



WESTPORT CONNECTICUT  
PARKS AND RECREATION DEPARTMENT  
LONGSHORE CLUB PARK  
260 SOUTH COMPO ROAD  
WESTPORT, CT 06880

### **LEGAL NOTICE OF MEETING**

Notice is hereby given that the Parks and Recreation Commission will hold a public meeting on Wednesday, October 20, 2021 at 6:30pm. Pursuant to the Governor's Executive Order No.7B, there is no physical location for this meeting. It will be held electronically. Meeting materials will be available on the Meeting List & Calendar page of the Town website at [westportct.gov](http://westportct.gov), along with the meeting notice.

#### **Instructions to attend:**

+1 646 876 9923

Meeting ID: 862 6089 4296

Passcode: 716310

### **MEETING AGENDA**

1. Approval of Minutes: July 21, 2021, September 1, 2021 and October 6, 2021
2. Public Comment
3. To take such action as the meeting may determine to adopt the Town of Westport Parks & Recreation Financial Sustainability Policy.
4. Reports of
  - Boating Advisory Committee
  - Golf Advisory Committee
  - Parks Advisory Committee
  - Racquets Advisory Committee
  - Levitt Pavilion Sub-Committee
5. Review of Commission accomplishments during the last 8 years and outstanding issues.
6. Commissioner's Report
7. Administrative Report

Charles Haberstroh, Chairman  
Parks and Recreation Commission

*It is the policy of the Town of Westport that all Town-sponsored public meetings and events are accessible to people with disabilities. If you need assistance in participating in a meeting or event due to a disability as defined under the Americans with Disabilities Act, please contact Westport's ADA Coordinator at 203-341-1043 or [eflug@westportct.gov](mailto:eflug@westportct.gov) at least three (3) business days prior to the scheduled meeting or event to request an accommodation.*

## Revised D R A F T



**Town of Westport  
Parks & Recreation**  
WESTPORT PARKS AND RECREATION COMMISSION  
Longshore Club Park, 260 South Compo Road  
Westport, CT 06880

July 22, 2021

The Westport Parks and Recreation Commission held a meeting on Wednesday, July 21, 2021 @7:32pm. Pursuant to the Governor's Executive Order No. 7B, there was no physical location for this meeting. It was held electronically and recorded via Zoom.

**Members Present:**

Charles Haberstroh, Chairman, Stephen Axthelm, Edward Iannone, Kate Kirby (7:33pm)

**Absent:**

Alec Stevens

**Also Present:**

Jennifer Fava, Director of Parks and Recreation; Rick Giunta, Deputy Director; Steven Edwards, Consultant; Suzanne Schore, SLR Consulting

Prior to the approval of the minutes, Charles Haberstroh announced the resignation of Stephen Axthelm from the Parks and Recreation Commission. He spoke about Stephen's contributions to the Commission over his 11 years of service and extended a heartfelt thank you for his participation and dedication.

**1. Approval of Minutes**

Upon a motion by Edward Iannone, seconded by Stephen Axthelm, the minutes of the Parks & Recreation Commission meeting of April 21, 2021, were approved 3-0-1 (one abstains, one absent).

Upon a motion by Kate Kirby, seconded by Stephen Axthelm, the minutes of the Parks & Recreation Commission meeting of June 16, 2021, were approved with one change 3-0-1 (one abstains, one absent).

**2. Public Comment:**

John Kantor, 73 Grove Point extended his thanks to Stephen Axthelm for his service on the PRC Commission.

Gabrielle Dick, 143 North Avenue (a Parks and Recreation Skate Camp Counselor) would like to see the skate park at Compo Beach revamped into a new cement skate park.

Nancy Axthelm, 33 Minuteman Hill, extended her thanks to her brother Stephen Axthelm on his service on the PRC Commission.

DRAFT MINUTES SUBJECT TO REVIEW, CORRECTION, AND APPROVAL BY THE  
PARKS & RECREATION COMMISSION OF THE TOWN OF WESTPORT

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## Reports of:

### Boating Advisory Committee

- This committee has not meet due to lack of members and there were no comments.

### Golf Advisory Committee – Jennifer Fava Reported

- The Golf Advisory Committee did not hold a meeting in July.
- June rounds were 6,209, this is slightly lower than 2020 due to this years' hosting of the golf charity events. However, it is still higher than all other Junes dating back to 2008.
- The intense rain from Tropical Storm Elsa created some water damage. Water pooled between the #4 & #5 fairways causing the grass to burn out. Aeration and seeding are taking place to repair the area.
- The perimeter netting at the driving range was replaced this week with new netting.

### Parks Advisory Committee – Reported by David Floyd

- The Parks Advisory Committee met on June 28.
- David Floyd deferred is comments until Agenda Item #4 regarding the Riverside Park Improvements.

### Racquets Advisory Committee – Reported by Jennifer Fava

- The RAC cancelled their July meeting.

### Levitt Pavilion Sub-Committee – Reported by Charles Haberstroh

- The last meeting was in June and the next meeting is scheduled for October.
- A few performances have been rained out this season, but the ones that performed didn't have any sound complaints. Everything is going well.

## 4. To take such action as the meeting may determine to approve the plan and an appropriation request relative to the Riverside Park improvements.

Charles Haberstroh stated that the PRC Commission is not a funding body for the Town and the Commission has not analyzed the appropriation nor will it provide a seal of approval on the exact amount of the appropriation. As this plan moves through the Town processes, and if it is determined that additions or subtractions of monies are needed, then the funding bodies will be the approving entities.

Jennifer Fava began by stating that Riverside Park is designated as a DOSRD 3 property by Planning & Zoning and is limited to passive use. The focus of improvements is to improve accessibility and to create/enhance the multiple vistas within the park. She asked Suzanne Schore, SLR Consulting, who also has been working closely with the PAC, to further explain the concept plan.

Suzanne Schore, SLR Consultant spoke in depth about the conceptual plan for Riverside Park, which included a full color map of the park, illustrating areas of improvement, along with possible future phase

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improvements. Also discussed was the budget for these improvements. Steven Edwards also included comments regarding the plan and David Floyd stated that the PAC is in full support of this plan.

### Commissioner Comments:

There was an open discussion between the Commissioners, Suzanne Schore and Steven Edwards. Edward Iannone stated that he would like to see the kayak launch be included in the initial plan. David Floyd said the kayak launch was a priority for the Parks Advisory Committee and Charles Haberstroh wanted to proceed with the plans concurrently to include the kayak launch.

### Public comment:

Jay Walshon, 67 Roseville Road asked if there was ever a budget item of \$500,000 to upgrade Barons South?

**Upon a motion by Charles Haberstroh, seconded by Edward Iannone, and passed unanimously 4-0 (1 absent)**

**RESOLVED:** that the Parks and Recreation Commission approves the plan and appropriation request in the amount of \$510,000.00 relative to the Riverside Park improvements.

### 5. To take such action as the meeting may determine to approve an appropriation request relative to the Longshore Capital Improvement Plan.

Jennifer Fava stated that prior to the pandemic shutdown, an RFP was issued for architectural, and engineering serves to establish a Capital Improvement Plan for the Longshore Club Park. This project is included in the Parks and Recreation Department's Five-Year Capital Forecast. Eight (8) proposals were submitted, with costs ranging from \$69,500 to \$122,000. Based upon proposals and information, three (3) firms were granted interviews. It was determined that Stantec was the best company for the needs of this project. This project is expected to take approximately six (6) months once underway. The fee for Stantec is not to exceed \$95,000.00.

The objective of this project is to create a plan that will best meet the needs of the public and utilization of this facility.

### Commissioner Comments:

There was an open discussion between the Commissioners, with the overall opinions being extremely positive.

### Public comment:

Jay Walshon, 67 Roseville Road asked about a "wish list" and if items could be added to it at this time.

**Upon a motion by Charles Haberstroh, seconded by Kate Kirby, and passed unanimously 4-0 (1 absent)**

**RESOLVED:** that the Parks and Recreation Commission approves the appropriation request in the not to exceed amount of \$95,000.00 relative to the Longshore Capital Improvement Plan.

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## 8. Commissioners Report:

- Stephen Axthelm spoke about his tenure on the Commission.

## 9. Administrative Report: Jennifer Fava

- 16,069 resident beach emblems have been sold to date.
- 1,220 Weston beach emblems have been sold to date.
- 297 non-resident beach emblems have been sold to date.
- A total of 17,586 beach emblems have been sold to date equaling \$1,344.455. This is above pre-COVID 2019 numbers.
- 547 Tennis Handpasses have been sold to date, above 2020 numbers.
- 2,246 Golf Handpasses have been sold to date, above 2020 numbers.
- The Park Superintendent Position is still in the interviewing stage. A decision should be made shortly.
- Working with the Youth Commission on the Skatepark. Hoping to meet in August.
- A Winter Boat Storage announcement went out yesterday and the response was quick. 9 spaces have already been reserved.
- P&Z is looking at Baron's South to potentially change a portion of the zoning for other uses than passive. If approved, this could be an opportunity for additional outdoor recreation like pickleball courts or bocce courts near the Senior Center.

**Upon a motion by Steven Axthelm, seconded by Edward Iannone, the meeting adjourned at 9:36pm.**

Respectfully,  
Debbie Detmer, Recording Secretary

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D R A F T



Town of Westport  
**Parks & Recreation**  
WESTPORT PARKS AND RECREATION COMMISSION  
Longshore Club Park, 260 South Compo Road  
Westport, CT 06880

September 8, 2021

The Westport Parks and Recreation Commission held a work session meeting on Wednesday, September 1, 2021 @6pm. Pursuant to the Governor's Executive Order No. 7B, there was no physical location for this meeting. It was held electronically and recorded via Zoom.

**Members Present:**

Charles Haberstroh, Chairman; Edward Iannone, Kate Kirby, Alec Stevens

**Also Present:**

Jamie Sabbach, President & CEO, 110% Inc.; Jennifer Fava, Director of Parks and Recreation; Rick Giunta, Deputy Director; along with members of the public.

Charles Haberstroh began the meeting at 6pm. He reminded the public that this is a work session and the public is allowed to observe, but cannot participate. He then handed over the introduction of the discussion to Jennifer Fava.

Jennifer Fava reviewed with the Commission the on-going process working with 110%, Inc. in developing a draft policy for Financial Sustainability for the Parks and Recreation Department. The first part of this project began with the Commission participating in the Beneficiary of Service Workshop which was held on March 17, 2021. The second part of this process is the development of a Financial Sustainability Strategy policy. Jennifer Fava introduced Jamie Sabbach, President & CEO, 110% Inc.

Jamie Sabbach reviewed with the Commission the Smart Approach to Cost Recovery presentation. She spoke comprehensively about the proposed 2021-2023 Financial Sustainability Appendix A – Financial Sustainability Strategy draft policy which included, Appendix B - Success Metrics.

The Commission was allowed to ask questions during this part of the workshop. When the presentation was completed, a roundtable discussion was held with the Commission and Jamie Sabbach. At the conclusion of the workshop the Commission was in favor of putting it as an agenda item at the October special meeting.

**Upon a motion by Edward Iannone, seconded by Alec Stevens, the meeting adjourned at 7:14pm.**

Respectfully,  
Debbie Detmer, Recording Secretary

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## D R A F T



**Town of Westport  
Parks & Recreation**  
WESTPORT PARKS AND RECREATION COMMISSION  
Longshore Club Park, 260 South Compo Road  
Westport, CT 06880

September 8, 2021

The Westport Parks and Recreation Commission held a Special Meeting on Wednesday, September 1, 2021 @7:38pm. Pursuant to the Governor's Executive Order No. 7B, there was no physical location for this meeting. It was held electronically and recorded via Zoom.

**Members Present:**

Charles Haberstroh, Chairman; Edward Iannone; Kate Kirby; Alec Stevens

**Also Present:**

Jennifer Fava, Director of Parks and Recreation; Rick Giunta, Deputy Director; along with members of the public.

Charles Haberstroh stated there is only one agenda item for tonight's meeting and no other discussions will be allowed. The public will have three minutes to speak after the agenda item has been reviewed and the Commission has made their comments.

Jennifer Fava began by stating that the Planning & Zoning Regulation Subcommittee has asked for guidance in terms of a vision for the Baron's South property, including the possibility of rezoning a portion to include some active and/or organized recreation. At this time, the property is currently zoned as DOSRD#2 and is restricted to passive or non-organized recreation use.

The first conceptual draft exhibited was the 2021 Conceptual Design Study B. This plan meets the current passive zoning requirements. It includes the creation of a parking lot accessible from Compo Road South to make the upper portion of the park ADA accessible. Portions of the walking path will also become ADA accessible. The estimated cost for this draft concept is \$1.8 million.

The second conceptual draft exhibited was the 2021 Conceptual Design Study A. This plan requires changes to the current zoning requirements as it includes a small area for active recreation. This vision would allow for the installation of pickleball courts, a bocce court, as well as a large-scale chess board. It also includes the creation of a parking lot accessible from Compo Road South to make the upper portion of the park ADA accessible. Portions of the walking path will also become ADA accessible. The majority of the property would remain as open space and retain the DOSRD#2 zoning. The cost for this draft concept ranges from \$2.2 - \$2.3 million, depending on the type of surface used for the pickleball courts.

After the presentation of both drafts, the Commission spent time discussing and debating which draft vision would benefit the Town and Baron's South best. After much discussion, the public was invited for their feedback.

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**Public Comment:**

**Danielle Dobin, Planning & Zoning Chairperson, 3 Yankee Hill** stated that the P&Z Regulations Subcommittee requested that the Parks and Recreation Commission hold this meeting regarding the zoning of Baron's South. Ms. Dobin further explained the differences between both draft plans. She would like this space to be open, accessible and inviting to all Westporters.

**Wendy Batteau, Environment Committee, 6 Arlen Road** feels that this property should remain open space in perpetuity. It should remain DOSRD#2 and open to everyone and anyone.

**Chris Tait, RTM District #1; RTM Parks and Recreation, 10 Buena Vista Drive**, asked for clarification on the two draft concept plans. He would like the Commission to be mindful of the wording when they respond to Planning & Zoning.

**Michael Cammeyer, P&Z Commission, 7 Breezy Knoll** spoke about the increasing popularity of Pickleball, and that P&Z will do their best.

**Sal Liccone, RTM District #9, 50 Church Lane** stated that this property needs to be better maintained, as well as all the other parks.

**Cathy Walsh, 6 Wilcox Lane** said she would like to have a study done to identify other areas where pickleball courts could be placed. She has concerns about changing the zoning but would like to see steps put in to access the meadow for painting and music.

**Helen Garten, Selectman's Real Property Committee** (not a Westport Resident). Charles Haberstroh asked the Commission if they would allow her to speak. Edward Iannone stated he would like to hear from her. Ms. Garten is opposed to changing the zoning on Baron's South; however, she would like to see the buildings improved and the property better maintained.

**Morley Boyd, 6 Violet Lane** is concerned about the decaying of the buildings and road and feels that the structures should be preserved. He asked what happened to the 2017 draft plan.

**Wendy Crowther, 38 East Main Street** has the same mindset of Ms. Garten and Mr. Boyd. She feels that the 2017 draft plan proposes a better solution.

**Jack Whittle, 26 Calumet Lane** recognized Ms. Dobin's statement. He does not support any change in zoning at Baron's South. He would like other sites to be considered for pickleball. He feels that Baron's South has been neglected.

**Jennifer Johnson, 28 Tamarac Road** supports draft plan "A".

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**David Axelrod, Chair of the Racquets Advisory Committee, 12 Burr School Road** supports draft plan "A".

**Matthew Levine, 11 Danbury Road** is concerned about changing the zoning, open space is important.

**Lisa Podurgiel, 9 Violet Lane** is opposed to rezoning Baron's South.

**Michael Kiselak, Planning & Zoning Department** clarified the meaning of DOSRD#2 zoning.

**John Suggs, 64 Center Street** asked why the 2017 draft plan wasn't considered and that the buildings need to be included. Danielle Dobin answered Mr. Suggs questions.

**Patti Brill, Racquets Advisory Committee, 8 Harbor Road** supports draft plan "A".

**Matthew Mandell, RTM P&Z Committee, 18 Ferry Lane East** is concerned about changing the zoning at Baron's South and how it would impact future plans there. He would like to see more information to justify the change.

**Jason Ross, 12 Bonnie Brook Road** spoke about the poor condition of Baron's South. He supports draft plan "A".

**Jay Walshon, 67 Roseville Road** spoke about the need for more pickleball courts, but we also need to have a partnership with the community who want open space. Perhaps there is a better location for additional pickleball courts which could support bathrooms, lights, parking, viewing stands, etc.

**Ward Doonan, Racquets Advisory Committee, 11 Quentin Road** said its difficult to find space to add more pickleball courts but is open to options. He supports the pickleball growth.

**Cathy Walsh, 6 Wilcox Lane** said this property should remain open space in perpetuity.

**Wendy Batteau, Environment Committee, 6 Arlen Road** would like people to think about whether impervious surfaces should be created at Baron's South.

**Wendy Crowther, 38 East Main Street** said she didn't see the existing road that leads into Baron's South from South Compo Road. She would like to see it addressed.

**Matthew Levine, 11 Danbury Road** would like to see improved maintenance of the Baron's South property and would like to find educational ways to use the property.

**Michael Cammeyer, P&Z Commission, 7 Breezy Knoll** read an email from Matt Goldfarb, 4 Little Lane. Mr. Goldfarb is in favor of draft plan "A".

**Tom Lowrie, 4 Gristmill Lane** said he is pro pickleball, but is opposed to putting courts at Baron's South. He said he has located other locations where courts could be placed.

Public comment ended and Charles Haberstroh read a few emails.

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Email from Kevin & Ryan Laforce, 8 Murvon Court are in support of draft plan "A".  
Email from Amy Schafrann, 13 Beachside Commons is in support of draft plan "A".  
Email from Judy Block, 25 River Lane is in support of draft plan "A".

At this point, the Commission continued with a thorough open dialogue amongst themselves reviewing and recapping everyone's views, including their own.

**Upon a motion by Edward Iannone, seconded by Charles Haberstroh, and passed unanimously 3-0-1  
(1 abstain)**

**RESOLVED:** that the Parks and Recreation Commission recommends Conceptual Study A to the Planning and Zoning Commission, for consideration in subcommittee, as the preferred vision for the Baron's South property.

**Upon a motion by Edward Iannone, seconded by Alec Stevens, the meeting adjourned at 10:38pm.**

Respectfully,  
Debbie Detmer, Recording Secretary

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D R A F T



**Town of Westport  
Parks & Recreation**

WESTPORT PARKS AND RECREATION COMMISSION  
Longshore Club Park, 260 South Compo Road  
Westport, CT 06880

October 7, 2021

The Westport Parks and Recreation Commission held a Special Meeting on Wednesday, October 6, 2021 @7:30pm. Pursuant to the Governor's Executive Order No. 7B, there was no physical location for this meeting. It was held electronically and recorded via Zoom.

**Members Present:**

Charles Haberstroh, Chairman; Edward Iannone; Alec Stevens

**Members Absent:**

Kate Kirby

**Also Present:**

Jennifer Fava, Director of Parks and Recreation; Rick Giunta, Deputy Director; along with members of the public.

Charles Haberstroh stated that tonight's meeting is a special meeting and will only be speaking to the four (4) agenda items. There is a regular scheduled meeting for October 20, 2021.

1. To take such action as the meeting may determine to approve fees for the Longshore Sailing School for the 2022 season.

Charles Haberstroh read the first agenda item and turned the discussion over to Jennifer Fava. Jennifer Fava stated that per the contract with the Longshore Sailing School, their fees must be approved by the Parks and Recreation Commission. Included in the packet is a letter and 2022 fee schedule from Jane Pimentel, President of the Longshore Sailing School. At this point, Jennifer Fava introduced Jane Pimentel.

Jane Pimentel, President of the Longshore Sailing School reviewed the fees. She reviewed the proposed 2022 fee schedule and why and where increases would be needed. Some fees remain constant. She emphasized how freight charges and the increase in minimum wage impact the decision to increase the fees. She said there would be one increase built into the season, which runs from January 1 through December 31. Ms. Pimentel believes that the hourly rental rate is reasonable and maintains affordable access to the sound, which is her goal. Ms. Pimentel offered to answer any questions but is still waiting to wrap up the 2021 season.

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## Commissioner Comments:

A brief discussion was held between Edward Iannone and Ms. Pimentel regarding the yearly selling and restocking of crafts, along with maintaining fees to allow everyone access to participate in this activity. Alec Stevens stated that he felt the fees were reasonable.

**Public Comment:** None

**Upon a motion by Charles Haberstroh, seconded by Edward Iannone, and passed unanimously 3-0**

**RESOLVED:** that the Parks and Recreation Commission approves the 2022 fee schedule for the Longshore Sailing School as submitted.

## 2. To take such action as the meeting may determine to approve an appropriation request relative to greens drainage for Longshore Golf Course.

Charles Haberstroh read the second agenda item and turned the discussion over to Jennifer Fava.

Jennifer Fava stated that this has been talked about for a while. It is on our Capital Forecast for fiscal year 2021/2022. Several years ago, greens #2 and #6 had this drainage system installed as a test and it has done well and has improved the drainage on those greens. We are looking to install this same type of system on the remaining 16 greens. The estimated cost is approximately \$195,000.00 with a lifespan of 20 to 25 years. The annual debt repayment would be \$11,320.00 per year. The increase in golf fees this past season includes the revenue to cover the debt repayment. We are anticipating this to be done in the fall of 2022. This project may require materials that require a long lead time to receive, that is why we are starting the process at this time.

## Commissioner Comments:

Edward Iannone asked how this need was discovered? Jennifer Fava said it was before she started, but drainage had also been a problem on those greens. Charles Haberstroh spoke about the past history of the greens and how this drainage system helped greatly. Rick Giunta spoke about the past condition of the #2 green and how there was always a problem with drainage prior to the installation of the drainage system.

Alec Stevens wanted to confirm that the costs were covered by the increased fees. Jennifer Fava said that payback for this project was anticipated when golf fees were raised prior to the current season and will cover the annual debt service.

**Public Comments:** None

**Upon a motion by Charles Haberstroh, seconded by Alec Stevens, and passed unanimously 3-0**

**RESOLVED:** that the Parks and Recreation Commission approves the appropriation request in the amount of \$195,000.00 for improvements to greens drainage at the Longshore Golf Course.

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### 3. To take such action as the meeting may determine to approve an appropriation request relative to the leveling of tees at Longshore Golf Course.

Charles Haberstroh read the third agenda item and turned the discussion over to Jennifer Fava.

Jennifer Fava stated that a total of seven (7) tee boxes need to be leveled. They are 1, 2, 4, 13, two on 15, and 17. This would be a spring 2022 project. The anticipated cost would be \$80,000.00 with a lifespan of 20 years and the annual payback over 20 years is estimated to be \$5,225.00. Fee increases from last year incorporated this expense. This project is also on the 5-year Capital plan for 2021/2022.

Charles Haberstroh said that this is largely a maintenance item and stressed the importance of maintaining the tee boxes.

#### **Commissioner Comments:**

Alec Stevens was glad this worked into the budget and Edward Iannone asked Jennifer Fava to explain the differences between the costs of the drainage project and this project.

**Public Comments:** None

**Upon a motion by Charles Haberstroh, seconded by Edward Iannone, and passed unanimously 3-0**

**RESOLVED:** that the Parks and Recreation Commission approves the appropriation request in the amount of \$80,000.00 for the leveling of tee boxes at the Longshore Golf Course.

### 4. Review potential pickleball court locations (discussion only).

Charles Haberstroh read the third agenda item and stated that they could not discuss non-Parks and Recreation locations, and this was a discussion only. He also said that Longshore will be reviewed within the Longshore Site Plan. Mr. Haberstroh also stated that he gave copies of the Longshore Pickleball Proposal sent in from Mr. Lowrie and Mr. Walshon to the Commissioners for their review, but to let everyone know that this proposal had not been reviewed by the Racquets Advisory Committee.

Jennifer Fava said she received communication that Parks and Recreation would be installing lights at the pickleball courts at Compo Beach. She would like to clarify that Parks and Recreation has no plans on installing lights on the pickleball courts at Compo Beach.

Jennifer Fava said she was asked to review locations under the jurisdiction of the Parks and Recreation Department as to potential locations for 2 to 6 pickleball courts. Barons South was not included as that is a discussion which is happening separately. Ms. Fava went over the definition of the zoning codes and then proceeded to discuss the 25 potential locations, as well as the school facilities and athletic fields. It was determined that the majority of them were too small, had competing uses, restricted hours of use, limited parking, beach emblem requirements and/or zoning issues.



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Charles Haberstroh said that regardless of zoning, any property selected will need approval by P&Z, as well as the possibility of approval by other bodies, such as Conservation, Board of Finance, RTM and Board of Selectmen. It's at least a 4-stage process. The purpose of this discussion is to review the locations and should a site deem possible by the end of the discussion, it would merit a special review.

Edward Iannone would like to see more pickleball courts in Town but doesn't want to diminish other facilities to accomplish this goal.

Alec Stevens agrees with Mr. Iannone and is interested to learn about what the public has to say.

## **Commissioner Comments:**

Edward Iannone requested that we don't discredit areas that would require a parking permit as he believes most residents have one.

Alec Stevens had no comments.

## **Public Comments:**

Charles Haberstroh opened the discussion to the public. Everyone had a chance to speak, and everyone had a second chance to speak as well. Below is a recap of their thoughts:

- Consultants hired for the Longshore Site Plan would be made aware of the request to include pickleball courts.
- "Lot F" at Longshore should be considered.
- Convert some tennis courts into dual purpose with pickleball at Town Farms.
- Concerns about:
  - Blowing sand migrating onto the pickleball courts is a problem and possible safety concern at Compo beach and should be considered, if additional courts are added there.
  - Noise and light leaking into the Owenoke Park neighborhood should courts be created at Longshore.
  - Environmental impact to Grey's Creek and the animals living along the shore and/or in the creek should pickleball courts be created at Longshore.
  - Traffic concerns at either the Baron's South location or at Longshore.

Charles Haberstroh said he received two emails from residents at Owenoke Park. One had concerns about noise and light leaking into the neighborhood and the other was in favor of creating pickleball courts at Longshore.

## **Commissioner Comments:**

Alec Stevens said that no conclusions have been made on any location, including Baron's South. That is placed with Planning & Zoning Commission. A further discussion needs to be had about open space, and the consultants need to review locations within Longshore Club Park. Mr. Stevens said he needed to better understand why Pickleball courts weren't considered at Town Farms but acknowledges there is a pressing need for more courts.

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<https://www.westportct.gov/government/appointed-boards-a-z/parks-and-recreation-commission/meeting-agenda-and-minutes>

# DRAFT

Edward Iannone stated that his goal being on this Commission is too maximum the utilization of the Town's resources and they are limited resources. More people are playing pickleball and more courts are needed, however the solution shouldn't be taking away tennis, basketball, or skate-boarding resources. We should be utilizing resources that are under-utilized, mainly Baron's South. It was purchased for town uses, not to be solely kept as open space. Creating pickleball courts would enhance the use of Baron's South and perhaps bring more people to the area. Mr. Iannone did say that he was disappointed that other ideas didn't surface tonight, but we have an option which is Baron's South, and it should be explored. Another option would be Long Lots, even though it's at a school, peak hours of use are during the weekends and summer. He asked that people who are looking for these courts, to continue to search out locations and find a solution.

Charles Haberstroh said there are no easy choices here and there is a lot of controversy. It's all a matter of compromise and trying to use goodwill to work together to find the best solution. The Parks and Recreation Commission has always been interested in increasing the number of pickleball courts. It is not served by groups making false accusations about different aspects. Charles Haberstroh said he remembered having discussions about three or four years ago with Mr. Lowrie and Mr. Walshon asking them to work with the Commission to find alternative locations for pickleball courts but not at Compo Beach. Mr. Haberstroh said they spent their time trying for two years to secure two additional pickleball courts at Compo Beach, rather than spending that time finding alternate locations. Now at this juncture, the Commission is being accused of telling the Racquets Advisory Committee to not consider any other location but Baron's South. Mr. Haberstroh thinks this is disingenuous, false and resents it. The Parks and Recreation Commission has always wanted to increase the recreational capabilities of this town and is asking everyone to work together to find alternate locations to add additional pickleball courts. Mr. Haberstroh apologized for being emotional, but it's been a very frustrating road.

**Upon a motion by Edward Iannone, seconded by Alec Stevens, the meeting adjourned at 9:43pm.**

Respectfully,  
Debbie Detmer, Recording Secretary

# Parks and Recreation Commission

**Meeting Date:** October 20, 2021

**Agenda Item:** #3

To take such action as the meeting may determine to adopt the Town of Westport Parks & Recreation Financial Sustainability Policy.

**Background Information:**

The Department, along with our consultant, has been developing a Financial Sustainability Strategy to better equip the Department in making data driven decisions relating to our financial operations.

The first portion of this process was the development of a continuum. In addition to Department staff, the Commission participated in this process during the March 17, 2021 work session.

The second portion of this process is the development of a policy that addresses the implementation of this strategy. The draft policy was reviewed by the Commission on September 1, 2021. Based on input obtained during that work session, the policy has been revised and is being offered for final approval.

**Back-up Documents:**

Draft Financial Sustainability Policy dated 10-5-21

**Staff Recommendation:**

Staff recommends adoption of the policy.

**Resolution Format:**

The Parks and Recreation Commission approves the adoption of the Financial Sustainability Policy dated 10-5-21 as provided.



# Town of Westport Parks & Recreation

## Financial Sustainability Policy - DRAFT 10-5-2021

### PURPOSE

Public park and recreation services have varying benefits with the accrual of benefits to both individuals as well as the community at large. Therefore, it is appropriate for public park and recreation services to be supported by both participant/user fees and taxpayer funding. The annual Town of Westport budget ultimately determines the amount of taxpayer support that will be made available for park and recreation services which results in understanding the degree to which participation fees will need to be assessed to ensure the ongoing availability of park and recreation services afforded Town residents and other users.

In alignment with the Town of Westport's commitment to being a *financially sound government* for the benefit of all residents, the Parks and Recreation Department is shifting towards a fiscal management philosophy focused on "beneficiary of service". In this conceptualization, each type of service has a set of specific characteristics that provide a rationale for who should pay (e.g., taxpayers, the individual, or both) and to what degree. Ultimately, this grounds cost recovery expectations and the spending of taxpayer dollars in a philosophical underpinning that affirms a commitment to equitable investment, financial discipline, and long-term fiscal health.

### POLICY STATEMENT

The Town of Westport Parks and Recreation Department's Financial Sustainability Strategy intends to create organizational resilience by way of logical, intentional, and thoughtful guidelines for investment and spending decisions. The strategy encourages revenue generation strategies and practices that are fair, equitable, and responsible. This policy is necessary to ensure the Department's financial stability in the near and long term.

### COST RECOVERY/SUBSIDY

Cost recovery refers to revenues generated from fees and charges, sponsorships, donations, grants, and other alternative revenue streams in relation to the amount of money necessary to operate a service. For example, a cost recovery level of 75% simply means that for each dollar spent on a service, 75-cents is generated from a revenue source (i.e., fees) with the remaining 25-cents covered by subsidy dollars (i.e., taxes).

### TOWN OF WESTPORT PARKS AND RECREATION DEPARTMENT SERVICE CATEGORIES

The development of categories which include *like* services are important when it comes to justifiable and equitable allocation of subsidy, cost recovery levels, and assignment of budget and general ledger lines to account for a category's fiscal performance (e.g., a service category such as *Beginner/Intermediate Programs* would include "like purpose" activities such as learn to swim classes, skating lessons, or beginner guitar regardless of age).

The benefits of this type of approach are two-fold. First, it is inefficient for the Department to determine cost recovery expectations by each individual service including facility, activity, or event. Secondly, categorizing by “type of service” or “likeness of service” discourages attempts to determine fees and charges (and therefore cost recovery decisions) based upon special interests, age-based services, or individual values.

The Town of Westport Parks and Recreation Department provides many services annually to the community. The following Service Categories represent the Department’s service menu and include Service Category definitions as well as example services.

**Community Events** – A one-time event or an event series that appeal to a broad portion of the community regardless of age, skill/ability, family composition, etc. *Examples include: Fireworks, Memorial Day Parade, etc.*

**Competitive Level Activities** - Structured recreational activities which are competitive in nature requiring a specific skill in order to participate. *Examples include: adult softball league, co-ed softball league, adult volleyball league, competitive swim, tennis tournaments, road runners, league play tennis, jr. tennis team, ladies tennis team, basketball league, etc.*

**Education & Leisure Skills** - Programs that focus on education, social skills, or other life skills development through classes, clinics, and structured opportunities. *Examples include: day camps, adaptive recreation, afterschool programs, etc.*

**Monitored Access** - Access to parks, park amenities, and/or recreation facilities which are overseen by staff and activity is self-directed by the user or participant. *Examples include: supervised open tennis play, adult indoor soccer, open gym basketball, indoor pickleball, tennis socials, open/lap swim, launch ramps, beaches, etc.*

**Open Access** - Access to parks, park amenities, and/or recreation facilities which does not include supervision or oversight by staff and activity is self-directed by the user or participant. *Examples include: tennis courts (other than Longshore Tennis Courts), basketball courts, volleyball courts, open pavilions, skate park, pickleball courts, playgrounds, open beaches, etc.*

**Rentals** - Space and facility reservations for exclusive use by an individual or group. *Examples include: boat slips, kayak/dry storage, beach lockers, Ned Dimes Marina Building, fields, third party food concessions, etc.*

**Resales** - Goods for purchase at various parks and/or recreation facilities. *Examples include: gas, oil, ice, tennis balls, etc.*

**Skill Based Advanced/Private** - Structured recreational activities or lessons that require registration and allow for development through instruction with the primary focus on advancing or mastering a skill. *Examples include: water polo, level 5&6 swim lessons, private lessons, etc.*

#### FINANCIAL SUSTAINABILITY STRATEGY CONTINUUM

The Town of Westport Parks and Recreation Department’s Financial Sustainability Strategy Continuum presents the degrees to which financial resources will be spent and expenses will be

recovered. It is grounded in the differentiation of park and recreation services on the basis of who benefits and who should pay. Economists have differentiated goods and services in the economy in this manner for decades and have designated three types of goods and services: community benefit, dual benefit, and individual benefit.

The Financial Sustainability Strategy Continuum acknowledges varying levels of service. This strategy shifts from philosophical underpinnings suggesting that all services should be provided at no or low cost for everyone to an equitable and just philosophy where subsidy allocation decisions are based upon “beneficiary of service”. In this conceptualization, each type of service has a set of specific characteristics that provide a rationale for who should pay (e.g., taxpayers, the individual, or both) and to what degree. Ultimately, this aligns subsidy allocation and cost recovery goals and expectations with beneficiary of service. Essentially, those who benefit from a service should pay for that service.

The three (3) year Town of Westport Parks and Recreation Department’s Financial Sustainability Strategy Continuum includes the Department’s Service Categories and realistic cost recovery/subsidy goals and expectations that align with current financial conditions. The continuum is a graphic representation of the Department’s tax use and revenue enhancement strategy. *Town of Westport Parks & Recreation Department’s Financial Sustainability Strategy Continuum 2021-2023 is included in Appendix A of this policy.*

#### UPDATING SUBSIDY INVESTMENT EXPECTATIONS

Service category cost recovery goals and targets should be reviewed and updated annually, and subsidy (tax dollar) investment goals should be reviewed, analyzed, and updated at least every three years or more frequently as necessary.

#### PRICING – DETERMINING FEES & CHARGES

Several pricing methods exist that will assist Department staff in establishing fees and charges. The principal method for establishing services fees will be cost recovery pricing which is defined as determining a fee based on established cost recovery goals.

Other pricing methods may be utilized by the Department, however, any strategy or method used will ultimately require that cost recovery goals or subsidy allocation expectations be met. Common alternative pricing methods include:

- *Market (demand-based) pricing* results in pricing based on demand for a service or what the target market is willing to pay for a service. The private and commercial sectors commonly utilize this strategy. One consideration for establishing a market rate fee is determined by identifying all providers of an identical service (i.e., private sector providers, other municipalities, etc.), and setting the highest fee. Another consideration is setting the fee at the highest level the market will bear.
- *Competitive pricing* established prices fee based on what similar service providers or close proximity competitors are charging for services. One consideration for establishing a

competitive fee is determined by identifying all providers of an identical or similar service (i.e., private sector providers, other municipalities, etc.), and setting the mid-point or lowest fee.

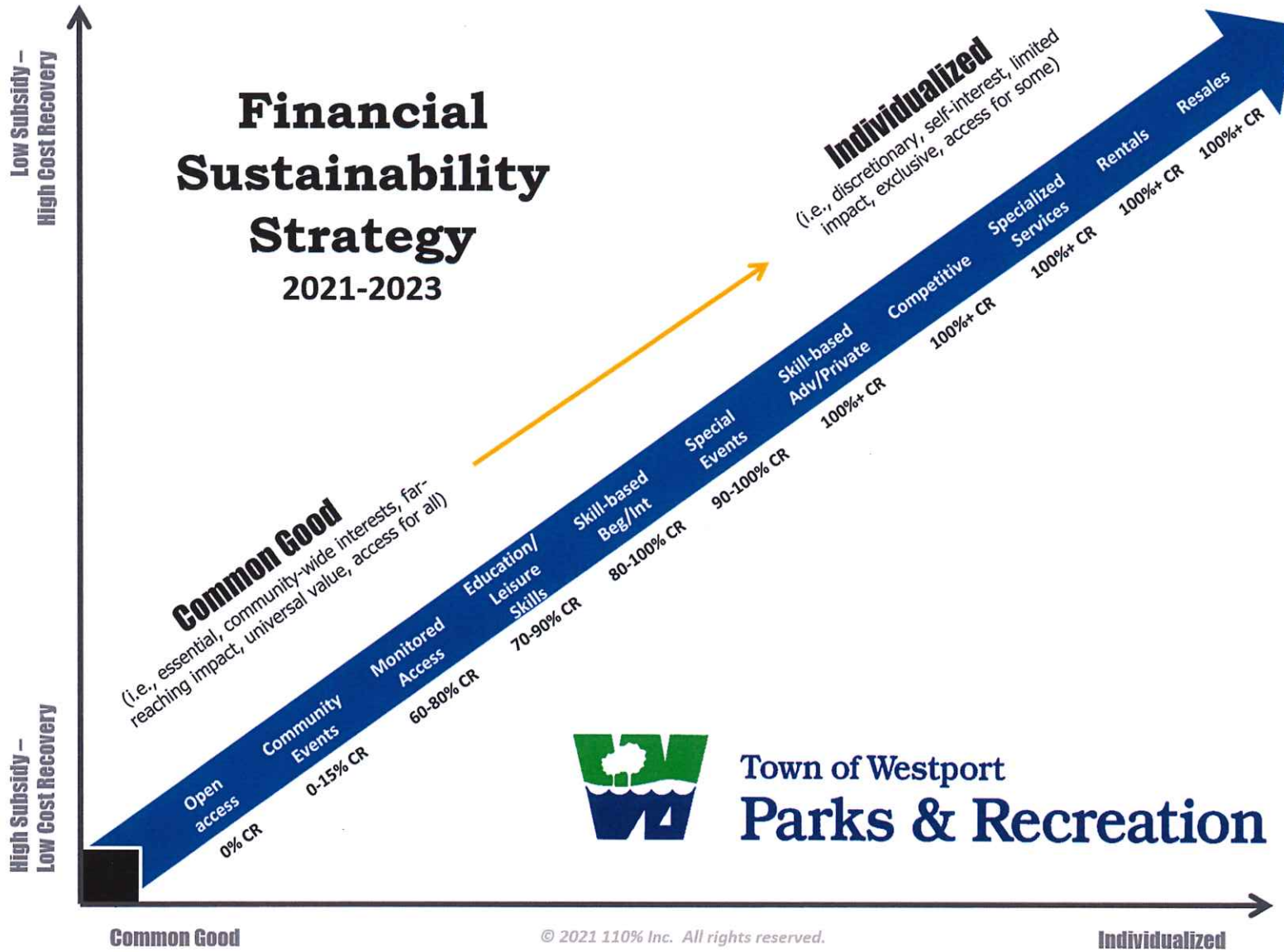
- *Value-based pricing* is a pricing strategy in which the price of a product or a service is decided on the basis of perceived value or benefit it can provide to a customer. Value based pricing is more evident in places or markets where exclusive products are offered which offer more value than the generic or standard products.
- *Penetration pricing* has the aim of attracting customers by offering lower prices on services. While many may use this technique to draw attention away from the competition, penetration pricing often results in lost revenue and higher subsidy requirements. Over time, however, an increased awareness of the service may drive revenues and help organizations differentiate themselves from others. After sufficiently penetrating a market, organizations should consider raising prices to better reflect the state of their position within the market.
- *Premium pricing* establishes prices higher than that of the competition. Premium pricing is often most effective in the early days of a service's life cycle, and ideal for organizations that offer unique services. Because customers need to perceive products and services as being worth a higher price tag, an organization must work hard to create a value perception.
- *Bundle pricing* allows for the sale of multiple services for a lower rate than customers would pay if they purchased each service individually. Bundling can be an effective way of selling services that are poor performers and can also increase the value perception in the eyes of customers - essentially giving them something for a reduced rate.
- *Differential/Dynamic pricing* follows the "law of demand" by supporting a key pricing principle: some customers are willing to pay more than others. Differential pricing is the strategy of selling the *same* service to *different* customers at *different* prices. Differential pricing enables organizations to "profit" from their customers' unique valuations (ex. Prime time or surge pricing).

In the event a Service Category's subsidy/cost recovery goal is higher than current cost recovery performance and fee increases are required, prices may need to be raised incrementally in accord with market acceptance to optimize revenue generation. However, if the market does not respond favorably to the increase, the service may require divestment if the subsidy investment required cannot be justified based upon beneficiary of service.

In the event a tax dollar investment/cost recovery goal is less than the current level of recovery the established fee will remain the same to ensure that there is no loss of revenue or negative impact on the Department's financial condition.

### SUCCESS METRICS

Success metrics will be used as a means to evaluate whether or not each service is in compliance with established cost recovery goals (as indicated on the Financial Sustainability Strategy Continuum) as well as other efficiencies and intended outcomes. *Success metrics are included in Appendix B of this policy.*



Town of Westport  
**Parks & Recreation**



## SUCCESS METRICS - Appendix B

Success metrics will be used as a means to evaluate whether or not each service is in compliance with established cost recovery goals (as indicated on the Financial Sustainability Strategy Continuum) as well as other efficiencies and intended outcomes. In the event success metrics are not being met, items 1-6 below the Success Metrics listed outline actions to address gaps between current performance and success metrics.

**Success Metric 1:** Financial Viability: a service must meet its minimum tax dollar investment/ cost recovery goal as noted on the Financial Sustainability Strategy Continuum

**Success Metric 2:** Operational Efficiency: services should meet 75% or more of capacity (maximum) or realize a minimum increase of 10% usage during each service cycle to ensure efficiency of resource investment (*excl: community events where capacity is difficult to establish*)

**Success Metric 3:** Participant/Customer Satisfaction: overall participant (customer) satisfaction must meet a minimum of 85% satisfaction or higher (*per user surveys*)

**Success Metric 4:** Participant/Customer Impact: alignment with service goals – impact on social connections, increases in activity levels, impacts on quality of life, school performance, etc.) (*per user surveys*)

### Addressing gaps between existing cost recovery performance and target (goals)

1. Analyze success metrics for services not meeting their cost recovery goal.
2. Analyze direct and indirect costs of providing service.
  - a. Measure ratio of direct and indirect cost.
  - b. Identify cost reduction opportunities and implement.
3. Suggest market increase commensurate with cost recovery goal.
  - a. Conduct market analysis of service.
  - b. Identify opportunities for capturing larger market.
4. Identify potential sponsorship, donation, or pay-it-forward opportunities.
5. Identify potential partnership opportunities to continue to provide a service, however, in collaboration with another provider, reducing impacts on and dilution of Department resources, avoiding unnecessary duplication of service, and responsibly utilizing finite taxpayer resources.
6. If services do not satisfy success metrics, consider divestment of service at end of a three-year strategy term or sooner.

# Parks and Recreation Commission

**Meeting Date:** October 20, 2021

**Agenda Item:** #5

Review of Commission accomplishments during the last 8 years and outstanding issues.

**Background Information:**

N/A

**Back-up Documents:**

N/A

**Staff Recommendation:**

N/A

**Resolution Format:**

N/A