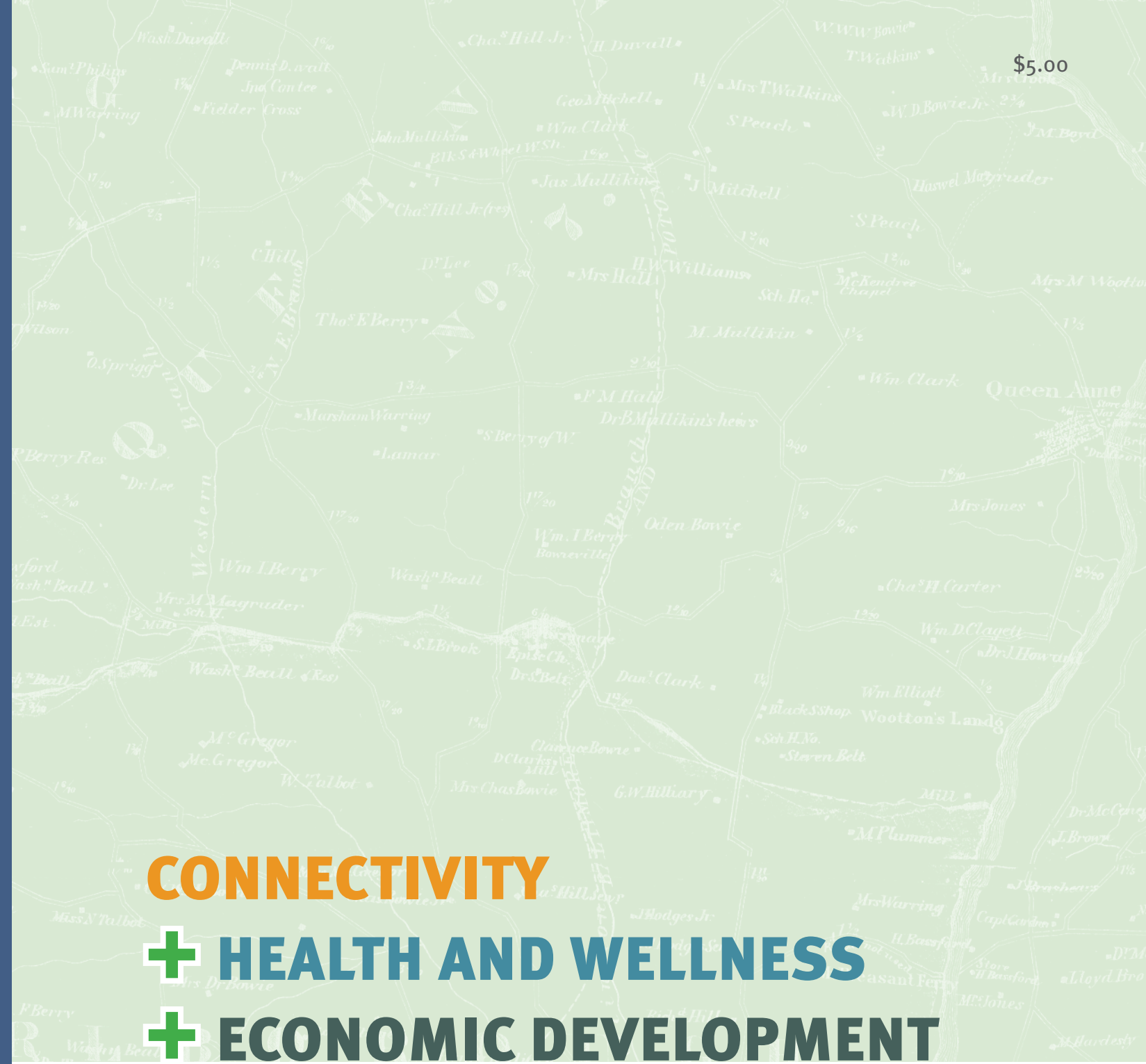


FORMULA 2040

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

FUNCTIONAL MASTER PLAN FOR PARKS, RECREATION AND OPEN SPACE





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.



FUNCTIONAL MASTER PLAN FOR PARKS, RECREATION AND OPEN SPACE

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

www.pgparcs.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?

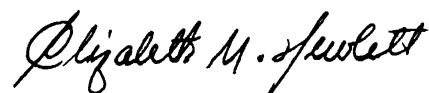
Can we create a signature event, program or venue that celebrates diversity, promotes civic engagement and participation, and nurtures the recreational needs of children and youth, families, senior citizens, newcomers and others, including those with special needs? Can municipalities, nonprofit and philanthropic 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 Quarrick, 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



CHALLENGES AND OPPORTUNITIES

Quality versus Quantity: Maintaining the current high level of parks and recreation service will be a challenge for DPR as the County grows, facilities age, and more demands are placed on the system. There will be a need to balance quantity of facilities with quality of facilities to ensure a sustainable, well-maintained system.

Asset Protection: A focus of DPR now and into the future is on maintaining quality facilities. A comprehensive maintenance plan is needed to clarify maintenance standards and needed resources. In an aging system, it is also important to develop life cycle replacement schedules for facilities and equipment. A substantial backlog of deferred maintenance exists.

Integrated Technology: Technology is a tool that should be used to communicate effectively, automate processes and systems, and provide relevant information for decision-making. The challenge is maintaining the most current technology infrastructure, while integrating tools and information from a variety of sources.

Focused versus Dispersed Services: The wide variety of parks and recreation facilities and services offered by DPR is something to celebrate. However, with this variety comes the danger of diluting the effectiveness and quality of these services. DPR has historically attempted to provide “something for everyone.” A more strategic approach offers programs that meet community needs and desires by focusing on closing gaps in service, benefits and outcomes.

Balanced Growth: Future growth of the park and recreation system will primarily occur in two areas—serving areas of new growth and filling existing service gaps. Ensuring adequate park and recreation facilities to meet the needs of new residential developments will be important. Opportunities for parkland acquisition are limited in more built-out areas of the County. Creative approaches toward providing equitable levels of service will overcome these constraints.

Environmental Sustainability and Protection: Growth brings increased challenges because of the stress that development places on natural ecosystems and inevitable increases in air and water pollution. Because the County has significant amounts of undeveloped land, there is still an opportunity to use best practices to promote long-term environmental sustainability.

Formula 2040 presents a comprehensive operating framework to shape the parks and recreation system for many years to come. This framework positions DPR to maintain its place as a national leader and high quality provider of parks and recreation facilities and services.

OBJECTIVES

To be effectively implemented, *Formula 2040* establishes specific, measurable objectives (targets) that can be used to monitor progress over time in meeting the stated goals for the future and implementing the supporting policies identified below. The following ten objectives were derived from analysis of trend data and issues related to the provision of parks and recreation in Prince George’s County, as well as input from the public participation process.

- 1. Level of Service (LOS):** Match the provision of parkland, trails, indoor recreational facilities, and outdoor amenities (e.g., playgrounds and ballfields) to the needs of residents within the County’s seven Public Use Microdata Areas (PUMAs), or equivalent planning areas, using LOS standards. DPR currently uses LOS standards at the countywide level for system components such as baseball fields, tennis courts, playgrounds, and parkland acreage. This objective calls for DPR to adapt the countywide standards to match the needs of the population within each PUMA.
- 2. Cost Recovery:** Recover 35% of parks and recreation system operating costs from revenues generated within ten years (by 2022). With current cost recovery at 6% of DPR’s total funding sources, this objective means that revenues generated as a percent of costs will need to increase by approximately 3% a year over the next ten years.
- 3. Capital Improvements:** Conduct a cost-benefit analysis of 100% of new park and recreational facilities proposed for inclusion in the Prince George’s County Capital Improvements Program. Use the Capital Projects Evaluation Model to conduct this analysis.*
- 4. Capital Reinvestment:** Reinvest 2% of asset value (construction or facility replacement costs) each year in asset protection and preventative maintenance using a Capital Asset Lifecycle Monitoring Plan.
- 5. Programs:** Ensure that at least 70% of all programs requiring registration meet or exceed the minimum number of participants set by DPR to deliver the program and that at least 75% of the programs include a health or wellness component.

*The Capital Projects Evaluation Model is described in the Facility Utilization, Asset Protection, and Capital Prioritization technical report available from DPR.



The Formula 2040: Functional Master Plan for Parks, Recreation and Open Space presents a comprehensive operating framework to shape the parks and recreation system for many years to come.



6. **Parkland:** Increase the parkland acreage owned by M-NCPPC from the current total of over 27,000 acres to 34,745 acres in 2040 to meet the LOS standard of 35 acres/1,000 persons for the projected population of 992,701. This objective requires acquisition of approximately 292 acres per year over 30 years. Parkland should be broken down into 15 acres/1,000 residents of local parkland and 20 acres/1,000 acres of regional parkland and equitably distributed across the County using the PUMAs to calculate need. The 35 acres/1,000 persons is both the DPR LOS standard and the State of Maryland goal. Given the additional parkland provided by municipalities and the Federal Government, this goal will be exceeded significantly. DPR will use the Evaluation Framework for Natural and Cultural Resource Acquisition to help prioritize lands for acquisition.*
7. **Recreation/Aquatic Centers:** Implement a standard of 1.5 sq. ft. of indoor recreation center and .5 sq. ft. of indoor and outdoor aquatic enter space per population served. This will require DPR to invest in approximately 500,000 square feet of regional, multigenerational indoor space dedicated to the recreation and aquatic needs of residents over the next 30 years.
8. **Trails:** Increase the M-NCPPC park trail network from approximately 90 to 400 miles of hard and soft surface trails in 2040 to meet the LOS standard of .4 miles/1,000 persons for the projected population of 992,701. This objective requires development of approximately nine miles of trail per year over 30 years.
9. **Economic Impact:** Increase the fiscal benefits generated by the Prince George's County parks and recreation system for the County's economy. Numerous studies conducted across the country have quantified the positive economic impacts of parks and recreation in terms of increased property values, employment, visitor/tourism spending, and business activity. The Plan recommends the creation of signature facilities and events designed to attract out-of-county visitors.
10. **Health and Wellness:** Help reduce the percentage of Prince George's County adult population that is obese by 10% over the next ten years (by 2022). The County's adult obesity rate of 32% exceeds the national average of 25% by 7%.** While many factors such as diet and level of physical activity influence obesity, DPR is partnering with the public health community and other service providers to promote a healthy, active lifestyle among residents.

* The Evaluation Framework for Natural and Cultural Resource Acquisition is described in the Natural and Historic Resource Acquisition technical report available from DPR.

** Source: Maryland Nonprofits, 2011 Report: Prince George's County ranks low on Health Measures

POLICIES

The following policies provide high-level, strategic direction to DPR in meeting the stated goals and objectives. They correspond to the four major categories of the Functional Master Plan: 1) System, 2) Programs, 3) Land, and 4) Facilities. Each policy has related strategies and action recommendations, as detailed in Section 4.

1. **System Policy:** Establish objective and transparent processes, standards, and criteria for decision-making to support the effectiveness of Prince George's County's parks and recreation system in meeting the goals of connectivity, economic development, and health and wellness.
2. **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.
3. **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 residents' needs.
4. **Facilities Policy:** Maximize the value of park and recreation facilities by cost-effectively meeting residents' needs for services and generating community pride and economic impact.

Under the umbrella of these policies, the Plan details a range of implementation mechanisms for DPR to use to achieve the overall goals of connectivity for residents, economic and fiscal sustainability, and community health and wellness. Examples of these mechanisms include standards and performance measures for the provision of parks and recreation services, programs, and facilities; legislative/regulatory changes; enhanced decision-making processes; and diversified funding approaches.

Parks, recreation, and open space constitute some of Prince George's County's most precious assets, highly-valued by residents and a cornerstone of the economy and quality of life. *Formula 2040* provides the roadmap for the County to achieve the best possible parks and recreation system for its residents.





SECTION 1: WHERE WE ARE TODAY

ROLE AND VALUE OF THE FUNCTIONAL MASTER PLAN

VISION: A COMPLETE PARK AND RECREATION SYSTEM IN 2040

The *Formula 2040: Functional Master Plan for Parks, Recreation and Open Space* is the foundational framework and vision that is intended to serve as a reference point for determining the composition of the parks and recreational programs available to residents when the County is fully developed. The master plan has a time horizon to the year 2040 and is formulated to meet the criteria of a functional master plan. It will be updated every 5 years in accordance with the reaccreditation requirements of the Commission for Accreditation of Park and Recreation Agencies (CAPRA). Upon adoption by the Prince George's County Council (District Council), the Plan will become part of the County's *General Plan*.

PURPOSES

- Achieve consensus among key stakeholders on a future vision for the park and recreation system in Prince George's County, Maryland.
- Develop a planning tool to assist and guide leaders and developers in making wise capital and operating investment decisions with respect to acquiring park land, upgrading and modernizing existing facilities, and adding new programs and facilities.
- Adopt progressive, state-of-the-art approaches to providing recreation and leisure services that will maintain and promote the Department of Parks and Recreation's reputation for innovation and excellence.

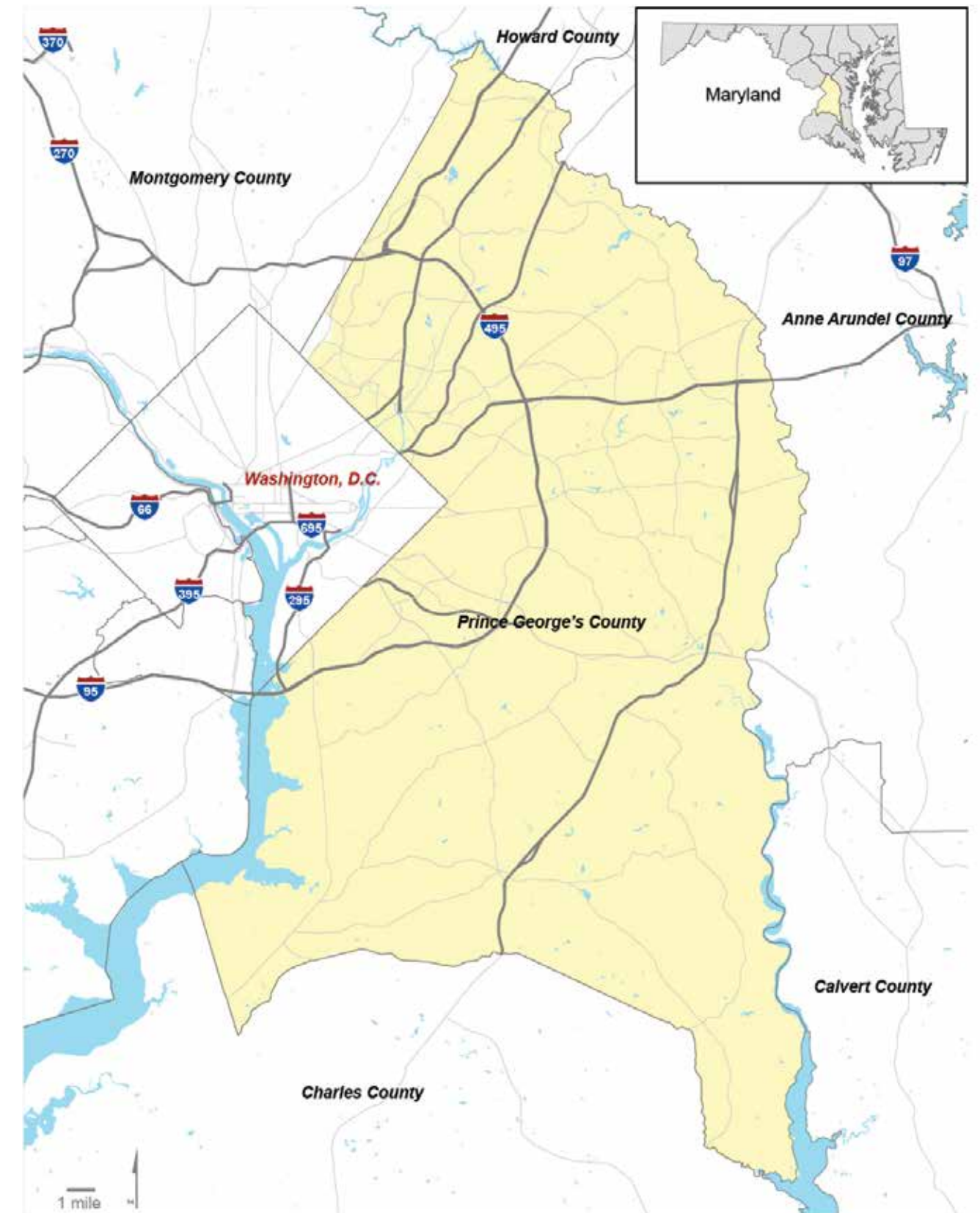
PLAN OUTCOMES

- A vision for sustainable parks and a recreation system, based upon:
 - changing demographics;
 - prospective development buildout of Prince George's County;
 - changing and emerging recreation trends;
 - community needs and priorities;
 - conservation of resources and organizational sustainability; and
 - findings and recommendations from the *Parks & Recreation: 2010 and Beyond* needs assessment initiative and subsequent implementation activities.
- Standards, targets, and measures for land, facilities and programs based on:
 - national, regional, and local trends;
 - current availability and condition of existing facilities;
 - resident and community desires; and
 - practicability of implementing Level of Service (LOS) standards, program standards, cost recovery targets, and performance measures/indicators.

The master plan has a time horizon to the year 2040 and is formulated to meet the criteria of a functional master plan.

- Performance measures and indicators that will be used to track and monitor progress toward attaining outcome objectives and demonstrating the value of parks and recreation services in the lives of Prince Georgians.
- Clearly articulated sets of objectives, strategies, and action steps that will address current needs and prepare the DPR to meet future needs.
- Short- and long-term implementation priorities with action steps, timeframes, and assignments of responsibility.
- Identification of capital investment priorities.
- In addition to the *2010 and Beyond* needs assessment, *Formula 2040* relies on the following reports and processes:
 - Updated Recreation Programming Plan
 - Program Think Tank Recommendations, including service assessment
 - Facility Maintenance Work Group Recommendations on needs for maintenance yards and organizational restructuring
 - Building Condition Study (ongoing)
 - Facility Utilization Study (analysis of data collected by volunteers over 8 weeks at 41 community centers)
 - Six-Year Capital Improvement Program (CIP)
 - Land Preservation Park and Recreation Plan (LPPRP)
 - County General Plan
 - Area Master Plans and policies.

Context Map





PROFILE OF TODAY’S PRINCE GEORGE’S COUNTY

Prince George’s County, Maryland is located in the Baltimore/Washington corridor, bordering Washington, D.C., and just 37 miles south of Baltimore. The County’s boundary is mostly defined by water—the Potomac River to the southeast, the Patuxent River along the entire eastern boundary, and Mattawoman Creek to the south. Stretching some 35 miles from northern tip to southern tip, the County includes 487 square miles of land and 12 square miles of water.

The growing population of close to 870,000 resides in 27 municipalities and unincorporated areas. The land inside the Capital Beltway is largely developed, while the area immediately outside the Beltway is experiencing rapid growth. The southeastern part of the County is largely rural.



Situated on the divide between the Potomac and the Patuxent Rivers, the landscape in Prince George’s County is one of deciduous forests, urbanized areas, and agricultural lands. The headwaters of the Anacostia River can be found in the northern half of the County. A number of smaller stream valleys flow southward from the central axis of the County to the rivers along its edge. These valleys are the original impetus for the system of parks, open spaces, and trails that has been created and is managed by DPR.

The 2010 U.S. Decennial Census showed that Prince George’s County had an estimated population of 863,420, reflecting a seven percent increase since 2000. It is the third most populated jurisdiction in the Washington metropolitan area. Prince George’s population is racially, ethnically, and culturally diverse. In 2010, 85% of Prince George’s residents were either African American, Asian, multiracial or of Hispanic origin. The U.S. Census Bureau’s American Community Survey program estimated that approximately 18% of County residents were born outside the United States in 2009. The median household income in the County was \$69,947 in 2009. In 2009, about 17% of adults age 25 and older had a bachelor’s degree or higher and 12 % had a graduate or professional degree.

POPULATION AND EMPLOYMENT FORECASTS

Year	Population	Employment	Dwelling Units	Households
2010	863,420	342,588	328,182	304,042
2015	881,379	356,958	342,144	323,364
2020	899,712	377,879	355,942	336,404
2025	926,744	403,134	368,850	348,604
2030	950,030	427,514	380,779	359,878
2035	972,926	457,275	391,641	370,144
2040	995,303	497,652	401,347	379,317

Source: M-NCPPC, Research Section, Round 8 Cooperative Forecast (Prepared 2/17/12)

KEY CENSUS 2010 FINDINGS

Between 2000 and 2010, the following occurred in Prince George’s County:

- Overall the population of the County grew by 7.7% from 801,515 to 863,420.
- The Hispanic population more than doubled now representing 15% of the County population.
- The white population declined by almost 10%.
- School age children aged 5–19 declined by 2%.
- Older adults aged 65 and older increased by 2%.

Prince George’s County is one of the most culturally diverse counties in Maryland with large numbers of foreign born residents. County residents collectively speak over 150 languages and come from all parts of the world. In 2010, 85% of the County’s residents were either African American, Asian, multiracial or of Hispanic origin.

In addition to being the home of the Washington Redskins, Six Flags America, National Harbor, University of Maryland, and Bowie State University, the County hosts a significant number of Federal agencies. These include: U.S. Department of Agriculture, National Archives, Patuxent Wildlife Research Center, Joint Base Andrews, U.S. Census Bureau, Internal Revenue Service, National Oceanic and Atmospheric Administration, and NASA-Goddard Space Flight Center.



SECTION 1: Where We Are Today

Residents are actively involved in over 120 registered civic and citizen associations. There are 395 public parks and playgrounds, over 134 miles of trails, 43 community centers, 11 live stage theaters, and 19 public libraries in Prince George's County for residents and visitors to enjoy. The County has over 170 shopping centers with more than 4,000 stores.

Prince George's County's central location in the Washington, D.C., metropolitan area, its ease of access by car and public transportation, and its highly-skilled labor force have attracted an increasingly varied residential and commercial mix. Currently, Prince George's County has sought to focus high-density commercial and residential development around Metrorail stations like New Carrollton and Largo, while maintaining lower density residential neighborhoods in the rest of the County.

The County had an estimated 299,227 full-time jobs in 2010. The University of Maryland is the largest single employer in the County. The top five employers are University System of Maryland, Joint Base Andrews Naval Air Facility, U.S. Internal Revenue Service, U.S. Census Bureau, and United Parcel Service. Prince George's County's annual unemployment rate for 2010 was 7.4%. Between 2010 and 2020, employment in the County is anticipated to increase 7%.

The Maryland State Department of Assessments and Taxation reported that during 2010, new construction in the County added an estimated 245 million dollars to the County's assessable tax base. At the close of 2010, the County's total assessable tax base was \$99 billion dollars. The tax rate for the County is \$0.96 per \$100 of assessed value.

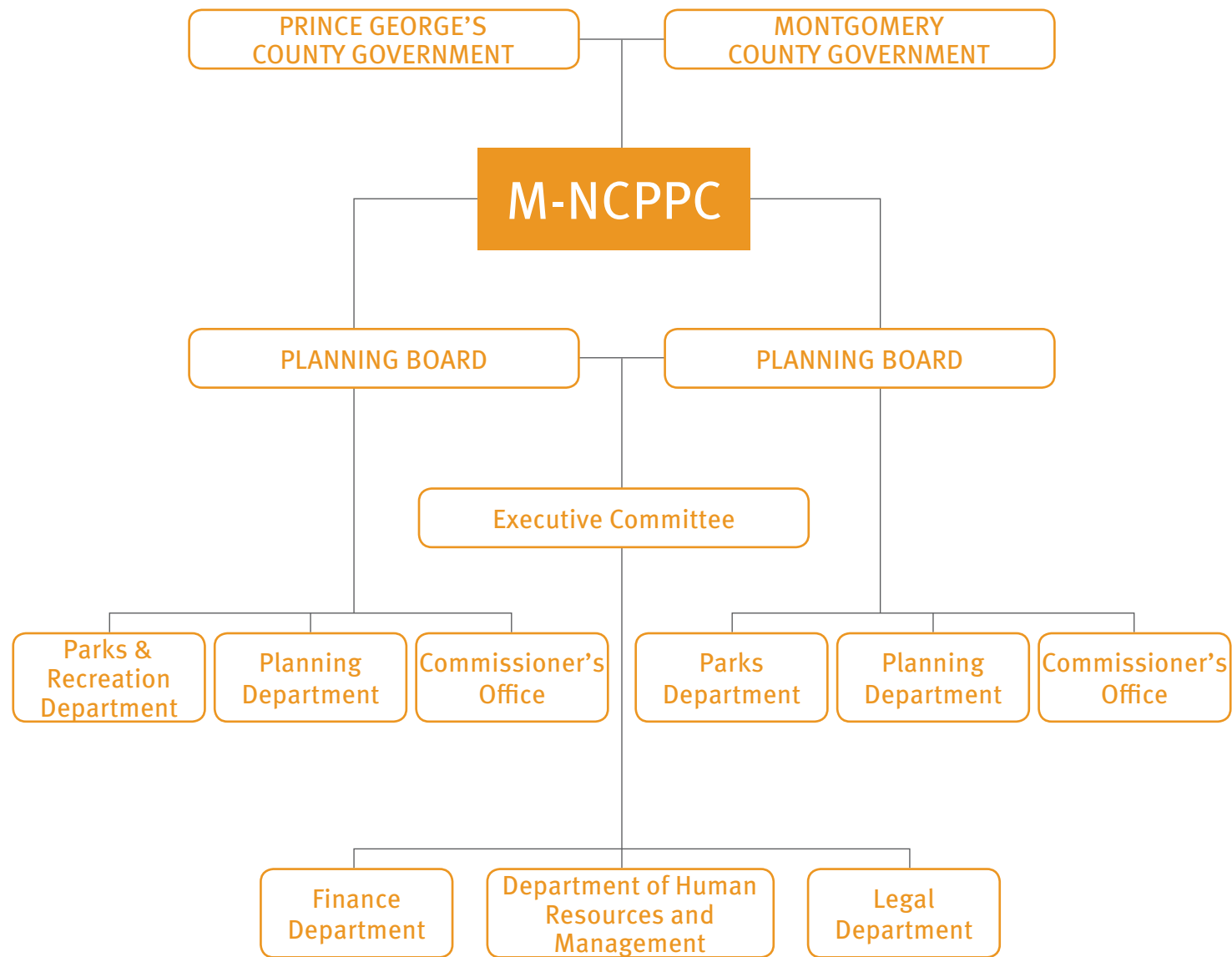
Profile of Today's Park and Recreation System

The Maryland-National Capital Park and Planning Commission was established in 1927 by the Maryland General Assembly as a bi-county regional agency to engage in "long range planning and park acquisition and development." In 1930, the Capper-Crampton Act authorized Congress to grant one-third of the cost of acquiring park land along the major stream valleys extending into Maryland from the District of Columbia. The stream valley park system is at the foundation of the park system in Prince George's County.

Residents are actively involved in over 120 registered civic and citizen associations.



The agency is organized into seven departments.



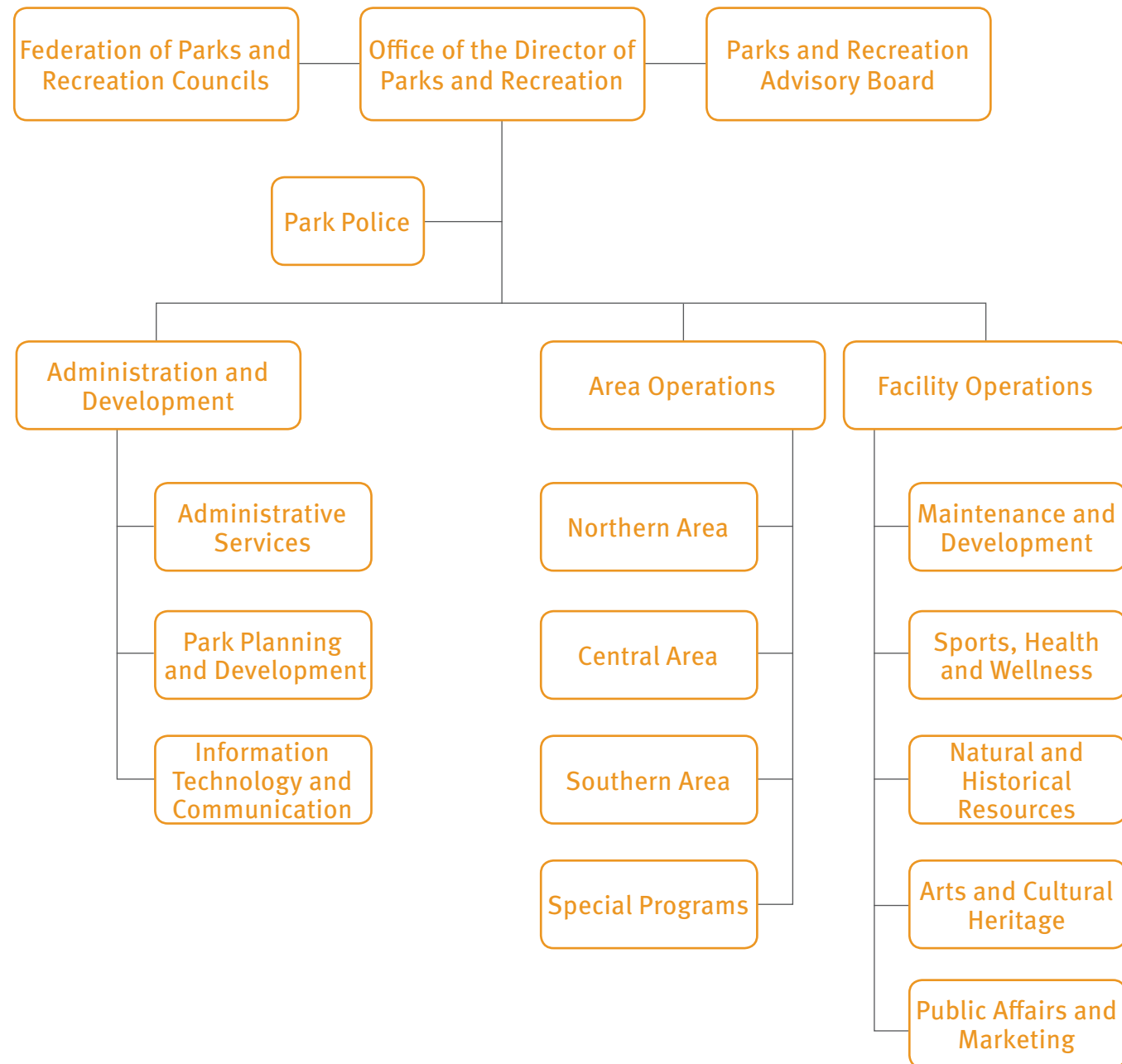
Three departments provide central administrative services—Human Resources and Management, Finance, and Legal. There are four operating departments. In Prince George’s County, there is a Department of Parks and Recreation and a Planning Department; in Montgomery County, there is a Department of Parks and a Department of Planning. The Commissioners’ offices in both counties provide administrative services to their respective Planning Boards. The M-NCPPC has Strategic Focus Areas that heavily influence the Parks and Recreation Department:

- Mission-Driven Core Services
- Revenue Diversification
- Customer-Focused Programs
- Management and Employee Accountability
- Contemporary Technologies
- Prioritized Capital Improvement Program
- Performance Measurement

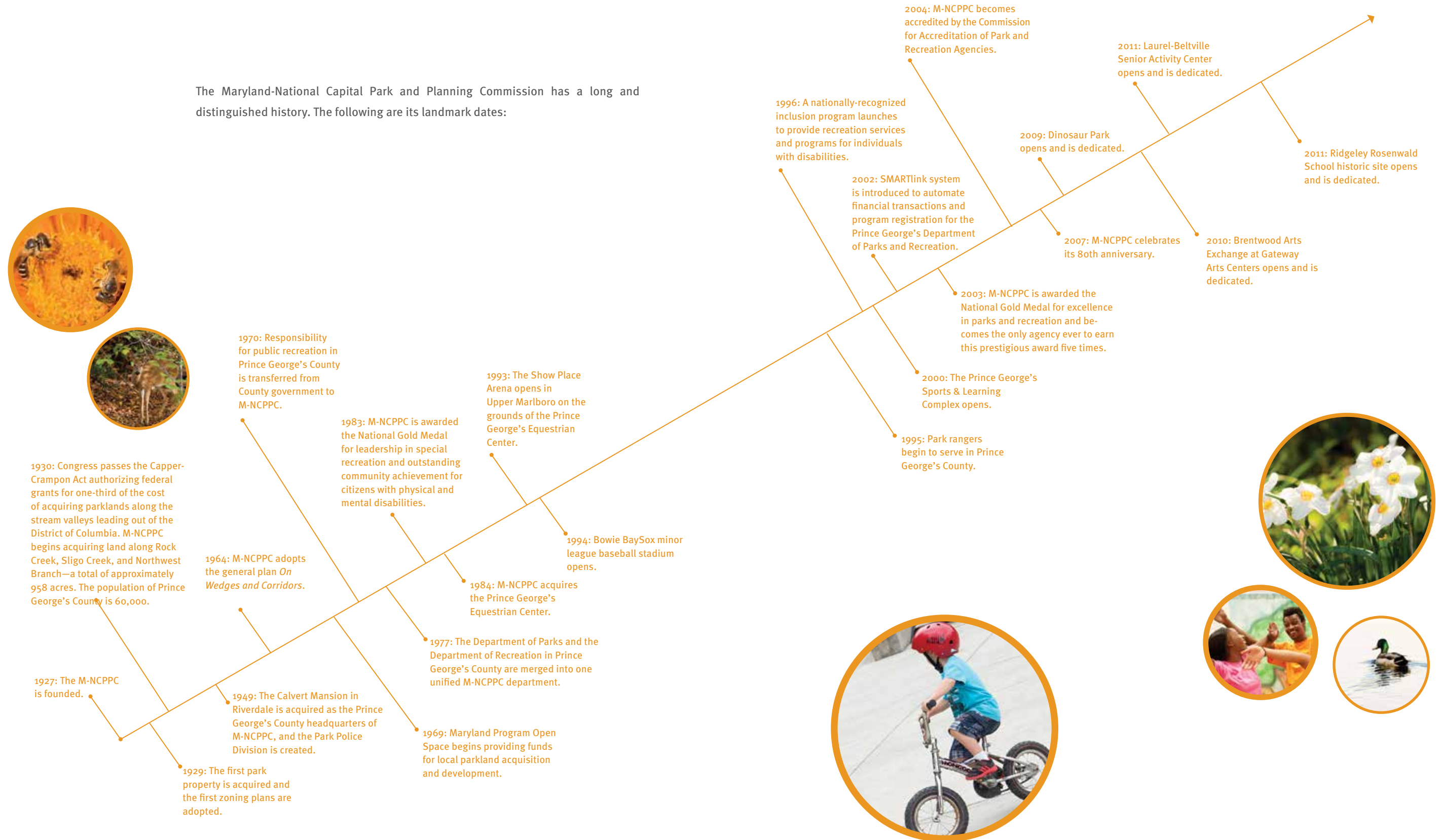


PARKS AND RECREATION DEPARTMENT ORGANIZATIONAL STRUCTURE AND FUNCTIONS

The Department has three main functional areas: Administration and Development, Area Operations, and Facility Operations.



The Maryland-National Capital Park and Planning Commission has a long and distinguished history. The following are its landmark dates:



RELEVANT PLANS

Since the previous 1982 *Functional Master Plan for Parks, Recreation and Open Space* was approved, various master and sector plans, mixed-use town center zone development plans, as well as transit district development plans and councilmanic laws containing policies on parks and recreation activities have been approved. No single document describes the County's plan for the provision of parks and recreation facilities and services and relates them to the governing policies. Therefore, the Prince George's County Council recognized the need to develop a functional master plan for parks, recreation, and open space to fill this void.

The approved *Countywide Green Infrastructure Functional Master Plan* is another tool that was developed to support state guidelines. Green infrastructure is a network of large undisturbed land areas (hubs) connected by designated pathways for the movement of wildlife and humans (green corridors). Plan goals are to preserve designated green infrastructure elements and to protect and enhance the quality of life for County residents and workers.

The 2009 approved *Countywide Master Plan of Transportation* provides goals, policies, and strategies to ensure an efficient multimodal transportation infrastructure in the County that accommodates the needs of all user groups. The Master Plan of Transportation recommend a comprehensive network of stream valley trails, sidepaths along road rights-of-way, on-road bicycle facilities, sidewalks, and neighborhood trail connections intended to accommodate alternative modes of transportation, encourage healthier lifestyles, and provide additional recreational opportunities. The trails and parks network recommendations are incorporated into this *Formula 2040 Functional Master Plan*.





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

DEMOGRAPHIC CHARACTERISTICS AND TRENDS

The demographic analysis provides an understanding of the population of Prince George's County, including total population by specific age segment, race and ethnicity, and the overall economic status and spending power of residents through household income statistics. While the demographic analysis evaluates the population characteristics based on the geographic area of the County, DPR serves visitors from outside the County as well.

Demographic projections are based on historical trends. Projections are utilized with the understanding that unforeseen circumstances could have a significant bearing on their validity.

METHODOLOGY

Demographic data used for the analysis was obtained from the U.S. Census Bureau Website and Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data were acquired in May 2012 and reflect actual numbers as reported in the U.S. Censuses for 2000 and 2010 plus estimates for 2015, 2020, and 2025 as obtained by ESRI.





SECTION 2: Defining the Future of M-NCPPC Parks and Recreation in Prince George's County

Race and Ethnicity Definitions

Race and ethnicity in the United States Census are self-identified data items. 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 ethnicity categories, "Hispanic or Latino" or "Not Hispanic or Latino." The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the U.S. population over time. The latest (Census 2010) definitions and nomenclature for data on race and ethnicity are defined below:

- American Indian: A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- Asian: A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- Black: A person having origins in any of the black racial groups of Africa.
- Native Hawaiian or Other Pacific Islander: A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- White: A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- Hispanic or Latino: An ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.

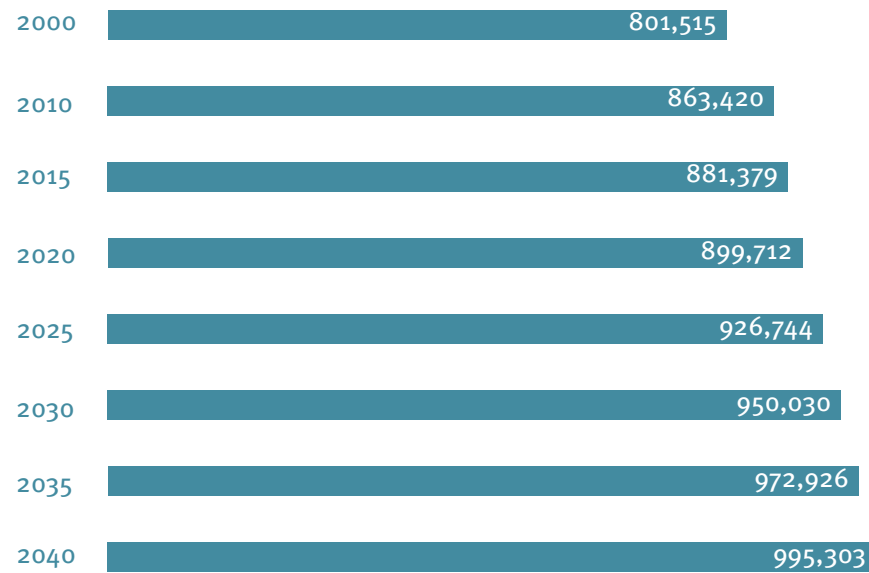




POPULATION

Prince George’s County has grown at a rapid pace in recent years. From 2000 to 2010, the population increased from 801,515 to 863,420. From 2010 to 2015, the population is projected to continue to increase to 881,379. Five and ten year projections reflect a continued increase; it is projected that the County population will increase to 899,712 in 2020 and 926,744 in 2025.

Figure 1 – Total Population

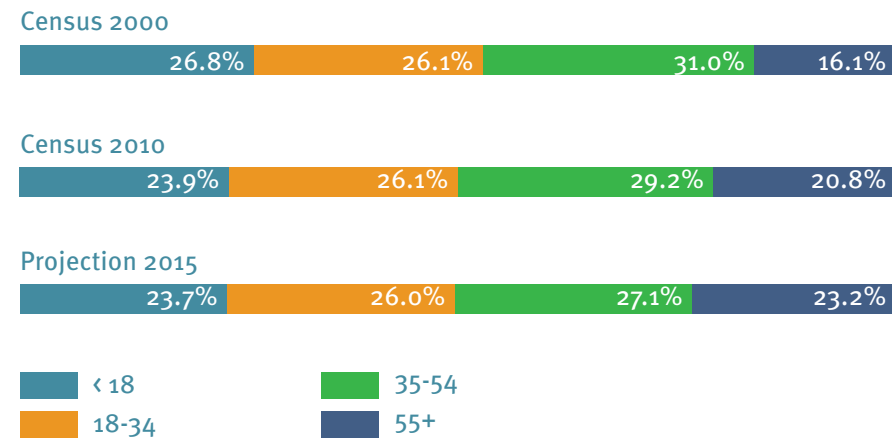


(Source: ESRI US Census Report 2015-2016)

AGE SEGMENTS

Overall, the County has a balanced age segment distribution. Prince George’s County has a good mixture of youth, families, and active adult populations. Currently, the largest age segment is 35-54 year olds, making up 29.2% of the population and the smallest is the 55+ population, making up 20.8% —thus indicating wide variation among age groups. By 2015, the 55+ population is expected to grow to 23.2% and the 35-54 year old population is expected to shrink slightly to 27.1%. This is similar to nationwide trends that point to growth in the 55+ age group as a result of increased life expectancies and entry of baby boomers. This indicates the County will have to focus on balanced recreation offerings and introduce programs and facilities with multigenerational appeal.

Figure 2 – Population by Major Age Segment



By 2015, the 55+ population is expected to grow to 23.2%

At the same time, it would be helpful for DPR to provide youth-centered programs as a means to attract younger families and job seekers. Such activities include before- and after-school programs as well as sports leagues and tournaments.

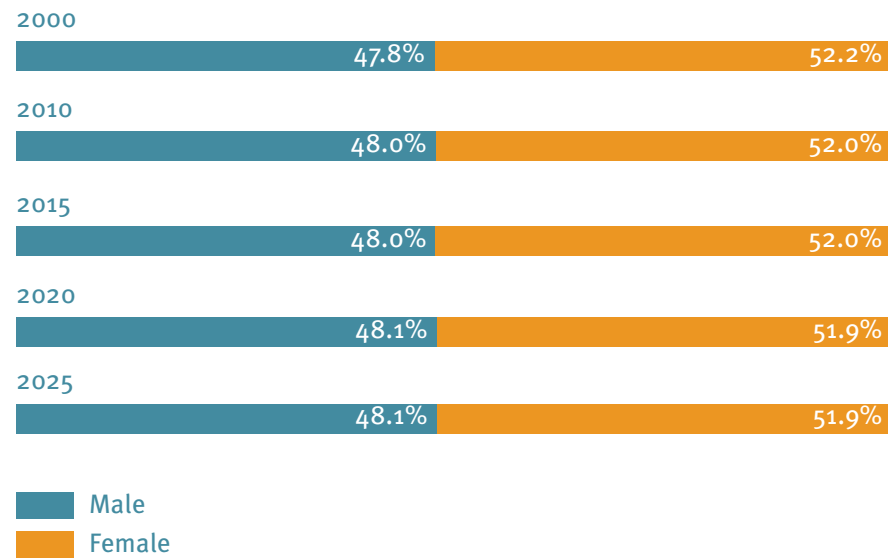
In general, for diverse population segments, a variety of aquatic and nonaquatic recreational, educational, fitness and wellness programs, as well as special events are the most popular. Examples include aquarobics, therapeutic recreation programs, life skill programs, family activities such as biking, walking, and swimming, and general entertainment and leisure activities.



GENDER

Gender is fairly evenly distributed in the County. Currently, 48% of the total population is male. This distribution is projected to remain fairly constant.

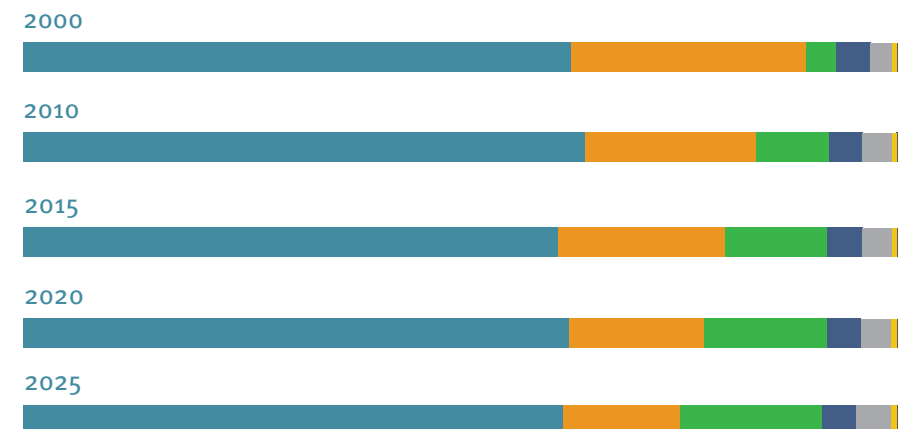
Figure 3 – Population by Gender



RACE AND ETHNICITY

The racial and ethnic composition of a community provides guidance for decision-making based on historical and cultural heritage. In Prince George’s County, persons identified as Black or African American account for 64.5% of the population. Persons identified as white make up the next largest racial category, totaling 19.2%. All other racial categories make up 16.38% of the population.

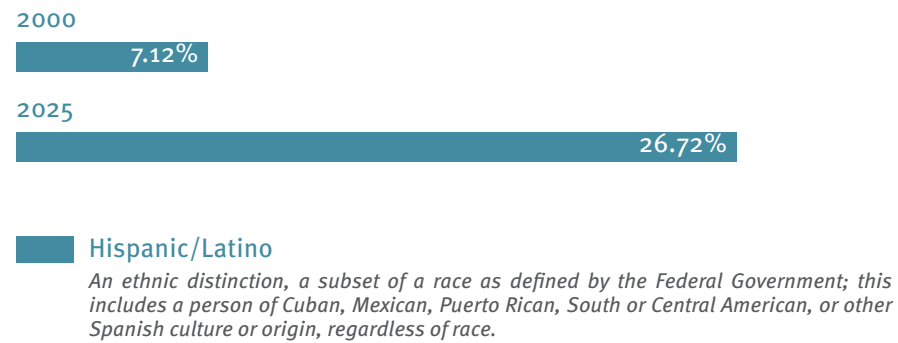
Figure 4 – Racial Composition



- Black or African American**
A person having origins in any of the black racial groups of Africa.
- White Alone**
A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- Some Other Race**
- Asian**
A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- Two or More Races**
- American Indian**
A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- Pacific Islander**
A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

A noticeable shift is occurring among those self-identified as being of Hispanic / Latino origin of any race. This segment is expected to grow from 7.12% (57,057 individuals) in 2000 to 26.72% (252,474 individuals) by 2025. It should also be noted that the Latino population is no longer concentrated in the northern area but lives across the County.

Figure 5 – Hispanic/Latino Origin

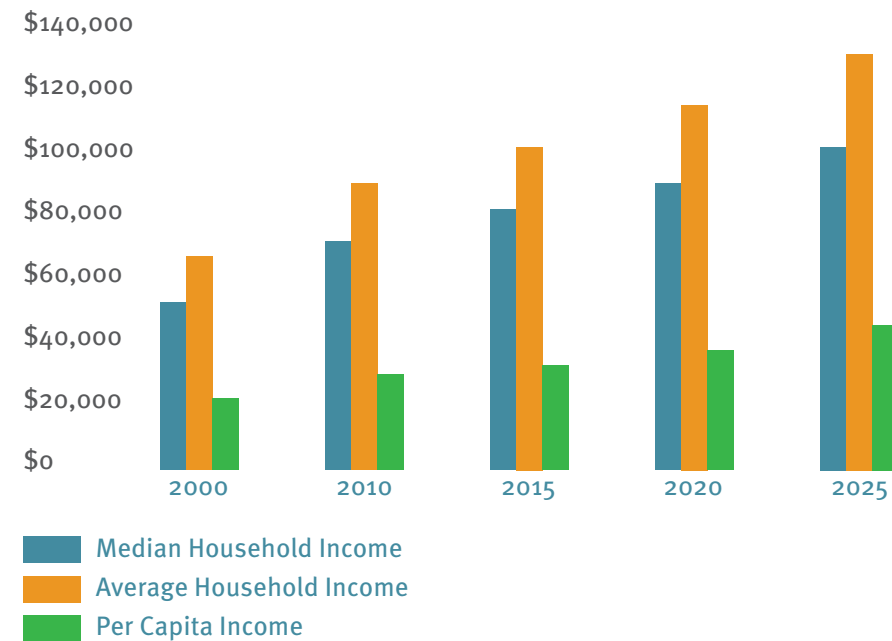


HOUSEHOLDS AND INCOME

Prince George’s County income characteristics are moderate and projected to grow at a steady pace in the upcoming years. Median household income is \$71,971 and is projected to grow to \$100,221 by 2025. In 2010, the median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income, too, is projected to increase from \$31,888 currently to \$44,776 by 2025.

Median household income is \$71,971 and is projected to grow to \$100,221 by 2025.

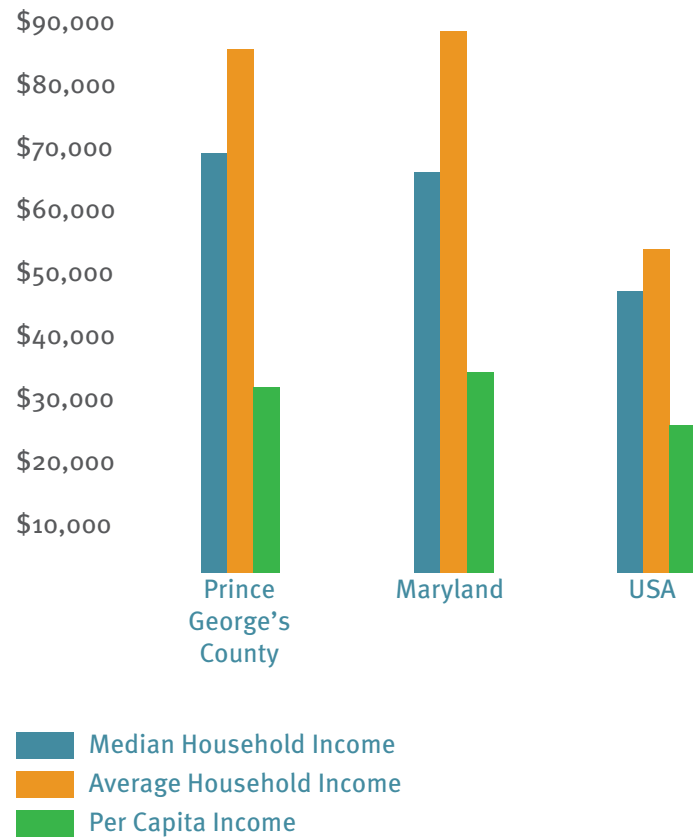
Figure 6 – Income Characteristics



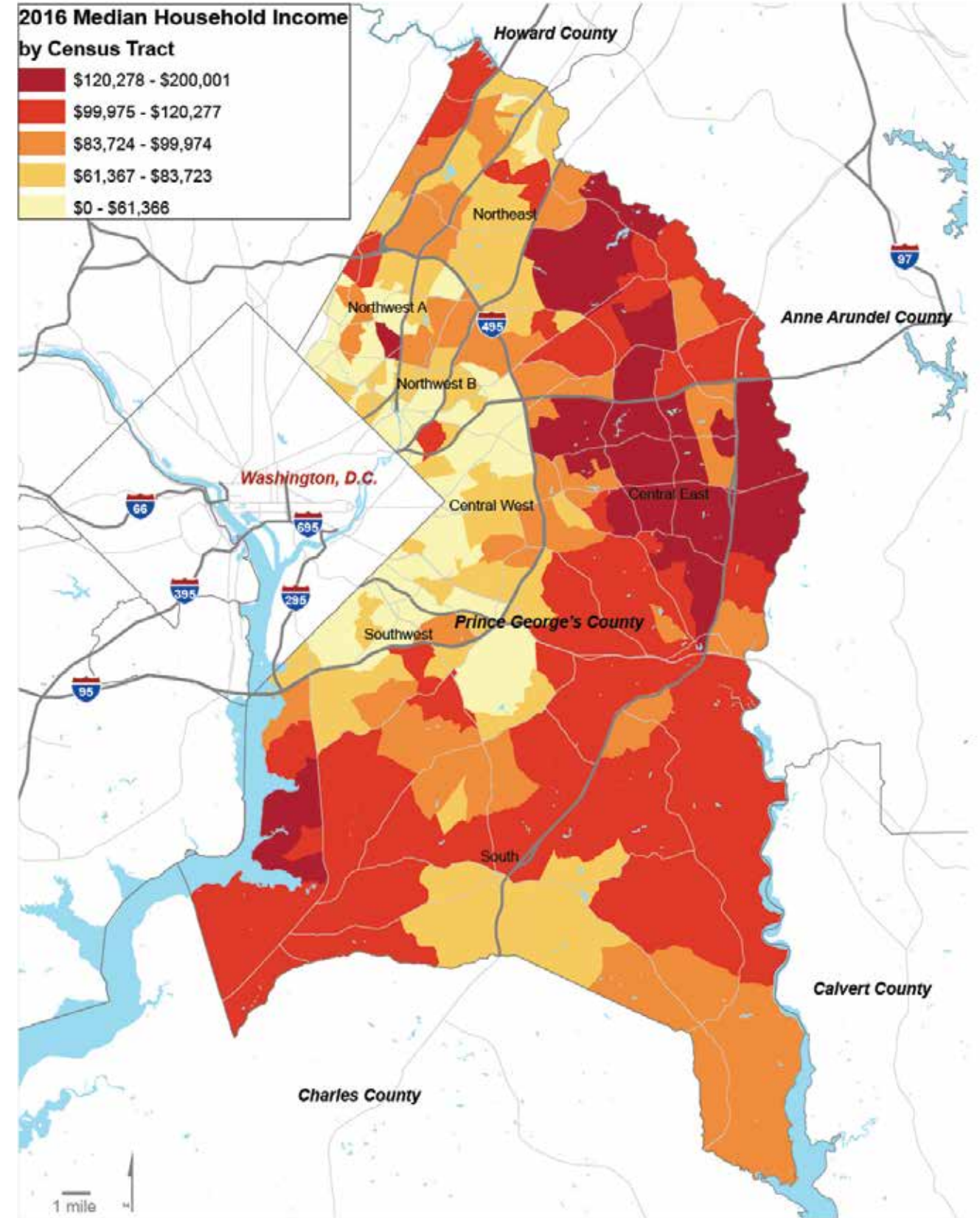


Prince George's County income characteristics are higher than national averages and similar to state averages. However, there are substantial pockets of poverty, especially within the Capital Beltway.

Figure 7 – Comparative Income Characteristics



The map at right depicts the projected 2016 median household income levels by Census tract for Prince George's County. Darker shaded blocks indicate higher median household income. This can be used to show how parks are located in relation to the distribution of community wealth.



Source: 2016 Median Household Income (ESRI) by Census Tract

RECREATION EXPENDITURES

Figure 8 shows spending on sports, recreation and exercise equipment within the County. The Spending Potential Index (SPI) represents the annual amount spent by a household for a product or service relative to the national average of (100). Typically, the economy’s performance has a trickle-down effect on recreation—a poor performing economy leads to less disposable income by requiring individuals and families to dedicate larger sums of money to necessities and less to discretionary items.

When viewed in context with average household expenditures, the disposable income available in Prince George’s County does not pose a significant threat to entertainment and recreational spending. Household spending on all entertainment and recreation ranks a respectable sixth out of 14 categories.

Figure 8 – Consumer Spending

2010 Consumer Spending	Average Spent	Spending Potential Index
Retail Goods	\$26,272	106
Shelter	\$18,753	119
Food at Home	\$5,003	112
Health Care	\$3,862	104
Food Away from Home	\$3,679	114
Entertainment / Recreation	\$3,646	113
Travel	\$2,183	115
HH Furnishings & Equipment	\$2,038	99
Apparel & Service	\$1,947	81
Investments	\$1,861	107
Education	\$1,450	119
TV / Video / Audio	\$1,383	111
Vehicle Maintenance & Repairs	\$1,049	111
Computers & Accessories	\$252	115

NATIONAL RECREATION AND LEISURE TRENDS

Information released by the Sporting Goods Manufacturers Association (SGMA) in a 2010 study of sports, fitness, and recreation participation reveals that the most popular sport and recreational activities include walking, treadmill, running/jogging, bicycling, and billiards/pool. Most of these activities appeal to both young and old, can be done in most environments, can be enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of their social aspect; people enjoy walking and biking together. Although fitness activities are mainly self-directed, many can offer a degree of camaraderie.

Walking and treadmill exercise have remained the two activities with the highest participation over the past decade. In 2010, 14 million Americans walked at least once.

From a traditional team sport standpoint, basketball ranks highest in participation with 26.3 million persons in 2010. Two sports experiencing increased participation are lacrosse and tennis. Both have seen double digit growth over the past decade; participation in lacrosse has exploded. The greatest growth of participation in recreational activities has occurred in activities that have low barriers to entry, can be undertaken within close proximity to home, and can be completed in a limited amount of time.

TRENDING SOURCE

The SGMA *Sports, Fitness & Recreational Activities Topline Participation Report 2011* was utilized to evaluate national sport and fitness participatory trends. SGMA is the number one source for sport and fitness research. Their study is based on online interviews carried out in January and February 2011 from more than 38,000 individuals and households.

NATIONAL TRENDS ANALYSIS

Traditional sports such as baseball, basketball, and football are often referred to as the social glue that bonds the County. They play an important role in American society by teaching important values of teamwork and discipline while stressing physical fitness and a healthy lifestyle. Sports have been a key component of what is offered by American park and recreation agencies.



Basketball, a game originating in the U.S., is the most popular among the traditional “bat and ball” sports with more than twenty-six million (26.3 million) estimated participants. This popularity can be attributed to the ability to compete with relatively small numbers of participants, the limited amount of equipment needed to participate, and the limited space requirements—which makes basketball the only traditional sport that can be played at the majority of American dwellings as a driveway pickup game. Interestingly, the basketball participation rate increased by almost 10% from 2009 to 2010 (Figure 9).

Since 2007, lacrosse and other niche sports like rugby have seen strong growth.



Traditional sports such as baseball, basketball, and football are often referred to as the social glue that bonds the country.



Based on survey findings, lacrosse has experienced continued growth over the past decade (218%), and from 2009-2010 lacrosse grew 37.7%. From 2007 to 2010 rugby grew 83.1%. Also, from 2000-2010 tennis grew 45.7%. In the table below, green indicates there is increased growth in participation, yellow marginal decline and red severe decline.

Figure 9 – National Sport Participatory Trend

National Participatory Trends; by Activity – General Sports	2000	2007	2008
Baseball	15,848	16,058	15,030
Basketball	26,215	25,961	26,254
Cheerleading	2,634	3,279	3,104
Ice Hockey	2,432	1,840	1,902
Football, Touch	15,456	13,472	10,493
Football, Tackle	8,229	7,939	7,692
Gymnastics	4,876	4,066	3,883
Rugby	N/A	617	690
Lacrosse	518	1,058	1,127
Soccer , Outdoor	N/A	13,708	14,223
Soccer, Indoor	N/A	4,237	4,737
Softball, Fast Pitch	2,693	2,345	2,316
Softball, Slow Pitch	13,577	9,485	9,835
Volleyball, Court	N/A	6,986	8,190
Volleyball, Sand/Beach	5,248	3,878	4,171
Racquetball	4,475	4,229	4,993
Tennis	12,974	16,940	18,558

Note: Participation figures are in 1,000's for the U.S. population ages 6 and over

Figure 9 continued – National Sport Participatory Trend

2009	2010	% Change '09-10	% Change '08-10	% Change '07-10	% Change '00-10
13,837	14,558	5.2%	-3.1%	-9.3%	-8.1%
24,007	26,304	9.6%	0.2%	1.3%	0.3%
3,036	3,232	6.5%	4.1%	-1.4%	22.7%
2,134	2,145	0.5%	12.8%	16.6%	-11.8%
8,959	8,367	-6.6%	-20.3%	-37.9%	-45.9%
6,794	6,905	1.6%	-10.2%	-13.0%	-16.1%
4,021	4,815	19.7%	24.0%	18.4%	-1.3%
750	1,130	50.7%	63.8%	83.1%	N/A
1,197	1,648	37.7%	46.2%	55.8%	218.1%
13,691	14,075	2.8%	-1.0%	2.7%	N/A
4,913	4,927	0.3%	4.0%	16.3%	N/A
2,636	2,389	-9.4%	3.2%	1.9%	-11.3%
8,525	8,429	-1.1%	-14.3%	-11.1%	-37.9%
7,283	7,346	0.9%	-10.3%	5.2%	N/A
4,476	5,028	12.3%	20.5%	29.7%	-4.2%
4,575	4,630	1.2%	-7.3%	9.5%	3.5%
18,534	18,903	2.0%	1.9%	11.6%	45.7%

Traditional youth “powerhouse” sports including outdoor soccer and baseball have experienced declines in participation over the study period; however, the sheer number of participants (14.5 million and 14.0 million, respectively) demands the continued support of these sports.

Although team sports have slowly declined over the past decade, throughout the U.S. there was positive growth in 2010. The growth in youth team sports is now being driven by America’s 13 and 14 year olds; these are the peak ages of sports participation for children. Nearly 70% of children (ages 6-17) in the U.S. are playing team sports, and three out of four teenagers are now playing at least one team sport according to the SGMA annual participation study on team sports, *U.S. Trends in Team Sports (2011 edition)*.

According to the SGMA, five team sports have had strong increases in participation since 2009. They are beach volleyball (up 12.3%), gymnastics (up 19.7%), field hockey (up 21.8%), lacrosse (up 37.7%), and rugby (up 50.7%). Four more traditional mainstream team sports experienced single-digit growth in overall participation: baseball (up 5.2%), basketball (up 9.6%), outdoor soccer (up 2.8%), and tackle football (up 1.6%) across the United States.

Aquatic Activity

Swimming is unquestionably a lifetime sport. From 2009 to 2010 Aquatic exercise increased by 6.6% whereas swimming (fitness/competition) decreased slightly by 1.7%. When comparing the two activities over the past decade, aquatic exercise has decreased by 0.8% and swimming (fitness/competition) increased by 6.2%. However, recreational swimming is the unquestionable leader in multigenerational appeal with nearly 17 million estimated participants per year (Figure 11).

Figure 10 – Aquatic Participatory Trend

National Participatory Trends; by Activity	2000	2007	2008	2009	2010	% Change '09-10	% Change '08-10	% Change '07-10	% Change '00-10
Aquatic Exercise	9,303	9,757	9,267	8,662	9,231	6.6%	-0.4%	-5.4%	-0.8%
Swimming (Fitness / Competition)	16,144	18,368	19,041	17,443	17,145	-1.7%	-10.0%	-6.7%	6.2%

Note: Participation figures are in 1,000's for the U.S. population ages 6 and over

Aquatic exercise affords similar gains and benefits as land-based exercise, including aerobic fitness, resistance training, flexibility, and balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, and muscles and also due to the effect that water pressure has on reducing swelling of injuries.

National Youth Team Sport Trends

The following information came from the Sports Marketing Surveys, USA who is the provider of research and analysis for the SGMA. SGMA has the strongest reliable data in the market place and is used by businesses to locate sporting good retail facilities, and by universities, cities, and counties for feasibility studies in constructing sports-related facilities. The following charts depict team sport trends by age segments (Figures 12-14). The figures in green show what sports are growing in popularity. The figures in red show decline in participation. DPR can use this information to make better decisions about what sports to focus on for the future, and what types of sports fields or courts to build to support the market. It also can be used to make decisions on where to convert fields to meet the changes in play where excess field and sports court capacity exists.



Figure 11 – Team Sport Trends 6-11

Sport	Frequency	2008	2009	2010	2011	1 Year change	2 Year change
Baseball	13+ times	3,904	3,657	3,370	3,454	2.5%	-5.6%
Basketball	13+ times	3,455	3,260	3,208	3,328	3.7%	2.1%
Cheerleading	26+ times	530	488	437	496	13.6%	1.6%
Field Hockey	8+ times	80	122	134	74	-44.8%	-39.1%
Football, Tackle	26+ times	833	797	738	676	-8.4%	-15.1%
Gymnastics	50+ times	561	614	698	852	22.0%	38.8%
Ice Hockey	13+ times	132	137	150	192	27.7%	40.3%
Lacrosse	13+ times	87	105	134	170	26.9%	62.7%
Rugby	8+ times	10	24	30	17	-44.1%	-31.3%
Soccer, Outdoor	26+ times	2,436	243	2,570	2,686	4.5%	10.6%
Softball, Fast Pitch	26+ times	173	169	180	235	30.3%	38.8%
Track and Field	26+ times	111	118	163	253	55.4%	114.0%
Volleyball, Court	13+ times	346	371	439	398	-9.3%	7.3%
Volleyball, Sand	13+ times	23	27	32	17	-47.6%	-37.7%
Wrestling	26+ times	196	199	218	218	-0.2%	9.6%
Swimming on a team	50+ times				643		

Source: Sports Marketing Surveys, USA

For children 6 to 11 years old, track and field has grown tremendously between 2008 and 2011; within the last two years, track and field grew 114%. Other noticeable growth trends in team sport participation are lacrosse, ice hockey, gymnastics, and softball (fast pitch). Cheerleading has experienced stable participation. Field hockey, rugby, and volleyball (sand) are experiencing significant declines in participation. Between 2010 and 2011, all three team sports have declined by more than 40%.

Figure 12 – Team Sport Trends 12-14

Sport	Frequency	2008	2009	2010	2011	1 Year change	2 Year change
Baseball	13+ times	1,453	1,428	1,577	1,503	-4.7%	5.3%
Basketball	13+ times	3,062	2,930	2,934	2,830	-3.5%	-3.4%
Cheerleading	26+ times	431	459	475	431	-9.2%	-6.1%
Field Hockey	8+ times	93	85	145	147	1.4%	74.0%
Football, Tackle	26+ times	1,130	1,106	1,138	1,076	-5.5%	-2.8%
Gymnastics	50+ times	270	264	267	295	10.7%	11.7%
Ice Hockey	13+ times	89	95	73	94	29.0%	-1.1%
Lacrosse	13+ times	146	176	211	181	-14.0%	3.1%
Rugby	8+ times	24	17	22	17	-22.7%	0.0%
Soccer, Outdoor	26+ times	1,244	1,173	1,103	1,085	-1.7%	-7.5%
Softball, Fast Pitch	26+ times	314	313	256	282	10.2%	-10.1%
Track and Field	26+ times	686	700	740	792	7.0%	13.1%
Volleyball, Court	13+ times	1,224	1,081	946	855	-9.6%	-20.9%
Volleyball, Sand	13+ times	135	75	41	62	53.1%	-17.3%
Wrestling	26+ times	290	287	230	196	-14.6%	-31.7%
Swimming on a team	50+ times				366		

Source: Sports Marketing Surveys, USA

For children 12 to 14 years old, field hockey grew by 74% within a two-year period, but the rate of growth slowed greatly over the past year (1.4%). Other team sports experiencing strong growth are gymnastics, ice hockey, softball (fast pitch), track and field, and volleyball (sand), while lacrosse, rugby, and wrestling are showing a decline in participation. Team sports like baseball, basketball, football (tackle), soccer (outdoor), and volleyball (court) have shown slight declines in participation in the past 1–2 years, but they continue to command the overall highest rates of participation. This chart also shows that as children get older they begin to drop out of traditional team sports such as baseball, basketball, tackle football, fast pitch softball, and volleyball. Thus DPR should focus on developing fields or courts that are age- and volume-specific versus sports-specific.

Figure 13 – Team Sport Trends 15-18

Sport	Frequency	2008	2009	2010	2011	1 Year change	2 Year change
Baseball	13+ times	1,088	1,085	1,122	1,185	5.65	9.2%
Basketball	13+ times	2,478	2,495	2,527	2,506	-0.9%	0.4%
Cheerleading	26+ times	488	531	561	485	-13.6%	-8.7%
Field Hockey	8+ times	136	135	111	122	9.5%	-10.0%
Football, Tackle	26+ times	1,309	1,313	1,165	1,275	9.5%	5.2%
Gymnastics	50+ times	250	198	283	301	6.4%	51.8%
Ice Hockey	13+ times	146	154	144	170	18.1%	10.1%
Lacrosse	13+ times	192	174	176	216	22.7%	24.5%
Rugby	8+ times	33	37	38	57	4.7%	52.7%
Soccer, Outdoor	26+ times	1,075	1,069	953	861	-9.6%	-19.4%
Softball, Fast Pitch	26+ times	275	309	277	232	-16.3%	-25.0%
Track and Field	26+ times	1,025	979	944	1,040	10.2%	6.2%
Volleyball, Court	13+ times	998	868	758	847	11.7%	-2.5%
Volleyball, Sand	13+ times	998	868	758	398	-47.5%	-54.1%
Wrestling	26+ times	424	368	298	294	-1.2%	-20.1%
Swimming on a team	50+ times				283		

Source: Sports Marketing Surveys, USA

For children 15 to 18 years old, lacrosse and ice hockey have shown strong growth trends over the past 1–2 years—22.7% and 18.1%, respectively. Gymnastics has also shown a strong growth over the two-year period (51.8%) but experienced a slowdown in participation over the past year.

Noticeable declines in participation are evident in volleyball (sand) and softball (fast pitch). Volleyball (sand) has declined by more than 50% over the two-year period and softball (fast pitch) declined by 25% in the two-year period.

Spending Levels

The following chart shows projected spending levels in 2012 for different categories of sports. A majority of team sport participants plan to spend more or the same in each category.

Figure 14 – Projected Spending Levels

	Spend More	Spend Same	Spend Less
Team Sports at School	22.8%	64.6%	12.6%
Team Sports Outside of School	21.6%	66.3%	12.4%
Travel for Sports and Rec	22.5%	64.2%	13.3%
Lessons, Instructions, and Camps	24.5%	62.9%	12.6%
Gym Membership Fees	20.7%	67.6%	11.7%
Individual Sports Events	23.1%	65.6%	11.3%
Golf Membership Fees	15.5%	71.4%	13.7%
Tennis Membership Fees	9.9%	77.2%	12.9%
Winter Sports	17.6%	66.8%	15.6%
Outdoor Recreation	20.7%	70.1%	9.2%
Sports / Rec Clothing	16.5%	69.2%	14.3%
Sports / Rec Footwear	16.4%	70.4%	13.2%
Sports / Rec Equipment	16.0%	66.7%	17.3%

Source: Sports Marketing Surveys, USA





The following chart indicates the sports for which participants plan to spend more on travel to competitive events. This is important for DPR to consider when developing sports destination facilities that can serve a local and regional market for sports tourism opportunities.

Figure 15 – Sports Spending Levels

	More	Same	Less	No Spending
Rugby	24.4%	51.3%	8.6%	15.7%
Field Hockey	19.6%	52.0%	3.0%	25.3%
Gymnastics	19.4%	39.9%	5.1%	35.6%
Softball, Fast Pitch	17.7%	42.4%	15.9%	23.9%
Ice Hockey	16.7%	40.6%	10.4%	32.3%
Football, Tackle	16.7%	41.8%	9.0%	32.5%
Track and Field	15.3%	47.4%	10.9%	26.5%
Baseball	15.0%	43.5%	7.7%	33.8%
Volleyball, Court	14.7%	43.4%	9.8%	32.1%
Cheerleading	13.9%	39.8%	7.2%	39.1%
Soccer, Indoor	13.9%	40.0%	10.4%	35.7%
Ultimate Frisbee	12.3%	39.2%	13.7%	34.7%
Soccer, Outdoor	11.8%	40.7%	8.4%	39.1%
Basketball	11.7%	38.8%	9.4%	40.1%
Volleyball, Sand/Beach	10.1%	42.0%	11.5%	36.4%
Lacrosse	9.7%	52.0%	11.2%	27.1%
Paintball	9.7%	40.6%	13.7%	36.0%

Source: Sports Marketing Surveys, USA

LOCAL SPORT AND LEISURE MARKET POTENTIAL

The following charts show sport and leisure market potential data from Environmental Systems Research Institute, Inc. (ESRI). The Market Potential Index (MPI) measures the probable demand for a product or service in the target area. It shows the likelihood that an adult resident of Prince George’s County will exhibit certain consumer behavior when compared to the U.S. National average. The national average is 100 (yellow); therefore, numbers below 100 (red) represent a lower than average participation rate, and numbers above 100 (green) represent a higher than average participation rate.

General Sports Market Potential

Prince George’s County’s MPI is above average in all general sports except golf. The two sports with the highest MPIs are soccer (115) and basketball (112). This means that soccer and basketball have 15% and 12% greater participation than the national average. DPR should take into account this higher level of participation when developing programs and facilities to meet demand.

Figure 16 – General Sport and Leisure Market Potential in Prince George’s County

Prince George’s County Participatory Trends; by Activity—General Sports	Market Potential Index (MPI)
Participated in Baseball	108
Participated in Basketball	112
Participated in Football	105
Participated in Golf	96
Participated in Soccer	115
Participated in Softball	101
Participated in Tennis	111
Participated in Volleyball	104

Source: ESRI

Fitness Market Potential

Prince George’s County’s MPI is above average in all fitness activities except pilates. The two fitness activities with the highest MPIs are aerobics (113) and yoga (106).

Figure 17 – Fitness Sport and Leisure Market Potential in Prince George’s County

Prince George’s County Participatory Trends; by Activity—Fitness	Market Potential Index (MPI)
Participated in Aerobics	113
Participated in Pilates	99
Participated in Swimming	101
Participated in Walking for Exercise	100
Participated in Yoga	106

Source: ESRI



Outdoor Recreation Market Potential

Prince George’s County’s MPI is below average in all outdoor recreation activities except bicycling (mountain and road) and jogging/running. Jogging/running is the outdoor recreation activity with the highest MPI (112).

Figure 18 – Outdoor Recreation Sport and Leisure Market Potential in Prince George’s County

Prince George’s County Participatory Trends; by Activity—Outdoor Recreation	Market Potential Index (MPI)
Participated in Backpacking/Hiking	99
Participated in Bicycling (Mountain)	102
Participated in Bicycling (Road)	103
Participated in Boating (Power)	92
Participated in Canoeing/Kayaking	98
Participated in Horseback Riding	84
Participated in Jogging/Running	112

Source: ESRI





Money Spent on Miscellaneous Recreation Market Potential

Prince George’s County’s MPI for sports expenditures is above average in all activities except high-end sports/recreation equipment under \$250. This indicates the presence of disposable income and greater price elasticity. The two activities with the highest MPI’s are “Visited any Six Flags in the last 12 months” (143) and “Attended a baseball game” (117).

Figure 19 – Money Spent on Miscellaneous Recreation Sport and Leisure Market Potential in Prince George’s County

Prince George’s County Participatory Trends; by Activity—Money Spent on Miscellaneous Recreation	Market Potential Index (MPI)
Spent on high end sports/recreation equipment < \$250	95
Spent on high end sports/recreation equipment > \$250	104
Attend sports event: baseball game	117
Attend sports event: basketball game (college)	106
Attend sports event: basketball (pro)	122
Attend sports event: football game (college)	100
Attend sports event: football game - Monday night game (pro)	122
Attend sports event: football-weekend game (pro)	117
Attend sports event: golf tournament	108
Attend sports event: ice hockey game	116
Attend sports event: soccer game	119
Visited a theme park in last 12 months	112
Visited Disney World (FL)/12 mo: Magic Kingdom	118
Visited any Sea World in last 12 months	110
Visited any Six Flags in last 12 months	143
Went to zoo last 12 months	101

Source: ESRI

COMMUNITY INPUT THROUGH PUBLIC ENGAGEMENT

The Plan is a result of the collective efforts of engaged residents, stakeholders, staff, and leadership. Over 5,000 members of the public along with elected officials, staff, and other stakeholders contributed to the vision and strategies laid out in the Plan. At each stage of the planning process, including the *Parks & Recreation: 2010 and Beyond* needs assessment, community members and staff contributed their thoughts and ideas, helping identify key issues and recommendations.

SURVEY

Two statistically valid resident surveys of needs, interests, and opinions were conducted. One was conducted in 2008 as part of the needs assessment, and the other was conducted in 2012 for this *Formula 2040 Master Plan*. Survey highlights are interwoven throughout the Plan.

FOCUS GROUPS

Over forty external focus groups were held to identify and communicate with leaders in the various communities of interest. Input was received from over 400 stakeholders from a variety of groups throughout the County:

- Environmental
- Historical Resources
- Arts and Culture
- Education
- Sports Associations
- Faith-based groups
- Homeowners Associations
- Youth Organizations and Teens
- Seniors
- Persons with Disabilities
- Immigrant Communities (e.g., Filipino, Latino, Continental African, Caribbean)
- Governmental (municipalities, state, and federal)

Over 5,000 members of the public along with elected officials, staff, and other stakeholders contributed to the vision and strategies laid out in the Plan.





ADVISORY PANEL

An Advisory Panel was organized to engage leaders in the community around *Parks & Recreation: 2010 and Beyond* and was continued through *Formula 2040*. The group offered input on specific aspects of the Plan and ways to engage their constituents and community members. The Advisory Panel included individuals from 22 community groups and organizations representing a variety of interests, such as: environmental, historic, youth, education, and economic development.

LARGER PUBLIC MEETINGS

Broad outreach was conducted at each stage of the project to engage residents in sharing ideas and shaping the vision and plans. A total of fourteen public meetings were held throughout the County for *Parks & Recreation: 2010 and Beyond* and an additional six meetings were held for *Formula 2040*. The meetings included presentations, group discussions, and feedback on recommendations. The *Formula 2040* meetings included electronic polling to gather and share real time data and feedback from participants.

STAFF

Presentations were made and workshops were conducted with staff, including many in the M-NCPPC Planning Department, to increase the understanding of *Formula 2040* recommendations and implications for the park and recreation system and the Department and to obtain input on the specific recommendations. Opportunities for joint community outreach and engagement have been used with the Planning Department as part of the *General Plan* update.

Staff has played an active role in ensuring wide community engagement and outreach throughout the County. New to the process is the use of a six-member outreach corps that has paid particular attention to engaging the participation of segments of Prince George's County's communities that may otherwise be underrepresented. The Outreach Corps has attended hundreds of homeowners association, civic groups, and recreation council meetings. Their objective is to increase community understanding of *Formula 2040* recommendations, and to make sure all residents are aware of their opportunity to participate in the process including, but not limited to, attending public meetings and open houses, completing the online survey, or requesting a presentation for their organization. The Outreach Corps shared information with over 600 community groups and organizations throughout the process—in the form of email, phone calls, written materials, presentations, etc.

COUNTY COUNCIL, PLANNING BOARD AND STATE AND MUNICIPAL ENGAGEMENT

Focus group and open house presentations to County Council, Planning Board, and state and municipal officials provide ongoing communication on the status of the Plan, increase their understanding of *Formula 2040*'s schedule and recommendations, and request assistance in communicating the draft plan with their constituents.

MARKETING STRATEGY

A variety of marketing and promotion tools, including print, electronic, and social media have been used to increase the community awareness and understanding of how *Formula 2040* will impact facilities and services. These are also used to foster engagement and participation in the process of developing recommendations. *Formula 2040* is a culmination of the collective efforts of engaged residents, stakeholders, staff, and leadership. Public meeting attendees provided recommendation response data that has been used to formulate and shape *Formula 2040*'s goals and policies to guide the future of parks, recreation, and open space in Prince George's County for the next 30 years.

PUBLIC MEETINGS SUMMARY

Public meetings were held in May and September 2012 to solicit community responses in the development of *Formula 2040*'s policies and recommendations. Three meetings in May 2012 and three meetings in September 2012 were held—two each in the Northern, Central, and Southern areas of Prince George's County. The goals of the public meetings held in May were to present and gather attendees' feedback to help set the direction of plan recommendations, identify areas for improvement, and to test support for policy changes. The September public meetings presented draft plan recommendations based on the feedback received at the May public meetings. A large percentage of all participants at the September meetings supported the draft recommendations and felt that they addressed their concerns, supported the needs of their communities, were realistic, and moved the system in the right direction.





The meetings included electronic polling to gather and share real time participant feedback results. The meeting's purposes were:

- to solicit attendee input to inform policy decisions in such areas as programming, financing, and capital improvements;
- to build upon prior engagement activities and provide information on the scope and schedule of the current project; and
- to educate the public on the trade-offs associated with organizational policy decisions.

Polling Summary: Preliminary Plan Recommendations (May 2012 Meetings)

- In aggregate, participants indicated that current facilities have an average ability to meet future patrons' needs. Participants in the Southern area gave the lowest ratings on this question.
- In aggregate, participants indicated a slight preference for program cost recovery over free programming when all programs and services are considered. Participants in the Southern area were most supportive of cost-recovery.
- Participants identified field/building rentals, adult trips, and art performances as the specific offerings that most warrant cost-recovery. Participants identified youth sports, after-school programs, and adult fitness classes as the specific offerings that most warrant public subsidy.
- In aggregate, all participants indicated a preference for multigenerational centers over neighborhood facilities. Participants in the Southern and Northern areas were highly supportive of multigenerational centers. Central participants were more supportive of neighborhood facilities.
- Of the three areas, Southern participants were most willing to drive further for facilities with high-quality amenities. Southern participants also reported the longest travel times to their current facilities.

The three public meetings held in September 2012 featured an open house format with graphic boards surrounding a large room. There was also a PowerPoint presentation session shown at two separate times during the course of the public meeting. The presentation included electronic polling to gather and share real time feedback results from participants. Polling questions were based on the questions presented during the May 2012 meetings. There were questions added to the September 2012 polling presentation based on the positive responses to the use of polling as an engagement

technique. Attendees commented that the polling sessions were an enjoyable feedback mechanism and ensured their choices were recorded and displayed. In addition to the polling presentations, attendees were encouraged to examine a series of stations representing each of the *Formula 2040* policy recommendation categories and ask questions of M-NCPPC staff members at each station.

The meeting's purposes were:

- to solicit attendee feedback on the draft policy recommendations regarding three policy areas—facilities, land and programs;
- to solicit attendee feedback on the draft recommendations related to the overall systemwide enhancement goals of connectivity, economic development and health and wellness;
- to build upon prior public meeting and other outreach engagement feedback; and
- to further educate the public on the decision-making process and timing of the public hearing.

Areas for Needed Improvement (May and September 2012 Meetings)

- All favored expansion of existing facilities, except those that are underused, in disrepair or have outlived their usefulness.
- Attendees favored the variety of programs and multigenerational interaction of multigenerational centers, but favored proximity to home and pedestrian accessibility of neighborhood centers.
- Attendees generally agreed that programs with public benefit should be available at low or no cost, while those with private benefit should be fee-based and recover all or some of their costs.
- All agreed private providers offered more variety of programming while having more favorable hours of operation.
- Attendees stressed the need for more children's activities after-school and on weekends.
- Seniors request more therapy-related services, such as massage and aquatic therapy.
- In addition to childcare services, offer programs parents can take part in with their kids.



- There were numerous requests for increased arts and cultural programming, i.e., performances, dance, art, and culturally-rich historical ancestry programming reflective of the diverse population of Prince George’s County.
- Keep natural areas as natural as possible while teaching children about nature and biological systems, not just outdoor athletics and fitness.
- Demonstration of rain gardens and other natural systems related to solving stormwater management issues and recycling could be included at interpretive centers.
- Partner with the Prince George’s County Chamber of Commerce to bolster economic development and increase advertising and awareness to their constituency.



Figure 20 – MAY 2012 POLLING RESULTS

Polling Questions – May Meetings 2012	Northern	Central	Southern	All
	(n=16)	(n=27)	(n=83)	
1. Ability of Current Facilities to Meet Future Needs (1=Low, 10=High)	5.9	6.0	3.3	5.0
2. Free Programs (1) vs. Cost Recovery (10) - Overall	4.9	4.5	6.8	5.4
Youth Sports - Free (1) vs. Cost (3)	1.9	1.2	1.3	1.5
After-School Programs - Free (1) vs. Cost (3)	1.6	1.9	1.4	1.6
Adult Fitness Classes - Free (1) vs. Cost (3)	1.2	2.0	1.9	1.7
Swim Lessons - Free (1) vs. Cost (3)	1.9	1.7	2.0	1.8
Summer Camps - Free (1) vs. Cost (3)	1.9	1.8	1.9	1.8
Adult Enrichment Classes - Free (1) vs. Cost (3)	1.9	2.1	1.9	2.0
Adult Sports - Free (1) vs. Cost (3)	2.3	2.2	1.8	2.1
Art Performances - Free (1) vs. Cost (3)	1.9	2.5	2.2	2.2
Adult Trips - Free (1) vs. Cost (3)	2.4	2.2	2.6	2.4
Field/Building Rentals - Free (1) vs. Cost (3)	2.5	2.3	2.7	2.5
3. Neighborhood Facilities (1) vs. Multigenerational Centers (10)	7.1	4.6	8.1	6.6
4. Travel Time to Facilities (1= <5 Mins, 5=>30 Mins)	2.2	2.1	2.5	2.3
5. Willingness to Travel Further for Improved Services (1=Low, 10=High)	5.5	5.5	6.5	5.8

Figure 21 – SEPTEMBER 2012 POLLING RESULTS

Polling Question	Northern (n=21)	Central (n=39)	Southern (n=29)	All
1. What region of Prince George's County do you live in?				
Northern	59.5%	28.5%	20%	36%
Central	18.5%	48.5%	18%	28.30%
Southern	14.5%	11.5%	50%	25.30%
Outside of Prince George's County	7.5%	11.5%	12%	10.40%
2. I feel the Formula 2040 Functional Master Plan Draft Recommendations meet my expectations and address my concerns.				
Strongly agree	28%	22%	23.5%	24.7%
Somewhat agree	56.5%	36.5%	54%	49.0%
Neither agree nor disagree	0%	10.5%	7%	6.0%
Somewhat disagree	7%	0%	12%	6.3%
Strongly disagree	0%	3%	0%	1.0%
Need more information	8.5%	28%	3.5%	13.0%
3. I feel the Formula 2040 Functional Master Plan Draft Recommendations speak to the community's needs.				
Strongly agree	31%	33%	23.5%	29.3%
Somewhat agree	43%	35.5%	69.5%	49.3%
Neither agree nor disagree	8.5%	2.5%	0%	3.7%
Somewhat disagree	13%	5.5%	3.5%	7.3%
Strongly disagree	0%	6%	0%	2.0%
Need more information	4.5%	17.5%	3.5%	8.4%

Polling Question	Northern (n=21)	Central (n=39)	Southern (n=29)	All
4. Based on what I've heard in this Formula 2040 Functional Master Plan presentation, I feel comfortable that Parks and Recreation is moving in the right direction.				
Strongly agree	69.5%	57%	43%	56.5%
Somewhat agree	23.5%	29%	46.5%	33.0%
Neither agree nor disagree	7%	11.5%	3.5%	7.3%
Somewhat disagree	0%	2.5%	3.5%	2.0%
Strongly disagree	0%	0%	3.5%	1.2%
5. The Formula 2040 Functional Master Plan Draft Recommendations are realistic and can be carried out.				
Strongly agree	48%	48%	13.5%	36.5%
Somewhat agree	44%	25%	51.5%	40.2%
Neither agree nor disagree	8%	21.5%	14.5%	14.7%
Somewhat disagree	0%	3%	20.5%	7.8%
Strongly disagree	0%	2.5%	0%	0.8%
6. I support the Formula 2040 Functional Master Plan Draft Recommendations.				
Strongly agree	55.5%	40%	32%	42.5%
Somewhat agree	37.5%	37.5%	42%	39.0%
Neither agree nor disagree	7%	22.5%	15.5%	15.0%
Somewhat disagree	0%	0%	7%	2.3%
Strongly disagree	0%	0%	3.5%	1.2%

The following questions were asked during the September 19th and 20th public meetings only.

Polling Question	Northern (n=21)	Central (n=39)	Southern (n=29)	All
7. I support the Formula 2040 Functional Master Plan Draft Recommendation to add 200 miles of hiking, biking and walking trails to the system.				
Strongly agree	85%	-	53.5%	69.2%
Somewhat agree	4%	-	34.5%	19.2%
Neither agree nor disagree	0%	-	8.5%	4.3%
Somewhat disagree	11%	-	3.5%	7.3%
Strongly disagree	0%	-	0%	0.0%
8. I support the Formula 2040 Functional Master Plan Draft Recommendation to build large “multigenerational” community centers where all members of the family can participate.				
Strongly agree	56.5%	36.5%	54%	49.0%
Somewhat agree	0%	10.5%	7%	6.0%
Neither agree nor disagree	7%	0%	12%	6.3%
Somewhat disagree	0%	3%	0%	1.0%
Strongly disagree	8.5%	28%	3.5%	13.0%
9. I support the Formula 2040 Functional Master Plan Draft Recommendation to charge fees for programs and services-based upon the level of public benefit; (programs that benefit the public are subsidized while those that benefit the individual have fees)				
Strongly agree	65%	-	27%	46%
Somewhat agree	4.5%	-	50%	27%
Neither agree nor disagree	11.5%	-	12%	12%
Somewhat disagree	14.5%	-	11%	13%
Strongly disagree	4.50%	-	0%	2%
Need more information	4.5%	17.5%	3.5%	8.4%

COMMUNITY OPINION AND INTEREST SURVEY

An interest and opinion survey was conducted in April of 2012. The purpose of the survey was to help establish priorities for the future development of parks and recreation facilities, programs, and services within Prince George’s County. The survey was administered via mail and phone.

The survey questionnaire was tailored to issues of strategic importance to the park and recreation system. This work allowed the survey to be tailored to issues of strategic importance. The goal was to obtain a total of at least 800 completed surveys. This goal was far exceeded, with 1,404 surveys having been completed. The level of confidence is 95% with a margin of error of ± 2.6%.

MAJOR SURVEY FINDINGS

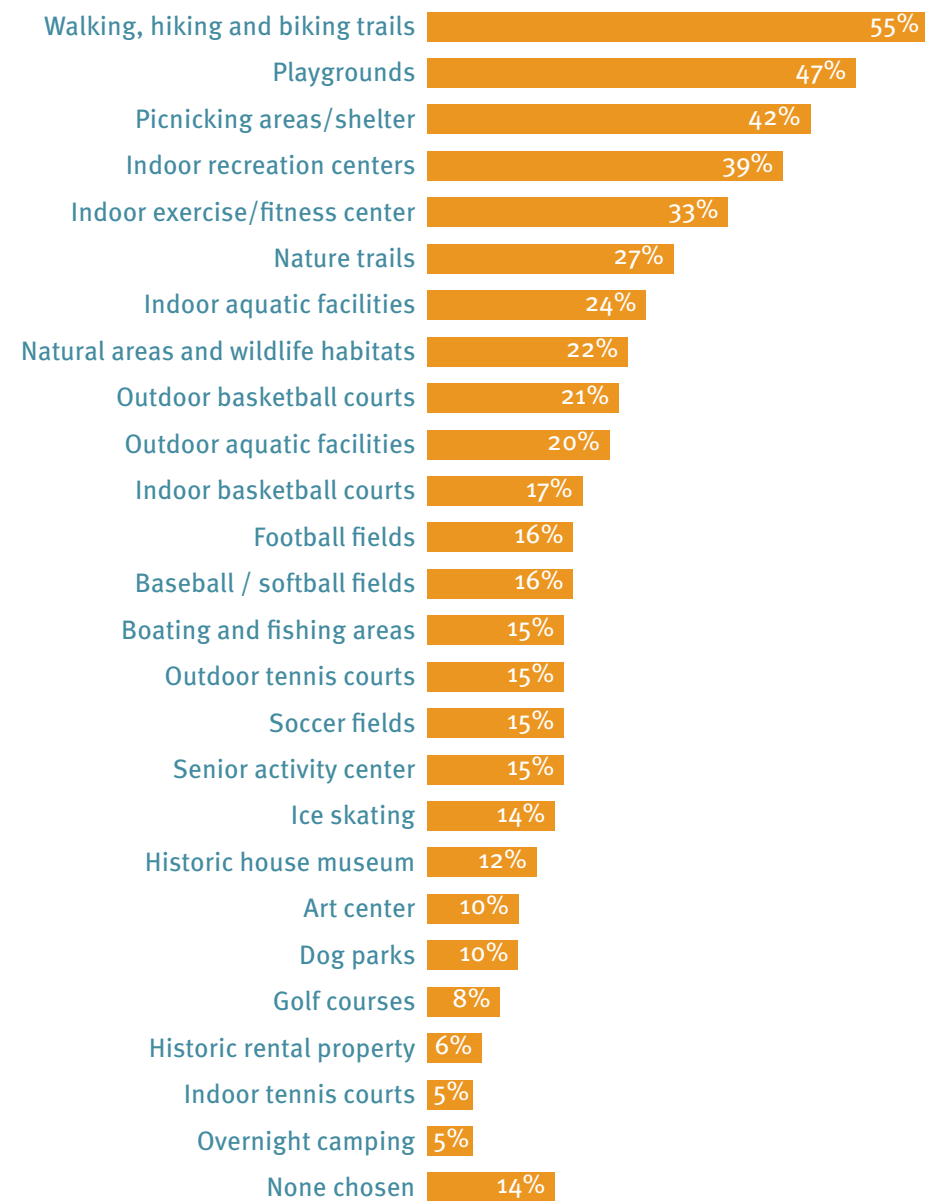
Parks, Trails and Recreation Facilities Operated by M-NCPPC that Households Have Used or Visited in Prince George’s County Over the Past 12 Months

Fifty-five percent (55%) of households indicated they had used walking, hiking and biking trails in Prince George’s County over the past 12 months. Other parks, trails and recreation facilities that were utilized include: playgrounds (47%), picnicking areas/shelters (42%), indoor recreation centers (39%), and indoor exercise/fitness centers (33%).



Q1. Parks, Trails and Recreation Facilities operated by the M-NCPPC that households have used or visited in Prince George's County over past 12 months

by percentage of respondents (multiple choices could be made)



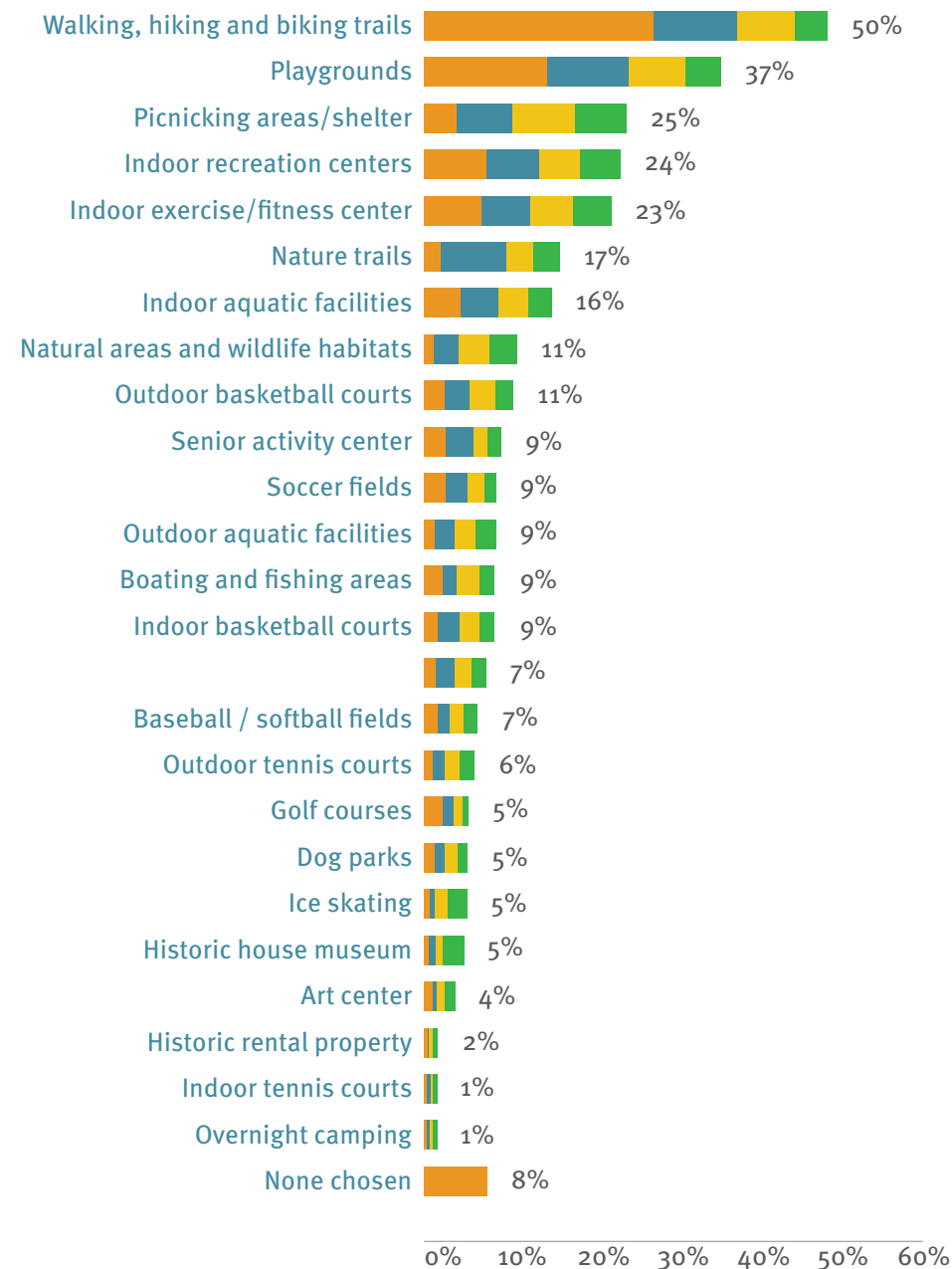
Source: Leisure Vision/ETC Institute (August 2012)

Parks, Trails and Recreation Facilities that Households Visit Most Often

Based on the sum of their top four choices, the parks, trails and recreation facilities that households visit most often are walking, hiking and biking trails (50%), playgrounds (37%), picnicking areas/shelters (25%), indoor recreation centers (24%), and indoor exercise/fitness centers (23%).



Q2. Parks, Trails and Recreation Facilities that households visit most often
by percentage of respondents that have visited M-NPPC parks, trails, and facilities in the past 12 months (sum of top 4 choices)



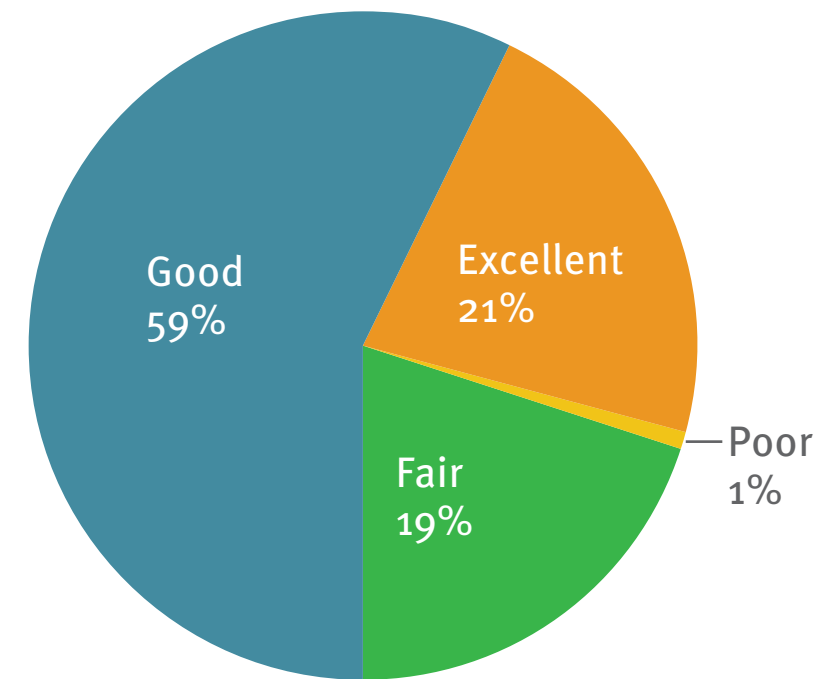
Source: Leisure Vision/ETC Institute (August 2012)

Physical Condition of all Parks, Trails and Recreation Facilities Operated by the M-NCPPC in Prince George’s County

Eighty-percent (80%) of households indicated the physical condition of the parks, trails and recreation facilities operated by the M-NCPPC in Prince George’s County was either excellent (21%) or good (59%). Of the remaining households, 19% indicated the condition of the parks was fair, and only 1% indicated it was poor.

Q3. Physical Condition of all Parks, Trails and Recreation Facilities operated by the M-NCPPC in Prince George’s County

by percentage of respondents that have visited M-NCPPC parks, trails, and facilities in the past 12 months (without “not provided”)



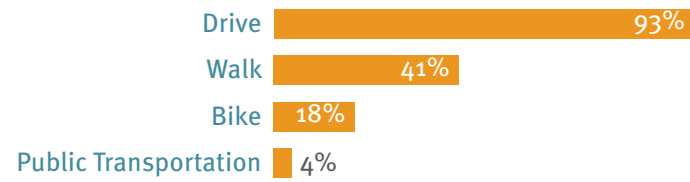
Source: Leisure Vision/ETC Institute (August 2012)

Ways Households Travel to Parks and Recreation Facilities

Of the households that indicated they visited M-NCPPC parks, trails, and facilities in the past 12 months, 93% of them drove. Other ways households travel to parks and recreation facilities include: walking (41%), biking (18%), and public transportation (4%).

Q4. Ways households travel to Parks and Recreation Facilities

by percentage of respondents that have visited M-NCPPC parks, trails and facilities in the past 12 months (multiple choices could be made)



Source: Leisure Vision/ETC Institute (August 2012)

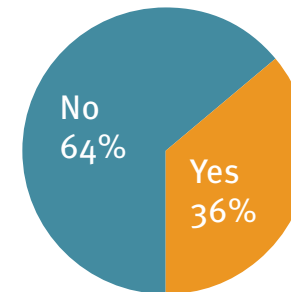


Recreation Programs Offered by Prince George's County that Households Participated in Over the Past 12 Months

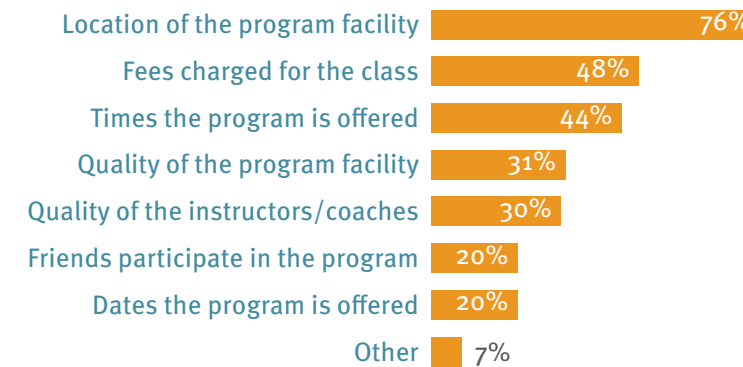
Of the 36% of households that indicated they participated in recreation programs offered by the M-NCPPC in Prince George's County during the past 12 months, almost one-fourth (23%) indicated they participated in 4 programs or more. Almost half (48%) participated in 2 to 3 programs, and the remaining 29% participated in 1 program.

Q5. Have you or other members of your household participated in any recreation programs offered by the M-NCPPC in Prince George's County during the past 12 months?

by percentage of respondents (without "not provided")



Q5a. Primary reasons households have participated in Prince George's County programs or recreation activities



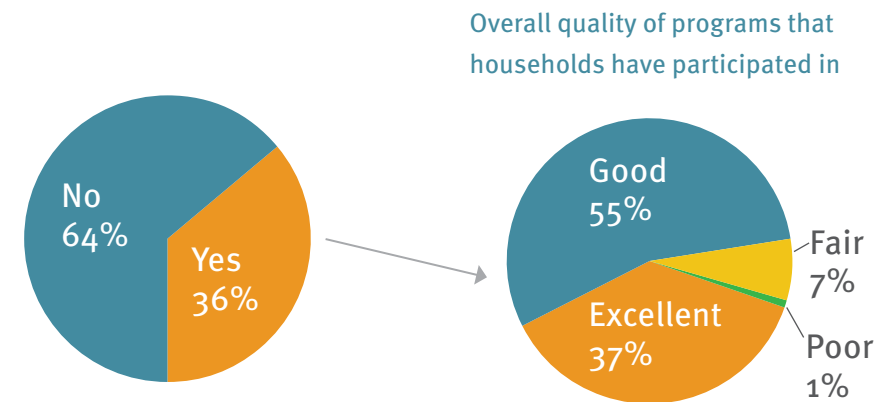
Source: Leisure Vision/ETC Institute (August 2012)

Overall Quality of Programs that Households Have Participated In

Of the 36% of households that indicated they participated in recreation programs offered by the M-NCPPC in Prince George’s County during the past 12 months, 92% indicated the overall quality of the programs was either excellent (37%) or good (55%). Of the remaining households, 7% indicated the quality of the programs was fair, and only 1% indicated they were poor.

Q5b. Have you or other members of your household participated in any recreation programs offered by the M-NCPPC in Prince George’s County during the past 12 months?

by percentage of respondents (without “not provided”)



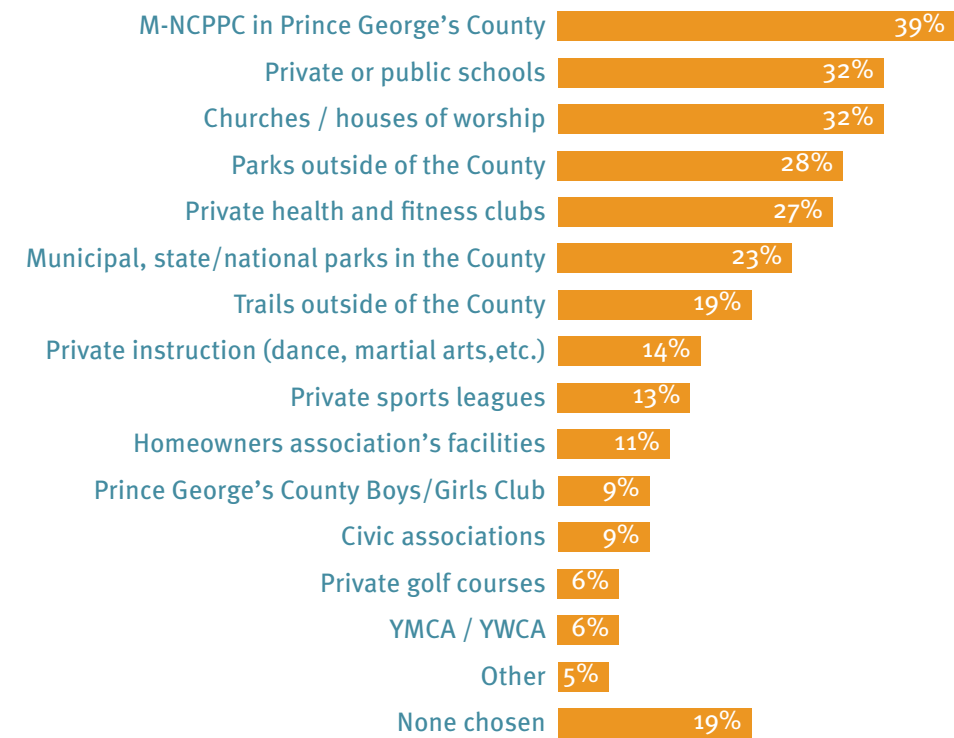
Source: Leisure Vision/ETC Institute (August 2012)

Organizations that Households have used for Indoor and Outdoor Recreation Activities during the Last 12 Months

Over a third (39%) of households indicated they used facilities operated by M-NCPPC in Prince George’s County for their indoor and outdoor recreation activities during the last 12 months. Other organizations households used include private or public schools (32%), churches/houses of worship (32%), parks outside of the County (28%), private health and fitness clubs (27%), and municipal, state, or national parks in the County (23%).

Q6. Organizations households have used for indoor and outdoor recreation activities during the last 12 months

by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (August 2012)



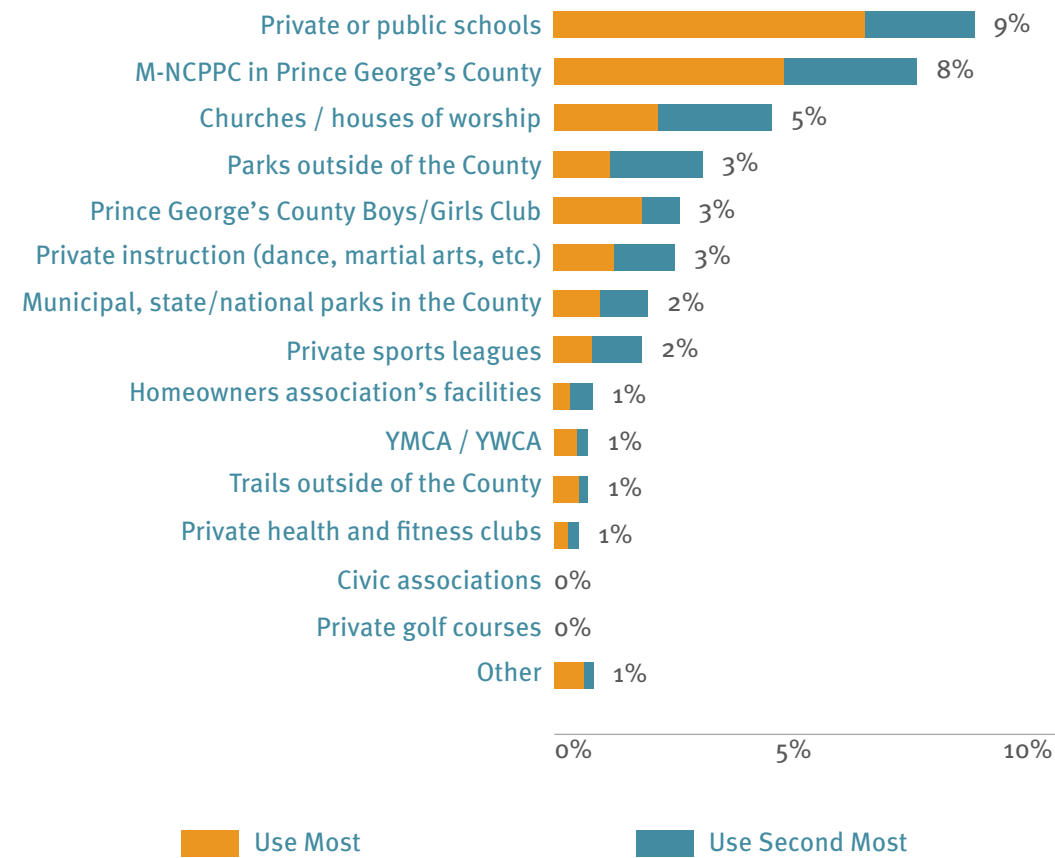


Organizations that Household Members Ages 9 and Under use the most for Sports and Recreation Programs and Services

Based on the sum of their top two choices, the organizations that household members ages 9 and under use the most for sports and recreation programs and services include private or public schools (9%), M-NCPPC in Prince George’s County (8%), churches/houses of worship (5%), and parks outside of the County (3%).

Q7. Organizations that household members ages 9 and under use the most for sports and recreation programs and services

by percentage of respondents who selected the item as one of their top two choices



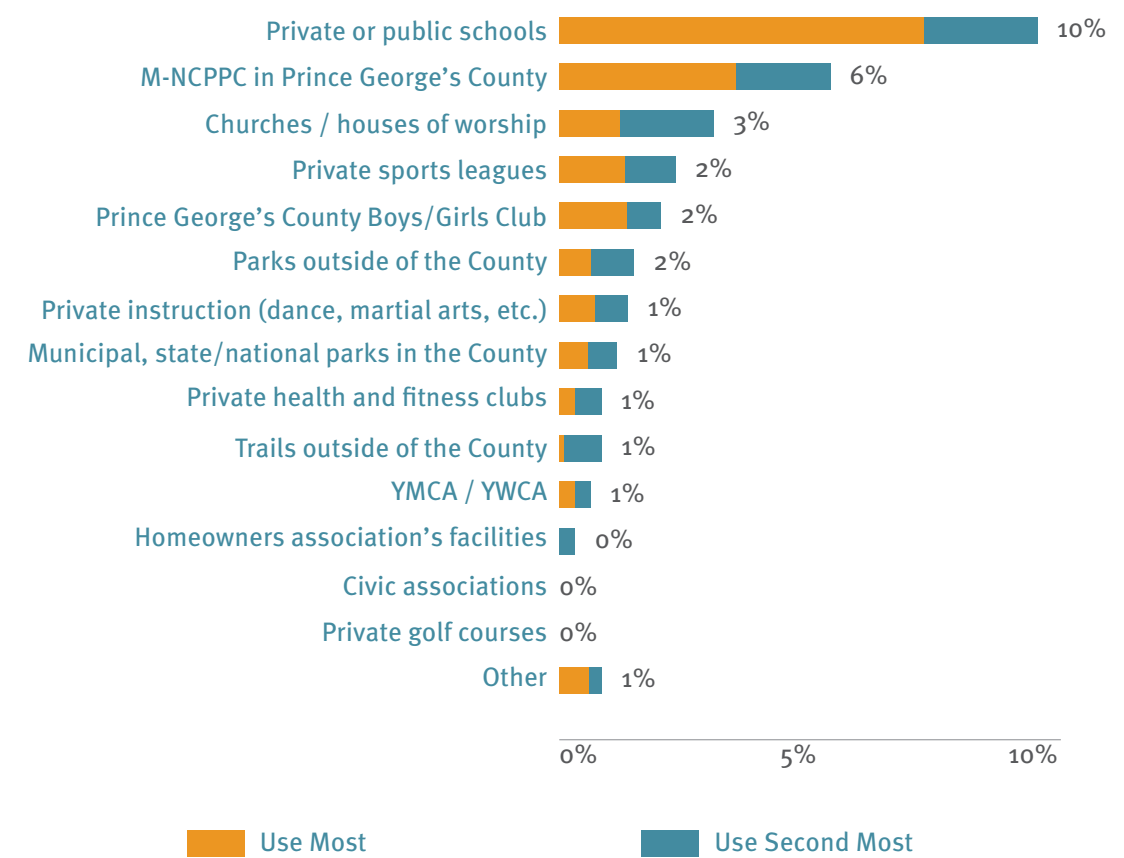
Source: Leisure Vision/ETC Institute (August 2012)

Organizations that Household Members Ages 10 to 18 use the most for Sports and Recreation Programs and Services

Based on the sum of their top two choices, the organizations that household members ages 10 to 18 use the most for sports and recreation programs and services include private or public schools (10%), M-NCPPC in Prince George’s County (6%), churches/houses of worship (3%), and private sports leagues (2%).

Q8. Organizations that household members ages 10 to 18 use the most for sports and recreation programs and services

by percentage of respondents who selected the item as one of their top two choices



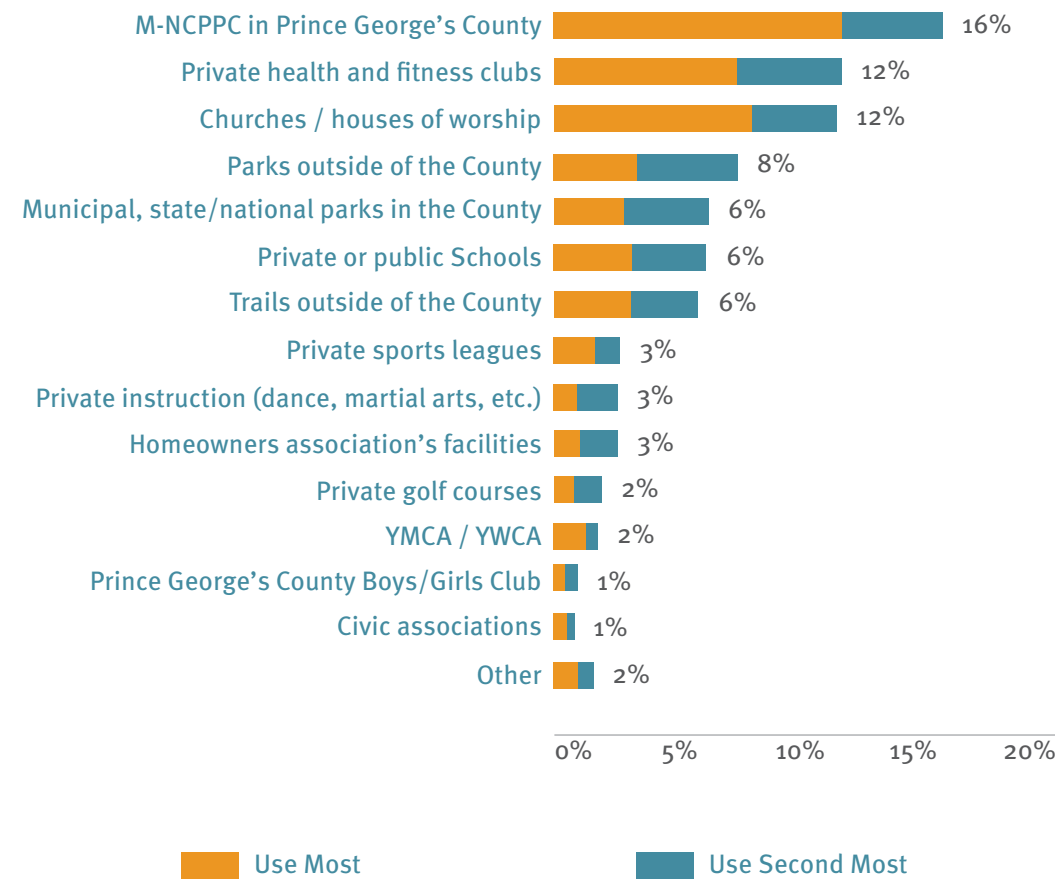
Source: Leisure Vision/ETC Institute (August 2012)

Organizations that Household Members Ages 19 to 54 use the most for Sports and Recreation Programs and Services

Based on the sum of their top two choices, the organizations that household members ages 19 to 54 use the most for sports and recreation programs and services include: M-NCPPC in Prince George’s County (16%), private health and fitness clubs (12%), churches/houses of worship (12%), and parks outside of the County (8%).

Q9. Organizations that household members ages 19 to 54 use the most for sports and recreation programs and services

by percentage of respondents who selected the item as one of their top two choices



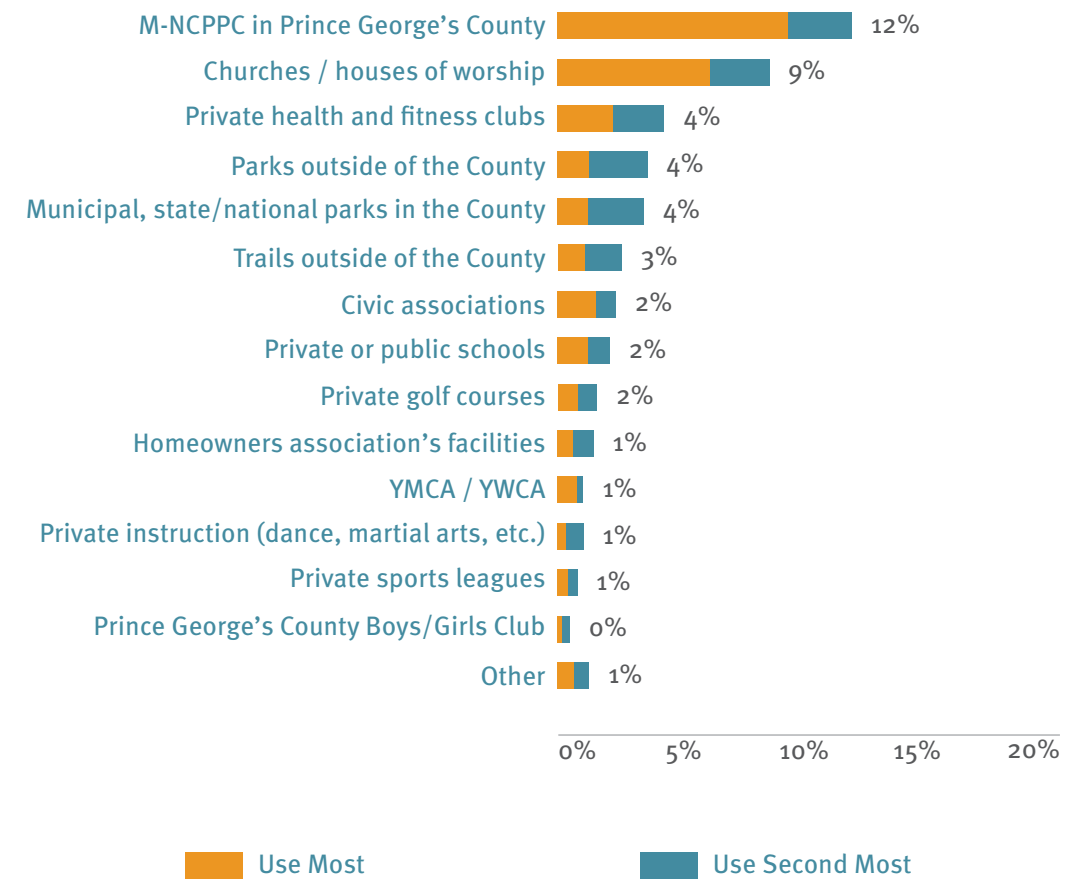
Source: Leisure Vision/ETC Institute (August 2012)

Organizations that Household Members Age 55 or Older use the most for Sports and Recreation Programs and Services

Based on the sum of their top two choices, the organizations that household members ages 55 or older use the most for sports and recreation programs and services include: M-NCPPC in Prince George’s County (12%), churches/houses of worship (9%), private health and fitness clubs (4%), and parks outside of the County (4%).

Q10. Organizations that household members ages 55 or older use the most for sports and recreation programs and services

by percentage of respondents who selected the item as one of their top two choices



Source: Leisure Vision/ETC Institute (August 2012)

NATIONAL SURVEY BENCHMARKS

Results from household responses for the M-NCPPC were compared to national benchmarks to gain further strategic information. A summary of all tabular comparisons are shown in the following charts.

Since 1998, Leisure Vision (a division of ETC Institute) has conducted household surveys for needs assessments, feasibility studies, customer satisfaction, fees and charges comparisons, and other parks and recreation issues in more than 400 communities in over 40 states across the country.*



The results of these surveys have been assembled into an unparalleled database of information to compare responses from household residents in Prince George’s County to national averages.

Communities within the national database include a full-range of municipal and county governments from 20,000 to over 1 million in population. They include communities in warm and cold weather climates, mature communities, and some of the fastest growing cities and counties in the country.

Communities within the following states are included within the National Benchmarking database.

Arizona	Illinois	Michigan	New Mexico	South Carolina
Arkansas	Indiana	Minnesota	New York	South Dakota
California	Iowa	Mississippi	North Carolina	Texas
Colorado	Kansas	Missouri	Ohio	Utah
Connecticut	Kentucky	Montana	Oklahoma	Vermont
Florida	Maine	Nevada	Oregon	Virginia
Georgia	Maryland	New Hampshire	Pennsylvania	Washington
Idaho	Massachusetts	New Jersey	Rhode Island	Wyoming

* The benchmarking data contained in this section is 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

“National Averages” have been developed for numerous strategically important parks and recreation planning and management issues including: customer satisfaction and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks and recreation facilities more often; priority recreation programs, parks, facilities, and trails to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; potential attendance for planned indoor community centers and outdoor aquatic centers; etc.



Results from household responses for the M-NCPPC were compared to national benchmarks to gain further strategic information. A summary of all tabular comparisons are shown in the following charts.



Parks and Recreation Benchmarking for Needs Assessment Surveys

		National Average	M-NCPPC
Have you or members of your household visited any city/county/district parks over the past year?	Yes	72%	86%
	No	28%	14%
How would you rate the quality of all the parks you’ve visited?	Excellent	31%	21%
	Good	54%	59%
	Fair	12%	19%
	Poor	2%	1%
	Don’t Know	1%	0%
Have you or members of your household participated in city/county/district recreation programs during the past year?	Yes	34%	36%
	No	66%	64%
How would you rate the quality of the recreation programs you’ve participated in?	Excellent	34%	38%
	Good	53%	54%
	Fair	10%	7%
	Poor	2%	1%
	Don’t Know	1%	0%



Parks and Recreation Benchmarking for Needs Assessment Surveys

		National Average	M-NCPPC
Organizations used for parks and recreation programs and facilities	M-NCPPC in Prince George's County	47%	39%
	Private or public schools	28%	32%
	Churches/house of worship	30%	32%
	Parks outside of the County	23%	28%
	Private health and fitness clubs	22%	27%
	Municipal, state/national parks in the County	33%	23%
	Trails outside of the County	N/A	19%
	Private instruction (dance, martial arts, etc.)	12%	14%
	Private school leagues	13%	13%
	Homeowners association's facilities	13%	11%
	Prince George's County Boys/Girls Club	4%	9%
	Civic associations	N/A	9%
	Private golf courses	12%	6%
	YMCA/YWCA	17%	6%

Parks and Recreation Benchmarking for Needs Assessment Surveys

		National Average	M-NCPPC
Recreation programs that respondent households have a need for	Walking, biking and hiking	N/A	58%
	Fitness and wellness programs	47%	57%
	Swimming programs/lessons	39%	47%
	Cultural/arts programs	40%	42%
	General education, skills education	30%	40%
	Children/youth activities	35%	38%
	Programs for seniors/older adults	25%	35%
	Nature and environmental programs	31%	34%
	Sports leagues –youth	27%	32%
	History programs	22%	31%
	Community events and festivals	39%	31%
	Volunteer programs	33%	31%
	Day camp/playground programs	18%	29%
	After school programs	19%	24%
	Sports league –adult	22%	23%
	Therapeutic recreation/inclusions services	N/A	22%
	Pre-teen/teen activities	16%	22%
	Tennis programs	17%	22%
	Gymnastics programs	15%	21%
	Fishing programs	N/A	20%
Golf programs	20%	15%	
Hunting programs	N/A	9%	



Parks and Recreation Benchmarking for Needs Assessment Surveys

		National Average	M-NCPPC
Most important recreation programs (sum of top choices)	Fitness and wellness programs	30%	32%
	Walking, biking and hiking	N/A	32%
	Swimming programs/lessons	21%	22%
	Children/youth activities	13%	18%
	Programs for seniors/older adults	13%	17%
	Sports leagues - youth	15%	17%
	General education, skills education	14%	17%
	Cultural/arts programs	20%	16%
	Nature and environmental programs	13%	12%
	Community events and festivals	19%	11%
	Day camp/playground programs	37%	11%
	After school programs	9%	9%
	Volunteer programs	9%	8%
	Pre-teen/teen activities	7%	8%
	Sports leagues - adult	9%	7%
	History programs	5%	7%
	Therapeutic recreation/inclusions services	N/A	6%
	Fishing programs	N/A	6%
	Golf programs	5%	5%
	Gymnastics programs	4%	4%
Tennis programs	7%	4%	
Hunting programs	N/A	2%	



Parks and Recreation Benchmarking for Needs Assessment Surveys

		National Average	M-NCPPC
Park and recreation facilities that respondent households have a need for	Walking, biking and hiking	69%	73%
	Picnicking areas/shelters	53%	56%
	Indoor exercise/fitness center	46%	55%
	Indoor recreation centers	45%	55%
	Playgrounds	43%	51%
	Indoor aquatic facilities	44%	50%
	Nature trails	54%	47%
	Outdoor aquatic facilities	44%	41%
	Natural areas and wildlife habitats	50%	41%
	Outdoor basketball courts	24%	32%
	Senior activity center	21%	29%
	Indoor basketball courts	26%	29%
	Outdoor tennis courts	27%	29%
	Art center	35%	28%
	Ice skating	25%	28%
	Boating and fishing areas	28%	27%
	Baseball/softball fields	25%	26%
	Football fields	14%	25%
	Soccer fields	22%	23%
	Historic house museum	N/A	23%
	Dog parks	26%	21%
	Indoor tennis courts	19%	20%
	Overnight camping	25%	18%
	Golf courses	29%	17%
	Historic rental property	N/A	16%
	Lacrosse	5%	6%
	Cricket	5%	4%





Parks and Recreation Benchmarking for Needs Assessment Surveys

		National Average	M-NCPPC
Most important parks and recreation facilities (sum of top choices)	Walking, biking and hiking	42%	50%
	Playgrounds	20%	29%
	Indoor exercise/fitness center	19%	26%
	Indoor aquatic facilities	17%	23%
	Indoor recreation centers	14%	22%
	Nature trails	20%	18%
	Picnicking areas/shelters	17%	18%
	Senior activity center	9%	14%
	Outdoor aquatic facilities	18%	13%
	Natural areas and wildlife habitats	17%	10%
	Dog parks	12%	8%
	Outdoor basketball courts	5%	8%
	Boating and fishing areas	8%	8%
	Indoor basketball courts	7%	7%
	Soccer fields	8%	7%
	Art center	11%	7%
	Baseball/softball fields	10%	6%
	Football fields	3%	5%
	Ice skating	6%	5%
	Golf courses	13%	5%
Outdoor tennis courts	7%	4%	
Historic house museum	N/A	4%	
Indoor tennis courts	6%	3%	
Overnight camping	4%	3%	
Historic rental property	N/A	2%	
Lacrosse	1%	1%	
Cricket	1%	1%	

Parks and Recreation Benchmarking for Needs Assessment Surveys

		National Average	M-NCPPC
Satisfaction with the overall value received from DPR	Very satisfied	27%	23%
	Somewhat satisfied	35%	40%
	Neutral	19%	17%
	Somewhat dissatisfied	5%	6%
	Very dissatisfied	3%	4%
	Don't know	11%	10%

CONCLUSIONS

Demographic trends indicate that Prince George’s County’s population will continue to grow, that seniors will make up a larger share of the County’s population, and that the population is becoming more ethnically- and racially-diverse. As the County continues to grow and change, the needs of its residents will likely grow and change with it. National trends combined with local population characteristics and preferences can help identify how best to meet the needs of a changing population.

Prince George’s County has above average market potential for many sport and leisure activities. This coincides with the high support for and participation in the County’s park and recreation programs and facilities. Residents are interested in multigenerational programs and facilities that can benefit a wide range of users, while recognizing that users should pay to support programs and facilities that do not provide a general public benefit.

In considering prospective changes to the parks, recreation, and open space system in Prince George’s County through 2040, the connectivity, economic development, and health and wellness goals of the Plan should be of primary importance. However, it is also important to seek opportunities to use parks, recreation, and open space to achieve mutually beneficial goals from other related plans, including the *General Plan*, *Historic Site and Districts Plan*, *Green Infrastructure Functional Master Plan*, *Master Plan of Transportation*, *Watershed Implementation Plan*, and *Climate Change Action Plan*. For example, preservation of stream valleys benefits the *Watershed Implementation Plan* and the *Green Infrastructure Functional Master Plan*, and expanding the trail network helps implement the *Countywide Master Plan of Transportation*.



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

Formula 2040 builds on the recommendations from the *2010 and Beyond* needs assessment that defined a 30-year vision for the County's parks and recreation system—when Prince George's County will have a projected population of 992,701 and will be extensively developed with few remaining opportunities for significant land acquisition.

In 2040, the parks and recreation system in Prince George's County is enjoyed by a diverse mix of residents and visitors. Parks and open spaces are integral to the fabric and character of the community and provide places of respite and beauty. Natural, recreational, culture, artistic, and historical resources provide enriching experiences, enjoyment, fun, and health for all people. The preservation of parkland and natural areas continues with a focus on connecting people to the land and each other. Residents are both aware of and active participants in an array of recreation and leisure opportunities. Residents are strong advocates for and stewards of the parks and recreation system.

Parks and Recreation: 2010 and Beyond identified six themes in support of the vision:

1. **Appropriate level of service for parks and facilities** to meet diverse community needs.
2. **Natural areas, trees, and waters** that endure and captivate.
3. **Recreation and culture** that inspire healthy lifestyles and a sense of community.
4. **Safe and accessible places and programs** for play, relaxation, and enjoyment.
5. **Community engagement and collaborations** that maximize resources.
6. **A sustainable organization** to provide quality services and facilities.

Formula 2040 reaffirms the *2010 and Beyond* vision and themes. It establishes a strategic framework for decision-making, along with strategies and action steps to guide County efforts to achieve the vision. The strategic framework consists of the goals, objectives, and policies outlined below. Strategies and action steps are detailed in Section 4, "Implementing the Vision of M-NCPPC Parks and Recreation in Prince George's County."

Parks and open spaces are integral to the fabric and character of the community and provide places of respite and beauty.

GOALS

1. **Connectivity:** Connect Prince George's County residents to quality parks, trails, recreation facilities and programs, and schools. Connect patrons of DPR (socially and physically) to their neighborhoods and communities.
2. **Economic Development:** Contribute to the Prince George's County economy and the financial sustainability of the community.
3. **Health and Wellness:** Improve the health (physical, mental, environmental and cultural) of Prince George's County residents and promote a wellness ethic for the community as a whole by integrating fitness and wellness into facilities, programs, and events.

OBJECTIVES

1. **Level of Service:** Match the provision of parkland, trails, indoor recreational facilities, and outdoor amenities (e.g., playgrounds and ballfields) to the needs of residents within Prince George's County's seven Public Use Microdata Areas (PUMAs), or equivalent planning areas, using Level of Service (LOS) standards.

Tracking this Objective: DPR currently uses LOS standards at the Countywide level for system components such as baseball fields, tennis courts, playgrounds, and parkland acreage. This objective calls for DPR to adapt the Countywide standards to match the needs of the population within each PUMA. The first step is to determine whether the countywide LOS standards need to be adjusted based on the demographic characteristics of the PUMA (age, ethnicity, etc.). The second is to compare the adjusted standards to the land and facility inventory within the PUMA to determine current and future need, taking into account population projections and the results of the citizen survey which broke down needs at the PUMA level. The third step is to break down the LOS for each amenity type (e.g, sports field, playground, picnic shelter, loop trail, sports court, etc.) to a finer level based on specific activities and what each activity needs in the way of land or facility space. As an example, how many practice fields, recreation fields, and competitive fields does a PUMA need based on the size of population and the age segments served (i.e., who participates in the activity)? The resulting information can be used in planning for new facility development, repurposing of existing facilities, land acquisition, dedication of land and recreational facilities through the parkland dedication ordinance. Implementation of this approach will substantially reduce future capital costs for parks and recreation in Prince George's County.



2. **Cost Recovery:** Recover 35% of parks and recreation system operating costs from revenues generated within ten years (by 2022).

Tracking this Objective: DPR can track this objective using the financial systems it has in place to measure operating costs and revenue sources. With current cost recovery at 6%, revenues generated as a percentage of costs will need to increase by approximately 3% a year over the next ten years. Strategy 1.2 in Section 4 sets the direction for DPR to diversify its revenue sources to achieve this objective.



3. **Capital Improvements:** Conduct a cost-benefit analysis of 100% of new park and recreational facilities proposed for inclusion in the Prince George's County Capital Improvement Program (CIP). Use the Capital Project Evaluation Model to set CIP and major maintenance investment priorities.*

Tracking this Objective: The CIP is an important tool to implement master plan recommendations. This objective has two parts. First, all projects recommended for the CIP should be backed by a feasibility study that analyzes the relative costs and benefits of proceeding with the project. Depending on the size of the project, the scope of the feasibility study will vary. A typical feasibility study includes analysis of the proposed project location and the projected market to be served. Second, all projects within the CIP should be reviewed annually to determine, based upon mutually agreed criteria, the highest investment priorities. Performing these steps will have a significant impact on the financial sustainability of DPR and the County by providing an objective, transparent basis for decision-making on capital improvements.



4. **Capital Reinvestment:** Reinvest 2% of asset value (construction or facility replacement costs) each year in asset protection and preventative maintenance using a Capital Asset Lifecycle Monitoring Plan.

Tracking this Objective: DPR will track this objective using existing financial systems to measure the value of assets less land value and budget amounts to maintain those assets. Funds in the asset account will roll over each year.

* The Capital Projects Evaluation Model is described in the Facility Utilization, Asset Protection, and Capital Prioritization Technical Reports, available from DPR.



5. **Programs:** Ensure that at least 70% of all programs requiring registration through SMARTlink meet or exceed the minimum number of participants set by DPR to hold the program and that at least 75% of the programs include a health or wellness component by 2017.

Tracking this Objective: This objective has two separate measures. First, DPR offers thousands of programs each year, most of which require participant registration. Staff usually establish a minimum number of participants to hold the class or program, as well as a maximum number of persons who can register. The industry best practice is 70% for park and recreation agencies; DPR will track the number of programs that meet the 70% target. This measure will be tracked using SMARTlink.

The second measure requires that program development incorporate some level of wellness or fitness into the curriculum of at least 75% of all programs by 2017. This measure directly supports the health and wellness goal of *Formula 2040* and will also contribute to achieving the connectivity and economic development goals. Program feedback forms will ask participants if they were provided wellness and fitness opportunities within the program and how well they were received. Many current programs have an unquantified health benefit, such as those that get patrons of all ages physically active and those that encourage outdoors exploration.

6. **Parkland:** Increase the parkland acreage owned by M-NCPPC in Prince George's County from the current total of 27,528 acres to 34,745 acres in 2040 to meet and exceed the County LOS standard of 35 acres/1,000 persons for the projected population of 992,701.

Tracking this Objective: This objective will be tracked using the inventory of parkland owned by M-NCPPC in relation to existing and projected population. It requires acquisition of approximately 258 acres per year over 28 years. Parkland should be broken down into 15 acres/1,000 residents of local parkland and 20 acres/1,000 acres of regional parkland and equitably distributed across the County using the PUMAs to calculate need (see Objective 1). The Natural and Cultural Resource Acquisition Evaluation Framework will be used to help prioritize lands for acquisition.

7. **Recreation/Aquatic Centers:** Implement a standard of two-square feet of indoor recreation center and aquatic center space per population served.

Tracking this Objective: To track this objective, DPR will define need for indoor recreation centers (locations and sizes) by determining service areas based on: 1) providing access within a 15-minute travel time, 2) the population density within each service area compared to the indoor recreation space that already exists, and 3) the amount of recreation space required to serve the projected future population using the standard of two-square feet of indoor recreation center and aquatic center space per population served. Countywide, it will require DPR investment in approximately 500,000 square feet of regional, multigenerational indoor space dedicated to the recreation and aquatic needs of residents over the next 30 years (Appendix A). Benefits will include elimination of duplication of services and higher levels of use productivity from larger recreation and aquatic centers. These benefits can be demonstrated by tracking square footage against visitation.



8. **Trails:** Increase Prince George's County's M-NCPPC trail network from approximately 134 to 400 miles of hard and soft surface trails in 2040 to meet the LOS standard of .4 miles/1,000 persons for the projected population of 992,701.

Tracking this Objective: This objective will be tracked using the inventory of trails within Prince George's County in relation to existing and projected population. It requires development of approximately nine miles of trail per year over 30 years.

9. **Economic Impact:** Increase the fiscal benefits generated by the M-NCPPC parks and recreation facilities in Prince George's County by an average of 2% per year.

Tracking this Objective: Limited data on the economic impacts of Prince George's County parks and recreation are currently available for this objective. DPR will work with the County Planning Department and County Convention and Visitors Bureau to determine current economic impacts and set a baseline for tracking changes over time. Numerous studies conducted across the country have quantified the positive economic impacts of parks and recreation in terms of increased property values, employment, visitor/tourism spending, and business activity and can be drawn on as models for the baseline study and subsequent updates.



10. Health and Wellness: Support efforts to reduce the 32% of Prince George's County adult population that is obese (i.e., that has a body mass index greater than or equal to 30 kg/m²) by 10% (from 32% to 29%) over the next ten years (by 2022).*

Tracking this Objective: According to a 2011 report, the County's adult obesity rate of 32% exceeds the national average of 25% by 7%.** Using this figure as a baseline, this objective will be tracked using available public health data. It is important to note that increasing adult obesity is a national as well as County trend with many contributing factors, such as diet and level of physical activity, which cannot be reversed by DPR acting alone. However, DPR can partner with the public health community and other health service providers to promote a healthy, active lifestyle among residents.

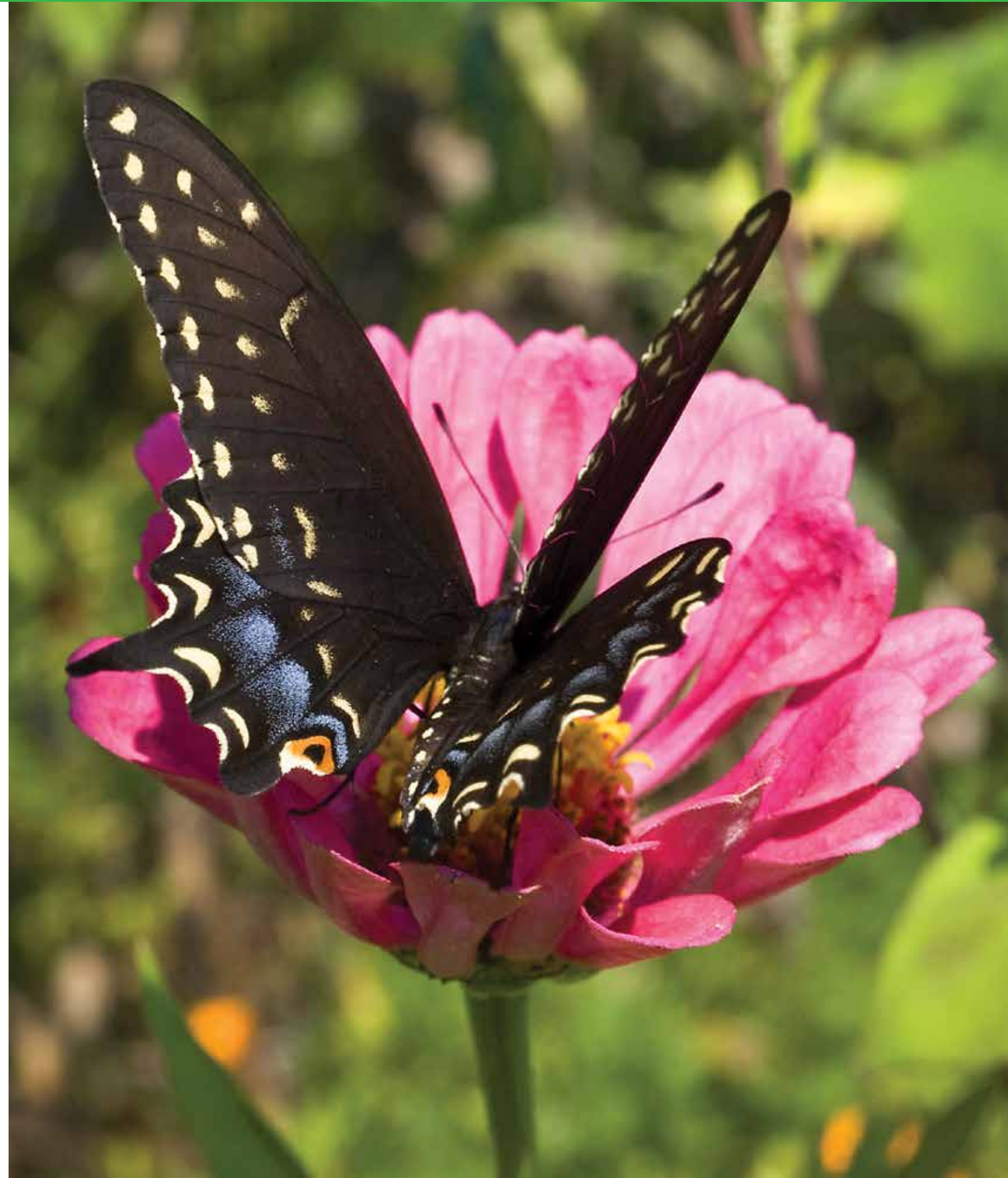
POLICY AREAS

The following policy areas were developed to provide overall direction to Prince George's County in meeting the stated objectives. They provide the framework for the more specific implementation strategies and action steps included in Section 4.

1. **System Policy:** Develop objective and transparent processes, standards, and criteria for decision-making to support the effectiveness of the Prince George's County parks and recreation system in meeting the goals of connectivity, economic development, and health and wellness.
2. **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.
3. **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 residents' needs.
4. **Facilities Policy:** Maximize the value of park and recreation facilities by cost-effectively meeting residents' needs for services and generating community pride and economic impact.

* Transforming Health in Prince George's County: A Public Health Impact Study, July 2012

** Maryland Non-profits, 2011 Report: Prince George's County ranks low on Health Measures





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

- a. 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.
 1. 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.
 2. Resource Type – Specific criteria associated with three resource types (recreation, natural/environmental, and historic) that reflect each type's goals and priorities.
 3. Sustainability – General criteria relating to acquisition, development costs, and short- and long-term operation costs.
- b. Tie criteria to goals and needs identified in approved planning documents.
- c. 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.
- d. 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).
- e. Periodically, update the acquisition criteria to reflect changes in policies and priorities.
- f. 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

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

- a. Create management practices/expectations and policy support to consistently collect patron use and utility cost data of indoor recreation and aquatic facilities.
- b. Enforce SMARTlink data collection and entry protocols to accurately account for usage levels, and make this a requirement for evaluation of staff performance.
- c. Track annually the productivity level of all recreation centers based on square foot usage per visitor.
- d. 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.
- e. Evaluate facilities annually based on the recommended metrics and processes for reinvestment, repositioning or divesting described above.
- f. 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 multi-generational 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 multi-generational 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, multi-generational 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.





- 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.

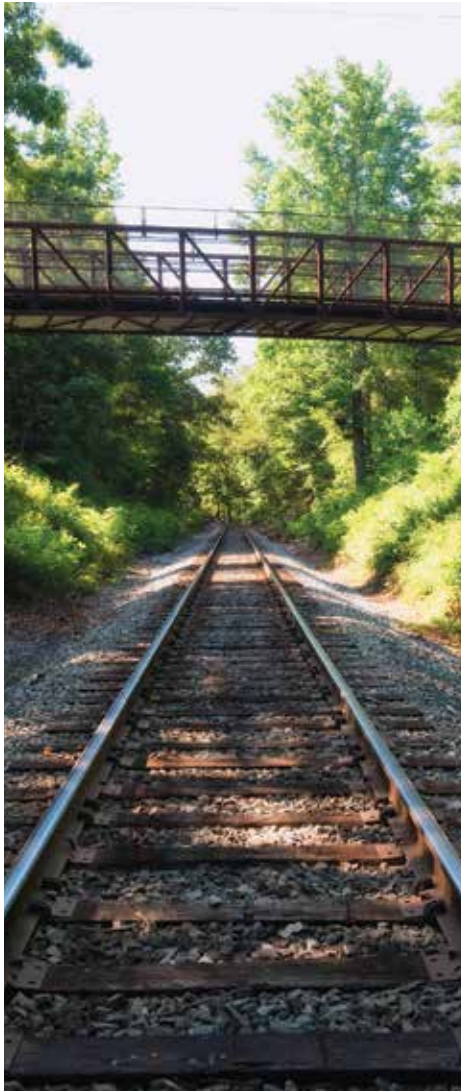
4.6. DEVELOP ONE OR MORE SIGNATURE FACILITIES OR ATTRACTIONS TO CREATE PARK SYSTEM PRIDE, IDENTITY, AND MAJOR ECONOMIC IMPACT.

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

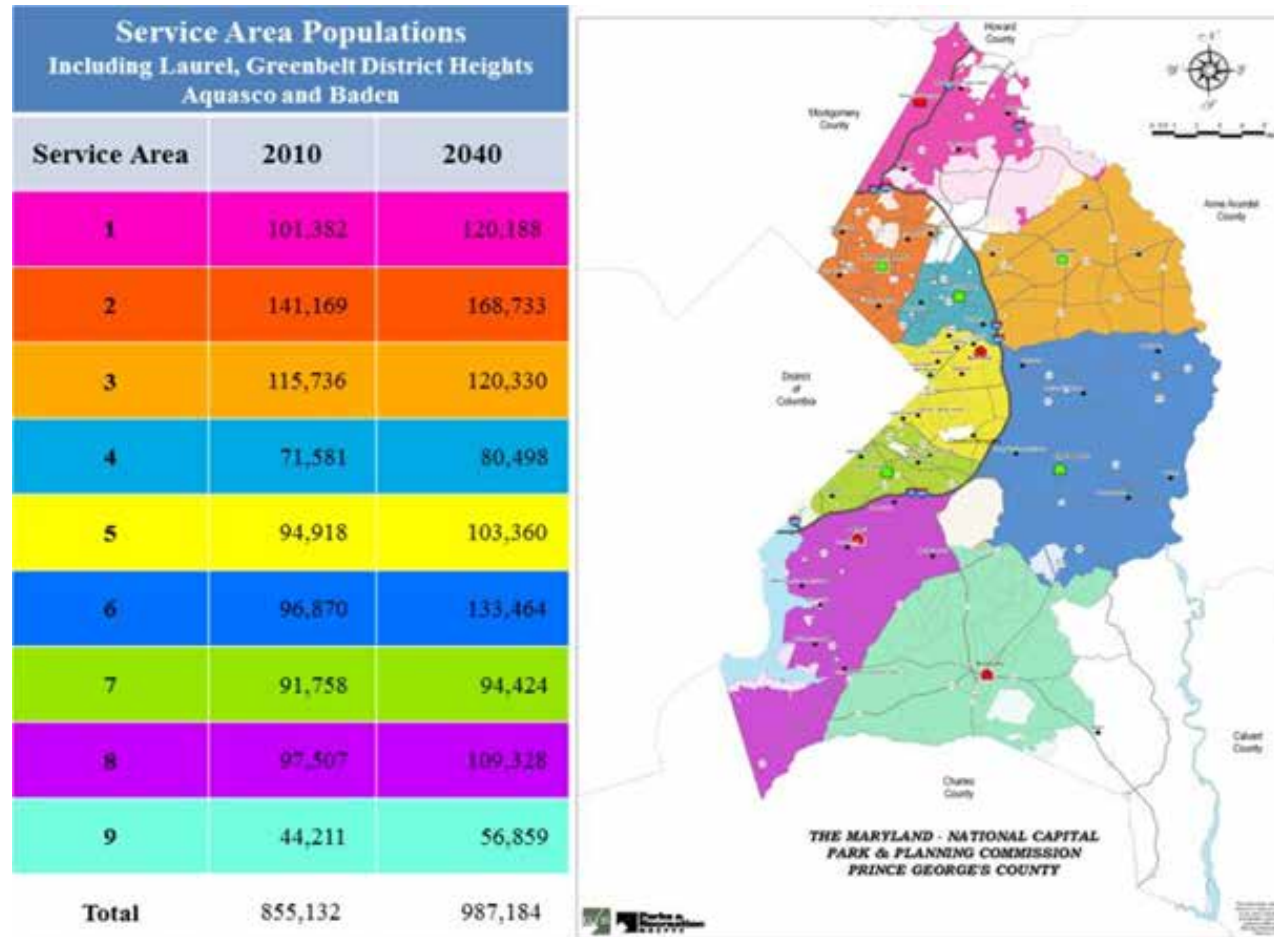
- a. Establish and maintain standards for budgeting, staffing, and maintenance yard design that are aligned with site and facility needs.
- b. Maintain a standard of labor costs (including benefits and additive costs) not to exceed 65% of the total operational costs of maintenance functions.
- c. Develop 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 multi-generational 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

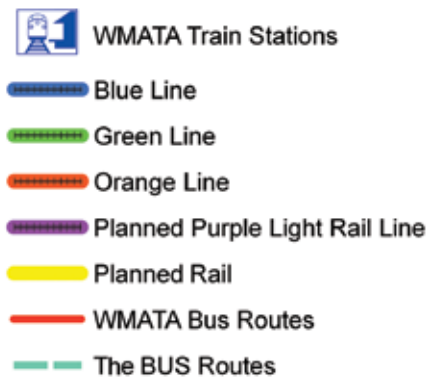
Using the methodology previously described, the number and locations of new multi-generational centers were determined. The proposed locations and the rationale are described in the service area analyses, starting with Area 1 on page 125. As shown on the map of each service area, a large number of variables 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.



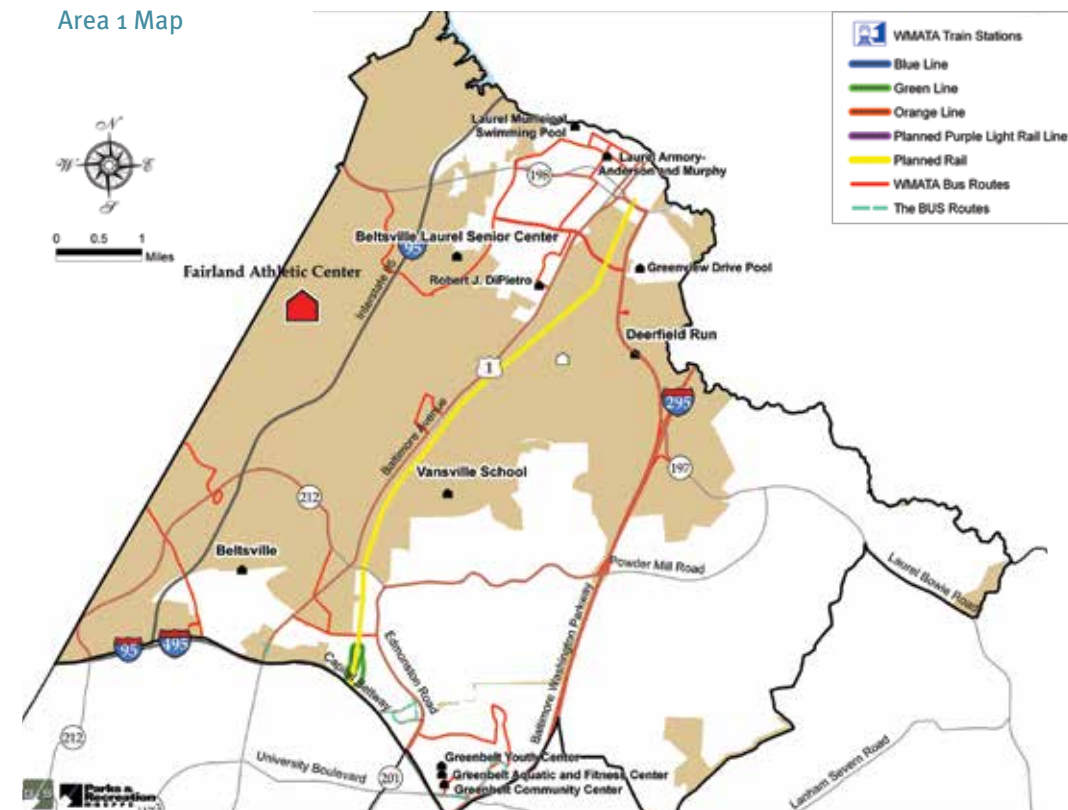
Area 1

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	
<i>Community Centers</i>		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				
<i>Recreation Buildings</i>					
Vansville	4,083				
Oakcrest	1,600				
T. Howard Duckett	5,485				
Fairland Storm Water Building	2,800				
<i>Specialty Centers</i>					
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		
<i>Indoor Pools</i>		2/3 Outdoor Pools 1/3 Indoor Pools			2/3 Outdoor Pools 1/3 Indoor Pools		
		2010 Population: 101,382			2040 Population: 120,188		
			Indoor	Outdoor		Indoor	Outdoor
Fairland Aquatics Center	44,252	Current and Planned SQ FT	64,252	26,000	Current and Planned SQ FT	64,252	26,000
Greenbelt Aquatic and Fitness Center	20,000						
Indoor Pool Total	64,252	Recommended SQ FT	16,897	33,794	Recommended SQ FT	20,031	40,063
<i>Outdoor Pools</i>		Needed SQ FT	0	7,794	Needed SQ FT	0	14,063
Greenbelt Aquatic and Fitness Center	10,000						
Laurel Municipal Swimming Pool	10,000						
Greenview Drive Pool	6,000						
Outdoor Pool Total	26,000						

* Project included in current Capital Improvement Program.

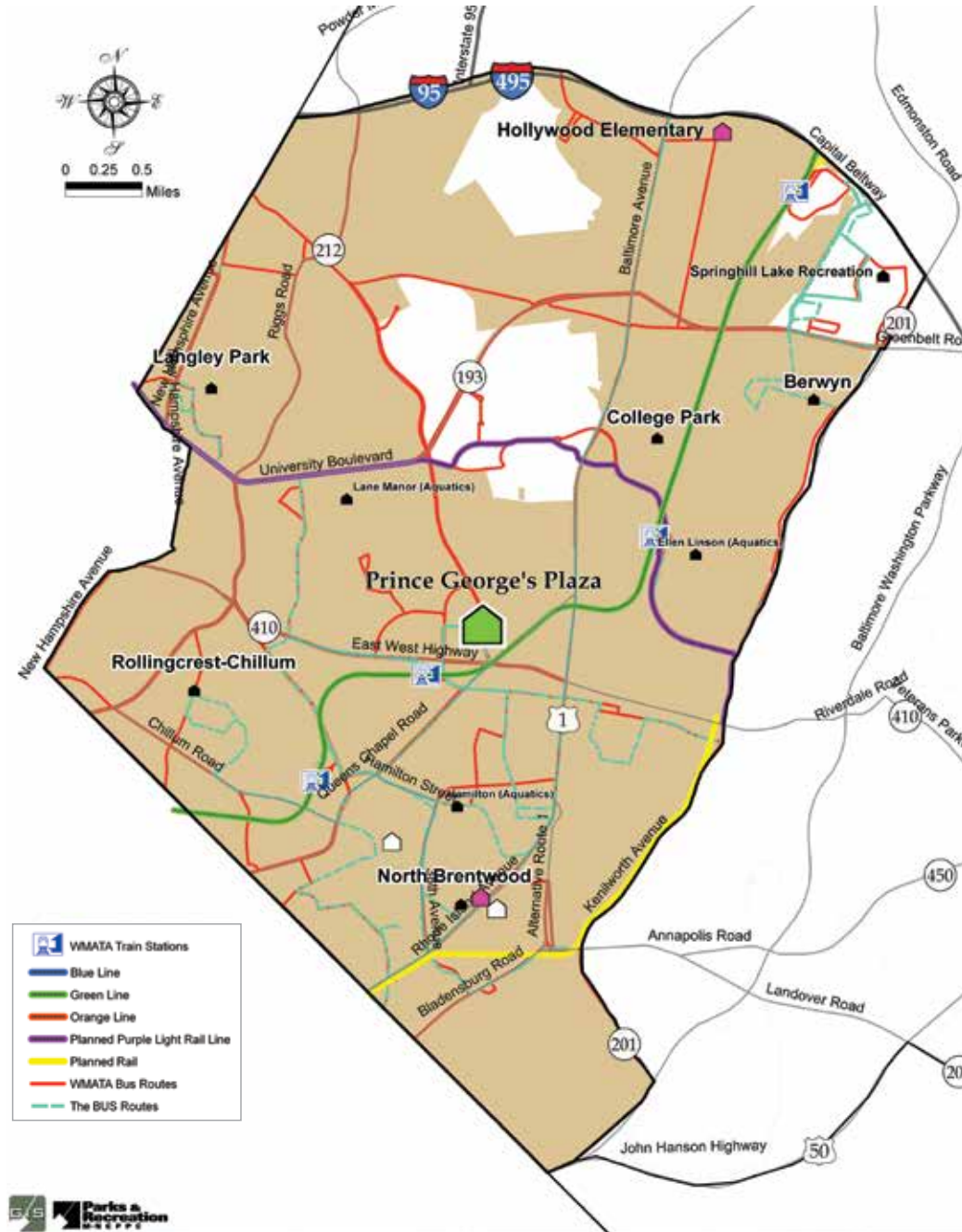
Area 2

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 Map



Area 2

Nonaquatic Facilities	
Facility	SQ FT
<i>Community Centers</i>	
Berwyn	8,497
College Park	16,906
Langley Park	19,355
Prince George's Plaza	13,065
Rollingcrest-Chillum	12,410
North Brentwood	10,066
Springhill Lake Recreation	9,000
<i>Recreation Buildings</i>	
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
<i>Specialty Centers</i>	
Mt. Rainier Nature	2,952
Brentwood Arts	3,500
Total	109,816

2010		2040	
1.5 SQ FT Per Person		1.5 SQ FT Per Person	
2010 Population 141,169		2040 Population 168,733	
Current and Planned SQ FT	109,816	Current and Planned SQ FT	109,816
Recommended SQ FT	211,754	Recommended SQ FT	253,100
Needed SQ FT	101,938	Needed SQ FT	143,284

Aquatic Facilities	
Facility	SQ FT
<i>Indoor Pools</i>	
Rollingcrest Splash Pool	26,300
Indoor Pool Total	26,300
<i>Outdoor Pools</i>	
Hamilton	7,511
Lane Manor	7,584
Ellen Linson	31,238
Outdoor Pool Total	46,333

2010		2040	
0.5 SQ FT Per Person		0.5 SQ FT Per Person	
2/3 Outdoor Pools 1/3 Indoor Pools		2/3 Outdoor Pools 1/3 Indoor Pools	
2010 Population: 141,169		2040 Population: 168,733	
Current and Planned SQ FT	Indoor: 26,300 Outdoor: 46,333	Current and Planned SQ FT	Indoor: 26,300 Outdoor: 46,333
Recommended SQ FT	23,528	Recommended SQ FT	28,122
Needed SQ FT	0	Needed SQ FT	1,822
	723		9,911

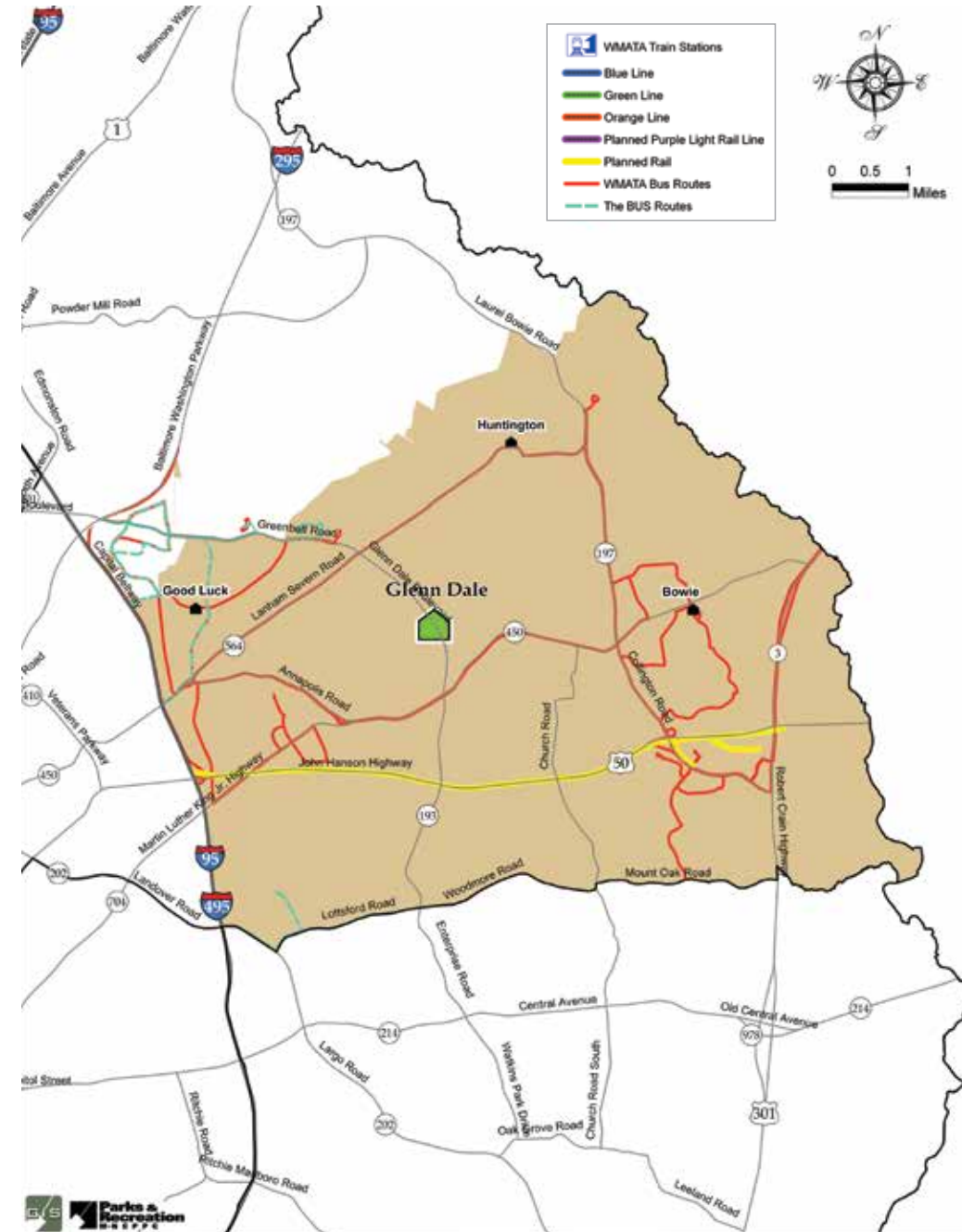
Area 3

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				
Good Luck	10,300	Recommended SQ FT	173,604	Recommended SQ FT	180,495
Huntington	20,000				
<i>Recreation Buildings</i>		Needed SQ FT	100,872	Needed SQ FT	107,763
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		
Outdoor Pool Total		2010 Population: 115,736			2040 Population: 120,330		
		Indoor	Outdoor	Indoor	Outdoor	Indoor	Outdoor
Glenn Dale Splash Park	19,653						
		0	19,653	0	19,653		
		19,289	38,578	20,055	40,110		
		Needed SQ FT	19,289 18,562	Needed SQ FT	20,005 20,457		

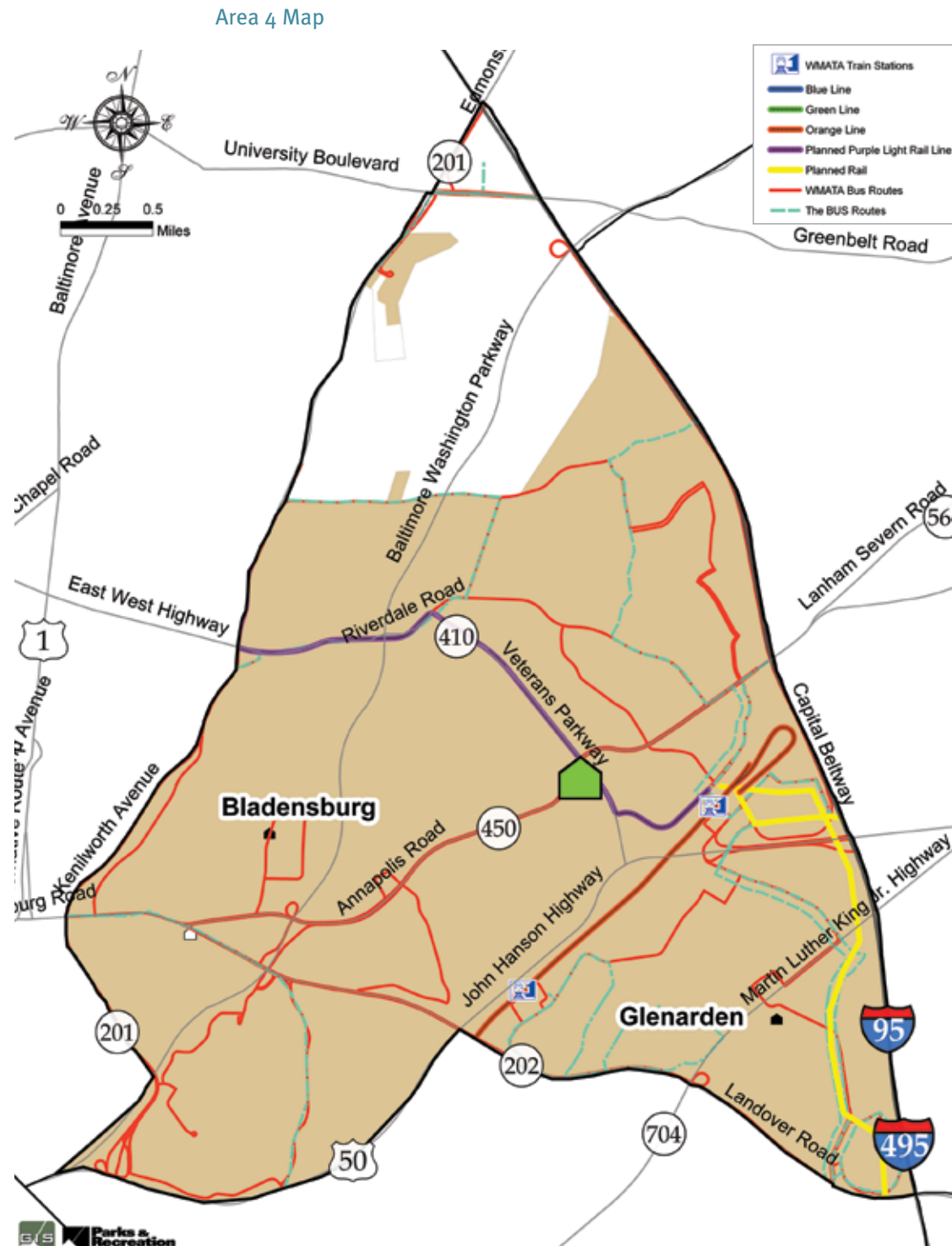
Area 4

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.

* Project included in current Capital Improvement Program.



Area 4

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	2040 Population
Glenarden	20,200	71,581	80,498
Bladensburg	14,055	Current and Planned SQ FT	Current and Planned SQ FT
<i>Recreation Buildings</i>		57,997	57,997
Vera Cope Weinbach	1,950	Recommended SQ FT	Recommended SQ FT
West Lanham Hills	2,785	107,372	120,474
Woodlawn	1,507	Needed SQ FT	Needed SQ FT
<i>Specialty Centers</i>		49,375	62,477
Publick Playhouse	17,500		
Total	57,997		

Aquatic Facilities		2010	2040
Facility	SQ FT	0.5 SQ FT Per Person	0.5 SQ FT Per Person
<i>Indoor Pools</i>		2/3 Outdoor Pools	2/3 Outdoor Pools
Theresa Banks	11,800	1/3 Indoor Pools	1/3 Indoor Pools
Indoor Pool Total	11,800	2010 Population: 71,581	2040 Population: 80,498

		2010		2040	
Current and Planned SQ FT		Indoor	Outdoor	Indoor	Outdoor
57,997		11,800	0	11,800	0
Recommended SQ FT		11,930	23,860	13,416	26,833
Needed SQ FT		130	23,860	1,616	26,833

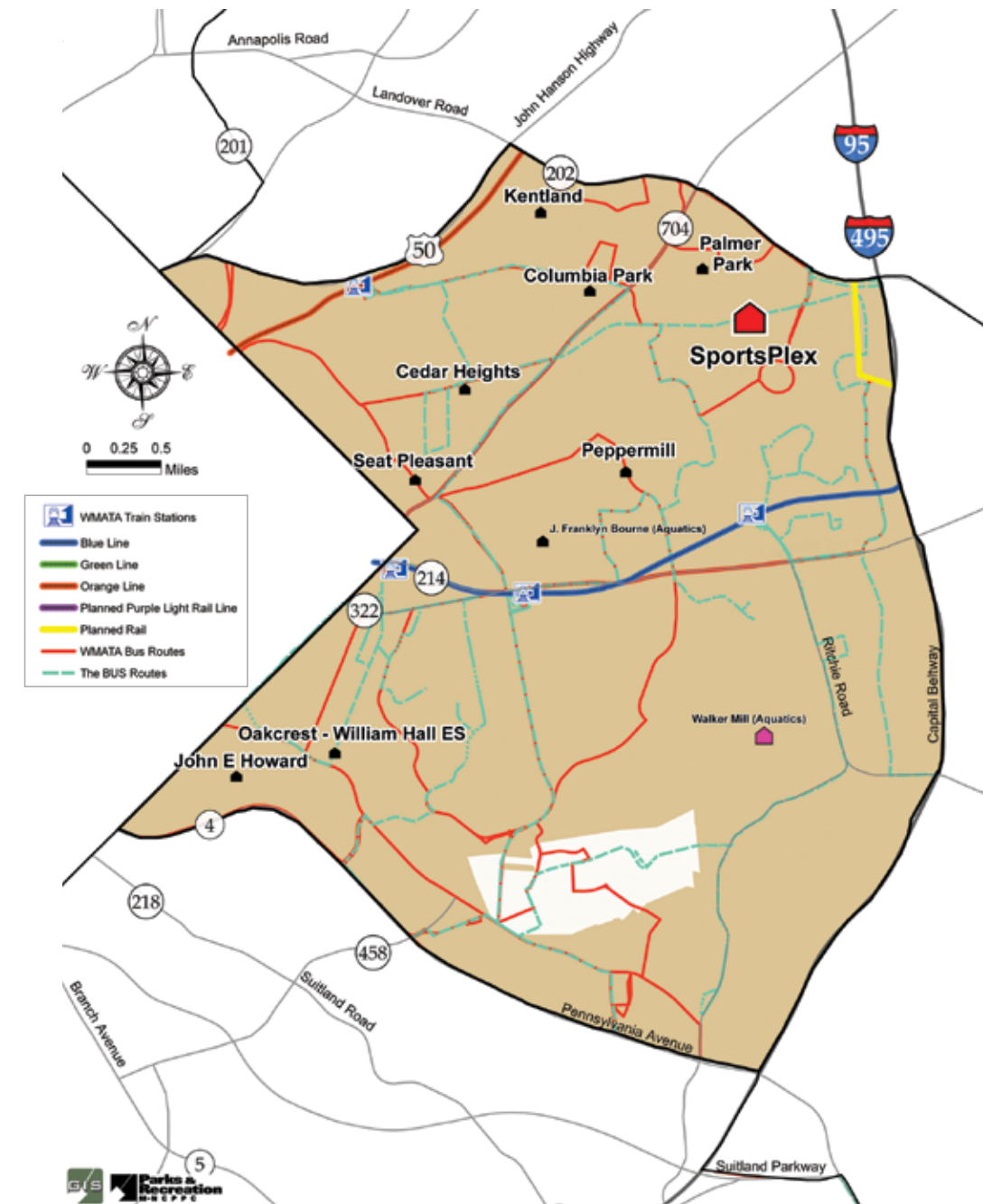
Area 5

Area 5 straddles the eastern corner of the District. Its northern border is Landover Road and its southern border is Pennsylvania Avenue. The Blue Line Metro Rail service runs the length of the area providing the residents with fast and efficient public transportation. Area 5 also contains the Municipality of District Heights. The population is projected to grow nearly 10 percent by the year 2040. Despite the growth, this area currently has sufficient indoor recreation space to meet the need of a growing population. With over 10 community centers, the current nonaquatic square footage in Area 5 exceeds the standard by a large margin. The only additional facility required in Area 5 is 21,368-square feet of outdoor aquatic facility.

Recommendation:

Create an outdoor aquatic facility at Walker Mill Regional Park. With the new turf field, new imagination playground, new picnic pavilions and plenty of parking, the new outdoor aquatic facility at Walker Mill Regional Park will transform the park into an attraction that residents from all over the County will enjoy.

Area 5 Map



Area 5

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 94,918		2040 Population 103,360	
Cedar Heights	16,000	Current and Planned SQ FT	347,853	Current and Planned SQ FT	347,853
Columbia Park	6,705				
John E. Howard	10,200	Recommended SQ FT	142,377	Recommended SQ FT	155,040
Kentland*	9,173 → 32,000				
Oakcrest	40,000	Needed SQ FT	0	Needed SQ FT	0
Palmer Park*	10,670 → 32,000				
Peppermill*	10,188 → 11,688				
Seat Pleasant	18,983				
North Forestville*	0 → 13,000				
Prince George's Sports and Learning Complex	145,000				
District Heights Community Center	13,000				
<i>Recreation Buildings</i>					
Brooke Road	3,300				
Millwood	1,900				
Kentland	1,577				
Jesse J. Warr Jr	2,500				
Total	347,853				

Aquatic Facilities		2010			2040		
Facility	SQ FT	0.5 SQ FT Per Person			0.5 SQ FT Per Person		
<i>Indoor Pools</i>		2/3 Outdoor Pools 1/3 Indoor Pools			2/3 Outdoor Pools 1/3 Indoor Pools		
Sports and Learning Complex	50,000	2010 Population: 94,918			2040 Population: 103,360		
Indoor Pool Total	50,000						
<i>Outdoor Pools</i>			Indoor	Outdoor		Indoor	Outdoor
J. Franklin Bourne	13,085	Current and Planned SQ FT	50,000	13,085	Current and Planned SQ FT	50,000	13,085
Outdoor Pool Total	13,085		Recommended SQ FT	15,280		31,639	Recommended SQ FT
		Needed SQ FT	0	18,554	Needed SQ FT	0	21,368

* Project included in current Capital Improvement Program.

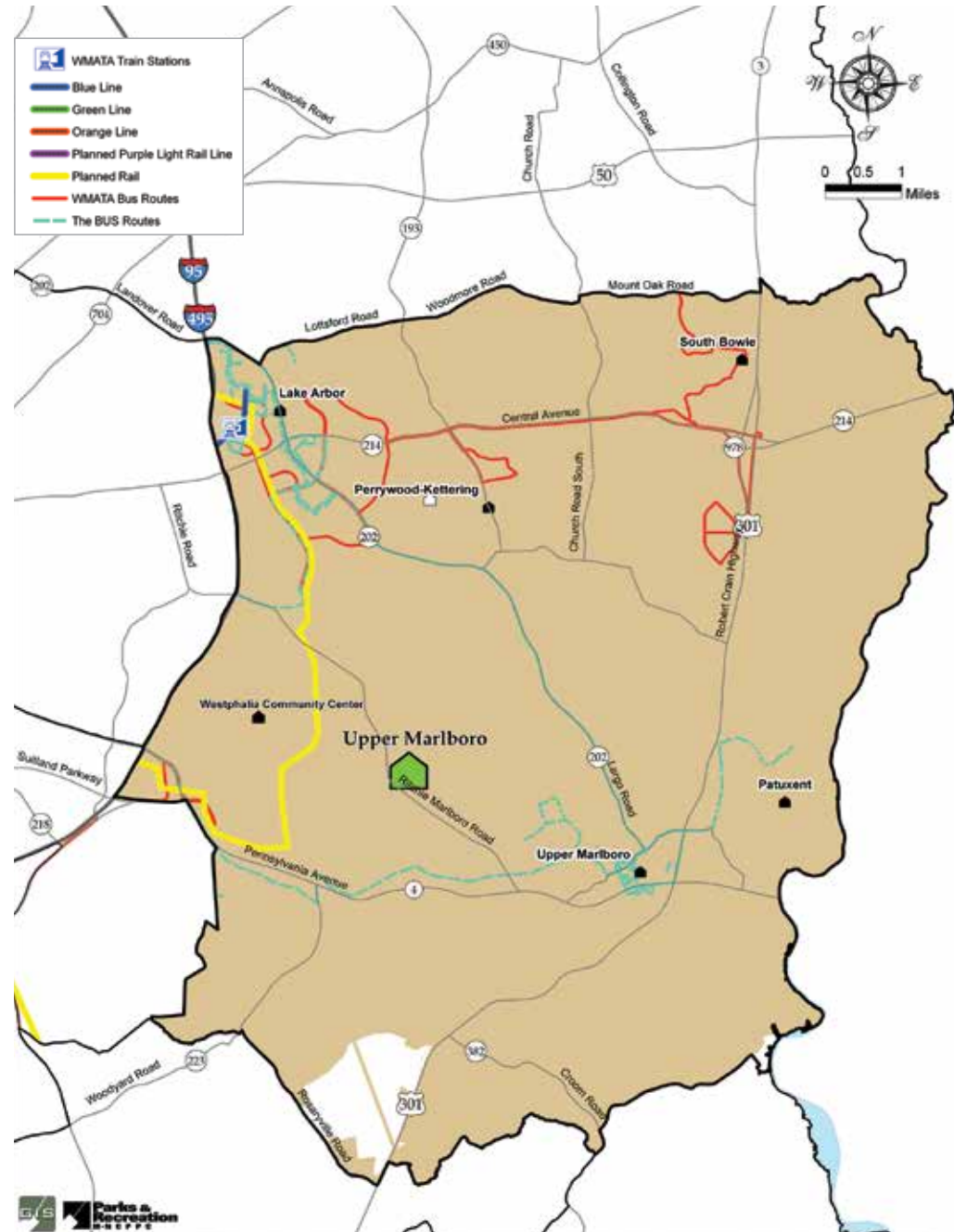
Area 6

Area 6 is planned to transition from a suburban area to a more urbanized area. The Blue Line Metro Rail extends into Area 6 and a planned extension of Metro Rail will run through the heart of the planned Westphalia Development, which is expected to increase population density significantly. The total population in Area 6 is projected to increase by a 40 percent through the year 2040. A new recreational facility, Westphalia Community Center will be located in the heart of the development. The new center will have nearly 20,000-square feet of nonaquatic recreation space. The additional square footage needed in Area 6 reflects the large growth in population: 83,272-square feet of nonaquatic recreation space, 22,244-square feet of indoor aquatic recreation space and 44,488-square feet of outdoor aquatic recreation space.

Recommendation:

Construction of the new multigenerational facility on DPR property at Randall Farm near Wise High and Barack Obama Elementary schools and a 20,000-square foot nonaquatic addition to the South Bowie Community Center.

Area 6 Map



Area 6

Nonaquatic Facilities	
Facility	SQ FT
<i>Community Centers</i>	
Patuxent	11,000
Largo-Kettering-Perrywood	25,494
Lake Arbor	15,200
South Bowie	22,000
Upper Marlboro	14,950
Westphalia*	0 -> 18,200
<i>Specialty Centers</i>	
Watkins Nature Center	10,080
Total	116,924

2010		2040	
1.5 SQ FT Per Person		1.5 SQ FT Per Person	
2010 Population 96,870		2040 Population 133,464	
Current and Planned SQ FT	116,924	Current and Planned SQ FT	116,924
Recommended SQ FT	145,305	Recommended SQ FT	200,196
Needed SQ FT	28,381	Needed SQ FT	83,272

Aquatic Facilities	
Facility	SQ FT
<i>Community Centers</i>	
2010 Population: 96,870	
Current and Planned SQ FT	0
Recommended SQ FT	16,145
Needed SQ FT	16,145

2010		2040	
0.5 SQ FT Per Person		0.5 SQ FT Per Person	
2/3 Outdoor Pools 1/3 Indoor Pools		2/3 Outdoor Pools 1/3 Indoor Pools	
2010 Population: 96,870		2040 Population: 133,464	
	Indoor	Outdoor	
Current and Planned SQ FT	0	0	0
Recommended SQ FT	16,145	32,290	22,244
Needed SQ FT	16,145	32,290	44,488

* Project included in current Capital Improvement Program.

Area 7

Area 7 is the most southern area inside the Capital Beltway. It extends from Pennsylvania Avenue to the Potomac River and it shares much of its border with the District of Columbia. The Green Line Metro Rail provides this area with access to fast and efficient public transportation. Population is projected to stay relatively constant with less than a 5% increase by the year 2040. The additional square footage required to meet the standard is 21,169-square feet of nonaquatic recreation space, 15,737-square feet of indoor aquatic recreation space and 24,203-square feet of outdoor aquatic recreation space.

Recommendations:

1. Transform Marlow Heights Community Center into a multigenerational center by adding 21,000-square feet of nonaquatic recreation space and 16,000-square feet of indoor aquatic recreation space.
2. Add 24,203-square feet of outdoor aquatic space required at Hillcrest Heights Community Center.

Area 7 Map



Area 7

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 91,758		2040 Population 94,424	
Glassmanor	9,780	Current and Planned SQ FT	120,467	Current and Planned SQ FT	120,467
Hillcrest Heights	24,080				
Marlow Heights*	10,811 → 23,411	Recommended SQ FT	137,637	Recommended SQ FT	141,636
Suitland	40,000				
William Beanes*	9,700 → 19,700	Needed SQ FT	17,170	Needed SQ FT	21,169
<i>Recreation Buildings</i>					
Bradbury	1,507				
Birchwood	1,989				
Total	120,467				

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	
North Barnaby	7,272	2010 Population: 91,758		2040 Population: 94,424	
Outdoor Pool Total	7,272				
		Indoor	Outdoor	Indoor	Outdoor
		0	7,272	0	7,272
		15,293	30,586	15,737	31,475
		Needed SQ FT	15,293	23,314	24,203

* Project included in current Capital Improvement Program.

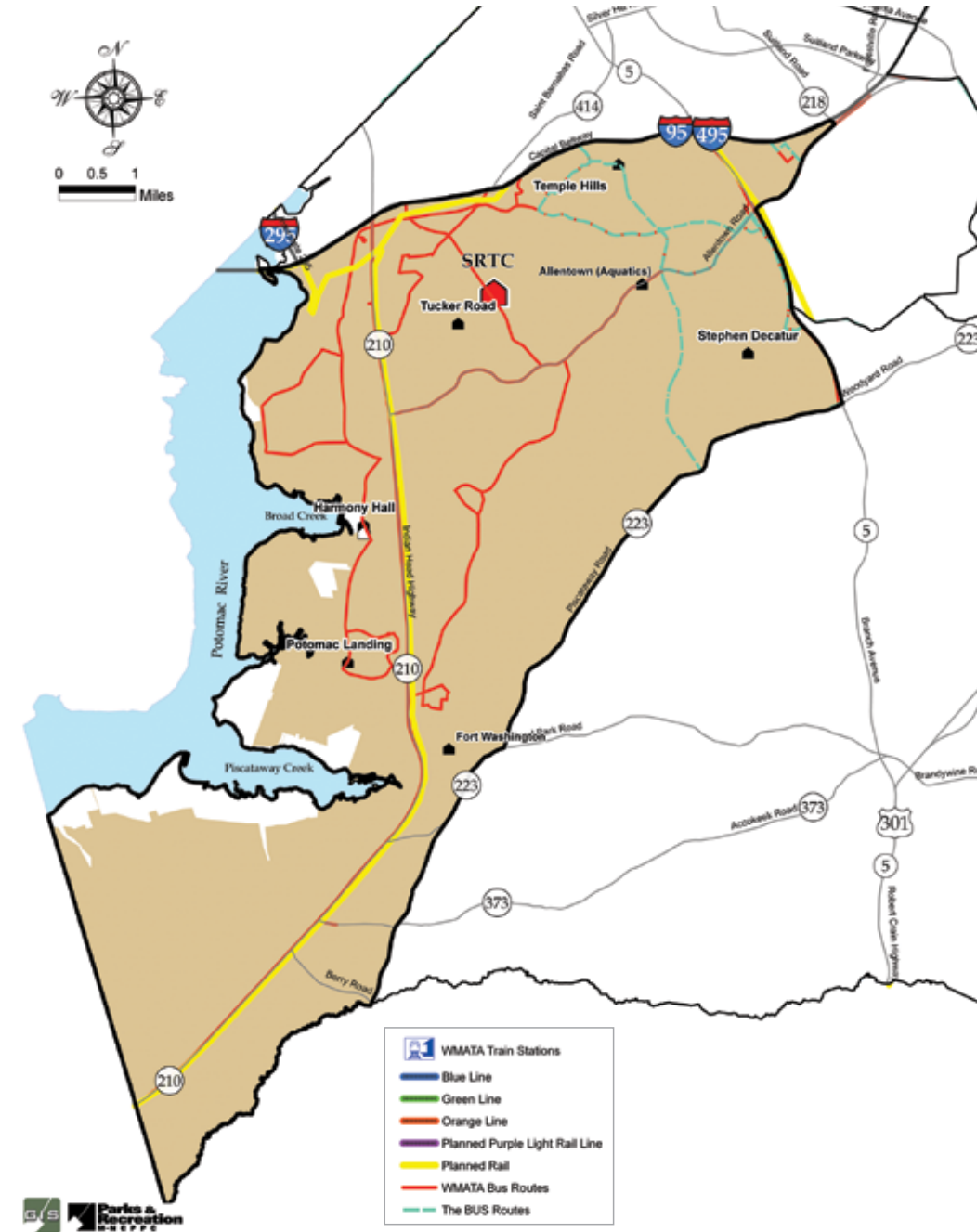
Area 8

Area 8 extends from the Capital Beltway to the southern tip of Prince George’s County along the Potomac. The population of Area 8 is projected to grow by roughly 10% by the year 2040. Most of the growth is projected to be in the northern part of the area near the National Harbor. The Southern Regional Tech/Rec Complex will be the area’s multigenerational center. It will be located near Tucker Road Community Center along a major road. This center is already under construction and will have 37,000-square feet of nonaquatic recreation space and 10,000-square feet of indoor aquatic recreation space. By the year 2040, Area 8 will only require 21,556-square feet of nonaquatic recreation space.

Recommendation:

Build an addition to the Potomac Landing Community Center. This is the southernmost community center in the area, and the expansion will provide better recreational activities to the residents in the southern part of the area.

Area 8 Map



Area 8

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		2040 Population	
Potomac Landing	4,000	97,507		109,328	
Southern Regional Tech/Rec Complex*	0 -> 37,000	Current and Planned SQ FT	142,436	Current and Planned SQ FT	142,436
Stephen Decatur*	13,196 -> 23,196	Recommended SQ FT	146,261	Recommended SQ FT	163,992
Temple Hills	12,819	Needed SQ FT	3,825	Needed SQ FT	21,556
Tucker Road	10,725				
Indian Queen	6,654				
Fort Washington*	0 -> 22,300				
Harmony Hall	9,725				
<i>Recreation Buildings</i>					
Lynnalan	1,900				
Fort Foote	1,664				
Fort Washington Forest	2,728				
<i>Specialty Centers</i>					
Harmony Hall Arts	9,725				
Total	142,436				

Aquatic Facilities		2010			2040		
Facility	SQ FT	0.5 SQ FT Per Person			0.5 SQ FT Per Person		
<i>Indoor Pools</i>		2/3 Outdoor Pools 1/3 Indoor Pools			2/3 Outdoor Pools 1/3 Indoor Pools		
Allentown Splash, Fitness and Tennis Park	35,396	2010 Population: 97,507			2040 Population: 109,328		
Southern Regional Tech/Rec Complex	10,000		Indoor	Outdoor		Indoor	Outdoor
Indoor Pool Total	45,396	Current and Planned SQ FT	45,396	40,952	Current and Planned SQ FT	45,396	40,952
<i>Outdoor Pools</i>		Recommended SQ FT	16,251	35,502	Recommended SQ FT	18,221	36,442
Allentown Splash, Fitness and Tennis Park	40,952	Needed SQ FT	0	0	Needed SQ FT	0	0
Outdoor Pool Total	40,952						

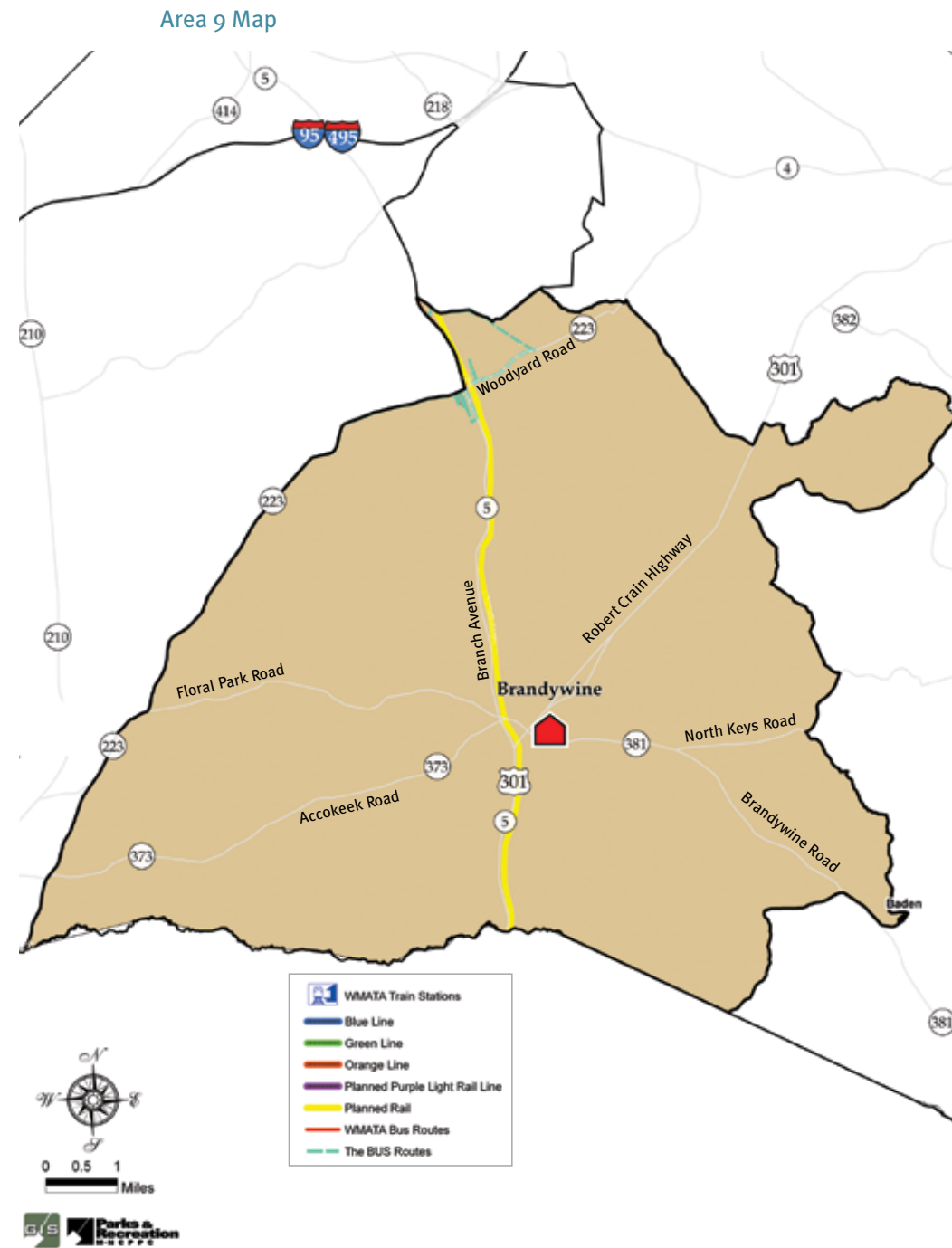
* Project included in current Capital Improvement Program.

Area 9

Area 9 is located in the southernmost part of Prince George’s County. It is predominantly farmland. There are several planned subdivisions that will increase population density in the Brandywine area. The overall population of Area 9 will increase by over 25% by 2040.

Recommendations:

1. The planned Brandywine area multigenerational center will have approximately 52,000-square feet of nonaquatic recreation space, 28,000-square feet of indoor aquatic recreation space and an additional 19,000-square foot outdoor aquatic space. The center is to be located near the intersection of MD 5 and US 301.
2. Construct 15,000-square feet nonaquatic recreation addition to Baden Community Center. This is the southernmost community center in the DPR system. The expansion will provide better recreational activities to the residents in the southern part of Area 9.



Area 9

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		2040 Population	
Baden	7,000	44,211		56,859	
Brandywine*	0 -> 52,000	Current and Planned SQ FT	69,851	Current and Planned SQ FT	69,851
<i>Specialty Centers</i>		Recommended SQ FT	66,317	Recommended SQ FT	85,289
Clearwater Nature Center	10,851	Additional SQ FT	0	Additional SQ FT	15,438
Total	69,851				

Aquatic Facilities		2010			2040		
Facility	SQ FT	0.5 SQ FT Per Person			0.5 SQ FT Per Person		
<i>Indoor Pools</i>		2/3 Outdoor Pools 1/3 Indoor Pools			2/3 Outdoor Pools 1/3 Indoor Pools		
Brandywine*	0 -> 28,000	2010 Population: 44,211			2040 Population: 56,859		
Indoor Pool Total	28,000						
		Indoor	Outdoor	Indoor	Outdoor	Outdoor	
Current and Planned SQ FT	28,000	0		28,000	0		
Recommended SQ FT		7,369	14,737	9,477	18,953		
Needed SQ FT		0	14,737	0	18,953		

* Project included in current Capital Improvement Program.

Conclusion

A goal of the *Formula 2040* Plan is to provide equivalent access for all County residents. Therefore, this analysis demonstrates how residents in each of the nine service areas will have access to a mix of both new multigenerational centers and existing, smaller community centers. The minimum total square footage standard of two-square feet per person of aquatic (0.5 square feet) and nonaquatic (1.5 square feet) of indoor facilities will be the same in each of the nine areas. Policies in the *Formula 2040* Plan are intended to ensure that future generations of Prince Georgians will have access to state-of-the-art indoor recreation opportunities. More detailed information about this analysis is available in a separate report entitled “Facility Location Analysis” that is available from the Prince George’s County Department of Parks and Recreation.

Appendix B: Stop Light Model

The goal for developing this matrix is to assist DPR staff in identifying priorities for core programs. It needs to help determine program viability in light of the financial losses the Commission has occurred over the last five years. This process will help determine if programs should be offered in the future.

	Essential	Important	Value-Added
Community Interest or Developmental Importance as well as Mandated by Law	High Community Expectation	High Community Expectation	High Individual and Interest Group Expectation
Financial Sustainability	Free, Nominal or Fee Tailored to Community — May Require Public Funding	Fees Cover Most to All Direct Costs — Break Even or Pre-Determined Cost Recovery Target	Fees Cover Both Direct and Indirect Costs (note: 5% predetermined indirect cost target to be increased and changed as comfort increases with cost recovery concept and use.)
Benefit – e.g. Health, Safety, and Protection of a Valuable Asset.	Substantial Community Benefit (negative consequence if not provided)	Community and Individual Benefit	Primarily Individual Benefit
Competition in the Market	Limited or No Alternative Providers	Alternative Providers Unable to Meet Demand	Alternative Providers Readily Available
Enrollment – Open/Selective/ Tryout	Open Enrollment	Open Enrollment	Selective/Tryouts

Note: A fuller discussion of service classification and performance parameters is available in a separate technical report.

* Model developed by M-NCPPC, Department of Parks and Recreation, Prince George’s County.

Promotions

Methods of Promotion				
Methods	Currently Used	Continue	Add	Eliminate
Program guides				
Website				
Flyers and brochures				
Direct mail				
Email blast				
PSAs				
Marquees				
Paid advertisements				
Radio				
TV				
Trade shows				
Health fairs				
On-hold pre-programmed phone messages				
SMS marketing				
Newsletters				
Special events				
Word of mouth				
In-facility promotions and signage				
Facebook / Twitter				
Flickr				
Pinterest				
YouTube channel				
Blogs / Vlogs				
Webinars				
Other				

INSTRUCTIONS: Identify all methods currently used to promote existing programs and mention how effective they are in creating new users and retain old ones.

Source: Client & PROS Consulting

Public Input

Methods of Public Input and Customer Feedback				
Methods	Currently Used	Continue	Add	Eliminate
Pre-program evaluation				
Post-program evaluation				
User surveys				
Focus groups				
Statistically valid survey				
Trailer calls				
Website				
Online survey (eg. SurveyMonkey.com, Wufoo)				
In-park or on-site surveys				
Others (please list)				

INSTRUCTIONS: Identify all methods currently used to solicit public input and assess customer satisfaction. Recommendations (continue, add, and eliminate) will be provided by PROS.

Source: Client & PROS Consulting

Pricing Strategies

Pricing Strategies		
Methods	Currently Used	Recommendation
Age segment		
Family/household status		
Residency		
Weekday/weekend		
Prime/Non-Prime Time		
Group discounts		
By location		
By competition (Market Rate)		
By cost recovery goals		
By customer's ability to pay		

INSTRUCTIONS: Please identify current methods used when pricing your programs. Include any additional strategies not listed.
 * Used: For methods listed, indicate "Yes" or "No" if used.
 * Current Practice: Provide specific example(s) of how you are using this method.

Source: Client & PROS Consulting

Financial Standards

Financial Performance Measurements			
Service Standard	Current Target	Current Actual	Proposed Target
Cost recovery goal			
Cost per experience			
Revenue to expense			
% of Revenue increase			
Earned income generated			
List sources (Please provide copies)			
	2012	2011	2010
Revenue history (past 3 years)	\$	\$	\$
Registration history (past 3 years)			

Staff notes (please mention any additional revenue or registration info that you feel might be relevant and help with the program assessment)

INSTRUCTIONS: Identify all current performance measurements used to track financial success. If you currently do not use a standard, enter "N/A" in the Current Target column. Include additional standards used in the available spaces. If current performance levels are known, please report in the Current Actual column. Earned income opportunities include sponsorships, partnerships, grants, advertising revenue, gifts, donations, rentals, and admissions among others.

Source: Client & PROS Consulting

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

Preparer Name Year Budget Account # 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
TOTAL CAPITAL OUTLAY	\$0.00	Membership Dues	\$0.00
		Pest Control	\$0.00
		Security Services	\$0.00
		In-House Maintenance Equipment	\$0.00
			\$0.00
			\$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	Fees \$	# Users	Actual \$
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 F: Urban Park Guidelines

Urban parks should be tightly knit into their surroundings, provide a variety of recreational opportunities, and be distinct destinations for the neighborhoods in which they reside. The following guidelines are meant to help Prince George’s County and its partners create parks that are welcoming and provide a variety of experiences that appeal to a range of users. They build on the characteristics of what defines an urban park. The guidelines are arranged as a checklist that can be used for the planning of parks in regional, metropolitan, and community centers and as guidelines for designing individual parks. All guidelines may not apply to all types of parks. The selection of features mentioned in the guidelines should be based on level of service and need.

The guidelines address:

- how urban parks relate to adjacent uses
- access to urban parks from the surrounding urban fabric
- areas for active recreation within parks
- areas for passive recreation within parks
- special features

A. Relationship to Adjacent Uses

1. MIXED-USE

- Ensure a mix of uses around urban parks.**

Surrounding land-use diversity is a defining characteristic of urban parks. A mix of uses expands a park’s user-base, particularly at street intersections where people are traveling in multiple directions and encourages activity through a longer part of the day. The number and mix of uses may vary by park size, type and location.

2. BUILDING FRONTAGE / ENTRANCES

- Ensure that buildings adjacent to and across the street from urban parks have frontages that face the park. Where possible, create entrances to the buildings from the park frontage.**

Buildings with active ground floor uses that front on an urban park help frame the space and provide “eyes on the park.” Such visibility from adjacent uses ensures a more secure environment. Buildings entrances adjacent to an urban park provide parks a built-in user-base. In addition, proximity to parks is correlated with higher property values—benefitting property owners and the County in higher tax revenue.

B. Access

3. GATEWAYS

- Create gateway features at major entrances to urban parks.**

Gateway features clearly indicate major park entrances and signal to visitors that they are welcome to enter. Architectural, landscape, art, and/or signage features may be used to indicate a gateway to an urban park. The placement and design of gateway features can guide users to use specific routes through parks, helping to improve park safety.

4. STREET GRID CONTINUITY

- Ensure that physical and visual connections are maintained from the street grid.**

Urban parks should fit into the fabric of surrounding development. They should be sited to minimize disruptions to the surrounding street grid, as it is integral to a functional transportation network in an urban context. Where streets do not continue through an urban park, efforts should be made to maintain physical and visual connections, such as sight lines or walking paths, through the park in line with those streets.

5. TRAIL SYSTEM CONNECTIONS

- Ensure that urban parks are connected to the County’s trail system.**

Trail users can become urban park users. Urban parks can serve as trail heads, trail destinations, or locations to stop and rest along a trail. They may also host critical trail links, leading to a more connected system.

6. TRANSIT SYSTEM CONNECTIONS

- Ensure that urban parks are connected to the County’s transit system.**

As with trails, transit users can become urban park users and vice versa. Particular types of urban parks, such as plazas, may relate directly to a transit station, providing a sense of place and spaces to welcome and send off visitors.

7. STREET FRONT ACCESS

- Ensure that urban parks are bordered by at least one street and that adjacent streets have adequate sidewalks.**

Though it is ideal to have an urban park bordered by more than one street, at least one street with adequate sidewalks allows access by pedestrians. Street activity enables passersby to see what is going on in an urban park, increasing patronage and adding to park safety.

8. SAFE PEDESTRIAN CROSSINGS

- Ensure that there are safe pedestrian crossings to access urban parks.**

While street frontage can encourage park usage and increase safety, too much vehicular traffic can deter pedestrians. Safe crossings, whether at intersections or mid-block, encourage access and allow pedestrians to feel comfortable that they are protected.

9. SHARED PARKING STRATEGIES

- Pursue shared parking strategies to eliminate or reduce surface parking within urban parks.**

In an urban environment, where space—particularly green space—is at a premium, surface parking within urban parks is difficult to justify. It is expected that urban parks have a higher percentage of users arrive on foot or by bicycle, reducing the need for parking. In addition to on-street parking, shared parking with surrounding buildings may be a better option than losing valuable parkland to parking.

10. CONTINUOUS WATERFRONT ACCESS

- Provide a continuous, publicly-accessible waterfront trail.**

Waterfronts are a highly-sought amenity because water itself is a special draw and because they can provide a tranquil setting in an active urban environment. Therefore, providing a continuous, publicly-accessible waterfront trail should be a priority. Direct access to the water itself does not need to be continuous, but visibility of the water and opportunities to get close to the water's edge enhance appeal. Breaks in access, for example where private owners own waterfront land, limit the attractiveness and viability of waterfront parks.

C. Active Uses

11. INTENSIVE USE ZONES

- Design spaces that can accommodate intensive use.**

Urban parks may attract large numbers of users due to the density of their surroundings, their integration into pedestrian and bicycle travel routes, and their use as event and gathering spaces. This high level of usage can impact the integrity of the space. Areas that are expected to be heavily used—for example, near park entrances or gathering spaces—should be designed to accommodate that use, perhaps incorporating more hardscape areas or more resilient landscape plantings.

12. PROGRAMMABLE GATHERING SPACES

- Provide flexible open spaces that can be used as gathering spaces.**

Urban parks often serve as community gathering spaces, from small get-togethers to large events. Areas should be designed to be flexible enough to accommodate these events while serving as space for informal play, picnicking, or other uses between events. These spaces may include both paved and soft surfaces and include amenities such as amphitheaters for performances.

13. ACTIVE RECREATION FIELDS AND COURTS

- Provide areas that are specifically designed to accommodate field and court activities.**

Though parks may have flexible spaces, areas should be designated for specific uses—especially uses that may require fixed amenities and large, continuous spaces. Fields and courts for active recreation may include basketball courts, tennis courts, multi-purpose paved areas, open space for informal active uses, or baseball, soccer, or football fields.

14. PLAY SPACES

- Provide areas that are specifically designed as play spaces.**

In addition to fields and courts, designated play spaces should be provided within urban parks. Play spaces may cater to adults as well as children. These spaces often require fixed amenities, such as playground equipment, splash pads, or exercise equipment.

D. Passive Uses

15. PASSIVE RECREATION AREAS

- Provide areas that are specifically designed for passive recreation.**

It is also important to have designated areas for passive recreation, where people can enjoy an urban park without disruption from active uses. Passive recreation areas may include areas for sitting, picnicking, or community gardening.

E. Special Features

16. VISITOR FACILITIES

- Provide areas for facilities that support the use of urban parks.**

In order for parks to function optimally, it may be necessary to include facilities to support other park uses. Supporting facilities may include buildings with indoor spaces for gathering or recreation, covered outdoor spaces, restrooms, or parking areas.

17. VIEWSHEDS

- Capitalize on unique views.**

Urban parks should be designed to capitalize on views of their surroundings, whether views of natural landscapes, the built environment, or contrasts between the two. Particular attention should be paid to topography, taking advantage of changes in elevation to enhance views.

18. STREETSCAPE ENHANCEMENTS

- Surround urban parks with enhanced streetscapes.**

The pedestrian realm surrounding an urban park should be treated as an extension of the park. Sidewalks and walkways should connect surrounding roads to parks. Trees, planters, rain gardens, and other features buffer park users from the impacts of vehicular traffic and parking and increase the noticeability of parks from the street.

19. NATURAL SYSTEM ENHANCEMENTS

- Incorporate elements that enhance the function of natural systems.**

Natural environments, including habitat areas, woodlands, and stream corridors are not typically predominant components of urban places. Therefore, urban parks often provide the only opportunities for natural space in urban neighborhoods. Incorporating best stormwater management practices, enhancing existing ecosystems, providing habitat, and planting diverse landscapes and community gardens can maximize the function of natural systems in an urban environment.

20. IDENTITY FEATURES

- Incorporate features that can lend an identity to an urban park.**

Much as gateways can use architectural, landscape, art, and/or signage features to indicate access, the same types of features can become an urban park’s signature. Decorative arches, sculptures, or water fountains are examples of identity features that may attract users and serve as landmarks for meeting people or giving directions.

21. NATURALLY OR HISTORICALLY SIGNIFICANT FEATURES

- Preserve and enhance naturally or historically significant features.**

Natural features, such as wetlands or groves, or historically significant features, such as historic structures or routes, add interest to urban parks and preserve experiences that are rare or unique. These features may become destinations themselves and attract local and regional visitors and residents. Urban parks with naturally or historically significant features provide opportunities for interpretation and education.

The guidelines above contribute to the three Formula 2040 goals:

Guideline	Connectivity	Economic Development	Health and Wellness
Mixed Use		x	
Building Frontage / Entrances	x	x	
Gateways	x		
Street Grid Continuity	x		
Trail System Connections	x	x	x
Transit System Connections	x	x	x
Street Front Access	x		
Safe Pedestrian Crossings	x		x
Shared Parking Strategies	x		
Continuous Waterfront Access	x	x	x
Intensive Use Zones			x
Programmable Gathering Spaces			x
Active Recreation Fields and Courts			x
Play Spaces			x
Passive Recreation Areas			x
Visitor Facilities			x
Viewsheds	x	x	x
Streetscape Enhancements		x	x
Natural System Enhancements			x
Identity Features		x	x
Naturally or Historically Significant Features		x	x

Appendix G: Urban Park Typology

Urban parks provide access to open space and recreation, enhancing the quality of life for residents and visitors alike. In addition to active and passive recreational use, urban parks provide visual enhancement and create a sense of identity, while also providing numerous environmental and economic benefits, such as increasing tree canopy and increasing real estate value of adjacent properties. Urban parks can be owned and managed by municipal agencies, private land owners, quasi-public agencies and authorities (business improvement districts), or through joint agreements. These parks should be part of a planned open space system and can take a number of forms based on their size, location, and function.

The recommended urban park typology has been developed based on an evaluation of current Prince George's County policies and guidelines related to urban parks. It was informed by relevant aspects of best practice typologies used by other jurisdictions.

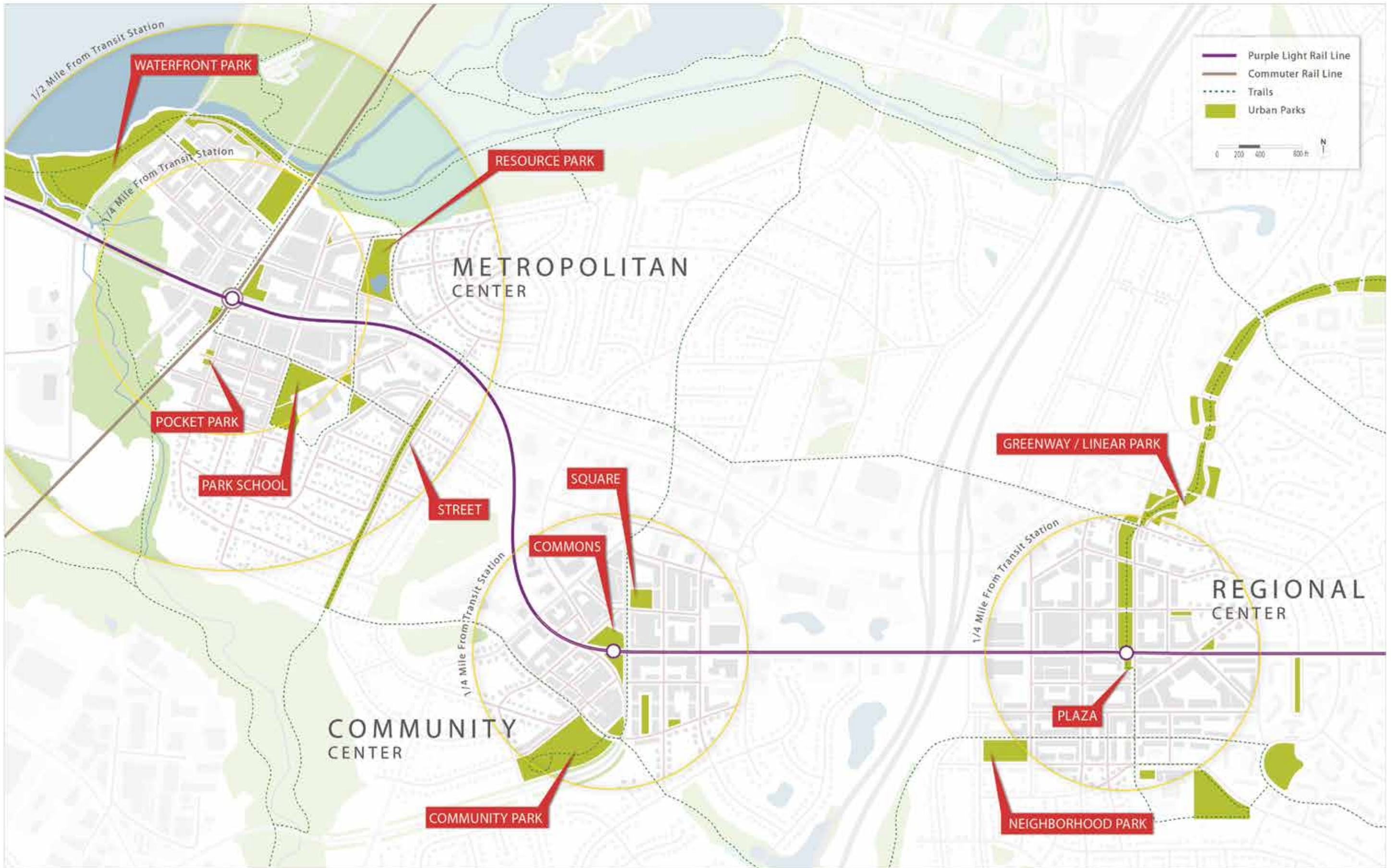
The urban typology consists of twelve open space types within the larger system typology of 15 open space types. Four of the urban park types are already part of the existing park typology (non-bold). What differentiates each park type is its function and the role it plays in urban neighborhoods. Based on its function, each park type contains features and forms that make it unique to its location. For example, a pocket park provides passive recreation while a neighborhood park involves a mix of passive and active recreation on a relatively small scale. The typology consists of the following park types:

Park Type	Urban	Non-Urban
Pocket parks/mini parks	x	
Commons/greens	x	
Plazas	x	
Squares	x	
Streets	x	x
Park Schools	x	x
Neighborhood Parks	x	x
Community Parks	x	x
Resource Parks	x	x
Waterfront Parks	x	x
Greenways & Linear Parks	x	x
Special Facilities	x	x
Regional Park		x
Countywide Park		x
Undeveloped Parks		x

The Prince George’s County’s General Plan identifies a set of metropolitan, regional, and community centers as locations for targeting growth in the County. While the centers may vary in intensity of development, all are envisioned to have mixed-use, pedestrian-oriented development—which fits with the context and scale that define urban parks. Thus, urban parks may be appropriate in all centers, from the densest metropolitan center to a smaller community center.

The following illustration demonstrates how urban parks might fit into any community, regional, or metropolitan center in the County. It does not represent any particular center or centers designated by Prince George’s County. The station area development patterns were informed by existing station area concepts, and the background was made by piecing together actual development patterns from the County into a cohesive place. The distances between the stations are similar to those proposed for the “Purple Line” light rail service. This provides a base that is reminiscent and representative of Prince George’s County without focusing on what the illustration might say about changes to a particular location.

It is possible that any metropolitan, regional, or community center may contain any combination of urban parks. Again, for illustrative purposes, one example of each type of urban park is called out across the three centers. For each park type, a description is provided. Accompanying the description is an enlarged piece of the illustration below showing how the urban park guidelines might apply to that park type. A best practice example from another place is also provided for each park type. The best practice examples referenced for the different types are described in Section VI. Most or all of the examples have easy transit access, a key element of the County’s concept for urban centers. At a minimum, this includes nearby bus service and, in a number of cases, streetcar or rail access.



GUIDELINES ILLUSTRATED

Relationship to Adjacent Uses

- 1. Mixed-Use
- 2. Building Frontage / Entrances

Access

- 3. Gateways
- 4. Street Grid Continuity
- 5. Trail System Connections
- 6. Transit System Connections
- 7. Street Front Access
- 8. Safe Pedestrian Crossings
- 9. Shared Parking Strategies
- 10. Continuous Waterfront Access

Active Uses

- 11. Intensive Use Zones
- 12. Programmable Gathering Spaces
- 13. Active Recreation Fields and Court
- 14. Play Spaces

Passive Uses

- 15. Passive Recreation Areas

Special Features

- 16. Visitor Facilities
- 17. Viewsheds
- 18. Streetscape Enhancements
- 19. Natural System Enhancements
- 20. Identity Features
- 21. Naturally or Historically Significant Feature

Pocket Parks / Mini Parks

FUNCTION

Pocket parks are typically small urban open spaces used for passive recreation. These mini parks are often a single space designed for casual use and serve people working nearby. They are frequently located in places with a high-volume of pedestrian traffic and visibility. Often owned and or maintained by a property association, or neighborhood group, these small spaces create an oasis in hard, urbanized areas.

FEATURES

Pocket parks tend to have limited amenities and consist of planted areas, hardscape, seating, and visual amenities like a fountain or artwork.

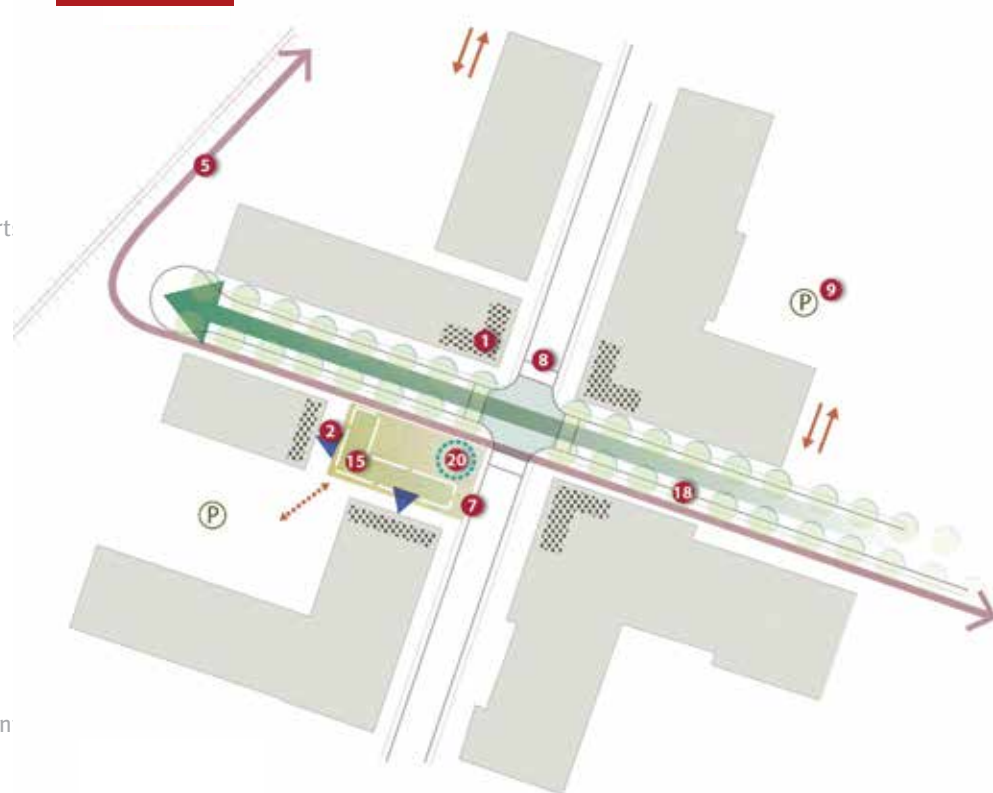
SIZE

less than 0.25 acre

VISIT LENGTH

10 minutes to 1 hour

POCKET PARKS



Pocket Park Case Study: John F. Collins Park (Philadelphia, PA)

SETTING

Downtown Urban

SIZE

0.1 acres

DESCRIPTION

John F. Collins Park was developed by a private philanthropist and funded by a nonprofit foundation based in Philadelphia. The narrow, rectilinear space sits between two existing buildings on one of Philadelphia’s main shopping streets. The park is often used by residents and workers as a place to eat lunch, read, relax and listen to a variety of lunchtime concerts.

AMENITIES

Moveable and fixed seating, shade trees, native landscaping, a cascading fountain, and uniquely designed iron gates by sculptor Christopher T. Ray.

DEVELOPMENT/OPERATION/MANAGEMENT

The Park was created by Philadelphia philanthropist Dorothy Haas who was inspired by New York City’s Paley Park. At her request, the William Penn Foundation sponsored a design competition for a new pocket park and funded the original construction. The park was owned and maintained by the PenJerDel Regional Foundation until 2010 when park ownership was transferred to the Center City District (CCD). The CCD is a “private-sector sponsored business improvement district dedicated to making Center City, Philadelphia clean, safe and attractive, and is committed to maintaining Center City’s competitive edge as a regional employment center, a quality place to live, and a premier regional destination for dining, shopping and cultural attractions.” Immediately following the transfer of the park ownership and management, CCD embarked on extensive renovations that include the revamping of the original gates and fountain, and addition of new lighting, and signage.



Image Source:
<http://www.flickr.com/photos/64238041@No7/6715544945/>

Reference
<http://www.centercityphila.org/docs/CCDigestSpring12.pdf>

GUIDELINES ILLUSTRATED

Relationship to Adjacent Uses

- 1. Mixed-Use
- 2. Building Frontage / Entrances

Access

- 3. Gateways
- 4. Street Grid Continuity
- 5. Trail System Connections
- 6. Transit System Connections
- 7. Street Front Access
- 8. Safe Pedestrian Crossings
- 9. Shared Parking Strategies
- 10. Continuous Waterfront Access

Active Uses

- 11. Intensive Use Zones
- 12. Programmable Gathering Spaces
- 13. Active Recreation Fields and Courts
- 14. Play Spaces

Passive Uses

- 15. Passive Recreation Areas

Special Features

- 16. Visitor Facilities
- 17. Viewsheds
- 18. Streetscape Enhancements
- 19. Natural System Enhancements
- 20. Identity Features
- 21. Naturally or Historically Significant Feature

Plazas

FUNCTION

Depending on size, plazas may support activities including open air markets, concerts, festivals, and special events but are not often used for active recreational purposes. Plazas are often located at transit stops or other important nodes and serve as the focal point for community activities. Although a plaza may include landscaped areas, the emphasis is often on paved surfaces that can accommodate a large number of visitors.

FEATURES

Amenities include benches, hardscapes, lighting, and access to transit.

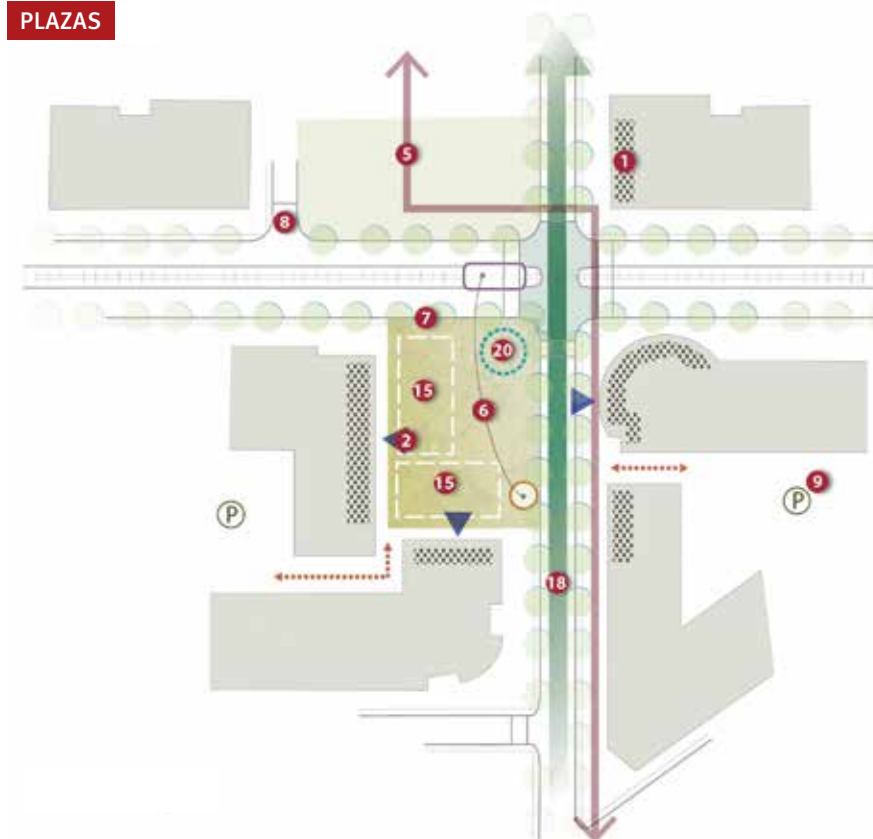
SIZE

0.25–1 acre

VISIT LENGTH

varies by program

PLAZAS



Plaza Case Study: Fruitvale Transit Village Plaza (Oakland, CA)

SETTING

Urban neighborhood; Transit Oriented Development

SIZE

4 acres

DESCRIPTION

The development is built around the Fruitvale Bay Area Rapid Transit (BART) station in Oakland, California. The Fruitvale BART station has an average of 6,400 daily commuters and is adjacent to an inter-modal transit hub for local and regional busses. The 257,000-square foot development was completed in 2003 and includes a mix of housing, retail, commercial, social services, parking garage, built around a central open space plaza. The plaza lined with active retail and is designed as a vibrant community-gathering space.

AMENITIES

Hosts farmers markets, festivals, performances, and serves as a gateway between the neighborhood and the train station. The design includes a distinctive gateway designed by local artist, signage, colorful tiles, palm trees, and amenities focused on commuters including free valet bike parking.

DEVELOPMENT/OPERATION/MANAGEMENT

The Fruitvale Transit Village is a Transit Oriented Development (TOD) developed through a partnership with public, private and nonprofit organizations. The Unity Council (a community development corporation) engaged local stakeholders in a comprehensive visioning and planning process that focused on station area development. The project is an example of an effective partnership that has leveraged a key public asset to develop a distinctive, walkable urban center that has become a focal point of neighborhood economic development.



Image Source:
http://switchboard.nrdc.org/blogs/kbenfield/the_remarkable_story_of_oaklan.html

Reference
http://www.brunerfoundation.org/rba/pdfs/2005/3_Fruitvale.pdf

GUIDELINES ILLUSTRATED

Relationship to Adjacent Uses

- 1. Mixed-Use
- 2. Building Frontage / Entrances

Access

- 3. Gateways
- 4. Street Grid Continuity
- 5. Trail System Connections
- 6. Transit System Connections
- 7. Street Front Access
- 8. Safe Pedestrian Crossings
- 9. Shared Parking Strategies
- 10. Continuous Waterfront Access

Active Uses

- 11. Intensive Use Zones
- 12. Programmable Gathering Spaces
- 13. Active Recreation Fields and Courts
- 14. Play Spaces

Passive Uses

- 15. Passive Recreation Areas

Special Features

- 16. Visitor Facilities
- 17. Views/heds
- 18. Streetscape Enhancements
- 19. Natural System Enhancements
- 20. Identity Features
- 21. Naturally or Historically Significant Feature

Commons / Greens

FUNCTION

Commons and greens are large, flexible open spaces that serve as the recreation and social focus of mixed-use neighborhoods. Active uses, like housing and retail are complementary to the activities occurring at a common or green. The space is often used for a variety of public gatherings including markets, performances, and special events.

FEATURES

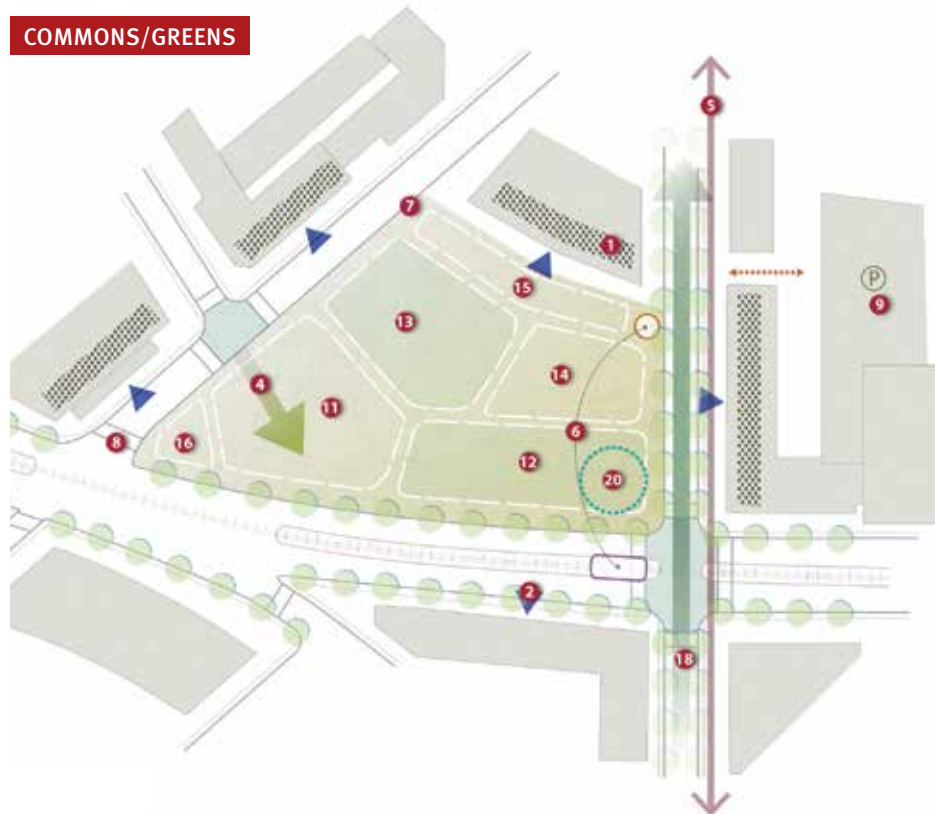
A central lawn is often the main focus, with adjacent spaces providing complementary uses. Other features may include gardens, water features, play spaces, and shade structures.

SIZE

1+ acres

VISIT LENGTH

varies



Green Case Study: Yerba Buena Gardens (San Francisco, CA)

SETTING

Downtown

SIZE

5.5 acres

DESCRIPTION

The space is enclosed on three sides by the Yerba Buena Center for the Arts, the 350,000-square foot Metreon shopping and entertainment center, and cafes. Built on top of the Moscone Convention Center and adjacent to downtown office buildings and attractions, the space is used as a place for visitors and locals to relax and enjoy outdoor lunch time concerts. With over 2.3 million visitors a year since it opened in 1993, the site is an example of the successful transformation of a blighted area using the planned development of new open space and public amenities to draw other uses.

AMENITIES

Dr. Martin Luther King, Jr. Memorial, large lawn, trees, gardens, and public art.

DEVELOPMENT/OPERATION/MANAGEMENT

Yerba Buena Gardens was developed as an anchor to an 87-acre, 12 block mixed-use redevelopment district to increase the economic vitality of the area. The redevelopment district consists of retail, entertainment, hotels, cultural uses, and more than 2,500 residential units including over 1,400 affordable senior units. Created in 1966 to revitalize the area, the Yerba Buena Redevelopment District was one of the nation's first urban renewal districts. The district is home to a number of San Francisco cultural attractions including: SFMOMA, Contemporary Jewish Museum, Museum of the African Diaspora, Moscone Convention Center, ice skating and bowling venues, numerous galleries, restaurants and cafes. The site is within a 5-minute walk from the Market Street transit corridor that includes BART high-speed rail, surface and underground trolleys.

The space is owned by the San Francisco Redevelopment Agency but the day-to-day operations and management is by MJM Management. Yerba Buena Arts and Events, a local nonprofit organization programs over 200 annual outdoor events in Yerba Buena Gardens. With the intense programming and use, the park has an annual budget of \$2.5 million for maintenance and security, and \$329,000 for programming.



Image Source:
<http://www.yerbabuenagardens.com>

Reference
<http://www.yerbabuenagardens.com/events>

GUIDELINES ILLUSTRATED

Relationship to Adjacent Uses

- 1. Mixed-Use
- 2. Building Frontage / Entrances

Access

- 3. Gateways
- 4. Street Grid Continuity
- 5. Trail System Connections
- 6. Transit System Connections
- 7. Street Front Access
- 8. Safe Pedestrian Crossings
- 9. Shared Parking Strategies
- 10. Continuous Waterfront Access

Active Uses

- 11. Intensive Use Zones
- 12. Programmable Gathering Spaces
- 13. Active Recreation Fields and Courts
- 14. Play Spaces

Passive Uses

- 15. Passive Recreation Areas

Special Features

- 16. Visitor Facilities
- 17. Viewsheds
- 18. Streetscape Enhancements
- 19. Natural System Enhancements
- 20. Identity Features
- 21. Naturally or Historically Significant Feature

Squares

FUNCTION

Squares are key public gathering spaces that include flexible, programmable open spaces. Squares tend to serve a regional population and are used for events that appeal to a broad audience.

FEATURES

Amenities include benches, landscaping, lighting, picnic areas, programmable gathering spaces, and play spaces.

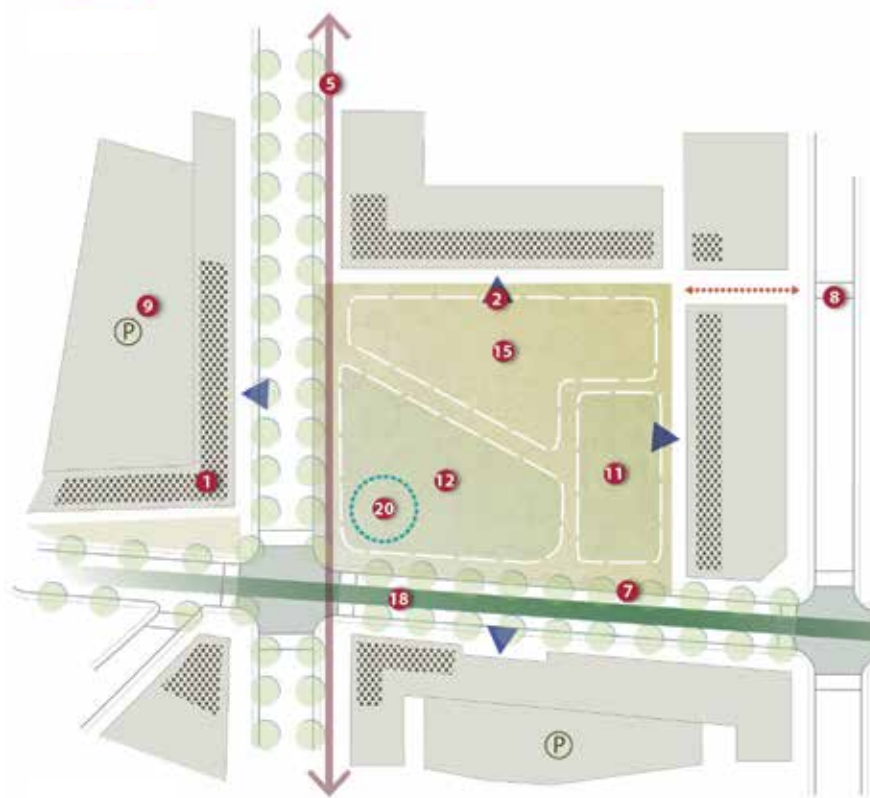
SIZE

1.5–2 acres

VISIT LENGTH

varies by program

SQUARES



Square Case Study: Rockville Town Square (Rockville, MD)

SETTING

Suburban

SIZE

28,000-square feet

DESCRIPTION

The town center was a part of the city’s 2001 master plan. Town master plan goal “Create a daytime, evening, and weekend activity center that is easily identifiable, pedestrian-oriented, and incorporates a mix of uses and activities.” The site was previously a 1970s mall that was demolished in 1995 through eminent domain. To facilitate the project, the city spent nearly \$8 million to assist condemned businesses in moving elsewhere.

AMENITIES

The plaza features a pavilion, water feature, public art, lawn with planting and trees all surrounded by pedestrian-oriented streets with mixed-use development. The plaza serves as a gathering space and programming includes movies on the square, outdoor concerts, winter ice-rink, and farmers markets. The plaza’s location is ideal, with great access to a Montgomery County Public Library, shops, restaurants, cafes, condos and apartments. Plus, it is located 0.3 miles from the Rockville Metro and Amtrak station.

DEVELOPMENT/OPERATION/MANAGEMENT

The City of Rockville spent \$60 million for streets, sidewalks, and public parking garages while the County funded the \$26.3 million library and kicked in an additional \$12 million for other infrastructure costs. Perhaps due to the high price tag, the public did not initially support the project. But a significant public outreach process led to broad citizen support. Today, the project is seen as an example of reviving an aging suburb.



Image Source:
<http://www.towncourier.com/ice-rink-opens-at-rockville-town-square/>

Reference
<http://www.terrain.org/unsprawl/27/>

GUIDELINES ILLUSTRATED

Relationship to Adjacent Uses

- 1. Mixed-Use
- 2. Building Frontage / Entrances

Access

- 3. Gateways
- 4. Street Grid Continuity
- 5. Trail System Connections
- 6. Transit System Connections
- 7. Street Front Access
- 8. Safe Pedestrian Crossings
- 9. Shared Parking Strategies
- 10. Continuous Waterfront Access

Active Uses

- 11. Intensive Use Zones
- 12. Programmable Gathering Space
- 13. Active Recreation Fields and Courts
- 14. Play Spaces

Passive Uses

- 15. Passive Recreation Areas

Special Features

- 16. Visitor Facilities
- 17. Viewsheds
- 18. Streetscape Enhancements
- 19. Natural System Enhancements
- 20. Identity Features
- 21. Naturally or Historically Significant Feature

Streets

FUNCTION

While typically not considered as part of a park typology, streets are one of the most important public spaces in cities and connect urban spaces and public parks to create a more integrated network of open space. The design of the street has an impact on the public realm and the overall feel of a city.

FEATURES

Urban streets should have an active building edge with a mix of uses, sidewalks to accommodate pedestrian travel and children playing, and various transit modes. They should be integrated into a highly-connected street fabric, feature trees and green stormwater infrastructure, and have pedestrian lighting.

SIZE

varies

VISIT LENGTH

varies by program

STREETS



Street Case Study: State Street (Madison, WI)

SETTING

Urban

SIZE

0.63 miles long (from the Wisconsin Statehouse to the edge of the University of Wisconsin)

DESCRIPTION

State Street in Madison, Wisconsin is an example of a great urban street, a place that is ultimately designed to be comfortable and accessible to various users. The street brings people together through its mix of activities and events while tying downtown Madison to nearby University of Wisconsin. The Street is at the center of Madison's shopping, business, entertainment, and cultural district which is home to nearly 400 shops, galleries, and restaurants, many locally-owned, plus museums and cultural institutions.

AMENITIES

Mix of uses, street fairs, outdoor markets, and transit.

DEVELOPMENT/OPERATION/MANAGEMENT

State Street is one of the City of Madison's Business Improvement Districts (BID), a system in which business owners share costs to address common problems or realize economic opportunities. The BID allows businesses along State Street to develop, manage, maintain and promote the Street, and establish an assessment method to fund those activities. The BID is governed by a Board of Directors representing business, property owners, and street stakeholders.



Image Source:
http://www.pps.org/graphics/upo-pages/madison_wi_june_2005_ks_05_large.jpg

Reference
<http://www.visitdowntownmadison.com/>

GUIDELINES ILLUSTRATED

Relationship to Adjacent Uses

1. Mixed-Use
2. Building Frontage / Entrances

Access

3. Gateways
4. Street Grid Continuity
5. Trail System Connections
6. Transit System Connections
7. Street Front Access
8. Safe Pedestrian Crossings
9. Shared Parking Strategies
10. Continuous Waterfront Access

Active Uses

11. Intensive Use Zones
12. Programmable Gathering Spaces
13. Active Recreation Fields and Courts
14. Play Spaces

Passive Uses

15. Passive Recreation Areas

Special Features

16. Visitor Facilities
17. Viewsheds
18. Streetscape Enhancements
19. Natural System Enhancements
20. Identity Features
21. Naturally or Historically Significant Feature

Park Schools

FUNCTION

Schoolyards and their recreation facilities can also be utilized for public open space during after-school hours. When this happens, they become extensions of the overall park system and are open to the general public, typically following park hours of operation established in the area. They are usually administered and operated through joint use agreements between the local school board and park department. These spaces are meant to accommodate a variety of users.

FEATURES

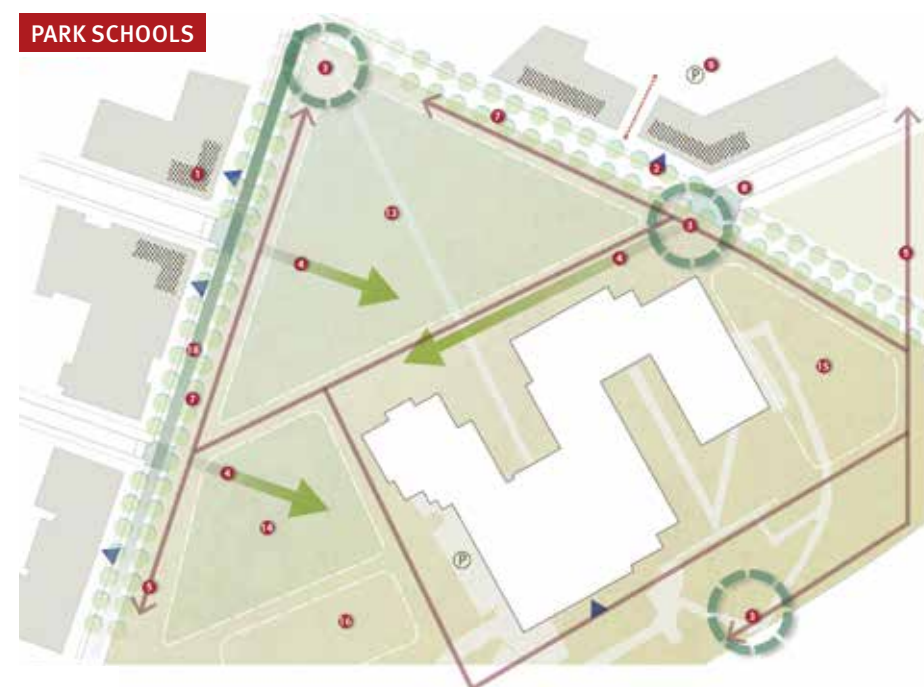
Smaller schoolyards typical of elementary schools tend to include amenities geared towards children. Anything from play equipment and chess tables to open space and shade trees are standard features of a schoolyard park. Large ball fields, swimming pools, and recreation centers found in middle and high schools cater to all ages of the community. Agreements between the school board and municipality can be arranged regarding public access and hours of operation.

SIZE

5–30 acres

VISIT LENGTH

0.5–1.5 hours



Park School Case Study: Rosa Parks Elementary (Berkeley, CA)

SETTING

Urban neighborhood

SIZE

1.8 acres

DESCRIPTION

The school serves approximately 400 students in a diverse, mixed-income neighborhood in West Berkeley. The site was designed through a participatory process that involved parents and students. The school buildings are built around open courtyards at a scale that integrates well with the surrounding neighborhood fabric. The play areas were originally built with funds from the Land Water Conservation Fund Grant and a bond measure passed in 1974 to meet community needs for recreation.

In 2006, the Rosa Parks Elementary schoolyard was further transformed through volunteer work into a space that is utilized by the public after-school hours and includes a wider array of amenities. Over time, members of the community and parents have improved the space, installed fences for vegetable gardens, and built new seating and play areas, among other improvements. To help with funding new improvements, the nonprofit Coevolution Institute donated a new pollinator garden to Rosa Parks School in May 2006. On top of this, the school was awarded a grant worth \$20,000 from PG&E's Solar Schools Program, money that will provide a 1.3 kilowatt solar generation system for the schoolyard.

AMENITIES

Gardening programs, outdoor classroom spaces, play areas, amphitheater hill, solar panels, seating areas, multi-use field, basketball courts, a play area for "tots," school-age play structures, a mini-track, and a gym.

DEVELOPMENT/OPERATION/MANAGEMENT

Rosa Parks School Park is managed and maintained by the Berkeley Unified School District (BUSD). Through a joint-use agreement between the City of Berkeley and the BUSD, Rosa Parks School offers public access to its play areas, gym, and basketball courts when school is not in session. The schoolyard is part of the International School Grounds Alliance, a nonprofit organization that brings together experts in the fields of school ground use, design, education, and management. They believe that school grounds are an important component of children's hands-on learning, as well as nurturing their physical, social, and emotional development and well-being.



Image Source:

<http://www.ratcliffarch.com/projects/BUSD>

Reference

<http://www.ci.berkeley.ca.us/ContentDisplay.aspx?id=12794>

GUIDELINES ILLUSTRATED

Relationship to Adjacent Uses

- 1. Mixed-Use
- 2. Building Frontage / Entrances

Access

- 3. Gateways
- 4. Street Grid Continuity
- 5. Trail System Connections
- 6. Transit System Connections
- 7. Street Front Access
- 8. Safe Pedestrian Crossings
- 9. Shared Parking Strategies
- 10. Continuous Waterfront Access

Active Uses

- 11. Intensive Use Zones
- 12. Programmable Gathering Spaces
- 13. Active Recreation Fields and Courts
- 14. Play Spaces

Passive Uses

- 15. Passive Recreation Areas

Special Features

- 16. Visitor Facilities
- 17. Viewsheds
- 18. Streetscape Enhancements
- 19. Natural System Enhancements
- 20. Identity Features
- 21. Naturally or Historically Significant Feature

Neighborhood Parks

FUNCTION

Neighborhood parks serve the informal recreational needs of the residents within walking distance and generally consist of passive spaces as well as active recreation spaces. Typically, active recreation spaces cater to family and children. Neighborhood parks often front adjoining streets, providing visibility and enhanced security. The service area is generally a 5–10 minute walk (a quarter to a half mile).

FEATURES

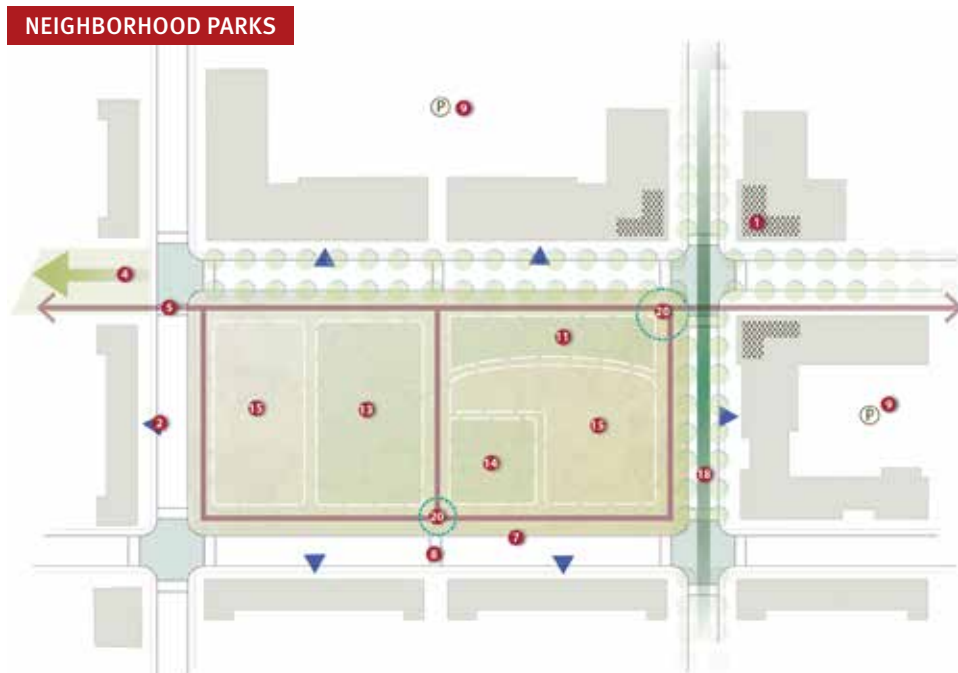
Since neighborhood parks serve adjoining residents in an urban setting, these parks tend to have limited or no associated parking. Neighborhood parks are not staffed and do not typically include any revenue-producing amenities. Active recreation facilities in neighborhood parks include: playground equipment for young children, court games or a multi-purpose paved area, informal open space, and splash pads. Passive recreation uses include: trails, picnic/sitting areas, community gardens, and planted areas.

SIZE

2–8 acres

VISIT LENGTH

0.5–1.5 hours



Neighborhood Park Case Study: Washington Park (Cincinnati, Ohio)

SETTING

Urban mixed-use neighborhood

SIZE

8 acres

DESCRIPTION

Washington Park is located in the historic Cincinnati neighborhood of Over-the-Rhine. The neighborhood is one of the nation’s largest National Historic Districts, but the area has experienced population loss and steady decline since World War II. By the end of the 20th century, the neighborhood was economically-distressed with high-poverty, unemployment, and vacancy. Recently, Over-the-Rhine has seen resurgence and is quickly becoming a vibrant, diverse, mixed-use neighborhood with great access to the central business district. This resurgence has been led by the Cincinnati Center City Development Corporation (3CDC), a nonprofit development corporation that is focused on strengthening the downtown and revitalizing the adjacent neighborhoods.

3CDC has been leading an effort to renew the park as part of a plan to revitalize the Over-the-Rhine neighborhood. 3CDC neighborhood revitalization plan has included over \$160 million in renovated condominiums and apartments and over 85,000-square feet of commercial storefronts. The nonprofit redevelopment group believes that the parks’ redesign will be critical in leveraging their investment. The historic park created in 1855, features stately old trees, a gazebo, sculpture, playgrounds and walkways. 3CDC OMG facilitated an agreement that allowed the construction of a new garage and park expansion. The agreement includes a land transfer between Cincinnati Public schools and the Cincinnati Park Board for the site of the former Washington Park School site that allows the expansion of the park from 6 to 8 acres.

AMENITIES

The park renovation budget of \$47 million includes a new 450-car underground parking garage and the expansion of the original 6-acre park with a new lawn, outdoor stage, lighting, rain water collection systems, an 18,000-square foot playground, a concession and catering building, and a 12,000-square foot dog park.

DEVELOPMENT/OPERATION/MANAGEMENT

3CDC in partnership with the Park Board will lead the programming for the redesigned park that is focused on the neighborhood’s families with activities for children. The renovated park will open July 2012. With the park’s proximity to Music Hall, the new School for Creative and Performing Arts, the Art Academy of Cincinnati, the Ensemble Theatre and other arts venues, 3CDC hopes that the renovated public space will be a catalyst for additional investment.



Image Source:
<http://www.building-cincinnati.com/2010/06/cincinnati-committee-approves-14m.html>

Reference
<http://www.building-cincinnati.com/2008/06/washington-park-will-expand.html>

GUIDELINES ILLUSTRATED

Relationship to Adjacent Uses

1. Mixed-Use
2. Building Frontage / Entrances

Access

3. Gateways
4. Street Grid Continuity
5. Trail System Connections
6. Transit System Connections
7. Street Front Access
8. Safe Pedestrian Crossings
9. Shared Parking Strategies
10. Continuous Waterfront Access

Active Uses

11. Intensive Use Zones
12. Programmable Gathering Spaces
13. Active Recreation Fields and Courts
14. Play Spaces

Passive Uses

15. Passive Recreation Areas

Special Features

16. Visitor Facilities
17. Viewsheds
18. Streetscape Enhancements
19. Natural System Enhancements
20. Identity Features
21. Naturally or Historically Significant Feature

Community Parks

FUNCTION

In an urban setting, community parks serve several adjoining neighborhoods, attracting residents from a relatively large area. Typically larger and less formal than neighborhood parks, these facilities are regional in nature and provide space for group activities and offer a range of recreational opportunities in one location. Because of the nature of programming provided, community parks are often staffed. Fees for the use of some of the facilities can be charged to offset operating costs.

FEATURES

Active recreation facilities generally include play structures for varying age groups, game courts, ball fields, tennis courts, volleyball courts, swimming pools, and a community building or recreation center. Passive recreation facilities include: trails, picnic areas, natural areas and ornamental gardens, performance spaces, and recreation centers.

SIZE

3–10 acres

VISIT LENGTH

0.5–3 hours

COMMUNITY PARKS



Community Park Case Study: Marian Anderson Park and Recreation Center (Philadelphia, PA)

SETTING

Urban neighborhood

SIZE

3 acres

DESCRIPTION

Just south of Center City, Philadelphia, the Marian Anderson Park and Recreation Center occupies a full city block in the Graduate Hospital neighborhood where it has stood since 1953. Named for an important Civil Rights movement leader, the Center has long served as a neighborhood and regional focal point. The majority of the programs and amenities offered at the Park are developed and run by the Center's three-person staff. However, every program greatly relies on volunteers throughout the community. In addition to acting as a recreation center for the community, the space can also be used by other organizations and nonprofits who wish to use the Center for events and meetings.

AMENITIES

A wide range of programs and classes that are open to the public, including an after-school program for children as well as adults. The Recreation Center is a regional draw for boxing, weight training, and swimming amenities as well as a variety of dance and martial arts programs. The Center also offers a youth baseball league for young boys and summer day camp for kids age 6 to 15. The facility includes a playground and a swimming pool for public use and with flexible hours to accommodate families.

DEVELOPMENT/OPERATION/MANAGEMENT

The Center is operated by the City of Philadelphia Department of Recreation.



Image Source: <http://www.walkscore.com/score/740-s-17th-st-philadelphia-pa-19146>

Reference
<http://www.marianandersonrec.org/>

GUIDELINES ILLUSTRATED

Relationship to Adjacent Uses

1. Mixed-Use
2. Building Frontage / Entrances

Access

3. Gateways
4. Street Grid Continuity
5. Trail System Connections
6. Transit System Connections
7. Street Front Access
8. Safe Pedestrian Crossings
9. Shared Parking Strategies
10. Continuous Waterfront Access

Active Uses

11. Intensive Use Zones
12. Programmable Gathering Spaces
13. Active Recreation Fields and Courts
14. Play Spaces

Passive Uses

15. Passive Recreation Areas

Special Features

16. Visitor Facilities
17. Viewsheds
18. Streetscape Enhancements
20. Identity Features
21. Naturally or Historically Significant Feature

Resource Parks

FUNCTION

Resource parks are lands set-aside primarily for the preservation of a natural, cultural, or historic resource. Uses are often passive and include activities that minimize impact on the park’s setting and the resource being preserved.

FEATURES

Resource parks may include nature centers, wildlife viewing, gardens, and gazebos, large bodies of water, picnic areas, interpretative displays, or informational signage. They may be designed to provide habitat, protect waterways, or manage stormwater. Or, they may be used to educate citizens on specific heritage and cultural resources of the preserved site.

SIZE

5–30 acres

VISIT LENGTH

1–3 hours

RESOURCE PARKS



Resource Park Case Study: Tanner Springs Park (Pearl District, Portland, OR)

SETTING

Urban

SIZE

0.92 acres

DESCRIPTION

The Park resides where a wetland and lake once captured water that flowed down from nearby hills. The current design of the Park restored this historical use and includes mitigated wetlands and runnels to capture runoff. The Park also features numerous art installations including a staggered railroad track wall that is used for seating and lounging purposes. The Park is part of the Pearl District, an example of a highly-successful public-private partnership that used transit (streetcar service) to leverage large-scale redevelopment (at build-out the district will be home to 10,000 residents and 21,000 jobs). Tanner Springs Park complements the more active Jamison Square Park (an example of a square), which is located at the center of the neighborhood.

AMENITIES

Paved paths, public art, benches and seating areas, and restored wetlands.

DEVELOPMENT/OPERATION/MANAGEMENT

The Portland Parks and Recreation Department is the management agency. The Park is maintained with the volunteer assistance of the Friends of Tanner Springs.



Image Source:
<http://www.portlandonline.com/parks/finder/index.cfm?PropertyID=1273&action=ViewPark>

Reference
<http://www.portlandonline.com/parks/finder/index.cfm?PropertyID=1273&action=ViewPark>

GUIDELINES ILLUSTRATED

Relationship to Adjacent Uses

- 1. Mixed-Use
- 2. Building Frontage / Entrances

Access

- 3. Gateways
- 4. Street Grid Continuity
- 5. Trail System Connections
- 6. Transit System Connections
- 7. Street Front Access
- 8. Safe Pedestrian Crossings
- 9. Shared Parking Strategies
- 10. Continuous Waterfront Access

Active Uses

- 11. Intensive Use Zones
- 12. Programmable Gathering Spaces
- 13. Active Recreation Fields and Court
- 14. Play Spaces

Passive Uses

- 15. Passive Recreation Areas

Special Features

- 16. Visitor Facilities
- 17. Viewsheds
- 18. Streetscape Enhancements
- 20. Identity Features
- 21. Naturally or Historically Significant Feature

Waterfront Parks

FUNCTION

Waterfront parks are defined by their location along major lakes, rivers, streams, or bays. They can take on a narrow, linear shape or feature large recreation uses and expansive green spaces. Waterfront parks are often destinations, and as such many urban areas are revitalizing their formally industrial waterfronts into mixed-use centers.

FEATURES

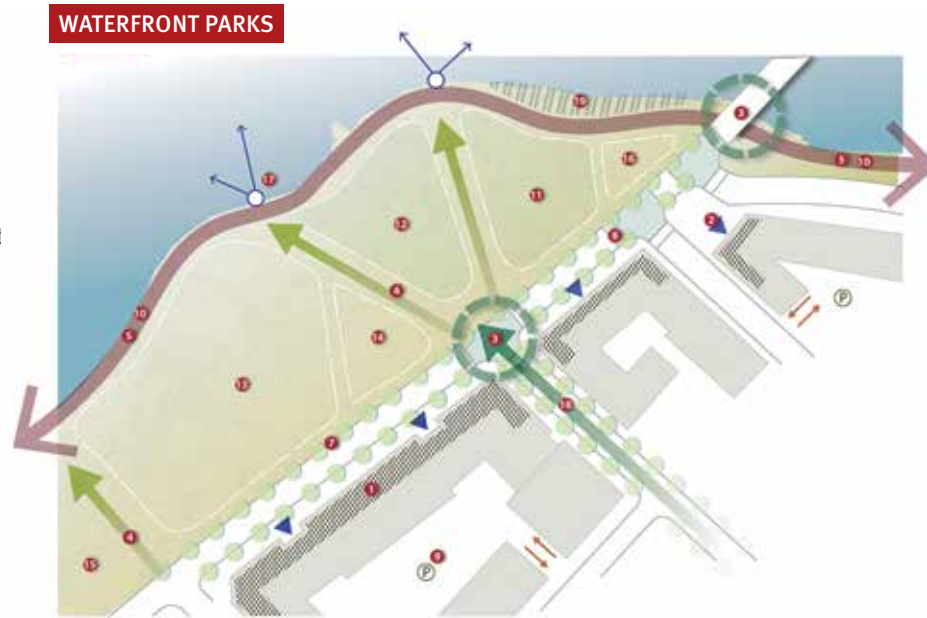
Typical park features include gathering spaces, sitting areas, boat and canoe ramps, piers, boardwalks, walking paths and trails, picnic facilities, sand volleyball courts, and environmentally-protected areas such as wetlands.

SIZE

5-20+ acres

VISIT LENGTH

0.5-3 hours



Waterfront Park Case Study: Waterfront Park (Portland, Oregon)

SETTING

Urban

SIZE

30 acres

DESCRIPTION

Waterfront Park in Portland functions as a premiere civic and gathering space for the city while providing direct access to the Willamette River for recreation purposes. The 30-acre park also serves as an anchor for adjacent commercial and residential development – complementing and providing a “front yard” for these uses. Environmentally, the park helps riverbank erosion that used to occur during flooding events.

AMENITIES

Canoe launches, paved walking and biking paths, public art, fountains, plantings, and a boardwalk.

DEVELOPMENT/OPERATION/MANAGEMENT

Portland Parks and Recreation Department.



Image Source:
http://pdx.edu/sites/www.pdx.edu.usp/files/planpdx_TomMcCallWaterfrontPark.jpg

Reference
<http://www.portlandonline.com/parks/finder/index.cfm?PropertyID=156&action=ViewPark>

GUIDELINES ILLUSTRATED

Relationship to Adjacent Uses

- 1. Mixed-Use
- 2. Building Frontage / Entrances

Access

- 3. Gateways
- 4. Street Grid Continuity
- 5. Trail System Connections
- 6. Transit System Connections
- 7. Street Front Access
- 8. Safe Pedestrian Crossings
- 9. Shared Parking Strategies
- 10. Continuous Waterfront Access

Active Uses

- 11. Intensive Use Zones
- 12. Programmable Gathering Spaces
- 13. Active Recreation Fields and Courts
- 14. Play Spaces

Passive Uses

- 15. Passive Recreation Areas

Special Features

- 16. Visitor Facilities
- 17. Viewsheds
- 18. Streetscape Enhancements
- 20. Identity Features
- 21. Naturally or Historically Significant Feature

Greenways & Linear Parks

FUNCTION

Greenways and linear parkways are narrow open space systems that knit together other parks or natural systems. Greenways may follow natural resources like stream and river corridors. Others can be corridors that are built as a part of development projects or interconnected recreational and natural areas.

FEATURES

Trails for walking, jogging, hiking, bicycling, skating, and fitness; outdoor fitness stations.

SIZE

varies

VISIT LENGTH

15 min–1.5 hours

GREENWAYS & LINEAR PARKS



Greenway / Linear Park Case Study: Southwest Corridor Park (Boston, MA)

SETTING

Urban

SIZE

4.7 miles long, 50-plus acres

DESCRIPTION

The Park runs along the city's Orange Transit line, begins and ends at transit stops, and connects a number of neighborhoods and larger parks. In total, the Park serves 130,000 residents and commuters.

AMENITIES

Open grass lawns, plantings, spray pools, basketball courts, and biking and jogging paths.

DEVELOPMENT/OPERATION/MANAGEMENT

The nonprofit, Southwest Corridor Park Conservancy. Founded in 2004, their primary function is to raise funds to maintain the beauty and functionality of the Park. All money goes towards supporting improvement projects as well as general maintenance ventures in partnership with the State Department of Conservation and Recreation.



Image Source:
http://farm2.static.flickr.com/1337/5136814978_bo0ac5bc7f.jpg

Reference
<http://www.swcpc.org/>

Appendix H: Maintenance Facility Standards

Special Facilities

FUNCTION

Special facilities are public spaces that are developed for an explicit, often singular purpose. They include green roofs, adventure playgrounds, skate parks, memorials, and cultural facilities such as art centers, amphitheaters, large event venues and sports complexes, arcades, community gardens, and playgrounds on roofs. Due to the nature and programming of these spaces, they can range in size from a few thousand square feet to numerous acres.

Note: A fuller discussion of urban parks is available in a separate technical report.

Much of the work featured in this portion of the analysis and recommendations comes from the discussions, findings, and deliverables of the Department's Facility Maintenance Work Group. The consulting team met with this group on multiple occasions and performed a thorough review of their recommendations. These findings were determined to be aligned with industry best practices, as well as the overall needs of the Prince George's County Parks and Recreation System. The consultant team also acknowledged the findings of the work group to be linked to community interests and demand for "safe, clean and green" sites and facilities.

Within the maintenance facility standards focus area, there were three issues identified that are listed and described in more detail below.

1. Design
2. Location
3. Staffing

Design

There are two types of maintenance facilities within the Department – the Randall Farm facility of the Maintenance and Development Division, and the multiple facilities of the Area Operations Divisions. Randall Farm is a large facility with substantial land and structures within its boundaries. The Area Operations facilities, however, are generally small and cramped, and not the result of comprehensive site planning performed many years ago. The majority of these facilities developed over time and feature poor site circulation, insufficient storage and administrative space, and some also feature poor access and egress issues. A good example of this is the illustration on the facing page of the Bock Road Maintenance Facility.

Below is a table featuring Area Operations maintenance facilities and a brief assessment of their conditions.

Facility	Basic Assessment
Northern Area Maintenance – Fairland Facility	Small, limited expansion potential, currently used as a satellite yard
Northern Area Maintenance – Glenridge Facility	Mid-sized facility, future unknown due to potential Metro development
Central Area Maintenance – Walker Mill Facility	New facility, not assessed
Central Area Maintenance – Watkins Facility	Mid-sized facility, limited covered and enclosed storage, poor access
Southern Area Maintenance – Bock Road Facility	Small, no expansion potential, poor access
Southern Area Maintenance – Cosca Facility	Small, limited expansion potential, poor access



Photos clockwise from top left: Lack of covered storage at Watkins; cramped mowers at Bock Road; limited equipment storage at Bock Road; limited administrative space at Cosca; poor circulation and limited covered storage at Cosca.

**Southern Area Maintenance
Bock Road Maintenance Facility**
7401 Bock Road Ft. Washington, MD

Core Areas (Site Area)
Buildings, Paving, Parking
390,115 sf (8.9ac)

Site Area
Includes 100 ft buffer incl SWM
686,075 sf (15.8ac) Acl. ac

Stockroom
2,600 sf

Lockers / Time Clock
1,100 sf

Admin. Offices
3,550 sf

Garage
5,000 sf

Welding
1,750 sf

Paint
2,100 sf

Carpenter Shop
2,340 sf

Program Support
3,400 sf

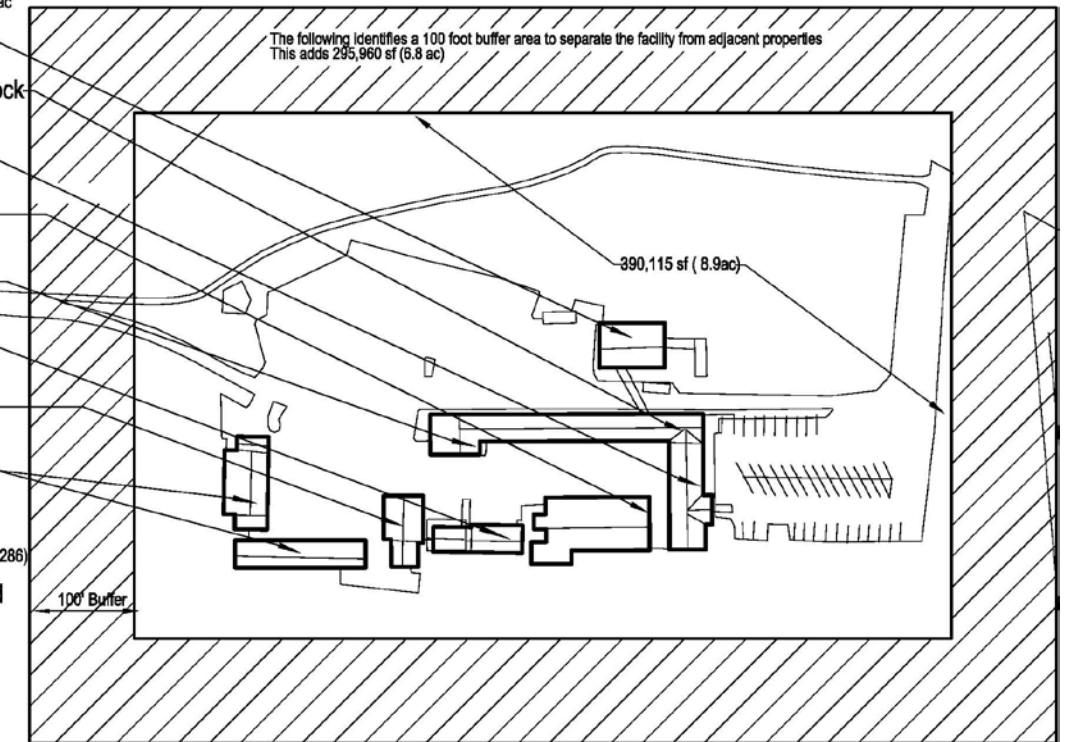
Energy Summary
1,866,916 kBtu (2010-\$80,286)

Operations Started
Early 1980's

Paved Areas
Total Auto Parking
55 spaces +/-

Visible Oversize Parking
20 spaces +/-

Tot Paved Areas 111,359sf (2.55ac)



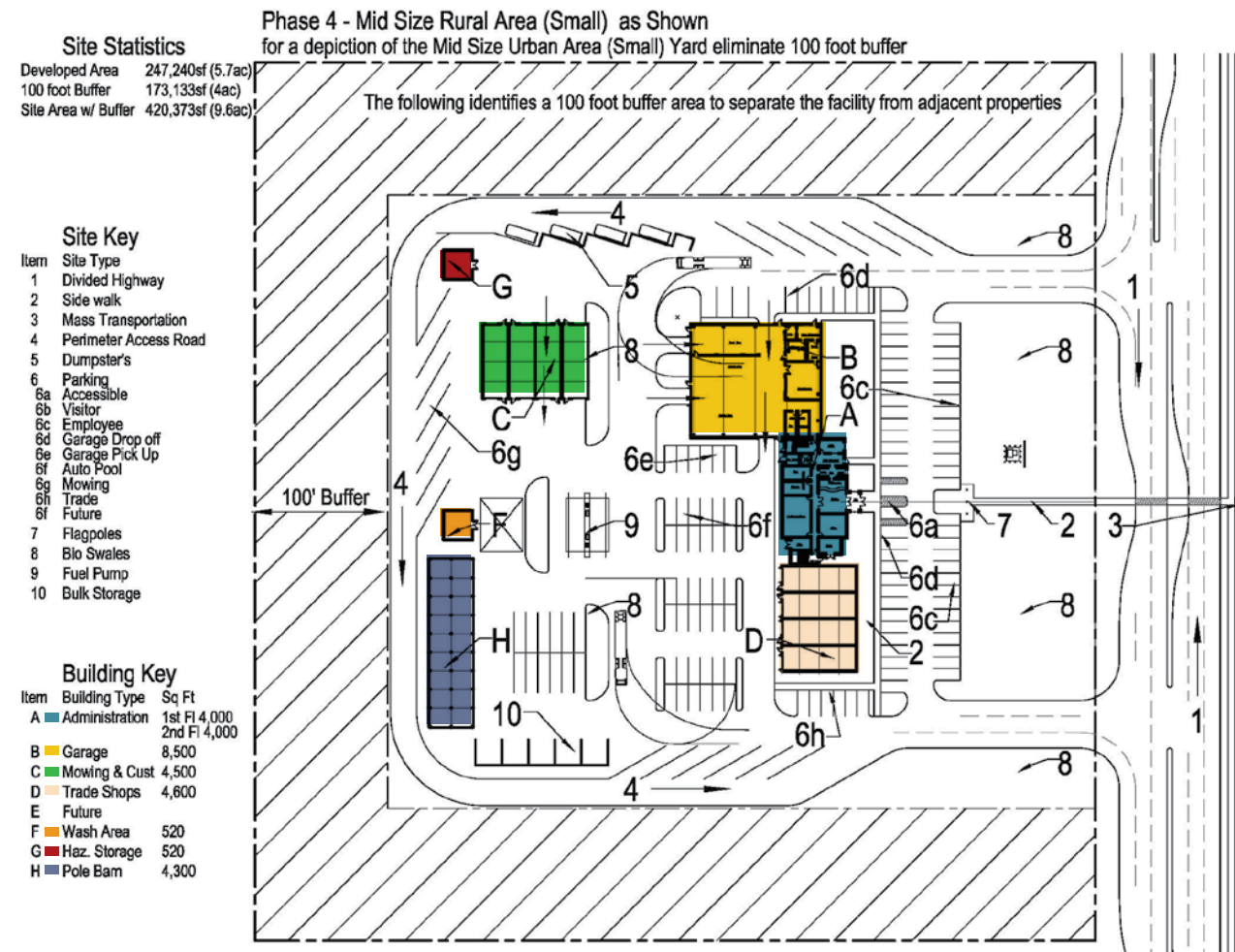
NOTE: Square footages determined using Satellite Photo's, GIS Bases, and CAD files by others (Accuracy Level +/- 10'

It is important to note that the existing yards developed organically over time and lack sufficient space to maneuver trucks, creating safety, efficiency, and circulation problems. An in-house facility maintenance work group made recommendations based on projected need. The facility planning, design, and location recommendations of the work group, shown in this appendix, were reviewed and found to be aligned with industry best practices. It is recommended that the Facility Maintenance Work Group continue to address and develop the strategic recommendations for asset protection and facility maintenance needs of the agency.

Optimal maintenance facility design includes the following elements at a minimum:

- Safe and efficient site circulation
- Adequate parking
- Sufficient covered and enclosed storage
- Sufficient administrative and personnel space
- External boundary buffer
- Safe and efficient access and egress

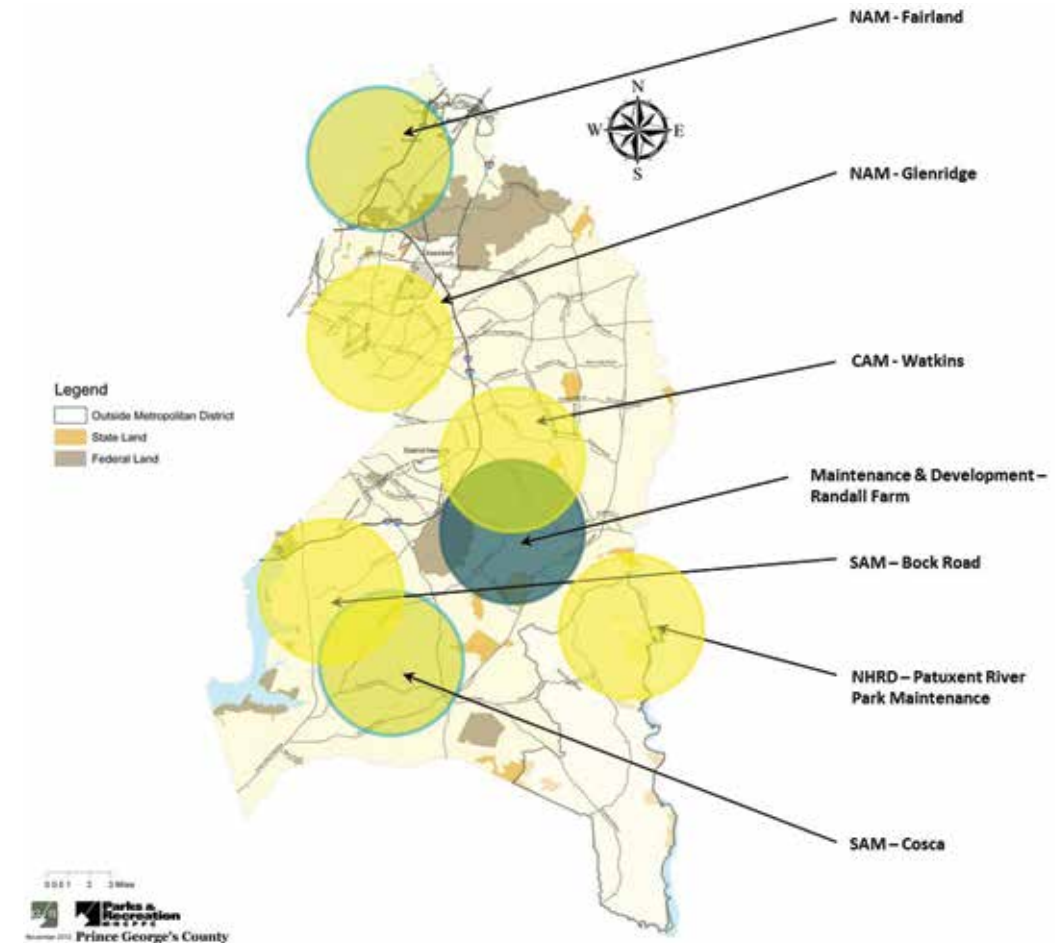
The schematic below was developed by the Facility Maintenance Work Group and is proposed as a prototype design for the potential relocation of the Glenridge Facility, as well as a possible replacement for the Watkins Facility. This schematic represents the minimal design standards detailed above.



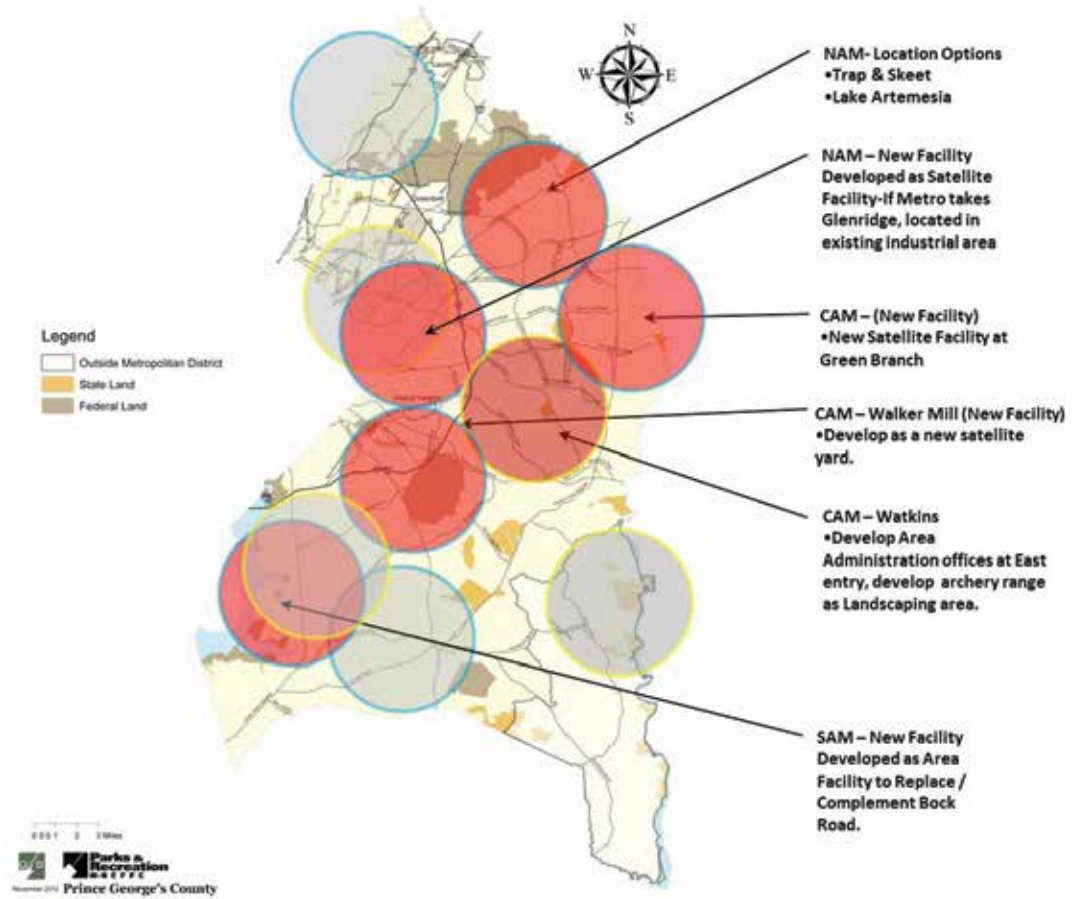
LOCATION

Based on a preliminary evaluation of maintenance facilities and the responsibilities of DPR, it was recommended that maintenance facility locations be determined primarily from the need to limit travel time of maintenance crews to under two hours. This is largely due to Countywide dispersal of facilities and the need for roving crews. The two-hour or less drive timeframe can greatly improve and maintain efficiency in the overall productivity of the maintenance workforce. Below is a map of current maintenance facilities developed by the Facility Maintenance Work Group.

- NAM = Northern Area Maintenance
- CAM = Central Area Maintenance
- SAM = Southern Area Maintenance



The map below shows the recommended maintenance facility locations. These locations correspond to efficiency standards for locating maintenance facilities. Recommended locations are highlighted in red.



STAFFING

This master plan project did not evaluate staffing needs based upon a thorough evaluation of workloads and frequency / time standards for performing services and tasks within the maintenance workforce. Staffing recommendations will be used to maintain a balanced resource allocation among labor, materials, supplies, and contracted labor and services. These recommendations are:

- Maintain a standard of labor costs (including benefits and additive costs) not to exceed 65% of the total operational costs of maintenance functions.
- Outsource maintenance operations at no less than 20% of the total labor costs.

The following table summarizes all the core services provided by maintenance staff throughout DPR. These services can be provided through balancing staffing and contracted services.

Note: A fuller discussion of maintenance facilities is available in a separate technical report

Appendix I: Level of Service (LOS) Standards

As used in the parks and recreation profession, the term “level of service (LOS)” is typically-defined as the capacity of the various components and facilities within the parks system to meet the needs of the public. It is often expressed and measured in terms of the size or quantity of a given facility as related to the population to be served. The County’s current LOS standards are defined in the DPR *Land Preservation Park and Recreation Plan* (LPPRP). In many cases, *Formula 2040* modifies or refines the standards in the LPPRP. Additional information is included in the Level of Service Technical Report, available from the M-NCPPC Department of Parks and Recreation.

Defining Equitable Level of Service for Parks and Recreation

“Equitable” does not mean “equal.” It is impossible, and not necessarily desirable, to have an equal amount of the same types of facilities in all locations in the County. However, it is important that all communities have equitable access to different types of recreational facilities and programs that offer an equitable LOS. For example, some areas may have more natural features (due to topography and/or natural resources), while others may have higher levels of active or cultural facilities. The goal is that a mix of all types should be available across the County, with a sum total of equitable services for all.

The County General Plan (2002) designates three geographic Development Tiers (Developed, Developing and Rural), with a preferred general development pattern for each. The Developed Tier is an 86-square-mile area located along the border of the District of Columbia and more or less within or just outside the Capital Beltway. Policies in the General Plan pertaining to the Developed Tier emphasize infill and redevelopment at medium to high levels of density. The Developing Tier encompasses the middle section of the County. General Plan policies for the Developing Tier encourage low- to moderate-density, transit- and pedestrian-oriented development. The Rural Tier is comprised of the eastern and southern portions of the County, including the watersheds along the Patuxent and Potomac Rivers and the Mattawoman Creek. Policies in the General Plan define a vision for the Rural Tier that protects the large amounts of woodlands, wildlife habitats, recreation and agricultural opportunity sites; and preserve the rural character and vistas that now exist in this area.

The General Plan notes that development and redevelopment in the Developed Tier can capitalize on existing infrastructure by locating homes, jobs and shopping closer to transit services. Several targeted growth centers and corridors are defined in the Plan; each varies in scale, condition, and mix of retail services offered. Further, the timing of development or redevelopment of these centers will depend on market forces. Given the numbers of centers and development patterns envisioned in the Plan and the varying rates of growth that are occurring, the evolution of each center and corridor will occur at a different pace. As such, LOS standards must be adapted and tailored to each tier. In addition, the projected population density must be taken into account to plan for the ultimate types and numbers of facilities to be provided.

Recommended Facility Levels Of Service

Diamonds and Rectangular Fields—Establish multiple facility categories and provide supply of each according to local demand:

Baseball

- Practice fields (no games played on these fields) but just used for practices.
- T-ball fields (6–8) year olds use these fields. Girls and boys play on the same field in T-ball.
- Little League fields (9–12) year olds with 60 foot bases with 180 foot fences.
- Cal Ripken or Pony League type leagues (13–15) year olds with 75 foot bases with 250–300 foot fences.
- High school and adult baseball fields with 90 foot bases with typical 350+ foot fences.

Softball Fields

- 150 foot fields with 60 foot bases. This type of field serves girls 12 and under.
- 225 foot fields with 60 foot bases. The 225 foot fences serve 13 and older girls.
- Adult Fast Pitch fields are 60 foot bases and 250 foot fences.
- Adult Slow Pitch fields are 60 foot bases and 300 foot or greater fences depending on the class of softball being played.

Rectangular Fields (serving the needs for soccer, lacrosse and field hockey):

- Regulation fields for adults 65 yard by 120 yard fields.
- Youth 12 and under 45 yards by 100 yards.
- Youth 10 and under 45 yards by 70 yards.

Indoor Basketball—0.5 square foot of gym space per 1,000 residents.

Outdoor Basketball—1 outdoor basketball court for every 4,000 residents.

Tennis—1 tennis court per 4,000 population and minimum six-court standard for development.

Picnic Shelters

- 50-person picnic shelter is 1 shelter for 4,500 people.
- 200+-person shelter would be 1 shelter for every 20,000 people.
- Executive Group Picnic Shelter 500+ should be 1 for each service area (Northern, Central and Southern).

Playgrounds

- 2–5 year old playground standard for neighborhood parks at 1 playground for every 3,000 people.
- 2–5 year old and a 6–12 year old playground for community parks at 1 playground for every 5,000 people.
- Adventure Playground Standards should be 1 playground for every 55,000 residents and at least 4 playgrounds in each region.
- Universal Playground 1 totally accessible playground per service area (Northern, Central and Southern).

Dog Parks—1 dog park at 40,000 people with minimum of 5 acres with three separate areas: large dogs, small dogs and one area that can be rotated as needed when one of the dog areas becomes worn and needs to be aerated and over seeded.

Skate Parks

- Midsize 5,000 to 7,000-square foot range sites.
- One regional destination park skate park facility in the 35,000 square-foot range.

Trails

- 0.4 mile per 1,000 populations for hard surface trails that would include both loop and linear commuter trails.
- 0.1 mile for soft surface trails per 1,000 population.
- No standard for water trails.

Indoor Recreation and Aquatic Centers

- 1.5-square foot per population served for indoor multipurpose space with
- an additional 0.5-square foot for aquatic space colocated together in a multi-generational facility with these multigenerational centers being between 60,000 to 80,000-square feet in size.
- Base facility location on population density, travel time standards and square foot per population.

Other

- One nature center per 100,000 residents.
- One disc golf course per 60,000 residents.
- One splash pad per 20,000 residents where no pool exist within the 10 minute travel time .

Recommended Land Levels of Service

System-wide Land LOS

- 35 acres per 1,000 population.
- 15 acres would be designated for developed parks, broken down by type:
 - 2 acres per 1,000 residents designated for neighborhood parks
 - 4 acres per 1,000 residents designated for community parks
 - 3 acres per 1,000 residents designated for Special Use Parks like golf courses, sports complexes, community centers stand-alone sites; and
 - 6 acres per 1,000 residents designated for regional parks and greenway corridors.
- 20 acres for natural areas.

Urban Parks within Designated Development Centers (see Appendix F for Urban Park Guidelines and Appendix G for Urban Park Typology)—5 acres per 1,000 residents, broken down by type:

- 1 acre per 1,000 residents designated for smaller urban parks, including pocket parks, plazas, commons/greens, squares, and neighborhood parks.
- 2 acres per 1,000 residents designated for larger urban parks, including park schools, community parks, resource parks, and waterfront parks.
- 2 acres per 1,000 residents designated for greenways, linear parks, and special facilities.

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 Fchet, 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 Morrisey, 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 Morrisey, 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

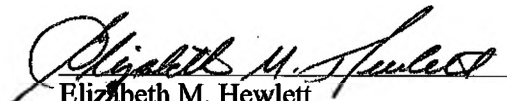
Sherri Lumpkin, Graphic Designer – FORMULA 2040 Logo

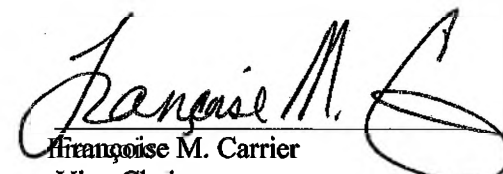
The citizens, community associations, and elected officials from the municipalities in the County without whom the Plan would not be possible.

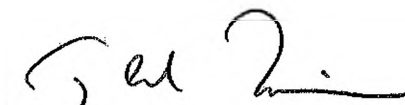
Certificate of Adoption and Approval

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-N-C-P-P-C

live more, play more
pgparks.com

FORMULA 2040

M-N-C-P-C, 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

