

M-NCPPC, Department of Parks and Recreation, Prince George's County

FUNCTIONAL MASTER PLAN FOR PARKS, RECREATION AND OPEN SPACE



Parks & Recreation
M-NCPPC

live more, play more

CONNECTIVITY
+ HEALTH AND WELLNESS
+ ECONOMIC DEVELOPMENT



M-NCPPC, Department of Parks and Recreation, Prince George's County

ABSTRACT

TITLE: Formula 2040: Functional Master Plan for Parks, Recreation and Open Space
AUTHOR: The Maryland-National Capital Park and Planning Commission
Department of Parks and Recreation, Prince George's County
SUBJECT: Functional Master Plan for Parks, Recreation and Open Space
DATE: January 2013
SOURCES OF COPIES: M-NCPPC Department of Parks and Recreation, Prince George's County
6600 Kenilworth Avenue
Riverdale MD, 20737
SERIES NUMBER: 965132405
NUMBER OF PAGES: 238
ABSTRACT: This Functional Master Plan for Parks, Recreation and Open Space, called *Formula 2040* (Plan) repeals and replaces the previous functional master plan adopted in January 1982. The Plan is the culmination of work that commenced in 2008 with a Needs Assessment project called Parks & Recreation: 2010 and Beyond. The "formula" in *Formula 2040* is Parks + Recreation = Experience. The formula is recognition that parks, recreation and leisure programming is a major component of the Department's mission. Through the Plan, we establish a framework that will assure that we can meet future parks and recreation programmatic and facility needs.

Formula 2040 contains:

1. A profile of where Prince George's County and its parks, recreation and open space system are today;
2. A description of demographic, recreation, and leisure trends that will influence the future direction of parks and recreation in Prince George's County;
3. A strategic framework consisting of a vision, goals, objectives, and policies to guide decision-making by County officials, boards, and staff; and
4. Specific strategies and action steps that will be taken to implement the Plan.

Formula 2040 is built on a substantive foundation of community engagement and participation using a variety of methods, including surveys, public meetings and open houses, special interest focus groups, a staff outreach corps and a speakers bureau.



M-NCPPC, Department of Parks and Recreation, Prince George's County

FUNCTIONAL MASTER PLAN FOR PARKS, RECREATION AND OPEN SPACE

M-NCPPC, Department of Parks and Recreation, Prince George's County
www.pg parks.com
6600 Kenilworth Avenue
Riverdale, MD 20737



THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Elizabeth Marie Hewlett, *Chairman*

Françoise M. Carrier, *Vice Chairman*

The Maryland-National Capital Park and Planning Commission (M-NCPPC) is a bi-county agency, created by the General Assembly of Maryland in 1927. The Commission's geographic authority extends to the great majority of Montgomery and Prince George's Counties: the Maryland-Washington Regional District (M-NCPPC planning jurisdiction) comprises 1,001 square miles, while the Metropolitan District (parks) comprises 919 square miles, in the two Counties.

The Commission has three major functions:

- The preparation, adoption, and, from time to time, amendment or extension of the 2002 Approved *General Plan for Prince George's County* for the physical development of the Maryland Washington Regional District;
- The acquisition, development, operation, and maintenance of a public park system; and
- In Prince George's County only, the operation of the entire County public recreation program.

The Commission operates in each County through a Planning Board appointed by and responsible to the County government. All local plans, recommendations on zoning amendments, administration of subdivision regulations, and general administration of parks are responsibilities of the Planning Boards.

Officers

Patricia Colihan Barney, Executive Director

Joseph Zimmerman, Secretary-Treasurer

Adrian R. Gardner, General Counsel

Prince George's County Planning Board

Elizabeth Marie Hewlett, Chairman

Dorothy F. Bailey, Vice Chairman

Manuel R. Geraldo, Esq.

John P. Shoaff

A. Shuanise Washington

Montgomery County Planning Board

Françoise M. Carrier, Chairman

Marye Wells-Harley, Vice Chairman

Casey Anderson

Norman Dreyfuss

Amy Presley

PRINCE GEORGE'S COUNTY

Rushern L. Baker, III, *County Executive*

County Council

The County Council has three main responsibilities in the planning process: (1) setting policy, (2) plan approval, and (3) plan implementation. Applicable policies are incorporated into area plans, functional plans, and the general plan. The Council, after holding a hearing on the Plan adopted by the Planning Board, may approve the Plan as adopted, approve the Plan with amendments based on the public record, or disapprove the Plan and return it to the Planning Board for revision. Implementation is primarily through adoption of the annual Capital Improvement Program, the annual budget, the water and sewer plan, and adoption of zoning map amendments.

Council Members

Mary A. Lehman, 1st District

Will Campos, 2nd District

Eric Olson, 3rd District, Council Vice Chair

Ingrid M. Turner, 4th District

Andrea Harrison, 5th District, Council Chair

Derrick Leon Davis, 6th District

Karen R. Toles, 7th District

Obie Patterson, 8th District

Mel Franklin, 9th District

Clerk of the Council

Redis C. Floyd

FOREWORD

The Prince George's County Planning Board of The Maryland-National Capital Park and Planning Commission (M-NCPPC) is pleased to make available for review and comment *Formula 2040: the Functional Master Plan for Parks, Recreation and Open Space*. The *Formula 2040* Plan takes an innovative approach to parks, recreation and open space planning that goes beyond that of a typical land use plan. The Plan provides an integrated approach, using a range of business tools and policy considerations—Recreational Programs and Economics—to define a sustainable model for the provision of future parks and recreational programs in Prince George's (County). The *Formula 2040* Plan is built on a cutting edge, collaborative planning process involving hundreds of meetings with citizens, an advisory panel and representatives from local municipalities. The *Formula 2040* Plan replaces the previous functional master plan, adopted by The Maryland-National Capital Park and Planning Commission in January, 1982, and broadens its scope to include parks, recreation and open space programming.

Prince George's County is nationally recognized as having one of the best parks and recreation systems in the country. M-NCPPC's Department of Parks and Recreation, Prince George's County has earned an unprecedented FIVE national gold medals for excellence in parks and recreation management. We are one of only 100 accredited park and recreation agencies in the nation. Maintaining this status requires that we update and strengthen our management approach.

The *Formula 2040* Plan sets forth a robust framework for decision-making both within and outside of the Department of Parks and Recreation and provides program measures geared toward sustainability and accountability. It also supports a collaborative approach to the provision of recreation programs and services.

This Plan takes a long-term, forward view and prepares us for a system that will serve nearly one million people in a more urban/suburban setting. The Plan asks and addresses many questions: Can we achieve the Plan's goals of Connectivity, Health and Wellness and Economic Development by approving a new multigenerational community center model that conveys a shared sense of community and strengthens its economic vitality? Can we bolster that economic vitality by creating a 400-mile hard and soft surface trail network that will connect places for work, shopping, recreation, education and worship?

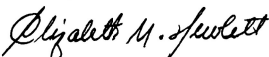
Can we create a signature event, program or venue that celebrates diversity, promotes civic engagement and participation, and nurtures the recreational needs of children and youth, families, senior citizens, newcomers and others, including those with special needs? Can municipalities, nonprofit and philanthropic organizations, community associations, and faith-based groups allow their recreational programs and activities to blend and harmonize to achieve a greater good for the entire community? Our Plan says, yes we can!

These and other plan recommendations have been gleaned from the *Parks & Recreation: 2010 and Beyond* needs assessment, from residents' opinions, including surveys conducted as part of the Plan development process, and from professional research. Inspiration and affirmation have come from policies adopted by the Prince George's County Council, the State of Maryland and from feedback from staff in the departments of Parks and Recreation and Planning.

The extensive community participation and outreach has included input throughout the preparation of *2010 and Beyond* and continued during the spring and fall of 2012, with two sets of countywide, interactive public meetings. Additional meetings were held with municipalities, members of the master plan advisory panel, county departments and federal agencies that are housed in the County. Input was solicited at workshops and focus group meetings with youth and the Spanish speaking community and at informal gatherings.

The Parks & Recreation: 2010 and Beyond needs assessment, along with a host of County functional and area master plans, provided the foundation for the *Formula 2040* plan. *Formula 2040* will be an amendment to The 2002 Prince George's County *Approved General Plan*. The Planning Board and the District Council appreciates the contributions and input of the community and many others in the development of *Formula 2040*.

Sincerely,



Elizabeth M. Hewlett

Chairman

Prince George's County Planning Board

DEPARTMENT MISSION

The mission of the Department of Parks and Recreation in Prince George's County is to "provide, in partnership with our citizens, comprehensive park and recreation programs, facilities, and services which respond to changing needs within our communities. We strive to preserve, enhance, and protect our open spaces to enrich the quality of life for present and future generations in a safe and secure environment."

DEPARTMENT VISION

The Department of Parks and Recreation pledges to:

- provide stewardship of our County's natural, cultural, and historical resources;
- foster the need of our citizens for recreational pursuits in a leisure environment; and
- provide the highest standard of excellence in public service through cooperative partnership with our diverse community.

VALUES

Leadership & Innovation: Visionary leadership and innovation to achieve excellence.

Sustainability: Responsibly balancing resources to meet the environmental, social, and economic needs today and in the future.

Preservation of Open Space: Open lands for enjoyment & preservation.

Quality: Maintenance of quality services and facilities.

Fairness: Distribution of resources to meet a variety of community needs and interests.

Diversity: Celebration of and responsiveness to a diverse community.

Healthy Communities: Contributions to the health of the community—for people, the environment, and the economy.

Community Engagement: Awareness and active participation.

Accessibility & Safety: Accessible and safe places that encourage participation.

Executive Management Team:

Ronnie Gathers, Director
Darin Conforti, Deputy Director Administration and Development
Roslyn Johnson, Deputy Director of Facility Operations
Debbie Tyner, Deputy Director of Area Operations

Division Chiefs:

Kelli Beavers, Southern Area Operations
Larry Brownlee, Park Police
Sarah Clements, Arts and Cultural Heritage
Bill Henaghan, Administrative Services
Greg Kernan, Natural and Historical Resources
Anthony Nolan, Special Programs
Joe O'Neill, Maintenance and Development
Anita Pesses, Public Affairs and Marketing
Larry Quarick, Park, Planning and Development
Joseph Queen, Information and Technology
Wanda Ramos, Central Area Operations
Chris Robinson, Northern Area Operations
Emily Rose, Sports, Health and Wellness

Formula 2040 Management Team:

John Henderson, Research and Evaluation Manager
Alvin McNeal, Special Projects Coordinator
Marie-Edith Michel, Research and Evaluation Manager
Chuck Montrie, Planning Manager
Joe O'Neill, Maintenance and Development
Kipling Reynolds, Planning Department Liaison
Alexandra Teaff, Community Relations Manager
Katrina Williams, Health and Wellness Officer

EXECUTIVE SUMMARY

Introduction	1
Why <i>Formula 2040</i> ?	2
Honoring an Environmental and Cultural Legacy	4
Embracing Diversity	5
Improving Access	5
Fostering Participation	6
Goals	8
Challenges and Opportunities	10
Objectives	11
Policies	13

SECTION 1: WHERE WE ARE TODAY

Role and Value of the Functional Master Plan	15
Profile of Today's Prince George's County	18
Relevant Plans	28

SECTION 2: DEFINING THE FUTURE OF PARKS AND RECREATION IN PRINCE GEORGE'S COUNTY

Demographic Characteristics and Trends	31
National Recreation and Leisure Trends	43
Local Sport and Leisure Market Potential	55
Community Input through Public Engagement	59
Community Opinion and Interest Survey	69
National Survey Benchmarks	82
Conclusions	89

SECTION 3: VISIONING THE FUTURE OF M-NCPPC PARKS AND RECREATION IN PRINCE GEORGE'S COUNTY

Vision for the Completed Park and Recreation System in 2040	91
Goals	92
Objectives	92
Policy Areas	96

SECTION 4: IMPLEMENTING THE VISION OF M-NCPPC PARKS AND RECREATION IN PRINCE GEORGE'S COUNTY

Introduction	99
1. System	100
2. Programs	104
3. Land	107
4. Facilities	109

Appendixes

Appendix A: Location Analysis and Recommendations for Multigenerational Community Recreational Centers	121
Appendix B: Stoplight Model	151
Appendix C: Program Assessment Worksheet	152
Appendix D: Example of Land Acquisition Evaluation Framework	162
Appendix E: Activity-Based Costing Form	166
Appendix F: Urban Park Guidelines	168
Appendix G: Urban Park Typology	175
Appendix H: Maintenance Facility Standards	203
Appendix I: Level of Service (LOS) Standards	213
Appendix J: Public Facilities Report	218
Glossary of Terms	220
Notes	223
Procedural Sequence Chart	224
Acknowledgements	225

EXECUTIVE SUMMARY

INTRODUCTION

The *Formula 2040: Functional Master Plan for Parks, Recreation and Open Space* is a visioning and strategic planning project of the Maryland-National Capital Park and Planning Commission Department of Parks and Recreation (DPR) in Prince George's County. The purpose of the project is to proactively plan for Prince George's County's recreation programs, parks, trails, and open space needs—now and for the future. The Plan is the culmination of work that commenced in 2008 with a needs assessment project called *Parks & Recreation: 2010 and Beyond*. *2010 and Beyond* was a rigorous, top-to-bottom review of DPR performance that resulted in an action plan to address findings, including over 100 objectives and hundreds of action steps. *2010 and Beyond* is the foundation for *Formula 2040*, a plan that defines an image of what the parks and recreation system in Prince George's County will look like in 2040, when there will be few remaining opportunities for major land acquisition.

The “formula” in *Formula 2040* is Parks + Recreation = Experience. The formula is recognition that programming is a major component of the Department's mission. In fact, the DPR does as much or more recreation and leisure programming than any other parks and recreation agency in the nation. Using this formula, the Plan sets forth the ideal combination of facilities and programs that will provide the desired parks and recreation experiences for future Prince Georgians.

DPR has established itself as one of the leading recreation service agencies in the United States. DPR is nationally recognized for outstanding efforts in program design and development by organizations such as the National Recreation and Park Association (NRPA), the Council on Accreditation for Parks and Recreation Agencies (CAPRA), and the Maryland Recreation and Parks Association (MRPA). The Maryland-National Capital Park and Planning Commission (M-NCPPC) is one of only 100 agencies that are nationally accredited by CAPRA and is the only agency to have been awarded five national gold medals for excellence in park and recreation management. The Maryland-National Capital Park Police, Prince George's County Division is internationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA).



The “formula” in
Formula 2040 is Parks +
Recreation = Experience.



WHY FORMULA 2040?

The *Parks & Recreation: 2010 and Beyond* needs assessment provided a wealth of planning information, including numerous findings on how DPR can improve its recreation programs and services. Following the needs assessment, DPR set up staff teams in several areas to work on recommendations developed in the assessment. These include a recreation program think tank that is working on addressing issues in areas of training, marketing, program planning, evaluation, and finance; a facility maintenance work group that has been looking at ways to improve how we perform maintenance activities and the adequacy of our maintenance yards; and a park planning and development team that has updated Level of Service (LOS) standards.

Formula 2040 is a functional master plan. Upon adoption by both the Prince George's County Planning Board and Prince George's County Council, the Plan will become a part of the County's *General Plan*. The *General Plan* incorporates other functional master plans such as those for preservation, transportation, green infrastructure, and public safety. As an element of the *General Plan*, *Formula 2040* will have an elevated status—it will provide the development community notice of our plans for parks and recreation facilities.

The *General Plan* also establishes three policy areas: the Developed Tier, which includes the area inside the Capital Beltway (86 square miles); the Developing Tier, which includes the area between the Capital Beltway and US 301 (237 square miles); and the Rural Tier, which is primarily east of US 301 (64 square miles). The tiers reflect both existing development conditions and the commitment to preserve for posterity significant agricultural land and forest in the Rural Tier. The Plan recognizes that the provision of recreation facilities and services must adjust to the density of population. To preserve equity, every resident must receive an equivalent mix of recreation service; however, the services will not be identical. For example, given elevated land cost and few remaining large land parcels, it may be difficult to add playing fields in the Developed Tier.

Recent surveys show that the greatest recreation facility need in Prince George's County is for trails. Experts tell us that the County is significantly underserved by trails. Therefore, the Plan makes a significant commitment to building a trail network. This commitment is a reinforcement of recent County legislation—Council Bill (CB) 2-2012—Adequate Public Pedestrian and Bikeway Facilities in Centers and Corridors—that established an Adequate Public Facilities (APF) test for pedestrian and bike facilities in centers and corridors. The Bill requires the Planning Board to develop appropriate standards for walking and bicycling. A formal finding must be made as to whether a proposed subdivision will provide adequate sidewalk and bike facilities to both serve the subdivision internally and connect to surrounding areas. If the area lacks adequate facilities, the developer may be required to construct sidewalks and trails. The County has APF tests for transportation and public safety. The Plan recommends establishing an APF test for park and recreation facilities.

A sustainable organization balances environmental, social, and economic concerns to meet current needs without sacrificing the ability to meet the needs of future generations. Limited resources must be responsibly managed to best meet diverse community parks and recreation needs and interests. Maintaining the quality of large parks and a recreation system and responding to changing interests and needs will be essential to the ongoing success of DPR. Management practices to ensure quality services and fair distribution of resources are critical.

It is clear that DPR must operate in a more business-like manner if the objectives of the Plan are to be met. At a minimum, this means having a clear understanding of the costs associated with operating and maintaining a facility and delivering a program. By determining the direct and indirect costs for each service, fees and charges can be established and assessed in an informed way and financial resources can be managed effectively. Knowledge of cost will empower staff to make more informed decisions on how to use scarce public dollars. Likewise, armed with per capita costs, DPR will be able to make prudent capital investments.

As DPR grows, the agency and the communities of taxpayers will be better served if there is consensus on **cost recovery** and clear expectations related to pricing of services. County residents will benefit from a vibrant economy that provides a multitude of leisure options. Pricing of services in the public sector must be carefully calibrated to support robust nonprofit and for-profit recreation and leisure service sectors.

A sustainable organization balances environmental, social, and economic concerns to meet current needs without sacrificing the ability to meet the needs of future generations.





HONORING AN ENVIRONMENTAL AND CULTURAL LEGACY

Preservation of the environment and open space and conservation of natural resources have been central to the mission of M-NCPPC since its inception in 1927. As development and growth occur in Prince George's County, preservation of remaining open spaces will continue to be of central importance in maintaining the character of the County. The quality of the environment and the quality of life of residents are interlinked. In an era of "nature deficit" it is even more important to preserve open spaces and natural areas for people to enjoy, appreciate, and care for. Urban forests, natural areas, and waters provide opportunities for outdoor recreation such as hiking, biking, and boating and contribute to a healthy community.



The M-NCPPC has its roots in the preservation of stream valley parks and natural areas. A large percentage of the park system managed by DPR in Prince George's County is located in natural areas including flood plains, sensitive wetland habitats, and other uniquely preserved natural resources. An aggressive and strategic acquisition and preservation plan is essential to maintaining important natural lands to connect the stream valley system and maintain the character of the County as growth occurs. Employing best management practices in the care of these resources is important.

The County has a rich history influenced by the legacy of the equine and agricultural industries. With development, historic resources are increasingly at risk. Many have already been saved under the protection of the M-NCPPC. However, there are too many unprotected sites to save through purchase, restoration, and management. It is urgent that criteria be established to save the most important resources to preserve the County's cultural legacy.

EMBRACING DIVERSITY

In an increasingly diverse society, it is essential to understand, value, and respond to the varied interests and needs of residents throughout the County as DPR designs and develops recreation services. If DPR is to meet future recreational needs, it must understand and address demographic trends:

- Growing numbers of diverse racial and ethnic populations, previously concentrated in the northeastern part of the County, are located throughout the County. Many are recent immigrants.
- Demand for services for people with disabilities is expected to increase, especially from the numbers of military service men and women who have sustained injuries, leaving them with disabilities and other emotional and physical challenges.
- Increases in the senior population create a higher service demand. Persons in this category are living longer and are physically active until very late in life.

IMPROVING ACCESS

Community concerns were also articulated about public safety related to crime and gang activity in the County. These concerns do not appear to affect the image of DPR facilities and services; however, they do affect community use of facilities and program registration among current non-users. If potential patrons do not feel safe, they will not use parks or participate in programs. Crime statistics continually verify that M-NCPPC parks and facilities are safe. To combat perceptions, continuing efforts to address community safety issues in the vicinity of parks is a priority.

Community members also mentioned limited availability of time as a reason for their lack of participation in Department services. A current trend relative to leisure behavior is the decline of interest in longer-term program commitments. DPR may need to respond to this trend by offering programs, activities, and events that are short-term, drop-in, or episodic in nature.

In an increasingly diverse society, it is essential to understand, value, and respond to the varied interests and needs of residents throughout the County.

FOSTERING PARTICIPATION

Community engagement and collaboration are central elements of DPR's vision. Meaningful, ongoing public participation is a major principle identified in the Prince George's County *General Plan*.

Formula 2040 is built on a solid foundation of community engagement and participation using a variety of methods, including surveys, public meetings, open houses, special interest focus groups, a staff outreach corps, and a speakers bureau. It will be important to follow up with key constituencies during plan implementation.

Residents must be informed and aware of park and recreation opportunities before they can fully engage. This includes ways for residents to get involved through volunteer activities, advisory boards, and recreation councils. A repeated theme from community input is the need to continue to get the word out about DPR services and facilities. This should be followed with assessment, measurement, and evaluation of community needs, desires, and satisfaction.

Creative communications and outreach to engage diverse ethnic groups, young people, and underserved groups is a need cited by both staff and community members. Broadening the reach to those who have limited access (i.e., physical, financial, and language barriers) is central to DPR's mission. Regular dialogue with residents of various cultures and ethnicities can translate into responsive program development that enhances traditional programming.





GOALS

Formula 2040 sets the agenda for the development, maintenance, and use of parks and open spaces. It centers recommended policies, strategies, and actions on three strategic goals that will provide direction for DPR in coming years—Connectivity, Health and Wellness, and Economic Development. Each of these goals is measurable to demonstrate the value of recreation facilities and leisure services to County taxpayers.

- We want County residents to be both socially and physically connected;
- We want our investments in facilities and programs to stimulate the economy; and
- We want our facilities and programs to have wellness components that will contribute to the physical and mental health of our patrons and to the environmental health of communities.

↔ **Connectivity:** (Performance indicators could include % of the 400-mile trail work complete, % of households that are within ½ mile of a parkland trail, % of program descriptions that include developmental asset benefits)—Connectivity is about connecting the residents of Prince George's County to quality parks, trails, recreation facilities, and programs. It is also about making sure our patrons are connected socially and developmentally to our neighborhoods and communities.

As previously cited, the number one need of County residents is for walking and biking trails. It is envisioned that an expanded 400-mile trail network will connect not only places of recreation, but also places of work, school, and shopping. As the County grows, corridors of parkland will be important wildlife corridors.

When people have a connection to and appreciation of natural areas, they are more likely to support the protection of these resources. There is growing concern over the disconnection of people from nature. Access to media, friends, and information via computers and smartphones continue to successfully compete for leisure time. Continuation and expansion of successful environmental education and stewardship programs is important.

A community with high social connectivity builds trust, resilience, and self-efficacy. Youth especially need positive experiences during out-of-school time to grow into healthy, caring, and responsible citizens. Well-planned and delivered park and recreation programs provide positive experiences. When programs are high in developmental assets, they also build social capital and instill positive values.



Health and Wellness: (Performance indicators could include % of adult obesity relative to national average, % of program descriptions that include developmental asset benefits)—Prince George's County ranks significantly higher than the Maryland average for many rates of mortality, morbidity, and prevalence of chronic diseases. Sixty-nine percent (69%) of County residents are overweight or obese with 48% of children being overweight or obese. Prince George's County has the second highest adjusted death rate from heart disease in Maryland, 280.4 per 100,000, while the state average is 252.8.*

In the area of health and wellness, DPR will promote a wellness ethic. We want our facilities and programs to have wellness components that will contribute to the physical and mental health of our patrons and to the environmental health of communities. From a programmatic perspective, mental health relates to the level of social connectivity discussed above.

In the area of environmental health and sustainability, M-NCPPC is committed to adopting best practices associated with development and environmental protection, such as those promoted by the Sustainable Sites Initiative (SITES) of the American Society of Landscape Architects and the Leadership in Energy and Environmental Design (LEED) programs of the U.S. Green Building Council.



Economic Development: (Performance indicators could include # and % of hotel visits related to a DPR facility/event/attraction)—In the arena of economic development, we want our investment decisions to contribute to making Prince George's County's economy vibrant and sustainable. Investment in parkland and facilities will be used to stimulate private sector investment. This proactive strategy can range from providing incentives for developers to include a mix of urban parks and public realm enhancements, such as lighting, street furniture, and public art, in a project to developing a new multigenerational recreation center as the stimulus to provide transit-oriented mixed-use development at a Metro station.

Adding so-called signature facilities will elevate the profile of the County regionally and nationally. The County economy will especially benefit from facilities that attract overnight visitors.

* Source: Health Policy Institute, 2012



SECTION 4: IMPLEMENTING THE VISION OF M-NCPPC PARKS AND RECREATION IN PRINCE GEORGE'S COUNTY

INTRODUCTION

This section of *Formula 2040* sets forth the specific direction for achieving the 2040 vision of the Prince George's County parks and recreation system and the goals of connectivity, economic development, and health and wellness. It is structured around the four policy areas outlined in Section 3: System, Programs, Land, and Facilities. The key to effective implementation will be to incorporate the strategies into DPR's programs, facility management and public/private partnerships.

The strategies and action steps identify a variety of implementation mechanisms, such as establishing criteria for natural and historical resource acquisition, dedication of land and recreational facilities through the development process, and location of future recreation and aquatic centers. Recommendations address legislative changes to applicable ordinances and diversification of funding. Many action steps will be implemented over the next three to five years; others will take more time and a higher revenue base (developed through plan implementation) to support the capital and operational costs required to achieve them. The key to effective implementation will be to incorporate the range of strategies into the ongoing management practices of DPR and its partners within the M-NCPPC and Prince George's County governments.



Many action steps will be implemented over the next three to five years.



1. SYSTEM

SYSTEM POLICY

Develop objectives and transparent processes, standards, and criteria for decision-making to support the effectiveness of the Prince George's County's parks and recreation system in meeting the goals of connectivity, economic development, and health and wellness.

SYSTEM STRATEGIES

1.1. ESTABLISH MEASURES TO TRACK PERFORMANCE IN ACHIEVING THE FUNCTIONAL MASTER PLAN GOALS.

Action Steps

- Using the objectives established in Section 3 as a starting point, define performance measures to track progress in implementing the *Formula 2040* Functional Master Plan. Examples of measures include:
 - system-wide economic impact;
 - facility visitation per square foot;
 - direct and indirect costs of services provided; and
 - customer satisfaction.
- Enhance the use of SMARTlink to track performance by incorporating higher levels of training with DPR staff and reporting out quarterly the results for each performance measure established.
- Track the results of implementing the Formula 2040 Functional Master Plan strategies on cost savings and revenue generation as they apply to capital and operational dollars spent and earned income dollars created.

1.2. DIVERSIFY FUNDING SOURCES THROUGH SUCH ACTIVITIES AS EARNED INCOME FROM FACILITIES, FOUNDATIONS/CONSERVANCIES, AND SPONSORSHIPS.

Action Steps

- Develop a range of funding sources to reduce reliance on County tax revenues for funding of operations, maintenance of existing facilities, and new capital investments. Examples include concessions, land leases, user and permit fees, advertising, sponsorships, and grants.
- Create a Park Foundation to help raise needed money for capital and land acquisition efforts.

- Develop conservancies to help manage specific specialty parks or facilities to keep tax dollar support at a lower level.
- Establish a business development office to manage business planning, revenue development, and partnership equity.
- Develop criteria for sponsorships and earned income to support operational costs.
- Develop design criteria to create opportunities to enhance earned income from redeveloped parks and facilities and in new facilities.

1.3. DEVELOP A FAIR AND EQUITABLE PARTNERSHIP POLICY.

Action Steps

- Develop a fair and equitable partnership policy for each type of partnership created or in place, including public/public partnerships, public/not-for-profit partnerships, and public/private partnerships.
- Establish working agreements that define measurable outcomes, track costs for all partnerships, and require periodic review and assessment of performance.
- Eliminate unproductive partnerships based on costs and benefits received.
- Seek partnerships with other service providers who can provide the same level of service at a lower cost or are willing to invest in components of a service to share the costs.
- Develop partnerships to extend the range of DPR, and hold partners accountable to DPR service standards.
- Create tool to track the benefits and costs of partnerships.

1.4. INCREASE USE OF TECHNOLOGY TO INCREASE ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS.

Action Steps

- Maximize use of SMARTlink and other technologies through effective training and integration into DPR operations.
- Employ mobile technologies to ensure accessibility and flexibility in remote or outdoor areas.
- Bridge the digital divide by upgrading voice and data infrastructure resources; standardize after-school computer clubs and PC labs to align with Countywide STEM and quality of life-enhancing initiatives.
- Improve WiFi, ADA, and broadband access resources.



- e. Incorporate a maintenance management software program to track and improve operational efficiency, including lifecycle maintenance on DPR assets.
- f. Use an activity-based costing model for all programs and services to help identify and track true costs to deliver the services and how to reduce costs where appropriate without reducing quality.
- g. Implement a technology strategic plan that:
 - evaluates usage and productivity of all software applications and hardware solutions;
 - defines future technology solutions; and
 - identifies pathways to integrate current and future information systems, including Planning Department GIS files and County data files, to increase staff productivity and capability.
- h. Develop an off-road location identification system to assist with wayfinding and emergency response.

1.5. USE MARKETING AND COMMUNICATIONS MORE AGGRESSIVELY TO REACH A LARGER AUDIENCE AND CULTIVATE A LOYAL FOLLOWING.

Action Steps

- a. Build on current staff efforts, develop and implement a comprehensive marketing plan to elevate, integrate, and improve the effectiveness of DPR's marketing, branding, and communications.
- b. Develop marketing materials that communicate the benefits of participation in implementing the Plan to the public. Go beyond presentation of information to inspirational messaging in these materials.
- c. Utilize social media effectively in maximizing outreach and cultivating a broad group of advocates and supporters. Continue to use social media and other technologies. Leverage marketing for cross-promoting the various assets within the system.
- d. Continue to evaluate the effectiveness of marketing and social media activities by tracking overall marketing return on investment and using web analytics to track user visitations trends.



1.6. IMPLEMENT A TRANSPARENT PRIORITY-SETTING PROCESS FOR PARKS, RECREATION, AND OPEN SPACE PROJECTS INCLUDED IN THE CAPITAL IMPROVEMENTS PROGRAM (CIP).

Action Steps

- a. Complete the testing of the Capital Projects Evaluation Model (CPEM) that evaluates proposed capital projects in an established and proven cost-benefit analysis tailored to public park and recreation agencies.
- b. Develop the CPEM in a database platform that enables usage, reporting, and analysis to be performed on multiple projects over multiple years.
- c. Assign a working team within DPR that will be responsible for using the CPEM to evaluate and prioritize proposed capital projects.
- d. Utilize the CPEM as a part of the CIP budget and prioritization process each year.
- e. Review facility projects for consistency with the County *General Plan* and master plan priorities.
- f. Evaluate annually the availability of staff resources and funding sources for design of park projects to manage the total number of CIP projects that can be approved annually for successful implementation.



1.7. DEVELOP AN ADEQUATE PUBLIC FACILITIES TEST THAT INTEGRATES PARKS WITH OTHER PUBLIC FACILITY NEEDS GENERATED BY NEW DEVELOPMENT.

Action Steps

- a. Explore the feasibility of an Adequate Public Facilities (APF) test for parks and recreation facilities to complement existing APF tests for transportation, utilities, and public safety (i.e. fire and police).
- b. Incorporate related action recommendations pertaining to land dedication into an APF ordinance (see Strategy 3.1).
- c. Consider joint use facilities with schools, libraries, health centers, or other entities that operate with a similar mission.





2. PROGRAMS

PROGRAMS POLICY

Maximize the value of park and recreation program offerings by matching them with facility space and community needs to achieve the highest level of productivity.

PROGRAMS STRATEGIES

2.1. IMPLEMENT A SERVICE CLASSIFICATION SYSTEM DIFFERENTIATING CORE ESSENTIAL, IMPORTANT, AND VALUE-ADDED PROGRAMS TO BETTER ALLOCATE RESOURCES AND INCREASE REVENUE.

Action Steps

- a. Implement the Classification of Service Criteria (Stop Light Model) for program services, and price services based on individual benefit received (see Appendix B).
- b. Consistent with the Stop Light Model, classify core programs provided by DPR as essential, important, or value-added:
 - Essential: Programs and services DPR must provide and/or are essential in order to fulfill its mission. The failure to provide a core essential program or service at an adequate level would result in a significant negative consequence relative to health, safety, and/or economic and community vitality within Prince George's County.
 - Important: Programs and services DPR should provide because they are important to effectively serve the Prince George's County community, including residents, businesses, customers, and partners. Important programs enhance or expand DPR's contribution to County health, safety, economic development, arts and cultural heritage, and community vitality.
 - Value-added: Programs or services DPR may provide when additional funding or revenue exists to offset the cost of providing those services. Discretionary services provide added value to residents, businesses, customers and partners above and beyond what is required or expected of Prince George's County. In many cases, these programs are already being provided by the private or nonprofit sectors, or could be in the future. Pricing should reflect the prevailing market rate. Fee assistance will be available for those unable to pay.

- c. Train DPR staff on each program classification and how to determine the public good and private good for each service as it applies to the Stop Light Model criteria.
- d. Price programs and services based on the private good provided and the desired cost recovery target.
- e. Develop program standards to ensure consistent service quality is delivered across the system.
- f. Develop five performance measures for each type of program service, and report results on a quarterly basis:
 - attendance/average hourly rate of attendance
 - building usage rate
 - course delivery rate
 - customer satisfaction
 - cost recovery rate by SMARTlink program category
- g. Determine current cost-of-service delivery for all programs. Over a three year timeframe, determine true cost to deliver each service and how closely aligned those costs are to the cost recovery goals outlined in the Stop Light Model. Refine provision of services and programs based on cost analysis data.



2.2. COMPLETE A PROGRAM ASSESSMENT SYSTEM-WIDE, BY REGIONS, AND BY FACILITIES.

Action Steps

- a. Complete assessments of programs using the program assessment matrix (see Appendix C) developed for *Formula 2040* to evaluate factors such as program participation vs. capacity, performance indicators achieved, and market competitiveness. The matrix can be used by staff to assess the quality of program delivery in a variety of circumstances, for example by PUMA service region or at an individual facility.
- b. Update the assessments on a semiannual or annual basis to determine program trends.
- c. Share and communicate best practices from program assessment system-wide.
- d. Track visitation per square foot on a semiannual basis using SMARTlink. Use this data to determine performance of recreation and aquatic centers as a basis for changing programs to re-energize underperforming centers.



2.3. DEVELOP BUSINESS PLANS FOR PROGRAMS WITH COST RECOVERY TARGETS.

Action Steps

- Develop business plans for all core services provided by DPR. The plans should address markets served, program trends, cost-of-service to provide the programs, level of duplication in the market place, pricing alternatives based on cost recovery goals, program standards that need to be put into place, and the current life cycle of current offerings.
- Train staff in the use of SMARTlink to track program and marketing trends to make better decisions. Repeat the survey every three (3) years and track trends.
- Use the cross-tabulated results (broken down according to demographics and geographic areas) of the community interest and opinion survey conducted for *Formula 2040* to help determine what residents desire in each core service area. Repeat the survey every three to five years.
- Train staff on cost-of-service, business planning, marketing, pricing, and program management to maximize each recreation facility and the programs it offers to achieve the highest level of use and productivity.

2.4. IMPROVE THE CONNECTIVITY, PRODUCTIVITY, AND HEALTH OUTCOMES OF PROGRAMS.

Action Steps

- Develop specific health and wellness (physical, mental, culturally appropriate, environmental) components for at least 75% of the programs provided by DPR by 2017.
- Match programs to health and wellness facilities (e.g., “heart healthy” trails in parks and along greenways; Crime Prevention Through Environmental Design (CPTED) training, including bicycling and walking safety education; outdoor exercise equipment for youth and adults in parks; and exercise equipment at all indoor recreation facilities for youth and adults).
- Conduct outreach to neighborhoods and community associations on health- and connectivity-related issues (e.g., neighborhood walking clubs, community health fairs, and art festivals).
- Promote healthy eating as an essential component of healthy lifestyles (e.g., community gardens, farmers markets in County parks, programs that focus on nutrition, and healthy food products in day camps and after-school programs).
- Share results of health-related programs with key decision makers, health agencies, and business leaders.

- Include outcome benefits in all program descriptions.
- Promote environmental health by adopting state-of-the-art, environmentally sustainable best practices such as those promoted by the Sustainable Sites Initiative (SITES) of the American Society of Landscape Architects and the Leadership in Energy and Environmental Design (LEED) programs of the U.S. Green Building Council. Key best practices include creating adequate buffers when purchasing stream valley property, using pervious surfaces, connecting wildlife corridors, reducing non-point source pollution, managing non-native invasive plants and animals, and promoting environmental stewardship and education.
- Develop after-school programs to bridge school experience with a variety of enrichment options.



3. LAND

LAND POLICY

Strengthen and integrate regulatory and decision-making processes related to acquisition of parkland and open space to more effectively grow the system to meet community need.

LAND STRATEGIES

3.1. UPDATE THE PARKLAND DEDICATION ORDINANCES TO IMPROVE OUTCOMES AND REDUCE UNCERTAINTY IN THE LAND DEVELOPMENT PROCESS.

Action Steps

- Expand the scope of ordinances to explicitly cover all new residential units, including mixed-use development and resubdivisions.
- Amend the dedication ordinances to better define proportionality by eliminating flat percentages and switching to a formula that relates to new units and unit types.
- Delineate “Park Service Areas” to relate fee expenditures to levels of service within specific geographic areas.
- Develop better equivalency between land dedication, fee-in-lieu of dedication, and recreational facilities based on the value of the land after it is approved for development.
- Authorize use of land dedication, fee-in-lieu of dedication, and recreational facilities options in combination to meet project objectives.





3.2. FORMALIZE A MORE TRANSPARENT PROCESS FOR EVALUATING AND PRIORITIZING LANDS FOR ACQUISITION.

Action Steps

- Develop a three-part evaluation framework that balances resource qualities with DPR priorities and cost considerations. See Appendix D for an example of evaluation criteria.
 - Context – General criteria that allows an evaluation of how a specific property can contribute to system-wide goals, ease of public access, connectivity and external threats such as development pressures.
 - Resource Type – Specific criteria associated with three resource types (recreation, natural/environmental, and historic) that reflect each type's goals and priorities.
 - Sustainability – General criteria relating to acquisition, development costs, and short- and long-term operation costs.
- Tie criteria to goals and needs identified in approved planning documents.
- Weigh each part of the evaluation framework to reflect its importance, and establish scoring thresholds for each resource type, representing what a property must achieve to be considered for acquisition.
- Conduct a feasibility study to pre-determine the costs and constraints associated with the development of the land based on applicable codes (e.g., road improvements, site constraints, regulatory and permitting constraints, utilities, cost of maintenance, site conditions, and environmental impacts).
- Periodically, update the acquisition criteria to reflect changes in policies and priorities.
- Score each proposed acquisition based on the mutually agreed criteria, and prioritize the properties by their scores.

3.3. IDENTIFY SUITABLE LOCATIONS FOR LARGE AND SMALL SCALE FOOD PRODUCTION WITHIN PARKLAND IN RURAL, URBAN AND SUBURBAN AREAS.

Action Steps

- Develop a long-term agriculture preservation program on parkland in balance with provision of needed active recreational facilities.
- Work with community groups, HOAs, faith-based communities, municipalities and other groups to utilize appropriate parkland for community garden plots.
- Partner with organizations to establish urban agricultural sites.



4. FACILITIES

FACILITIES POLICY

Maximize the value of park and recreation facilities by cost-effectively meeting community need for services and generating community pride and economic impact.

FACILITIES STRATEGIES

4.1. EVALUATE EXISTING RECREATION CENTERS AND AQUATIC FACILITIES FOR REINVESTMENT OR REPOSITIONING BASED ON SERVICE AREA ANALYSIS.

Action Steps

- Create management practices/expectations and policy support to consistently collect patron use and utility cost data of indoor recreation and aquatic facilities.
- Enforce SMARTlink data collection and entry protocols to accurately account for usage levels, and make this a requirement for evaluation of staff performance.
- Track annually the productivity level of all recreation centers based on square foot usage per visitor.
- Develop a cost-of-service assessment for all recreation facilities based on cost per experience, cost per square foot to operate, and revenue earned per square foot. See Appendix E for an example.
- Evaluate facilities annually based on the recommended metrics and processes for reinvestment, repositioning or divesting described above.
- Identify recreation and aquatic centers that are performing below average through the standardized value of visitors per square foot approach, and:
 - Describe the circumstances that justify and explain why below average utilization is acceptable; or
 - Develop a performance improvement plan that specifies:
 - number of additional annual visitors desired;
 - periods of time in which the increased visitation is desired;
 - suggested program strategies for improving visitation;
 - suggested alternative uses of space to improve visitation; and
 - whether it is appropriate to reposition or divest the center.



A multigenerational center large enough to satisfy the needs and interests of an entire family located in the surrounding residential community, co-located with another public facility.

- g. Incentivize consistently above-average performance and significant improvements to visitation. For example, a recreation center with above-average performance might receive a new piece of fitness equipment or a new scoreboard or have a room remodeled.
- h. Collect utility use information, develop and enhance management standards, and track the cost of utility consumption at each facility over time. Identify those facilities with above-average utility costs and perform an audit at each site to determine causes. Implement energy management practices to reduce costs, where practicable.

4.2. MOVE TO A MODEL OF MULTIGENERATIONAL CENTERS WITH AQUATICS COMPONENTS.

Action Steps

- a. Develop larger multigenerational centers of 60,000 to 80,000 square feet that maximize usage, fill current and projected gaps in service, and eliminate duplication. These centers will be generally three to four times the size of current community centers and offer an array of program opportunities to satisfy the needs and interests of an entire family, which is not possible with existing centers due to space and time limitations. Each new center will be custom designed to serve the specific needs of neighboring populations (Appendix A).
- b. Include flexible and adaptable multipurpose spaces, not designed for a specific age group, that can accommodate both short-term activities (e.g., rental events and meetings) to longer-term attractions (e.g., an art exhibit).
- c. Incorporate aquatic components into larger, multigenerational centers that include a combination of zero depth entry, warm water areas for learn-to-swim programs and therapeutic programs, moving water areas for play and for resistant exercise programs, and cool water areas for fitness and competition.
- d. Locate the community centers on major transportation routes that will likely be served in the future by public transportation.
- e. Connect the community centers to the trails network.
- f. Co-locate the community centers with other public facilities, when practicable.
- g. Include implementation of LEED or equivalent standards in construction and renovation in project plans. All new construction and major renovation of M-NCPPC buildings will be at least Leadership in Energy and Environmental Design (LEED) Silver eligible or equivalent standard.





SECTION 4: Implementing the Vision of M-NCPPC Parks and Recreation in Prince George's County

- h. Include both art for public viewing and specialized spaces for art programming.
- i. Multigenerational center design will incorporate, where feasible, universal design standards.

4.3. PREPARE FEASIBILITY STUDIES AND BUSINESS PLANS FOR ANY NEW FACILITY TO DETERMINE NEED BASED ON LEVEL OF SERVICE, COST RECOVERY LEVELS, AND FUNDING CAPABILITIES.

Action Steps

- a. Develop feasibility studies and business plans for all new recreation facilities above a minimum size threshold (e.g., that cost more than \$500,000 to develop).
- b. Use feasibility studies to:
 - Evaluate levels of service provided by public facilities and nonprofit providers that operate similar recreational facilities in the area to determine if the market is being served adequately.
 - Analyze types of recreational experiences currently provided in the area where the feasibility study is being conducted, and research the size of each program market.
 - Determine costs and benefits to serve underserved groups.
 - Research options to finance capital and operational costs.
 - Examine site constraints and infrastructure needs (e.g., utilities, roadway improvements, site development, environmental constraints, property access and visibility, regulatory and permit issues, and consistency with proposed master plans).
 - Determine opportunities to include state-of-the-art environmentally sustainable best practices such as those promoted by the Sustainable Sites Initiative (SITES) of the American Society of Landscape Architects and the Leadership in Energy and Environmental Design (LEED) programs of the U.S. Green Building Council.
- c. Develop business plans for existing recreation centers, aquatic centers, sports complexes, golf courses, regional parks, arts facilities, and senior activity centers to maximize their use, cost recovery capability, and operational efficiency over a five-year period.



4.4. PROVIDE GUIDANCE FOR INTEGRATING PARKS INTO PRINCE GEORGE'S COUNTY'S URBAN ENVIRONMENT.

Action Steps

- a. Adopt an urban park typology to complement existing suburban park types, and define the typical functions and elements associated with each type of urban park.
- b. Clarify acceptable ownership and management arrangements for urban parks, including publicly-owned and operated, publicly-accessible but privately-owned and operated, and other public-private partnerships. The goal should be to ensure public access to these urban spaces, regardless of ownership and operations and maintenance agreements.
- c. Introduce multi-functional landscapes in urban settings to fulfill multiple needs simultaneously, e.g., providing healthy recreational opportunities, flood protection, climate change adaptation, habitat creation, and on-site stormwater management.
- d. Provide detailed guidance on the process by which land or air rights for urban parks is acquired and developed through master plan and development review processes.
- e. Develop plans identifying appropriate locations for urban parks and recreation facilities that meet both urban park LOS criteria and urban park typology guidelines (see Appendix F) Ensure implementation, particularly in transit centers and other urban sites where it is not necessarily feasible or desirable to have all urban spaces owned or operated by M-NCPPC.

4.5. UPDATE EXISTING DESIGN STANDARDS FOR PUBLIC AND PRIVATE FACILITIES.

Action Steps

- a. Adopt comprehensive DPR Design Guidelines to:
 1. provide consistent standards for publicly- and privately-developed parks and recreation facilities.
 2. promote a unified approach to park development.
 3. limit use of private developer construction and design standards.
 4. promote DPR goals for connectivity, economic development, and health and wellness.
- b. Focus on design standards that mirror operational patterns and optimize space use such as indoor/outdoor complexes, trail/road access, safety and lighting, active/passive use, and parking.



A transit- and pedestrian-accessible urban square located in one of Prince George's County's centers, offering multiple recreation experiences and adding value to surrounding urban development.

- c. Include state-of-the-art environmentally sustainable best practices such as those promoted by the Sustainable Sites Initiative (SITES) of the American Society of Landscape Architects and the Leadership in Energy and Environmental Design (LEED) programs of the U.S. Green Building Council.
- d. Update guidelines to address the new comprehensive park typology. (See Action 4.4.a.)
- e. Post a link to the guidelines on the DPR website to promote access.
- f. Review the design guidelines annually to reflect current best practices and regulatory changes.
- g. Provide “drawn to scale” specifications for inclusion in construction bid documents.

4.6. DEVELOP ONE OR MORE SIGNATURE FACILITIES OR ATTRACTIONS TO CREATE PARK SYSTEM PRIDE, IDENTITY, AND MAJOR ECONOMIC IMPACT.

Action Steps

- a. Evaluate existing sites that could become signature parks or locations for signature attractions by supporting multiple program functions and experiences, including one or more significant visitor attractions in one location.
- b. Based on the evaluation, select one or more sites to develop as a signature park or attraction. Develop a master plan with design standards for the selected site(s) to create a strong identity and a sense of place.
- c. Develop a feasibility study and business plan for the selected signature park(s) or attractions(s) defining how to most effectively develop and operate a range of amenities and programs, including year-round user experiences.
- d. Incorporate a program and marketing element into the business plan to maximize productivity of the signature park(s) or attractions.
- e. Create partnerships to bring capital and operational resources to each signature park or attraction.
- f. Track annually the economic impacts and the County's return on investment in the signature park(s) or attractions.



The Show Place Arena reimagined as a signature facility, with permanent hotel, retail, restaurant, and entertainment uses located onsite to create a destination where people can spend time before, after, and between events, such as the Prince George's County Fair.



4.7. DEVELOP 400 MILES OF HARD AND SOFT SURFACE TRAILS THROUGHOUT PRINCE GEORGE'S COUNTY.

Action Steps

- a. Review and update the November 2009 *Countywide Master Plan of Transportation* bikeways and trails map, and develop measurable, realistic benchmarks for trail planning and implementation for pedestrians, bicyclists and equestrians.
- b. Prioritize implementation of trails that connect urban centers and neighborhoods with existing park trails and street and highway bike lanes; employment centers; Metro stations; historic, environmental, and cultural resources; and neighborhood anchors including schools, libraries and parks.
- c. Develop cost and level of service criteria for trail implementation.
- d. Coordinate planning and implementation with concurrent road and highway improvement or paving projects that incorporate trails, sidewalks, bike lanes, and other "complete street" elements. Road projects need to incorporate trails, sidewalks, and bike lanes to improve access from local communities to park trails and other facilities. Implementing "complete streets" will help to ensure that residents can use the roads to safely get to parks and trails by walking or bicycling.
- e. Identify short- and long-term funding sources that take advantage of the multiple benefits of trails. Potential sources include public-private partnerships, Safe Routes to School, Recreational Trails Program, impact fees, and the Transportation Enhancement Program.
- f. Engage potential partners associated with implementation, including schools, businesses, chambers of commerce, advocacy groups (e.g. East Coast Greenway, American Discovery Trail, Washington Area Bicyclists Association, Oxon Hill Bicycle Association, and Prince George's Running Clubs), other County departments (e.g. Department of Public Works and Transportation and Conference and Visitor's Bureau), local governments, and state and federal agencies (e.g. the Maryland Department of Transportation and National Park Service) to establish trail priorities and leverage resources to accelerate trail construction.

4.8. STAFF MAINTENANCE FACILITIES TO EFFICIENTLY COVER SERVICE AREA REQUIREMENTS, AND LOCATE FACILITIES TO REDUCE TRAVEL TIME TO LESS THAN ONE HOUR PER DAY.

Action Steps

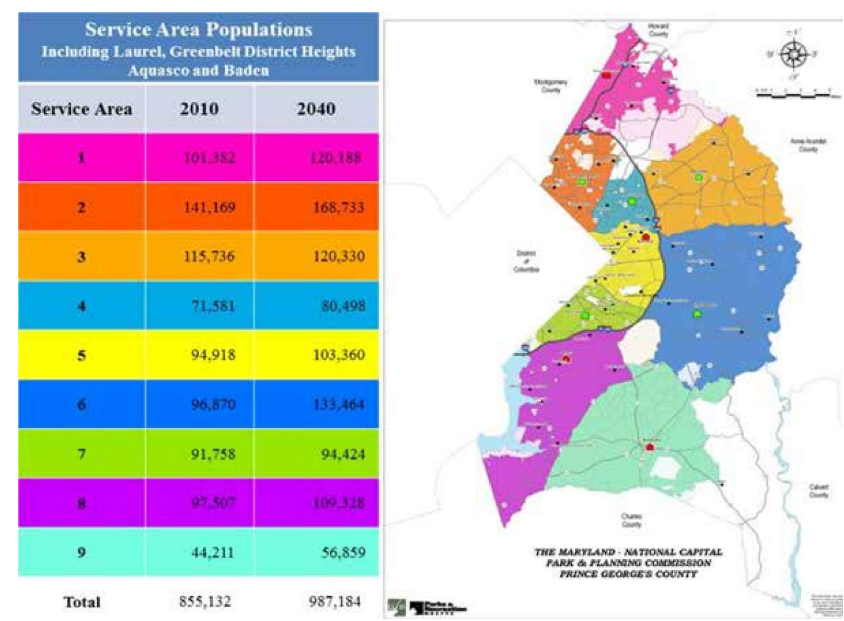
- a. Establish and maintain standards for budgeting, staffing, and maintenance yard design that are aligned with site and facility needs.
- b. Maintain a standard of labor costs (including benefits and additive costs) not to exceed 65% of the total operational costs of maintenance functions.
- c. Develop and implement a "Treat it like it's yours!" incentive program for maintenance staff to promote better treatment of equipment. Track equipment use and operators regularly to enforce personal accountability.
- d. Adopt recommended standards for maintenance yard design, location, and staffing based upon accepted criteria including, but not limited to, maintenance responsibilities for sites and facilities, travel times, land availability and suitability, and infrastructure support (see Appendix H).
- e. Explore the feasibility of establishing a facilities management unit to coordinate and implement maintenance and life-cycle plans for all infrastructure, including buildings, parks, utilities, communications, furnishings, and equipment in a comprehensive and systematic manner.

Appendix A: Location Analysis and Recommendations Summary for Multigenerational Community Recreational Centers in Prince George’s County, MD

Prince George’s County is expected to have over one million residents in 2040. This includes an additional 150,000 new residents. As the County’s population grows, long-term planning becomes essential to ensure that the County continues to deliver parks and recreation services in an efficient and effective manner. The *Formula 2040: Functional Master Plan for Parks, Recreation and Open Space* provides policies to guide the planning of future parks, recreational programs and maintenance service facilities as well as the rehabilitation and modernization of existing facilities.

A key recommendation of *Formula 2040* is to move from the current model of building neighborhood-oriented community centers of approximately 20,000 square feet to constructing larger, 60,000- to 80,000-square foot, multi-neighborhood-serving community centers or what is referred to in the Plan as “multigenerational community centers.” Multigenerational community centers can provide an array of programs simultaneously to serve the recreational and leisure needs and interests of an entire family, not just one age group. This would be a level of service that cannot be provided by the current model of smaller recreation centers that are typically comprised of a single gymnasium, multipurpose space and a fitness room. In contrast, typical multigenerational community centers will have a double gymnasium, an aquatics feature, a fitness center with running track, and flexible multipurpose program space(s) to meet the requirements for a variety of programming activities.

The following activities were among the referenced sources and activities considered in developing a framework for this analysis: an evaluation of the 2010 and projected 2040 populations and demographic characteristics, a review and evaluation of national benchmarking standards, results from the statistically-valid 2008 and 2012 Countywide interest opinion surveys of residents, and input from residents who attended several Countywide public meetings held during the preparation of the *Formula 2040* plan. Additionally, during the spring of 2012, Prince George’s County launched an initiative to address a range of educational, workforce, and public safety issues in six communities within the Inner Beltway. The Transforming Neighborhood Initiative (TNI) has resulted in notable improvements in the crime rate and visual appearance of properties in the designated communities. The TNI was an important referenced source in defining the location criteria. The outcomes from these various activities revealed a wealth of information about the recreation and leisure activity patterns of users and non-users.



- Using this information, the following objectives were established for this analysis:
- A. Every Prince George's County resident should be able to access at least one recreation facility in no more than 15 minutes travel time.
 - B. The total combined infrastructure of the County's developed recreational facilities should provide at least two-square feet of recreational space per resident, including ½ square foot of aquatics.

Location Methodology, Criteria and Analysis

The initial step was to divide the County into nine (9) service areas. From the center of each service area, facility access should be within a 15-minute travel time. As such, every County resident should reside within 15 minutes of an indoor recreation community center facility. Service areas are smaller in size inside the Capital Beltway (Interstate 495) due to population density and levels of traffic congestion (See Service Area Populations Map, below). A comprehensive analysis of existing and projected population was undertaken to determine current and future demand for community facilities in each service area. Population from the 2010 U.S. Census was compared with the 2040 population projections. Likewise, an examination of the status of existing and planned community center facilities was conducted to confirm the need for future community center space.

A second step in the analysis was to determine the existing gross square feet of indoor recreation space. See charts on pages starting on page 126 for Area 1 and continuing for each of the nine service areas.

The gross square feet were then divided into the existing and projected populations for each area to determine existing level of service, i.e., square feet per person, and the level of service in the year 2040—assuming no more facilities are constructed in each of the nine service areas. The objective was to provide at least two-square feet of recreational space per resident, including ½-square foot for aquatics.

To calculate the need for aquatic services, the first step was to determine the current and projected levels of service of existing aquatic services, distinguishing indoor aquatics and outdoor aquatic facilities. The population projection for the year 2040 was used to determine if there was a deficiency in the level of service for both community center recreation space and aquatic space. If a deficiency gap existed, the staff then determined how it would be addressed. Overall, in 2040, the recreational space needs in the service areas will range from zero to 150,000 additional square feet. In most cases, the gap will be satisfied by the construction of multigenerational centers.

Facility Locations

Using the methodology previously described, the number and locations of new multi-generational centers were determined. The proposed locations and the rationale are described in the service area analyses, starting with Area 1 on page 125. As shown on the map of each service area, a large number of variables were considered in determining the locations of each multigenerational center: Is it a central location in the service area? Is it close to current public facilities such as schools, libraries, fire stations, etc.? Does it have access to major roads? Is public transit services planned for the area? Can the center be connected to the regional trails network? Are there competing existing or planned private recreational centers?

From the results of Countywide interest and opinion surveys, public input obtained at public meetings and open houses, and the benchmarked experiences of other park and recreation agencies, it is clear that County residents are willing to drive up to 20 minutes to satisfy their recreational needs. As such, the larger, multigenerational model is expected to have a much higher utilization/cost recovery ratio compared to smaller centers. From national experience, it was determined that the revenue generated by a higher volume of users, resulting from greater program opportunity, longer operating hours, and more room rentals will offset the increased costs of operating a larger facility.

Service Area Analysis

An overview for each of the nine areas is presented below. There are three components to each: 1) narrative with recommendations, 2) charts showing level of service calculations for indoor recreation space and indoor and outdoor pool space, and 3) map of the service area. Note that some of the facility square footage numbers on the charts are highlighted in yellow. They are either new centers or existing centers with expansions that are budgeted in the Capital Improvement Program. The square footage totals for these facilities are included as if they were completed projects.

Each map has the legend at left to highlight access to existing and planned transportation. “The BUS” is the intra-county bus service operated by Prince George’s County Department of Public Works and Transportation.



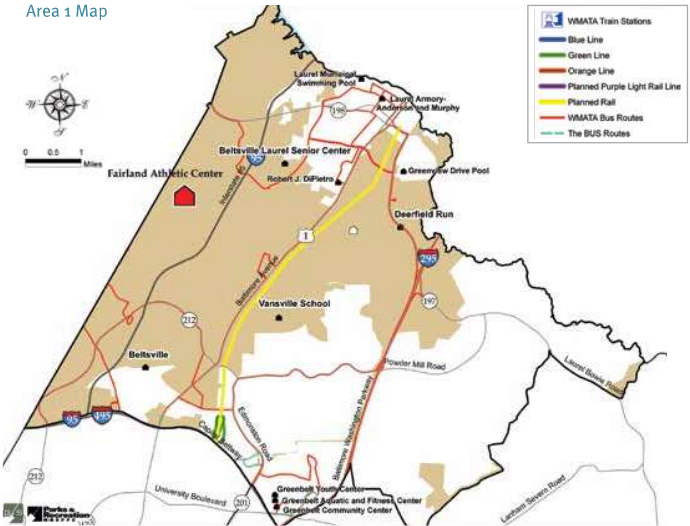
Area 1

Area 1 is the northernmost area outlined in the Plan. This area is mostly suburban with good access to major roads such as US 1, I-95 and Baltimore-Washington Parkway. The Department of Agriculture also owns a large percentage of this area at the Beltsville Agricultural Research Center. By the year 2040, the total population in Area 1 is projected to increase by nearly 20 percent. Even with the large increase in population, Area 1 will not need an abundance of additional square footage in order to meet the standards outlined in the Plan. In Area 1, the municipalities of Laurel and Greenbelt nearly match the recreational contributions of the Prince George’s County Department of Parks and Recreation. This combination results in more than enough nonaquatic recreational space to meet the standard. In fact, the only additional facility required in Area 1 is a modest 14,063 square foot outdoor aquatic facility.

Recommendation:

Transform Fairland Sports/Aquatic Center into a Multigenerational Center. Fairland currently contains most of the amenities required of a Multigenerational Center with the exception of flexible, programmable space. An addition of 14,000 square feet of outdoor aquatic space will be built at Fairland.

Area 1 Map



Area 1

Nonaquatic Facilities		2010			2040		
Facility	SQ FT	1.5 SQ FT Per Person			1.5 SQ FT Per Person		
Community Centers		2010 Population 101,382			2040 Population 120,188		
Beltsville	15,718	Current and Planned SQ FT	233,512		Current and Planned SQ FT	233,512	
Deerfield Run*	13,000 → 18,300						
Vansville	12,000	Recommended SQ FT	152,073		Recommended SQ FT	180,282	
Fairland Sports Complex	28,760						
Beltsville Laurel Senior	22,000	Needed SQ FT	0		Needed SQ FT	0	
Laurel Armory - Anderson & Murphy	18,000						
Robert J. DiPietro	18,000						
Greenbelt Community Center	55,000						
Greenbelt Youth Center	12,500						
Recreation Buildings							
Vansville	4,083						
Oakcrest	1,600						
T. Howard Duckett	5,485						
Fairland Storm Water Building	2,800						
Specialty Centers							
Montpelier Arts Center	19,266						
Total	233,512						

Aquatic Facilities		2010			2040		
Facility	SQ FT	0.5 SQ FT Per Person			0.5 SQ FT Per Person		
Indoor Pools		2/3 Outdoor Pools 1/3 Indoor Pools			2/3 Outdoor Pools 1/3 Indoor Pools		
Fairland Aquatics Center	44,252	2010 Population: 101,382			2040 Population: 120,188		
Greenbelt Aquatic and Fitness Center	20,000		Indoor	Outdoor		Indoor	Outdoor
Indoor Pool Total	64,252	Current and Planned SQ FT	64,252	26,000	Current and Planned SQ FT	64,252	26,000
Outdoor Pools							
Greenbelt Aqatic and Fitness Center	10,000	Recommended SQ FT	16,897	33,794	Recommended SQ FT	20,031	40,063
Laurel Municipal Swimming Pool	10,000						
Greenview Drive Pool	6,000	Needed SQ FT	0	7,794	Needed SQ FT	0	14,063
Outdoor Pool Total	26,000						

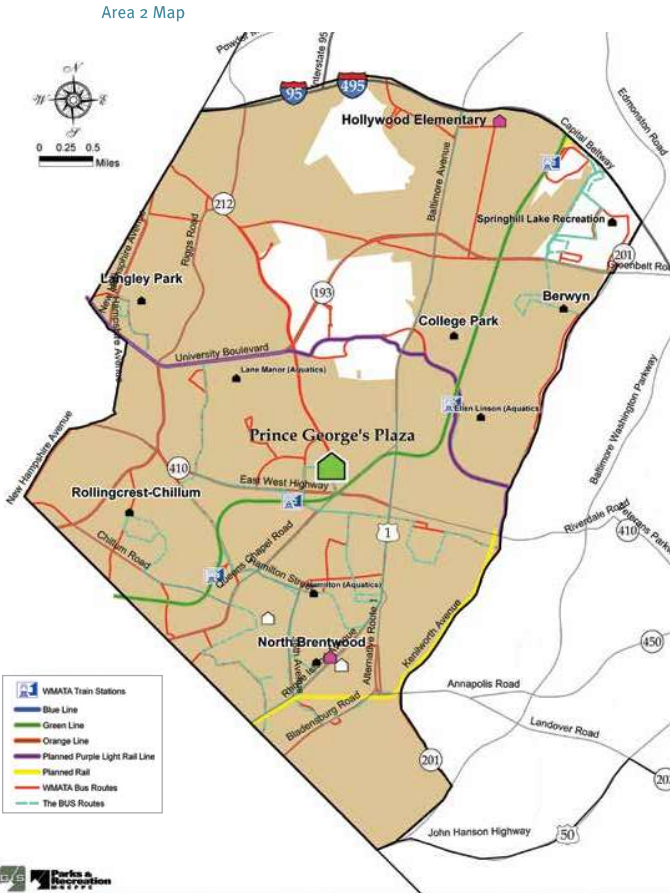
* Project included in current Capital Improvement Program.

Area 2

Area 2 is the northern most area inside the Beltway and it shares a large border with the District of Columbia. The eastern boundary of the area is Kenilworth Avenue and it extends as far south as US 50. The Green Line Metro Rail and the planned Purple Line Metro Rail will provide outstanding public transportation to Area 2's residents. The University of Maryland is also in Area 2 and the population in around the university is expected to increase by a large margin. By the year 2040, the total population in Area 2 is projected to increase by nearly 20 percent. In contrast with Area 1, Area 2 needs a large amount of aquatic and nonaquatic space in order to meet the standard: 143,284 nonaquatic square feet and 9,911 outdoor aquatic square feet.

Recommendations:

1. Transform Prince George's Plaza Community Center into a multigenerational center. The new multigenerational center will be located in the vicinity of the existing center. It will have 80,000-square feet of nonaquatic space and 11,000 square feet of outdoor aquatic space. Area 2 is urbanized. It includes the Prince George's Plaza Metro station and the Prince George's Plaza Shopping Center. According to 2040 projections, the density of this area will increase.
2. Construct a new community center to supplement the North Brentwood Community Center. The new center should be located along the US Route 1 corridor and should have access to public transportation. It will have 55,000-square feet of nonaquatic recreational space.
3. Construct two new 12,000-square foot gymnasiums. One gymnasium will be placed at Langley Park Community Center and one will be placed at the Hollywood Elementary School in College Park.
4. Construct an 8,000-square foot addition of nonaquatic recreational space at the Rollingcrest-Chillum Community Center.



Area 2

Nonaquatic Facilities		2010		2040	
Facility	SQ FT	1.5 SQ FT Per Person		1.5 SQ FT Per Person	
Community Centers		2010 Population		2040 Population	
		141,169		168,733	
Berwyn	8,497	Current and Planned SQ FT	109,816	Current and Planned SQ FT	109,816
College Park	16,906	Recommended SQ FT	211,754	Recommended SQ FT	253,100
Langley Park	19,355	Needed SQ FT	101,938	Needed SQ FT	143,284
Prince George's Plaza	13,065				
Rollingcrest-Chillum	12,410				
North Brentwood	10,066				
Springhill Lake Recreation	9,000				
Recreation Buildings					
Mt. Rainier	1,900				
Edmonston	1,900				
Riverdale	1,498				
Green Meadows	1,981				
Parklawn	1,525				
Lane Manor	1,507				
Adelphi Manor	1,570				
Adelphi	2,184				
Specialty Centers					
Mt. Rainier Nature	2,952				
Brentwood Arts	3,500				
Total	109,816				

Aquatic Facilities		2010		2040	
Facility	SQ FT	0.5 SQ FT Per Person		0.5 SQ FT Per Person	
Indoor Pools		2/3 Outdoor Pools		2/3 Outdoor Pools	
		1/3 Indoor Pools		1/3 Indoor Pools	
		2010 Population: 141,169		2040 Population: 168,733	
Rollingcrest Splash Pool	26,300				
Indoor Pool Total	26,300				
Outdoor Pools					
Hamilton	7,511	Current and Planned SQ FT	26,300	Current and Planned SQ FT	26,300
Lane Manor	7,584	Recommended SQ FT	23,528	Recommended SQ FT	28,122
Ellen Linson	31,238	Needed SQ FT	0	Needed SQ FT	1,822
Outdoor Pool Total	46,333		723		9,911

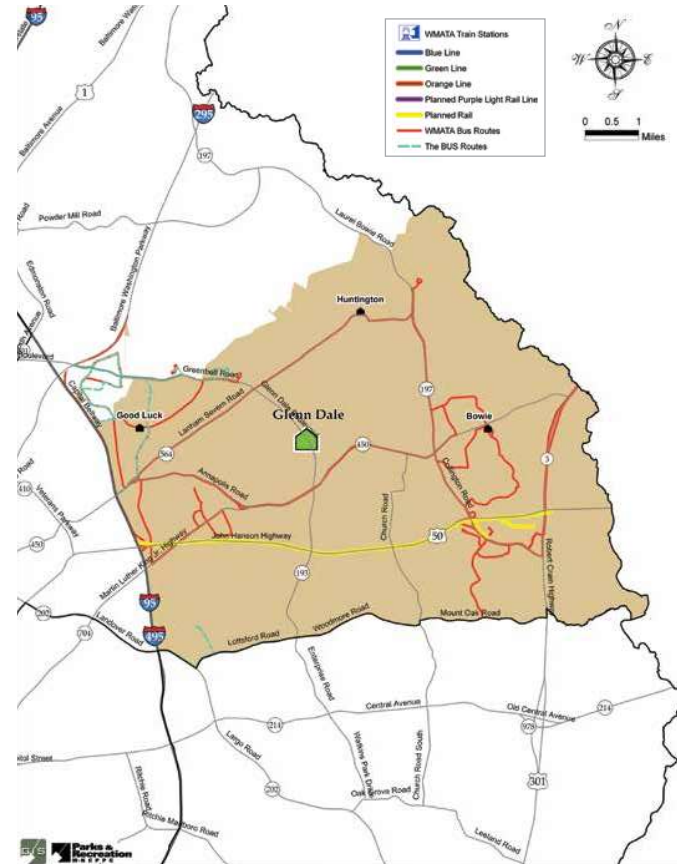
Area 3

Area 3 is outside of the Beltway and suburban in character. This large area encompasses most of Bowie and it extends as far south as Lottsford Road. An abundance of major roads provide the community with great access via automobile. Population growth is projected to be low—a mere 4 percent increase through the year 2040. However, a large amount of both aquatic and nonaquatic recreational facility square footage is needed to meet the needs of the current population: 107,763-square feet of nonaquatic recreational space, 20,005-square feet of indoor aquatic space, and 20,457 of outdoor aquatic space.

Recommendations:

1. Expand Glenn Dale Community Center into a Multigenerational center. There will be three major additions to the center: a 65,000-square foot nonaquatic recreational space addition, a 20,000-square foot indoor aquatic recreational space addition, and a 20,000-square foot outdoor aquatic recreation addition.
2. Add 20,000 nonaquatic square footage to Good Luck Community Center.
3. Add 20,000 nonaquatic square footage to Bowie Community Center.

Area 3 Map



Area 3

Nonaquatic Facilities		2010		2040	
Facility	SQ FT	1.5 SQ FT Per Person		1.5 SQ FT Per Person	
<i>Community Centers</i>		2010 Population 115,736		2040 Population 120,330	
Bowie	18,840	Current and Planned SQ FT	72,732	Current and Planned SQ FT	72,732
Glenn Dale*	16,800	Recommended SQ FT	173,604	Recommended SQ FT	180,495
Good Luck	10,300	Needed SQ FT	100,872	Needed SQ FT	107,763
Huntington	20,000				
<i>Recreation Buildings</i>					
Seabrook	1,507				
Lincoln Vista	2,500				
Ardmore	2,785				
Total	72,732				

Aquatic Facilities		2010			2040		
Facility	SQ FT	0.5 SQ FT Per Person			0.5 SQ FT Per Person		
<i>Outdoor Pools</i>		2/3 Outdoor Pools 1/3 Indoor Pools			2/3 Outdoor Pools 1/3 Indoor Pools		
Glenn Dale Splash Park	19,653	2010 Population: 115,736			2040 Population: 120,330		
Outdoor Pool Total	19,653		Indoor	Outdoor		Indoor	Outdoor
		Current and Planned SQ FT	0	19,653	Current and Planned SQ FT	0	19,653
		Recommended SQ FT	19,289	38,578	Recommended SQ FT	20,055	40,110
		Needed SQ FT	19,289	18,562	Needed SQ FT	20,005	20,457

* Project included in current Capital Improvement Program.

Area 4

Area 4 is a mature developed area inside the Capital Beltway. The northern portion consists of Greenbelt National Park and the southern border is Landover Road. The proposed Purple Line light rail will run almost the length of the area along MD 410 providing the residents with fast and efficient public transportation. Total area population is projected to increase by roughly 10 percent by the year 2040. Most population growth will occur near the intersection of MD 410 and MD 450. In order to meet the service standard, 62,477-square feet of nonaquatic recreation space must be built and 26,833 of outdoor aquatic square space must be built.

Recommendation:

Acquire land near the intersection of MD routes 450 and 410 to build a multi-generational center. This location has a high-density population, great access to major roads, and the Purple Line will provide fast and efficient public transportation. The new multigenerational center will bring Area 4 up to standard with 62,500-square feet of nonaquatic recreation space and 26,833-square feet of outdoor aquatic space.

Appendix D: Example of Land Acquisition Evaluation Framework

33% PART A: CONTEXT

All criteria apply.

10% General

- ☐ The site has multiple uses.
- ☐ The site serves multiple generations.
- ☐ The site already meets M-NCPPC design standards.

30% Connectivity

- ☐ The site is in an area that does not meet level of service standards.
- ☐ The site provides a type of open space or parkland that is not currently available within X miles.
- ☐ The site provides connections to other destinations (e.g., job or retail centers).
- ☐ The site is within a half mile of a neighborhood anchor (e.g., school, library, train station, community center, park, or recreation center).
- ☐ The site provides connections to other public open space or natural resources.
- ☐ The site connects developed areas to park and recreation space.
- ☐ The site is accessible by at least two of the following:
 - car
 - bicycle
 - public transportation
 - walking
- ☐ The site includes a segment of planned trail (as defined in the *Countywide Master Plan of Transportation*).
- ☐ The site is within:
 - W miles of X people in the Developed Tier.
 - Y miles of X people in the Developing Tier.
 - Z miles of X people in the Rural Tier.

30% Economic Development

- ☐ The site will add to sales tax revenue.
- ☐ The site can become a signature park.
- ☐ The site will increase property values with proper investment.
- ☐ The site is at risk of deterioration.
- ☐ The site is at risk of development.
- ☐ The site is strategically important to stimulate economic development and complement an economic development or redevelopment strategy.

30% Health and Wellness

- ☐ The site improves air quality.
- ☐ The site reduces heat island effects.
- ☐ The site provides opportunities for active recreation.
- ☐ The site offers facilities for fitness or recreational sports.
- ☐ The site offers healthy snack or food options.
- ☐ The site grows healthy foods.

33% PART B: RESOURCE TYPE

Use only the criteria from one of the following subcategories, based on the primary use of the site.

Recreational Facilities

- ☐ The site offers resource-based recreation.
- ☐ The site includes a compatible natural or ecological resource.
- ☐ The site includes a historic resource.

Natural / Ecological Resources

- ☐ The site protects the diversity of landscapes in the County.
- ☐ The site protects the diversity of species in the County.
- ☐ The site protects an endangered species.
- ☐ The site creates, protects or restores habitat for native species.
- ☐ The site provides linkages between habitats / wildlife corridors.
- ☐ The site creates buffers around natural resources (e.g., riparian buffers).
- ☐ The site contributes to improvements in watershed health or protects the health of a watershed.
- ☐ The site manages all stormwater onsite.
- ☐ The site has scenic value.
- ☐ The site offers a resource that is unique in the County.
- ☐ The site includes one or more of the following priority natural / ecological resources:
 - stream valley
 - wetland
 - nesting site
 - champion tree site
 - natural outcrops
 - high-value agricultural lands

- ☐ The site is no more than X% developed.
- ☐ The site includes interpretation of natural or ecological features.
- ☐ The site includes a nature center.
- ☐ The site collocates a nature center with a regional center.
- ☐ The site provides undeveloped natural areas in the Developed Tier.
- ☐ The site prevents runoff and erosion.
- ☐ The site contributes to meeting or exceeding General Plan forest and tree cover goals in its tier.
- ☐ The site is part of a Countywide eco-tourism initiative.
- ☐ The site includes a compatible recreation use.
- ☐ The site includes a historic resource.

Historic Resources

- ☐ The site is part of a Countywide heritage tourism initiative.
- ☐ The site is associated with architecture, events, or persons that have contributed to the archaeological or historic patterns of North America, Maryland, or Prince George's County.
- ☐ The site preserves the integrity of the historic resource's setting (e.g. buffers, relationship to external properties, on-site environmental setting).
- ☐ The site is unique in property type, architectural type, or historic value in the County.
- ☐ The site can be used without affecting its historic value.
- ☐ The site is designated or eligible for designation on the National Register of Historic Places or as a National Historic Landmark.
- ☐ The site is designated or eligible for designation as a local historic site or as part of a local historic district.
- ☐ The site includes one or more of the following priority historic resources:
 - cultural landscapes
 - historic corridors/trails
 - historic sites with structures
 - archaeological sites
 - paleontological sites
- ☐ The site has research or educational value.
- ☐ The site includes interpretation of historic features.
- ☐ The site includes a history center.
- ☐ The site collocates a history center with a regional center.
- ☐ The site includes a compatible recreation use.
- ☐ The site includes a compatible natural or ecological resource.

33% PART C: SUSTAINABILITY

All criteria apply.

- ☐ The site costs to provide public access are less than:
 - \$X/acre in the Developed Tier
 - \$Y/acre in the Developing Tier
 - \$Z/acre in the Rural Tier
- ☐ The site acquisition cost, the cost of securing an easement, or the cost of purchasing development rights is less than:
 - \$X/acre in the Developed Tier
 - \$Y/acre in the Developing Tier
 - \$Z/acre in the Rural Tier
- ☐ The site development costs are less than:
 - \$X/acre in the Developed Tier
 - \$Y/acre in the Developing Tier
 - \$Z/acre in the Rural Tier
- ☐ The site will have X% of its capital costs offset by contributions from foundations, conservancies, or partnerships.
- ☐ The site will have X% of its maintenance costs offset by contributions from foundations, conservancies, or partnerships.
- ☐ The site will have X% of its operating costs offset by contributions from foundations, conservancies, or partnerships.
- ☐ The site produces energy through renewable sources to offset energy costs.
- ☐ The site's feasibility study or business plan projects that X% of operating costs will be recouped through user fees.
- ☐ The site's ratio of revenue to acquisition and maintenance costs is greater than X.
- ☐ The site has a set of performance measures that will define its success.

THRESHOLD

Any potential acquisition site must meet the following threshold.

- ☐ The site meets at least ten of the above objectives, including a minimum of one in each of the categories and subcategories.

Appendix E: Activity-Based Costing Form

M-NCPPC DEPARTMENT OF PARKS AND RECREATION IN PRINCE GEORGE'S COUNTY

ACTIVITY-BASED COSTING FORM

Percentage of Time

Program Name

Supervisor

Coordinator

Budget Account #

Preparer Name

Year

Expense Quarter

Type of Service

Merit

Category

Standards

EXPENDITURES

Salaries & Wages

Actual \$

Supplies

Actual \$

Regular Time (Career)

\$0.00

Janitorial Supplies

\$0.00

Seasonal / Temporary Part-Time

\$0.00

Safety Supplies

\$0.00

Instructors

\$0.00

First Aid Supplies

\$0.00

Overtime

\$0.00

Concession Food

\$0.00

\$0.00

Concession Ice

\$0.00

\$0.00

Other Concession - Retail

\$0.00

Subtotal Salaries & Wages

\$0.00

Stationary Supplies

\$0.00

Copy Machine Supplies

\$0.00

Personnel Benefits

Actual \$

Other Office Supplies

\$0.00

FICA

\$0.00

Printing Paper

\$0.00

Health / Welfare Insurance

\$0.00

Other Printing

\$0.00

Employee Assistance

\$0.00

Arts & Crafts Supplies

\$0.00

Medical Aid

\$0.00

Sports Supplies

\$0.00

Unemployment

\$0.00

Pool Supplies

\$0.00

State Retirement

\$0.00

Reference Materials

\$0.00

Group Life Insurance

\$0.00

Training Equipment

\$0.00

Personal Choice - "ER" Cost

\$0.00

Training Materials

\$0.00

Dental Insurance

\$0.00

Uniforms

\$0.00

Uniforms

\$0.00

Other Supplies

\$0.00

\$0.00

In-House Maintenance Supplies

\$0.00

\$0.00

Fertilizer

\$0.00

Subtotal Benefits

\$0.00

\$0.00

\$0.00

TOTAL SALARIES & BENEFITS

\$0.00

TOTAL SUPPLIES

\$0.00

Equipment / Capital Outlay

Actual \$

Other Services & Charges

Actual \$

Copy Machines

\$0.00

Postage

\$0.00

File Cabinets

\$0.00

Telephone Service

\$0.00

Other Office Equipment

\$0.00

Mileage Local (.45 city vehicles)

\$0.00

Office Chairs

\$0.00

Mileage Travel (.45)

\$0.00

Desks / Amortized over 10 years

\$0.00

Electric Service

\$0.00

Tables / Amortized over 8 years

\$0.00

Gas Service

\$0.00

Other Office Furniture

\$0.00

Water Service

\$0.00

Construction Contractor

\$0.00

Sewer Service

\$0.00

Engineering

\$0.00

Advertising

\$0.00

Equipment

\$0.00

Other Equipment Repair

\$0.00

Stationary Equipment

\$0.00

Rent Building Space

\$0.00

Furniture & Fixtures

\$0.00

Copy Machine (Rental)

\$0.00

Data Processing Equipment

\$0.00

Subscriptions

\$0.00

\$0.00

Arts Grants

\$0.00

\$0.00

Special Financial Assistance

\$0.00

\$0.00

Membership Dues

\$0.00

\$0.00

Pest Control

\$0.00

\$0.00

Security Services

\$0.00

\$0.00

In-House Maintenance Equipment

\$0.00

\$0.00

\$0.00

\$0.00

\$0.00

TOTAL CAPITAL OUTLAY

\$0.00

TOTAL OTHER SERVICES & CHARGES

\$0.00

Expenditure Summary

Actual \$

Total Expenditures

\$0.00

Percent

Indirect Cost - % of Expenditures

15%

\$0.00

GRAND TOTAL EXPENDITURES

\$0.00

REVENUES

Participation Fees

Actual \$

Cost Per Person

\$0.00

Number

Min # Users

0

Max # Users

0

League Fees

Actual \$

Cost Per Team

\$0.00

Number

Min # Teams

0

Max # Teams

0

Facility Rental Fees

Actual \$

Cost Per Rental

\$0.00

Number

Min # Rentals

0

Max # Rentals

0

Concessions / Retail

Actual \$

Minimum Revenue

\$0.00

Maximum Revenue

\$0.00

Admission Fees

Actual \$

Fees \$

Users

\$0.00

Youth

\$0.00

0

\$0.00

Adult

\$0.00

0

\$0.00

Senior

\$0.00

0

\$0.00

Group

\$0.00

0

\$0.00

Special Event

\$0.00

0

\$0.00

Miscellaneous

\$0.00

0

\$0.00

\$0.00

0

\$0.00

\$0.00

0

\$0.00

Donations

Actual \$

\$0.00

\$0.00

\$0.00

\$0.00

Total

\$0.00

FINANCIAL SUMMARY

Minimum

Maximum

Estimated Revenues

\$0.00

\$0.00

Actual Expenditures

\$0.00

\$0.00

Subsidy Required

\$0.00

\$0.00

% Subsidy

0%

0%

Appendix J: Public Facilities Report

Section 27-645(b)(1) of the Zoning Ordinance requires that before adopting or amending any preliminary plan, the Planning Board shall submit its proposals for public facilities in the Plan to the District Council and County Executive to review, provide written comments, and identify any inconsistencies between the public facilities proposed in the Plan and any existing or proposed state or County facilities including roads, highways, and other public facilities.

The table below identifies the proposed public facilities to serve the vision and goals of the *Formula 2040: Functional Master Plan for Parks, Recreation and Open Space*. “New” indicates that the facility does not currently exist. “Existing” indicates that policies in the *Formula 2040* Plan recommend that the public facility be replaced, expanded or modified. Some of these projects are included in the FY2013-2018 Approved Capital Improvement Program (CIP) for both the Department of Parks and Recreation (DPR) and the County. Other projects in the report will undergo a feasibility analysis before they are included in the CIPs.

Formula 2040 Public Facilities Report				
New/Existing	Recommended Public Facilities	Location and Description	DPR/County CIP	Estimated Cost
Existing	Fairland Sports and Aquatics Complex	Build a 14,000-square foot outdoor aquatic addition onto Fairland Sports and Aquatics Complex located on Old Gunpowder Road in the City of Laurel, Maryland.	Not in CIP	TBD
Existing	Prince George's Plaza Community Center	Demolish the existing community center and replace with a new community center with 80,000-square feet of nonaquatic recreational space and 11,000-square feet of outdoor aquatic recreational space located on Adelphi Road in the City of Hyattsville, Maryland.	Not in CIP	TBD
New	Southern US Route 1 Community Center	Build a new community center with 55,000-square feet of nonaquatic recreational space to be located along the southern US 1/ Rhode Island Avenue corridor.	Not in CIP	TBD
Existing	Rollingcrest-Chillum Community Center	Build an 8,000-square foot, nonaquatic addition onto the Rollingcrest Community Center located on Sargent Road in Chillum, Maryland.	Not in CIP	TBD
Existing	Langley Park Community Center	Build a 12,000-square foot gymnasium onto Langley Park Community Center located on Merrimac Drive in Langley Park, Maryland.	Not in CIP	TBD
Existing	Hollywood Elementary School	Build a 12,000-square foot gymnasium onto the Hollywood Elementary School located on 53rd Avenue in north College Park, Maryland.	Not in CIP	TBD

Existing	Glenn Dale Community Center	Build a 65,000-square foot nonaquatic recreation space addition; a 20,000-square foot outdoor aquatic addition; and a 20,000-square foot indoor aquatic addition onto Glenn Dale Community Center located on Route 193 in Glenn Dale, Maryland.	Not in CIP	TBD
Existing	Good Luck Community Center	Build a 20,000-square foot nonaquatic addition onto Good Luck Community Center located on Good Luck Road in the City of Lanham, Maryland.	Not in CIP	TBD
Existing	Bowie Community Center	Build a 20,000-square foot nonaquatic addition onto Bowie Community Center located on Stonybrook Drive in the City of Bowie, Maryland.	Not in CIP	TBD
New	Landover Hills and Vicinity Community and Learning Center	Build a new community center near the intersection of Routes 450 and 410 with 65,000-square feet of nonaquatic recreational space and 27,000-square feet of outdoor aquatic space.	Not in CIP	TBD
Existing	Walker Mill Regional Park	Build a 22,000-square foot outdoor pool in Walker Mill Regional Park located on Walker Mill Road in City of District Heights, Maryland.	Not in CIP	TBD
New	Randall Farm Community Center	Build a new community center on the Randall Farm park property with 84,000-square feet of nonaquatic recreational space, 45,000-square feet of outdoor aquatic space and 23,000-square feet of indoor aquatic space to be located near Ritchie Marlboro Road in the Town of Upper Marlboro, Maryland.	Not in CIP	TBD
New	Outdoor Aquatic Facility	Build 24,000-square feet of outdoor aquatic space in the Hillcrest Heights/Marlow Heights areas. Location to be determined.	Not in CIP	TBD
Existing	Marlow Heights Community Center	Build a 21,000-square foot nonaquatic addition and a 16,000-square foot indoor aquatic addition onto Marlow Heights Community Center located in the Marlow Heights Shopping Center in Marlow Heights, Maryland.	Not in CIP	TBD
Existing	Potomac Landing Community Center	Build a 22,000-square foot nonaquatic addition onto Potomac Landing Community Center located on Fort Washington Road in Fort Washington, Maryland.	Not in CIP	TBD
New	Brandywine Community Center	Build a new community center in the Brandywine Community near the intersection of Routes 301 and Route 5 with 52,000-square feet of nonaquatic recreational space and 28,000-square feet of indoor aquatic recreational space; and a 19,000-square foot outdoor aquatic space. (Note: The 19,000-square feet of outdoor aquatic space is not included in the FY 2013-2018 CIP.)	In the CIP FY 2013-2018 # 491170	TBD
Existing	Baden Community Center	Build a 15,000-square foot nonaquatic addition onto Baden Community Center located on Baden-Westwood Road in Brandywine, Maryland.	Not in CIP	TBD
Existing	Southern Regional Tech/Rec Complex	Build a 10,000-square foot indoor aquatic addition onto the Southern Regional Tech/ Recreation Complex located on Bock Road in Fort Washington, Maryland.	In the CIP FY 2013-2018 # 481113	TBD
Existing	South Bowie Community Center	Build a 20,000-square foot nonaquatic addition onto the South Bowie Community Center located on Pittsfield Lane in the City of Bowie, Maryland.	Not in CIP	TBD

Glossary of Terms

Adequate Public Facilities (APF) Test—A process to ensure that when new development occurs, adequate public facilities and services are available.

Algorithm—Rules for solving a problem in a predetermined number of steps using a numerical formula that is based on values and importance of the agency.

Amenity—A feature that adds an experience to solving a problem in a predetermined number of steps using a numerical formula that is based on values and importance of the agency.

Body Mass Index (BMI)—A number calculated from a person's weight and height. BMI provides a reliable indicator of body fatness for most people and is used to screen for weight categories that may lead to health problems.

Buildout—The endpoint of development for a site or area, reached when all development capacity conveyed by zoning, subdivision, or site plan has been used.

Capital Assets Lifecycle Monitoring—Park and recreation assets have a lifecycle for updating and replacement based on the amount of use they get over a set period of time.

Capital Improvement Program (CIP)—A set process for identifying capital improvements needed for a set number of years based on a dedicated funding source.

Capital Projects Evaluation Model—A capital projects weighting tool that is based on a numerical evaluation that is weighted based on the values of the agency and the importance of unmet needs that creates a cost-benefit for each capital improvement presented for funding.

CAPRA—Commission for Accreditation of Park and Recreation Agencies.

Core Services—Services are established based on a set of criteria that determines what level of public- and private-benefit occurs in providing each service, facility or task the agency provides and then is broken down into “core-essential-services,” “important services,” and “value-added-services” that supports how that service will be managed.

Cost Recovery—Includes direct and indirect costs associated with providing a service, facility or task and what is the level of earned income from income created to support the service, facility or task outside of taxes.

Design Guidelines—Guide for architects, engineers and other consultants providing professional services for new construction, remodeling, rehabilitation and maintenance projects on how to comply with applicable codes and achieve objectives for design excellence, maintainability and durability. Construction specifications and details are typically included.

Goal—An ideal that an agency or organization strives to attain or maintain.

Health—Soundness of body or mind; freedom from disease or ailment.

Land Dedication—Policy on what level of money or land will be provided back to the Agency based on the opportunity to develop housing or retail in the County.

Land Preservation Park and Recreation Plan (LPPRP)—A State of Maryland plan that fulfills the purposes and requirements of both Maryland Program Open Space law and of the National Park Service for Maryland's State Comprehensive Outdoor Recreation Plan, or SCORP. LPPRPs are done both at the state and county levels.

Level of Service (LOS)—A standard used to test the adequacy of the facilities being measured (in this case recreation) to determine the impact (nexus) of a development on the facilities being measured. Typically, LOS of land, facilities, amenities, and programs is based on a unit per population basis to determine fairness and equity of provision and access.

Market Potential Index (MPI)—The size of the market that could be served by the park, facility, amenity or program.

M-NCPPC—Maryland-National Capital Park and Planning Commission.

Multigenerational Community Center—A family-friendly indoor recreation facility that offers simultaneous program opportunities for all family members. A typical multi-generational center includes aquatics, double gym, fitness center with running track, flexible multi-purpose space, public art, and specialized spaces for arts programming.

Natural and Historical Resource Acquisition Evaluation Framework—A framework for evaluating whether a natural or historic resource should be acquired and become part of the park system, based on the value of the resource as compared to other similar resources and based on the value of the resource to the system as a whole.

Objective—A realistic and achievable result.

Park Service Areas—Areas of the County to be served by a local park, regional park, trail, or recreational facility.

Performance Indicator—Direct tracking of a process or multiple processes, using reliable recurring data, to infer the performance of an entire system. For example, the Federal Consumer Price Index (CPI) tracks the cost of a standard set of goods; the performance of the CPI is used to infer the performance of the national economy.

Performance Measure—Direct tracking of a process using reliable recurring data to determine how well that process is performing. For example, tracking volunteer hours is used to measure the rate of volunteerism and the value of volunteer contributions.

Policy—A course of action to be adopted and pursued.

Public Use Microdata Area (PUMA)—A division of the United States into census areas that each contain around 100,000 people.

Race and Ethnicity (as defined by U.S. census)—Race and ethnicity in the United States census are self-identification data items in which residents choose the race or races with which they most closely identify, and indicate whether or not they are of Hispanic or Latino origin (ethnicity). The race categories include both racial and national-origin groups. Race and ethnicity are considered separate and distinct identities, with Hispanic or Latino origin asked as a separate question. Thus, in addition to their race or races, all respondents are categorized by membership in one of two ethnicities, which are “Hispanic or Latino” and “Not Hispanic or Latino.”

Sectional Map Amendment (SMA)—A process to update zoning in conjunction with a master or sector plan.

Service Classification—Establishes what constitutes a core essential, important, and value-added service based on a set of criteria that evaluates the level of public- and private-good involved in the service.

Sidepaths—Shared-use paths for bicycle and pedestrian use adjacent to roadways.

Signature Facilities—Facilities, events or attractions that bring visitors into the County, ideally for overnight stays.

SMARTlink—The registration database of the M-NCPPC Department of Parks and Recreation in Prince George's County.

Social Media—Internet-based applications that allow the creation and exchange of user-generated content.

Strategy—A set of actions designed to attain an objective or carry out a policy.

Typology—Systematic classification by type, e.g., an urban park typology.

Wellness—An approach to healthcare that emphasizes preventing illness and prolonging life.

Notes

Technical Reports

During the master-planning process, a series of technical research papers was produced. The set includes the following titles, plus a statistically-valid Community Interest and Opinion Survey:

1. Asset Protection
2. Best Practices
3. Capital Project Prioritization
4. Facility Location Analysis
5. Facility Utilization Evaluation
6. Level of Service Standards
7. Natural & Historic Resource Acquisition Current Policies, Issues, Best Practices, and Recommendations
8. Parkland Dedication (Current Policies, Issues, Best Practices, and Recommendations)
9. Service Classification and Performance Parameters
10. Urban Parks (Current Typologies, Issues, Best Practices, and Recommendations)

These reports address areas where DPR felt that it could benefit from the experience of other agencies that have faced similar issues, best practices from around the nation, and the accumulated wisdom of a seasoned constant team that has advised other large parks and recreation agencies.

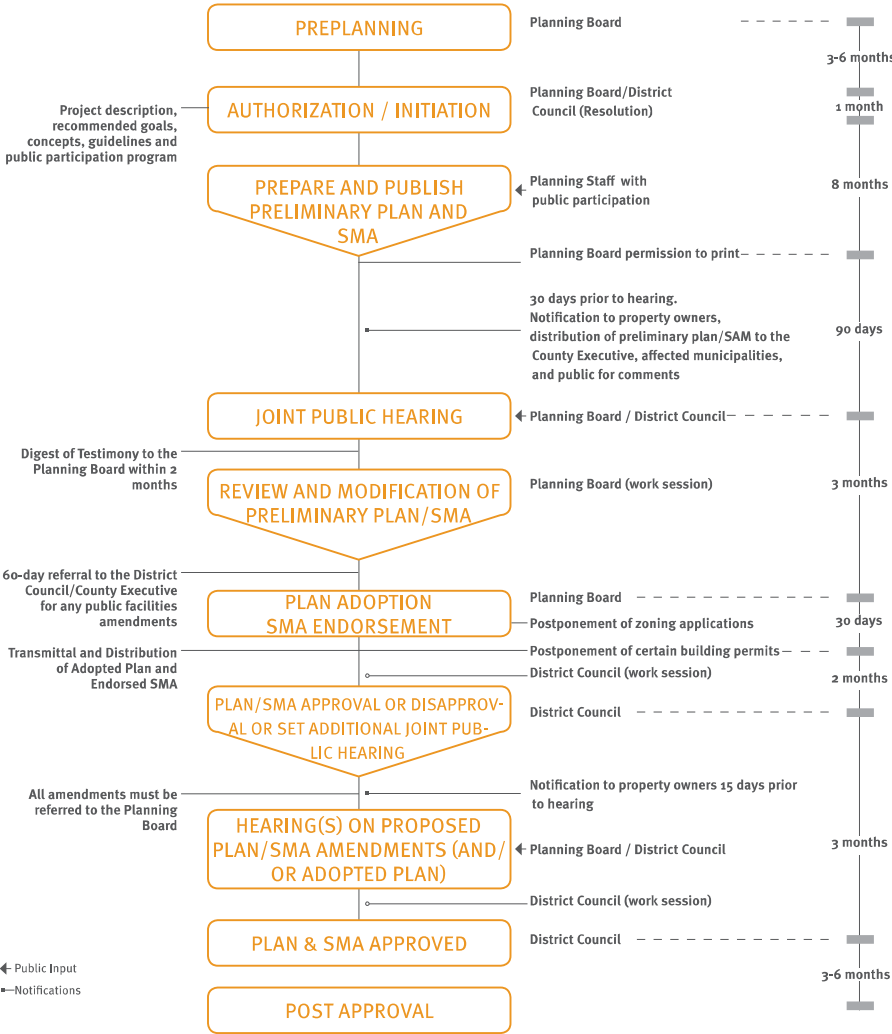
Mention of technical reports is made frequently throughout the Plan. Copies are available from the Department of Parks and Recreation.

Benchmarking Data

The data on benchmarking provided by Leisure Vision in Section 2: “Defining the Future of M-NCPPC Parks and Recreation in Prince George's County” are protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with The Maryland-National Capital Park and Planning Commission is not authorized without written consent from Leisure Vision/ETC Institute.

Procedural Sequence Chart

For the Concurrent Preparation of Comprehensive Master Plans, Sector Plans, and Sectional Map Amendments



ACKNOWLEDGEMENTS

Department of Parks and Recreation Senior Management Team

Ronnie Gathers, Director
Darin Conforti, Deputy Director of Administration and Development
Roslyn Johnson, Deputy Director of Facility Operations
Debbie Tyner, Deputy Director of Area Operations

Department of Parks and Recreation Division Chiefs

Kelli Beavers, Southern Area Operations
Larry Brownlee, Park Police
Sarah Clements, Arts and Cultural Heritage
Bill Henaghan, Administrative Services
Greg Kernan, Natural and Historical Resources
Anthony Nolan, Special Programs
Joe O'Neill, Maintenance and Development
Anita Pesses, Public Affairs and Marketing
Larry Quarrick, Park, Planning and Development
Joseph Queen, Information and Technology
Wanda Ramos, Central Area Operations
Emily Rose, Sports, Health and Wellness

Department of Parks and Recreation Project Management Team

John Henderson, Alvin McNeal, Marie-Edith Michel, Chuck Montrie, Joe O'Neill, Kipling Reynolds (Planning Department Liaison), Alexandra Teaff and Katrina Williams

Project Team Resource Members

Carol Binns, Adriane Clutter, Laura Connelly, Shawna Fachet, Bryan Graham, Cassi Hayden, Don Herring, Brenda Iraola, Yvonne Johnson, Lynn Kelly, Debra Marshall, Calvin Massey, Eileen Nivera, Ian Obligin, Ray Palfrey, Carol Ann Perovshek, Len Pettiford, Paul Sun, Hassan Symes, Claro Salvador and Sharon Thorpe

Prince George's Department of Planning Resource Members

Fern V. Piret, Director

Albert G. Dobbins, Deputy Director

Teri Bond, Karen Buxbaum, Whitney Chellis, Judith Dambrosi, Sonja Ewing, Kate Fritz, Hyojung Garland, Susan Kelley, George Johnson, Susan Lareuse, Kierre McCune, Crystal Prater, Fred Shaffer and Chad Williams

Montgomery County Parks Resource Members

Brooke Farquhar, Rachel Newhouse and Mark Wallis

M-NCPPC Staff Resource Teams

Facilities Maintenance Work Group

Paul Aloï, Larry Brownlee, Robert Burgner, Tara Eggleston, Robert Gleeson, Bill Gordon, John Henderson, Don Herring, Kurk Hess, Todd Johnson, Greg Kernan, Edith Michel, Doreen Morrissey, Lindsey Neal, Stephanie Neal, Darryl Oden, Loretta Quade, Calvin Savoy, Stewart Seal, Jonathan Seils, AJ Simons and Michael Snyder

Programming Think Tank

Cathy Allen, Kaseem Baker, Kelli Beavers, Karen Bedingfield, Wanda Bertrand, Mary Bowie, Mindy Carey, Steven Carter, Timothy Champ, Adriane Clutter, Rose Colby, Kathy Consoli, Melissa DeGraffenreid, Benjamin Dennison, Wendy Donley, MaryBeth Dugan, Tara Eggleston, Jenetha Facey, Shawna Fachet, Laura Fisher, Teresa Gardner-Williams, Kathleen Garrity, Lakisha Giles, Bryan Graham, Paul Hall, Bill Henaghan, John Henderson, Patti Homan, Deborah Huffman, Jeneanne Hunter, Kofi Impraim, Roslyn Johnson, Anthony Nolan, Joe O'Neill, Brian Lancaster, Kyle Lowe, Stephen Makle, Darilyn Marinelli, Alvin McNeal, Edith Michel, Chuck Montrie, Doreen Morrissey, Nydia Ocasio, Hernan Padilla, Anita Pesses, Leonard Pettiford, Anthony Potts, Wanda Ramos, Kenya Rhodes, Chris Robinson, Emily Rose, Stewart Seal, Bill Sheehan, Nancy Steen, Christel Stevens, Darryl Stowe, Sharon Thorpe, Debbie Tyner, Darlene Watkins, Kristin West, Lawan Whittington, Katrina Williams and Darryl Wyles

Community Outreach Corps

Allita Irby, Linda Lonzer, Debbie Marshall, Karen McDaniel, Arnesa Moody and Stacey Russell

Advisory Panel

Anacostia Watershed Society
Historic Preservation Commission
Maryland Multicultural Youth Centers
National Capital Planning Commission
Neighborhood Design Center
Prince George's Arts and Humanities Council
Prince George's Community College
Prince George's Convention and Visitors Bureau
Prince George's County Boys and Girls Club
Prince George's County Planning Department
Prince George's County Police Department
Prince George's County Office of the Sherriff
University of Maryland Cooperative Extension Service
University of Maryland, School of Architecture and Planning
University of Maryland School of Public Health

FORMULA 2040 Project Consulting Team

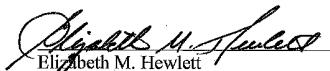
PROS Consulting LLC
Wallace Roberts & Todd (WRT)
Portfolio Associates, Inc.
Leisure Vision a Division of ETC Institute
Sherri Lumpkin, Graphic Designer – FORMULA 2040 Logo

The citizens, community associations, and elected officials from the municipalities in the County without whom the Plan would not be possible.


Certificate of Adoption and Approval

The Approved Formula 2040 Functional Master Plan for Parks, Recreation and Open Space amends the 2002 Prince George's County Approved General Plan; 2012 Priority Preservation Area Functional Master Plan; 2010 Approved Water Resources Functional Master Plan; 2010 Approved Historic Sites and Districts Plan; 2009 Approved Master Plan of Transportation; 2008 Approved Public Safety Facilities Master Plan; 1983 Adopted and Approved Public School Sites Functional Master Plan; 1994 Bladensburg, New Carrollton and Vicinity (PA 69) Approved Master Plan; 1989 Approved Langley Park-College Park, Greenbelt and Vicinity Master Plan; 1993 Glenn Dale-Seabrook-Lanham and Vicinity Master Plan; 1993 Landover and Vicinity Approved Master Plan; 1993 Subregion V Approved Master Plan; 1994 Melwood/Westphalia Approved Master Plan; 1994 Planning Area 68 Approved Master Plan; 1994 Subregion VI Study Area Approved Master Plan; 1997 College Park-Riverdale Park Transit District Development Plan and Transit District Overlay Zoning Map Amendment; 2000 Brentwood Mixed-Use Town Center Zone Development Plans and Design Guidelines; 2000 Addison Road Metro Sector Plan; 2000 The Heights and Vicinity Approved Master Plan; 2001 Anacostia Trails Heritage Area Management Plan; 2001 Greenbelt Metro Sector Plan; 2002 College Park US 1 Corridor Sector Plan; 2004 Riverdale Park Mixed-Use Town Center Zone Development Plans and Design Guidelines; 2004 Approved Prince George's County Gateway Arts District Sector Plan; 2004 Morgan Boulevard-Largo Town Center Sector Plan and Sectional Map Amendment; 2005 Tuxedo Road-Arbor Street-Cheverly Metro Sector Plan; 2005 Green Infrastructure Plan; 2006 Bowie and Vicinity Approved Master Plan; 2006 East Glenn Dale Area Approved Sector Plan; 2006 Henson Creek-South Potomac Approved Master Plan; 2006 West Hyattsville Transit District Development Plan; 2007 Bladensburg Town Center Approved Sector Plan; 2007 Westphalia Approved Sector Plan; 2008 Capitol Heights Transit District Development Plan/Transit District Overlay Zone and Zoning Map Amendment; 2008 Branch Avenue Corridor Sector Plan and Sectional Map Amendment; 2009 Port Towns Sector Plan and Sectional Map Amendment; 2009 Landover Gateway Sector Plan and Sectional Map Amendment; 2009 Marlboro Pike Sector Plan and Sectional Map Amendment; 2010 Glenn Dale-Seabrook-Lanham and Vicinity Sector Plan and Sectional Map Amendment; 2010 Approved Bowie State MARC Station Sector Plan and Sectional Map Amendment; 2010 Approved Central US 1 Corridor Sector Plan; the 2010 New Carrollton Approved Transit District Development Plan and Transit District Overlay Zoning Map Amendment; 2013 Greenbelt Metro Area and MD 193 Corridor Sector Plan; and 2013 Central Branch Avenue Corridor Revitalization Sector Plan. The Prince George's County Planning Board of The Maryland-National Capital Park and Planning Commission adopted the plan by Resolution PGCPB No. 13-65 on June 25, 2013, after a duly advertised joint public hearing on April 9, 2013. The Prince George's County Council, sitting as the District Council, approved the plan by Resolution CR-63-2013 on July 2, 2013. The Maryland-National Capital Park and Planning Commission adopted the plan by Resolution M-NCPPC No. 13-23 on September 18, 2013.

The Maryland-National Capital Park and Planning Commission


Elizabeth M. Hewlett
Chairman


Françoise M. Carrier
Vice-Chairman


Joseph Zimmerman
Secretary-Treasurer

MAP OF PRINCE GEORGE'S COUNTY MARYLAND





Parks & Recreation
M-NCPPC

live more, play more
pgparks.com



FORMULA 2040

M-NCPPC, Department of Parks and Recreation, Prince George's County

THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION,
DEPARTMENT OF PARKS AND RECREATION, PRINCE GEORGE'S COUNTY

