

Town of Brewster, MA

Recreation Department

Recreation Needs Assessment – Version 3



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Introduction

The Town of Brewster (Town), located on the Lower Cape, is a coastal community known for its natural beauty, small town charm, and strong connection to the outdoors. With a year-round population of just over 10,300 residents and a significant seasonal influx during the summer months, Brewster experiences both the benefits and challenges of being a destination town. The town's population skews older, with more than half of residents over the age of 55, while also supporting families, working adults, and part-time residents who contribute to the fabric of the community. Brewster's residents value its conservation lands, beaches, and trails and increasingly seek meaningful ways to stay active, connected, and well throughout all stages of life.

In 2021, the Town made a landmark investment in its future by acquiring two properties formerly operated as Cape Cod Sea Camps, one on Cape Cod Bay and another on Long Pond. These once privately held campgrounds span over 120 acres combined and offer significant potential for public use, including recreation, environmental education, waterfront access, and community gathering space. The acquisition of the Sea Camps properties has opened the door to new conversations about how the Town's Recreation Department (Department) can expand its recreation offerings in ways that are responsive, inclusive, and aligned with community values.

To inform those conversations, the Town launched a Recreation Needs Assessment. This project was designed to take a close look at the town's existing facilities and programs, and to hear directly from community members about what's working well and where improvements or expansion is needed. Through a demographic analysis, a recreation assessment, in-person engagement, and a community-wide survey, the intention is to better understand current usage patterns, identify service gaps, and explore future opportunities. The outcome of this process is a strategic set of findings and recommendations that can help guide decisions about recreation investments, whether that means enhancing what already exists, creating new programs or partnerships, or evaluating the feasibility of new facilities at sites such as the Sea Camps properties. Ultimately, the goal is to support a thriving, healthy, and connected community for all who call Brewster home.

Executive Summary

The Town has undertaken a Recreation Needs Assessment to understand how well its current parks, programs, staff, and facilities are serving the community and to help guide future decisions that support residents of all ages and backgrounds. This process included a detailed demographic profile, assessment of existing recreation services, in-person community engagement, a community-wide survey, and analysis of key findings, culminating in recommendations and implementation guidelines to support Brewster's vision for the future. The BerryDunn consulting team worked closely with Town leadership and Department staff to compile the data needed for this assessment.

Demographic Profile

Brewster is a town in transition. With just over 10,300 year-round residents and a median age of nearly 61.4 years, it ranks among the top six oldest communities on Cape Cod. The median age of the county is 55.1 years and in Massachusetts it is nearly 40.3 years. Brewster is the 16th-oldest municipality in the state.

More than half of residents are over age 55, and nearly 14% are over 75. Older adults living alone make up a significant share of cost burdened households. At the same time, families with children and younger working residents face serious challenges accessing affordable housing. Over 40% of the town's housing stock is seasonal, and rental options are limited. The population grows significantly in the summer months, putting additional pressure on existing recreation resources. These demographic realities make access to inclusive, low-cost, and flexible recreation services more important than ever.

Recreation Assessment

Brewster has a strong foundation of outdoor recreation opportunities including well-maintained beaches, athletic fields, walking trails, conservation lands, and nature-based amenities. However, the town lacks a centralized, year-round indoor facility that can serve the full population. Current programming is seasonal and limited by available space. Residents noted the need for expanded access to fitness, wellness, and intergenerational programs, especially during the off-season months.

Summary of In-Person Engagement

The project team met with a wide range of community members through interviews, focus groups, and pop-up events. Participants emphasized the value of Brewster's natural resources and the importance of maintaining the town's character. Many also shared a desire for more gathering spaces, accessible amenities, and opportunities for connection—especially for older adults, youth, and those without private recreation access.

Survey Results

A total of 1,006 people responded to the community survey. Respondents identified walking, hiking, beach access, and fitness as top recreation priorities. The most common suggestions for improvement included expanded indoor recreation space, more programming for adults and teens, new intergenerational programming, better access to information, and more facilities for year-round use. Survey data also showed that affordability, accessibility, and program variety are key to meeting community needs.

Overall Findings

The assessment revealed clear strengths, especially Brewster's wide range of recreation programs, the natural assets, and engaged residents, as well as opportunities to better serve the full community. There is a strong interest in enhancing current services while exploring new options, such as a multi-use recreation center. While opinions vary about the scale of new development, there is broad agreement on the need to make recreation more accessible, inclusive, and connected to community health and well-being.

Recommendations

Recommendations for the Department include expanding year-round programming, improving communication and marketing, reviewing current staffing levels, exploring partnerships, and evaluating the feasibility of a new community center. Equity and inclusion are key priorities for the Department, ensuring that all residents, regardless of age, income, or background, can benefit from the town's recreation resources.

Implementation Guidelines

To turn ideas into action, the plan outlines short and long-term steps, including staff coordination, continued community engagement, and identifying funding sources. A flexible implementation framework allows Brewster to phase improvements over time while staying responsive to community needs.

Demographic Profile

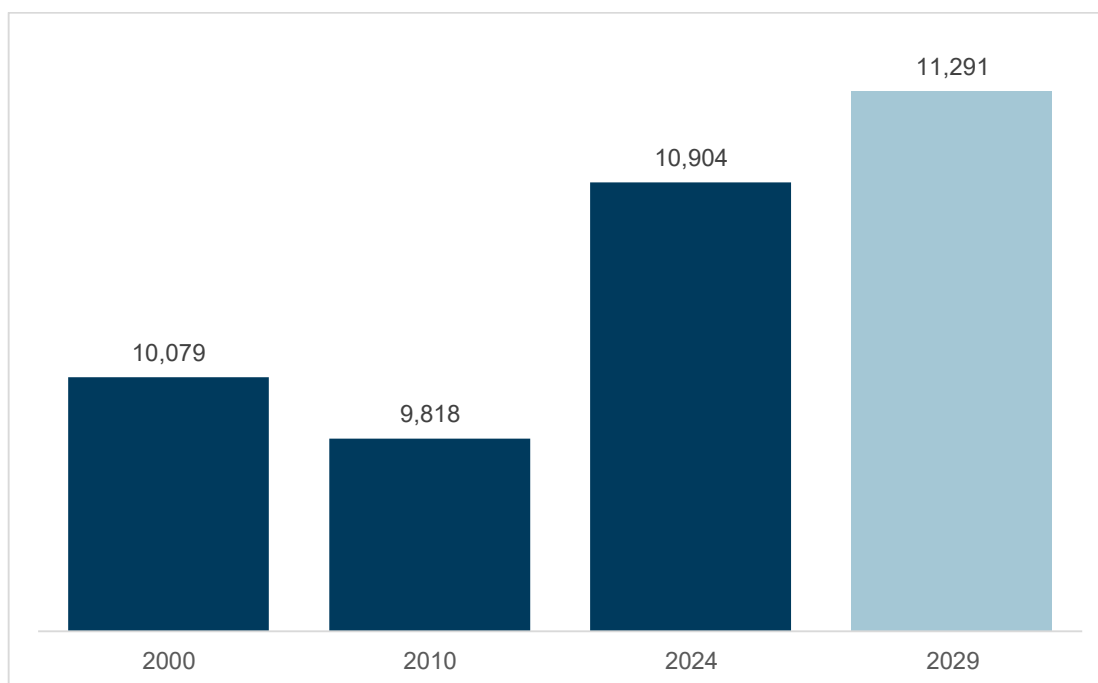
As part of the recreation needs assessment, BerryDunn reviewed the Town's demographic profile, offering a detailed analysis of household and economic data. This demographic analysis aims to enhance comprehension of both historical trends and projected changes, providing valuable insights into factors that could impact the Town's planning efforts. It also offers insight into the potential market for parks, recreation, and other services by highlighting where and how the community will change.

BerryDunn sourced all the data for this report regarding population, age distribution, income, race/ethnicity, and other household characteristic data from ArcGIS Business Analyst using December 2024 United States (U.S.) Census estimates. BerryDunn also compared Brewster to Barnstable County (county), Massachusetts (MA) and U.S. data, where applicable, for additional context.

Population Characteristics

In 2024, the Town's population was an estimated 10,904 residents, which is an 8.2% increase from 2000 (10,079 residents). Projections anticipate 11,291 residents by 2029—a 3.5% growth from 2024 (Figure 1).

Figure 1: Population Change (2000 – 2029)



Population Growth Rate

From 2020 to 2024, the Town's population increased by 1.31%. The Town's population growth rate from 2024 to 2029 is projected to increase 0.70% as seen in Table 1.

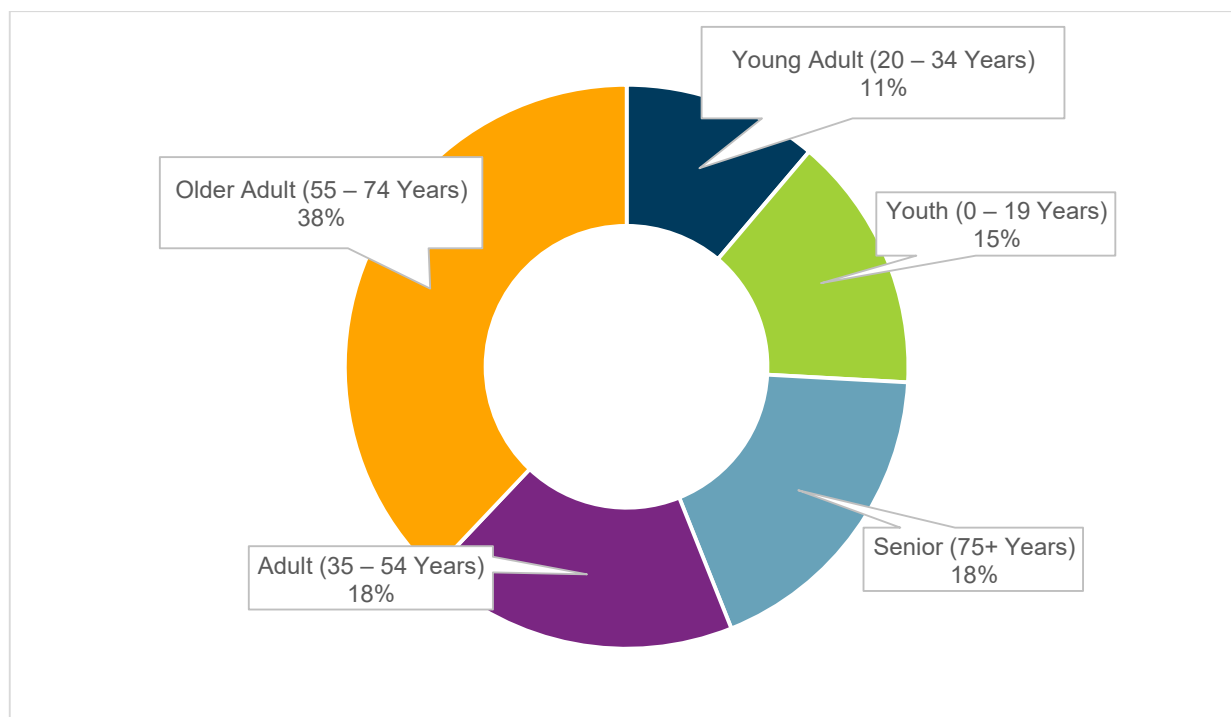
Table 1: Compound Annual Growth Rate (2010 – 2029)

Variable	Town of Brewster
2010 – 2020 Population: Compound Annual Growth Rate	0.50%
2020 – 2024 Population: Compound Annual Growth Rate	1.31%
2024 – 2029 Population: Compound Annual Growth Rate	0.70%

Age Distribution

In 2024, the median age of Town residents was 59.3 years, which is higher than the median age in MA (40.3 years) and in the U.S. (39.3 years). The older adult population (ages 55 to 74) represents the largest age segment at 38%, followed by adults (ages 35 to 54) at 18%, seniors (ages 75+) at 18%, and youth (ages 0 to 19) at 15%. The young adult population (ages 20 to 34) represents the smallest age segment at 11% (Figure 2).

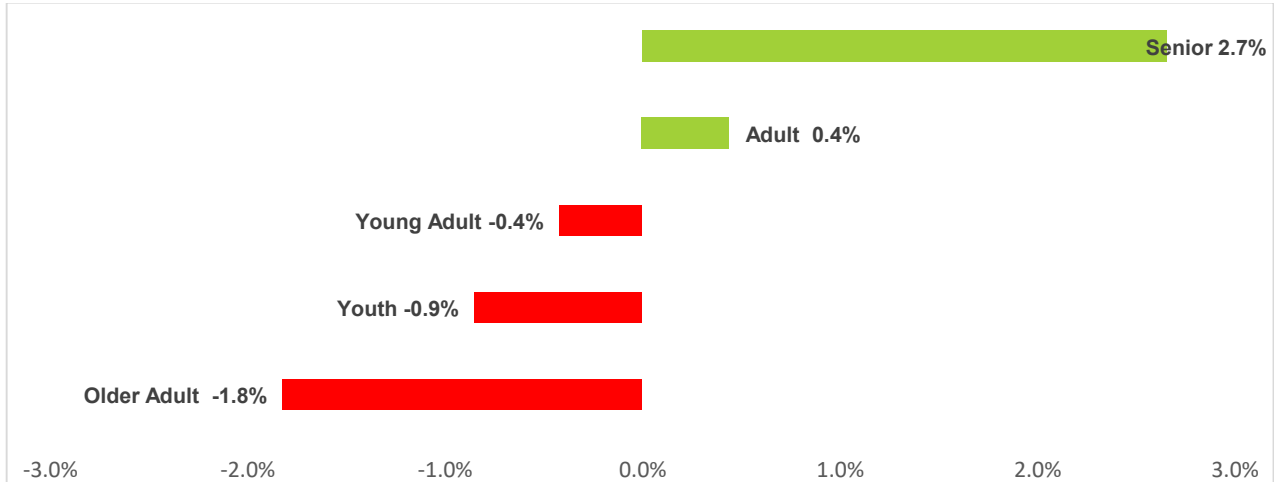
Figure 2: Age Distribution (2024)



Age Change Over Time

Over the next five years, the Town's older adult (ages 55 to 74), youth (ages 0 to 19), and young adult (ages 20 to 34) populations are expected to decline slightly by 1.8%, 0.9%, and 0.4%, respectively. Conversely, the senior (ages 75+) and adult (ages 35 to 54) populations are expected to see growth rates of 2.7% and 0.4%, respectively, during the same period (Figure 3).

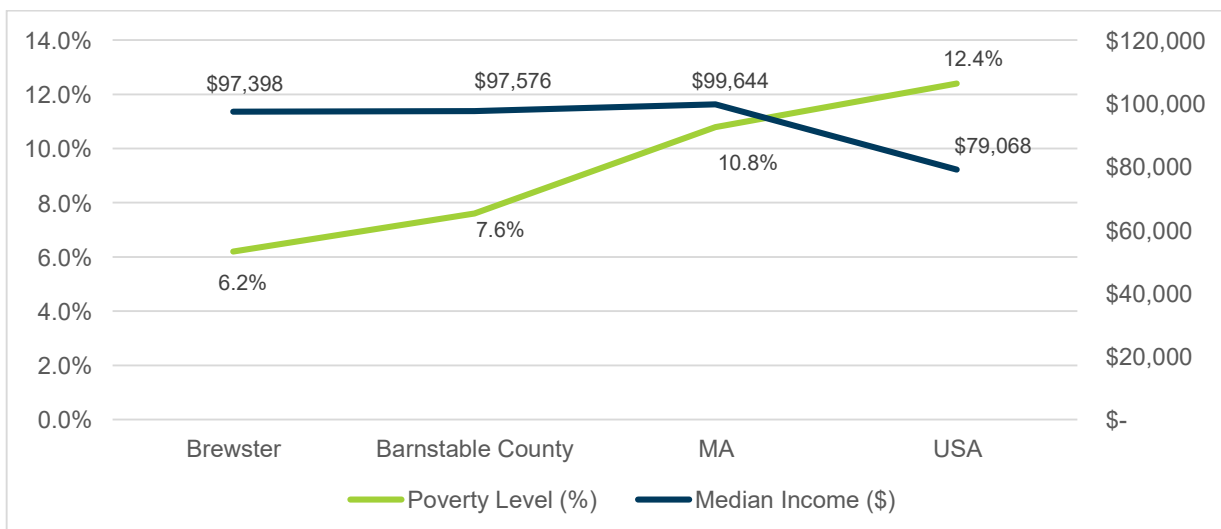
Figure 3: Age Change Over Time (2024 – 2029)



Household Characteristics

The Town's median household income of \$97,398 is slightly lower than the median household income for Barnstable County (\$97,576) and MA (\$99,644) but higher than the median household income for the U.S. (\$79,068). Additionally, 6.2% of the Town's population lives below the poverty level, which is lower than the county (7.6%), state (10.8%), and national (12.4%) rates (Figure 4).

Figure 4: Median Household Income and Poverty Level (2024)



Poverty Level

Although Brewster's overall poverty rate is relatively low at 6.2%, certain household types are disproportionately affected. The poverty rate is on the rise with increases each of the past five years. According to the Housing Production Plan, "the highest percentage of households living in poverty are female householders living alone," particularly those between the ages of 25 to 44 (30.5%) and over 65 (30.2%). This mirrors broader trends across the county and state, but it is especially significant in Brewster, where older adults make up a large share of the population. The plan also notes that 60.9% of older adults living alone are classified as low-to-moderate income (LMI), making them the most economically vulnerable household type in town. These figures underscore the importance of low-cost, welcoming recreation spaces that provide opportunities for connection, well-being, and support—especially for individuals who may face both financial and social isolation.

Housing

The housing landscape in Brewster is dominated by single-family homes, which make up 75% of the residential properties. More than 40% of all housing units are used seasonally, which is higher than the Cape Cod regional average of approximately 34%. The population triples in the summer months. This seasonal trend brings an increase in part-time residents and visitors, particularly during the summer months, when demand for outdoor space, beaches, and recreation services typically rises.

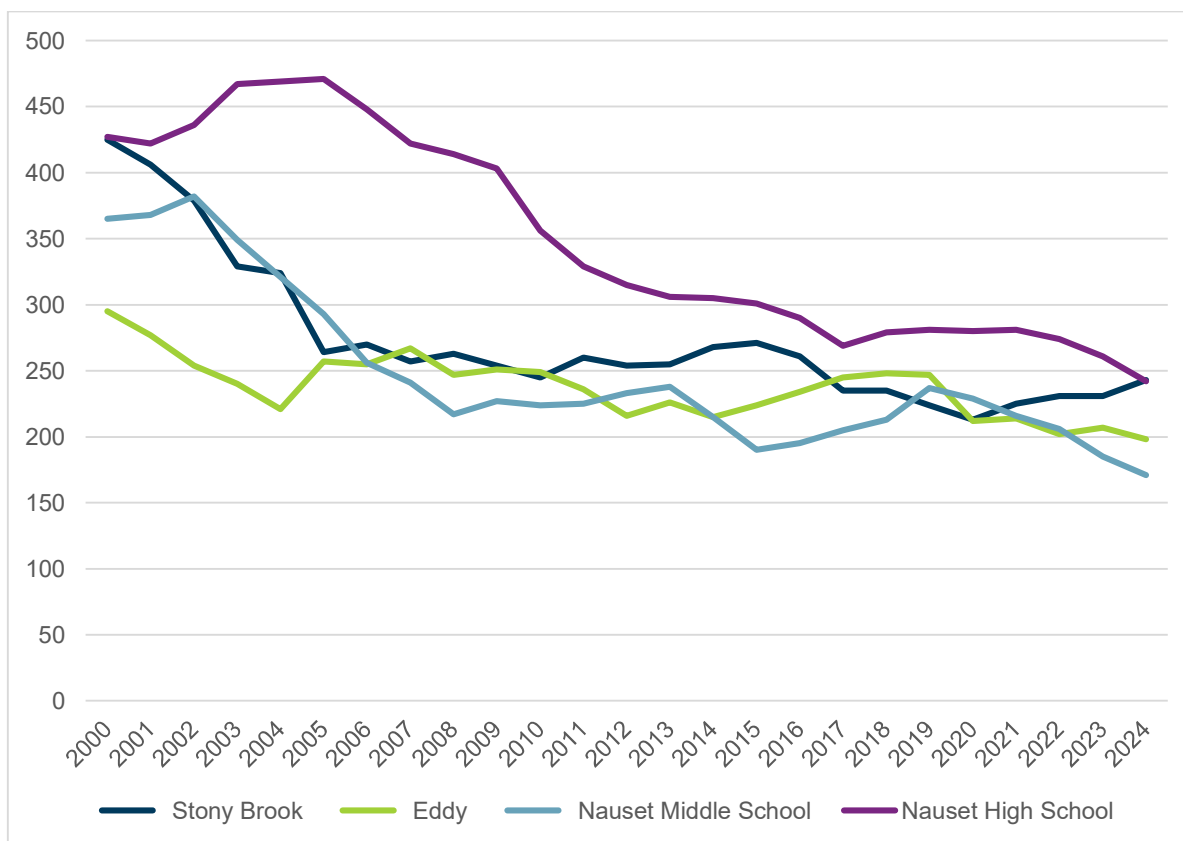
Brewster has a high rate of homeownership, with 79% of households owning their homes. However, options for year-round rental housing are limited, and affordability is a concern. Over half of renter households (57%) and a quarter of owner households (25%) are considered cost burdened, spending more than 30% of their income on housing. These figures suggest that access to affordable public services, including recreation, is important for a significant portion of the community.

While the town's median household income is around \$95,000, purchasing a median-priced home would require a household income of over \$210,000 annually. This gap highlights affordability challenges for many households, particularly those working in local industries such as retail, hospitality, and health care, where average wages are lower.

School Enrollment

The Town is part of the Nauset Public School District has two elementary schools (Eddy and Stony Brook). The Nauset middle school and high school serve students from Brewster and other communities. Since 2000, the overall enrollment in these four schools has decreased by 43.5% (from 1,512 to 854). Figure depicts the enrollment decline from 2000 through 2024. The enrollment of both Brewster elementary schools have remained stable the past few years, both of which serve Brewster residents only. The middle school and high school have both experienced steady declines, and these schools includes children from other communities.

Figure 5: School Enrollment, 2000 through 2024



Racial Diversity

The Town's racial diversity has evolved between 2010 and 2024 (Figure 6), with the white population decreasing by 6%. Those identifying as two or more races saw the most significant increase, growing from 1% in 2010 to 5% in 2024. The Hispanic population (regardless of race) also grew slightly, increasing from 2%% in 2010 to 3% in 2024. Over the next five years, projections indicate minimal changes, with the white population expected to decline by 1% (to 90%), and the Hispanic population projected to marginally increase by 0.29% (to 3.49%) as depicted in Figure 7. All other populations are expected to remain stable through 2029.

Figure 6: Change in Racial Diversity (2010 – 2029)

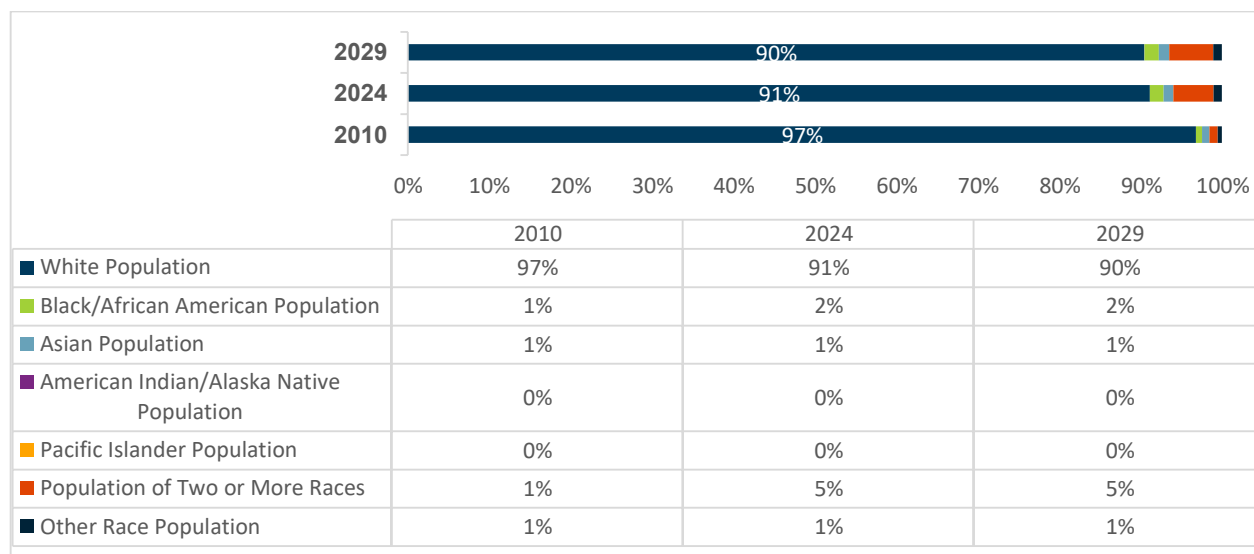
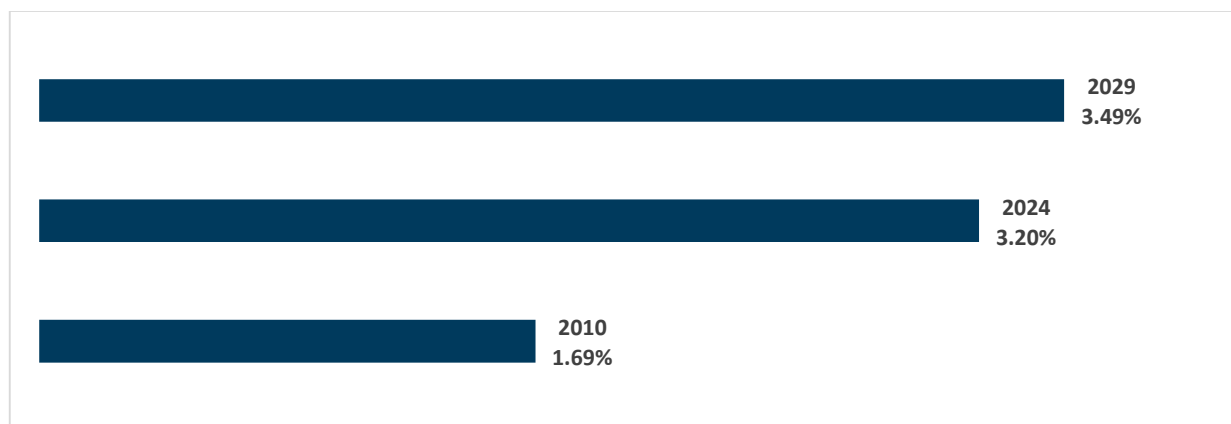


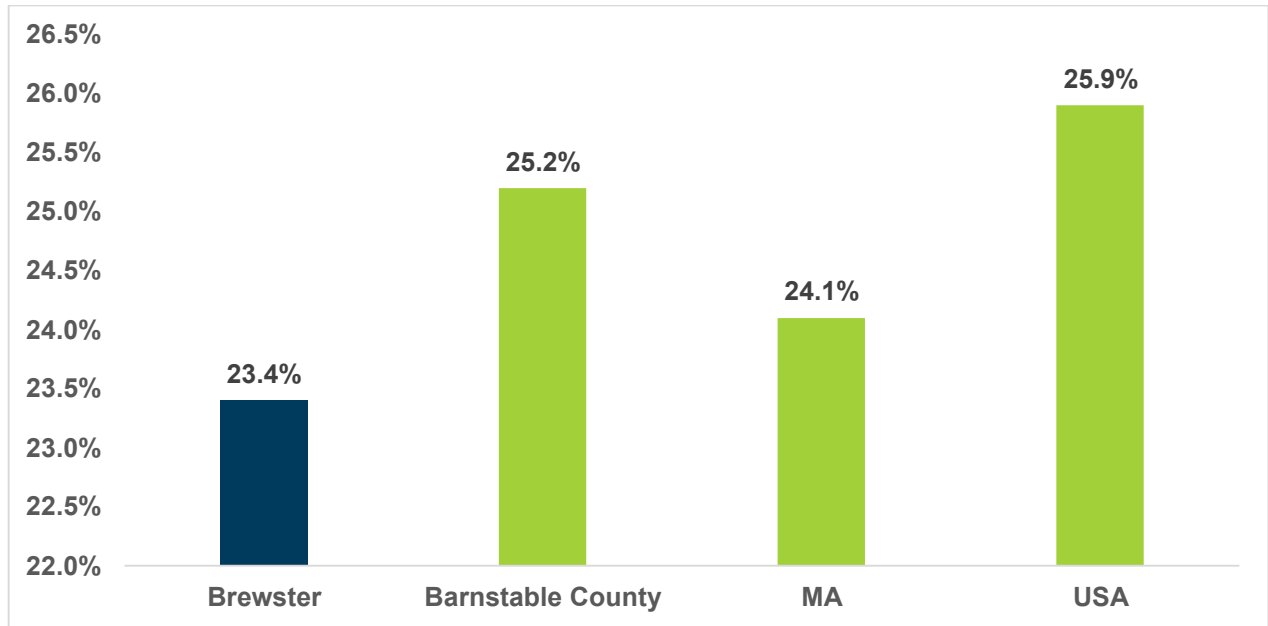
Figure 7: Change in Hispanic Population (2010 – 2029)



Household Disability

Of Town households, 1,068 (23.4%) include at least one household member with a disability, which is slightly below the county (25.2%), state (24.1%) national averages (25.9%). (Figure 8).

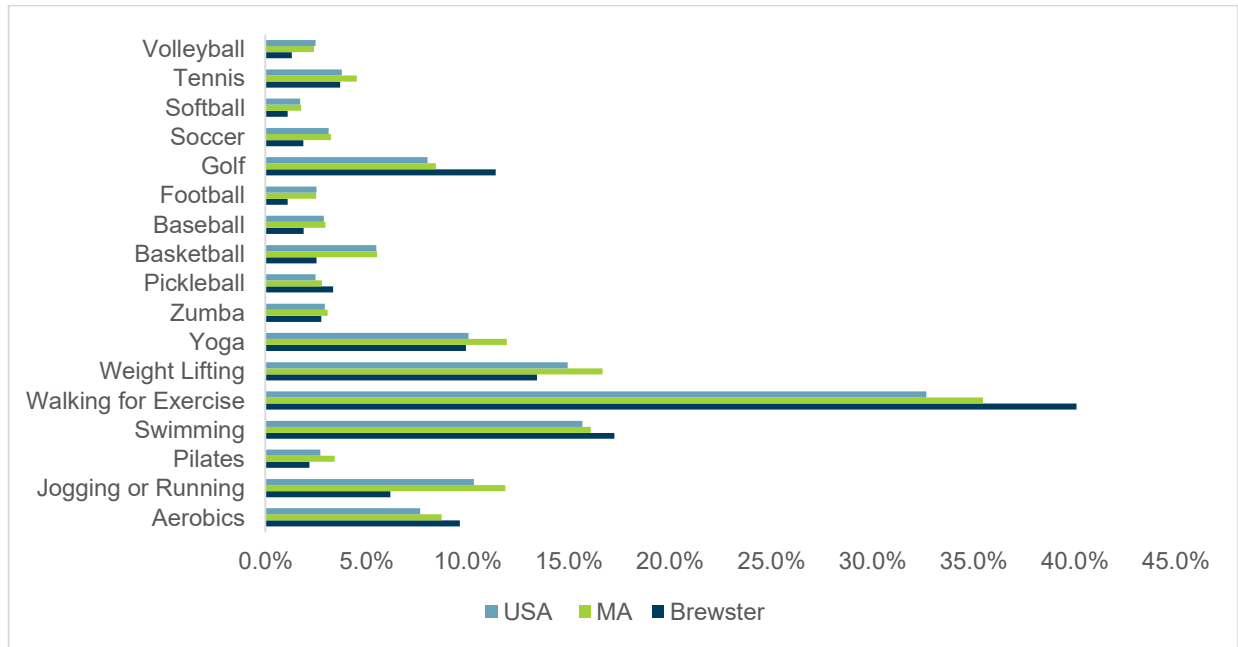
Figure 8: Household Members With a Disability (2024)



Recreation Participation

Recreation participation rates for Town residents stands out in specific categories compared to state and national averages. Walking for exercise is the most popular activity, with 40% of Brewster residents participating annually, surpassing state (36%) and the national (33%) average. Similarly, Town participation in swimming (17%) and pickleball (3%) is higher than state and national rates, reflecting the community's preference for these activities. Conversely, Town residents engage less in activities such as jogging or running (6%) and weightlifting (13%) compared to the state and national averages as depicted in Figure 9.

Figure 9: Recreation Participation (2024)



These trends suggest that the Town’s recreational programs and facilities should prioritize activities like walking, swimming, and pickleball to continue to meet the needs of the community.

High-Level Summary

With the Town population predicted to increase slightly by 2029, and the youth population predicted to decrease, the expectation is that the community will continue to age. Future Town recreation programming and services should reflect this with more programming for active adults and seniors added to the menu. The racial diversity is expected to increase and that should be considered in future programming as well.

Recreation Assessment

Introduction

As part of the Department's Recreation Needs Assessment, the BerryDunn consulting team completed an assessment of recreation programming data. This assessment reviewed program participation data that was provided by staff. This report offers detailed insight into the Department's recreation program strengths and opportunities for future growth. A complete listing of 2024 programming is included at the end of the recreation assessment on page 28.

Program Menu

The Town of Brewster Recreation Department has six core program areas, as illustrated in Figure 10.

Figure 10: Town of Brewster Recreation Department Core Program Areas

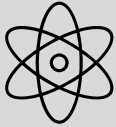
Adult Programs	After School Programs	Events	Seasonal Programs	Summer Programs	Youth Sports
Any program that has participants 18+. These programs could be anything from art to sports programs.	These are one-hour programs that are scheduled following the school day. They are specifically for elementary school children, and are located at Eddy Elementary School.	These programs only happen once a year and tend to gather larger crowds of families. Roughly half of these programs are free, so that there are no financial barriers to attendance.	A program that takes place during the same season, each year.	These are programs that are specific to the summer. These activities take place during the weekdays, as the Department typically does not offer programs on the weekend.	This could be any sports program that includes children ages 3-18. These usually take place on the weekends.

Program Inventory

Table 2 is a compilation of major program categories that parks and recreation agencies across the country commonly provide. Comparing this information to Town's offerings helps to identify if there are any common program areas not offered by an agency. Based on current programming Brewster currently offers 46.6% of those typically found at other agencies. Table 2 illustrates all common programs with those shaded in grey representing programs not offered by the Department and those shaded in blue represent programs the Department currently offers.

Table 2: Program Inventory Compared to National Database

 Active Adult/Senior	 Aquatics	 Arts	 Athletics/Sports	 Before/After-School
 Biking	 Birthday Party Services	 Camp (Daylong)	 Cheer	 Cooking
 Dance	 Day/Child care	 Day/School Break Camps	 Early Childhood	 Environmental/Nature/ Outdoor Recreation
 Esports	 Extreme Sports	 Fitness	 General Interest	 Golf
 Gymnastics/Tumbling	 Historical Programs	 Homeschool	 Horseback Riding	 Ice Skating/Hockey
 Language Arts	 Lifelong Learning/Enrichment	 Martial Arts	 Music	 Open Gym

 Outdoor Adventure	 Pets	 Pickleball	 Preschool	 Running/Walking
 Special/Community Events	 Specialty Camps	 STEAM	 Sustainability/Green	 Teen
 Tennis	 Theatre/Acting	 Therapeutic Recreation	 Trips	 Wellness

For comparison purposes, BerryDunn also reviewed the program category percentages against its database of parks and recreation agencies nationwide. The comparison agencies' average percentage of program categories was 64.5%, which is higher than Brewster's 40%. The program categories depicted in grey represent opportunities for program expansion when aligned with community needs but the lack of indoor programming space is a hindrance. It should also be noted that even though the Department does not provide a specific type of program, another organization in the community might and there is no need to duplicate efforts.

As part of this study, the consulting team compared Brewster to five local park and recreation agencies including Yarmouth, Chatham, Dennis, Harwich, and Orleans. Table 3 includes the results. The Department offers more program types than Orleans but less than the other four. Some of these municipalities have dedicated community centers that enable them to offer more indoor programming all year.

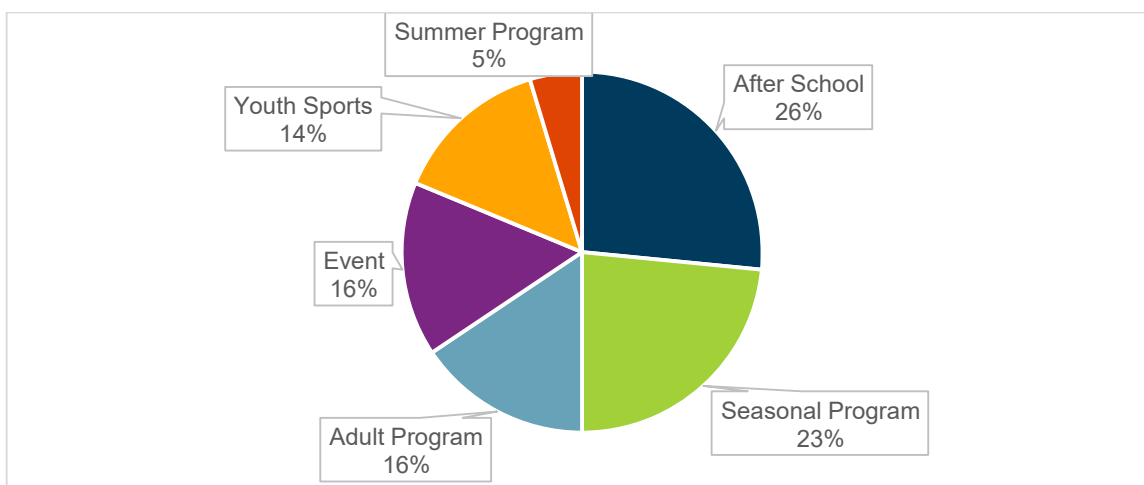
Table 3: Program Offerings in Nearby Communities

	Brewster	Yarmouth	Chatham	Dennis	Harwich	Orleans
Active Adult Senior	Yes	Yes	Yes	Yes	Yes	Yes
Aquatics	Yes	Yes	No	Yes	No	Yes
Arts	Yes	Yes	Yes	Yes	No	Yes
Athletics	Yes	Yes	Yes	Yes	Yes	Yes
Before/After School Care	Yes	No	Yes	No	Yes	No
Biking	Yes	No	No	No	No	No
Birthday Party Service	Yes	Yes	Yes	No	Yes	No
Camp (summer day-long)	Yes	Yes	Yes	Yes	Yes	Yes
Cheer	No	No	No	No	Yes	No
Cooking	No	No	No	No	No	No
Dance	Yes	No	Yes	Yes	Yes	Yes
Day/Childcare	No	No	Yes	No	No	No
Day/School Break Camps	Yes	Yes	Yes	No	Yes	No
Early Childhood Education	No	No	No	No	No	No
Environmental Nature/Outdoor Rec	Yes	Yes	No	Yes	Yes	No
Esports	No	Yes	No	No	No	No
Extreme Sports	No	Yes	No	No	No	No
Fitness	Yes	Yes	Yes	Yes	Yes	Yes
General Interest	Yes	Yes	Yes	Yes	Yes	Yes
Golf	Yes	Yes	No	No	No	No
Gymnastics/Tumbling	No	No	No	No	Yes	No
Historical Programs	No	No	No	No	No	No
Homeschool	No	Yes	No	No	No	No
Horseback Riding	No	No	No	No	No	No
Ice Skating/Hockey	No	No	Yes	No	Yes	No
Language Arts	No	No	No	No	No	No
Lifelong Learning/Enrichment	No	No	No	No	No	No
Martial Arts	No	Yes	Yes	No	No	Yes
Music	No	No	No	Yes	No	No
Open Gym	Yes	Yes	Yes	No	Yes	Yes
Outdoor Adventure	Yes	Yes	No	Yes	Yes	No
Pet Programming/Events	No	No	No	No	No	No
Pickleball	Yes	Yes	Yes	Yes	Yes	Yes
Preschool (9-month)	No	No	No	No	No	No
Running/Walking	Yes	Yes	Yes	Yes	Yes	No
Special/Community Events	Yes	Yes	Yes	Yes	Yes	Yes
Specialty Camps	Yes	No	Yes	Yes	Yes	Yes
STEAM	No	Yes	No	Yes	No	No
Sustainability/Green Prog/Events	No	No	No	Yes	No	No
Teen	No	No	Yes	Yes	Yes	No
Tennis	Yes	Yes	Yes	Yes	Yes	Yes
Theatre/Acting	No	No	No	No	No	No
Therapeutic Recreation	No	No	No	No	Yes	No
Trips	No	Yes	Yes	Yes	Yes	Yes
Wellness Classes	No	No	Yes	Yes	No	Yes
	46.6%	51.1%	48.9%	46.7%	48.9%	35.6%

Program Distribution

Understanding the distribution of the Department's enrollment-based program menu across core program areas helps identify the extent of programming within each area in relation to the whole. Figure 11 depicts total programs offered in 2024 according to program area. The Department offered a total of 65 different programs during 2024. The Town's program distribution is led by After-School (26%) and Seasonal Programs (23%), with smaller portions dedicated to Adult Programs (16%), Events (16%), Youth Sports (14%), and Summer Programs (5%).

Figure 11: Total Programs Offered, 2024



Age Segmentation

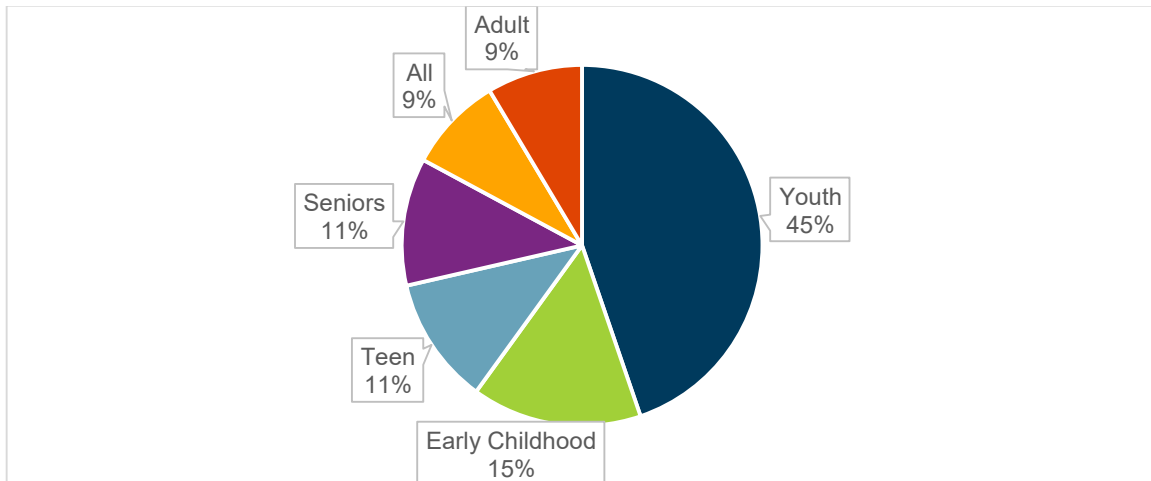
The age segment analysis reviews the distribution of program offerings according to the age segments serviced. For the purposes of this assessment, BerryDunn delineated age categories according to the following age structure:

- Early Childhood, ages 0 – 5 years
- Youth, ages 6 – 12 years
- Teen, ages 13 – 17 years
- Adult, ages 18 – 54 years
- Seniors, ages 55 and older

BerryDunn tallied the number of program opportunities geared toward particular age groups for the four seasons. If a program spanned clearly across two age categories (e.g., ages 8 – 14 years), BerryDunn counted that section once in the youth category and once in the teen category. Special events typically service participants of all ages, and therefore were included in the all ages category.

Figure 12 depicts the audience target for all programs. A total of 45% of the Town's program offerings serve Youth (6 – 12 years), followed by 15% geared toward Early Childhood (0 – 5 years), Teens (13 – 17 years) and Seniors (55 years or over) each at 11%, with smaller shares targeting All Ages and Adults (18 – 54 years) each at 9%.

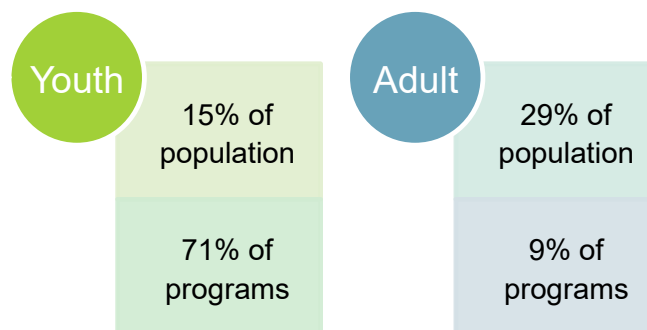
Figure 12: Total Programs Offered by Audience, 2024



A solid portion of programming, 45%, is designed for youth. As a reminder, the Council on Aging provides senior programming, and therefore, the Department does not duplicate the Town's existing senior services. The Department provides a program called Senior Striders (a walking program for seniors) that has taken place at both the elementary schools and the Sea Camps Bay Property. This program is sponsored by the Department but coordinated and marketed with the Council on Aging.

The age segmentation analysis is one helpful method to review the Department's programming related to the community demographics. Demographic data can be helpful to consider how programming efforts are aligned with the community. The adjacent comparison of the community's population and enrollment-based program offerings in Figure 13 demonstrates two key age segments' relationship between the population percentage and percentage of programs offered. For this Figure, youth is considered 0 – 19 years, and adult is 20 – 54 years.

Figure 13: Population vs. Program Menu



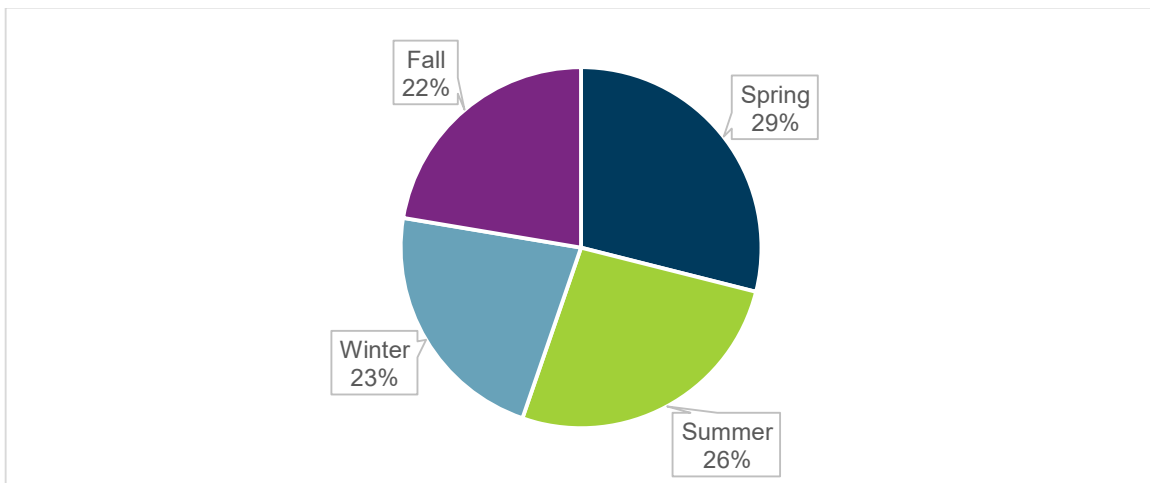
Most (71%) of the Department's enrollment-based programs are designed for youth, while the youth age segment represents 15% of the population. Adults, ages 20 – 54 years make up 29%

of the population, while only 9% of enrollment-based programs are designed for adults. The notion of offering a majority of programming for youth is consistent with most recreation agencies' program menus across the country. The program menu's age segmentation does not need to mirror the community's age demographic segmentation in an exact manner; however, an ongoing goal can be to balance the menu toward a reflection of community makeup.

Programs by Season

Figure 14 depicts all programs by season. The Town of Brewster's programs are most frequently offered in Spring (28%) and Summer (26%), with fewer in Winter (22%) and Fall (21%), and only a small portion available year-round (1%).

Figure 14: Total Programs Offered by Season, 2024



With the lack of indoor program space, it makes sense that the Department can offer more programs in the spring and summer months.

Program Enrollment

In addition to assessing program menu offerings, assessing program performance can also be helpful. The extent of program performance has been measured by participation.

The total enrollment for Brewster's in 2024 programs was 5,297 participants. Figure 15 depicts the distribution of enrollment across each program area. Enrollment in the Town's core programs is highest in Adult Programs (40% or 2,094 participants), followed by Events (30% or 1,588 participants), with lower participation in Youth Sports (12% or 650 participants), Seasonal Programs (7% or 352 participants), Summer Programs (6% or 321 participants), and After-School activities (5% or 292 participants).

The high participation in adult programming is a result of pickleball and tennis offerings that are extremely popular.

Figure 15: Program Enrollment, 2024

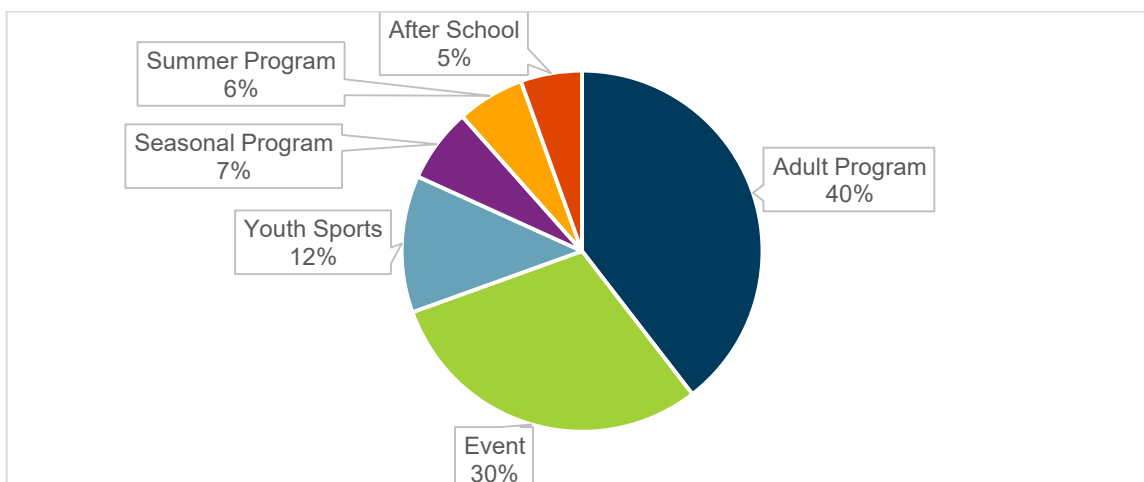


Table 4 reflects the participation across various programs and activities by season, with totals for each activity in the last column. Program enrollment in the Town was highest in the Spring (1,769), followed closely by Summer (1,565), then Fall (1,218), with the lowest participation in Winter (745).

Spring had the highest overall program enrollment, driven by strong participation in Adult Programs (1,157) and Youth Sports (258). Summer followed closely, led by Events (653), Summer Programs (321), and Seasonal Programs (261). Fall saw moderate engagement, particularly in Adult Programs (546), Events (367), and Youth Sports (212). Winter had the lowest overall enrollment, though After-School (139) and Events (297) maintained solid participation.

Table 4: Enrollment by Core Program Area and Season

	Fall	Spring	Summer	Winter	Total
Adult Program	546	1,157	330	61	2,094
After-School	93	60		139	292
Event	367	271	653	297	1,588
Seasonal Program		23	261	68	352
Summer Program			321		321
Youth Sports	212	258		180	650
Total	1,218	1,769	1,565	745	5,297

The high spring totals for Adult Programs include tennis and pickleball – specifically drop-in pickleball with 697 participants. Similar to other communities across the country, pickleball participation has increased dramatically in the Town over the past five years.

Program Participants

In 2024, program participants were 56.9% female and 43.0% male with one participant indicating they identify as non-binary. Additionally, 84.3% are residents, while 15.7% are nonresidents.

Figure 16: Participant Gender Distribution

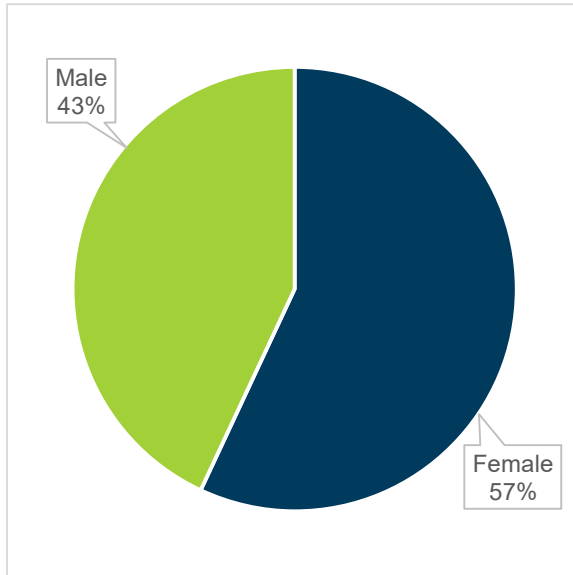
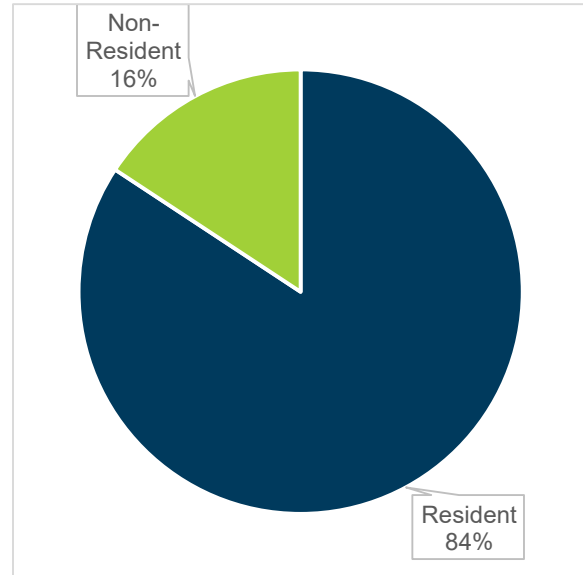


Figure 17: Participant Resident Distribution



Sea Camps Property

The purchase of the 55-acre Sea Camps Bay Property in October 2021 greatly increased the Department's ability to offer new programs. The follow programs have been added over the past few years:

- Summer Nights on the Lawn
 - Family Movie Night
 - DJ Dance Party
 - Touch-a-Truck
- BikeFest
- Soccer camps and clinics
- Wheel Good Time Program
- Outdoor Club
- Art programs
- Fly Fishing Clinics
- Juggling

In addition, the Summer Recreation Program is moving to the Sea Camps Bay Property in 2025, and it is increasing from a half day program to a full day program.

Program Reach

To understand the distance that participants travel, BerryDunn used program registration data to develop participation maps (Figure 18 and 19). These maps represent unique participants, meaning it recorded the participant's household location once—regardless of the number of programs that person participated in throughout 2024. The red color represents participant households.

Figure 18 depicts the Town and the Cape Cod region. The majority of participation is from the Town with nonresident participation fairly evenly distributed around it.

Figure 18: Town of Brewster, Program Reach – Town Level

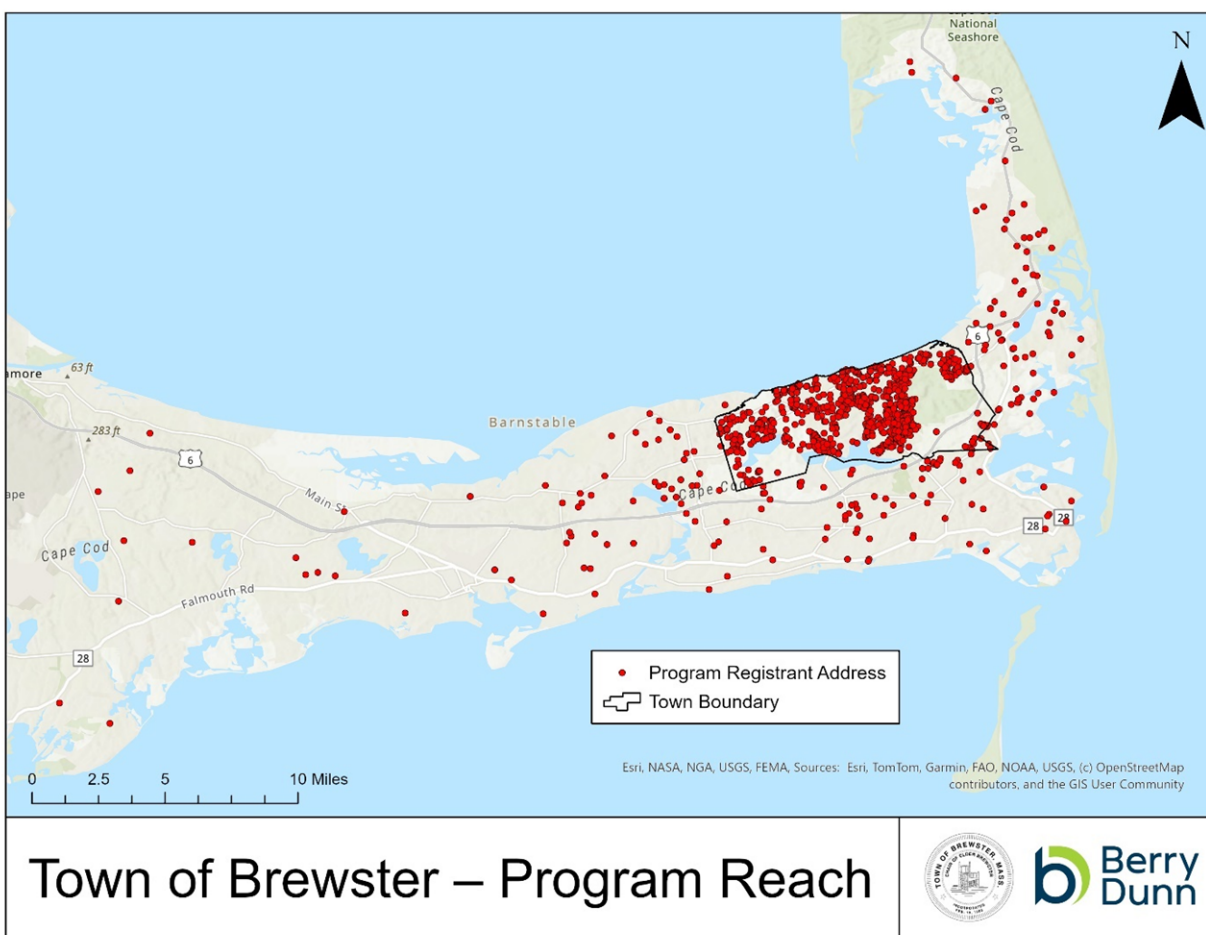
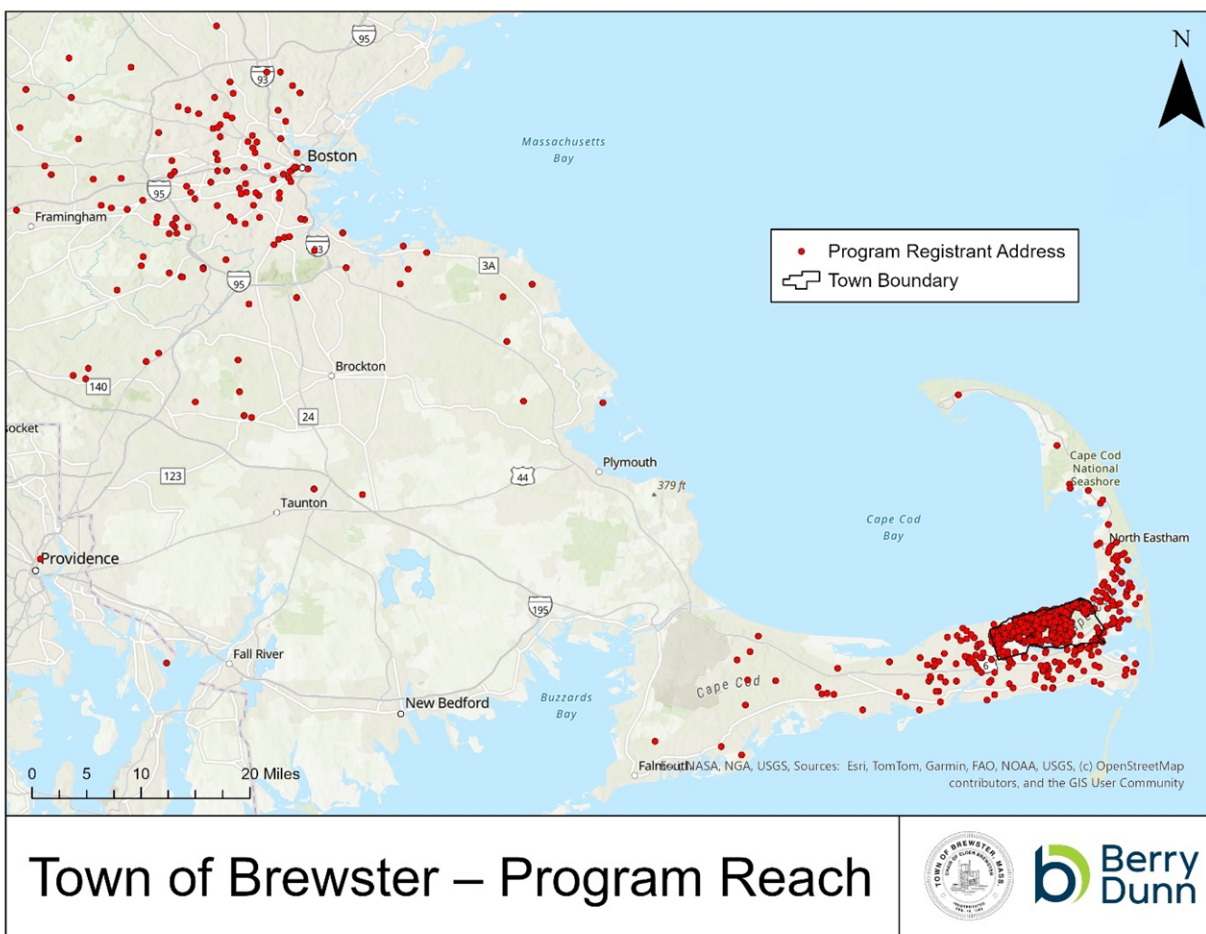


Figure 19 provides an even wider perspective, highlighting participants who live in the greater Boston area to participate in Town recreation programs. Those coming from the Boston area have a second home in Brewster or on Cape.

Figure 19: Town of Brewster, Program Reach – Town Level



Department Growth

Department programming has evolved a great deal since the Covid-19 Pandemic in 2020. For comparison purposes, in 2019, the Department offered a total of 48 programs that attracted 2,337 participants. In 2024, the Department offered a total of 65 programs attracting 5,297 participants – 35.4% more programs attracting 127% more participants. This is incredible growth in a short period of time. During this time, many park and recreation departments across the country struggled to grow programming. In addition to more course offerings and more participants, the Department also expanded the types of programs offered and enhanced their special event offerings.

Department Staffing

The Department has added a new part-time administrative assistant (19 hours/week), a new part-time sports coordinator (19 hours/week), and increased the hours for the assistant director (35 hours/week to 40 hours/week).

The Department currently operates with about three full-time equivalent staff, which is below the national median for towns of similar size. According to the National Recreation and Park Association (NRPA) data, communities with fewer than 20,000 residents typically have around 4.7 recreation-focused staff for a town Brewster's size, meaning the Department is operating at about 64% of this benchmark (NRPA Agency Performance Review, 2024). While Brewster's team has managed well with limited resources, looking ahead, it may be helpful to consider gradually increasing staffing to align more closely with national standards. This would support the Department's ability to meet community demand, expand program offerings, and maintain high-quality services for residents as Brewster continues to grow, particularly as the town looks to effectively staff the growing recreational opportunities that have expanded since the Sea Camps property acquisition.

Free Programs and Program Scholarships

The Department provides several free programs and events throughout the year including:

- Summer golf
- Family Movie Night
- Meet the Whitecaps
- Touch-a-truck
- DJ Dance Party
- April Vacation Skating
- Halloween Parade
- Lower Camp Youth Lacrosse Clinic.

In addition to the free programs, the Department offers a scholarship program. Program scholarships are for recreation programs only and will not be provided for trips or special events. To qualify for assistance, applicants must:

- Be a Brewster resident or taxpayer in good standing with the Department.
- Submit requests prior to the start of the program and before a program is full.
- Submit a request for child and each program where a reduction in fee is desired.
- Submit an explanation of need.

In 2024, there were a total of 12 requests for scholarship totaling \$575. For summer 2025, there have been eight requests totaling \$2,200.

If the Department is unable to provide financial assistance, residents can also apply with the Town of Brewster Good Neighbor Fund.

Similar Providers

Many local Brewster organizations provide recreation programs and services similar to the Town. Table 5 depicts the local similar providers and what they offer to the community.

Table 5: Local Similar Providers of Recreation Programs

	Sports	Swim Lessons	Summer Camps	After-School Programs	Enrichment	Arts & Culture	Senior Programs	Senior Trips	Tennis Pickleball
Town of Brewster Recreation	X	X	X	X	X	X	X		X
YMCA of Cape Cod	X	X	X						
Nauset Youth Alliance			X	X	X				
Brewster Day Camp		X	X						
Brewster Ladies Library				X		X	X		
Brewster Council on Aging							X	X	
Ocean Edge Resort			X		X*				
Willy's Gym	X	X							X

*Ocean Edge Resort provides enrichment programs during the summer months only.

Current Partnerships

The Department collaborates with several partners to provide recreation programs and services to the community including:

Nauset Youth Alliance (NYA): The Department works closely with NYA to provide After-School and summer programming for youth. These organizations also collaborate on the annual Bash fundraiser and Super Bowl pancake breakfast.

Ocean Edge Resort: This private resort allows the Department to host their Annual Breakfast with Santa fundraiser in their ballroom and their annual Easter Egg Hunt on their front lawn.

Bayside Skippers (jump rope team): The Brewster Bayside Skippers is a 501c3 nonprofit organization. Their mission is to provide a supportive, team-centered environment in which individual jumpers can cultivate self-discipline, self-esteem, sportsmanship, and leadership

skills. The Town provides space for them in the Town gymnasiums, and they collaborate to provide a “Rec Skippers” program for the younger more, inexperienced jumpers.

Homeless Prevention Council (HPC): Since 1991, HPC has provided 47,000 people with life-changing assistance, enabling residents to live active and productive lives. Annually, the HPC provides the Department with information regarding 15 Brewster families so the Department can provide holiday gifts to those in need.

Brewster Cultural Council: This organization is committed to being a catalyst for a diverse range of arts and cultural activities in Brewster. The Department partners with this organization to provide art events that are based on specific holidays for the community. They also provide food for kids.

Youth Sports groups: There are four youth sports groups that the Department works with to provide youth programming including Lower Cape Lacrosse, The Dugout, Coastal Cape Baseball, and Nauset Youth Soccer. All these groups rent field space from the Town and provides sports clinics for community youth through the Department.

Mass Audubon: The Department has worked with this organization for the past three years to provide an April Vacation Nature Camp. They have also partnered to offer trail walks and kayak trips on the Long Pond Sea Camps property.

Town Departments: The Department also works closely with other Town departments including Public Works, Council on Aging, Natural Resource Department, and the Health Department.

In addition to the partners listed above, the Department partners with other local recreation departments to run regional programs with the goal of involving more children. Some examples include soccer jamborees, track & field, strength training for middle school students, Hot Shots basketball competition, as well as the Lower Cape Youth Sports Leagues of soccer, basketball, and softball.

American with Disabilities Act (ADA) Improvements

To meet the needs of residents with disabilities, the Town has made a number of improvements to parks and added some new programming.

Drummer Boy Park

The original master plan for this property was completed in 1995 and it included a series of proposed paths. In 2012, the Town installed a compacted stone dust pathway. Due to topography and poor draining soils, it was difficult to maintain as an accessible surface. In 2018, through the MA Recreational Trails Program, the Town received a grant to pave the pathway and install paved slabs for benches adjacent to the path, as well as the construction of benches and the woods path from the original master plan.

In 2024, Town Meeting approved an updated master plan for Drummer Boy Park. In 2025, the Town replaced the benches and slabs with a more ADA compliant series of benches, adding four new locations around the paved path.

Freemans Way Fields

The Department started an ADA project at Freemans Way fields nearly 3 years ago with the assistance of the Department of Public Works. They were able to build new handicap parking spaces in between the two Little League fields as well as in front of the soccer/lacrosse field. The existing parking spots at the Babe Ruth field still need to be brought up to code. When those spots are upgraded, the Town will add paved walking paths around all the fields to complete ADA access. Town Meeting has approved funding for this project. The completion of this project will provide added accessibility for residents of all ages and mobilities.

Miscellaneous Projects

Since 2014, the Town completed a series of projects during AmeriCorps week including:

- An accessible platform at Linnell Landing Beach
- A seasonal accessible platform at Mants Landing Beach
- A seasonal freshwater beach platform at Long Pond
- A second accessible ramp at the Brewster Council on Aging building
- An accessible viewing platform at Quivett Marsh Vista
- Raised garden beds at the community garden

In addition, the Town has added accessible picnic tables at Breakwater Landing Park.

Senior Aquatic Conditioning

The Department has added a Senior Aquatic Conditioning program at the Community Pool at the Sea Camps Bay Property that is instructed by an Exercise Physiologist with a background in aquatic therapy. This new program allows participants to safely exercise in a semi-weightless environment to improve your cardiovascular fitness, strength, balance, and mobility.

The Department has also purchased four Mobi chairs which are floating beach wheelchairs that provide a seamless transition from the boardwalk-to-beach-to water for those with mobility issues. Three of these chairs are located at by beaches and one is located at the Long Pond landing. This program was coordinated with the Council for Aging, the Natural Resources Department, and lifeguards. Use is free of charge, but people are asked to reserve in advance and sign a liability waiver.

Recreation Assessment Findings

Based on the recreation assessment, BerryDunn notes the following findings:

- Driven by a lack of indoor programming spaces, the Department has lower enrollment in Winter programs. The Department is at the mercy of the schools for indoor space. When new spaces are available or partnerships are created, there may be an opportunity to

introduce more indoor activities (e.g., indoor sports, fitness, or arts programs) to attract participants during colder months.

- When indoor programming space is secured, there is a need for new preschool and mommy and me opportunities.
- Staff should continue to seek new ways to leverage the Sea Camps property to enhance recreation programs for all ages, interests, and abilities.
- Prior to the purchase of the Sea Camps property, the Department offered only a few events. Now, events account for 30% of the total enrollment. People are fond of the Department events, and it may be beneficial to further develop and diversify community events. Consider adding more seasonal festivals, themed community days, or outdoor adventure events to capitalize on the already strong interest.
- The Department should continue to seek out new partners that can help to expand current programming and help to create new offerings. Securing new partners with indoor programming spaces should be a priority.
- There is a need for more adult programming to better match the demographics of the community. And residents have a desire for intergenerational programming.

Recreation Programs 2024

Below is a full list of programs offered by the Department during 2024:

3v3 girls' basketball clinics	Farm league baseball	Summer Skippers
Adult pickleball clinics - spring	Flag football	Summer sport squirts
Adult water aerobics	Floor hockey	Summer youth tennis clinics
April vacation skating	Futsal	Swim lessons
archery	Halloween parade	Table Tennis
Art Smart ages 5-15	Indoor pickleball group	T-ball
Assorted sports	Jr. police academy	The Bash
Audubon camp	Juggling	Touch-a-truck
Basketball ages 3 - grade 2	Kite Flying	Track and field
Birding	Lacrosse clinic grades 4-7	Ultimate frisbee clinic
Bloom Run 5K	Lego lab	USTA tennis in the parks - adult
Brain games	Lower Cape Rec basketball	USTA tennis in the parks - youth
Breakfast with Santa	Lower Cape soccer	Wheel good time
Challenger soccer clinics	Meet the Whitecaps	Winter Skippers
Crafty kids	Outdoor club	Wreath decorating
DJ Dance Party	Pick-up basketball	Youth golf clinic
dodgeball	Pickleball group	youth pickleball clinics w/ Boost
Driving range golf	RadKIDS	Youth soccer ages 3 - grade 2
Drop-in pickleball	Run club	Youth softball
Early release days	Senior tennis	Youth strength training
Earth day craft	Summer archery	Youth yoga
Family Movie Night	Summer Rec	

Summary of In-Person Engagement

As part of the recreation needs assessment for the Town, the BerryDunn team met with staff, facilitated a series of focus groups, connected with participants and parents during busy programming, and facilitated a public open house. The BerryDunn team also met with Town management and the Department director every other week to discuss project progress and review results. This report provides a summary of what was learned during in-person engagement, which took place the first week in January 2025.

Focus Groups

Staff Focus Group

The Department is small, with just two full-time and two part-time staff. The Department added a new part-time sports coordinator position in the spring of 2025. The director has been with the Department for eight years, the assistant director three years, and the part-time Department assistant for just over a year. All staff work out of the Eddy School in spaces designated for the Department (one office, one program room, storage, and restrooms). The space at the Eddy School is temporary, as the school may need to reclaim this space for education needs.

Full-time and part-time recreation staff provide 80% of the programs the Department offers, and contractors provide the other 20%. Most contractors are paid 80% of the registration fee and the Department keeps 20%, which is not typical across the country where agencies are keeping more of the revenue and paying less to contractors. It is more common to see a 70/30 split or even a 65/35 split.

A series of questions was asked of Department staff to learn more about operations and how the team functions to provide recreation services to the Town and surrounding communities.

Department Strengths

Several programs are going well and growing, including summer camps (with registration at 250 children and about 180 attending daily). Pickleball, swim lessons, and youth basketball are also growing in popularity. Staff are working to make programs more instructional, with a focus on education through recreation, and are adding more non-traditional programs. All the programs offered at Eddy School fill quickly. For now, the staff feel they are providing a great balance of program options with a little bit of everything for everyone. Department staff are responsible for their own marketing, and they control their social media channels.

Challenges

Department staff face several challenges in offering programs and services. There is not enough space (mostly indoors) to meet all the needs. The school district oversees space allocation to the Department, and it goes quickly. There are several other groups that request space, and it depends on which organization submits their request first. There is no formal

facility usage policy or request system in place to allocate program spaces, composed of the gym, multipurpose room, and outdoor fields.

The two full-time staff are stretched thin. It's not uncommon for the director and assistant director to work more than 40 hours in a week.

At times, it can be difficult for the Department to find the appropriate staff to run specific programs and events due to a lack of expertise.

For some participants, transportation can be an issue for programs held at specific locations.

Programs With Declining Registration

A few programs have experienced a decline in registration, including youth tennis and youth sports; sailing has been suspended indefinitely, as many of the area yacht clubs offer this type of program with more expertise and more experienced staff.

Program Evaluation

The Department does not have a system to evaluate program satisfaction or to understand unmet needs. Although staff meet seasonally to discuss program success, they are not using standard qualitative and quantitative metrics to make determinations about the future program mix.

Community Partners

The Department currently collaborates with the organizations listed on pages 24 and 25 of this report.

The Department has yet to fully utilize partnerships with a few other the local organizations including:

- Cape Cod Health Care
- Latham School

Stakeholder Focus Groups

Additional focus groups were held with affiliates, the Council on Aging, and the Recreation Commission to learn more about current cooperation between the Department and other organizations and how the Department is perceived in the community.

Affiliate Focus Group

The focus group for affiliates included representatives from seven organizations, including:

- Eddy School
- Brewster Ladies Library
- Brewster Natural Resources (a Town department)

- Nauset Youth Alliance
- Senior tennis
- Pickleball group
- Ocean Edge

Current Relationship With Department

All the affiliate representatives in attendance at this focus group raved about cooperation with the Department. They all noted that they find the staff communicative, collaborative, and receptive and they all work together to provide for the community.

These representatives are enthusiastic about the Town pursuing a new community center at the Sea Camps property, provided that public transportation (CCRTA stop) can be arranged to this location. They support this initiative for the following reasons:

- New indoor spaces for tweens and teens to gather
- Additional gym space is needed—the schools turn people away and have started charging certain groups, as demand is greater than the supply
- Need a safe indoor space for the community to connect during the cold weather
- More spaces are needed for intergenerational programming
- More meeting rooms are needed in the community; the library had 521 room reservations in 2024 and turned many away—there is so much demand but limited space
- Young families are looking for activities to do together
- A public fitness center is desired in the community
- This type of facility would provide job opportunities for teens

If a new facility is built, this group of stakeholders is looking for these types of programs:

- Art education, formal art training
- Adult education classes: technology, Word, Excel
- Cooking classes
- Group fitness offerings
- Woodworking instruction
- Programs for people with disabilities

- Day care and infant care is needed in Brewster and on the Cape; sometimes both parents need to work and there are long waiting lists for child care

Several barriers to building a new community center were noted during this focus group, including:

- Funding – Many are opposed to spending money regardless of the cost. A new facility would need to be subsidized, as it is not likely to pay for itself.
- Historically, some residents are hesitant about new projects or new construction.
- Timing – It is not a good time to be asking residents to pay higher taxes to support construction of a new facility.

Council on Aging Focus Group

BerryDunn met with four people who focus on senior programming in the area, including:

- The Council on Aging director
- The Council on Aging program coordinator
- A representative from the Council on Aging
- The president of the Friends of Brewster Seniors

Programs for seniors are offered both in the Town and across the Cape by various organizations. Representatives in the focus group, including those from the Town, the library, the Council on Aging, and the Friends of Brewster Seniors, noted that they work collaboratively to provide these programs without competing with each other. Elder Services of Cape Cod provides over 100 different resources that people can utilize to age in place. A few of these include meals on wheels, congregant lunch, fuel assistance, and American Association of Retired Persons (AARP) tax assistance. The representatives explained that they follow the local police and fire logs to see if there are seniors with specific issues. They work hard to prevent anyone from falling through the cracks.

The Council on Aging has recently updated its five-year strategic plan, which is used closely to guide programming decisions. The Council on Aging offers many programs, including fitness programs, educational classes, field trips, lifelong learning opportunities, and social opportunities. All the representatives noted that the risk of social isolation in Brewster is very high for seniors.

The Friends of Brewster Seniors operates a successful thrift shop, with the proceeds helping to fund the Council on Aging. Recently, the Friends of Brewster Seniors used these funds to purchase a new \$60,000 van for the Council on Aging. With many people of retirement age staying in the workforce longer, it has become more difficult to find volunteers to assist with programs and services for the senior population. It is also difficult to meet the needs of the younger seniors who are not yet interested in Council on Aging programming.

Current Facilities

The Council on Aging is currently housed in a historical building (a Victorian home built in 1881). In addition to the age of the facility, the Council on Aging has outgrown the space. Many of the program participants consider the facility to be outdated (learned in the needs assessment completed in 2015), and many will not bother attempting to visit the second floor due to a slow elevator. The current Council on Aging director is trying to make building improvements until a new facility can be built. To meet seniors' needs, the Council on Aging provides programming in several other spaces, including the Fire Department, the Police Department, the library, and a private pool.

Desired Facilities

If the Town can make a new community center a reality, there are several elements that the organizations would like to see in a new space, including:

- Group exercise space (yoga/dance)
- Elevated walking track
- A multipurpose space or auditorium for lectures (with stadium seating)
- Smaller rooms for wellness (hearing screenings)
- A café and a full kitchen (for meals on wheels)
- An art room
- Pottery studio
- Office space (in addition to the Council on Aging staff, the Friends of Brewster Seniors needs an office space)

These new spaces would allow the organizations providing programs and services for seniors to enhance existing programming and add new.

Recreation Department Partnership

Focus group attendees noted that Department staff are easy to work with and they often collaborate. The group acknowledged that the Council on Aging and the Department must work together to successfully develop any new programming spaces, and they noted that intergenerational programming is desired.

All organizations do a great job of recreation programming with the limited spaces they have, but there is a sense that so much more could be done with new spaces.

For Department improvements, this group would like to see more opportunities around natural bodies of water, including kayaking, canoeing on the pond, and fishing. They see these programs as opportunities for the Council on Aging and the Department to work together—senior participants mentoring youth participants potentially.

Barriers to Progress

This group noted concerns about the ability to move forward with a new community center, including:

- Increasing taxes will be difficult, as people are apprehensive, and it is not a favorable time to request an increase, especially with many seniors relying on fixed incomes. The Town is still paying off the new firehouse.
- Major renovations are being completed at the regional high school.
- Stony Brook School needs to be renovated at a cost of over \$15 million.
- Some residents see improving schools as a requirement but supporting seniors as discretionary—this is concerning to many seniors.
- Some people do not want anything new, are angry, and do not trust Town government.

This group is frustrated that some people do not read the facts surrounding projects—they get their news from social media, which may or may not be accurate. In the past, it has been challenging to disseminate facts to everyone in the Town.

Recreation Commission Focus Group

The BerryDunn team also met with five members of the Recreation Commission. This group shared that people grow up in Brewster, leave for a bit, and then come back to raise a family. They noted that as a small town, there is a real sense of community.

Department Strengths

Quality programming, including sports, after-school activities, and summer camps, was highlighted as a strength. These programs often fill up quickly and attract nonresidents. There is a perception that the Department offers a diverse range of programs for all ages, from young participants to seniors. Additionally, many children transition from being program participants to staff members, such as camp counselors or lifeguards.

Opportunities

The Recreation Commission noted that the Department falls short in providing programming for middle and high schoolers. It was also noted that the high school provides 32 sports and does not charge any fees, so there might not be a need for the Department to provide programming for these age groups. For pre-teens and teens who are not athletes, there could be programming gaps.

New Indoor Programming Spaces

The winter is long in Brewster, and the Recreation Commission would like to see more opportunities for recreation indoors during the cold months. They feel the following spaces would be well received and used by residents and nonresidents to stay active:

- Gyms
- Indoor walking track
- Multipurpose spaces for alternative programming (arts)
- Café/smoothie bar
- Intergenerational spaces that can be used and enjoyed by all ages together

Barriers to Progress

The Recreation Commission noted that it could be difficult to fund a new community center, and not all members agree this is the path the Town should select. They would like to see the entire Sea Camps property master planned before any new construction is considered. Although some residents expect a new facility quickly now that the Town owns the property, this group realizes that this will be a difficult and lengthy process. There is also a perception in the Town that the Department has enough space for programming and the schools have excess space.

This group said they are aware that many residents do not trust local government—although many were interested in acquiring the property, they are not interested in spending money to build anything new. There is also concern that residents are not aware of the high cost to remove buildings on the Sea Camps site that cannot be repurposed and are not needed.

Lastly, this group noted that they are advisory in nature only and have no decision-making authority.

Public Engagement

The BerryDunn team conversed with parents while they waited for their children, who were participating in a Futsal program and a youth basketball league. The team also facilitated a public open house to gather feedback regarding recreation programming, facility spaces, barriers to participating, and partnerships.

Parent Engagement

During the parent engagement session, two boards were set up focusing on recreation programming: one for youth and another for adults. The youth board featured the question, "What recreation programs would you like to see more of in the community?" and participants were provided with three dots to vote on the listed options. The voting results are as follows:

- Youth Sports (38)
- **Summer rec programs (46)**
- Teen programs (20)
- Family events (28)
- Community events (36)

- Volunteer opportunities (12)
- Outsourced programs (6)
- Seasonal programs (32)
- Aquatic programs (37)

There was an option to provide other suggestions, and those included:

- Science, Technology, Engineering, and Math (STEM) (3)
- More for tweens and teens (2)
- Intergenerational programs (2)
- After-school activities three to five days a week at Stonybrook and Eddy—more after-school enrichment (2)
- Running club for kids
- Afternoon swim lessons
- Extended archery program (longer)
- Arts and crafts

The adult programming board asked the same question, “What recreation programs would you like to see more of in the community?” with the following options noted below, including vote totals:

- Adult sports (31)
- **Community events (42)**
- Volunteer opportunities (10)
- Enrichment (22)
- Aquatic programs (24)

There was an option to provide other suggestions, and the following were shared:

- Culinary classes/cake decorating (5)
- Arts and crafts, ceramics, sewing, knitting circle, new art programs provided by talented residents (5)
- Yoga (4)
- Fitness: Pilates, aerobic classes, walking groups (3)
- Book club (2)

- Meditation
- CPR certification
- Food prep for seniors
- Aquatic programming year-round, more swimming, better instruction (2)
- More, better sailing instruction
- Recreational sports: archery (2), rugby, basketball, fencing, soccer, and softball
- Music
- Trivia
- Fishing/boating
- Movies, film
- Guided hikes
- Historical programs
- Group activities of any kind
- More joint programs with the Council on Aging

Another engagement board posed the question, “What prevents you or your family from participating in programs?” with the following options and vote totals:

- Classes are full (32)
- Online registration is bad (0)
- Do not feel safe (0)
- Poor customer service (0)
- Fees too high (2)
- **Program not offered (36)**
- I don't know what's offered (16)
- Program times inconvenient (25)
- Lack of quality instructors (2)
- Too far from home (0)
- Too busy/not interested (4)
- Lack of proper equipment (0)

- Lack of transportation (2)
- Old and outdated facilities (3)
- Language/cultural barrier (0)
- I am a nonresident (5)
- Accessibility (0)
- I participate in programs elsewhere (13)

Open House

Big Ideas

During the open house, which attracted 16 adults, several engagement boards were used to gather feedback. A board posed the question, “Any big ideas to enhance programming?” and sticky notes were provided for people to offer feedback. The responses are divided up into a series of themes including Sea Camps property, Summer Rec Programming, Sports, Events, and Miscellaneous.

Sea Camps Property

- Move Summer Recreation Program to the Sea Camps property (3)
- Use fields at Sea Camps property for soccer and softball (2)
- Put a bubble over the outdoor pool (2)
- Make good use of Sea Camps property (cross country, tennis, pickleball)
- Share/rent the Sea Camps property with other camps
- Allow nonresidents to use the Sea Camps outdoor pool
- Story walks on Sea Camps property
- Add bocce courts at Sea Camps property

Summer Rec Programming

- Longer days/full days at summer rec program (6)
- Add swim lessons to the Brewster Summer Recreation Program (3)
- Longer and more summer enrichment programming
- Better/strategic timing for summer activity offerings (not golf on a Monday at 1 p.m. or jump rope on a Saturday at 2 p.m.) – this timing does not make for the ideal summer

Sports

- Group bikes and guided hikes (3)
- Sailing classes, kayaking, fishing, shellfish (3)
- Flag football
- Sailing on Long Pond
- Paddle tennis

Events

- Craft fair for kids
- Kids vs. adults sporting event
- Scavenger hunt – like Brewster Boys but watered down
- Community building events – making connections across differences

Miscellaneous

- More passive parks and recreation programming
- More intergenerational programs
- Games, cards, puzzles, board games
- Ceramics
- Beekeeping with Barnstable Beekeepers or local beekeepers
- Gardening programs – kids community garden, pollinator garden at Coups
- Add more hiking trails 1 – 3 miles in length
- Build a Lower Cape community center with the four Nauset towns contributing

Comment Cards

Comment cards were provided next to a sign that posed the question, “Anything else you would like to share about recreation programming?” with the ideas divided up into themes including compliments, programming suggestions, and miscellaneous ideas.

Compliments

- I love Brewster Rec!
- Great job by the team.
- Brewster Rec does an awesome job!

- The senior tennis program is outstanding. Please ensure it is not overtaken by pickleball.
- We love the current rec for our kids but would like to see more programming off property.

Programming Suggestions

- The current offerings seem adequate but aimed for children or seniors. I feel left out as a 36-year-old. I like sports but it doesn't have to be active. Trivia, movie nights, community meetups. It can be very simple. Give us ways to get together with our neighbors and be a community.
- Team or group activities.
- Things for the grandkids to do in the summer when they visit.
- I would welcome intergenerational activities.
- Painting competitions.
- Ping Pong.
- Stress counseling for 5 – 14-year-olds.

Miscellaneous Ideas

- A new community center will cost too much!!
- Create stronger partnerships with experienced and talented community members.
- Let's focus on what we have, offer more programming and activities within the current facilities and fields.
- Make the most of the Sea Camps property! Put a community center there.
- Have suggestions boxes at Town Hall so thoughts for recreation are easy to share.

Partnerships

The last engagement board that was used at the open house posed the question, "Can you suggest any partnerships to augment programming?" Sticky notes were provided to allow feedback, and the following suggestions were made:

- Bring in high school athletes for coaching and provide them community service hours
- Pleasant Bay Community Boating
- Increased partnership with high school coaches to participate at high school games
- Mid Cape flag football league/partner with the organization at Barnstable
- More parent help with programs

- Continue to partner with other Town departments (like the Library)
- Library - BLL
- NYA events nine partnered or separate
- Cape Cod Trivia
- Yacht clubs
- Family Table Collaborative
- The Woodshed
- Luke's
- Mid Cape Athletic Club
- Stone L'Oven
- Brewster Ponds – conservation
- Amy Woods Fitness
- Council on Aging and Cultural Center
- IFAW Wildcare
- Senior Center
- Cape Interfaith Council
- Scouts
- Audubon Birding and Nature Walks (2)
- Mass X 2!
- BCT
- Wildlife program
- Trustees – Land Stewards
- Clipping Kayak

In-Person Engagement Findings

A few themes rose to the top when reviewing all the in-person engagement including the following:

- The Department does a lot with a little – in terms of staff, indoor programming space, and financial resources.
- The Department staff has a very positive reputation in the community – people are happy with the job they do and the programs, events, and services they provide to the community.
- Indoor space is very limited for both the Department and the Council on Aging.
- Although many have an interest in a new community center, there is a lot of concern about the high cost of this type of facility addition.
- Currently there is a great deal of cooperation and collaboration with other organizations but always room for more.
- There is a great deal of interest in the Sea Camps property including appropriate uses and expanding programming where possible.
- More programming is desired for all ages and with a variety of activities.
- The Department needs new partnerships to increase programming opportunities.
- The Department needs an evaluation tool to effectively track satisfaction and to learn on a seasonal basis, what new programs customers are seeking.

Survey Results

As part of the Town of Brewster, MA recreation programs needs assessment, the project team created a survey that the Town emailed to their distribution list. The survey includes a total of 26 questions, with 20 questions providing a space for additional clarification. The survey was initially emailed on Thursday, January 9, 2025, and closed on Monday, January 27, 2025. A total of 1,006 surveys were completed and this report summarizes the results. This report summarizes the survey findings, highlighting key trends and community feedback to help guide the future development of Brewster's recreational programming.

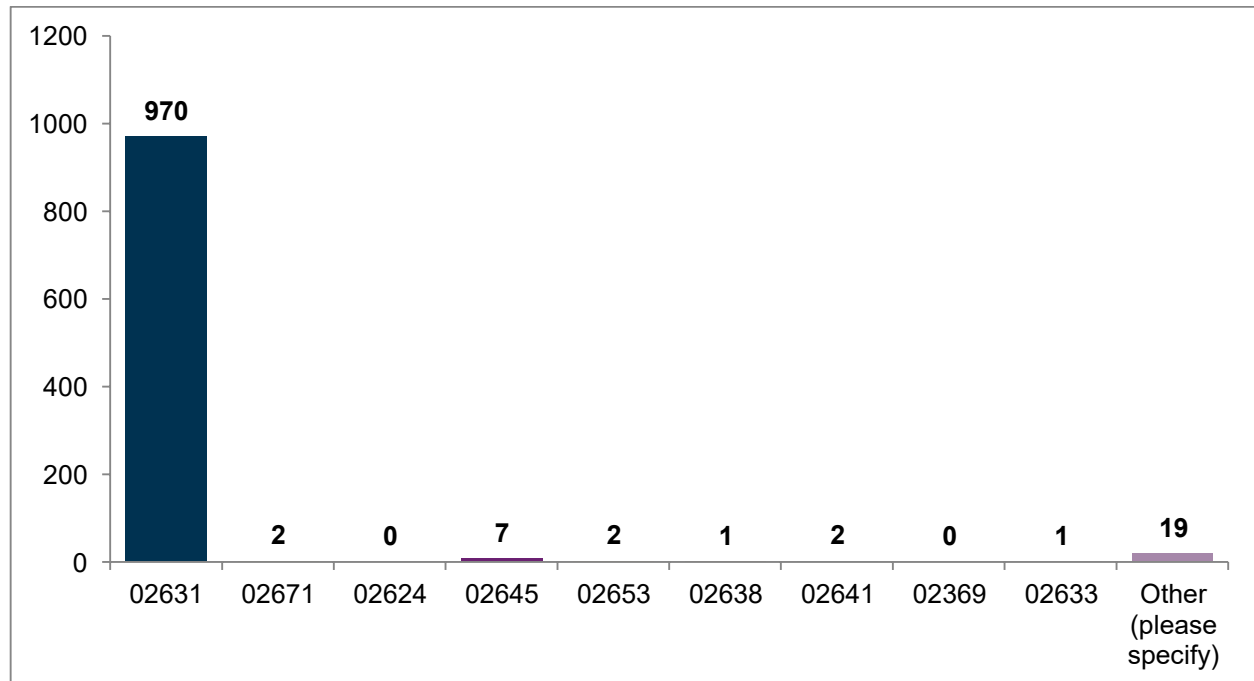
Summary of Individual Question Responses

Q1. Please provide your ZIP code

Responded: 1,004 | Skipped: 2

The vast majority of respondents live in Brewster as depicted in Figure 20.

Figure 20: Zip Codes of Survey Respondents



The 19 additional zip codes provided include (including two for Brewster, MA):

- 01007 (1) – Belchertown, MA
- 02184 (1) – Braintree, MA
- 02556 (1) – North Falmouth, MA

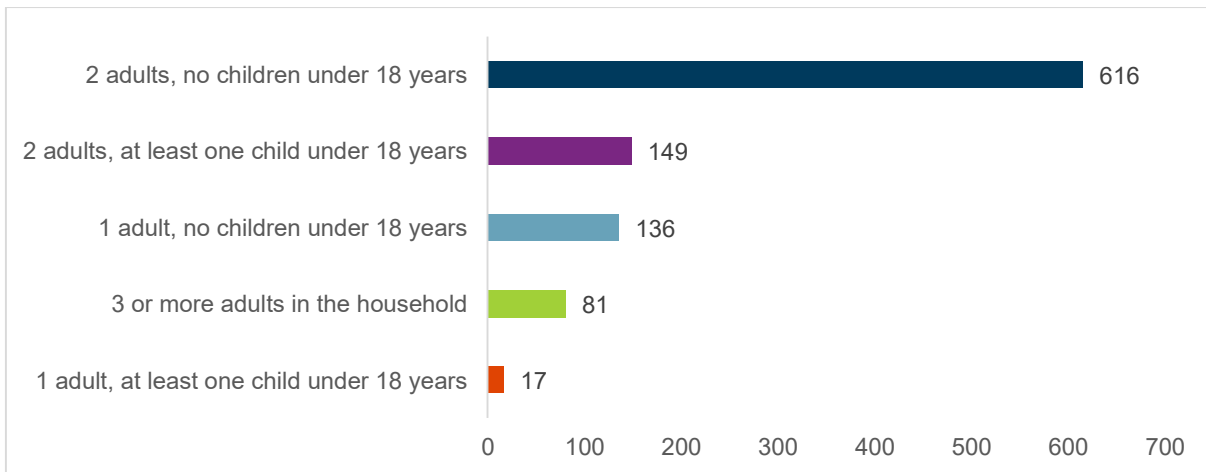
- 02631 (2) – Brewster, MA
- 02642 (4) – Eastham, MA
- 02643 (1) – East Orleans, MA
- 02651 (1) – North Eastham, MA
- 02657 (1) – Provincetown, MA
- 02660 (2) – South Dennis, MA
- 02667 (1) – Wellfleet, MA
- 02680 (1) – Invalid Zip
- 06798 (2) – Woodbury, CT
- 12538 (1) – Hyde Park, NY

Q2. Which description below best describes your household:

Responded: 999 | Skipped: 7

Over 61% of respondents (616 people) indicated that they have two adults in the household with no one under the age of 18 years. Nearly 15% of respondents (149 people) live in a household with two adults and at least one child under 18 years of age. The smallest number of respondents (17) noted their household is one adult and at least one child under the age of 18 years. Figure 21 includes a summary of all the responses.

Figure 21: Brewster Survey Respondent Household Makeup



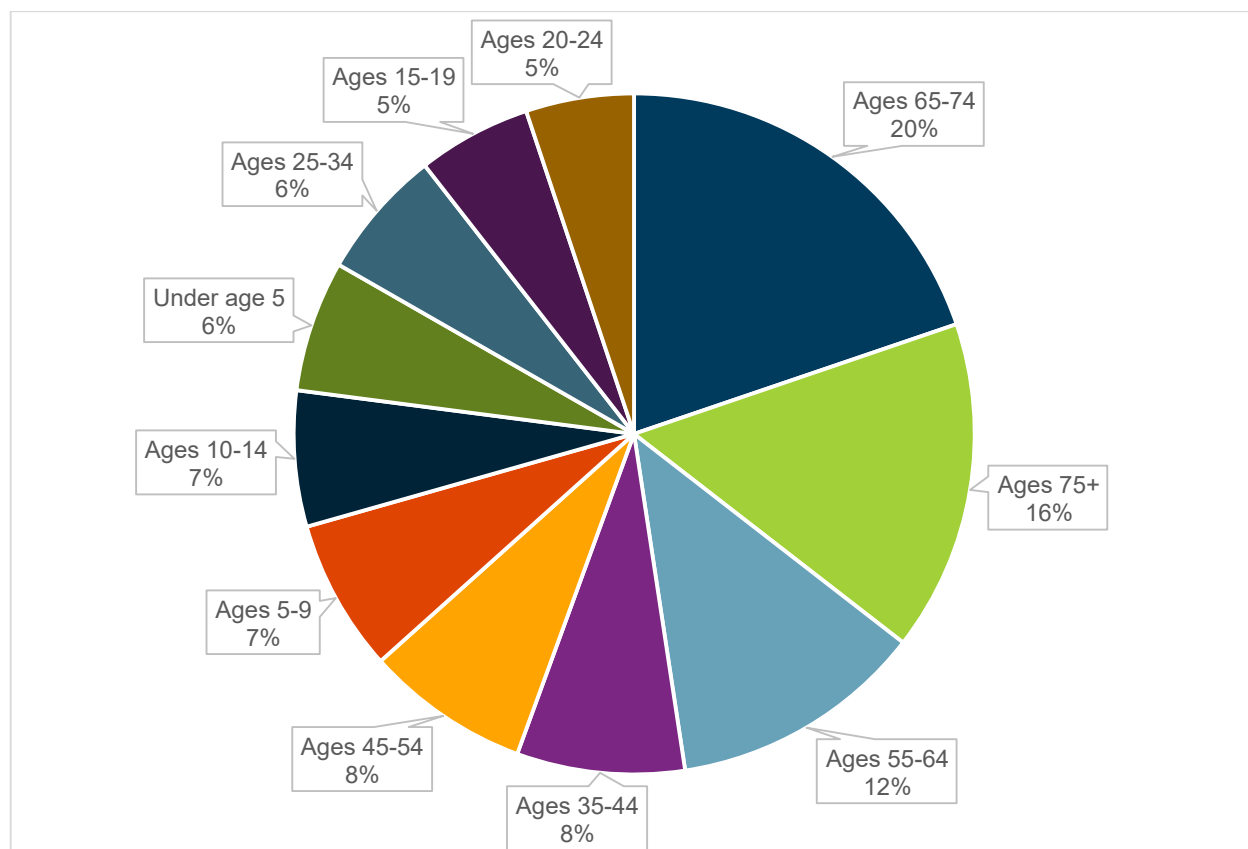
Q3. Including yourself, how many people in your household are:

Responded: 982 | Skipped: 24

When totaled, 2,725 people were represented in the survey responses.

The data from survey participants indicates that the older populations were most likely to complete a survey, with the highest responses coming from those with people 65 to 75 years living in the household (20%), followed by those 75 years and older (16%), and then ages 55 to 65 years (12%). Nearly half (48%) of the survey responses included household members respondents 55 years and older. Conversely, only 5% of surveys had someone aged 15 to 19 years or 20 to 24 years living in the household. All the ages represented in the survey responses are depicted in Figure 22.

Figure 22: Brewster Survey Respondents Household Age Breakdown

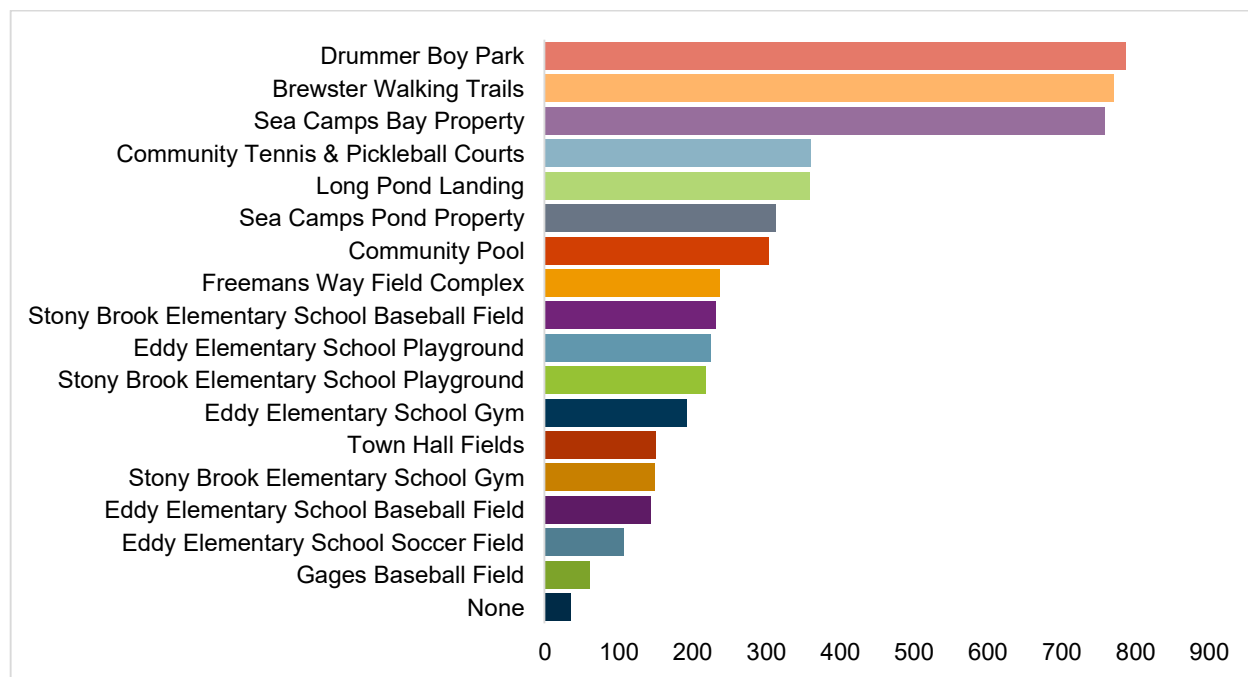


Q4. Which facilities where Brewster Recreation Department holds programs have you or a family member visited? (check all that apply)

Responded: 1,000 | Skipped: 6

According to the survey respondents, the most frequently used recreation locations with Drummer Boy Park (788), Brewster Walking Trails (772), and the Sea Camps Bay Property (760). A total of 36 respondents indicated that they have not used any of the recreation facilities noted. Figure 23 summarizes the use of all the Brewster recreation locations.

Figure 23: Most Used Brewster Recreation Facilities

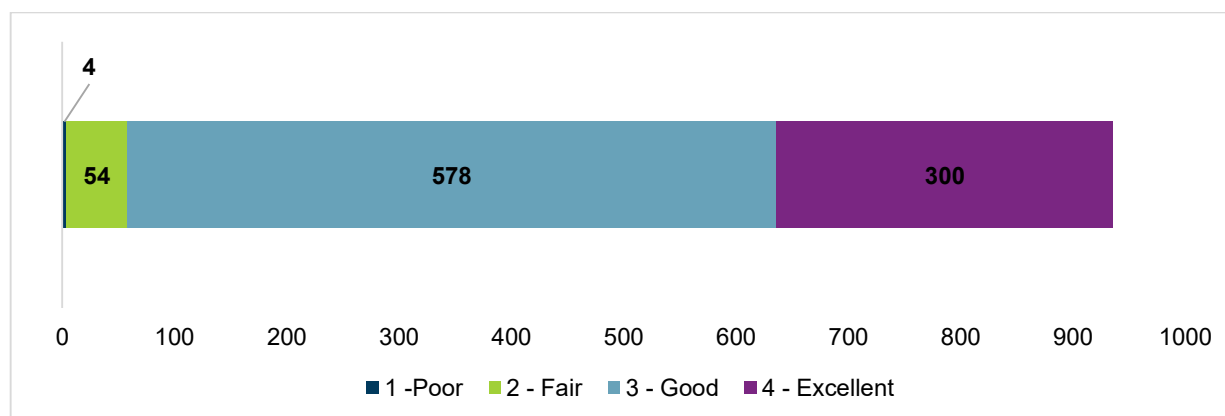


Q5. Overall, how would you rate the condition of all the facilities you have visited?

Responded: 936 | Skipped: 70

To rate the condition of Brewster recreation facilities, participants had the option of choosing 1(Poor), 2 (Fair), 3 (Good), or 4 (Excellent). A majority of the respondents (578) rated the condition of the facilities visited as “Good” and others (300) rated the facilities as “Excellent”. There were 54 who considered the facilities as “Fair” and four who chose the rating as “Poor”. These numbers suggest an overall favorable perception of the condition of all facilities. Figure 24 shows all the responses regarding facility conditions.

Figure 24: Facility Conditions

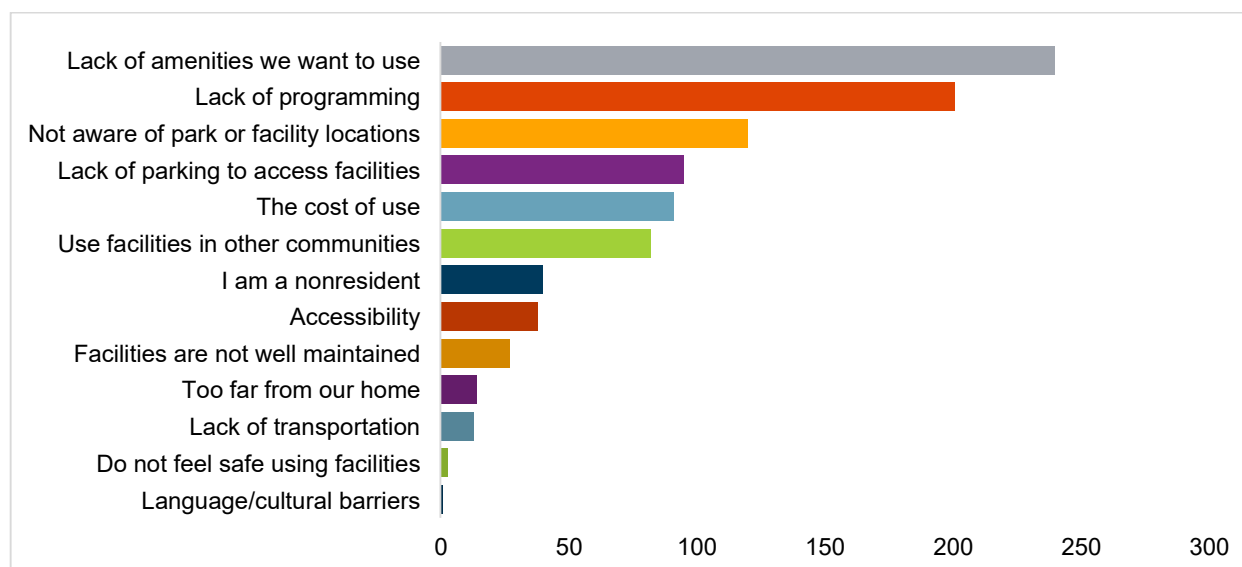


Q6. Please check all the following reasons that prevent you or members of your household from visiting Brewster recreational facilities more often.

Responded: 609 | Skipped: 397

When reviewing the reasons that prevent individuals (or members of their household) from visiting recreational facilities, 240 (or 39.4%) respondents noted that there is a lack of amenities that they want to use and 201 (or 33%) noted that there is a lack of programming. Awareness of parks and facilities and parking rounded out the top four reasons for not visiting facilities more often. Figure 25 includes all the responses regarding reasons that prevent households from visiting Brewster recreation facilities more often.

Figure 25: Reasons Survey Respondents do not use Brewster Facilities More Often

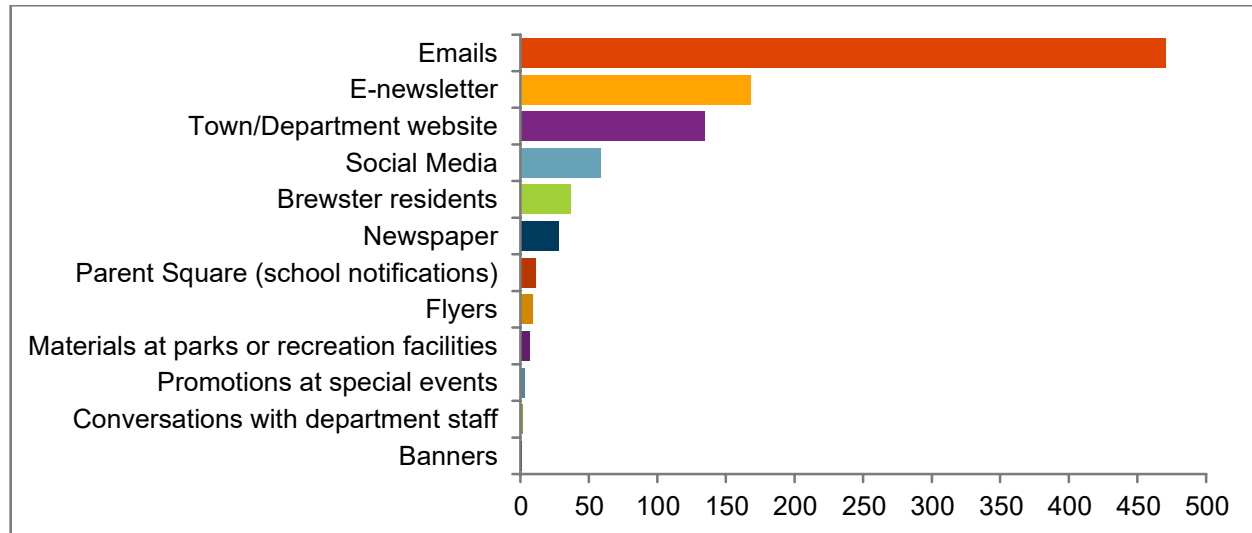


Q7. From the following list, please check the top way you prefer to learn about Brewster recreational facilities, programs, and events.

Responded: 931 | Skipped: 75

The data in Figure 26 shows that just over 50% (or 471) of respondents note emails as their most preferred communication method for receiving information on facilities, programs, and events. Other digital platforms such as the E-newsletter (18%), and Town's website (14.5%) are also popular. The least preferred methods were Parent Square (11), flyers (9), materials at facilities (7), promotions at special events (3), conversations with Department staff (2) and banners (1).

Figure 26: Preferences regarding Brewster Communication Methods

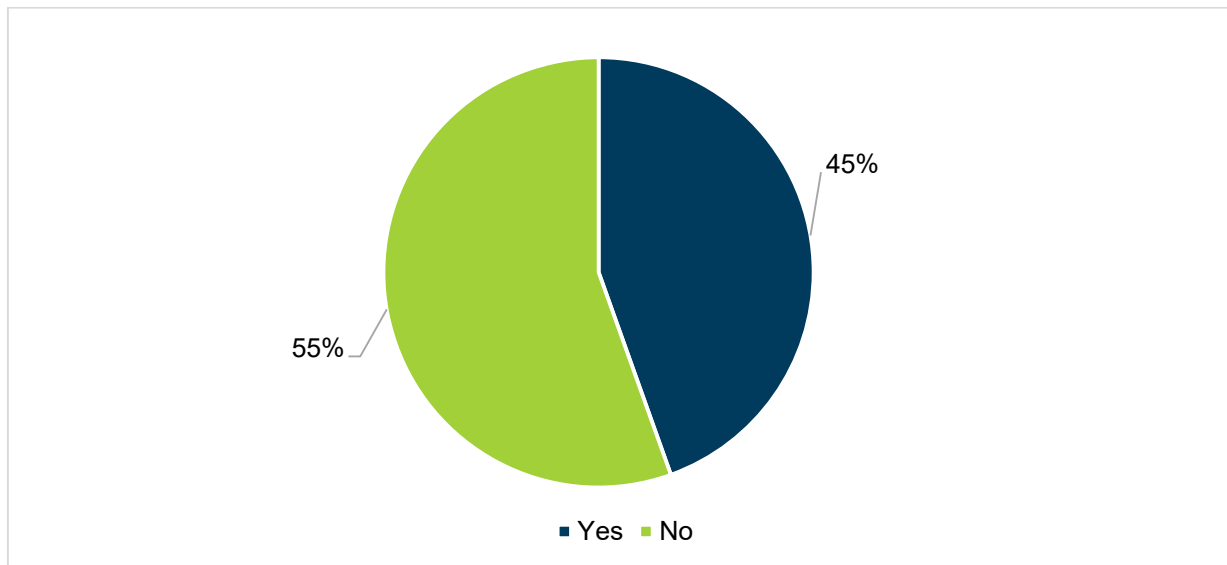


Q8. Has anyone in your household participated in programs or events offered by the Brewster Recreation Department during the past 12 months?

Responded: 939 | Skipped: 67

Figure 27 shows that 55.5% of respondents (521 people) indicated that they (nor anyone in their household) have not participated in Brewster Recreation programs over the last year. A total of 44.5% (418 people) indicated that they (or someone in their household) has participated in a Department program in the past year.

Figure 27: Brewster Recreation Department Programming Attendance

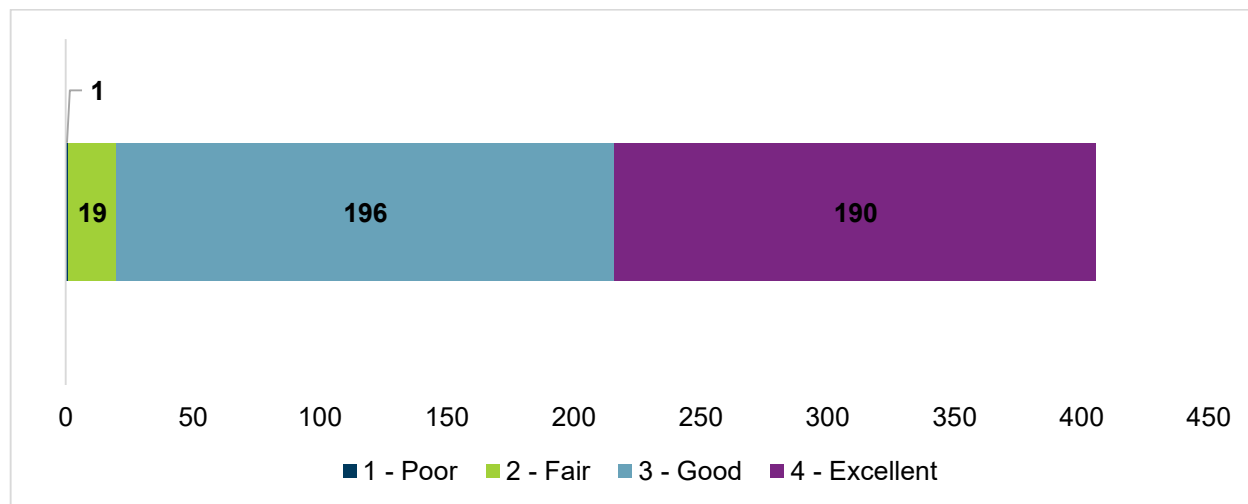


Q9. How would you rate the overall quality of the Brewster Recreation Department programs or events in which your household has participated?

Responded: 406 | Skipped: 600

Of those who responded to this question, nearly an even number of people rated the quality of programs good (196) and excellent (190). A total of 19 respondents indicated that the quality of programs was poor, with one respondent indicating the quality was poor. Figure 28 includes all the responses regarding program quality.

Figure 28: Program Quality Ratings



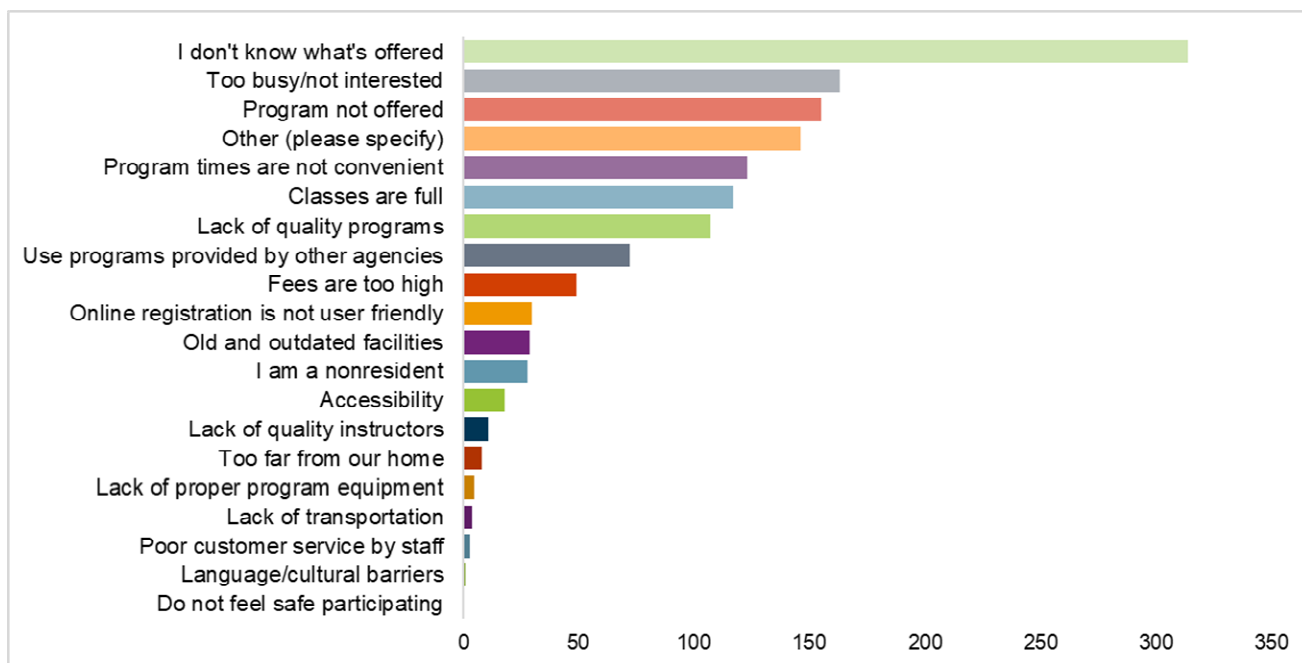
Q10. Please check the top three reasons that prevent you or members from your household from participating in Brewster Recreation programs or events more often:

Responded: 757 | Skipped: 249

The top reason provided regarding the reasons that prevent people from participating in programs was “I don’t know what’s offered” with 314 responses (41.5%). The second highest response was “I am too busy/not interested” at 163 responses (21.5%), followed by “Program is

not offered” at 155 responses (20.5%). It’s important to note that no one indicated that they “do not feel safe participating” and only one person selected that there was a language barrier preventing them from participating in programs. All the responses regarding barriers to participation are included in Figure 29.

Figure 29: Barriers to Brewster Program Participation



For those who responded “other” to question #10, the open-ended responses can be categorized into seven groups:

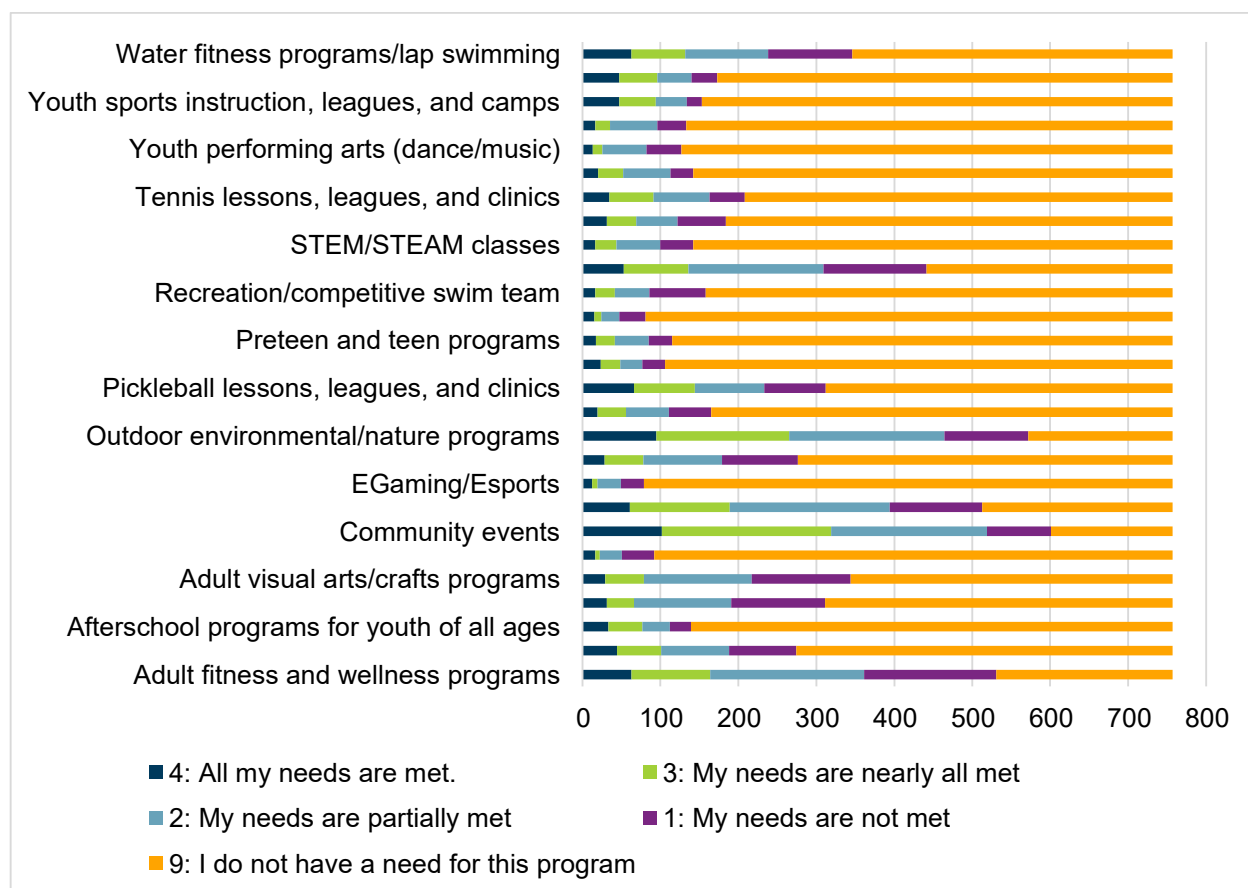
- Age (27 responses): not enough for young children, pre-teens, teens, young adults, or seniors
- Busy (20 responses): still working, work off the Cape, no free time.
- Brewster doesn’t offer the facility, or the program type I am seeking (16)
- Part-time resident (12 responses)
- No interest (9 responses)
- Frustrations with the pool (6 responses): extend season, add shade, pool too crowded, access confusing
- Tennis windscreens (5 responses): lack of windscreens
- Communication (4 responses): unaware of what is available

Q11. Please indicate how well your needs are being met (by the Town or other organizations) for each of the programs/activities listed below on a scale of 4 to 1, where four means your needs are “Fully Met” and one means your needs are “Not Met” at all. If you do not have a need for an activity, please mark with a “9” for “No Need.”

Responded: 757 | Skipped: 249

The data in Figure 30 indicates that most respondents do not have a need for most of the activity types that were offered as options (orange bars). The purple and light blue bars indicate that there is a need for this type of program, but the needs are not currently being met. A few recreational programs are adequately meeting community needs with the opportunity for growth (the dark blue and green bars). Programs such as community events and outdoor environmental/nature programs appear to be relatively well-supported. For several adult programs (water fitness programs/lap swimming, senior programs, adult fitness and wellness, adult performing arts, and adult visual arts), there is demand but needs are not being met.

Figure 30: Program Needs

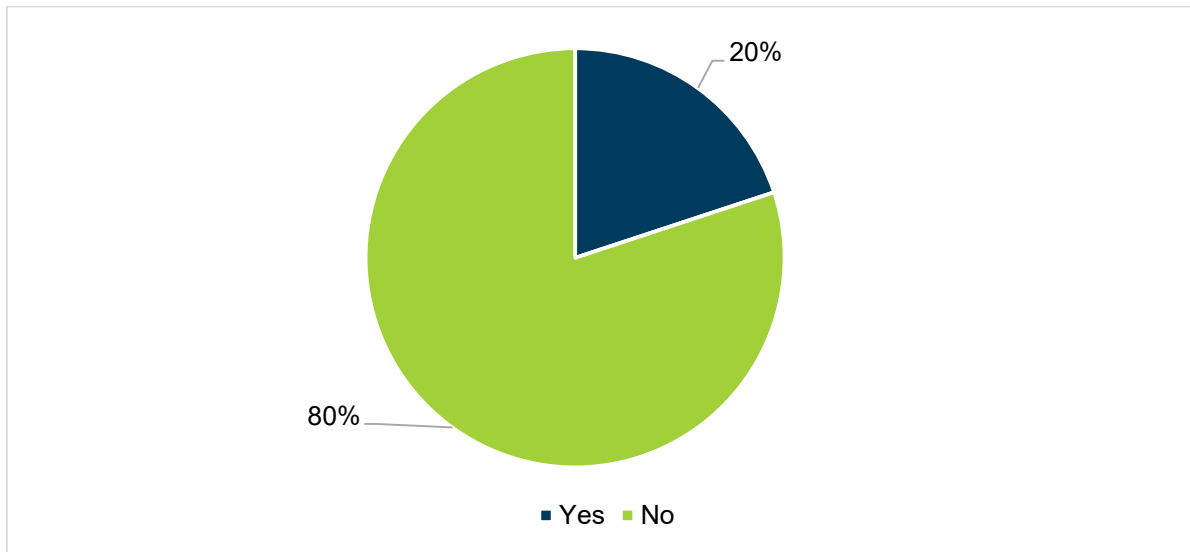


Q12. Has anyone in your family participated in the Youth Summer Recreation Program?

Responded: 757 | Skipped: 249

The data reveals that 606 people (80%) of survey respondents have not participated the Youth Summer Recreation Program. Twenty percent of survey respondents (151 people) indicated that someone in their household has participated in the program. The results are in Figure 31.

Figure 31: Participation in the Youth Summer Recreation Program



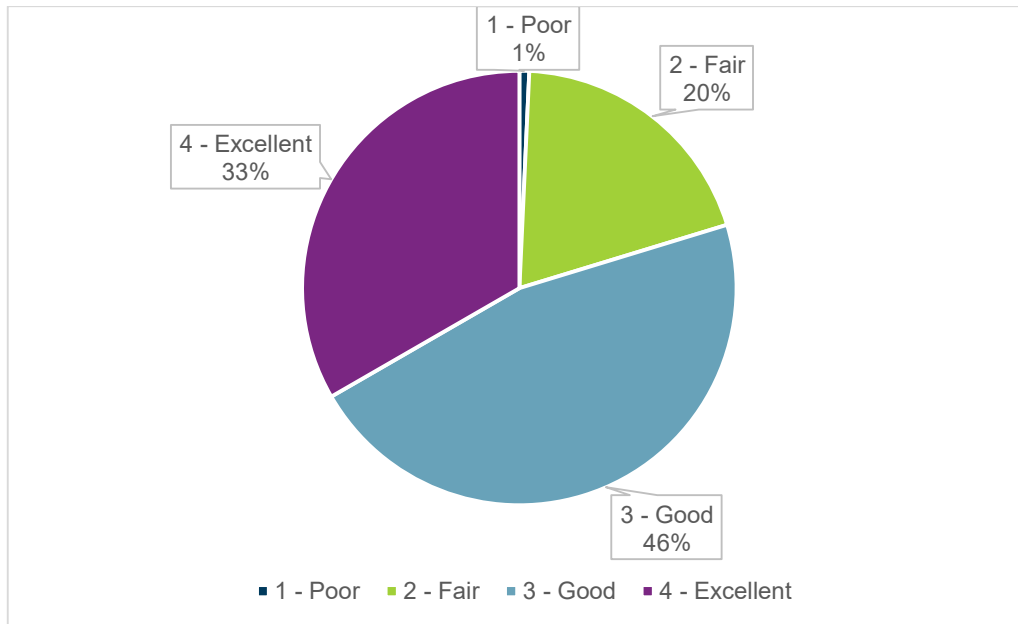
Q13. How would you rate the Summer Recreation Program Experience?

Responded: 138 | Skipped: 868

The feedback received on the Summer Recreation Program Experience, Figure 32, was generally positive with most participants rating their experience as “Good” (64 responses) or “Excellent” (46 responses). There was a smaller portion of respondents who found the program

to be “Fair” (27 responses), while only one respondent rated it as “Poor”. These results suggest that the majority of participants had a satisfactory or highly favorable experience.

Figure 32: Summer Recreation Program Experience



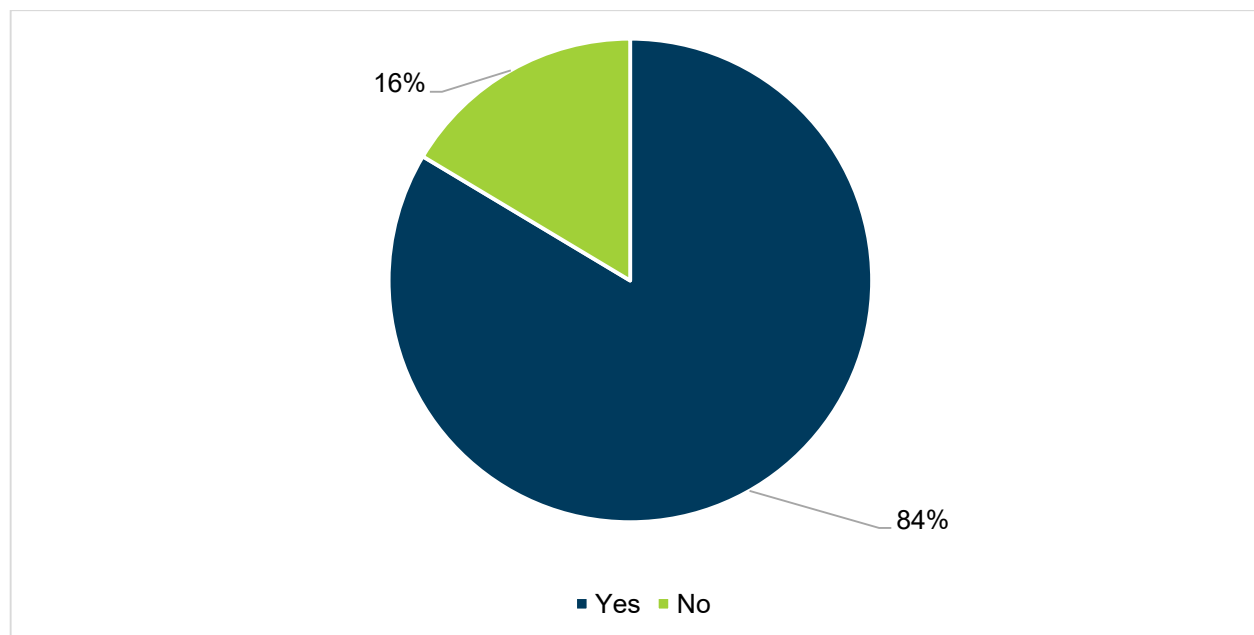
Q14. Would you consider it an improvement if the Summer Recreation Program was moved from Eddy Elementary School to the Sea Camps Bay Property?

Responded: 140 | Skipped: 866

Out of the 140 who answered this question, 117 (84%) supported the move to the Sea Camps Bay Property considering it an improvement. A total of 23 people (16%) did not support moving

the Summer Recreation Program to the Sea Camps Bay property. Figure 33 depicts the responses about relocating the Summer Recreation Program to the Sea Camps property.

Figure 33: Reaction to relocation of Summer Recreation to Sea Camps Property



Respondents were given the opportunity to explain their response and 85 people took advantage of that option.

Of the 85 explanations, 62 people (73%) indicated they were excited about the new location based on more space, diverse programming, enhanced facilities, use of the pool, access to the beach, and nature programming.

A total of 13 people had neutral opinions, noting that it has been years since they had children in the program, and they did not have enough knowledge to know if this was a good idea or not.

Five people noted mixed emotions noting excitement about more space but concerned about safety on the site (the public visiting the site during camp), concerns about traffic and parking, and the lack of a large indoor space to use during inclement weather.

Five people noted that they did not think the move was a good idea primarily due to cost. All the comments made in response to question #14 are included, unedited, in Appendix A.

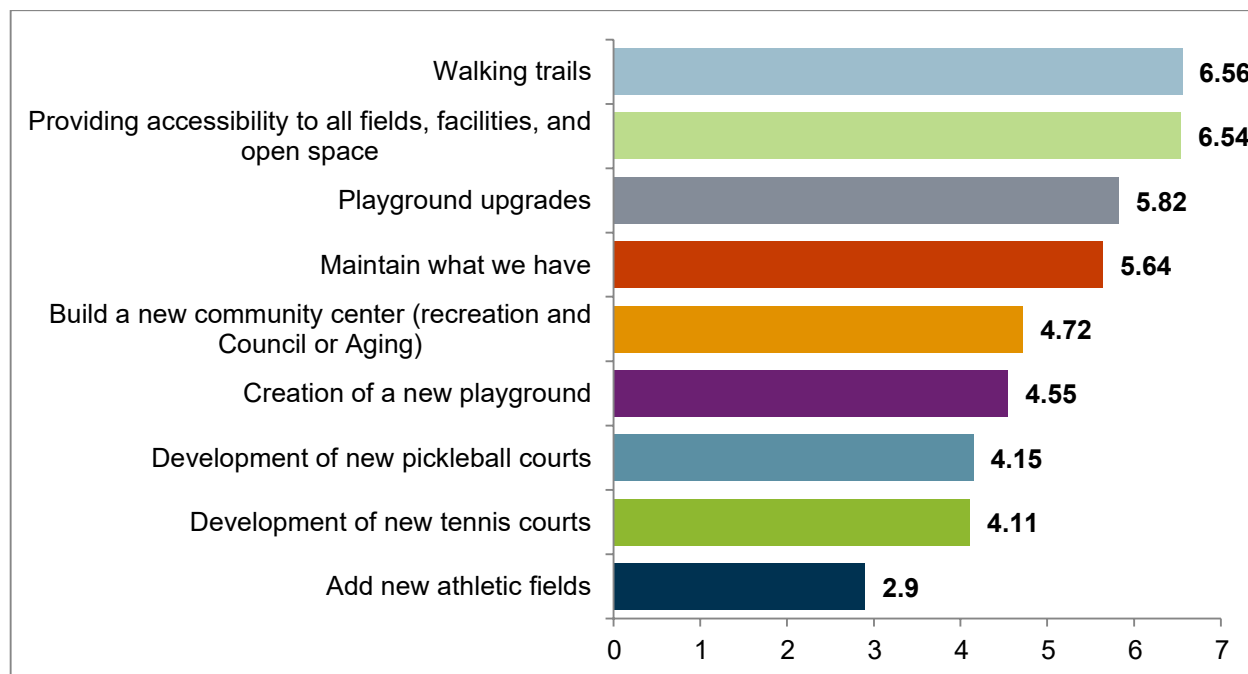
Q15. Rank the following in order of importance to your household:

Responded: 687 | Skipped: 319

The importance of walking trails (6.56) and accessibility to all fields, facilities, and open spaces (6.54) were the most important amenities to survey respondents. Playground upgrades, and maintaining existing facilities also ranked high. The development of new tennis courts (4.1) and

pickleball courts (4.15) and held a lower priority and adding new athletic fields (2.9) ranked as the least critical need. All the results to this question are depicted in Figure 34.

Figure 34: Importance of Brewster Recreation Amenities



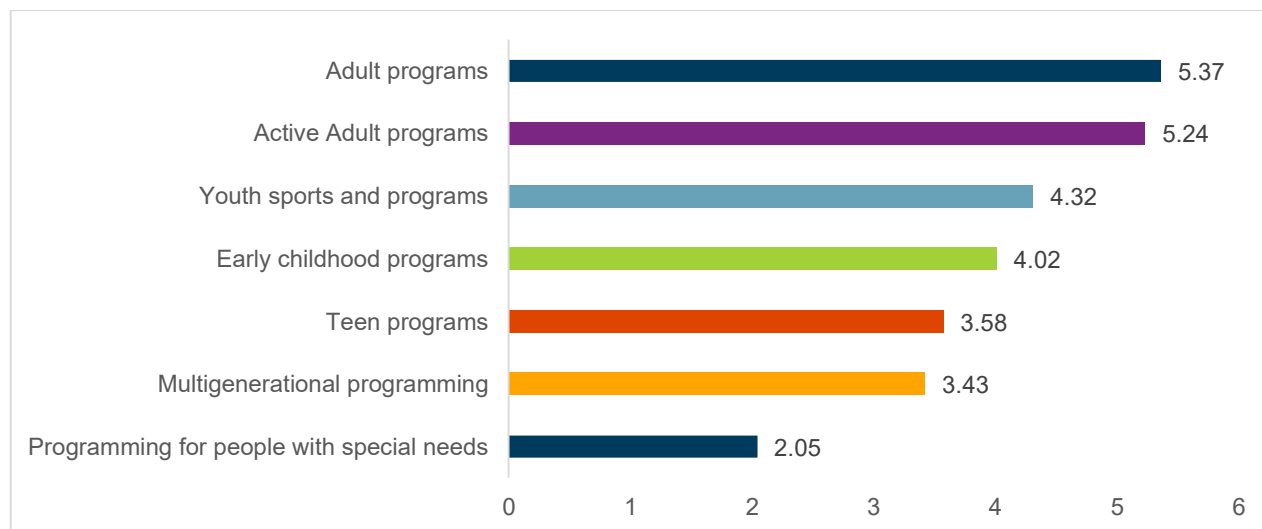
Q16. Rank the following in order of importance to your household:

Responded: 645 | Skipped: 361

The top three areas of programming that respondents noted are important to their households were Adult Programs (5.37 rating) followed by Active Adult Programs (rating 5.24). Youth Sports and programs came in slightly lower at 4.32. Programming for people with special needs was of

the least importance to respondents with a rating of 2.05. All the ranking data is depicted in Figure 35.

Figure 35: Program Importance to Respondent Households



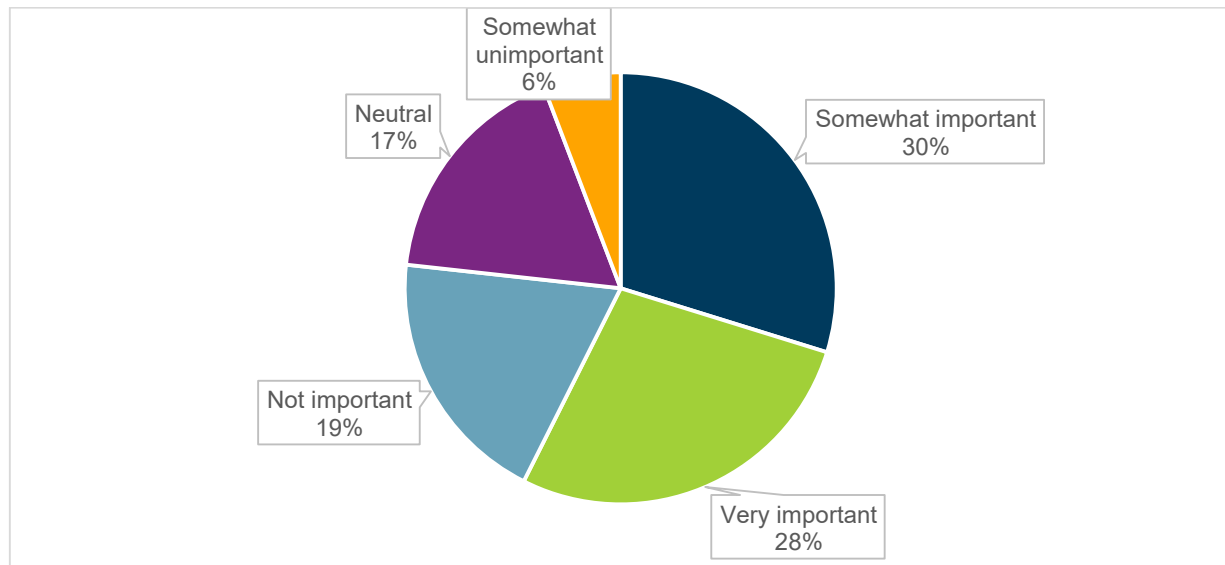
Q17. How important is it to you and your household that the community invests in a new community center?

Responded: 688 | Skipped: 318

Over half of the people who responded to this question consider investment in a new community center to be important, with 30% (205 responses) indicating that a new center is “somewhat

important” and 28% (190 responses) noting that a new center is “very important”. There were 17% (120) who remain neutral on the topic. A smaller portion of the respondents indicating it is a lower priority, with 5.8% (40 respondents) considering it “somewhat unimportant” and 19.3% (133) stating it as “not important”. All the results to question 17 are depicted in Figure 36.

Figure 36: Community Center Importance



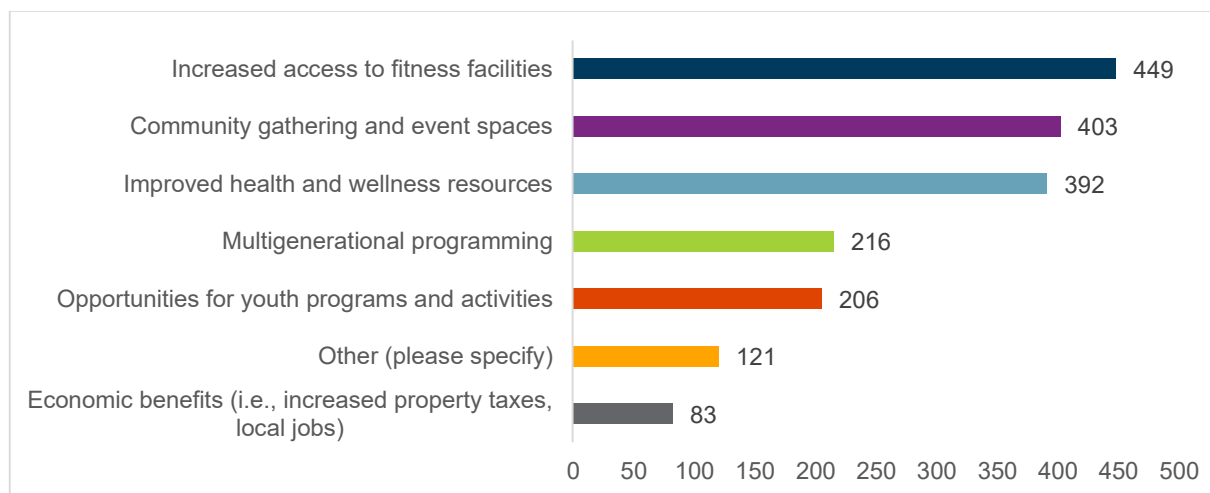
Q18. What potential benefits of a new community center would be most valuable to you and your household?

Responded: 655 | Skipped: 351

The most valued potential benefits of a new community center are increased access to fitness facilities (449 respondents) and a community gathering and event spaces (403 respondents). Multi-generational programming (216 respondents) and opportunities for youth programs and

activities (206 respondents) are moderately valued. Economic benefits ranked lowest (83 respondents) with 121 people suggesting other potential benefits. The perceived benefits of a new community center are summarized in Figure 37.

Figure 37: Perceived Benefits of a new Community Center



A total of 121 people added comments with 61 people noting that a new community center is not needed expressing concerns about cost and the desire to take care of existing facilities. A total of 45 people indicated support for a new facility requesting the following:

- Gymnasiums (desire for indoor program space for sports for winter months)
- Indoor pool
- Indoor track
- Spaces for performing and visual arts programming
- Multipurpose spaces for senior programming (Council on Aging noted several times as needing more space)
- A large space for community events and activities

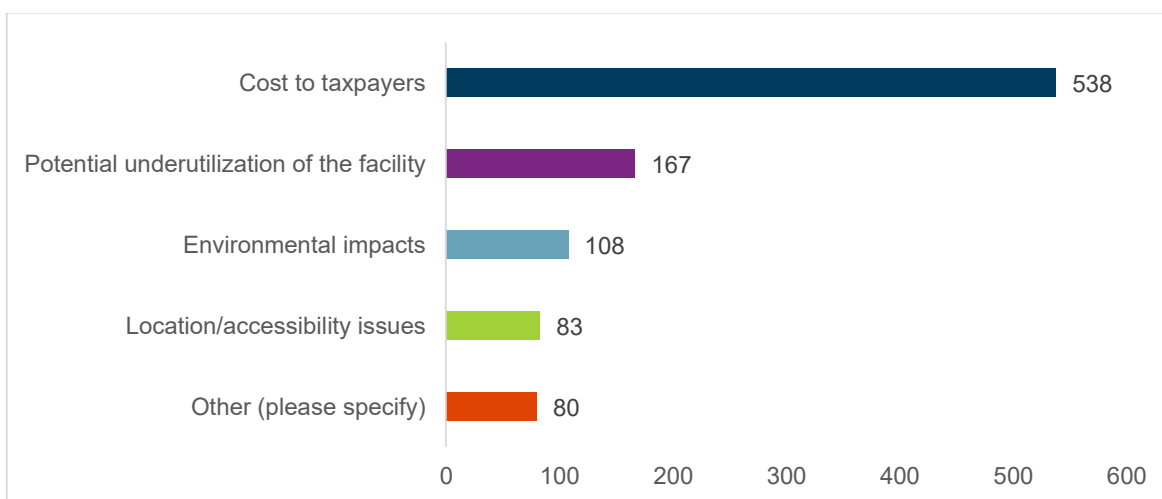
All the comments made regarding question #18 are included, unedited, in Appendix B.

Q19. What concerns, if any, do you have about the Town investing in a new community center?

Responded: 637 | Skipped: 369

With 637 individuals responding and 369 choosing to skip the question, it seems that the primary concern regarding the Town's investment in a new community center is the cost to taxpayers as cited by 538 respondents. Other concerns followed much lower such as the potential underutilization of the facility by 167 respondents. The responses to this question suggest that financial implications are the dominant concern followed by the potential of how well the facility would be used and its environmental impact. All the concerns are depicted in Figure 38. The "other" response generated 79 additional comments.

Figure 38: Concerns regarding investment in a new Community Center



Of the 79 responses to "other", 44 of the comments were from people who do not want a new community center, citing several concerns including:

- The anticipated high cost
- That a new facility is not needed, and existing facilities (schools) should be fully utilized first
- The desire to maintain existing facilities first
- Repurpose existing Sea Camp buildings first before building new
- New housing is needed in the Town before a community center is built
- Traffic in and surrounding the Sea Camps property

Of the 32 people who support the construction of a new community center the following was shared:

- Fifteen respondents indicated they are in full support, and that they have no concerns noting that a new space is needed and would be a Town asset.
- Six noted concerns that a new community center won't include the space most important to them and their family (6)
- Six commented that it's important that programming be provided for all ages – not just for youth.

Other concerns included limited facility hours, poor management, low usage, over usage, and lack of affordable programming. A couple people noted that if a new community center is built, its use should be limited to full-time residents only.

Three people were neutral in their response to this question suggestion that Brewster could learn what works from the existing centers in Chatham and Harwich, and that the library should be used more instead. One person noted that they don't know enough to have an opinion.

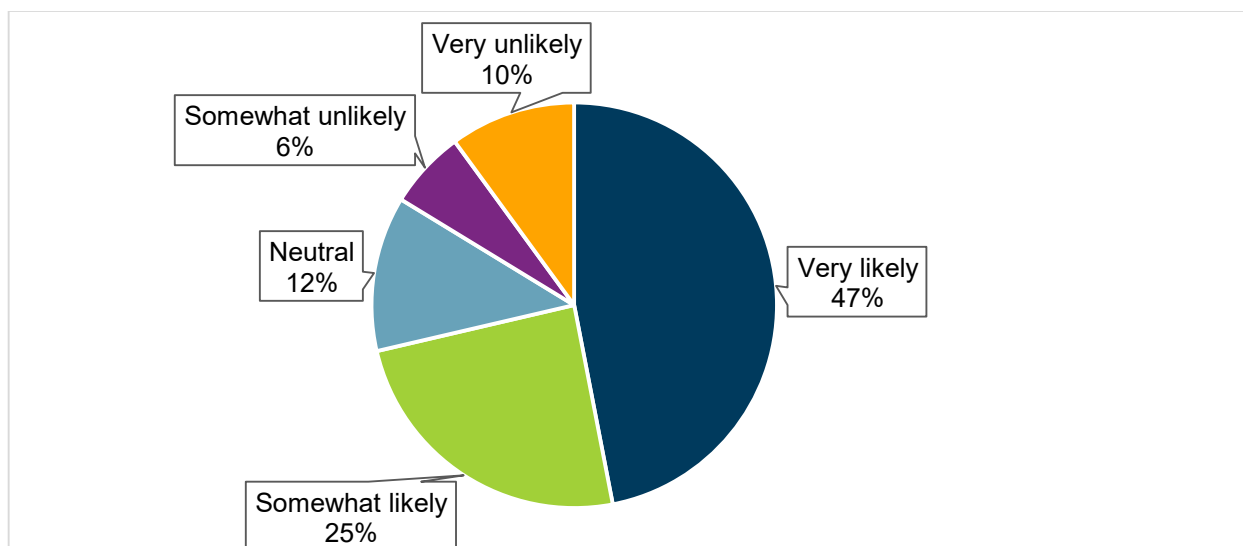
All the comments left regarding question #19 are included, unedited, in Appendix C.

Q20. If a new community center were built with the spaces most important to you, how likely would you or your household use it?

Responded: 688 | Skipped: 318

The results (Figure 39) indicate that if a new facility includes the amenities that people are seeking, they are likely to use it. Nearly half of the respondents (47%) stated they would be “Very likely” to use it, while an additional 25% said they would be “Somewhat likely” to use the center. There were 12% of respondents who remained neutral with 6% felt that they would be “Somewhat unlikely” to use it, and 10% indicated they would be “Very unlikely” to use a new space.

Figure 39: Likelihood of Use of a new Community Center

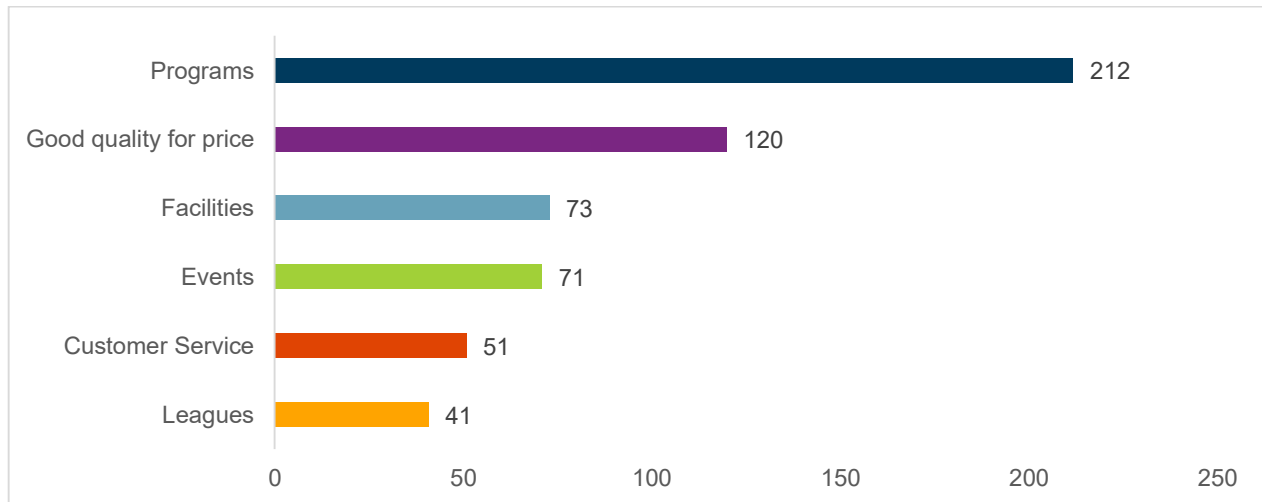


Q21. Overall, what do you think the Brewster Recreation Department does best? (Check one)

Responded: 568 | Skipped: 438

Figure 40 depicts that programs (212 respondents) are the strongest area of the Department. Additionally, 120 respondents believe that the Department provides good quality for the price of programming. Facilities and events received similar levels of recognition, while customer service and leagues were identified by a smaller portion of respondents.

Figure 40: Brewster Recreation Strengths



Q22. Where do you think the Brewster Department could improve?

Responded: 303 | Skipped 703

This open-ended generated 303 responses and many responses included more than one idea. All the comments were reviewed, organized, and sorted into the following seven categories:

- Programming (142)
- Facilities (68)
- Communication (38)
- Miscellaneous (25)
- Positive Comments (14)
- Fees/Finances (11)
- Staffing (5)

Programming

Programming was the most popular response to this open-ended question. Ten people indicated they wanted more programming without any specifics as to program type or the age category. All the specific suggestions have been categorized into age groups in Table 6.

Table 6: Program Suggestions by Age

Early Childhood	Youth	Tweens/Teens	Adults	Active Adults
Toddler classes	Overnight camps	More!	Pickleball/Tennis lessons and clinics	Collaborate with COA
Summer Camps (longer days)	Summer Camp (longer days)	Sports	Archery, non-competitive sports	Silver Sneakers
Activities for children under 4 years	Higher quality of activities at Summer Camp	Volunteer Opportunities	Programs for working adults' evenings/weekends	Wellness
More swim lessons	Drop-in / Pick-up Sports	Games	Sports Coaches' Training	Social Activities
Nature Programming	More swim lessons	After 4pm and on weekends for working parents	Health & Wellness, Fitness, Yoga, Water Aerobics	Disease Prevention
	Nature Programming		Ping pong	Cards, Dominoes
			Visual Arts	Fitness

			Hiking	
			Programs for adults with special needs	

Some respondents are also interested in more activities for families, intergenerational programming, and more seasonal events.

Facilities

The 68 comments regarding facilities have been sorted and organized into the following categories:

- Needs/Wants (20)
- Improvements (15)
- Outdoor Pool (14)
- Pickleball/Tennis (9)
- Sea Camps (4)
- Miscellaneous (4)
- Golf (2)

Needs/Wants

The top item noted as a need, or a want is new indoor space (community center, multi-use center) that includes large gathering spaces and a fitness center fitness. Other facilities desired include an indoor pool, a splash pad, more kayak storage, and an outdoor basketball court.

Improvements

The primary comment regarding improvements is the desire for the Town of Brewster to maintain what is currently owned and not to build new. People noted the following:

- Improve the Center for Aging – It's old, dark, uninviting, and inadequate.
- Improve beaches (First Light is too rocky, not enough maintenance)
- Improve existing playgrounds
- Improve preventative maintenance (it often takes too long for repairs)

Outdoor Pool

The top comment regarding the outdoor pool at Sea Camps is the desire for an extended season (into October) and longer summer hours. For working parents, there is little time to get home, feed the family, and then visit the pool. More shade is desired, and one suggestion included covering the pool with a bubble so it could be used year-round.

Pickleball/Tennis

There is a desire for more dedicated pickleball courts (the pickleball players don't enjoy sharing courts with tennis players). Some noted the cracks on the existing courts need to be fixed. As for tennis, new (colored) windscreens are desired at Stonybrook. There is some frustration with reserving courts online.

Sea Camps

All the comments focused on the desire to optimize the use of the Sea Camps property. One noted the desire for walking trails on this site.

Miscellaneous

The miscellaneous comments focused on compliments (facilities are amazing including CCSC, tennis courts, walking trails). More access to water resources is desired at the kettle ponds. A concessions stand was suggested for First Beach. And one noted the need for longer facility hours.

Golf

Two comments were made regarding golf. One would like simulators added at the course. The other respondent was frustrated that golf was not noted throughout the survey.

Communications

The overwhelming sentiment regarding communications is that more is needed, many noted that there wasn't enough awareness about programs and services. Several noted that the website is difficult to navigate and there is some frustration with the registration process (apparently people sign up for water aerobics for all sessions and then only attend some and others who are interested are left on the wait list).

There is interest in an E-newsletter, a map a map of the trails in Brewster and the surrounding communities, and more information about programs and services in the local newspaper (The Cape Cod Chronicle).

Miscellaneous

The majority of the miscellaneous comments (14 out of 25) were from people expressing that they didn't know enough to make suggestions for improvements. Two people suggested strong partnerships (Bayside Skippers and the YMCA). Two people noted that they didn't like the survey. One person noted "keep up the great work" and another "don't try to address all demands". Two people said they disliked the survey (too long).

Positive Comments

The 14 positive comments included notes about the staff (engaged, responsive, improving each year, and more staff needed) and the programs for youth.

Fees and Finances

People indicated a desire for the Town to stop spending money and be fiscally responsible. There were also comments about lower rates for the outdoor pool, youth programs, and programs in general. One noted that nonresident fees should be increased.

Staffing

The comments regarding staffing included the desire for more staff to teach programs, lifeguards who enforce the pool rules, and more lifeguards to extend the pool season.

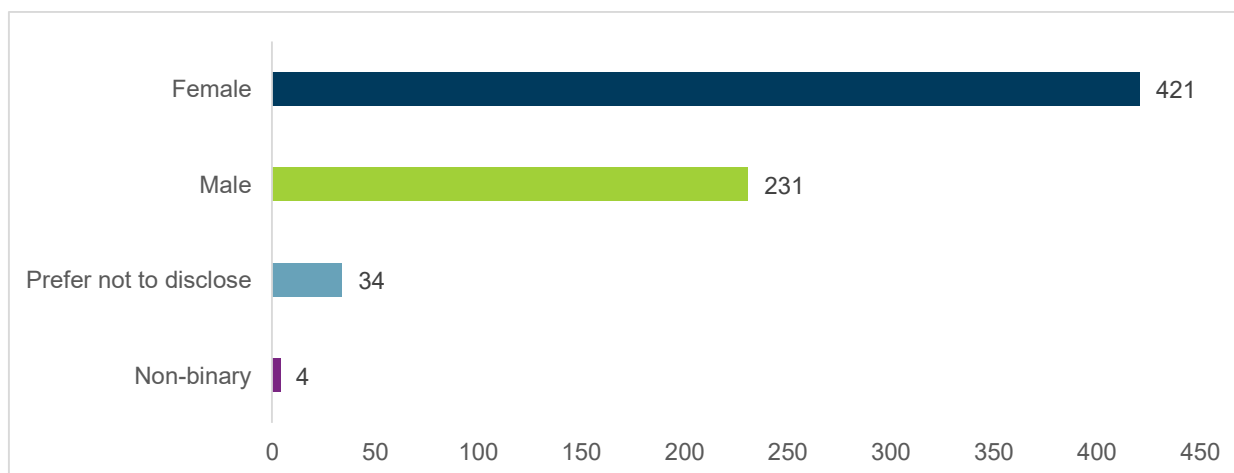
All the comments made to question #22 can be found, unedited, in Appendix D.

Q23. Your gender identity

Responded: 690 | Skipped 316

The majority of respondents (421) identify as female while (231) identify as male. A small number (4) selected non-binary, and others (34) preferred not to disclose their gender identity. All responses regarding gender identity are summarized in Figure 42.

Figure 42: Gender Identity of Survey Respondents

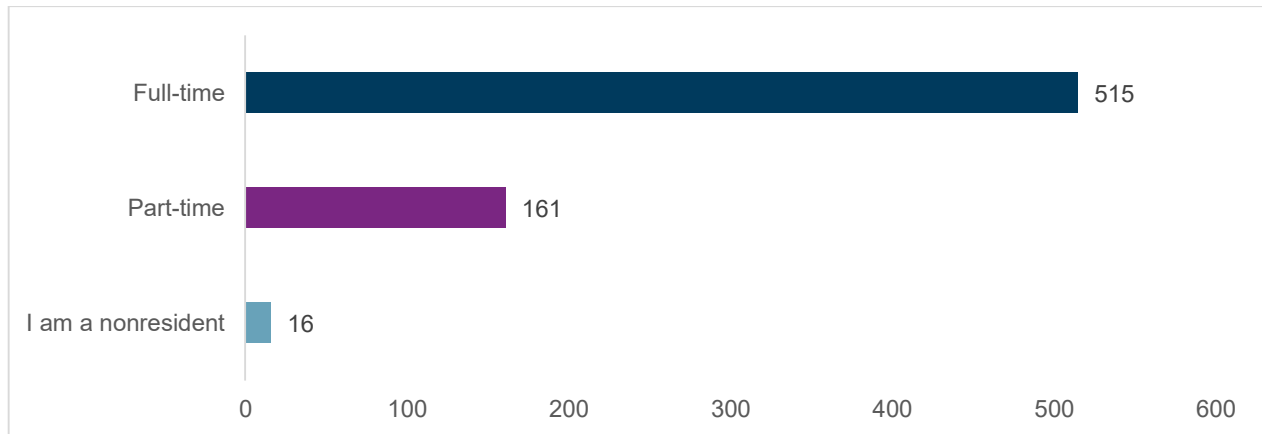


Q24. I reside in Brewster:

Responded: 692 | Skipped: 315

The full-time residents of Brewster compose 515 (74%) of the survey respondents followed by those who are part-time residents 161 (23%). There were 16 respondents (2%) who are not residents. All the results are depicted in Figure 43.

Figure 43: Residency of Survey Respondents.

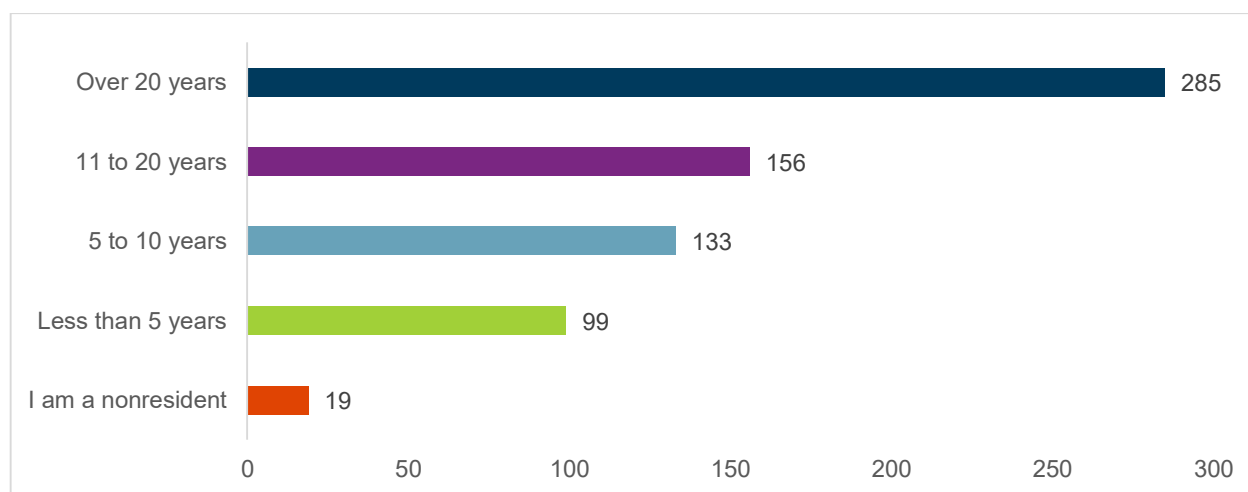


Q25. How many years have you lived in Brewster?

Responded: 692 | Skipped: 314

The majority of survey respondents (285) have lived in Brewster for over 20 years. Figure 42 depicts all the responses regarding the number of years as a Brewster resident. The survey reflects input primarily from long-term residents.

Figure 42: Number of Years as a Brewster Resident



Q26. Which of the following best describes your race/ethnicity?

Responded: 689 | Skipped: 317

The responses to the question regarding ethnicity are depicted in Table 7 with a large percentage (86%) identifying as white. Along with the 317 that skipped this question, 81 people preferred not to disclose their race.

Table 7: Race and Ethnicity of Survey Respondents

Ethnicity	Respondents	Percentage
White	593	86%
Prefer Not To Disclose	81	12%
Hispanic or Latino	7	1%
Black or African American	2	0.3%
Asian or Asian American	4	0.6%
American Indian or Alaska Native	2	0.3%

Overall Findings

The following are high-level findings learned through the four tasks completed for this Needs Assessment. These findings are the basis of the recommendations in the following section.

Demographics Report

The Town is aging, while school enrollment has steadily decreased since 2000. Affordable housing is difficult to secure, and the community continues to become more diverse. The top activities of interest including walking for exercise, swimming, fitness activities, and golf.

Recreation Assessment

The Department offers more recreation program types than Orleans but less than Yarmouth, Chatham, Dennis, and Harwich. This could be due to a lack of indoor programming space.

A total of 45% of the programs offered by the Department are geared toward youth, while only 15% of the population is made up of youth.

Regarding program enrollment, the great majority (84%) are residents and adults make up 40% of the total – this is driven by drop-in pickleball numbers during the spring season.

The winter attracted the fewest number of participants (745), and this is directly due to a lack of indoor program spaces.

The Department has a strong reach both inside of the Town and from surrounding communities. In addition to the Department, several other organizations provide recreation services to residents.

Engagement

To collect feedback from residents, several opportunities were provided including in-person engagement with the open house and having a table at programs. A community survey was also distributed by the Department to their existing database of users.

Internal

The consulting team started with Department staff and learned the following:

- All Department staff wear many hats in addition to their leadership roles including teaching many programs directly and conducting all their own marketing for programs and events.
- Despite the lack of indoor space, many programs are going well and growing
- Contractors provide 20% of the programs offered and keep 80% of the registration revenue.

- The Department does not have program evaluation tool or process that is followed by all staff consistently.

The consulting team also met with the Recreation Commission and learned the following:

- The Department has a strong reputation in the community—the staff are respected, and the programs and events are valued and appreciated.
- There may be some programming gaps for pre-teens and teens who are not athletes that the Department could fill.
- Although a new community center is desired by this group, there are concerns about the cost and the need to raise taxes to build a new facility.

External

The BerryDunn team had a table at several programs to collect feedback from parents and participants regarding programs and facilities.

The top priorities for youth programming include:

- Summer Rec Program
- Youth Sports
- Aquatic programs
- Community events.

The top priorities for adult programming include:

- Community events
- Adult sports
- Aquatic programs
- Enrichment programs

Barriers to program participation include:

- Program not offered
- Classes are full
- Program times are inconvenient
- Participation elsewhere

During the public open house, many shared their appreciation for the Department offerings and the staff.

Survey

The vast majority (over 96%) of survey respondents reside in Brewster and over 61% of the respondents are two adults with no children under the age of 18 years old. The largest percentage of people represented into the survey responses were adults over age 55 years (48%) which is in close alignment with community demographics with 56% of current residents over the age of 55 years.

The great majority of survey respondents who had taken a program or visited a facility in the past year rated both as good or excellent. The top three reasons survey respondents do not participate more include:

- Unaware of what is offered
- Too busy or not interested
- The program some people are looking for is not offered

Recreation facilities that are of greatest importance to survey respondents include:

- Walking trails
- Providing accessibility to all fields, facilities, and open space
- Playground upgrades
- Maintain current assets

In alignment with the demographics of the survey respondents, the top programs people are seeking include:

- Adult programs
- Active adult programs
- Youth Sports and programs
- Early childhood programs
- Teen programs

More than half of the survey respondents (58%) believe a new community center is either somewhat important or very important. The biggest concern regarding the investment in a new community center is the cost. If a new community center is built with the amenities people are seeking, the great majority of survey respondents (72%) indicated they are somewhat likely or very likely to visit.

When asked how the Department could improve, people noted changes to programming with many suggestions provided.

Recommendations

The following recommendations are based on all data and information gathered during the Recreation Needs Assessment study.

Operations

- Continue to strengthen existing and create new partnerships
- Seek out new partners that can provide new program offerings, especially those partners who have access to indoor spaces that the Department lacks
- Leverage the two part-time positions, making them both full-time to provide more support for the existing full-time staff and to enhance programming. Start with the administrative assistant position in 2026 and then follow with the sports coordinator in 2027.
- Evaluate the possibility of adding a new part-time position with a specific focus on marketing and communications
- Evaluate the financial split with Department contractors and increase the Department's percentage to either 30% or 35% to align with industry standards.
- Create a program evaluation tool and process and implement for programs and event – including a question about new programs people are seeking. Track and share program evaluation results.
- Better leverage the usage of the Department registration software tracking programs offered, enrollment, and cancelations and share results annually with leadership and the community

Programming

- Continue to leverage the Sea Camps Property Comprehensive Plans to offer new programs and events that residents are seeking based on the results of the Needs Assessment
- Seek out ways to increase access to the outdoor pool
- Offer more aquatic programming (water aerobics)
- Offer more programs for early childhood, pre-teens, teens, and adults
- Offer more programming at outdoor sites that focus on existing resources such as hiking and biking groups
- Seek out partners to increase nature programming

Facilities

- Seek new indoor programming spaces throughout the community that could be used, rented, or leased to provide new innovative programming
- Seek creative ways to help fund a new community center through grants, partnerships, and naming rights
- Continue to maintain current assets
- Update playgrounds as funds are available
- Complete an ADA transition plan
- Continue to increase accessibility throughout the park system

Implementation Guidelines

The following is a listing of suggestions for successful implementation of the Department Needs Assessment. These elements represent the commitment and discipline required to integrate the process into daily operations, now and in the future.

- The results of the Needs Assessment become a guidepost for the Department. When decisions or response to the community are sought, the report becomes the reference point for decision-making and whether new issues or responses to the community are of higher importance than what has been established as existing direction.
- The Needs Assessment Report should be included as part of the new employee orientation program.
- Post the executive summary of the final report on the Department website. As Department staff works through recommendations, staff would track and share results with Town leadership and the community. This will assist in providing the community with information about the Town's Department's direction and its commitment to results.
- The Recreation Director should have the responsibility of being the project manager or "champion" of the reports' implementation to help ensure success. This staff person is responsible for monitoring the progress of the report and work with other staff, Town management, and other departments to effectively integrate the report findings with operations.
- A staff member should be assigned accountability for each recommendation. The project lead will have responsibility for tracking progress of the plan.
- Regular reporting to the Recreation Commission of the progress on the Needs Assessment recommendations should occur. Break the plan into separate fiscal years and report one year at a time, as an ongoing annual work plan. Each initiative for the year should include a list of tactics that support its completion.
- At the end of the fiscal year, perform an annual review of the Needs Assessment recommendations and document any changes to initiatives to reflect any changes in priorities.
- Update major stakeholders on the plan's implementation and results on an annual basis.
- Conduct staff meetings on a quarterly or semi-quarterly basis to review the progress on report recommendations.

- If there are ideas for new strategies that arise throughout the year, include them on a written “parking lot” and review them as part of the annual review to determine if these ideas supplant any existing initiatives.

Appendix A

Open-ended responses to question #14: Would you consider it an improvement if the Summer Recreation Program was moved from Eddy Elementary School to the Sea Camps Bay Property?

- More space, would feel more like camp than school.
- Accessibility options for more diverse programming.
- If they could use the pool, that would be a plus.
- Swimming.
- Better location and one of the reasons Sea Camps were purchased.
- Biggest improvement would be to offer more weeks, field trips and whole day please. Very willing to pay much more.
- Would open up more options for the program.
- It is a better space.
- If the Rec program was moved from Eddy to SCBP, there would be more opportunity for activities such as swimming, biking, field sports, and A/C.
- I think that would provide much more opportunity for the kids.
- The kids wouldn't feel like they're at school recess.
- There will be more space, plus use of the pool and beach on the very hot days. It will give the kids a more of a "camp" feeling rather than attending a program at a school they go/went to.
- Larger space with better amenities.
- Very happy with Eddy location when we used it.
- By moving this would occur more costs to our tax base. Should have never bought the Sea Camps just going to add to our tax rate and will never stop Town officials from trying to add things that the Town can't afford. They should try to run the Town as a business not a country club.
- If it then provided a longer day and more activities.
- There is no need. The Town has no money. We cannot afford another 2.5 override. The current Rec office can't even be staffed five full days a week.
- Being at the school, it really is just babysitting. I'm sorry but it is. Don't get me wrong, everyone is awesome and the kids have a great time. They are dirty, sweaty and tired by the end of the day and I love that... But, if it was at the Sea Camp property, there is SO much more the kids can do and not even have to leave. The programs and lessons/classes they could do. The kids would be learning SO much all summer long and not realizing it's still "school" learning. I would love to come up with ideas and implement new schedules and programs, that would show how valuable the property is to our youth. But our youth need to actually be able to use it.
- Yes, assuming opportunity for better facilities, ease of adding new/additional programs etc.
- More space for the kids.

- Only if activities are expanded, like swimming, boating, nature.
- More opportunities at the Sea Camps. Lots of exploring to do.
- As long as the facilities are safe.
- Switch it up, get the kids out of the school setting for the summer. Make it more interesting. The kids are getting a little bored of the current summer camp program.
- Programming on Eddy Property is limited. I would also consider it an improvement if it were a full day program.
- Sea Camps were purchased for this purpose.
- The Sea Camps Bay Property is a treasure. What an opportunity for local children!
- My kids' were involved in the summer rec programs 40-45 years ago. The lack of time guidelines left me not knowing how to respond to several questions.
- I would love swim lessons to be a program offering during the Brewster summer rec program.
- Sea Camps has access to water activity on site.
- Better facilities.
- No need.
- More room better fields. Better atmosphere included a beach and building for other activities, should be all day summer programs.
- Better facility near pool and bay beach.
- And move COA activities to Eddy school as it is one floor and accessible unlike COA building. And should make Eddy school the COA building.
- Closer to my house. Walking distance.
- There would be more room and it would allow more diversity of programming to include the pool and beach and other spaces for more activities. It would be a great use of the space!
- Accessibility.
- Wherever the instructors have yhrre appropriate f d pace, equipment and environment is the preference.
- Better summer atmosphere @sea camp and longer day needed!
- Access to pool and beach, indoor and outdoor spaces for activities, kitchen for dining/snacks, performance space. Only thing it doesn't have is playground structures.
- Not sure.
- Would love to see the Summer Program move to the Bay Property!!
- Our kids participated many DECADES ago!
- Possibly?
- If the kids could use the courts/pool/indoor AC building, otherwise Eddy is fine.
- Larger space for activities, possible beach visit, better facilities.
- Only if there was a wait to transport to NYA or offer full day.
- More opportunities for site specific activities like the art center and pool.
- It was baseball camp.
- Unsure.
- Unsure- would need to know more info.

- More expansive facility, more of a summer camp feel. Will just want to ensure a safe and separate environment from the general public who may be visiting the Sea Camps at the same time.
- More room and access to water.
- More opportunities for the kids to spread out, play, activities.
- Having it located there will lead to more community use of the property overall.
- Real improvement would be programming until 3 or 4 pm in the summer. Noon is too early.
- They do terrific where they are now. A change might be interesting but not necessary.
- Use of pool. More outdoor space to spread out.
- No difference to us.
- I think it would give the kids more room and activities at the beach would be fun. Also would be nice for program to be longer days.
- Swimming facilities, beach.
- Swim lessons could be accessed during camp, more spaces to use by campers.
- Great way to take advantage of the property in summer.
- More access to nature is important.
- Shorter commute from my home, kids may be able to access swimming lessons more easily at the community pool or this could be incorporated into the Summer Recreation Program, more opportunities to use the beach.
- Summer camp at Eddy seems "stale". If it was moved to Sea Camps with more activities offered (swimming, archery, biking, etc) I would consider it an improvement.
- Kids would be able to do more at the beach.
- Would hope that it provides more opportunities to explore different activities, more space and areas to play, learn.
- Location accessibility.
- Would love it!
- Nicer surroundings.
- More space and better facilities.
- Easier access, more parking.
- My child went to CCSC for a few weeks the last summer it was open, and really enjoyed use of all the spaces there. I think it would be great to use those spaces again, but I know they will need a lot of TLC. I think the one downside is inside space. There isn't a great place to go when it rains at CCSC, and even less so now that the cabins haven't been used in 6 years. I have one very sporty child who LOVES rec and would be outside all day. My other child appreciates the quieter options inside, so I hope they would continue both of those options at the Bay Property. I think it would be awesome if they could swim every day, use the art room and the fields. It also seems as kids get older, they don't want to go to Rec as much, so I'd love if they would revamp the experience for kids in middle grades.
- The pool, beach and open space. lack of playground could be an issue.
- Parking issues, drop off & pick-up over crowding.

- The space would allow for more camp activities than just school recess.
- Great site but will need to manage indoor space on rainy days. Use old Sea Camp staff for advice on the site's opportunities.
- Challenges with traffic control and loss of gym but those can be overcome with creative programming and access to the programs that were offered by the Monomoy Day Camp on that site for many years.
- No longer have a youth in Brewster.
- More space? biggest improvement would be full day please, please!
- The Sea Camps property offers tremendous opportunity for students. The natural environment alone would be a major upgrade. Add in access to the pool and potentially the beach during the summer rec program and it would be a top tier summer program.
- Sea is nearby, more land.
- They need to build an outdoor full basketball court.

Appendix B

Open-ended response to question #18: What potential benefits of a new Community Center would be most valuable to you and your household?

- Too great a cost.
- Art classes, coworking spaces.
- Indoor pool.
- Use the buildings we have.
- Per prior email- don't want a Community Center- waste of money; we have 2 elementary schools that are not to capacity- combine them and use one as COA/Community Center.
- Stop spending and raising our taxes.
- Not important. Appears someone political is pushing for it.
- Recreational facilities like a multipurpose gymnasium like Chatham that allow folks to gather would foster a sense of community which we think Brewster lacks. A Community Center with many meeting rooms isn't inclusive.
- Golf Simulators.
- We don't need a new building \$\$.
- Senior classes.
- A space for events, for teens.
- No new construction. No new "development. "
- Ballroom.
- How would increase property taxes be beneficial to anyone doing this survey?
- New Community Center would be of NO benefits to my household.
- There is no benefit this would only raise taxes and make it unaffordable for families.
- We don't need a Community Center; neighboring towns have community centers that anyone can why should we have tax payers spend the money. We have the library for meetings, knitting, tech help, ocean edge pool, school gym's use what we have and stop trying to out due other towns, you're making it so young people can not afford taxes.
- Indoor field house and open space for winter use; mixed use multiple sports; mid Cape has minimal public access indoor field houses for winter use etc.
- Learning something new together. Meeting more people in our neighborhood.
- We have the entire Cape Cod Sea Camps facility, why isn't that being used and utilized with a Community Center and recreation department!? That space is a Rec Director's dream and should be utilized WAY better.
- Safety.
- Brewster can't afford it.
- Programming for young children (0-5) and working parents.
- No need.
- We could stop going to the Chatham and Harwich Community Centers all the time.
- Visual and performing arts.
- Not a benefit- more debt- more taxes.

- No concern.
- WE DO NOT NEED IT, DO NOT HAVE THE MONEY FOR IT. stop creating surveys that do not let us say NO, IT NOT IMPORTANT, instead of RANK BY IMPORTANCE... even what we do not care for.
- No, not interested in you spending more taxpayer dollars.
- INDOOR WALKING TRACK (inclement/cold weather).
- None of the above.
- A good space for COA.
- Attract businesses to reduce taxes ie food store, pharmacy, retail etc.
- Basically, little to no value to me and my household.
- Add to property value.
- Not important - How can increased taxes be a benefit?
- Billiards.
- None - it is better spread out. All we need is some insulation and alterations to a few buildings. We already have all the space we need at Eddy and Sea Camps. Just like the Nauset campus we're rebuilding, well-planned and communicated programming across multiple buildings works so much better for convenience and good experiences than a daunting monster building like in Harwich. There so much is going on in one place that it is often hard to find parking, and to find the right location if you make it to the building.
- None.
- N/A.
- None do not need.
- NA.
- Harwich and Dennis have wonderful community centers.
- We don't need higher costs and higher taxes.
- Not needed.
- Cost is burden on taxpayers.
- Traffic issues.
- We desperately need an accessible and SAFE COA. Present building is a fire trap.
- Child care while using facilities.
- Higher taxes with no benefit. This is begging for answers to spend money for no reason.
- Indoor sports such as pickleball. Central location for multiple Town activities and services.
- Cultural center -- arts, music, theatre.
- I would favor this at the Eddy School only. This is a great spot for a Community Center. Combine the elementary schools.
- There is no need for a Community Center when we have 2 elementary schools well below capacity. Eddy school should be the new COA/Community Center.
- I don't want it.
- I just said no new Community Center. Use the Eddy School for COA. Brewster cannot afford a new Community Center nor does it need one.
- Could play adult ping pong year-round especially summer.

- Ping pong.
- General use. Leave it the way it is other than building removal.
- Indoor pool.
- I am strongly opposed to a center. We do NOT need this, can not afford it, and it will change the character of Brewster for the worse.
- Contact between different generations.
- These benefits can be achieved by properly utilizing what we already have at Sea Camps.
- Don't build use eddy es.
- Match facilities in other Cape Towns.
- Prefer free access to community pool.
- None of these are considered to be valuable enough to warrant using any taxes to pay. for them to exist.
- Year-round access to a pool for aquatic exercise programming.
- Basketball courts, indoor sports for winter.
- Senior respite.
- Fitness center.
- Amenities not available such as a café and social gathering spaces.
- None-don't build one.
- Somewhere to go in the winter with kids!
- WINTER space! There are so so so few warm places to go with kids in the winter!!
- No benefit. Stop looking for additional ways to spend our money on things we can't afford and can do just fine without.
- None.
- Faster please!
- N/A.
- Table tennis and pool table.
- Don't do it. Save money.
- Allow indoor exercise on windy cold winter days.
- A place for tweens/teens to gather and socialize.
- Not needed.
- Use facilities we have rather than wasting resources and money on a new building.
- Swimming pool.
- Revenue generation through rentals.
- A Community Center could be nice, but if the Town wants to drop millions on a project, it should drop those millions on housing opportunities, or else there won't be much of a community.
- Having a space to rent to use for gathering's / parties.
- No need for a new venue.
- We fully support this!
- We don't know enough about this topic.

- None of these. The Town has existing facilities that can be repurposed.
- Indoor pool please.
- Adequate space for COA.
- Negative tax raising for senior on fixed income.
- Administrative/office space for CoA & Recreation.
- Special needs programs, sports etc.
- Connectivity to others to decrease isolation.
- Venue for performing arts.
- Taxes are too high. Need to minimize.
- None.
- No opinion.
- No need for a new Community Center.
- Don't need one.
- I don't see a need for me. Brewster is a small Town and is becoming over-extended
Additional staff requirements are budget busters.
- Brewster needs a year-round pool for the aging population to use for low impact workouts and provide swimming lessons to children.
- This is a want and not a need. We are a small Town and should limit our new building until we can take care of what we now have.
- Someone has to clarify why "increased property taxes" is listed here as a benefit.
- Concerts and shows.
- No benefit at all.
- Maybe some open gym time over the weekends for kids!
- No need.
- A Community Center would not be beneficial. We have deteriorating facilities and need to help the DPW, Natural Resources and COA. Programs throughout Town are more accessible than programs in one location.
- Not interested at this time. Maybe down the road.
- Town needs to stop overspending.
- They need to build an outdoor full basketball court.
- Adult Sports Leagues.
- I feel we have a Community Center. It's just spread out all over Town. Rec and COA could use better office/storage space. And they could probably share resources.

Appendix C

Open-ended responses to question #19: What concerns, if any, do you have about the Town investing in a new Community Center?

- We need to pay down our current debts and also have a very clear idea of the cost to fix the Stony Brook school before considering the additional debt of a Community Center.
- Consolidate the elementary schools and move the Senior Center to either Stonybrook or Eddy.
- Debt; other priorities; how do you intend to make Town affordable for people by raising taxes to pay for Community Center.
- Stop spending and raising our taxes.
- Not needed. I don't know what needs are going unmet.
- If the facility is underutilized, it wasn't designed correctly. We can learn a lot from interacting with Chatham & Harwich to learn what works.
- None.
- That it might not include a fitness center, indoor pickle ball, etc. The Chatham Community Center is a good Community Center. Would like to know what is included and planned.
- None.
- The library is an excellent community resource.
- None.
- Need to reduce taxpayer burdens - creating a new building, rather than optimizing use of existing buildings, is wasteful.
- We have other expenses coming up, addition to high school, HVAC in the schools, you already upgraded the fire department & police. So, stop and have some COMMON sense and think of the young parents and older citizens that are on fixed income. As far as housing why not change zoning for some of the warehouse on underpass, freemen's way to have housing above there building. ADU - in-law apartments.
- Lack of indoor open space for indoor sports practice or community, i.e. basketball or soccer or tennis or pickleball etc.
- We are already spending millions on sidewalks on Millstone and low-income housing off of Millstone.
- None.
- Hours in which it would be open; early am and after work hours needed.
- We have a school that could be used.
- Too focused on Seniors.
- Not needed.
- Cost/ usage.
- We're only interested in a Community Center if it includes a fitness center/gym, and more indoor athletic space primarily for kids. This new Town Community Center should

only be accessible to Brewster residents, and a fitness center/gym should not be open to summer visitors or other towns.

- Town management keeps sneaking in ways to spend our money to get what they want.
- Stop spending money.
- None.
- Nothing, except the gym will be not up to standards of local gyms, which cost a fortune, unless you do a public/private venture with Planet Fitness.
- Huge unnecessary expense! Would take much longer than "plan B", which is quicker, cheaper and better. Plan B: Look at programming needs, and ways to co-locate them in buildings we have, and what adaptations are needed. Just like the Nauset campus we're rebuilding, well-planned and communicated programming across multiple buildings works so much better for convenience and pleasant experiences than a daunting monster building like in Harwich. I run programs there regularly, and usually so much is going on at the same time that it is hard to park, and then hard to find the right location inside, if you make it to the building. Many seniors there are overwhelmed by the navigation challenges.
- Utilization being too low.
- Comparable programming for all age groups and abilities; recreation to date is too youth focused.
- TRAFFIC Further increase in taxes and TRAFFIC.
- A stupid idea with all the other more important problems facing Brewster.
- Traffic.
- I have no concerns, it is needed. COA, Rec. Dept. etc.
- Needlessly duplicating other towns' existing facilities.
- Another Eddy school situation. Do we need yet another bldg? NO.
- Poor financial management.
- Programming.
- We have a school that could be converted. Doesn't anyone care about the cost! You worry about affordable housing, what about the residents being able to stay in Town. I have no respect for the Town government. They would probably like if I couldn't afford to stay. It would help out the realtors. One of our selectmen is one!
- Allocating funds for non-used space is a waste of time and resources...it'll be Sea Camps all over again...space that was purchased with no plan and minimal usage.
- Why build when we have 2 very small enrollments in elementary schools that are next to each other. Only need one event art school why are we wasting so much money with two elementary schools that are next.
- Costs will be too high and certainly underestimated. This is a "nice to have", not a need! Spending "other people's money" always sounds nice. Please don't do this.
- No Concerns - Seniors deserve more space.
- Will turn into a space that doesn't welcome kids but emphasizes over 60 LIKE THE POOL. No offense but everyone should feel welcome.

- I think this survey is weirdly asking questions about a Community Center when it is supposed to be about the rec program. Improving programming is not contingent on a "new" center. In fact, we have Sea Camps and we should be discussing how programming can be provided there.
- Overuse by same individuals.
- Need to use the second elementary school, not Sea Camps property.
- Use eddy es!!!!!!
- Our property taxes are already to high in Brewster. Who's paying for this yet another worthless survey?
- A sensitivity to Town's age demographics that includes programming for all. That it be just for residents.
- None.
- I have none of the above concerns. I just wish you wuld hurry up and build the Community Center now before I get too old to use and enjoy it. Building the Community Center is one of the two reasons I voted to purchase the Sea Camps properety. (The other reason was to prevent the greedy /deplorable developers from littering the beautiful property with houses that most of the locals cannot afford.)
- None. It's a great addition to any community.
- Things for kids to do, not just seniors!
- It's really not complicated. People are struggling financially. Stop doing things to increase our taxes, be thankful for the beauty we already have and simply maintain it.
- No concerns just would love our own Community Center.
- N/A.
- Impact on neighborhood of the site chosen incl. traffic safety.
- The fact that millions would be better spent on creating housing opportunities for the community, since lack of housing is driving local residents out.
- PRICE! taxes are already very high.
- All the above.
- We just think it should creatively used for programs - not concerned with small tax increase.
- Again, ignorance on the topic.
- None.
- No concerns. Tremendous need.
- Operating and maintenance expenses not addressed.
- We have existing facilities that need maintenance that are of higher priority.
- Aging population. Invest in housing first.
- Need for more staff that will be difficult to fill on Cape Cod.
- No fitness center, gym for teens.
- The idea that there is an unmet need has yet to be proven.
- The Town has three decent buildings at the Scamps property. It would be disheartening if those aren't repurposed, especially considering the substantial increase in property tax revenue over the past three years. The Town should ensure that these buildings are

reused in a financially responsible manner to maximize the benefits of the additional tax revenue, and furthermore to see how it can give back some of that revenue back to community in a way of lower taxes. Please note that Sea Camps property has decent football/soccer field as well as basketball courts, if people really needed that they would have used those. Let's out some ping pong and pool tables into existent buildings and test community's desire to use that.

- Long-term programming not being free/affordable and a lack of non-senior adult activities.
- Overbuilding a new Town building, when existing Town structures are not being fully utilized. Changes in economic climate mean a Community Center may be nice to have, but not imperative at this point. Having an 'all or nothing' answer to public interests regarding the Community Center means we'll more likely get 'nothing'.
- The Town can not afford the debt.
- There are other buildings to invest in like our DPW, library and COA. Please do not ignore these buildings.
- Not convinced of true need for the center.
- None. This is what is most needed in our Town for all ages.
- Target demographic is retired...we do not need more facilities for the elderly.
- Let's get thru Stonybrook school and our septic concerns first, then consider optional programs.

Appendix D

Open-ended responses to question #22: Where do you think the Brewster Recreation Department could improve?

- Be fiscally responsible.
- Communications.
- Adult classes.
- We are not full-time residents yet but anticipate that in the next 3 years so we will have more experience w rec. Right now, I think our needs are served well but we will want more offerings and availability of programs, classes, wellness opportunities in the future.
- Make the Ocean Sea Camps space into walking trails.
- Additional staff, with additional staff k all children can participate in the activity.
- Need something for 7th grade and up!!
- Offerings for adults both recreational, crafting and social.
- More adult programs and keeping the pool open more hours more weeks and months.
- I'm not sure i know enough about our current Rec Dept to answer #18 so I didn't pick anything about what I think it does best.
- I would like to see more diverse active offerings for adults. Also, I'd like to see more flexibility with registering for summer aquatics programming.
- Adult archery classes.
- Add colored wind screens to Stonybrook courts- hard to see balls without them.
- More instruction for coaches, more communication about when sign ups are, fully day summer Rec, sign ups open at 6 am instead of midnight, more programming - so would need more staff.
- More adult programs.
- I think you do a great job. Would love some indoor and summer outdoor pickleball in evenings.
- Work out classes.
- No idea.
- Obtaining lifeguards for a longer swim season.
- Active senior sports.
- What can you do for me? When I think of the Rec Dept, I think of kid's programs.
- Add golf simulators.
- Increase staff, add programs.
- More programs.
- Lower pool rates.
- Your survey. When I tried to rate items as #4, all ratings were activated.
- Support the Bayside Skippers. It's an excellent and unique organization for our young kids.
- More advertising. I know very little about the Brewster Recreation Department.
- "Adding more programs, Building an indoor swimming pool.

- Corruption in the pool staff, allowing nonmembers in without pass, and young people in during senior only swim.
- More adult programs. If considering new facility, indoor swimming pool for laps would be my priority.
- The Town of Brewster needs to implement a Recreation Maintenance division to provide proper upkeep of its facilities.
- Community Center.
- Adult yoga classes.
- Beach access maintained better in the summer.
- Stronger focus on use of existing facilities; innovative programming.
- Advertising events to residents in advance maybe by use of an E-newsletter or flyers sent by email or an email blast to announce events.
- Summer program needs an overhaul, more things year-round for middle schoolers.
- More teen and adult programs.
- Full day or overnight summer programs for children at Sea Camps property.
- More teen involvement, maybe get high school kids involved with coaching and providing them with volunteer hours.
- More adult programming.
- Communicate /expand adult programs in arts and nature.
- Programs for adults - leagues for adults.
- Offer more.
- Optimize use of Sea Camps facilities.
- Just do as they are doing, we don't need a new recreation center to have affordable programs.
- In comparison to other neighboring towns that have bustling community centers & vibrant programming available for its residents, Brewster really needs to improve its programming all around, especially for young adults & young families. It would be wonderful if we had a brand-new Community Center that could serve this purpose. Also, Brewster would do well to improve its communications & social media presence with the public.
- More communication on available programs and facilities.
- I think our staff are one of the best assets of rec. They do a great job with youth programs.
- They should be at the Bay Property so they can offer more.
- Not really qualified to make assessment.
- More programs for school age children; free multi-generational, multi-use open indoor space(s) for winter / colder weather months, i.e., November to April.
- I'd like to see more offerings in Brewster like the Harwich Community Center has (lectures/programs/sports for ages 12 and up/drop-in pick-up sports games for our family to participate in especially in the off-season in Town). Thank you.
- Use the space and facilities that already exist in the Cape Cod Sea Camps space! Don't re-invent the wheel. Fix up the buildings, use that for a Community Center and recreation department.

- Idk.
- Adult programs.
- Timely communication. More visibility at programs and events.
- Offering more adult fitness- gym for adults ages 50-65. More access to pool at the Sea Camps.
- Offer adult programs on weekends or evenings.
- Splash pad, please! Also, we really need to figure out how to allow people who work in Brewster (for NYA, for the schools, for the library, anywhere, really!!) how to access our resources. Makes no sense to be unwelcoming to those who spend the majority of their waking hours contributing to our Town's success. Let them use the pool, the meeting rooms, the amenities!
- Get programs for the teens.
- Mike does a fantastic job, if I have ever had an issue with something I call him and he takes care of it immediately. There have been programs that I wanted to sign my child up for, they were free programs of course and was unable to sign up because of limited space and it was full within minutes of becoming available.
- Summer camp programs.
- We need a bubble over the pool for year-round swim lessons and access to a pool for seniors and children.
- More interesting preteen activities.
- Programs for teens. Many teens don't do organized sports but like to play games with friends. Floor hockey, baseball, soccer.
- You all do amazing work for the Town. Thank you. I do think with the camp property there is an opportunity for an amazing summer camp program, but I understand there would need to be funding to make that happen.
- More for active adults.
- Add wind screens to Stonybrook tennis courts as there is too much background activity making it hard to see.
- Recreation center top of list for me.
- Rec should charge more for out-of-Town people to join in our programming, and it should be capped and when it is full it is full (as pickleball is experiencing). The Town summer rec camp should be open to residents only. Kids who visit grandparents or relatives for two weeks each summer should not be eligible to attend. This would improve the tone of the summer camp significantly. There are other camps they can go to; our Rec camp should be for our kids.
- Pickleball lessons / clinics. Offer more for new players who want to learn.
- Increase offers.
- Use what exists and stop always wanting to spend more.
- A multi-use facility.
- Improving beach facilities if under your responsibility.

- With Aging but healthier aging people an indoor facility that allows for year-round exercise which also creates community and gathering to foster friendship and connection.
- Reduce fees for community pool, we already pay taxes for this. Keep pool open longer, hiring staff if necessary. Offer more classes in the pool as many are filled immediately, or are so early in the am, it's not feasible to use.
- Visibility.
- I am unaware of most of the community programs except through the Brewster Ladies Library and the Council on Aging, so hearing more about what's available would help me answer the questions better.
- Advertising.
- Needs new building with easy access, function rooms, classrooms for education programs, group use, fitness facilities.
- Providing more opportunities for Town-wide gatherings that foster community spirit and identity and encourage multi-generational relationships.
- I really don't use any of the items listed.
- Unfamiliar, since don't use it. Mainly independent beach, golf, fishing, boating.
- Would love afternoon swim lessons to be offered in the afternoons and an option to register for the whole summer of swim lessons, so local kids could make progress. Also, would love swim lessons to be built into a longer day program during Brewster rec.
- See the Harwich Community Center.
- Lengthen the pool season. :-)
- You are doing a good job from our part-time residents' viewpoint.
- More publicity on Town website and in all the other ways needed to reach people and keep costs low as they are now. A lot of residents, and especially part-time ones, don't know how much is available, or don't check because they think it will be too expensive.
- I have lived in Brewster for 12 years and have very little knowledge of what the Brewster Recreation Department offers me and my wife.
- Expand programs with support from Town with budget increases.
- More summer camps.
- Unknown.
- N/A.
- Programs for active adults.
- IDK.
- Access to water resources.....kettle ponds, clamming areas, beach at 1st Light is too rocky, concession stand at 1st beach?
- Promotion.
- I don't know.
- Lower costs.
- Facility is old and not many programs offered.
- No suggestion.
- Make use of the Sea Camps property!

- Communication with all residents.
- Improve facilities.
- Multi-generational programs.
- Balance in all of the above that reflects population diversity and encourages community building, socialization and diversity.
- Senior programs.
- Pushing for a new rec center.
- By realizing every Brewster resident does not want or need these programs and some of us are upset by our tax increases over the last decade. Please stop spending money.
- Multi-generational programs.
- More programming.
- More programs for seniors, in facilities that are accessible and safe.
- Partner with Harwich, Chatham and Orleans to meet the recreational needs rather than each Town going it alone for a recreation center. Better yet, work with the YMCA to bring a new facility near rt 137 and rt 6, which would serve all four towns.
- Adult fitness T reasonable cost.
- Community center.
- Full day summer programs.
- Long-term planning and implementation of those plans which is probably being hampered by being understaffed. The Rec. Dept. has an incredible program for youngsters of all ages and the Town should be very proud of these accomplishments.
- More indoor swimming access!
- Clearer communication.
- Non-competitive sports for youth and adults.
- Better marketing of what is being offered through email notifications to all Brewster residents.
- Senior programs.
- Stop retirees from taken 6am swim slot. I joined and could never swim. Lanes full.
- Make the community pool open to all with a small daily fee.
- More programs for seniors/adults.
- I moved here from a similar community in the midwest. I was quite surprised at how little programming there is. My prior community's recreation program had at least 30 offerings each season, from Bridge and Dancing to Art and Yoga. They also had community dinners and cookouts to help residents get to know each other. It was easy to meet others in these programs and events. I usually meet other people in Brewster as part of groups outside Brewster. It would be great if you would assemble a program in a wide variety of areas by asking for proposals from people who would teach or coordinate that program. Any program that depends solely on a limited staff won't serve the Town very well.
- Put wind screens on Stonybrook school tennis courts/ add adult summer lessons to stonybrook school.
- Programs being more visible.

- I engage in weight training 3x/week - which is very important for all seniors in order to maintain the strength of muscles and bones. I have to go to the Hyannis Y, or to a private gym in Orleans or Chatham. I'm eager for weight training equipment in Brewster!
- I honestly don't know the full extent of what they do currently.
- Don't champion an expensive Community Center that will raise my taxes beyond what I can afford.
- Promoting what they do and what is offered.
- Summer adult tennis lessons: dark wind screens for easier viewing on court and block gusts of wind; less pickleball activity especially as many are not Brewster residents.
- The Brewster COA looks old and dark. It doesn't feel inviting and bustling.
- Offer adult ping pong in summer!
- The registration of the Water Aerobics classes needs improvement. More people should be allowed to register since the classes were never full. I know people that were afraid of missing out so they registered for every class but only attended one per week. Bottom line - allow more people in the class (the pool is big enough) and maybe set a limit on the number of classes people can register for. In a perfect world offer more classes then this wouldn't be a problem.
- Advertising...i know very little about what they offer.
- No comment.
- I don't even know what they currently do.
- More publicity about programs.
- It would be nice if some of the youth ages K-3rd grade programs were during the week and not just on Saturday's.
- I support these strong rec/arts/wellness programs for the community whether I use facilities or not. Your survey is slanted toward current personal usage only. We've used such programs through many years and strongly support robust funding.
- Summer programs for kids (all day!).
- I don't believe we need to expand the Department's programs or scale at all. This is a nice to have, not a need. Yes, people will say yes to things that are "free", but the true costs are always hidden. Please keep the small Town feel.
- Having their own space or building.
- I do not find any of the programs useful to me. I go out-of-Town to Chatham or Harwich for my recreation.
- Can't think of any. They do a great job.
- The First Light beach is too rocky. Either remove the rocks or make marked paths to the water so as not to have unsafe access to the water.
- Full day (at least 2pm like the school day) camp more sports for children.
- It's hard to say as the program is trying to do it all, serve everybody, and is stretched thin it seems. I'd like Rec to be able to provide more programming at Sea Camps. I think where Rec excels is providing low-key inexpensive instructional opportunities to join up in groups and stay active. One specific thing I'd like to see is youth pop dance/ exercise classes.

- Not sure what Brewster does. COA prices for classes r high.
- Would like to see community pool season expanded, put up a cover. Also, be very careful about partnering with YMCA, they don't take very good care of their own facilities and would likely try to use Brewster to subsidize their poor management. And keep usage for Brewster residents only for a couple more years. The Town hiring its own staff rather than privatizing is actually more cost effective, quality of management supports this strategy.
- Convincing the Town officials to turn eddy es to a Town office building, Community Center.
- Offering more events for active retired adults.
- More programs for Teens.
- Programs for older adults.
- Free access to community pool with beach sticker.
- Dissolve the entire unnecessary government function.
- As our population gets older there needs to be a balance of programming for all residents of all ages and abilities--both in programming and events. Also, there is no mention in this survey of programming involving activities that one might considered less physically taxing like card playing events, dominoes, ping pong, shuffleboard, chess and the like that could also be intergenerational and promote socialization.
- COA building is not adequate or accessible to many seniors.
- Market their programs. I am not aware of any but the pool, swimming lessons for kids.
- More programs offered for older individuals at lower cost.
- Indoor pool.
- Improve visibility to offerings make everything self funding, we can't just keep spending.
- More programs for adults.
- More adult programs.
- Everywhere. It really does absolutely nothing for me or my friends. Just build the Community Center, staff it and have lots of classes and events and a computer room like the one Orleans has (with 10 or so desk-top computers).
- More events. Adult fitness.
- Have the community pool open more than two months.
- Pool more accessible for families, longer season for year-round residents.
- My children are getting older and I notice there are less programs for middle/high schoolers. The programs you do run are great, there is a nice volume and variety of programs, the cost of rec programs for kids/families is fantastic. We feel lucky to have a robust Rec Dept.
- Variety of activities for youth and teens, time and dates of the activities that are after work hours would be great. Our teen mostly can not participate on activities because we are a full-time working parents and can only participate on weekends or after 4 pm.
- Adult programming for working parents (aka, weekend offerings).
- More adult programs, especially of interest to men. Perhaps water sports or fishing.
- Pickleball - lots of members = lots of fees paid should = more benefits for the facilities.

- Adult health and wellness opportunities.
- Offering longer hours.
- Advertise what's available. Walking trail maps and parking.
- More evening programs for adults.
- Include diverse events that allow for adults and young adults to participate.
- Use what we have, not investing more money.
- Can you participate in Silver Sneakers so that active seniors can participate in live programs in Town?
- I think your website is a little difficult to navigate and I do not know what is being offered.
- Would love Brewster Rec in the summer to just be a little longer since pick-up is before noon. Could it potentially go to 1 p.m.?
- Including preschool age children to the Brewster Recreation summer camp program with increased hours.
- More programming for adults. Much of it is focused on kids' programs and very few for adults.
- I don't understand why the schools cannot accommodate some of the offices and programs of the Recreation Dept.
- Outreach to residents. Does the Department have an E-newsletter? I don't even know how to find out what programs are offered.
- Dedicated pickleball courts not shared with tennis.
- Would love more programs for all ages and conservation programs as well as more swimming and fitness access all year-round.
- I very much like the whole Brewster Rec team-Mike and Andy are super nice and engaged. When I call in Christine is very responsive!
- No areas really - keep up the wonderful work!
- More senior programming. Nearly 1/2 Brewster's population is over 60.
- NA.
- It would be very helpful if the summer camp offered longer hours: 7:30-3 would be amazing. Also, the sign up is very stressful. If there was another way to sign up so that parents don't have to set an alarm in the middle of the night to ensure their child gets a spot would be great. Also, the pool is awesome however there is not enough time options for youth swimming lessons. The last couple of years they were only offered during the summer camp hours.
- For many residents the Sea Camps property has become financial bottomless dark hole. We were told we were purchasing this property to protect a beautiful seaside and lakefront undeveloped resource with the intention of keeping it natural for the sole enjoyment of Brewster residents. It now appears that message was a bait and switch as the Town moves forward in the complete opposite direction. If the Town had presented their current vision of the Sea Camp property and the anticipated upcoming and future tax bills attached to that vision the purchase likely would have been overwhelmingly defeated. Many Brewster residents, including the elderly and young families, are unable to manage their increased costs of property taxes, groceries, homeowners insurance

and utilities. When you are forced to decide between heat and food, additional pickleball courts are not a priority. The way I see it is you have two choices; you can truly hear the voices of the residents who are struggling financially or you can simply take the attitude of “a no vote in December does not stop a yes vote in May.” Just because you can does not always mean you should. The unique financial demographic in Brewster is what makes this Town so special. Sadly, that demographic has changed dramatically in the past 10 years and what remains is increasingly fragile. Please carefully and thoughtfully consider how increases in taxes will impact this Town. To rid this Town of its diverse economic households will be a detriment to Brewster’s character that no amount of recreational development will replace. Thank you.

- Expanding program hours for working parents and better marketing of what's available/upcoming (so we can plan before spots fill up).
- They seem to be improving every year.
- I think of the Department as mostly for the kids in Town, maybe some more outreach about adult programs and offerings?
- Specially getting umbrellas for the pool area and any additional water aerobics. Kids swimming classes etc.
- Offer more programs for youth in summer.
- More adult activities.
- Add senior fitness classes even without building a new facility.
- You guys are great. We want to do more programs. Maybe adult art classes. And kids swimming lessons.
- Programming for adult sports.
- Using BOTH school gym space and that space more equitable with all activities.
- The process of recruiting Youth Sports coach volunteers could greatly improve. I've only seen emails go out that ask for volunteers and then if there aren't any then there's a threat of canceling the season. I'd love to see a more enthusiastic, proactive approach! If parents are having reservations about coaching from either being too busy or not knowing the sport, it's important to offer support. Like training manuals or videos or assistants that can run the practice if they can't make it.
- More programs for active adults, including levels of tennis leagues.
- Full day summer rec program.
- I think better programming for Seniors.
- **This survey has too many questions. Making all of them mandatory lowers the quality of data gathered. Who really has something to say and the time for all this?**
- I would like to see a Community Adult Education Center that offers low-cost classes to part-time and full-time residents. I would be happy to pay for exercise classes, art classes, language classes etc.
- The staff.
- Increase number of spots to store kayaks in summer months.
- Focus on quality of existing facilities, not programs.
- More programs for adults.

- Community programs for families.
- Add more Pickleball courts.
- Better management of Pickleball program. Limit membership to help overcrowding courts. Make it Brewster residents first, then if there's room, nonresidents.
- I wouldn't mind paying more for higher quality rec programs in the summer.
- No where.
- I wish they could make decisions and get things done. I hate the way it is mismanaged. No preventative work done to the facilities and everything must be begged for for years before any action is taken. We have been trying to get the cracks repaired on the tennis/PB courts now for several years.
- Find ways to utilize Sea Camps property more.
- Programs for tweens/teens. Once a child ages out of Eddy there are very few opportunities for them.
- Communication of program offerings and available facilities. I do not really know what you do.
- More options for programs.
- More summer classes, e.g., tennis, pickleball, swimming for young teens (when they've aged out of current programs, but are too young to get a summer job).
- Summer camp at eddy needs a revamp. My kids have been there for 5 years and are getting bored with activities. More sports, more crafts, counselors who engage etc would help. Also, we don't always receive emails and notices about events.
- Please add more adult activities especially dance and fitness.
- More free seasonal events.
- More communication of programs and facilities that many are unaware of. Such as the school gyms.
- Activities for kids under 4.
- More classes for younger swimmers.
- More options for our guests using the swimming pool at a lower price.
- Better publicity. I'm not really aware of all that's available.
- The facilities are amazing (CCSC, tennis courts, walking trails)! What a resource. And the programming is great too (eg Police Academy and Pickleball). Thank you so much.
- We don't know a lot!
- I sometimes wish the use of the pickle ball courts was limited to Brewster residents.
- Increased visibility.
- More toddler and early youth programming.
- Maintaining and improving existing beaches and parks. Surprises me that you don't include waterside activities and spaces in this survey. :(
- I do not know much about the Brewster Rec Dept.
- Open the pool longer and have more adult water classes.
- In programs for seniors. The Council on Aging building is so very poor in relation to other towns and the offerings are extremely limited again in comparison to other Town; even towns with a smaller year-round population.

- Broader variety of programs for adults.
- Provide a list of what we would like the best, like pottery, card club for pitch, rummy, bridge, ...etc.
- Add more water aerobics classes.
- More programs.
- Making non-full-time resident aware of the offerings.
- Reduce or eliminate costs to all youth programs under the age of 13.
- New Community Center.
- More/better playgrounds. More staffing to accommodate more kids in more programs.
- Send a newsletter.
- I think they do a good job with all of the leagues and events for children. It seems like all of the adult events are really for seniors vs. younger/middle-aged adults. I am a parent with a full-time job, so I can't go to events most of the times they are offered for adults. I would love an early morning exercise class, but I have to be at work at 7 a.m., so I can't attend any of the options provided now. I would love for Brewster Rec to think about appealing to middle grade children more. My kids loved rec until about 4th grade when they didn't want to go any more. The cost can't be beat, and I don't want my middle schoolers on devices all day, so I wish there was a way to appeal to them with a different format than for younger kids. In terms of the Bay Property, I bought a pool pass and then didn't go once this summer because of the issue of not being able to get on property if you are not driving your own car. I am a teacher who babysits for an Orleans family in the summer, so I use their van to fit my kids and their kids in one vehicle. This means that we cannot come to the Brewster Bay Property at all. I think there needs to be a way around not being able to come on property without a Brewster sticker (which I have on my own car) just because you are a Brewster resident who has purchased a pool pass and a parking pass but needs to drive a different car.
- Offer programs for special need adults.
- No input. Best left up to their assessment.
- Adult program.
- I find your emails helpful. Your website is easy to navigate too. Reserving a pickleball court is a little confusing and there is no way to "prove" your group has indeed registered for the court.
- Add sailing club (revenue/profit source) at Bay Property.
- Don't try to address ALL demands. For now, economize.
- Communicate programs via email to residents. Our emails are in the system already!
- Focus on kids and rec programs.
- No opinion.
- More active senior classes.
- More training/oversight in children's programs playground upkeep & improvements walking trails.
- Pickleball courts have cracks, they continue to increase in size as they are ignored.
- More programs with COA. Move COA to Eddy school for this purpose.

- More programs, more space for inside sports.
- Better advertising of programs.
- Programs for pre seniors, wellness and prevention of disease and social isolation through inclusive affordable activities.
- Why is there no mention of the Captain's Golf Course when talking about Brewster recreation. Might not be part of the recreation depth. But it is Brewster and it is recreation.
- Full day summer program, better summer programs, more community involvement programs for pre-teens and teens, more opportunity for sports for pre-teens and teens (even if it's pick-up style), allowing kids to use facilities more in winter (my kid would love to have community indoor courts to use with friends all the time).
- Communication. Share with local papers as well as emails.
- Cannot answer the previous question, as I have never participated in any Brewster Rec Programs. The Rec Dept. (as well as the entire Town Administration) can improve on services provided and available for the middle working-class individuals trying to get by. We need flexibility in availability of activities. Example keep the pool open later than 6 pm to allow us to go after work to swim laps.
- Not really aware of what Rec Dept offers except for looking into short term summer programs for visiting grandchildren. These are usually full.
- Community access to free weights/fitness center.
- The Rec Department does a great job!
- All of the Town facilities are out of date and borderline dangerous. Improvements for DBP were approved at Town meeting, let's implement the plan. Freeman's Fields serve their purpose but are lackluster, a play area for siblings attending games would be ideal. Stonybrook school is covered in mold, the facility is in desperate need of countless repairs. Maintenance is no longer an option at these different facilities. Things need to be replaced with a clear plan for maintenance moving forward.
- Communication on a regular basis and reports to the Chronicle.
- It's an excellent recreation department with very good programs. My concern is over-investing into buildings and facilities where's I don't see community utilizing existing ones and with costs and taxes going up so much. Hence suggestion of re-using building or two at secamps for table games and such and seeing if community will have interest in that. This seems to be a budget-friendly option vs building new.
- Add more pickleball courts or move tennis and convert existing tennis to pickleball.
- More adult fitness programming. More senior programming. Better communications.
- Offer adult programs.
- We utilize and are very grateful to Brewster Rec. We do use the Chatham Community Center programs and open gym often. I love their mother-son nights and I said out loud after Jingle Bell Bingo last month that I wish Brewster had a Community Center too. I'm stoked we may get an indoor sports/convention space in Barnstable/Yarmouth. As a single parent, I REALLY would appreciate full day Rec in the Summer. My kids aren't huge NYA fans for some reason but they love all the sports at Rec. I want to keep them

happy and also keep my job. I cannot pick them up at noon everyday so looking for a sitter for afternoons this summer. Whole day Rec would be a dream for them and for my schedule. A little more communication from coaches to parents or for director to parents (but rec doesn't always know when weather cancels a practice) would be appreciated. And swim lessons that are after camp/red or a part of rec would be huge. A whole week an hour a day interfered with work/camp over the summer. My kids need swim lessons and with their daily sports schedule during the school year, I cannot fit in trips to the Y in Barnstable during their offered lessons. What about something with Brewster Green? Monomoy Community Services had the coolest pond swim lesson program with Wicked Waves in the summer evenings. It was around 5 pm and they even included a pizza and salad for each family after the lesson. Big time community building and great to get Cape kids swimming!

- More non-senior adult programs.
- Extend weeks that the pool is open, even if some are weekend only due to lifeguard availability 2) allow purchased guest passes to be used the subsequent year - i resent disproportionately that I have 1 or 2 each year that I have to rebuy.
- Top of my "wish list" is an indoor olympic sized lap pool. All my other needs are met by existing facilities.
- Public Outreach.
- I think the rec is amazing. As much as they can offer, people will use. I think if the rec could maybe hire an additional person or 2, the events/programs could be expanded to support the needs of Brewster even better. I also thing a simple thing like open gym time over the weekend for kids in the winter would be a great addition!
- Summer Rec needs more supervision and intervention for bad behaviors; 1 or 2 children can ruin the experience for all the others when they don't feel safe; Counselors are often very young and not addressing the behaviors.
- Keep costs under control and stop trying to add more expensive programs to a Town with a declining population. In 2023, the population of Brewster Town was 10,381, a 0.47% decrease year-by-year from 2022. Previously, in 2022, Brewster Town's population was 10,430, a decline of 0.29% compared to a population of 10,460 in 2021.
- Programs for the winter months, art classes, hiking group (with attendee limit of 10-12).
- I think Rec Dept does a great job already.
- More hours and days for the pool. We could have used it well into October in 2024.
- More programs for adults and notification via email.
- They need to build an outdoor full basketball court.
- More adult sports programming.
- Provide fitness facilities.
- Not slot of experience, but Rec seems responsive.
- I'm very pleased with the services and programming provided by a Town with such low taxes.

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