships and community priorities.

The results of the 2018 “NRPA – Agency Performance Report” show that the typical parks and recreation agency recovers 28 percent of its operating expenses from non-tax revenues. For the Year 2018, Saratoga Springs Recreation Department recovered 35 percent for recreation services not including rentals, seven percent higher than the national average. **Figure 11** illustrates the five year trend for cost recovery by the Department.

Figure 11: Five Year Trend for Cost Recovery

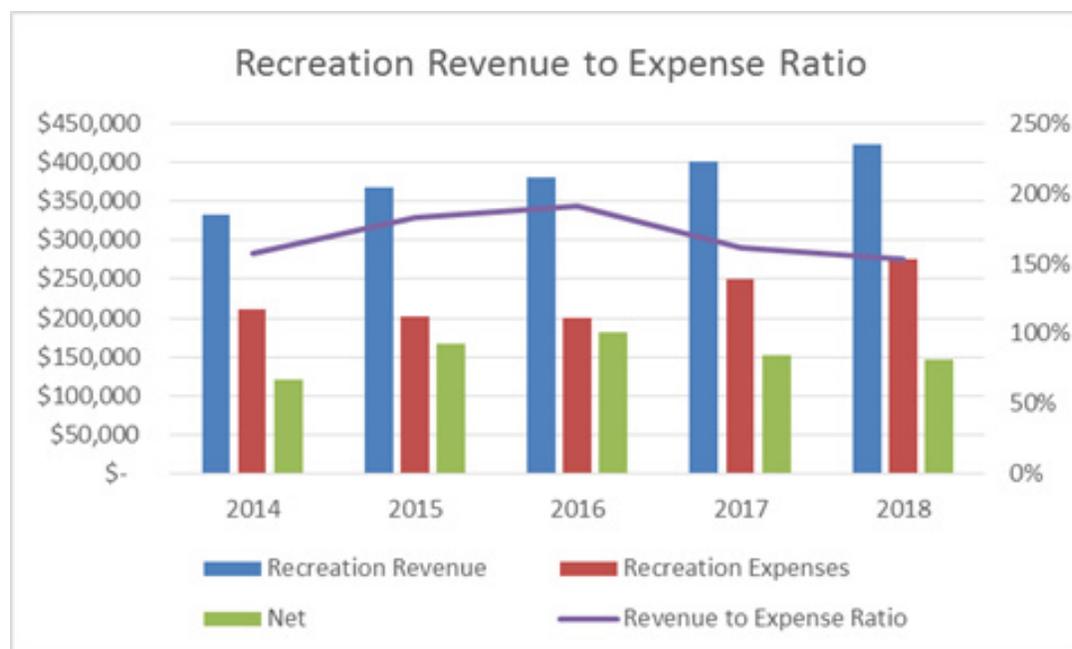


Table 3: Saratoga Springs 5 Year Trend of Cost Recovery Programs and Services

Recreation	2014	2015	2016	2017	2018
Recreation Revenue	\$ 333,031	\$ 367,768	\$ 380,168	\$ 400,792	\$ 422,587
Recreation Expenses	\$ 211,323	\$ 201,057	\$ 199,218	\$ 249,247	\$ 275,877
Net	\$ 121,708	\$ 166,711	\$ 180,950	\$ 151,545	\$ 146,710
Revenue to Expense Ratio	158%	183%	191%	161%	153%

Another way to look at revenues and expenses is on a per capita basis. Using the 2017 Esri Business Analyst estimates for the population of Saratoga Springs of 27,447, the City spent \$58.48 for recreation and parks service expenses per capita while generating \$37.14 in revenues from programs and services. This is compared to the national average of communities of \$78.26 for expenses and \$19.36 in revenue. The per capita dollar amounts for expenditures are \$19.78 below and revenues is \$17.78 above the national average.

Table 4: Saratoga Springs 5 Year Trend of Cost Recovery Total Revenue to Expense

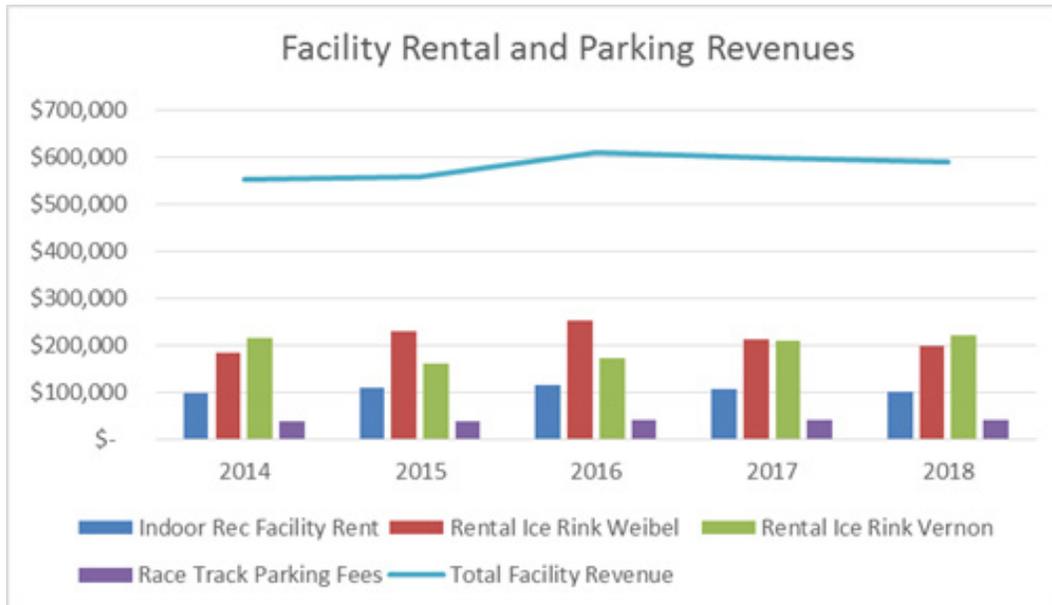
	2014	2015	2016	2017	2018
Revenue					
Recreation	\$ 891,739	\$ 930,893	\$ 994,155	\$1,006,231	\$ 1,019,411
DPW	\$ 105,000	\$ 105,000	\$ 105,000	\$ 110,000	\$ 110,000
Insurance/Benefits	\$ 13,555	\$ 18,186	\$ 20,659	\$ 23,945	\$ 26,154
Total	\$ 1,010,294	\$ 1,054,079	\$1,119,814	\$1,140,176	\$ 1,155,565
Expense					
Recreation	\$ 571,641	\$ 600,426	\$ 646,450	\$ 701,015	\$ 719,493
DPW	\$ 909,864	\$ 1,008,579	\$1,006,020	\$1,075,211	\$ 885,485
Insurance/Benefits	\$ 431,063	\$ 447,549	\$ 438,272	\$ 448,084	\$ 485,413
Total	\$ 1,912,568	\$ 2,056,554	\$2,090,742	\$2,224,310	\$ 2,090,391
Total Cost Recovery	53%	51%	54%	51%	55%

Revenue from facility rental and parking over the past five years have remained consistent averaging \$582,297. **Table 5** and **Figure 12** illustrate this five-year trend.

Table 5: 5 Years of Facility Rental and Parking Revenue

Facility	2014	2015	2016	2017	2018
Field Fees	\$ 21,670	\$ 20,809	\$ 30,742	\$ 31,986	\$ 27,736
Indoor Rec Facility Rent	\$ 97,160	\$ 108,283	\$ 114,134	\$ 105,976	\$ 100,838
Rental Ice Rink Weibel	\$ 183,401	\$ 229,397	\$ 252,393	\$ 212,152	\$ 197,954
Rental Ice Rink Vernon	\$ 214,811	\$ 161,674	\$ 171,942	\$ 209,615	\$ 220,964
Race Track Parking Fees	\$ 37,016	\$ 38,462	\$ 39,676	\$ 40,461	\$ 42,231
Total Facility Revenue	\$ 554,058	\$ 558,625	\$ 608,887	\$ 600,190	\$ 589,723

Figure 12: 5 Years of Facility Rental and Parking Revenue



According to the 2018 “NRPA – Agency Performance Report”:

- On average, park and recreation agencies derive three-fifths of their operating expenditures from general fund tax support, although the percentage of funding from general fund tax support tends to be lower at agencies with larger operating budgets.
- The second biggest source of revenue for most agencies is earned/generated revenues, responsible for an average of 28 percent of operating expenditures.
- Many agencies depend on special dedicated taxes for part of their budget.
- The typical park and recreation agency dedicates 43 percent of its annual operating budget to the management and maintenance of parks and open space.

Financial Sustainability for Programming

It would be important for the City to develop a Resource Allocation and Pricing Philosophy that reflects the values of the community and the responsibility it has to the community. This philosophy will be especially important if the City moves forward in the development of new programs and additional and/or expanded facilities, and as it strives for sustainability and determines how much it is willing to subsidize operations with tax dollars.

One means of accomplishing this goal is applying a process using an industry tool called the “Pyramid Methodology.” This methodology develops and implements a refined cost recovery philosophy and pricing policy based on current “best practices” as determined by the mission of the agency and the program’s benefit to the community and/or individual.

Critical to this philosophical undertaking is the support and understanding of elected officials, and ultimately, citizens. Whether or not significant changes are called for, the agency wants to be certain that it is philosophically aligned with its residents. The development of the core services and cost recovery philosophy and policy is built on a very logical foundation, using the understanding of who is benefiting from recreation services to determine how the costs for that service should be offset.

Recreation programs and services are sorted along a continuum of what delivers the greatest individual benefit to what delivers the greatest community benefit. The amount of subsidy for each level (not necessarily each individual program) is then determined to create an overall cost recovery philosophy. Developing effective ongoing systems that help measure success in reaching cost recovery goals and anticipate potential pitfalls are dependent on the following:

- Understanding of current revenue streams and their sustainability.
- Tracking all expenses and revenues for programs, facilities, and services to understand their contributions to overall Department cost recovery.
- Analyzing who is benefiting from programs, facilities, and services and to what degree they should be subsidized.
- Acknowledging the full cost of each program (those direct and indirect costs associated with program delivery) and where the program fits on the continuum of who benefits from the program or service to determine appropriate cost recovery targets.
- Defining direct costs as those that typically exist purely because of the program and the change with the program.
- Defining indirect costs as those that would typically exist anyway (like full-time staff, utilities, administration, debt service, etc.).
- Program fees should not be based on ability to pay, but an objective program should be in place that allows for easy access for lower income participants, through availability of scholarships and/or discounts. In many instances qualification for scholarships and/or discounts can mirror requirements for free or reduce cost lunch in schools.

Saratoga Spring Recreation Department generates program revenue from several sources:

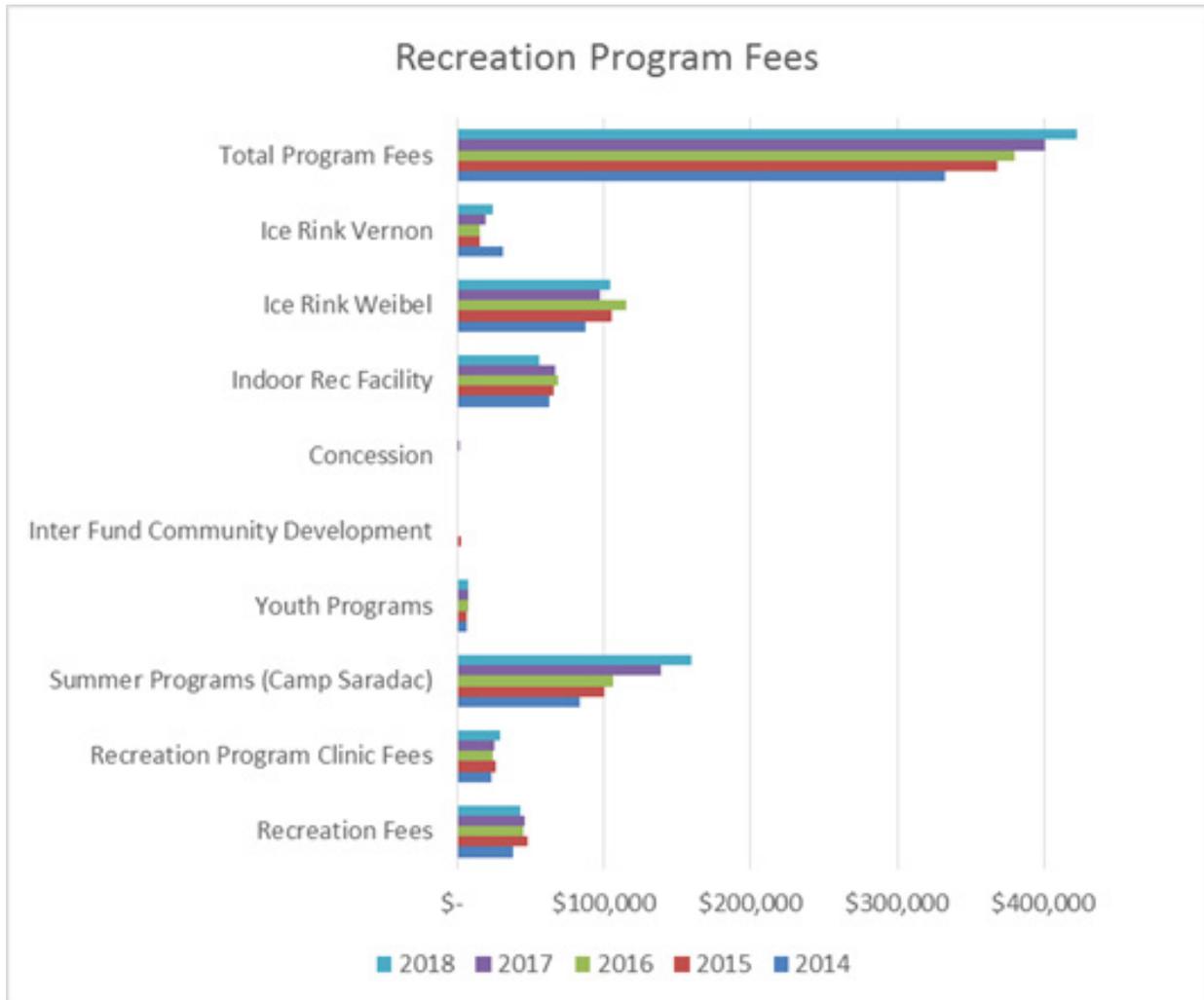
- Recreation Fees
- Field Fees
- Recreation Program Clinic Fees
- Summer Programs

Over the past five years participation numbers have increased and so has revenue. From 2014 to 2018, revenue has increased from \$333,031 to \$422,588, that's a 22 percent increase. **Table 6** and **Figure 13** illustrate this growth.

Table 6: Recreation Program Revenue 2014 to 2018

Programs	2014	2015	2016	2017	2018
Recreation Fees	\$ 38,055	\$ 47,475	\$ 44,592	\$ 46,175	\$ 42,563
Recreation Program Clinic Fees	\$ 23,417	\$ 25,521	\$ 23,915	\$ 25,315	\$ 29,280
Summer Programs (Camp Saradac)	\$ 83,527	\$ 99,670	\$ 105,686	\$ 139,025	\$ 159,322
Youth Programs	\$ 6,160	\$ 6,500	\$ 6,700	\$ 6,911	\$ 6,825
Inter Fund Community Development		\$ 2,500			
Concession				\$ 888	
Indoor Rec Facility	\$ 63,006	\$ 65,688	\$ 68,891	\$ 66,795	\$ 56,070
Ice Rink Weibel	\$ 87,711	\$ 105,550	\$ 115,055	\$ 96,864	\$ 104,354
Ice Rink Vernon	\$ 31,155	\$ 14,864	\$ 15,330	\$ 18,818	\$ 24,174
Total Program Fees	\$ 333,031	\$ 367,768	\$ 380,169	\$ 400,791	\$ 422,588

Figure 13: Recreation Program Revenue 2014 to 2018



Potential Funding Support

Revenue enhancement was a key priority for focus groups and stakeholder participants, as well as survey respondents. The Department should continue to pursue funding strategies that provide alternative funds from the City's General Fund:

- Explore alternative funding sources that strategically align with targeted services.
- Expand alternative funding for strategic initiatives through grants.
- Explore additional Community Partnerships.
- Explore the opportunities for (and use of) sponsorships.
- Consider a bond referendum for expanded and new facilities.
- Establish a state of the industry Cost Recovery and Financial Sustainability Program.
- Continue to build on the relationship with DPW

The Department should consider a bond referendum as a source of funding for new facilities that will increase patronage of Saratoga Springs. Additionally, the Department should review and potentially adjust user fees. A Cost Recovery Study may be a helpful next step to assess resource allocations and cost recovery levels.

III. Key Issues

The Key Issues Matrix provides a prioritized summary of all of the key issues that surfaced during this planning process. Issues are presented in five categories with quantitative and qualitative tools used to gauge priorities. Key issues are organized into the following categories on the matrix:

- I. Organizational Enhancement
- II. Programs and Service Delivery
- III. Facilities and Amenities

Qualitative assessment tools used to determine the priority of key issues:

- Consultant team expertise
- Input from City staff
- Stakeholder and public input
- Existing documents

Quantifiable planning data and used to determine the priority of key issues:

- Community survey results
- City data sources
- Facility assessment/level of service analysis

Priorities are rated on the matrix according to the following scale, and are noted with the quantitative or qualitative source of the priority rating (consultant team, staff, survey, etc.):

- A = priority issue
- B = opportunity for improvement
- C = minor or future issue
- Blank = issue was not addressed

The preliminary recommendations listed for each key issue were developed by the project team with input received from project team members and Recreation Commission, and formed the basis for goals, objectives and actions presented in **Chapter IV: Recommendations and Action Plan**.

Key Issues Analysis Matrix

Saratoga Springs Recreation Master Plan	Qualitative Data				Quantitative Data			Consultant's Analysis and Professional Expertise		
<p>Key Issue - Rating Scale</p> <p>a - priority b - opportunity to improve c - minor or future issue blank means the issue didn't come up or wasn't addressed</p>	Consultant Team	Staff Input	Public Input	Leadership Interviews	Community Survey	Other City Documents	Facility Assessment/LOS	 <p>Preliminary Recommendations</p>		
Organizational										
Recreation and Public Works don't seem to collaborate as well as they should to provide residents with the best maintained parks possible.	a	a	a	a	a		a	Consider combining all services under one department, or consider forming an active workgroup of Public Works, Recreation and city leadership staff, and representatives of major user groups to develop maintenance standards and help guide the improvement of park maintenance practices and outcomes.		
Partnerships and sponsorships have been helping in opening up more (or improving existing) recreation opportunities.	b	b	b	c	c	b	b	Develop new or expanded existing partnerships to create access for residents to new/improved recreation opportunities.		
There may not be enough Public Works or Recreation staff to operate and maintain facilities, or to provide programs and activities.	b	b	c	b		c		Ensure both departments have recruitment, training and retention policies. Calculate FTEs dedicated to parks and recreation focused service provision.		
City parks lack identity or a shared "brand". There is nothing visually special that tells a user "this is a Saratoga Springs city park".	a	a			b			Create a brand, logo, etc., to craft an identity for the city's parks and recreation sites, as well as outreach material and online content.		
There is not much information online or at parks about the parks or recreation opportunities that are available to the public.	a	a	a		a			Develop a marketing plan (see above). Consider creating a new position staff position specifically to serve as the Recreation Department marketing administrator/coordinator.		
It is not clear if the Recreation Department is charging the correct fees for programs and services.	b	b		c	c			Create a written philosophy to guide the city's fee structure for recreation programs, rentals and services.		
Programs and Service Delivery										
There is solid participation in existing programs and activities offered by the Recreation Department, especially for youth sports.	a	a	a	a	a			Keep providing the core base of programs that are successful.		
A better marketing strategy seems needed. Its hard to find out about programs and parks.	a	a	a					Develop and implement a marketing plan (see rows 7 and 8 above regarding branding and marketing).		
Organize and host more neighborhood-scale special events at neighborhood/community parks (in addition to events already offered downtown and at the Recreation Center and ice rinks).	b	c	b		c			Try to create and host at least one special event at a neighborhood park each year. Work with neighborhoods and/or user groups to plan and host such an event; examples to consider include movies in the park, creating a mobile play station or recreation van with equipment and staff to host activities throughout the city.		
More funding is needed to support recreation and parks improvements.	b	b	b	b	b			Explore options to bring in additional funding; consider creating a small tax dedicated specifically for improving city parks and recreation amenities; work more actively with the Friends (non-profit) group, seek more sponsorships, etc.		
There are not enough adult or senior recreation programs.	b	b	c		c			Evaluate creating additional adult and senior recreation programs and activities. Consider offering more fitness and sports activities for active adults and seniors at the Recreation Center during weekdays such as pickleball and fitness classes.		
Facilities and Amenities										
Park and sports field maintenance needs improvement. The quality of conditions at parks, sports fields and other amenities is not consistent.	a	a	a		a		a	Develop park and facility maintenance standards based on industry best management practices. Consider developing a work-order type system to track needs, repairs, etc.		
There is not enough sports field space. The Casino fields for soccer is great but use is donated on an annual basis and could end anytime. If city use of these fields is ceases, there will not be sufficient field space for local sports programs within the city.	a	a	b		b		b	Evaluate the potential to establish long term leases, MOUs or the acquisition/development of new sports field sites.		
The Recreation Center is the only city gym/indoor recreation space. Its capacity is limited and its used to capacity during times of moderate to high demand.	b	b	b		b			Work with partners to secure the use of existing programmable indoor recreation spaces in the city for Recreation Department programs (schools, college, churches/civic groups). Consider evaluating the potential to expand the existing Recreation Center or to add new recreation space to another existing city facility.		
The trail system in the city for walking and biking should be better connected.	a	a	a	a	a	a	a	Focus on creating priority connections in the existing trail system. Utilize the city's existing complete streets and bicycle/pedestrian plans for priorities.		
Basic features and elements seem to be missing from some city parks, including amenities like benches, trash cans, shade, restrooms, etc.	b	b	b		c		a	Seek to add comfort and convenience features to add greater utility to parks and improve user experiences and enjoyment.		
There isn't much to do at the Waterfront Park.	b	b	c					Implement Phase II of the Waterfront Park Master Plan.		
Wayfinding and information sharing signage is needed at most parks. There isn't any information at most parks that informs users what there is to do on-site, or which way to go to find different park features.	a	a	b		b		b	Create standardized signage as part of an overall marketing and branding effort.		

Key Issues Analysis Matrix

<p>Key Issue - Rating Scale</p> <p>a - priority b - opportunity to improve c - minor or future issue blank means the issue didn't come up or wasn't addressed</p>	Consultant Team	Staff Input	Public Input	Leadership Interviews	Community Survey	Other City Documents	Facility Assessment/LOS	 <p>Preliminary Recommendations</p>
Expand the usable time at the ice rinks. Don't close the rinks for part of the year.	b	b	b		b			Evaluate the potential to keep ice rink opportunities available year-round. Consider staggering seasonal maintenance closings. Consider adding staff needed for expanded operation.
There is not enough parking at some parks and at the Recreation Center	c	b	c	c			c	Evaluate opportunities to expanding parking at known "trouble spots".
The skate park isn't as fun as it could be. Other skate parks in the general area are bigger and better.	b	b	b	c	c			Consider updating the skatepark or replacing aged or deteriorated elements.
Splash pads are great for kids in the summertime.	c	c	c					Evaluate the potential to add splash pads at more locations around the city.
The School District's Great Outdoors Project will lead to the renovation of East Side and West Side Recreation Parks.	a	a	a	a		a	a	Support the School District in its work to improve these sites.
Add lights to athletic fields where there may not be any now.	c	b	b					Evaluate adding field lights to unlit fields and evaluate replacing existing older field lighting systems with more modern, energy efficient systems where applicable.

IV. Recommendations and Action Plans

The success of Saratoga Springs' current provision of high-quality parks and recreation opportunities should not be understated. Parks, recreation facilities, and programs provided by the City are touching the lives of the vast majority of residents and countless visitors. The City does a fantastic job working to meet the needs of residents and its recreation and parks user base. As a whole, the community has and continues to place a high value on sports and recreation, with residents showing a strong level of support for the City's parks and recreation assets. While Saratoga Springs has much to celebrate with its current parks and recreation system, as noted in this study, there are challenges that should be addressed and opportunities to evaluate to best ensure service provision continues to meet the community's needs and expectations.

A. General Recommendations

The City of Saratoga Springs' parks and recreation system offers a mix of facilities, provides high-quality programs, events, and suite of valuable community services that positively contribute to community quality of life. These far-reaching recommendations focus on issues and challenges identified in the planning process on their broadest terms. Overall, Saratoga Springs is well positioned to continue to provide great programs and engaging recreation, fitness, and leisure opportunities for all residents. The following general recommendations are representative of key issues identified through the planning process. They are purposefully broad in scope but directly tied to key issues focused on organizational enhancement, programs and service delivery and facilities and amenities. Specific actions designed to help achieve goals and recommendations are detailed in the proceeding Action Plan.

General recommendations:

- 1) The Recreation Center is currently closed to recreation programming and serving as the City's temporary administrative offices. The closure of the Recreation Center for programming is considered a temporary condition likely to impact regular

operations through 2019, with the intent for the facility to return to recreational use after normal City Hall operations are reestablished and relocated.

- 2) Connecting and expanding public trails, bike paths and associated infrastructure throughout the City is important to nearly everyone. Strong attention should continue to be focused on opportunities for enhancing walking and biking experiences citywide and implementing priority projects.
- 3) Improving the quality and utility of existing city parks and recreation infrastructure is necessary, through both improved maintenance and capital investment.
- 4) Additional programmable indoor recreation space and outdoor sports fields to utilize for local recreation games, practices, programs, and activities is needed.
- 5) Marketing, outreach, and sharing of information about City recreation opportunities must become more effective.
- 6) Internal and external partnerships should be strengthened and leveraged to foster improvement of existing recreation opportunities for residents and visitors.

B. Action Plan, Cost Estimates and Prioritization

The following Goals, Objectives, and Action Items are drawn from the public input, inventory, level of service analysis, findings feedback, and all other information gathered during the master planning process with a primary focus on maintaining, sustaining, and improving Saratoga Springs' system of public parks, recreation facilities and programs. All cost estimates are in 2018 figures where applicable. Most estimates are rough, with more precise figures dependent on the extent of the enhancements the City may choose to implement. Not all action items have an associated cost estimate.

Timeframe to complete is designated as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)

Goals are organized by the three key issue areas identified in Section IV: Key Issues and include:

- I. Organizational Enhancement
- II. Programs and Service Delivery
- III. Facilities and Amenities

As illustrated in the action plan, several challenges and opportunities for improving City recreation opportunities span across multiple key issue topics. For example, seeking to improve communications and information sharing about City parks and recreation opportunities is an organizational and service delivery challenge, and one that impacts peoples’ use and enjoyment of city facilities and amenities.

Goal 1: ORGANIZATIONAL ENHANCEMENT: Seek to strengthen the ability of the Recreation Department and Public Works Department to continue to provide excellent services and facilities for residents and visitors.			
Objective 1.1: Assemble a team to guide the implementation of this Recreation Master Plan.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
a. Establish a recreation and parks working group of City staff, leadership and relevant local organizations to guide the implementation of this plan and to proactively manage future challenges and opportunities.	None	Staff Time	Short-Term, 2019
Objective 1.2: Ensure staff levels, training and resources are available for meeting existing and future operational, maintenance and service delivery expectations.			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
a. Review employee recruitment, training, and retention policies for recreation and parks-focused staff annually. Update practices to best ensure Public Works and Recreation can continue to hire, train, and retain high-quality staff.	None	Staff Time	Annual Review
b. Review staffing levels for programs, maintenance, operations, and service provision annual to determine if more/fewer staff are needed in different areas of the City’s provision of recreation and park opportunities. Increase maintenance and customer service staffing and training to accommodate existing and future needs.	None	Staff Time	Annual Review

c. Develop a written cost recovery philosophy and goals to guide the Recreation Department’s fee structure and charges for program participation, facility use, and rentals. Review the fee structure, cost recovery goals, and philosophy and yearly budget to ensure costs, revenue and fees charged to users are in-line with expectations.	None	Staff Time	Short-Term, 2019-2021 to develop goals and philosophy; followed by an annual review
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------	------------	-------------------------------------------------------------------------------------

Objective 1.3: *Better leverage existing relationships and create new connections between the Recreation Department and the community to improve communication and engagement with all segments of the population about local park and recreation opportunities.*

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
<p>a. Create a branding and marketing plan for the Recreation Department that crafts a cohesive “identity” for the City’s recreation and park facilities and Department and creates an implementable strategy for enhancing the Department’s outreach and sharing of information with residents and visitors.</p> <p>Consider leveraging the School District’s Great Outdoors Program, and ongoing planning of renovations to East and West Side Recreation Parks, to develop style templates for signage, logos, etc., that could be standardized for future use at all city parks and recreation facilities.</p>	\$20-40K+ if hiring an outside vendor for assistance	Staff Time	Short-Term, 2019-2020
b. Seek to strengthen and grow partnerships between the Recreation Department and community organizations. Prioritize opportunities that expands residents’ access to new, different, or in-demand programs, facilities or services that may not be available directly through the Recreation Department.	None	Dependent upon partnership arrangements	Continuous

Goal 2: Improve Programs and Recreation Service Delivery

Objective 2.1: *Continue to provide high-quality recreation, fitness, and sports programs for all ages and abilities citywide. Seek to create more activities for adults and seniors and more all ages events at various community parks.*

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
a. Maintain the Recreation Department’s core base of programs and services; including youth programs and coordination of athletic field use with user groups.	None	Staff Time	Continuous

b. Create additional programs and activities for active adults and seniors. Work with existing users and stakeholders to develop ideas for new programs to consider. Consider adding morning and early afternoon weekday activities for seniors/retirees at the Recreation Center, such as fitness classes or pickleball.	None	Dependent on number/type of programs added	Short to Mid-Term, 2019-2024
c. Create and host at least one special event at a different neighborhood park each year. Work with neighborhoods and user groups to plan and host such an event.	Dependent on event type/ scale	Dependent on event type/ scale	Mid-Term, 2021-2024
d. Consider creating a mobile recreation program bring new recreation activities to neighborhood parks throughout the City.	Dependent on scale of program, vehicle and equipment	Additional equipment costs, staff time	Long-Term, 2024 Onward
e. Create and implement a marketing plan as outlined in Goal 1, Objective 1.3, Action a.	\$20-40K+ if hiring an outside vendor for assistance	Staff time	Short-Term, 2019-2020

Goal 3: Improve Saratoga Springs parks and recreation infrastructure.

Objective 3.1: Improve the quality of existing infrastructure and amenities at City parks and recreation sites to enhance the user experience.

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
a. Develop written, measurable maintenance standards, best management practices and schedules for regular, reoccurring parks and recreation amenity maintenance tasks. Harness existing staff knowledge of maintenance needs, challenges, resources, and facility use/user group schedules and needs and existing industry best practices to inform the creation of improved stewardship standards.	None	Staff time	Short-Term, 2019-2020
b. Prioritize improving maintenance and basic upkeep of recreation facilities and amenities subject to heavy usage and associated wear and tear, including athletic fields and ice rinks.	Dependent upon scope of maintenance needs	Dependent upon scope of maintenance needs	Short to Mid-Term, 2020-2022
c. Support the School District’s Great Outdoors Program and its planned improvements to recreation amenities at school sites and East Side and West Side Recreation Parks.		None	Ongoing through project completion

d. Evaluate the potential to add additional splash pads at City parks and recreation sites.	Dependent upon amenity design and site conditions	Dependent upon amenity design	Mid to Long-Term, 2022 Onward
e. Seek to add and standardized basic comfort and convenience features at City parks and recreation sites to improve site utility and enhance the user experience. Such features to consider are seating, shade, waste receptacles, signage, and restrooms. Standardization of signage and site features should be tied to the marketing and branding recommendations noted in Goal 1, Objective 1.3a.	Dependent on individual amenities and site-specific needs	None	Mid-Term, 2022 Onward
Objective 3.2: <i>Increase the quantity of available indoor recreation space and athletic fields that can be used for hosting City recreation programs and activities.</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
a. Evaluate opportunities to enter into long-term use agreements or leases that allow for stable access to non-City athletic fields or indoor recreation spaces for City recreation programs.	Dependent upon agreement	Staff Time	Ongoing
b. Regularly evaluate the existing use of the Recreation Center to ensure the space is used to its full potential for recreation programs and services. Evaluate the potential to add programming during off-peak usage hours.	None	Staff Time	Ongoing
c. Implement Phase II development of the Waterfront Park Master Plan.	Based on Design and Bids Received	Increased maintenance	Mid to Long-Term, 2022+
d. Evaluate opportunities for adding lighting to existing unlit athletic fields and updating older field lighting systems with more energy efficient and higher performing systems.	\$100,000-\$300,000 per field for new lighting	Increased lighting costs w/ new systems, decrease in long-term operational costs for replacement of older, less efficient systems	Short to Mid-Term, 2020-2024

Objective 3.3: *Improve branding and marketing of City parks and recreation opportunities to improve awareness and usage of amenities.*

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
a. Develop and implement a branding, marketing and outreach plan for the Recreation Department and city parks as recommended in Goal 1, Objective 1.3a.	\$20-40K+ if hiring an outside vendor for assistance	Staff Time	Short Term, 2019-2020

Objective 3.4: *Continue to expand and enhance Saratoga Springs' pedestrian and bicycle infrastructure.*

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
a. Support the implementation of the City's pedestrian and bicycle, and complete streets master plans. Focus on supporting projects that make priority connections in the existing citywide trail system.	None	Staff Time	Ongoing

V. The Saratoga Springs Community

A. Demographic Profile

Serving residents, and providing them with diverse, high-quality recreation opportunities and enriching experiences are at the heart of the mission of the Saratoga Springs Recreation Department. Understanding the characteristics of the local population is a key component of this planning process and necessary for best ensuring that public recreation facilities and services provided are most suitable for the community. The assessment of Saratoga Springs population was based on the most current data available from the U.S. Census Bureau, U.S. Census Bureau's American Community Survey and Capital District Regional Planning Commission's Community Fact sheet for Saratoga Springs (December 2016).

Appendix A includes a more detailed assessment of the City's population, with key summary data reviewed below.

Key Demographic Trends Impacting City Recreation Services

Saratoga Springs' population has been growing slowly and steadily since the 2000 Census. The U.S. Census Bureau estimated a total city population of over 27,000 as of 2017. The Capital District Regional Planning Commission projects the City's resident base to grow to approximately 29,000 by 2030.

Table 7: Population Snapshot

Population	27,447
Median Age	39.9 years
Households	11,312
Median Household Income	\$73,661

Source: U.S. Census Bureau American Community Survey

The Population is Getting Older While Retaining a Young Core

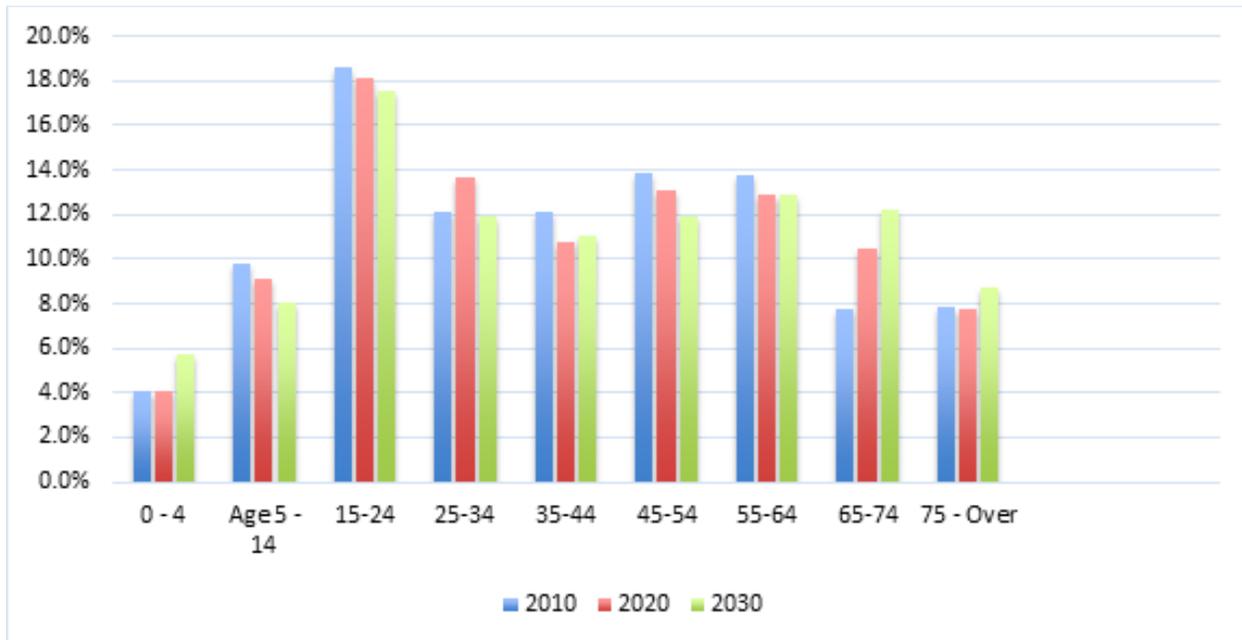
Compared with the nation and State of New York, the population of Saratoga Springs is slightly older, with a 2017 median age of 39.9 years. The median age nationally and in New York is 38.2 years. As illustrated in **Figure 14**, the percentage of the population comprised of senior-aged residents is projected to increase, while decreases are expected in younger age cohorts. While the overall population is aging, nearly one fifth of residents are teens or young adults, ages 15 to 24 years of age. This segment of the population is projected to remain the most populous within the City for the foreseeable future.

City Population Trends Impacting Recreation:

- Steady population growth
- Highly educated
- Earning more per households statewide & nationally
- More homeowners vs. renters



Figure 14: 2017 Population Age Cohorts

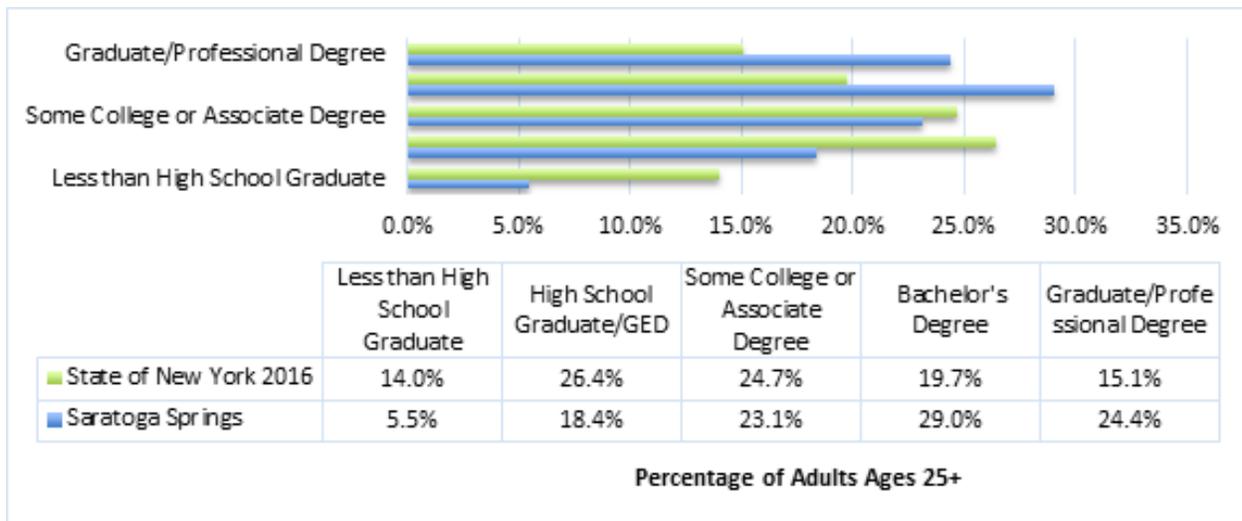


Source: Capital District Regional Planning Commission Community Fact Sheet for Saratoga Springs, December 2016

Residents are Well Educated and Have High Household Incomes

Over 90 percent of city adults (ages 25+) had at least a high school level education and over half had a bachelor’s or graduate degree. Compared to peers statewide, adults in Saratoga Springs are more highly educated, as illustrated in **Figure 15**.

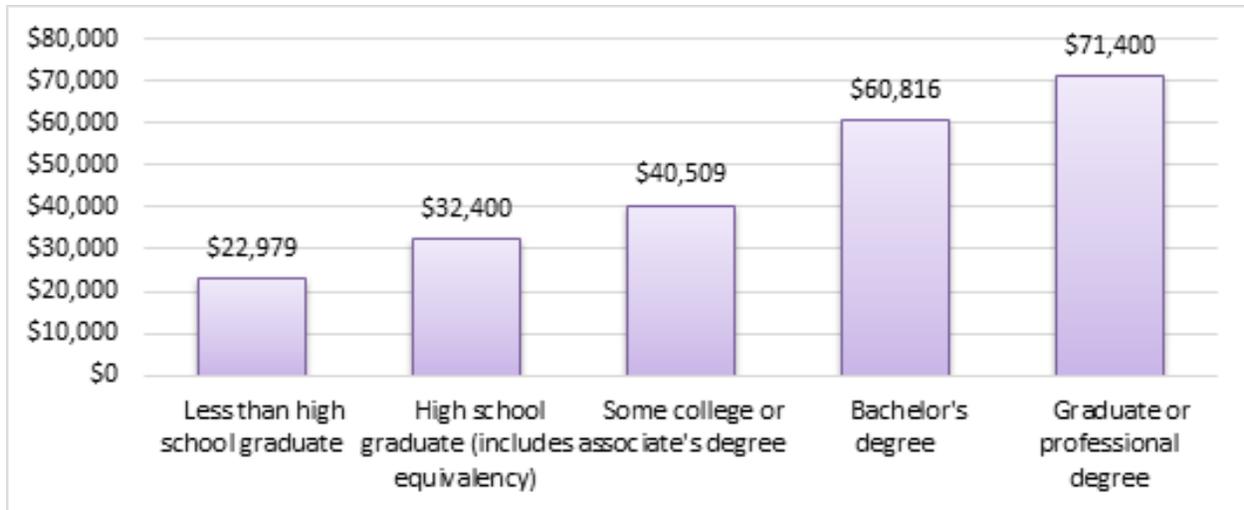
Figure 15: Adult (Ages 25+) Education Levels



Source: U.S. Census Bureau American Community Survey

According to a U.S. Census study, education levels had more of an impact on a person’s lifetime earnings than any other demographic factor, such as gender or race.¹ As illustrated in **Figure 16**, this trend holds true with Saratoga Springs residents.

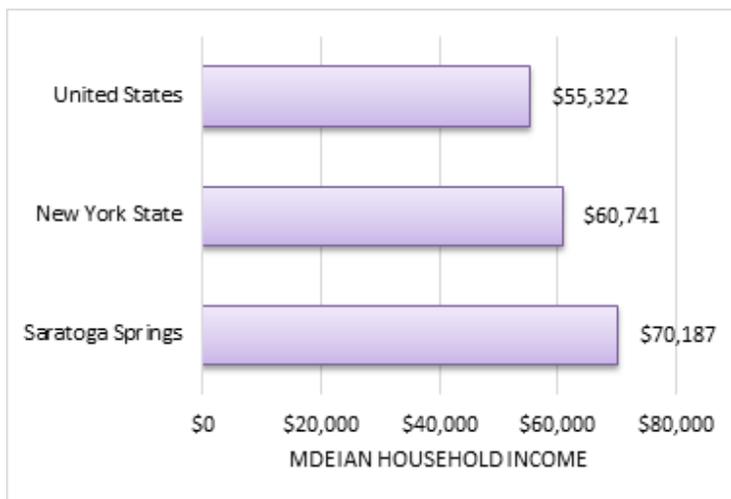
Figure 16: Education and Earnings –Adults (Ages 25+)



Source: U.S. Census Bureau American Community Survey

The median income of Saratoga Springs households is also higher when compared to others nationally and statewide (**Figure 17**).

Figure 17: 2017 Median Household Income Comparison



Source: U.S. Census Bureau American Community Survey

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

Housing and Households

Outside of the downtown core the majority of Saratoga Springs housing stock is comprised of single-family dwellings. In general, the pace of home development and type of occupant (owner versus renter) appears to have remained steady since 2010. As noted in **Table 8** the most noticeable change in this time is a 1.2 percent increase in renters across the City. As with other smaller communities that are home to colleges and universities, and tourism attractions, there is often a significant percentage of local housing stock dedicated to renters.

Table 8: City Housing Statistics

	2010	2016
Total Housing Units	12,936	13,406
Vacant Housing Units	12.6%	12.2%
Owner Occupied Housing Units	56.9%	55.7%
Renter Occupied Housing Units	43.1%	44.3%

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

The Relevance of Population Trends on Public Recreation

Key characteristics of the City's existing and projected population to consider in planning for the improvement of parks, recreation facilities and programs include:

The Population is Getting Older While Retaining a Young Core

Projections indicate that Saratoga Springs population is slowly aging. Over the same time period, the 15 to 24-year-old population is set to remain the most populous age cohort, at least in part as a result of the student population of Skidmore College fitting into this age range. While the City does currently offer programs and activities for adults, as the percentage of older adults in the City's population increases, this expanding group of residents is likely to seek out more home public recreation opportunities. According to the National Recreation and Parks

Association, "Nine in 10 park and recreation agencies offer a variety of services and activities for older adults, including health and wellness programs and workshops, field trips/tours, volunteer/mentoring opportunities and special events, in efforts to help older adults remain healthy and vital parts of their communities."²

Residents are Well Educated and Have High Household Incomes

As with all communities, individual household incomes vary significantly, but the median household income of city households is higher than the state and national median. Generally, having the financial means to pay for equipment, admissions or fees eliminates a barrier to participation. This sentiment is supported by studies that found socioeconomic status is a factor that influences a person's participation in physical activities and sports.³ In Saratoga Springs, cost may not be the largest barrier to participation for a portion of residents, and if the City were to offer more or better parks or recreation experiences, people may be willing and able to pay more for them if they see the value in it. This should be accomplished as part of an overall, community driven fee and cost recovery philosophy.

B. Relevant National and Regional Recreation Program Trends

The provision of public parks and recreation services can be influenced by a wide variety of trends, including the desires of different age groups, community values and popularity of a variety of recreational activities and amenities. Two national trends in public recreation appear to be well-represented in Saratoga Springs, the popularity of walking and biking and participation in sports and fitness activities.

² <https://www.nrpa.org/blog/parks-and-recreation-impacting-the-lives-of-older-adults-across-the-country/>; Accessed October 2018

³ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4423100/>; Accessed October 2018

Sports and Recreation Trends

General Sports and Recreation Trends

The National Sporting Goods Association (NSGA) statistical survey on sports participation in the United States 2015 edition tracked participation in 54 different sports and activities for 2014.⁴

- Participation increased in 33 sports and activities in 2014 over the previous year. Roughly half that number (17) of sports and activities saw increases in 2013 compared to 2012.
- Open water sports saw the highest percentage increase (2.7%) in terms of number of participants. The increase is attributed to growth in popularity of boating (motor/power boat), canoeing and kayaking.
- Individual sports and activities experienced the highest decrease in participation, falling 2.6 percent in 2014 compared to the previous year. The decrease is attributed to declining participation in bowling, golf and tennis.

According to the National Recreation and Park Association, in 2017 the typical park and recreation agency caters to roughly 200,000 users annually, inclusive of program participants and people's estimated open use of their parks.

Saratoga Springs is easily exceeding this figure as:

- Railroad Run and Spring Run Trails alone are utilized by nearly 200,000 visitors annually.
- Recreation programs welcome well over 30,000 participants annually.
- 14,000+ hours of scheduled league/group use of city sports and athletic facilities in 2017.
- Downtown activities organized by the Convention and Tourism Bureau and others draw tens of thousands of participants at a time to a variety of events hosted throughout the year.

Longer term data from National Sporting Goods Association show that despite a recent downturn in the participation in the past year, over the past decade, participation in individual sports has increased, especially in aerobic exercising, exercise walking, exercising with equipment, hiking, kayaking, running/jogging, and yoga. **Table 9** illustrates a ten-year change in participation for selected activities including both team sports and individual sports.⁵



⁴ Irwin Broh Research, "Sports Participation in the United States 2015 Edition", National Sporting Goods Association, 2015

⁵ National Sporting Goods Association, "Historical Sports Participation 2015 Report," <https://www.nsga.org/research/nsga-research-offerings/sports-participation-historical-file-2015>, accessed April 2016

Table 9: Ten-Year History of Sports Participation (in millions) 2005-2014

Sport	2005	2007	2009	2011	2013	2014
Baseball	14.6	14.0	11.5	12.3	11.7	11.3
Basketball	29.9	24.1	24.4	26.1	25.5	23.7
Exercise Walking	86.0	89.8	93.4	97.1	96.3	104.3
Exercising with Equipment	54.2	52.9	57.2	55.5	53.1	55.1
Football (Flag)	N/A	N/A	N/A	N/A	6.8	6.3
Football (Tackle)	9.9	9.2	8.9	9.0	7.5	7.5
Football (Touch)	N/A	N/A	N/A	N/A	8.8	8.9
Lacrosse	N/A	1.2	N/A	2.7	2.8	2.8
Running/Jogging	29.2	30.4	32.2	38.7	42.0	43.0
Skateboarding	12.0	10.1	8.4	6.6	5.0	5.4
Soccer	14.1	13.8	13.6	13.9	12.8	13.4
Softball	14.1	12.4	11.8	10.4	10.0	9.5
Swimming	58.0	52.3	50.2	46.0	45.5	45.9
Tennis	11.1	12.3	10.8	13.1	12.6	12.4
Volleyball	13.2	12.0	10.7	10.1	10.1	10.2

Source: National Sporting Goods Association

The Sports & Fitness Industry Association (SFIA) produces a yearly report on sports, fitness and leisure activities in the United States. The following findings were highlighted in the 2016 report⁶ :

- Overall participation in sports, fitness, and related physical activities has fluctuated in recent years with an increase in team, winter, water, and fitness sports participation. Racquet and outdoor sport participation remained flat in 2015, while individual sports declined slightly.
- Team sports experienced the largest increase in participation, including at least a 4 percent increase in baseball, cheerleading, ice hockey, lacrosse, rugby, indoor soccer, team swimming and flag and tackle football.
- Forty-three percent (43%) of parents reported an increase in spending on team sports at school in 2015.
- Twenty-eight percent (28%) of all Americans are inactive while 31 percent are active to a healthy level.

SFIA 2017 Report on Sports, Fitness and Leisure Activities in the US

Highlights from the 2017 Report:

2016 Inactivity saw modest drop, losing 0.1 Million, a 0.2% decrease, and maintaining a 27% rate, partly because of the population increase. Baseball (18.1%), Ice Hockey (11.0%), Rugby (18.7%) and Swimming on a Team (26.9%) all saw significant one-year increases in casual participation. Gym memberships, traveling to take part in a sport or activity, winter sports, outdoor recreation, and individual sporting events all saw an increase in spending.⁷

⁶ Sports and Fitness Industry Association, 2016 Sports, Fitness and Leisure Activities Topline Participation Report

⁷ Sports & Fitness Leisure Association, 2017 Sports, Fitness, and Leisure Activities Topline Participation Report, https://www.sfia.org/reports/512_2017-Sports%2C-Fitness%2C-and-Leisure-Activities-Topline-Participation-Report accessed November 2017

Youth Sports

The Sports & Fitness Industry Association (SFIA) produces a yearly report on sports, fitness and leisure activities in the United States. The following findings regarding youth and sports were highlighted in the 2016 report.⁸ In 2015 youth aged 6 to 16 (Generation Z) participation was highest for outdoor (62%), team (59%), and fitness sports (51%).

Growth in Fitness and Wellness Programs

According to the 2017 Participation Report by the Physical Activity Council, over half of each generation participates in fitness sports; with roughly two thirds (2/3) of Millennials and Generation X'ers participating in fitness activities. Generation Z, those generally under the age of 18, participated at higher rates than their older peers in individual, team, and outdoor sports. Baby Boomers participated the least, however, roughly one quarter (¼) of this generation participated in individual sports, more than one third (1/3) participated in outdoor sports, and nearly 60 percent participated in fitness sports. **Figure 18** illustrates participation rates by generation.

C. Community Feedback about Existing Recreation Opportunities

Information, ideas and opinions from the Saratoga Springs community were sought to help inform the planning process and gain a better understanding of the recreational needs of residents and user groups. While feedback was welcomed throughout the planning process, the primary means in which public comments were collected was through:

1. Stakeholder Focus Groups
2. Public Meetings
3. City-wide Survey

Stakeholder Focus Groups and Public Meeting Summary

Members of the Saratoga Springs civic organizations, sports and recreation groups, City and School District staff and other “stakeholders” in the City’s public recreation system, were invited to participate in a series of five focus group sessions hosted by the project team on February 12 and 13, 2018. Interviews with elected officials were also conducted and an open public forum was hosted by the Recreation Commission the evening of February 12, where the project team presented and discussed a summary of input received. The goal of the focus groups, interviews and public forum was to gather direct feedback from the community regarding perceived strengths, challenges and opportunities with Saratoga Springs’ parks, recreation facilities, programs and services. A total of 101 community members and City staff signed-in as participants at these meetings. Participants represented a variety of organizations including:

- Caroline Street Elementary School
- Greenbelt Trail
- Lakeside Volleyball
- New York State Parks /Saratoga Spa State Park



⁸ Sports and Fitness Industry Association, 2016 Sports, Fitness and Leisure Activities Topline Participation Report, <http://www.sfia.org/reports/all/>.

- New York State Recreation and Park Society
- Open Space Committee
- Saratoga Running Club
- Saratoga PLAN
- Saratoga Rowing Association
- Saratoga Springs Chamber of Commerce
- Saratoga Springs City School District
- Saratoga Girls LAX
- Saratoga Springs Housing Authority
- Saratoga Springs Little League
- Saratoga Springs Planning Department
- Saratoga Springs Public Works Department
- Saratoga Springs Recreation Department
- Saratoga/Wilton Youth Baseball
- Saratoga Winter Club
- Skateboarding advocates
- Skidmore College Athletic Department
- Skidmore College Hockey
- Sustainable Saratoga
- Waldorf School
- YMCA
- Youth Basketball coaches
- Youth Hockey coaches

As these recurring themes illustrate, meeting participants appreciate Saratoga Springs' existing recreation facilities and programs but also see needs for stronger stewardship of the City's existing parks and recreation facilities and for enhancing pedestrian and bicycle infrastructure.

While participants in the focus group sessions and public meeting provided diverse feedback, several themes and issues surfaced repeatedly. These recurring themes are noted in **Figure 18**. A detailed summary of the input received by the project team from focus group and public meeting participants is included in **Appendix B**.

Figure 18: Recurring Themes in Focus Group Discussions

Strength	Diverse recreation opportunities for sports, fitness, and fun
	Strong interest and participation in recreation activities and use of parks and facilities
	Special events and activities downtown
	City and local organizations all play roles in the provision of public recreation opportunities
Challenge	Existing conditions of recreation facilities and amenities are not meeting user expectations
	Space for field sports and indoor recreation activities is constrained
	Limited information available about City recreation opportunities online and on-site.
	Access to some facilities is limited (not enough parking, no safe bike route, seasonal ice rink closures)
Priorities for Improvement	Connect and improve opportunities for walking and biking (trails, paths)
	Enhance existing parks and recreation infrastructure - capital improvements and better maintenance
	More sports fields and indoor recreation space, facilities for sports tournaments/sports tourism
	More programs for young children and young adults

In seeking to gain additional perspective and feedback from residents a survey was developed and implemented in the summer of 2018. Questions in the survey sought input on participant’s usage of Saratoga Springs’ recreation facilities and programs, level of satisfaction with existing opportunities, perceived challenges, opportunities and priorities for the future of the City’s parks and recreation system. Community outreach and publicity of the survey was conducted by the Recreation Department and included the posting of flyers in City facilities and on social media, emails to user groups and civic organizations, emails to participants registered in Recreation Department programs, and sharing of information through city staff and commissions.



The survey was conducted using two primary methods:

Statistically-Valid Survey – respondents were randomly selected Saratoga Springs residents and included a mix of people who use and do not use city parks and recreation amenities. Selected residents had the option of returning a hard copy of the completed survey or responding to survey questions online utilizing a single-use password-protected website.

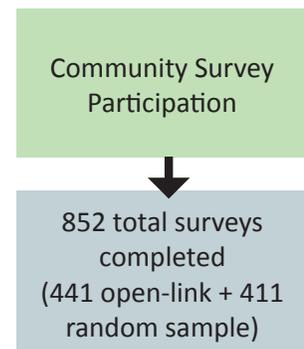
Public Open Link Survey – members of the public were invited to take part in the survey online; respondents self-selected to participate. The response pool consisted primarily of residents. However, it also included a significant percentage of respondents who resided outside of the City, but within the school district. Open link respondents typically identify as users of parks, recreation facilities and programs

While two methods were utilized to manage and analyze response data, the same questions were posed to all survey participants.

Statistically-Valid Survey Method

To conduct the statistically-valid survey, a random sampling of city residents was invited to participate. Data collected from this pool of participants was tracked independently of the open-link responses. As the survey was distributed to a random sampling of households, respondents included a mix of residents of different neighborhoods and demographic character, with some that identified as current users of city recreation programs, parks, and recreation facilities and others who were not current users. Overall, through the statistically valid methods used, the respondent sample is generally reflective of Saratoga Springs’ population. All residents ultimately support Saratoga Springs’ parks and recreation assets through municipal taxes, so all opinions matter.

To solicit feedback 3,500 survey invitations were mailed to Saratoga Springs residents at random. A 10 percent response was the goal for the mailing. Mailings included information about the planning effort, the survey and survey website, and an individualized, single-use



password to use to participate in the survey online. In total 441 respondents completed random-sample surveys, with a margin of error of +/- 4.1%. This represented a 12.6 percent response, greater than the initial goal.

Public Open-Link Survey Method

A publicly-accessible version of the survey was hosted in July 2018. This second means of administering the survey allowed for any members of the public to submit their feedback regarding Saratoga Springs' recreation, parks and open space amenities. A total of 411 open-link surveys were completed. Generally, participants in open-link surveys tended to have an interest in local parks and recreation opportunities, many tended to be current or former users of parks, recreation programs or facilities.

City-Wide Survey Results – Key Findings

Results of the survey provide insight into the general community-wide views of Saratoga Springs' existing parks and recreation system, programs and services. It should be noted that the survey results are one of the multiple tools utilized in this planning process to gain an understanding of key issues and trends that may be impacting the City's provision of parks and recreation services. While valuable, respondent feedback alone does not present a well-rounded view.

Key survey findings reviewed in **Figure 19** focus on responses of the statistically valid sample. In general, respondents to the public open link survey validated the results of the mailed group and tended to utilize city parks, recreation facilities, trails and programs at higher rates and more frequently than the statistically valid pool. A full report of survey findings is included as **Appendix C** and the Recreation Department was provided with supplemental report of all individual responses to open-ended questions that is available for viewing upon request.

Figure 19: Key Survey Findings



A detailed summary of survey results reviewed with the Recreation Commission in August 2018 and presented as part of a broader Recreation Master Plan Findings Presentation at a public meeting of the Recreation Commission on October 4, 2018 to the Recreation Department as a staff resource document.

D. Strategic Framework

As reflected in the materials described in Section E: Related Planning Efforts and Integration below, the City regularly seeks and considers information needed to make educated decisions. The development of this Recreation Master Plan included review and consideration of the City's existing guiding plans and was purposefully developed to complement existing strategies where applicable.

E. Related Planning Efforts and Integration

This master plan was informed by other existing plans and policies that guide the City of Saratoga Springs provision of public services. City plans, guiding policies and programmatic information considered included:

- 2013 Urban and Community Forest Master Plan
- 2014 Saratoga Springs Trail Feasibility Study
- 2015 Comprehensive Plan
- 2016 Complete Streets Plan
- 2017 Consolidated School District Great Outdoors Project Presentation
- City Charter
- Public Works Department Annual Reports and Budget
- Recreation Department Annual Reports and Budget
- Recreation Department current user group and partner agreements, volunteer guidelines and fee structure for facility rentals, programs and activities
- Capital District Regional Planning Commission – Community Growth Profile City of Saratoga Springs, NY
- New York Statewide Comprehensive Outdoor Recreation Plan (2014)

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Appendix A: Demographics Report

Gaining a clear understanding of the existing and projected demographic character of the City is an important component of the planning process for the Saratoga Springs Parks Master Plan. By analyzing population data, trends emerge that can inform decision making and resource allocation strategies for the provision of public parks, recreation amenities and open spaces. For example, the population of older residents and seniors is projected to increase over the next 20 years. If facilities for this group are barely meeting existing user demand, then the City may want to consider targeting investments to meet the increasing needs of this growing segment of the population.

Key areas were analyzed to identify current demographic statistics and trends that can impact the planning and provision of public parks and recreation services in Saratoga Springs. Community characteristics analyzed and discussed consist of:

- Existing and projected total population
- Age and gender distribution
- Ethnic/Racial diversity

- Housing and household information
- Educational attainment
- Employment
- State and Local Health Ranking

The population of Saratoga Springs is abundant in the 15 – 24-year-old age cohort. However, that same age cohort is expected to decline through 2022 while the 65 – 74 and 75 – 84-year-old age cohorts are expected to grow during those same years. The resident base is slowly getting older, generally earns less per household when compared to peers statewide and nationally, and struggles with public health concerns, including a general lack of physical activity.

This demographic profile was completed using the most current data available from the Capital District Regional Planning Commission Community Fact Sheets, U.S. Census Bureau data, and U.S. Census Bureau’s American Community Survey. A summary of demographic highlights is noted in **Table 10**, followed by a more detailed demographic analysis.



Table 10: 2017 Saratoga Springs General Demographic Profile

Population	27,447
Median Age	39.9
Households	11,312
Median Household Income	73,661

Source: U.S. Census Bureau

Key general 2017 demographic comparisons – County, State and National:

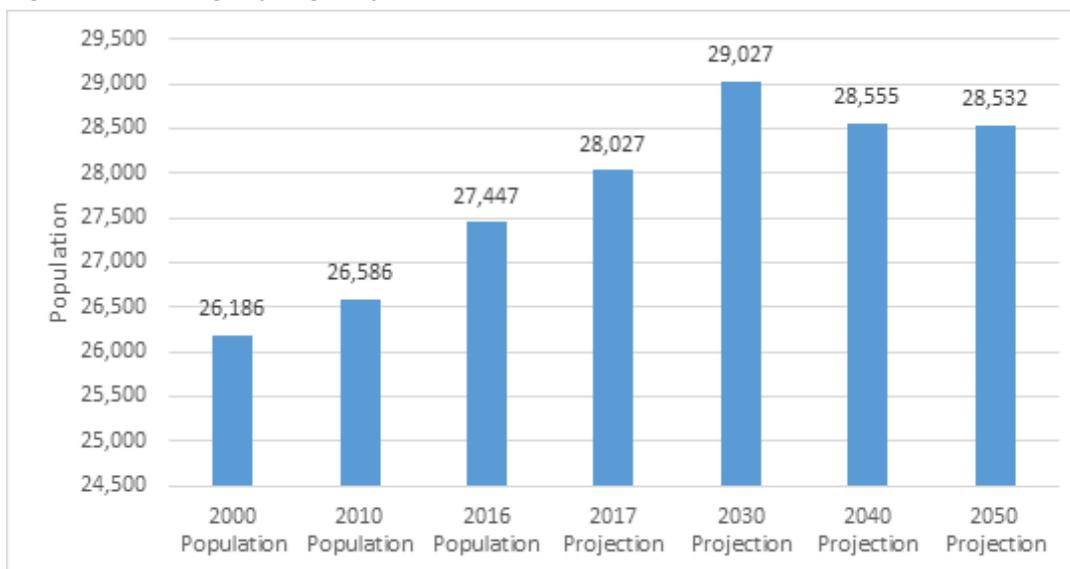
- The estimated median age of Saratoga Springs residents was 39.9 years, higher than both the median age for New York (38.2) and the United States (38.2).
- The median household income for Saratoga Springs (data from 2011 – 2015) is estimated to be \$70,187. This is higher than the median household income of \$60,741 in New York, and higher than the national median household income of \$55,322 for the United States.
- Saratoga Springs’ estimated population was weighted more heavily towards female residents (51.7%) versus male residents (48.3%). The populations of New York and the United States are roughly evenly divided between the sexes.

Saratoga Springs Population and Demographic Trends

Population Projections

Although future population growth cannot be predicted with certainty, it is helpful to make growth projections for planning purposes. **Figure 20** contains actual population figures based on the Capital District Regional Planning Commission Community Fact Sheets for Saratoga Springs. Generally, Saratoga Springs’ population grew slightly between 2000 and 2016. Based on current estimates and projections an annual growth rate of 0.17% percent from 2000 to 2050 is projected with a slight decline in population from 2030 to 2050. By 2030, the population is projected to reach 29,027. By 2050, the population is projected to level out to 28,532.

Figure 20: Saratoga Springs Population Growth Trend



Source: U.S. Census Bureau, Capital District Regional Planning Commission Community Fact Sheets

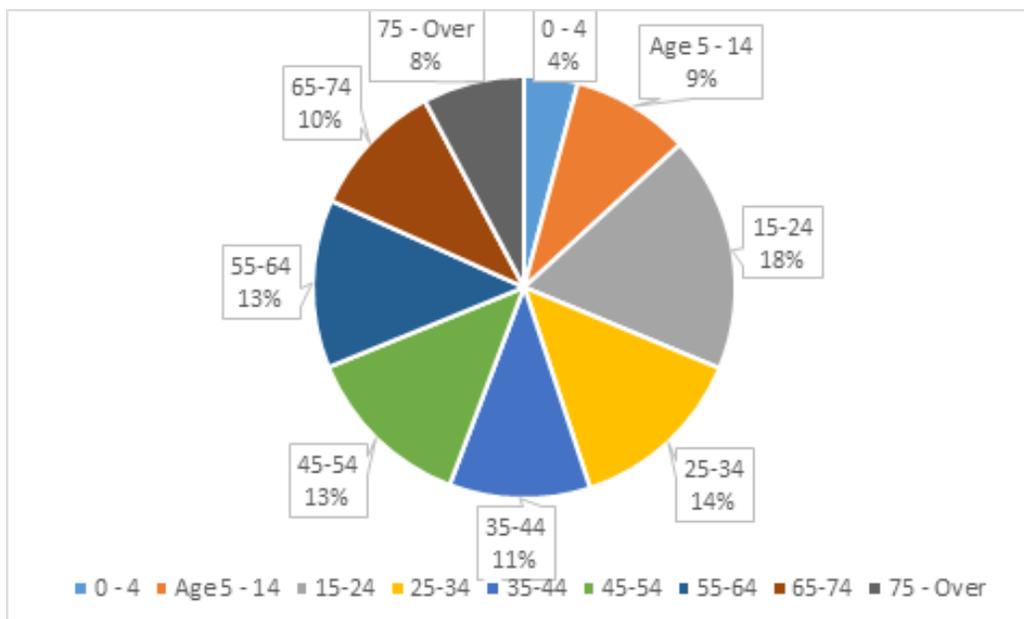
Population Age Distribution

The existing and projected population of different age groups, or cohorts, within Saratoga Springs is illustrated in the following series of figures. **Figure 21** illustrates the 2010 population by age cohort, and **Figure 22** provides this breakdown for the 2010 population, 2020 estimated population, and 2030 projected population.

Several key age characteristics of the existing and projected county population include:

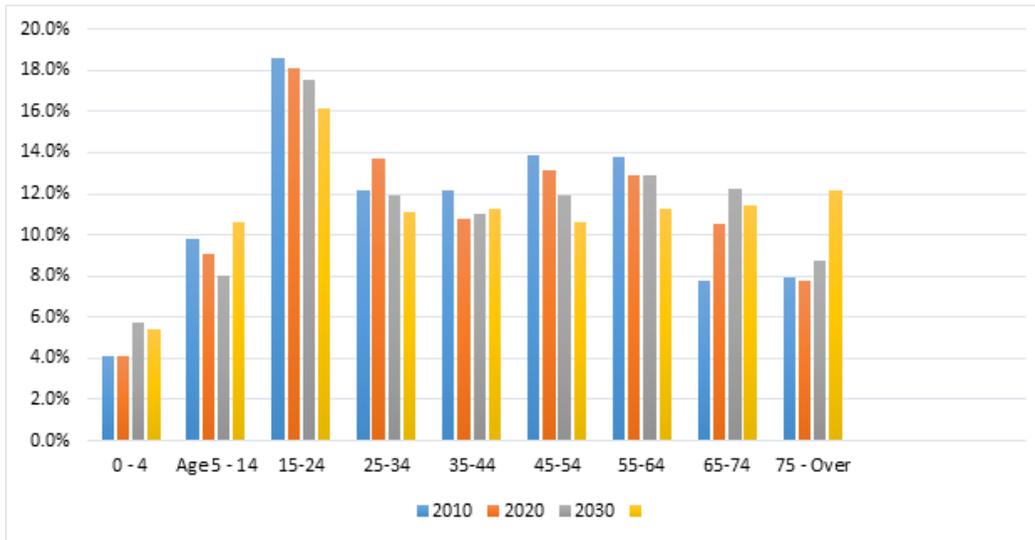
- The median age of residents is increasing. The Community Fact Sheets reported the median age of Saratoga Springs residents to be 39.8 years in 2010.
- As illustrated in **Figure 21**, the age distribution of the population between 2010 to 2030 is greatest between the age cohorts of 15 – 24, 45 – 54, and 55 - 64 comprising 44% of the total population.
- As illustrated in **Figure 22**, generally the population of age cohorts 15 to 24, and 45 to 54, are projected to decrease. Over the same time, the population of senior residents, over the age of 65 years, is projected to increase (with a slight decline projected in the 65 – 74 age cohort in 2030).

Figure 21: Population Age Distribution Projection: 2010



Source: Capital District Regional Planning Commission Community Fact Sheets

Figure 22: 2017 Estimated Population by Age Cohort



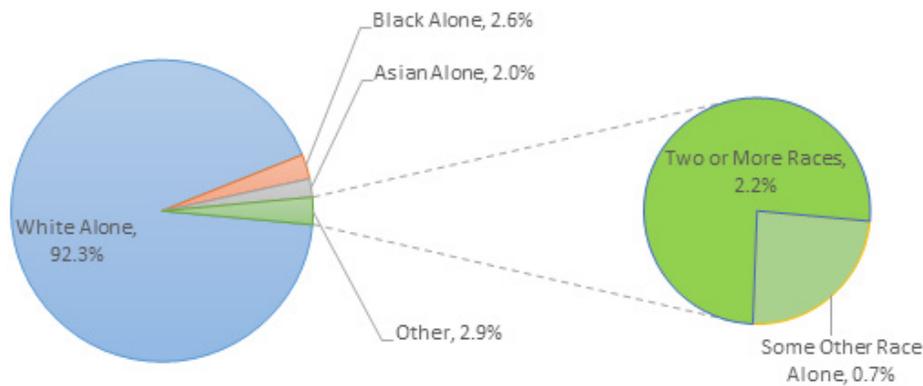
Source: Capital District Regional Planning Commission Community Fact Sheets

Race/Ethnicity

Prior to reviewing demographic data pertaining to a population’s racial and ethnic character, it is important to note how the U.S. Census classifies and counts individuals who identify as Hispanic. The Census notes that Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person’s parents or ancestors before arrival in the United States. In the U.S. Census, people who identify as Hispanic, Latino, or Spanish may be any race and are included in all the race categories. All race categories add up to 100 percent of the population, the indication of Hispanic origin is a different view of the population and is not considered a race.

Figure 23 reflects the approximate racial/ethnic population distribution for Saratoga Springs based on the 2010 U.S. Census.

Figure 23: Saratoga Springs Racial and Ethnic Character 2010

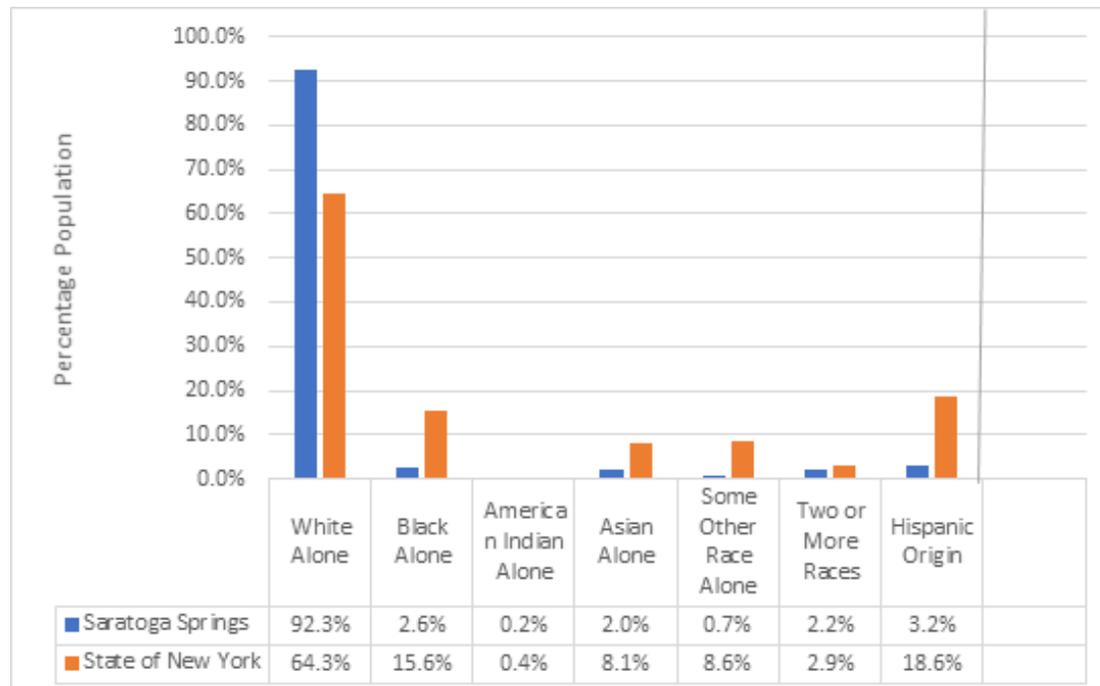


Source: U.S. Census Bureau

Most of the City’s population identified as Caucasians (92%) in 2010 with the largest minority group being of Hispanic Origin (3.2%) followed by Black Alone at 2.6% and Two or More Races at 2.2%.

As illustrated in **Figure 24**, the 2017 racial and ethnic composition of the population of Saratoga Springs is unlike that of the State of New York. There is an increase in the makeup of Saratoga Springs with regards to the percentage of those who identify as Caucasians when compared to the population of the State of New York. Conversely, those who identify as being of Hispanic origin and African American show an increase for the State of New York when compared to the City of Saratoga Springs.

Figure 24: Racial/Ethnic Character Comparison 2017 – County to State

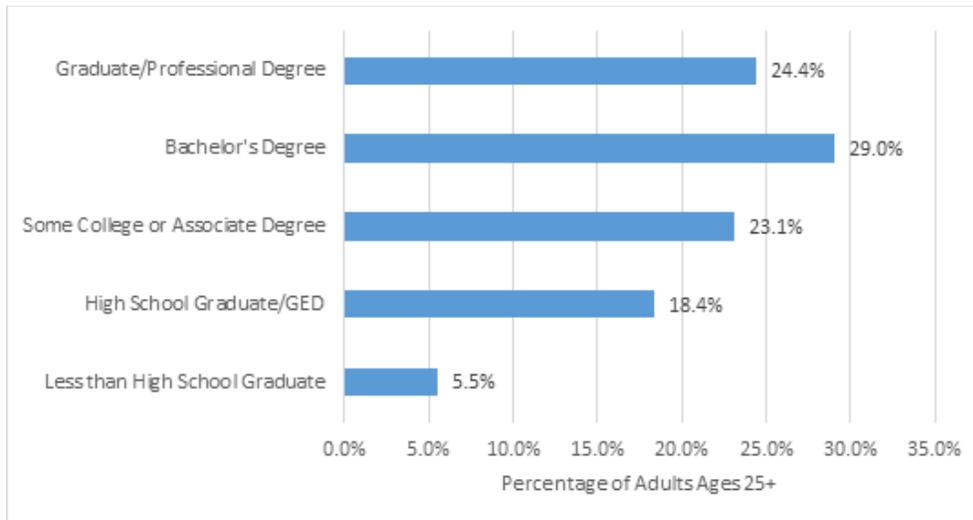


Source: Capital District Regional Planning Commission Community Fact Sheets
State of New York data from U.S. Census Bureau

Educational Attainment

The educational attainment for Saratoga Springs residents over the age of 25 was measured. In 2017, roughly 50 percent of city residents were 25 years or older. As illustrated in **Figure 25**, roughly 92 percent of city residents had attained a high school level education or higher. The most common educational attainment in Saratoga Springs in 2017 was a Bachelor’s Degree (29%), Graduate/Professional Degree (24.4%) or Some College or Associate Degree (23.1%).

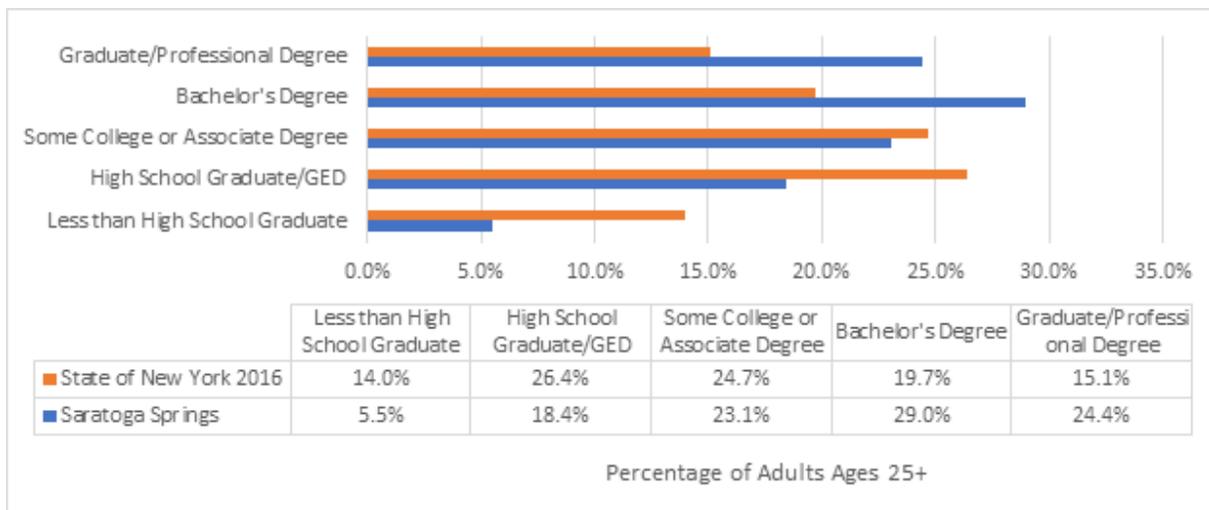
Figure 25: 2016 Educational Attainment of Saratoga Springs Adults (ages 25+)



Source: U.S. Census Bureau

As illustrated in **Figure 26**, when compared to their peers at the statewide level, the City's population has a higher percentage of individuals with a Bachelor's and Graduate/Professional degree.

Figure 26: 2016 Educational Attainment of Adults (ages 25+) – County and State

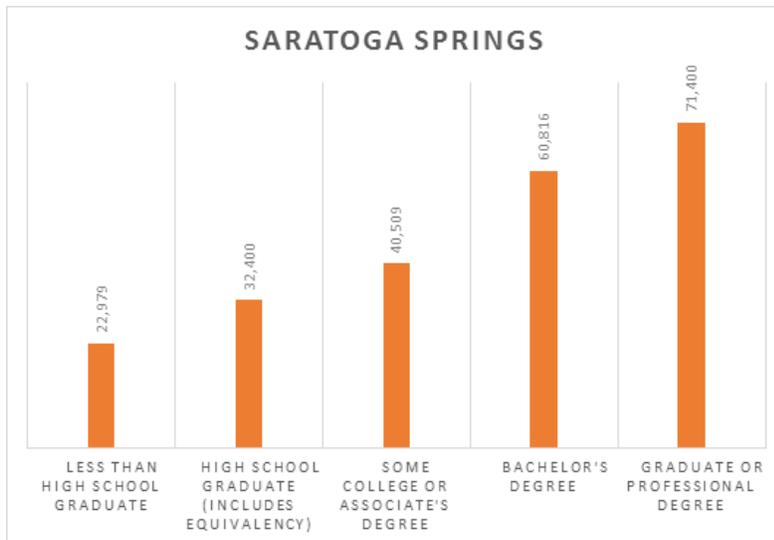


Source: U.S. Census Bureau

According to a Census study, education levels had more effect on earnings over a 40-year span in the workforce than any other demographic factor, such as gender, race, and ethnic origin. This link between education and earnings appears clearly illustrated in Saratoga Springs. As **Figure 27** shows, the Census Bureau's 2015 American Community Survey reported that Saratoga Springs residents (age 25+) with a Bachelor's degree earned more than double that of residents who had not completed a high school education.

Residents with graduate or professional degrees had median earnings that were just over \$71,400. This number is almost double the earnings of high school graduates, and more than triple that of residents without a high school education.

Figure 27: Educational Attainment and Median Earnings of Saratoga Springs Residents Age 25+ (2016)

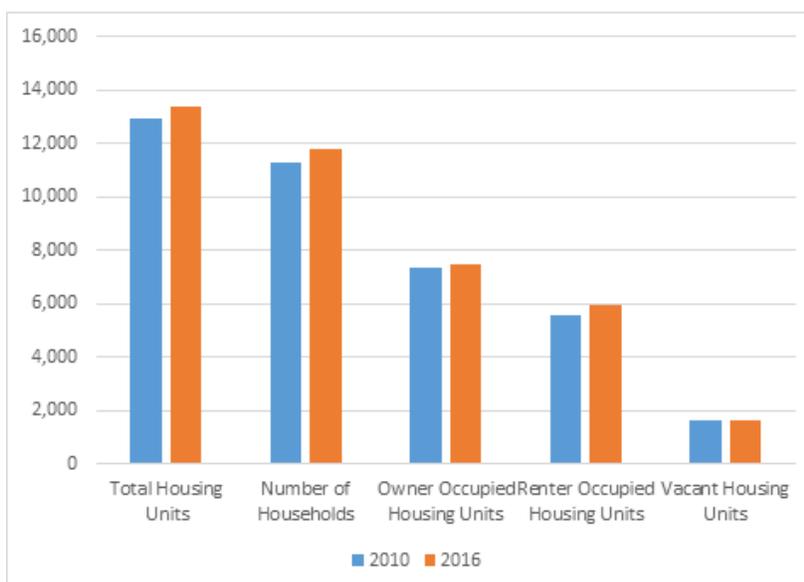


Source: U.S. Census Bureau 2016 American Community Survey

Household Information

The total number of housing units and households in Saratoga Springs is depicted in **Figure 28**. The majority of homes in the City are projected to continue to be owner occupied. Rates of homeownership and housing vacancy are projected to remain relatively stable.

Figure 28: Saratoga Springs Housing Profile 2010 and 2016

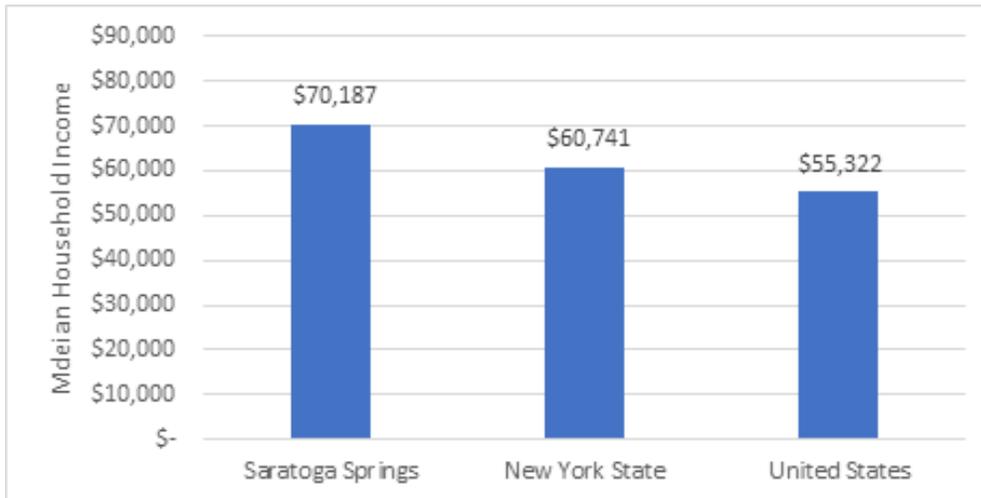


Source: Community Fact Sheets

Household Income

Data from the U.S. Census Bureau, illustrated in **Figure 29**, indicates that the 2017 median household income in Saratoga Springs was higher than the median household incomes in New York and the United States.

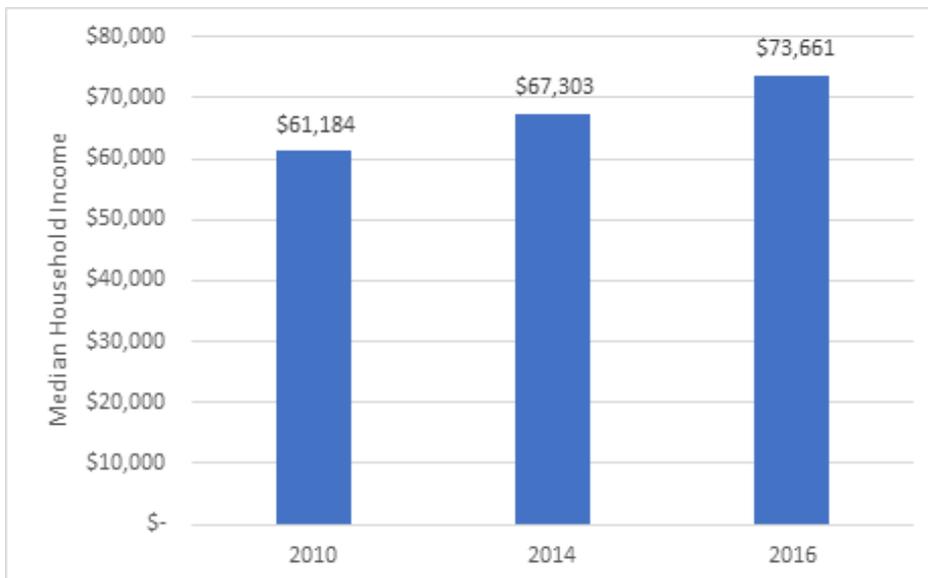
Figure 29: 2017 Median Household Income Comparison



Source: U.S. Census Bureau

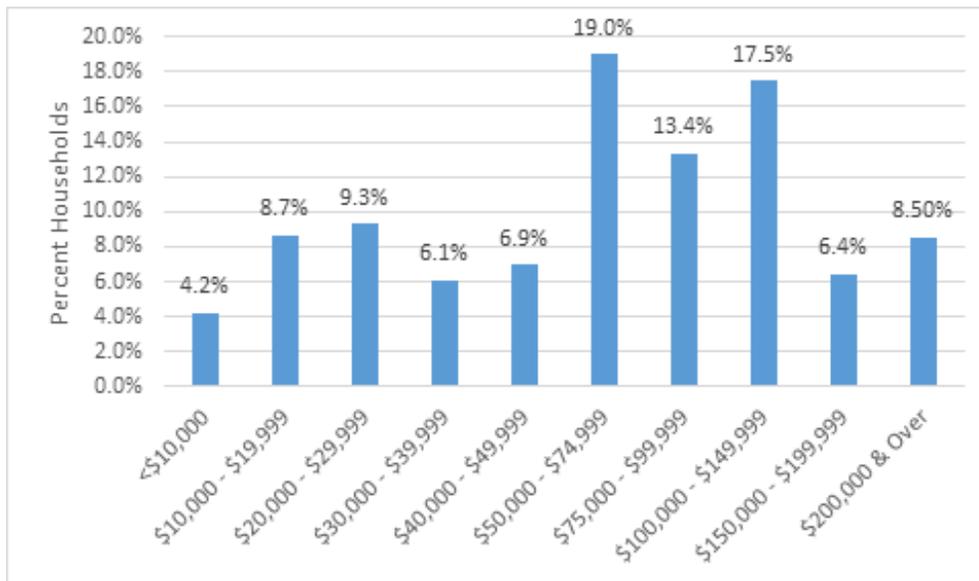
As **Figure 30** illustrates, the median income of Saratoga Springs households has risen from 2010 to 2016. **Figure 31** illustrates the distribution of household median income by earnings bracket in Saratoga Springs between 2011 - 2015.

Figure 30: Median Household Income 2012 - 2016



Source: U.S. Census Bureau

Figure 31: Distribution of Median Household Income in Saratoga Springs 2011 – 2015

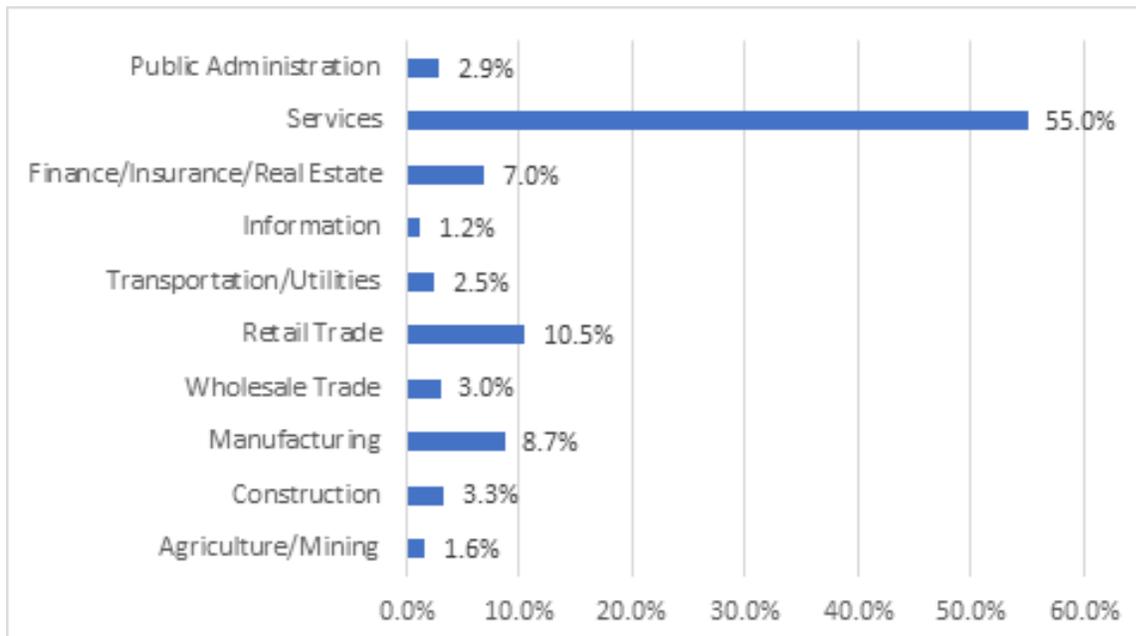


Source: Community Fact Sheets

Employment

The U.S. Census Bureau estimates that in 2017, the majority of working residents (age 16+) in Saratoga Springs were employed in jobs in the service industry (55%) as illustrated in **Figure 32**. Retail trade and Manufacturing were the only other industries making up more than eight percent of employment.

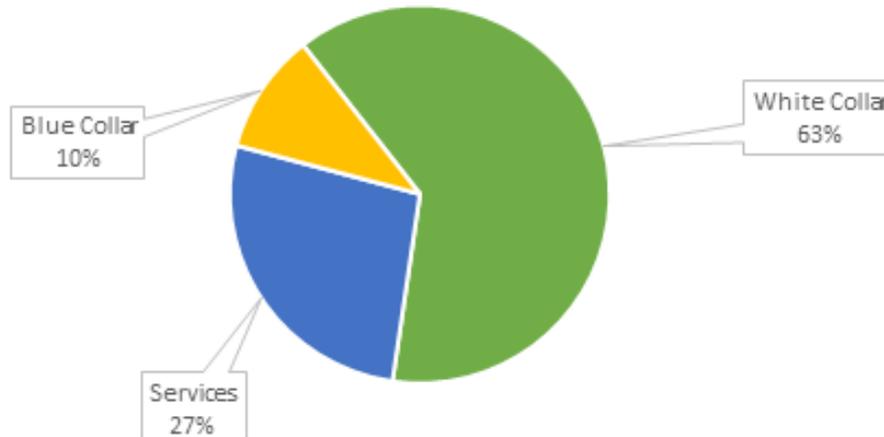
Figure 32: Employment by Industry in Saratoga Springs (2011 – 2015)



Source: Community Fact Sheets

As illustrated in **Figure 33**, the majority of working residents (63%) within Saratoga Springs were employed in white collar occupations, such as professional jobs (30.6%). Blue collar occupations also employed about 10.3% of the working residents and included: construction/extraction (3.9%) and transportation/material moving (3.4%), production (1.8%) and installation/maintenance/repair (1.2%), .

Figure 33: Employment by Occupation in Saratoga Springs (2017)



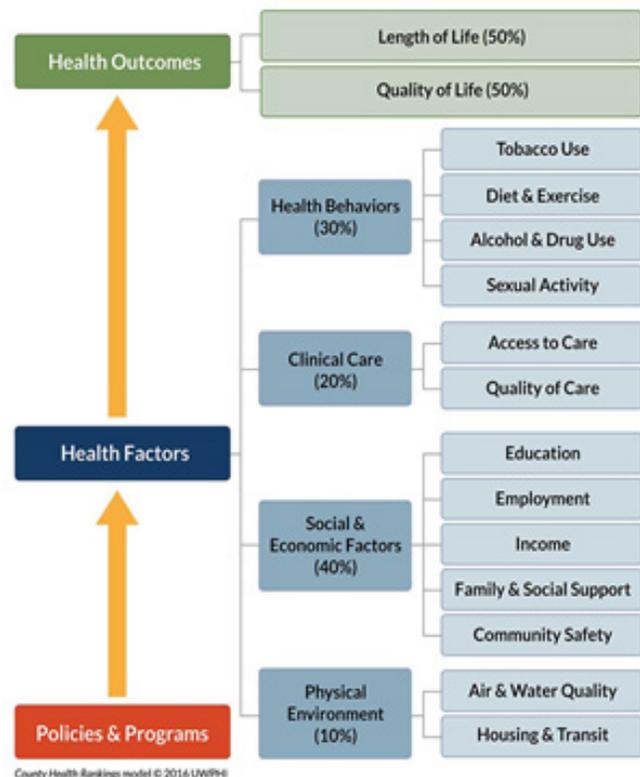
Source: Esri Business Analyst

Health Ranking

Robert Wood Johnson Foundation’s County Health Rankings and Roadmaps provide annual insight on the general health of national, state, and county populations. According to the Foundation, their modeling of population health “emphasizes many factors that, if improved can help make communities healthier places to live, learn, work, and play.” The 2017 Rankings model shown in **Figure 34** highlights the topic areas reviewed by the Foundation.

The health ranking for Saratoga Springs, New York gauged the public health of the population based on “how long people live and how healthy people feel while alive,” coupled with ranking factors including healthy behaviors, clinical care, social and economic, and physical environment factors. Out of the 133 New York cities and counties reviewed, Saratoga Springs was ranked as 83rd for overall health outcomes, and 42nd for health factors. Several significant social challenges impacting the public health in the City included physical inactivity, obesity, and sexually transmitted infections.

Figure 34: County Health Ranking Model

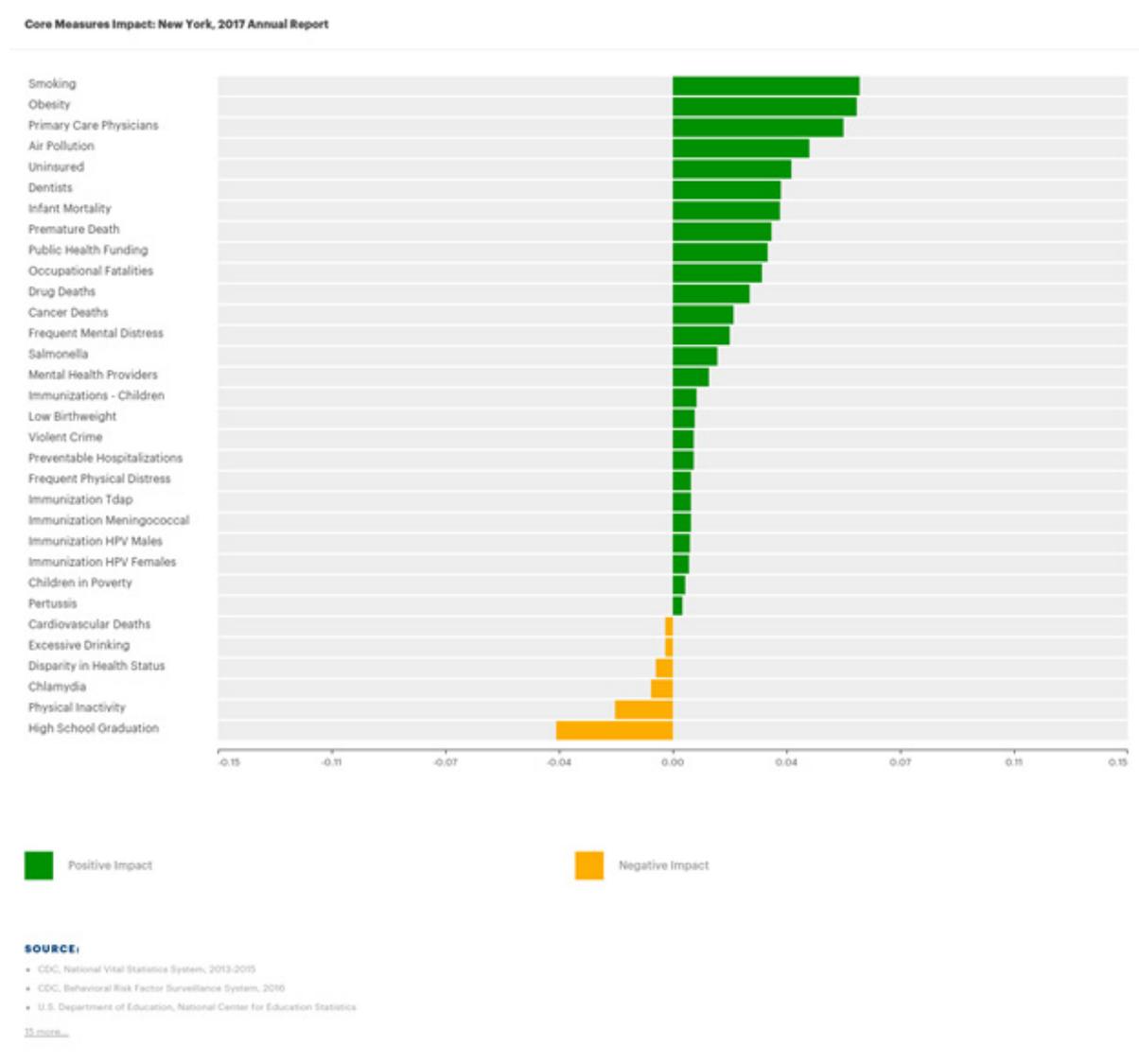


Source: Robert Wood Johnson Foundation

In 2017, the United Health Foundation’s America’s Health Rankings Annual Report ranked New York as the 10th healthiest state nationally. The health rankings consider and weigh social, environmental, factors that tend to directly impact the overall health of state populations. As illustrated in **Figure 35** New York’s public health ranking strengths and highlights included:

- Low prevalence of smoking
- Low prevalence of obesity
- High prevalence of primary care physicians

Figure 35: 2017 New York Health Ranking Core Findings



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

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Appendix B: Focus Group Summary



Stakeholder Focus Group Response Summary

Saratoga Springs Recreation Master Plan

Public Engagement Summary – Focus Groups and Interviews

February 12-13, 2018

Five Focus Group Meetings, One Public Meeting, Interviews with Elected Officials
Public Meeting hosted by the Recreation Commission
Focus Group Participants Total 62
Total Participants (all meetings and interviews): 101

GreenPlay consultants met with 101 stakeholders, officials and staff over two days of public engagement. This is a strong level of participation for a community of this size.

Questions posed to focus group participants and interviewees are presented with responses collected by the project team during each meeting and combined in a summarized fashion. Responses marked with asterisks (*, **, etc.) indicate this response was echoed by multiple individual participants over the course of all sessions.

- 1) What are the strengths of the City related to parks, trails, facilities, open space and recreational opportunities that should continue over the next several years?
 - Recreation Director very helpful and supportive***
 - HHH - health horses and history**
 - State Parks**
 - YMCA**
 - Rec Center**
 - The flower crews **
 - DPW does a great job**
 - Congress park
 - Downtown
 - Community supportive of supporting recreation
 - Being a tourism destination
 - Formal programming
 - Willingness of lacrosse program to develop their fields
 - Ice rink facilities
 - City treating youth sports groups as recreation programs
 - Volunteers
 - Race track
 - Variety of programs
 - People enjoy using the facilities
 - Youth programming, caters to all ages
 - More 20-25 years old
 - Department has improved playgrounds
 - Spraypads
 - City has a good bond rating
 - Waterfront Park kayaking

- 2) Conversely, what are the weaknesses that need addressing through the Master Plan update?
 - Management of DPW staff**
 - DPW schedule for lining fields**

- No pride in maintenance of field or restrooms or mowing**
 - DPW not proactive – reactive with field maintenance – no standards**, no schedule**in efficient**
 - Lack of fields**
 - Condition of facilities and parks – not in good condition, not special*
 - DPW staff not knowledgeable of fields**
 - Relationship between City, Recreation and DPW – not able to do the maintenance up to community standards*
 - Closing of ice rinks during the warm weather*
 - Lack of trail connectivity* – need to complete Greenbelt Trail around and through the city
 - Dysfunctional triangle – School District, Recreation, DPW for fields
 - Lack of consistent field irrigation
 - Lack of a good go-to map* that unites all recreation facilities. programs and services* to raise awareness
 - Destination Playgrounds (like Myrtle Beach, Bradenton FL, Boulder CO, locally The Crossings in Colony)
 - Allocation of funds, spend less on recreation than the big 3 Hs
 - Need to complete Railroad Run
 - Organizations are not satisfied with facilities and fields
 - Lack of available space to grow
 - Parking at fields
 - Westside Rec and Eastside Rec owned by school district, used by City – challenges for other programs and users
 - To many entities involved in decision making
 - Difficult to reserve facilities – many people to talk with to work through the process – recreation director helpful
 - Structural problem in government – individual activities okay (trails, parks) , group/team activities/facilities not taken care of
 - Government segmented when supporting recreation – community doesn't know who is responsible for recreation maintenance – lack of funding
 - Takes a long time for maintenance to act
 - Lack of dog parks
 - Agencies working in silos
 - YMCA doesn't currently have relationship with other agencies yet
 - Recreation website difficult to navigate, not user friendly
 - Pride in Saratoga's history
 - Volunteers burnt out, under appreciated
 - Missed opportunities for open space in 2000
 - No place for runners, limited access to H.S. track, East Side track pavement, not a track
 - Horse riders don't cleanup after their horses
 - Maintenance not being done at ice rinks
 - Ice rink scheduling
- 3) What recreational programs or activities would you like to see the City offer that are currently not available?
- Host tournaments

- Destination playgrounds
 - Winter activities – ice rink, cross country skiing – winter club
 - Rowing programs
 - YMCA baseball
 - Sports Tourism
 - More young children programs 3 – 5-year old
 - Young adults
 - Adult ice programs
 - More informal drop in indoor court activities
- 4) Are there any improvements needed at existing to parks, trails, facilities, open space and recreational opportunities owned or operated by the City? Please identify the location and specifics of any improvements needed?
- Improvements to facilities and infrastructure**
 - Trail connectivity***
 - Eastside Rec**
 - Give recreation their own maintenance crew**
 - Add parking**
 - Waterfront Park not connected to the rest of the city or the rowing area
 - Clean up parks, bathrooms, concessions, fieldhouse
 - Rowing facilities
 - Ice rinks need to be refurbished
 - Improve asphalt surface at East Side Track (owned by school)
 - Improve trails for cross country running
 - Add trails at Pitney Farms
 - Improve DPW schedule for field maintenance and lining
 - Lighted fields
 - Ice rinks need maintenance, locker room benches, buildings infrastructure, compressor needs repair/replacement
 - Softball fields need to be improved – gender equity
- 5) What additional parks, recreation, athletic facilities, trails and open space would you like to see provided?
- Trail connectivity**
 - Need one more multi-purpose 60 – 90 fields advanced level (universal field for softball/baseball), need 5 fields**
 - More fields to meet capacity demands* and because of weather
 - Alternative sports facilities
 - Adequate skatepark
 - Bike park BMX track
 - Indoor facilities for activities in winter – basketball, volleyball
 - Memorial Parks
 - Additional collegiate court
 - Need storage in Rec Center
 - Indoor rock climbing
 - Add field by ice rinks

- Indoor fieldhouse (field/track)
 - Indoor pool
 - Indoor sports complex – regional facility
 - Indoor cheer team space
 - Warmup facility at ice rinks
 - Sport court - Inline hockey rink, lacrosse, soccer
- 6) Are there any recreation or parks facilities or programs currently available that should be repurposed or eliminated? If so, which ones and why?
- Too many buildings, many need to be replaced at Eastside Rec – storage facility, old fieldhouse, old bathrooms, concessions space
- 7) Are there key partners and stakeholders in the community that can assist with the implementation of the Recreation Master Plan? If so, which ones and how do you think they are/could be helping?
- Burlington VT Pennies for parks
 - YMCA willing to work with other agencies
 - City/school district
 - Public private partnerships
 - Hospitals
 - Real estate agencies
 - Youth sports groups – being considered recreation programs
 - Use volunteers, retired people to maintain fields
- 8) Identify key issues and values in the Saratoga Springs community that need to be considered while developing the Recreation Master Plan.
- History, Horses and Health and Arts
 - City of the country
 - Tourism
 - Coordination of planning with other agencies
 - Barrier to getting people to participate – the telling of the stories of problems – a deterrent
 - Pride in Saratoga’s History
 - Family oriented, friendly
 - Volunteers not allowed to make improvements to facilities per DPW
 - Coordinate events occurring in the City – work with Chamber and Convention and Tourism Bureau
- 9) During the next 5 years, what should be the top parks and recreation priorities for the City?
- Transparency, communication**
 - Allow groups to maintain the fields – City Charter won’t allow**
 - Develop field maintenance standards*
 - Address organization/decision making structure
 - Funding
 - Commitment to recreation
 - Bring facilities up to the level up the people
 - Need a priority plan
 - Adding a large outdoor multi-play field active field space

- Combine ice rinks into one facility with one point of entry
- Plan for improved infrastructure
- Be more like Wilton Recreation, better facilities, better organized

Appendix C: Survey Report

Saratoga Springs Recreation Department

Master Plan Survey

August 2018 - Final Report



TABLE OF CONTENTS

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METHODOLOGY & SELECTED FINDINGS



INTRODUCTION

The purpose of this study was to gather public feedback on Saratoga Springs' recreation facilities, services, and programs.

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

METHODOLOGY

The survey was conducted using three primary methods:



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

METHODOLOGY

In total, 441 city-wide invitation surveys were completed through a variety of survey approaches. In addition, 411 open-link surveys were received (completed and partially completed). The invitation sample includes responses gathered from the mailed survey and online invitation sample. The margin of error for the invitation sample is +/- 4.1%.

The analysis herein primarily focuses on responses from the invitation survey of City of Saratoga Springs respondents. However, invitation sample results are compared to the open-link results throughout the report.



WEIGHTING THE DATA

The underlying data were weighted by age to ensure appropriate representation of City of Saratoga Springs residents across different demographic cohorts in the sample.



Using U.S. Census Data, the age distribution was adjusted to more closely match the demographic profile of City of Saratoga Springs.



Due to variable response rates by some segments of the population, the underlying results, while weighted to best match the overall demographics of residents, may not be completely representative of some sub-groups of population.

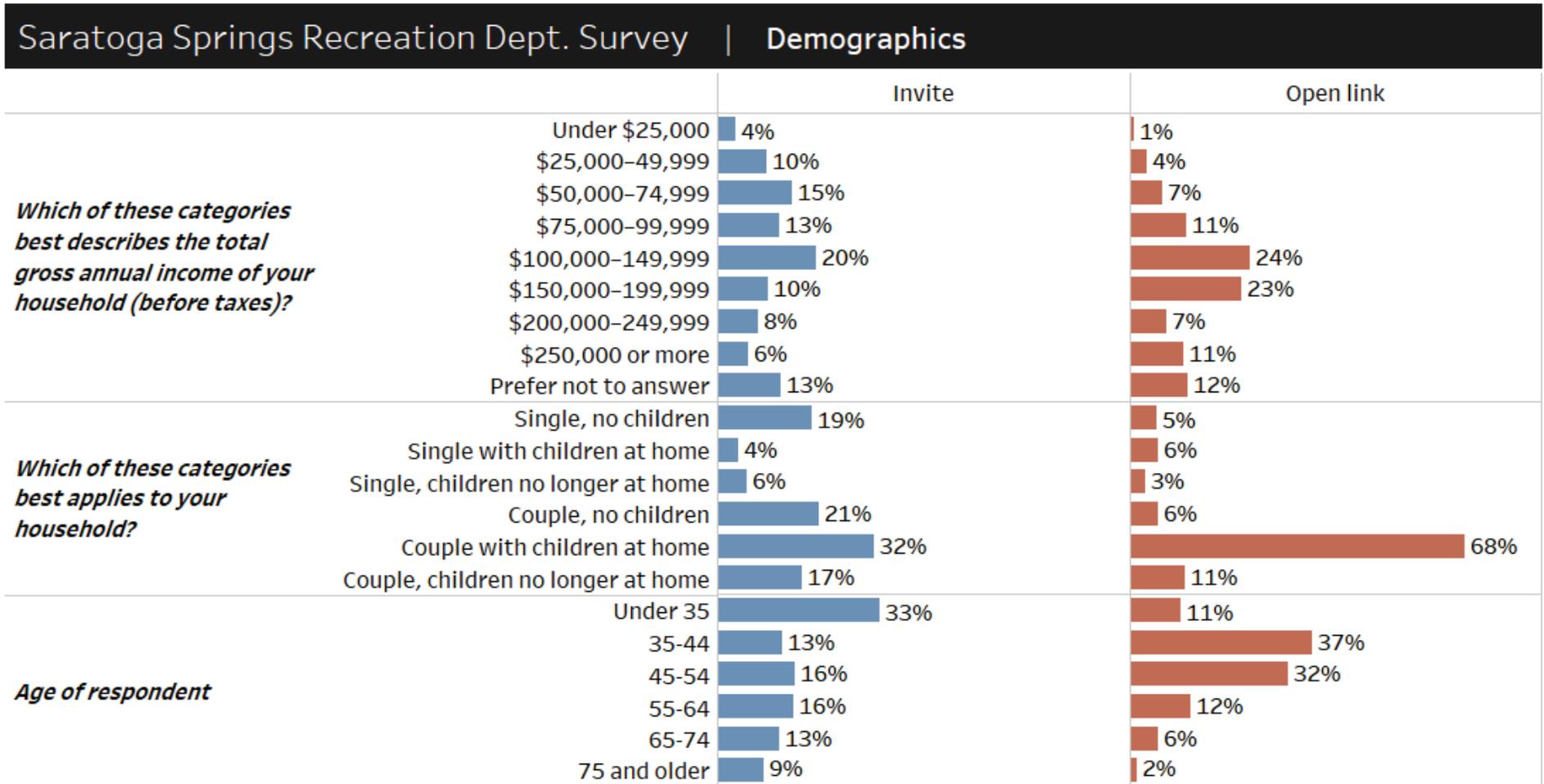


DEMOGRAPHICS



DEMOGRAPHIC PROFILE

Of invitation respondents, those under age 35 represents the highest percentage (33%) followed by 45-54 (16%) and 55-64 (16%). Couples with children at home have the largest share of responses (32%) followed by couples with no children (21%) and singles with no children (19%). Income was well distributed across the sample with 20% of the invitation sample reporting an income of \$100-\$149,999.



Source: RRC Associates and GreenPlay



DEMOGRAPHIC PROFILE

The majority of respondents were White (97% invite and 94% open link) and skewed female in both the invitation and open link (57% and 53%, respectively). One percent of respondents in the invitation sample (4% in open link) are of Hispanic/Latino/Spanish origin. Additionally, 5% of invitation respondents and 3% of open link reported needing ADA-accessible facilities/services.

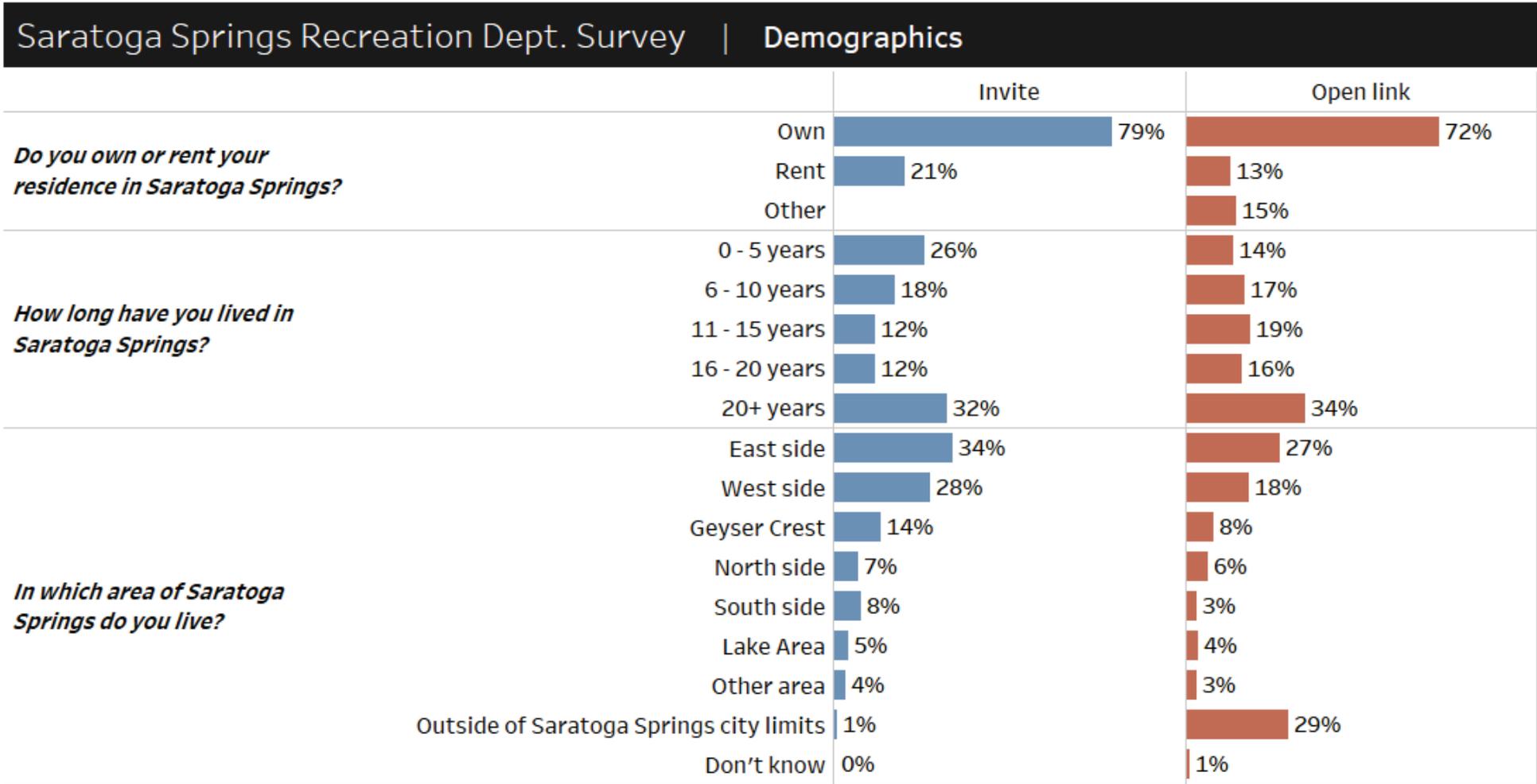
Saratoga Springs Recreation Dept. Survey		Demographics	
		Invite	Open link
<i>What race do you consider yourself to be?</i>	White	97%	94%
	Black or African American	1%	1%
	Asian, Asian Indian or Pacific Islander	1%	1%
	Native American	0%	0%
	Other	1%	4%
<i>Please indicate your gender:</i>	Female	57%	53%
	Male	43%	47%
<i>Are you of Hispanic, Latino or Spanish origin?</i>	Yes	1%	4%
	No	99%	96%
<i>Does your household have a need for ADA-accessible (Americans with Disabilities) facilities and services?</i>	Yes	5%	3%
	No	95%	97%

Source: RRC Associates and GreenPlay



RESIDENTIAL PROFILE

The majority of residents own their residence (79%) and a smaller share (21%) rent. The two largest groups in length of residence are those who have lived 20+ years (32%) and those new to the area (26% residing 0-5 years), signaling a split between relatively new and long-term residents. Additionally, the East side (34%), West side (28%), and Geysers Crest (14%) were most well represented areas of town.



Source: RRC Associates and GreenPlay



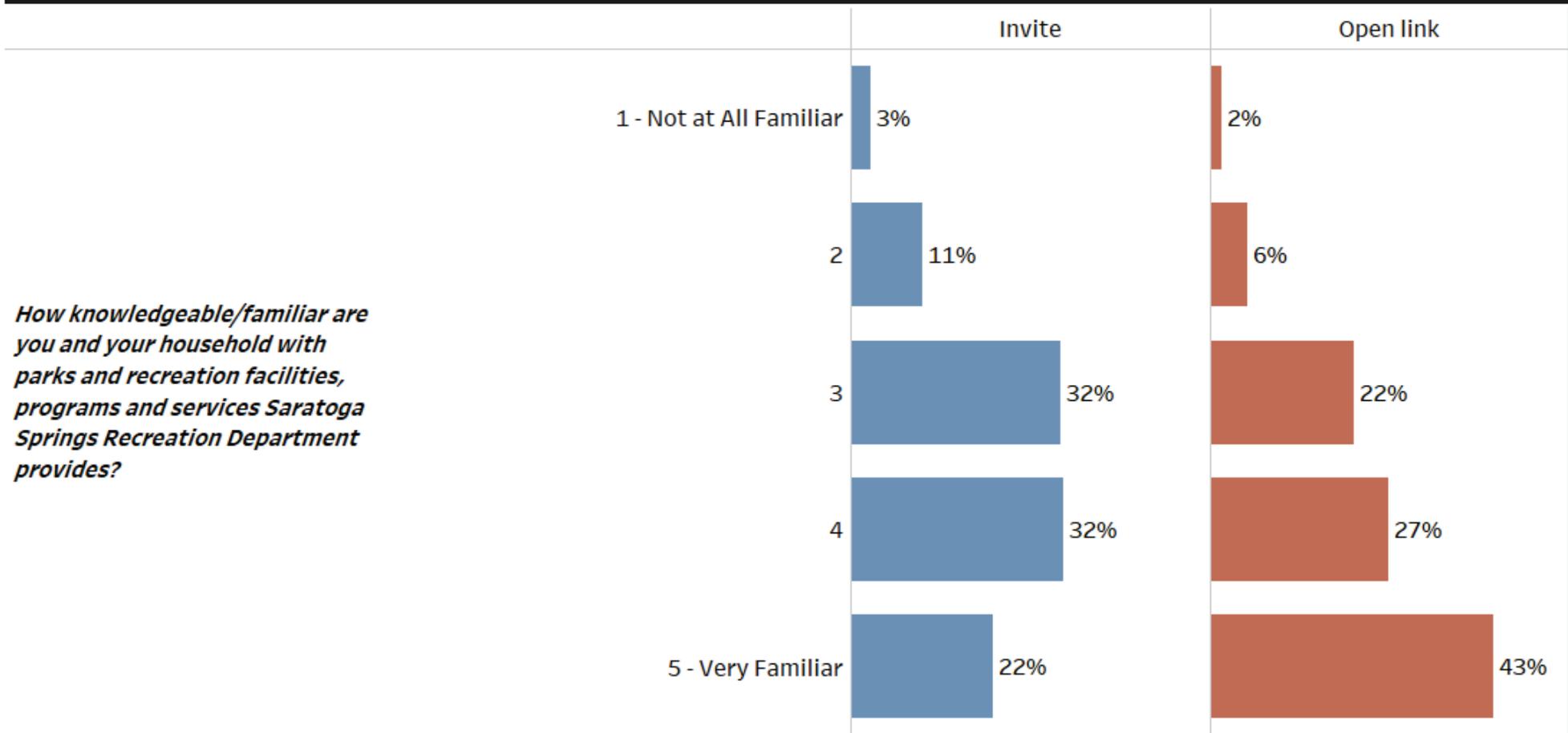
CURRENT USAGE



USAGE OF PARKS/FACILITIES IN PAST YEAR

Invitation respondents are moderately familiar with Saratoga Springs with 54% providing a rating of 4 or 5. Open link respondents are more familiar with 70% providing a rating of either 4 or 5. Open link users tend to be more engaged in communities and use parks more frequently. Only 14% of invitation and 8% of open link respondents are unfamiliar with the department (rating 1 or 2).

Saratoga Springs Recreation Dept. Survey | Familiarity with Parks and Recreation

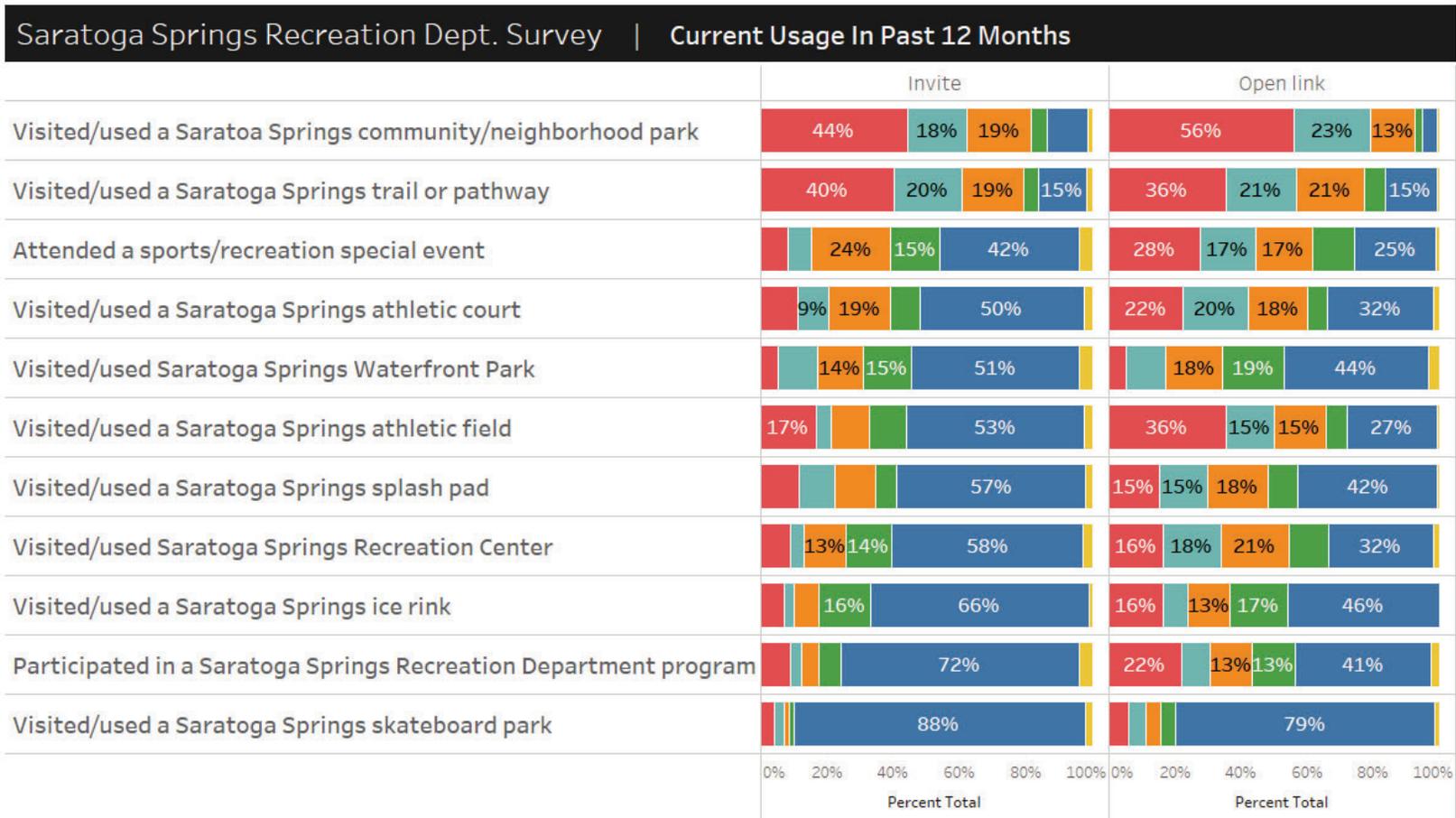


Source: RRC Associates and GreenPlay



USAGE OF PARK AND RECREATION FACILITIES

Among invitation respondents, Saratoga Springs respondents used a community/neighborhood park most often (87% used in past year), followed by using a trail or pathway (83% used) and attending a special event (54% attended). Athletic courts (48% used), Waterfront Park (45% used), athletic fields (45% used), and splash pads (41% used) followed behind in usage by respondents. Open link respondents have a higher use on every facility or program/event when compared to invitation respondents.



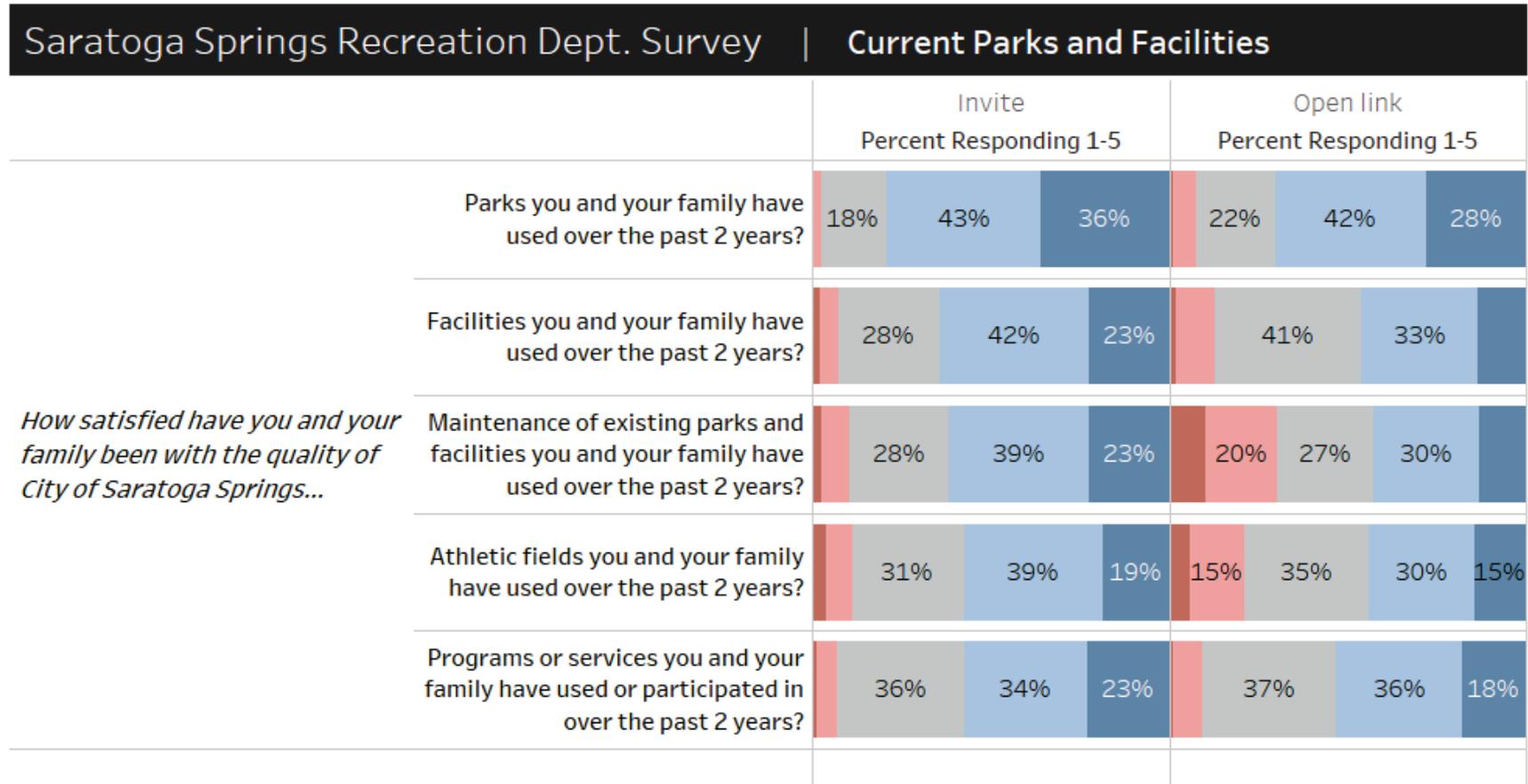
Source: RRC Associates and GreenPlay

■ Once a Week or More
 ■ Once a Month
 ■ Once Every Few Months
 ■ Once a Year
 ■ Did Not Use
 ■ Dont Know



SATISFACTION WITH PARKS / FACILITIES / PROGRAMS

Overall, Saratoga Springs respondents are moderately to highly satisfied with current offerings. Seventy-nine percent are satisfied with parks (rating 4 or 5), 65% satisfied with facilities, 62% satisfied with maintenance, 58% satisfied with athletic fields, and 57% satisfied with programs. Open link tend to have lower satisfaction levels and are slightly more critical of current conditions.



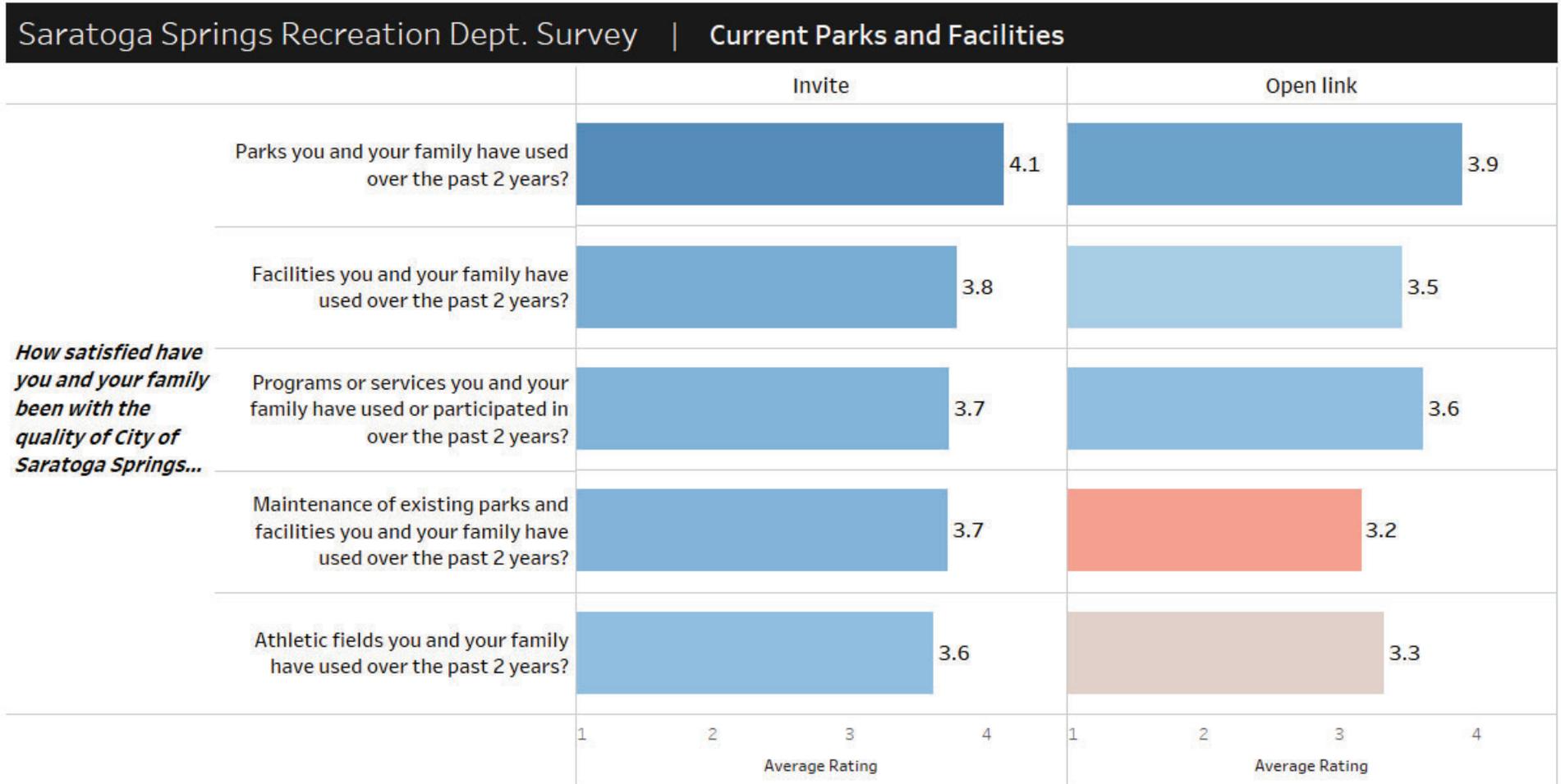
Source: RRC Associates and GreenPlay





SATISFACTION WITH PARKS / FACILITIES / PROGRAMS

By average, it is more obvious to tell that parks are out in front for satisfaction (4.1 invitation; 3.9 open link). For invitation respondents, the other four aspects rate nearly the same. Open link respondents have more variability in their satisfaction with maintenance and athletic fields rating quite a bit lower than invitation respondents' perceptions.



Source: RRC Associates and GreenPlay



AREAS TO IMPROVE AT MOST USED FACILITY/PROGRAM

Respondents who had used a City park/facility/program were asked for comments on any improvements that could be made to their most used facility/programs. Commonly mentioned factors and a brief summary of responses are illustrated below, along with a selection of verbatim responses from the overall sample. The full listing of responses is provided in the appendix.

Improve most used facility/program

- Continued and increased maintenance of existing facilities.
- Connectivity/better access via pathways and bike routes.
- Increased communication about programs/services.
- Renovations specifically mentioned for: softball fields, skate park, ice rinks, bathroom facilities.

Please have rink available in the summer months. Fix the benches and locker rooms.

Feel quantity of facilities is sufficient. All should be maintained properly however

I would love to see more bike/rec paths that enable me to get from 1 side of the city to the other and perhaps connected to other bike paths.

We are still discovering parks and other facilities. It would be easier if these places were more advertised and easier to find. I found out about many places by stumbling over them or through friends.

The skate park needs desperate help, more splash pads and more paved trails for walking and biking

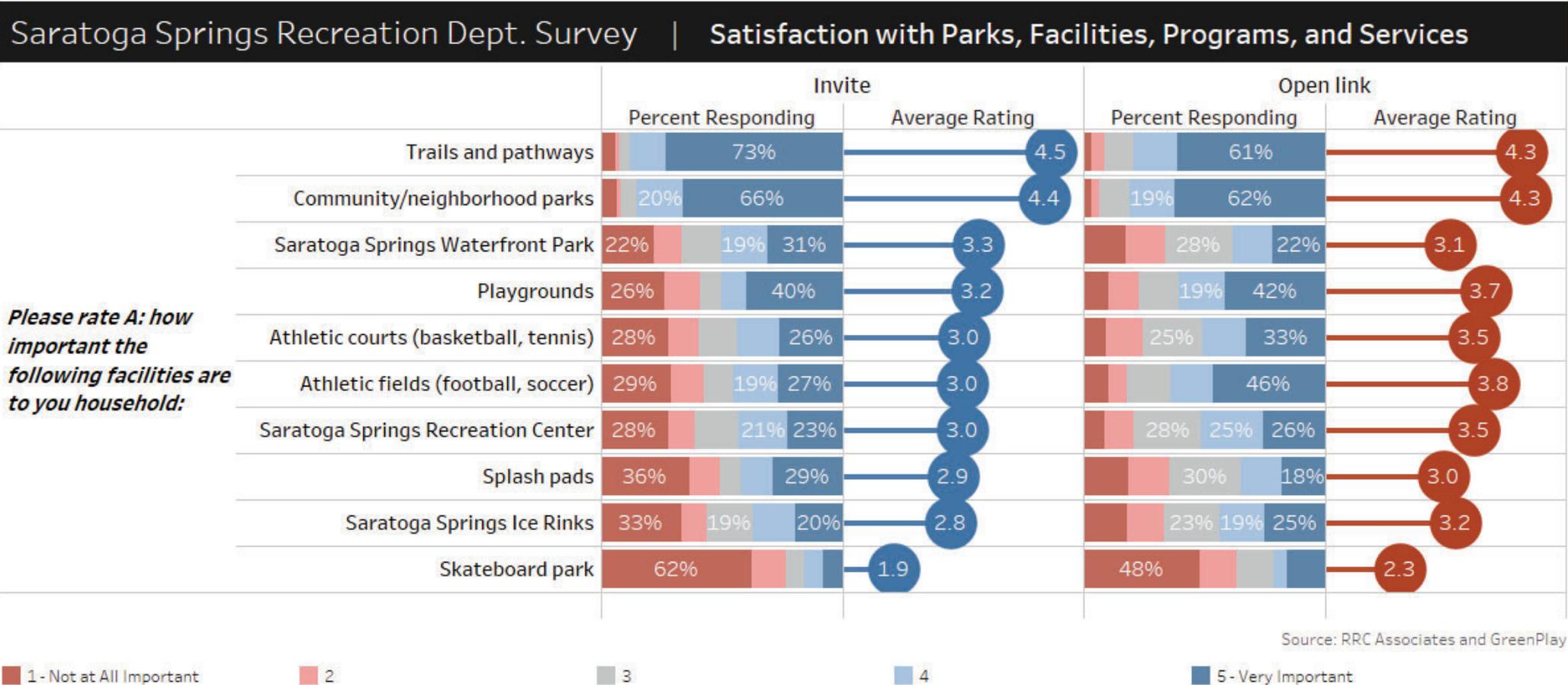


FACILITIES, PROGRAMS, AMENITIES & SERVICES



IMPORTANCE OF EXISTING FACILITIES

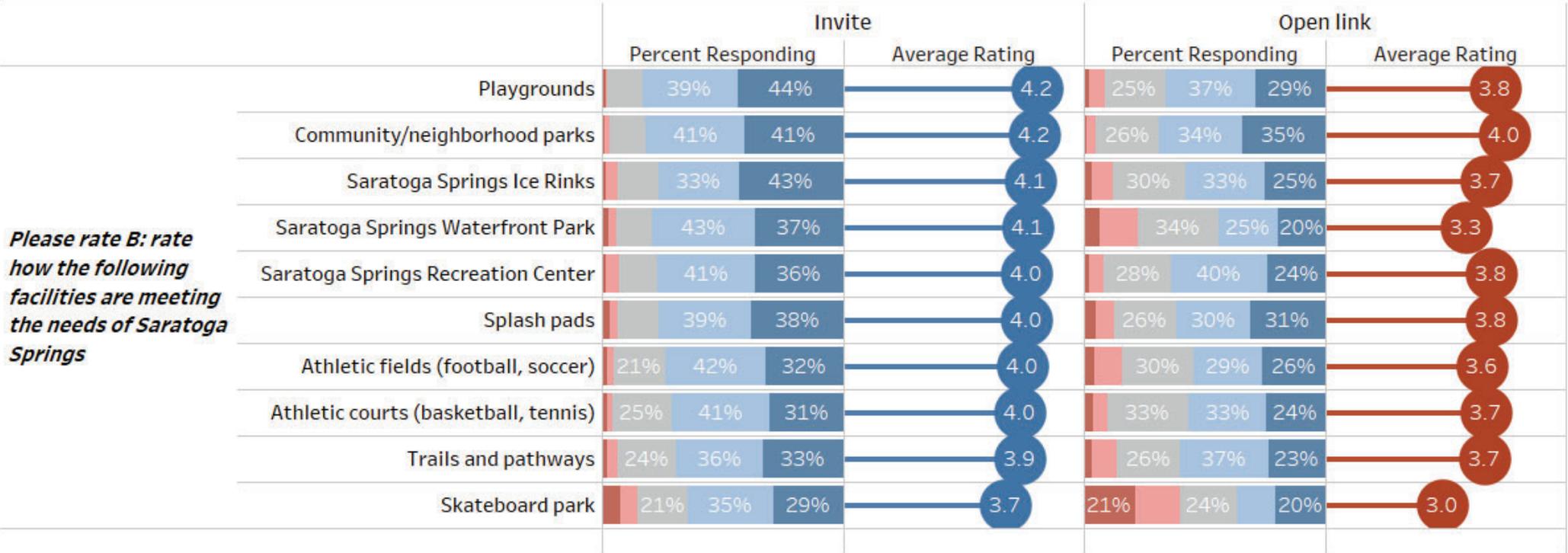
When invitation respondents were asked how important existing facilities are to their household, trails and pathways (4.5) and community/neighborhood park (4.4) stand out as most important. Following behind are Waterfront Park (3.2), playgrounds (3.2), athletic courts, Saratoga Springs Recreation Center, and athletic fields (3.0 each). For open link respondents, more variation exists with athletic fields and playgrounds rating much higher than invitation respondents.



LEVEL OF NEEDS MET BY EXISTING FACILITIES

When asked if Saratoga Springs residents' needs were being met, respondents provide high ratings, despite the importance to their household. Playgrounds and community/neighborhood parks (4.2 each), Saratoga Springs ice rinks, and Saratoga Springs Waterfront Park (4.1 each) are perceived as best meeting the needs of Saratoga Springs. For open link respondents, needs met for all facilities were much lower. These individuals perceive that most facilities are not meeting the needs quite as well as invitation respondents.

Saratoga Springs Recreation Dept. Survey | Current Parks and Facilities



Please rate B: rate how the following facilities are meeting the needs of Saratoga Springs

Source: RRC Associates and GreenPlay





IMPORTANCE-PERFORMANCE MATRIX

High Importance/ Low Needs Met

These are key areas for potential improvements. Improving these facilities would likely positively affect the degree to which community needs are met overall.

High Importance/ High Needs Met

These amenities are important to most respondents and should be maintained in the future, but are less of a priority for improvements as needs are currently being adequately met.

These “niche” facilities have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.

Low Importance/ Low Needs Met

Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities outweigh the benefits may be constructive.

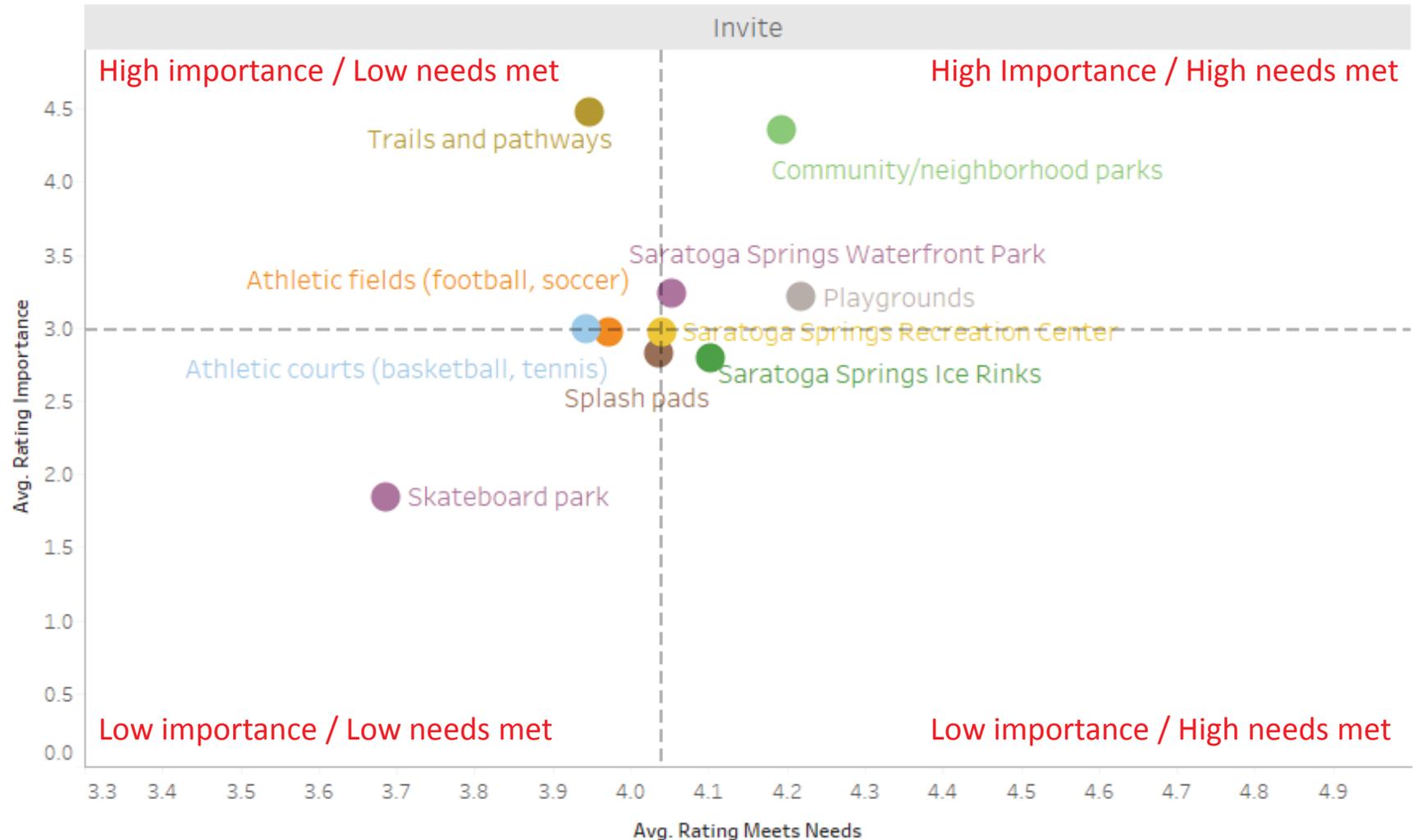
Low Importance/ High Needs Met



IMPORTANCE-PERFORMANCE MATRIX (INVITATION SAMPLE)

Saratoga Springs Recreation Dept. Survey

Level of Importance vs. Needs Met for Current Facilities



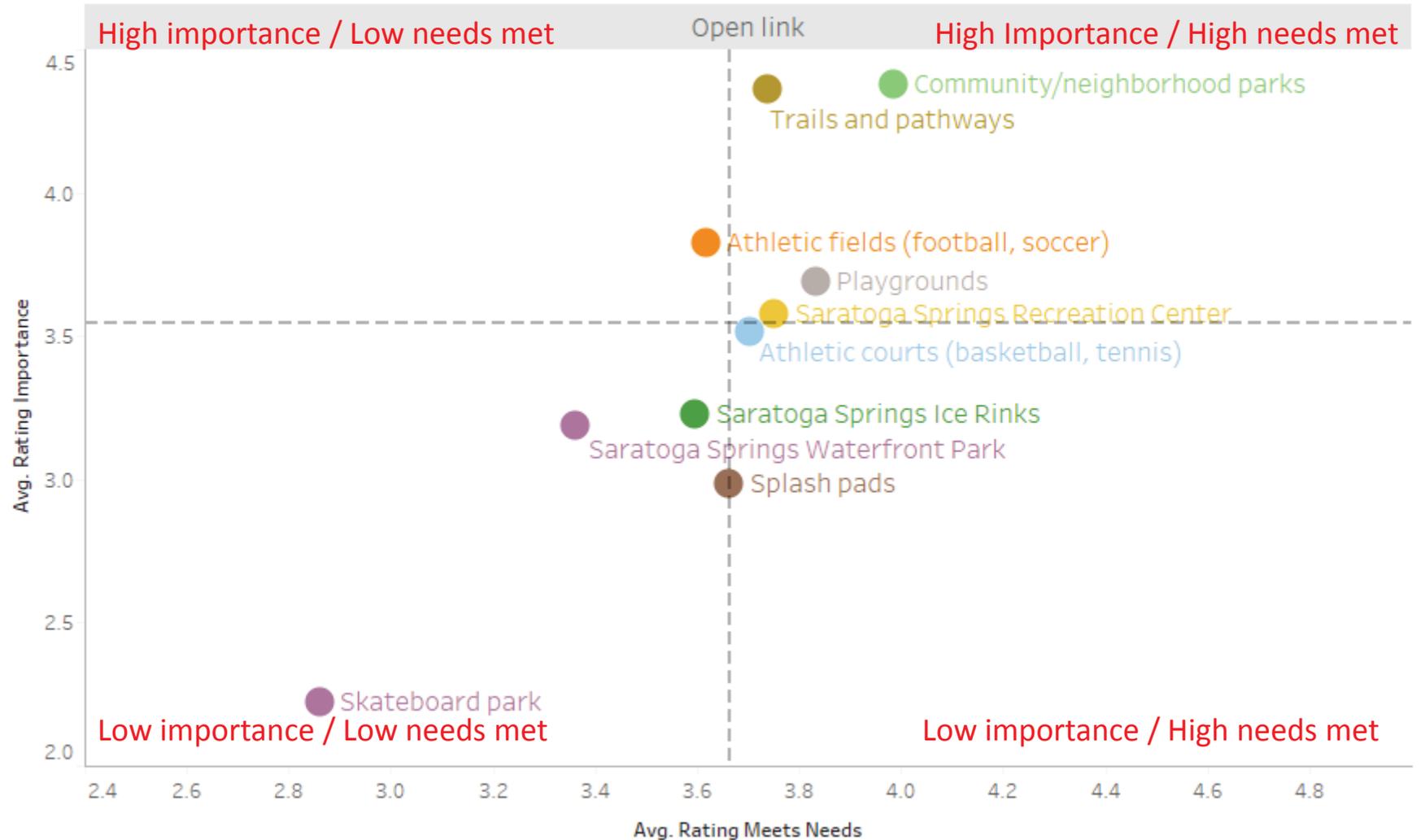
Source: RRC Associates and GreenPlay



IMPORTANCE-PERFORMANCE MATRIX (OPEN LINK SAMPLE)

Saratoga Springs Recreation Dept. Survey
Current Facilities

Level of Importance vs. Needs Met for



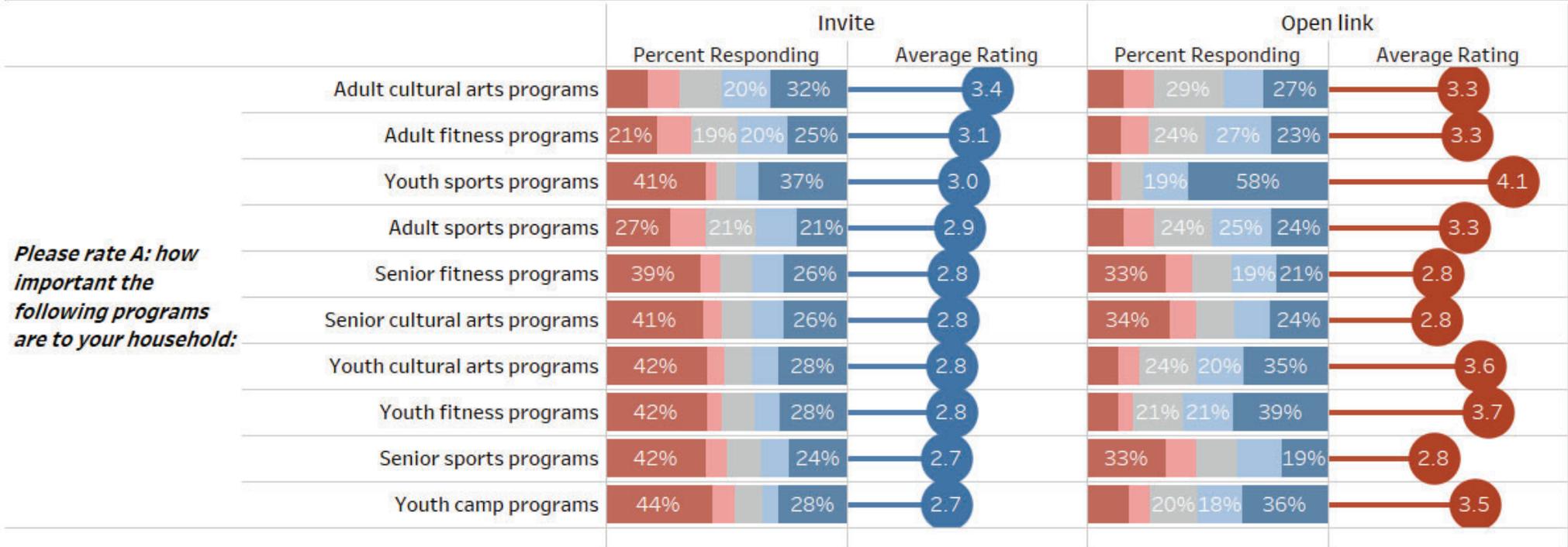
Source: RRC Associates and GreenPlay



IMPORTANCE OF EXISTING PROGRAMS

When invitation respondents were asked how important existing programs are to their household, adult cultural arts (3.4), adult fitness (3.1), youth sports (2.9), and adult sports (2.9) were most important. As a trend, adult programs tended to be more important than both senior and youth (except for youth sports). For open link respondents, much higher importance was placed on youth programs, and especially youth sports.

Saratoga Springs Recreation Dept. Survey | Current Parks and Facilities



Please rate A: how important the following programs are to your household:

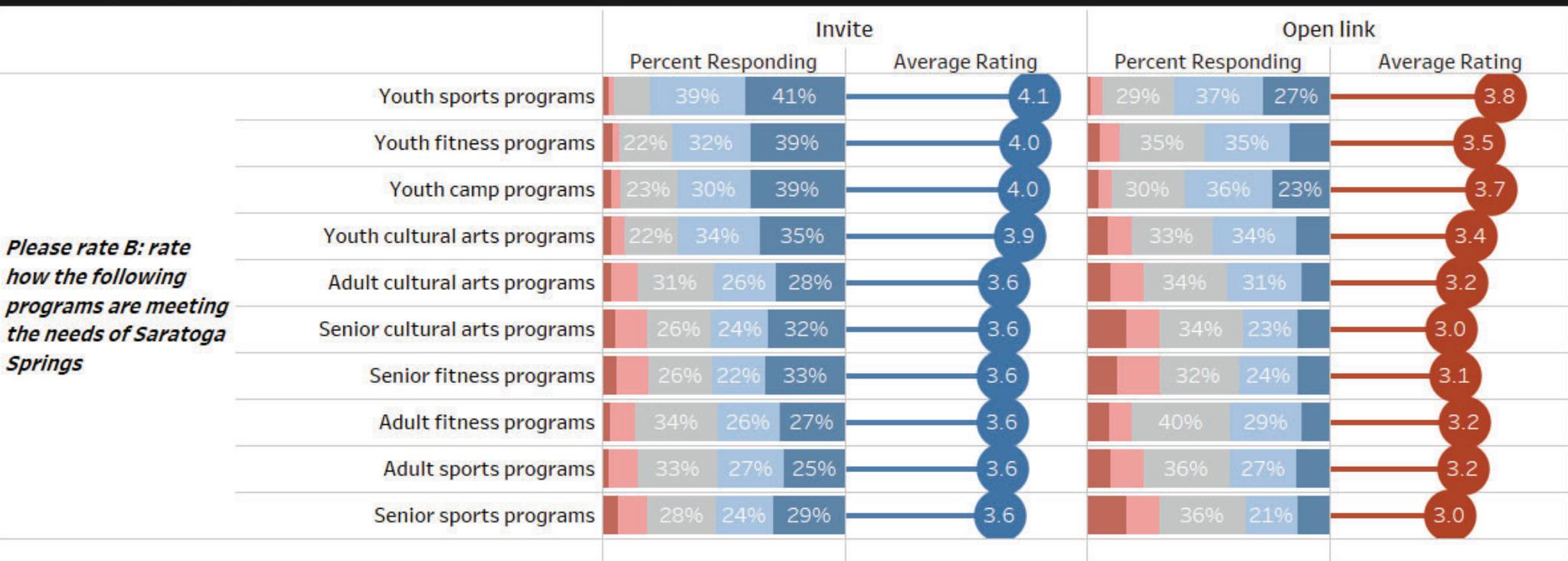
1 - Not at All Important 2 3 4 5 - Very Important

Source: RRC Associates and GreenPlay

LEVEL OF NEEDS MET BY EXISTING PROGRAMS

Similar to needs met by facilities, most programs were perceived as meeting the needs of Saratoga Springs higher than their importance. Youth sports (4.1), youth fitness (4.0), youth camp (4.0), and youth cultural arts (3.9) were rated highest for meeting community needs. All adult and senior programs had an equal average (3.6) of meeting community needs. For open link respondents, lower needs met are highlighted for all programs, again signaling a more critical view on current conditions.

Saratoga Springs Recreation Dept. Survey | Current Parks and Facilities



Please rate B: rate how the following programs are meeting the needs of Saratoga Springs

Source: RRC Associates and GreenPlay

1 - Not at All 2 3 4 5 - Completely



IMPORTANCE-PERFORMANCE MATRIX

High Importance/ Low Needs Met

These are key areas for potential improvements. Improving these facilities would likely positively affect the degree to which community needs are met overall.

High Importance/ High Needs Met

These amenities are important to most respondents and should be maintained in the future, but are less of a priority for improvements as needs are currently being adequately met.

These “niche” facilities have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.

Low Importance/ Low Needs Met

Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities outweigh the benefits may be constructive.

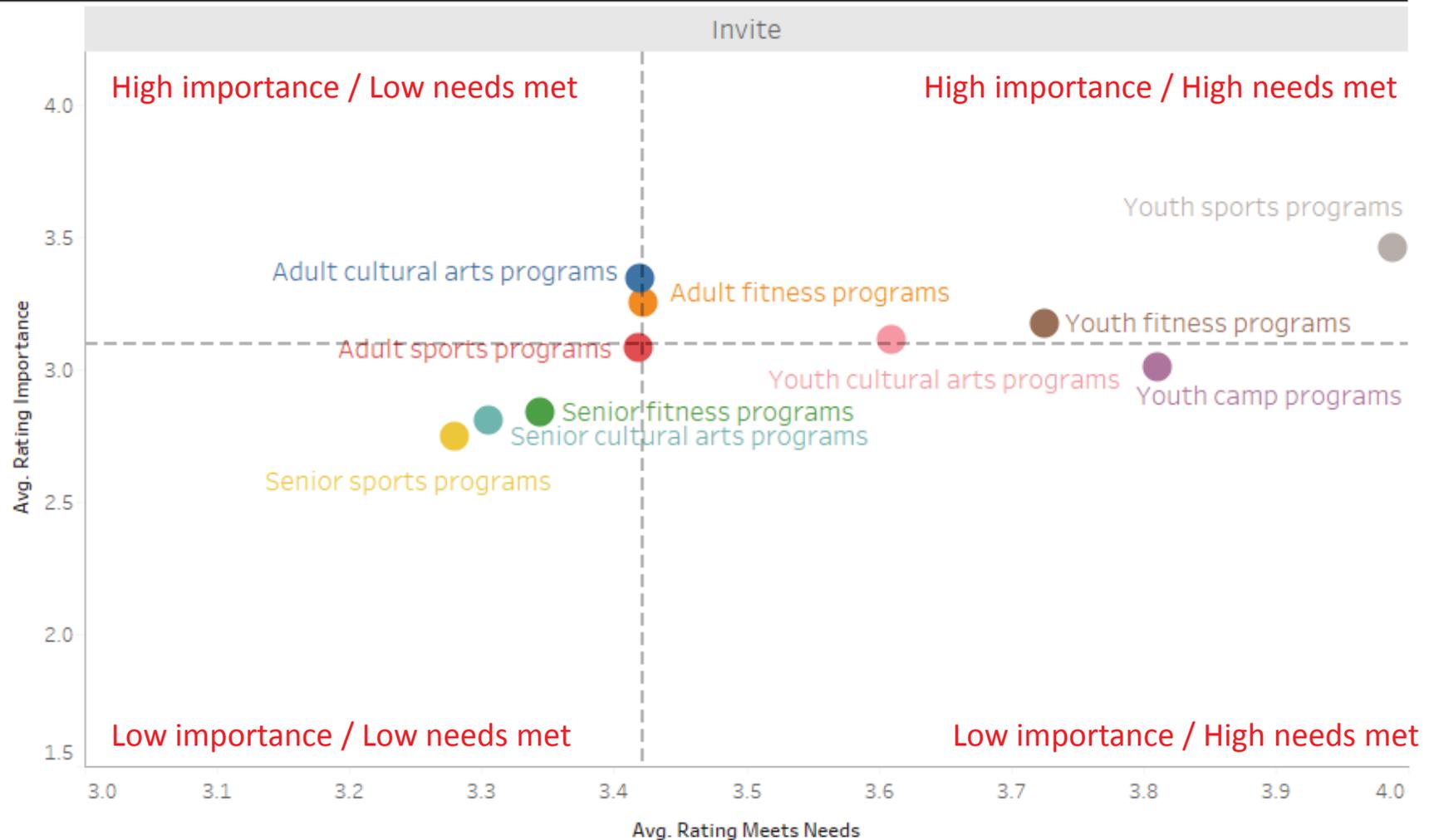
Low Importance/ High Needs Met



IMPORTANCE-PERFORMANCE MATRIX (INVITATION SAMPLE)

Saratoga Springs Recreation Dept. Survey

Level of Importance vs. Needs Met for Current Programs



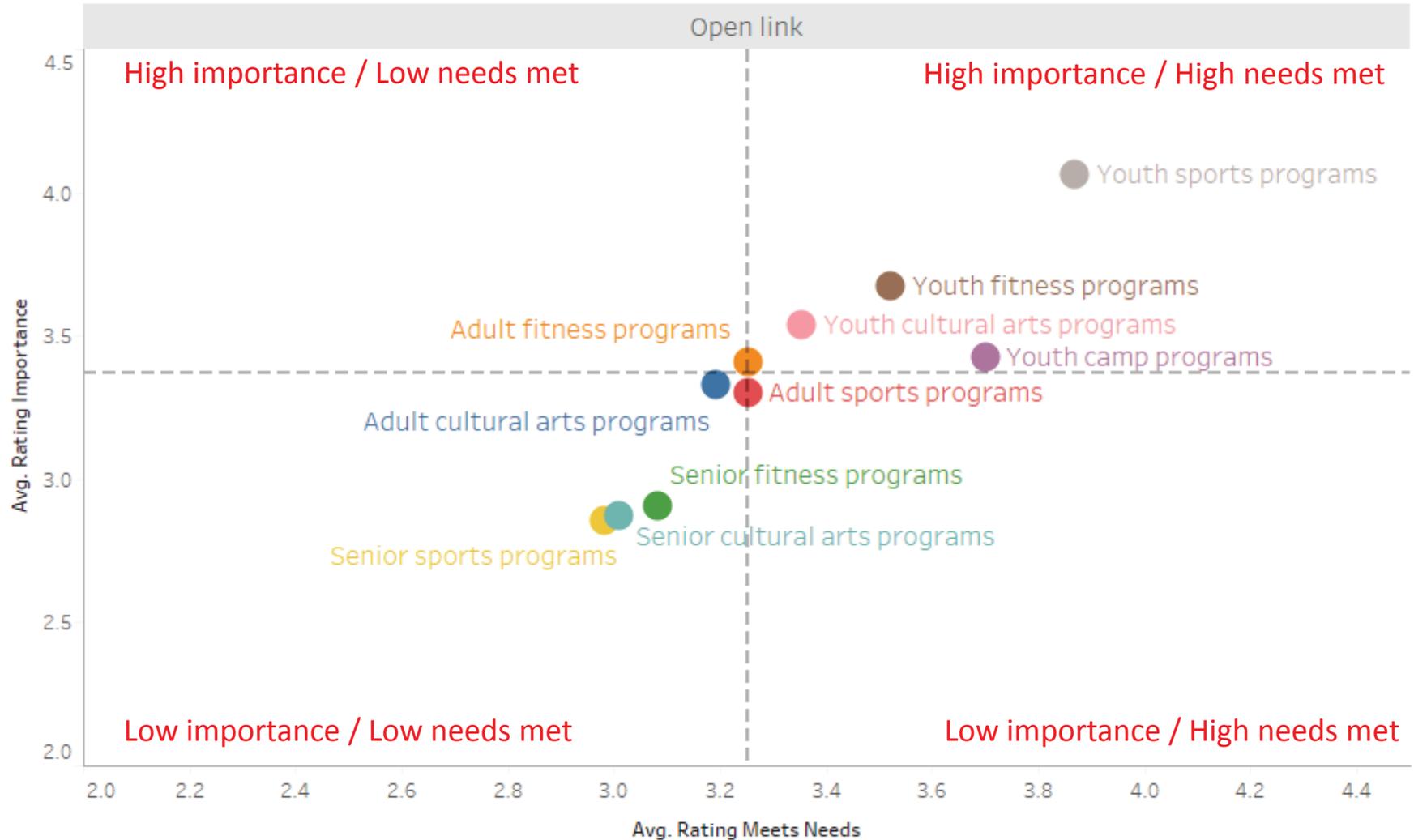
Source: RRC Associates and GreenPlay



IMPORTANCE-PERFORMANCE MATRIX (OPEN LINK)

Saratoga Springs Recreation Dept. Survey

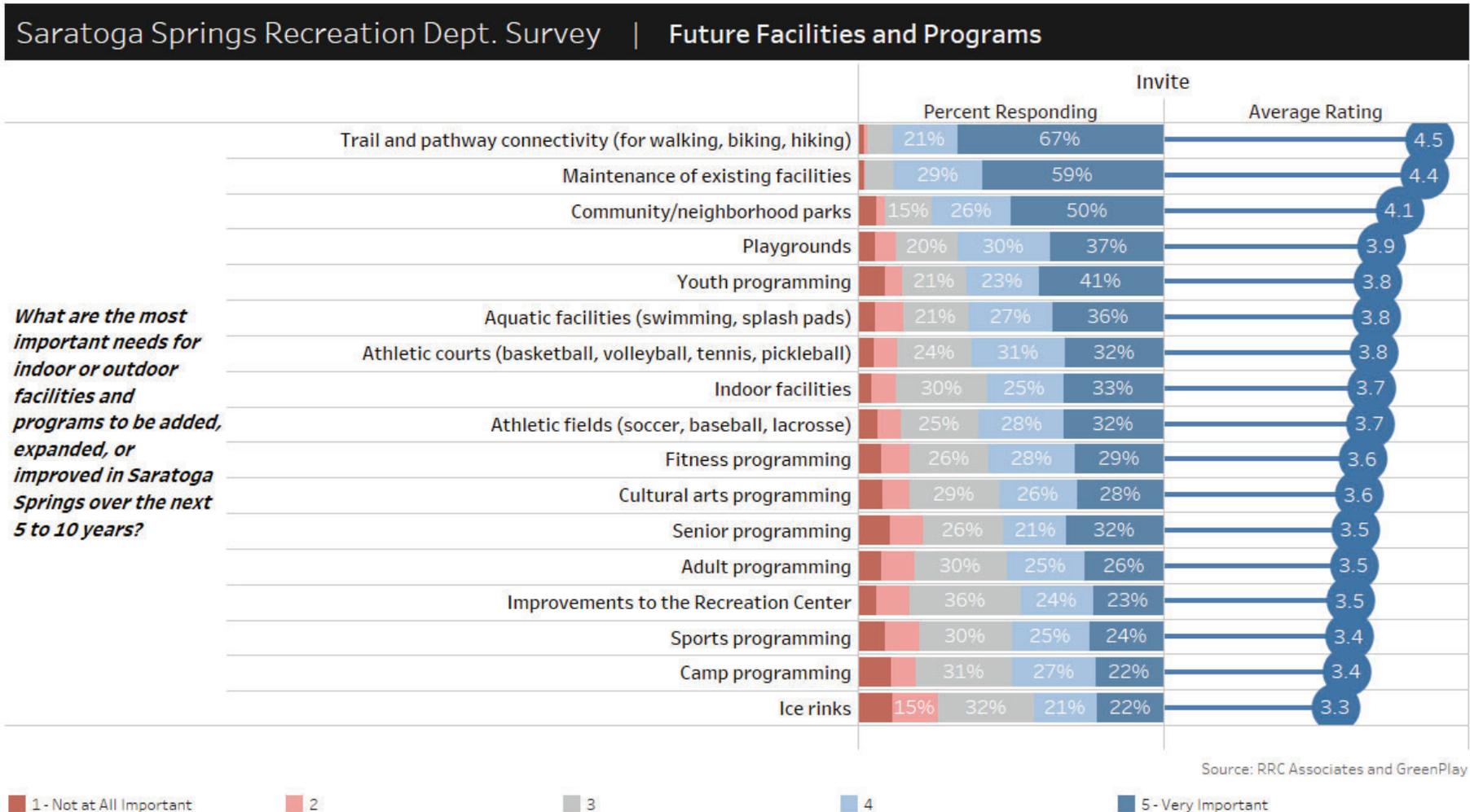
Level of Importance vs. Needs Met for Current Programs



Source: RRC Associates and GreenPlay

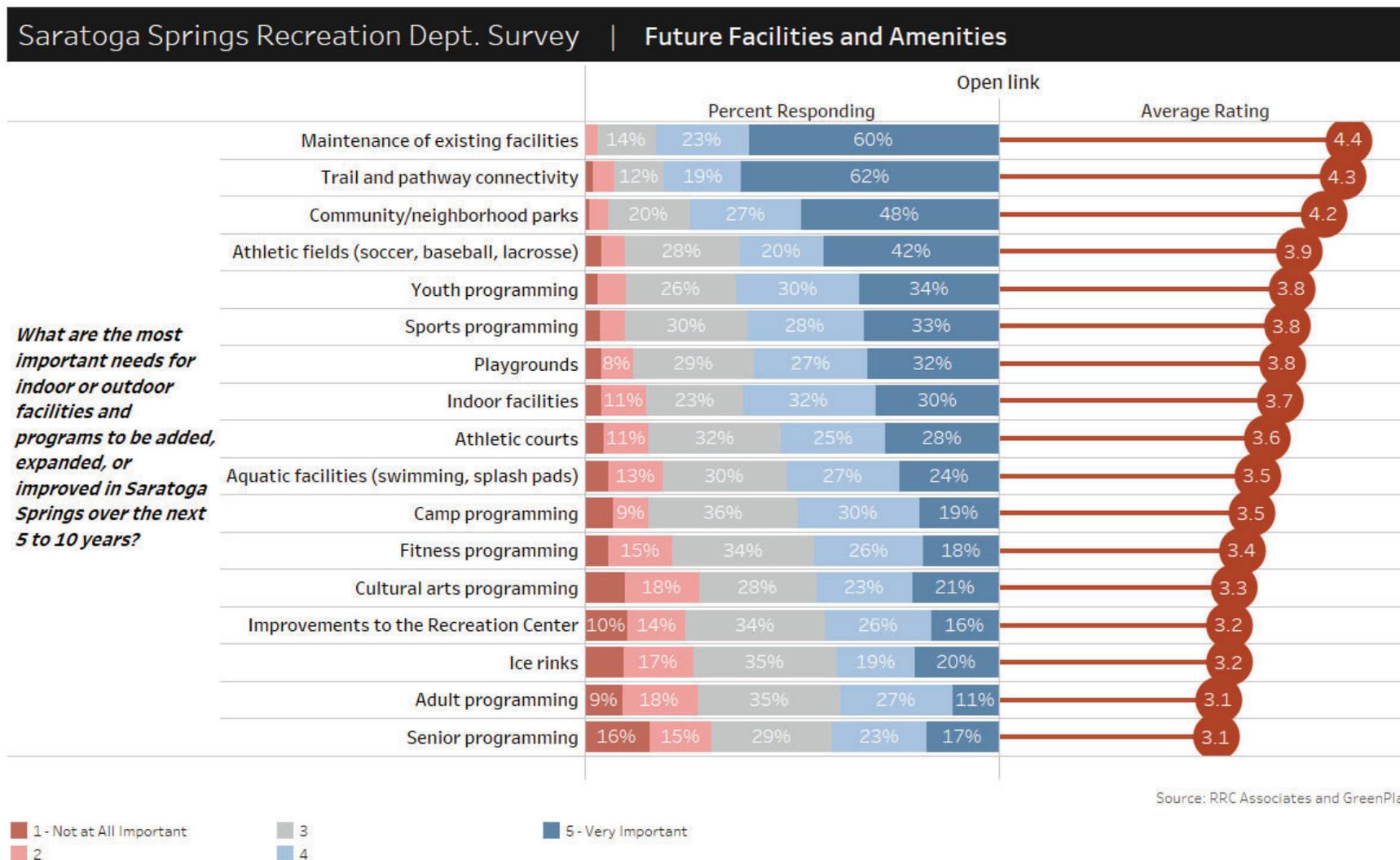
IMPORTANCE OF FUTURE FACILITIES & PROGRAMS

When asked what the most important needs for Saratoga Springs to be added/expanded/improved in the next 5 to 10 years, invitation respondents were particularly likely to place importance on trail connectivity (4.5), maintenance of existing facilities (4.4), and community neighborhood parks (4.1). Following were playgrounds (3.9), youth programming, aquatic facilities, and athletic courts (3.8 each) in terms of importance for the future.



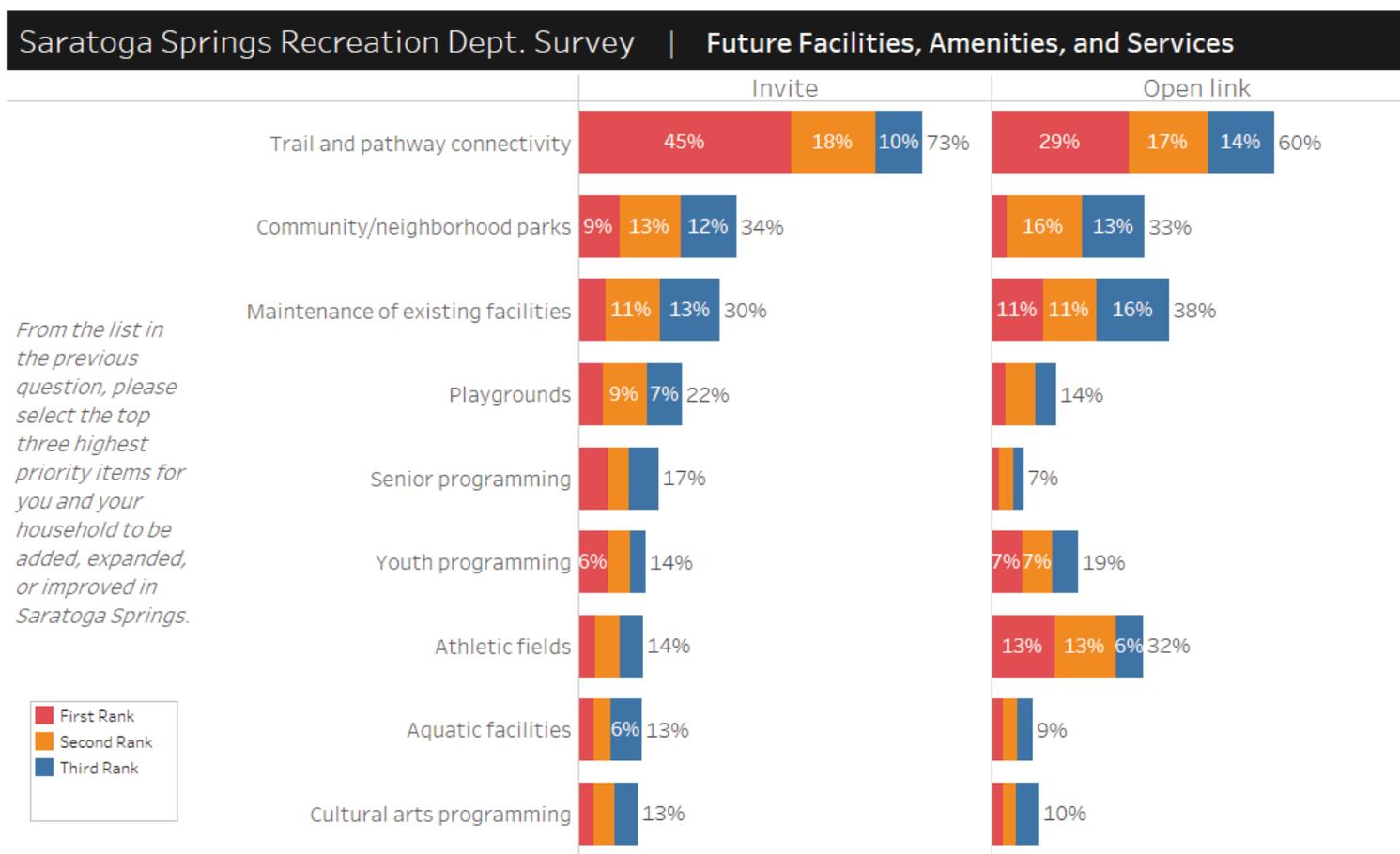
IMPORTANCE OF FUTURE FACILITIES & PROGRAMS

Open link respondents place higher importance on maintenance of existing facilities (4.4), but trail and pathway connectivity (4.3) and community/neighborhood parks (4.2) are still high on the list. However, athletic fields, youth programming, and sports programming is much more important to this group, as found in other sections of the report.



PRIORITIES TO ADD, EXPAND, AND IMPROVE

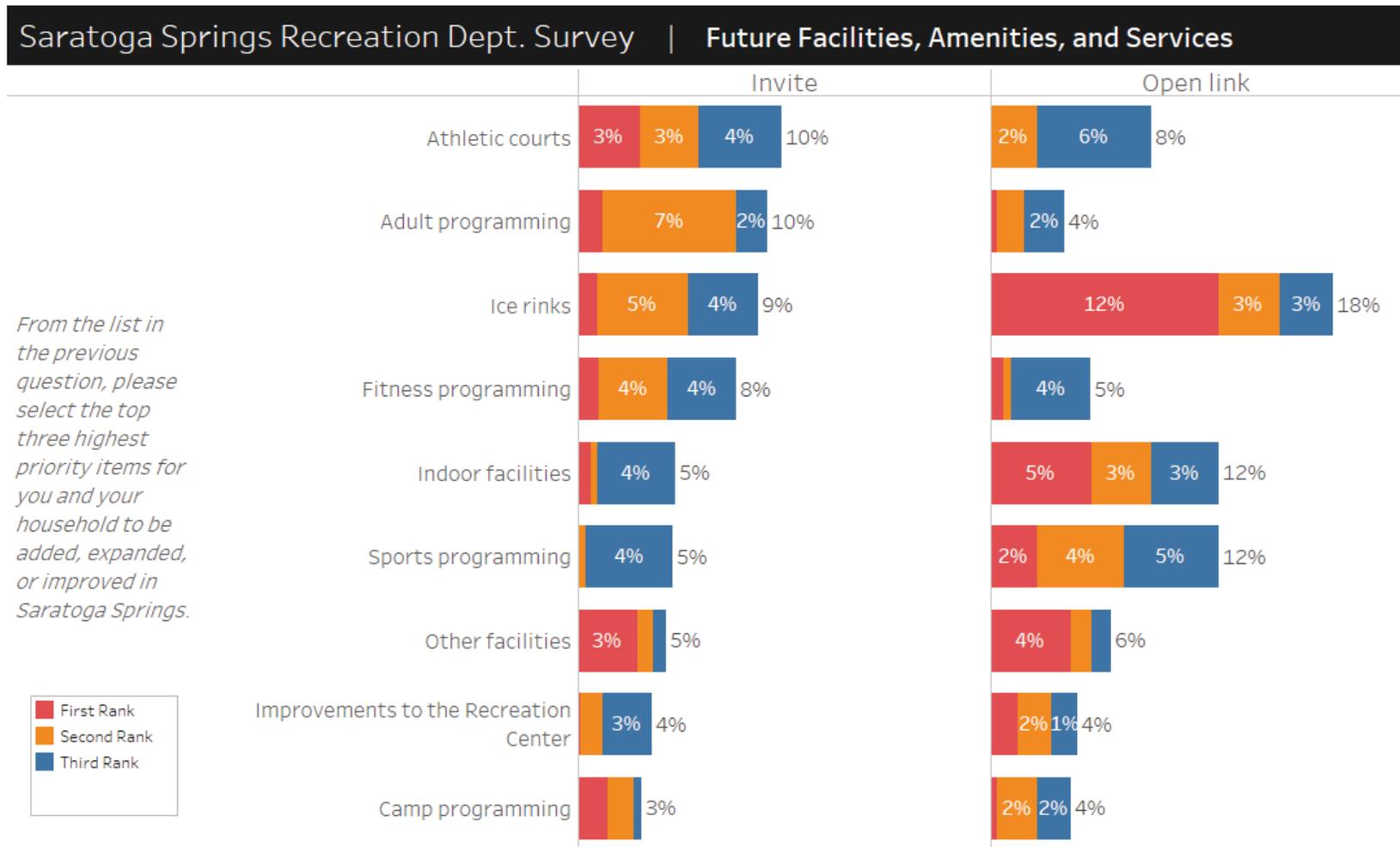
When asked to select their top three priorities for the City to add/expand/improve, invitation respondents were most likely to report trail and pathway connectivity (45% first priority; 73% total), followed by community/neighborhood parks (34% total), maintenance of existing facilities (30% total), playgrounds (22% total), and senior programming (17% total). Open link respondents place high importance on trail and pathway connectivity (60%), but followed by maintenance (38%) and community/neighborhood parks (33%) with athletic fields close behind (42%).



Source: RRC Associates and GreenPlay

PRIORITIES TO ADD, EXPAND, AND IMPROVE

For lower priority items, there is some differentiation between invitation and open link. For instance, ice rinks had 18% of top three priorities compared to only 9% of invitation. Invitation and open link both placed similar importance on athletic courts, invitation to the Recreation Center, and camp programming. However, invitation respondents place higher importance on adult programming, which is the opposite from open link respondents.



Source: RRC Associates and GreenPlay

FACTORS THAT WOULD INCREASE USAGE

Invitation respondents were most likely to highlight better awareness of programs (70%), improved connectivity (60%), improved condition/maintenance of existing parks or facilities, and increased activities/programming (37% each) as areas to address to increase usage. Lighting of outdoor facilities (30%) and additional/new types of facilities (26%) followed for areas to increase utilization. Open link respondents say that improved condition/maintenance (56%) would increase usage the most.

Saratoga Springs Recreation Dept. Survey | Future Facilities, Amenities, and Services

	Invite	Open link
Better awareness of programs (communications)	70%	50%
Improved connectivity (trails, public transportation, etc)	60%	49%
Improved condition/maintenance of existing parks or facilities	37%	56%
Increased activities/programming	37%	35%
Lighting of outdoor facilities to extend usable hours	30%	31%
Additional/new types of facilities	26%	28%
Expanded parking	19%	25%
More parks or recreation opportunities closer to where I live	18%	18%
Improved WiFi connectivity	16%	15%
Improved safety and security	17%	12%
Readjusted pricing/user fees	12%	7%
Better customer service/staff knowledge	7%	9%
Increased handicapped/disabled accessibility	8%	5%

What are the most important areas that, if addressed by the City, would increase your utilization of Saratoga Springs parks and recreation facilities? (CHECK ALL THAT APPLY)

Source: RRC Associates and GreenPlay

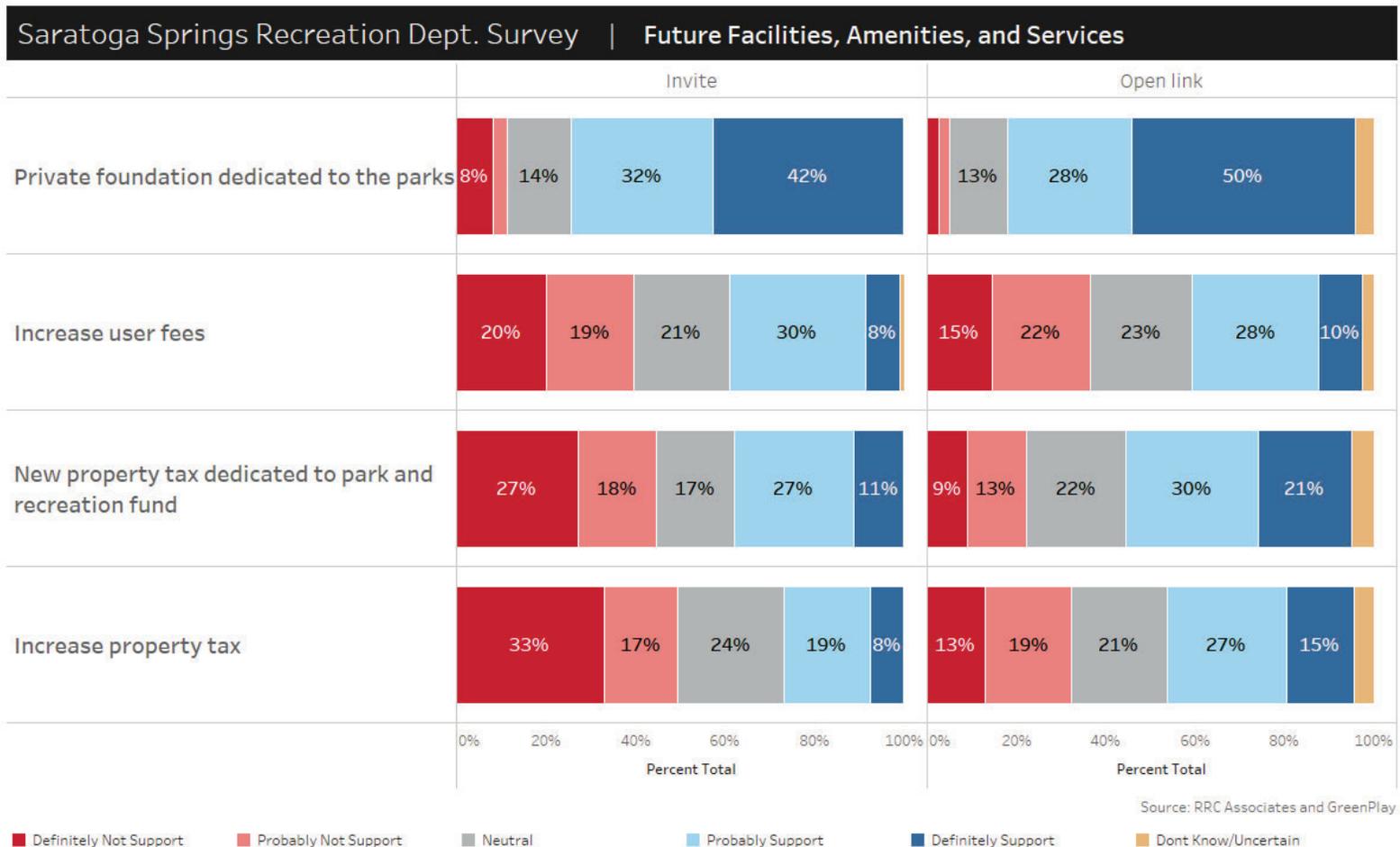


FINANCIAL CHOICES / FEES



LEVEL OF SUPPORT FOR FUNDING

Respondents were asked about potential funding options they would support for parks and recreation facilities, operations, and development. When asked directly about their level of support for each option, invitation respondents were most supportive of a dedicated foundation for parks and recreation (74% would support). However, they were less supportive of increased user fees (38% would support), new property tax for parks and recreation (38% would support), and increased property taxes (27% would support). Open link respondents were more receptive as a whole on all funding options, but with a larger percentage who don't know.





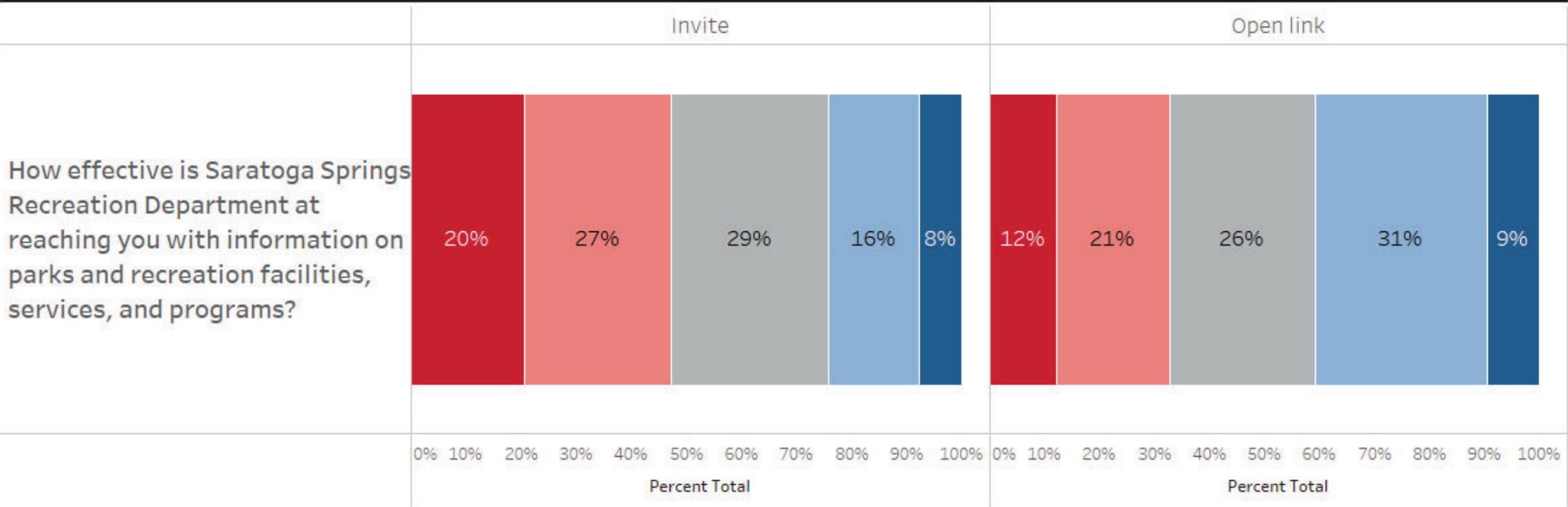
COMMUNICATION



EFFECTIVENESS OF COMMUNICATION EFFORTS

Communication effectiveness of the City was rated on a scale of 1 = “not at all effective” to 5 = “very effective.” In total, 24% rated current communication on parks and programs as “effective” (rating 4 or 5). Of invitation respondents, 47% rated communication as “ineffective” (rated 1 or 2) with 29% rating as neutral or moderately effective. Open link respondents had slightly higher ratings on communication effectiveness with 40% responding with a 4 or 5.

Saratoga Springs Recreation Dept. Survey | Current Recreation Programs



How effective is Saratoga Springs Recreation Department at reaching you with information on parks and recreation facilities, services, and programs?

Source: RRC Associates and GreenPlay

■ 1 - Not At All Effective
 ■ 2
 ■ 3
 ■ 4
 ■ 5 - Very Effective



BEST WAY TO RECEIVE INFORMATION

Respondents indicated internet/website (62%), emails from City (57%), and parks/recreation program flyers (51%) as the best methods for communication about facilities, services, and programs. Open link respondents had a similar response with a slightly higher liking to social media (51% vs. 44%) and lower for parks and recreation program flyers (36% vs. 51%).

Saratoga Springs Recreation Dept. Survey | Current Recreation Programs

	Invite	Open link
Internet/website	62%	65%
E-mail from the City	57%	62%
Social networking (e.g., Twitter, Facebook)	44%	51%
Parks & Recreation Program Flyers	51%	36%
Recreation Program Brochure	37%	33%
Local media (TV, radio, newspaper)	37%	23%
Word of mouth	36%	25%
The Saratoga Today	30%	26%
At the recreation facility/program location	19%	26%
The Saratogian	24%	18%
School website	16%	26%

What is the best way for you to receive information on parks and recreation facilities, services, and programs? (CHECK ALL THAT APPLY)

Source: RRC Associates and GreenPlay



SUGGESTIONS

ADDITIONAL COMMENTS/SUGGESTIONS

At the end of the survey, respondents were given the opportunity to provide any additional comments or suggestions about parks and recreation facilities and programs in Saratoga Springs. Themes that came up frequently throughout the survey were: increased maintenance at facilities/parks, pathway and trail connectivity, renovations desired at specific facilities, and praise for keeping the parks in good condition currently. A selection of verbatim invitation responses is shown below. The full listing of responses is provided in the appendix.

I think there should be a plan and allocated funds to support the upkeep and maintenance of the facilities we currently have before we start thinking about building/adding more.

Maintenance should be a bigger priority; however, the Recreation Director does a great job with what is given.

Improved skate park conditions is my concern mainly. Thank you for putting this survey out there for us to have a voice in this.

I am impressed with the variety of fields and programs in Saratoga Springs. Continuing and expanding them as the population grows will be the challenge. I'm glad you are trying to develop a long range planning process.

These are what brought us to Saratoga Springs. We love living outside our house in our hometown, ensuring its usefulness and longevity is a priority of ours.

We use the facilities and rec facilities all the time, and used the programming more when our kids were younger. Fantastic resource in the City.



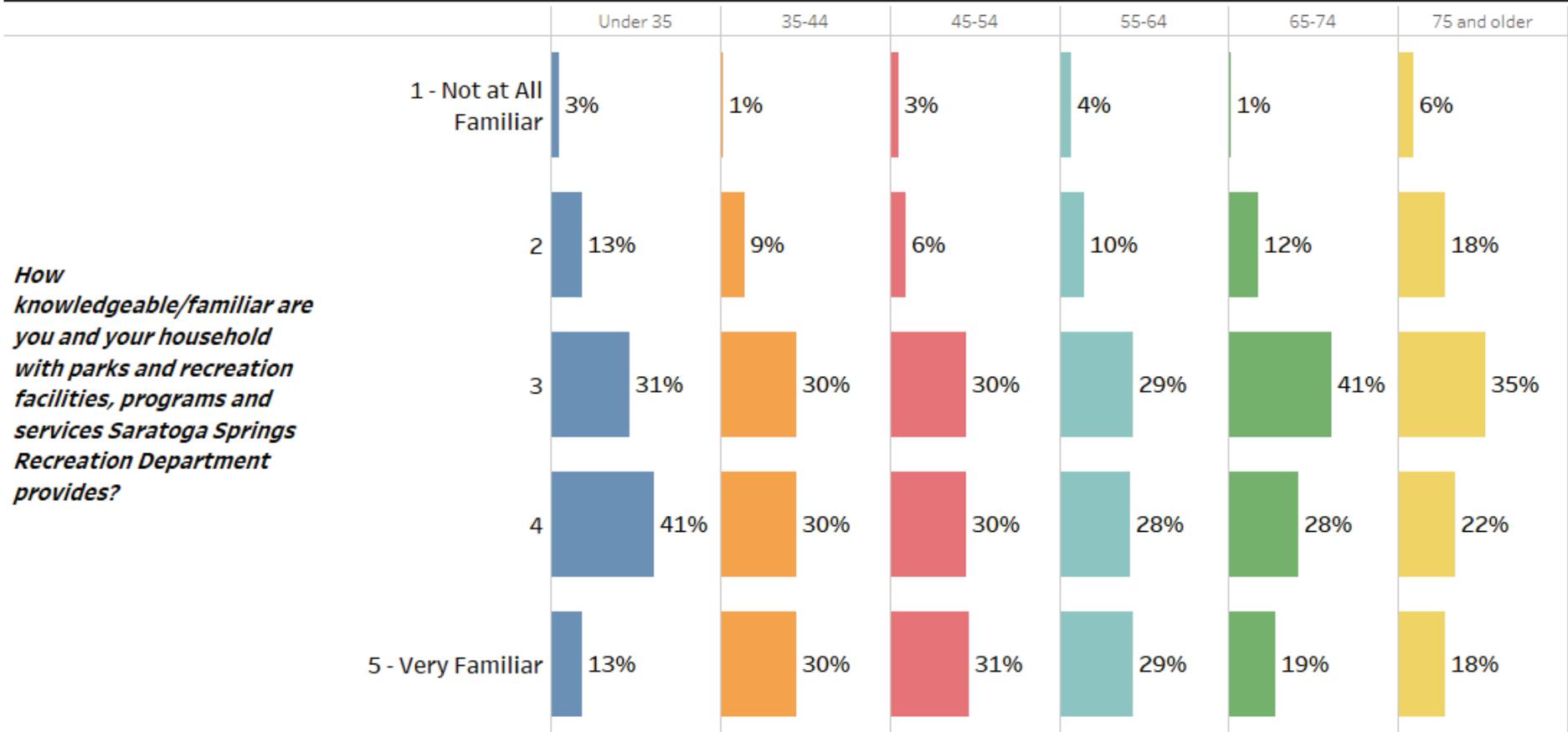
CROSS-TABULATION GRAPHS



FAMILIARITY OF SERVICES BY AGE

When invitation respondents' familiarity of parks and recreation was examined by age, there is a similar trend across most groups. The Under 35 age group had a lower percentage of responses in the 5/5 category. In addition respondents 75 and older had a larger share of respondents rating 1 or 2 (24%). Overall, there are minor differences, particularly with the middle-age groups having the highest familiarity.

Saratoga Springs Recreation Dept. Survey | Familiarity with Parks and Recreation



Source: RRC Associates and GreenPlay



SATISFACTION BY AGE

Satisfaction by age of invitation respondents revealed new insights. For instance, the 45-54 year old age group had the lowest satisfaction ratings across all categories. In general, most average ratings were relatively close across the age groups, with the 35-44 and 55-64 trending high in most aspects. The 65-74 and 75 and older respondents had extremely similar results for all satisfaction categories.

Saratoga Springs Recreation Dept. Survey | Current Parks and Facilities

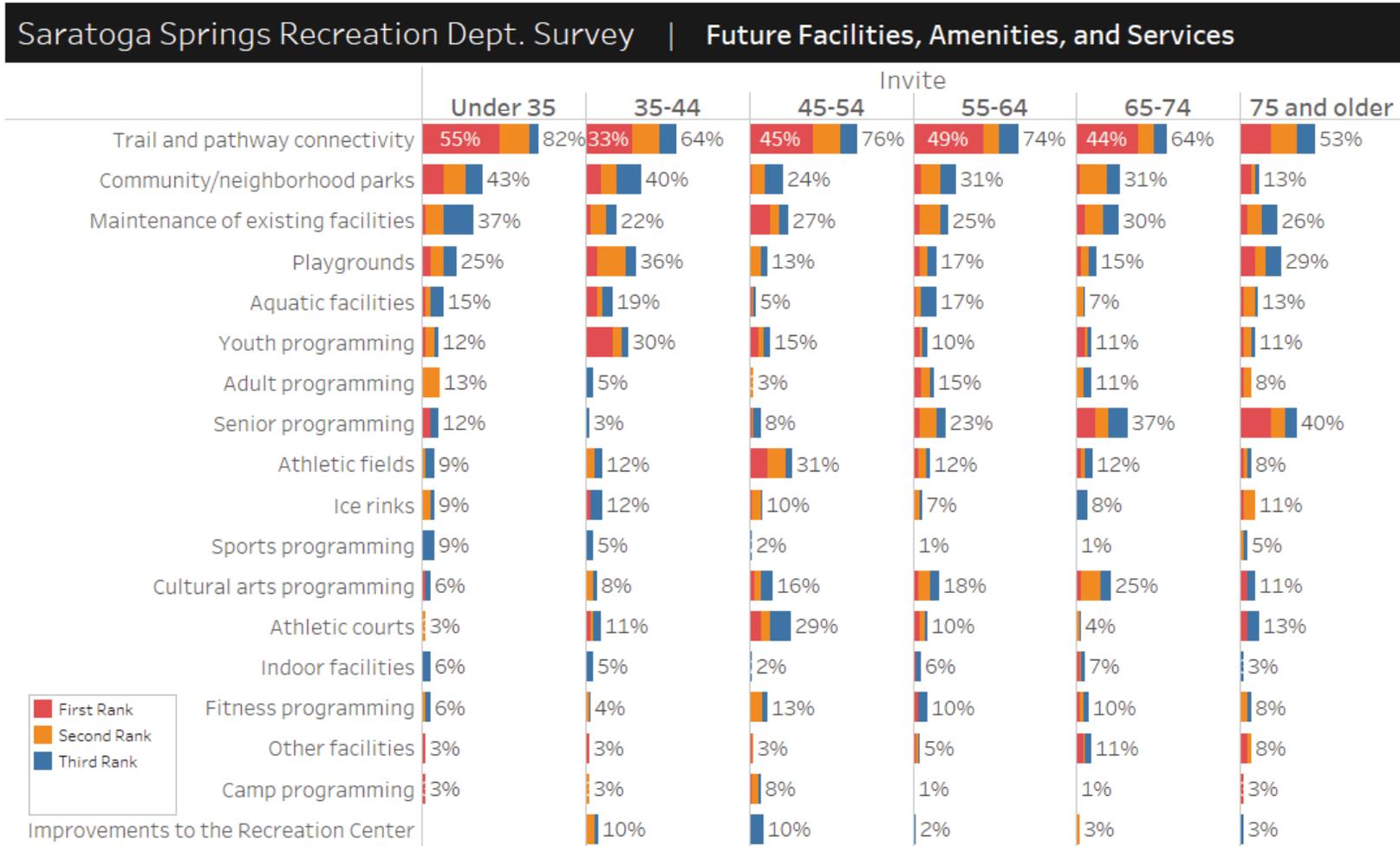
		Invite					
		Under 35	35-44	45-54	55-64	65-74	75 and older
<i>How satisfied have you and your family been with the quality of City of Saratoga Springs...</i>	Parks you and your family have used over the past 2 years?	4.1	4.3	4.0	4.2	4.1	4.1
	Facilities you and your family have used over the past 2 years?	3.7	4.0	3.5	3.9	3.9	3.7
	Programs or services you and your family have used or participated in over the past 2 years?	3.6	4.0	3.6	4.0	3.7	3.6
	Maintenance of existing parks and facilities you and your family have used over the past 2 years?	3.5	4.0	3.5	3.9	3.8	3.8
	Athletic fields you and your family have used over the past 2 years?	3.6	3.9	3.3	3.8	3.6	3.6
			2 4 Average Rating				

Source: RRC Associates and GreenPlay



TOP 3 PRIORITIES BY AGE

The top 3 priorities for the future when examined by age shows some major differences. Trail and pathway connectivity continues to be the top for every age group, but there's major differences in senior programming for older age groups (as expected). Athletic courts/fields has a much higher importance to those 45-54, whom likely have children using the facilities. Playgrounds has more importance for those 35-44, along with youth programming, again a likely trend due to family structure.



Source: RRC Associates and GreenPlay



SATISFACTION BY INCOME

Satisfaction when examined by income group highlights a steady pattern among the income groups. The largest difference is seen in maintenance where those who make under \$50,000 rate their satisfaction at 4.0 compared to 3.6 for those who make \$50k-\$99,999. The main difference is in the satisfaction of maintenance where those who make under \$50,000 had a higher rating than both other income groups.

Saratoga Springs Recreation Dept. Survey | Average ratings of Future Facilities by Income



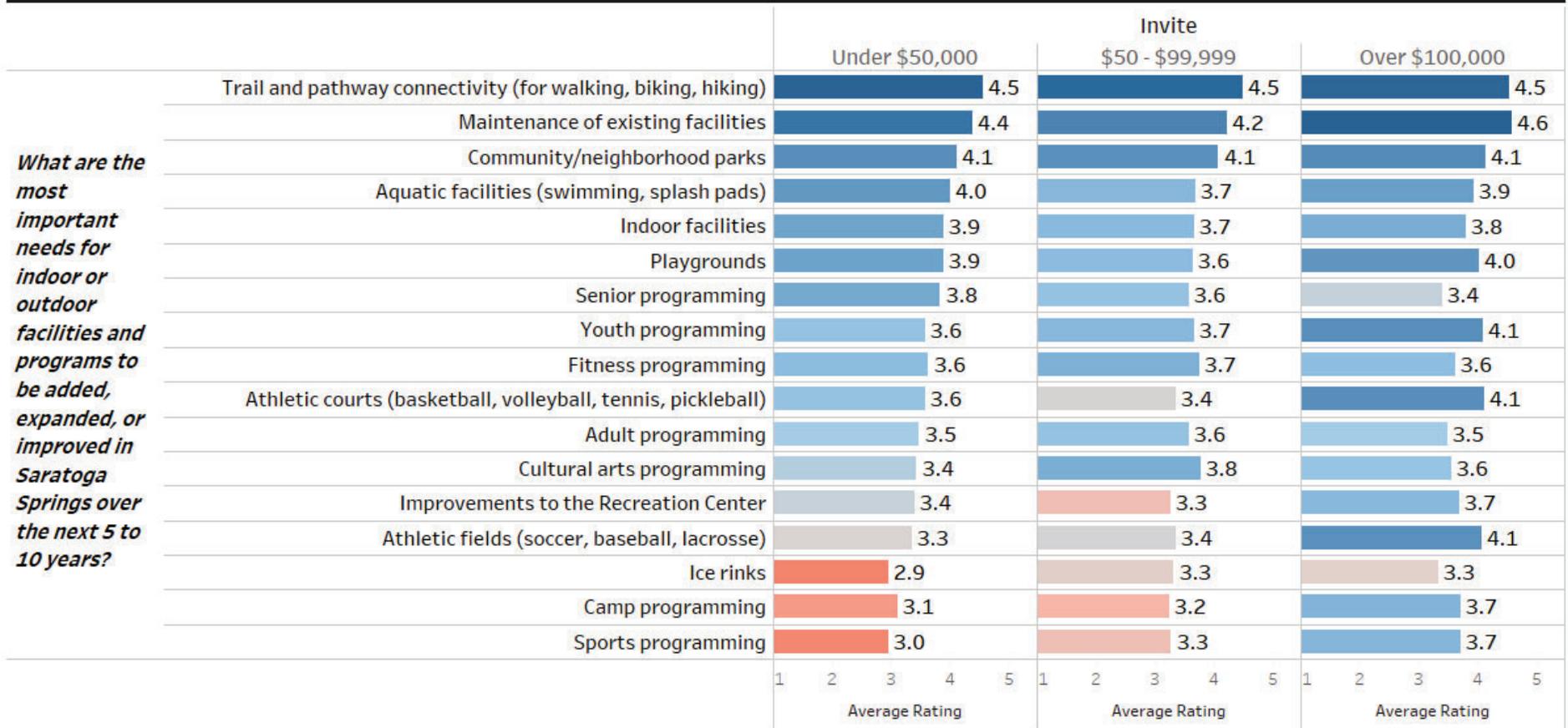
Source: RRC Associates and GreenPlay



IMPORTANCE OF FUTURE PRIORITIES BY INCOME

More noticeable differences are found when examining average ratings of future facilities by income levels. Those who make under \$50k and under \$100k placed less importance on athletic courts and fields. In addition, the over \$100,000 group tended to place more importance on many facilities such as camp and sports programming. Those who make under \$50k place much lower importance on sports programming than both other groups.

Saratoga Springs Recreation Dept. Survey | Average ratings of Future Facilities by Income



Source: RRC Associates and GreenPlay



INCREASING USAGE BY INCOME

In terms of what would increase usage of parks and recreation services among income groups, those who make under \$50k, placed more importance on awareness and connectivity. However, the two larger income groups had higher percentages placed on increased or new facilities/programs and maintenance.

Saratoga Springs Recreation Dept. Survey | Future Facilities, Amenities, and Services

	Income Group		
	Under \$50,000	Invite \$50 - \$99,999	Over \$100,000
Better awareness of programs (communications)	81%	62%	74%
Improved connectivity (trails, public transportation, etc)	67%	62%	55%
Lighting of outdoor facilities to extend usable hours	26%	28%	35%
Improved condition/maintenance of existing parks or facilities	22%	41%	40%
Expanded parking	22%	16%	18%
Increased activities/programming	21%	47%	37%
Increased handicapped/disabled accessibility	20%	5%	6%
Readjusted pricing/user fees	18%	4%	12%
Improved safety and security	17%	20%	16%
Additional/new types of facilities	12%	26%	33%
More parks or recreation opportunities closer to where I live	11%	29%	14%
Improved WiFi connectivity	8%	12%	23%
Better customer service/staff knowledge	8%	6%	8%

What are the most important areas that, if addressed by the City, would increase your utilization of Saratoga Springs parks and recreation facilities? (CHECK ALL THAT APPLY)

Source: RRC Associates and GreenPlay

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Appendix D: Level of Service and Maps

Inventory and level of Service Analysis

The City of Saratoga Springs is approximately 30 square miles in size and offers its 28,000 citizens numerous recreational opportunities. Within the City limits there is access to multiple recreational facilities including various trail systems, waterfronts, playgrounds, athletic fields, golf courses, court facilities, dog park, skate park, passive recreation parks, small urban pocket parks, a large state park and 273 acres of dedicated open space. These opportunities are provided and managed by a multiple community athletic/recreational agencies and stake holders, including the City of Saratoga Springs Recreation Department. The community is fortunate to have these relationships and, in some cases shared responsibilities between the various agencies, especially as the City population and demand for athletic space increases. For the purpose of this study the Level of Service Analysis for this project only includes the eight (8) recreational facilities (over 122 acres) that are managed and maintained by the City or Saratoga Springs Recreation Department.

1. East Side Rec.
2. West Side Rec.
3. North Side Rec.
4. Veterans Memorial Park
5. Ice rinks
6. Recreation Center
7. Geyser Crest Courts
8. Waterfront Park

The Level of Service Analysis process started with an inventory and assessment of each component within a park. This information can be used to assist the City in a variety of planning and operation tasks including identifying short and long-term needs and goals for each park. The following is a brief description of each park facility and general suggestions for future improvements based on the Level of Service Inventory Analysis scoring and comments.

East Side Rec

20.1 Acres

The park was originally construct in the 1920's and is one of two parks within the City that is actually owned by Saratoga Springs City School District but managed by the City's Recreation Department and maintained by the City's Department of Public Works (DPW). The park is located within a primarily residential neighborhood on the east side of the City and across the street from both Caroline Street Elementary School and St. Clement's Catholic Church. It is the largest park within the City of Saratoga Springs Recreation Department and provides recreational opportunities for all ages. The park consists of numerous athletic fields, a running track/skate park, various playing courts, playgrounds, splash pad, and support buildings.

Athletic Fields: The park includes numerous athletic fields scattered throughout the site. They include both the Saratoga Springs City School varsity baseball and junior varsity baseball fields. Two (2) little league fields are located at the north east corner of the park and are arguably the most frequently used in the park. In 2015 both little league fields were reconstructed. The park also contains one (1) tee ball, one (1) bantam baseball field and one (1) kickball field. Within the running track is football /lacrosse used field and a football practice field overlaps onto the kick ball and junior varsity baseball fields.

Running/Walking Track/Skate Park: At the south east corner of the site is a non-competitive asphalt running track with a small skate park constructed within the northern 'D' area of the track. Although, the track doesn't have the standard surfacing or striping it is used frequently. This the only skate park offered in the City and is very popular to the small but passionate user group.

Courts: The courts are grouped together at the western edge of the park and consists of six (6) tennis courts (five [5] lined for picklball), three (3) basketball courts, and one (1) handball court also used for tennis practice.

Playground and Spray Park: The playground is located at the southwest corner of the park and the spray park at the north west corner. In 2017, a portion of the playground was renovated by the City Recreation Department.

Support Buildings: These include an old field house and storage structure near the little league fields, an office, concessions and restroom building is centrally located in the park and the varsity baseball field has a large grandstand/storage structure behind home plate. There is also a small storage shed located between the track and concession stand building. Dugouts are provided at all baseball fields except for one of the tee ball and the junior varsity fields.

Site Amenities: The park includes trash receptacles, benches, bleachers, picnic tables, and bike racks.

Parking: At the north side of the site is a small parking lot along Lake Avenue that is typically full during games. Additional parking is provided on the adjacent streets and there is access to the adjacent Caroline Street Elementary School, although this is frequently unused.

General Recommendations: *The Saratoga Springs City School District recently approved funding for the Great Outdoors Project which includes multiple improvements for East Side Rec.*

Great Outdoor Project – Planned Improvements

1. *Reconstructed components*
 - *Varsity baseball field*
 - *Junior varsity field (outfield only)*
 - *Basketball courts*
 - *Tennis courts with pickleball markings*
 - *Running track*
 - *Perimeter fencing*
2. *New components*
 - *Field house*
 - *Maintenance and storage structure.*
 - *Entrance and pathways*
 - *Fitness trail*
 - *Park accessories*
 - *Signage and wayfinding*
 - *Pavilion*

The Saratoga Springs City School District is planning many improvements here as a part of their Great Outdoors project. This effort is being coordinated with the City Recreation Department. Additionally, in 2011, both little league fields were reconstructed and in 2017 the a portion of the playground was renovated. With the planned and already provided improvements this park will be much improved, however, the park would benefit from additional improvements not covered in other projects. They include upgrades to the skate park, replacing the varsity baseball scoreboard, and development and implementation of a field and turf maintenance programs.

West Side Rec.

7.7 Acres

This park is also owned by the Saratoga Springs City School District but managed by the City's Recreation Department and maintained by the City's Department of Public Works (DPW). It is located within a primarily residential neighborhood on the west side of the City and is highly used by both the community and by students from the adjacent Division Street Elementary School. The park is also home to Saratoga Springs Little League and Saratoga Spring City School freshman baseball team. The following amenities are provided at the park.

Athletic Fields: The park includes one (1) Saratoga Springs City School district freshman baseball field, two (2) little league fields, and one (1) tee ball field.

Courts: Three (3) tennis courts are located on the northern side of the park and two (2) full size and two (2) half size basketball courts anchor the east side of the park.

Playground and Splash Pad: The popular playground was renovated in 2017. The playground and splash pad are located at the north east corner of the park. An old set of slides, older play structure and swing sets to the west of the tennis courts.

Support Buildings: Include a DPW office and public restroom building, a concessions and restroom building near the little league fields, and storage structure. Dugouts are provided at all baseball fields.

Site Amenities: The park includes trash receptacles, benches, bleachers, picnic tables, and bike racks.

Parking: A small parking lot is located at the south side of the park and is primarily used for little league events. Additional parking is provided on the surrounding streets and at the Division Street Elementary school parking lot when available.

General Recommendations: *The Saratoga Springs City School District recently approved funding for the Great Outdoors Project which includes multiple improvements for West Side Rec.*

Great Outdoor Project – Planned Improvements

1. *Reconstructed components*
 - *Basketball courts*
 - *Tennis courts with pickleball markings and youth tennis lines*
 - *Perimeter fencing*
2. *New components*
 - *Ball control/safety netting at major little league field*
 - *Replace existing dugouts at major little league field*
 - *Replace freshman baseball field scoreboard*
 - *Wall pads at upper storage building*
 - *Entrance and pathways*
 - *Park accessories*

The Saratoga Springs City School District is planning many improvements here as a part of their Great Outdoors project. This effort is being coordinated with the City Recreation Department. Additionally, in 2014 field lights were installed at the major little league field and in 2017 the playground was successfully renovated. With the planned and already provided improvements this park will be much improved, however, the park would benefit from additional improvements not covered in

other projects. Recommendations include upgrades to the tee ball and bantam little league field dugouts, trim vegetation along the southern property line, develop internal walk system linking park amenities, provide park identification and wayfinding signs, replacing old playground equipment and development and implementation of a field and turf maintenance programs.

North Side Rec.

5.8 Acres

The City established this park in 1978 and is located within a residential neighborhood adjacent to some of Skidmore College's athletic fields on the northwest side of the City. The park provides athletic fields and a playground.

Athletic Fields: One (1) rugby field and one (1) soccer field with associated goals.

Playground: Was replaced in 2016 and is enclosed by a decorative metal fence.

Support Buildings: One (1) storage shed.

Site Amenities: The park includes a trash receptacle, bench, bike rack, and multiple portable bleachers.

Parking: On-street parking is provided and there is one (1) accessible space provided near the playground.

General Recommendations: Provide an accessible walk to the playground, consider new park identification and rules signs, repair damaged decorative fence, and development and implementation of turf maintenance programs. Consider providing shade shelters or trees.

Veteran's Memorial Park

20.0 Acres

Is the City's second largest park and was constructed in 1989. The park is located at the southwest end of the City and adjacent to Geyser Road Elementary School. The park is used by the general public, as well as, multiple organizations including Saratoga Miss (girls) Softball, Spa Catholic High School baseball teams, multiple men's leagues, and various summer camps. Within the park there is a baseball and multiple softball fields, tennis and basketball courts, a playground and spray park, jogging path, concessions stand and restrooms building and supporting storage sheds.

Athletic Fields: The park includes one (1) high school varsity baseball field, four (4) softball fields and two (2) tee ball fields. In 2018 minor field improvements were provided at the all the softball fields including regrooming and edging the infield as well as installation of portable home run fences and clay bricks at pitcher's mounds and home plate areas.

Courts: Four (4) Tennis courts are located on the northwest corner of the park and two (2) full size basketball courts are located at the southwest corner of the property.

Playground and Spray Park: This is conveniently located near the concessions stand and restroom building. A chain link fence provides a safe barrier between this area from the adjacent road and parking lot. It was reported that that the City is waiting for additional funding to perform some upgrades in this area.

Concessions Stand /Restrooms /Storage Building: This is conveniently located near the cluster of softball fields and playground/splash pad. An access drive is provided to the building and provides easy access for delivery and maintenance vehicles. The storage section of the building space is dedicated to DPW for maintenance.

Site Amenities: The park includes trash receptacles, benches, bleachers, picnic tables, and bike racks.

Parking: Supplied by three (3) parking lots with supplemental on-street parking. The parking lots at Geysers Elementary School can be used when available.

General Recommendations: *The site lacks directional and wayfinding signage making it difficult to navigate around the park, therefore it is recommended to provide signage. All court systems require continued maintenance. To extend the life of the courts it is recommended to develop a maintenance and resurfacing program for the courts. To better protect parked cars, consider taller backstops for Softball Fields #1 and #2. At Ed Valentine Field, recommendations include general infield maintenance, extend the chain link fence down third base line for additional spectator protection, new lights at bull pens and additional irrigation components in order to provide full coverage. Provide spectator bleachers for Softball Fields #2, #3 and #4. The Concession Stand building needs general maintenance and cosmetic repair.*

Ice Rinks

56.1 Acres

The ice rinks are home to the Saratoga Springs Youth Hockey program, the Saratoga Springs City High School team as well as Skidmore College's hockey program. Although, the site is 56.1 acres in size, the hockey facility only utilizes about 8.5 acres. The rest of the site is used by DWP or is vacant land. The site is located at the northeast portion of the City and to the east of Interstate 87 (Adirondack Northway) and easily accessible by vehicles. However, there are no pedestrian linkages or bus routes that service this facility. The two (2) ice rinks sit side by side and are surrounded by a large parking lot and associated maintenance drives.

Weibel Rink: The facility is an Olympic size rink with a large bleacher system on one side of the rink and another set of bleachers at the entry side of the rink. Five (5) locker rooms provide adequate space for athletes and are equipped with restrooms and showers. The locker rooms were improved in the summer of 2018 with new benches but are lacking storage shelves. Additionally, there is a separate room for referees to use. There is an office conveniently located near the entry that is used for collecting admission fees. This room is also used for administration staff and where the music for the rink is controlled. At the entry of the rink is a large entry lounge consisting of bench seating and some tables. The lounge is surrounded by a small pro shop, concessions room, and a boxing training room.

Vernon Arena: This rink is smaller than the Weible rink with fewer amenities. Vernon is an NHL caliber rink with one set of bleachers along the side of the rink. The facility is supported by four (4) locker rooms, a referee's room, and associated restrooms. There is a small entry lounge area consisting of a couple of benches, tables, and vending machine.

Parking Lot: The size of the parking lot is adequate, but the pavement is in poor condition. The parking lot lacks sufficient lighting.

Signage: There is a rink identification sign located within the front of the property but is aging. The recreation department refers to these facilities as the Saratoga Springs Ice Rinks, but the Vernon rink is identified as “Vernon Arena” with a sign located at the top center of the building façade and the Weible rink is identified as “Saratoga Springs Ice Rink” with its own sign. The inconsistent nomenclature results in some confusion for visitors. Both rinks are also deficient in internal wayfinding signage, causing confusion amongst visiting teams, spectators, and visitors.

General Recommendations: Reconstruct the parking lots including new lighting. Provide a safer entry drive off Weibel Ave by studying the intersection site distance and calling out more attention to the entry drive with new signage, lighting and landscaping. In the summer of 2018 all the benches in the locker rooms were replaced but the shelves are still old and need replacing. Other suggested improvements include redesign of the rink entries into one comprehensive entry that services both rinks, provide additional storage, potentially repurpose the underutilized music room, replace lounge room flooring and provide bleacher heaters at the Weibel Rink.

Recreation Center

4.2 Acres

This facility opened its doors in 2010 and provides the Recreation Department with its first indoor court facility. Prior to construction the Recreation Department rented space from other sources such as local schools to provide indoor court recreation. The center provides (4) multipurpose courts (basketball, volleyball, pickleball) as well as one racquetball court and associated concessions, locker rooms and bathrooms. The Recreation Department offices are also located here including a large conference room. A playground and spray pad provided outdoor recreation opportunities for the community and a small playing field is located at the northern end of the site.

Parking Lot: Two parking lots and on-street parking provide adequate parking during a typical day. However, during larger events such as youth basketball, parking is limited.

General Recommendations: include potentially repurposing the rarely used locker rooms, convert the game room into usable space as requested, provide additional storage, redesign the concessions stand so that it is more efficient and useful, and develop a general field maintenance program.

Geyser Crest Courts

4.6 Acres

The courts are located within a large parcel at the south side of the City. Two basketball courts are located at the southwest corner of the property, a City DPW sanitary pump station structure is located at the northeast portion of the site and another DPW facility is located at the eastern side. The remainder of the site is wooded.

General Recommendations: Include adding a playground and provide new site amenities (bike racks, benches, identification sign, trash receptacles, etc.)

Waterfront Park

3.8 Acres

Located on Saratoga Lake, this park provides users with waterfront access, and both passive and active recreational opportunities. The land was purchased in 2008 and the first phase of construction was completed in 2015. Amenities include a small dock, canoe/kayak launch, beach, pavilions, picnic/grilling areas, pergola with perennial garden, open lawn areas and associated walks, stairs and parking lots. The site also contains a building structure at the upper level and one at the lower level. Improvements could include, but not be limited to, additional amenities including larger docks, playgrounds, amphitheater as well as existing building improvements, including bathrooms.

Dock: The dock is relatively small but appears to meet the needs for the current use.

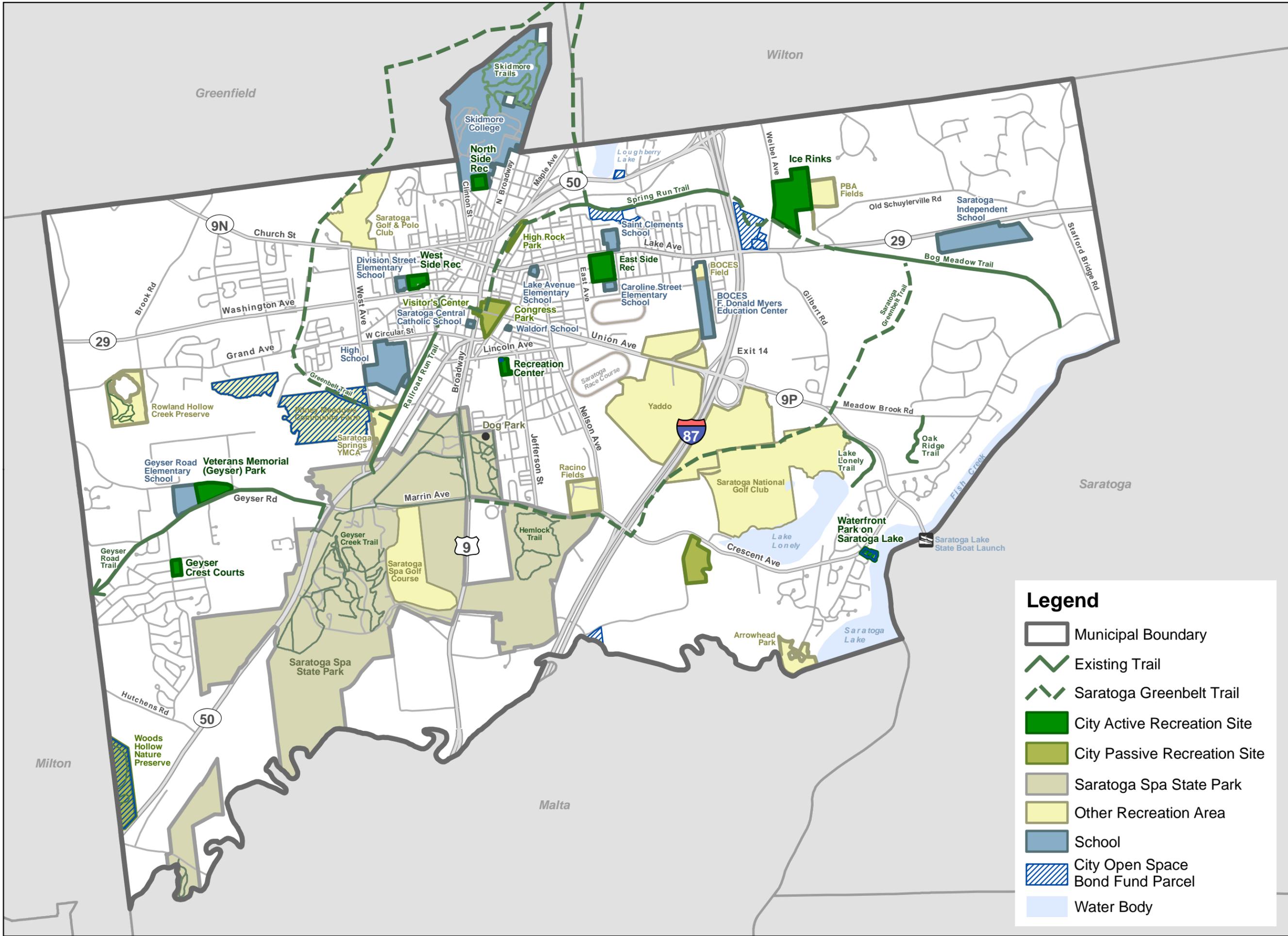
Beach: Size is adequate but unfortunately direct access to the water is restricted due to the stone shore line.

Picnic/grilling areas: There are 3 grills and multiple picnic tables located at the lower level.

Pergola: The pergola is surrounded by a perennial garden and a site wall and it frames spectacular views of the lake and park below. Six (6) limestone benches, a bike rack, lighting and trash receptacles are also provided in the adjacent areas.

Parking Lots: A large parking lot is located at the upper level and a smaller parking lot is located at the lower level.

General Recommendations: *Include implementation of phase 2 and develop general landscape maintenance schedule and procedures.*



Legend

- Municipal Boundary
- Existing Trail
- Saratoga Greenbelt Trail
- City Active Recreation Site
- City Passive Recreation Site
- Saratoga Spa State Park
- Other Recreation Area
- School
- City Open Space Bond Fund Parcel
- Water Body

Unauthorized alteration or addition to this document is a violation of Section 7209 of the New York State Education Law.
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Saratoga Springs Recreational Master Plan
 City of Saratoga Springs, New York
 Title **Existing Recreational Opportunities Map**

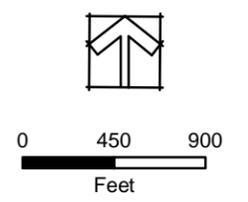


Project: 2017143
 Date: 05/07/2018

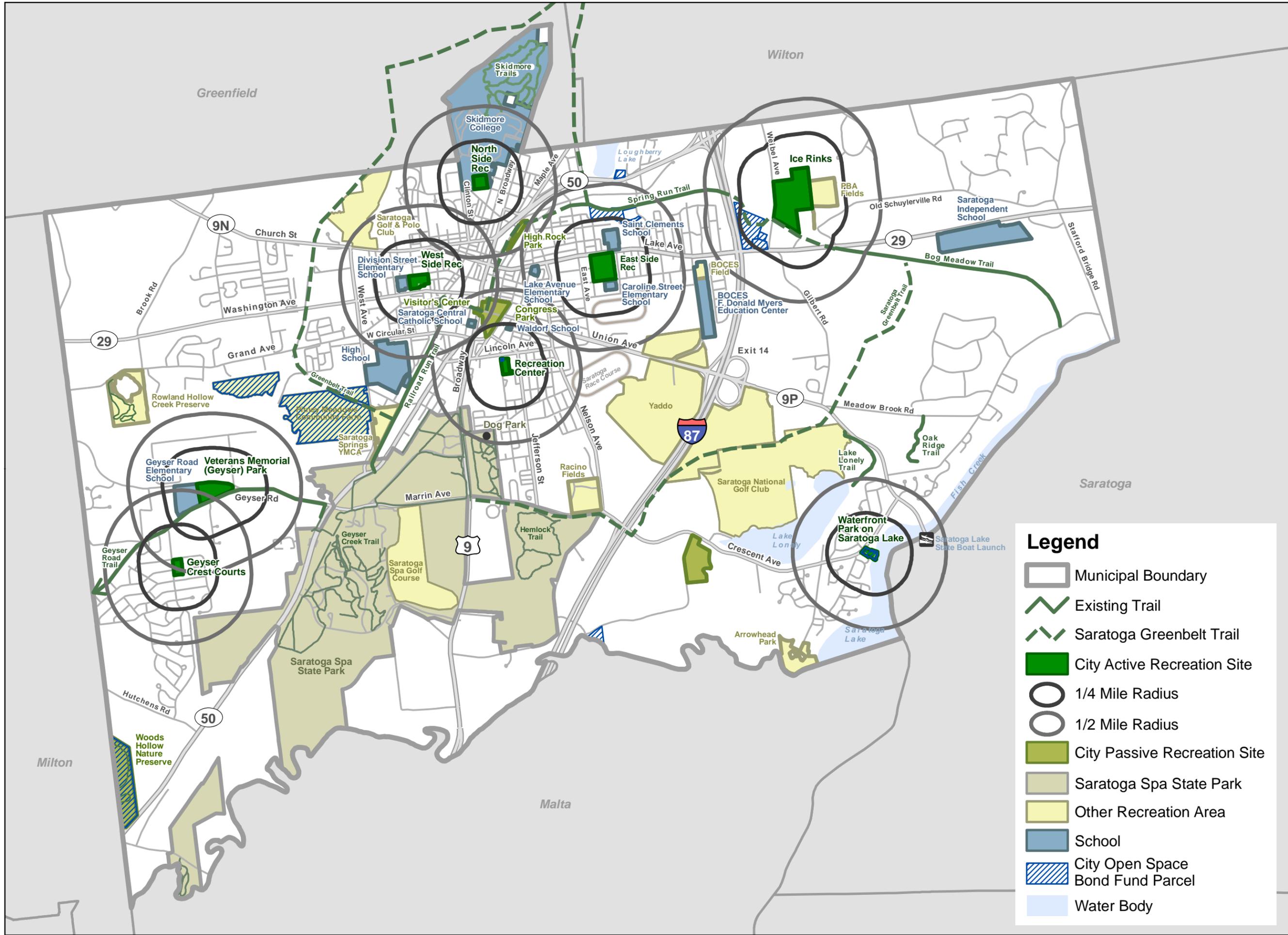


Saratoga Springs Recreational Master Plan
 City of Saratoga Springs, New York
 Title **Existing Recreational Opportunities Map**

- Legend**
- Existing Trail
 - Saratoga Greenbelt Trail
 - Pocket Park
 - City Active Recreation Site
 - City Passive Recreation Site
 - Other Recreation Area
 - School
 - Water Body



Project: 2017143
 Date: 02/14/2018



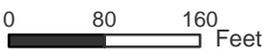
Legend

-  Municipal Boundary
-  Existing Trail
-  Saratoga Greenbelt Trail
-  City Active Recreation Site
-  1/4 Mile Radius
-  1/2 Mile Radius
-  City Passive Recreation Site
-  Saratoga Spa State Park
-  Other Recreation Area
-  School
-  City Open Space Bond Fund Parcel
-  Water Body

Total Site Acres: 20.1



1" = 160'



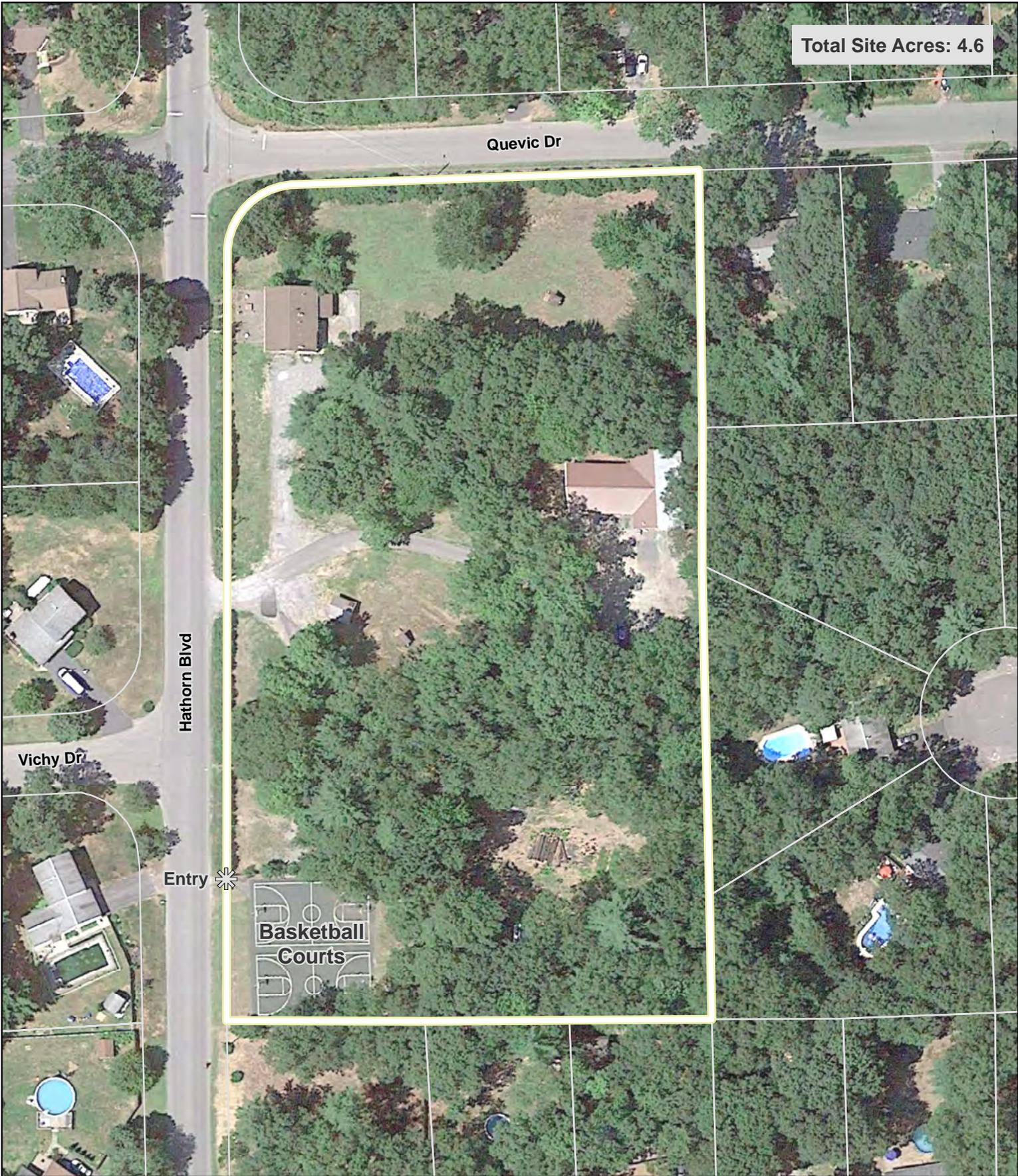
Saratoga Springs Recreational Master Plan

Title
East Side Rec



Project 2017143
Date 01/22/2018

Total Site Acres: 4.6



Quevic Dr

Hathorn Blvd

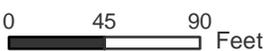
Vichy Dr

Entry

Basketball Courts



1" = 90'



Saratoga Springs Recreational Master Plan

Title
Geyser Crest Courts



Project 2017143
Date 01/30/2018

Total Site Acres: 56.1



Entry

Weibel Ave

Youth Boxing

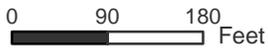
Weibel Avenue Ice Rink

Vernon Arena

Overall Site



1" = 180'



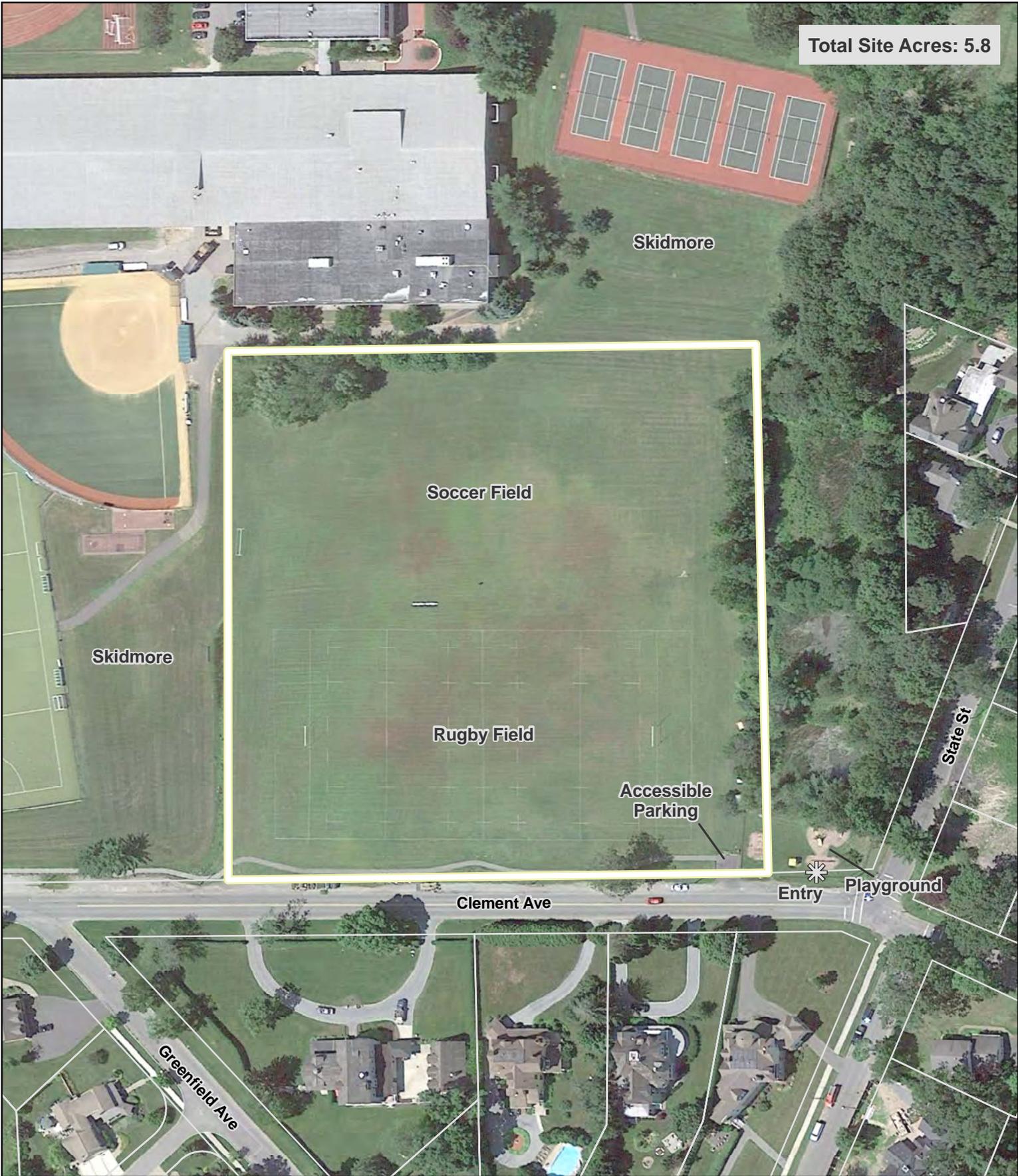
Saratoga Springs Recreational Master Plan

Title Ice Rinks



Project 2017143
Date 02/14/2018

Total Site Acres: 5.8



Soccer Field

Rugby Field

Accessible Parking

Skidmore

Skidmore

Clement Ave

Entry

Playground

State St

Greenfield Ave



1" = 120'

0 60 120 Feet

Saratoga Springs Recreational Master Plan

Title
North Side Rec

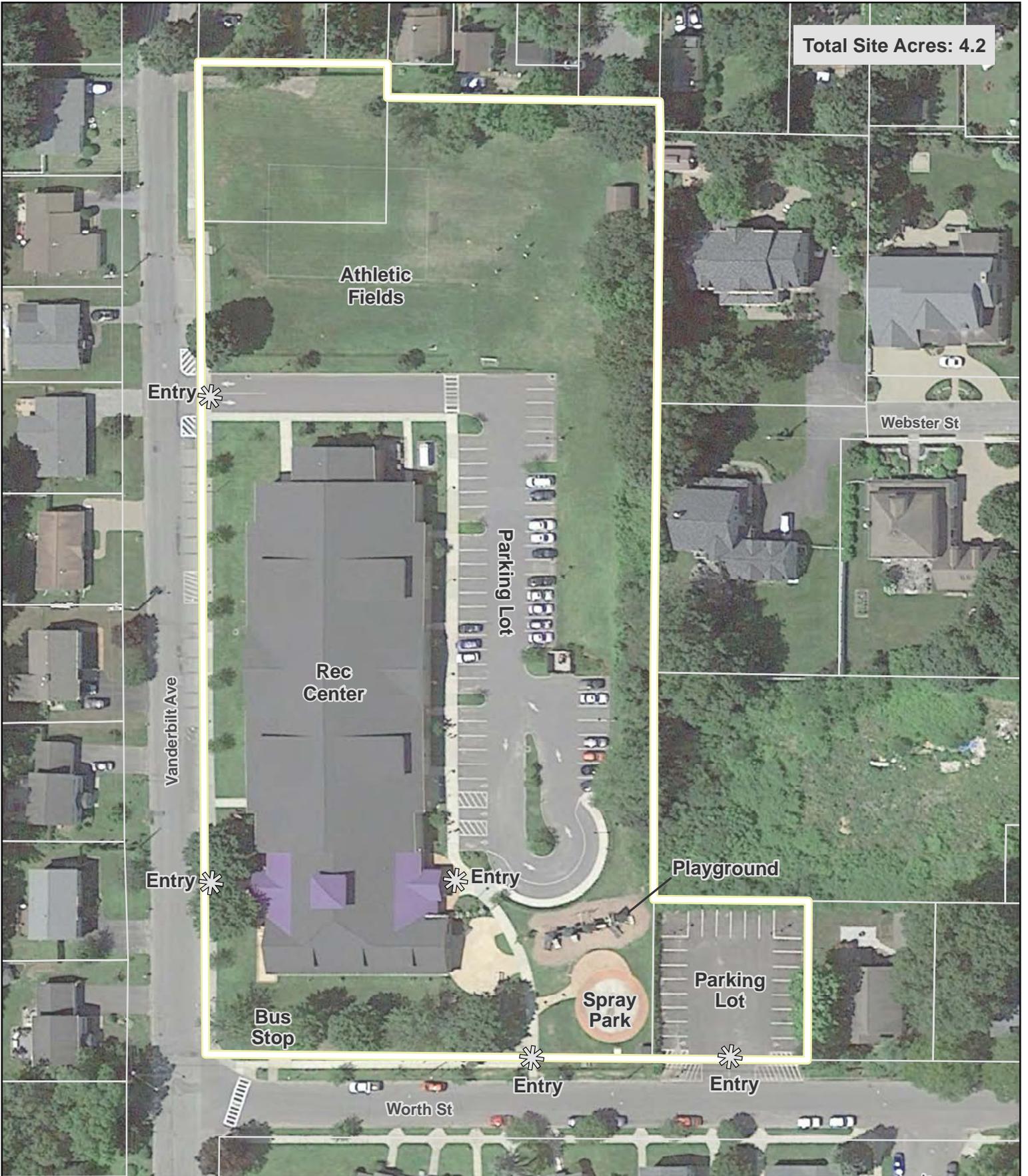
GREENPLAY LLC
*The Leading Edge in Parks, Recreation
And Open Space Consulting*

The LA GROUP
Landscape Architecture & Engineering P.C.
People. Purpose. Place.

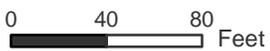
Project 2017143

Date 01/30/2018

Total Site Acres: 4.2



1" = 80'



Saratoga Springs Recreational Master Plan

Title
Rec Center

GREENPLAY LLC
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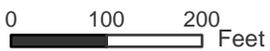
Project 2017143

Date 01/16/2018

Total Site Acres: 20.0



1" = 200'



Saratoga Springs Recreational Master Plan

Title
Veteran's Memorial Park

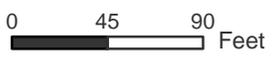


Project 2017143
Date 01/19/2018

Total Site Acres: 3.8



1" = 90'



Saratoga Springs Recreational Master Plan

Title
Waterfront Park

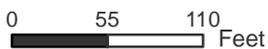


Project 2017143
Date 02/14/2018

Total Site Acres: 7.7



1" = 110'



Saratoga Springs Recreational Master Plan

Title
West Side Rec



Project 2017143
Date 12/04/2018

FOCUS on Education

News from the **Saratoga Springs** City School District

THE GREAT OUTDOORS PROJECT East Side Recreation Update

In 2017, voters in the Saratoga Springs City School District authorized a \$15.6 million proposal for outdoor improvements and renovations to all eight school buildings as well as Gavin Park, East Side Recreation Park, and West Side Recreation Park. This project primarily focuses on the revitalization of outdoor facilities and learning spaces.

East Side Recreation work will begin this spring and the park will be closed for the duration of construction. Closing the park is necessary to ensure the safety of students, families, and community members. **The District anticipates closing East Side Recreation in March through early November.**

Thank you for your continued support and patience during the construction. We hope you are excited to utilize the additions and improvements at East Side Recreation upon completion.

If you have additional questions, please call the Facilities and Operations Department at 518-587-6365 or visit www.saratogaschools.org.

EAST SIDE RECREATION PROJECTS

- Baseball Field
- Renovate Stadium
- New Field House
- New Maintenance Building
- New Entrance
- New Fitness Center
- New Lighting
- Replace Baseball
- Repave/Coat
- New Basketball
- Repave/Coat
- New Signage
- New Pickleball
- New Picnic Area

Baseball Field

Plans include a turf baseball infield, renovating the stadium seating and enhancing the baseball field amenities.



East Side Recreation



Field House

The field house will include a concession stand and a picnic area.



09/25/2020
12:54:41

CITY OF SARATOGA SPRINGS LIVE
HISTORICAL ACTUALS COMPARISON REPORT
AUGUST 2017-2020
FOR PERIOD 08 OF 2020

PAGE 1
glactrpt

ACCOUNTS FOR: A GENERAL FUND	PRIOR YR3 ACTUALS	PRIOR YR2 ACTUALS	LAST YR ACTUALS	CURRENT YR ACTUALS	CY REV BUDGET
<hr/>					
6 DEPARTMENT OF RECREATION					
<hr/>					
0000 NOT USED					
<hr/>					
0 NOT USED					
<hr/>					
A046 42001 RECREATIONAL FEES	-43,070.00	-37,872.50	-39,400.00	-13,520.00	-49,160.00
A046 42023 FIELD FEES	-14,993.00	-12,876.25	-14,141.75	-3,366.00	-26,500.00
A046 42024 INDOOR REC FACILITY RENT	-113,123.75	-121,578.28	-2,555.23	-6,621.37	-204,600.00
A046 42025 RENTAL ICE RINK WEIBEL	-144,682.75	-144,321.01	-288,804.37	-199,718.93	-628,620.00
A046 42026 RENTAL ICE RINK VERNON	-102,295.75	-106,781.50	237.50	.00	.00
A046 42050 RACE TRACK PARKING FEES	-39,945.00	-40,823.00	-37,463.00	.00	-42,572.00
A046 42051 REC PROG CLINIC FEES	-25,085.00	-27,765.00	-33,885.00	-290.00	-29,900.00
A046 42510 CONCESSIONS	.00	.00	.00	.00	-2,420.00
A056 42005 SUMMER PROGRAM	-139,520.45	-159,176.38	-169,880.50	-76,381.50	-169,100.00
A056 42351 RECREATION SCHOOL CONTRACT	-110,000.00	-110,000.00	-110,000.00	-110,000.00	-110,000.00
A096 42681 HOSP REIMB COBRA	.00	.00	.00	-271.32	.00
A096 42682 EMPLOYEE HOSPITALIZATION CONT	-15,547.43	-16,062.20	-14,523.20	-15,436.79	-25,182.54
A096 42684 DENTAL REIMBURSEMENT EMPLOYEES	.00	-2,334.04	-3,182.74	-2,375.47	-6,038.00
A096 42690 WORKER'S COMPENSATION REIMBUR	-1,496.00	.00	.00	.00	.00
A096 42692 DISABILITY CONTRIBUTION EMPLOY	-95.31	-96.00	-95.49	-93.90	-135.00
A106 42705 GIFTS AND DONATIONS	-5,250.00	-7,001.28	-12,839.64	-7,609.00	-1,274.00
A116 43820 YOUTH PROGRAMS	-6,911.00	-6,825.00	-6,825.00	-6,825.00	.00
TOTAL NOT USED	-762,015.44	-793,512.44	-733,358.42	-442,509.28	-1,295,501.54
TOTAL NOT USED	-762,015.44	-793,512.44	-733,358.42	-442,509.28	-1,295,501.54
TOTAL DEPARTMENT OF RECREATION	-762,015.44	-793,512.44	-733,358.42	-442,509.28	-1,295,501.54
TOTAL GENERAL FUND	-762,015.44	-793,512.44	-733,358.42	-442,509.28	-1,295,501.54
TOTAL REVENUES	-762,015.44	-793,512.44	-733,358.42	-442,509.28	-1,295,501.54

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ACCOUNTS FOR: H		PRIOR YR3 ACTUALS	PRIOR YR2 ACTUALS	LAST YR ACTUALS	CURRENT YR ACTUALS	CY REV BUDGET
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6 DEPARTMENT OF RECREATION						
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0000 NOT USED						
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0 NOT USED						
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H056	42397 1008 SCHOOL DISTRICT CAPITAL IM	.00	.00	-170,225.34	.00	-40,000.00
H106	42702 1193 REFUND PRIOR YEAR EXPENSE	.00	.00	.00	-29,893.00	.00
H106	42770 1016 ICE RINK CAP IMP MISC REVE	-15.71	-12.22	-99.16	-49.40	.00
H136	45710 1193 GO BOND PROCEEDS	.00	.00	-73,500.00	-303,325.00	-303,325.00
H136	45710 1224 GO BOND PROCEEDS	.00	.00	-146,100.00	.00	.00
H146	45033 1110 INTERFUND TRANSFER	.00	.00	.00	-200,000.00	-11,905.00
	TOTAL NOT USED	-15.71	-12.22	-389,924.50	-533,267.40	-355,230.00
	TOTAL NOT USED	-15.71	-12.22	-389,924.50	-533,267.40	-355,230.00
	TOTAL DEPARTMENT OF RECREATION	-15.71	-12.22	-389,924.50	-533,267.40	-355,230.00
	TOTAL CAPITAL PROJECTS FUND	-15.71	-12.22	-389,924.50	-533,267.40	-355,230.00
	TOTAL REVENUES	-15.71	-12.22	-389,924.50	-533,267.40	-355,230.00
	GRAND TOTAL	-762,031.15	-793,524.66	-1,123,282.92	-975,776.68	-1,650,731.54

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Sequence 2	3	Y	N
Sequence 3	4	Y	N
Sequence 4	5	Y	N

Report title:
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Report Through (P)eriod or (T)otal for years: P
Fiscal Year/Period for reports: 2020/ 8
Print totals only: N
Suppress zero balance accounts: Y
Print revenue as credit: Y
Print Full or Short description: F
Print Full GL account: N
Sort by Full GL account: N
Multiyear view: D

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ACCOUNTS FOR: A GENERAL FUND	PRIOR YR3 ACTUALS	PRIOR YR2 ACTUALS	LAST YR ACTUALS	CURRENT YR ACTUALS	CY REV BUDGET
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6 DEPARTMENT OF RECREATION					
1910 LIABILITY INSURANCE	23,957.11	19,899.20	22,185.19	23,911.47	25,827.19
7140 RECREATION EXPENSES	529,787.52	565,965.97	631,090.46	441,173.73	818,552.22
7150 SUMMER RECREATION PROGRAM	115,353.89	141,188.09	142,786.26	52,938.68	75,414.25
7171 INDOOR RECREATION FACILITY	161,222.64	105,754.59	131,868.03	84,946.13	164,795.51
7180 VERNON ARENA	58,384.24	71,429.37	1,131.63	.00	.00
7181 ICE RINKS	245,726.49	149,320.48	178,315.39	192,478.30	402,561.45
7240 WATERFRONT	575.68	696.00	1,536.98	1,104.00	2,500.00
7310 SUMMER PARKING PROGRAM	10,568.72	15,568.12	15,815.12	663.12	21,835.00
7320 BOYS BASKETBALL	5,624.57	6,827.33	7,734.62	7,732.79	34,405.00
7330 GIRLS BASKETBALL	1,772.41	2,245.46	.00	.00	.00
7340 SOCCER	4,162.39	6,585.52	6,438.11	1,273.39	12,500.00
9010 NEW YORK STATE RETIREMENT SYST	35,163.44	36,805.91	36,590.13	36,637.00	152,343.37
9045 LIFE INSURANCE	528.00	512.00	512.00	444.00	816.00
9050 UNEMPLOYMENT INSURANCE	.00	.00	1,809.87	18,892.22	18,892.22
9055 DISABILITY INSURANCE	345.60	327.60	409.50	359.45	874.00
9060 HOSPITALIZATION	188,066.29	194,652.80	189,377.00	182,101.09	352,670.00
TOTAL DEPARTMENT OF RECREATION	1,381,238.99	1,317,778.44	1,367,600.29	1,044,655.37	2,083,986.21
TOTAL GENERAL FUND	1,381,238.99	1,317,778.44	1,367,600.29	1,044,655.37	2,083,986.21
TOTAL EXPENSES	1,381,238.99	1,317,778.44	1,367,600.29	1,044,655.37	2,083,986.21

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ACCOUNTS FOR: H	CAPITAL PROJECTS FUND	PRIOR YR3 ACTUALS	PRIOR YR2 ACTUALS	LAST YR ACTUALS	CURRENT YR ACTUALS	CY REV BUDGET
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6 DEPARTMENT OF RECREATION						
7140	RECREATION EXPENSES	26,419.38	106,236.97	41,672.67	25,058.59	490,753.19
7180	VERNON ARENA	.00	.00	.00	.00	303,336.63
	TOTAL DEPARTMENT OF RECREATION	26,419.38	106,236.97	41,672.67	25,058.59	794,089.82
	TOTAL CAPITAL PROJECTS FUND	26,419.38	106,236.97	41,672.67	25,058.59	794,089.82
	TOTAL EXPENSES	26,419.38	106,236.97	41,672.67	25,058.59	794,089.82
	GRAND TOTAL	1,407,658.37	1,424,015.41	1,409,272.96	1,069,713.96	2,878,076.03

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Sequence 1	1	Y	Y
Sequence 2	3	Y	N
Sequence 3	4	Y	N
Sequence 4		N	N

Report title:
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Report Through (P)eriod or (T)otal for years: P
Fiscal Year/Period for reports: 2020/ 8
Print totals only: Y
Suppress zero balance accounts: Y
Print revenue as credit: Y
Print Full or Short description: F
Print Full GL account: N
Sort by Full GL account: N
Multiyear view: D

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ACCOUNTS FOR: A GENERAL FUND	ORIGINAL APPROP	REVISED BUDGET	YTD EXPENDED	MTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
6 DEPARTMENT OF RECREATION							
1910 LIABILITY INSURANCE	25,827.19	25,827.19	23,911.47	.00	.00	1,915.72	92.6%
7140 RECREATION EXPENSES	955,942.00	818,552.22	441,173.73	51,449.32	14,472.48	362,906.01	55.7%
7150 SUMMER RECREATION PROGRAM	182,953.00	75,414.25	52,938.68	33,412.41	1,442.25	21,033.32	72.1%
7171 INDOOR RECREATION FACILITY	274,939.81	164,795.51	84,946.13	7,059.00	6,284.11	73,565.27	55.4%
7181 ICE RINKS	422,322.38	402,561.45	192,478.30	12,122.37	23,214.34	186,868.81	53.6%
7240 WATERFRONT	41,753.00	2,500.00	1,104.00	.00	898.52	497.48	80.1%
7310 SUMMER PARKING PROGRAM	21,835.00	21,835.00	663.12	.00	.00	21,171.88	3.0%
7320 BOYS BASKETBALL	33,075.00	34,405.00	7,732.79	.00	1,330.00	25,342.21	26.3%
7340 SOCCER	19,379.00	12,500.00	1,273.39	.00	2,982.50	8,244.11	34.0%
9010 NEW YORK STATE RETIREMENT	152,343.37	152,343.37	36,637.00	.00	.00	115,706.37	24.0%
9045 LIFE INSURANCE	816.00	816.00	444.00	52.00	.00	372.00	54.4%
9050 UNEMPLOYMENT INSURANCE	5,590.00	18,892.22	18,892.22	.00	.00	.00	100.0%
9055 DISABILITY INSURANCE	874.00	874.00	359.45	.00	.00	514.55	41.1%
9060 HOSPITALIZATION	352,160.00	352,670.00	182,101.09	21,517.84	.00	170,568.91	51.6%
TOTAL DEPARTMENT OF RECREATION	2,489,809.75	2,083,986.21	1,044,655.37	125,612.94	50,624.20	988,706.64	52.6%
TOTAL GENERAL FUND	2,489,809.75	2,083,986.21	1,044,655.37	125,612.94	50,624.20	988,706.64	52.6%

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ACCOUNTS FOR: H	CAPITAL PROJECTS FUND	ORIGINAL APPROP	REVISED BUDGET	YTD EXPENDED	MTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
6 DEPARTMENT OF RECREATION								
7140	RECREATION EXPENSES	40,000.00	490,753.19	25,058.59	11,785.00	34,830.00	430,864.60	12.2%
7180	VERNON ARENA	303,325.00	303,336.63	.00	.00	.00	303,336.63	.0%
TOTAL DEPARTMENT OF RECREATION		343,325.00	794,089.82	25,058.59	11,785.00	34,830.00	734,201.23	7.5%
TOTAL CAPITAL PROJECTS FUND		343,325.00	794,089.82	25,058.59	11,785.00	34,830.00	734,201.23	7.5%

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	ORIGINAL APPROP	REVISED BUDGET	YTD EXPENDED	MTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
GRAND TOTAL	2,833,134.75	2,878,076.03	1,069,713.96	137,397.94	85,454.20	1,722,907.87	40.1%

** END OF REPORT - Generated by Kathy Lanfear **

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ACCOUNTS FOR: A GENERAL FUND	ORIGINAL ESTIM REV	REVISED EST REV	ACTUAL YTD REVENUE	ACTUAL MTD REVENUE	REMAINING REVENUE	PCT COLL
6 DEPARTMENT OF RECREATION						
0000 NOT USED						
0 NOT USED						
A046 42001 RECREATIONAL FEES	-49,160.00	-49,160.00	-13,520.00	-13,475.00	-35,640.00	27.5%*
A046 42023 FIELD FEES	-26,500.00	-26,500.00	-3,366.00	.00	-23,134.00	12.7%*
A046 42024 INDOOR REC FACILITY REN	-204,600.00	-204,600.00	-6,621.37	-6,229.00	-197,978.63	3.2%*
A046 42025 RENTAL ICE RINK WEIBEL	-628,620.00	-628,620.00	-199,718.93	-1,668.00	-428,901.07	31.8%*
A046 42050 RACE TRACK PARKING FEES	-42,572.00	-42,572.00	.00	.00	-42,572.00	.0%*
A046 42051 REC PROG CLINIC FEES	-29,900.00	-29,900.00	-290.00	.00	-29,610.00	1.0%*
A046 42510 CONCESSIONS	-2,420.00	-2,420.00	.00	.00	-2,420.00	.0%*
A056 42005 SUMMER PROGRAM	-169,100.00	-169,100.00	-76,381.50	-3,845.00	-92,718.50	45.2%*
A056 42351 RECREATION SCHOOL CONTR	-110,000.00	-110,000.00	-110,000.00	-110,000.00	.00	100.0%
A096 42681 HOSP REIMB COBRA	.00	.00	-271.32	-271.32	271.32	100.0%
A096 42682 EMPLOYEE HOSPITALIZATIO	-25,182.54	-25,182.54	-15,436.79	-2,648.88	-9,745.75	61.3%*
A096 42684 DENTAL REIMBURSEMENT EM	-6,038.00	-6,038.00	-2,375.47	-306.92	-3,662.53	39.3%*
A096 42692 DISABILITY CONTRIBUTION	-135.00	-135.00	-93.90	-12.00	-41.10	69.6%*
A106 42705 GIFTS AND DONATIONS	.00	-1,274.00	-7,609.00	.00	6,335.00	597.3%
A116 43820 YOUTH PROGRAMS	.00	.00	-6,825.00	.00	6,825.00	100.0%
TOTAL NOT USED	-1,294,227.54	-1,295,501.54	-442,509.28	-138,456.12	-852,992.26	34.2%
TOTAL NOT USED	-1,294,227.54	-1,295,501.54	-442,509.28	-138,456.12	-852,992.26	34.2%
TOTAL DEPARTMENT OF RECREATION	-1,294,227.54	-1,295,501.54	-442,509.28	-138,456.12	-852,992.26	34.2%
TOTAL GENERAL FUND	-1,294,227.54	-1,295,501.54	-442,509.28	-138,456.12	-852,992.26	34.2%
TOTAL REVENUES	-1,294,227.54	-1,295,501.54	-442,509.28	-138,456.12	-852,992.26	

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ACCOUNTS FOR: H	CAPITAL PROJECTS FUND	ORIGINAL ESTIM REV	REVISED EST REV	ACTUAL YTD REVENUE	ACTUAL MTD REVENUE	REMAINING REVENUE	PCT COLL
6 DEPARTMENT OF RECREATION							
0000 NOT USED							
0 NOT USED							
H056 42397 1008 SCHOOL DISTRICT CAP		-40,000.00	-40,000.00	.00	.00	-40,000.00	.0%*
H106 42702 1193 REFUND PRIOR YEAR E		.00	.00	-29,893.00	.00	29,893.00	100.0%
H106 42770 1016 ICE RINK CAP IMP MI		.00	.00	-49.40	-2.77	49.40	100.0%
H136 45710 1193 GO BOND PROCEEDS		-303,325.00	-303,325.00	-303,325.00	.00	.00	100.0%
H146 45033 1110 INTERFUND TRANSFER		.00	-11,905.00	-200,000.00	.00	188,095.00	1680.0%
TOTAL NOT USED		-343,325.00	-355,230.00	-533,267.40	-2.77	178,037.40	150.1%
TOTAL NOT USED		-343,325.00	-355,230.00	-533,267.40	-2.77	178,037.40	150.1%
TOTAL DEPARTMENT OF RECREATION		-343,325.00	-355,230.00	-533,267.40	-2.77	178,037.40	150.1%
TOTAL CAPITAL PROJECTS FUND		-343,325.00	-355,230.00	-533,267.40	-2.77	178,037.40	150.1%
TOTAL REVENUES		-343,325.00	-355,230.00	-533,267.40	-2.77	178,037.40	

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ACCOUNTS FOR: V DEBT SERVICE FUND	ORIGINAL ESTIM REV	REVISED EST REV	ACTUAL YTD REVENUE	ACTUAL MTD REVENUE	REMAINING REVENUE	PCT COLL
1 MAYOR						
0000 NOT USED						
0 NOT USED						
<u>V021 42115 PLANNING BOARD FEES</u>	-20,000.00	-20,175.39	-54,000.00	-4,000.00	33,824.61	267.7%
<u>V021 42401 INTEREST ON INVESTMENTS</u>	-20,000.00	-20,000.00	-6,153.61	-284.46	-13,846.39	30.8%*
TOTAL NOT USED	-40,000.00	-40,175.39	-60,153.61	-4,284.46	19,978.22	149.7%
TOTAL NOT USED	-40,000.00	-40,175.39	-60,153.61	-4,284.46	19,978.22	149.7%
TOTAL MAYOR	-40,000.00	-40,175.39	-60,153.61	-4,284.46	19,978.22	149.7%
TOTAL DEBT SERVICE FUND	-40,000.00	-40,175.39	-60,153.61	-4,284.46	19,978.22	149.7%
TOTAL REVENUES	-40,000.00	-40,175.39	-60,153.61	-4,284.46	19,978.22	

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	ORIGINAL ESTIM REV	REVISED EST REV	ACTUAL YTD REVENUE	ACTUAL MTD REVENUE	REMAINING REVENUE	PCT COLL
GRAND TOTAL	-1,677,552.54	-1,690,906.93	-1,035,930.29	-142,743.35	-654,976.64	61.3%

** END OF REPORT - Generated by Kathy Lanfear **

Recreation Department Directors Report- September 29, 2020

The monthly Director's report is designed to update you on the activities the Recreation Department is working on.

1. Recreation Center Update: The Recreation Department received approval to reopen the Recreation Center effective Monday, September 28th. Phase 1 of the reopening will include the Pickleball League and Volleyball clinic and phase 2 will include drop in pickleball, racquetball, and rentals that meet the NYS requirements under the statewide sports and recreation guidelines. Once the rentals groups are identified, a meeting with the rental groups, Rec staff, and City COVID representatives will be schedule to discuss the regulations and expectations.
2. The Skate Park design public input meeting will be held on Wednesday, October 21st at 6:30pm at City Hall's City Council meeting. The design consultant, Pillar Design Studio, will present and solicit feedback on three (3) skate park designs for the public. Although funding for the construction has been removed we hope to have a design approved with an estimated cost to be prepared when funding becomes available. Once the flyer is completed, I will send a specific invitation to the Recreation Commission.
3. Ice Rinks: Weibel rink is open and Vernon Rink potentially may reopen in November about 1 month earlier than expected from the last report. We will continue to work with the groups to ensure we can provide as much as possible as evenly as possible. Due to the limited ice time available many of the group's ice hours have been reduced.
4. Programs: The department developed the [Return to Rec Guidelines](#) to outline our new procedures for our programs. These guidelines were developed and reviewed in coordination with Public Safety and Risk/Safety office. This fall we are offering the programs listed below. Since we restricted the # of participants all the soccer divisions are closed and the clinics also have a significant waiting list for each.
 - a. Youth Soccer- Starts September 21st and runs 6 weeks rather than 8 weeks.
 - b. Intro to Ice Skating- Running two sessions Oct 6 – Nov 10 and Nov 17 – Dec 22 on Tuesday evenings. We canceled the Saturday option for now to ensure the user groups had available ice because Vernon is down.
 - c. Field Hockey- We had a huge demand for field hockey. We accepted only 24 players to limite the number of people on the field but have 23 on the waitlist. The program is 6 weeks from Sept 14 – Oct 24.
 - d. Teeball and Jr Sluggers- We able to take all the players off the waitlist because of additional volunteers who signed up. We have a former Major League player volunteering!
 - e. Volleyball- Volleyball starts Sept 30 and runs for 6 weeks. We broke the groups into two divisions to limit the number of people indoors. We were able to clear the waitlist and decided to use the whole gym.
 - f. Pickleball League- The league maxed out with 45 participants immediately and we are excited to use the new 9 courts at the Rec Center.

Catalog Statistics Report - Saratoga Springs Recreation - Fall 202

Seq	Program	Min	Max	Registered	Waitlisted
1.2	Soccer- Little Kickers: Little Kickers - Fall Sat 1 (8:45am-9:30am) (Full)	10	30	31	0
1.3	Soccer- Little Kickers: Little Kickers - Fall Sat 2 (9:45-10:30am) (Full)	10	30	30	2
2.1	Youth Soccer League - Player: Grade 5-7 (League) (Full)	14	50	59	4
2.11	Youth Soccer League - Player: Grade 8-12 (League)	16	48	40	0
2.7	Youth Soccer League - Player: Big Kickers (10:45-11:45 am) (Full)	8	32	34	3
2.8	Youth Soccer League - Player: Grade 1-2 (League) (Full)	8	64	65	8
2.9	Youth Soccer League - Player: Grade 3-4 (League) (Full)	12	50	57	4
3.1	Youth Soccer League - Coach: Grade 8-12 Coach (Grades 8-12)	6	12	5	0
3.6	Youth Soccer League - Coach: Big Kicker Coach (Grade K)	6	12	5	0
3.7	Youth Soccer League - Coach: Grade 1-2 Coach (Grades 1-2)	6	12	8	0
3.8	Youth Soccer League - Coach: Grade 3-4 Coach (Grades 3-4)	6	12	6	0
3.9	Youth Soccer League - Coach: Grade 5-7 Coach (Grades 5-7)	6	12	5	0
6.1	Intro to Ice Skating: Fall Tues PM (Youth and Adults) (Full)	8	40	41	9
6.11	Intro to Ice Skating: Fall Sat 1 (Youth Only) (CANCELLED)	8	40	0	0
6.12	Intro to Ice Skating: Fall Sat 2 (Youth and Adults) (CANCELLED)	0	0	0	0
6.13	Intro to Ice Skating: Early Fall Tues PM (Youth and Adults) (Full)	8	40	53	0
5.5	Tiny T-Ball and Jr. Sluggers Baseball: Grades K-3rd (Jr Sluggers) (Full)	8	13	17	0
5.7	Tiny T-Ball and Jr. Sluggers Baseball: 3-4 Year Olds (Tiny T-Ball) (Full)	6	13	13	3
5.8	Tiny T-Ball and Jr. Sluggers Baseball: 4-5 Year Olds (Tiny T-Ball) (Full)	6	12	13	2
6.14	Intro to Ice Skating: Early Fall Skate Rental Pass (Class)	8	40	1	0
6.15	Intro to Ice Skating: Fall Skate Rental Pass (Class)	8	40	3	0

7.3	Volleyball: Volleyball - 8-12 Year Olds (Clinic) (Full)	8	18	18	7
7.4	Volleyball: Volleyball - 13-15 Year Olds (Fall)	6	18	15	0
8.1	Field Hockey League: Fall 2020 (League) (Full)	8	20	20	21
9.1	Pickleball - Player: Advanced (USAPA rated 4.0 and above - 6:00-8:30pm) (Full)	5	15	15	7
9.2	Pickleball - Player: Beginner/Novice (6:00-8:30pm) (Full)	5	10	10	6
9.3	Pickleball - Player: Intermediate (USAPA rated 2.5 to 3.5 or equivalent - 6:00-8:30pm) (Full)	5	20	20	13
9.4	Pickleball - Player: Substitutes (any skill level - Substitute players will be charged on the day of play.) (Full)	10	45	53	0
9.5	Pickleball - Player: CP waitlist test (donna)	0	0	0	0
PROGRAM TOTALS				637	89

Charges & Discounts	Amount
Credit City Resident	-20
Late Fees	1,275.00
Out of Town Fees	4,220.00
Over Charged	-205
Price	29,280.00
Scholarship	-1,004.00
Volunteer Coaches	-740
Volunteers	-35
Wait list Late Fee	-325
Withdrawal Fees	50
TOTAL CHARGES	32,496.00

Payments	Amount
Cash	55
Check	517
Credit Card	29,044.00
eCheck	755
TOTAL PAYMENTS	30,371.00

Balance	2,125.00
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20

Withdrawn	Due	Paid	Balance
4	2,092.00	1,882.00	210
0	1,600.00	1,600.00	0
0	3,115.00	2,615.00	500
2	2,650.00	2,470.00	180
1	1,645.00	1,560.00	85
7	3,755.00	3,605.00	150
1	3,215.00	3,000.00	215
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	2,664.00	2,644.00	20
3	0	0	0
0	0	0	0
2	3,819.00	3,329.00	490
4	782	732	50
1	770	770	0
0	654	654	0
0	25	25	0
0	75	75	0

