

Comprehensive Recreation Program Plan

The Maryland-National Capital Park and Planning Commission

FY 17 - FY 20

Vision 2030



This plan lays the groundwork towards creating a more strategic and intentional approach to programming and builds on the programmatic recommendations of Parks and Recreation: FORMULA 2040 Functional Master Plan for Recreation, Parks and Open Space in Prince George's County and Vision 2030 Strategic Plan for Parks and Recreation in Montgomery County.

Page purposefully left blank

EXECUTIVE SUMMARY – RECREATION PROGRAMMING PLAN (6.1)

The preparation of a Recreation Program Plan was first initiated in 2004 by the Maryland-National Capital Park and Planning Commission (M-NCPPC) to meet the accreditation requirements of the Commission for Accreditation of Park and Recreation Agencies (CAPRA). Having a comprehensive recreation program plan is an industry best practice and a mandated standard of CAPRA. This is the third update of the Comprehensive Recreation Program Plan (CRPP) and it is an outgrowth of the department's strategic planning and program forecasting tools. It continues to build on the groundwork that has been formulated for achieving a more business and financially sustainable approach to providing recreation programs. It also documents how both the Prince George's Department of Parks and Recreation (DPR) and Montgomery County Parks (MCP) continue to use needs assessment, community involvement and performance data to set programming objectives and plan program opportunities.

In 2017, M-NCPPC marked its 90th anniversary. In our 90+ years of existence, M-NCPPC has celebrated numerous milestones including being named a six-time National Gold Medal Award winner. Our innovation includes developing community solutions that involve conservation, health and wellness, and social equity. Beyond offering 15000 + classes a year, we continue to take a significant role in improving the quality of life of our communities.

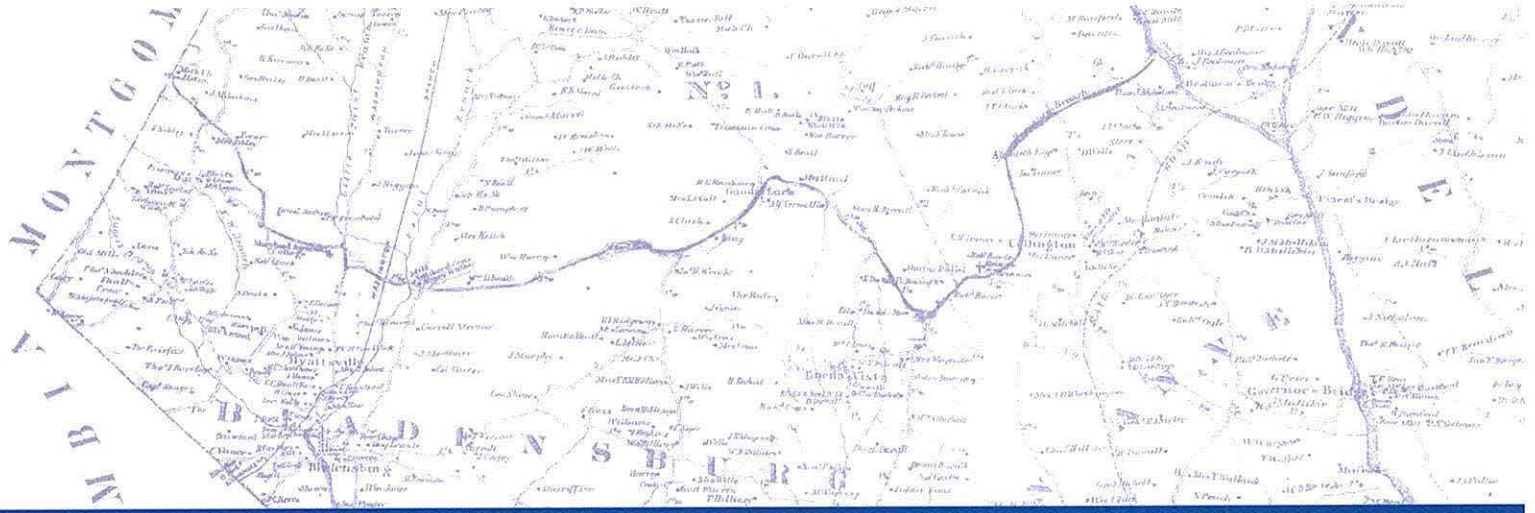
This CRPP acknowledges the strengths and refinements needed to elevate the level of programming expertise, as well as opportunities for improved services to the community. The document is based on a Core Service Assessment analysis of current recreation program offerings, current service area demographics, national and local trends, and staff operational assessments of trends in the bi-county area. Divisional assessments that summarized recreation and participation trends and issues in our current specialty areas are also provided. These assessments cover key recreation trends for each programmatic area, i.e., youth services, senior services, therapeutic recreation, health and wellness, sports, aquatics, historic tourism, environmental stewardship and the arts. They are included so they can be used as references for staff. Also incorporated is a brief assessment of national and local recreation trends for the purpose of stimulating innovative programming aligned at the national level.

The development of the plan reflects the work of cross-departmental staff teams, Area Operations and Facility Operations, Division Chiefs, Program Superintendents, and other key programming staff from both DPR and MCP responsible for designing and delivering recreation programs.

The CRPP is organized in five chapters:

- [Chapter 1](#) – Commission Background and Organization
- Chapter 2 - Recreation and Leisure Trends Analysis – highlights key national, regional, and local trends in parks and recreation. The complete chapter is in two segments: [Part 1](#) and [Part 2](#).
- [Chapter 3](#) – Prince George's County Purposeful Program Plan. This chapter includes county demographic information, as well as DPR's current facilities and other service providers. This is followed by key programmatic accomplishments since the last update in 2014. The chapter concludes with the DPR Action Plan.

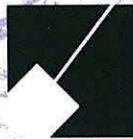
- [Chapter 4](#) - Montgomery County Parks Purposeful Program Plan This chapter begins with an overview of Montgomery County that includes demographic information as well as MCP's current facilities and other service providers. This is followed by key programmatic accomplishments since the last update in 2014. The chapter concludes with the MCP program action plan.
- [Chapter 5](#) is focused on CAPRA Standard 6.0 – Programs and Services Management - and two standards from Standard 10- Evaluation, Assessment and Research - as supplemental evidence in compliance with the Comprehensive Recreation Program Plan.



Comprehensive Recreation Program Plan

CHAPTER 1 - Overview Background and Organization

Vision 2030



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

This plan lays the groundwork towards creating a more strategic and intentional approach to programming and builds on the programmatic recommendations of Parks and Recreation: FORMULA 2040 Functional Master Plan for Recreation, Parks and Open Space in Prince George's County and Vision 2030 Strategic Plan for Parks and Recreation in Montgomery County.

Overview – Commission Background and Organization

The Maryland-National Capital Park and Planning Commission (M-NCPPC) is a body corporate of the State of Maryland, established by the Maryland General Assembly in 1927. The laws governing the Commission were codified in 1959, recodified in 1975 to be Article 66D of the Annotated Code of Maryland and again in 1983, to be Article 28. As of October 1, 2012, Article 28 of the Annotated Code of Maryland is recodified under Division II, Land Use Article, Maryland Annotated Code.

M-NCPPC is a bi-county agency, empowered to acquire, develop, maintain and administer a regional system of parks in a defined Metropolitan District within the Maryland Counties (Montgomery and Prince George's) adjacent to the District of Columbia. M-NCPPC is also empowered to prepare and administer a general plan for the physical development of a larger Regional District in the same area.

As development and urbanization of the area have progressed, the two Districts have been enlarged by the General Assembly. They now embrace all of Maryland's Montgomery and Prince George's Counties, except for certain incorporated municipalities in each County and, for the Metropolitan District only, Election Districts No. 4 and No. 8 in Prince George's County.

Responsibility for public recreation in Prince George's County and the County Recreation Department was transferred to the Commission in July 1970 as a result of legislative action. This legislation provided that taxes to support recreation be imposed Countywide and that the County Council may require the Commission to institute new recreation programs.

M-NCPPC consists of ten members, five appointed by Montgomery County and five by Prince George's County. In Montgomery County, all five of the Commissioners are appointed by the County Council and confirmed by the County Executive. Montgomery County Commissioners may not be appointed for more than two consecutive terms. In Prince George's County, all five of the Commissioners are appointed by the County Executive and confirmed by the County Council. Each County designates one of its Commissioners for the position of Chairman of their respective Planning Board. The Commission elects one of such designees as its Chairman and the other as its Vice-Chairman. Under the Commission's rules of procedure, the Chairmanship and Vice-Chairmanship of the Commission rotate annually between the two designees. Terms of office are staggered and no more than three members from each County may belong to the same political party.

The Commission coordinates and acts on matters of interest to both Counties. Two regional offices are maintained, one in each County. The Commission meets once each month regularly, the site of the meetings alternating between the two regional offices. The members of the Commission from each County serve as separate Planning Boards to facilitate, review and administer the matters affecting only their respective County. To carry out their functions, the County Planning Boards meet at least once a week. The County Councils set priorities for the Planning Boards' park and planning operations through their annual determination and periodic review of the Commission's operating and capital improvement budgets and work programs.

The Commission administers a park system that currently contains over 64,000 acres. It is composed of stream-valley parks, large regional parks, neighborhood parks and park-school recreational areas. At June 30, 2017, its staff consisted of over 2,000 career employees - planners, park and recreation administrators,

park police and administrative staff. In addition, it employs approximately over 5,000 seasonal workers, primarily for its numerous park and recreation programs.

The operating and administrative functions of the Commission are financed primarily by property taxes levied for the Commission by the two Counties. The Commission has the authority to sell general obligation bonds to fund approved park acquisition and development projects.

Mission

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

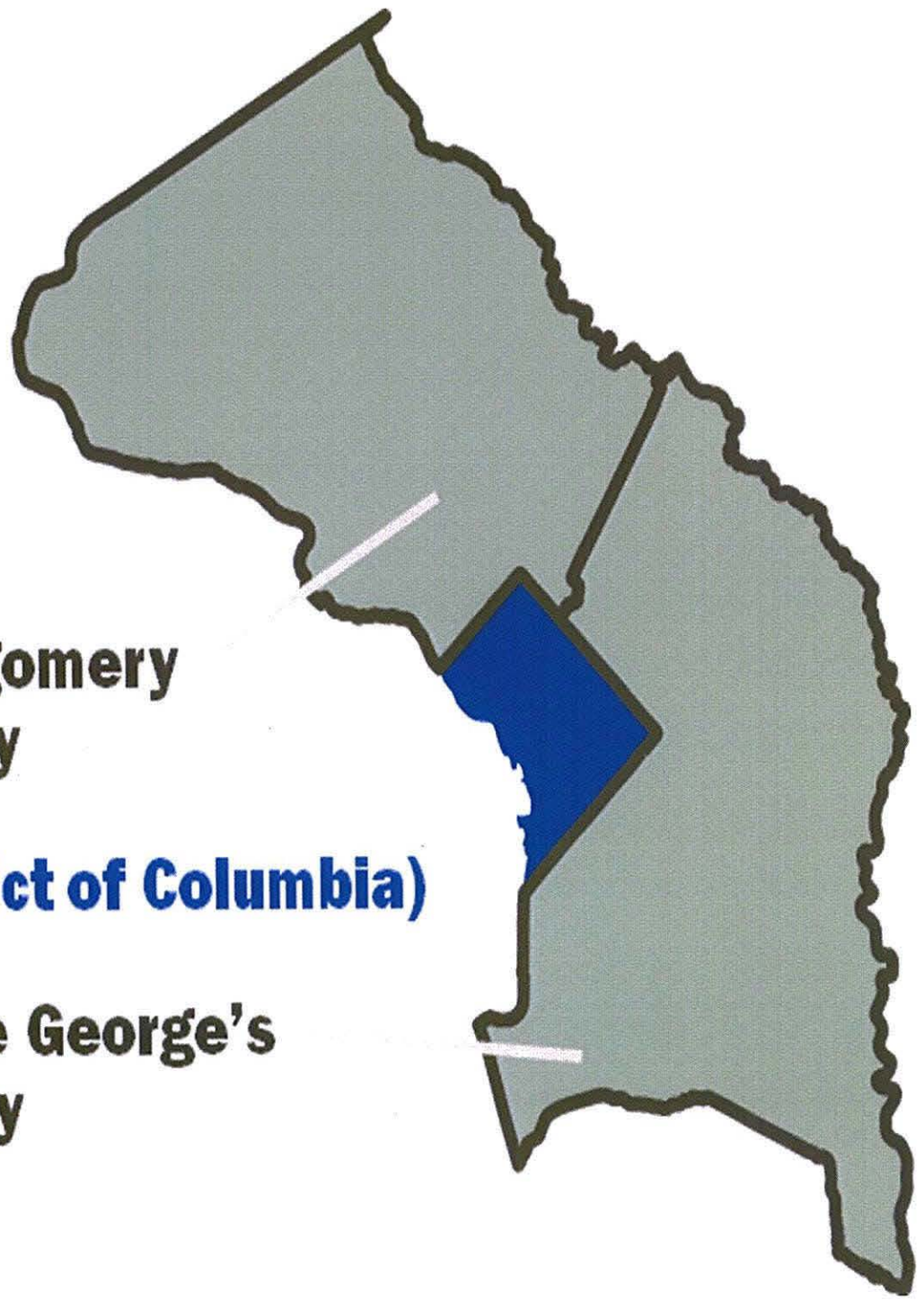
The mission of the Montgomery County Parks Department is to protect and interpret our valuable natural and cultural resources; balance the demand for recreation with the need for conservation; offer a variety of enjoyable recreational activities that encourage healthy lifestyles; and provide clean, safe, and accessible places for leisure-time activities.

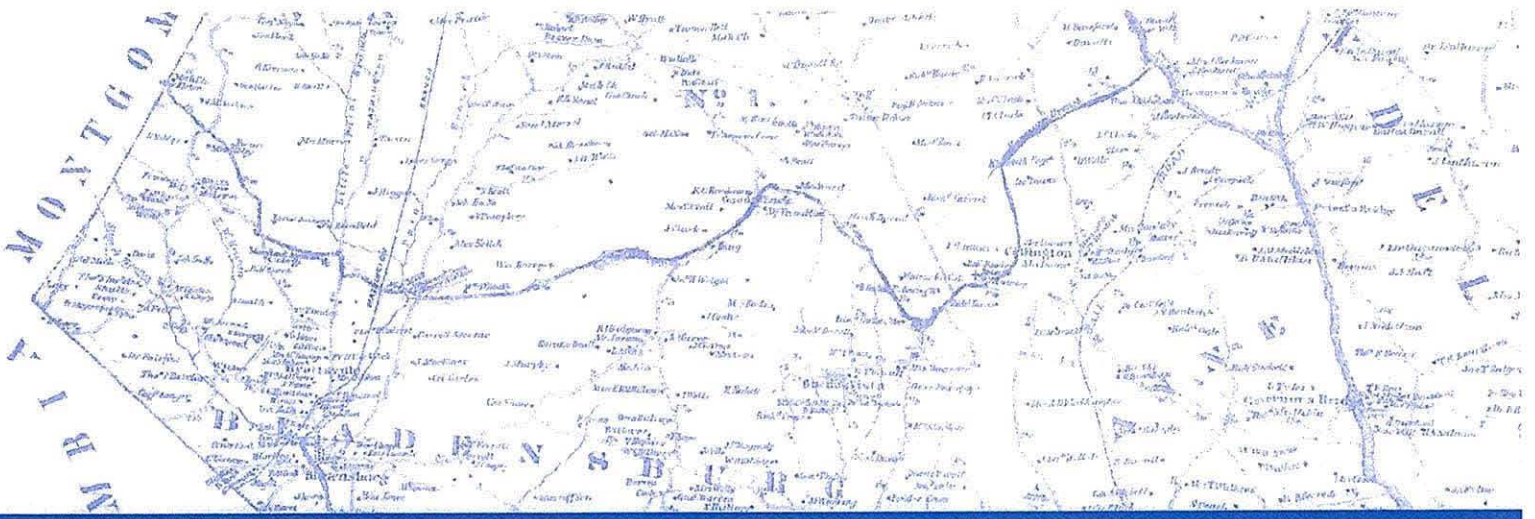
The M-NCPPC is a nationally recognized planning, parks and recreation agency. M-NCPPC is the only six-time gold medal winner of the National Park and Recreation Award for Excellence.

**Montgomery
County**

(District of Columbia)

**Prince George's
County**





Comprehensive Recreation Program Plan

Chapter 2 - Recreation and Leisure Trends Analysis

Identifying community demographics, trends, and community needs provides the context to better understand future parks and recreation opportunities. This chapter highlights key regional demographic information and national and local trends in parks and recreation services that are responding to community needs and leading to opportunities for parks and recreation services. Periodic analysis of recreation and leisure trends is a National Recreation and Park Association CAPRA agency accreditation standard.

Vision 2030



This plan lays the groundwork towards creating a more strategic and intentional approach to programming and builds on the programmatic recommendations of Parks and Recreation: FORMULA 2040 Functional Master Plan for Recreation, Parks and Open Space in Prince George's County and Vision 2030 Strategic Plan for Parks and Recreation in Montgomery County.

Page purposefully left blank

DEMOGRAPHICS

Both Montgomery and Prince George’s counties face similar demographic and lifestyle shifts, as do other communities across the country. Healthier aging baby boomers are a growing demographic; other shifts include increases in nontraditional families, ethnic and racial diversity, childhood obesity and people’s busy lifestyles and schedules. Parks and recreation professionals need to tailor services to respond to these shifts to most effectively and efficiently meet community needs.

Key Regional Community Characteristics

- According to the 2017 County Health Rankings, Montgomery County is ranked the healthiest county in Maryland. Prince George’s County is ranked 14 out of 23 overall counties in Maryland.
- Both counties have a growing Latino/Hispanic population. Montgomery County has a larger Latino/Hispanic population than Prince George’s County.
- Prince George’s County is the third most populous jurisdiction in the Washington Metro Region. Only Fairfax and Montgomery counties have larger populations.
- Prince George’s County has the largest African American population in the region.
- One-third (33%) of Montgomery County residents are foreign born compared to 21 percent in Prince George’s County.

A Washington Post article by Arelis R. Hernandez and Bill Turque, July 14, 2015, cited additional comparisons below:

Comparing Montgomery County vs. Prince George’s County

| | Montgomery County | Prince George’s County |
|--|--|---------------------------------------|
| Population (2014) | 1,030,447 | 904,430 |
| Median household income | \$98,221 | \$73,623 |
| Median home value | \$446,330 (52% above state average) | \$269,800 (8% below state average) |
| Overall county tax rate on property (per \$100 of assessed home value) | \$1.003 | \$1.374 |
| Assessable tax base (2013) | \$163.3 billion | \$79.3 billion |
| Poverty rate | 6.7% | 9.4% |
| State aid (2015) | \$870,734,914 | \$1,208,630,784 |
| Percent of public school students who qualify for free or reduced-price lunch | 35.1% | 61.8% |
| Percent of households with incomes over \$150,000 | 29.5% | 14.8% |
| Notices of foreclosure sales (2014) | 1,580 | 3,919 |

Source: American Community Survey, U.S. Census Bureau; Maryland Department of Legislative Services; Prince George’s and Montgomery Public Schools System.

County-specific demographic information is provided in the County plan sections of this document.

NATIONAL RECREATION AND LEISURE TRENDS

As part of the development of this updated Comprehensive Recreation Program Plan, in January 2017, the M-NCPPC, invited Research Manager Kevin Roth of the National Recreation and Parks Association (NRPA) to review some national park and recreation trends. Some of the discussion topics were:

- In terms of management tools, parks and recreation agencies are increasingly recovering 29 percent of operating expenditures by generating revenue. There is also greater pressure to recover operating costs from non-tax sources.
- Four in five large park and recreation agency directors report a greater reliance on data to inform strategic planning, programming and marketing.
- Incorporating NRPA’s pillars — conservation, health and wellness, and social equity — is having a positive impact on communities [?].
- NRPA produces various park metrics performance resources.
- Parks and recreation agencies have a strong economic impact on communities.

Roth shared the following population forecasts and comparisons:

| | 2010 | 2015 | 2040 Forecast | 2010-2040 |
|-----------------|-------------|-------------|---------------|-----------|
| U.S. | 303,965,272 | 316,515,021 | 380,219,000 | +25.1% |
| Maryland | 5,696,423 | 5,930,538 | 6,612,200 | +19.3% |
| Prince George’s | 854,722 | 892,816 | 967,850 | +12.1% |
| Montgomery | 947,230 | 1,017,859 | 1,206,800 | +24.1% |

Sources: Census Bureau, Maryland State Data Center

He also shared the key findings from research conducted by NRPA and the Center for Regional Analysis at George Mason University for the Economic Impact of Local Parks Report. He reported the following key findings:

1. In 2015 alone, America’s local public park and recreation agencies generated more than \$154 billion in economic activity and their operations. In addition, capital spending supported more than 1.1 million jobs.
2. The U.S. Census Bureau reports that local park and recreation agencies had nearly 371,000 people on their payrolls in 2015. That translates into nearly \$31 billion of operations spending by these agencies.
3. Further, local park and recreation agencies also invested an estimated \$23.2 billion on capital programs in 2015. The capital spending led to an additional \$63.6 billion in economic activity, a

contribution of \$32.3 billion to GDP, \$21.3 billion in labor-related income and nearly 378,000 jobs.

4. Local park and recreation agencies generated more than \$154 billion in U.S. economic activity and supported 1.1 million jobs from their operations and capital spending in 2015. These results, combined with results from studies on the state and national park systems, reveal that public parks account for more than \$200 billion in economic activity each year. Beyond the impact of their expenditures, park and recreation agencies generate even more economic value through their promotion of health and wellness, as well as conservation and resiliency that foster higher property values and increase tourism. Most critically, park and recreation amenities are the cornerstones for improving a region's quality of life, a major factor in enticing employers and workers to an area. The powerful impact parks and recreation service has on economic activity, when combined with the ability to deliver healthier and happier communities, highlights the fact that these offerings are not merely a "nice-to-have" luxury government service. Rather, its parks and recreation service is a critical aspect of what makes a city, town or county a vibrant and prosperous community.

He also discussed how the NRPA research team works and the various products they produce.

Roth's complete presentation, "State of Local Parks – Bi-County Recreation Programming Task Force", January 19, 2017 is attached at the end of this chapter.

10 Most Common Parks and Recreation Program Addition Trends

According to the 2016 State of the Industry, Recreation Management, the 10 most common program additions are:

1. Educational programs 27.1%
2. Fitness programs 26.1%
3. Mind-body/balance programs 25%
4. Teen programs 24.2%
5. Programs for active older adults 19.8%
6. Environmental education 19.7%
7. Arts & Crafts 18.8%
8. Day camps and summer camps 18.3%
9. Sports tournaments and races 18.1%
10. Holiday events and other special events 17.7%

Other Documented National Trends

A review of the National Sporting Goods Association (NSGA) 2016 report noted that both female and adult participation growth are helping to offset declines occurring in the male and youth segments. According to the NSGA Director of Research Dustin Dobrin, "Looking back on our historical data, since the 1990s only the fitness activity segment has been able to consistently grow participation....Fitness activities include aerobic exercise, yoga, running, jogging, exercise running, exercising with equipment and other activities."

M-NCPPC also reviewed the Physical Activity Council's 2017 Participation Report, a study produced by a partnership of eight of the major trade associations in U.S. sports, fitness and leisure industries. The report tracks sports, fitness and recreation participation in the United States. A nationwide sample of individuals and households participated in online interviews, and several thousand households completed surveys. The total participants are representative of the U.S. populations for people ages six and older. According to their report, overall activity for 2016 had a favorable year, with 4.25% of the population ages six and over participating at least once a week in a high-calorie burning activity. In addition, most sport categories saw an increase in participation, with fitness sports and team sports having the most gain. Outdoor sports saw a modest increase over the last year. These activities have gained momentum since the 2 percent drop in 2014.

REGIONAL AND LOCAL PARKS AND RECREATION TRENDS

Nick Duray, manager with the Fairfax County Park Authority, provided a regional and local parks and recreation trends presentation that reported the following key takeaways:

- Inactivity among Americans in sports, fitness and outdoor recreation is high, but moderating.
- Age group differences can be seen readily in team sports participation, which are dominated by youth, teens and Millennials.
- Team sports participation patterns are shifting, with declines occurring in larger, more established traditional sports.
- Fitness swimming participation has moderated, but represents a huge market. The market for competitive swimming is smaller, but is growing. Both activities represent continued future opportunities.
- Over the past 3 years, average annual growth in the number of health and wellness fitness facilities (6.2%) has outpaced membership growth (3.3%) by almost 2X. Competition for fitness members is growing. Fitness demand is growing, but the supply of fitness gyms is growing faster. The average annual growth in the number of health and fitness facilities (6.2%) has outpaced membership growth (3.3%) by almost 2 times. In the District of Columbia metro area, the rate of growth in fitness facilities has far surpassed the national average.
- As the Boomers continue to age, their commitment to an active lifestyle remains.
- The definition of 50+ includes three generations (Baby Boomers, Silent Generation, and Greatest Generation).
- The jury is still out concerning whether or not nationwide golf demand has stabilized after a prolonged decline. There are both positive and negative indicators. The D.C. golf market is the seventh healthiest of the top 25 local golf markets in the nation.
- Golf participation drop-off has been most pronounced among Millennials.

Some additional trends noted in the industry:

- Park and recreation programs continue to take a more active role in community health and fitness.
- Technology is increasingly playing an important role, and agency websites are the primary drivers for information. This does not mean that the paper brochure is obsolete, but it was noted that the brochure and the website need to be designed in such a way to support and complement each other. In addition, good graphics and customer-friendly online registration are essential.
- In terms of program management, there is continued and growing focus on parks and recreation departments operating more like a business with increased emphasis on cost recovery and financial sustainability.

Duray's complete presentation, "Recreation Trend Takeaways – Big Picture Conclusions from the Nationwide SFIA Surveys of Sports, Fitness and Recreation Activity Participation and Other Sources" – January 19, 2017, is attached at the end of this chapter.

REGIONAL AND LOCAL PROGRAM PLANNING TRENDS

The following summarizes and highlights relevant national, regional and local trends that have emerged since the last update of the plan. Monitoring these trends helps M-NCPPC ensure that its services remain relevant to the communities we serve.

Program Planning Trends and Implications for Parks and Recreation

| TREND | IMPLICATION/SIGNIFICANCE |
|---|---|
| <p>Improved Health and Wellness Through Parks and Recreation: Fresh air is increasingly viewed as a practice to help prevent and treat illness and disease. Knowing and experiencing nature makes us generally happier and healthier people. Access to green spaces has also been linked with lower mortality rates in older adults.</p> | <p>It has been well established and researched that physical activity and fresh air result in better health outcomes in both the pediatric and adult populations. Recent studies have shown that exposure to nature increases childhood activity levels, improves cognitive development among children, decreases BMI, increases concentration levels and has a positive impact on symptoms of ADHD. A healthy trajectory in childhood in turn leads to better adult health outcomes and potential health care savings.</p> |
| <p>Environmental Stewardship and Ethics: In 2015, Maryland was recognized for becoming the first in the nation to require that students be environmentally literate prior to graduation. There has been an increase in local schools requesting outreach programs on school grounds. This is a result of school budgets tightening and the increase in the cost of school buses, limiting the number of field trips that are approved.</p> | <p>Continue to provide educational outreach programs to the Prince George’s County and Montgomery County school systems by developing mobile recreation programs and leveraging existing out-of-school time programming.</p> |
| <p>Soofa Benches: Soofa benches are “smart benches” that use solar panels to charge mobile devices such as phones and tablets. Soofa benches can also sense the environment around them. They are outfitted with a variety of sensors to collect data from air quality, sunlight and use by the community.</p> | <p>Continue with pilot implementation of Soofa benches in our parks and focus on developing ability to see metrics, including how frequently each Soofa bench is used, its environment and the number of hours of solar power provided.</p> |
| <p>Demographic Diversity: The nation is becoming more racially and ethnically diverse.</p> | <p>Many M-NCPPC activities play a valuable role in preserving and maintaining cultural heritages. As the cultural diversity of communities increases, the development of policies, programs and services, and marketing approaches will need to reflect this diversity and reach out to different ethno-cultural groups.</p> |

| TREND | IMPLICATION/SIGNIFICANCE |
|--|---|
| <p>Inclusion Services: There is a need to meet the changing recreational and leisure needs of individuals with varying abilities.</p> | <p>Develop “pop up” programming to promote inclusion for all ages and abilities. Increase the inclusion of individuals being diagnosed with autism and autism spectrum disorder (ASD) to meet their sensory needs (sensory gardens and trails; nature programs at the nature centers and archaeological digs.) Promote disability awareness and inclusion by developing and implementing monthly themed social programs/events in parks and facilities.</p> |
| <p>Millennial Generation: This generation includes those born between the years of 1982 and 2000. Millennials are a growing segment of the population. According to an article by Scott Hornick, “7 Ways to Make Your Parks Millennial Friendly,” NRPA, 19 August 2015, Millennials want to try to experience everything and create bucket lists for adventures, trips and a broad range of activities. Millennials also see competition as an incentive for participation.</p> | <p>Millennials tend to value structured and social team-oriented activities in their recreational pursuits. This generation is entrenched with technology and can be a challenge to engage in outdoor activity. They are also very aware of social media and use this as a primary source of recreation and communication. Programming that targets this demographic should provide highly structured activities and programs with goals, opportunities to exercise and recreate in a social group setting, and integration with technology and social media. In addition, providing online components to outdoor activities, such as ways to earn reward points, may keep them interested.</p> |
| <p>Technology: The parks and recreation field has become increasingly sophisticated in the use of technology. Some elements include registration systems, bar-coded facility entry, user tracking systems, enhanced communications, and parks mapping and work tracking.</p> | <p>The Department needs to continue keeping up with this trend to maintain interest and involvement of Millennials and others entrenched in technology.</p> |
| <p>Mindfulness Body Recreation: Activities that focus on health and wellness, such as stress management, nutrition and mind/body connection, are growing programming trends.</p> | <p>Classes targeted at cognitive and mental health are important for all age segments. Programming examples include: Tai Chi, Yoga, Meditation, Therapeutic and Mind/Body recreation.</p> |
| <p>Obesity: A study released by the Trust for America’s Health and the Robert Wood Johnson Foundation projects that one-half of American adults will be obese by 2030. In addition, the Centers for Disease Control and Prevention (CDC) estimates that as many as one in three U.S. adults could have diabetes by 2050 if current trends continue.</p> | <p>Offering programming that promotes the health benefits of recreation and provides health, lifestyle, and nutrition education should be considered. To promote healthy lifestyles, medically oriented programming with experienced, qualified professionals may be of interest to a growing segment of the population with health-related fitness and wellness needs. Private–public partnerships should also be explored for consideration, e.g., ParkRx.</p> |

| TREND | IMPLICATION/SIGNIFICANCE |
|---|--|
| <p>Dogs: Dogs are becoming recognized as extensions of family units, especially with Millennials.</p> | <p>Dog-friendly outdoor amenities should be considered to keep Millennials engaged.</p> |
| <p>Unstructured Play and Outdoor Fitness: Trends indicate that the nation’s most popular fitness activity, walking for exercise, also supports the notion that unstructured outdoor play is a strong recreational preference.</p> | <p>The top five features in new park and recreation construction are playgrounds, park structures such as shelters and restrooms, open spaces and trails. Trails encourage mobility, accessibility, socialization, fitness and an appreciation of the natural environment.</p> |
| <p>Nontraditional Sports: Increased participation in nontraditional team sports is a national trend.</p> | <p>There is a shift toward greater participation in the following sports: field hockey, lacrosse, rugby and volleyball. To follow this shift, the Department needs to continue to monitor research and track permit requests for these nontraditional sports, such as lacrosse.</p> |
| <p>Fitness Swimming and Competition: In line with national trends, there is an increase in both fitness and competitive swimming. In terms of aquatic exercise, the national trend is a decrease in overall aquatic exercise courses, but an increase in enrollment in specialized aquatic exercise courses such as Aqua Spinning, Aqua Pole and Aqua Zumba.</p> | <p>To meet the needs of the community, the Department should continue developing swimming courses for teen and adult fitness.</p> |
| <p>Community Gardening: Increasing numbers of residents are actively engaged in various gardening and agriculture activities, and interest in community gardens, farmers markets and community-supported agriculture and local food production has steadily increased in this last decade.</p> | <p>Community gardens strengthen community bonds, provide food and create recreational opportunities for a community. Enhancing inclusion opportunities in the community gardens programs by increasing adaptive garden plots, tables and container gardens in accessible garden areas would be of value.</p> |
| <p>Historic Tourism: School kids’ visits and field trips to our historic sites are at record lows even though we provide free/low-cost programs to the public schools. This is in part because the school curriculum no longer emphasizes history and social studies. Transporting students to the sites is costly as well.</p> | <p>This trend provides an opportunity to rethink how to use existing historic spaces and develop more interactive and creative opportunities for residents to enjoy and experience our historic spaces. It also provides an opportunity to develop a “mobile historic” programs and activities.</p> |
| <p>Volunteers: Episodic or short-term volunteering has seen greater success than requests for longer-term commitments.</p> | <p>Volunteer experiences may need to be packaged into shorter timeframes around community projects.</p> |

| TREND | IMPLICATION/SIGNIFICANCE |
|---|--|
| <p>Senior Services: The growing number of those over age 55 implies a need to plan for suitable recreational services and programming for senior citizens and to keep this as a growing M-NCPPC focus.</p> | <p>This trend provides an opportunity to expand indoor and outdoor recreational and nature activities for active seniors. Programming should focus on providing different levels of senior services by target generation, i.e., 50 to 60, 60 to 70, 70 to 80 and 80+. Each 10-year group has separate needs and abilities.</p> |
| <p>Urban Parks: As counties experience urban renewal, trends such as plazas, rooftop gardens, festivals, dog parks and cultural attractions become more popular.</p> | <p>Recreation programmers might focus on providing more festivals and recreation opportunities in urban settings.</p> |
| <p>Sports Leagues: According to a study done by the Sports & Fitness Industry Association, amid concerns of an overemphasis on sport specialization, more kids than ever are not playing sports at all. The pressure on parents to place their kids on competitive teams with expert coaching and skill development and the desire of serious programs to compete against one another have made youth sports a lucrative industry, particularly for tournament organizers. Costs for travel, practice time and other needs often increase the financial contributions needed from players' families. That culture lends itself to an emphasis on specializing and picking one sport early.</p> | <p>This trend calls for the need to formulate more partnerships to bring kids back to sports, considered both physically and mentally healthy. It also calls for the Department to continue to develop league play and get current leagues to permit fields for play.</p> |

M-NCPPC PEST Environmental Scan

In February 2017, the M-NCPPC program planning group conducted an environmental scan to evaluate the political, economic, social/cultural and technological (PEST) factors in our counties the departments should pay attention to as we update the recreation program plan. We prepared the PEST analysis to help frame the Bi-County/One Commission trend framework for the update of the Comprehensive Recreation Program Plan. The PEST identified by staff follows:

| Political | Economic | Sociocultural | Technologically |
|--|----------------------------|---|--|
| Proactive | Smarter programming | MNCPPC — Changing needs, changing demographics; adapting to diverse and growing expectations | Virtual reality— How can “real” reality compete? |
| Purposeful | Inclusive | MNCPPC— Active living and healthy lifestyles = long life | Where’s the app? How do we connect with people on their phones at our parks/facilities? |
| Communication | Competitive/programming | Growing need to expand engagement with private partners to provide services (in what capacities?) | How do you use review sites to promote our sites (facilities)? Yelp Trip Advisors See us on Yelp Google Ads |
| Stop making decisions based on the squeaky wheel | Cost recovery | Are we open when people want/need us? | How easy is it to engage with us online? (Enrollment, class online, virtual reality) |
| Reactive planning is not good planning | Re-thinking Infrastructure | Fewer people are driving (themselves). Are we accessible? | Connect Ever-changing Apps Automation Mobility Accurate Self-service Idiot proof Point and click – accessible easily Humans Opportunity Virtual |

| Political | Economic | Sociocultural | Technologically |
|---|--|---|--|
| Sustainability | What can we offer free? We already pay property taxes. | Millennials Seniors Womb to tomb Variety of abilities within seniors Age categories need broadening Lifestyles Balance Access Pet as family member | Cross-County Connection #everchanging #mobility #automation #pointandclick #humanelement #oppsandapps |
| Don't let your lack of planning become my emergency | More for less #MNCPPCValue #CostRecovery | Boomers, Millennials, Seniors Demographic change Ever-changing Inclusive Active Meet (more) needs of community High and more expectations Competition: increased opportunity for partnership Interactive: part of experience | Parks need an app Don't let technology take over Technology doesn't replace social interaction Using tech as a tool and not as the main source of communication |
| Repurpose | Historic properties cost more to maintain #WeddingsRUs #Experience #Character | Change evolution | Technology free |
| Take care of what we have | Do more with less | #WombToTomb #Lifestyle | Promote low tech — compass and maps vs. GPS (opportunity |

| Political | Economic | Sociocultural | Technologically |
|--|---|--|---|
| | | #UrbanToRural #Relevant #Balance #Pets #Multicultural @modernfamily @ThisIsUs | for learning initiatives) |
| What are you doing to add amenities, services in my district this year? | #RethinkInfrastructure #CostRecovery #Inclusive #ResourceDiversity #Partnerships #SmartProgramming @InformedCitizenry 🔥🔥🔥 | Tailored programs that highlight diversity | Technology helps with location services and data collection |
| How can we fund everything that we do? Everyone thinks we have deep pockets. | Programs that recognize fees; affordability for all Using data to analyze fees —sliding scales, zip code information, census | Handling new age & aging Seniors—Y5 (?) and up | Conservation & stewardship goals |
| First Adopters — The Burdens & Opportunities of Being a Leader #GoldMedals | Partnering with nonprofits, other government agencies, to expand and enhance offerings | Programs that address language differences and enhancing translation and proficiency through publication | Accepting electronic signatures — updating systems for efficiency |
| Proactive instead of reactive #Sustainable | Putting the right programs and parks in the places | Cultural sensitivity to all population including | #stayingcurrent #stayaheadofthegame |

| Political | Economic | Sociocultural | Technologically |
|--|--|---|---|
| <p>#Purposeful</p> <p>#Communication</p> <p>#SqueakyWheelAtCountyCouncil</p> | | <p>language, culture, lifestyle, different learning styles</p> | <p>#protectyourpeeps (security/technology)</p> <p>#21stCentury (use technology to market)</p> <p>#notuserfriendly</p> <p>#savethetrees</p> <p>#protecttheparks</p> <p>#savetheshade</p> <p>#weneedanappforthat</p> |
| <p>Optimizing, utilizing and leveraging what we currently have</p> <p>Maintenance plan — maintaining what we have — fix what you have vs. building new</p> | <p>Clean energy starts with us</p> | <p>Providing spaces that are flexible and accommodating to community gatherings</p> | <p>#register for programs, camps & classes on your mobile app — easy as 1-2-3</p> <p>Avoid the crowds and register online</p> <p>Check out what’s happening in the parks</p> <p>Work with us...tech savvy, outdoorsy, adventurous and cutting-edge staff</p> <p>Connect with the parks</p> <p>Social media check-in points</p> <p>FBLive in parks</p> |
| <p>Taking care of staff; key players to make your program thrive</p> | <p>Academics and Economics — parks and recreation play a role in academics and economics</p> | <p>Awareness that this is an offering through Parks and Recreation</p> | |

| Political | Economic | Sociocultural | Technologically |
|---|---|---|-----------------|
| <p>Widening our vision — long term and short term as the bigger picture</p> <p>Politico and long - term strategies based on data</p> <p>Leaders are appointed</p> | <p>Economic sustainability and viability to enhance program offerings and services in all communities</p> | <p>Staff reflection — organizational reflection of the communities in our geographic area</p> | |
| <p>Making our programs competitive and enhancing quality of life (internal and external)</p> | <p>Price doesn't always reflect quality</p> <p>#getmoreforless</p> | <p>Input from the community</p> <p>Providing safe spaces for sharing, opinions and thoughts</p> | |
| <p>What is missing — services, offerings, programs — identify gaps</p> | <p>Other funding sources — don't rely just on tax basis</p> <p>#thinkoutsidethebox</p> | <p>Power of Play☺</p> | |
| <p>Inclusiveness—</p> <p>Everyone has a seat at the table</p> <p>Changing demographics and engaging new audiences</p> <p>Knowing the benefit of Parks and Recreation; allies for our goals</p> <p>Value for all audiences regarding of background, race, etc.</p> | <p>#Healthcarepremiumsaregoingup</p> | <p>#twoomers</p> <p>Programs for 50 somethings to 70 somethings</p> | |

| Political | Economic | Sociocultural | Technologically |
|--|---|--|-----------------|
| Advocacy | Economy is recovering but there is still disparity between #haveandhavenots | Melting pot Diversity | |
| Advocate for your parks; conservation of our environment | Competition #wearestillinthegame | #hecanhaveitall #shecanhaveitall #wecanhaveitall Different lifestyles/multiple jobs | |
| Free health care...in your parks | Increase in minimum wage #NoMorePoverty | #stickingtoyourroots | |
| Parks are inclusive of everyone | Budget decrease = decrease in access, innovation and expansion | #weareoutside #comeoutandplay #insideoutside #recreationdeserts | |
| Check in with your Council member | Shifting allocation of resources based on population trends and changing demographics | Huge! DDA pushing independence of individuals with disabilities All programmers/event planners need to plan to include all abilities and diverse populations New trends — thinking outside the box to attract all Growing population of seniors/active aging adults | |

| Political | Economic | Sociocultural | Technologically |
|---|--|--|-----------------|
| | | Programs need to keep up | |
| Vote for your parks (with your feet) | Seeking out partnership and sponsors to support Parks and Recreation | Green initiative: getting more people outside, H2O bottle stations at facilities | |
| Our parks are our sanctuaries | Vendor transition = loss of qualified staff | Work/life balance | |
| Connect to community! Use trails! | | | |
| Protect your parks | | | |
| Budget constraints vs providing a livable minimum wage | | | |
| Funding is limited for the upkeep, infrastructure and programming of Parks and Recreation, esp. historic structures and sites | | | |
| #needavisa #nopassportrequired Fear of association with government. Going to events #dontgetsick #losetheego #justsayno | | | |

Appendix: Notes from Environmental Scan — What is trending in your job and/or work program?

Archaeology Happy Hours — Adding wine and beer
Multigenerational centers
Senior fitness stations; loop trails
Mobile recreation
Consolidated senior center — social services, etc., including wellness — food growth, gardens
Sport-specific training
Dog programming — parks
ADA/TR inclusion into activities and programs
Conservation
Groups versus individuals — teams, ice skating multiples
Pee Wee organized activities
Lacrosse, cricket, kickball, pickle ball
Clinics/workshops rather than commitment to register
Drop-ins
Alternative sports — disc golf
Environmental playgrounds/children's gardens, nature
HR: Old style--> specialist/generalist and one rule; NEW style --> business partner, shared services model. Need to know challenges and come up with creative, economic ways to address
Youth development: Education and training — not enough to keep kids off the street - QUALITY programs are paramount — a fiduciary responsibility ----- increased accountability, non-profits - "grantors" are not cashing out without the data
More and more people are moving to urban areas; zoning is changing; people want to live next to transportation for ease of access--> greener space/public space identified to activate and program for more access (land availability not high --> challenging)
People need to be outside and ACTIVE
Program access and inclusion services senior population increasing — national trend
Montgomery Co 17% increase in parks new initiative "welcome cities" - 8 pillars; activity in different ways: mind, body, spirit, social
Seniors are taking care of others in family- babysitting - where can we do intergenerational programming and have these kind of establishments?
More data analysis for useful programming
Non-traditional arts programming
STEM/STEAM
Nature programs becoming more popular
Inclusiveness of all is a major trend
More emphasis on Program Evaluation and cost-recovery

10-2pm ISSUE for individuals with disabilities- state mandate of choice for individuals to participate in ANY program of their choice from 10-2 (usually a time for senior programming) ---- planning of programs will be greatly affected!

Language barriers

Park and Planning asked to have a lot more data as back-up for things being built and bought - sophisticated methods of collecting information is pertinent Outreach - trying to get data of places/people reaching out to --> to get more engagement in programs, to generate more revenue

New ways of finding programs through sponsorship, community outreach, etc. (not relying solely on taxpayers)

INNOVATION! Programs

Grassroots effort to get what people are interested in - too many external providers - implementing activities

STEM and environmental literacy

Conservation

What is trending in your job and/or work program?

Urban Open space

Arts – STEAM

Art in Non-Traditional e.g., Art on the Trails

More Data driven (usage, etc.)

State Final Rule – Transition Plan. DDA – 3,000 adults looking to participate in programs open to all

Kids – Structured programming

Assessment

Community Outreach: Public Engagement, so we are competitive with private industry

Flexible attendance @ facilities

Childcare @ gym

Community gardens

Snap Chat – address target specific

Programming for young adults

Barn weddings

Specialized sports: cricket, Lacrosse, and Pee Wee leagues

Hands on Demo matches high tech

Increased use of parks and longer stays by certain groups (e.g., Hispanics)

Electronic processing of administrative procedures

Increased demand for inclusion services – dedicated specialized person; inclusion

Human Resources – Generalist Business Partner, Recruitment for Specialties, Millennials all new.

Public outreach – reaching non-traditional user

Tie in the arts to no traditional ways (STEAM/H&W)

Prescription Recreation (Medical Billing)

Park usage (increase) growing groups
Tournament play (hosting) more competitive
Recruiting highly skilled employees using social media to attract applicants
Retention – how to keep employees engaged
Specialized participation - one sport/kid all year
Engage young people in the process
Town Hall – online
Parks of the Future (Outreach)
Youth Council Representative at the State level
Better with state agencies
Mentorship (Political Field)
Peer-to-Peer (Name change)
Advocacy groups – how can we get involved
Civic engagement
Advocate during the budget process
Developing memories – experiential experiences
Bring your own Device
More risks
Permitting issues with alcohol festivals
Homeschooling
5k Walk/Runs
Partnerships (allows more enrollments)
Mobile Recreation

What is trending in your job and/or work program?

Dog Programming
STEAM Programming
Inexpensive rentals
Snapchat
Barn Weddings
Community Based Programming (ADA)
Agriculture – gardening markets, open space, farmer’s markets
Hosting tournament play – more competitive
Park usage – increase in growing groups
Use of punch card for membership options
E-signature, E-notification (Nixle)
IT training
Videoconferencing
Social media – changing communication
Last minute sign up for programs, volunteers
Health benefits of what we provide

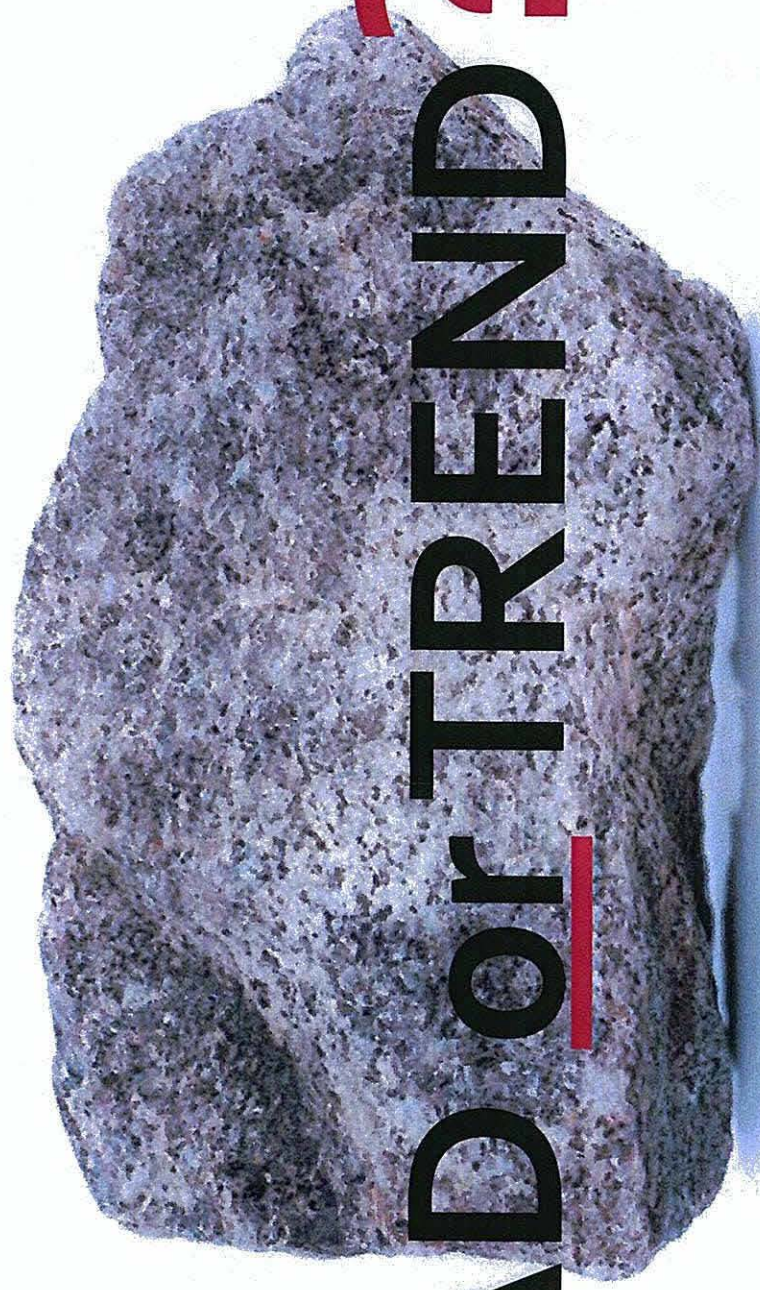
Younger set texting not reading emails
Programs oriented to family
Volunteer as family
Inclusion for all in a family
Camps: more in spectrum
School groups are down
Home school
Volunteer's corporate interest
Gym use down
Competition with for profit gyms that are open 24 hours

TRENDS

Comprehensive Recreation Program Plan
Research and Evaluation Unit, Prince George's County
Department of Parks and Recreation

2017

FAD or TREND?



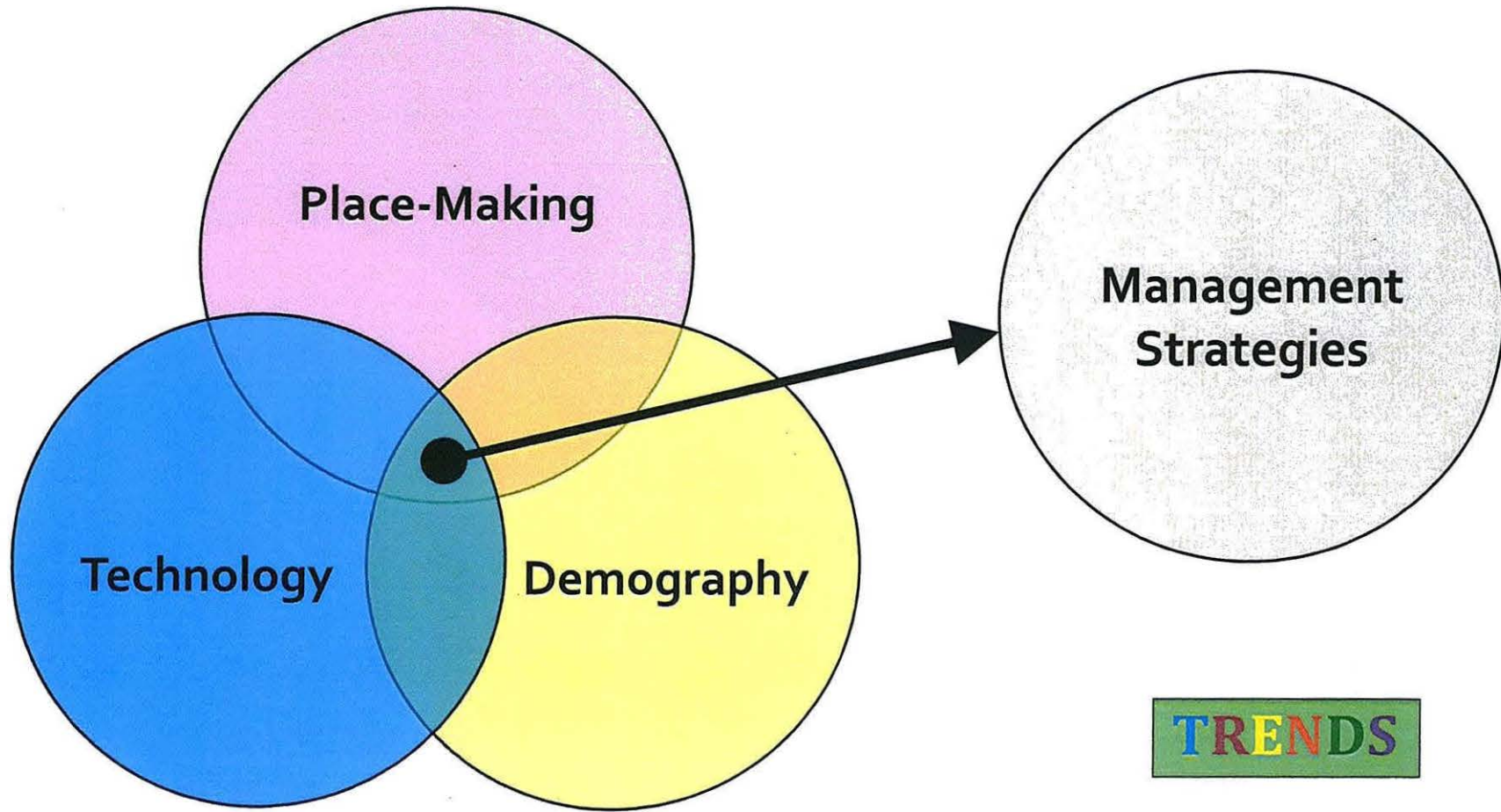
wiseGEEK

FAD or TREND?



wiseGEEK

Market Penetration -- % of Prince
Georgians who register for DPR programs

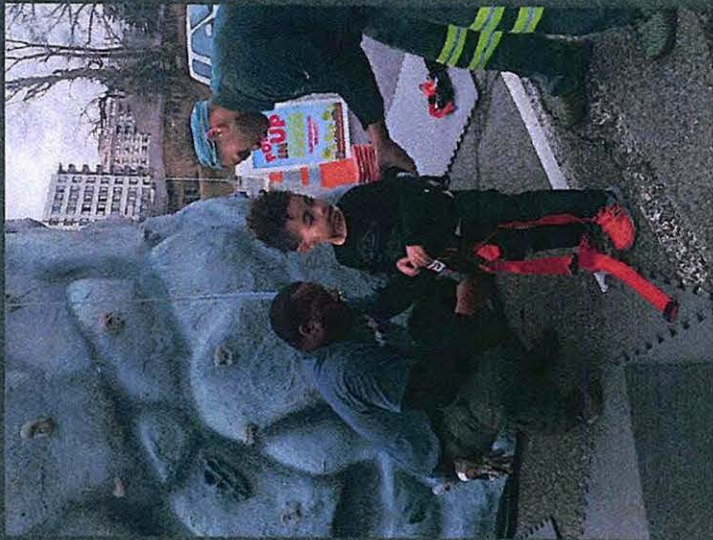
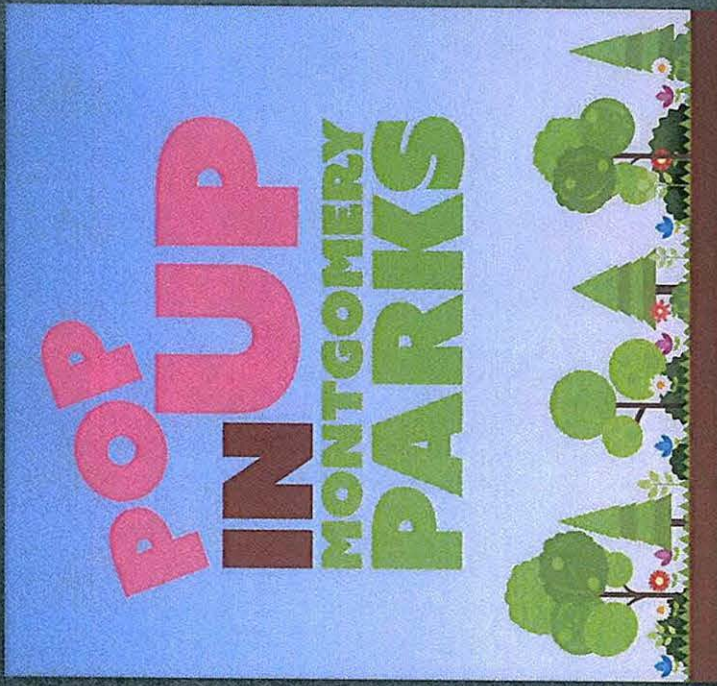


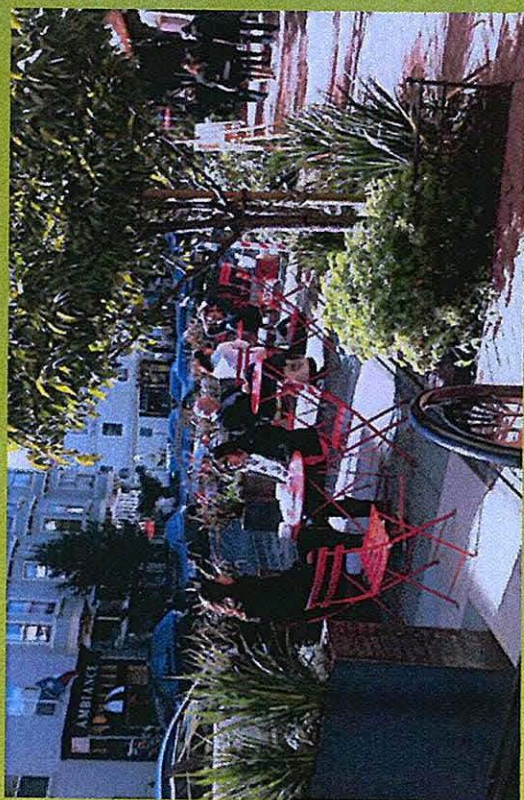
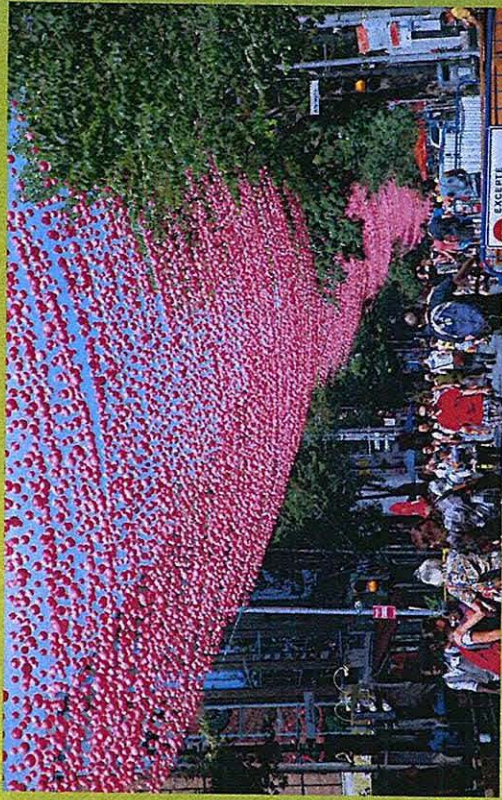
TRENDS

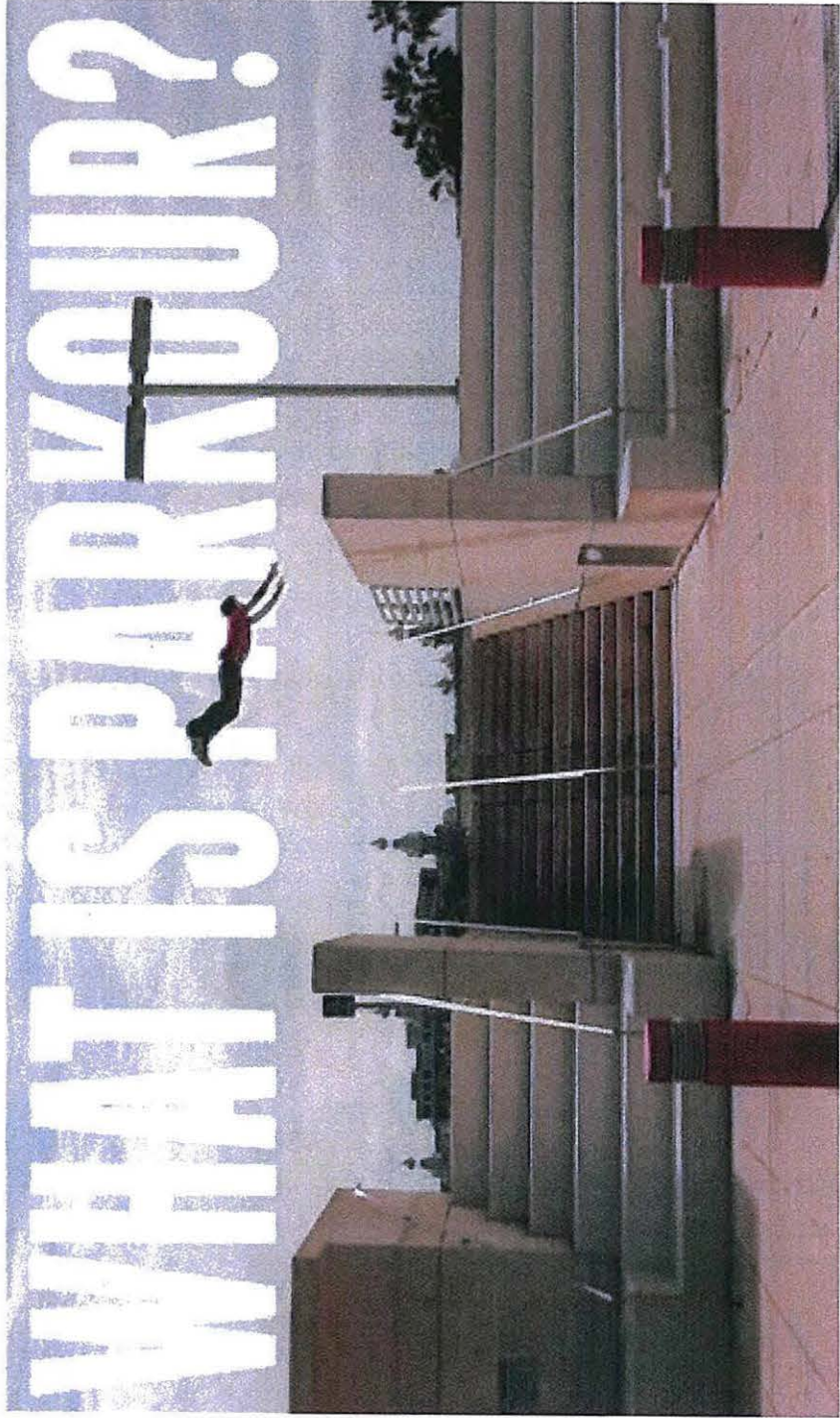
Place-Making

TRENDS

- ❑ URBANIZATION / YOUTH MIGRATION TO CITIES
- ❑ TACTICAL URBANISM
 - Pop-Ups
 - Parklets
 - Parkour / Freerunning
- ❑ INCREASED COMPETITION
 - Shift from local leagues to travel ball
 - Home Schooling
 - Faith-Based Recreation
- ❑ CLIMATE CHANGE
- ❑ NATURE DEFICIT DISORDER
- ❑ GOVERNMENT MANDATES
 - Vendor Transition
 - Community-Based Settings for TR Programs







HCBS TRANSITION PLAN

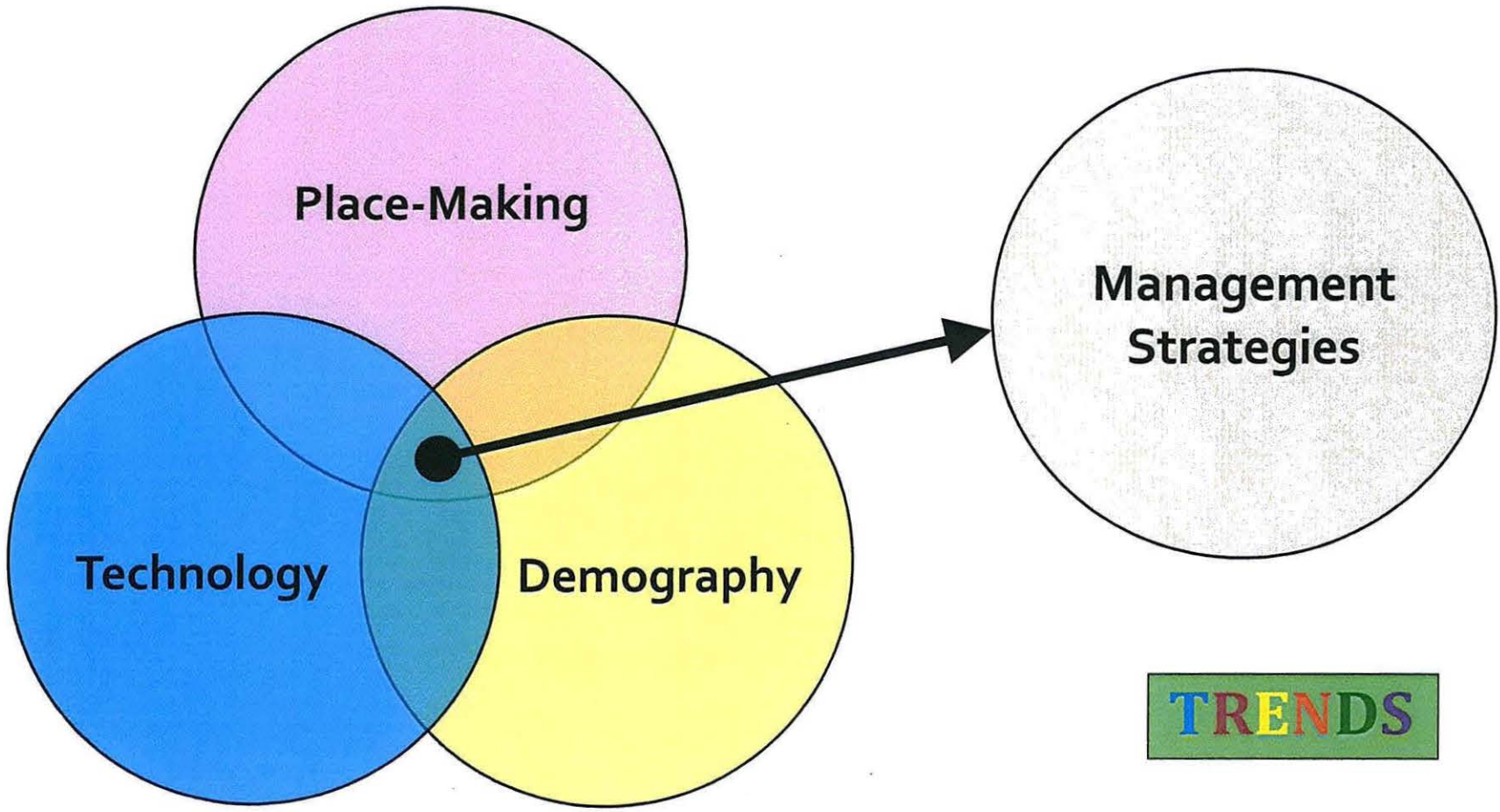
Architectural Barriers Act (ABA) Standards

Adopted by the:
Department of Defense (2004)
General Services Administration (2004)
U.S. Postal Service (2002)



Uniform Federal Accessibility Standards





TRENDS

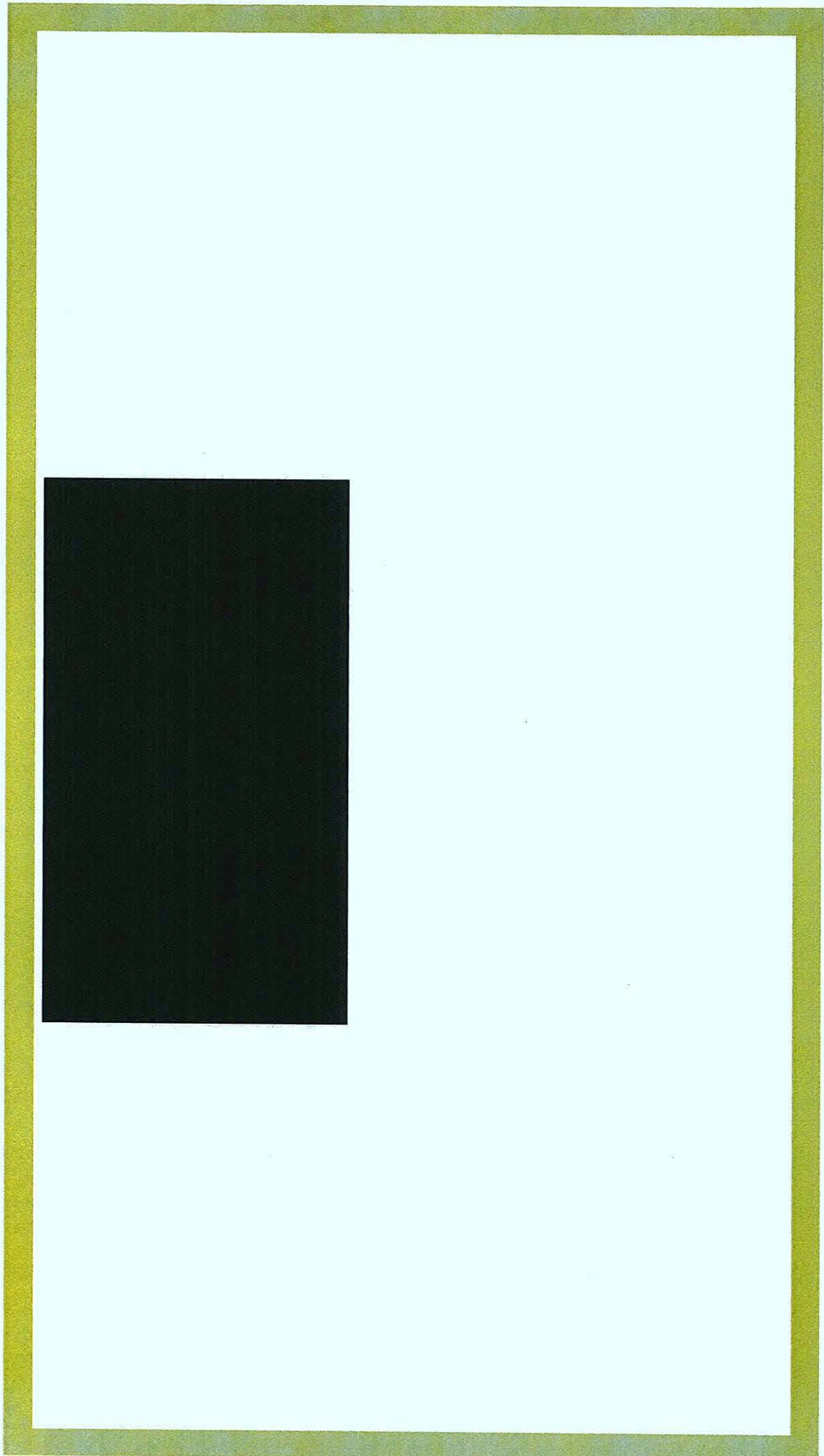


Technology

TRENDS

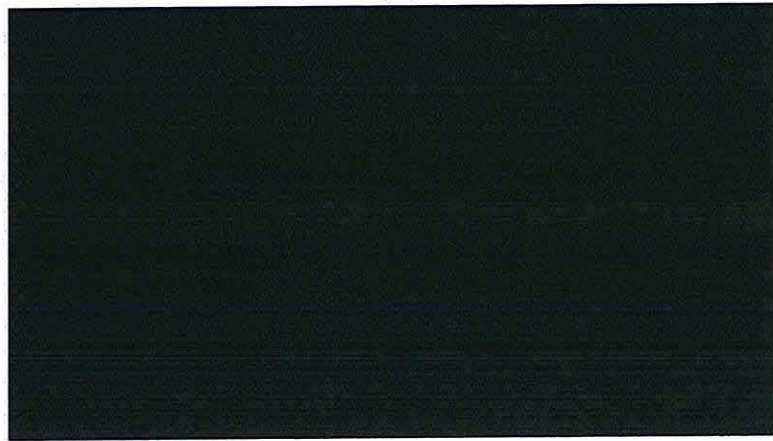
- VIRTUAL REALITY
- AUGMENTED REALITY
- ASSISTIVE TECHNOLOGY
- VIDEO SURVEILLANCE AND RECOGNITION
 - Apps
 - Drones
- ROBOTICS
- DRIVERLESS VEHICLES
- INSTANT COMMUNICATION
 - Cell phone leagues
 - Flashmobs

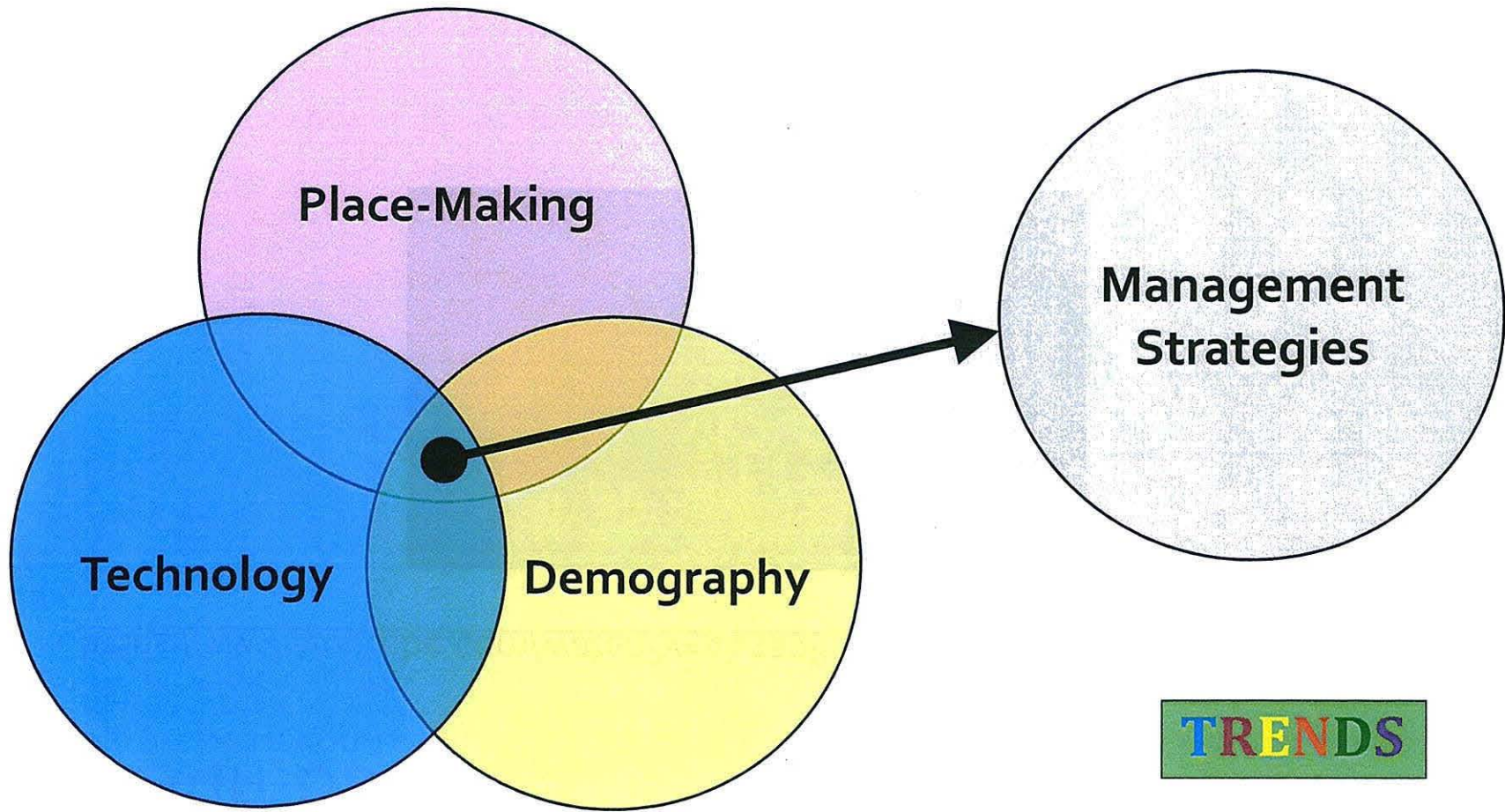




Flashmobs

- <https://www.youtube.com/watch?v=4L5a08rTiZA>



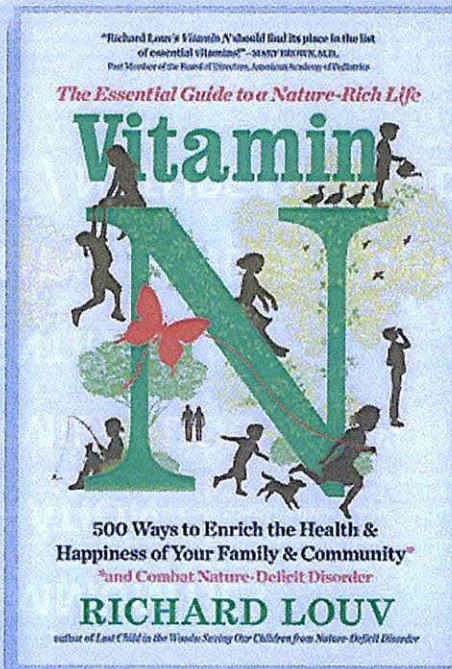
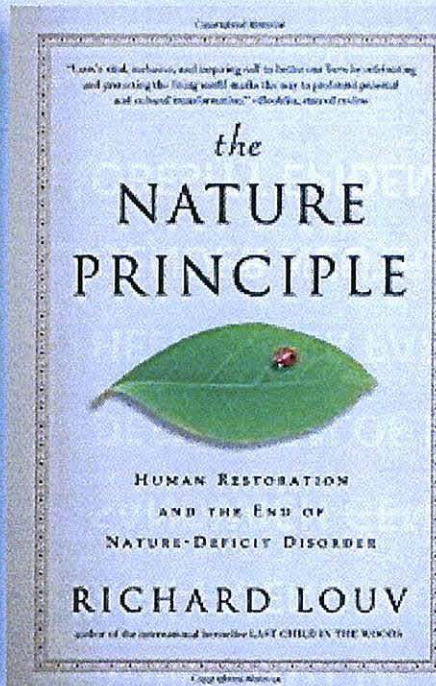
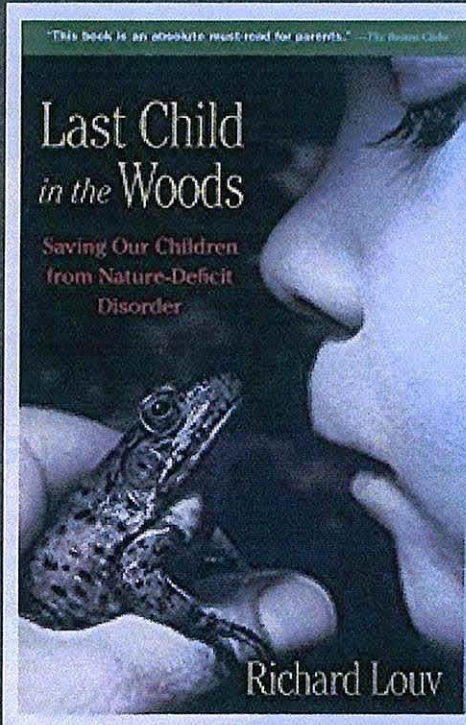


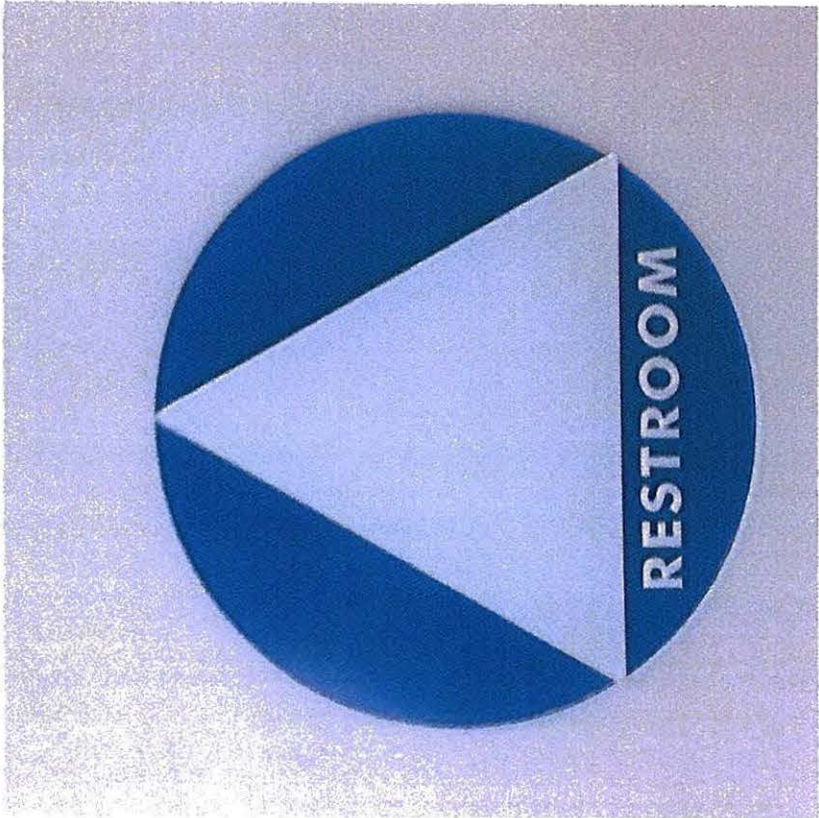
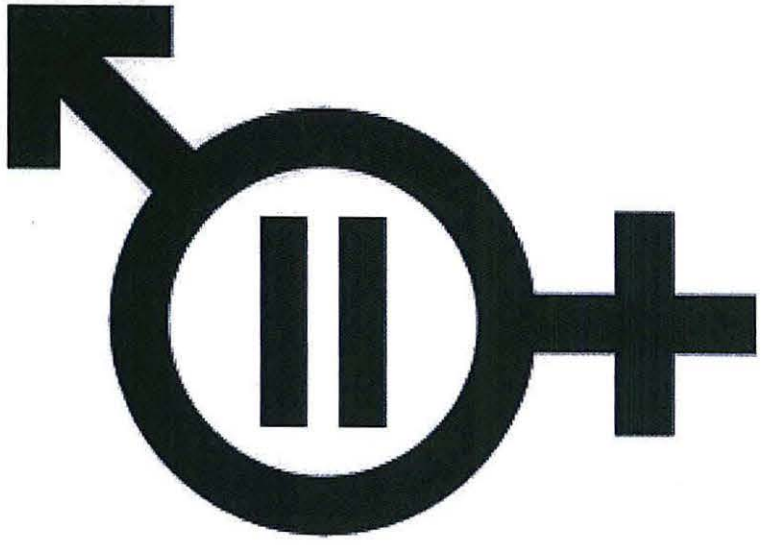
TRENDS

Demography

TRENDS

- ❑ AGING-OUT OF TR PROGRAMS
- ❑ AGE-FRIENDLY COMMUNITIES
- ❑ SANDWICH GENERATION
- ❑ DEFINITION OF FAMILY / DOG AS FAMILY MEMBER
- ❑ HELICOPTER PARENTING
- ❑ GENDER NEUTRALITY / GENDER EQUITY
- ❑ OBESITY EPIDEMIC / NATURE DEFICIT DISORDER

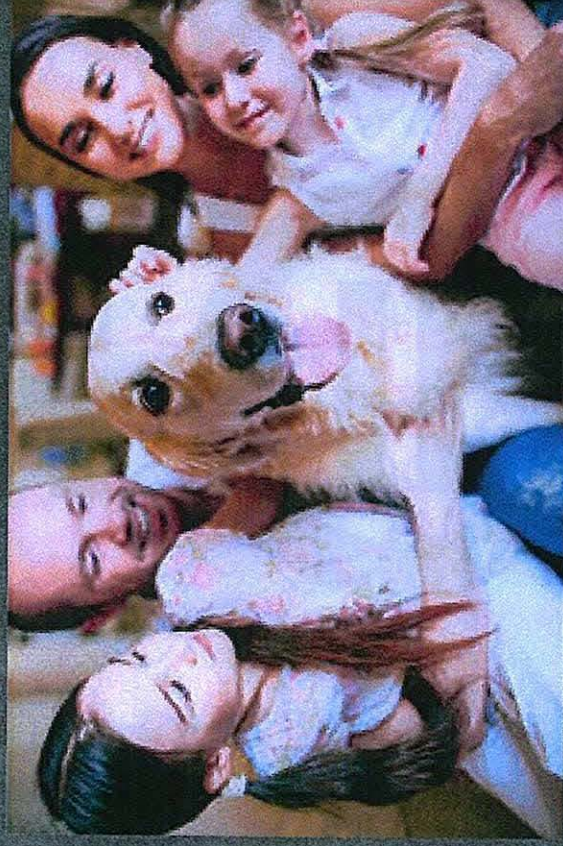


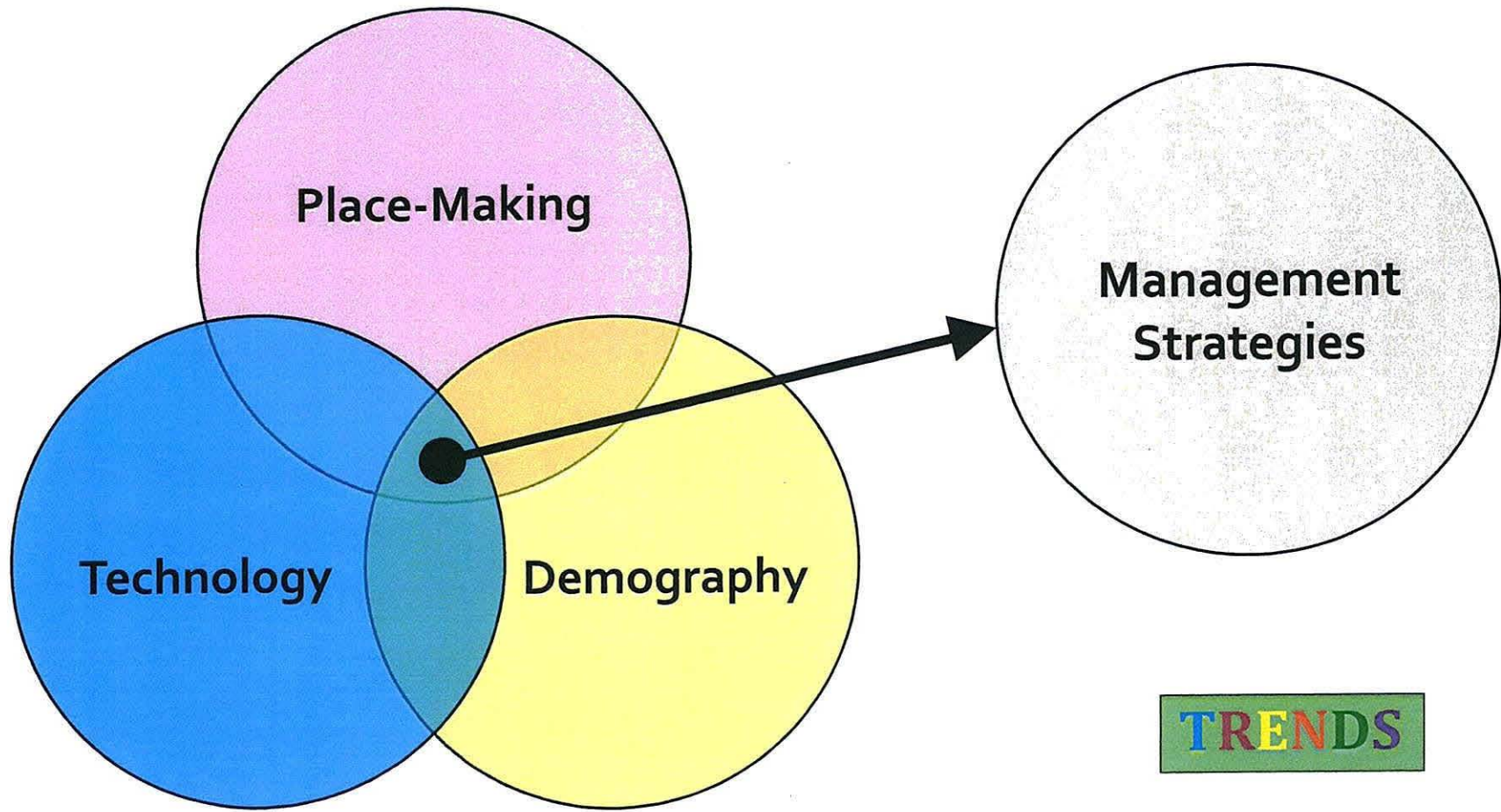


New Proof That We Consider Dogs to Be Family Members

Data shows that dogs are
classified as family members
in our memory.

Posted Jun 08, 2016





Place-Making

Technology

Demography

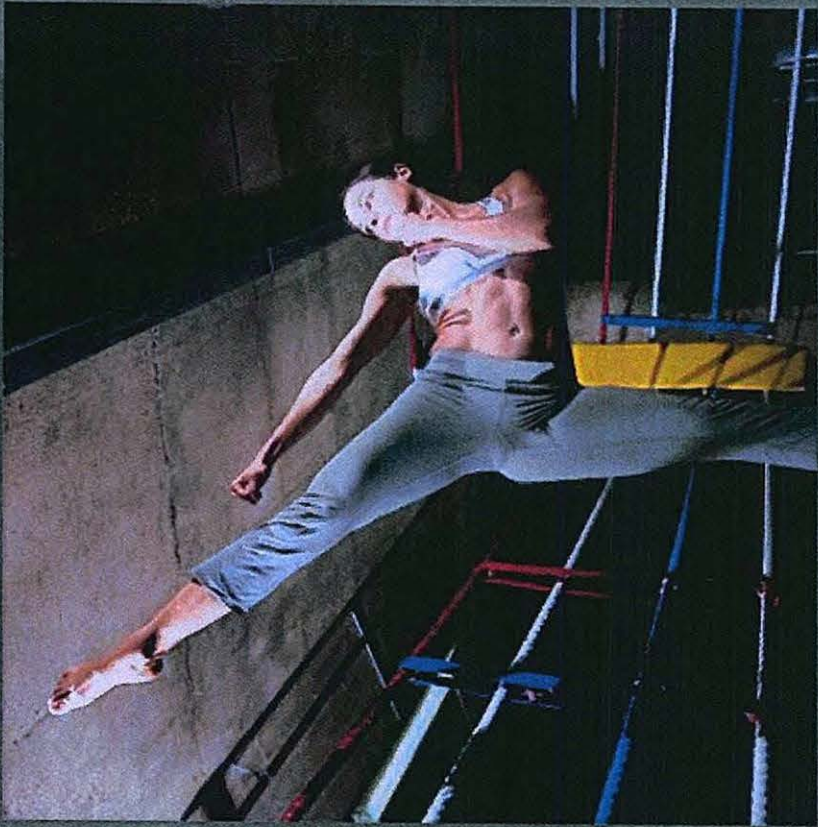
**Management
Strategies**

TRENDS

Management Strategies



- ❑ FLEXIBLE MULTIUSE / MULTIGENERATIONAL SITES
- ❑ CREATIVE PLACEMAKING
- ❑ EXPERIENCE-BASED AMENITIES
 - Makerspaces
 - Elite training venues
 - Destination sports complexes
- ❑ INTEGRATED PUBLIC REALM
 - Urban parks
 - Complete streets
- ❑ OPEN DATA / REAL-TIME DATA
- ❑ SOCIAL CAPITAL FOCUS
 - Leisure clubs
 - Customized customer engagement







“The quality of life is determined by its activities”

Attributed to Aristotle

TRENDS

SLIDE 1: Introduction

SLIDE 2: Anyone know what this is? “FAD” is something temporarily in vogue – a temporary fashion – trendy.



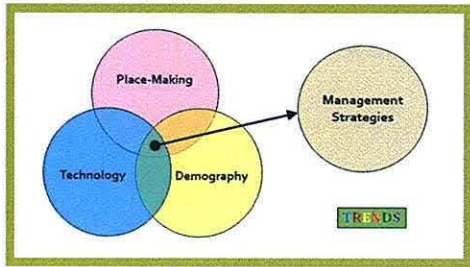
SLIDE 3: A “Trend” sets a new course or direction that has lasting impact. A fad tends to be a dead end, but a trend can have major influence on society. Often a driver of change. (Uber, digital photography)



SLIDE 4: Have you or other members of your household participated in a recreation programs offered by the M-NCPPC in Prince George’s County during the past 12 months?



SLIDE 5: place-making (where/when), technology (how), demography (who)



SLIDE 6:



URBANIZATION / YOUTH MIGRATION TO CITIES

Oldest person in the room, only person reading a newspaper, only person paying with cash

TACTICAL URBANISM

Laboratory for testing things in real time the theory that short-term action can result in long-term gain often involves citizens in the direct creation and activation of their neighborhoods. Often guerilla tactics – disruption or sabotage of normal order.

Government is rarely the leader – but can become a facilitator.

- Pop-Ups
- Parklets (Park-ing Day)
- Parkour / Freerunning

Temporary interventions have emerged as an important way to make improvements to local neighborhoods that present fewer risks for both citizens and municipal administrations.

☐ INCREASED COMPETITION

- Shift from local leagues to travel ball
- Home Schooling
- Faith-Based Recreation

☐ CLIMATE CHANGE

☐ NATURE DEFICIT DISORDER

Human beings, especially children, are spending less time outdoors resulting in a wide range of behavioral problems.

☐ GOVERNMENT MANDATES

- Vendor Transition
- Community-Based Settings for TR Programs

SLIDE 7:



SLIDE 8:

Left: New York City – pop-up plaza park

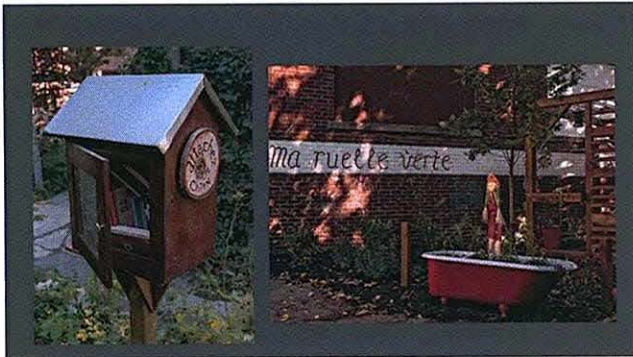
Upper Right – **Le Projet de Boules Roses, St. Catherine Street in Montreal.** Yearly installation a street canopy of thousands of pink balls.

Lower Right – a parklet -- Park(ing) Day started in San Francisco in 2005 – always to 3rd Friday in September.



SLIDE 9: The back alleys of Montreal have become a tourist attraction.

Since 1997, approximately 100 alleys have been converted by locals, with the help of district governments. Asphalt is completely or partially removed to accommodate planting.



SLIDE 10: World's Columbia Exposition of 1893 – 6 months May to October

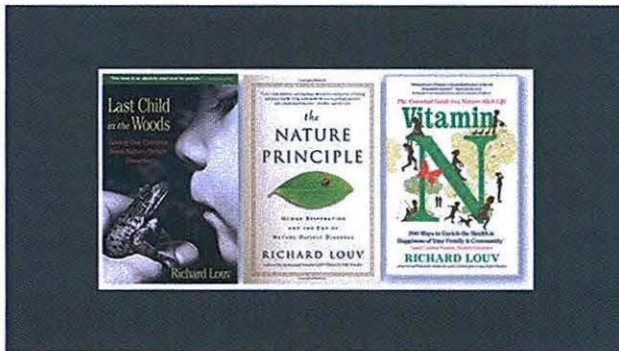


SLIDE 11:

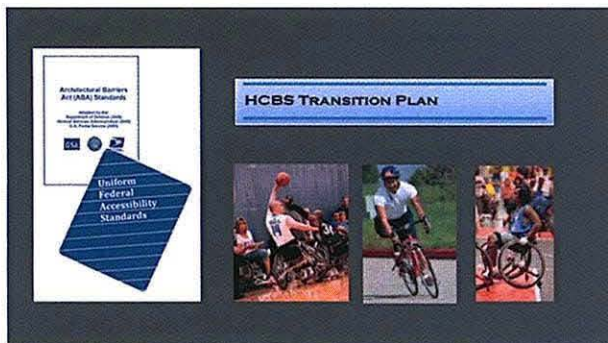
Parkour French physical educator Georges Hebert was fascinated by the physical development, stamina and speed of indigenous peoples. Hebert's "Natural Method" soon became the basis for all French military training -- what came to be known as, "parcours du combattant.", or "the path of the warrior".



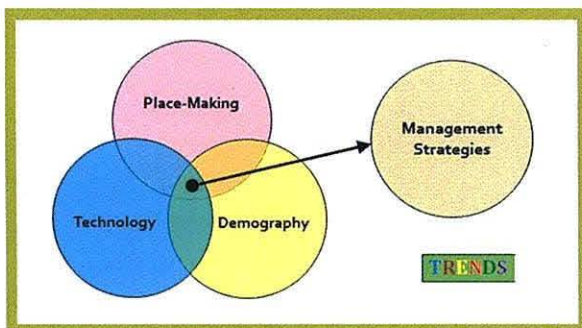
SLIDE 12: Richard Louv is the guru of Nature Deficit Disorder. Parental fears, restricted access to natural areas, and the lure of the screen.



SLIDE 13: Home & Community-Based Services under Medicaid-
- New requirements on what is considered an appropriate home and community-based setting for persons with mental and intellectual disabilities. Full access to the benefits of community living and offer services in the most integrated settings.



SLIDE 14: Let's look at the impact technology will have on our lives.



SLIDE 15:



VIRTUAL REALITY

AUGMENTED REALITY -- Real-world environment whose elements are *augmented* (or supplemented) by computer-generated sensory input such as sound, video, graphics or GPS data. **Google Glass**

VIDEO SURVEILLANCE AND RECOGNITION

- Apps
- Drones

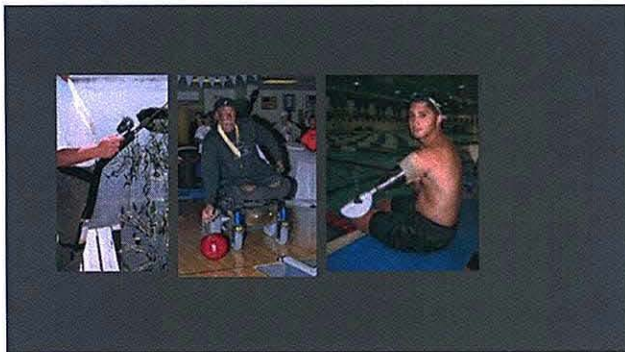
ROBOTICS

- Assistive technology
- Driverless vehicles

INSTANT COMMUNICATION

- Cell phone leagues
 - Flashmobs

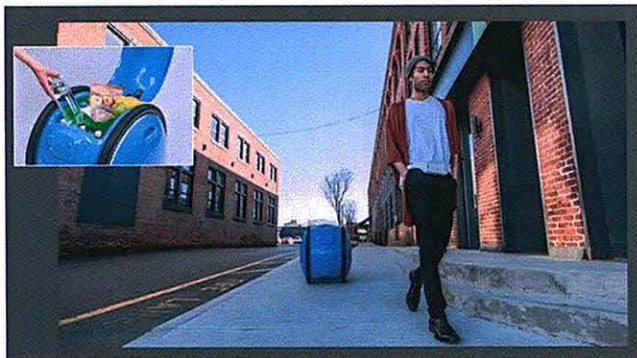
SLIDE 16: Assistive Technology -- products, equipment, and systems that enhance learning, working, and daily living for persons with disabilities.



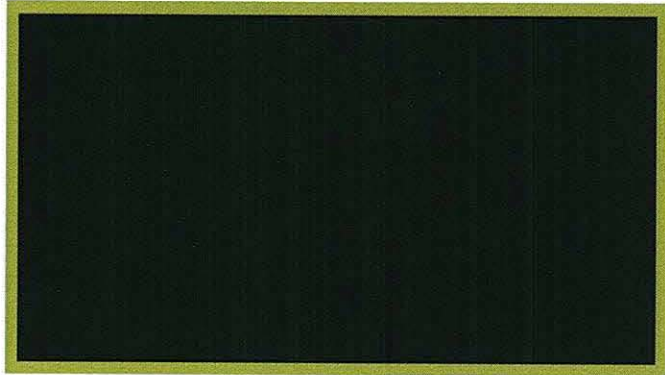
SLIDE 17: Pokemon is Japanese for “Pocket Monsters”
Nintendo is the sole owner of the trademark.



SLIDE 18:



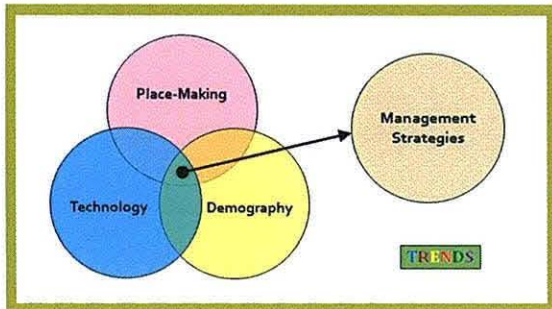
SLIDE 19: Bicycle Flashmob – Riga Latvia



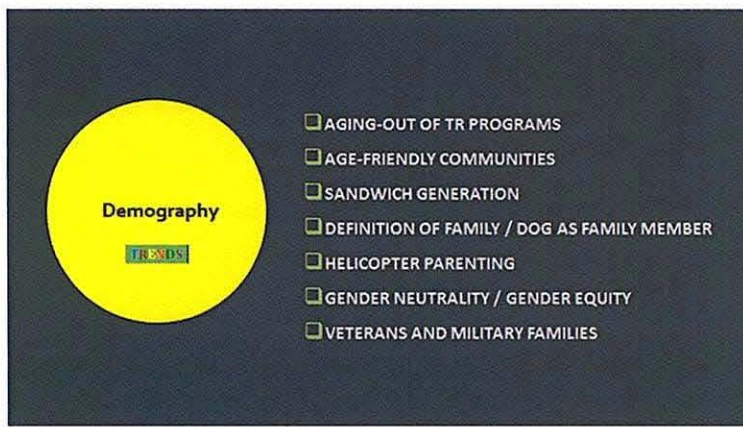
SLIDE 20: Flashmob Baku Azerbaijan



SLIDE 21: Demography

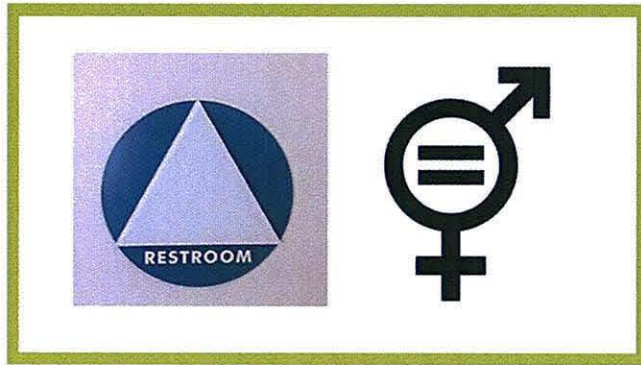


SLIDE 22:

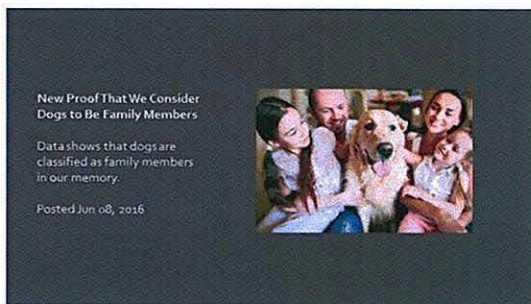


- AGING-OUT OF TR PROGRAMS (shifting rules – more mental illness, e.g. autism**
- AGE-FRIENDLY COMMUNITIES**
- SANDWICH GENERATION**
- DEFINITION OF FAMILY / DOG AS FAMILY MEMBER**
- HELICOPTER PARENTING**
- GENDER NEUTRALITY / GENDER EQUITY**
- VETERANS AND MILITARY FAMILIES**

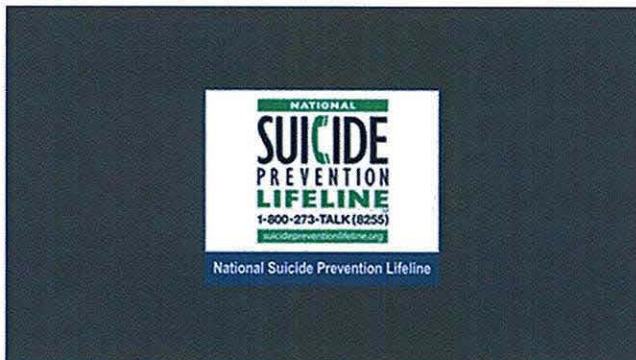
SLIDE 23: Gender Neutrality – (regulatory mandates)



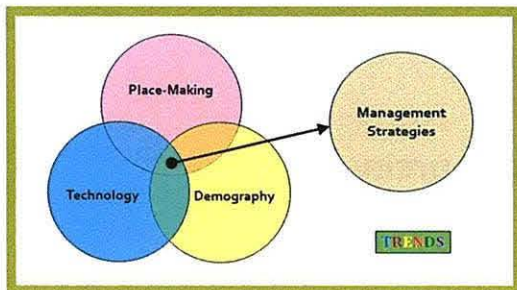
SLIDE 24: Fewer children and more pets.



SLIDE 25: Special mental and physical needs of veterans



SLIDE 26: Management Strategies – How do we cope with the convergence of these trends in Place-Making, Technology and Demographics.



SLIDE 27:



- FLEXIBLE MULTIUSE / MULTIGENERATIONAL SITES
- CREATIVE PLACEMAKING
- EXPERIENCE-BASED AMENITIES

- Makerspaces – A place where people gather to share resources and knowledge, and work on projects.
- Elite training venues
- Destination sports complexes

❑ INTEGRATED PUBLIC REALM

- Urban parks
- Complete streets (**design and operation of the entire right of way to enable safe access for all users**, regardless of age, ability, or mode of transportation)

❑ OPEN DATA / REAL-TIME DATA (crowd sourcing)

❑ SOCIAL CAPITAL FOCUS

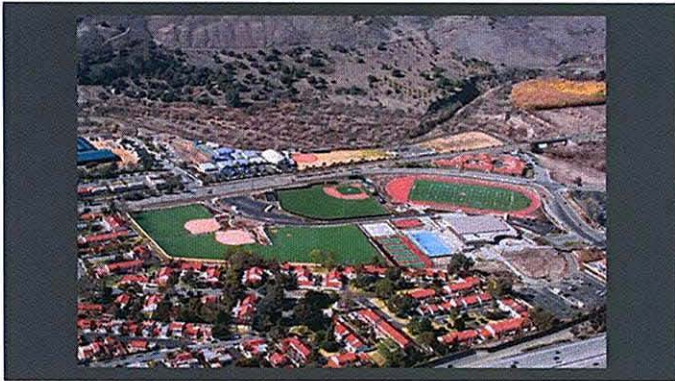
- Leisure clubs
- Customized customer engagement Just don't say Thank You – re-invite the customer – social construction of populations

❑ PROGRAM QUALITY INITIATIVES




SLIDE 28: Elite training venues are very popular and often can be set up in non- traditional locations, e.g. shopping centers and office parks.




SLIDE 29: Sports is Big Business – A well-designed “signature” facility that can host league and tournament play can be a boon for a local economy. Requires careful planning and design.



SLIDE 30: The Mayor’s Office of Arts and Culture. in conjunction with the Massachusetts College of Art and Design, invites Boston artists to apply to Boston AIR to become an artist-in-residence with a City department or agency.

Boston AIR
Call To Artist: Boston Artist in Residence
|    | More

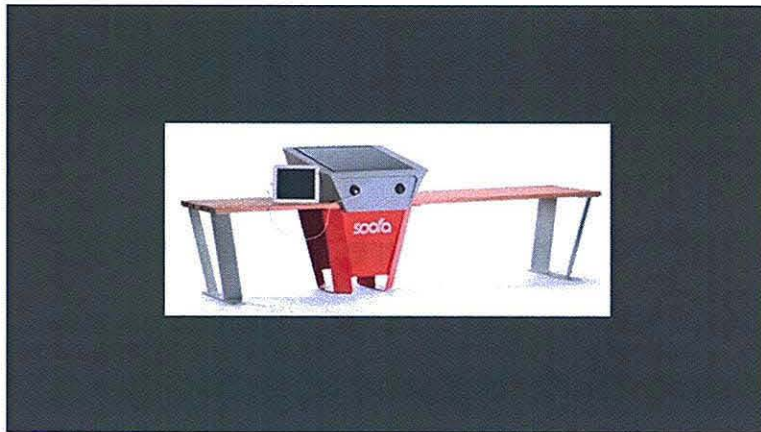
For Immediate Release
September 14, 2015
Released By:
Mayor's Office



For More Information Contact:
Mayor's Press Office
617.635.4461

The Mayor's Office of Arts and Culture, in coordination with the Massachusetts College of Art and Design, invites Boston artists to apply to Boston AIR to become an artist in residence within a City of Boston department or agency.

SLIDE 31: “The Soofa Bench is a platform for sensors to measure activity in outdoor public spaces. You can finally see in real-time how people are using the spaces in your city, neighborhood, or mixed-use real estate project. It brings benches into the internet era and gives you detailed insights into space utilization.”



SLIDE 32: Youth being involved in an activity, listening, participating – those are all wonderful things, and they are measured in the interaction and supportive environment domains of the pyramid.

3 things that define engagement: 1) Youth having opportunities to Plan what they're doing, 2) make choices about what they're doing, and 3) reflect on what they're doing. Engagement is at the top of the pyramid because all of the other domains below it set the stage for these to happen.



SLIDE 33:

Technology

Demography

- AGING-OUT OF TR PROGRAMS
- AGE-FRIENDLY COMMUNITIES
- SANDWICH GENERATION
- DEFINITION OF FAMILY / DOG AS FAMILY MEMBER
- HELICOPTER PARENTING
- GENDER NEUTRALITY / GENDER EQUITY
- OBESITY EPIDEMIC / NATURE DEFICIT DISORDER

Management

Information Has cost, value and shelf-life Mgmt Book page 311

<https://www.youtube.com/watch?v=4L5a08rTiZA>

routinely design and operate the entire right of way to enable safe access for all users, regardless of age, ability, or mode of transportation. This means that every transportation project will make the street network better and safer for drivers, transit users, pedestrians, and bicyclists—making your town a better place to live.

What does a Complete Street look like?

There is no singular design prescription for Complete Streets; each one is unique and responds to its community context. A complete street may include: sidewalks, bike lanes (or wide paved shoulders), special bus lanes, comfortable and accessible public transportation stops, frequent and safe crossing opportunities, median islands, accessible pedestrian signals, curb extensions, narrower travel lanes, roundabouts, and more.

A Complete Street in a rural area will look quite different from a Complete Street in a highly urban area, but both are designed to balance safety and convenience for everyone using the road.

<http://assets.aarp.org/rgcenter/ppi/liv-com/2009-12-streets.pdf> page 63

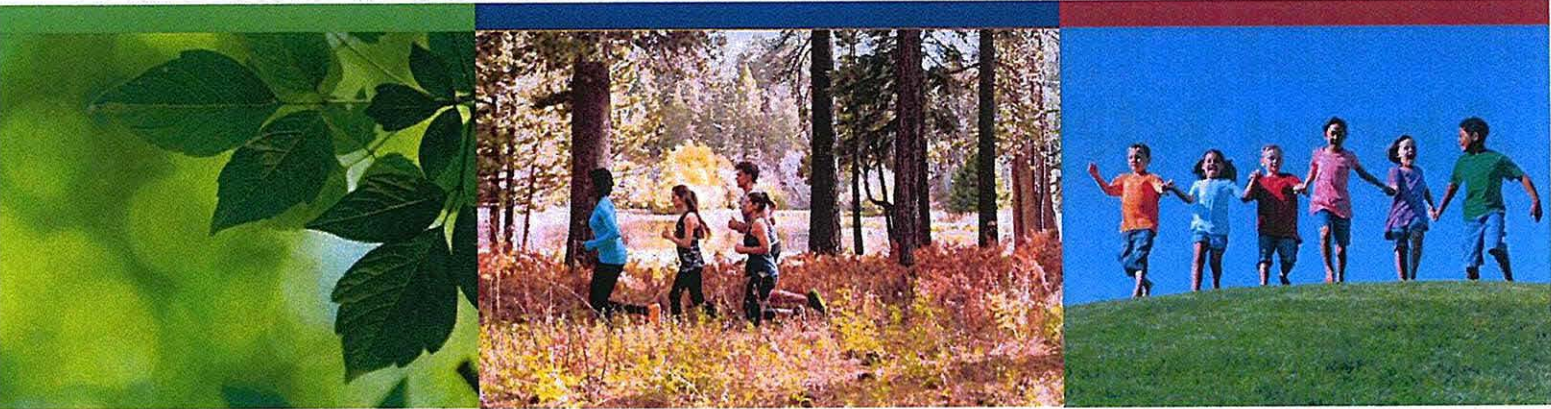
Parkour

Traveling extensively, Hebert continued to be impressed by the physical development and movement skills of indigenous peoples in Africa and elsewhere. Based on these observations, Hebert formulated a physical training discipline that he called “the natural method” using climbing, running, swimming and man-made obstacle courses to recreate the natural environment.

Georges Hebert’s “Natural Method” soon became the basis for all French military training, and the first organized obstacle course training in the modern era. Inspired by his work, units of the French Special Forces in the 1950’s further developed Hebert’s work into what came to be known as, “parcours du combattant.”, or “the path of the warrior”.

Tactical Urbanism

Temporary interventions have emerged as an important way to make improvements to local neighbourhoods that present fewer risks for both citizens and municipal administrations. In the last decade, numerous citizen-led initiatives have sprung up across North America, following examples in Europe, to improve public spaces using low-cost, temporary measures. These informal initiatives, popularly known as “tactical urbanism”, have also inspired planners and municipal officials to experiment with low-cost pilot projects as a tool to make local improvements.



State of Local Parks

Bi-County Recreation Programming
Task Force

January 19, 2017



www.nrpa.org

About NRPA

- The leading nonprofit organization dedicated to the advancement of public parks, recreation and conservation, with a focus on the local level
- 53,000+ members, representing 4,000+ park and recreation agencies across the U.S.
 - Urban settings, rural settings and everything in between
- Membership, Certification, Accreditation, Conference, Education, Research, Public Policy



Demographic Trends

| | 2010 | 2015 | 2040 Forecast | 2010-2040 |
|--------------------|-------------|-------------|------------------|-----------|
| U.S. | 303,965,272 | 316,515,021 | 380,219,000 | +25.1% |
| Maryland | 5,696,423 | 5,930,538 | 6,612,200 | +19.3% |
| Prince George's | 854,722 | 892,816 | 967,850 | +12.1% |
| Montgomery | 947,230 | 1,017,859 | 1,206,800 | +24.1% |

Sources: Census Bureau, Maryland State Data Center



Demographic Trends

| | U.S. 2015 | U.S. 2040 | MD 2015 | MD 2040 |
|--------------------------|--------------|--------------|------------|------------|
| Under 18 years old | 22.9% | 20.6% | 24.9% | 23.5% |
| 18-64 years old | 62.2% | 57.8% | 61.0% | 56.1% |
| 65 years and older | 14.9% | 21.7% | 14.0% | 20.4% |
| Not "non-Hispanic white" | 38.3% | 48.7% | 47.5% | 56.2% |

Sources: Census Bureau, Maryland State Data Center



Demographic Trends

| | PG 2015 | PG 2040 | MC 2015 | MC 2040 |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|
| Under 18 years old | 25.5% | 22.6% | 25.2% | 24.4% |
| 18-64 years old | 63.0% | 59.5% | 60.9% | 55.4% |
| 65 years and older | 11.5% | 17.9% | 13.9% | 20.2% |
| Not “non-Hispanic white” | 85.8% | 89.7% | 54.4% | 68.3% |

Sources: Census Bureau, Maryland State Data Center



Funding Challenges

Operations spending at local park and recreation agencies grew 134.4% between 1994 and 2014 to \$32.5 billion, a 4.4% annualized growth rate. (Per the Census Bureau)

- But contracted 10.0% between 2009 and 2014, or at an annualized rate of 1.9 percent.
 - CPI grew 12.7% during the same 5-year period



Funding Challenges: Why?

- Great Recession: Tax revenues fell
- Debt obligations
 - 1994 and 2014, outstanding debt at local governments grew 175% to \$1.83 trillion (annualized growth rate of 4.0%)
 - Debt service costs doubled:
 - In 1994: \$31.24 billion
 - In 2014: \$61.93 billion



Funding Challenges: Why?

- Pension liabilities
 - Nine in 10 full-time public state and local government workers have access to a defined benefit plan (Bureau of Labor Statistics).
 - Federal Reserve reports that local and state governments were liable for \$5.697 trillion in pension benefits at the end of Q3 2016.
 - **Estimated** unfunded defined benefit pension liabilities **estimated** at \$1.879 trillion.



Management Tools

Greater pressure to recover operating costs from non-tax sources.



Innovative financing, selling naming rights not w/o a cost: They keep important services away from those who need them the most.





Management Tools

Four in five large-park-and-recreation-agency directors report a greater reliance on data to inform strategic planning, programming and marketing.

- Better understanding on the evolving population being served
- Opens feedback loops from the general public



New Administration

Reality is that few people can accurately say what the next four years will hold.

- Great concern what the new administration, Congress could mean to conservation, park lands, public assistance
- Local/states may have to pick up where the U.S. ends. Greater budgetary pressures.
- Sixty-eight bond initiatives passed in November, more than \$6 billion funding to support parks, open space



New Administration

- Interior Secretary nominee (Ryan Zinke) likely to be confirmed very easily.
- He's a staunch supporter of the LWCF (federal and local), also splits with his party on the issue of transferring federal lands. He wants to keep "public lands, public."
- WSJ (Dec 15): The president-elect's children have urged him to seize broadly on environmental conservation as a potentially defining issue for his presidency.





New Administration: Webinar

Moving Forward in 2017: What the New Congress and Trump Administration Mean for Conservation, Health and Wellness, and Social Equity

- Thursday January 26 at 2pm
- FREE
- www.NRPA.org/webinars to sign up



NRPA Vision

Everyone will have easy access to park and recreation opportunities in sustainable communities.



www.nrpa.org/our-work/Three-Pillars/

Social Equity



Ensuring all people have access to the benefits of local parks and recreation

- Changing demographics, changing needs
- Safe routes to parks
- Out-of-school-time programs serve children of all ages and of diverse racial and ethnic backgrounds.
 - Major provider of day care, summer care

www.nrpa.org/our-work/Three-Pillars/



Conservation



Protecting open space, connecting children to nature and engaging communities in conservation practices

- Wildlife Explorers Program
 - Connecting 200,000 children to the wonders of nature through their local parks by leveraging existing out-of-school-time programming
- Practicing what we preach
 - Responsible land management, green infrastructure

www.nrpa.org/our-work/Three-Pillars/



Health and Wellness



Leading the nation to improved health and wellness through parks and recreation

- Commit to health
 - More than 1,250 agencies have pledged to implement the Healthy Eating and Physical Activity (HEPA) standards. Now, approximately 220,000 children have improved access to healthy foods and increased opportunities for physical activity
- Park Rx



www.nrpa.org/our-work/Three-Pillars/

Strategic Partnerships

In 2016, NRPA awarded \$4.6 million dollars in grant funding, benefiting 876 communities

- 20 million healthy meals and snacks for children
- 322,000 people with improved access to park spaces
- 431,000 people with increased physical activity opportunities
- 1.9 million people with improved access to healthy food
- 59,000 children connected to nature



www.nrpa.org/partnerships

2017-2019 Strategic Plan

| | | | | | | | |
|--|--|--|---|---|--|--|---|
|  HEALTH AND WELLNESS | | | |  CONSERVATION | | | |
| 1.5 million people with access to physical activity | | 3 million people with improved nutrition | | 1 million kids connected to nature | | 1,000 communities implementing sustainable practices through parks | |
|  PHYSICAL ACTIVITY PROGRAMS |  PARK PRESCRIPTIONS |  NUTRITION PROGRAMS |  PARK IMPROVEMENTS |  CONNECTING KIDS TO NATURE |  PROTECTING OPEN SPACE |  GREEN INFRASTRUCTURE |  WILDLIFE PRESERVATION |
|  SOCIAL EQUITY | | | | | | | |
|  | | | These programs will reach 4.5 million underserved people. | |  | | |



About NRPA Research

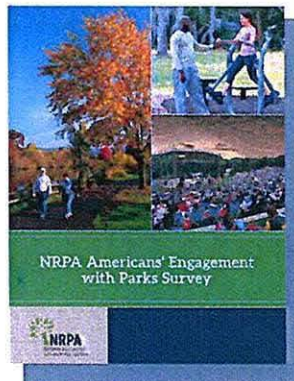
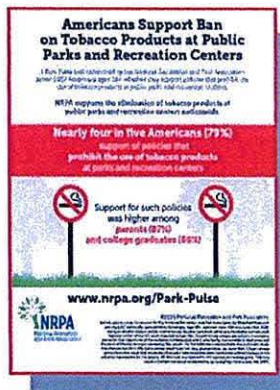
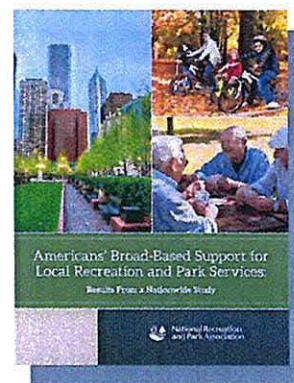
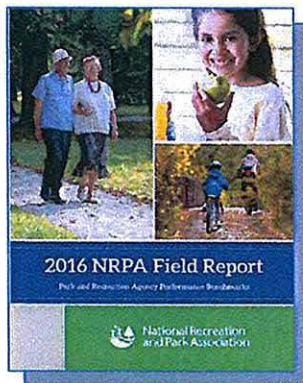
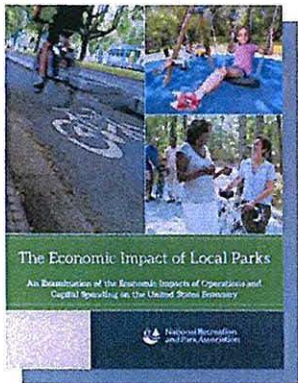
NRPA collects and distributes research data with two goals in mind:

- Data to help park and recreation agencies make **optimal decisions** on operations, programming and spending
- Data to help park and recreation professionals **make the case** for greater (and more stable) funding

www.nrpa.org/research



NRPA Research Resources

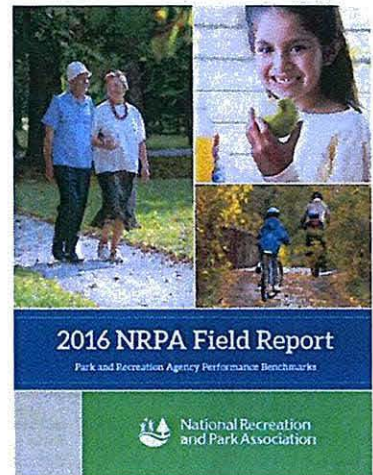


www.nrpa.org/research

NRPA Park Metrics

Agency Performance Resources

- Survey
- Review (NRPA Field Report)
- Interactive tools
- Custom Agency Performance Reports



Powered by  **PRORAGIS**

www.NRPA.org/metrics



NRPA Park Metrics: Agency Performance Review

(a.k.a. NRPA Field Report)

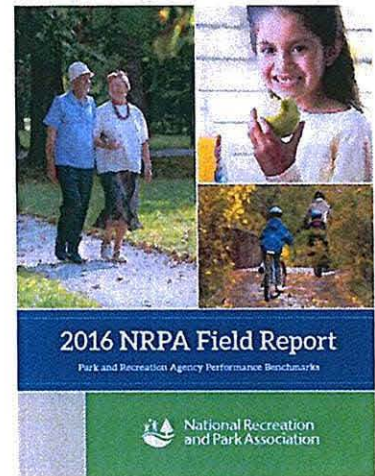
- w/ 21 tables & charts

1 Park for every

2,277 residents



9.5 acres of park land
per 1,000 residents

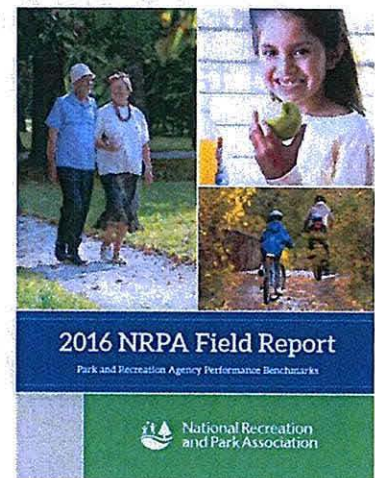
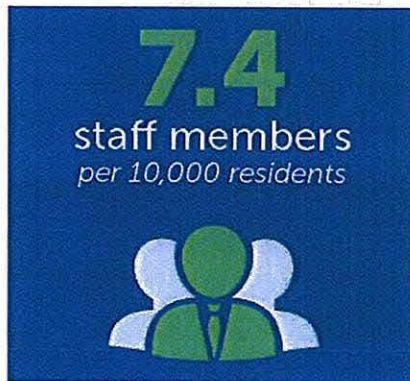


www.NRPA.org/metrics

NRPA Park Metrics: Agency Performance Review

(a.k.a. NRPA Field Report)

- w/ 21 tables and charts



www.NRPA.org/metrics

NRPA Park Metrics: Agency Performance Review

(a.k.a. NRPA Field Report)

- w/ 21 tables and charts

29%

of operating expenditures
recovered through
revenue generation

ADMIT
ONE

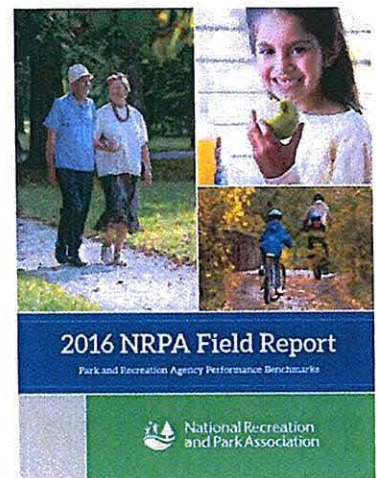
50% of agencies
offer afterschool programs



80% of agencies
offer summer camps



www.NRPA.org/metrics

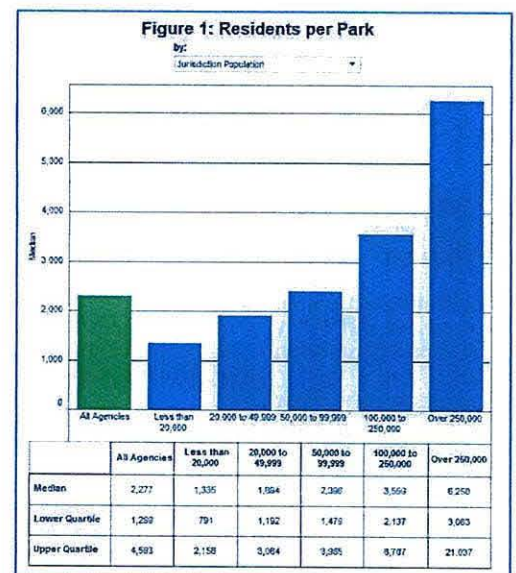


NRPA Park Metrics: Interactive Tools

Update the 21 charts & tables
to specific demographic groups

- Acres of parkland
- Budget size
- Jurisdiction type
- Jurisdiction population
- # of FTEs
- # of parks maintained
- Population/square mile

www.NRPA.org/metrics



NRPA Park Metrics: Custom Agency Performance Reports

You can generate custom benchmarks and dashboards

- Select your agency's peer group
- Key ratios, operations, budgets, personnel, responsibilities, and activities

The screenshot shows the 'Agency Performance Report' interface. It includes a search bar with filters for Agency Name, Agency Description, Agency Location, Agency Size, Agency Type, and Agency Status. Below the search bar is a table titled 'Agency Summary Effectiveness Ratios' with columns for Ratio Name, Value, Peer Group, and Peer Group Value. The table lists 14 ratios, including Operating expenses per capita, Revenue per capita, Total revenue as a % of total agency expenditures, Total tax expenditures per capita, Operating expenditures per acre of parkland, Operating expenditures per acre of public and non-public sites, PPE per 10,000 population, Acres of trails per 1,000 residents, Number of residents per park, Number of participants per program, Ratio of fee programs to all programs, and Ratio of funding attendance to park attendance.

| Ratio Name | Value | Peer Group | Peer Group Value |
|--|--------|------------|------------------|
| 1 Operating expenses per capita | 310 | 6/2 | 281 |
| 2 Revenue per capita | 316 | 3/8 | 320 |
| 3 Total revenue as a % of total agency expenditures | 31.4% | 2/1 | 32.0% |
| 4 Total tax expenditures per capita | 544 | 3/4 | 537 |
| 5 Operating expenditures per acre of parkland | 49,256 | 2/2 | 47,724 |
| 6 Operating expenditures per acre of public and non-public sites | 27,342 | 2/6 | 24,754 |
| 7 PPE per 10,000 population | 173.1% | 4/3 | 151.4% |
| 8 Acres of trails per 1,000 residents | 10 | 4/3 | 9 |
| 9 Number of residents per park | 2,368 | 4/4 | 2,368 |
| 10 Number of participants per program | 20 | 4/4 | 21.3 |
| 11 Ratio of fee programs to all programs | 22.4% | 2/4 | 16 |
| 12 Ratio of funding attendance to park attendance | 153.9% | 2/4 | 147.0% |

www.NRPA.org/metrics



NRPA Facility Market Reports

Demographic and marketing info about nearby residents

- Useful for planning and programing decisions
- Uses data from ESRI's Business Analyst
- Premier member benefit



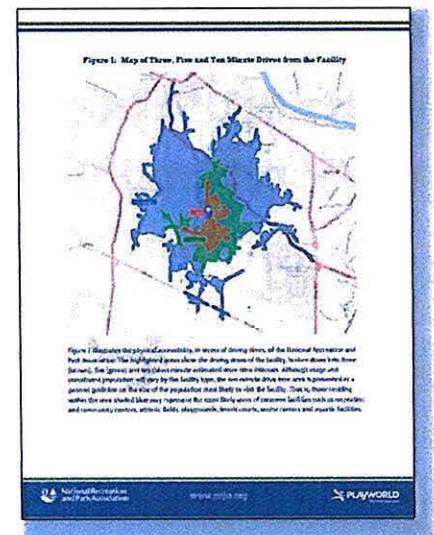
www.nrpa.org/FMR



NRPA Facility Market Reports

Request an FMR for any type of park and recreational facility

Select the distance for analysis:
10-minute walk or a 5, 10, 15 or 30-minute drive



www.nrpa.org/FMR

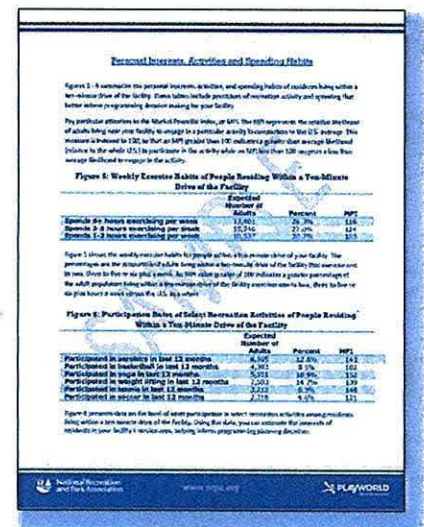


NRPA Facility Market Reports

There are two types of Facility Market Reports:

- Community Profile
 - Census population, income, race/ethnicity data. Select exercise and recreation information and **use of social media.**
- Health and Wellness
 - Census population, income, ethnicity data, exercise habits, prescription drug usage, doctor visits.

www.nrpa.org/FMR

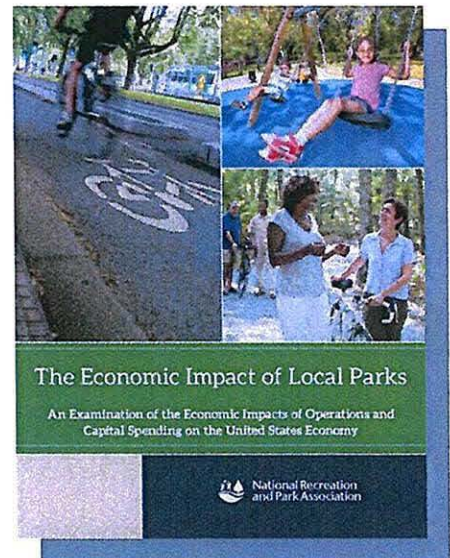


Economic Impact of Local Parks

NRPA commissioned **Dr. Terry Clower** and the Center for Regional Analysis at **George Mason University** to measure the economic impact of operations and capital spending at local and regional parks in the U.S.

The results show that park and recreation agencies are **engines for economic activity in their communities.**

www.nrpa.org/parkeconreport



Economic Impact of Local Parks

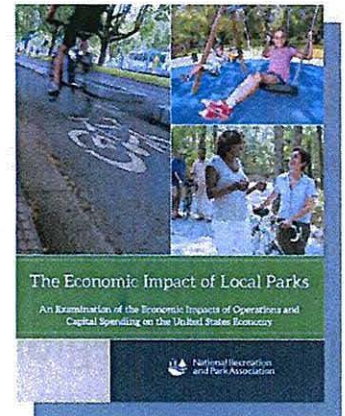
America's local and regional public park agencies generated nearly

**\$140 BILLION IN
ECONOMIC ACTIVITY**

and supported almost

1 MILLION JOBS

from their operations and capital spending alone in 2013.

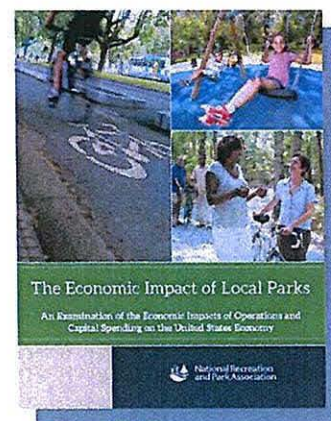


www.nrpa.org/parkeconreport



Economic Impact of Local Parks

America's local and regional public park agencies generated nearly
\$140 BILLION IN ECONOMIC ACTIVITY
and supported almost
1 MILLION JOBS
from their operations and capital spending alone in 2013.



Maryland:

- \$2.733 billion in economic activity
- 22,167 jobs

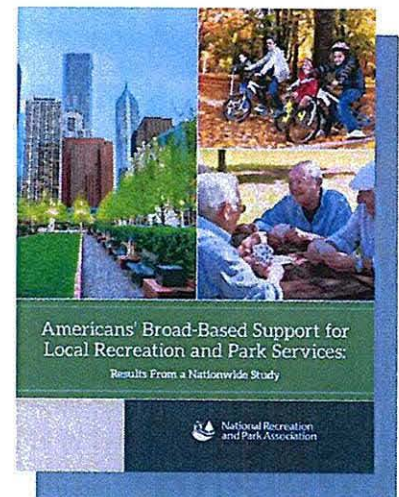
www.nrpa.org/parkeconreport



Americans' Broad-Based Support for Local Recreation and Parks Services

Commissioned by NRPA
and conducted by a team at
Penn State University, led
by Dr. Andy Mowen

Follow-up to a 1992 NRPA/PSU
study.



www.nrpa.org/Americans-Support-Parks

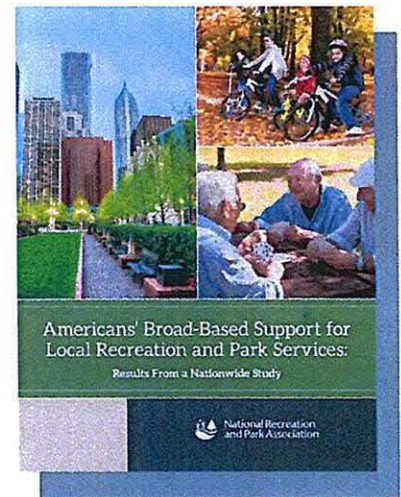
Americans' Broad-Based Support for Local Recreation and Parks Services



7 IN 10 AMERICANS
GO TO THEIR LOCAL PARK

83%
of Americans
personally benefit
from local parks


92% of Americans
say their
communities benefit
from local parks



www.nrpa.org/Americans-Support-Parks

Americans' Broad-Based Support for Local Recreation and Parks Services

Americans see NRPA's 3 Pillars as the **chief priorities for local parks**

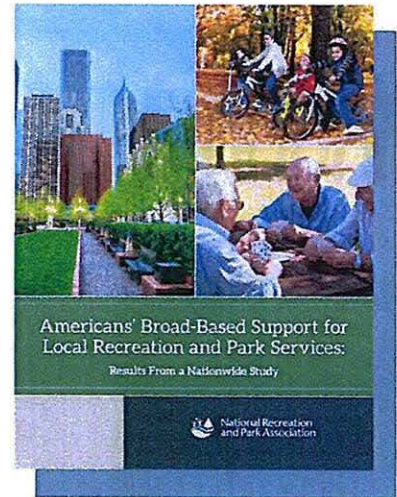


CONSERVATION HEALTH & WELLNESS SOCIAL EQUITY

Support for local parks is widespread, spanning:



AGE GROUPS HOUSEHOLD TYPES INCOME STRATA POLITICAL AFFILIATION



1992 = Today

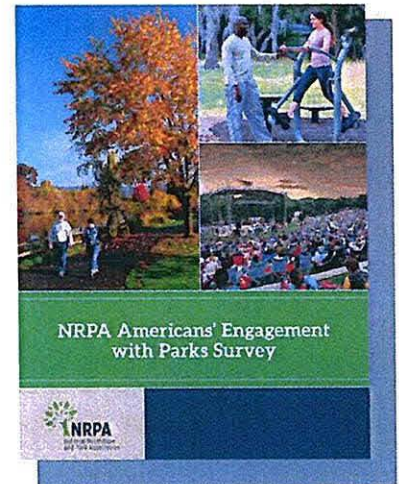
www.nrpa.org/Americans-Support-Parks



Americans' Engagement With Parks

New annual survey of Americans on their interactions with and support for public parks

- 1,000 Americans surveyed
- Released during last fall



www.nrpa.org/Engagement



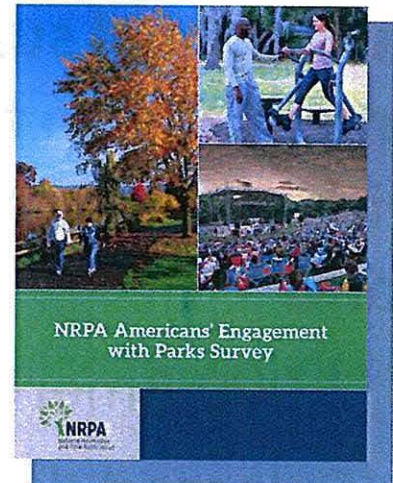
Americans' Engagement With Parks

29 times a year

Number of times Americans visit their
local park and recreation facilities on average

3 in 4 Americans agree

that **Conservation, Health and Wellness, and Social Equity** represent
what they see as the **priorities for their local park and recreation agency**



www.nrpa.org/Engagement

Americans' Engagement With Parks

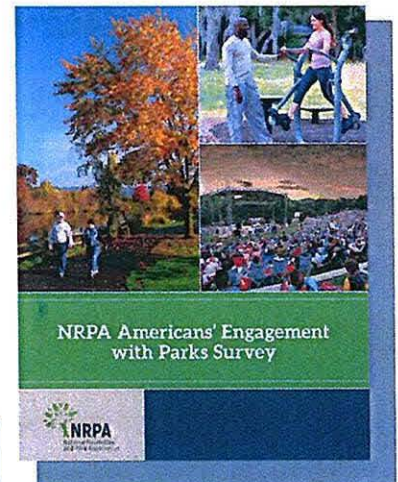
90% of Americans agree
that parks and recreation are
important local government services
(comparable to police/fire, schools, transportation)

**70% of
Americans**

say they are more likely to
vote for local politicians
who make park and
recreation funding a priority

**75% of
Americans**

support increased
local government
spending for park and
recreation agencies



www.nrpa.org/Engagement

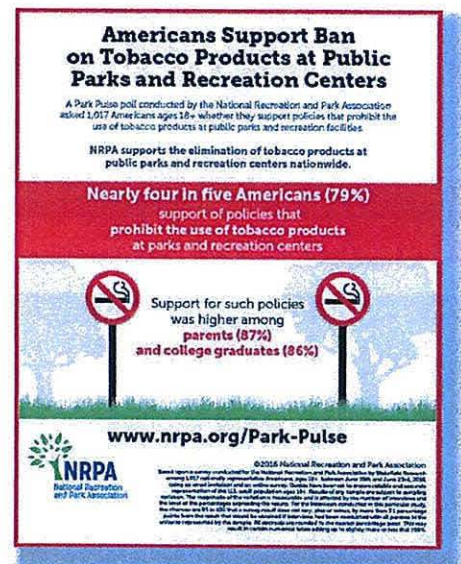
NRPA Park Pulse Polls

Monthly one-question polls of Americans on parks and recreation related issues

Distributed via:

- Press release
- Web landing page
- Infographic
- Blog entry
- Parks & Recreation Magazine

www.nrpa.org/Park-Pulse

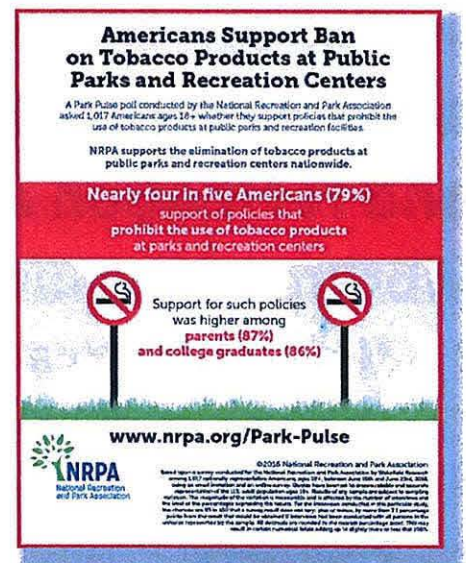


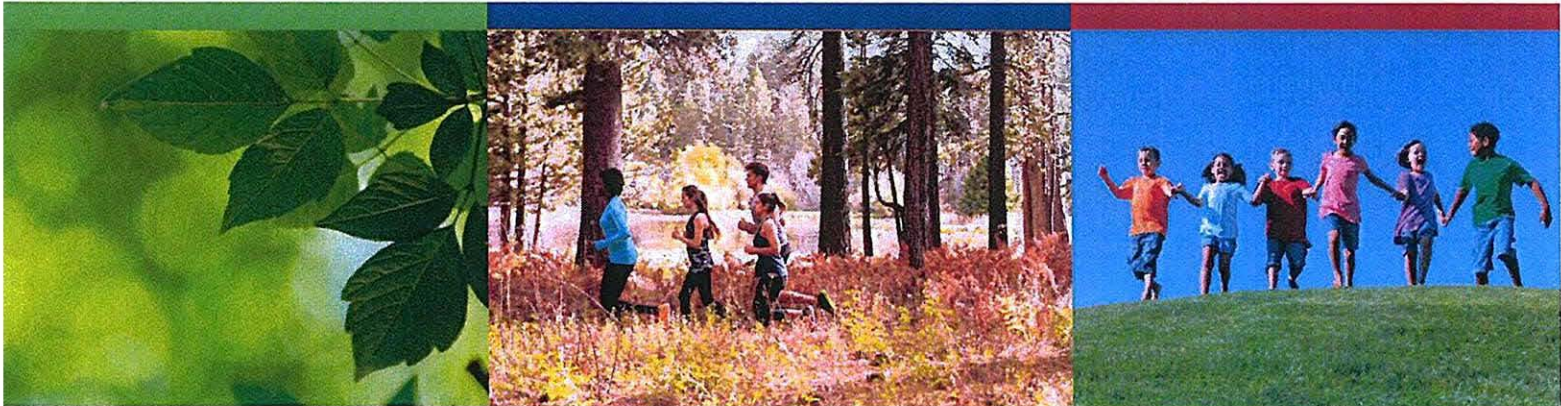
NRPA Park Pulse Polls

Topics can be serious or fun,
always demonstrate how parks
and recreation are key to
vibrant communities

- **May:** Zika
- **June:** Favorite summer activities
- **July:** Summertime events
- **August:** Olympics and staying active
- **September:** Physical activity for kids
- **October:** Tobacco in parks

www.nrpa.org/Park-Pulse





Thank You!

Kevin Roth

kroth@nrpa.org

www.nrpa.org





Recreation Trend Takeaways

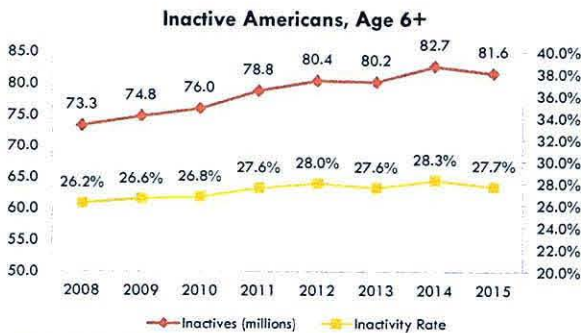
Big Picture Conclusions From the Nationwide SFIA Surveys of Sports,
Fitness & Recreation Activity Participation and Other Sources



M-NCPPC Bi-County Comprehensive Recreation Task Force Kick-Off
January 19, 2017

AMERICAN INACTIVITY... MODERATING, BUT CONCENTRATED

- In activity among Americans in sports, fitness and outdoor recreation is high, but moderating...



Source: Physical Activity Council, 2014 and 2016 Participation Reports

Inactive Americans defined: the annual SFIA sports, fitness and recreation activity participation survey estimates the number of active/inactive Americans age 6+ based on their responses to the activity portion of the survey. Consider this a broad measure of physical activity, as actives are defined as those who participate to any degree in one or more of the 108 activities included on the survey that are deemed to require some degree of physical exertion.

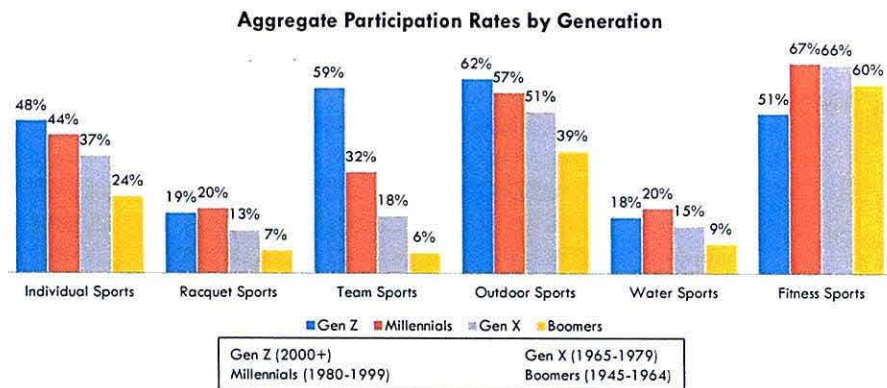
- And is concentrated in some demographic groups more than others

| | Actives | Inactives | Inactive Index |
|----------------------|---------|-----------|----------------|
| Male | 43.4% | 47.5% | 109 |
| Female | 56.6% | 52.5% | 93 |
| 6 to 12 | 13.1% | 7.0% | 53 |
| 13 to 17 | 8.6% | 5.4% | 63 |
| 18 to 24 | 12.8% | 9.7% | 76 |
| 25 to 34 | 16.1% | 13.4% | 83 |
| 35 to 44 | 11.5% | 12.2% | 106 |
| 45 to 54 | 14.7% | 15.8% | 107 |
| 55 to 64 | 13.2% | 15.8% | 120 |
| 65+ | 10.0% | 20.7% | 207 |
| Under \$25,000 | 23.5% | 29.4% | 125 |
| \$25,000 to \$49,999 | 26.8% | 26.9% | 100 |
| \$50,000 to \$74,999 | 20.0% | 17.6% | 88 |
| \$75,000 to \$99,999 | 12.6% | 10.4% | 83 |
| \$100,000+ | 17.1% | 15.7% | 92 |

Source: SFIA, 2014

ACTIVITY INTERESTS SHIFT ACROSS GENERATIONS

- While the notion of lifetime activity interests may ring familiar for some Americans...
- It's more common for activity interests to shift from one generation to another

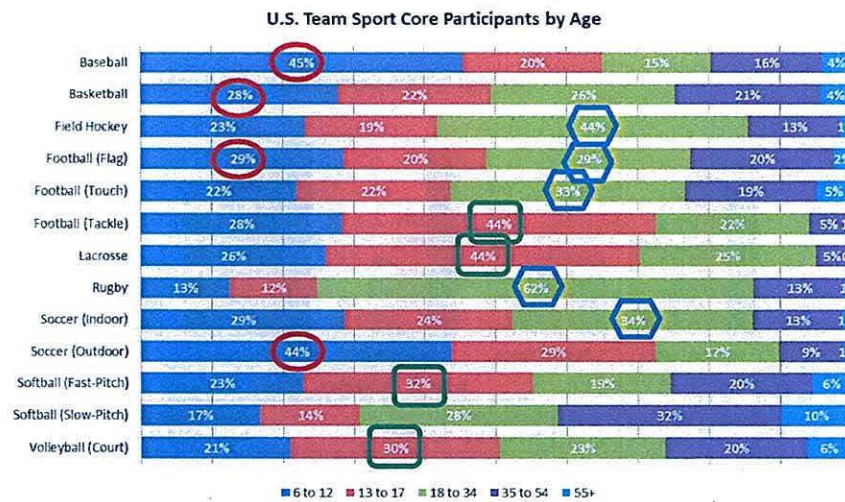


Source: Physical Activity Council, 2016

TEAM SPORTS ILLUSTRATE THIS PHENOMENON APTLY

- Age group differences can be seen readily in team sports participation, which are dominated by youth, teens and Millennials

- Youth-dominant
- Teen-dominant
- Millennial dominant



Source: SFIA, 2014

TEAM SPORTS PARTICIPATION PATTERNS ARE SHIFTING

- The overall participation pattern this decade:

- Growing: smaller, niche activities
- Declining: larger, more established traditional sports

- The pattern prompted SFIA to lament in 2014:

- "...instead of wondering if sports participation will 'go back to the way it was,' we must be forward thinking and prepared to forge a new normal."

- Bright spot: participation in nearly all of the larger, traditional court and field sport activities rebounded to one degree or another in 2015

| Team Sport | 2015 Partic. (M) | Total % Growth | | 1-Yr Change |
|-----------------------|------------------|----------------|----------|-------------|
| | | 2010-2015 | 5-Yr AAG | |
| Lacrosse | 2.1 | 47% | 8.1% | 4.1% |
| Rugby | 1.3 | 43% | 8.3% | 5.7% |
| Field Hockey | 1.6 | 32% | 6.0% | 0.5% |
| Softball (Fast Pitch) | 2.5 | -2% | -0.3% | 1.5% |
| Soccer (Indoor) | 4.8 | -2% | -0.3% | 6.2% |
| Baseball | 13.7 | -3% | -0.6% | 4.3% |
| Basketball | 23.4 | -7% | -1.4% | 1.5% |
| Soccer (Outdoor) | 12.6 | -9% | -1.8% | 0.4% |
| Football (Tackle) | 6.2 | -9% | -1.8% | 4.1% |
| Football (Flag) | 5.8 | -12% | -2.5% | 5.8% |
| Softball (Slow Pitch) | 7.1 | -16% | -3.3% | 0.5% |
| Football (Touch) | 6.5 | -25% | -5.5% | -1.5% |

AAG = average annual growth
 Source: SFIA 2016 U.S. Trends in Team Sports

TEAM SPORTS – LOSING THE ‘CORE’

■ With limited exceptions, where there has been growth in field and court sport activity participation, the pattern has been:

- Growth among casual participants
- Declining #s of core participants

| | 1 Year Growth | | | 3 Year AAG | | | 5 Year AAG | | |
|--------------------------------------|---------------|--------|-------|------------|--------|-------|------------|--------|-------|
| | Total | Casual | Core | Total | Casual | Core | Total | Casual | Core |
| Baseball ⁽²⁾ | 4.3% | 11.8% | 0.6% | 1.9% | 7.0% | -0.5% | -0.6% | 1.0% | -1.4% |
| Basketball ⁽²⁾ | 1.5% | 6.2% | -0.7% | -0.4% | 1.8% | -1.4% | -1.4% | -0.6% | -1.7% |
| Field Hockey ⁽¹⁾ | 0.5% | 4.9% | -4.1% | 8.4% | 13.2% | 3.9% | 6.0% | 9.4% | 2.9% |
| Football (Flag) ⁽²⁾ | 5.8% | 9.4% | 2.0% | -0.1% | 1.7% | -2.0% | -2.5% | -2.7% | -2.1% |
| Football (Tackle) ⁽³⁾ | 4.1% | 9.8% | -0.3% | 0.1% | 3.6% | -2.6% | -1.8% | -1.2% | -2.2% |
| Football (Touch) ⁽²⁾ | -1.5% | 2.2% | -6.3% | -3.8% | -1.7% | -6.5% | -5.5% | -5.2% | -5.6% |
| Lacrosse ⁽²⁾ | 4.1% | 17.2% | -8.2% | 9.3% | 13.4% | 5.5% | 8.1% | 12.5% | 4.1% |
| Rugby ⁽¹⁾ | 5.7% | 9.8% | -2.2% | 15.6% | 21.4% | 6.4% | 8.3% | 10.3% | 5.4% |
| Soccer (Indoor) ⁽²⁾ | 6.2% | 12.6% | 1.6% | 1.5% | 2.7% | 0.8% | -0.3% | 0.2% | -0.6% |
| Soccer (Outdoor) ⁽³⁾ | 0.4% | 1.2% | -0.4% | -0.8% | -0.2% | -1.4% | -1.8% | -2.0% | -1.6% |
| Softball (Fast Pitch) ⁽³⁾ | 1.5% | 2.5% | 0.5% | -2.1% | -1.4% | -2.6% | -0.3% | -1.9% | 1.6% |
| Softball (Slow Pitch) ⁽²⁾ | 0.5% | 6.4% | -3.3% | -1.3% | 2.2% | -3.5% | -3.3% | -2.7% | -3.7% |
| Volleyball (Court) ⁽²⁾ | 1.9% | 3.2% | 0.8% | 0.2% | 3.7% | -2.3% | -2.5% | -2.3% | -2.5% |

⁽¹⁾ Core participation is defined as 8+ times annually for these activities

⁽²⁾ Core participation is defined as 13+ times annually for these activities

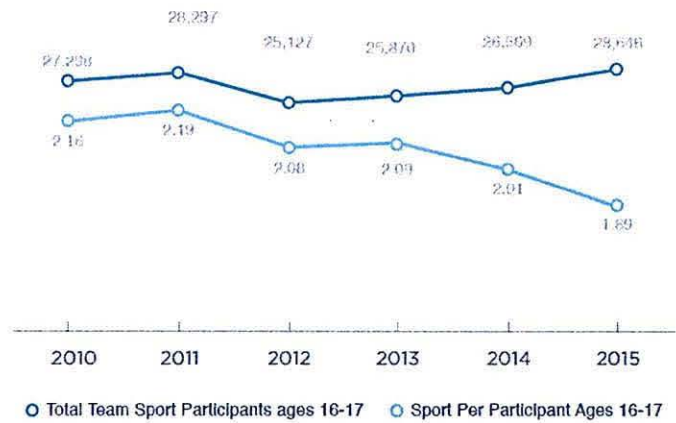
⁽³⁾ Core participation is defined as 26+ times annually for these activities

Source: SFIA 2016 U.S. Trends in Team Sports

YOUTH TEAM SPORTS – GROWING #S AND SPECIALIZATION

- More kids playing sports...
 - In the aggregate, overall sports activity participation among children (ages 6 to 17) is at its highest since 2011.
- But sports specialization is an ongoing trend...
 - the # of sports played by the average child has declined rapidly, particularly in the last two years

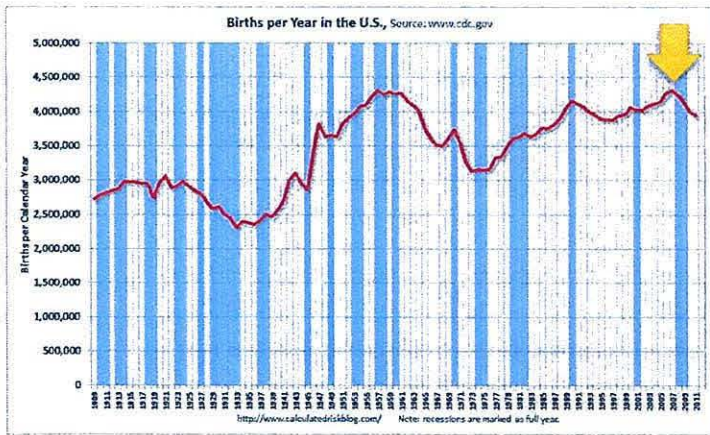
Team Sports Participants Age 6 to 17



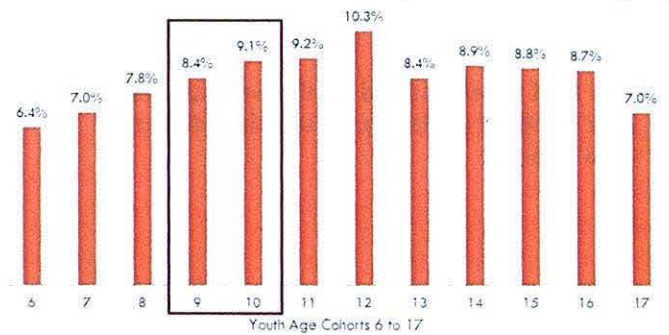
Source: SFIA 2016 U.S. Trends in Team Sports

YOUTH TEAM SPORTS' EMERGING OPPORTUNITY

- 2007 and 2008 saw the largest # of births in the U.S. since 1957
- Children born in these years are now 8-9 and just reaching the point at which interest in youth sports begins to ramp up



Aggregate Youth Team Sports Participation Rate by Age



Source: SFJA 2016 U.S. Trends in Team Sports

SWIMMING TRENDS FAVORABLE TO RECREATION CENTERS

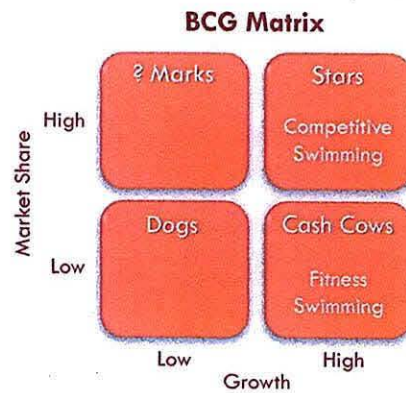
■ The SFIA survey includes two swimming activities crucial to indoor recreation center use and revenue:

- Swimming for fitness
- Competitive swimming

| Fitness and Competitive Swimming (in 000s) | | | | | | | |
|--|--------|--------|--------|--------|--------|---------------|------------|
| | 2011 | 2012 | 2013 | 2014 | 2015 | 1 Year Change | 4 Year AAG |
| Swimming, Team | 2,363 | 2,502 | 2,638 | 2,710 | 2,892 | 6.7% | 5.6% |
| Swimming, Fitness | 21,517 | 23,216 | 26,354 | 25,304 | 26,319 | 4.0% | 5.6% |

Source: SFIA, 2016.

■ Fitness swimming participation has moderated, but represents a huge market. The market for competitive swimming is smaller, but is growing. Both activities represent continued future opportunities.



ICE HOCKEY PARTICIPATION TREND ALSO FAVORABLE

- With a larger participant base than either fast-pitch softball or lacrosse, ice hockey participation has been...

- growing steadily throughout this decade

- experienced growth among both casual and core segments of the participation base

| U.S. Ice Hockey Participation (in 000s) - 2010 to 2015 | | | | | | | | | | |
|--|------------|-------|-------|-------|-------|-------|-------|---------------------|---------------|---------------|
| | Definition | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Change 2014/2015 | 3 Year AAG | 5 Year AAG |
| Total participation | 1+ times | 2,140 | 2,131 | 2,363 | 2,393 | 2,421 | 2,546 | 5.1% | 2.5% | 3.6% |
| Casual | 1-12 times | 1,006 | 957 | 1,082 | 1,093 | 1,129 | 1,219 | 8.0% | 4.1% | 4.1% |
| Core | 13+ times | 1,134 | 1,174 | 1,281 | 1,300 | 1,292 | 1,326 | 2.7% | 1.2% | 3.2% |

Source: SFIA, 2016

FITNESS DEMAND IS GROWING, BUT SUPPLY IS GROWING FASTER

- Over the past 3 years, average annual growth in the number of health and fitness facilities (6.2%) has outpaced membership growth (3.3%) by almost 2X.



Source: 2016 IHRSA Health Club Consumer Report

COMPETITION FOR FITNESS MEMBERS IS INCREASING

■ Result: nationally, the average # members/club is at a 6-year low



Source: 2014, 2016 IHRSA Health Club Consumer Reports

COMPETITION HAS BEEN EVEN MORE FIERCE LOCALLY...

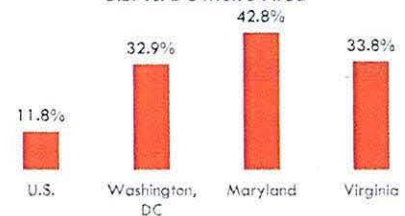
▪ Favorable local demographics in our region have created an attractive market opportunity for fitness providers. In Fairfax, for example...

| Health Club Mbr Partic Rate | | |
|-----------------------------|----------|-------|
| | % Partic | Index |
| U.S. | 18% | 100 |
| Fairfax (est.) | 23% | 128 |

Sources: IHRSA, 2014; FCPA est.

▪ And the industry has noticed. In the DC metro area, the rate of growth in fitness facilities has far surpassed the national average

Club Growth Rate: 2010-2015
U.S. vs. DC Metro Area



Source: IHRSA 2016 Profiles of Success

199

fitness facilities in Fairfax County

Source: melissadata.com SIC code 7991.

MEMBER RETENTION IS NOW JOB #1

Member retention is now recovering in both the private sector and public sector portions of the fitness market, although public sector retention lags behind.

Reasons for a serious retention strategy:

- Fitness market maturity
- Fierce local market competition/market bifurcation
- Cost of a lost customer that can no longer be easily replaced is significant. In our case...

\$407

Annual value of a RECenter customer household in Fairfax (FY15)

\$207K

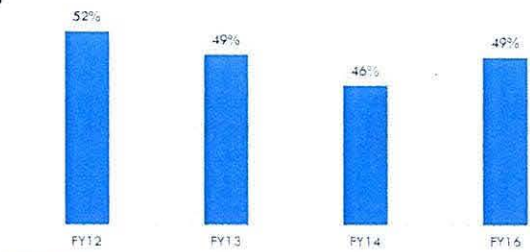
Impact of every 1% loss in customer households

U.S. Health Club Member Retention Rate



Source: IHRSA 2016 Profiles of Success

FCPA RECenter Member Retention

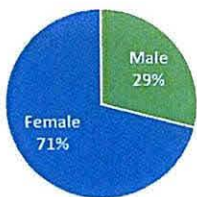


Source: FCPA

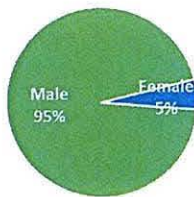
FITNESS MEMBERSHIP GROWTH DRIVERS

% of Member Growth

2009 to 2013

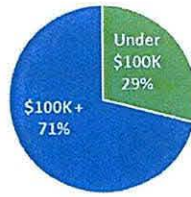


2013 to 2015

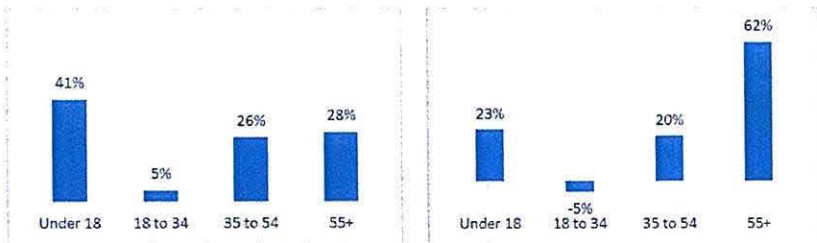


% of Member Growth

2009 to 2013

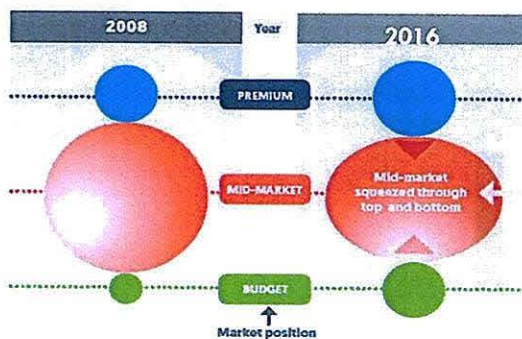


2013 to 2015

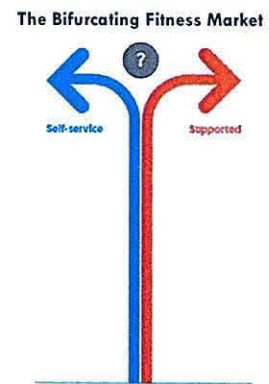


AN EVOLVING FITNESS MARKET

- The emergence of low-touch, low-cost gyms on the low end of the price spectrum and high-touch, boutique fitness offerings on the high-end are draining consumer demand from multi-purpose, generalist facilities in the middle.
- A growing # of consumers are choosing between a low-cost, self-service fitness experience and a highly supported, highly specialized one



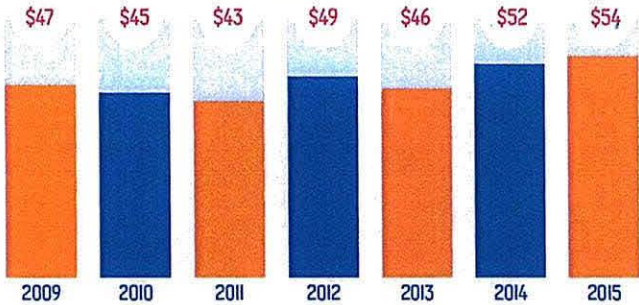
Source: Adapted from Oxygen Consulting, Health club industry mid-market report, 12/15.



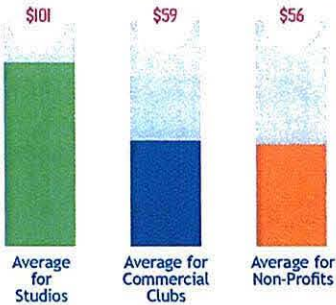
MEMBERSHIP PRICES RISING AFTER EXTENDED STAGNATION

■ The extended period of membership fee price stagnation that followed the recession is ending, driven by specialized offerings

Average Monthly Fee Paid by Members 2009 to 2015



Average Monthly Fee by Major Business Segment



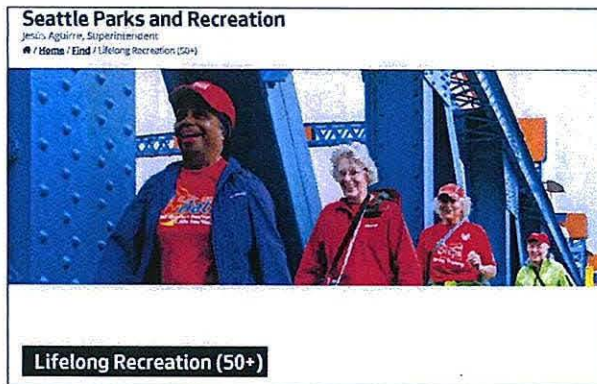
Source: 2016 IHRSA Health Club Consumer Report

OLDER IS GETTING YOUNGER IN MANY JURISDICTIONS

■ In an effort to encourage middle-age and older activity participation, the definition of 'older' adults is getting younger in many jurisdictions – 50+ or 55+ is increasingly common



■ This is the typical age group targeted by 50/55+ initiatives. Should it be?



THE 50+ GENERATIONS

■ 50+ includes 3 generations...

| Generation | Born | Age in 2016 |
|---------------|-------------|--------------|
| Baby Boomers | 1946 – 1964 | 52 to 70 |
| Silent Gen. | 1928 – 1945 | 71 to 88 |
| Greatest Gen. | Before 1928 | 89 and older |

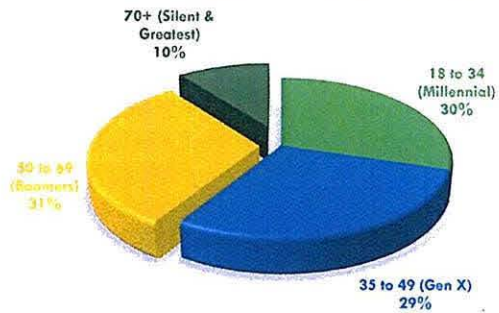
Source: adapted from Pew Research Center, 2015.

■ Boomers represent the largest market segment. In Fairfax County, for example:

51% % of adult pop. that is 50+

74% % of 50+ pop. that is Boomers

FAIRFAX COUNTY ADULT POPULATION BY GENERATION

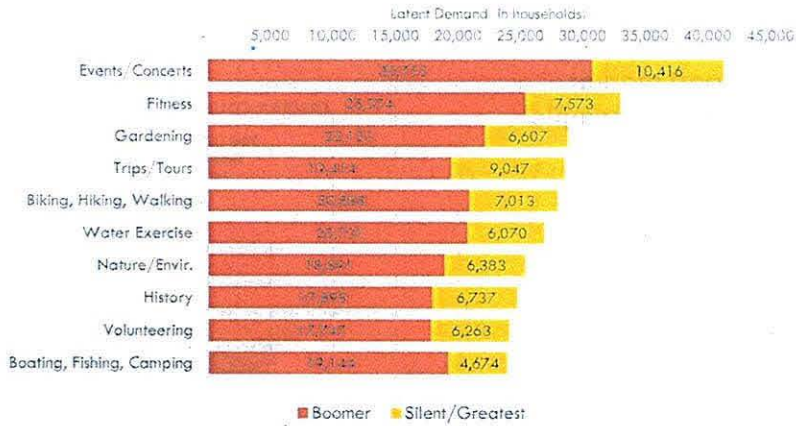


Source: FCPA Program Needs by Generation, 2015.

50+ PROGRAM DEMAND BY GENERATION

Most 50+ recreation activity participation will be comprised of Boomers as well, as data from Fairfax County Park Authority's last needs assessment illustrates.

Where is the Most Latent Demand for Activities Among Adults 50+ in Fairfax County?



Source: FCPA Program Needs by Generation, 2015.

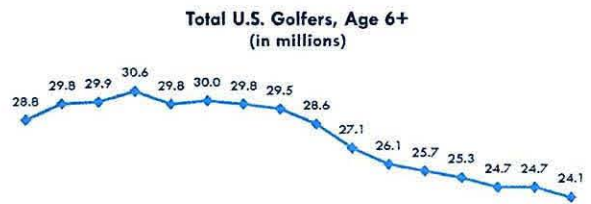
GOLF'S DEMISE... A POPULAR STORYLINE



- The jury is still out concerning whether nationwide golf demand has stabilized after a prolonged decline or not. There are both positive and negative indicators...

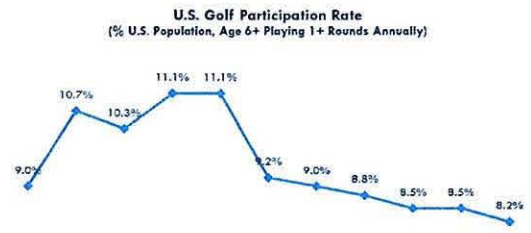
GOLF'S NEGATIVE INDICATORS

■ Size of the U.S. golf market continues to shrink, both in terms of total # of golfers...



2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015
Source: NGF

■ ... and the % of the overall population that plays golf (participation rate)



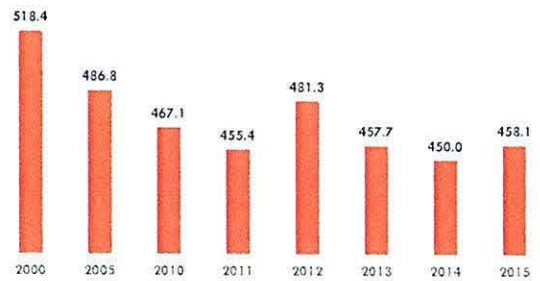
1985 1990 1995 2000 2005 2010 2011 2012 2013 2014 2015
Source: NGF

GOLF'S POSITIVE INDICATORS

■ Nationwide rounds play increased nearly 2% in 2015, the first growth since 2012.

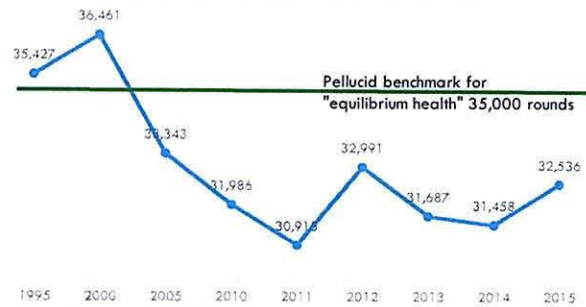
■ Competition for rounds, at least nationally, is decreasing.

Total U.S. Golf Rounds (in millions)



Source: Golf Datatech/NGF

Annual Golf Rounds/18HEQ in the U.S.

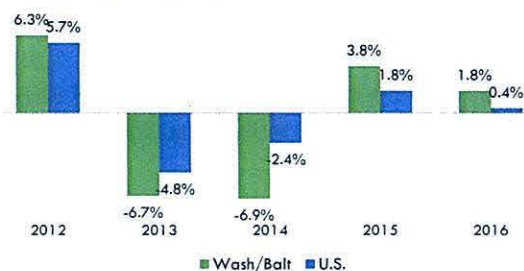


Source: Golf Datatech/NGF, IGDB, Pellucid

GOLF'S POSITIVE INDICATORS

- So where are we with rounds play in 2016?
 - Nationally: about even with year-end 2015
 - Washington/Baltimore market – up nearly 2%, representing two consecutive years of rounds growth if the pattern continues to hold through the end of the year

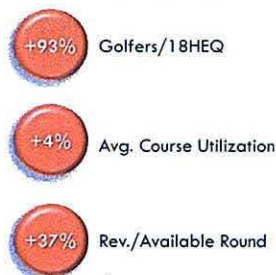
**% Change in Rounds Play Compared to Prior Year
(Washington/Baltimore Market vs U.S.)**



Note: 2016 shows data through September
Source: Golf Datatech National Golf Rounds Played Report

- The DC golf market is the 7th healthiest of the top 25 local golf markets in the U.S.

DC CBSA Golf Metrics vs. U.S.



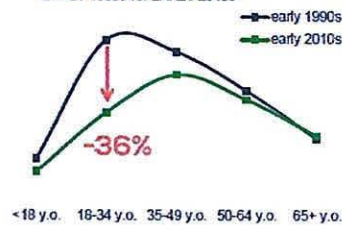
Source: The Pellucid Perspective, 3/15.

GOLF'S BIGGEST CHALLENGE... MILLENNIALS

■ NGF's long-term analysis done earlier this decade showed that the golf participation drop-off has been most pronounced among young adults.

■ A look at the most recent 4-year trend shows the pattern still holds.

PARTICIPATION RATES
EARLY 1990s vs. EARLY 2010s

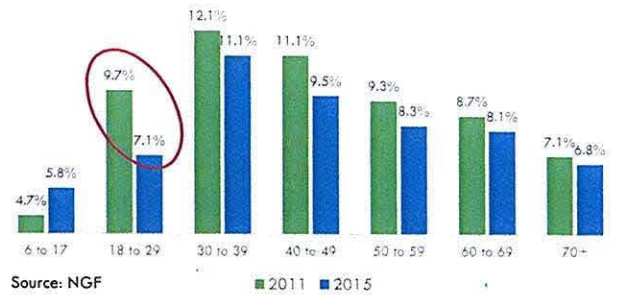


■ What's behind the drop-off?

- Changing demographics – today's Millennials as a group are more diverse than young adults of yesteryear.
- Today's Millennials are also more income challenged.

■ The concern: young adulthood has historically been the most common gateway age for golfers.

Golf Participation Rates by Age Group - 2011 vs. 2015



WHAT RECREATION ACTIVITIES HAVE MOST LATENT DEMAND?

Recreational Activities With The Most Latent Demand Among U.S. Population 6+

| Interest Level | Ages 6-12 | Ages 13-17 | Ages 18-24 | Ages 25-34 | Ages 35-44 | Ages 45-54 | Ages 55-64 | Ages 65+ |
|----------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------------|--------------------------|--------------------------|
| 1 | Camping | Camping | Camping | Swimming for Fitness | Camping | Camping | Bicycling | Birding/Wildlife Viewing |
| 2 | Swimming for Fitness | Swimming for Fitness | Bicycling | Camping | Swimming for Fitness | Swimming for Fitness | Swimming for Fitness | Swimming for Fitness |
| 3 | Bicycling | Bicycling | Swimming for Fitness | Bicycling | Bicycling | Bicycling | Camping | Work Out: Machines |
| 4 | Basketball | Work Out: Machines | Hiking | Hiking | Hiking | Hiking | Birding/Wildlife Viewing | Fishing |
| 5 | Running/Jogging | Running/Jogging | Backpacking | Running/Jogging | Work Out: Weights | Work Out: Machines | Hiking | Hiking |
| 6 | Soccer | Hiking | Work Out: Weights | Canoeing | Work Out: Machines | Fishing | Fishing | Bicycling |
| 7 | Fishing | Fishing | Running/Jogging | Backpacking | Running/Jogging | Birding/Wildlife Viewing | Work Out: Machines | Fitness Classes |
| 8 | Football | Work Out: Weights | Martial Arts | Work Out: Machines | Fishing | Canoeing | Work Out: Weights | Work Out: Weights |
| 9 | Swimming on a Team | Shooting (Targets) | Work Out: Machines | Work Out: Weights | Canoeing | Work Out: Weights | Canoeing | Camping |
| 10 | Hiking | Martial Arts | Climbing | Kayaking | Backpacking | Backpacking | Fitness Classes | Canoeing |

Source: 2016 Physical Activity Council Report

A LOCAL VIEW ON LATENT DEMAND FOR PROGRAMMATIC ACTIVITY

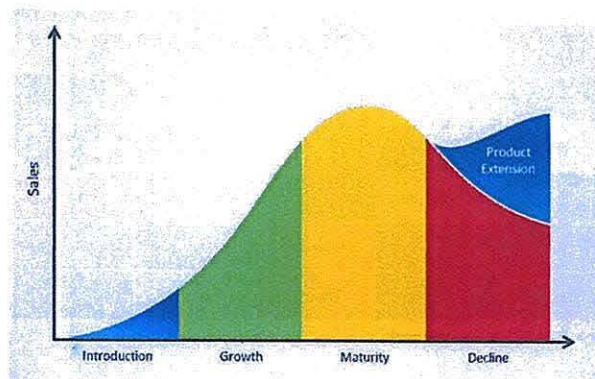
Program Activities With the Most Latent Demand by Generation –
Fairfax County Households

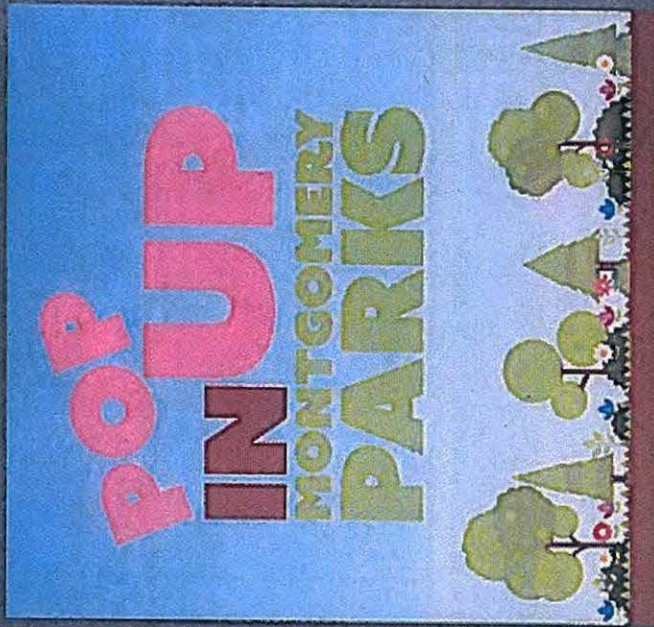
| Interest Level | Millennials | Generation X | Baby Boomers | Silent/Greatest | 50+ |
|----------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1 | Special Events/ Concerts | Science/ Technology | Special Events/ Concerts | Special Events/ Concerts | Special Events/ Concerts |
| 2 | Science/ Technology | Special Events/ Concerts | Exercise/Fitness | Day Trips & Tours | Exercise/Fitness |
| 3 | Boating/Fishing/ Camping | Programs for Families | Gardening | Exercise/Fitness | Gardening |
| 4 | Exercise/Fitness | Exercise/Fitness | Biking/Hiking/ Walking | Biking/Hiking/ Walking | Day Trips & Tours |
| 5 | Programs for Families | Art | Water Exercise | History | Biking/Hiking/ Walking |
| 6 | Volunteering | Performing Arts | Day Trips & Tours | Gardening | Water Exercise |
| 7 | Art | Nature/ Environmental | Boating/Fishing/ Camping | Nature/ Environmental | Nature/ Environmental |
| 8 | Nature/ Environmental | Summer Day | Nature/ Environmental | Volunteering | History |
| 9 | Learn to Swim | Boating/Fishing/ Camping | Performing | Water Exercise | Volunteering |
| 10 | Day Trips & Tours | Learn to Swim | History | Science/ | Boating/Fishing/ Camping |

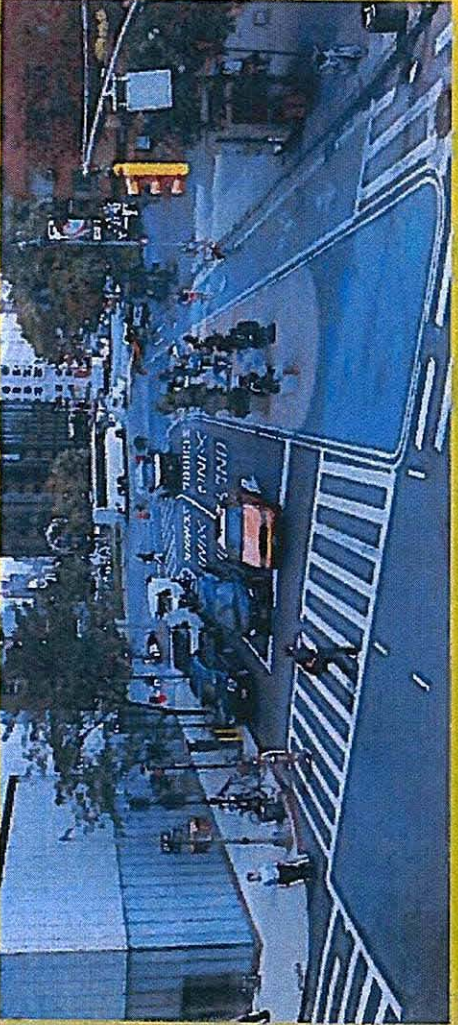
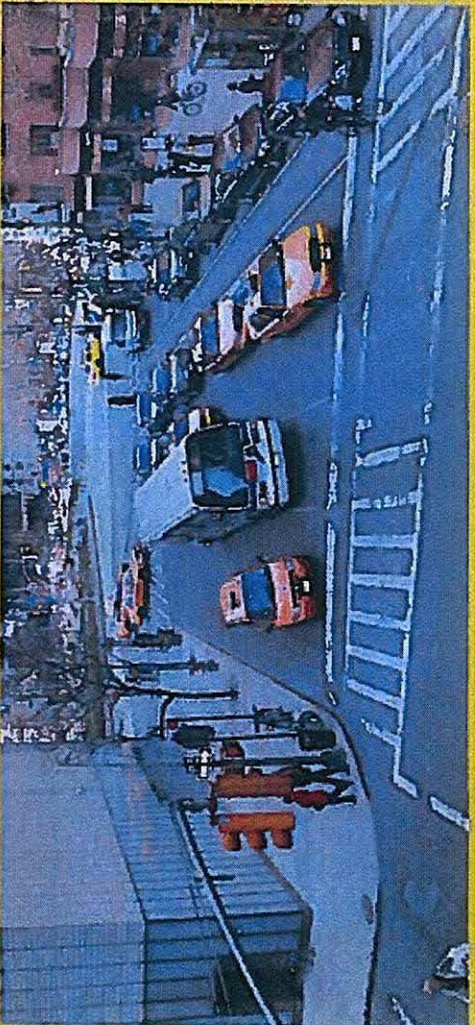
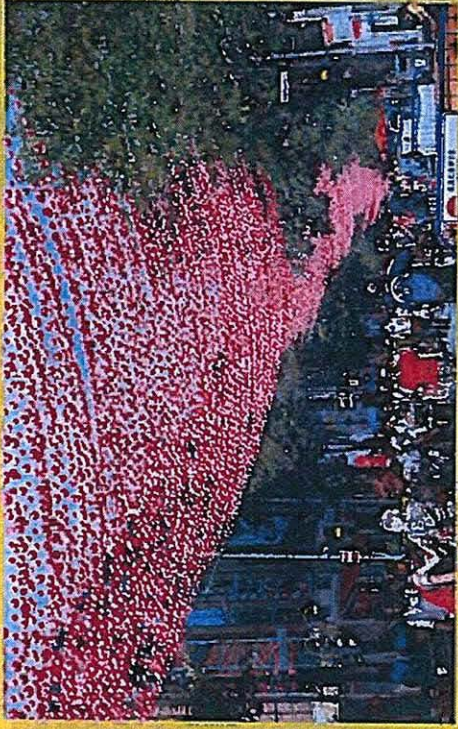
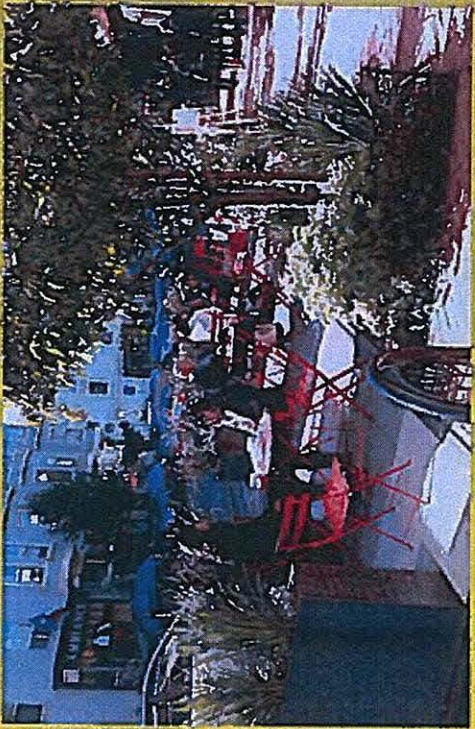
Source: FCPA 2015 Needs Assessment

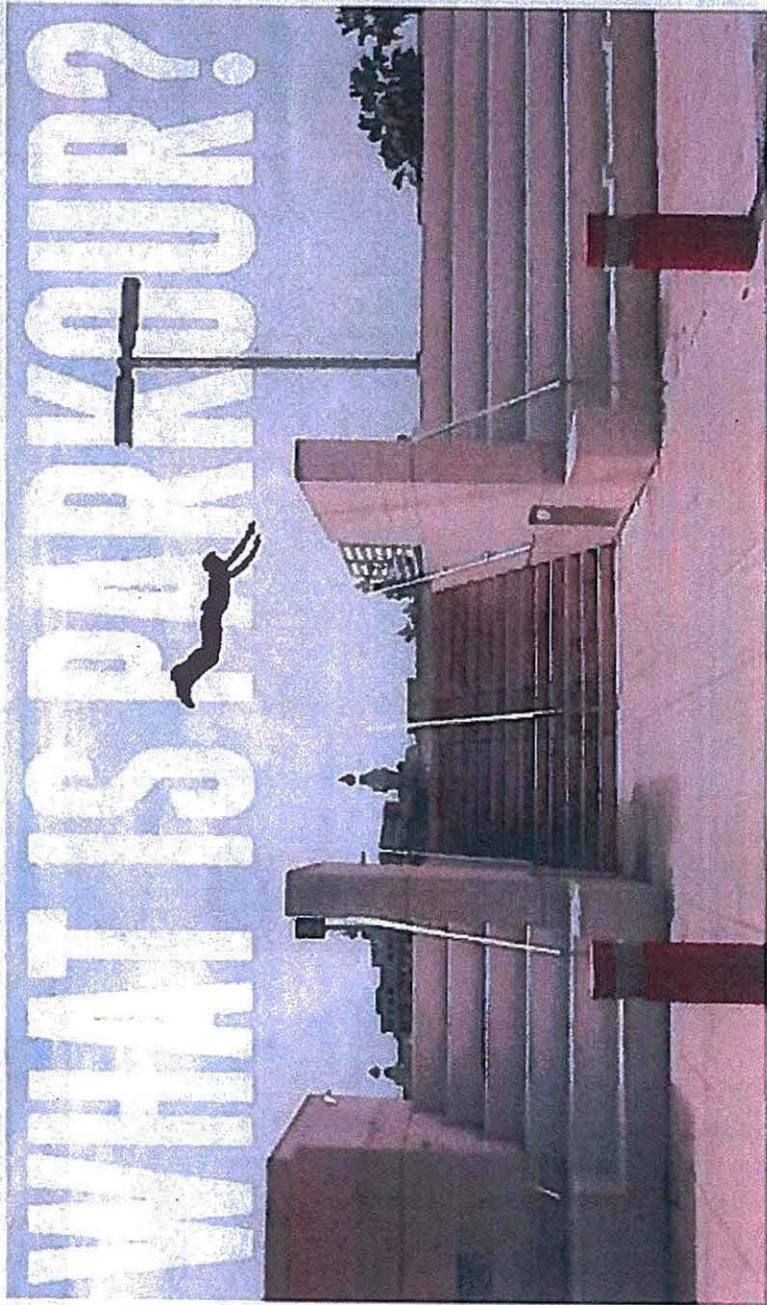
FINAL THOUGHT...

- Why do we care about recreation activity trends anyway? Simply put...
 - Recreation participation patterns are in continual flux – change is constant due to a variety of factors not the least of which are changes in demographics, market competition and economic factors
- Knowing where an activity or industry is in its lifecycle is a crucial starting point to knowing how to manage it in the future and, therefore, is a relevant starting point for development of your program plan







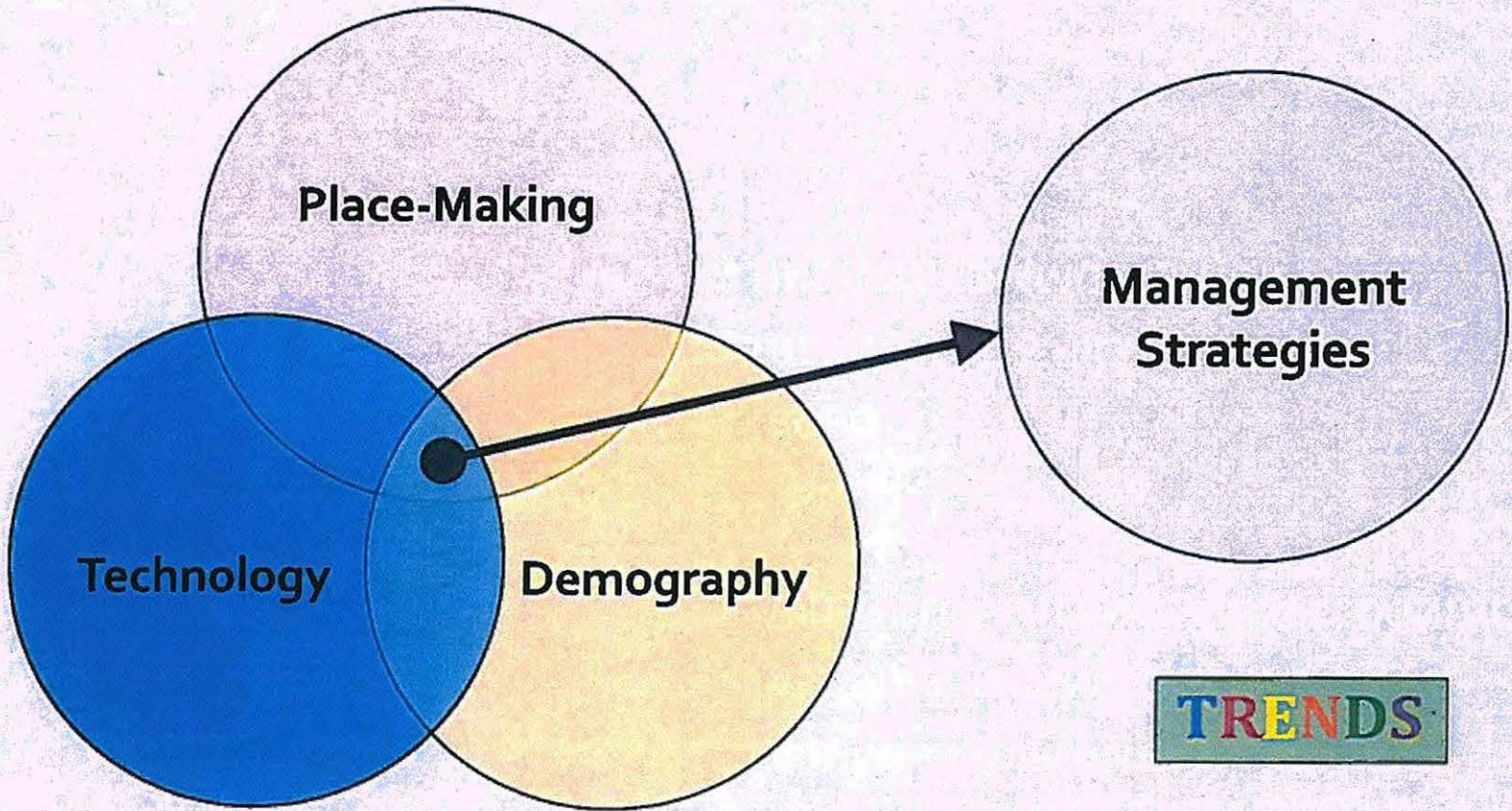


HCBS TRANSITION PLAN



Architectural Barriers Act (ABA) Standards
Approved by the
Department of Justice (DOJ)
Civil Rights Administration (CRA)
U.S. Postal Service (USPS)

**Uniform
Federal
Accessibility
Standards**



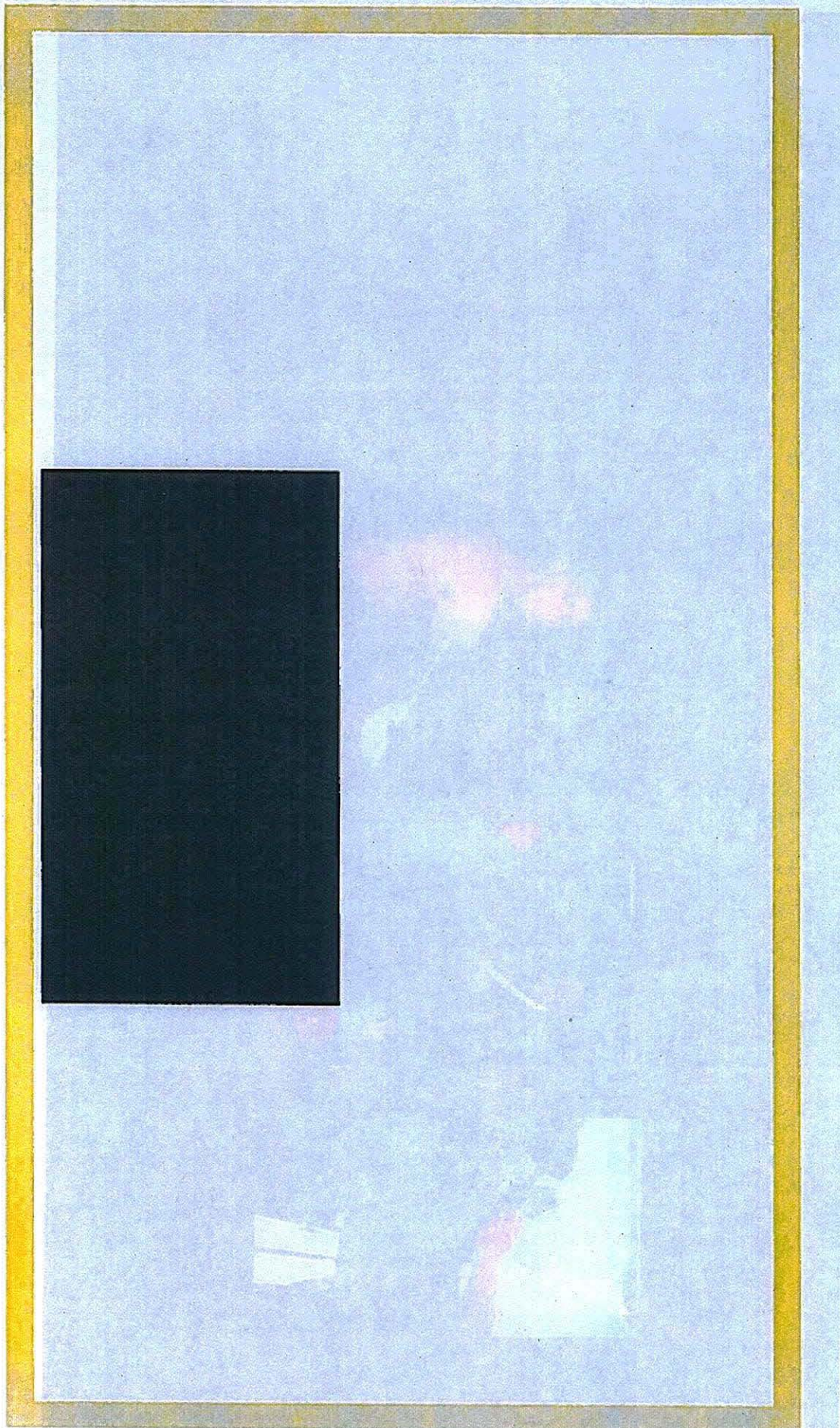
TRENDS

Technology



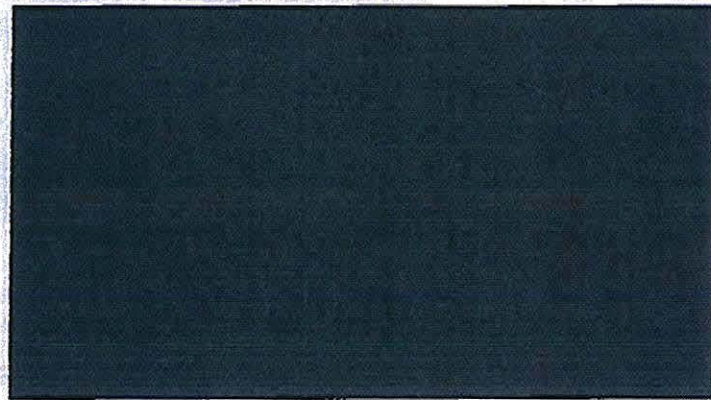
- ❑ VIRTUAL REALITY
- ❑ AUGMENTED REALITY
- ❑ ASSISTIVE TECHNOLOGY
- ❑ VIDEO SURVEILLANCE AND RECOGNITION
 - Apps
 - Drones
- ❑ ROBOTICS
- ❑ DRIVERLESS VEHICLES
- ❑ INSTANT COMMUNICATION
 - Cell phone leagues
 - Flashmobs

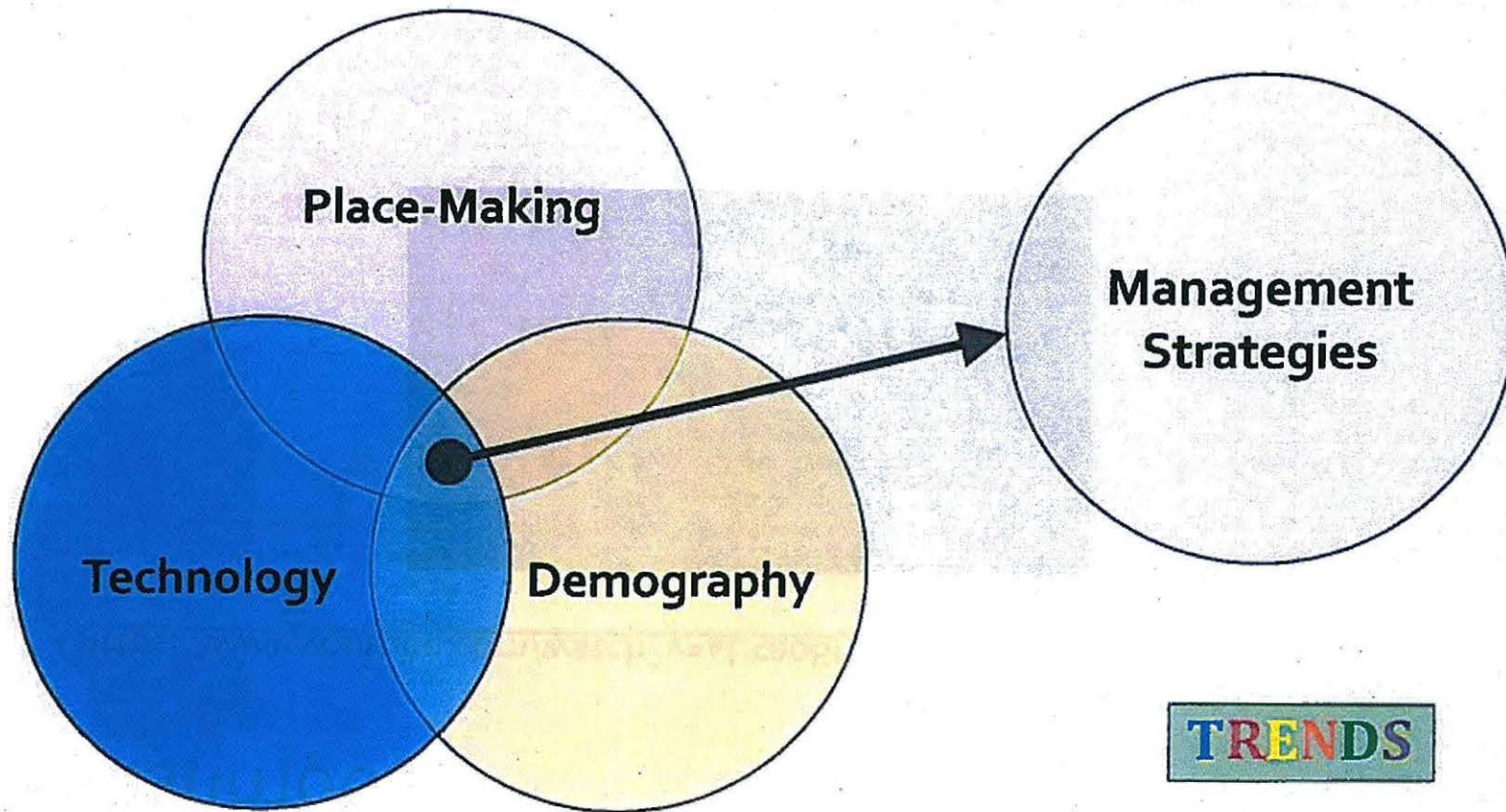




Flashmobs

- <https://www.youtube.com/watch?v=4L5ao8rTiZA>

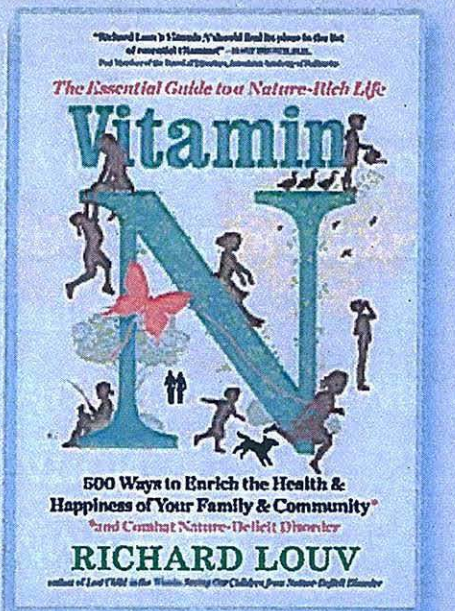
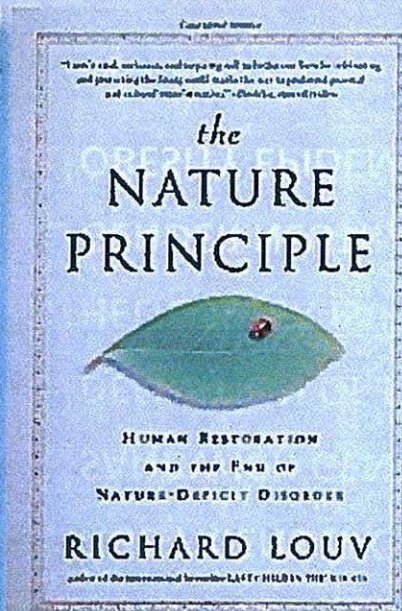
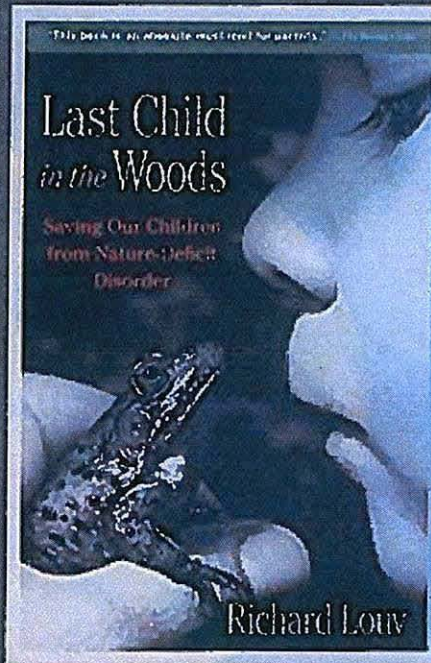


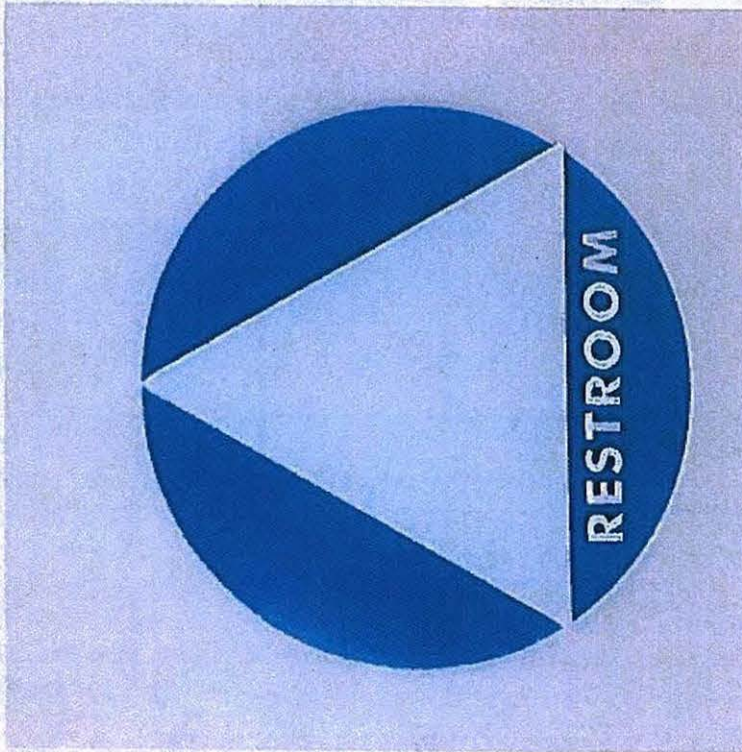


Demography



- AGING-OUT OF TR PROGRAMS
- AGE-FRIENDLY COMMUNITIES
- SANDWICH GENERATION
- DEFINITION OF FAMILY / DOG AS FAMILY MEMBER
- HELICOPTER PARENTING
- GENDER NEUTRALITY / GENDER EQUITY
- OBESITY EPIDEMIC / NATURE DEFICIT DISORDER



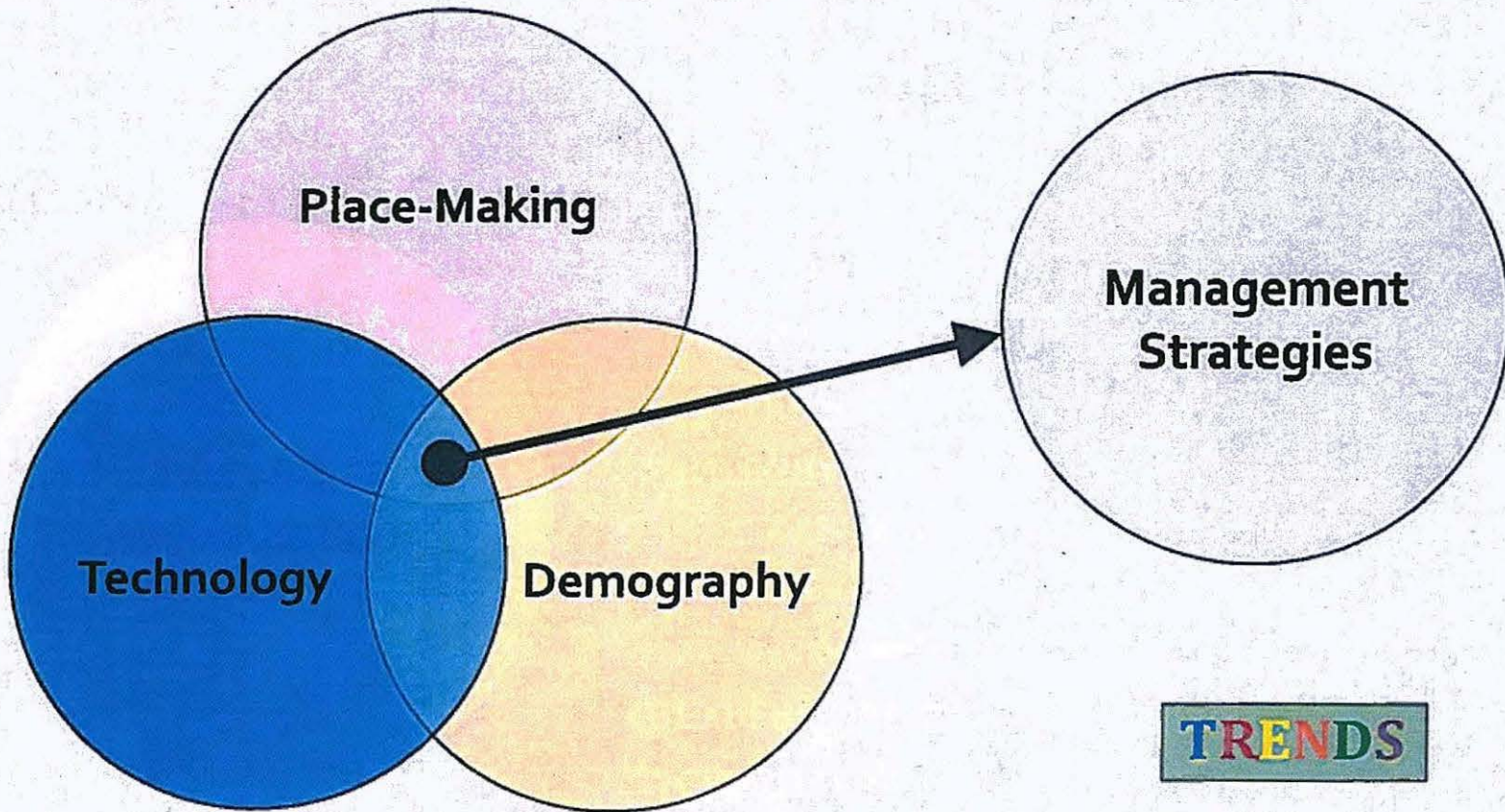


New Proof That We Consider Dogs to Be Family Members

Data shows that dogs are
classified as family members
in our memory.

Posted Jun 08, 2016



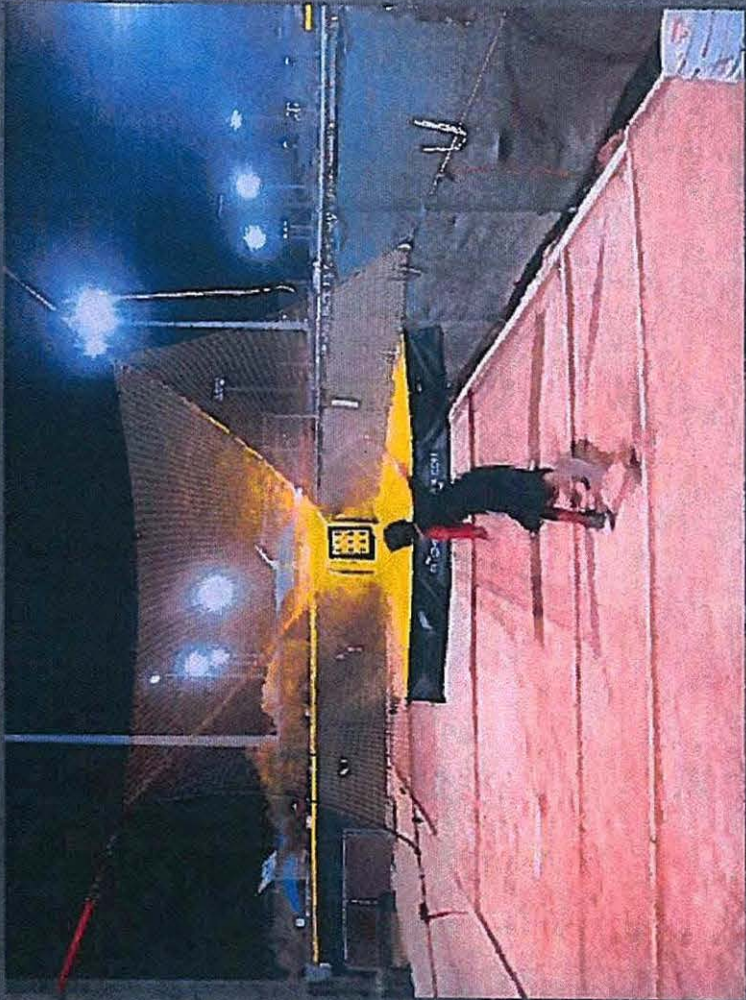
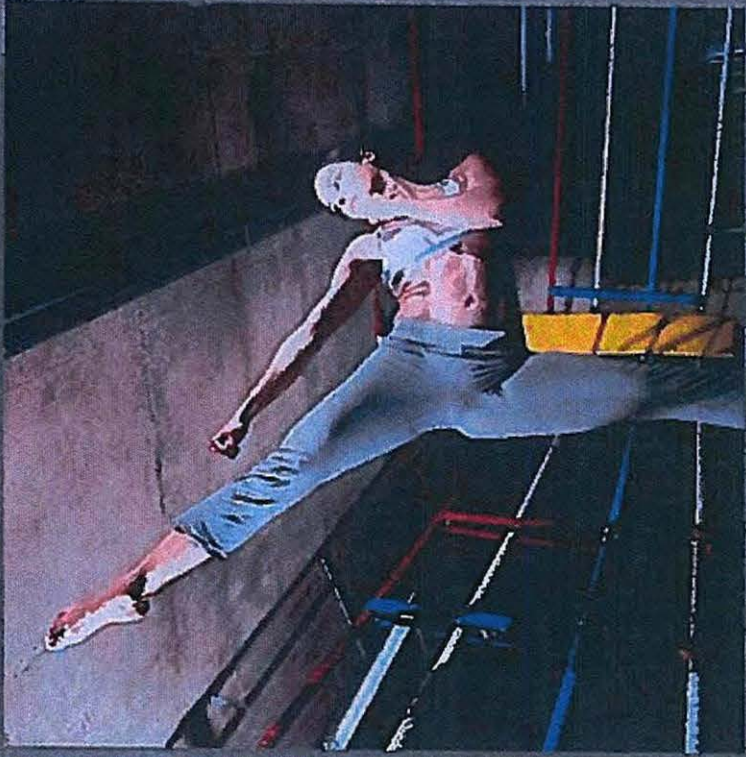


TRENDS

Management Strategies



- ☐ FLEXIBLE MULTIUSE / MULTIGENERATIONAL SITES
- ☐ CREATIVE PLACEMAKING
- ☐ EXPERIENCE-BASED AMENITIES
 - Makerspaces
 - Elite training venues
 - Destination sports complexes
- ☐ INTEGRATED PUBLIC REALM
 - Urban parks
 - Complete streets
- ☐ OPEN DATA / REAL-TIME DATA
- ☐ SOCIAL CAPITAL FOCUS
 - Leisure clubs
 - Customized customer engagement







“The quality of life is determined by its activities”

Attributed to Aristotle

TRENDS

SLIDE 1: Introduction

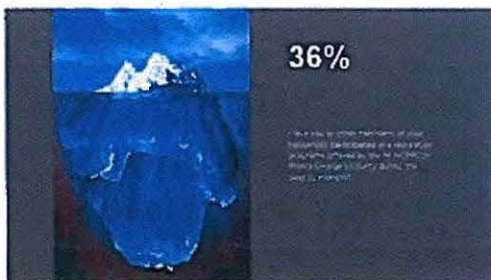
SLIDE 2: Anyone know what this is? “FAD” is something temporarily in vogue – a temporary fashion – trendy.



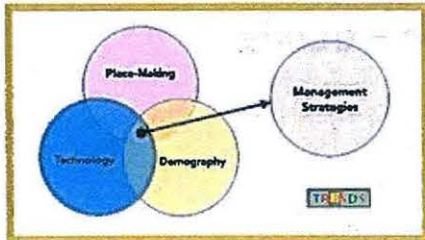
SLIDE 3: A “Trend” sets a new course or direction that has lasting impact. A fad tends to be a dead end, but a trend can have major influence on society. Often a driver of change. (Uber, digital photography)



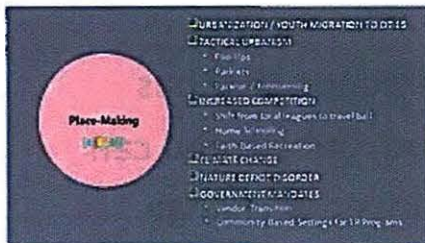
SLIDE 4: Have you or other members of your household participated in a recreation programs offered by the M-NCPPC in Prince George’s County during the past 12 months?



**SLIDE 5: place-making (where/when), technology (how),
demography (who)**



SLIDE 6:



☐ URBANIZATION / YOUTH MIGRATION TO CITIES

Oldest person in the room, only person reading a newspaper, only person paying with cash

☐ TACTICAL URBANISM

Laboratory for testing things in real time the theory that short-term action can result in long-term gain often involves citizens in the direct creation and activation of their neighborhoods. Often guerilla tactics – disruption or sabotage of normal order.

Government is rarely the leader – but can become a facilitator.

- Pop-Ups
- Parklets (Park-ing Day)
- Parkour / Freerunning

Temporary interventions have emerged as an important way to make improvements to local neighborhoods that present fewer risks for both citizens and municipal administrations.

INCREASED COMPETITION

- Shift from local leagues to travel ball
- Home Schooling
- Faith-Based Recreation

CLIMATE CHANGE

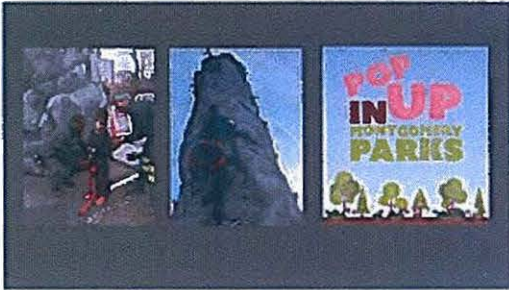
NATURE DEFICIT DISORDER

Human beings, especially children, are spending less time outdoors resulting in a wide range of behavioral problems.

GOVERNMENT MANDATES

- Vendor Transition
- Community-Based Settings for TR Programs

SLIDE 7:



SLIDE 8:

Left: New York City – pop-up plaza park

Upper Right – **Le Projet de Boules Roses, St. Catherine Street in Montreal.** Yearly installation a street canopy of thousands of pink balls.

Lower Right – a parklet -- Park(ing) Day started in San Francisco in 2005 – always to 3rd Friday in September.



SLIDE 9: The back alleys of Montreal have become a tourist attraction.

Since 1997, approximately 100 alleys have been converted by locals, with the help of district governments. Asphalt is completely or partially removed to accommodate planting.

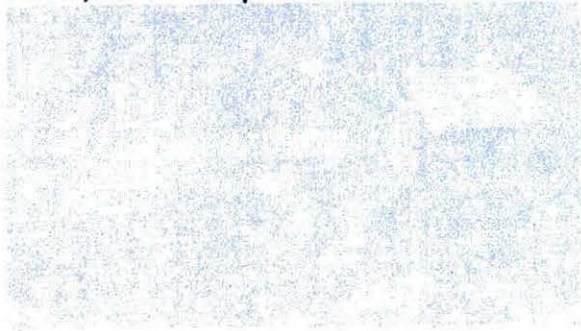


SLIDE 10: World's Columbia Exposition of 1893 – 6 months May to October

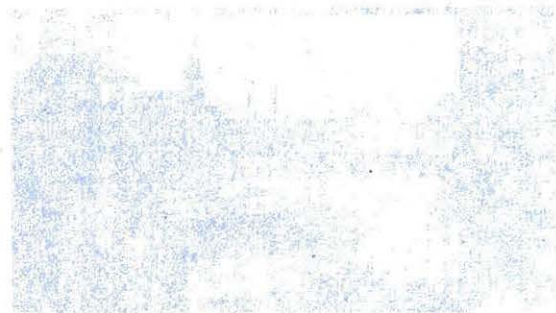
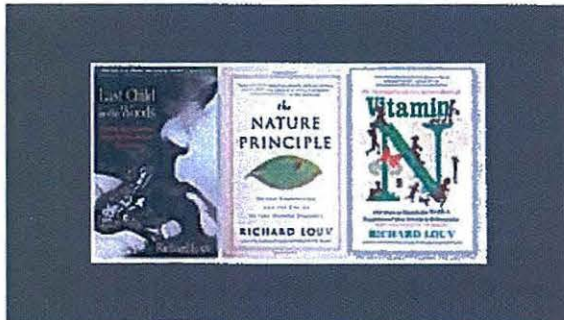


SLIDE 11:

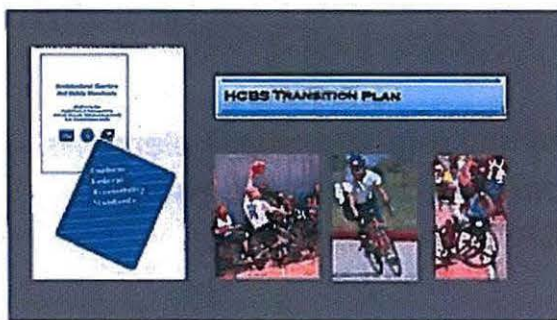
Parkour French physical educator Georges Hebert was fascinated by the physical development, stamina and speed of indigenous peoples. Hebert's "Natural Method" soon became the basis for all French military training -- what came to be known as, "parcours du combattant.", or "the path of the warrior".



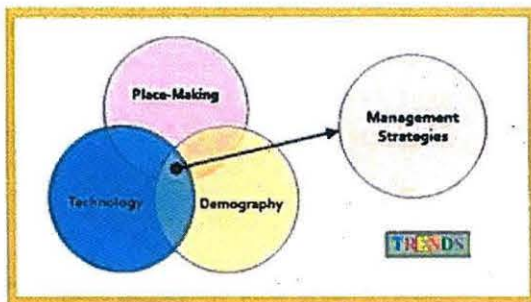
SLIDE 12: Richard Louv is the guru of Nature Deficit Disorder. Parental fears, restricted access to natural areas, and the lure of the screen.



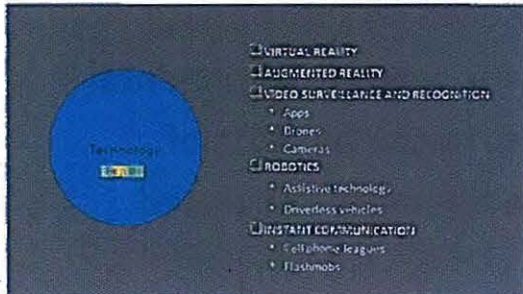
SLIDE 13: Home & Community-Based Services under Medicaid-
- New requirements on what is considered an appropriate home and community-based setting for persons with mental and intellectual disabilities. Full access to the benefits of community living and offer services in the most integrated settings.



SLIDE 14: Let's look at the impact technology will have on our lives.



SLIDE 15:



VIRTUAL REALITY

AUGMENTED REALITY -- Real-world environment whose elements are *augmented* (or supplemented) by computer-generated sensory input such as sound, video, graphics or GPS data. **Google Glass**

VIDEO SURVEILLANCE AND RECOGNITION

- Apps
- Drones

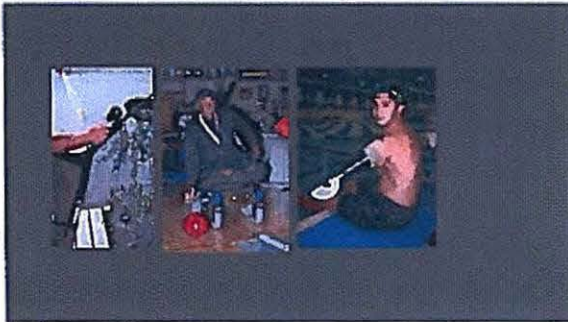
ROBOTICS

- Assistive technology
- Driverless vehicles

INSTANT COMMUNICATION

- Cell phone leagues
 - Flashmobs

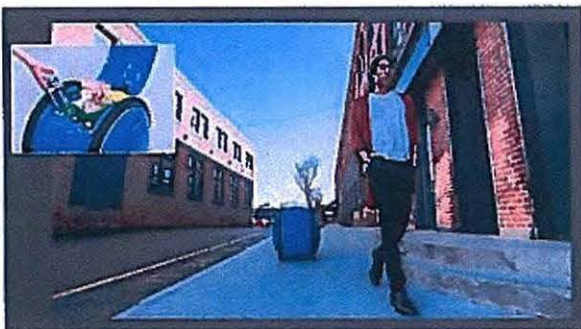
SLIDE 16: Assistive Technology -- products, equipment, and systems that enhance learning, working, and daily living for persons with disabilities.



SLIDE 17: Pokemon is Japanese for "Pocket Monsters"
Nintendo is the sole owner of the trademark.



SLIDE 18:



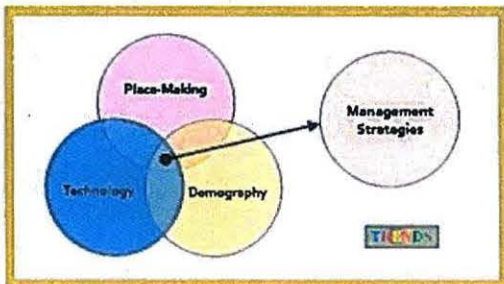
SLIDE 19: Bicycle Flashmob – Riga Latvia



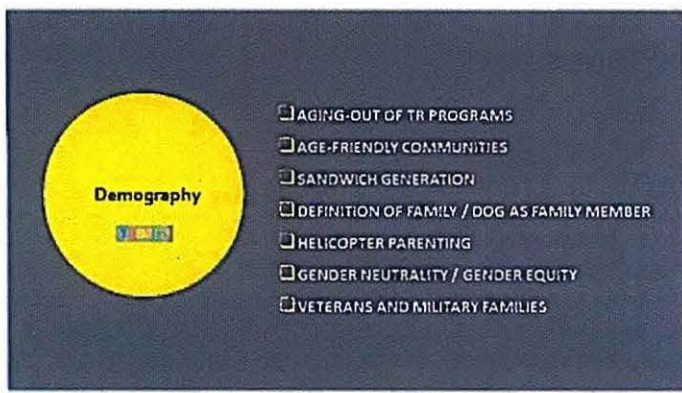
SLIDE 20: Flashmob Baku Azerbaijan



SLIDE 21: Demography



SLIDE 22:

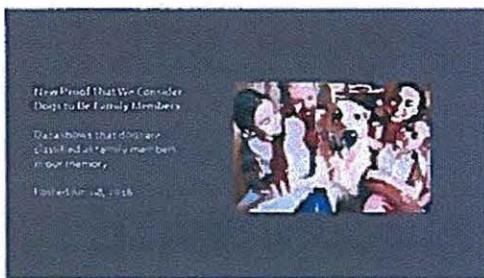


- AGING-OUT OF TR PROGRAMS (shifting rules – more mental illness, e.g. autism**
- AGE-FRIENDLY COMMUNITIES**
- SANDWICH GENERATION**
- DEFINITION OF FAMILY / DOG AS FAMILY MEMBER**
- HELICOPTER PARENTING**
- GENDER NEUTRALITY / GENDER EQUITY**
- VETERANS AND MILITARY FAMILIES**

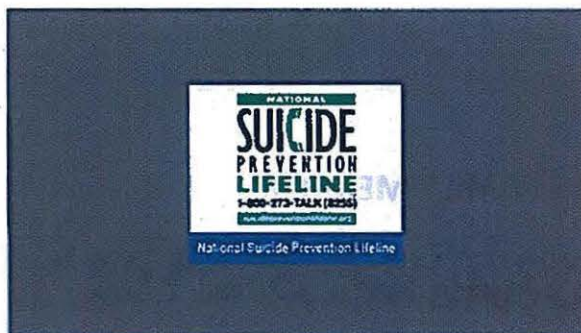
SLIDE 23: Gender Neutrality – (regulatory mandates)



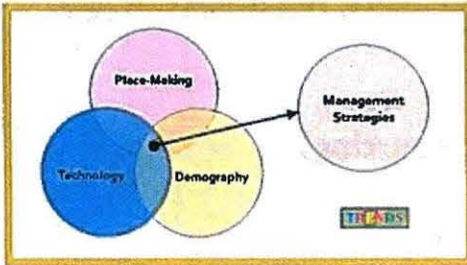
SLIDE 24: Fewer children and more pets.



SLIDE 25: Special mental and physical needs of veterans



SLIDE 26: Management Strategies – How do we cope with the convergence of these trends in Place-Making, Technology and Demographics.



SLIDE 27:



- FLEXIBLE MULTIUSE / MULTIGENERATIONAL SITES
- CREATIVE PLACEMAKING
- EXPERIENCE-BASED AMENITIES
 - Makerspaces – A place where people gather to share resources and knowledge, and work on projects.
 - Elite training venues
 - Destination sports complexes
- INTEGRATED PUBLIC REALM
 - Urban parks
 - Complete streets
- OPEN DATA / REAL TIME DATA
- SOCIAL CAPITAL FOCUS
 - Resident clubs
 - Customized customer engagement
- PROGRAM QUALITY INITIATIVES

☐ INTEGRATED PUBLIC REALM

- Urban parks
- Complete streets (**design and operation of the entire right of way to enable safe access for all users, regardless of age, ability, or mode of transportation**)

☐ OPEN DATA / REAL-TIME DATA (crowd sourcing)

☐ SOCIAL CAPITAL FOCUS

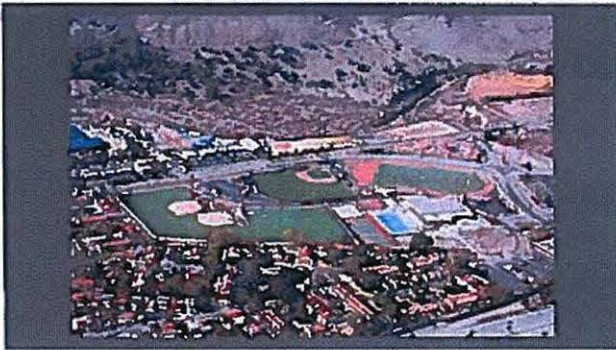
- Leisure clubs
- Customized customer engagement Just don't say Thank You – re-invite the customer – social construction of populations

☐ PROGRAM QUALITY INITIATIVES



SLIDE 28: Elite training venues are very popular and often can be set up in non- traditional locations, e.g. shopping centers and office parks.




SLIDE 29: Sports is Big Business – A well-designed “signature” facility that can host league and tournament play can be a boon for a local economy. Requires careful planning and design.



SLIDE 30: The Mayor’s Office of Arts and Culture, in conjunction with the Massachusetts College of Art and Design, invites Boston artists to apply to Boston AIR to become an artist-in-residence with a City department or agency.

Boston AIR
Call To Artist: Boston Artist in Residence
|   [More](#)

For Immediate Release
September 14, 2015
Released By:
Mayor's Office


For More Information Contact:
Mayor's Press Office
617.635.4461

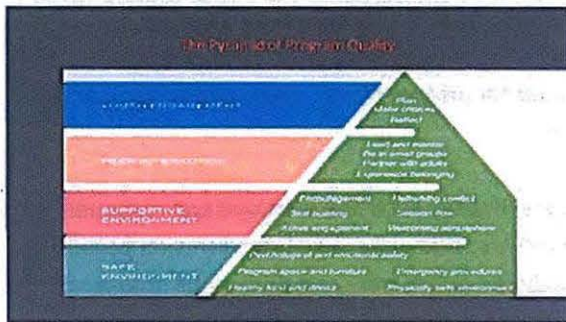
The Mayor's Office of Arts and Culture, in coordination with the Massachusetts College of Art and Design, invites Boston artists to apply to Boston AIR to become an artist in residence within a City of Boston department or agency.

SLIDE 31: "The Soofa Bench is a platform for sensors to measure activity in outdoor public spaces. You can finally see in real-time how people are using the spaces in your city, neighborhood, or mixed-use real estate project. It brings benches into the internet era and gives you detailed insights into space utilization."



SLIDE 32: Youth being involved in an activity, listening, participating – those are all wonderful things, and they are measured in the interaction and supportive environment domains of the pyramid.

3 things that define engagement: 1) Youth having opportunities to Plan what they're doing, 2) make choices about what they're doing, and 3) reflect on what they're doing. Engagement is at the top of the pyramid because all of the other domains below it set the stage for these to happen.



SLIDE 33:

Technology

Demography

- AGING-OUT OF TR PROGRAMS
- AGE-FRIENDLY COMMUNITIES
- SANDWICH GENERATION
- DEFINITION OF FAMILY / DOG AS FAMILY MEMBER
- HELICOPTER PARENTING
- GENDER NEUTRALITY / GENDER EQUITY
- OBESITY EPIDEMIC / NATURE DEFICIT DISORDER

Management

Information Has cost, value and shelf-life Mgmt Book page 311

<https://www.youtube.com/watch?v=4L5a08rTiZA>

routinely design and operate the entire right of way to enable safe access for all users, regardless of age, ability, or mode of transportation. This means that every transportation project will make the street network better and safer for drivers, transit users, pedestrians, and bicyclists—making your town a better place to live.

What does a Complete Street look like?

There is no singular design prescription for Complete Streets; each one is unique and responds to its community context. A complete street may include: sidewalks, bike lanes (or wide paved shoulders), special bus lanes, comfortable and accessible public transportation stops, frequent and safe crossing opportunities, median islands, accessible pedestrian signals, curb extensions, narrower travel lanes, roundabouts, and more.

A Complete Street in a rural area will look quite different from a Complete Street in a highly urban area, but both are designed to balance safety and convenience for everyone using the road.

<http://assets.aarp.org/rgcenter/ppi/liv-com/2009-12-streets.pdf> page 63

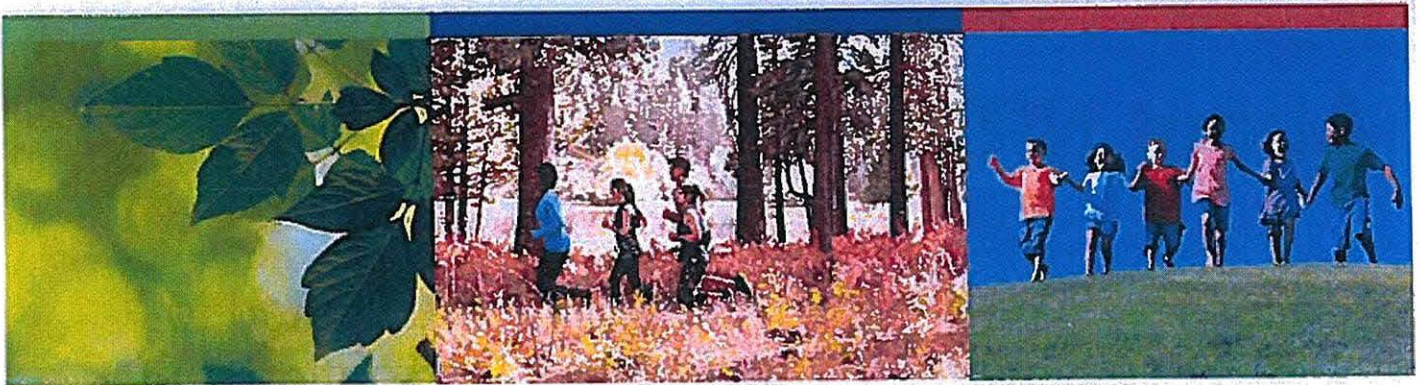
Parkour

Traveling extensively, Hebert continued to be impressed by the physical development and movement skills of indigenous peoples in Africa and elsewhere. Based on these observations, Hebert formulated a physical training discipline that he called “the natural method” using climbing, running, swimming and man-made obstacle courses to recreate the natural environment.

Georges Hebert’s “Natural Method” soon became the basis for all French military training, and the first organized obstacle course training in the modern era. Inspired by his work, units of the French Special Forces in the 1950’s further developed Hebert’s work into what came to be known as, “parcours du combattant.”, or “the path of the warrior”.

Tactical Urbanism

Temporary interventions have emerged as an important way to make improvements to local neighbourhoods that present fewer risks for both citizens and municipal administrations. In the last decade, numerous citizen-led initiatives have sprung up across North America, following examples in Europe, to improve public spaces using low-cost, temporary measures. These informal initiatives, popularly known as “tactical urbanism”, have also inspired planners and municipal officials to experiment with low-cost pilot projects as a tool to make local improvements.



State of Local Parks

Bi-County Recreation Programming
Task Force

January 19, 2017



NRPA

National Recreation
and Park Association

www.nrpa.org

About NRPA

- The leading nonprofit organization dedicated to the advancement of public parks, recreation and conservation, with a focus on the local level
- 53,000+ members, representing 4,000+ park and recreation agencies across the U.S.
 - Urban settings, rural settings and everything in between
- Membership, Certification, Accreditation, Conference, Education, Research, Public Policy



Demographic Trends

| | 2010 | 2015 | 2040 Forecast | 2010-2040 |
|--------------------|-------------|-------------|------------------|-----------|
| U.S. | 303,965,272 | 316,515,021 | 380,219,000 | +25.1% |
| Maryland | 5,696,423 | 5,930,538 | 6,612,200 | +19.3% |
| Prince George's | 854,722 | 892,816 | 967,850 | +12.1% |
| Montgomery | 947,230 | 1,017,859 | 1,206,800 | +24.1% |

Sources: Census Bureau, Maryland State Data Center



Demographic Trends

| | U.S. 2015 | U.S. 2040 | MD 2015 | MD 2040 |
|--------------------------|--------------|--------------|------------|------------|
| Under 18 years old | 22.9% | 20.6% | 24.9% | 23.5% |
| 18-64 years old | 62.2% | 57.8% | 61.0% | 56.1% |
| 65 years and older | 14.9% | 21.7% | 14.0% | 20.4% |
| Not "non-Hispanic white" | 38.3% | 48.7% | 47.5% | 56.2% |

Sources: Census Bureau, Maryland State Data Center



Demographic Trends

| | PG 2015 | PG 2040 | MC 2015 | MC 2040 |
|--------------------------|------------|------------|------------|------------|
| Under 18 years old | 25.5% | 22.6% | 25.2% | 24.4% |
| 18-64 years old | 63.0% | 59.5% | 60.9% | 55.4% |
| 65 years and older | 11.5% | 17.9% | 13.9% | 20.2% |
| Not "non-Hispanic white" | 85.8% | 89.7% | 54.4% | 68.3% |

Sources: Census Bureau, Maryland State Data Center





Funding Challenges

Operations spending at local park and recreation agencies grew 134.4% between 1994 and 2014 to \$32.5 billion, a 4.4% annualized growth rate. (Per the Census Bureau)

- But contracted 10.0% between 2009 and 2014, or at an annualized rate of 1.9 percent.
 - CPI grew 12.7% during the same 5-year period





Funding Challenges: Why?

- Great Recession: Tax revenues fell
- Debt obligations
 - 1994 and 2014, outstanding debt at local governments grew 175% to \$1.83 trillion (annualized growth rate of 4.0%)
 - Debt service costs doubled:
 - In 1994: \$31.24 billion
 - In 2014: \$61.93 billion



Funding Challenges: Why?

- Pension liabilities
 - Nine in 10 full-time public state and local government workers have access to a defined benefit plan (Bureau of Labor Statistics).
 - Federal Reserve reports that local and state governments were liable for \$5.697 trillion in pension benefits at the end of Q3 2016.
 - **Estimated** unfunded defined benefit pension liabilities **estimated** at \$1.879 trillion.





Management Tools

Greater pressure to recover operating costs from non-tax sources.



Innovative financing, selling naming rights not w/o a cost: They keep important services away from those who need them the most.





Management Tools

Four in five large-park-and-recreation-agency directors report a greater reliance on data to inform strategic planning, programming and marketing.

- Better understanding on the evolving population being served
- Opens feedback loops from the general public





New Administration

Reality is that few people can accurately say what the next four years will hold.

- Great concern what the new administration, Congress could mean to conservation, park lands, public assistance
- Local/states may have to pick up where the U.S. ends. Greater budgetary pressures.
- Sixty-eight bond initiatives passed in November, more than \$6 billion funding to support parks, open space





New Administration

- Interior Secretary nominee (Ryan Zinke) likely to be confirmed very easily.
- He's a staunch supporter of the LWCF (federal and local), also splits with his party on the issue of transferring federal lands. He wants to keep "public lands, public."
- WSJ (Dec 15): The president-elect's children have urged him to seize broadly on environmental conservation as a potentially defining issue for his presidency.





New Administration: Webinar

Moving Forward in 2017: What the New Congress and Trump Administration Mean for Conservation, Health and Wellness, and Social Equity

- Thursday January 26 at 2pm
- FREE
- www.NRPA.org/webinars to sign up



NRPA Vision

Everyone will have easy access to park and recreation opportunities in sustainable communities.



www.nrpa.org/our-work/Three-Pillars/



Social Equity



Ensuring all people have access to the benefits of local parks and recreation

- Changing demographics, changing needs
- Safe routes to parks
- Out-of-school-time programs serve children of all ages and of diverse racial and ethnic backgrounds.
 - Major provider of day care, summer care



www.nrpa.org/our-work/Three-Pillars/

Conservation



Protecting open space, connecting children to nature and engaging communities in conservation practices

- Wildlife Explorers Program
 - Connecting 200,000 children to the wonders of nature through their local parks by leveraging existing out-of-school-time programming
- Practicing what we preach
 - Responsible land management, green infrastructure

www.nrpa.org/our-work/Three-Pillars/



Health and Wellness



Leading the nation to improved health and wellness through parks and recreation

- Commit to health
 - More than 1,250 agencies have pledged to implement the Healthy Eating and Physical Activity (HEPA) standards. Now, approximately 220,000 children have improved access to healthy foods and increased opportunities for physical activity
- Park Rx



www.nrpa.org/our-work/Three-Pillars/



Strategic Partnerships











In 2016, NRPA awarded \$4.6 million dollars in grant funding, benefiting 876 communities

- 20 million healthy meals and snacks for children
- 322,000 people with improved access to park spaces
- 431,000 people with increased physical activity opportunities
- 1.9 million people with improved access to healthy food
- 59,000 children connected to nature

www.nrpa.org/partnerships



2017-2019 Strategic Plan

| HEALTH AND WELLNESS | | | | CONSERVATION | | | |
|---|---|---|--|--|---|---|--|
| 1.5 million people with access to physical activity | | 3 million people with improved nutrition | | 1 million kids connected to nature | | 1,000 communities implementing sustainable practices through parks | |
|  PHYSICAL ACTIVITY PROGRAMS |  PARK PRESCRIPTIONS |  NUTRITION PROGRAMS |  PARK IMPROVEMENTS |  CONNECTING KIDS TO NATURE |  PROTECTING OPEN SPACE |  GREEN INFRASTRUCTURE |  WILDLIFE PRESERVATION |
| SOCIAL EQUITY | | | | | | | |
|  | | | These programs will reach 4.5 million underserved people. | |  | | |





About NRPA Research

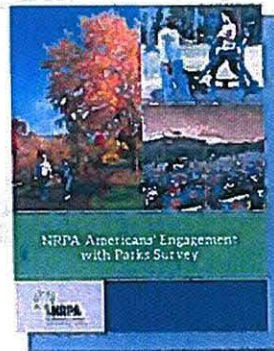
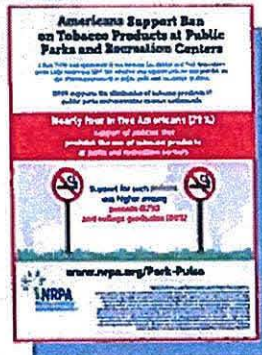
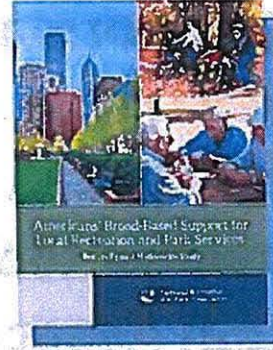
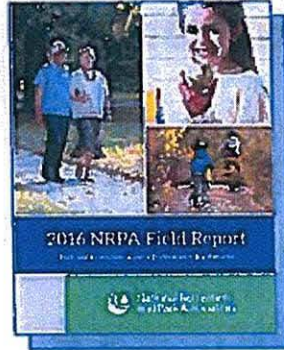
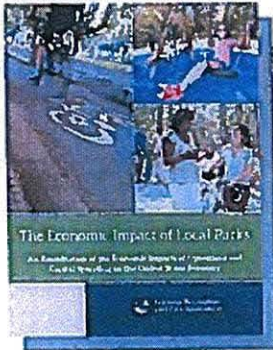
NRPA collects and distributes research data with two goals in mind:

- Data to help park and recreation agencies make **optimal decisions** on operations, programming and spending
- Data to help park and recreation professionals **make the case** for greater (and more stable) funding

www.nrpa.org/research



NRPA Research Resources

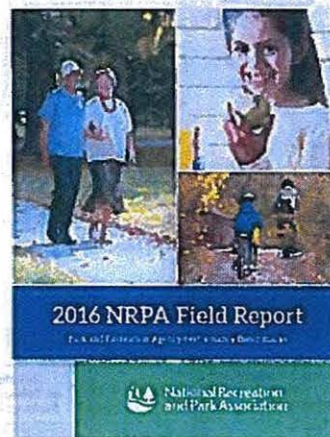


www.nrpa.org/research

NRPA Park Metrics

Agency Performance Resources

- Survey
- Review (NRPA Field Report)
- Interactive tools
- Custom Agency Performance Reports



Powered by **PRORAGIS**

www.NRPA.org/metrics



NRPA Park Metrics: Agency Performance Review

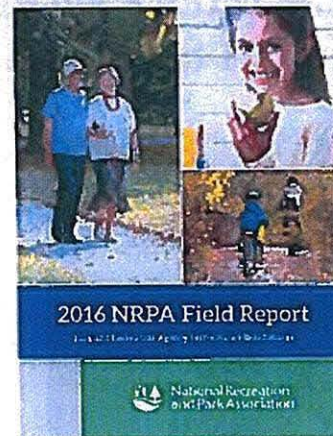
(a.k.a. NRPA Field Report)

- w/ 21 tables & charts

1 Park for every
2,277 residents



9.5 acres of park land
per 1,000 residents

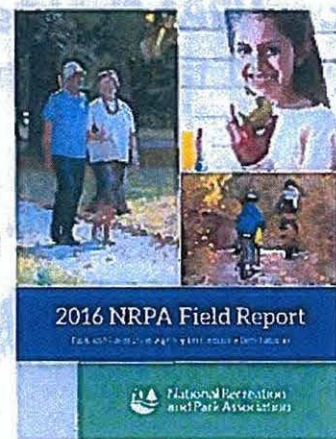


www.NRPA.org/metrics

NRPA Park Metrics: Agency Performance Review

(a.k.a. NRPA Field Report)

- w/ 21 tables and charts



www.NRPA.org/metrics



NRPA Park Metrics: Agency Performance Review

(a.k.a. NRPA Field Report)

- w/ 21 tables and charts

29%

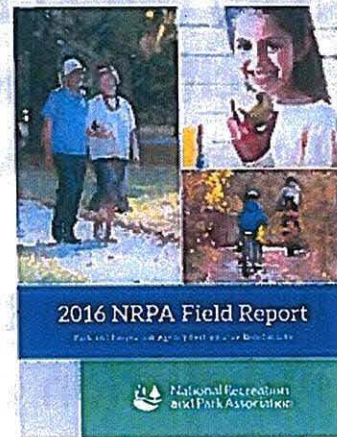
of operating expenditures
recovered through
revenue generation

ADMIT
ONE

50% of agencies
offer afterschool programs



80% of agencies
offer summer camps



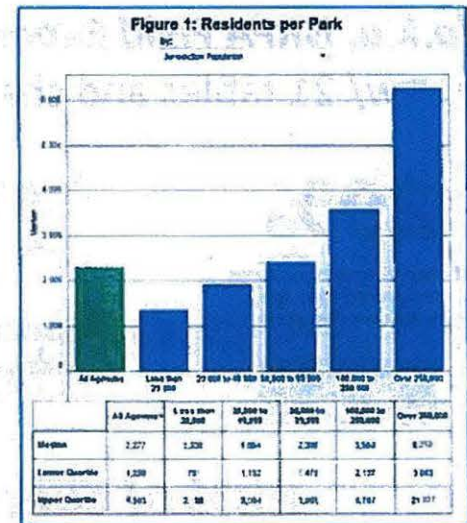
www.NRPA.org/metrics



NRPA Park Metrics: Interactive Tools

Update the 21 charts & tables to specific demographic groups

- Acres of parkland
- Budget size
- Jurisdiction type
- Jurisdiction population
- # of FTEs
- # of parks maintained
- Population/square mile



www.NRPA.org/metrics



NRPA Park Metrics: Custom Agency Performance Reports

You can generate custom benchmarks and dashboards

- Select your agency's peer group
- Key ratios, operations, budgets, personnel, responsibilities, and activities

The screenshot shows a web-based dashboard titled "Agency Performance Report". It includes a navigation menu at the top with options like "Home", "My Agency", "Peer Group", "Reports", "Help", and "Logout". Below the title, there are several tabs: "Dashboard", "Data", "Reports", and "Help". The main content area displays a table with columns for "Agency", "Metric", "Value", and "Peer Group". The table lists 14 metrics related to park operations, such as "Total park area (acres)", "Number of trails", and "Number of employees".

| Agency | Metric | Value | Peer Group |
|--------|---------------------------------|-------|------------|
| 1 | Total park area (acres) | 100 | 100 |
| 2 | Number of trails | 100 | 100 |
| 3 | Number of employees | 100 | 100 |
| 4 | Number of programs | 100 | 100 |
| 5 | Number of facilities | 100 | 100 |
| 6 | Number of events | 100 | 100 |
| 7 | Number of volunteers | 100 | 100 |
| 8 | Number of programs per acre | 100 | 100 |
| 9 | Number of trails per acre | 100 | 100 |
| 10 | Number of employees per acre | 100 | 100 |
| 11 | Number of programs per employee | 100 | 100 |
| 12 | Number of trails per employee | 100 | 100 |
| 13 | Number of employees per program | 100 | 100 |
| 14 | Number of programs per trail | 100 | 100 |

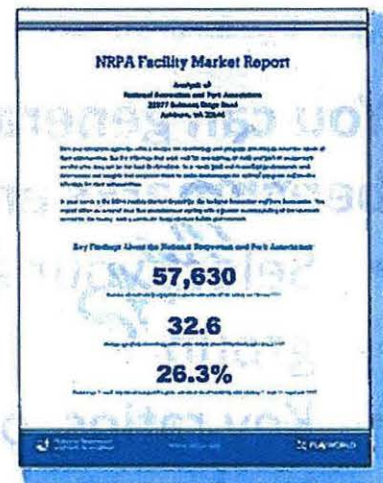
www.NRPA.org/metrics



NRPA Facility Market Reports

Demographic and marketing info about nearby residents

- Useful for planning and programing decisions
- Uses data from ESRI's Business Analyst
- Premier member benefit



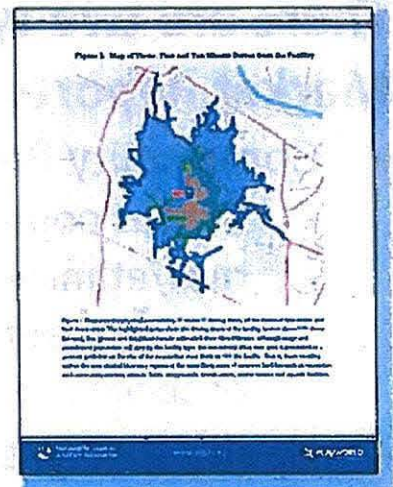
www.nrpa.org/FMR



NRPA Facility Market Reports

Request an FMR for any type of park and recreational facility

Select the distance for analysis:
10-minute walk or a 5, 10, 15 or 30-minute drive



www.nrpa.org/FMR

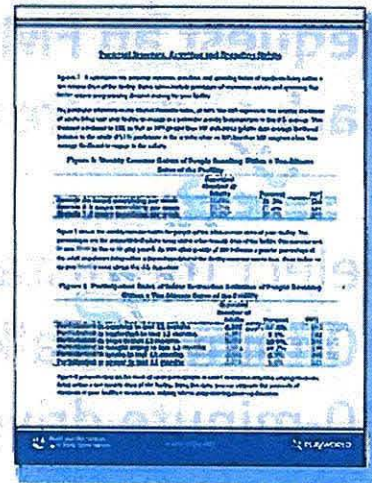


NRPA Facility Market Reports

There are two types of Facility Market Reports:

- Community Profile
 - Census population, income, race/ethnicity data. Select exercise and recreation information and **use of social media.**
- Health and Wellness
 - Census population, income, ethnicity data, exercise habits, prescription drug usage, doctor visits.

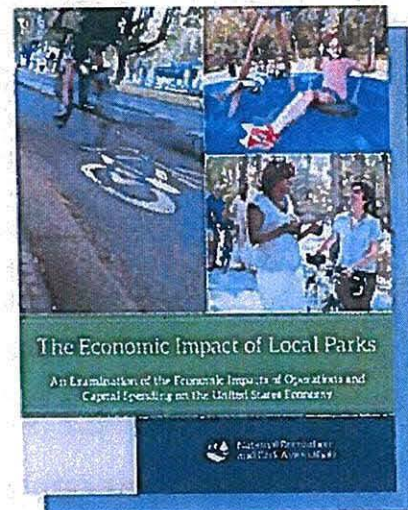
www.nrpa.org/FMR



Economic Impact of Local Parks

NRPA commissioned **Dr. Terry Clower** and the Center for Regional Analysis at **George Mason University** to measure the economic impact of operations and capital spending at local and regional parks in the U.S.

The results show that park and recreation agencies are **engines for economic activity in their communities.**



www.nrpa.org/parkeconreport



Economic Impact of Local Parks

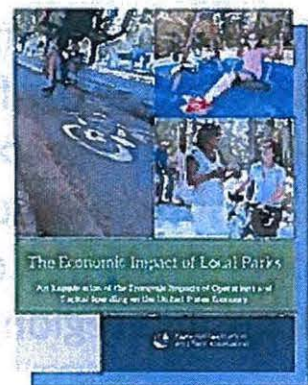
America's local and regional public park agencies generated nearly

**\$140 BILLION IN
ECONOMIC ACTIVITY**

and supported almost

1 MILLION JOBS

from their operations and capital spending alone in 2013.

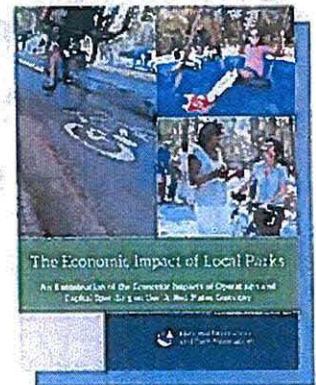


www.nrpa.org/parkeconreport



Economic Impact of Local Parks

America's local and regional public park agencies generated nearly
\$140 BILLION IN ECONOMIC ACTIVITY
and supported almost
1 MILLION JOBS
from their operations and capital spending alone in 2013.



Maryland:

- \$2.733 billion in economic activity
- 22,167 jobs

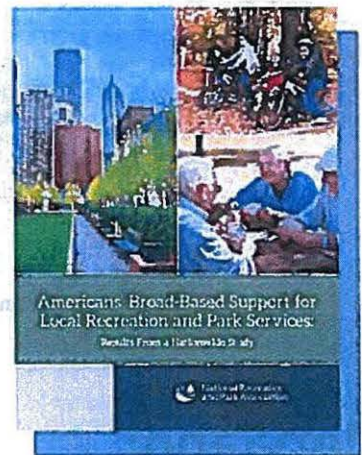
www.nrpa.org/parkeconreport



Americans' Broad-Based Support for Local Recreation and Parks Services

**Commissioned by NRPA
and conducted by a team at
Penn State University, led
by Dr. Andy Mowen**

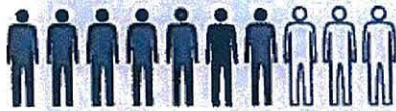
**Follow-up to a 1992 NRPA/PSU
study.**



www.nrpa.org/Americans-Support-Parks



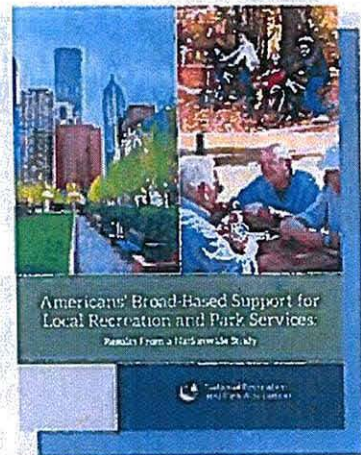
Americans' Broad-Based Support for Local Recreation and Parks Services



7 IN 10 AMERICANS
GO TO THEIR LOCAL PARK

83%
of Americans
personally benefit
from local parks


92% of Americans
say their
communities benefit
from local parks



www.nrpa.org/Americans-Support-Parks

Americans' Broad-Based Support for Local Recreation and Parks Services

Americans see NRPA's 3 Pillars as the chief priorities for local parks

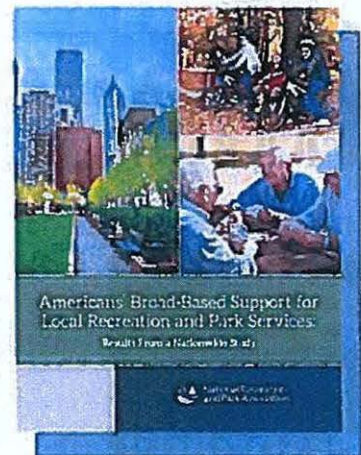


CONSERVATION HEALTH & WELLNESS SOCIAL EQUITY

Support for local parks is widespread, spanning:



AGE GROUPS HOUSEHOLD TYPES INCOME STRATA POLITICAL AFFILIATION



1992 = Today

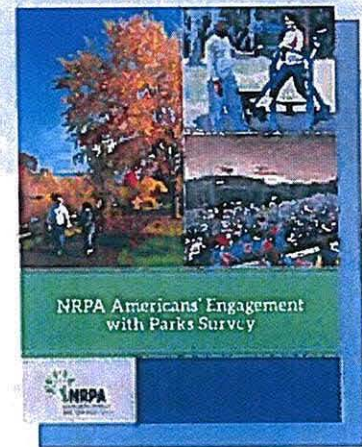
www.nrpa.org/Americans-Support-Parks



Americans' Engagement With Parks

New annual survey of Americans on their interactions with and support for public parks

- 1,000 Americans surveyed
- Released during last fall



www.nrpa.org/Engagement



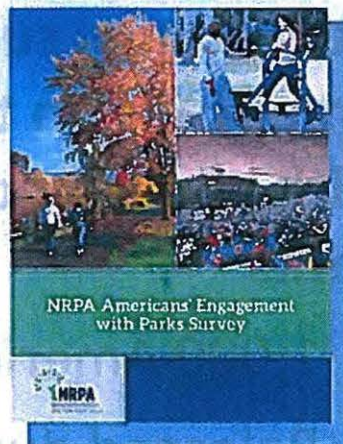
Americans' Engagement With Parks

29 times a year

Number of times Americans visit their local park and recreation facilities on average

3 in 4 Americans agree

that Conservation, Health and Wellness, and Social Equity represent what they see as the priorities for their local park and recreation agency



www.nrpa.org/Engagement



Americans' Engagement With Parks

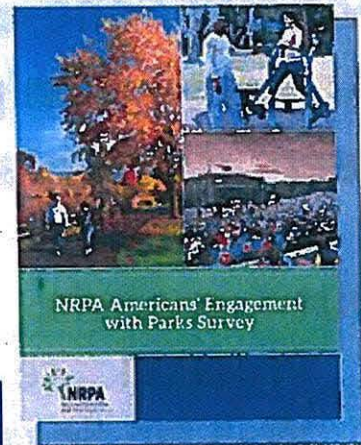
90% of Americans agree
that parks and recreation are
important local government services
(comparable to police/fire, schools, transportation)

**70% of
Americans**

say they are more likely to
vote for local politicians
who make park and
recreation funding a priority

**75% of
Americans**

support increased
local government
spending for park and
recreation agencies



www.nrpa.org/Engagement

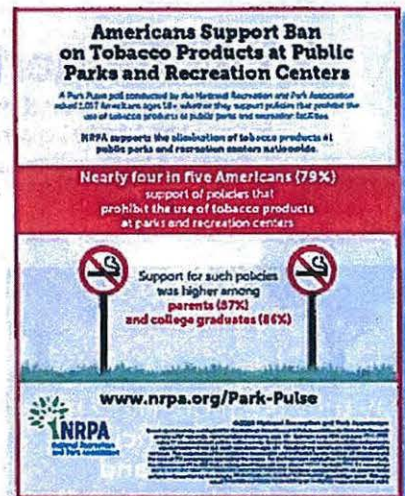
NRPA Park Pulse Polls

Monthly one-question polls of Americans on parks and recreation related issues

Distributed via:

- Press release
- Web landing page
- Infographic
- Blog entry
- Parks & Recreation Magazine

www.nrpa.org/Park-Pulse



NRPA Park Pulse Polls

Topics can be serious or fun, always demonstrate how parks and recreation are key to vibrant communities

- **May:** Zika
- **June:** Favorite summer activities
- **July:** Summertime events
- **August:** Olympics and staying active
- **September:** Physical activity for kids
- **October:** Tobacco in parks

www.nrpa.org/Park-Pulse

Americans Support Ban on Tobacco Products at Public Parks and Recreation Centers

A Park Pulse poll created by the National Recreation and Park Association asked 1,017 Americans ages 18+ whether they support policies that prohibit the use of tobacco products at public parks and recreation facilities.

NRPA supports the elimination of tobacco products at public parks and recreation centers nationwide.

Nearly four in five Americans (79%) support policies that prohibit the use of tobacco products at parks and recreation centers.

Support for such policies was higher among **parents (87%) and college graduates (84%)**.

www.nrpa.org/Park-Pulse

NRPA
National Recreation and Park Association



NRPA Park Pulse Polls

Topics can be serious or fun, always demonstrate how parks and recreation are key to vibrant communities

- **November:** Healthy food choices
- **December:** Holiday gift purchases
- **January:** Winter physical activity
- **February:** Protection of open space

- **Future:** Your suggestions

www.nrpa.org/Park-Pulse

Americans Support Ban on Tobacco Products at Public Parks and Recreation Centers

A Park Pulse poll conducted by the National Recreation and Park Association asked 2,022 Americans ages 18+ whether they support policies that prohibit the use of tobacco products in public parks and recreation facilities. NRPA supports the elimination of tobacco products at public parks and recreation centers nationwide.

Nearly four in five Americans (79%) support policies that prohibit the use of tobacco products at parks and recreation centers.

Support for such policies was higher among **parents (87%) and college graduates (86%)**

www.nrpa.org/Park-Pulse

NRPA
National Recreation and Park Association

©2008 National Recreation and Park Association





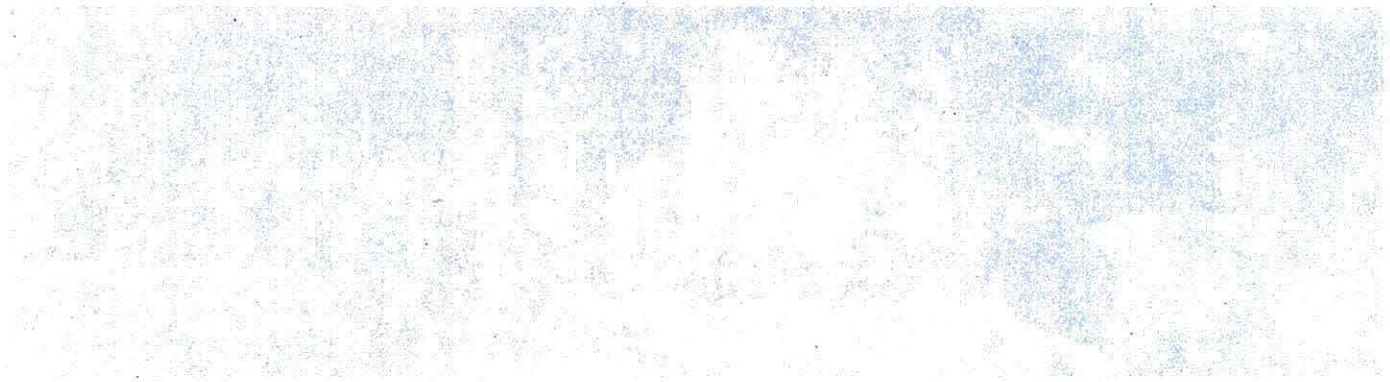
Thank You!

Kevin Roth

kroth@nrpa.org

www.nrpa.org







Recreation Trend Takeaways

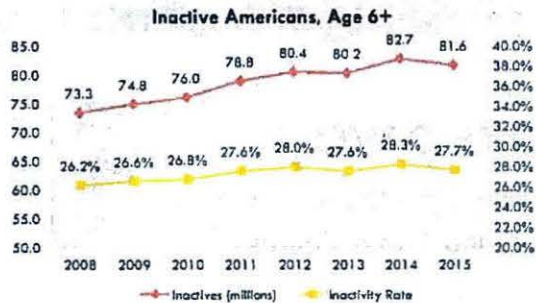
Big Picture Conclusions From the Nationwide SFIA Surveys of Sports,
Fitness & Recreation Activity Participation and Other Sources



M-NCPPC Bi-County Comprehensive Recreation Task Force Kick-Off
January 19, 2017

AMERICAN INACTIVITY... MODERATING, BUT CONCENTRATED

■ In activity among Americans in sports, fitness and outdoor recreation is high, but moderating...



Source: Physical Activity Council, 2014 and 2016 Participation Reports

Inactive Americans defined: the annual SFIA sports, fitness and recreation activity participation survey estimates the number of active/inactive Americans age 6+ based on their responses to the activity portion of the survey. Consider this a broad measure of physical activity, as active are defined as those who participate to any degree in one or more of the 108 activities included on the survey that are deemed to require some degree of physical exertion.

■ And is concentrated in some demographic groups more than others

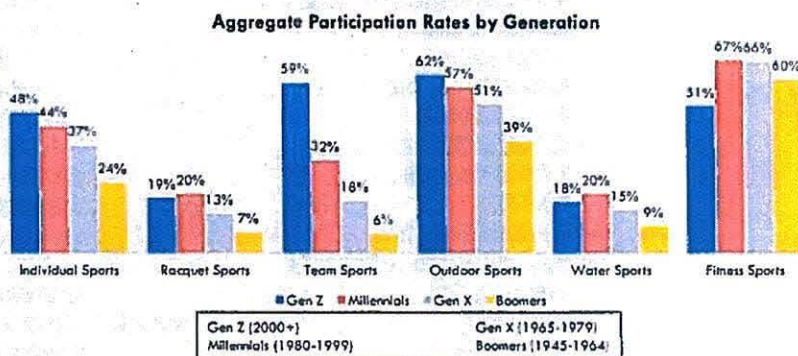
| | Active | Inactive | Inactive Index |
|----------------------|--------|----------|----------------|
| Male | 43.4% | 47.5% | 109 |
| Female | 56.6% | 52.5% | 93 |
| 6 to 12 | 13.1% | 7.0% | 53 |
| 13 to 17 | 8.6% | 5.4% | 63 |
| 18 to 24 | 12.8% | 9.7% | 76 |
| 25 to 34 | 16.1% | 13.4% | 83 |
| 35 to 44 | 11.5% | 12.2% | 106 |
| 45 to 54 | 14.7% | 15.8% | 107 |
| 55 to 64 | 13.2% | 15.8% | 120 |
| 65+ | 10.0% | 20.7% | 207 |
| Under \$25,000 | 23.5% | 29.4% | 125 |
| \$25,000 to \$49,999 | 26.8% | 26.9% | 100 |
| \$50,000 to \$74,999 | 20.3% | 17.6% | 88 |
| \$75,000 to \$99,999 | 12.6% | 10.4% | 83 |
| \$100,000+ | 17.1% | 15.7% | 92 |

Source: SFIA, 2014

ACTIVITY INTERESTS SHIFT ACROSS GENERATIONS

While the notion of lifetime activity interests may ring familiar for some Americans...

—It's more common for activity interests to shift from one generation to another

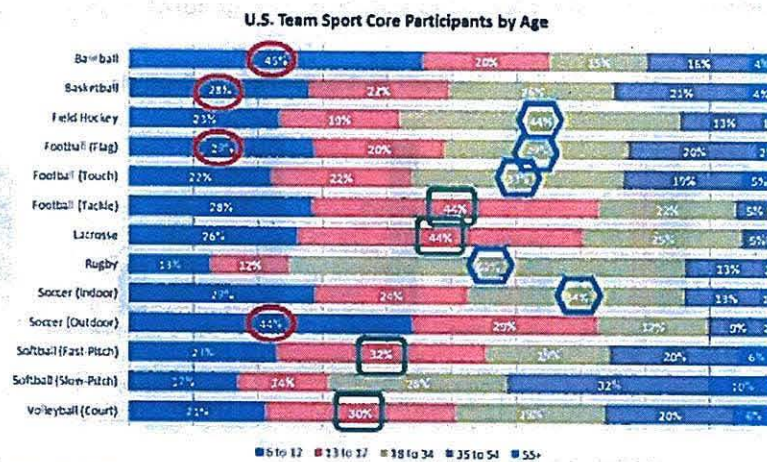


Source: Physical Activity Council, 2016

TEAM SPORTS ILLUSTRATE THIS PHENOMENON APTLY

Age group differences can be seen readily in team sports participation, which are dominated by youth, teens and Millennials

- Youth-dominant
- Teen-dominant
- Millennial dominant



TEAM SPORTS PARTICIPATION PATTERNS ARE SHIFTING

- The overall participation pattern this decade:

- Growing: smaller, niche activities
- Declining: larger, more established traditional sports

- The pattern prompted SFIA to lament in 2014:

- "...instead of wondering if sports participation will 'go back to the way it was,' we must be forward thinking and prepared to forge a new normal."

- Bright spot: participation in nearly all of the larger, traditional court and field sport activities rebounded to one degree or another in 2015

| Team Sport | 2016 Partic. (M) | Total % Growth | | 1-Yr Change |
|-----------------------|------------------|----------------|----------|-------------|
| | | 2010-2015 | 5-Yr AAG | |
| Lacrosse | 2.1 | 47% | 8.1% | 4.1% |
| Rugby | 1.3 | 43% | 8.3% | 5.7% |
| Field Hockey | 1.6 | 32% | 6.0% | 0.5% |
| Softball (Fast Pitch) | 2.5 | -2% | -0.3% | 1.5% |
| Soccer (Indoor) | 4.8 | -2% | -0.3% | 6.2% |
| Baseball | 13.7 | -3% | -0.6% | 4.3% |
| Basketball | 23.4 | -7% | -1.4% | 1.5% |
| Soccer (Outdoor) | 12.6 | -9% | -1.8% | 0.4% |
| Football (Tackle) | 6.2 | -9% | -1.8% | 4.1% |
| Football (Flag) | 5.8 | -12% | -2.5% | 5.8% |
| Softball (Slow Pitch) | 7.1 | -16% | -3.3% | 0.5% |
| Football (Touch) | 6.5 | -25% | -5.5% | -1.5% |

AAG = average annual growth
Source: SFIA 2016 U.S. Trends in Team Sports

TEAM SPORTS — LOSING THE 'CORE'

With limited exceptions, where there has been growth in field and court sport activity participation, the pattern has been:

- Growth among casual participants
- Declining #s of core participants

| | 1 Year Growth | | | 3 Year AAG | | | 5 Year AAG | | |
|--------------------------------------|---------------|--------|-------|------------|--------|-------|------------|--------|-------|
| | Total | Casual | Core | Total | Casual | Core | Total | Casual | Core |
| Baseball ⁽²⁾ | 4.3% | 11.8% | 0.6% | 1.9% | 7.0% | -0.5% | -0.6% | 1.0% | -1.4% |
| Basketball ⁽²⁾ | 1.5% | 6.2% | -0.7% | -0.4% | 1.8% | -1.4% | -1.4% | -0.6% | -1.7% |
| Field Hockey ⁽¹⁾ | 0.5% | 4.9% | -4.1% | 8.4% | 13.2% | 3.9% | 6.0% | 9.4% | 2.9% |
| Football (Flag) ⁽²⁾ | 5.8% | 9.4% | 2.0% | -0.1% | 1.7% | -2.0% | -2.5% | -2.7% | -2.1% |
| Football (Tackle) ⁽³⁾ | 4.1% | 9.8% | -0.3% | 0.1% | 3.6% | -2.6% | -1.8% | -1.2% | -2.2% |
| Football (Touch) ⁽²⁾ | -1.5% | 2.2% | -6.3% | -3.8% | -1.7% | -6.5% | -5.5% | -5.2% | -5.6% |
| Lacrosse ⁽²⁾ | 4.1% | 17.2% | -8.2% | 9.3% | 13.4% | 5.5% | 8.1% | 12.5% | 4.1% |
| Rugby ⁽¹⁾ | 5.7% | 9.8% | -2.2% | 15.6% | 21.4% | 6.4% | 8.3% | 10.3% | 5.4% |
| Soccer (Indoor) ⁽²⁾ | 6.2% | 12.6% | 1.6% | 1.5% | 2.7% | 0.8% | -0.3% | 0.2% | -0.6% |
| Soccer (Outdoor) ⁽³⁾ | 0.4% | 1.2% | -0.4% | -0.8% | -0.2% | -1.4% | -1.8% | -2.0% | -1.6% |
| Softball (Fast Pitch) ⁽²⁾ | 1.5% | 2.5% | 0.5% | -2.1% | -1.4% | -2.6% | -0.3% | -1.9% | 1.6% |
| Softball (Slow Pitch) ⁽²⁾ | 0.5% | 8.4% | -3.3% | -1.3% | 2.2% | -3.5% | -3.3% | -2.7% | -3.7% |
| Volleyball (Court) ⁽²⁾ | 1.9% | 3.2% | 0.8% | 0.2% | 3.7% | -2.3% | -2.5% | -2.3% | -2.5% |

⁽¹⁾ Core participation is defined as 8+ times annually for these activities

⁽²⁾ Core participation is defined as 13+ times annually for these activities

⁽³⁾ Core participation is defined as 26+ times annually for these activities

Source: SFIA 2016 U.S. Trends in Team Sports

YOUTH TEAM SPORTS – GROWING #S AND SPECIALIZATION

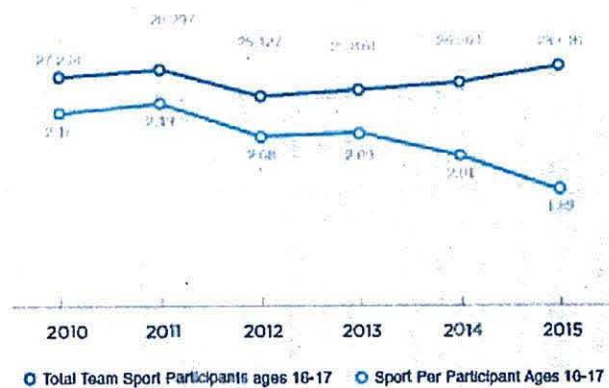
More kids playing sports...

- In the aggregate, overall sports activity participation among children (ages 6 to 17) is at its highest since 2011.

But sports specialization is an ongoing trend...

- the # of sports played by the average child has declined rapidly, particularly in the last two years

Team Sports Participants Age 6 to 17

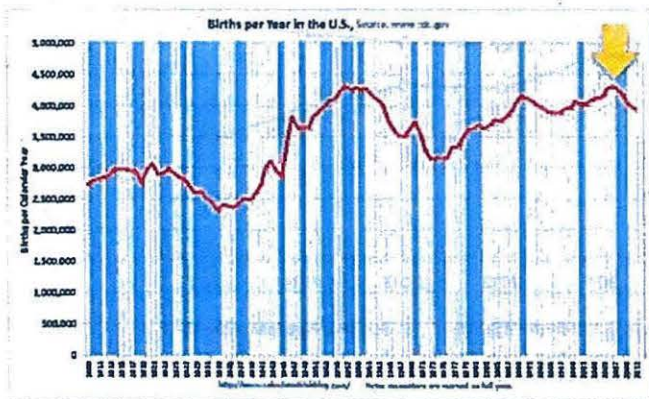


Source: SFIA 2016 U.S. Trends in Team Sports

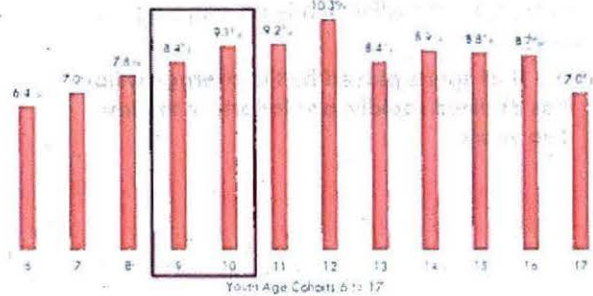
YOUTH TEAM SPORTS' EMERGING OPPORTUNITY

2007 and 2008 saw the largest # of births in the U.S. since 1957

Children born in these years are now 8-9 and just reaching the point at which interest in youth sports begins to ramp up



Aggregate Youth Team Sports Participation Rate by Age



Source: SFIA 2016 U.S. Trends in Team Sports

SWIMMING TRENDS FAVORABLE TO RECREATION CENTERS

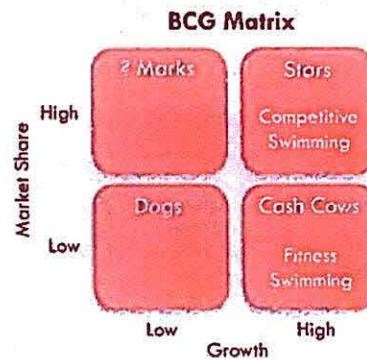
▪ The SFIA survey includes two swimming activities crucial to indoor recreation center use and revenue:

- Swimming for fitness
- Competitive swimming

| Fitness and Competitive Swimming (in 000s) | | | | | | | |
|--|--------|--------|--------|--------|--------|---------------|------------|
| | 2011 | 2012 | 2013 | 2014 | 2015 | 1 Year Change | 4 Year AAG |
| Swimming, Team | 2,363 | 2,502 | 2,638 | 2,710 | 2,892 | 6.7% | 5.6% |
| Swimming, Fitness | 21,517 | 23,216 | 26,354 | 25,304 | 26,319 | 4.0% | 5.6% |

Source: SFIA, 2016.

▪ Fitness swimming participation has moderated, but represents a huge market. The market for competitive swimming is smaller, but is growing. Both activities represent continued future opportunities.



ICE HOCKEY PARTICIPATION TREND ALSO FAVORABLE

■ With a larger participant base than either fast-pitch softball or lacrosse, ice hockey participation has been...

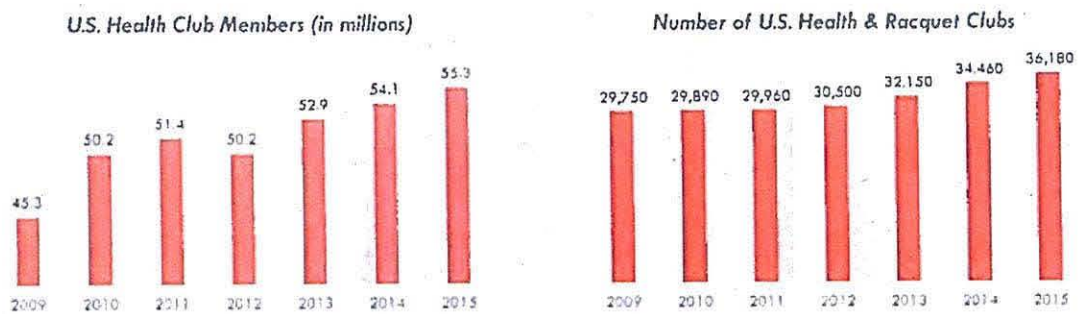
- growing steadily throughout this decade
- experienced growth among both casual and core segments of the participation base

| U.S. Ice Hockey Participation (in 000s) - 2010 to 2015 | | | | | | | | | | |
|--|------------|-------|-------|-------|-------|-------|-------|---------------------|---------------|---------------|
| | Definition | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Change 2014/2015 | 3 Year AAG | 5 Year AAG |
| Total participation | 1+ times | 2,140 | 2,131 | 2,363 | 2,393 | 2,421 | 2,546 | 5.1% | 2.5% | 3.6% |
| Casual | 1-12 times | 1,006 | 957 | 1,082 | 1,093 | 1,129 | 1,219 | 8.0% | 4.1% | 4.1% |
| Core | 13+ times | 1,134 | 1,174 | 1,281 | 1,300 | 1,292 | 1,326 | 2.7% | 1.2% | 3.2% |

Source: SFIA, 2018

FITNESS DEMAND IS GROWING, BUT SUPPLY IS GROWING FASTER

- Over the past 3 years, average annual growth in the number of health and fitness facilities (6.2%) has outpaced membership growth (3.3%) by almost 2X.



Source: 2016 IHRSA Health Club Consumer Report

COMPETITION FOR FITNESS MEMBERS IS INCREASING

- Result: nationally, the average # members/club is at a 6-year low



Source: 2014, 2016 IHRSA Health Club Consumer Reports

COMPETITION HAS BEEN EVEN MORE FIERCE LOCALLY...

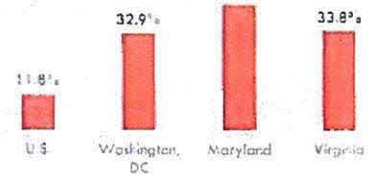
- Favorable local demographics in our region have created an attractive market opportunity for fitness providers. In Fairfax, for example...

| Health Club Mbr Partic Rate | | |
|-----------------------------|----------|-------|
| | % Partic | Index |
| U.S. | 18% | 100 |
| Fairfax (est.) | 23% | 128 |

Sources: IHRSA, 2014; FCPA est.

- And the industry has noticed. In the DC metro area, the rate of growth in fitness facilities has far surpassed the national average

Club Growth Rate: 2010-2015
U.S. vs. DC Metro Area



Source: IHRSA 2016 Profiles of Success

199

fitness facilities in Fairfax County

Source: melissadata.com SIC code 7991.

MEMBER RETENTION IS NOW JOB #1

Member retention is now recovering in both the private sector and public sector portions of the fitness market, although public sector retention lags behind.

- Reasons for a serious retention strategy:
 - Fitness market maturity
 - Fierce local market competition/market bifurcation
 - Cost of a lost customer that can no longer be easily replaced is significant. In our case...

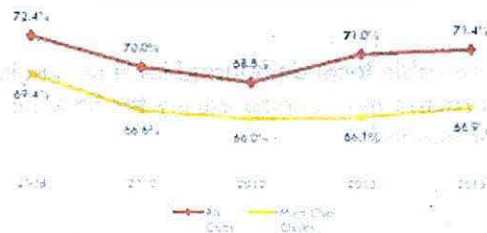
\$407

Annual value of a RECenter customer household in Fairfax (FY15)

\$207K

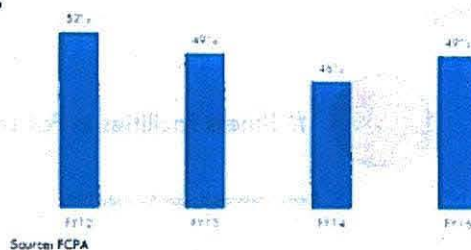
Impact of every 1% loss in customer households

U.S. Health Club Member Retention Rate



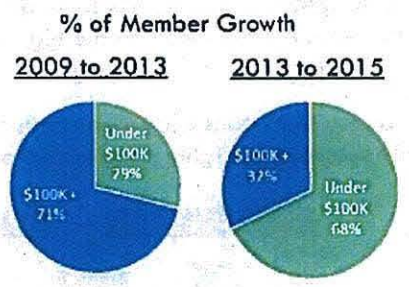
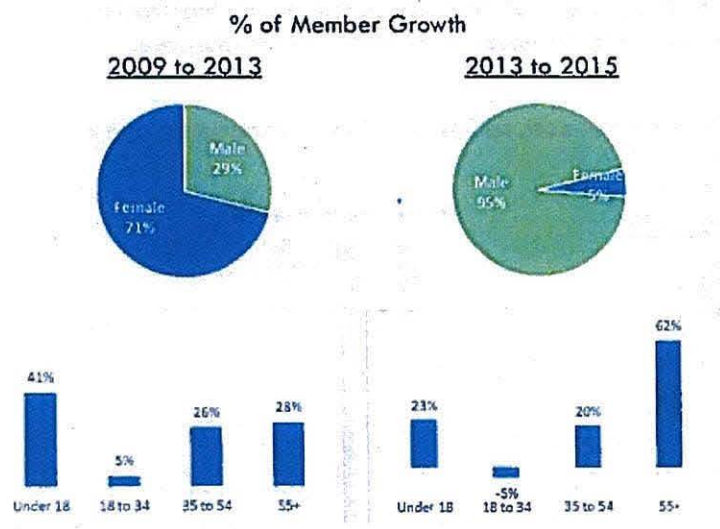
Source: IHRSA 2014 Profiles of Success

FCPA RECenter Member Retention



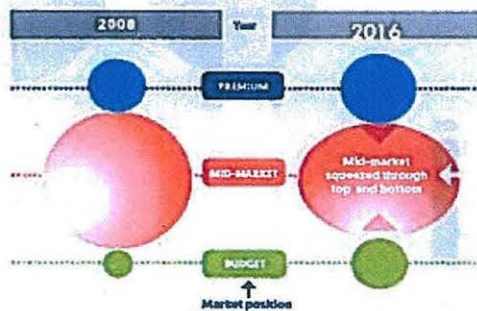
Source: FCPA

FITNESS MEMBERSHIP GROWTH DRIVERS



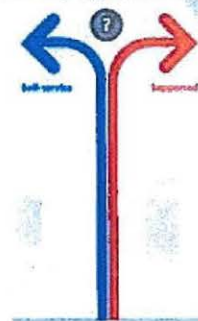
AN EVOLVING FITNESS MARKET

- The emergence of low-touch, low-cost gyms on the low end of the price spectrum and high-touch, boutique fitness offerings on the high-end are draining consumer demand from multi-purpose, generalist facilities in the middle.
- A growing # of consumers are choosing between a low-cost, self-service fitness experience and a highly supported, highly specialized one



Source: Adapted from Oxygen Consulting, Health club industry mid-market report, 12/15.

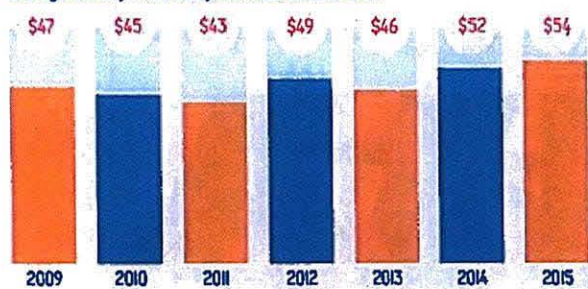
The Bifurcating Fitness Market



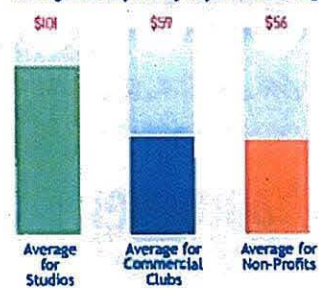
MEMBERSHIP PRICES RISING AFTER EXTENDED STAGNATION

▀ The extended period of membership fee price stagnation that followed the recession is ending, driven by specialized offerings

Average Monthly Fee Paid by Members 2009 to 2015



Average Monthly Fee by Major Business Segment



Source: 2016 IHRSA Health Club Consumer Report

OLDER IS GETTING YOUNGER IN MANY JURISDICTIONS

■ In an effort to encourage middle-age and older activity participation, the definition of 'older' adults is getting younger in many jurisdictions – 50+ or 55+ is increasingly common



- This is the typical age group targeted by 50/55+ initiatives. Should it be?



THE 50+ GENERATIONS

50+ includes 3 generations...

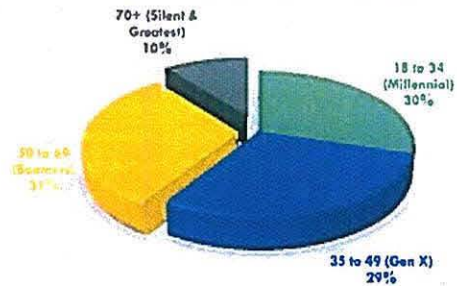
| Generation | Born | Age in 2016 |
|---------------|-------------|--------------|
| Baby Boomers | 1946 – 1964 | 52 to 70 |
| Silent Gen. | 1928 – 1945 | 71 to 88 |
| Greatest Gen. | Before 1928 | 89 and older |

Source: adapted from Pew Research Center, 2015.

Boomers represent the largest market segment. In Fairfax County, for example:

- 51% % of adult pop. that is 50+
- 74% % of 50+ pop. that is Boomers

FAIRFAX COUNTY ADULT POPULATION BY GENERATION

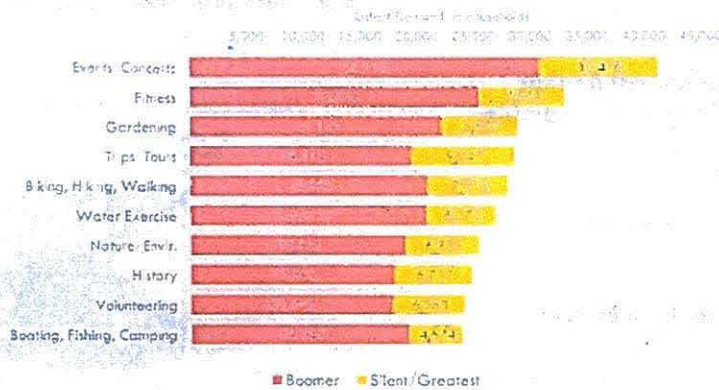


Source: FCPA Program Needs by Generation, 2015.

50+ PROGRAM DEMAND BY GENERATION

- Most 50+ recreation activity participation will be comprised of Boomers as well, as data from Fairfax County Park Authority's last needs assessment illustrates.

Where is the Most Latent Demand for Activities Among Adults 50+ in Fairfax County?



Source: FCPA Program Needs by Generation, 2015

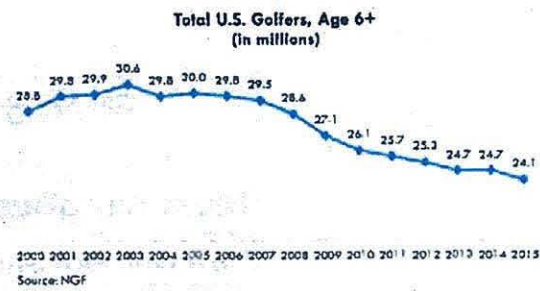
GOLF'S DEMISE... A POPULAR STORYLINE



- The jury is still out concerning whether nationwide golf demand has stabilized after a prolonged decline or not. There are both positive and negative indicators...

GOLF'S NEGATIVE INDICATORS

- Size of the U.S. golf market continues to shrink, both in terms of total # of golfers...



- ... and the % of the overall population that plays golf (participation rate)



GOLF'S POSITIVE INDICATORS

- Nationwide rounds play increased nearly 2% in 2015, the first growth since 2012.

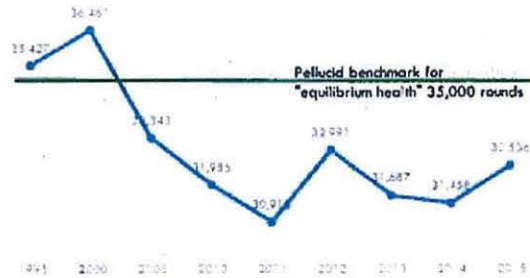
Total U.S. Golf Rounds (in millions)



Source: Golf DataTech/NGF

- Competition for rounds, at least nationally, is decreasing.

Annual Golf Rounds/18HEQ in the U.S.



Source: Golf DataTech/NGF, IGDB, Pellucid

GOLF'S POSITIVE INDICATORS

- So where are we with rounds play in 2016?
 - Nationally: about even with year-end 2015
 - Washington/Baltimore market – up nearly 2%, representing two consecutive years of rounds growth if the pattern continues to hold through the end of the year

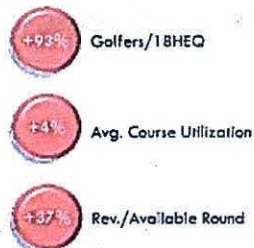
% Change in Rounds Play Compared to Prior Year
(Washington/Baltimore Market vs U.S.)



Note: 2016 shows data through September
Source: Golf DataTech National Golf Rounds Played Report

- The DC golf market is the 7th healthiest of the top 25 local golf markets in the U.S.

DC CBSA Golf Metrics vs. U.S.



Source: The Pelucid Perspective, 3/15.

GOLF'S BIGGEST CHALLENGE... MILLENNIALS

■ NGF's long-term analysis done earlier this decade showed that the golf participation drop-off has been most pronounced among young adults.

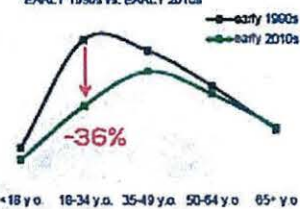
■ A look at the most recent 4-year trend shows the pattern still holds.

■ What's behind the drop-off?

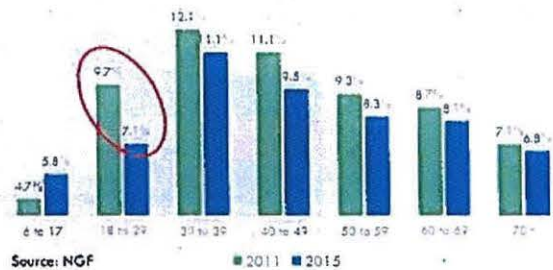
- Changing demographics – today's Millennials as a group are more diverse than young adults of yesteryear.
- Today's Millennials are also more income challenged.

■ The concern: young adulthood has historically been the most common gateway age for golfers.

PARTICIPATION RATES
EARLY 1990s vs. EARLY 2010s



Golf Participation Rates by Age Group - 2011 vs. 2015



Source: NGF

■ 2011 ■ 2015

WHAT RECREATION ACTIVITIES HAVE MOST LATENT DEMAND?

Recreational Activities With The Most Latent Demand Among U.S. Population 6+

| Interest Level | Ages 6-12 | Ages 13-17 | Ages 18-24 | Ages 25-34 | Ages 35-44 | Ages 45-54 | Ages 55-64 | Ages 65+ |
|----------------|-----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|------------------------------|------------------------------|
| 1 | Camping | Camping | Camping | | Camping | Camping | Bicycling | Birding/ Wildlife Viewing |
| 2 | | | Bicycling | Camping | | | | |
| 3 | Bicycling | Bicycling | | Bicycling | Bicycling | Bicycling | Camping | Work Out Machines |
| 4 | | Work Out Machines | Hiking | Hiking | Hiking | Hiking | Birding/ Wildlife Viewing | |
| 5 | Running/ Jogging | Running/ Jogging | Backpacking | Running/ Jogging | Work Out Weights | Work Out Machines | Hiking | Hiking |
| 6 | Soccer | Hiking | Work Out Weights | Canoeing | Work Out Machines | | | Bicycling |
| 7 | Hiking | Hiking | Running/ Jogging | Backpacking | Running/ Jogging | Birding/ Wildlife Viewing | Work Out Machines | Fitness Classes |
| 8 | Football | Work Out Weights | Martial Arts | Work Out Machines | | Camping | Work Out Weights | Work Out Weights |
| 9 | Swimming on a Team | Shooting Target | Work Out Machines | Work Out Weights | Canoeing | Work Out Weights | Canoeing | Camping |
| 10 | Hiking | Martial Arts | Climbing | Kayaking | Backpacking | Backpacking | Fitness Classes | Canoeing |

Source: 2018 Physical Activity Council Report

A LOCAL VIEW ON LATENT DEMAND FOR PROGRAMMATIC ACTIVITY

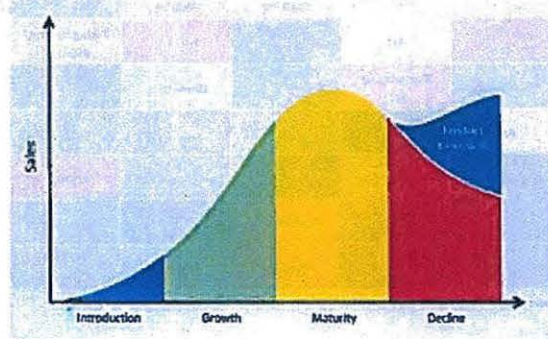
Program Activities With the Most Latent Demand by Generation –
Fairfax County Households

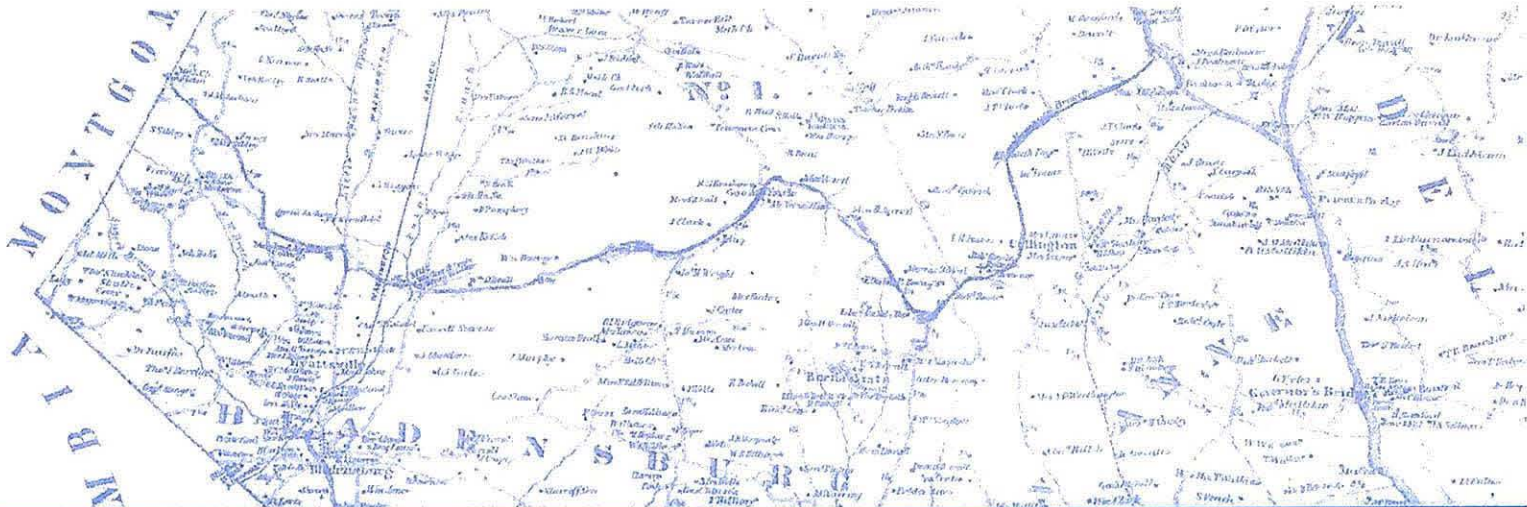
| Interest Level | Millennials | Generation X | Baby Boomers | Silent/Greatest | 50+ |
|----------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1 | Special Events/ Concerts | Science/ Technology | Special Events/ Concerts | Special Events/ Concerts | Special Events/ Concerts |
| 2 | Science/ Technology | Special Events/ Concerts | Exercise/Fitness | Day Trips & Tours | Exercise/Fitness |
| 3 | Boating/Fishing/ Camping | Boating/Fishing/ Camping | Gardening | Exercise/Fitness | Gardening |
| 4 | Exercise/Fitness | Exercise/Fitness | Biking/Hiking/ Walking | Biking/Hiking/ Walking | Day Trips & Tours |
| 5 | Programs for Children | Art | Day Trips & Tours | History | Biking/Hiking/ Walking |
| 6 | Volunteering | Performing Arts | Day Trips & Tours | Gardening | |
| 7 | Art | | Boating/Fishing/ Camping | | |
| 8 | | Summer Day | | Volunteering | History |
| 9 | | Boating/Fishing/ Camping | Performing | | Volunteering |
| 10 | Day Trips & Tours | | History | Science/ Technology | Boating/Fishing/ Camping |

Source: FCPA 2015 Needs Assessment

FINAL THOUGHT...

- Why do we care about recreation activity trends anyway? Simply put...
 - Recreation participation patterns are in continual flux – change is constant due to a variety of factors not the least of which are changes in demographics, market competition and economic factors
- Knowing where an activity or industry is in its lifecycle is a crucial starting point to knowing how to manage it in the future and, therefore, is a relevant starting point for development of your program plan





Comprehensive Recreation Program Plan

CHAPTER 3 - Prince George's County Purposeful Program Plan

This chapter begins with an overview of Prince George's County that includes demographic information. Also included is information on the Prince George's County Department of Parks and Recreation's current facilities and other service providers. This is followed by key programmatic accomplishments since the last update in 2014. The chapter ends with the Department of Parks and Recreation's Action Plan.

Vision 2030

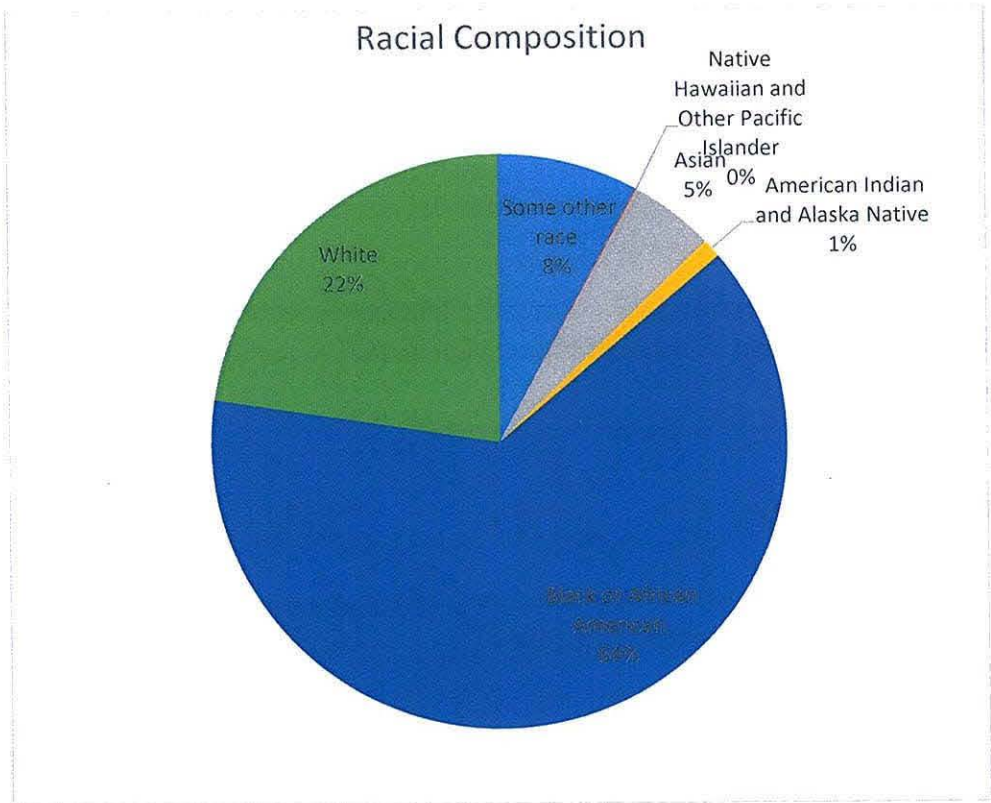


This plan lays the groundwork towards creating a more strategic and intentional approach to programming and builds on the programmatic recommendations of Parks and Recreation: FORMULA 2040 Functional Master Plan for Recreation, Parks and Open Space in Prince George's County and Vision 2030 Strategic Plan for Parks and Recreation in Montgomery County.

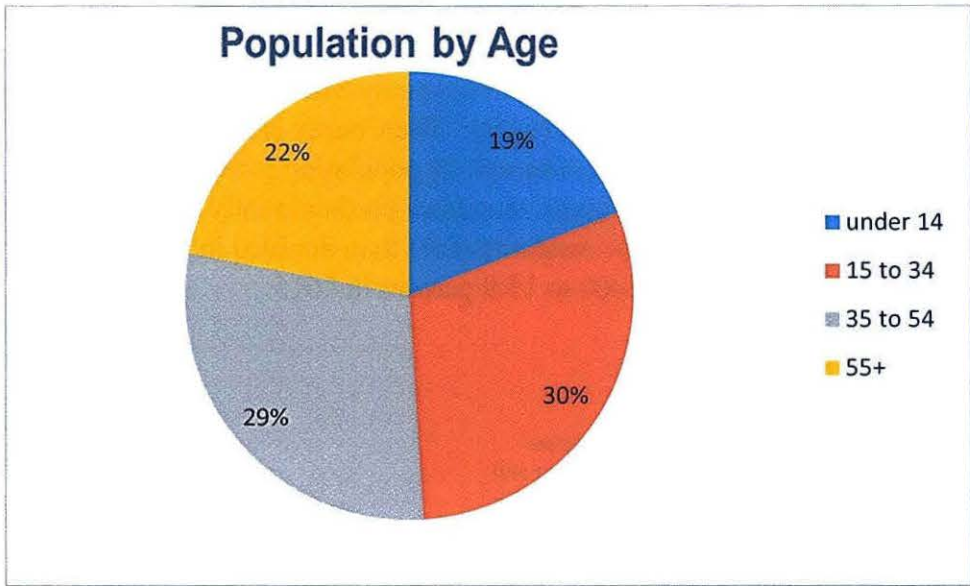
Page purposefully left blank

Prince George’s Demographic Profile:

According to the U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimate Prince George’s County has an estimated population of 884,764. The County is the third most populated jurisdiction in the Washington Metropolitan Area and its population is racially, ethnically, and culturally diverse. Prince George’s County remains a predominantly African-American County. However, the number of Hispanic residents more than doubled in the County and grew from 7 percent of the total population in 2000 to 15.9 percent in 2015.

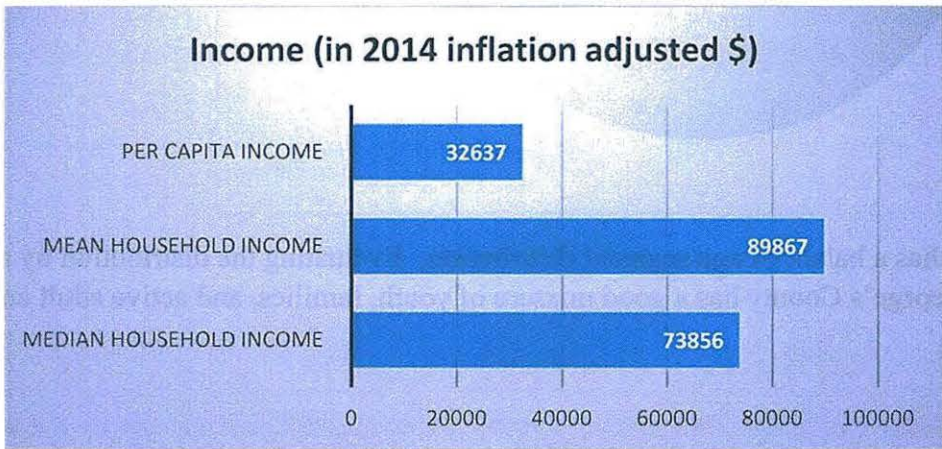


Overall, the county has a balanced age segment distribution. Evaluating the distribution by age segments, Prince George’s County has a good mixture of youth, families, and active adult and senior populations.



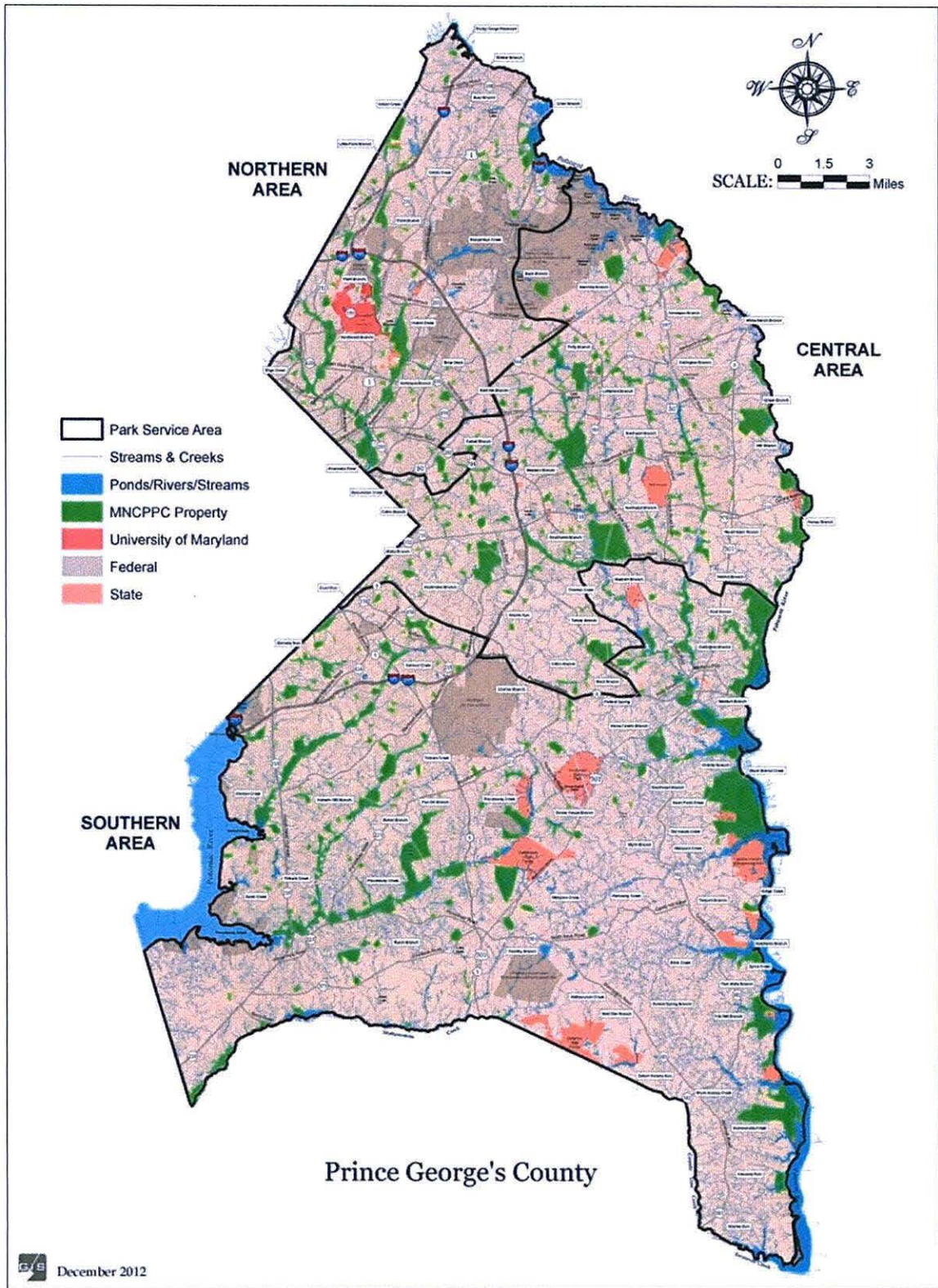
The gender distribution for the County is evenly split. Currently, females account for 52 percent of the total population and males 48 percent. This distribution is projected to remain constant throughout the years to come.

Income profile of Prince George’s County:



The County’s population is relatively affluent. The U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimate shows that the median household income of County residents is \$73,856, which is almost 40 percent higher than the U.S. average of \$53,482.

Source: 2010-2014 American Community Survey 5-year estimates Accessed, November 2016.



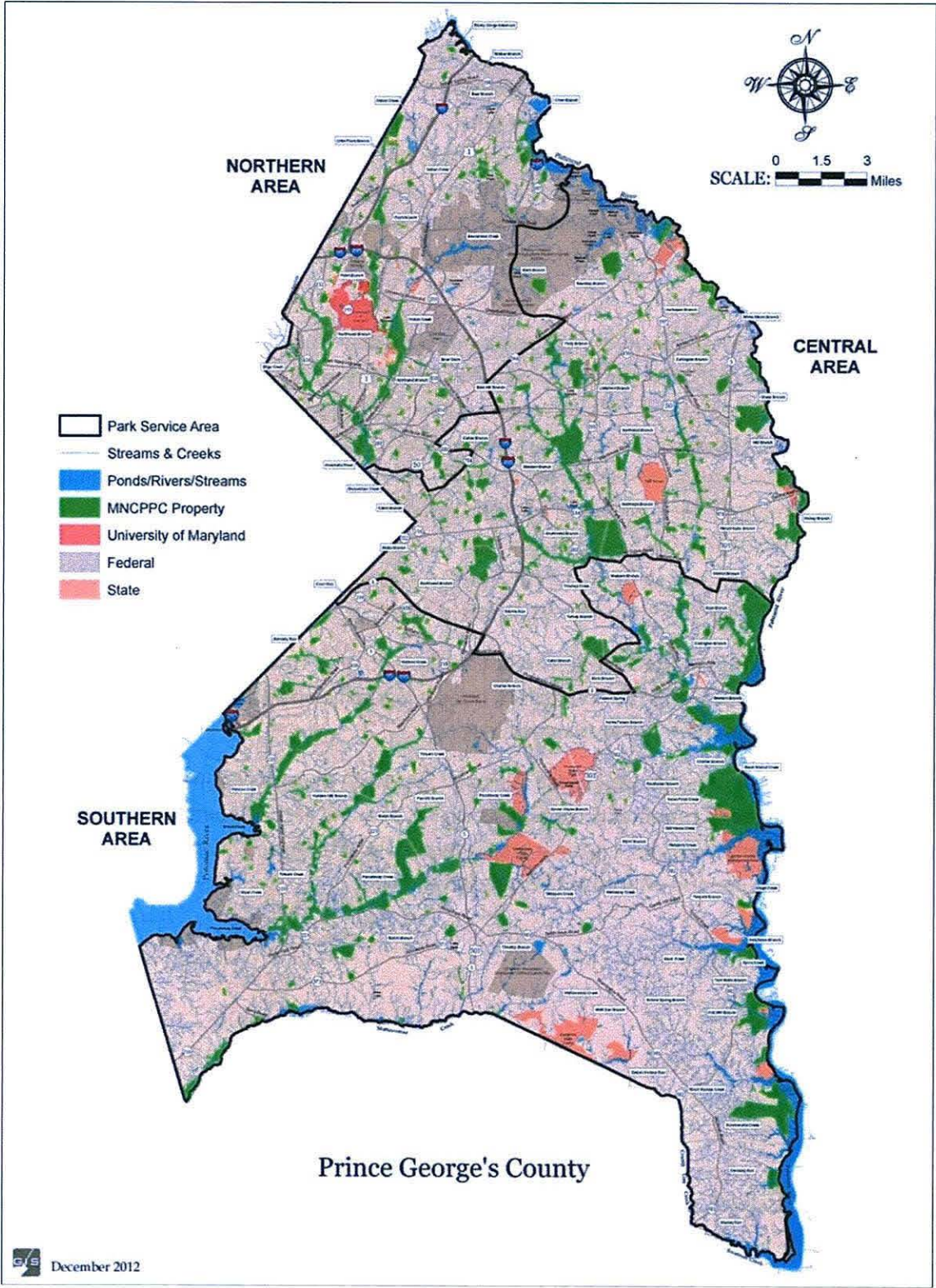
Overview of the Parks and Recreation System

The Department of Parks and Recreation (DPR) manages a comprehensive park system that includes more than 27,300 acres of developed parkland, open space, stream valley, and conservation parcels. A six-time National Gold Medal Award winner, DPR is responsible for acquiring land for parks, developing park and recreational facilities, maintaining and policing park property, and conducting a wide array of leisure activities. In addition to the network of parks, county residents also enjoy first-rate recreation programs through community and arts centers, aquatic facilities, historic properties, an aviation museum, therapeutic recreation and senior programs, day camps, and nature programs. There are more than 300 miles of trails; hundreds of athletic fields, basketball, and tennis courts; 46 community centers; and other special facilities.

In 2013, DPR adopted its first master plan in over 30 years. *Formula 2040: Functional Master Plan for Parks, Recreation and Open Space* (Formula 2040) takes an innovative approach to parks, recreation, and open space planning that goes beyond a typical land use plan. It provides an integrated approach to define a sustainable model for the provision of future parks and recreation programs, and was built on a collaborative planning process involving hundreds of meetings with residents, an advisory panel, and representatives from local municipalities. The plan was formally approved in 2013 by the Prince George's County Council and adopted by the Prince George's County Planning Board. Plan implementation will serve County residents with an additional 8,000 acres of parkland, 200 miles of off-road trails, and 500,000 square feet of indoor recreation space by the year 2040.

DPR has four main functional areas: Administration and Development, Area Operations, Facility Operations, and Park Police. DPR divides the county into three geographic operations and maintenance areas – Northern, Central, and Southern. (See map next page.)

DPR sponsors a wide variety of programs and services throughout Prince George's County. Structured recreation classes are offered at 45 community centers, as well as at many of the County's public schools. In addition to these formal classes, informal programs such as drop-in activities, clubs, workshops, and special events are also offered at these facilities.



Recreation Programming

DPR plans and delivers over 12,000 recreation programs annually to meet the varied and diverse needs and interests of County residents. Specialized needs associated with age are met by programs for preschoolers, children, teens, adults, and senior citizens. Children, adolescents, and adults who are physically, mentally, or emotionally disabled are offered a variety of opportunities to develop their recreational skills through M-NCPPC's programs for special populations. Adult social clubs, teen clubs, work-study programs, and summer day camps are some of the programs offered to disabled County residents.

Youth programs, including teen centers, drop-in centers, and preschool programs, offer a varied selection of activities to meet the needs of the County's youths. Sports programs such as workshops, clinics, demonstrations, pick-up games, leagues, and tournaments are offered for both youth and adults. Environmental, historical, conservation, and natural history programs and activities are also offered to County residents. Leisure opportunities in the arts including programs, classes, and workshops in the areas of music, theater, dance and puppetry are conducted for people of all ages.

DPR operates an extensive summer playground program at more than 150 sites throughout the County for children ages 5–13. A growing desire on the part of County residents for more specialized programs has resulted in playschools, general day camps, and specialized day camps for those interested in sports, nature, drama, and music. Summer teen programs provide activities of interest to youth ages 13–17.

Specialized recreation programs are offered at M-NCPPC's self-sustaining revenue and leased concession facilities that are available for countywide use. Figure skating, speed skating, hockey, roller-skating, golf, indoor and outdoor tennis, and indoor and outdoor swimming and diving are some of the activities offered at these facilities. Additionally, a marina and an airport are available for public use.

Because of statistics regarding the number of accidental pool drownings occurring within the African-American community, the Aquatics Unit developed a relationship with USA Swimming to promote and encourage parents and youth in the County to learn how to swim. In 2012, the Aquatics Unit was awarded Best Overall Commitment to Aquatics by *Aquatics International Magazine*. This award recognizes excellence in operations, programming, and community involvement at all pools within the county. DPR is now a local partner with USA Swimming Foundation's "Make a Splash" program and the "Aqua Access Campaign" that promotes aquatic programs to youth during the summer season.

A more recent focus for the organization is community gardening. Within the last two years, DPR has established youth gardens at six sites, promoting healthy eating and including instruction on where food comes from and how to grow it. A youth garden was established at a park school, where the land and facility are shared by the public-school system and DPR. This edible garden initiative is a pilot for future youth gardens at school sites and provides experiential education opportunities with park rangers and naturalists. This promotes an awareness of healthy eating and the benefits of fresh fruits and vegetables, and it connects children to the outdoors in a constructive manner. Through collaboration with Engaged Community Offshoots, Inc. (ECO), a nonprofit group that has developed an off-the-grid,

urban organic farm in a small neighborhood park, DPR is supporting training in urban gardening for community residents as well as ECO's desire to provide fresh fruits and vegetables to the public-school system in the future.

There is widespread interest and participation in recreation programs among county residents. Many of the activities that are offered are made possible through cooperation between staff members and community volunteers. Members of the local park and recreation councils; PTAs; civic, church, and social organizations; and other municipal, county, and state agencies, have worked cooperatively with M-NCPPC staff to provide programs to County residents.

In addition to the recreation programs sponsored by DPR, other activities and programs are offered by private and commercial firms and municipal agencies throughout Prince George's County. Recreation programs are extremely popular in the county, as demonstrated by attendance figures from community centers, enterprise facilities, summer playgrounds, regional parks, and sports programs.

The Maryland Partnership for Children in Nature is a public and private partnership that has worked collaboratively to provide opportunities for children to play and learn outdoors and promote environmental literacy. The Partnership for Children in Nature was instrumental in helping the State to update the pre K-12 environmental literacy education program (COMAR 13A.04.017) and to pass the first Environmental Literacy Graduation Requirement (COMAR 13A.03.02.03) in the Nation. Since then, the Partnership has worked diligently to support school systems as they develop and implement their local environmental literacy programs, fostering collaboration among formal and non-formal educators, helping to increase opportunities for student outdoor experiences and teacher professional development, and more.

DPR Goals and Objectives

Since the adoption of Formula 2040, the department has worked diligently to achieve its three goals:

- 1. Connectivity: *Connect Prince George's County residents to quality parks, trails, recreation facilities, programs, and schools. Connect patrons socially and physically to their neighborhoods and communities.***
- 2. Health and Wellness: *Improve the physical, mental, environmental, and cultural health 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.***
- 3. Economic Development: *Contribute to the Prince George's County economy and the financial sustainability of the community.***

Obesity concerns and poor health rankings in the County are significant and DPR has been increasingly focused on repositioning its role in Health and Wellness beyond an emphasis on maintaining staff health and productivity by growing our impact on community health and wellness.

M-NCPPC has been at the forefront in creating and implementing programming that responds to community needs and offers young people recreational activities and facilities that enrich and enhance

their physical health and well-being, as well as their mental and social development, while also fostering an appreciation for the environment.

Our role has grown to promoting competencies and skills that transform and help youth to be healthy, productive, and civically responsible adults. Thus, many of our youth services and programs build on that philosophy, integrate the developmental assets approach to our core services, and charge us to be more focused on the outcomes across the lifespan with respect to programming, to ensure that a quality experience and intentional outcomes are achieved.

Formula 2040 also calls for a business-like and strategic approach to programming that includes a financial and service sustainability plan. To meet the Formula 2040 Economic Development goal, DPR is working toward an intentional programming process, while still adding value to traditionally free parks and open spaces. Until recently, our approach had been “Something for Everyone”, which kept us busy providing lots of programs, but failed to produce a set of strategic outcomes. Our intentional approach has evolved into a more business-oriented initiative with defined core services and programs based on the value and level of community benefit versus individual benefit. This approach to service delivery is also more aligned with a defined financial management approach toward cost recovery, which is centered on specific goals and is therefore client-centered and more purposeful in nature.

In addition to Goals, Formula 2040 establishes the following programmatic objectives and policies:

Program related Objectives:

Cost Recovery - By 2022, recover 35 percent of parks and recreation system operating costs from generated revenue.

Programs - Ensure that at least 70 percent of all programs requiring registration through SMARTlink meet or exceed the minimum number of participants set by DPR to deliver the program, and that at least 75 percent of the programs include a health or wellness component by 2017.

Recreation/Aquatic Centers - Implement a standard of 1.5 square feet of indoor recreation center space and 0.5 square feet of indoor and outdoor aquatic center space per population served. This will require DPR to invest in 500,000 square feet of regional multi-generational indoor space to serve the recreational and aquatic needs of County residents by 2040:

Trails - Increase the M-NCPPC park trail network to 500 miles of hard and soft surface trails by 2040 to meet the LOS standard of 0.5 miles per 1,000 persons. This objective requires development of approximately 8.5 miles of trail per year over 20 years.

Economic Impact - Increase the fiscal benefits generated by the parks and recreation system for the County’s economy. Studies show the positive economic impacts of parks and recreation in terms of increased property values, employment, visitor/tourism spending, and business activity. This plan recommends the creation of signature facilities and events designed to attract out-of-County visitors.

Health and Wellness - By 2022, reduce the percentage of obese adults (currently 32 percent) in Prince George's County by 10 percent. DPR is partnering with the public health community and other service providers to promote a healthy, active lifestyle among County residents.

Program related Policies:

System Policy - Establish objective and transparent processes, standards, and criteria for decision-making to effectively meet the goals of connectivity, health and wellness, and economic development.

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.

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.

How Programs are Funded

Park acquisition, recreation facility development, and recreation programs are funded by either the six-year CIP or the annual operating budget for M-NCPPC's Department of Parks and Recreation. Formula 2040 County goals provide broad direction for allocating funds to capital projects and programs. The Prince George's County Council approves both the CIP and operating budgets in late spring of each year with the fiscal year starting on July 1. Budgets are developed beginning in late summer and include two public hearings. The Prince George's County Planning Board holds public hearings in early fall and the County Council holds hearings in the following spring prior to approval.

In addition, several municipalities within the County provide parks and recreation programming, which supplements M-NCPPC's facilities and programs.

The following summarizes the funding programs to construct facilities, maintain facilities, and provide recreational programming.

Prince Georges County Property Tax Assessments on Residential Properties

In Prince Georges' County, County-assessed property taxes support approximately 95 percent of the Commission's tax-supported operations. There are two separate assessments levied on residential properties that fund the annual operations for park maintenance and recreation programs. Each has a specific purpose.

The Park Fund provides funds to support park maintenance, development, and security operations; manage natural resources; and provide active and passive recreational opportunities within a park setting. Principal and interest on bonds sold to acquire and develop parkland are supported by the taxes in this fund. Under state law, Prince George's County is required to levy a tax of at least 4 cents per \$100 of real property and 10 cents per \$100 of personal property to provide for payment of debt service for park acquisition and development bonds with any excess to be used for park purposes.

The Recreation Fund provides support for a wide range of educational, recreational, and leisure activities. Such activities can include aquatics, special programs for persons with disabilities, summer youth programs, and community and recreation center operations. This fund operates in Prince George's County only. Since M-NCPPC assumed operation of recreation programming from the County government in 1970, the property tax supporting recreation is applied to the entire County.

The Capital Improvement Program (CIP) is a six-year program devoted to building and renovating facilities, as well as the acquisition of land for potential parks. The Commission uses the CIP to plan for facilities that will come on-line in the future, and it places estimates of operating costs into the annual budget. The CIP is funded by Program Open Space (POS), general obligation bonds, pay-as-you-go (PAYGO), developer contributions and grants.

Inventories of Existing Parks and Recreation Facilities

At the end of this chapter is a complete listing of parklands by agency and a detailed inventory and maps of parkland and M-NCPPC recreation facilities.

Sports Facilities

DPR operates, programs, and maintains many recreational amenities. The basic components of the parks system are the park buildings and athletic amenities such as sports fields and courts, which are distributed among 557 regional and local parks. Forty-four staffed community centers and 20 unstaffed recreation buildings are located throughout Prince George's County. While the recreation buildings reside at small neighborhood parks and are designed to serve primarily the residents within that neighborhood, the community centers are often located at larger parks and by design; they serve a larger sector of the community. Some community centers are co-located with public schools.

Countywide, M-NCPPC has 30 baseball fields, 140 softball fields, 165 football/soccer/multiuse fields, 45 soccer/futsal courts, 217 full and half basketball courts, and 18 volleyball courts. There are also 14 golf facilities, six pro shops/clubhouses, a boxing amateur training facility, 41 gymnasiums, 1 field house, six ice rinks, 398 picnic areas/shelters/pavilions, 241 playgrounds, four dog parks, four senior activity centers, 35 indoor and outdoor pools, 336 tennis courts, four running tracks, a trap and skeet facility, and many trails, including major regional connecting trails such as the Anacostia Tributary Trail System, the Henson Creek Trail, the Patuxent Water Trail, the WB&A Trail, and the Woodrow Wilson Bridge Trail.

Specialty Sports Facilities

DPR maintains several regional "Special Sports Facilities" in its inventory. The flagship sports facility, located in the Central Area and known as the Prince George's Sports and Learning Complex, contains an aquatics center featuring an indoor 50-meter competition pool and fun splash area, a field house, fitness center, gymnastics space, a learning center, and a children's center, in addition to an out-door track and artificial turf sports field. The Fairland Sports and Aquatics Complex, located at Fairland Regional Park in the Northern Area, features aquatics, gymnastics, tennis and fitness centers, and a boundless play-ground. Fairland is also home to the Gardens Ice House.

The Southern Regional Technical and Recreation Complex, located in the southern area, is a 37,000-square-foot facility that features two gymnasiums with an elevated track, fitness center, aerobics area, an internet café and computer, learning, media, meeting and multipurpose rooms. A fourth complex in the county is the Southern Area Aquatic and Recreation Complex (SAARC). This facility will feature indoor aquatic space, a gymnasium, a fitness room and flexible programmable space, and it will be our first multi-generational complex.

Local Parks

Local Parks are less than 200 acres in size, and they focus on providing service to the immediate community. These parks typically include some combination of a play area, picnic area, ball fields, and basketball/tennis/volleyball courts, depending on the size of the park. Some local parks also contain a recreation building, which is a small unstaffed building used for community meetings, birthday parties, and family celebrations. Staffed community centers are usually considered to be a local amenity, except for regional facilities such as the Prince George's Sports & Learning Complex. Community centers typically contain a gymnasium, a fitness area, and meeting spaces for activities for adults, teens, and children. Park/Schools and school community centers are also considered local parks.

Regional Parks

DPR has four regional parks, defined as being over 200 acres in size. They are Fairland Regional Park, as described above, Watkins Regional Park, Walker Mill Regional Park, and Cosca Regional Park.

Walker Mill Regional Park, located in the Central Area, includes ball fields and an artificial turf field, tennis and basketball courts, a new Imagination Playground, large group picnic shelters and smaller picnic areas, a splash pad, a skate park, and a trail/bridge connecting to an adjacent neighborhood.

Future amenities include a restroom building, the upgraded lighted fields and a golf facility featuring a driving range, 3-hole golf course and a miniature golf course. Concord Manor, a historic house on the northern part of the park, is being renovated and will include multiple elegant public areas for family events and celebrations, as well as community meetings such as book clubs, senior's activities, and Homeowners' Association meetings. It will also include new entrances and restrooms, making the facility's first floor fully accessible to everyone.

Watkins Regional Park is also in the Central Area and is our largest regional park. It includes the Watkins Nature Center, Old Maryland Farm, lighted ball fields, outdoor basketball and tennis courts, the Watkins Tennis Bubble, campsites, picnic areas, 2 imagination playgrounds, a trail, and a Summer Operations area featuring the Chesapeake Carousel, miniature golf, and a miniature train. Popular annual events such as the Festival of Lights, Kinderfest, and "Summer Concerts on the Green" occur at Watkins Regional Park.

Cosca Regional Park features the Clearwater Nature Center, a lake and boathouse, the Cosca Tennis Bubble, lighted ball fields, outdoor tennis courts, and picnic shelters, a tram train, campsites, and equestrian/nature trails. Cosca is in the Southern Area.

Historic Facilities

Over the years, DPR has acquired many historic facilities. Some are formal rental sites available for weddings, receptions, and meetings. These include Oxon Hill Manor (notable for its beautiful English gardens, reflecting pool, architectural detailing, and views of the Potomac River), the elegant Newton White Mansion, Montpelier Mansion, Riversdale, Snow Hill Manor, Billingsley House (overlooking the Patuxent River), Darnall's Chance, Dorsey Chapel, and the Prince George's Ballroom, a former country club. Other historic facilities of interest are the Marietta House, Abraham Hall, the Patuxent Rural Life Museums (a complex of museums, houses, and a blacksmith shop), the Seabrook Schoolhouse, the Ridgeley Rosenwald School, and the Surratt House. Archaeological sites include Mount Calvert Historical and Archaeological Park, the Northampton Slave Quarters, and Dinosaur Park.

Specialty Facilities

M-NCPPC also owns some truly unique facilities in Prince George's County. The Prince George's Equestrian Center/Show Place Arena includes a Victorian-style multipurpose facility with flexible exhibit space, banquet rooms, in-house catering, and seating for up to 5,800 people. Five art centers and galleries throughout the county provide space to learn, create, and exhibit works of art. The Public Playhouse is a restored theater that offers a variety of programs for all ages. The College Park Aviation Museum, located adjacent to the "World's Oldest Continuously Operating Airport," is a state-of-the-art facility that focuses attention on the many significant achievements that have occurred in aviation since the time of the Wright Brothers. Other unique amenities include nine memorial sites, tour boats, launches, and boat ramps.

Partnerships

DPR often enters partnerships to provide recreational amenities that may not otherwise be provided. Examples of this type of liaison include the Prince George's (Baysox) Stadium in Bowie, the College Park Tennis Facility, the Clarice Smith Performing Arts Center at the University of Maryland in College Park, the Bowie Center for the Performing Arts, and the Gardens Ice House at Fairland Regional Park. Successful partnerships with the EYA Gateway Arts Center and the Brentwood Arts Center are helping to revitalize the US 1 corridor south of East West Highway. M-NCPPC also partners with the Prince George's Boys & Girls Club to support their athletic programs and activities.

Future efforts could include the creation of a partnership to bring art and sculpture to an "art park" five to 10 acres in size at Walker Mill Regional Park, in response to resident requests for cultural amenities. World-class artists could be invited to this site to participate in this unique effort. Alternatively, an outdoor amphitheater and arts venue for the performing arts could be added to an existing M-NCPPC site or to a new acquisition such as Wilmer's Park in the Southern Area. Partnerships with the University of Maryland and NASA are encouraged in order to create venues that link science (robotics) and art via hands-on exhibits.

Alternative Service Providers and Facilities

M-NCPPC is the largest provider of open space and parks in Prince George's County (27,000+ acres). However, there are also federal, state and municipal parklands within the political boundary. Recreation facilities and open space also occur on a variety of lands including homeowner association (HOA) land, and more recently, houses of worship have begun to provide some recreational facilities for their congregations. The Boys and Girls Clubs and several additional quasi-public opportunities provide opportunities for recreation and open space beyond that of the M-NCPPC. (See summary table at the end of this section.)

Federal Lands - The United States Department of Agriculture (USDA), and the United State Fish and Wildlife Service (USF&W) and the National Park Service (NPS) provide 15,444 acres of parkland and open space. This comes through the Beltsville Agricultural Research Center (6,271 acres), the National Wildlife Visitors Center (4,282 acres) and, 7 federal parks operated by the NPS (4,889 acres). – See discussion in Natural Resources – Chapter 3.

Other federal lands providing some recreation opportunities include Joint Base Andrews Naval Air Facility, which is a 4,346-acre federal land military complex, located in Prince George's County immediately east of the Capital Beltway near Route 4. The base has a population of 16,225 including military dependents and has a variety of open spaces and recreation facilities. While developed to support military transportation operations, there are quasi-public recreation areas on base, including two eighteen-hole golf courses. These facilities are available to all members of the military and their guests.

State Lands - The State of Maryland, Department of Natural Resources oversees 14 units of natural resource land including 1 natural environment area, 1 state forest, 1 state park, 2 wildlife management areas, and 9 natural resource management areas that total 6,780 acres.

Additional State lands include the University of Maryland, which is a 1,250-acre research university that provides both indoor and outdoor recreation venues available for recreation including a natatorium, an outdoor pool complex, athletic clubs, and a variety of formal and informal green spaces. Most venues are reserved for students, staff, alumni, and any member of the University Club. Other venues such as the eighteen-hole golf course are available to the public and include an entrance fee.

Municipal Park Lands - There are 27 municipalities in the county with parkland acres totaling more than 1,500 acres. Three jurisdictions own and operate more than 200 acres of land each. These are the cities of Bowie, Greenbelt and Laurel. These communities offer a wide variety of recreational opportunities and open spaces including outdoor swimming pools, playgrounds, rental facilities, athletic fields, dog parks, trails, picnic facilities, playgrounds, and skate parks. Indoor facilities include swimming pools, museums, an ice arena and performing arts centers. Each jurisdiction offers a lake with loop trail and a wide variety of programming to compliment the parkland facilities. There is also currently undeveloped park and preservation lands along the Patuxent River or adjacent to the Beltsville Agricultural Research Center.

An additional nine municipalities provide 10 acres to 50 acres of recreational space. The largest provider in this category, The Town of Cheverly has its own green infrastructure plan, and 38 acres of parkland, while, the Town of New Carrollton offers outdoor swimming and a variety of active recreation and passive green space opportunities to its residents. The Town of University Park has a developed stream valley park with trails and play areas, and College Park, Landover Hills, District Heights, Seat Pleasant and Hyattsville offer playgrounds, athletic facilities and tot lots along with green spaces. The Town of Eagle Harbor located in the far southeastern portion of the County owns historic Trueman's Point along the Patuxent River waterfront and maintains some smaller areas around the Town Hall for its residents. Finally, 14 municipalities offer residents 10 acres or less of municipal owned green space. (See Municipal Lands Table at the end of this section.)

Prince George's County Public Schools - DPR has a long-standing relationship with the Prince George's County Board of Education (BOE). Since the early 1970's the BOE and the DPR have agreed to share indoor and outdoor recreation spaces. Currently with regards to outdoor programming, the DPR does utilize rectangular and baseball fields at the Elementary schools and Middle schools for afterschool and summer camp programming. High school fields and facilities are generally not used, or counted in, the DPR parkland inventories in Prince George's County.

DPR operates approximately 30 facilities on, or adjacent to, BOE properties. Additionally, DPR has counted one-third of BOE land as part of the parkland inventory. This adds 1,384 acres to the M-NCPPC total open space in Prince George's County.

Public / Private Partnerships – DPR partners with local entities to bring state of the art facilities and venues to the public. The University of Maryland, Bowie State University, Prince George's County Community College and the City of Bowie provide access to indoor venues and provide additional community rooms, which are available to the public in several key facilities.

Boys and Girls Clubs - The Prince George's Boys and Girls Club, Inc. (PGBGC) consists of 34 registered independent unit clubs. Several Boys and Girls Clubs (BGC) have their own facilities. Currently, the Clinton BGC, Lanham Boys and Girls Clubs and the PGCBGC have their own Sports Parks w/athletic fields. The Langley Park BGC have an Athletic Building w/gym and the Laurel BGC have the Phelps Center w/gym. Laurel outdoor fields are largely on the WSSC lands surrounding the T. Howard Duckette Reservoir. The Cities of Bowie, District Heights and Greenbelt and the Towns of Berwyn Heights and Cheverly also provide the Boys and Girls Clubs indoor and outdoor facilities through the municipal park systems.

At this time in the County, there are numerous registered/unregistered franchises that provide a variety of team sports such as the Bowie Youth Association, Glenn Dale Rec. Council and Maryland State Tigers, etc. Fields for these groups are provided by DPR or other local municipalities.

Houses of Worship - In recent years, there is an increase in recreational opportunities being provided by Houses of Worship. These include outdoor recreation facilities to supplement summer camps and retreats. Some churches are providing indoor gyms, either as part of their school programming, or to supplement evening classes, and programming being offered to their congregations.

Homeowner Association (HOA) Lands - Homeowner Association lands are reserved open space and some contain recreational facilities. In a number of cases, the HOA lands also contain tree conservation area. Typically, HOA lands are owned and maintained by the individual communities surrounding these open spaces, and each homeowner unit pays a fee to their individual association for the maintenance and operation of the recreation facilities. As such, the recreation areas are generally not open to the public unless you live in the community, or are a guest of an association member.

In Prince George’s County, there are several styles of HOA properties. Higher end properties provide a full complement of recreation amenities such as golf courses and club houses, outdoor pools, athletic facilities and even equestrian facilities. Approximately 10 communities in the County provide this style of HOA amenity. While clubhouses, outdoor pools and other recreation amenities serve the specific community, more often than not, communities with golf courses typically will not restrict members of the public from playing.

There is an equal number of HOAs that do not have golf courses, but do provide outdoor pools, clubhouses, athletic facilities and playgrounds to their membership. However, most common in the County are the HOAs that provide playgrounds and tot lots. There are approximately 6,500 acres of HOA land in Prince George’s County and 139 associations registered with the Prince George’s County Department of Planning.

For Fee Recreation Private Providers -

- Six Flags America
- The Washington Redskins
- YMCA, Fitness Clubs, Martial Arts and similar service providers

Parks and Recreation Land Providers

| Name | Acres |
|-------------------------|---------------|
| Federal | 15,444 |
| State | 6,780 |
| M-NCPPC | 27,327 |
| Municipal | 1,575 |
| Board of Education | 1,384 |
| Boys and Girls Clubs | 60 |
| Homeowners Associations | 6,500 |
| TOTAL | 59,070 |

Municipal Park Lands

| | Municipality | Municipal Park Land Acres* |
|----|---------------------|-----------------------------------|
| 1 | Berwyn Heights | 1 |
| 2 | Bladensburg | 10 |
| 3 | Bowie | 853 |
| 4 | Brentwood | 1 |
| 5 | Capitol Heights | 0 |
| 6 | Cheverly | 38 |
| 7 | College Park | 13 |
| 8 | Colmar Manor | 1 |
| 9 | Cottage City | 1 |
| 10 | District Heights | 13 |
| 11 | Eagle Harbor | 11 |
| 12 | Edmonston | 0 |
| 13 | Fairmount Heights | 0 |
| 14 | Forest Heights | 0 |
| 15 | Glenarden | |
| 16 | Greenbelt | 302 |
| 17 | Hyattsville | 14 |
| 18 | Landover Hills | 11 |
| 19 | Laurel | 222 |
| 20 | Morningside | 0 |
| 21 | Mount Rainier | 1 |
| 22 | New Carrollton | 38 |
| 23 | North Brentwood | 0 |
| 24 | Riverdale Park | 10 |
| 25 | Seat Pleasant | 11 |
| 26 | University Park | 24 |
| 27 | Upper Marlboro | 0 |
| | TOTALS: | 1575 |

A detailed inventory of land and facilities as contained in the 2017 LPPRP Inventory is included in the Appendix.

RECREATION PROGRAM ACCOMPLISHMENTS (2014-2018)

Much has been accomplished since the last plan (2014), including but not limited to the following:

The departmental umbrella of programs continues to expand and grow.

- In FY 15, Therapeutic Recreation and Inclusion Services celebrated the Department's 40th anniversary of providing services and programs for individuals with disabilities, and the department continued its national leadership in this area. One of our community centers opened a new sensory room, a safe and non-threatening environment where children and adults with disabilities or other limiting conditions can enjoy gentle stimulation of the primary senses.
- STEAM is part of our DNA. The Department launched several programs that celebrated science, technology, engineering, arts and math. The Department hosted several STEAM related hands on activities and experiments countywide. For example, the department renamed the month of November, to INNOVEMBER and hosted a variety of innovative programs that were STEAM focused. In addition, the department hosted its third annual STEAMFEST! At this one-day event, parents and children checked out more than 80 STEAM-related activities and demonstrations. The event also featured special guest speakers such as local experts in meteorology and other science based careers. Even our historic properties implemented ongoing STEAM programming. Several have utilized loads and interactive screens to present augmented reality.
- A new health and wellness initiative was implemented, Fitness in the Parks program. This FREE exercise program provides a variety of fitness opportunities within our parks and natural areas across Prince George's County. Our Fitness in the Parks classes run spring, summer, and fall at various sites throughout the county. Classes are scheduled for approximately one hour and are designed for all fitness levels. Class offerings include Yoga in the Parks, Tai Chi in the Parks, and other mind-body wellness activities.
- A Mobile Fitness Unit was launched to support community wellness efforts. These mobile units provided fitness classes and other "pop-up" activities that incorporate wellness at local festivals, community events, parks and trails. Get Fit Mobile is an accessible resource for sports, health and wellness programming for residents for Prince George's County promoting healthy behaviors and influencing the reduction of health and safety risks and disparities within our communities.
- The Summer Programs Committee extended summer offerings to make sure we are addressing the summer recreational needs of the community. Summer day camps offered all-encompassing and affordable experiences for children and teens, including Cops Camp for Kids, culinary camps, health and wellness camps, performing arts camps and robotics camps.
- A new signature program, The Walk and Talk with a Doc program launched in the Club 300 program in summer 2015. This program provides walkers with a short 10-15 minute education session with a physician, followed by a walk in which the physician participates. The Walk and Talk with a Doc expanded to all areas of the County. Residents are able to join health care professionals for conversation regarding a health topic, while engaging in a walk on the many trails throughout the County. Through Walk and Talk with the Doc, the Health and Wellness team partnered with 31 healthcare professionals to lead 55 walks at nine different sites throughout the county.
- The Sports Health and Wellness Division implemented lacrosse and cricket in Kidscare afterschool sites. Expansion will continue in the winter and spring to additional schools. The Drive Program for golf was also introduced to afterschool programs and school sites in the winter and spring of FY16.

- The Arts and Cultural Heritage division worked with Area Operations, local artists and County arts organizations to produce the 2nd Annual Fairwood Arts Festival at the Fairwood Community Park. The festival realized a significant increase in attendees and tripled the number of participating art vendors.
- In FY 15, the department co-hosted Artomatic, a free nonprofit arts showcase. This was a six-week exhibition featuring all genres of visual, creative, and performing art. As a result of this effort, outreach to new regional art organizations is ongoing and creating new opportunities to implement future Café Groove events.

In terms of Health and Wellness:

- The Health and Wellness Team developed the Health and Wellness Action Plan that supports Formula 2040 goals and objectives.
- Over the past couple of years, the department expanded its “Community Garden” sites from one to four sites managed by the department. These sites create opportunities for the public to permit small parcels for gardening as well as foster relationships and build community.
- The Department is making great progress in promoting environmental health to internal and external stakeholders. Over the past year, the organization launched several new initiatives that will help address climate change, expand habitat for pollinators and other wildlife, improve and expand recycling and strengthen our storm water management. The One Million More Recycling Program far exceeded its goals of 1 million pounds of materials from trash to recycling and the beekeeper collective is growing and supporting backyard habitats.

Internal system enhancements:

- The Department implemented an upgraded registration system, ParksDirect, which now links users directly to course registrations in social media posts and smart phones. It also provides better reporting, data generation and management of program delivery.
- The Park Foundation established its 501c3 status and is serving as a resource development office focused on managing revenue, partnership development and generating grant funding to support existing and new programs and special events.
- Keeping pace with modern technology, the department introduced a digital, interactive version of our departmental program GUIDE in an electronic format that is suitable for viewing for mobile devices (tablets and smartphones) with direct links to specific course registrations.
- We continue to provide volunteer opportunities for seniors and diverse populations.
- The Black History Program developed a digitization model for its photograph and document collections and provided online access to the community for genealogical and research studies.

In terms of our youth:

- The Park Ranger unit and select community centers developed a “Youth Garden Initiative” called “Planting a Seed that Grows a Lifetime”. This effort teaches young people how to garden, where their food comes from, how to eat healthy and gets them outdoors, which are all notable accomplishments. This initiative also promotes an awareness of healthy eating, the benefits of fresh fruits and vegetables, and connects children to the outdoors in a constructive manner.
- The Special Programs Youth Services Unit reformulated the Youth Advisory Council. The Youth Advisory Council is a semiautonomous group of youth who take on genuine leadership roles to help Prince George’s County Department of Parks and Recreation achieve its mission. These

youth meet regularly to invest in and advise the Parks and Recreation community, decide on what activities or special events to offer and leverage funds for “youth-led” service learning projects. The Youth Advisory Council ensures that youth ideas are a central part of the decision-making for creating and improving programs.

Page purposefully left blank

Purposeful Programming Framework/Stop Light Model and Core Service Assessment

Four years ago, the Department initiated a core service assessment process that focused on pricing philosophy, cost of service and cost recovery levels, and classification of program GUIDE categories. The purpose of this effort was to assist the department in making the transition to a more strategic and intentional program planning process and to develop a pricing philosophy and methodology based on a solid understanding of program planning, actual costs, revenue and subsidy level, classification of services, and cost recovery goals.

The process led to the creation of a “Stoplight” Service Assessment Model. The Stoplight Model was created to determine which core programs and services should be primarily tax supported and provides three primary program classifications (Essential/Important/Value-Added). Core services are categorized based on the degree of community benefit and priority needs, versus individual benefits and needs, along with market conditions. Additionally, cost recovery goals were established to correlate to the Stoplight categories. This, in turn, would assist with identifying priorities for programs, to assess the viability of programs, and in determining if programs should be offered in the future.

DPR Stop Light Model

| | 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 |

We continue to work with Program and Facility managers to develop strategies to enhance revenues and/or reduce expenses. We are reviewing cost-recovery models, analyzing the cost/benefit of all programs, their value to the public and making necessary adjustments to revenues, expenditures, and offerings. In addition, greater alignment is occurring between programming, facility and budget units as it relates to cost recovery and identifying direct and indirect costs. An enhanced Cost Recovery Worksheet with drop down menus was piloted across the area operations divisions that incorporates all of these elements. The pilot revealed that a variety of new revenue strategies was implemented to support special event activities to offset tax subsidy for recreation programs and services. According to the budget office, we are also making progress on achieving our overall cost recovery goals.

Page purposefully left blank

**PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION
ACTION PLAN AND PROGRAM PRIORITIES**

GOAL 1 – Business & Purposeful Programming

For the first goal, Purposeful Programming, there are two parts: 1) enhancing overall program planning competencies and 2) providing diverse and purposeful programming options that respond to the needs and trends noted in the community profile and operational assessment.

FORMULA 2040 adopted in 2014 was an unprecedented master plan, giving weight to the recreation program component in terms of how we do business and planning for recreation programs. As a result of Formula 2040, the Department initiated a purposeful programming initiative that included completing a core service assessment that focused on classifying program GUIDE categories using the Stop Light Model, developing cost recovery levels and targets, enhancing program planning process and competencies among staff about programming, and reviewing pricing practices and procedures.

The primary goal of these efforts was to support and build a strategic and more purposeful programming culture in the department to enhance our program planning, financial and fiduciary competencies. Essentially, to transition to a more strategic and intentional program planning process and to develop a pricing philosophy and methodology based on a solid understanding of program planning, actual costs, revenue and subsidy level, classification of services, and cost recovery goals.

The Department of Parks and Recreation continues to fine-tune its program planning business model. We developed a service classification system using the Stop Light Model and created categories of services based upon the level of community benefit versus individual benefit. In addition, greater alignment is occurring between programming, facility and budget units as it relates to cost recovery and identifying direct and indirect costs. An enhanced Cost Recovery Worksheet with drop down menus was piloted across the area operations divisions that incorporates all of these elements.

Working with the Training Unit, we have enhanced recreation program training efforts to increase recreation program planning competencies among staff and are working towards standardizing program-planning processes across the Department. Programming staff are increasingly implementing new revenue income strategies that include sponsorships, grants, and strategic partnerships to support programming.

According to the budget office, we are making progress on achieving our overall cost recovery goals. We implemented cost recovery strategies for many of our program areas. A cross-departmental team has been established to develop a pricing process/method using the cost recovery goals and service portfolio.

A Cost Recovery Steering Committee of cross-departmental representatives was charged with developing a master plan to undertake the challenge of adopting a cost recovery policy and the development of a template for creating business plans that support opportunities to increase revenues via cost recovery. The Steering Committee is focused on addressing the following: assess direct and

indirect costs and benefits of linking and aligning cost recovery and stop light implementation with annual budget process and financial accounting systems and the new registration system ParksDirect. The following strategic initiatives and associated action steps support an incremental approach to be undertaken in the next three to five years.

PRINCE GEORGE’S COUNTY DEPARTMENT OF PARKS AND RECREATION

ACTION PLAN AND GOALS

GOAL 1: Business Programming – Implement a systematic process for developing Purposeful Programming to improve decision-making for recreation programming. This program-planning process will contribute to building a strategic, “purposeful” and intentional programming culture with enhanced program planning, financial, and fiduciary competencies.

Strategic Initiative A: Create a service philosophy and strategic direction for the Department by implementing a Service Classification System that categorizes services based on “likeness” and removes social biases. Create cost recovery targets using a beneficiary of service model to assist in establishing program goals, financial targets and pricing policies.

| Key Drivers | Action Steps | Program Outcomes |
|---|---|--|
| <p>Cost Recovery Steering Committee</p> | <p>FY18</p> <ul style="list-style-type: none"> • Establish a Cost Recovery Steering Committee to include Area and Facility Operations staff and Budget staff. • Assess the current culture and knowledge base of the staff in their understanding of cost recovery. <p>FY19</p> <ul style="list-style-type: none"> • Explore the benefits of using a consultant to guide the Department through the process of classifying our services. <p>FY20</p> <ul style="list-style-type: none"> • Refine the classification model to align the Department’s social equity values with the cost recovery targets. | <p>Department staff and citizens have a clear understanding of service classifications and their function in balancing the community’s needs and the department’s assets.</p> <p>Recover 35% of parks and recreation system operating costs from revenues generated within ten years (by 2022)</p> |
| <p>Budget Office Cost Recovery Steering Committee</p> | <p>FY18</p> <ul style="list-style-type: none"> • Create and fill a career position dedicated to cost recovery. <p>FY19 – FY 20</p> <ul style="list-style-type: none"> • Create or use software that can assist the Commission in determining the true cost associated with implementing programs, providing services and running buildings. <p>FY20</p> | <p>Have an understanding of the true cost of doing business for facilities, services and programs, direct and indirect costs to</p> <p>Establish a Cost Recovery program that is sustainable,</p> |

| | | |
|---|--|--|
| | <ul style="list-style-type: none"> • Refine provision of services and programs based on cost analysis data. • Develop business plans and cost-recovery goals for each Service Category and all facilities and services. | Create a Cost Recovery worksheet that is user-friendly |
| <p>Strategic Initiative B: Enhance recreation program-training efforts to increase recreation program-planning competencies (with a focus on Programming Basics, Event Planning/Project Management and Program Budgeting and Business Basics) among staff and standardize program-planning processes to the extent possible across the Department. Assure staff are able to develop their professional skillsets at MNCPPC as there is only one college in the state that offers classes in the field of parks and recreation.</p> | | |
| Key Drivers | Action Steps | Program Outcomes |
| HR Training Coordinator | <p>FY18 - Ongoing</p> <ul style="list-style-type: none"> • Continue to provide a Purposeful Programming Toolkit that can be utilized for training purposes and is available electronically to staff so those involved in programming have a framework from which to classify their programs, based on the public good and private good of each service, as it applies to the Stop Light Model criteria. • This Toolkit should also include current policies for establishing fees, waivers, and the Stop Light Model and other management tools used to evaluate core programs and how to formulate outcome benefits for all program descriptions. <p>FY18 – Ongoing</p> <ul style="list-style-type: none"> • Implement Recreation Program Planning courses along with the Prince George’s Community College to grow and develop competencies within the Department. Utilize a variety of training tools (webinars, etc.) to support learning. <p>FY18 - Ongoing</p> <ul style="list-style-type: none"> • Continue to refine the Recreation Program Training plan to ensure new and existing programming staff is up to speed on Service Classification, Stop Light Model, etc. Continue to work with Subject Matter Experts from the Think Tank to enhance the curriculum, based on the Department programming and cost recovery models and current industry trends. | Toolkit is standardized and rolled out uniformly across all divisions. |

| | | |
|--|--|--|
| | <p>FY18 - Ongoing</p> <ul style="list-style-type: none">• Broaden and increase employee development efforts for career and seasonal staff with emphasis on enhancing professional certifications among staff. <p>FY18 - Ongoing</p> <ul style="list-style-type: none">• Tie annual evaluations to completion of trainings for all merit positions. Develop a plan to provide classes under the Maryland Recreation and Parks Association (MRPA) sponsorship. | |
|--|--|--|

GOAL 1B: Purposeful Programming – Tailor programs and services to the demographics and needs of the community, elevating the importance of creating a variety of programming experiences.

Strategic Initiative: Revitalize arts class’s workshops, and historic programs and offerings.

| Key Drivers | Action Steps | Program Outcomes |
|--|---|--|
| <p>ACHD and Summer Programs Committee, AOPS/NHRD</p> | <p>FY18</p> <ul style="list-style-type: none"> • Re-establish ACHD/NHRD Area Operations liaisons to develop and expand community relevant arts, cultural and historic offerings (i.e. programs, exhibitions, classes, events). • Expand learning and event opportunities offered by the Black History Program (i.e. workshops, celebrations, tours, events). • Expand musical theater and history learning opportunities for youth and teens • Strengthen connection with PGCPs’ arts integration program and History through collaborative programs, and/or Arts/ History on a Roll <p>FY19</p> <ul style="list-style-type: none"> • Increase visual arts opportunities for both patrons and artists (i.e. artist development workshops, increased exhibitions, new classes). • Implement new hands-on programs and activities for youth that will connect them in a relevant way. • Promote and offer other cultural activities like American Indian Festival, village and related outreach programs. • Establish department public art policy for new developments and/or facility renovations • Explore thematic and culturally-relevant exhibitions offered by the arts facilities • Identify liaison to work with SPD and develop arts program opportunities for seniors and individuals with disabilities. <p>FY20</p> <ul style="list-style-type: none"> • Establish viable partnerships with arts and history organizations in the County that expand learning and engagement opportunities for the community. | <p>Increase the number of collaborative programs accomplished with internal divisions as well as with outside partners for exhibits, classes and events.</p> <p>Increase in number of people served annually</p> |

| Strategic Initiative: Provide Programming Opportunities in non-traditional sports. | | |
|---|---|--|
| Key Drivers | Action Steps | Program Outcomes |
| SHWD/Sports Unit & PGCBGC | <p>FY18</p> <ul style="list-style-type: none"> Continue steps from previous year to expand additional program offerings Conduct clinics and workshops to staff and participants Renovate and expand athletic fields to provide more locations <p>FY19</p> <ul style="list-style-type: none"> Offer coaches and referee clinics to expand pool of potential new coaches/referees Expand leagues county wide <p>FY20</p> <ul style="list-style-type: none"> continue steps from previous year to expand programming Recruit sponsors and grants to assist our lacrosse leagues incorporate tournaments and jamborees to continue growth and interest | <p>-New artificial cricket pitches installed at Adelphi and Glassmanor</p> <p>-New Boys Lacrosse league</p> <p>-Street Hockey partnership w/ Capitals (equipment for every community center & staff/coaches trainings)</p> <p>-MLB / Nationals Field Renovation for baseball at Walker Mill Park</p> |
| Strategic Initiative: Revitalize class, workshops and clinic programs. | | |
| <p>SHWD</p> <p>Splex/Field House</p> <p>Splex/Outdoor Stadium</p> | <p>FY18 and Ongoing</p> <ul style="list-style-type: none"> Evaluate and refresh community center offerings and maintain an environment that is welcoming for our patrons to recreate. <p>FY 19 and ongoing</p> <ul style="list-style-type: none"> Review the trends in sports programs to ensure we are tailoring our clinics and leagues to address the County's demographics. Establish venue liaisons to develop and expand community based sports offerings (i.e., programs, exhibitions, classes, events, etc.) within the venue. | <p>Increase participation within our programs</p> <p>Increase participation within our programs</p> |

| | | |
|---|---|---|
| | <ul style="list-style-type: none"> Establish venue liaisons to develop and expand community based sports offerings (i.e., programs, exhibitions, classes, events, etc.) within the venue. | |
| SHWD/PAMD | <p>FY18</p> <ul style="list-style-type: none"> Increase participation in Latino Communities Hire bilingual staff in SHWD office and field location Monitors Continue to promote / market using bi-lingual materials <p>FY19</p> <ul style="list-style-type: none"> Continue steps from previous year Offer clinics and workshops in specific, heavily Latino areas to promote offerings Provide drop-in locations for soccer and futsal <p>FY20</p> <ul style="list-style-type: none"> continue steps from previous years Offer leagues and tournaments at our turf fields / open to DMV Latino communities (vendors/health initiatives) | <p>Increased Latino participation at our artificial turf fields for rentals.</p> <p>Developed bi-lingual fliers</p> <p>Hired staff at fields to monitor use and check-in participants</p> <p>Expand our youth and adult soccer leagues participants (teams)</p> |
| <p>Strategic Initiative: Implementation of athlete based sports specific training classes and workshop programs.</p> | | |
| Key Drivers | Action Steps | Program Outcomes |
| SHWD SPLEX / Fitness | <p>FY19</p> <ul style="list-style-type: none"> Establish Fitness/Personal Trainer committee to develop relevant Sports Specific Training offerings (i.e. programs, classes, events, etc...). Expand Sport Specific training and event opportunities for athletes, offered by the Fitness center (i.e. workshops, seminars, Combines, events, etc...) Strengthen connection with PGCPs' athletic dept. and Community Youth Athletic Programs through collaborative events and round table forums <p>FY20</p> <ul style="list-style-type: none"> Increase Training opportunities for athletes (i.e. development workshops, mobile unit, new classes, etc...) | <p>Enhance and increase specialized programming opportunities with long term goals in mind to benefit each individual participant</p> |

| | | |
|--|--|--|
| | <ul style="list-style-type: none"> Establish viable partnerships with sports specific related organizations that expand fitness-training learning and engagement opportunities. | |
|--|--|--|

Strategic Initiative: Provide opportunities for Prince George’s County residents with disabilities to participate in community recreation programs and services. Build communities through social inclusion and a sense of connection by creating a variety of program experiences to assure the Department serves populations that may normally have challenges accessing recreation services.

| Key Drivers | Action Steps | Program Outcomes |
|---|---|---|
| <p>SHWD</p> <p>SPLEX / Aquatics</p> | <p>FY19</p> <ul style="list-style-type: none"> Design and Present (Ippy) a new Birthday Party program for individuals with disabilities by May 2018 Continue expansion of aquatic programming for individuals with physical disabilities through external partnerships and internal collaboration with Therapeutic Recreation <p>FY20</p> <ul style="list-style-type: none"> Implement and coordinate birthday party program offerings to effectively address expressed needs of the community Possible expansion through developed partnerships and evaluating the growing needs of youth with mental health and behavioral needs. | <p>Increase opportunities and programming experiences based on need</p> |

| <p>Strategic Initiative: Develop an Arts and Cultural Heritage Division (ACHD) strategic plan that focuses on and expands cultural heritage activities and provides opportunities for the division to work closer with other departmental divisions as a technical resource for increasing program offerings and quality.</p> | | |
|--|---|---|
| Key Drivers | Action Steps | Program Outcomes |
| ACHD | <p>FY19</p> <ul style="list-style-type: none"> Review and revise Division performance measures to more adequately relay growth and development opportunities for arts and cultural programs and events. Expand Black History and Hispanic Heritage Month programs and engagement opportunities with Area Operations. <p>FY20 and Ongoing</p> <ul style="list-style-type: none"> Develop a draft Arts and Cultural Heritage Division Strategic Plan. Conduct an interest/needs survey of customers, residents, and artists regarding art and cultural offerings in the County. Develop long-range operations plan for the Show Place Arena and Prince George’s Equestrian Center. | <p>Develop programming in support of STEAM for youth</p> <p>Develop performance measures that align with program quality assessment tool</p> <p>Increase programmatic opportunities</p> |
| <p>Strategic Initiative: Ensure that programs emphasize Health & Wellness, which encourages healthy bodies and minds for the community.</p> | | |
| ACHD | <p>FY19</p> <ul style="list-style-type: none"> Work with PAMD to identify and promote health & wellness benefits achieved through participation in arts and cultural programs Increase arts and cultural opportunities offered during the Department’s annual Health & Fitness Month <p>FY20 and Ongoing</p> <ul style="list-style-type: none"> Include health and wellness themed questions on arts and cultural program evaluations in an effort to measure patron’s perceived benefits Expand Arts on a Roll opportunities to include visits to health and wellness centers for youth and/or individuals with disabilities. | <p>Rebrand program notices to emphasize benefit based marketing direction.</p> <p>Provide more opportunities to survey post program</p> |

| | <ul style="list-style-type: none"> Develop art-based programming for teens focused on providing alternative solutions for various health related situations (i.e. depression, self-esteem building, anger management, stress relief, etc...) | |
|--|--|--|
| <p>Strategic Initiative C: Provide opportunities for Prince George’s County residents with disabilities to participate in community recreation programs and services of their choice. Build communities through social inclusion and a sense of connection by creating a variety of program experiences to assure the Department serves populations that may normally have challenges accessing recreation services. These populations include our senior community, our teen community, our home school community and those who may need therapeutic recreation.</p> | | |
| <p>Strategic Initiative D: Research and review current policies and practices pertaining to individuals with disabilities programs and services by FY19</p> | | |
| Key Drivers | Action Steps | Program Outcomes |
| Therapeutic Recreation | <p>FY18</p> <ul style="list-style-type: none"> Continue to participate in national professional development trainings and workshops such as NRPA, ADA Symposiums, Therapeutic Recreation and Inclusion Conferences. Participate in a minimum of five webinars and local trainings to identify current best practices and trends in Therapeutic Recreation Programs and Inclusion Services Research and compile policies and procedures manuals to include CAPRA certified parks and recreation agencies who offer programs and services for individuals with disabilities by April 2018. Research, review, revise and adopt policies and practices pertaining to medication delivery and emergency medical procedures for program participants with disabilities and seek Legal approval Review, research and draft revisions for the Therapeutic Recreation Programs Intermittent/Seasonal Employee Handbook and Inclusion Resource Manuals policies and procedures by May 2018 <p>FY19</p> <ul style="list-style-type: none"> Secure equipment/personnel to educate and train staff through the development of training videos | Update policies to reflect most current best practices related to medication delivery. |

| | | |
|--|--|--|
| | <ul style="list-style-type: none"> Ensure staff understanding of their roles and responsibilities for maintaining a respectful, inclusive and productive work environment through conducting in-service trainings on updated policies and procedures | |
| <p>Strategic Initiative E: Identify and publicize Americans with Disabilities Act (ADA) accessible amenities and related polices in Department wide publications (i.e. Guide, Day Camp Brochure) and on line services to include www.pgparcs.com by FY19</p> | | |
| <p>Therapeutic Recreation (Program Access)</p> | <p>FY 18</p> <ul style="list-style-type: none"> Continue to collaborate with internal sources to collect and identify a complete list of accessible amenities throughout the Department’s 429 parks, playgrounds and facilities. Continue to evaluate www.pgparcs.com website to meet 2010 ADA compliance standards and make recommendations for corrective actions as needed <p>FY 19</p> <ul style="list-style-type: none"> Assess need for procurement of adaptive equipment and assistive technology to improve programmatic access to facilities to include historical sites, museums and self-guided tours. Work with PAMD, PP&D, and EAM to publicize all accessible amenities identified at the Departments 429 parks, playgrounds and facilities | <p>Increase awareness and participation</p> |
| <p>Strategic Initiative F: Develop a minimum of three strategies to increase awareness and measure their effectiveness in increasing awareness of programs and services for individuals with disabilities in Department wide programs (with specific outreach to veterans with disabilities) by FY20.</p> | | |
| <p>Therapeutic Recreation</p> | <p>FY 18</p> <ul style="list-style-type: none"> Target market programs with additional capacity Review and evaluate effectiveness of existing partnerships <p>FY 19</p> <ul style="list-style-type: none"> Diversify community outreach initiative and education pertaining to individuals with disabilities Identify and explore opportunities for new partnerships and program sponsorships <p>FY 20</p> <ul style="list-style-type: none"> Explore expanding current offerings through increased partnerships and sponsorships | <p>Continue collaboration with PGPCS, to offer and expand the outdoor environmental education summer day camp for teens with disabilities FY19</p> |

| | | |
|--|---|---|
| | <ul style="list-style-type: none"> Market availability of adapted equipment available through the web, newsletters, etc. to ensure public awareness and to assess need for procurement of additional adapted equipment and technology by January 2020 | |
| <p>Strategic Initiative G: Implement targeted programs to address the needs of underserved disability population. Build communities through social inclusion and a sense of connection by creating a variety of program experiences to assure the Department serves populations that may normally have challenges accessing recreation services. These populations include our senior community, our teen community, our home school community and those who may need therapeutic recreation.</p> | | |
| <p>Therapeutic Recreation</p> | <p><u>Action Steps</u></p> <p>FY18</p> <ul style="list-style-type: none"> Offer a new fitness program for individuals with disabilities by May 2018 Continue expansion of sports clinics and programming for individuals with physical disabilities through external partnerships Continue to expand programming for veterans with disabilities to support and promote social interaction, community connections, and overall wellness through the Healthy Minds Healthy Bodies program <p>FY19</p> <ul style="list-style-type: none"> Continue to evaluate and upgrade lift vehicles to effectively provide accessible transportation for therapeutic recreation programs providing transportation Offer a new music class for teens and adults with disabilities by October 2018 to address expressed needs of community Expand therapeutic recreation summer day camp programs to meet the growing needs of youth with mental health and behavioral needs in summer 2019. Develop partnerships to expand therapeutic recreation summer day camp programs to meet the growing needs of youth with mental health and behavioral needs by summer 2019. | <p>Increased awareness and participation. New DrumFIT program offered winter 2018</p> |

| | | |
|---|--|--|
| Strategic Initiative: Implement targeted programs to address the needs of underserved senior population. | | |
| Senior Services Office | <p>Action Steps</p> <p>FY18</p> <ul style="list-style-type: none"> Through collaboration with other service providers, increase outreach by offering Pop-Up Senior Resource Fairs at senior living apartment complexes and communities. <p>FY18- FY20</p> <ul style="list-style-type: none"> In partnership with the Prince George’s Senior Provider Network host an annual caregivers retreat to provide a day to relax, renew, and rejuvenate for family caregivers. <p>FY18-FY20</p> <ul style="list-style-type: none"> In support of the County’s Dementia Friendly Community Initiative and through collaboration with the Alzheimer’s Association, host Memory Cafés, memory screenings, and Alzheimer’s support groups at senior activity centers based on the community need and increasing demand for these types of services. | <p>Outcomes</p> <p>Increased awareness and participation in Department programs accompanied by an increase in the number of Senior ID’s.</p> <p>Annual caregivers retreat held during November, which is National Caregivers Month.</p> <p>Annual memory screenings held at all senior activity centers and Memory Cafes held at 2 senior activity centers.</p> |
| Strategic Initiative: Expand senior programming to meet the growing and diverse needs of seniors. | | |
| Senior Services Office | <p>FY18-FY20</p> <ul style="list-style-type: none"> Provide input on the planning and design of the new senior activity center, which is being built as a part of the new county Health and Human Service Building. Secure appropriate funding to operate and program the senior activity center successfully. <p>FY18-FY19</p> <ul style="list-style-type: none"> Plan and implement comprehensive senior programming at the new Southern Area Recreation and Aquatic Complex (SAARC). | <p>Outcomes</p> <p>Hampton Park Senior Activity Center is operational with an array of programs to include classes, trips, events, workshops, and more.</p> <p>A wide variety of recreation classes, trips, and events for Seniors 60 & better</p> |

| | | |
|---|--|--|
| | <p>FY18-FY20</p> <ul style="list-style-type: none"> • Provide outdoor adventure programs for active seniors. <p>FY18</p> <ul style="list-style-type: none"> • Honor the Prince George’s County Senior Veterans at a very special luncheon. | <p>offered at the SAARC.</p> <p>A wide variety of outdoor adventure trips offered to include kayaking, hiking, biking, and more.</p> <p>Hold a Senior Veteran’s Luncheon at Martins Crosswinds.</p> |
| <p>Youth and Teens Office,</p> <p>YPQA Task Force</p> <p>Summer Programs Committee</p> | <p>FY18</p> <ul style="list-style-type: none"> • Increase staff engagement in the Youth Program Quality Intervention. • Increase number of Youth Work Methods facilitators by 50%. <p>FY19</p> <ul style="list-style-type: none"> • Identify nine sites to participate in YPQI Self-Assessment Pilot. • Increase the number of teens participating in a workforce readiness experiences throughout the Department leveraging opportunities including but not limited to SYEP, Conservation Job Corps and the Bladensburg Waterfront Project. <p>FY20</p> <ul style="list-style-type: none"> • Launch Coaching for Continuous Improvement pilot. • Expand our capacity to provide Youth Work Methods training by increasing our pool of certified trainers to 20. • Launch 30 hour Advancing Youth Development Course including a train-the-trainer and AYD for Supervisors tracks. • Launch full implementation of Leading Indicator data analysis alongside YPQA data. | <p>Every site has an identified Quality Improvement Team leader an engaged team.</p> <p>Site teams send staff to Methods Training based on their YPQA scores.</p> <p>Participation on programming committees are a professional development opportunity. 20 highly skilled workshop facilitators are available to conduct professional development sessions throughout the Department. Staff are proficient at leveraging data from multiple sources to inform improvement planning.</p> |

Strategic Initiative D: Provide specialized programming to serve the unique needs of the County's predominately minority community.

| Key Drivers | Action Steps | Program Outcomes |
|--|--|--|
| Aquatics | <p>FY18</p> <ul style="list-style-type: none"> • Adopt a pay structure that is equitable and reflects the area market to attract top quality staff. <p>FY19 and Ongoing</p> <ul style="list-style-type: none"> • Implement various drowning reductions programs such as Lady Lifesavers, Guys Save Lives, Etc. | Target a reduction in drowning rates for youth. |
| Summer Programs Committee, Child Care Committee, Safe Summer Committee | <p>FY 18 –FY20</p> <ul style="list-style-type: none"> • Develop an action plan for extending summer camp and playground offerings to address the changes to the Prince George's County Public School calendar • Evaluate and refresh community center offerings and maintain an environment that is welcoming for our patrons to recreate. <p>FY19 and ongoing</p> <ul style="list-style-type: none"> • Working with the Summer Programs Committee and the Special Projects Unit, review and evaluate summer camp offerings to make sure we are meeting the needs of the community and extended summer weeks. | Expand summer offerings to make sure we are addressing the summer recreational needs of the community. |
| STEAM Task Force ACHD | <p>FY18 and ongoing</p> <ul style="list-style-type: none"> • Continue to add ARTS elements to STEAM programming | Increase art elements in STEAM programming |

Strategic Initiative E: Renew the Department's commitment to focusing on NRPA's three pillars of Social Equity, Conservation and Connectivity.

| Key Drivers | Action Steps | Program Outcomes |
|----------------------------------|--|------------------------------|
| Fee Assistance Team and Helpdesk | <p>FY18</p> <ul style="list-style-type: none"> • Refine Fee Assistance policy to reflect social equity values and review application procedures. | Update Fee Assistance policy |

Strategic Initiative: Based on a structural condition assessment of the Department’s vast historical sites develop a process and plan to maintain the short and long-term needs of the sites.

| Key Driver | Action Steps | Program Outcome |
|--|--|---|
| <p>NHRD/PPD/ ACHD/ M&D</p> | <p>FY18</p> <ul style="list-style-type: none"> • Initiate action plan based upon Historic Assessment reports for over 40 historic properties • Enumerate personnel and tasks to fulfill action plan, including project management. • Develop organizational chart to facilitate implementation, i.e. project management structure. • Hold information session with associated parties to explain preservation. • Use project type assignment to determine internal workload schedule and prioritizes. • Develop on-call list and establish contracts to expedite critical preservation projects and match up project type. • Implement maintenance program and address deferred maintenance <p>Convene working group for preservation effectiveness and analysis</p> <ul style="list-style-type: none"> • Set-up infrastructure to execute preservation program (in conjunction with Preservation working Group) • Provide inter-departmental professional development sessions on historic preservation best practices. • Assign project type (internal team; small contract; major capital improvement) based upon Historic Assessment Reports <p>FY19</p> | <p>Form a multi-Divisional Historic Structures working group that will establish a project management system based on structural conditions assessment survey utilizing CIP funds for short and long-term structural needs.</p> |

| | | |
|---|--|--|
| | <ul style="list-style-type: none"> • Identify and establish qualified on-call preservation contractors for procurement • Complete procurement process and execute contracts • Establish long-term maintenance cycles and begin to implement. • Utilizing the available CIP funds begin a large scale and multiple site project effort based on assessment. • Using prioritization model utilizing a project management system to track work schedules, updates, and completions. • Determine budget needs for historic preservation for consideration in FY20. • FY20 <ul style="list-style-type: none"> • Evaluate Historic Preservation project process to ensure efficiency and effectiveness. • Maintain project needs and completion spreadsheet to track progress and budgetary needs. • Submit CIP budget request using condition assessment and project needs. • Provide a comprehensive presentation on overall progress, successes and lessons learned that will be offered to Department, Planning Board and others. | |
| <p>Strategic Initiative: In support of Conservation Pillar, expand and promote the Department’s recycling efforts.</p> | | |
| <p>NHRD/ Department</p> | <p>Action Steps</p> <p>FY18</p> <ul style="list-style-type: none"> • Establish the Conservation Ambassador team with representatives from all-Divisions that will focus on | <p>Outcomes</p> <p>Increase the amount of annual recycling collection</p> |

| | | |
|---|--|---|
| | <p>strategic and structural improvements with recycling throughout the Department.</p> <ul style="list-style-type: none"> • Kick-off an internal and external campaign called ‘One-Million More’ which represents our present two-million pounds of recycling collected with goal to add another one-million pounds over the following year. • As part of the recycling campaign, initiate new signage that promotes recycling and improved recycling containers to be used indoors and outdoors. • Increase the number of outdoor park sites with recycling receptacles by 25%. • Work with the area maintenance units to have them increase their own recycling pick-ups and disposals. <p>FY19</p> <ul style="list-style-type: none"> • Develop a competition between Divisions on an innovative and/or impactful effort around recycling. • Promote the marketing campaign by highlighting the recycling numbers throughout the year using technology and physical pops as we move towards the three-million pounds challenge. • Continue to expand outdoor park sites with recycling receptacles and area maintenance’s role with recycling pick-ups. <p>FY20</p> <ul style="list-style-type: none"> • Establish new Department goals with recycling and other related conservation efforts. • Continue to expand outdoor park sites with recycling receptacles and area maintenance’s role with recycling pick-ups. | <p>to three-million pounds, and increase the total number of locations where we have recycling containers at facilities and parks over the next three FY.</p> |
| <p>Strategic Initiative: Develop a series of Conservation initiatives throughout the County.</p> | | |
| <p>Key Driver</p> | <p>Action Steps</p> | <p>Outcome</p> |
| <p>NHRD/PAMD/M&D/ PP&D</p> | <p>FY18</p> <ul style="list-style-type: none"> • Kick-off a beekeeper’s permit site where the public can house their beehives on parkland. • Have select NHRD Park sites maintain and use for educational purposes their own beehives. | <p>Implement a series of conservation initiatives to improve targeted</p> |

| | | |
|---|--|---|
| | <ul style="list-style-type: none"> • Work with a farmer and Prince George’s Soil Conservation on an experimental soil sequestration effort to improve the ability to capture carbon in soil with improved farming practices. • Launch the ‘Pollinator Project’ with the first 15 acres being planted this year with a 100-acre goal over five-years. • Create a landscaping review and approval process for all new and remodeled parks and facilities with aim in creating more native and manageable landscape designs. • Establish a website and marketing materials to promote the Department’s Conservation Efforts and educational materials for the public. <p>FY19</p> <ul style="list-style-type: none"> • Assess the ‘Soil Sequestration’ effort, and if successful, promote it to other farmers making it a best practice model. • Work with M&D Greenhouse to use more ecologically beneficial annuals. • Plant additional 20-acres of pollinator habitat and maintain the previous 15-acres planted. Ensure signage is included to promote the program. <p>FY20</p> <ul style="list-style-type: none"> • Plant 20 additional acres of pollinator habitat and maintain the previous 35 acres planted. • Eliminate harmful non-native plants and replace with greater beneficial natives throughout our sites. | <p>environmental efforts and best practices related to improving the environment and ecology.</p> |
| <p>Strategic Initiative: Develop and promote low-cost and/or free drop in and self-guided outdoor experiences.</p> | | |
| <p>Key Driver</p> | <p>Action Steps</p> | <p>Outcome</p> |
| <p>Department-wide (NHRD/ SHWD/ PAMD/ Area Ops)</p> | <p>FY18</p> <ul style="list-style-type: none"> • Promote the diverse rental opportunities with kayaks, canoes, and bikes, paddle boats along with camping and picnic sites. | <p>Improve the quality and variety of outdoor activities</p> |

| | | |
|--------------------|---|---|
| | <ul style="list-style-type: none"> • Continue to host our own walk/runs for important causes; and permit to the public our trails for additional walk/runs at select sites. • Market our outdoor amenities like paved and natural surfaced trails, imagination playgrounds, fishing areas, birding trails, and fitness loop trails. • Continue to host outdoor programs and activities like yoga and other outdoor fitness classes, concerts, movies, and special events. • Develop and promote low-cost and/or free drop in and self-guided outdoor experiences. <p>FY19</p> <ul style="list-style-type: none"> • Improve education signage of history and nature at select park sites to enhance self-guided experiences along with using technology where possible. • Evaluate feasibility and cost-benefit of adding new rental opportunities with small-motorized fishing boats, sail boats, and paddle boards. <p>FY20</p> <ul style="list-style-type: none"> • Establish new partnerships with non-profits and businesses with similar mission and goals to enhance and promote our amenities, programs and events. | <p>offered throughout the County.</p> |
| <p>SHWD</p> | <p>FY18</p> <ul style="list-style-type: none"> • Collect and analyze the data gathered from Q.R. Fit • Evaluate the effectiveness and worth of the Q.R. Fit technology • Evaluate the health and wellness zone program. • Develop health and wellness public outreach module with CAO, NAO, PAMD, SAO, and Training Coordinator • Work with Training Coordinator to offer staff trainings throughout the year • Train all staff, especially PAMD, Health and Wellness Ambassadors, and Health and Wellness Outreach Team on our health and wellness message and the benefits of Parks and Recreation | <ul style="list-style-type: none"> • Evaluate Yoga in the Parks program • Implement an annual walk. Run event to engage residents in physical activity and showcase the Department's trail network. • Initiate the Fitness in the Parks program. |

| Strategic Initiative: Coaches / Staff Trainings & Certifications | | |
|---|---|---|
| Key Drivers | Action Steps | Outcomes |
| SHWD/Special Programs | <p>FY18</p> <ul style="list-style-type: none"> • Develop coaches trainings and workshops to offer all coaches in all sports at all levels in Prince George’s County • Research what other local, regional and National agencies use as a coaches clearing house. • Attend regional meetings to discuss best practices <p>FY19</p> <ul style="list-style-type: none"> • Develop curriculum and procedures for coaches in our programs • Recruit instructors and/or organizations to conduct these trainings. • Develop materials/resources for coaches to access as needed <p>FY20</p> <ul style="list-style-type: none"> • Continue steps from previous years • Expand our coaches curriculum and programs to all sports and ages • Develop requirements for all coaches in our county. | <p>Conduct a staff workshop with PCA (Positive Coaches Alliance) to share what offerings are available and what others are doing.</p> <p>SHWD staff attend a Sports Professional Learning Community – Lunch & Learn to discuss: Trends in Adult Sports; Emergency Action Plans; Volunteer (Coach) Management; Player Evaluation and Team Creation; Sportsmanship (Participant/Spectator Behavior)</p> |

PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION

ACTION PLAN AND GOALS

GOAL 2 – Youth Development

Youth Development is a strategic priority for the Department. Youth Development is a process by which all young people seek ways to meet their basic physical and social needs and to build competencies (knowledge and skills) necessary to succeed in adolescence and adulthood. Our approach to working with young people defines goals (outcomes) based on capacities, strengths and developmental needs of youth. Through program quality assessment, Youth Work Methods training and coaching for continuous improvement we are ensuring that the services, opportunities and supports we offer maintain a high standard of quality. Staff are taught how to engage in the self-assessment process, generate concrete plans for improvement, and participate in professional development activities that are aligned with their specific growth areas.

DPR is uniquely positioned to facilitate youth's access to key developmental experiences that are directly connected to positive youth outcomes. The Youth Services Office has spearheaded the implementation of the Youth Program Quality Intervention. YPQI is a comprehensive assessment system designed to increase the level of program quality and identify staff training needs. By engaging staff in an authentic continuous quality improvement process, we increase the likelihood that youth will be greeted by a skillful recreation professional that has the knowledge, skills and competencies to serve them with a high degree of mastery no matter where they visit in our system.

The Youth Services Office is offering Youth Work Methods Training perpetually throughout the year. Youth Work Methods are a series of 2 hour trainings that teach staff the skills to ensure that youth have access to services, opportunities and supports that engage them in the process of their own development. We provide coaching to sites and encourage them to use their Program Quality Assessment data to determine which trainings are aligned with their specific growth areas. This approach allows us to customize professional development activities for specific sites as well as large-scale training events.

Youth programs, including teen centers, drop-in centers, and preschool programs, offer a variety of activities to meet the needs of the County's youth. Sports programs such as workshops, clinics, demonstrations, pick-up games, leagues, and tournaments are offered for both youth and adults. Environmental, historical, conservation, and natural history programs and activities are also offered to County residents. Leisure opportunities in the arts, including programs, classes, and workshops in the areas of music, theater, dance, and puppetry are conducted for people of all ages.

M-NCPPC's youth development initiatives prepare young people to be "ready" by focusing on developing mindsets and abilities that promote healthy growth and development. There are 10 universal abilities every person needs, regardless of age, background or circumstance, which our Parks and Recreation system supports. We use these abilities every day, no matter who we are or what situations we are in. The abilities are supported by commonly used skillsets and mindsets (habits, attitudes and beliefs). Skillsets *prepare and equip* us to do something, while mindsets help us become *willing* to do something.

Readiness is defined as the dynamic combination of being prepared and willing to take advantage of life's opportunities while managing life's challenges. Readiness is also about being equipped for times of transition and transformation. Throughout our lives, we all face situations and circumstances that are unplanned and uncertain. Serious challenges may threaten to stall or push us off track. Even positive events—like earning a scholarship to a private high school or a chance to perform in public—can be stressful. That is because these situations require responses to new settings, expectations or challenges for which we may be or feel unprepared. We are all, generally speaking, more willing to do things that we know we can do. Readiness enables us to navigate situations and events without being derailed. It empowers us to seize opportunities, strive through times of challenge, and change (Forum for Youth Investment, 2017). Parks and Recreation provides a myriad of opportunities for residents to refine these readiness factors within themselves in a safe and supportive environment.

M-NCPPC operates an extensive summer playground program at more than 150 sites throughout the County for children ages 5–13. A growing desire on the part of County residents for more specialized programs has resulted in playschools, general day camps, and specialized day camps for those interested in sports, nature, drama, and music. Summer teen programs provide activities of interest to youth ages 13–17.

M-NCPPC is committed to elevating youth voice with the implementation of a newly reformulated Youth Advisory Council. The Youth Advisory Council is a semiautonomous group of youth who take on genuine leadership roles to help Prince George's County Department of Parks and Recreation achieve its mission. These youths meet regularly to invest in and advise the Parks and Recreation community, decide on what activities or special events to offer and leverage funds for "youth-led" service learning projects.

Prince George's County Department of Parks and Recreation believes in the power of youth voice. We offer more than simply a place to recreate. We provide a platform to re-create ones-self through authentic engagement in the recreation experience. The Youth Advisory Council ensures that youth ideas are a central part of the decision-making for creating and improving programs.

The Youth Advisory Council is a strategic investment in the youth of Prince George's County. Council members gain valuable professional exposure and see how organizational decisions are made. They take on meaningful leadership roles, develop 21st century skills; things like strategic thinking, innovation and decision-making. Through the Youth Advisory Council, youth become invested in Parks and Recreation to create positive change.

**PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION
ACTION PLAN AND GOALS**

GOAL 3: Youth Development – Build on the use of youth developmental assets model to support positive youth development in programming and provide training in YPQA and Developmental Assets research models to ensure high-quality youth development programming that offers youth a diverse range of programs that offer the opportunity to participate in meaningful life skills, recreational and educational activities that contribute to growth and achievement.

Strategic Initiative: Standardize YPQA measurement system and tools in youth programming.

| Key Drivers | Action Steps | Program Outcomes |
|---|--|--|
| <p>Youth and Teens Office, YPQA Task Force Summer Programs Committee</p> | <p>FY18</p> <ul style="list-style-type: none"> • Increase staff engagement in the Youth Program Quality Intervention. • Increase number of Youth Work Methods facilitators by 50%. <p>FY19</p> <ul style="list-style-type: none"> • Identify nine sites to participate in YPQI Self-Assessment Pilot. • Increase the number of teens participating in a workforce readiness experiences throughout the Department leveraging opportunities including but not limited to SYEP, Conservation Job Corps and the Bladensburg Waterfront Project. <p>FY20</p> <ul style="list-style-type: none"> • Launch Coaching for Continuous Improvement pilot. • Expand our capacity to provide Youth Work Methods training by increasing our pool of certified trainers to 20. • Launch 30 hour Advancing Youth Development Course including a train-the-trainer and AYD for Supervisors tracks. • Launch full implementation of Leading Indicator data analysis alongside YPQA data. | <p>Every site has an identified Quality Improvement Team leader an engaged team.</p> <p>Site teams send staff to Methods Training based on their YPQA scores.</p> <p>Participation on programming committees are a professional development opportunity. 20 highly skilled workshop facilitators are available to conduct professional development sessions throughout the Department. Staff are proficient at leveraging data from multiple sources to inform improvement planning.</p> |

| | | |
|--|---|---|
| SPD/Youth Services and Research and Evaluation Units | FY18 and ongoing <ul style="list-style-type: none"> • Make research-based tools available. • Provide evaluation and performance measures training consistent with YPQA framework. • Train staff in YPQA program assessment tool to strengthen and enhance their program competencies (execution and evaluation) of programs for youth programming. • Train staff to increase their overall competencies in the process of youth development principles and objectives so that they are more proficient in applying the principles in their program planning. • Incorporate PQA tenets in key survey tools to parents and youth. | Percent of staff trained in measurement tools. |
| Strategic Initiative: Model YPQI while working with the Youth Advisory Council. | | |
| SPD/Youth Services | FY 18 and ongoing <ul style="list-style-type: none"> • Meet regularly with Youth Advisory Council to instill and develop leadership skills. | |
| Strategic Initiative: Develop a standard assessment tool to evaluate the knowledge, behavior and attitude changes in youth as relates to health and wellness. | | |
| SHWD | FY18 <ul style="list-style-type: none"> • Create a pretest assessment tool for health and wellness youth summer programs such as the Healthy Lifestyles Camps. FY19 <ul style="list-style-type: none"> • Utilize pretest assessment to enhance service delivery of the health and wellness youth summer programs. | Reduce obesity in the county. |
| SPD | FY 18 and Ongoing <ul style="list-style-type: none"> • Continue to provide HOST activities in programs such as before care, after care and Safe Summer to include the work with the Alliance for a Healthier Generation | Serve as a change agent for youth as it relates to health and wellness. |

Strategic Initiative: Develop parent education tools that promote parent understanding and appreciation of a child’s developmental benefits from participation in departmental recreation programs and services.

| Key Drivers | Action Steps | Program Outcomes |
|--------------------|--|---|
| SPD/Youth Services | <p>FY19 and beyond</p> <ul style="list-style-type: none"> • Provide opportunities for parents to learn about parenting and child rearing through workshops, webinars, public access television, and computerized media messages and programs. • Provide parent education and other courses or training for parents in the <i>Ready by 21</i> frameworks. • Initiate distribution of this information through school PTA and other school-based partnerships. | Percentage of parents surveyed and reporting increased understanding of PQA |

Strategic Initiative: Compile a portfolio – a collection of educational and marketing materials that demonstrate the range of outcomes, highlights the best final products, and displays evidence of progress (i.e., Youth Program Quality Assessment, photos & video, social media, personal letters from participants, inputs, outputs, and indicators, etc.).

| Key Drivers | Action Steps | Program Outcomes |
|--|--|---|
| SPD/Youth Services in collaboration with AOPs and FOPs | <p>Ongoing</p> <ul style="list-style-type: none"> • Develop and articulate the Department’s intentional process and philosophy on positive youth development so that Prince Georgians are aware of Parks and Recreation’s importance in Positive Youth Development and out-of-school time, and are supportive of investments that improve odds for youths. • Continue to grow awareness of developmental assets through print and digital mediums. • Establish service goals and performance objectives for each identified service that can influence/affect intended outcomes (academic performance, recidivism rates, physical health and wellness, and crime and delinquency). | Incorporate YPQI outcomes in program materials. |

Strategic Initiative: Provide a diverse range of programs of after-school, summer, teen, and senior programs that offer the opportunity to participate in meaningful life skills, recreational, and educational activities that contribute to growth and achievement for youth.

Reduce idleness of Prince George’s County youths by addressing overarching concerns of economic, educational, and environmental opportunity, and by providing opportunities to develop assets with a broad range of outcomes in five domains.

| Key Drivers | Action Steps | Program Outcomes |
|---|---|--|
| SPD/Youth Services Unit and Area Operations and Facility Operations | <p>Ongoing</p> <ul style="list-style-type: none"> • Expand supervised after-school opportunities throughout the County especially in the inner Beltway areas. • Improve connections for young people to caring, competent adults. • Enhance connections and support of caring adults. • Explore after-school meal opportunities. • Emphasize opportunities immediately following the school day to increase the percentage of OST that youths are physically and psychologically safe. • Enhance job and employability skills through experiential learning and workforce development. • Enhance opportunities for underserved populations (i.e., GEAR – Girls Excited about Recreation). • Deliver more before- and after-school programs for youths and teens that focus on visual and performing arts, sports, health and wellness, and outdoor recreation. | <p>Percentage increase of girls with a youth ID.</p> <p>Percentage of after-school sites that completes a self-assessment inventory.</p> <p>Percent of youths surveyed and reporting that Department programs resulted in increased self-esteem, increased levels of fitness and improved social skills.</p> |

PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION

ACTION PLAN AND GOALS

GOAL 3 – Health and Wellness

The escalating levels of obesity in the United States and the local Prince George's County community have become a major Public Health crisis. Local and National health rankings indicate that the County ranks 16th of the 24 counties in Maryland. Since our last update of the CRPP, the county continues to maintain high rates of smoking and obesity. In fact, since 2012, the obesity levels in the county continue to be in the 33 to 34 percent range. When the county is compared with our five neighboring suburban jurisdictions – Charles County, Calvert County, Anne Arundel County, Montgomery County and Howard County – the population is the lowest in terms of engagement in leisure time physical activities. In addition, due to limited access to healthy foods, there are low levels of consumption of fruit and vegetables. These factors contribute to the age-adjusted mortality rates for cardiac disease being above both the National and State averages, as well as high levels of obesity related cardiovascular disease risk factors.

In assessing the needs of our residents, the Department is in the process of repositioning our organization to respond to health disparities and obesity risk factors. The Department is working towards addressing these issues strategically emphasizing the role both systematic and programmatic initiatives can play in improving health outcomes. The results of this strategic planning culminated into the Health and Wellness Action Plan, a five-year strategic plan for the Department as it relates to its health and wellness goals to:

- Increase resident participation in healthy lifestyle activities,
- Elevate the department's role as a health and wellness provider, and
- Reduce obesity in the County by 10% by 2022.

Systematic changes that have been implemented include the Department's efforts to prohibit the use of lighted tobacco in all indoor and outdoor facilities, venues, and vehicles, with the exception of specifically designated, revenue-generating facilities. The Department has also worked to adopt the National Recreation and Park Association Commit to Health Healthy Eating Physical Activity (HEPA) Standards in the Department's after school programs.

Park Rx is one of many collaborations the department participates in with community partners in efforts to address the health and wellbeing of residents in Prince George's county. Through this partnership, the department has taken on the practice of collecting data about its parks and trails. The data collected is available online through the M-NCPPC Park Rx website. Residents are able to search for parks and trails and through partnering with area healthcare facilities, doctors can prescribe visits to parks near where the patients live or work through the routine delivery of healthcare. The goals of this initiative are to decrease the burden of chronic disease, increase health and happiness, and foster environmental stewardship. The department also participates in the Childhood Obesity Task Force, an interagency task force that plans to address and solve the Nation's childhood obesity problem within a generation. In addition, the Department is also represented in the Prince George's Healthcare Action Coalition, a

community health network comprised of representatives from over 70 community health and wellness organizations working to develop policy guidelines.

The Department of Parks and Recreation is also represented in the Prince George's Healthcare Action Coalition, a community health network comprised of representatives from over 70 community health and wellness organizations working to develop policy guidelines. The Department of Parks and Recreation also partners with the Prince George's County Health Department and Suburban Hospital to hold a monthly Dine and Learn program. Dine and Learn brings together residents of all ages for guided exercise, step-by-step cooking demonstrations with a Registered Dietitian, and an interactive, nutrition-based discussion.

Programmatically, new classes and fitness programs have been offered through the Department's new Get Fit Mobile Program. All of the M-NCPPC facilities offer residents the opportunity for active play. These facilities include four ice arenas, five indoor tennis facilities, multiple splash parks and pools, and numerous community centers. These facilities each feature facility-specific programming including community hockey leagues, learn to skate, and swimming programs. This type of programming encourages participants to learn specific skills that can be incorporated into a healthy lifestyle even after the program ends. The Get Fit Mobile unit aims to encourage the adoption of healthy behaviors in order to reduce chronic disease and increase healthy outcomes through fitness, sports, wellness and nutrition programming. The Get Fit Mobile unit makes appearances at many M-NCPPC and other countywide events throughout the year.

These programs seek to utilize park and open spaces to engage County residents in physical activity, while reducing the barriers of cost and accessibility. The Department also utilizes its extensive geographic presence and assets of parkland, trails and facilities to positively affect health and wellness outcomes in Prince George's county by providing opportunities for physical activity, nutrition education and healthy eating, connecting with nature, and social interaction. Trails are also used for various programming including Nature Hikes and walking programs. The Commission hosts walking programs that cater to seniors, parents, residents who suffer from arthritic symptoms, and all residents interested in connecting with one another and area healthcare professionals. We conduct two annual Healthy Trails 5K walk/runs, the Jug Bay 10K/5K Run for Wildlife and 3K Fun Walk, Shatter the Silence, Trot for a Turkey, and the Glow Walk/Run for Autism, utilize our trails each year. Trails are also utilized throughout the year. Residents have the opportunity to use the trails for self-guided fitness activities. One trail has incorporated QR F.I.T. technology, which allows trail users to stop at designated points and follow a video-guided workout using their smartphones.

In addition to providing self-guided activity, M-NCPPC parks often feature instructor-led activities through Health and Wellness Zones, Fitness in the Parks, and Yoga in the Parks. Yoga in the Parks is a series of free outdoor yoga classes. Participants learn basic moves to strengthen their bodies, increase flexibility and free their minds. Yoga in the Parks has been operating for four years and has expanded to nine sites with thirteen class times per week. Approximately 400 participants enjoy Yoga in the Parks each year. Yoga in the Parks has expanded into the Fitness in the Parks program, a free exercise program that brings a variety of fitness opportunities to parks and natural areas across the County.

The M-NCPPC further incorporates nutrition and healthy eating into its community gardening programs. Affordable community garden plots are available to residents for rent across fifteen community gardens. Community garden plots provide residents with a great place to grow fresh produce ensuring access to nutritious foods. Park staff support the gardens through interacting with residents and providing information on gardening techniques. A youth-specific gardening initiative, Planting a Seed that Lasts a Lifetime, teaches youth about gardening and growing food. Programming also covers topics around teamwork, health and nutrition, the food system, the environment and community building through gardening. Youth garden programming takes place through the school year in afterschool programs and during the summer in collaboration with summer camps.

H.A.V.E.N. is an all-encompassing and affordable recreational day camp experience for teens & pre-teens, focusing on Health & Wellness, Arts & Culture, Volunteerism and Community Service. With the success of the H.A.V.E.N. program, DPR received a \$20K grant from Kaiser Permanente to support it.

Fit for Success is a summer program which focuses on nutrition education and physical activity and is hosted by 15 playground sites throughout the county.

The Department also supports national campaigns by bringing awareness to physical activity, nutrition education and healthy eating. We provide opportunities that connect residents with nature and provide social interaction as well.

The Department also supports national campaigns by bringing awareness to physical activity, nutrition education and healthy eating. We provide opportunities that connect residents with nature and provide social interaction as well. The national campaigns that the Department supports annually are National Heart Health Month, March is National Nutrition Month, National Walking Day, and May is National Physical Fitness and Sports Month, and National Family Fitness Day.

PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION

ACTION PLAN AND PROGRAM GOALS

GOAL 3: Health and Wellness – Improve the overall 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 with a special emphasis on elevating the Department’s role as a health and wellness service provider; increasing resident participation in healthy lifestyle activities, and reducing obesity in the county. The Department will provide recreation opportunities for individuals and families that support physical fitness and overall wellbeing. Our programs and services encourage health and wellbeing; promote lifelong play, discovery, creativity and learning, as well as promoting environmental appreciation and enjoyment.

Strategic Initiative: Promote healthy lifestyles through policy and systems management.

| Key Drivers | Action Steps | Program Outcomes |
|-------------|---|---|
| SHWD | <p>FY18</p> <ul style="list-style-type: none"> • Implement 100% healthy snacks in 50% of vending machines • Work with Youth Services to develop training module to educate staff on HEPA standards • Align HEPA standards implementation across the Department • Create an assessment tool for youth programs such as summer camps • Administer pre and post assessments of youth programs <p>FY19</p> <ul style="list-style-type: none"> • Implement 100% healthy snacks in 75% of vending machines • Evaluate data from assessments <p>FY20</p> <ul style="list-style-type: none"> • Implement 100% healthy snacks in 100% of vending machines | <p>Adopt a healthy vending policy that will convert 100% of vending machines to 100% healthy snacks</p> <p>Demonstrate that 75% of the Department’s programs have a health and wellness component.</p> <p>Support implementation of the Healthy Eating, Physical Activity (HEPA) standards in youth programs, in alignment with the National Recreation and Park Association.</p> <p>Develop a standard assessment tool to evaluate knowledge, behavior, and attitude changes in youth, as it relates to health and wellness.</p> |

Strategic Initiative: Implement the Health and Wellness Action Plan and use it as a framework for evaluating the health and wellness impacts of our programs and services to reduce overall obesity rates in the county.

| Key Drivers | Action Steps | Program Outcomes |
|------------------|---|---|
| SHWD, AOPs, FOPs | <p>FY 18 and Ongoing:</p> <ul style="list-style-type: none"> Implement Forty-one measurable outcomes developed across a set of six thematic areas: 1) Signature Programs; 2) Standards, Guidelines, and Policies; 3) Partnerships, Sponsorships, and Grants; 4) Facilities; 5) Marketing and 6) Staff Training. | At least 75% of the programs provided by DPR by 2020 have a health and wellness component identified. |

Strategic Initiative: Ensure that programs emphasize Health and Wellness, which encourage healthy bodies and minds for the community.

| Key Drivers | Action Steps | Program Outcomes |
|------------------------------------|--|---|
| SHWD, ACHD and SPD/Senior Services | <p>FY 18 and Ongoing:</p> <ul style="list-style-type: none"> Expand programming efforts to engage seniors and to promote the H&W benefits of art programs for patrons. | Increased number of health and wellness and arts programs and events for seniors. |
| NHRD/ Park Rangers | <p>FY 18 and Ongoing:</p> <ul style="list-style-type: none"> Increase opportunities and programming focused on healthy lifestyles, nutrition, and gardening. | Expand program offerings to promote healthy lifestyles, nutrition and gardening. |

| | | |
|--|--|---|
| SHWD/Aquatics | FY 18 and Ongoing: <ul style="list-style-type: none"> Enhance programming and community education in support of the long- term health and wellness benefits of continued engagement in swimming activities. | Expand program offerings focused on promoting benefits of swimming |
| SHWD SPLEX/Community Programs | FY19 <ul style="list-style-type: none"> Increase Healthy snacks provided to participants in Youth & Community Programs FY20 <ul style="list-style-type: none"> Establish venue and community liaisons to develop and expand community based offerings (i.e., programs, exhibitors, classes, workshops, etc.) | Increased number of health and wellness topics within programs and events. |
| SHWD SPLEX/Summer Camps | FY18 and FY19: <ul style="list-style-type: none"> Continue to provide daily nutrition workshop rotation for all campers rotation include healthy recipes and teach healthy eating and culinary skills FY20 <ul style="list-style-type: none"> Coordinate additional guest speakers to provide age appropriate activities geared toward Health and Wellness Activities | Enhance and increase programming and educational topics in support of long-term health and wellness benefits within daily activities. |
| Strategic Initiative: Promote Healthy Lifestyles through policy and systems management. | | |
| Key Drivers | Action Steps | Program Outcomes |
| AOPs and FOPs | FY18 and Ongoing <ul style="list-style-type: none"> Develop department-wide strategy to include cross-divisional efforts in H&W. Work with PAMD to identify and promote health & wellness benefits achieved through participation in arts and cultural programs. Increase arts and cultural opportunities offered during the Department’s annual Health & Fitness Month Promote the hundreds of miles of paved and natural surface trails within the Department. Maintain the Department’s signature walk –runs offered throughout the year. | Develop a broad range of structured and unstructured opportunities that will improve resident’s mental and physical health. |

| | | |
|--|--|---|
| | <ul style="list-style-type: none"> • Support and partner with non-profits and community groups to offer other walk-runs and healthy activities. • Maintain youth community gardens at Community Centers that teach gardening and healthy eating. • Maintain Community Garden plots that offer residents a place to grow healthy food to eat and a healthy outdoor activity. • Launch the first beehive permit area where the public can have beehives and harvest honey. <p>FY19</p> <ul style="list-style-type: none"> • Include health and wellness themed questions on arts and cultural program evaluations in an effort to measure patron’s perceived benefits • Expand Arts on a Roll opportunities to include visits to health and wellness centers for youth and/or individuals with disabilities. • Offer bike rodeos and guided bike rides to Department facilities and outside groups. • Partner with business’s with a shared mission like REI to develop and offer outdoor recreational activities. • Expand youth Community Garden sites. <p>FY20</p> <ul style="list-style-type: none"> • Develop art-based programming for teens focused on providing alternative solutions for various health related situations (i.e. depression, self-esteem building, anger management, stress relief) • Expand Community Garden plots to central and southern areas. | |
| <p>SHWD SPLEX / Fitness SPLEX / Gymnastics SPLEX / Aquatics</p> | <p>FY18 and Ongoing</p> <ul style="list-style-type: none"> • Increase Prince George’s Sports and Learning Center opportunities offered during the Department’s annual Health & Fitness Month <p>FY20</p> <ul style="list-style-type: none"> • Identify and promote health & wellness benefits achieved through participation in member services and programs | <p>Enhance and increase programming and community education in support of the long-term health and wellness benefits of continued engagement in swimming, gymnastics, and fitness related activities.</p> |

Strategic Initiative: Develop a Healthy Workforce and Workplace.

| Key Drivers | Action Steps | Program Outcomes |
|---------------------------------|---|--|
| <p>SHWD/H&W Unit</p> | <p>FY 18</p> <ul style="list-style-type: none"> • Disseminate health and wellness centered literature to inform employee of the latest health and nutrition trends as well promote programs developed within the Commission through a bi-monthly Healthy Happenings publication. • Create and sustain annual multifaceted internal campaigns centered on daily and monthly health observances to include National Walking Day, February is National Heart Health month, March is Nutrition Month, May is Physical Fitness and Sports Month, etc. Activities such as cooking demonstrations and fitness classes will be included <p>FY 19</p> <ul style="list-style-type: none"> • Increase attendance of Employee Health and Fitness Week with an emphasis on getting those who do not attend annually to attend. Emphasis will continue to be placed on managerial support and attendance. • Increase participants in the Employee Passport to Wellness program. • Increase participants in the Employee Passport to Wellness program. <p>FY 20</p> <ul style="list-style-type: none"> • Work with the Commission’s Health Benefits department and its partners such as ComPsych to capture outstanding employee health data for submission to the Workplace Health Solutions diagnostic. • Achieve the American Heart Association (AHA) Workplace Achievement Award at the Silver Level | <p>Workplace culture that serves as a source of information for health and wellness Provide for year-round activities in which employees can participate to support their overall health and wellness</p> <p>Provide an annual event that exposes staff to a variety of health and wellness activities and enhances work relationships Provide ongoing support of employee fitness through the use of fitness and aquatics facilities</p> <p>Create a workplace in which staff have the resources and data to effectively pursue activities and information relevant to their health needs</p> <p>Ensure that the agency continues to make provisions for employees wellness at a high level</p> |

PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION

ACTION PLAN AND PROGRAM GOALS

GOAL 4 – Community Engagement

Many of the activities that are offered by the Department are made possible through the cooperation between staff members and community volunteers. Members of the local park and recreation councils, PTAs, civic, church, and social organizations, along with other Municipal, County, and State agencies have worked cooperatively with Commission staff to provide programs.

The Department coordinates with a number of agencies and non-profits to enhance community recreation and park opportunities. DPR is a key partner and collaborator with the Prince George's County Public Schools, Health Department, Department of Social Services, Libraries, the Prince George's County Boys and Girls Club, the University of Maryland and the Prince George's Community College, Girl Scouts of America, USA Swimming, and the United States Tennis Association. We continue to grow these relationships – nurture new ones – and contribute towards building a culture throughout our communities, schools, and County and all service providers, that really embraces and “walks the talk” for health and fitness at any and all ages.

However, while the Department is engaged in many collaborations there is a need to re-evaluate and strengthen existing partnership agreements (e.g., Prince George's County Public Schools and the Boys and Girls Club) and identify opportunities for new relationships with community organizations and faith-based organizations, for example. This will help to reduce or eliminate duplication of services and enhance resource efficiency.

Partnerships between the Department of Parks and Recreation and community organizations bring new services or grow existing programs in specific areas; reach out to specific audiences; offer tangible benefits and help meet critical community needs. A partnership is a cooperative relationship between an incorporated organization and the Department of Parks and Recreation in which both:

- Share a common vision of success.
- Provide resources (financial, staff, expertise) toward achieving specific goals.
- Accept the responsibility for achieving a specific goal.

Organizations that are best suited for partnership with the Department of Parks and Recreation

- work in the areas of health, wellness, youth development, active seniors, conservation or outdoor education AND
- provide programs and services, which are curriculum-based or substantiated by a research and evaluation process with clearly defined measurable outcomes.

Additional areas of focus of this goal are:

- Collaborate and develop supportive partnerships, which enhance program service delivery.
- Develop a fair and equitable partnership policy and guidelines for all current and future partnerships with defined and measureable outcomes.
- Build an awareness and involvement throughout our communities, schools, County and all service providers that really embraces and “walks the talk” for health and fitness at all ages. Providing a supportive partnership in order to build a culture throughout our communities, schools, for example, physical education (PE) is no longer offered in many middle schools and high schools. Now that it is not offered in the public school system, it is our duty and responsibility to extend the culture.
- Continue to engage community members throughout the Department in the best, most effective, efficient, and innovative ways.

Staff members in each Division provide oversight of the individual community partnerships. The Community Partnerships Manager supports staff by maintaining the database of partner information, conducting staff training for use of Community Connect, assisting patrons in accessing Community Connect, providing community education, clarifying guidelines, and making policy recommendations.

GOAL 4: Community Engagement and Partnerships – Actively nurture/develop reciprocal and collaborative relationships/partnerships with alternative providers, schools, and the community.

Strategic Initiative: Develop collaborations with other public, non-profit, and private leisure service providers in the County whose values, vision, and missions align with those of the Department to eliminate unnecessary duplication of services and responsibly utilize financial resources to reach, **INFORM AND ENGAGE** the greatest number of County residents.

| Key Drivers | Action Steps | Program Outcomes |
|--|---|---|
| <p>Area Operations and Facility Operations Deputies with SHWD and Area Operations Divisions, PAMD</p> | <p>FY18 and Ongoing</p> <ul style="list-style-type: none"> • Continue utilization of Community Connect and an online community engagement tool, to broaden the community’s opportunities for input and to increase input from community members the department might not otherwise engage. • The next phase of Community Connect will record the value of donations to the Department from community organizations and require a decision about using the system to accept during and After Hours Use requests in all Areas. • Continue to market and grow the use of the over-the-phone spoken language interpretation service • Increase the number of materials translated into other languages based on need and community demographics • Create an editorial calendar to forecast and plan for relevant upcoming daily, weekly, monthly and annual local and regional observances that can be used to promote or highlight all DPR activities and programming. | <p>Refine the "report" features of Community Connect to provide the ability to ask community partner organizations key information.</p> |

Strategic Initiative: Foster strong and productive relationships with Friends Groups, Home Owners Associations, Faith-based Community, Elected Officials, Schools, Local Businesses, Individual volunteers, and other Government Agencies.

| Key Driver | Action Plan | Outcome |
|--|---|---|
| <p>PAMD/Department-wide</p> | <p>FY18</p> <ul style="list-style-type: none"> • All sites post volunteer opportunities through Samaritan throughout the year. • Develop targeted outreach programs and projects that serve the local community sites and schools to foster stronger relationships. • Attend Community meetings when invited, try, and provide information through HOA newsletters and meetings. • Partner with businesses to help support special events or programs through sponsorships. <p>FY19</p> <ul style="list-style-type: none"> • Evaluate the pros and cons, and interests for formalizing Friends Groups at sites that do not presently have one. • Work with other local Government agencies on shared efforts to improve the process and outcomes of projects and outreach. • Work with non-profits to broaden the Departments mission in natural and historical areas. <p>FY20</p> <ul style="list-style-type: none"> • Document and promote successful partnerships. • Utilize Friends Groups to help with strategic planning where appropriate. | <p>Increase the number and quality of relationships with external groups that can assist at sites, special initiatives, projects and collaborative efforts.</p> |
| <p>SHWD SPLEX / Fitness SPLEX / Aquatics</p> | <p>FY19</p> <ul style="list-style-type: none"> • Continue to promote and grow the corporate fitness program with the initial intent of providing group membership packages to include a total fitness experience. • Work with other local Government agencies on collaborative efforts through shared processes | <p>Enhanced programming and community education in support of the long-term health and wellness benefits of</p> |

| | | |
|--------------------------------|--|-------------------------------------|
| SPLEX / Learning Center | <p>and outcomes of projects and community outreach/involvement.</p> <ul style="list-style-type: none"> • Work with non-profits to broaden the Department's mission in Health and Wellness. <p>FY19</p> <ul style="list-style-type: none"> • Continue to research and apply for grants that will support and/or expand upon the programs and services we currently provide for all ages and skill levels in the Learning Center at the Prince George's Sports and Learning Complex. | recreation and physical activities. |
|--------------------------------|--|-------------------------------------|

Strategic Initiative: Develop a comprehensive health and safety certification program for the community in partnership with other public safety organizations.

| Key Drivers | Action Steps | Program Outcomes |
|---------------------------|---|--|
| SHWD/Aquatics Unit | <p>FY 18 and Ongoing</p> <ul style="list-style-type: none"> • Continue to develop partnerships with organizations to sponsor training programs that focus on health and safety certifications (i.e., CPR/AED and First Aid, Babysitting Training, etc.) | Aquatics unit establishes greater number of partnerships to support certification efforts and other training programs. |

Strategic Initiative: Revitalize friends and other advocacy organizations.

| Key Drivers | Action Steps | Program Outcomes |
|-------------|--|--|
| ACHD | <p>FY18</p> <ul style="list-style-type: none"> • Expand collaborative arts advocacy opportunities with external organizations (i.e. MCA, PGAHC, The Clarice's CAP, etc...) <p>FY19</p> <ul style="list-style-type: none"> • Establish regular opportunities for community advocates and friends groups to engage with arts facility and division management on programs and needs within the arts community <p>FY20</p> <ul style="list-style-type: none"> • Develop a model for collaborative community programs offered at arts facilities | Increase opportunities to collaborate with advocacy organizations and other community based organizations. |

Strategic Initiative: Coordinate and work cooperatively with the Prince George's County School System.

| Key Drivers | Action Steps | Program Outcomes |
|--|---|---|
| NHRD | FY19 <ul style="list-style-type: none"> Continue collaboration with PGCPs, to offer and expand the outdoor environmental education summer day camp for teens with disabilities | Therapeutic Recreation Teen Program at Camp Schmidt |
| TR/Area Operations | FY19 <ul style="list-style-type: none"> Continue collaboration with PGCPs, to offer therapeutic summer day camps for students on the autism spectrum. | Three Camp Sunshine locations operated serving 36 students with autism. |
| Strategic Initiative: Utilize associations with significant state and national historical events, milestones, and initiatives to increase visitation. | | |
| Key Drivers | Action Steps | Program Outcomes |
| Area Operations/TR | FY20 <ul style="list-style-type: none"> Collaborate with the Capital Area US Paralympics Sports Club to host Mid-Atlantic and/or National Wheelchair Sport Tournaments increasing the county's economic development and visitor tourism spending. | Host Wheelchair Basketball Invitation Mid-Atlantic Quad Rugby Tournament |
| Strategic Initiative: Investigate new revenue sources to increase staffing and program funds for Fitness and Aquatics activities/ programming. | | |
| Key Drivers | Action Steps | Program Outcomes |
| SHWD SPLEX / Fitness SPLEX / Aquatics | FY20 <ul style="list-style-type: none"> Increase true sponsorship/partnership opportunities to help offset personnel and program facilitation costs | More viable programming options / offerings available within a fiscal year |
| ACHD | FY19 <ul style="list-style-type: none"> Expand opportunities for PGCPs arts integration team to visit and utilize division facilities and Arts on a Roll for teacher development. Continue to promote visitation of historic rental properties through membership and association with local and state Tourism and Convention Bureaus. | |

| | | |
|--|--|---|
| | <ul style="list-style-type: none"> Maintain connection with local and state historical preservation associations as a vehicle of advocacy for support for historic rental property maintenance and/or support with promotion via annual awards and recognition programs. <p>FY20</p> <ul style="list-style-type: none"> Continue to explore increased sponsorship and grant opportunities to offset personnel and program costs. Identify strategies for developing a capital campaign and/or major sponsorship for renovations/improvements/expansion of Oxon Hill Manor. | |
| SHWD SPLEX/Community Programs | <p>FY20</p> <ul style="list-style-type: none"> Explore ways to increase sponsorship and grant opportunities to offset personnel and program costs. | More viable programming options / offerings available within a fiscal year |
| Strategic Initiative: Partner with related sites to promote and offer educational and recreational tours and programs, special events, etc. | | |
| Key Drivers | Action Steps | Program Outcomes |
| SHWD SPLEX/Field House SPLEX/Outdoor Stadium | <p>FY20</p> <ul style="list-style-type: none"> Explore ways to create beneficial partnerships with local and non-local organizations to highlights our facilities and their organizations: USA Track & Field; Play 60; US Soccer Federation; Local Track Clubs and Sports Leagues | Increase number of collaborative programs and activities carried out with partners. |

Page purposefully left blank

PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION ACTION PLAN AND PROGRAM GOALS

GOAL 5: Marketing and Promotions

A key recommendation of the Formula 2040 master plan calls for the Department to strengthen marketing and communications practices to increase the community's awareness of and involvement in our Departmental programs, services, and facilities. It also recommends that we utilize more current tools, i.e., social networking media for disseminating information utilizing interactive technologies as a means of personalizing this information through popular technologies.

The plan also calls for us to analyze how to better communicate the content, schedules, activities, and benefits of departmental activities now currently limited to the printed *GUIDE* and to move towards greater utilization of social networking media. We are currently using Facebook, Twitter, YouTube, Blogs, Instagram and other mobile internet technology to market our programs and activities. We will continue to use the channels above while staying abreast of marketing industry trends.

The purpose of using these social networking channels is to promote interactivity among the participants we want to reach and build a culture that continually informs the community about department activities. Some of these channels might include cell phones, smart phones, and tablets, i.e., mobile internet technology. One of the benefits of this technology is that it can capture preferences and then extract these activities from the databases and schedules in digital form and communicate these back to the users. This ability to customize information is invaluable to the marketing strategy if properly utilized and it helps us to assess, evaluate, and better target activities that meet the needs of the community.

The Logic Model developed by the PTT identified several areas to focus on with respect to program planning and marketing. The first concerns our principal marketing tool for our programs, *The GUIDE*, its value as a paper program in the digital age, its production schedule and the impact it has on program staff's ability to plan and rollout innovative programming. Currently Your Guide to Parks and Recreation is a 72-page, quarterly program guide that is distributed to current account holders in the department's registration system. Approximately 48 pages of each issue are dedicated to course listings, leaving 24 pages for editorial content. Although it is primarily a program guide for courses and events, the Guide also is a reference listing of the Department's facilities, and a marketing vehicle for programs and initiatives.

The three month schedule to create each issue was developed to accommodate staff time for 'rollover' of courses and to run data entry error reports; for PAMD to write, design, and complete layout of each issue; and to allow sufficient time for senior management to review.

Lastly, to address issues of faulty data entry, which resulted in the cancellation of courses (which had been printed in the Guide), PAMD and SMARTlink Help Desk staff, created two data entry error reports which staff were required to use. The use of these reports decreased the number of data entry errors and therefore the number of cancelled courses, which were marketed to the public in the *Guide*.

The Department has invested in upgrading the registration software and is now implementing RecTrac a program offered by Vermont Systems, Inc. One of the modules, which the Department plans to utilize in 2018, is a feature by which customers can create a personalized program guide. This feature would allow users to print a 'real-time' list of courses and locations of interest.

An approach that is recommended is to utilize the Features Advantages and Benefits (FAB) method for advertising and promoting park and recreation activities. This is currently missing in the current program descriptions in the *GUIDE* and would be uniquely tailored for the preferences of the user. Working with the SMARTlink Help Desk staff, PAMD is in the process of hiring two writers who will focus on rewriting course descriptions so that users will more readily see the benefits of a course. Termed 'benefits based writing' these writers will begin work in September 2017 and will work closely with Help Desk, PAMD, and Sports Health & Wellness Division staff.

The social networking tools would operate together as a search engine that would extract the individual activities and preferences of participants. This is a more timely way of gaining information and maintaining leverage for the large content of choices the department offers individuals. Below are the specific strategic initiatives proposed in support of the marketing goal:

- Use marketing and communications more aggressively to reach a larger audience and cultivate a loyal following to expand awareness and benefits of departmental programs and services offered by the department.
- Develop a plan to produce a program *GUIDE* online to help reduce reliance on paper copies and promote an interactive, digital program guide. An assessment of these issues will help staff find a "middle ground" for the future of the Guide. A review of the distribution of the Guide was started in March 2017. A one-year review has each Division tracking the number of copies of the *Guide* that are delivered, distributed, and recycled.

In 2018, the Marketing, Publications, and Graphics Units will hold focus groups to evaluate the design, readability, content, and the use of printed versus digital guides. Although, there has been interest in discontinuing the printed *Guide*, there have been studies by local and national park and recreation agencies that revenue decreased with the cessation of printing and distributing a program guide. However, that should not mean that we stem efforts in promoting an interactive, digital program guide. An assessment of these issues will help staff find a 'middle ground' for the future of the Guide.

- In addition, a more robust and easy to use system of analytics should be developed to enable staff to easily assess a click-through registration from the digital guide to a point of sale or registration. This would assist staff in determining the value and popularity of courses, and enable a more efficient programming process. Planning should continue to better utilize the interactivity of the online guide to leverage recent policy changes that will enable a more seamless registration process.

- Revise the marketing and outreach toolkit to maximize its usage by staff. Develop a comprehensive strategic marketing and outreach toolkit for use by Departmental staff to more aggressively reach a larger audience and cultivate a loyal following to expand awareness and benefits of department programs and services offered.
- Develop and implement a departmental marketing plan over the next five years that provides a comprehensive process and strategies for branding and use of social media.

Page purposefully left blank

**PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION
ACTION PLAN AND PROGRAM PRIORITIES**

GOAL 5 Marketing and Promotions – Use marketing and communications more aggressively to reach a larger audience and cultivate a loyal following.

Strategic Initiative: Develop and implement a comprehensive marketing plan to elevate, integrate, and improve the effectiveness of DPR's marketing, branding, and communications.

| Key Drivers | Action Steps | Program Outcomes |
|--|---|---|
| <p>PAMD in collaboration with all divisions</p> | <p>FY18 and Ongoing</p> <ul style="list-style-type: none"> • Develop marketing materials that communicate the benefits of participation and go beyond presentation of information to inspirational messaging. • Complete rewrite of all Guide course descriptions with a benefits based focus • Rewrite all volunteer opportunity descriptions with a benefits based focus • Complete launches of websites to ensure they are ADA compliant, and written with a benefits based focus. <p>FY19</p> <ul style="list-style-type: none"> • Conduct financial cost benefit analysis of the production of the current paper guide vs. digital guide • Create digital customizable guide • Review and modify Guide production schedule • Research other local departments of parks and recreation that have considered or completed a transition from a primarily paper guide to a primarily digital guide. • Complete redesign and relaunch of Community Outreach and Marketing Toolkit <p>FY20</p> <ul style="list-style-type: none"> • Based on utilization of digital customizable guide, assess amounts of printed Guide | <p>Use benefits-based program descriptions for all programs.</p> <p>Benefits based messaging across marketing channels</p> <p>Creation of a customizable guide</p> <p>Improved support of PAMD to the agency.</p> <p>Increase number of active followers on all social media networks to keep patrons engaged.</p> <p>Marketing ROI—</p> <p>Track user visitation trends.</p> |

Strategic Initiative: Develop and implement a comprehensive marketing plan to elevate, integrate, and improve the effectiveness of PGSLC Fitness and Aquatics marketing, branding, and communications.

| Key Drivers | Action Steps | Program Outcomes |
|--|--|---|
| <p>SHWD</p> <p>Splex/ Aquatics</p> <p>Splex/ Fitness</p> | <p>FY19</p> <ul style="list-style-type: none"> • Benefit Based marketing • Improve the connectivity, productivity and health outcomes of programs by including outcome benefits in all course program descriptions. | <p>Increase number of active followers on all social media networks to keep patrons engaged and informed.</p> <p>Track user visitation and user trends.</p> |

Strategic Initiative: Proactively market parks and recreation services and facilities and communicate the benefits to the community

| Key Drivers | Action Steps | Program Outcomes |
|--|---|--|
| <p>SHWD</p> <p>Splex/Events</p> <p>Splex/Community Programs</p> | <p>FY19</p> <ul style="list-style-type: none"> • Work with PAMD to highlight rental opportunities and benefits to potential clients. <ul style="list-style-type: none"> - Meeting Space - Outdoor Stadium - Field House - Gymnastics - Aquatics <p>FY19 and Ongoing</p> <ul style="list-style-type: none"> • Work with PAMD to highlight program opportunities and benefits for all ages and skill levels <ul style="list-style-type: none"> - Holiday / Cultural Programs - Athletic / Fitness Events - Birthday Parties | <p>Use benefits-based program descriptions from Parks Direct</p> <p>Use benefits-based program descriptions from Parks Direct</p> |
| <p>SHWD</p> | <p>FY18 and Ongoing</p> <ul style="list-style-type: none"> • Introduce a survey to evaluate website • Train all staff, especially the Health and Wellness ambassadors and the Health and Wellness Outreach Team on Department’s health and wellness message and the benefits of Parks and Recreation | <p>Launch a new health and wellness website with improved usability and content</p> |

| | | |
|---|---|--|
| | <ul style="list-style-type: none"> • Explore opportunities to include the Department’s health and wellness information on websites and mobile applications of other agencies such as the Health Department • Work with PAMD to create a health and wellness video • Work with Department facilities to show health and wellness video • Work with PAMD to post video on the health and wellness website • Track patron participation in various health and wellness activities • Learn how residents find out about health and wellness activities by creating and administering a survey | <p>Deliver the department’s health and wellness message consistently, both internally and externally</p> <p>Provide health and wellness content for the Department’s mobile application</p> <p>Produce an annual health and wellness video that highlights health and wellness activities in the County</p> <p>Demonstrate an increase of resident participation in health and wellness activities</p> |
| <p>SHWD</p> <p>SPLEX / Aquatics</p> <p>SPLEX / Fitness</p> | <p>FY19</p> <ul style="list-style-type: none"> • Round Table discussions with community liaisons and designated committee members to identify dialogue and presentation development • Work with PAMD to develop mobile marketing opportunities | <p>More knowledgeable client base and user groups</p> |
| <p>Strategic Initiative: Position Prince George’s County as a Historic Destination and rebrand our historic sites and museums as places of inclusion, infotainment and innovation.</p> | | |
| Key Driver | Action Steps | Program Outcome |
| <p>NHRD/ ACHD/ PAMD</p> | <p>FY18</p> <ul style="list-style-type: none"> • Use the History <i>Lives</i> brochure distribution contract for area hotels, lodging, restaurants and attractions to expand the audience and interest for our unique historic sites and programs. Introduce “Legends and Legacy” Uniting Communities in Conversation About Our Shared History and Future Vision | <p>Historic sites experience a 2 – 3 % visitation increase by FY2020</p> <p>Introduce “Legends and Legacy” Uniting Communities in</p> |

| | | |
|--|--|---|
| | <ul style="list-style-type: none"> • Develop project framework for Fossils to Flight passport program, including development of marketing plan and production schedule. • Create Together We Rise: The Family Tree project as a way to make historic sites relevant and welcoming to all. • Launch a 'History Lives' marketing campaign with an outreach component. • Develop a workshop kit that historic sites and friends groups utilize for offering regular workshops about personal history for diverse backgrounds and cultures, and their relationships with Prince George's County history. <p>FY19</p> <ul style="list-style-type: none"> • Fossils to Flight: develop special packages, coupons and sponsorships for the Prince George's Convention and Visitors Association (PGCVA) and its hotel and restaurant members. • Produce Fossils to Flight passport. • Create "History On The Move" History on the Move will provide dynamic, hands-on learning experiences about Prince George's history and heritage to schools, libraries, community centers and other youth-focused • Work with Help Desk staff for internal data tracking mechanism • Evaluate 'Together We Rise' impact and interest. • Establish mobile outreach platform • Make our museums and sites more accessible to the community • Compare data on visitation and feedback from evaluations. • Analyze zip code tracking from historic sites to assess impact of collaboration with PGCVA • Utilize PARKS DIRECT reports to determine passport usage • Compile workshop participant data and surveys. Review the outcomes • Museums after hour's campaign will extend summer hours to 8pm on the First Friday of every month. The sites will all have a common theme, to maximize marketing, but will each have a unique twist. <p>FY20</p> <ul style="list-style-type: none"> • Assess impact of Fossils to Flight passport • Assess visitation numbers and customer feedback. | <p>Conversation About Our Shared History and Future Vision</p> <p>Complete project work plan, benchmarks and staff assignments.</p> <p>Host regular workshops to ensure that individuals can learn more about their personal histories – as well as the county's</p> <p>A workshop kit that historic site staff and friends groups utilize for offering regular workshops about personal history, for African American, Hispanic and other cultures.</p> <p>Launch packages and related marketing campaign.</p> <p>Passport available at historic sites, Welcome Centers, Heritage Areas</p> <p>Track Passport usage through PARKS DIRECT create Passport</p> |
|--|--|---|

| | | |
|--|--|---|
| | | <p>Historic sites offer regular workshops both onsite and off.</p> <p>Create “History On The Move” History on the Move will provide dynamic, hands-on learning experiences about Prince George’s history and heritage to schools, libraries, community centers and other youth-focused organizations across the county</p> <p>“Museums After Hours” campaign will extend summer hours to 8pm on the First Friday of every month. The sites will all have a common theme, to maximize marketing, but will each have a unique twist.</p> <p>Analyze zip code tracking from historic sites to assess impact of collaboration with PGCVA</p> <p>Utilize PARKS DIRECT reports to determine passport usage</p> <p>Compile workshop participant data and surveys. Review the outcomes.</p> |
|--|--|---|

| | | |
|--|--|---|
| | | Develop and implement programs and activities to re-connect the community to a shared history that will improve overall attendance, partnerships and collaborative efforts. |
|--|--|---|

Strategic Initiative: Streamline ability and capacity for staff to identify, use, and create various cutting-edge marketing strategies targeting audiences for marketing of programs and activities.

| Key Drivers | Action Steps | Program Outcomes |
|-------------|--|------------------|
| ACHD | <p>FY18</p> <ul style="list-style-type: none"> Develop consolidated arts events brochure that includes programs from all arts facilities <p>FY19</p> <ul style="list-style-type: none"> Hire career arts-marketing manager/professional to focus on branding strategies and campaigns, audience engagement, marketing collateral development, and event sales. <p>FY20</p> <ul style="list-style-type: none"> Work with the Help Desk to identify a customer relationship marketing tool/system (possibly ParksDirect) that will improve automated customer engagement capabilities. | |

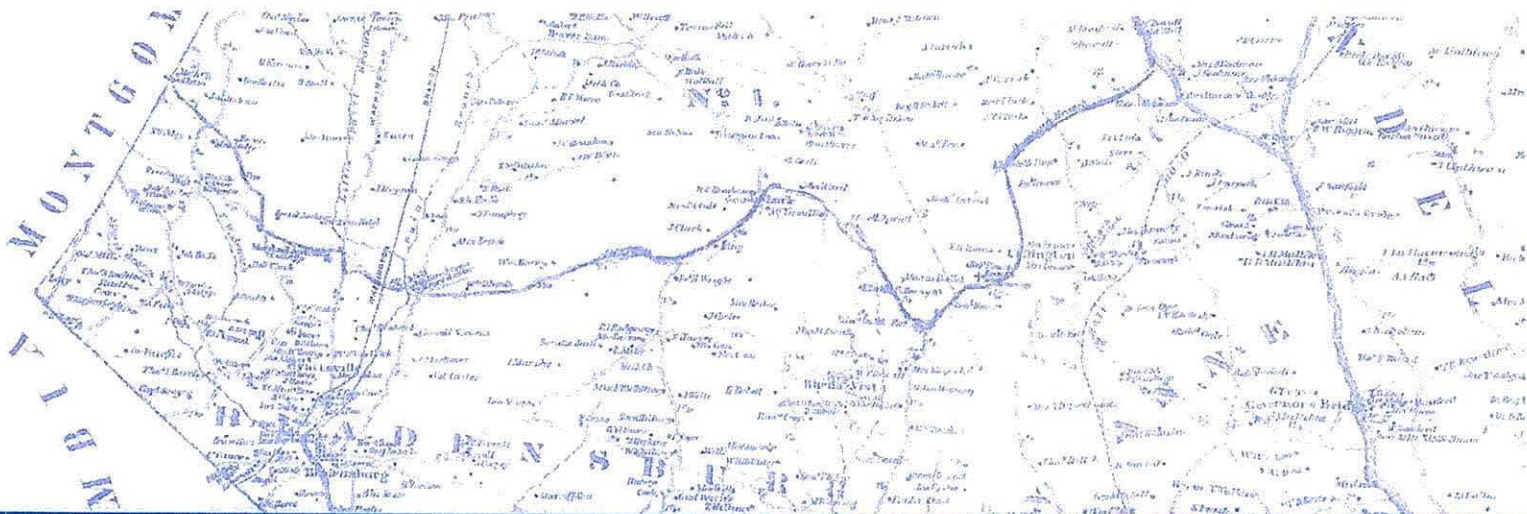
Strategic Initiative: Establish Department brand consistency.

| Key Drivers | Action Steps | Program Outcomes |
|-------------|--------------|------------------|
| | | |

| | | |
|-----------|---|---|
| PAMD | FY18 <ul style="list-style-type: none"> • Determine Department name as it should be used on all written and oral communications • Conduct trainings for staff regarding guidelines for Department name usage • Work with ITC and other divisions to establish standardized email signatures • Update style guide to include correct usage of the Department name • Work with HR to include in annual performance review section pertaining to community outreach • Establish consistent requirements for use of our name by community partners | <p>Standardized usage of Department name on all communications.</p> <p>Consistency of message and recognition of our brand by the community</p> <p>Department is properly attributed and acknowledged in communication generated by others.</p> |
| PP&D/NHRD | Trails – Focus on CONNECTIVITY | |

Notes

Notes



Comprehensive Recreation Program Plan

CHAPTER 4 - Montgomery County Parks Purposeful Program Plan

This chapter begins with an overview of Montgomery County that includes demographic information from Vision 2030, a strategic planning initiative. Also included is information on the Montgomery County Department of Parks' (also referred to as Montgomery County Parks and Montgomery Parks) current facilities and on other service providers. The service assessment, which was the catalyst for creating the Pyramid Model (cost-recovery model) and cost recovery, follows. The final section is the action plan, which strategically implements the ultimate goal for Montgomery Parks: to be a leader in the field of recreation, stewardship, and conservation process.

Vision 2030



This plan lays the groundwork towards creating a more strategic and intentional approach to programming and builds on the programmatic recommendations of Parks and Recreation: FORMULA 2040 Functional Master Plan for Recreation, Parks and Open Space in Prince George's County and Vision 2030 Strategic Plan for Parks and Recreation in Montgomery County.

Page purposefully left blank



MONTGOMERY PARKS, M-NCPPC

Parks Information Line – 301-495-2595

www.MontgomeryParks.org

OUR MISSION

Protect and interpret our valuable natural and cultural resources; balance the demand for recreation with the need for conservation; offer a variety of enjoyable recreational activities that encourage healthy lifestyles; and provide clean, safe, and accessible places for leisure-time activities.

PARK SYSTEM HIGHLIGHTS

| | |
|--|--------|
| Total number of parks: | 419 |
| Total owned or managed acres of parkland: | 36,891 |
| Total developed acreage: | 7,188 |
| Open and environmental preservation acreage: | 29,703 |

TYPES OF PARKS

| | | | | | |
|---------------|-----|--------------|----|--|----|
| Local | 151 | Regional | 5 | Neighborhood Conservation Areas | 41 |
| Neighborhood | 95 | Recreational | 11 | Miscellaneous Recreation/ Non-Recreation Facilities | 6 |
| Urban | 28 | Special | 24 | | |
| Stream Valley | 36 | Conservation | 22 | | |

PARK FACILITIES

| | | |
|------------------------------------|--------------------------------|--|
| Archery: 2 | Driving Range (Stand Alone): 1 | Picnic Shelters - Non-Permitted: 46 |
| Athletic fields: 296 | Golf Courses: 4 | Picnic Shelters - Permitted: 88 |
| Cricket Field: 8 | Gymnasiums: 1 | Large Group Picnic Areas: 2 |
| Overlay football/soccer fields: 41 | Historic Sites: 43 | Playgrounds: 284 |
| Basketball Courts: 214 | Historic Structures: 117 | Skate Park: 3 |
| Campgrounds – Full Service: 1 | Ice Rinks: 2 | Splash Playground: 1 |
| Campgrounds – Primitive: 2 | Lakes: 4 | Sports Center: 1 |
| Campsites: 102 | Boating Facility - Rentals: 2 | Sports Pavilion: 1 |
| Carousel: 1 | Boating Landing Ramps: 3 | Tai Chi Court: 1 |
| Dog Parks: 6 | Miniature Golf: 1 | Tennis Centers - Indoor: 3 (20 courts) |
| Equestrian centers: 6 | Miniature Trains: 2 | Tennis Courts - Outdoor: 302 |
| Event Centers: 4 | Nature Centers: 4 | Trails - Canoe: 5.4 miles |
| Exercise Courses: 17 | Outdoor Ropes Course: 1 | Trails - Natural Surface: 161.9 miles |
| Formal Botanical Gardens: 2 | Park Activity Buildings: 28 | Trails - Paved: 76.5 miles |
| Community Gardens: 12 | Volleyball Courts: 25 | |

PARK BUDGET

| | |
|--|----------------------------------|
| Park Fund, Adopted Operating Budget FY2018 | \$101.4 million |
| Capital Improvements Program FY2017-2022 | \$39.52 million for acquisition |
| Capital Improvements Program FY2017-2022 | \$144.64 million for development |

As of 10/2017

Source: EAM, GIS, and the Parks Acquisition Ledger

MONTGOMERY COUNTY COMMUNITY PROFILE AND DEMOGRAPHICS

The fifth largest county in Maryland, Montgomery County measures approximately 500 square miles and contains 324,000 acres (including water). The Potomac River forms the County's southwest boundary, separating it from Loudon and Fairfax counties in Virginia. The Patuxent River flows down the northeastern side of the County, forming a boundary with Howard County. Frederick County borders the northwest. The northwest, except for the extreme northern tip, is a straight line from the headwaters of the Patuxent to the Potomac at the mouth of the Monocacy River. Prince George's County lies to the southeast. Adjacent to the southeastern corner of Montgomery County is the District of Columbia.

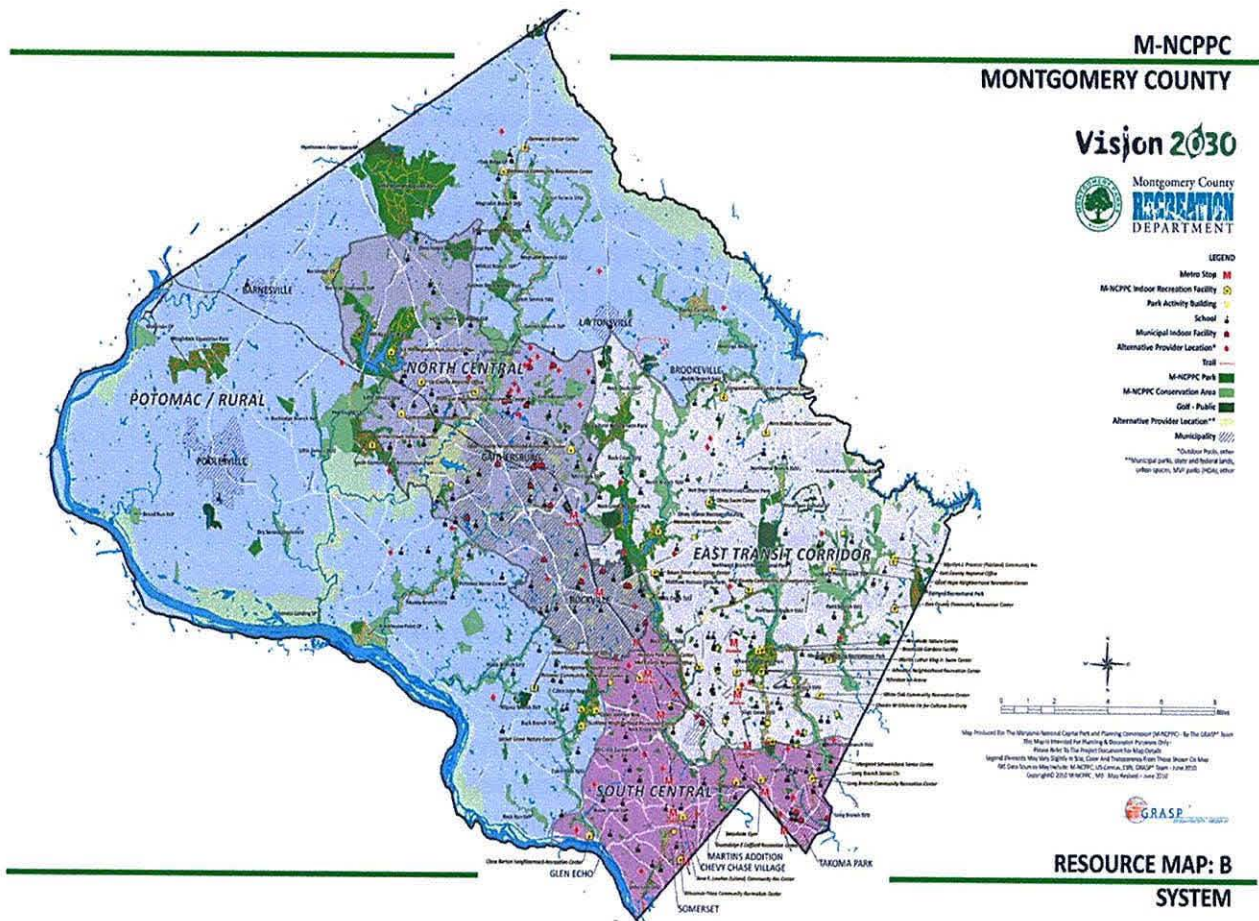
Montgomery County lies almost entirely in the Piedmont Plateau on the east bank of the Potomac River, just 30 miles west of the Chesapeake Bay and about 100 miles from the Atlantic Ocean. The County is characterized by gently sloping topography, interspersed with small streams in relatively narrow valleys.

Most of the population lives in the southern part of the County, a short commute to the District of Columbia and along the I-270 transportation corridor. The population drops in the more rural northern and western areas of the County along the Frederick and Howard county borders.

Identification of community demographics, trends, and community needs provides the context to better understand future parks and recreation opportunities in Montgomery County. This chapter highlights key County demographic information, as well as trends in parks and recreation services. Also included is a summary of community input, including a Vision 2030 Community Survey. Collectively, this information provides a framework to understand the context, community needs, and future direction for the M-NCPPC, Department of Parks and Recreation, Prince George's County; and the Montgomery County Department of Parks.

The demographic diversity of residents in Montgomery County presents planning opportunities and challenges. The County represents urban, suburban, and rural communities made up of a mix of residents diverse in race, age, and income. Due to the large size and high level of diversity in Montgomery County, the demographic analysis is in **four sub-areas**. The map in Figure 1 identifies each sub-area: Potomac/Rural, East Transit Corridor, South Central, and North Central.

Figure 1: Montgomery County Sub-Areas



A summary of demographic highlights is followed by a more-detailed demographic analysis.

Key demographic trends to reference for future park and recreation planning efforts in Montgomery County are summarized below.

- According to the 2008 U.S. Census Update, estimated median household income for Montgomery County residents was \$96,475 in 2007. This is among the wealthiest in the nation, as noted by the ESRI Tapestry Report and the M-NCPPC Research and Technology Center.
- The median age for the County is 38.1, slightly higher than the average age (36.9) for the United States.
- Population in Montgomery County is projected to increase at a steady rate by the year 2030, averaging 3 percent to 4 percent every 5 years.
- The East Transit sub-area ranks highest in population (301,649) followed closely by the North Central sub-area (297,050). The South Central sub-area ranks third (242,354), while the Potomac/Rural sub-area had the lowest population (126,847) for 2010.

It is projected that the North Central sub-area will experience the highest rate of growth (30.6 percent) over the next 20 years.

- There is a high percentage of foreign-born residents in Montgomery County when compared to the U.S. For example, 23.9 percent of the population in the Potomac/Rural sub-area and 33.5 percent in the North Central sub-area are foreign born.
- Increasing racial and ethnic diversity marks an area of growth and change for Montgomery County.
- Montgomery County Parks and Montgomery Recreation services will need to continue to respond to interests of highly educated families and young, urban singles that trends show are likely to participate in public/civic activities and recreational activities, such as jogging, biking, or yoga to name a few examples.

MONTGOMERY COUNTY POPULATION TRENDS

Slower Growth of a Mature, Developed County

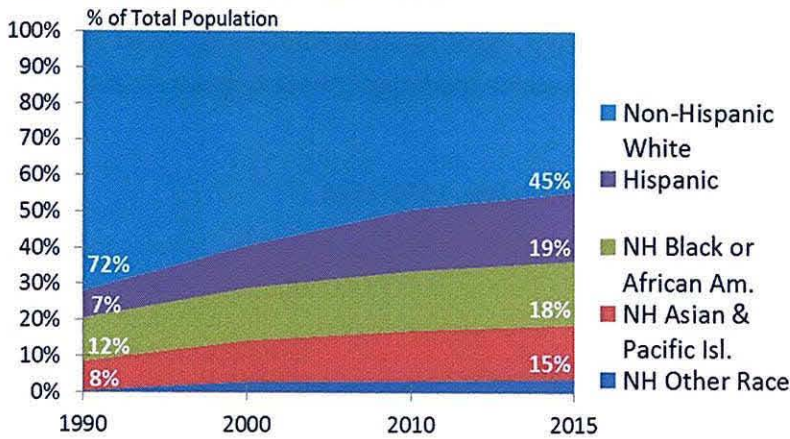
With over 1 million people, Montgomery County settled into a slower growth phase as dwindling supplies of developable land and transportation capacity no longer sustained rapid growth. Forecasts of Montgomery County's population, households, and employment are prepared by the Research and Special Projects staff of the Montgomery County Planning Department participating in a regional cooperative process organized by the Metropolitan Washington Council of Governments (Figure 1). The County's annual growth rate of 1 percent is projected to slow even further over the next 30 years. Population is forecasted to grow from just over 1 million people in 2015 to 1.2 million by 2045. This is an increase of about 208,000 people, or a 21 percent gain, over 30 years. In the near term, the County is forecasted to gain 72,000 people at a rate of 20 people per day to reach 1,087,000 people in 2025.

The key drivers of the County's growth, international migration and births, not only add population, but more importantly, are major influencers of demographic change in addition to the inevitable aging of residents. The changing character of Montgomery County's residents is now more notable than its population growth.

Figure 2. Montgomery County Population Forecast

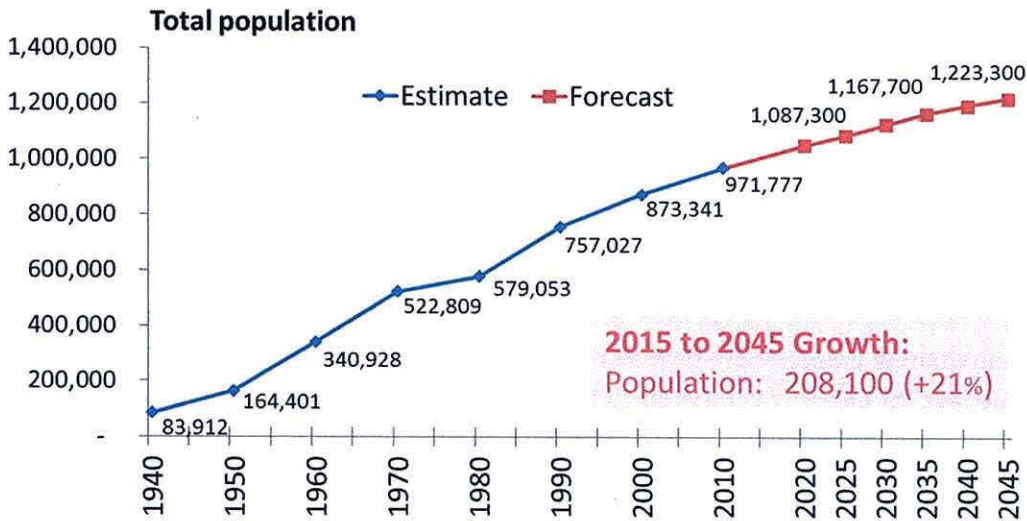
Figure 2. Race and Hispanic Origin, 1990-2015

Race & Hispanic Origin, 1990-2015



Source: 1990-2010 U.S. Census, 2015 American Community Survey

Forecasted population gains taper off



Source: 1940-2010 Decennial Census, U.S. Census Bureau; Washington Council of Government Forecast Round 9.0, Research and Special Projects

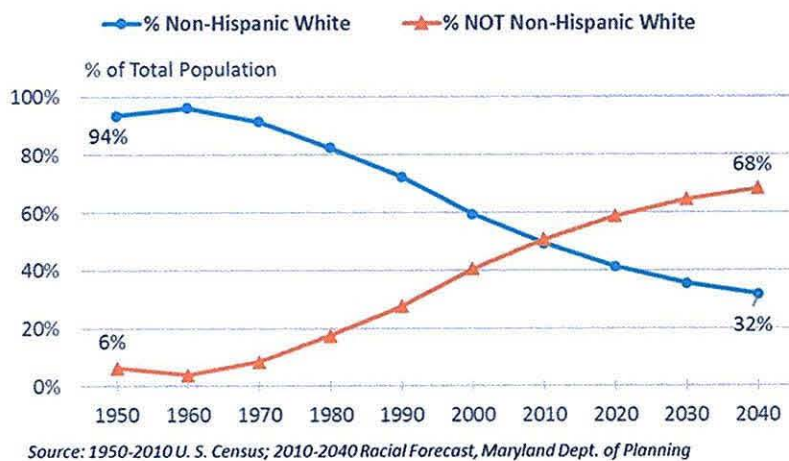
Racial Diversity, Hallmark of Change

Increasing racial and ethnic diversity has outpaced Montgomery County’s overall population growth since the 1990s, steadily increasing the minority share of the total population — that is, everyone who is not non-Hispanic white. Between 1990 and 2015, the minority population added 366,200 people compared to gains of 283,100 in the total population, or changed at a rate of nine new minority residents for every seven new residents (Figure 2). Hispanics, the County’s fastest growing group, gained 141,700 people, more than tripling in size over the past 25 years, while the non-Hispanic white population dropped 83,100 residents — a 15

percent loss. The minority share of the County’s population increased from 28 percent in 1990 to 55 percent in 2015.

Montgomery County became a “majority minority” county in 2010. The percent share of the County’s largest racial group, non-Hispanic whites, dropped below half, 49.3 percent, creating a plurality among racial and ethnic groups in which no single group was a majority. Hispanics became the largest minority group in 2010, surpassing the number of African Americans in the County.

Figure 3. Historical and Forecasted Racial Change in Montgomery County, 1950-2040



Between 2010 and 2015, the Hispanic population gained 32,000 to 197,400 people, 19 percent of the County’s population. In 2015, 18 percent of the County’s population was African American (182,700 people), and 15 percent Asian and Pacific Islander (155,500 people). The non-Hispanic white population dropped 3 percent to 465,300 people, 45 percent of the population. In 2015, minorities comprised 55 percent of the total population, making Montgomery County more diverse than the nation (39 percent) and Maryland (48 percent). While similar in the level of diversity compared to the Washington, D.C. region (54 percent), the County has more equal percentage distribution among the minority groups.

Near and long-term trends of increasing racial and ethnic diversity in Montgomery County are expected to continue, assuming sustained migration patterns of racially and ethnically diverse populations moving into the County and additional minority births. The Maryland Department of Planning’s forecast of non-Hispanic white population projects the County’s minority groups to grow by 22 percent, rising to 62 percent of the total population in 2025. Between 2015 and 2040, the minority population is forecasted to increase by 46 percent and make up 68 percent of the County’s population (Figure 3). Montgomery County’s population gained majority minority status in 2010, more than three decades before the minority population becomes the majority across America in 2044, according to the projections by the United States Census Bureau.

Magnet for those who are foreign born

Montgomery County has a large and widely diverse foreign-born population. With one-third of the County's population being foreign born (343,200 residents) in 2015, Montgomery County ranked first in the Washington, D.C. region and 15th among counties nationwide in this respect. About 40 percent of Maryland's foreign-born population reside in Montgomery County.

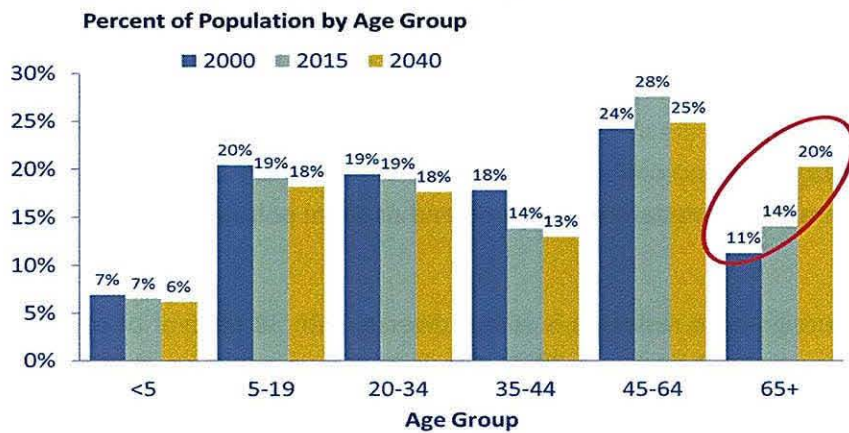
In 2015, international movement into the County set a record net gain of 11,000 foreign immigrants after dipping during the Great Recession. With the draw of its existing large foreign-born population base, economic opportunities, and welcoming social and political environment, Montgomery County is expected to continue to attract international immigrants moderated by world and national politics and regional and global economic cycles.

The origin of Montgomery County's foreign-born residents is widely diverse, with 38 percent of residents from Asia and 36 percent arriving from Latin America in 2015. The largest immigrant group is from El Salvador, about 47,600 people, making up 14 percent of the County's foreign-born residents in 2015. The other two countries that represent more than 20,000 people in the County are India, 7 percent, and China, 6.5 percent. There are not many dominant immigrant groups; rather, most of the countries of origin each comprise only 1 to 3 percent of the foreign-born population, contributing to a broad tapestry of origins.

Many non-English languages are spoken by 41 percent of Montgomery County's residents, reflecting the diverse foreign places of birth, Spanish, spoken by 16 percent of the population, is the largest non-English language spoken at home in the County. Of the 400,000 people speaking a language other than English at home, over one-third speak English less than "very well." That is, of this large group of Spanish-speaking residents, 44 percent characterize their English-speaking ability as less than "very well."

In 2015, almost one-quarter of a million children under age 18 lived in Montgomery County, about 24 percent of the population. There are equal numbers of young adults age 20 to 34 and adults age 35 to 44, about 198,000 people or 19 percent of residents per cohort. The percentage share of these age groups remained steady since 2000, while the older cohorts steadily increased as the baby boom generation, born between 1946 and 1964, aged. Between 2000 and 2015, the age cohort 45 to 64, considered "prime wage earners," gained 70,000 people, a 35 percent increase as boomers aged. In 2015, about one out of seven residents were age 65 or older. The number of seniors, 146,200 in 2015, increased by half in the last 15 years

Baby Boomers Drive Rise in Age 65+

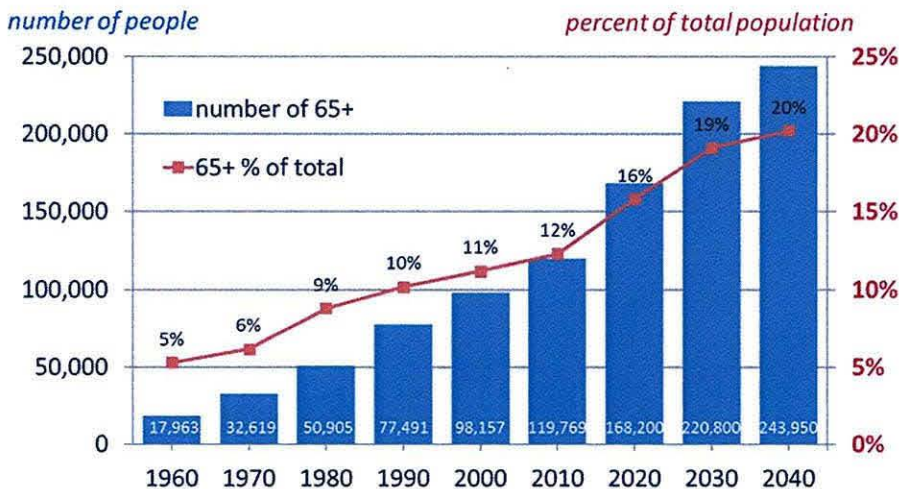


Source: U.S. Census, 2000 Decennial Census (April estimate); 2015 Annual July Estimate of Population; Maryland Department of Planning Age Forecast (July 2014).

Baby Boomers Drive the County's Most Dramatic Change in Age Structure

The most dramatic change in the County's age structure is driven by the aging of the baby boomers as this group ages through life-cycle events to the brink of retirement. The leading edge of the boomer generation turned 65 in 2011 and by 2030, all will be 65 and older. The aging boomers will drive growth in the County's 65-plus population from about 120,000 residents, or 12 percent of the population, in 2010 to 18 percent in 2030 — a 69 percent increase over 20 years. By 2040 the number of seniors is expected to double. Not only will one out of five residents be 65 or older in 2040, the diminishing cohort of boomers will be frail elderly, ages 76 to 94 years old.

Growing Senior Population As Boomers Age



Source: U.S. Decennial Census, 1960-2010; Maryland Department of Planning Population Forecast (July 2014).

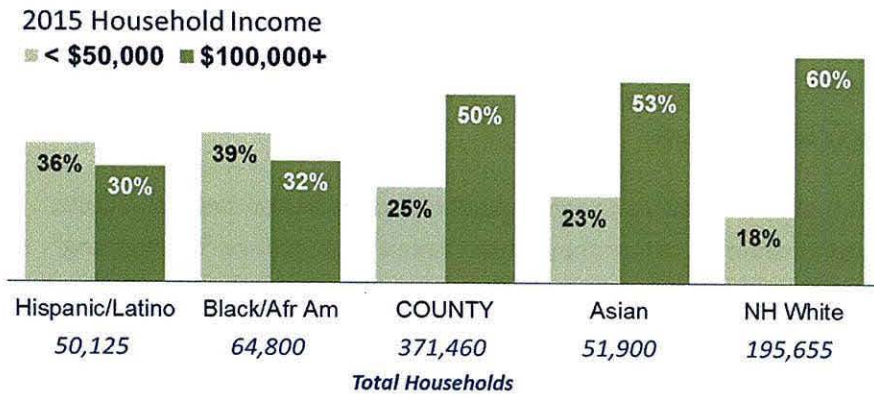
Household Income

Montgomery County retains a place among the wealthiest counties in the nation, despite its median income not having fully recovered from the 2007 recession. The median household income in Montgomery County — the income at which half the households are above, and half are below — adjusted for inflation, dropped 5.8 percent (-\$6,063) from its peak in 2007 to \$98,917 in 2015. Although slow to recover, the County’s 2015 median income is 6 percent above Maryland’s, \$93,294, and 77 percent above the national median of \$55,775. Montgomery County, ranked 15th nationally, is one of the seven counties in the Washington, D.C. area rounding out the top 15 list of median household income across the nation.

Median income in Montgomery County varies by race and Hispanic origin. Non-Hispanic white households have the highest median income among the groups at \$122,191, 24 percent above the countywide median, followed by Asian households at \$105,487, 7 percent above. In 2015, 60 percent of non-Hispanic white households and 53 percent of Asian households had incomes over \$100,000. The median income of Hispanic households was \$68,126, 31 percent below the county median. African American household income at \$63,862 was \$35,000, or 35 percent, below the County’s median. An estimated 36 percent of Hispanic and 39 percent of African American households have incomes of less than \$50,000. Hispanic (30 percent) and African American (32 percent) households are almost half as likely to have incomes above \$100,000 as non-Hispanic whites and Asians.

In 2015, an estimated 76,855 people, or one in 13 residents, had income below the federal poverty level. The poverty rate in the County at 7.5 percent was below the rates for the Washington, D.C. region, 8.3 percent, and the nation, 14.7 percent.

1 in 4 Households: Income Less than \$50,000

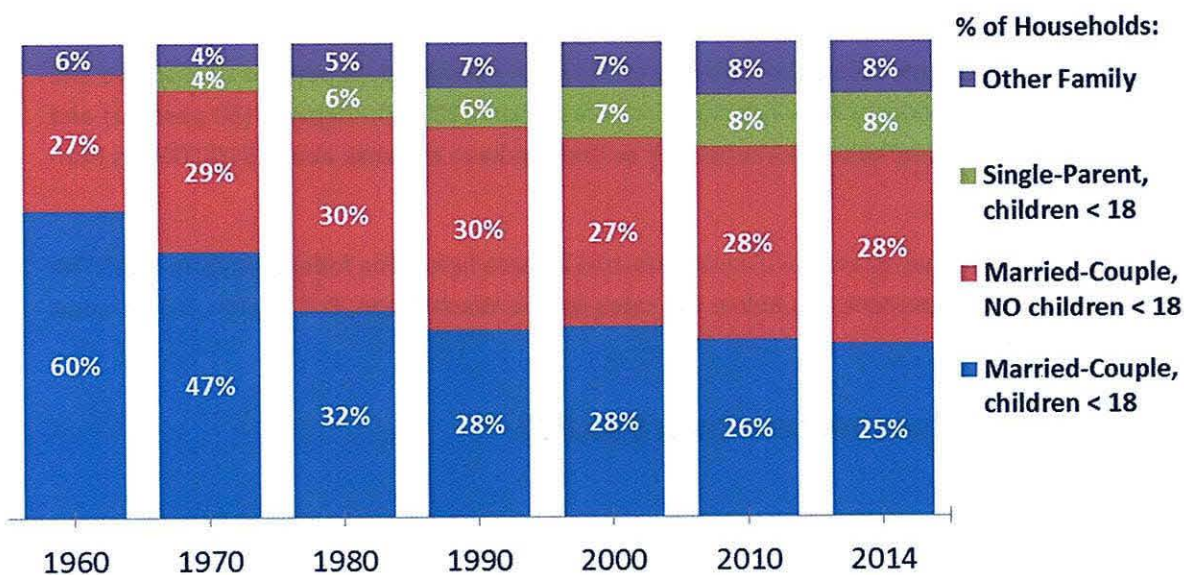


Source: 2015 American Community Survey, 1-year estimate, U.S. Census Bureau

Evolving Household Types Outpace Married Couples With Children

Over many decades, the types of family and non-family households in Montgomery County shifted, responding to societal changes, broader housing choices, and an aging population. The 1950s traditional family of husband, housewife, and several children is no longer the household norm, as family formation has become more varied. The County's share of married-couple households with children under 18 dropped dramatically from 60 percent of all households in 1960 to 25 percent in 2014 (Figure 9). Married-couple households *with no children under 18* (101,961) outnumbered married couples *with children under 18* (91,173) in 2014. Between 2000 and 2014, married-couple households with children under 18 had a negligible increase of 1.3 percent, roughly 1,200 families, in contrast to married-couples with no young children households growing by 14.3 percent, gaining 12,700 households.

Figure 9. Household Types, 1960 -2014



Source: 1960-2010 U.S. Census, 2014 American Community Survey

Aging within families explains some of this shift in married-couple households. As children become adults, parents become empty nesters with all their children gone, or they house “failed to launch” or “boomerang” adult children. These households, now with adult children or no children, fall into next category, *married couple, no young children*, bumping up this group’s percentage share. Also, young married couples heeding the millennial generation trend to postpone having children contribute to this group.

Coinciding with the drop in the traditional family type comes a rise in the shares of single parents and “other family,” both family types doubling since 1970, with each at 8 percent of the County’s population in 2014. Since 2000, the number of single-parent households with children under 18 increased by 6,900, a 29 percent jump to 30,600 families.

In the near term, the number of married couples with children under 18 may only slightly increase, and the percentage share of this family type will probably continue its decline begun in 2000. Aging of the baby boom generation combined with growth in non-family households serve to limit the share of married couples with young children relative to the overall growth in households. In the next 10 years, Montgomery County will

continue to attract new families, and married residents will continue to have babies, but not at a rate to replace the baby boomer households whose children are leaving.. By 2025, 29 percent of the County's residents are projected to be 55 and older and living in a child-free home. The 17 percent growth in the 55 plus age cohort between 2015 and 2025 is projected to outpace the 2 percent gain of children under age 20. Aging baby boomers will boost the number and the percentage share of married couples with no young children in the next 10 years.

The percentage of non-family households in the County, which includes singles -- young and old -- and unrelated individuals living together, increased from 8 percent of all households in 1960 to 30 percent in 1990 and subsequently plateaued. This rapid increase of non-family households, jumping from 7,200 to 84,000 households from 1960 to 1990, coincided with the addition of multifamily units to the County's housing stock, broadening the choice of housing with a housing type which appeals to singles and other non-family households.

In 2000, non-family households became the most common household type, with over 100,000 households and 31 percent of all households. Non-family households, capturing over one-third of all household growth between 2000 and 2014, remain the leading type, gaining another 13,200, a 13 percent increase since 2000. Given that most of the new housing in the development pipeline is multifamily units for the next 10 years, and the current rental housing market trend is for smaller units, studios and one bedrooms, it is possible the share of non-family household types may slightly increase, and it will undoubtedly increase in number by 2025.

ALTERNATIVE AREA SERVICE PROVIDERS

Alternative service providers in the inventory include schools; private parks located in Montgomery Village Foundation (Home Owners Association — HOA); municipalities, including Rockville, Gaithersburg and Takoma Park; and other select private providers of recreation that offer services to the public.

Alternative Service Providers Inventory

| PROVIDER | Indoor Facilities | Outdoor Facilities |
|---|-------------------|--------------------|
| Elementary Schools (ES) | 22 (HS) | 131 (ES) |
| Middle Schools (MS) | 20 (MS) | 38 (MS) |
| High Schools (HS) | 58 (ES) | |
| Montgomery Village Foundation Parks | 4 | 15 |
| State/Federal | NA | 12 |
| Municipality | 20 | 163 |
| Urban Spaces — Bethesda, White Flint, Silver Spring | NA | 118 |
| Other Alternative Provider Pools | NA | 80 |
| Other Alternative Providers | 13 | 1 |

FACILITY INVENTORY

The M-NCPPC Department of Parks in Montgomery County has over 34,600 acres of parkland, including over 9,018 acres of developed parkland and almost 25,582 acres set aside for environmental preservation. According to the inventory conducted in 2010, this system includes more than 400 park locations (including Stream Valley Parks and undeveloped parks), as well as 19 open Park Activity Buildings, two indoor tennis centers, and two ice arenas. Overall, the system has over 2,182 outdoor components. The Montgomery County Department of Recreation inventory includes 35 indoor facilities with over 225 indoor components. For this study, four sub-areas were used in the level of service (LOS) analysis study. These sub-areas are East Transit Corridor, North Central, South Central, and Potomac/Rural.

The M-NCPPC Department of Parks’ and the Montgomery County Department of Recreation’s systems are well maintained and feature a wide variety of outdoor and indoor facilities. Based on the 2010 inventory, the tables below list a summary of both departments’ indoor and outdoor facilities that are included in the LOS analysis.

Table 1: M-NCPPC Department of Parks Inventory Summary

| PARK TYPE | QUANTITY |
|--------------------------------|----------|
| Conservation Park | 20 |
| Local | 149 |
| Neighborhood | 95 |
| Neighborhood Conservation Area | 41 |
| Regional | 5 |
| Recreational | 11 |
| Special | 22 |
| Stream Valley | 36 |
| Urban | 25 |
| Historical/Cultural* | 2 |
| Misc. Recreational Facility | 2 |
| Misc. Nonrecreational Facility | 4 |

**Note: Most historical and cultural sites are included in Special Parks or part of larger Regional Parks. There are only two formally designated historical/cultural parks.*

| COMPONENT | QUANTITY |
|------------------------|-----------|
| Activity Buildings | 18 |
| Athletic Fields | 294 |
| Basketball Courts | 196 |
| Campgrounds | 2 |
| Dog Parks | 5 |
| Equestrian Facilities | 6 |
| Display Garden | 3 |
| Hard Surface Trails | 122 miles |
| Historic Experiences | 151 |
| Ice Rinks | 2 |
| Nature Centers | 4 |
| Natural Surface Trails | 167 miles |
| Overlay Fields | 60 |
| Playground, Local | 245 |
| Shelters | 86 |
| Tennis Bubble | 2 |
| Tennis Courts | 304 |

* Operated by others.

Table 2: Montgomery County Department of Recreation Inventory Summary

| FACILITY | QUANTITY |
|---------------------------------|----------|
| Indoor Aquatic Facilities | 4 |
| Community Recreation Centers | 14 |
| Neighborhood Recreation Centers | 6 |
| Senior Centers | 4 |
| Outdoor Pools | 7 |

FACILITY DESCRIPTIONS

Outdoor Facilities

As noted above in the facility summary, there are several major types of outdoor facilities, ranging from local parks to regional facilities, all of which offer a wide variety of outdoor components and amenities. Currently, the M-NCPPC's park system in Montgomery County is made up of two major types of parks including:

1. Countywide parks
2. Community-use parks

Countywide Parks

Countywide parks are large parks that are either recreation oriented or conservation oriented. Recreation-oriented parks include:

1. Regional
2. Recreational
3. Special

Regional Parks are large parks with an average of 23 components and are greater than 200 acres. These types of parks provide a diversity of recreational opportunities, including picnic, playground, tennis, athletic fields, golf courses, campgrounds, and water-oriented recreation areas. Regional parks retain two-thirds of the acreage as conservation areas. There are five Regional Parks in Montgomery County, including Black Hill, Little Bennett, Rock Creek, Cabin John, and Wheaton Regional Parks.

Recreational Parks include parks larger than 50 acres and are typically more intensively developed than Regional Parks. These parks contain an average of 11 components and may contain natural areas, athletic fields, tennis courts, multiuse courts, picnic areas, playgrounds, golf courses, and trails. There are seven developed Recreational Parks in the County, including Damascus, Fairland, Martin Luther King, Olney Manor, Ovid Hazen Wells, Ridge Road, and South Germantown. Four Recreational Parks that are undeveloped include: Goshen, Laytonia, Northwest Branch, and Muncaster.

Special Parks contain features that are of historic or cultural significance and generally have an average of six components. The acreage of these parks may vary, but the parks include agricultural centers, gardens, small conference centers, camping and picnicking areas, and historic structures.

Conservation-Oriented Parks

Countywide conservation-oriented parks include:

1. Stream Valley
2. Conservation Area Parks

Stream Valley Parks are typically found along stream valleys and include conservation and recreation areas that offer hiker-biker trails, fishing, and picnicking and playground areas. **Conservation Area Parks** are large natural areas that preserve specific natural archaeological or historic features and provide trails, fishing, and nature study and informal picnic areas.

Community-Use Parks include the following park types:

1. Urban
2. Neighborhood
3. Local
4. Neighborhood Conservation Areas

Urban Parks are approximately one acre in size; found in urban settings; and offer landscaping, sitting, picnic areas, play features, courts, and shelters. **Neighborhood Parks** are also small parks, typically two-and-a-half acres, and provide informal recreation in residential areas, including play features, open turf, seating areas, shelters, tennis, and multiuse courts. **Local Parks** are larger than Urban and Neighborhood parks, about 15 acres in size. These parks include ball fields, play features, tennis and multiuse courts, seating, picnic areas, shelters, buildings, and other facilities. **Neighborhood Conservation Areas** vary in size, but are typically smaller parcels that are conservation oriented in residential areas and are generally dedicated at the time of subdivision. These conservation areas are generally undeveloped and may include a storm-water management pond and other related facilities.

OTHER FACILITIES

Activity Buildings

As of July 2010, there were 18 Activity Buildings open and available to the public. Activity Buildings include kitchen facilities and an interior space that can handle events for 40 to 180 people. Table3 lists the open activity buildings according to the 2010 inventory and included in the LOS analysis.

Table 3: Open Activity Buildings

| LOCATION | SUB-AREA |
|---|-----------------------|
| Argyle Local Park (LP) | East Transit Corridor |
| Capital View-Homewood LP | East Transit Corridor |
| Glenmont LP | East Transit Corridor |
| Hillandale LP | East Transit Corridor |
| Kemp Mill Estates LP | East Transit Corridor |
| Norbeck-Muncaster Mill Neighborhood Park (NP) | East Transit Corridor |
| Pilgrim Hill LP | East Transit Corridor |
| Pinecrest LP | East Transit Corridor |
| Sligo-Dennis Avenue LP | East Transit Corridor |
| Spencerville LP | East Transit Corridor |
| Veirs Mill LP | East Transit Corridor |
| Wheaton-Claridge LP | East Transit Corridor |
| Quince Orchard Valley NP | North Central |
| Indian Spring Terrace LP | South Central |
| Meadowbrook LP | South Central |
| Norwood LP | South Central |
| Sligo Avenue NP | South Central |
| Tilden Woods LP | South Central |

Cultural Resources

Cultural resources are included in this analysis and include those buildings, objects, and archaeological sites within the park system listed on the Cultural Resources Asset Inventory kept by the M-NCPPC Department of Parks' Cultural Resources Stewardship Section and/or are recognized cultural sites on the Maryland Historical Trust's archaeological layer and/or listed on either the Montgomery County Master Plan for Historic Preservation or the Locational Atlas and Index of Historic Sites. There are over 117 historic structures spread across 43 historic sites and over 300 known archaeological sites on parkland.

Trails

More than 289 miles of hiking and biking trails are within the M-NCPPC park system in Montgomery County. Several types of trails exist, including natural trails and hard-surfaced paved trails. Some trails are included within the extent of parks, and some meander through the Stream Valley Parks. Many of the trails can be found within Regional Parks as well. Major natural surface trails include the Little Bennett Trails, Cabin John Trail, Lower Magruder Trail, Muddy Branch Greenway Trail, Rachel Carson Greenway Trails, and the Hoyles Mill Trail. Major hard-surface trails include the Capital Crescent Trail, Magruder Branch Trail, Rock Creek Trail, Matthew Henson Trail, and Sligo Creek Trail.

Nature Centers and Public Gardens

The M-NCPPC Department of Parks has four **Nature Centers** in the County, including Brookside, Locust Grove, Meadowside Nature Centers, and Black Hill Visitor Center. McCrillis Gardens and Brookside Gardens are two Public Gardens located in the County. Brookside Gardens offers 50 acres of display gardens, a horticultural reference library, and visitor center. McCrillis Gardens is a premier shade garden and includes a pavilion and seating areas.

Special Facilities

Special facilities include ice rinks, tennis bubbles, and campgrounds. Many unique experiences are available in special facilities that include, but are not limited to the following.

1. Cabin John Ice Rink
2. Pauline Betz Addie Tennis Center
3. Pope Farm Nursery
4. Wheaton Regional Park Tennis Bubble
5. Wheaton Ice Arena
6. Little Bennett Campground
7. South Germantown Recreational Park Splash Playground
8. South Germantown Recreational Park Mini-Golf Course

Undeveloped Parks

Most of the undeveloped parks in the M-NCPPC system in Montgomery County are found throughout the sub-areas. Table 4 summarizes the quantity of undeveloped parks within each sub-area.

Table 4: M-NCPPC Department of Parks — Undeveloped Parks by Sub-Area

| SUB-AREA | UNDEVELOPED |
|-----------------------|-------------|
| East Transit Corridor | 32 |
| North Central | 23 |
| Potomac / Rural | 48 |
| South Central | 21 |
| Total | 124 |

Federal and State

Listed below is a summary of the federal and state outdoor inventory. Component information was also collected on these facilities. Scoring for these facilities is approached the same as for HOA parks. A component-based outdoor inventory was provided for this study, however, when data was not available for a park or facility, it was assumed to have one component.

Federal and State Parks and Recreation Facilities

| LOCATION | OWNER |
|---|---------|
| C&O Canal National Historical Park | Federal |
| Dierssen Wildlife Management Area | State |
| Glen Echo Park | Federal |
| Islands of the Potomac Wildlife Management Area | State |
| Matthew Henson State Park Units #1 & #2 | State |
| McKee-Beshers Wildlife Management Area | State |
| Patuxent River State Park | State |
| Seneca Creek State Park | State |
| Triadelphia Reservoir | WSSC |
| T. Howard Duckett Watershed | WSSC |

COMPREHENSIVE RECREATION PROGRAM ACCOMPLISHMENTS (2014–2017)

Under the direction of Director of Parks Michael F. Riley, the Montgomery County Department of Parks remains dedicated to ensuring residents continue to receive the best park experience possible, whether it's a picnic at Black Hill Regional Park, an ice-skating lesson at one of our two rinks, or a visit to our Garden of Lights show at Brookside Gardens. We recognize the importance of providing residents with safe and accessible places to gather, enjoy the outdoors, and participate in healthy recreational activities.

Much has been accomplished since the last plan, including but not limited to the following.

Nature Centers

- Maintained their Maryland Green Center status with the Maryland Association for Environmental and Outdoor Education (Black Hill Nature Programs and Meadowside Nature Center).
- Began offering internship opportunities for high school students, young adults (Chesapeake Conservation Corp Internship Program), and teachers (Teacher-Naturalist Internships Program).
- Began partnering with the University of Maryland through the Partnership for Action Learning in Sustainability program; came up with a new design for Locust Grove.
- Offered FREE school programming for Montgomery County students grades K-12 to achieve environmental literacy requirements set forth by the Maryland Governor. All Nature Centers increased the number of summer camps offered annually, providing parents and children over the whole summer with before- and after-care for registrant convenience.
- Currently developing a functional plan that will address needed renovations/upgrades and/or new facilities, operational models, and staffing requirements to equitably serve the needs of the growing and changing population and to be fully accessible.
- Partnered with the Maryland Cooperative Extension Service to train new volunteers through the Maryland Master Naturalist Program (Brookside Nature Center and Locust Grove).
- Expanded program offerings to include nights and weekends to serve a wider audience. Examples of new special events included Forest Friends Festival at Brookside and Water Fowl Festival at Black Hill.
- Began partnering with the Boys and Girls Club in Germantown, MD, to provide after-school environmental education and outdoor experiences for fifth and sixth graders.
- Began partnering with Takoma Dance Exchange to incorporate more art and nature and to reach a wider audience.
- Montgomery Parks received the Partner of the Year Award from Ivymount School. The Nature Centers partner with the school and provide meaningful volunteer opportunities for their students.
- Began offering Spanish language nature programming for community and schools including a bilingual summer camp and began partnering with Kemp Mill Elementary School, a Dual Language school, to provide several Spanish language nature field trips to Meadowside Nature Center.
- Established nature preschool programs.
- Presented at state and national conferences (Brookside and Black Hill Nature centers).

- Completed several facility improvements to better meet programming needs and accessibility. Some of these include a new classroom, Americans With Disabilities Act (ADA) accessible raptor viewing deck and new raptor mew, accessible main entrance ramp, auditorium renovation, programming space improvements, and office space improvements.
- Received funding from the Montgomery Parks Foundation to renovate Harper Cabin chimney.
- Increased presence in social media, including through e-newsletters, Facebook pages, YouTube, and improved websites, to build meaningful and timely connections with visitors and increase participation.
- Expanded services at Maydale Conservation Park.
- Hired an on-staff Exhibit Specialist.

Brookside Gardens

- Worked with statewide initiative, Project Green Classrooms, and developed career pathways offering volunteer high school opportunities, paid high school internships, and paid college internships (student service learning volunteers and Nature Ambassadors).
- Hosted an intern from the Chesapeake Conservation Corps.
- Partnered closely with Friends of Brookside to promote educational and event programming to various audiences.
- Created an extensive survey of the adult education programming of 40 Public Gardens nationwide to better assess Brookside Gardens' programmatic offerings.
- Met quarterly with and surveyed participants to assess relevance and value of programs.
- Completed Parking Garden, a capital project that includes storm water management components (permeable paving and extensive bioretention areas) that clean storm water to minimize impacts downstream.
- Implemented new practices for environmental protection, including reducing the use of de-icing materials.
- Hosted the 2017 Volunteer Appreciation Event sponsored by the Horticultural Consortium of the Greater Washington Area.
- Initiated a series of Pokemon Go events, attracting a new audience.
- Began planning for its 50th anniversary through a series of community events.
- Began cohosting the American Public Gardens Association (APGA) annual meeting for May 2019.
- Partnered with Yelp* to engage new audience through membership events for Super Yelpers.
- Added a health and wellness track to its adult education programming.
- Presented program information (staff) at major local and national conferences, including National Recreation and Parks Association, Maryland Recreation and Parks Association, American Public Gardens Association, and Maryland Association for Environmental and Outdoor Education.
- Purchased new technology for better staff communication and to streamline operations.
- Leveraged EMMA, an email marketing software, to send out monthly e-newsletters to audiences.
- Increased use of social media (Facebook, Twitter, Google) for advertisements.

Park Cultural Resources Stewardship

- Opened Woodlawn Museum in restored barn and carriage house as heritage destination with interactive and multimedia exhibits on agriculture, Underground Railroad, enslaved and free black communities, and Quakers.
- Initiated living history programming at the Agricultural History Farm Park plus open-air concerts, animal husbandry activities, school programs, and costumed commemorations on World War I.
- Completed plans for new museum on slavery at Josiah Henson Park, growing school-related programs and adding land for future outdoor programming.
- Continued with highly significant archaeological excavation at Josiah Henson Park, finding features and artifacts from enslavement, using ground penetrating radar and 3-D imaging at this and other archaeological projects.
- Added 34 more interpretive signs in the park system for a total of more than 80 signs on historic and natural history, such as milling, founding families, “parkitecture,” country stores, and streams.
- Continued conducting rehabilitation projects at Kensington Cabin (1934), Jesup Blair House (1850), Seneca Store (1910), Brainard Warner House (1894), and Acorn Park; obtained permit for food sales at restored Darby Store and began conducting feasibility study for restaurant at Red Door Store (1860).
- Nominated six buildings in Parks’ cultural inventory for historic preservation designation on the County’s Master Plan for Historic Preservation.
- Piloted social media project of “History in the Parks” and “Archaeology” weekly Facebook posts on Montgomery Parks webpage.
- Partnered with Heritage Montgomery, Sandy Spring Slave Museum, Button Farm Living History Center, Friends of the Farm Park, Montgomery County Historical Society, and Montgomery College on ongoing educational programs.
- Began implementing physical and programmatic ADA modifications at public cultural sites, including ADA-conforming signage, wheelchair accessible openings, and ASL interpretation.

Enterprise Division

- Added interactive amenities, including Jumping Pillow with shade structure, Gaga Pit, and a Pedal Kart course (Little Bennett Campground).
- Built three accessible yurts for overnight accommodations and a full-service camp store and expanded weekend activities (Little Bennett Campground).
- Expanded special events to offer more variety in Regional Park settings, for example, Eye Spy Trains in spring and fall, Kids Fishing Day at both boating facilities, Autism Awareness Glow Walk and Fun Runs, and Great Outdoors Festival.
- Expanded its summer camp programs in the past 4 years to offer a wider variety of choices, which aided in increasing revenue over 45 percent.
- Created two new positions: Construction Supervisor to oversee all construction and building maintenance and an additional Operations Manager for improved administration of the division.
- Replaced our online registration system (ParkPass) to a tri-agency online registration and booking system (ActiveMontgomery) that allows customers to use one interface for M-NCPPC, MCRD, and

CUPF. The new system allows for gift card purchases, credit card chip readers, and seasonal and daily permits and is in place in every facility within the division.

- Established and housed the Program Access/Inclusion Services Office. . The office coordinates inclusion services for individuals with disabilities to be successfully included in Parks' programs. Office staff also provide education and act as a resource for all Parks' employees. Staff research, develop, and recommend departmental procedures and policies to ensure access and ADA compliance.
- Improved customer experience by (1) constructing an accessible entranceway, including lobby, sliding glass doors, sidewalk, and driveway; and (2) installing picnic area/shade structure adjacent to building (Cabin John Ice Rink).
- Improved energy management by installing a new dehumidifier and energy recovery system and adding new software for the operation of the refrigeration system. A new energy efficient compressor, Mycom F6M, was installed, which decreased the total electrical kilowatt usage (Wheaton Ice Arena).
- Installed new HVAC system , resulting in improved air quality and increased year-round revenue (Pauline Betz Addie Indoor Tennis).
- Hosted several events for the first time, including USTA Youth Tennis Coaching workshop, ACEing Autism Youth Tennis Clinic, Community Open House, Orange and Red Ball Bash Youth Tournament. The facility also added a new, rentable multipurpose room and expanded its beginner lesson program by offering red ball/orange ball tennis lessons (Wheaton Indoor Tennis).
- Received approval from the planning board to proceed with the driveway alignment project at Rockwood Manor Estate, which is critical to allow traffic to flow safely in and out of the property. Other Rockwood improvements include several years of maintenance upgrades to windows, roofs, soffits, drainage, fire pit sitting area, and other structural features to significantly lower facility upkeep costs and reduce deterioration rates.
- Offered a Learn to Play program and provided free hockey gear to beginning hockey players through Cabin John Ice Rink, Wheaton Ice Arena, and Washington Capitals collaboration. Cabin John Ice Rink offered Scout Skate Saturdays and brought more than 100 scouts into the facility to participate in an off-ice informational session, an on-ice skating class, and a Saturday public session. The rink also began a therapeutic ice skating class program for skaters with developmental disabilities.
- Built an accessible bride's room; added accessible restrooms; improved the wedding tent pad site by adding an accessible walkway, installing French drains, and regrading perimeter; and renovated an old kitchen into a modern caterer's kitchen (Seneca Lodge).
- Upgraded other amenities including a new diesel locomotive at Cabin John Train, interchangeable goal inserts at Wheaton Sports Pavilion, heaters at South Germantown Driving Range, accessible canoe and kayak launch at Black Hill Boats, and repurposing of the boat house pavilion as a party rental facility at Needwood Boat House. Activity programs were also upgraded to include archery, lacrosse, futsal, and field hockey.
- Added a Jumping Pillow and made three picnic areas with shade structures available for party rentals (South Germantown SplashPark).

Program Access (Inclusion Services)

- Developed and implemented the first annual Glow Walk/Fun Run on April 30, 2017 (April is Autism Awareness/Acceptance month).
- Held at Wheaton Regional Park, more than 70 people attended the evening of unity and awareness (Parks staff) Educated over 1,000 Parks employees in the field of disability services and management.
- Advocated for a full-time career position entitled "Inclusion Outreach and Program Specialist" to enhance outreach and programmatic need. Advocates rallied for the position, and it was approved by the County Council in May 2017.
- Developed and presented the ADA Spirit Awards to Parks employees recognizing Parks employees who go above and beyond the call of duty keeping the spirit of the ADA, inclusion, and access in their everyday work program.
- Researched and purchased an accessible shuttle cart in April 2017. The cart is used to transport individuals with disabilities at Park events and programs to ensure inclusive participation in major activities.
- Presented program access information and updates to elected officials, including the Montgomery Parks Planning Board and Montgomery County Council, in the department's semiannual reports, which are coordinated and presented in the fall and spring seasons to both governing bodies by the director of Parks.
- Developed an internal, electronic seasonal newsletter for staff "Passages" in cooperation with the Access Team. It contains updates about the ADA, progress in programmatic and physical access in the Parks system, and related information to keep Parks staff informed.
- Coordinated inclusion services for over 200 individuals with disabilities who are registered participants in programs, classes, events, and volunteer positions. Modifications include support staff, volunteer companions, sign language interpretation, development of behavior management plans, and provision of adaptive equipment for programs.

Public Affairs and Community Partnerships

- Grew the volunteer program, with more than 11,000 volunteers working an equivalent of 43 work years in over 27 distinct program areas throughout the parks system. In 2015, we surpassed the 1-million-hour mark for volunteer support since we began tracking hours.
- Yielded significant mission-focused outcomes in Nature Centers, Brookside Gardens, Cultural and Natural Resources Stewardship, and the Parks Enterprise Division programs through investment in best practices of volunteer management.
- Created new volunteer roles to expand opportunities for students, interns, and people with disabilities.
- Instituted formal agreements with several Friends groups.
- Established internal support network for volunteer managers.
- Upgraded volunteer website and recruitment database.
- Redesigned and launched an ADA-accessible website and instituted protocols for training and agency-wide standard operating procedures.

- Centralized and consolidated marketing; hired an in-house graphic designer, staff photographer and videographer, and social media manager to enhance and streamline efforts.
- Restructured Parks' Guide publication production processes by outsourcing layout and design.
- Established a monthly, department-wide e-newsletter for marketing purposes.
- Engaged in multilingual marketing with social media (organic and paid), radio, and print.
- Generated extensive media coverage in regional, local, and trade outlets about important environmental issues as well as Montgomery Parks amenities, programs, and services. We secured stories in the Washington Post, Bethesda Beat blog, the Montgomery Sentinel, NPR affiliate WAMU, WTOP, and network affiliate TV stations.
- Significantly expanded social media presence across multiple platforms including Facebook, Twitter, Instagram, and YouTube, reaching tens of thousands of people with information about Montgomery Parks. As a result of this growth, a social media specialist role was created to manage this program.
- Increased engagement with community members and stakeholders across Montgomery County (over 1 million people) through a comprehensive outreach program. We systemized outreach by hiring a dedicated outreach specialist and developing standard operating procedures and an outreach tool kit. We also launched an online open town hall platform, enabling people to share their comments and questions. We leveraged best practices for outreach while also customizing messages and means of communications to specific audiences.
- Launched a comprehensive outreach initiative called Parks and Recreation of the Future to solicit input from a variety of demographics targeting different locations, ethnicities, age groups and interest. Input and engagement from this initiative served to guide the development of three strategic plans including the 2017 Montgomery Parks, Recreation, and Open Spaces plan, the Energized Public Spaces Functional Master Plan, and the 2017-2022 Capital Improvement Program.
- Hosted numerous park openings, bringing hundreds of people together at each event to celebrate their new parks. We opened a variety of parks including several new Urban Parks — Kemp Mill Urban Park, Germantown Town Center Urban Park, and Western Grove Urban Park.
- Successfully renewed or amended partnership agreements with six major partners.
- Updated and improved information on partnerships on Montgomery Parks webpage.
- Established a partnership with Zagster to introduce bike sharing in two Regional Parks.
- Established a new partnership with the Montgomery County Little League, including one field-use agreement (local park) and one field-use and improvement agreement (Regional Park).
- Coordinated upgrading of partners' web-based systems to meet ADA requirements.
- Reviewed proposals from two unsolicited prospective partners (ongoing).
- Improved coordination of partnership activities with all divisions within the Parks Department.
- Distributed and facilitated use of "Parks Partner" logo to all partners.
- Established a consolidated rental permitting/programming software with MCRD and CUPF. County residence and visitors now have one log-in to access all classes/programs offered and facilities rentals under the jurisdiction of all three agencies.
- Increased revenue by 68 percent since FY13.
- Increased the number of bookings by 15 percent since FY13.

- Developed more partnerships with third party special events to increase park presence at various events.
- Coordinated a public marketing strategy and implementation plan for Rainout Line.
- Organized and led department-wide training for parks and partners on the new Rainout Line app and website.
- Coordinated community engaging activities for the Parks Department's annual Thanksgiving Day parade.
- Developed community response strategy for high-priority cases such as Deer Management and Canadian Geese within Montgomery Parks.
- Cosponsored several permits for multicultural activities in Montgomery Parks to further engage diverse groups.
- Developed a countywide Parks and Recreation Advisory Board.
- Created an online calendar (hosted on the Montgomery Parks domain) that is shared across the County's governmental and media sites.
- Eliminated microsites and specialty URLs and redirected specialty URLs to inform users of overall Parks offerings.
- Developed an outreach manual for public participation related to park and facility development projects, public-private partnerships, property management leases, etc.

SERVICE ASSESSMENT FRAMEWORK

The parks and recreation programs and services provided in Montgomery County are vast and varied. The main providers of these services are Montgomery County Parks Department and the Montgomery County Department of Recreation, but a multitude of alternative providers contribute to the mix of leisure services. As part of the Vision 2030 Strategic Planning process, a comprehensive service assessment was conducted to help staff understand the market segment of services they provide and the strengths and weaknesses of their position within that market. The assessment also helped identify core services, alternative providers, and optional provision strategies and drove the development of a program action plan. The service assessment process critically examined each service area of both departments based on:

- Fit with the agency's values and vision
- Financial capacity
- Alternative coverage
- Market position

The service assessment process involved staff from both Montgomery County Parks and the Montgomery County Department of Recreation. As a result, the updated parks and recreation program plan includes roles and responsibilities for both departments to collaboratively meet the recreation and programming needs of the residents of Montgomery County.

As part of the Vision 2030 project, a cross-section of staff members learned how to use and apply the Services Assessment Matrix tool to review the services and programs they offer. The tool was developed by the Alliance for Nonprofit Management and is based on the MacMillan Matrix for competitive analysis of programs. This Matrix assumes that duplication of existing comparable services (unnecessary competition) among public and nonprofit organizations can fragment limited resources available, leaving all providers too weak to increase the quality and cost-effectiveness of customer services. This is also true for public agencies.

The Services Assessment Matrix assumes that trying to be all things to all people can result in low-quality services. Instead, agencies should focus on delivering higher quality service in a more focused way. The matrix helped the department think about some very pragmatic questions:

1. Is the agency the best or most appropriate organization to provide the service?
2. Is market competition good for the citizenry?
3. Is the agency spreading its resources too thin without the capacity to sustain core services and the system in general?
4. Are there opportunities to work with another organization to provide services in a more efficient and responsible manner?

Below is a graphic presentation of the Services Assessment Matrix used.

| Services Assessment Matrix <small>© 2009 GreenPlay LLC and GP RED</small> | | Financial Capacity Economically Viable | | Financial Capacity Not Economically Viable | |
|---|------------------------|---|------------------------------------|---|-----------------------------|
| | | Alternative Coverage High | Alternative Coverage Low | Alternative Coverage High | Alternative Coverage Low |
| Good Fit | Strong Market Position | Affirm Market Position 1 | Advance Market Position 2 | Complementary Development 5 | "Core Service" 6 |
| | Weak Market Position | Divest 3 | Invest, Collaborate or Divest 4 | Collaborate or Divest 7 | Collaborate or Divest 8 |
| Poor Fit | Divest | | | | 9 |

Fit

Fit is the degree to which a service aligns with the agency’s values and vision, reflecting the community’s interests. If a service aligns with the agency’s values and vision and contributes to the overall enhancement of the community, it is classified as “good fit”; if not, the service is considered a “poor fit.”

- Does the service align with agency values and vision?
- Does the service provide community-wide return on investment (i.e., community, individual, environmental, or economic benefits and outcomes that align with agency values such as crime prevention, improved health and well-being, enhancement of property values)?

Financial Capacity

Financial capacity is the degree to which a service (including a program, facility, or land asset) is currently or potentially attractive as an investment of current and future resources to an agency from an economic perspective.

No program should be classified as “highly attractive” unless it is ranked as attractive on a substantial majority of the criteria below.

- Does the service have the capacity to sustain itself (break even) independent of general fund or taxpayer subsidy/support?
- Can the service reasonably generate at least 50 percent from fees and charges?
- Can the service reasonably generate excess revenues over direct expenditures through the assessment of fees and charges?
- Are there consistent and stable alternative funding sources such as donations, sponsorships, grants, and/or volunteer contributions for this service?
- Can the service reasonably generate at least 25 percent of the costs of service from alternative funding sources?
- Is there demand for this service from a significant/large portion of the service's target market?
- Can the user self-direct or operate/maintain the service without agency support?

Market Position

Market position is the degree to which the organization has a stronger capability and potential to deliver the service than other agencies — a combination of the agency's effectiveness, quality, credibility, and market-share dominance. No service should be classified as being in a "strong market position" unless it has some clear basis for declaring superiority over all providers in that service category and is ranked as affirmative on a substantial majority of the criteria below.

- Does the agency have the adequate resources necessary to effectively operate and maintain the service?
- Is the service provided at a convenient or good location in relation to the target market?
- Does the agency have a superior track record of quality service delivery?
- Does the agency currently own a large share of the target market currently served?
- Is the agency currently gaining momentum or growing its customer base in relation to other providers (e.g., "Is there a consistent waiting list for the service?")?
- Can you clearly define the community, individual, environmental, and/or economic benefits realized as a result of the service?
- Does agency staff have superior technical skills needed for quality service delivery?
- Does the agency have the ability to conduct necessary research, pre- and post-participation assessments and/or properly monitor and evaluate service performance, therefore justifying the agency's continued provision of the service (benchmarking performance or impact on community issues, values, or vision)?
- Are marketing efforts and resources effective in reaching and engaging the target market?

Alternative Coverage

Alternative coverage is the extent to which like or similar services are provided in the service area to meet customer demand and need. If there are no other large (significant) or very few small agencies producing or providing comparable services in the same region or service area, the service should be classified as “low coverage.” Otherwise, coverage is “high.”

This framework was applied and the questions for each category were assessed for every recreation and program area provided by both the Montgomery County Department of Parks and Montgomery County Recreation. This intensive review of organizational services led to the development of each department’s service portfolio and identified those services that are core to the values, vision, and mission of each department. The underlying philosophy of the service assessment is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and nonprofit organizations can fragment limited resources available, leaving all providers unable to increase the quality and cost-effectiveness of customer services. The assessment also included management strategies intended to assist each department in its provision of services in the future.

The service assessment process highlighted that the Department of Parks offers a multitude of programming opportunities for all ages, abilities, and interests focused on tennis, ice, nature, horticulture, and cultural/historic facilities and resources. The department also offers hundreds of programming opportunities in aquatics, camps, arts and crafts, martial arts, and fitness and wellness for preschoolers, youth, adults, seniors, and special populations.

According to the results of the Vision 2030 survey, there is a need for ongoing strategic programming efforts to maximize available resources to expand popular programs and to reevaluate lower performing programs.

The Vision 2030 survey results identified top priorities for improving and expanding the following program areas:

- Exercise and fitness,
- Community events and festivals,
- Aquatics instruction (noncompetitive),
- Out-of-school programming (summer and after school), and
- Senior programming.

Other program areas that rated as high priorities to improve or expand include: health and wellness, outdoor nature programs, children and youth activities, community gardens, and youth league sports.

Community input from the public meetings and focus groups also demonstrated a high value for the variety of types of parks and recreation programs, facilities, and services offered and a desire to maintain this mix of opportunities throughout the County. Community members expressed the importance of these services in addressing community issues such as nature deficit disorder, physical inactivity, and social and physical isolation. Key areas of focus that emerged include: addressing accessibility, both physical access and affordability of services; and serving populations that may be underserved or have greater needs (e.g., youth, seniors, people with disabilities, and immigrant communities).

As a result of this information and community input, the following values and vision statements were developed and formed the basis of the key themes.

By focusing on key strategic areas including policy, programming, facilities, operations, maintenance, management, and marketing, this plan will also provide the guidance necessary to:

- Make strategic, defensible decisions about programming, services offered, fees, and cost recovery.
- Be more transparent in our operations and more accountable for the results of our work.

The following values and vision statements for the Vision 2030 project were developed based on input from community leaders and stakeholders who participated in a Vision 2030 Summit in February 24, 2010.

Vision 2030

VALUES

The M-NCPPC Department of Parks and Montgomery County Department of Recreation serve the County to:

- *Promote healthy living through diverse recreation and leisure activities.*
- *Protect natural, historical, and archaeological resources.*
- *Promote economic competitiveness of Montgomery County as a place for businesses to locate through a robust parks and recreation system that attracts knowledge workers and families.*
- *Promote sense of community and civic pride.*
- *Nurture an appreciation for our natural, cultural legacy.*
- *Provide lifelong learning opportunities.*
- *Shape healthy, safe, green communities.*
- *Collaborate with partners to provide sustainable, accessible, and diverse leisure opportunities.*
- *Engage a diverse community and proactively respond to changing demographics, needs, and trends.*
- *Acquire, maintain, and manage the parks and recreation built environment.*

VISION 2030

Vision 2030 will guide the M-NCPPC Department of Parks and Montgomery County Department of Recreation to provide:

- *Stewardship of natural and historic resources.*
- *Opportunities for active life-long learning, leisure, and recreation.*

The service assessment process, in which staff from both the M-NCPPC Montgomery County Department of Parks and Montgomery County Department of Recreation participated, identified potential service provision strategies that include:

- Grow services identified as “advance” or “affirm market position.”
- Work with alternative providers for complementary development of market.
- Identify services for collaboration and divestment strategies and reallocate or re-purpose available resources.

Vision 2030’s findings and recommendations are divided into five key themes, two of which are relevant to program planning and are the basis for Montgomery County Parks’ Action Plan.

1. Programs and Experiences

Strategically providing parks and recreation services for health and leisure

2. Planning and Development

Planning for recreational, natural, and cultural resources in an urbanizing County

3. Operations, Maintenance, and Safety

Maintaining a safe, accessible, quality parks and recreation system

4. Management

Maximizing efficiencies and sustainability

5. Marketing and Outreach

Informing and engaging a diverse community

The two themes and associated goals from Vision 2030 that were most relevant to programming (#1 and #5) were then compiled into an action plan for this updated Comprehensive Recreation Program Plan. Theme 1, Programs and Experiences, and Theme 5, Marketing and Outreach, form the basis for the action plan for Montgomery County Parks.. Six goals are part of these two themes:

- **Goal 1:** Provide a variety of high-quality programs that meet community needs and interests.
- **Goal 2:** Promote awareness, appreciation, and understanding of Montgomery County’s natural and historical resources.
- **Goal 3:** Enhance health, wellness, and active living in Montgomery County.
- **Goal 4:** Proactively market parks and recreation services and facilities and communicate the benefits to the community.
- **Goal 5:** Effectively communicate with and engage diverse groups.
- **Goal 6:** Provide meaningful opportunities for public support, input, and engagement.

In addition, the divisions provided an updated action plan from their 2009 Comprehensive Program Plan.

The Montgomery County Department of Parks Action Plan, which was updated in November 2017, follows.

MONTGOMERY COUNTY DEPARTMENT OF PARKS ACTION PLAN FY 17 – FY20

GOAL 1: Provide a variety of high-quality programs that meet community needs and interests.

Strategic Initiative 1.1: Enhance, expand, or add programs and services identified as high priorities by research and customer feedback.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|---|--|--|
| <p>Enterprise (E), Park, Planning and Stewardship (PPS) & Horticulture, Forestry, and Environmental Education (HFEE)</p> | <p>1.1.a – Continue to collaborate with various stakeholders to plan and develop programs. Follow the established procedure and timeframe. Assure that all staff are informed and follow the procedure. Use the service assessment process to aid in determining market position and the provision strategy.</p> <p>1.1.b – Develop strategic program initiatives to address the top program areas identified in the Vision 2030 survey:</p> <ul style="list-style-type: none"> Exercise and fitness Community events and festivals Year-round out-of-school programming (summer and after school) Senior programming Health and wellness Outdoor nature programs: Children and youth activities (non-sport) Community gardens Youth league sports <p>Clarify and define what these programs mean. Benchmark from a baseline, track performance, and evaluate impact annually.</p> <p>1.1.c – Optimize operation hours of recreation and park facilities with available resources (e.g., convenient hours for working families — before work hours, after school and evenings, strategic hours on weekends).</p> <p>1.1.d – Continue to provide a variety of drop-in, short-term or episodic programs and events that require less time commitment for customers (e.g., open skating time, tennis spot time, drop-in field sports, fitness clinic, gardening workshop, etc.).</p> <p>1.1.e – Continue to offer coordinated services where family members can recreate independent of each</p> | <p>Increase in number of people served annually (to be coordinated with the budget performance percentage) in top 10 program areas identified by the Vision 2030 survey</p> <p>Creation of a nature center functional plan</p> <p>Boys and Girls Club, OASIS at Locust Grove, pontoon programs</p> <p>Child’s yoga, kayak programs, hike clubs</p> |

| | | |
|---|--|---|
| | <p>other at same location (e.g., drop-in fitness and youth classes, etc.).</p> <p>1.1.f – Continue to deliver more programs and services that appeal to a broad, diverse population (e.g., family-oriented programs and events, etc.).</p> <p>1.1.g – Continue to evaluate collected data and the enhancements of the registration and point-of-sale system to be able to mine the data in a user-friendly manner.</p> | <p>Festivals, programming, partnerships, volunteer opportunities</p> <p>Examples used: Program status and financial reports</p> |
| <p>Program Access (Inclusion Services)</p> | <p>1.1.h – Continue to research, develop, implement, and update documents pertaining to the ADA, inclusion, and access including but not limited to policy and procedures, the ADA Self-Evaluation plan, internal audits, and other reports to ensure compliance.</p> <p>1.1.i – Supervise the development and implementation of the community outreach and program plan as designed by the new Inclusion Program and Outreach Specialist.</p> <p>1.1.j – Continue to serve on countywide program committees/task forces to enhance programmatic opportunities and services for the 55 years and over population.</p> <p>1.1.k – Work cooperatively with appropriate Parks staff to research the development/repurposing of program space including sensory gardens/trails.</p> <p>1.1.l – Increase Program Access services and programs by the recruitment, hiring, and supervising of a new full-time, career staff position entitled “Inclusion Program and Community Outreach Specialist.”</p> <p>1.1.m – Enhance the year-round Program Access education and training program to include appropriate training for career, seasonal, and volunteer staff.</p> <p>1.1.n – Increase involvement with county, regional, state, and national service agencies developing and providing training opportunities and webinars promoting access and inclusion.</p> <p>1.1.o – Continue to present the ADA Spirit Awards to deserving Parks employees for their outstanding efforts in ADA compliance, inclusion, and access.</p> <p>1.1.p – Enhance Marketing and Outreach Plan to include:</p> <ul style="list-style-type: none"> - Increasing partnership base and community involvement/programs; - Increasing visibility with the Montgomery County Public Schools System; | |

| | | |
|--|---|--|
| | <ul style="list-style-type: none"> - Developing and implementing appropriate, inclusive disability awareness programs in Parks locations and facilities; Promoting awareness of inclusion and access programs and services and progress in ADA compliance by increasing our newsletter viewership to include outside service provider agencies and organizations. | |
| Strategic Initiative 1.2: Enhance parks and recreation program planning methods. | | |
| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
| E, PPS, and HFEE | <p>1.2.a – Further develop service objectives, including utilization goals, to ensure that a program, activity, or event is needed or desired and that it is measured to determine success and effectiveness. (Establish objectives at the onset of event/program/activity planning to accurately determine event intent and success indicators.)</p> <p>1.2.b – Continue to conduct participant evaluations (mid- and post-program) for each program, activity, and event that addresses participant satisfaction, facility appropriateness, and future interest.</p> <p>1.2.c – Conduct analysis of the program life cycle after each program, activity, or event.</p> <p>1.2.d – Staff to submit status reports to their manager or division chief.</p> | Seasonal reports, cost-recovery evaluations, semiannual report |
| Strategic Initiative 1.3: Optimize program and facility utilization through balanced service provision. | | |
| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
| E, PPS, and HFEE | <p>1.3.a – Create program utilization goals.</p> <p>Program utilization goals should:</p> <ul style="list-style-type: none"> - Determine if certain programs (type, age group, time/days offered, instructor, title/description, market position) cannot meet utilization goals and should be restructured (change name, time offered, or focus), downsized, and/or eliminated. - Continue to evaluate which programs (type, age group, time/day offered) should be expanded upon to meet demand and/or diverse population. - Determine acceptable cancelation rates for programs and events. (No more than 30 percent is typical.). - Determine acceptable minimum and maximum registration levels for all programs. | Increase in program utilization of target programs and facilities (use current performance measures) |

| | | |
|---|--|--|
| | <ul style="list-style-type: none"> - Combine programs which are under minimum and move the registrations in the software system for tracking purposes. - Determine program areas that need additional marketing in order to meet utilization goals. <p>1.3.b – Continue to implement target marketing strategies to boost program registration in strategic program areas.</p> | |
| <p>Strategic Initiative 1.4: Expand or develop tracking system capabilities to consistently monitor nonregistered and drop-in visitation to account for the total impact and use of all M-NCPPC Department of Parks programs, services, and facilities where possible.</p> | | |
| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
| E, PPS, and HFEE | <p>1.4.a – Research how other agencies conduct this kind of impact study (resources and methodology and how the information can be used). If deemed viable, conduct a random sample intercept count using volunteers or as a class project. Develop user counts for drop-in and non-programmed experiences, areas, and facilities.</p> | <p>Annual reporting (if conducted)</p> <p>Nature Centers have purchased traffic and trail counters and currently conduct drop-in visitor counts to facilities.</p> |

MONTGOMERY COUNTY DEPARTMENT OF PARKS ACTION PLAN FY17 – FY20

GOAL 2: Promote awareness, appreciation, and understanding of Montgomery County’s natural and historical resources.

Strategic Initiative 2.1: Implement the cultural/historic interpretation plan based on “From Artifact to Attraction: A Strategic Plan for Cultural Resources in Parks,” the prioritization system in the Cultural Resources Asset Inventory, and premier historic sites master and/or business plans.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|------------|--|--|
| PPS | <p>2.1.a – Enable hiring of staff to deliver critical public programs, including facility managers, program managers, archaeologists, and museum assistants.</p> <p>2.1.b – Work with volunteers to offer interpretive and archaeological programs. Expand programming with first-person living history interpretation.</p> <p>2.1.c – Make archaeological artifacts a vital component of exhibits, both traveling and site-based. Use latest technologies, including LIDAR, GPR, faunal analysis, and 3D imaging.</p> <p>2.1.d – Work with Prince George’s County Parks and Recreation to prioritize Parks cultural resources sites using best methodologies, focusing resources on sites with some potential for public interpretation.</p> <p>2.1.e – Seek grant- and private funding for exhibits, archaeology, and interpretive programs.</p> <p>2.1.f – Work with in-house exhibit shop to create interpretive panels when appropriate. Work with nationally ranked vendors to create multimedia, audiovisual, and interactive exhibits.</p> <p>2.1.g – Expand school programs with DC, Montgomery County and surrounding areas, and home schoolers for field trips tailored to curricula. Continue to develop teacher and student printed materials.</p> <p>2.1.h – Work with Public Affairs Division on strategic marketing for best historic sites. Continue to develop portable “apps” and appropriate network presence.</p> <p>2.1.i – Continue to partner with the Horticulture, Forestry, and Environmental Education Division on shared interpretive messages and resources, such as at Harper Cabin.</p> <p>2.1.j. – Continue to develop interpretive online exhibits and traveling exhibits for libraries and schools.</p> <p>2.1.k. Author books such as a biography of Josiah Henson to reach audience with scholarly materials.</p> | <p>Number of programs offered and customer satisfaction data via annual performance measures plus cost-recovery data</p> |

Strategic Initiative 2.2: Develop and implement interpretive master plans to guide educational and interpretive programs to improve the visitors' experience and their understanding and appreciation of Parks' natural resources.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|------------|--|-------------------|
| HFEE, PPS | <p>2.2.a – Convene a work group of staff, other experts, and stakeholders for a series of facilitated workshops to develop the framework (goals, objectives, description, evaluations) for a strategic and cutting-edge interpretive plan.</p> <p>2.2.b – Identify interpretive themes that reflect the full spectrum of our County's natural diversity and regional issues.</p> <p>2.2.c – Prioritize park sites for implementation of interpretive messages.</p> <p>2.2.d – Coordinate with other interpretive plans as necessary.</p> <p>2.2.e – Use interpretive themes to develop a strategic marketing plan to reach current and potential audiences.</p> <p>2.2.f – Secure funding and construct high-quality exhibits and displays ensuring resources for periodic renewal.</p> <p>2.2.g – Hire interpretive staff to provide on-site and off-site programming.</p> <p>2.2.h – Expand existing and build new facilities with inclusion of educational opportunities related to sustainability of the facility.</p> | To be determined. |

MONTGOMERY COUNTY DEPARTMENT OF PARKS ACTION PLAN

GOAL 3: Enhance health, wellness, and active living in Montgomery County.

Strategic Initiative 3.1: Incorporate concepts of healthy and vital living into all facilities, programs, and services throughout the parks and recreation system.

| KEY DRIVERS | Action Steps | PROGRAM OUTCOME |
|---|--|--------------------------|
| <p>Enterprise, PPS, and HFEE, countywide</p> | <p>3.1.a – Develop a task force to identify the key concepts of this initiative and research and assess what programs and services are already available in the County.</p> <p>3.1.b – Continue coordinating health, wellness, and active-living countywide initiatives between stakeholders; key providers to promote facilities and programs available in Montgomery County.</p> <p>3.1.c – Utilize evaluation forms to track participants’ progress in activities and programs.</p> <p>3.1.d – Implement the expansion of programs and services due to increased participation.</p> <p>3.1.e - Develop a brand identity and marketing campaign for this initiative (coordinate with the marketing goals).</p> | <p>To be determined.</p> |

MONTGOMERY COUNTY DEPARTMENT OF PARKS ACTION PLAN FY17 – FY20

GOAL 2: Promote awareness, appreciation, and understanding of Montgomery County’s natural and historical resources.

Strategic Initiative 2.1: Implement the cultural/historic interpretation plan based on “From Artifact to Attraction: A Strategic Plan for Cultural Resources in Parks,” the prioritization system in the Cultural Resources Asset Inventory, and premier historic sites master and/or business plans.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|------------|---|--|
| PPS | <p>2.1.a – Enable hiring of staff to deliver critical public programs, including facility managers, program managers, archaeologists, and museum assistants.</p> <p>2.1.b – Work with volunteers to offer interpretive and archaeological programs. Expand programming with first-person living history interpretation.</p> <p>2.1.c – Make archaeological artifacts a vital component of exhibits, both traveling and site-based. Use latest technologies, including LIDAR, GPR, faunal analysis, and 3D imaging.</p> <p>2.1.d – Work with Prince George’s County Parks and Recreation to prioritize Parks cultural resources sites using best methodologies, focusing resources on sites with some potential for public interpretation.</p> <p>2.1.e – Seek grant- and private funding for exhibits, archaeology, and interpretive programs.</p> <p>2.1.f – Work with in-house exhibit shop to create interpretive panels when appropriate. Work with nationally ranked vendors to create multimedia, audiovisual, and interactive exhibits.</p> <p>2.1.g – Expand school programs with DC, Montgomery County and surrounding areas, and home schoolers for field trips tailored to curricula. Continue to develop teacher and student printed materials.</p> <p>2.1.h – Work with Public Affairs Division on strategic marketing for best historic sites. Continue to develop portable “apps” and appropriate network presence.</p> <p>2.1.i – Continue to partner with the Horticulture, Forestry, and Environmental Education Division on shared interpretive messages and resources, such as at Harper Cabin.</p> <p>2.1.j – Continue to develop interpretive online exhibits and traveling exhibits for libraries and schools.</p> <p>2.1.k. Author books such as a biography of Josiah Henson to reach audience with scholarly materials.</p> | <p>Number of programs offered and customer satisfaction data via annual performance measures plus cost-recovery data</p> |

MONTGOMERY COUNTY DEPARTMENT OF PARKS ACTION PLAN FY17 – FY20

GOAL 4: Proactively market parks and recreation services and facilities and communicate the benefits to the community.

Strategic Initiative 4.1: Develop and implement a countywide strategic marketing and outreach plan to expand awareness and use of programs and services offered.

| KEY DRIVERS | ACTION STEPS | PROGRAM OUTCOME |
|---|--|------------------|
| Montgomery County Parks — Public Affairs and Community Partnerships | 4.1 - Continue to seek and secure annual funding in the budget to implement the outreach portion of the marketing and communications plan. | To be determined |

Strategic Initiative 4.2: Transition communications from printed to electronic media where feasible.

| KEY DRIVERS | ACTION STEPS | PROGRAM OUTCOME |
|---|---|------------------|
| Public Affairs and Community Partnerships | 4.2 -Continue to investigate options to transition traditional marketing to social media and digital media platforms. | To be determined |

MONTGOMERY COUNTY DEPARTMENT OF PARKS ACTION PLAN FY17 – FY20

| GOAL 5: Effectively communicate with and engage diverse groups. | | |
|--|---|------------------------|
| <i>Strategic Initiative 5.1:</i> Augment staff training in multicultural competency and outreach. | | |
| KEY DRIVERS | ACTION STEPS | PROGRAM OUTCOME |
| Public Affairs and Community Partnerships | <p>5.1.a – Identify existing training opportunities for multicultural competency and outreach.</p> <p>5.1.b – Add multicultural competency to Parks in-service trainings.</p> <p>5.1.c – Review existing non-English language marketing efforts and identify gaps.</p> <p>5.1.d – Identify priority non-English language marketing and outreach and resources to implement.</p> <p>5.1.e – Identify translation needs for public meetings, including sign language interpretation.</p> | To be determined. |
| <i>Strategic Initiative 5.2:</i> Increase opportunities for engagement with diverse groups and those who serve these populations regarding parks and recreation. | | |
| KEY DRIVERS | ACTION STEPS | PROGRAM OUTCOME |
| Public Affairs and Community Partnerships | <p>5.2.a – Continue to collaborate with the County’s Office of Community Partnerships to identify opportunities to promote parks and recreation programs, activities, and services to targeted populations.</p> <p>5.2.b – Ongoing development of programming that celebrates multiculturalism.</p> <p>5.2.c – Continue to utilize volunteer outreach campaign in all facilities and programs.</p> | To be determined. |
| <i>Strategic Initiative 5.3:</i> Strive to make parks and recreation advisory groups representative of the demographic diversity of Montgomery County (e.g., ethnic, age, physical disabilities, income, etc.). | | |
| KEY DRIVERS | ACTION STEPS | PROGRAM OUTCOME |
| Public Affairs and Community Partnerships | <p>5.3.a – Develop diverse recruitment and retention campaign for existing recreation advisory boards with goal to attract representatives from all communities.</p> <p>5.3.b – Develop leadership core of diverse volunteers to reach out to involve all communities.</p> <p>5.3.c – Continue to build an advocacy program to develop a base for every park in the system.</p> | To be determined. |

Strategic Initiative 5.4: Increase collaboration on community-wide events and festivals.

| KEY DRIVERS | ACTION STEPS | PROGRAM OUTCOME |
|--|--|-------------------|
| Public Affairs and Community Partnerships | 5.4.a – Continue to identify opportunities to enhance or expand existing community events and festivals. 5.4.b – Seek out new opportunities to develop and partner on community events and festivals. 5.4.c – Identify new opportunities to involve additional groups or agencies as appropriate. | To be determined. |

GOAL 6: Provide meaningful opportunities for public support, input, and engagement.

Strategic Initiative 6.1: Provide a variety of input opportunities on parks and recreation service issues and concerns of Montgomery County.

| KEY DRIVERS | ACTION STEPS | PROGRAM OUTCOME |
|---|--|-------------------|
| Public Affairs and Community Partnerships | <p>6.1.a – Look at ways to automate online surveying tied to database systems.</p> <p>6.1.b – Continue to provide input opportunities for different specialized user groups at various facilities to provide suggestions for addressing improvements.</p> <p>6.1.c – Promote public attendance and participation at advisory boards/planning board and all public meetings.</p> | To be determined. |

Strategic Initiative 6.2: Expand volunteer opportunities.

| KEY DRIVERS | ACTION STEPS | PROGRAM OUTCOME |
|---|--|-------------------|
| Public Affairs and Community Partnerships | <p>6.2a – Continue to promote volunteer opportunities through all available methods, including online and promotional signage.</p> <p>6.2.b – Conduct ongoing self-assessment, recruitment, training, and evaluation programs.</p> | To be determined. |

Strategic Initiative 6.3: Conduct a statistically valid countywide survey every 5 years to determine community interests and needs.

| KEY DRIVERS | ACTION STEPS | PROGRAM OUTCOME |
|---|--|-------------------|
| Public Affairs and Community Partnerships | <p>6.3.a – Continue to evaluate opportunities to gather satisfaction and use data through existing survey opportunities (PROS, Census, etc.).</p> <p>6.3.b – Conduct a statistically valid survey focused on the collection of customer and non-customer needs, usage trends, and satisfaction levels.</p> | To be determined. |

Strategic Initiative 6.4: Leverage relationships with existing “Friends groups,” staff, and volunteers to promote parks and recreation.

| KEY DRIVERS | ACTION STEPS | PROGRAM OUTCOME |
|-------------|--------------|-----------------|
|-------------|--------------|-----------------|

| | | |
|--|---|-------------------|
| Public Affairs and Community Partnerships | 6.4.a – Expand existing communication (e.g., place parks and recreation information in existing groups’ newsletters and on websites). 6.4.b – Develop training program for outreach. 6.4.c – Expand existing communication venues with newsletters, websites, and networks managed by Friends groups to promote awareness of and participation in programming. | To be determined. |
|--|---|-------------------|

Strategic Initiative: Promote awareness, appreciation, and understanding of Montgomery County's historical and archaeological resources.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|---|--|---------------------------------|
| <p>Cultural Resource Stewardship</p> | <ul style="list-style-type: none"> • Continue to run six to eight public historic and archaeological sites that best tell Montgomery County's historic story. Open two to four more as funding permits. • Speak to community groups, appointed and elected officials on the role of cultural resources and the historic built environment in creating sense of community. • Partner with sister agency, small museums, other divisions, and Public Affairs to reach a broad and diverse audience. • Integrate cultural resource projects and awareness in all Urban Parks and energize urban spaces plans. • Continue to advocate for growing presence on social media and produce content. | <p>To be determined.</p> |

Strategic Initiative: Identify, stabilize, preserve, maintain, and interpret historic and archaeological resources on parkland.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|---|--|---------------------------------|
| <p>Cultural Resource Stewardship</p> | <ul style="list-style-type: none"> • Implement strategic plan, “From Artifact to Attraction,” and Cultural Resources Asset Inventory in prioritizing restoration of most important cultural resources. Use mandatory referral, Section 106, subdivision review, and other regulatory processes to identify and protect affected cultural resources. • Support creation of countywide archaeological ordinance such as that of Prince George’s County and other legislative initiatives that identify and protect archaeological resources, including burial sites, during any development projects. • Consider divesting resources that do not qualify as significant on the Cultural Resources Asset Inventory and continue to decline acquisitions made on basis of historic buildings without a maintenance endowment. • Secure additional capital funding to properly ensure the preservation of over 100 historic buildings on parkland. • Continue to retain on-call services where there are gaps in staffing <i>if</i> professional services money, including preservation architects and structural engineers. | <p>To be determined.</p> |

Mission: Provide safe and affordable facilities and programs to enhance the park experience.

Program Description: The Enterprise Division is committed to providing safe and recreational experiences to meet the needs of our citizens. Some facilities and programs offered by the division provide a more exclusive and individual benefit to the users; such as, ice rinks, tennis facilities, event centers, and selected Regional Park facilities (boating, camping, miniature golf, SplashPark, sports pavilion, driving range, archery range, miniature trains, and carousel). For use of these facilities, a user fee is charged. For the division's facilities to be operationally sustainable, they need to collectively cover six types of costs through operating revenues: (1) operating costs, (2) overhead costs (chargebacks and central administrative costs), (3) ongoing maintenance and renovations costs, (4) reserve fund costs, (5) existing debt service costs, and (6) Capital Improvement Program projects.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|-----------------------|--|-------------------|
| Enterprise Facilities | <ul style="list-style-type: none"> • Provide the best park experience possible. • Achieve an appropriate balance among cost and public service objectives. • Develop new programs and expand existing programs to increase participation and operating profit while meeting the current and future demands of the public. • Position the division's facilities so that they are operationally sustainable and meeting the demands of the public. • Plan for new facilities to meet public demand. | To be determined. |

Strategic Initiative: Provide instructional and skill development classes and programs which meet the recreational needs and interests of a diverse community.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|-----------------------|--|-------------------|
| Enterprise Facilities | <ul style="list-style-type: none"> • Survey participants to anticipate future program and amenity needs and desires. • Programs will be enhanced or expanded based on survey findings. • Ensure balanced offering of programs year-round. • Expand recreational opportunities. • Assess the current service delivery system to ensure participants' needs are being met and implement changes: (1) personnel, (2) resources, and (3) marketing. | To be determined. |

Strategic Initiative: Establish and maintain safety and maintenance plans to ensure facilities and programs are safe.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|-----------------------|--|-------------------|
| Enterprise Facilities | <ul style="list-style-type: none"> • Increase training opportunities for staff (Examples include: equipment/ice/court maintenance, hazmat, blood-borne pathogens, youth camp standards, AED, etc.). • Hold regular facility safety inspections. • Ensure facility maintenance is being done on a regular basis and document it. • Ensure emergency preparedness plans are updated and practiced. | To be determined. |

Strategic Initiative: Establish short- and long-term facility improvement plans.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|-----------------------|---|-------------------|
| Enterprise Facilities | <ul style="list-style-type: none"> • Enhance facility audit process and continue to monitor and assess needs. • Conduct ongoing assessments of current and future facility needs based on utilization. • Establish a life cycle repair and replacement plan. • Submit proposed plan to the Capital Improvement Program process. | To be determined. |

Strategic Initiative: Establish facilities to be operationally sustainable.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|-----------------------|---|-------------------|
| Enterprise Facilities | <ul style="list-style-type: none"> • Reevaluate business plans to ensure all costs are covered through incoming revenues. • Assess programs, classes, rentals, and services for optimum facility usage. | To be determined. |

Strategic Initiative: Brookside Gardens encourages environmental awareness by providing opportunities for outdoor experiences in the Gardens, through adult and children’s educational programs and an active green committee that promotes sustainability throughout the Gardens.

Mission Statement: Brookside Gardens is an extraordinary and inspiring cultivated landscape. Through beautifully designed gardens, diverse learning opportunities, and an engaging staff, we motivate our visitors to take action in their own lives and landscapes to appreciate and care for the plants around them.

Vision Statement: Brookside Gardens, as a cultivated landscape and key element of Montgomery County Parks, envisions a community that respects the natural world; looks to nature for inspiration; and acts to balance a healthy, beautiful environment with the needs of current and future generations.

Core Values: Brookside Gardens is committed to a crucial set of core values as we strive to meet our mission:

- Quality and innovation in plants, displays, and programming
- Ethical practices that are socially, financially, and environmentally responsible
- Safety and accessibility for all visitors
- Serenity and inspiration through this special place
- Collaboration with our partners to meet mutual goals
- Variety of offerings to welcome all our visiting community

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|---------------------------------|--|--|
| Brookside and McCrillis Gardens | <ul style="list-style-type: none"> • Continue to lead the effort within Montgomery County to foster environmentally literate residents who are lifelong stewards of the environment to benefit our community. • Continue to expand the Gardens’ environmental literacy program for elementary and middle school students meeting Montgomery County Public Schools and state environmental literacy and plant science curriculum standards. • Promote workforce development and career opportunities in horticulture and related environmental fields. | Curriculum-based school programs are free for public, independent, and home schools in Montgomery County, increasing access by removing fee barrier. |

Strategic Initiative: Brookside Gardens seeks to improve and broaden our educational and marketing outreach in order to attract a larger, more diverse audience and enhance public awareness and support for environmental issues in a way that reflects our mission, vision, and strategic plan.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|---------------------------------|--|-------------------|
| Brookside and McCrillis Gardens | <ul style="list-style-type: none"> • Proactively market Brookside Gardens’ services and facilities and communicate the benefits to the community. • Ensure that our programs are relevant, responsive, and engaging to broad audiences. • Continue to build a strong group of advocates and supporters for the Gardens. | To be determined. |

Strategic Initiative: As part of our organizational culture, we strive to lessen the negative impact we have on the environment through sustainable practices in horticulture and all aspects of our business practices and facility management. We seek to internalize this commitment by improving our operations, informing the community about our actions, and seeking recognition to become a model and resource for the community.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|---------------------------------|---|-------------------|
| Brookside and McCrillis Gardens | <ul style="list-style-type: none"> • Continue to improve the sustainability of Brookside Gardens operations. • Continue to create a culture in our community that embraces sustainable practices. • Obtain accreditations that recognize our achievements. | To be determined. |

Strategic Initiative: We use technology in a variety of ways to enhance operations; support staff, volunteers, and visitors; and provide a dynamic visitor experience. Despite these uses, there are many other applications we should pursue to help communicate with the public, streamline operations, and support the visitor experience and our educational initiatives.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|---------------------------------|--|-------------------|
| Brookside and McCrillis Gardens | <ul style="list-style-type: none"> • Continue to broaden the scope of our web-based communications to reach a wider, more diverse audience. • Continually and actively research, evaluate, and adopt new technologies to enhance and streamline our operations. • Continue to provide a welcoming, engaging, responsive and user-friendly visitor experience through appropriate use of technology. | To be determined. |

Strategic Initiative: The volunteer program supports existing and evolving Brookside Gardens' initiatives and programs, while integrating with all aspects of the Gardens' operations.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|---------------------------------|---|-------------------|
| Brookside and McCrillis Gardens | <ul style="list-style-type: none">• Continue to manage the volunteer program using best management practices, as defined by national organizations.• Identify newer, more sustainable, methods of promoting the volunteer program, both internally and externally. | To be determined. |

Strategic Initiative: Offer a wide range of opportunities for all people to enjoy, be inspired by, and connect to nature.

Mission: The mission of Montgomery Parks’ Nature Centers is to build community and develop environmentally literate citizens.

Program Description: The Montgomery Parks Nature Centers strive to create community around our centers, our nature programming, and parks. Through engaging interpretive exhibits, programs, events, volunteer opportunities, career pathways, and meaningful staff interactions, the Nature Centers inspire and foster an understanding of human and natural systems and facilitate environmental literacy in the community.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|------------------------------|---|---------------------------------|
| <p>Nature Centers</p> | <ul style="list-style-type: none"> • Develop an interpretative master plan for Nature Centers to determine programming and special events that capitalize on our unique natural and cultural resources and address changing community demographics and needs, as well as cultural and ethnic diversity. • Interpret the natural and cultural resources under our care to all ages and audiences through authentic experiential events and inspire appreciation and responsibility for these resources. • Through student experiences, teacher training, and green school certifications, continue to support the Montgomery County public and private schools’ environmental literacy graduation requirements and Project Green Classrooms (established through Executive Order signed by Governor Larry Hogan on June 8, 2017), renew Maryland’s commitment to environmental education, and ensure every child in Maryland has the opportunity to learn about their local environment, develop a connection with nature, and have a better sense of place in their natural surroundings. • Continue to offer and create outdoor play and learning spaces to get children outdoors, connecting to and supporting initiatives such as “Leave No Child Inside.” • Educate the public about the many benefits of the natural environment through volunteer opportunities as individuals, groups, and student service-learning projects that have a positive impact on the local environment. • Provide internships and other career pathways to green jobs. • Design, fabricate, and install/implement imaginative, innovative, and engaging exhibits; visitor experiences; and interpretive and wayfinding signage that communicate the Nature Centers’ interpretive messages in unusual and memorable ways. | <p>To be determined.</p> |

| | | |
|--|--|--|
| | <ul style="list-style-type: none">• Offer programs that engage and appeal to diverse audiences such as Spanish-language nature programs.• Market our natural and cultural interpretation programs and facilities to diverse groups and individuals.• Invest in staff training and professional development to ensure we are keeping up with trends in interpretation and environmental education and have the skills and knowledge to develop cutting-edge/progressive programming.• Place an adequate number of career staff at each center to meet community needs and fulfill the mission of the Nature Centers.• Increase opportunities for people to experience the physical and mental health benefits of nature and incorporate nature into their daily health lifestyle. | |
|--|--|--|

Strategic Initiative: Provide clean, safe, accessible, and welcoming nature program facilities where a variety of programs are available to a diverse population.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|------------------------------|---|---------------------------------|
| <p>Nature Centers</p> | <ul style="list-style-type: none"> • Complete functional plan for Nature Centers addressing needed renovations/upgrades and/or new facilities, operational models, and staffing requirements to equitably serve the needs of the growing and changing population and to be fully accessible. • Establish regular programming and open net-zero Maydale Nature Programs trailer in response to community demands for nature programming in east Silver Spring. • At Black Hill, open a SEED Classroom — a net-zero modular learning space built to Living Building Challenge standards — to accommodate the rapidly growing population and interest in nature programs. • Provide access to varying habitats and trail systems for interpretive, educational, and health benefits to community. • Continue to upgrade and update facilities and exhibits to enhance learning and appreciation of our natural and cultural resources and address accessibility and to function as community destinations. • Increase custodial services to provide clean safe facilities and meet cleaning standards for Youth Camps. • Incorporate new technologies to increase customer service and public awareness of environmental issues and naturally and culturally significant areas. | <p>To be determined.</p> |

Strategic Initiative: Increase awareness of Parks facilities, programs, and services among residents, visitors, and County leaders.

Goal

Increase use of Parks facilities and participation in Parks programs and activities by Montgomery County residents and visitors.

Program Description: The **Public Affairs and Community Partnerships Division** builds trusting relationships between Montgomery Parks and local politicians, local and state governments, and other decision makers such as our residents and visitors. We focus in the areas of volunteer development and management, marketing, outreach and communications, customer service, constituent concern management, and park assets permitting.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|---|---|-------------------|
| Public Affairs and Community Partnerships | <ul style="list-style-type: none"> • Implement coordinated department-wide and facility/program-based marketing plans and campaigns. • Through coordinated media relations efforts, support awareness of major campaigns, department initiatives, and facilities/programs which have low awareness. • Enhance a department-wide e-marketing strategy and program. • Develop search engine advertising campaigns to increase awareness of Parks programs and facilities among residents. | To be determined. |

Strategic Initiative: Establish standards for strategic, coordinated, user-oriented communications.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|---|---|-------------------|
| Public Affairs and Community Partnerships | <ul style="list-style-type: none"> • Ensure consistency in graphic design and messaging and compliance with ADA standards through development of M-NCPPC-wide and department-wide branding standards manuals. • Train staff on graphic design/branding/signage standards and how to utilize them. | To be determined. |

Strategic Initiative: Increase capacity and coordination of department’s customer-service program.
Goal: Maintain a high level of customer-service delivery for Montgomery Parks patrons and customers.
Program Description: Public information and customer service includes the intake and response to customer inquiries, issues, and service requests; coordination and involvement in the resolution of customer service issues; and development and maintenance of information about the department, facilities, programs, services, and projects to inform outreach and communication with customers. Customers and residents are the lifeblood of the department. Each experience customers and residents have when they visit parks, participate in programs, visit or call a facility, or request information from the department shapes their attitudes toward the department and their willingness to advocate on the department’s behalf. What’s more, customers are integral to marketing efforts; ensuring they have a positive experience can increase the department’s marketing and outreach efforts exponentially. This section includes customer service initiatives that will support the goals and objectives outlined in this plan.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|---|---|--------------------------|
| Public Affairs and Community Partnerships Division, Public Information and Customer Services (PICS) Section | <ul style="list-style-type: none"> • Develop a customized customer relationship management system to coordinate intake and response to customer-service inquiries, issues, and service requests. • Cross-train existing customer-service staff responsible for response to general customer service inquiries and service requests. • Request additional staff to assist with response to customer-service inquiries and service requests. | To be determined. |

Strategic Initiative: Maintain an open channel of communication with the public and address hot topics.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|---|---|--------------------------|
| Public Affairs and Community Partnerships Division, Public Information and Customer Services (PICS) Section | <ul style="list-style-type: none"> • Revamp and promote customer-feedback program to increase survey response. • Assist program/facility staff in developing specialized surveys to provide feedback on existing and new programs/services. • Collect and analyze customer feedback and support recommendations for new programs and services. | To be determined. |

Strategic Initiative: Enhance public participation opportunities related to park and facility planning and development, programming, and upcoming leases or licenses.

Goals: Engage and obtain input from the community; inform customers and community members about facilities, programs, services, projects; and increase understanding and advocacy for Parks-related issues among Montgomery County residents, leaders, and elected officials.

Program Description: Community Outreach includes cooperation with associations and organizations; participation in community events; ongoing contact with community leaders and elected officials; public meetings and hearings; and opportunities to provide input/feedback regarding park facilities, programs, services, and projects. Increasing public participation in the department is critical to ensuring that the department is meeting the needs of residents and creating parks, facilities, programs, and policies that encourage use/participation. Increasing public outreach and participation is also critical to creating an informed, engaged public that is supportive of parks and will advocate for them.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|--|---|------------------|
| Public Affairs and Community Partnerships Division, Outreach Section | <ul style="list-style-type: none"> Develop and enhance interactive tools to engage and educate the public (e.g., online interactive voting tools). | To be determined |

Strategic Initiative: Expand the department’s public outreach capacity and ensure coordinated outreach efforts.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|------------|--------------|-----------------|
|------------|--------------|-----------------|

Strategic Initiative: Establish and develop relationships with community organizations, County departments, and agencies.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|--|--|-------------------|
| Public Affairs and Community Partnerships Division, Outreach Section | <ul style="list-style-type: none"> Maintain and update contact/mailling lists for homeowners and civic associations, as appropriate. Develop a speakers bureau and market to community organizations to encourage relationship building and awareness. | To be determined. |

Strategic Initiative: Create and develop volunteer programs using best management practices of volunteer engagement.

Mission: Increase the capacity of Montgomery Parks to achieve its mission, goals, and objectives through the effective utilization of community volunteers.

Program Description: The productive utilization of volunteers requires a planned and organized effort. Designated staffs throughout the department are assigned to volunteer program management and/or to supervise volunteers as part of their job functions. A volunteer services office provides a central coordinating point for effective volunteer management throughout the department and provides guidance and support for volunteer job/role development, recruitment, selection, screening, training, recognition, tracking, and evaluation for new and established volunteer programs.

Program Goals:

- Increase volunteer involvement in parks.
- Increase effectiveness of volunteerism in parks.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|------------------------------------|--|---|
| <p>Volunteer Engagement</p> | <p>Ongoing:</p> <ul style="list-style-type: none"> • Include consideration of volunteerism within strategic planning efforts. • Conduct needs assessments and evaluation potential for volunteerism within Parks programs. • Review effectiveness of volunteer management/recruitment database. Maintain a web-accessible real-time listing recruitment of volunteer opportunities. • Update the strategic plan for volunteerism in Parks. <ul style="list-style-type: none"> • Update Staff Guide for Utilization of Volunteers in Parks. | <ul style="list-style-type: none"> • Brookside Gardens and Nature Centers' master plans include section on volunteerism • Vision 2030 • Annual check-in done with each volunteer program manager • Volunteer service officer works with vendor to keep database software current. |

| | | |
|---|---|------------------------|
| Strategic Initiative: Provide meaningful volunteer opportunities and training programs for citizens and staff which positively enhance the volunteer experience. | | |
| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
| Volunteer Engagement | <ul style="list-style-type: none"> • Integrate Maryland Master Naturalist program into department. • Continue adding more internship volunteer opportunities for students. • Continue redeveloping volunteer training modules (online and other). | To be determined. |
| Strategic Initiative: Develop and promote positive partnerships with our citizens, communities, businesses, and organization. | | |
| | ACTION STEPS | PROGRAM OUTCOME |
| Volunteer Engagement | <ul style="list-style-type: none"> • Develop materials specifically for corporate, volunteer, and community partnerships. • Recognize partner efforts in M-NCPPC outlets (in Guide, etc.). • Invite volunteers to participate as advocates. | To be determined. |
| Strategic Initiative: Measure and communicate outcomes of volunteer engagement. | | |
| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
| Volunteer Engagement | <p>Ongoing:</p> <ul style="list-style-type: none"> • Identify key outputs of volunteer activity. • Develop surveys to capture specific data inputs. • Standardize reports and analyze data to evaluate volunteer program effectiveness and identify possible management improvements. • Review current cost-recovery models for volunteerism and analyze return on investment for volunteer programs. | To be determined. |

| | | |
|---|---------------------|------------------------|
| Strategic Initiative: Increase awareness and use of new/renovated facilities and parks. | | |
| Goal: Provide a wide variety of events and community services which facilitate personal growth (physical and intellectual), community involvement, and multicultural education. | | |
| Program Description: Montgomery County residents have indicated that they like to attend events and festivals; what's more, events provide a great opportunity to invite new visitors to parks, facilities, and programs; bring communities together; and develop relationships and networks among community members and department staff. | | |
| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |

| | | |
|---|--|-------------------|
| Public Affairs and Community Partnerships Division, Outreach and Marketing Sections | <ul style="list-style-type: none">• Plan and promote park and facility groundbreaking, opening, and dedication events.• Participate in existing special events taking place on park land. | To be determined. |
|---|--|-------------------|

Strategic Initiative: Develop and promote seasonal and community events that enable participants to enjoy one or more of the following benefits.

| KEY DRIVER | ACTION STEPS | PROGRAM OUTCOME |
|---|---|-------------------|
| Public Affairs and Community Partnerships Division, Marketing and Outreach Sections | <p>Continue to:</p> <ul style="list-style-type: none"> • Increase physical health and well-being. • Increase personal and family enjoyment. • Enhance quality of life through community participation and group interaction. • Increase cultural awareness. • Increase awareness and enjoyment of the County's facilities, programs, and resources. • Increase social, recreational, and developmental growth. • Provide access to a diverse array of free and/or competitively priced high-quality programs. | To be determined. |

SOME OF THE PROGRAMS OFFERED

| RECREATIONAL | ENVIRONMENTAL & EDUCATIONAL | CULTURAL & HISTORICAL | COMMUNITY SERVICES |
|---|---|---|---|
| Garden of Lights at Brookside Gardens | Green Matters Symposium | Black History Month Celebrations Maryland Emancipation Day Celebrations | Community Day With Whole Foods to support Community Gardens |
| Little Bennett Campground: Great Outdoor Festival | Trees Matter Symposium | Montgomery County Heritage Days | School's Out Skate Day at Wheaton and Cabin John Ice, Play Days and Spring Break Tennis Camp at Pauline Betz Addie and Wheaton Indoor Tennis (on MCPS days off) |
| Special events at Cabin John and Wheaton Ice Arena (skating exhibitions, holiday skating events, National Skating Month events, Hockey Across America events) | Wings of Fancy Live Butterfly and Caterpillar Exhibit | Underground Railroad Experience Trail Hikes at Woodlawn Manor Cultural Park | Student service-learning volunteer programs at Cabin John Ice Rink and Wheaton Ice Arena (Students assist with classes and camps for valuable mentoring opportunities.) |
| Special events at South Germantown Recreational Park (July 4 th Mini-Golf Splash-a-Thon; Nike Demo Days) | Children's Day | Josiah Henson Park guided tours | Weed Warrior clean-up events at Montgomery County trails and parks |

SOME OF THE PROGRAMS OFFERED

| RECREATIONAL | ENVIRONMENTAL & EDUCATIONAL | CULTURAL & HISTORICAL | COMMUNITY SERVICES |
|---|--|--|--|
| <p>Special events (open houses, round robins) at Pauline Betz Addie Tennis Center and Wheaton Indoor Tennis</p> | <p>Annual events and programs at Montgomery Parks Nature Centers (Black Hill, Brookside, Locust Grove and Meadowside)</p> <ul style="list-style-type: none"> • Fall Apple Festivals • Winter Solstice Festivals • Champion Tree Tours • Pawpaw Festival • Maple Sugar Festival • Monarch Fiesta Day • Bluebirds Forever Festival • Arbor Day • Astronomy Day • Earth Day Festivals • Wild Montgomery events (free hikes and outdoor activities) | <p>Oakley Cabin African American Museum and Park guided tours</p> <p>Cultural park tours and programs</p> <p>Archaeology programs</p> <ul style="list-style-type: none"> • Family Archaeology Day • Summer Camps <p>Discover Archaeology program</p> | <p>National Night Out Park Police events</p> |
| <p>Open houses at Montgomery Parks event centers</p> | <p>Archaeology Programs</p> <ul style="list-style-type: none"> • Family Archaeology Day • Summer Camps | <p>Kingsley Schoolhouse guided tours and open houses</p> | <p>Winter clothing drives at Keep Your Neighbors Warm Ice Skating Event (Cabin John & Wheaton Ice)</p> |
| | <p>Brookside Gardens' College Internship Program</p> | <p>Annual Agricultural History Farm Park special events:</p> <ul style="list-style-type: none"> • Harvest Festival • WWI Centennial • Homeschool Days • Outdoor Music Concerts | <p>Canned food drive at Halloween Train events (Cabin John and Wheaton Regional Parks)</p> |
| | <p>Brookside Gardens' curriculum-based school programs</p> | <p>Brookside Gardens' Shakespeare in the Park</p> | <p>Dog pop-up parks</p> |
| | <p>Brookside Gardens School of Botanical Art and Illustration</p> | <p>Brookside Gardens Summer Concert Series</p> | <p>Total Eclipse of the Park, countywide celebration at Martin Luther King, Jr. Recreational Park</p> |

COMMUNITY PARTNERSHIPS PROGRAM DESCRIPTION

The Partnerships program is responsible for the solicitation of partnerships (through RFPs or REOs) when a facility or program identified in the planning process requires non-taxpayer funding for completion. The program also oversees the effective processing of unsolicited proposals for partnerships. Emphasis is placed on recreational facilities and programs as is evident from the examples provided below. The Partnerships program currently manages 24 partnerships including:

- Tennisplex
- Soccerplex
- Three recreation programs serving disabled children and adults
- Five baseball leagues/clubs
- Outdoor reaction (zip line) facility
- Five equestrian centers
- Dry land diving training facility
- Two museums
- Wildlife rehabilitation facility
- Arts studio and program

MISSION

Community Partnerships in the M-NCPPC Montgomery County Parks serves to enhance the park system by facilitating partnerships with private nonprofit and for-profit entities that construct facilities and/or provide recreational programs that are consistent with the mission of Montgomery County Parks and respond to public need. The Partnerships section enhances parks by facilitating park development with cash and in-kind support from non-tax supported sources. Montgomery County Parks Partnerships managed by the Community Partnerships section provides services to the public with an estimated value exceeding \$12 million. Parks partners benefit from the contributions of 350 volunteers and provide direct revenue to Montgomery County Parks valued at over \$300,000 annually.

| KEY DRIVER | ACTIONS STEPS | PROGRAM OUTCOME |
|---------------------|--|--|
| Partnerships | Collaborate with the Park Planning and Stewardship Division to add identification of potential partnership opportunities to park planning process. | Increase the number of directed (solicited) partnerships by integrating the identification of potential partnerships in the planning and budgeting processes within the Department of Parks. |
| | Research/inventory long-term capital requirements and their associated costs and integrate these expenses into the CIP and other funding programs. | Manage long-term capital costs of partnerships by anticipating capital improvement needs and clearly identifying relative responsibilities for meeting those needs. |
| | <p>Conduct regular briefings of staff (and in-service training) and planning board on existing and prospective partnership, their contribution to the Parks system, and the management of partner relationships.</p> <p>Develop process for quantifying the added value of recreational programs and facilities provided via partnerships.</p> | Continue and expand internal training and education to keep staff and leadership informed of existing partnerships, their importance, cost benefits, and the elements of sustaining these relationships. |
| | <p>Include revisions of the online application process in the overall planning for web-based services of Montgomery Parks.</p> <p>Maintain and expand functionality of Partnerships database and management systems.</p> | Continue to improve the efficiency of the partnership proposal administration process by improving web-based services and internal review procedures. |

MONTGOMERY COUNTY PARKS VISION 30, FINANCES, PERFORMANCE

For nearly 6 years, Montgomery County Parks has been committed to a more systematic linkage between its strategic plan, Vision 2030, and performance measurement and the budget. It presents a core business model for Montgomery County Parks with defined cost-recovery goals for each classification category. In addition, this cost-recovery philosophy has since been integrated into pricing policies to establish a framework that focuses on greater financial sustainability.

Program Budget and Cost-Recovery Overview

Through the Vision 2030 initiative, Parks staff committed to develop a resource allocation strategy based on an in-depth analysis of all services offered by Montgomery County Parks. Among other things, this process allowed us to work with our stakeholders to identify which services should be fully or partly tax supported and which should be able to recover all or a portion of their costs through fees, charges, or donations, enabling Parks to more effectively determine the priorities for our scarce resources.

Beginning with the FY13 budget, the Montgomery County Parks Department replaced the former program budget data with cost-recovery data for each program element. The department aligns the program elements with applicable services to provide cost-recovery data. The program indicators and performance measures will continue to be captured for the program elements.

For the cost-recovery data for Park Fund services, the department determines the direct costs associated with the day-to-day operations. Direct costs are all specific and identifiable costs associated with providing a service or program. Many of these expenditures are tracked through our sub-systems such as ActiveMontgomery, our online registration system, and Enterprise Asset Management (EAM). For Enterprise Fund services, both direct and indirect costs will be identified.

The program elements also include indirect costs. These costs exist without any of the specific programs and include support from Park Police, Park Planning and Stewardship (PPS), Facilities Management (FM), Management Services (MS), Public Affairs and Community Partnerships (PACP), and the Director's Office.

Where appropriate, the department will continue to provide program indicators and performance measures for each program element. These indicators help the department focus on achieving identifiable service goals.

The department's cost-recovery process allows us to better align our work program elements and more efficiently measure the following:

- Do the services we provide align with our values, vision, and mission?
- Does the department utilize our resources responsibly, attempt to collaborate with other entities with similar missions, and make efforts to minimize duplication of services where appropriate?
- Are we utilizing funding in a responsible manner and maintaining a high level of governmental accountability?

- Are the department's services priced to allow for reasonable public access while competing fairly in the market?

Consensus Pyramid (including Cost-Recovery Targets) and Definition of Costs

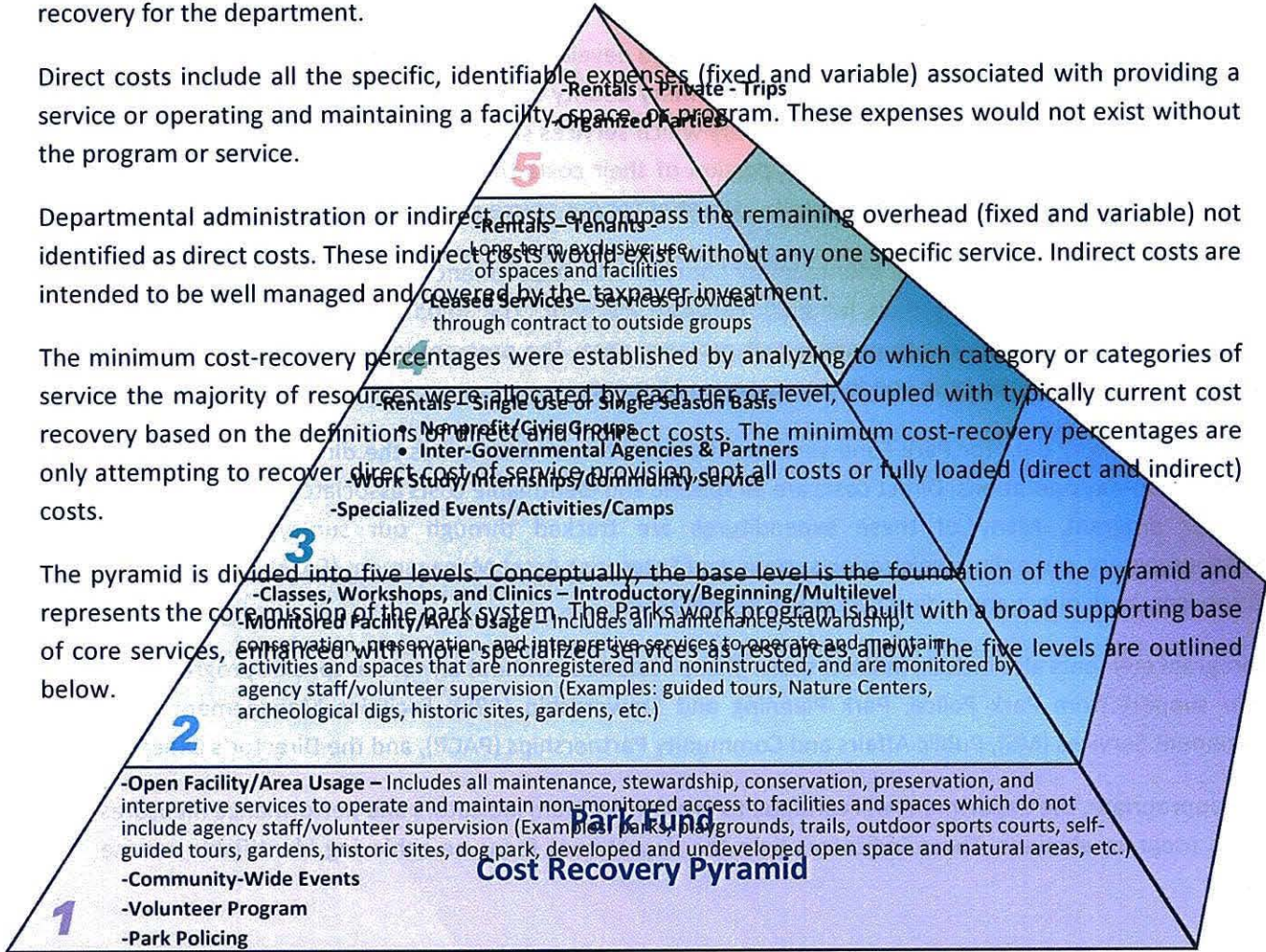
Staff created consensus pyramids for the Park Fund and the Enterprise Fund and vetted them through a public process. The target cost-recovery percentages were established based on current cost recovery when all direct (and indirect costs for the Enterprise Fund) were allocated and with the goal of increasing cost recovery for the department.

Direct costs include all the specific, identifiable expenses (fixed and variable) associated with providing a service or operating and maintaining a facility, space, or program. These expenses would not exist without the program or service.

Departmental administration or indirect costs encompass the remaining overhead (fixed and variable) not identified as direct costs. These indirect costs would exist without any one specific service. Indirect costs are intended to be well managed and covered by the taxpayer investment.

The minimum cost-recovery percentages were established by analyzing to which category or categories of service the majority of resources were allocated by each tier or level, coupled with typically current cost recovery based on the definitions of direct and indirect costs. The minimum cost-recovery percentages are only attempting to recover direct cost of service provision, not all costs or fully loaded (direct and indirect) costs.

The pyramid is divided into five levels. Conceptually, the base level is the foundation of the pyramid and represents the core mission of the park system. The Parks work program is built with a broad supporting base of core services, enhanced with more specialized services to generate and maintain activities and spaces that are nonregistered and noninstructed, and are monitored by agency staff/volunteer supervision (Examples: guided tours, Nature Centers, archeological digs, historic sites, gardens, etc.)



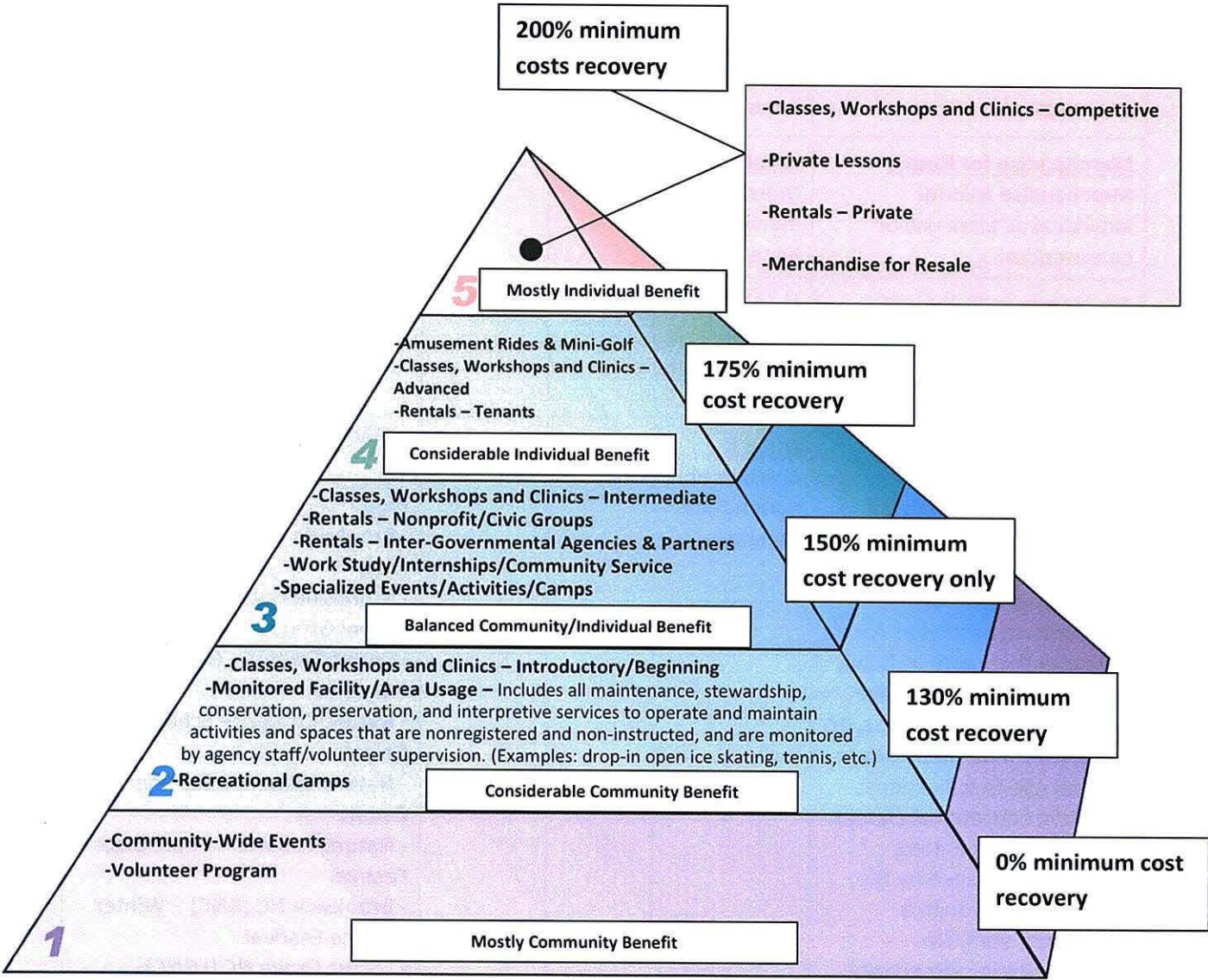
125% minimum direct costs only

100% minimum direct costs only

m only
minimum costs only

Balanced Community/In M Copyr

Enterprise Fund Cost Recovery Pyramid



Copyright © 2001, 2003, 2008 GreenPlay,

MONTGOMERY PARKS — CATEGORIES OF SERVICE

| Service Category Definition | Pyramid Level (updated 7/23/13) | Minimum Cost Recovery % | | Examples of Services |
|---|--|-------------------------|-----------------|--|
| | | Park Fund | Enterprise Fund | |
| <u>Concession and Vending</u> Food and beverage sold for individual use or consumption | <u>Level 5</u> Mostly individual benefit | | 200% | Ice Rink Snack Bar |
| <u>Merchandise for Resale</u> Merchandise sold for individual or team use or consumption | <u>Level 5</u> Mostly individual benefit | 125% | 200% | - Ice Rink Pro Shop - Indoor Tennis Pro Shop - Brookside Gardens Gift Shop - Cultural Resources Books |
| <u>Amusements/Rides and Mini-Golf</u> | <u>Level 4</u> Considerable individual benefit | | 175% | - Train - Carousel - Mini-Golf |
| <u>Classes, Workshops, and Clinics – Introductory/Beginning / Multilevel</u> Entry level group recreational and/or instructional programs and activities for all ages together, such as family activities; for a specific age such as tots, youth, adults, or seniors; or those activities with no age specifications, including educational classes and athletics operated, taught, or managed by the department through a contract or staff. No prerequisite for attendance | <u>Level 2</u> Considerable community benefit | 15% | 130% | - Interpretive Program – CR - Brookside Gardens – Child Prog - Brookside Gardens – Adult Prog - Brookside Gardens – School Groups - Nature Centers – Guide Programs - Nature Centers – School Groups - Nature Centers – Summer Camps - Nature Centers – Apple Cider Festival - Brookside NC (BNC) – Winter Solstice Festival - Locust Grove NC (LGNC)– Guided Night Hikes LGNC – Homeschool Prog Beginning Ice Lessons Beginning Tennis Lessons/Intro to Match Play Classes |

| | | | | |
|---|--|-------------|-------------|---|
| <p><u>Classes, Workshops, and Clinics — Intermediate</u> Same as “Classes, Workshops, and Clinics – Introductory / Beginning/Multilevel,” except with a focus on intermediate activities. Has prerequisite for attendance</p> | <p><u>Level 3</u> Balanced individual/ community benefit</p> | <p>70%</p> | <p>150%</p> | <ul style="list-style-type: none"> - Ice Skating – Beta - Intermediate and Match Play Tennis Classes |
| <p><u>Classes, Workshops, and Clinics — Advanced</u> Same as “Classes, Workshops and Clinics — Intermediate,” except with a focus on advanced activities or certification. Has prerequisite for attendance.</p> | <p><u>Level 4</u> Considerable individual benefit</p> | <p>100%</p> | <p>175%</p> | <p>Advanced Match Play Tennis Classes, Advanced Totally Tennis Camp</p> |
| <p><u>Classes, Workshops, and Clinics — Competitive</u> Same as “Classes, Workshops and Clinics — Advanced,” except with a focus on competitive level activities. Has prerequisite for attendance. Often scored or a traveling team</p> | <p><u>Level 4</u> Mostly individual benefit</p> | <p>125%</p> | <p>200%</p> | <ul style="list-style-type: none"> - Competitive Ice Skating - Competitive Freestyle |
| <p><u>Private Lessons</u> Lessons arranged for one to four students with a specific instructor and/or time</p> | <p><u>Level 5</u> Mostly individual benefit</p> | <p>125%</p> | <p>200%</p> | |
| <p><u>Rentals — Private/Nonprofit</u> Rentals for exclusive use of spaces and facilities on a one-time or one-season basis by a private individual, group, for-profit business, or a 501(c)(3) or (c)(4) nonprofit agency</p> | <p><u>Level 5</u> Mostly individual benefit</p> | <p>125%</p> | <p>200%</p> | <ul style="list-style-type: none"> - Room Rental - Leased Ice - Indoor Tennis Court Permit - Indoor Tennis Party/Mtg. Room - Facility Rental/PAB - Park Houses - Community Garden - Boat Mooring - Group Picnic Area - Reg/Rec Fields Youth – Unlit/Lit - Reg/Rec Fields Adult – Unlit/Lit - Reg/Rec Fields Artificial Turf — Unlit/Lit - Reg/Rec Fields Camps |

| | | | | |
|---|---|-------------|-------------|--|
| <p><u>Rentals — Local Park Athletic Fields/All Picnic Shelters</u></p> | <p><u>Level 3</u> Balanced individual/ community benefit</p> | <p>70%</p> | <p>150%</p> | <ul style="list-style-type: none"> - Shelter - Local Park Fields |
| <p><u>Rentals — Inter-Governmental Agency/ Civic Groups</u> Rentals for exclusive use of spaces and facilities on a one-time or ongoing basis to other County departments or groups (examples: County or city meetings/trainings, council meetings, school district, etc.) or a Homeowner Association, civic organization (like Kiwanis, Rotary), or chartered youth group (BSA, GSA)</p> | <p><u>Level 3</u> Balanced individual/ community benefit</p> | <p>70%</p> | <p>150%</p> | |
| <p><u>Rentals — Partners</u> Rentals for exclusive use of spaces and facilities on a one-time or ongoing basis to private or nonprofit groups identified as having allied interests with our department, fulfilling a core service in lieu of the agency, and in the interest to the community at large; requires a legal agreement of some kind — a contract, lease, license, MOU, etc.</p> | <p><u>Level 3</u> Balanced individual/ community benefit</p> | <p>70%</p> | <p>150%</p> | <ul style="list-style-type: none"> - Boys and Girls Clubs - Great and Small Miracle League - Hospital Programs - Public Health Programs - Adopt a Field |
| <p><u>Rentals — Tenants</u> Long-term leases for exclusive use of spaces and facilities for ongoing or multiple time periods by a private individual, group, nonprofit, or for-profit business.</p> | <p><u>Level 4</u> Considerable individual benefit</p> | <p>100%</p> | <p>175%</p> | <ul style="list-style-type: none"> - Agricultural leases - Federally mandated communication leases and easements - Go Ape |

| | | | | |
|---|---|------|------|---|
| <p><u>Monitored Facility/Area Usage</u> Includes all maintenance, stewardship, conservation, preservation, and interpretive services to operate and maintain activities and spaces that are nonregistered and noninstructed and are monitored by staff/volunteer supervision</p> | <p><u>Level 2</u> Considerable community benefit</p> | 15% | 130% | <ul style="list-style-type: none"> - Guided Tours - Drop-in Nature Centers - Drop-in Ice Skating - Archaeological Digs - Historic Sites - Skate Park - SplashPark - Garden of Lights - Wings of Fancy |
| <p><u>Open Facility/Area Usage</u> Includes all unregistered drop-in use, maintenance, stewardship, conservation, preservation, and interpretive services to operate and maintain non-monitored access to facilities and spaces which do not include staff/volunteer supervision</p> | <p><u>Level 1</u> Mostly community benefit</p> | 0% | 0% | <ul style="list-style-type: none"> - Playgrounds - Natural Surface Trails - Outdoor Sports Courts - Self-Guided Tours - Dog Park - Developed/Undeveloped Open Space - Deer Management Program - Non-Native Invasive Program - BHVC – Monarch Day |
| <p><u>Equipment Rentals</u> Includes various department-owned equipment available to renters for a fee separate from a permit /rental fee</p> | <p><u>Level 5</u> Mostly individual benefit</p> | 125% | 200% | <ul style="list-style-type: none"> - Boats - Sports Equipment (examples: ice skates, tennis ball machines, etc.) - Banquet Chairs/Tables |
| <p><u>Trips</u> Includes day, overnight, and extended trips that provide opportunities for participants to visit selected destinations</p> | <p><u>Level 5</u> Mostly individual benefit</p> | 125% | 200% | <ul style="list-style-type: none"> - Nature Center Trips - Brookside Gardens' Trips |
| <p><u>Organized Parties</u> Includes a rental of space and a monitored activity; may or may not include food, cake, entertainment, and favors</p> | <p><u>Level 5</u> Mostly individual benefit</p> | 125% | 200% | <p>Birthday Parties</p> |

| | | | | |
|--|---|------|------|--|
| <p><u>Tournaments and Leagues</u> Scheduled one-time sporting and/or multigame events for various age groups that are <u>organized and/or managed by the department</u>, may or may not be officiated and/or judged, and may or may not be scored, providing a team experience for participants with the intent to play a game/match-format or to compete</p> | <p><u>Level 3</u> Balanced individual/community benefit</p> | 70% | 150% | <ul style="list-style-type: none"> - Tennis - Hockey |
| <p><u>Specialized Events/Activities/Camps</u> Targeted annual, individualized activities and events requiring registration that are typically offered on a one-time or limited basis</p> | <p><u>Level 3</u> Balanced individual/community benefit</p> | 70% | 150% | <ul style="list-style-type: none"> - Park Play Day - Week in the Park Camp - Totally Tennis Camp - Archaeology Camp - Specialized Hockey Camp - Brksd Gardens – Summer Camp - LGNC – Tot Time - Meadowside NC – Scout Programs |
| <p><u>Community-Wide Events</u> Community-wide events hosted or co-hosted by the department, typically offered on an annual basis that does not require registration</p> | <p><u>Level 1</u> Mostly community benefit</p> | 0% | 0% | <ul style="list-style-type: none"> - Concerts in the Park - Harvest Festival - KidFest - Brookside Gardens Children’s Day |
| <p><u>Recreational Camps/Out-of-School Time</u> Nonlicensed recreational camps, school break programs, and after-school programs with a social and/or recreational focus rather than specific instructional or skills program</p> | <p><u>Level 2</u> Considerable community benefit</p> | 15% | 130% | Recreational Camps |
| <p><u>Leased Services</u> Facility and program management services provided by the department through a contract to outside groups</p> | <p><u>Level 4</u> Considerable individual benefit</p> | 100% | | <ul style="list-style-type: none"> - Park Police for Event Security - Design Services - Mechanical and Maintenance Work - Snow Plowing - Environmental Services - Mapping and GIS |

| | | | | |
|---|---|-------------|-------------|---|
| <p>Permitted Services Non-rental permitted services</p> | <p>Level 5 Mostly individual benefit</p> | <p>125%</p> | <p>200%</p> | <ul style="list-style-type: none"> - Filming/Photography Rights - Parking - Concession/Vending Cart Operations - Special Events by Others - Farmers Market |
| <p>Volunteer Program Opportunities for individuals or groups to donate their time and effort to a structured or scheduled experience</p> | <p>Level 1 Mostly community benefit</p> | <p>0%</p> | <p>0%</p> | <ul style="list-style-type: none"> - Trail Maintenance - Museum Docent - Weed Warriors - Nature Ambassadors - Corporate Volunteer Days |
| <p>COMMUNITY PARTNERSHIPS MISSION Work Study/Internship/Community Service Program Services that support educational or repayment requirements. Uncompensated school or court ordered</p> | <p>Level 3 Balanced individual/community benefit</p> | <p>70%</p> | <p>150%</p> | |
| <p>Inclusion Services Provides for reasonable community integration and accommodations for programs, services to any department activity, park and/or facility providing leisure opportunities to people with disabilities. Inclusion services are intended to comply with the Americans With Disabilities Act (ADA) federal mandate</p> | <p>Level 1 Mostly community benefit</p> | <p>0%</p> | <p>0%</p> | <p>Program Access Office offers sign language interpreter training for staff; support staff to enhance staff to participant ratio</p> |
| <p>Park Policing Safety, security, patrol and outreach services provided by sworn Park Police officers that aren't attributed specifically to other services</p> | <p>Level 1 Mostly community benefit</p> | <p>0%</p> | <p>0%</p> | |

Program Budget Structure

The Montgomery County Parks FY18 program is categorized into four major components.

| Program | Sub Program | Program Element |
|---|--|--|
| PARK SERVICES | Organized Sports | Athletic Fields (includes baseball/softball and field sports) |
| | | Outdoor Courts |
| | | Indoor Tennis |
| | Regional Attractions | Seasonal Park Amenities (includes trains, carousel, camping, boating, miniature golf, splash playground, skateboard park, driving range) |
| | | Ice Skating |
| | Meeting and Gathering Places | Community Open Space |
| | | Permitted Picnic Facilities (includes picnic shelters and group picnic areas) |
| | | Playgrounds |
| | | Dog Exercise Areas |
| | | Park Activity Buildings |
| | | Event Centers |
| | Trails and Parkways | Paved Surfaces |
| | | Trails — Paved Surface |
| | STEWARDSHIP OF NATURAL & CULTURAL PARK RESOURCES | Land and Resources Management |
| Horticulture | | |
| Natural Resource Management | | |
| Cultural Resources and Museums (includes archaeology, historic site management, interpretive programming) | | |
| Streams | | |
| Trails — Natural Surface | | |
| Education and Interpretation | | Nature Centers |
| | | Public Gardens |
| PLANNING AND COMMUNITY PARTNERSHIPS | Planning | Park Planning |
| | Community Partnerships | Partnerships |
| | | Property Management (includes equestrian centers) |
| | | Third-Party Support (includes MCRD pools and MCRA golf courses) |
| ADMINISTRATION OF PARKS | Management and Administration | Management and Administration |
| | Capital Investment (CIP) | Capital Investment (CIP) |



Comprehensive Recreation Program Plan

CHAPTER 5 - CAPRA PROGRAMS AND SERVICES MANAGEMENT STANDARD

This Chapter is focused on CAPRA Standard 6.0 – Programs and Services Management - and two standards from Standard 10- Evaluation, Assessment and Research - as supplemental evidence in compliance with the Comprehensive Recreation Program Plan.



Vision 2030



This plan lays the groundwork towards creating a more strategic and intentional approach to programming and builds on the programmatic recommendations of Parks and Recreation: FORMULA 2040 Functional Master Plan for Recreation, Parks and Open Space in Prince George's County and Vision 2030 Strategic Plan for Parks and Recreation in Montgomery County.

CAPRA STANDARDS PERTINENT TO A COMPREHENSIVE RECREATION PROGRAM PLAN

Accreditation is a benchmark achievement that confirms that M-NCPPC conducts its business in compliance with national standards and expectations. This certification is valid for five years and is available to all entities administering park and recreation systems. The preparation of a Comprehensive Recreation Program Plan (CRPP) was established in 2004 by M-NCPPC as part of its first CAPRA accreditation. Having a plan is an industry best practice and is a mandated standard of CAPRA. This is the third update of the CRPP.

CAPRA has specific requirements that must be included in a CRPP. The plan must address how the agency delivers services to persons of all ages and abilities, how it develops program offerings, and it also requires inclusion of the following elements:

- a. Program objectives (6.2);
- b. Program and service statistics (10.5);
- c. Program and service determinants (6.1.1);
- d. Recreation and leisure trends analysis (10.5.1); and
- e. Community inventory (10.5.2).

This chapter provides evidence of compliance for Standard 6 -Programs and Services Management – as well as three standards for Standard 10 – Evaluation, Assessment, and Research. As a result, 16 standards are relevant to M-NCPPC's CRPP.

6.1 - Recreation Programming Plan

Standard: The agency shall have a recreation-programming plan covering 3-5 years that is updated periodically and a current-year implementation plan. The plan shall address all programs and services of the agency's programming functions, including activity selection, type and scope of programs and outreach initiatives.

6.1.1 - Program and Service Determinants

Standard: A systematic and studied approach shall be taken in determining what programs and services shall be provided by the agency.

6.1.2 - Participant Involvement

Standard: The development of agency programs and services shall involve participants.

6.1.3 - Self-Directed Programs and Services

Standard: The agency shall offer self-directed recreation opportunities for individuals and groups to participate without leadership, under only general supervision. Examples include picnic facilities, tennis courts, roadways in scenic areas, bridle trails, self-guiding nature trails, and open playgrounds.

6.1.4 - Leader-Directed Programs and Services

Standard: The agency shall offer leader-directed recreation opportunities that provide recreation opportunities where participant involvement is directed by a leader, including skills instruction classes. Examples include tennis, crafts, dance; synchronized swimming performance; creative dramatics for children.

6.1.5 - Facilitated Programs and Services

Standard: The agency shall facilitate assistance to individuals and groups of individuals that provide or want to provide recreation programs and leisure services independently from the agency. An example of facilitated programs and services is an individual or group that wishes to start a community theater organization; the agency may help initially by providing a meeting place, some administrative help in publicity, and "seed money" with the intent that the organization will become self-sustaining. Demonstration projects may be utilized for this purpose.

6.1.6 - Cooperative Programming

Standard: The agency shall enter into cooperative agreements with public, commercial, and nonprofit entities to provide programming.

6.2 - Program Objectives

Standard: There shall be specific objectives established for programs and services that are reviewed periodically. Objectives shall be specific and measurable as to the actual outcome or impact desired by the program or service so that progress on meeting objectives can be evaluated (see standard 10.2 Outcomes Assessment). Objectives shall be defined by program area, such as nature, dance, music, sports, fitness, special events and they can be further defined into levels such as beginner, intermediate and advanced.

6.3 - Scope of Program Opportunities

Standard: The content of agency programs shall be related directly to stated program objectives and shall provide for individual differences of interests, abilities (mental, social, physical), and backgrounds. Activities selected shall be suited to and contribute toward fulfillment of the basic physical, emotional, social, and intellectual requirements of individuals. The agency should take into consideration the total community offerings; some opportunities may be offered by other organizations, private, public, and non-profit.

6.3.1 - Outreach to Diverse Underserved Populations

Standard: The agency shall proactively extend programs and services to residents who may be underserved in the community. To encourage participation in parks and recreation programs and services, agencies shall identify and address barriers that may limit access including physical, social and mental abilities and financial, geographic and cultural barriers. Financial barriers may be addressed through reduced fees and scholarships. Agencies should offer inclusionary support services to ensure access to programs and services for people of all abilities and socioeconomic status.

6.4 - Community Education for Leisure Process

Standard: The agency shall have a process to educate the general citizenry about the use of leisure time and the outcomes, benefits, values, and positive impacts of leisure and recreation services. The process shall be periodically evaluated for effectiveness. Educating the public about leisure and recreation shall be ongoing and systematic and should be done in cooperation with the community, e.g., schools, other leisure agencies, business, industry, and commercial recreation establishments.

6.4.1 - Community Health and Wellness Education and Promotion

Standard: The agency shall have policies, procedures, or programs to educate and promote health and wellness in the community.

6.5 - Participant and Spectator Code of Conduct

Standard: The agency shall have “code of conduct” guidelines for appropriate participant and spectator conduct at programs and events, and the agency shall proactively inform and remind staff, coaches, participants and spectators about the code of conduct.

10.5 - Program and Service Statistics (previously Standard 6.8)

Standard: The agency shall collect and analyze statistics on its programs and services for evaluation and future program and service development.

10.5.1 - Recreation and Leisure Trends Analysis

Standard: The agency shall assess periodically societal and local recreation and leisure trends and determine how those trends impact existing and projected user populations.

10.5.2 - Community Inventory

Standard: The agency shall compile a complete and current inventory of parkland and recreation facilities, programs and services in the service area, including those provided by the agency and those offered by schools and other alternative public, private, non-profit providers.

This chapter demonstrates how M-NCPPC has met the requirements identified above as part of the 2017 update of the CRPP.

RECREATION PROGRAMMING PLAN (6.1)

Executive Summary

The preparation of a Recreation Program Plan was first initiated in 2004 by the Maryland-National Capital Park and Planning Commission (M-NCPPC) to meet the accreditation requirements of the Commission for Accreditation of Park and Recreation Agencies (CAPRA). Having a comprehensive recreation program plan is an industry best practice and a mandated standard of CAPRA. This is the third update of the Comprehensive Recreation Program Plan (CRPP) and it is an outgrowth of the department's strategic planning and program forecasting tools. It continues to build on the groundwork that has been formulated for achieving a more business and financially sustainable approach to providing recreation programs. It also documents how both the Prince George's Department of Parks and Recreation (DPR) and Montgomery County Parks (MCP) continue to use needs assessment, community involvement and performance data to set programming objectives and plan program opportunities.

In 2017, M-NCPPC marked its 90th anniversary. In our 90+ years of existence, M-NCPPC has celebrated numerous milestones including being named a six-time National Gold Medal Award winner. Our innovation includes developing community solutions that involve conservation, health and wellness, and social equity. Beyond offering 15000 + classes a year, we continue to take a significant role in improving the quality of life of our communities.

This CRPP acknowledges the strengths and refinements needed to elevate the level of programming expertise, as well as opportunities for improved services to the community. The document is based on a Core Service Assessment analysis of current recreation program offerings, current service area demographics, national and local trends, and staff operational assessments of trends in the bi-county area. Divisional assessments that summarized recreation and participation trends and issues in our current specialty areas are also provided. These assessments cover key recreation trends for each programmatic area, i.e., youth services, senior services, therapeutic recreation, health and wellness, sports, aquatics, historic tourism, environmental stewardship and the arts. They are included so they can be used as references for staff. Also incorporated is a brief assessment of national and local recreation trends for stimulating innovative programming aligned at the national level.

The development of the plan reflects the work of cross-departmental staff teams, Area Operations and Facility Operations, Division Chiefs, Program Superintendents, and other key programming staff from both DPR and MCP responsible for designing and delivering recreation programs.

PROGRAM AND SERVICE DETERMINANTS (6.1.1)

M-NCPPC is committed to delivering programs and services based on the following program and service determinants:

- Conceptual Foundations of Play, Recreation and Leisure
- Constituent Needs;
- Community Opportunities;
- Agency Philosophy and Goals; and
- Experience Desirable for Clientele

A. Conceptual Foundations of Play, Recreation and Leisure

Both Departments are committed to delivering programs and services based on conceptual foundations of play, recreation, and leisure. The program and service determinants continue to evolve and over the years, several fundamentals have guided the Commission in its approach to recreation programming. Recreation is difficult to separate from the general concept of “play,” which is usually the term for children’s recreational activity. Since recreational activities are often done for enjoyment, amusement, or pleasure, they are “fun.”

Quality recreation services, opportunities and supports are designed to provide children, youth and families with a broad range of benefits that are coupled with physical, mental, social, spiritual development and well-being. To that end, recreation is an activity in which the community engages for a positive, purposeful end. The scope of the Departments’ recreation offerings provides a wide range of choices in terms of what is offered, how they are structured, and their purpose.

Another guiding concept is that recreation is not only good for individuals—it is also good for society. It is important in promoting quality of life. Over the last five years, the M-NCPPC has been focused on providing recreation or channeling recreation activities into socially acceptable activities that fulfill individual as well as societal needs.

A major program management shift in recent years has been a focus from Means to a Benefits-Based programming paradigm. Benefit-based programming requires outcome-oriented goals that address social issues and concerns that are viewed as significant by the community. The path to alignment with this philosophy provides specific and measurable outcomes; and the framework it articulates has spawned several innovative programs over the last five years and benefits beyond our previous efforts. This change has also encouraged us to be a more significant player in the overall development of our participants. Our recreation programs for youth, for example, are designed to accomplish socially desirable goals and objectives.

Youth Development

Youth Development is a process by which all young people seek ways to meet their basic physical and social needs and to build competencies (knowledge and skills) necessary to succeed in adolescence and adulthood. Our approach to working with young people defines goals (outcomes) based on capacities, strengths, and developmental needs of youth.

DPR is uniquely positioned to facilitate youth's access to key developmental experiences that are directly connected to positive youth outcomes. The Youth Services Office has spearheaded the implementation of the Youth Program Quality Intervention (YPQI). This is a comprehensive assessment system designed to increase the level of program quality and identify staff training needs. By engaging staff in an authentic continuous quality improvement process, we increase the likelihood that youth will be greeted by a skillful recreator that has the knowledge, skills, and competencies to serve them with a high degree of mastery no matter where they visit in our system.

The Youth Services Office is offering Youth Work Methods Training throughout the year. Youth Work Methods are a series of 2-hour trainings that teach staff the skills to ensure that youth have access to services, opportunities and supports that engage them in the process of their own development. We provide coaching to sites and encourage them to use their Program Quality Assessment data to determine which trainings are aligned with their specific growth areas. This approach allows us to customize professional development activities for specific sites as well as large-scale training events.

A strategic decision was made to invest in our capacity to train each other in the Methods. As a result, four full time career staff participated in a rigorous Train the Trainer program and are now certified to teach Youth Work Methods throughout our network.

These activities build upon our previous 2007 Youth Action Plan in 2007. The cornerstone of the Youth Action Plan remains the "Forty Developmental Assets" framework. This Developmental Assets approach focuses on providing positive attitudes, skills, behaviors, and attributes for youth – Learning, Working, Thriving, Connecting, and Contributing. These Assets in concert with the YPQI form the basis, justification and blueprint for developing innovative programming for youth.

The desired outcomes for young people are an improved quality of life and relationship skills, better school and program attendance, and improved academic performance. Although the aims vary by age group, they all fall into eight broad categories. As a result, this framework has led to the design of several successful award-winning summer programs, i.e., The Safe Summer Program, Teen Cotillion, Positive Pathways for Pre-Teens, Family First, Youth Leadership Council, Teen Adventure, and Teen Skate Nights. These programs provide not only a leisure experience but also serve socially purposeful goals.

The Youth Services Office remains committed to our previously developed logic model that is the Department's guide for answering, "What are we doing for young people?" and "How are we doing it?" The model organizes, connects, and shares information on how the DPR mobilizes

resources to facilitate transformative gains for young people. This positive youth development process prepares young people to meet the challenges of adolescence and adulthood through a coordinated, progressive series of services, opportunities and supports that help them to become socially, emotionally, physically, and cognitively competent to thrive.

Readiness Abilities, Skills and Mindset

There are 10 universal abilities every person needs, regardless of age, background or circumstance, which every system and setting should support. We use these abilities every day, no matter who we are or what situations we are in. The abilities are supported by commonly used skillsets and mindsets (habits, attitudes and beliefs). Skillsets *prepare and equip* us to do something, while mindsets help us become *willing* to do something. The Department of Parks and Recreation designs and facilitates recreational experiences that intentionally connect patrons to specific skillsets and mindsets. Staff are trained and encouraged to plan and implement programming with all the readiness abilities in mind.

Health and Wellness

A significant direction of this updated plan is repositioning M-NCPPC to become a major player in promoting healthy and active lifestyles. This increased focus on the broad health and wellness benefits of recreation (i.e., physical, mental, and environmental) is in response to the increased need to address the elevated levels of obesity in our community. Research studies reflect that the percentage of overweight children in the nation is growing at an alarming rate. Youth are spending less time exercising outdoors and more time indoors in front of the TV, computer, or playing video games. As a result, our program marketing efforts will place greater emphasis on sharing the many health benefits of recreation, particularly its importance in reducing obesity. As such, we developed recreation programs to accomplish health and wellness goals. For example, FORMULA 2040 sets the goal of reducing obesity in the adult population by 10% by 2022.

Community gardens embody natural, highly valued places that promote health and wellness. Both DPR and Montgomery Parks have established new community gardens, in response to community interest. Community gardens bring neighbors together, supply healthy food, address concerns about food safety, and promote a sustainable lifestyle.

Both departments have also recognized the National Park Prescriptions program. The Park Prescriptions Program Goal is “To decrease the impact of non-communicable chronic diseases like obesity, asthma and mental health disorders and create the next generation of environmental stewards.” In July 2016, Prince George’s and Montgomery Parks teamed up with Dr. Zarr and CCI Health and Wellness Services (Community Clinic, Inc., a non-profit located in Montgomery and Prince George’s) to integrate the county’s Parks GIS system for park locations into patient Electronic Medical Records (EMR). This enables a doctor to quickly find a park near the patient’s home or work location and create a park prescription. The integration into the EMR also helps the doctor track the prescription and collect data to determine the results of the park prescription.

Inclusion and Diversity

In 1999, the National Recreation and Park Association (NPRA) adopted a Position Statement on Inclusion (NRPA, 1999), the purpose of which was to “encourage all providers of park, recreation, and leisure services to provide opportunities in settings where people of all abilities can recreate and interact together” (p. 94). The Commission continues to demonstrate its dedication to four inclusion concepts: right to leisure for all individuals; quality of life enhancements through leisure experiences; support, assistance, and accommodations; and barrier removal. Within Montgomery Parks, an emerging inclusion program is strengthening existing program offerings and increasing accessibility through renovation of facilities.

ADA and Physical Access

Title II of the Americans with Disabilities Act requires public entities to ensure that all of their programs, services, and activities, when viewed in their entirety, are accessible to people with disabilities. Another requirement of Title II is that programs and services must be provided in an integrated setting. The combination of these two key elements constitutes the basis for an accessible and inclusive park system. In addition to compliance with the minimum standard requirements of the ADA, the Departments are committed to promoting inclusiveness and accessibility in our park systems. These efforts may include increased access to one of our greatest assets, undisturbed open space; development of multigenerational facilities, senior friendly parks and amenities, sensory trails, partnerships with disabled and senior oriented non-profits, expanded outreach, improved technologies that provides accurate and expanded information to a wider range of audiences.

Change the Way You Age!

In 2011, M-NCPPC embraced the International Council on Active Aging’s (ICAA) Changing the Way We Age Campaign. This approach focuses on changing negative perceptions and views of aging. In support of this approach, the Departments have embraced an active aging philosophy and believe that any individual can engage in an active lifestyle, regardless of age or physical state. As a result, M-NCPPC is focused on providing more holistic programs that improve health outcomes for older adults in the areas of physical fitness, health promotion, wellness, nutrition, physical activity, evidence-based disease prevention, mental health, and more. Essentially, this involves more outcome-based interventions with older adults to address the whole person as they age. These activities provide socialization proven beneficial for older persons’ health. Programs and activities include: physical fitness opportunities, seminars of interest, painting classes, a variety of games (cards and bingo), computer classes, entertainment, field trips, nature programs, gardening tours, special events, and more. In addition, for our senior population, our recreation programs are increasingly providing major personal benefits in terms of meeting physical, emotional, and philosophical well-being, in addition to providing a form of socializing.

Age-friendly and Senior Programs

M-NCPPC is also recognizing the growing senior population by adding more programming, an additional Senior Center in the North Potomac area of Montgomery County and the planning and design of a new SeniorScape, which is an outdoor fitness and therapeutic park for seniors with special needs.

Age-friendly communities recognize the growing 55-year and older population and the special needs of this group. Since 2008, most of the world's population live in cities. Urban populations will continue to grow and by 2030, it is estimated that around three out of every five people will live in an urban area. At the same time, as cities around the world are growing, their residents are growing older. The proportion of the global population aged 60 will double from 11 percent in 2006 to 22 percent by 2050. Population ageing in many rural areas is even more accentuated as young people migrate to the cities.

Making both cities and rural communities age-friendly is an effective local policy approach for responding to population ageing. The physical and social environments are key determinants of whether people can remain healthy, independent and autonomous long into their old age.

Montgomery County Parks adopted the World Health Organization's health guide which highlights 8 domains that cities and communities can address to better adapt their structures and services to the needs of older people: the built environment, open spaces and parks, transport, housing, social participation, respect and social inclusion, civic participation and employment, communication, and community support and health services.

No Child Left Inside

As stewards of important natural resources, M-NCPPC recognizes the need to help our community understand the value of the land under our care and instill a sense of responsibility for and stewardship of the land. From early childhood, the ability of children and their families to play and explore in our local parks helps form their connection to nature. Throughout the school year, students use those same areas for outdoor experiences that enhance their in-classroom learning. However, many people, especially children, are spending more time indoors with electronic media, and less time outside. The "No Child Left Inside" movement identifies necessity of interaction with nature to increase understanding of and engagement with environmental issues, to improve physical and emotional health, and encourage creativity and cognitive development. Montgomery Parks continues to serve in a leadership role in the Maryland Partnership for Children and Nature, a coalition of federal, state and local agencies as well as schools and nonprofits who are committed to connecting children to nature. The Department's goal is to increase environmental literacy within our community. In alignment with environmental literacy goals stated in Vision 2030, a long-range interpretive plan is being developed to articulate the important messages about our natural resources and the interpretive methods to communicate those stories.

B. Constituent Interests and Needs

Both Departmental needs assessments identified key parks and recreation issues and needs. Community and stakeholder input included a 2017 statistically valid and open surveys, public meetings, and external and internal focus groups. For Prince George's County, the 2017 Land Preservation Parks and Recreation Plan (LPPRP) is the County plan that supports and conforms to the state guidelines for land preservation, parks and recreation programming. For Montgomery Parks, it is the 2017 Park, Recreation and Open Space (PROS) Plan. For the 2017 PROS Plan, a countywide statistical survey was completed for Parks and Recreation Needs Assessment Report. This report quantified, and prioritized community needs Countywide. In addition, the county was divided into 4 areas for a geographic segment analysis. This effort analyzed if there were any differences of community needs based on geography. Parks also conducted focus groups of traditionally underrepresented people to better gauge the needs of those demographically diverse groups. The results of all these efforts are included in the 2017 PROS Plan, labeled as Appendixes 11 and 12.

C. Community Opportunities

Community opportunities and program and service selection is based on a variety of criteria, including community feedback, information gathered from surveys and public meetings, and our commitment to provide recreation opportunities to all clients.

D. Agency Philosophy, Mission, Values and Goals

Agency Philosophy, Mission, Values and Goals are defined in the annual budget and the action plans of both counties in the CRPP and other key strategic planning documents as delineated in the overview at the beginning of this plan.

E. Experiences Desirable for Clientele

Experiences desirable for clientele - our slogans reflect the Commission's goal of offering experiences that meet the needs of diverse clientele, including individuals with disabilities, low-income communities, senior citizens, and minority groups.

In addition to planning programs for the public, M-NCPPC also targets programming to the needs and interests of specific groups. The recreation programs are planned and conducted to meet the varied and diverse needs and interests of residents. Specialized needs associated with age are addressed by programs for preschoolers, children, teens, adults, and senior citizens. Children, adolescents, and adults who are physically, mentally or emotionally disabled are offered a variety of opportunities to develop their recreational skills through the Commission's programs for special populations. Adult social clubs, teen clubs, work-study programs, and summer day camps are some of the programs offered to disabled residents.

Specialized recreation programs are offered at the Commission's self-sustaining revenue facilities and the leased concessional facilities available for countywide use. Figure skating, speed skating, hockey, roller-skating, golf, indoor and outdoor tennis, indoor and outdoor

swimming, and diving are some of the activities offered at these facilities. Additionally, a marina and an airport are available for public use.

Urban Park Activation

As both counties are becoming urban, more activation programs are needed. Activities that bring new users into the park spaces have been added to traditionally passive parks. The activation activities include a climbing wall, a pump track, pop-up dog parks, and activation staff available to provide games and activities such as corn-hole and giant kengla.

PARTICIPANT INVOLVEMENT (6.1.2)

For M-NCPPC, park visitors and program participants play a critical role in the development of our programs and services. We engage our community in several ways, including surveys, Friends/Citizen groups, focus groups, public meetings and through ongoing direct interactions with our customers. The Department partner's with a number of citizen recreation councils. These park and recreation councils and their Federation serve as the principal bridge between the community, Municipal Park and recreation department, and M-NCPPC for local park and recreation requirements and programs. Volunteers also assist with program development, especially serving with our youth. These volunteers are actively involved in program planning, program development and program delivery. In addition, senior clubs plan their own events and trips with the support of center staff.

Encouraging county residents from different cultures to participate in our processes and programs is a high priority. Diversity outreach and a new communication system for notifying the public about athletic field conditions are some of the tools recently developed for being more inclusive. The Program Access Office, ADA compliance training and website upgrades have improved our services for people with disabilities. Efforts to be more inclusive of diverse audiences provide greater collaboration and insight into meeting various needs.

One element of public participation that is difficult to quantify, but essential to developing our programs and services, is the ongoing, direct interaction that staff have with our customers. The daily interaction that park and facility managers have with park visitors gives us real time information on our customer's needs. Whether it's a small adjustment to the location of a park bench, or the addition of an ice skating class to bridge an expressed skill gap between the intermediate and advanced levels, managers and staff use customer interaction to drive program and service development.

Participant engagement occurs more formally in four key areas:

1. Planning –

Long-term, broad-based program assessment included in both departmental strategic plans: *Vision 2030 and Formula 2040*. Both efforts included surveying and focus group meetings. The Formula 22040 Master Plan for example was prepared with significant community involvement, public participation, and input. The public participation program focused on a grassroots approach and six community meetings that included overall presentations, community conversations, and the use of electronic polling devices. Two additional meetings were held in Spanish as well and bilingual community meeting notices were posted and distributed.

Program participant and park user surveys are distributed and analyzed and can result in development of new or improvements to existing park programs. Program specific surveys are collected via iPad on site, physical cards and on-line.

In addition, planning for programmatic opportunities at the local level is achieved through collaboration and partnerships with communities as parks are planned. For example, the Western Grove Urban Park included design elements envisioned by the community. A system of integrating Friends group organizations has also been developed. MC Parks for example

achieved significant increases in the Parks Budget and the Capital Improvement Program by mobilizing advocates for “Friends of Montgomery Parks in 2016. As a result of the establishment of the Friends of Western Grove Urban Park, the department reached a \$140,545 fundraising target.

An informal Trails Users Working Group helped identify issues and shape the plan objectives throughout the planning process. This working group is comprised of representatives from park trail stakeholder groups including: Conservation Montgomery, Montgomery Bike Advocates, Mid-Atlantic Off Road Enthusiasts (MORE), Hiking Along, Inc., Park trail volunteers, Trail Conservancy, Montgomery County Road Runners Club and Trail Riders of Today (TROT). An online comment tool was developed to facilitate ongoing dialogue regarding the trails project so that ideas and concerns could be taken into consideration.

Montgomery Parks launched a multi-pronged outreach strategy in November 2016 to engage diverse communities for input about the future of parks and recreation. The initiative, titled *Parks and Recreation for the Future*, is aimed at soliciting input to inform residents about the Energized Public Spaces Functional Master Plan. The outreach efforts targeted a vast array of audiences including, but not limited to ethnically diverse communities, senior populations and people with disabilities. A variety of channels and tactics has been employed to reach these audiences including:

- Traditional outreach methods such as public and community meeting presentations to regional and citizen advisory boards, email outreach to elected officials, Home Owner and Civic Associations, and posters and flyers distributed at frequented locations such as recreation centers, park facilities and libraries.
- Media outreach and advertising.
- Social media and marketing outreach via Facebook and Twitter posts and Facebook advertising.
- Peak Democracy, a new online open town hall platform for people to easily submit their comments, suggestions and respond to a survey.
- Online Mapping Survey – a new online tool introduced to map public comments on park usage and needs. This tool creates an interactive way to communicate with Parks staff and with other users.
- Face-to-face outreach – via a listening tour in which parks staff presented the details of the campaign among various organizations and groups
- Intercept surveys – targeted to reach underrepresented residents. The intercept surveys focus on the places they go on a daily/weekly basis: recreational facilities, grocery stores, and places of worship. The locations were selected based on County data on race and ethnicity of residents.
- A statistically valid survey was mailed randomly within the county.
- Key Stakeholders Focus Groups and Interviews – extensive public engagement outreach effort, focused on minority communities. Over a period of four weeks, six focus groups were conducted with an experienced facilitator, a native language interpreter, and a research analyst to record notes.

2. Activities –

To better deliver park and recreation services to patrons, M-NCPPC enters into partnerships with various organizations. Partnering includes everything from volunteers who help enhance, maintain and assist with program delivery to donors, to “Friends Of” groups who operate programs on parkland, historic spaces and nature centers. The quality of our parks, trails, nature centers, community centers, and programs would not be possible without volunteers. For example, a partnership with the Friends of the Agricultural History Farm Park regularly provides public programs. In addition, the Cultural Resource programs like Underground Railroad Experience Hikes are volunteer driven. Another example, MoCo Epic bike festival, was developed by partnering community organizations. Some additional volunteer driven activities:

- The Maydale volunteer friends group is active in driving Nature Center Programs.
- Trail users give back to the trails they love - <http://www.montgomeryparks.org/trail-users-give-back-trails-love/>
- Marriott Day involved a large corporate sponsored event.

In DPR, Community Connect provides a way for patrons representing community organizations to daily contact the Department to request support (for space, services or equipment) for their community events and activities. This system is heavily utilized by the community. In addition, volunteer docents serve at almost all of our historic sites that offer tours or public programs. Riversdale and Surratt House Museums are two great examples. And, Friends groups provide programming or co-sponsor programming at many of our sites. Montpelier Arts is a good example.

3. Sponsors -

As part of the Parks Foundation’s Commemorative Gifts program, commemorative trees and benches can be purchased at various locations throughout the M-NCPPC’s park system. Community sponsors can also provide direct event support.

DPR has prepared guidelines for sponsorship opportunities available year-round to encourage efficient coordination rather than having each event/festival to solicit its own sponsors. The M-NCPPC/PGCDPR is currently reviewing a Corporate Sponsorship Policy to establish guidelines for sponsorship. Since 2014, the Foundation has processed nearly \$300,000 in sponsorship dollars for use by DPR for programs, facilities and events.

4. Advisory Councils –

Participants, including teens, can be involved in a number of advisory councils. These councils ensure that participants are given the opportunity to provide feedback and recommendations regarding public policies and programs that affect their future. They can take a leadership role in creating meaningful change. For example, DPR has a Youth Advisory Council that is part of the Ready by 21 Developmental Assets strategy in youth development. This was done as a way of ensuring youth were given the opportunity to provide feedback and recommendations regarding public policies and programs that affect their future and to take a leadership role in creating meaningful change. In particular, youth input is needed to address the issue of out-of-school

time. The goal is to have three functional Youth Advisory Councils serving in each service area: Northern, Central and Southern areas with twelve (12) participants in each. Participant experiences include leadership development, understanding principles of positive youth development, team building, understanding local government and public policy, community service and civic responsibility public speaking, advocacy, problem solving, and much more.

To foster a better understanding of the functions of the Park Police and to enhance the existing cooperative effort with the community, the Park Police offers an 8-week training program. Graduates are invited to join the Park Police Volunteer Association to serve in a variety of capacities. In 2017, the Park Police Volunteer Association joined the University of Maryland's Good Neighbor Day (GND). GND is an ongoing partnership between the Department, University of Maryland and the City of College Park. The Park Police Volunteer Association organized and conducted a bike safety rodeo to engage the youngest neighbors in this daylong event. It is anticipated that the association will continue to be a part of the day of service.

SELF-DIRECTED PROGRAMS AND SERVICES (6.1.3)

M-NCPPC provides a wide array of amenities and park facilities that offer self-directed recreational opportunities for individuals and groups. The M-NCPPC owns and operates over 63,000 acres of parkland across Montgomery and Prince Georges' Counties, including land developed to provide parks, picnic areas, athletic fields, historic sites, community centers, and recreation facilities.

Vision 2030, within the context of cost recovery analysis, defined a pyramid of services that is grounded in a broad base (Level 1) of non-monitored facilities and spaces that do not include agency supervision. Examples of facilities and programs at this level include parks, playgrounds, natural and hard-surface trails, outdoor sport courts, self-guided tours, gardens, nature centers, historic sites, dog parks, skate parks, driving range, Tai Chi courts, developed and undeveloped open space and natural areas.

In Prince George's County, regional parks are more than 200 acres in size and offer a variety of developed facilities. Large portions of each remain undeveloped, in a natural state. There are four regional parks in Prince George's County: Cosca, Fairland, Walker Mill and Watkins Park. In these parks, visitors can engage in a wide array of self-directed activities that include picnic area/shelters, pavilions, trams/trains, lighted and unlighted tennis courts, lakes (boating/fishing), playgrounds, equestrian trails, hiker/biker trails, campsites, lighted and unlighted softball and baseball fields, tennis bubbles, nature centers, play equipment, outdoor art supplies, and basketball courts.

In addition, nearly 7000 acres of regional stream valley parkland provide open space, natural beauty, and watershed protection and recreation opportunities to visitors. Countywide parks also offer a variety of self-directed opportunities such as fishing canoeing, river ecology, camping. These parks include Patuxent River Park, Jug Bay Natural Area, Cedar Haven Fishing Area, Chesapeake Bay Critical Area Tour, Clyde Watson Boating Area, Fran Uhler Natural Area, Governor Bridge Natural Area, and Governor Bridge Canoe Launch, Patuxent River 4-H Center, Patuxent River Scenic Trail, Patuxent River Rural Life Museums, Queen Ann Fishing Area, and Queen Anne Canoe Launch. The Department of Parks and Recreation also publishes hiker/biker trail maps and guides to the many historic, arts, sports and community center sites that are part of the park system. These are identified in our Guide publications.

Montgomery Parks owns several historic sites that are open to the public:

- Agricultural History Farm Park;
- Blockhouse Point Civil War Experience is a park that encompasses historic Civil War ruins of national significance and views of the Potomac Valley not equaled elsewhere in Montgomery County.
- The Josiah Henson Park, a historic resource of local, state, national and international significance because of its association with Reverend Josiah Henson, whose 1849 autobiography inspired Harriet Beecher Stowe's landmark novel, *Uncle Tom's Cabin*.
- Little Bennett Regional Park Historic Sites.

- Paint Branch Stream Valley Trail, which features, views of the Paint Branch stream and passes two historic mills that are among the oldest in the County, dating back to the 18th century.
- The Underground Railroad Experience Trail Hikes commemorate the involvement of Montgomery County residents in the Underground Railroad and celebrates the Quaker heritage and traditions of Sandy Spring.

LEADER-DIRECTED PROGRAMS AND SERVICES (6.1.4)

M-NCPPC offers a wide variety of classes, activities, and services. Both registration programs and drop-in programs are offered to all age groups. The Commission offers specialized skill-development classes; archeological, historical, and nature programs/events; and a host of volunteer programs under the leadership of recreation specialists, naturalists, and historians. Leaders direct a myriad of parks and recreation programs, including after-care centers, teen and senior programs, summer programs, art and crafts classes, sports, and environmental classes. Leaders are both employees and contractors teaching a range of skill levels. Staff provide leader-directed programs and services at ice rinks, tennis facilities, gardens, nature centers, and historic sites. Some of the many class opportunities include:

- After-care Centers
- Aquatics Learn to Swim
- Aquatics Fitness Classes
- Aquatics Trainings
- Art & Craft classes
- Computer Skills
- Crafts & Hobbies (Ceramics, Candy-making/Knitting/Sewing/Floral, Design/stamping, etc.)
- Day Camps/Playgrounds (both general and specialty camps)
- Environmental Classes
- Fitness & Health (Aerobics, Zumba, Boot Camp, Weight Training, Tai Chi, Toning, etc.)
- Historic and Cultural Programs
- Hockey
- Horticulture Home-School
- Ice Skating
- Kids Day Out (programs for school days off)
- Lifestyle & Learning (Cooking/enrichment/SAT prep/writing /Spanish, etc.)
- Martial Arts
- Nature & Conservation
- Performing Arts
- Programs for People with Disabilities
- Sports (both classes and leagues)
- Trips & Excursions
- Visual Arts

<http://www.pgparcs.com/189/Activities-Services>

Cabin John Regional Park

<https://www.montgomeryparcs.org/parks-and-trails/cabin-john-regional-park/>

Enterprise facilities offer year round group lesson classes led by an instructor for ages 3 years and up in the following activities (guidebook order):

- Ice Skating
- Figure Skating
- Ice Hockey
- Golf

Archery
Lacrosse
Tennis

We also have spring, summer and day camps in these sports as well.

We also have ice sports classes 7 days a week from 3 years old and up, including adults. The classes follow the Learn To Skate USA curriculum developed by US figure skating and include beginner to advanced classes all taught by our professional instructors. At both ice rinks in 2016 we had 8,263 participants in group lessons over the year (1/1/16-12/31/16) and 1,059 in summer camps (Jun-Aug 2016)

In the Cultural Resources Stewardship Section (CRSS--within the Park Planning and Stewardship Division, PPSD), we offer many leader-directed opportunities. Some opportunities have fees and others are free.

- The History in the Park and Archaeology programs train and guide docents and interpreters to be able to lead interpretive programs and events (Free).
- Woodlawn: UGRR Underground Railroad Experience Trail Guided hike (\$), school programs, such as “The World of Young Benjamin Palmer” (\$)
- Josiah Henson: Josiah Henson House Tours (\$) , Josiah Henson Archaeology Educational Tours (\$), “Searching for Josiah Henson,” for school groups (\$)
- Agricultural History Farm Park: leader-directed hikes (Free), leader-directed docent training program (\$)
- Archaeology Program: Archaeology Summer Camps (\$); Family Archaeology Day (\$); Family Archaeology Experience (\$); and the Archaeology Volunteer Program that is leader-directed which includes field work, lab work and other aspects of the archaeological process (Free);
- There are many free public events at the historic properties—Josiah Henson, Ag. History Farm Park, Woodlawn, and the Kingsley School House-- such as: Emancipation Day, Heritage Days, and Opening Days.

At the Nature Centers, there are many leader-directed programs,

- Depending on the nature center, many summer camps may be led by teachers who are certified by the state of Maryland
- Offer adult programs that are led by experts-in-the-field, such as Nature Matters Lecture series that can be biologists, survival experts, researchers, etc.; Professional storytellers (Voices in the Glen; Native American storytellers)
- Certified Child Light Yoga
- Kayak instructors at Black Hill visitor center
- Events such as community festivals often have leader directed services such as pawpaw experts for Pawpaw festival in September; Raptor experts for Raptor Festival in May

FACILITATED PROGRAMS AND SERVICES (6.1.5)

M-NCPPC partners with non-profit organizations that provide recreational programming by providing land and facilities to support their operations. In some cases, seed grants were provided to support early operating costs and later phased-out to foster independence. In other cases, M-NCPPC provides funding, staff and/or space to these organizations in order to assist them in providing services. For example, the Department of Parks and Recreation supports the Prince George's County Boys and Girls Club (PGCBGC). M-NCPPC provides access to playing fields and gym space for PGCBGC's sports leagues and a monetary stipend. Others receive support in the form of Parks-funded capital improvements to their facilities or reduced or no rent use of Parks facilities or in-kind services.

Friends of Black Hill Nature Programs

http://www.montgomeryparks.org/nature_centers/blackhill/documents/JuneNewsletter.pdf

Friends of Brookside Gardens (website)

<http://friendsofbrooksidegardens-fobg.org/>

Friends of the Agricultural History Farm Park (PDF of flyer)

Equestrian Centers (letter to Great and Small)

South Germantown Regional Park, including:

Tennis Plex

Soccer PLeX

Miracle League at the South Germantown Recreational Park

http://www.montgomeryparks.org/facilities/south_germantown/index.shtm

Go Ape at Rockcreek Regional Park

<http://goape.com/zip-line/maryland-rock-creek-regional-park>

<https://www.goape.com/location/maryland-rockville/>

Woodlawn Manor Living History Museum

<http://woodlawnmanormuseum.com/>

COOPERATIVE PROGRAMMING (6.1.6)

M-NCPPC has a policy and procedure for private, corporate and non-profit support. The Department of Parks and Recreation cooperates with the Prince George's County Board of Education to coordinate the use of joint space, the use of dedicated space, after-school activities, summer feeding programs and transportation. Meetings are held quarterly to assure that programs and services are delivered to the public seamlessly and without duplication of services.

Montgomery Parks cooperates with the Montgomery County Department of Recreation and Community Use of Public Facilities (CUPF) to coordinate programming and permitting of some Park facilities and fields. The long-standing Memorandum of Understanding (MOU) with the Montgomery County Department of Recreation jointly provides complimentary parks and recreation facilities and or services to the residents and visitors of Montgomery County. The MOU is intended to result in a higher level of departmental management cooperation, operational efficiency, program and facility planning and development, and the overall enhancement of service quality. We have also established a workgroup called the Joint Alliance of Parks and Recreation Agencies (JAPRA). This workgroup is established as a means to collaborate on programming and facilities usage to maximize resources and opportunities through enhanced coordination. The workgroup meets regularly to review what works and what does not, as well as exchange valuable information. JAPRA results in a reduction in duplicative use of resources, or program offerings. A streamlined marketing approach includes a seasonal programming guide, which is printed as a single booklet containing bi-agency programs.

Additionally, through its Legislative Mandates, the Department of Parks and Recreation tracks the park and recreation efforts of over 50 other agencies to meet our common goals and objectives without duplicating services. Examples include coordination of services with the Cities of Greenbelt and Bowie. Funding must be for expenses that are directly related to the mission and core services of the Department. General types of expenses that are allowed include:

- Direct staff costs to operate and manage the program and or provide the service.
- Supplies and materials directly associated with the program and/or service.
- Contracted services that are directly related to operating and managing the programs or providing the service.

In addition, DPR and the Parks and Recreation Foundation signed an [MOU](#) in August 2016. It sets forth respective roles, responsibilities, policies, procedures and provisions between the M-NCPPC and the Foundation that will enable the coordination of activities by the Foundation on behalf of DPR to provide financial support through contributions for the DPR's Park and Recreation assets and programs. The [Gift Acceptance Policy](#) is also attached.

PROGRAM OBJECTIVES (6.2)

Specific objectives/strategic initiatives for programs and services are outlined in the Departmental plans in Chapter 3 for Prince George's County and Chapter 4 for Montgomery County.

SCOPE OF PROGRAM OPPORTUNITIES (6.3)

Following is a summary of the scope of the Commission's program offerings by Department.

PRINCE GEORGE'S COUNTY

AQUATICS

Adults & Young Adults

- Abs and Glutes Water Exercise
- Aqua Arthritis
- Aqua Boot Camp
- Aqua Sculpt Exercise
- Certified Pool Operator Training
- Deep Water Aerobics
- Lifeguard Training
- Pole Aerobics
- Spinning: Aqua
- Swim Lessons
- Water Aerobics
- Water Safety Instructor Training
- Zumba: Aqua

Seniors

- Aqua Arthritis
- Deep Water Aerobics
- Pool Party
- Spinning
- Water Aerobics

Pre-Schoolers

- Swimming Lessons

Children & Youth

BEFORE AND AFTER CARE

Adults & Young Adults

- Day Camp Extended Care

Children & Youth

- Day Camp Extended Care
- Holiday Break Camp Extended Care
- Creative Kids Workshop Before and After Care
- Spring Break Camps

Teens & Pre-Teens

- Day Camp Extended Care

Mixed Ages

- Day Camp Extended Care
- Holiday Break Camp Extended Care

CHILD CARE

Children & Youth

- After School Youth Services
- Kids' Club

Teens & Pre-Teens

- Pre-Teen Times
- HAVEN Summer Program

CRAFTS AND HOBBIES

Adults & Young Adults

Aqua Egg Hunt

Make A Splash Water Safety

Swim Lessons

Teens & Pre-Teens

Make A Splash Water Safety

Swim Lessons: Beginner, Intermediate, Advanced

Mixed Ages

Aqua Arthritis

Aqua Egg Hunt

PGPR Swim Team Tryouts

PGPR Swim Teams

COMPUTER SKILLS

Adults & Young Adults

Computer Skills

Mobile App Design 12

MS Office

Seniors

Adobe Light room

Computer Skills

Internet Skills: Social Network Sites

iPad Workshop

MS Office

Navigating Craigslist

Children & Youth

Basket Weaving

Knitting

Native American Flute Making Workshop

Sewing

Woodcraft

Seniors

Arts and Crafts

Basket Weaving

Doll Making

Knit and Crochet

Painting

Quilting

Scrapbooking

Sewing

Pre-Schoolers

Art Skills: Parent and Child

Kinder Craft and Story

Children & Youth

Arts and Crafts

Crafts and Games

Sewing

Mixed Ages

Crochet

Knitting

Sewing: Embroidery

KidGINEER: Robotics, Video Games, Video Game Design

Mixed Ages

Computer Animation

Lego Workshop

Video Game Design

DAY CAMPS AND SUMMER CAMPS

Adults & Young Adults

Therapeutic Recreation

Pre-Schoolers

Nature

Wee Wonderers

Children & Youth

Adventure Travel Camp

Anime Camp

Art Camp

Baseball Camp

Cheerleading/Dance Camp

Computer Animation

Crime Science Camp

Culinary Camp

Dance Camp

Dunk 'n Dive Sports Camp

Enrichment Camp

FITNESS AND HEALTH

Adults & Young Adults

African Dance

Bench Step

Hula Hoop

Kickboxing

Awesome Abdominals

Barre Above

Bio Fitness and Cardio Fit

Chair Aerobics

Cross Training

Boot Camp

Abs and Glutes

R.I.P.P.E.D.

Stiletto

GO-GO Fitness

Jazzercise

Jillian Michaels BODYSHRED

Pilates

Yoga

Piloxing

Pole Aerobics

Slimnastics

Spinning

Explorers Camp
Gymnastics Camp
Healthy Lifestyles Camp: Fitness and Gardening
Holiday Break Camp
Ice Skating Camp
Karate Camp
Korean Martial Arts Camp
Language Camp
Modeling Camp
Nature Camp
Outdoor Living Skills Camp
Robotics Camp
Science Fiction Camp
Skateboard Camp
Soccer Camp
Sports and Gym Camp
Spring Break Camps
STEAM Camp
Swim and Fitness Camp
Video Game Design Camp

Teens & Pre-Teens

Art Camp
Young Architects
Computer Camp: Web Page Design
Cosmetology Camp

Tai Chi
Toning and Sculpting
Weight Loss
Weight Training
Yoga in the Parks
ZOCA Dance
Zumba
Seniors
Ageless Grace
Balance Training
Chair Aerobics: Cycling
Strength Training
Chronic Disease Self-Management
Diabetes Management
Fitness Boot Camp
Fitness Dance
Pilates
Yoga
Stretching and Toning
Tai Chi
Zumba

Children & Youth

Cross Training
Teens & Pre-Teens
Weight Training

Counselor-In-Training Camp
 Cross Training Camp
 Dance Camp: Hip-Hop, Jazz and Modern
 Engineering/Science Camp
 Enrichment Camp: STEM
 Fashion Design Camp: Teens
 Junior Lifeguard Camp
 Money Management Camp
 Music Production Camp
 Nature Camps
 Outdoor Adventurers Camp
 Photography Camp
 Robotics Camp
 Sports and Travel Camp
 Spring Break Camps
 Swim and Travel Camp
 Teen Adventurers Camp
 Theater Camp
 Video Game Design Camp
 Video Games and Sports Camp

Mixed Ages

Art Camp
 Aviation Camp
 Basketball Camp
 Boxing Camp

Mixed Ages

Yoga
 Zumba Kids

HISTORICAL EVENTS

Mixed Ages:

Kitchen Guild: Historic Food Tastings at Riversdale Mansion
 I-Spy: 18th Century Spying Techniques
 Blast from the Past: A Hands on History Playground
 Jazz on the Lawn of Riversdale Mansion
 Trivia Night at the Museum: Darnall's Chance
 Hidden Spaces Tour at Montpelier Mansion
 Annual Lincoln Symposium at Surratt House Museum
 John Wilkes Booth Escape Route Tours

Adults & Young Adults:

Tavern Nights
 Marietta Mansion's Wine and Jazz
 Mixed Ages
 Journey into Jug Bay's Past: Historical Boat Tour
 Hands-on History
 Tours of M-NCPPC, Department of Parks and Recreation, Historic Sites
 19th Century Embroidery Workshops
 Dinosaur Park Open House Discovery Days

Cheerleading Camp

Culinary Camp

Dance Camp: Hip-Hop, Jazz and Modern

Enrichment Camps

Figure Skating Camp

Golf Camp

Holiday Break Camps

Horseback Riding Camp

Modeling Camp

Nature Camps

Sewing Camp

Therapeutic Recreation Camps

Video Games Camp

LIFESTYLE AND LEARNING

Adults & Young Adults

10 Things Every Young Man Should Know

ABCs of Mutual Funds, Stocks and Bonds

Cake Decorating

CPR, AED & First Aid

Diabetes Management

ESOL

Fundamentals of Estate Planning

Home Ownership Workshop Series

Memory Training

Twelfth Night Ball

Burns Night Supper

Highland Tea

Father's Day Tour and Beer Tasting

MARTIAL ARTS

Adults & Young Adults

Aikido

Capoeira

Japanese Karate

Judo

Self-Defense

Tae Kwon Do

Tukkong Moo Do

Pre-Schoolers

Tae Kwon Do

Tang Soo Do

Children & Youth

Capoeira

Judo

Karate

Tae Kwon Do

TKA Karate

Mixed Ages

Judo: Families

Money Management

Photography

Senior Educational Workshop

Sign Language

Spanish

Stock Market Investing

Seniors

Cake Decorating

Critical Thinking: Seniors

Genealogy

Food Tasting

Self-Defense

Spanish

Pre-Schoolers

Academic Enrichment

Fitness: Story Time

Spanish Classes

Pre-School Play Center

Science

Sign Language

Children & Youth

Academic Enrichment

Afterschool Study & Play

Cooking

Etiquette

Karate

Kuk Sool Won

Tae Kwon Do

Tukkong Moo Do

NATURE

Adults & Young Adults

Birding the Patuxent River

Outdoor Adventures

Wandering Warblers

Seniors

Nature Hike

Pre-Schoolers

Nature Club

Children & Youth

Adventure Seekers

Fishing

Science: Home-School, Nature Rangers

Teens & Pre-Teens

Science: Home-School, Nature Explorers

Mixed Ages

Anacostia River Boat Ride: Mixed Ages

Anacostia River Paddle Sport Tour

Archery

Bat and Beaver Walk

Math Skills
Reading Skills
Robotics Workshops
Science Classes
Spanish
Summer Study and Play
Tutoring
Teens & Pre-Teens
Academic Enrichment
Cosmetology Classes
Etiquette Classes
Girls' Night In
Mentoring Programs
Mis Quince Años
Modeling
Money Management
Science
Youth@Work/SYEP Job Training

Mixed Ages

Chess
Cooking: Home-School
Hair Braiding
Math Skills
Mentoring Program
Modeling

Bicycle Nature Tour
Blue Heron Tour
Butterfly Search
Campfires
Canoe Lessons
Creature Features
Creek Hike
Deer Workshop and Hike
Fall Colors Boat Tour
Fall Colors Hike
Family Discovery Hike
Farm Education
Fishing
Kayak Lake Tour
Kayak Lessons
Live Animal Show
Nature Crafts
Nature Hike
Explore Animal Tracks
Explore Insects
Farm Education: Chicken Husbandry
Night Hike
Puppet Shows
Reptile Show and Hike
Science: Home-School, Nature Friends

Robotics Workshop

Tutoring

PERFORMING ARTS

Adults & Young Adults

Audio Engineering

Audio Recording

Ballet

Ballroom Dance

Belly Dancing

Chicago Steppin'

Dance

Desktop Music Production

Guitar

Hand Dance

Line Dance

Liturgical Modern Dance

Piano

Seniors

Concerts

Line Dance

Music Theory

Piano

Seniors On Stage

Talent Show

Pre-Schoolers

Spring Wildflower Hike

Sunset Boat Tour

Timberdoodle Hike

Guided Tricycle Tours

**PROGRAMS FOR PEOPLE WITH
DISABILITIES**

Adults & Young Adults

Trips to Festivals, Events, Historic Sites and
Concerts

Annual Spring Fling Dance

Bocce Ball

Bowling

Fitness: Curling

Floor Hockey

Group Strength Training

Hiking

Holiday Hop Annual Dance

Kickball

Kids' Care After School: Young Adults

Laser Tag

Leisure & Life Skills

Leisure Skills Development

Line Dance Social

Performing Arts Club

Softball

Spring Break Camp: Adults

Spring Break Camp: Adults Extended Care

Ballet
Tap
Tumbling
Jazz
Creative Movement
Hip-Hop
Introduction to Music: Parent and Child
Pre-Ballet/Movement: Mommy and Me

Children & Youth

Ballet and Tap
Ballet, Jazz and Hip-Hop
Ballet, Tap and Jazz
Ballet, Tap and Tumbling
Ballet
Drama
Guitar
West African Dance
Hip-Hop
Jazz Dance
Piano Keyboard
Teens & Pre-Teens
Ballet, Tap and Jazz
Dance Troupe
Jazz
Theatre Skills Workshop
Mixed Ages
African Dance

Teens' Day Out
Teens' Day Out Extended Care
Pre-Schoolers
Gymnastics
Children & Youth
Communication Skills Boot Camp
Gymnastics

Teens & Pre-Teens

Social Skills Development

Mixed Ages

Adaptive Fitness
Adaptive Ice Skating
Bowling
Drum Circle
Fitness Ball
Individualized Swimming Lessons
Kayaking
KDO: Therapeutic Recreation
KDO: Therapeutic Recreation Extended Care
Stand Up Paddle Boarding
Swim-n-Gym

SEASONAL & COMMUNITY EVENTS

Adults, Young Adults & Seniors

Active Aging Week
Bingofest
Dance Social: Seniors

Ballet
Tap
Jazz
Tumbling
Dance
Drumline
Guitar
Hip-Hop
Line Dance
Liturgical Modern Dance
Piano Keyboard
Step Dance
Theater: Home-School

SPORTS

Adults & Young Adults

Billiards Skills
Boxing
Flag Football
Golf
Gymnastics
Ice Hockey
Ice Skating
Softball
Tennis
Seniors
Billiards

Grandparents Luncheon
Marietta's Wine and Jazz
Mother's Day Brunch
Un-Wine With Us
New Years Party
Teens & Pre-Teens
G.E.A.R: Girls Excited About Recreation
Safe Summer Party
Teenfest
Health and Fitness Day

Mixed Ages

Beltway BBQ Festival
Hispanic Heritage Festival
KinderFest
Juneteenth
Montpelier Festival of Herbs, Teas, and the Arts
STEAM Festival
American Indian Festival
Trot for Turkey
Festival of Lights
Asian and Pacific Islander Month Celebration
Black History Month
Eggstravaganza Hunt

TRIPS & EXCURSIONS

Day trips for adults/seniors
Day trips for seniors only

Pre-Schoolers

Basketball

Cheerleading

Flag Football

Gymnastics

Ice Skating

Soccer

T-Ball

Tennis

Tot Sports

Tumbling

Children & Youth

Baseball Skills

Basketball

Boxing

Cheerleading

Flag Football

Golf

Gymnastics

Ice Hockey

Ice Skating

Soccer

Tennis

Tennis: Home-School, Children

Track and Field

Tumbling

Teens & Pre-Teens

Day trips for families

Overnight trips for adults/seniors

Overnight trips for seniors only

Overnight trips for families

VISUAL ARTS**Adults & Young Adults**

Adobe Photoshop

Art

Ceramics

Collage Making

Drawing

Jewelry

Paint and Sip

Painting

Photography

Printmaking: Silkscreen Printing

Rug Hooking

Sculpture

Studio Art: Oil and Acrylic

Watercolor

Seniors

Glass: Stained Glass

Jewelry

Paint and Sip

Watercolor

Pre-Schoolers

Basketball

Billiards

Flag Football

Gymnastics

Ice Hockey

Soccer

Softball Clinic

Tennis

Basketball

Boxing

Cheerleading

Figure Skating

Gymnastics

Ice Hockey

Ice Skating

Roller Skating

Softball

Tennis

Volleyball

SUMMER PLAYGROUNDS AND TEEN CENTERS

Summer Playgrounds for Youth

Summer Teen Centers for Teens

Summer Day Camps for Youth

Summer Day Camps for Teens

Art Skills: Parent and Child, Colors

Children

Animation

Art: Home-School

Ceramics

Comic Books

Drawing

Fabric Arts

Graphic Design

Painting

Photography

Teens & Pre-Teens

Animation

Ceramics

Comic Books

Drawing

Graphic Design

Painting

Photography

Watercolor

Young Artist Workshops

Mixed Ages

Ceramics

OUTREACH TO DIVERSE UNDERSERVED POPULATIONS (6.3.1)

M-NCPPC sponsors a wide range of activities and services that are inclusive, accessible, culturally and racially diverse, and affordable. The Commission's collaborative activities with government agencies, private companies, and participant groups help the agency reach a broader audience. Approaches to outreach include broad, inclusive policies, as well as specific programs targeted to underrepresented groups. Bilingual targeted mailings, public service announcements, and personal contact with community leaders all support the inclusive policies. Discrimination by age, ability, employment, income, language, nationality, race, ethnicity, religion, gender, or any other form is not tolerated. At M-NCPPC, recreation is a basic right for everyone and we work hard to ensure equal access and opportunity for all patrons.

Cultural, Racial and Ethnic Barriers

M-NCPPC employs a diverse, talented and enthusiastic workforce that welcomes and encourages individuals to visit and participate in park, recreation and leisure programs, throughout our diverse and comprehensive parks and recreation system. Equal employment opportunities are fundamental to all employment decisions at M-NCPPC. Diversity initiatives and educational programs foster a culture that values the richness and uniqueness of our employees in aspects such as skill sets, experiences, culture, gender, and ethnicity.

As part of the Department's Leadership Development program, staff initiated a pilot community outreach project entitled El Carro Rojo/The Red Wagon Project, designed to connect communities, especially ethnic minorities, with their local parks and park facilities by sending staff and information on parks, facilities and programs to various park and community locations.

M-NCPPC also uses various tools to determine the diversity of Prince George's and Montgomery counties including: the U.S. Census Bureau, Parks and Recreation Open Space plans, Office of Community Partnerships, ethnic media outlets, surveys, focus groups and other research methods that are audience specific. Language and cultural barriers are addressed by in-house translators via our Park & Planning Language Bank, while printed promotional materials are available in both Spanish and English. In addition, sign language interpretation is available to provide inclusion and access for individuals with disabilities. Translation tools were also added to GIS maps to encourage foreign-born and non-English speakers to participate in planning efforts that support park master plans.

Age Barriers:

The Department of Parks and Recreation is dedicated to serving individuals of all ages. As the table below indicates, for fiscal year 2017, the Department of Parks and Recreation offered a total of 15,577 classes, camps, trips and special activities (where registration was required) throughout Prince George’s County. The number of recreation classes offered by age category is as follows:

| Age Category | Program Registrations | Summer Camp Registrations | Trips and Special Activities Registrations |
|------------------------|-----------------------|---------------------------|--|
| Pre-Schoolers | 1,507 | | |
| Children & Youth | 3,753 | 739 | |
| Teens and Pre-Teens | 780 | 177 | |
| Adult and Young Adults | 4,617 | 53 | |
| Seniors | 1,728 | | 1,700 |
| Mixed Ages | 192 | 331 | |
| Total | 12,577 | 1,300 | 1,700 |

Additionally, the Department offers both a free Youth ID and Senior ID that encourages youth and seniors to take advantage of the many community centers and their amenities throughout the County.

Specialty programs are also provided for residents based on age. For example, the X-treme Teens Initiative provides many youth development programs such as Safe Summer, Teen Cotillion, Youth Summit, GEAR, and many more along with teen and youth special events such as Teen Fest. For seniors 60 & better, six senior activity centers are available and provide classes, trips, educational workshops, and special events designed specifically for the senior population and many senior clubs operate in community centers. Additionally, many special events such as the Centenarian Celebration, Senior Health and Fitness Day, Active Aging Week, *Seniors on Stage* are offered and well attended.

Throughout the Department, programs are offered to encourage all ages to take advantage of the many recreational opportunities offered at all our parks, community centers, and special facilities (arts centers, aquatic centers, nature centers, etc.). To further this effort, the 2040 Master Plan focuses any new facility coming online will feature a variety of amenities that meet the varying needs of all ages and encourages intergenerational interactions. These multi-generational complexes will be designed to be age friendly, connecting all members of the community in a recreation environment.

The Montgomery Parks Department is committed to serving all ages in all aspects of leisure and recreational opportunities throughout the parks system. To this end, Montgomery County Government and Montgomery Parks has partnered with the World Health Organization (WHO), AARP, and other service providers to develop and implement the “WHO Global Age-Friendly

Cities initiative” for the aging population and their families. This initiative is to enhance amenities throughout the county to be more age-friendly. The 8 pillars of this initiative are:

- Outdoor spaces and buildings
- Social participation
- Respect and social inclusion
- Civic participation and employment
- Transportation
- Housing
- Communication and information
- Community and health services

In addition, the Montgomery Parks Program Access and Inclusion Services staff work cooperatively with a county-wide team of service providers, the *Vital Living Network*. This team was formed to develop and implement the “Moving Bodies Initiative”. The mission is to develop and implement wellness programs for the age 50 and better population in Montgomery County.

The Commission is dedicated to serving individuals of all ages with specific attention to the senior adult and teen audiences. For example, Montgomery Parks and other pertinent stakeholders are collaborating with the World Health Organization (WHO) and AARP, to develop and implement the [WHO Global Age-Friendly Cities Initiative](#). This program will enhance amenities throughout the county to be more age-friendly including park spaces, amenities and social programs. In Prince George’s County, the Senior Services Section continues to enhance programs and services with the development of a new senior activity center in collaboration with appropriate stakeholders while increasing outreach to senior communities.

The 2040 Master Plan focuses on developing multi-use facilities that will invite all age groups to participate in leisure pursuits under one roof.

Teen/youth programs continue to grow and enhance the quality of life for youth including arts and nature programs and volunteer opportunities.

Economic Barriers

M-NCPPC actively pursues low cost or free options for our citizens. Many of our programs/classes fees are comparable or below the national average. Qualified citizens can apply for fee assistance in both Prince George’s and Montgomery Counties. In an effort to ensure that its programs and services are available to all of the citizens of Prince George’s County, the Department of Parks and Recreation developed its Fee Assistance Program to encourage participation from citizens who may require financial aid. The [July 2015 update](#) serves to explain procedures that should be implemented for those requesting financial assistance and to assist users in processing these applications in a uniform, streamlined fashion.

In FY16, Prince George’s County, awarded 6165 individuals fee assistance totaling over \$600,000 and in Montgomery County, 102 citizens received fee reductions totaling a sum of \$8,172.00.

M-NCPPC also offers many free programs including family festivals; health and wellness programs; cultural arts activities including weekly concert series, Shakespeare in the Park programs and other programs that promote cultural diversity experiences for all individuals.

Both counties have established active Park Foundations (501c3 status) in which partnerships are generated and campaigns are developed to offset costs to the community. In addition, scholarship opportunities are available for our external customers enhancing participation. For example, the DPR Kids to Camp Campaign is sponsored by the Parks Foundation as explained in this video: https://youtu.be/xC_ULCesncA.

In Montgomery County Parks, a new initiative, [the Marye Wells-Harley Dream Scholarship](#) provides children ages six to 14 with an opportunity to attend a Montgomery Parks' summer camp. The scholarship pays tribute to the great work accomplished by Commissioner Wells-Harley on the Montgomery County Planning Board as well as her work as the director of Prince George's County Department of Parks and Recreation. Scholarships are awarded based on financial need and provide children the opportunity to experience the summer camp of their choice.

Individuals with Disabilities

M-NCPPC has extensive Therapeutic Recreation services and programs for individuals with disabilities. Responsibilities include all aspects of developing, monitoring, implementing, and evaluating the delivery of therapeutic recreation services, ensuring accessibility to individuals with disabilities and providing extensive support and resource information for community and advocacy groups. Specialized adapted recreation programs, including adapted aquatics and fitness programming, classes, events, after school programs, trips, social clubs and more are provided with outreach to individuals with developmental and physical disabilities.

Program Access/Inclusion Services provide reasonable accommodations and/or modifications to ensure access for individuals with disabilities participating in parks and recreation classes and programs, to be successfully included with their peers ensuring that recreation and leisure pursuits are an integral right of everyone. Modifications and accommodations are available on an individual basis. M-NCPPC employs an American with Disabilities Act (ADA) project manager to oversee ADA compliance for facilities and programs. A comprehensive training program is in place to educate internal and external customers in the ADA and other important disability issues; policies and procedures standards; awareness and more.

In February 2015, Montgomery Parks launched a Program Access/Inclusion Services Office where staff coordinate inclusion services to ensure successful inclusion in Parks programs. The Office also provides trainings on ADA and Program Access, Behavior Management, Effective Communication with Individuals with Disabilities, Customer Service and Sensitivity Awareness for all employees and volunteers. Montgomery Parks also works with students with learning disabilities in a variety of programs. Students from Ivymount, SEEC, ARC, and Kennedy Krieger are a valuable part of the nature center work programs, providing trail maintenance, garden care, and exhibit maintenance and program preparation as part of their work training programs. Project Search provides students with learning disabilities the opportunity to work in various divisions of Montgomery Parks. In addition, Montgomery Parks offers a therapeutic ice skating program for individuals with intellectual disabilities as well as coordinates Aceing Autism tennis programs for individuals with autism.

Montgomery Parks is involved in a unique partnership with the Miracle League of Montgomery County, which provides children with mental and/or physical challenges the opportunity to safely play baseball. The field incorporates a cushioned synthetic turf that allows children using wheelchairs and walkers to “run” the bases without fear of injury. The field is part of one of MC Parks’ largest parks, which includes the Maryland Soccer Plex, a swim center, an archery range and a driving range. This field is located in South Germantown Recreational Park. The field incorporates a cushioned synthetic turf that allows children using wheelchairs and walkers to “run” the bases without fear of injury.

In Prince George’s County, the Healthy Minds/Healthy Bodies fitness initiative for military personnel who have returned home with disabilities receive:

- Personal training sessions with a certified trainer experienced in post-rehabilitation exercise
- One-year fitness membership
- One-year membership for a spouse, partner, or friend
- Invitations to optional social events.

Training sessions with a certified trainer are tailored to meet the needs of each participant. Fitness memberships and training sessions are coordinated with the Wayne K. Curry, Prince George's Sports and Learning Complex.

In October 2015, a new therapeutic sensory room opened in the South Bowie Community Center, the first in a public parks and recreation facility in the state of Maryland. Usually, they are only available in physical or occupational therapist’s offices. The room contains items that stimulate visual, tactile, and auditory senses, including a bubble tube, a light-up Milky Way carpet, a wall of bubbling water and a ball pit. According to the Therapeutic Recreation Manager at DPR, “therapeutic sensory rooms help kids learn cause and effect and assist with regulating behaviors and emotions.” <https://www.facebook.com/pgparks/videos/today-we-opened-the-therapeutic-sensory-room-at-south-bowie-community-center-the/10153562398115923/>

Geographical Barriers

MNCPPC uses demographic information to ensure that all citizens and visitors have access to parks in or near communities. To reach areas that have limited access to programs, mobile programs bring parks and leisure programs to our citizens. Programs include Pop Up Parks, Arts on a Roll and Fitness in the Parks. The Pop Up in Montgomery Parks campaign is part of an ongoing initiative designed to bring more people into parks to recreate and reconnect with their community. All programs and events are free and Play Specialists are onsite to help people discover the amazing things that they can do in their local park. Activities such as rock wall climbing, climb-a-tree, movie night, touch-a-truck and a mobile bike track attracted more than 2,200 people in 2017.

COMMUNITY EDUCATION FOR LEISURE PROCESS (6.4)

The Commission is committed to educating its citizens about the value, benefits, and impacts of numerous and varied program opportunities that are available through its service delivery.

Promoting the benefits of recreation is an important priority. Those benefits include:

- Personal benefits: fitness and wellness, relaxation (stress reduction), and development of skills.
- Social benefits: leadership, building strong families, community networking, enhanced cultural diversity.
- Environmental benefits: environmental education and health, improved conservation, and open space protection.
- Economic benefits: preventative health, reduction in crimes, increased programmatic value.

The Departments utilize a variety of methods to educate the community on the benefits of parks and recreation services. Most programs are promoted via the website, flyers, brochures, posters, email blasts, and online social media including Facebook, Twitter, YouTube, and press releases. Some of these include special and targeted features for specific members of the community.

Below is a sampling of activities and events from recent Brookside Gardens program guides that are educationally focused:

Issue/Year Program Focus Target Audience Purpose FY '15 – FY '18

| | |
|---|---|
| <p>SUMMER Brookside Gardens' Children's Summer Camps</p> | <p>Enhances appreciation and awareness of the natural world, while building on STEM and environmental literacy learned in the classroom.</p> <ul style="list-style-type: none"> • Garden Detectives • Botanical Art • Garden Architecture • Chopped: Healthy Food Choices • Grow Together Gardening – Intergenerational • Butterfly Flutterby |
| <p>Brookside Gardens' Summer Concert Series</p> | <p>Free music concert series featuring a variety of music genres that attract diverse audiences</p> |
| <p>Wings of Fancy Live Butterfly Exhibit</p> | <p>Teaches the value of conservation of local habitats for butterflies and other important pollinator species.</p> |
| <p>Brookside Gardens' Shakespeare In the Park</p> | <p>Leverages the garden as a natural outdoor setting for a free theatrical performance that engages a broad audience.</p> |
| <p>Brookside Gardens' Summer Internship Program</p> | <p>Establishes a career pathway for youth in conservation careers with a special focus on communities of color.</p> |

| | |
|--|--|
| Fall | |
| Brookside Gardens' Children's Day | Collaborating with like-minded community groups to provide free family-oriented activities that build awareness of the benefits of gardening for people and the environment. |
| Brookside Gardens' Curriculum Based School Programs | Curriculum based programs for elementary school students meeting Montgomery County Public Schools and state environmental literacy and plant science curriculum standards. <ul style="list-style-type: none"> • How Seeds Travel • Sunflower Sally • Butterfly Lifecycles |
| Brookside Gardens Horticulture Classes | <ul style="list-style-type: none"> • How to Create a Monarch Waystation • Transforming Your Lawn into A Wildlife Habitat • Pruning Techniques • Cool Season Edibles • Getting Your Garden Ready for Winter • Deer Proofing Your Garden • Regenerative Gardening & Soil Health |
| Brookside Gardens Health & Wellness Programming | <ul style="list-style-type: none"> • Outdoor Yoga • Outdoor Tai Chi • Guided Labyrinth Walk • Ayurvedic Cooking • Growing a Healing Garden • Forest Bathing |
| Brookside Gardens' Partnership with Montgomery County Department of Environmental Protection | <ul style="list-style-type: none"> • Stormwater Solutions: Conservation Landscapes & Raingardens • Make & Take Rain Barrel |
| Winter | |
| Brookside Gardens - Garden of Lights | An annual secular light display that interprets the diversity of the gardens, which has become a family tradition in the community. |
| Brookside Gardens' Green Matters Symposium | Green Matters, an annual symposium at Brookside Gardens since 2004, concentrates attention on the intersection of horticulture and environmental issues. This event provides timely information and viable solutions to environmental challenges. |
| Brookside Gardens' School of Botanical Art & Illustration | Offers students one-year intermediate and two-year advanced certificates in botanical art and illustration in addition to electives taught by national renowned artists. |

| | |
|--|---|
| Brookside Gardens - Garden After Dark | Provides opportunities for adults to engage with the gardens in a casual social setting during after-hours. |
| Spring | |
| Brookside Gardens Cooking Demonstrations | A series of cooking classes, focusing on healthful recipes that use seasonal and local fruits, vegetables, and herbs that the public can grow. Participants enjoy food samples as they watch a live cooking demonstration and learn easy-to-follow recipes to try at home |
| Brookside Gardens' Earth Day | A free community event that teaches the public how their actions can have a positive environmental impact through volunteer projects, green craft fair, community art project, family activities and tours of the Gardens. |
| Brookside Gardens' Plant Shows & Sales | Offers plant shows and sales organized by Brookside Gardens and community partners including Friends of Brookside Gardens, the Dahlia Society, Daffodil Society, Cactus & Succulent Society and others. |
| Brookside Gardens' Xcursions | Field trips that cultivate a deeper appreciation for public gardens, landscape design, and gardening. |
| Brookside Gardens' Hands-On Workshops | <ul style="list-style-type: none"> • Focus on Butterflies • Garden Photography • Floral Design • Summer Annual Containers • Hanging Baskets • Dried Floral Wreaths • Miniature Perennial Gardens • Orchid Repotting |

Below is a sampling of activities and events from recent DPR program guides that are educationally focused:

| Issue Year | Program Focus | Target Audience | Purpose |
|------------------|-----------------------------|-------------------------|---|
| Spring 2018 | The Pollinator Project | Community-wide | To recognize and support butterflies, bees and other species which are considered pollinators. Educate the population regarding their benefit. Invite the public to get involved. |
| Winter 2017-2018 | Inclusion | Community-wide | Discusses Black History month programs offered. Culture and Arts to engage the public in diverse interactions and attractions. |
| Winter 2017 | Innovation | Community-wide | Imagination and innovation are at the center, by plugging in to conservation measures. |
| Fall 2017 | STEAM | Future Innovators/Youth | Educational methodology to science, technology, arts and mathematics. This direct focus teaches youth to problem-solve and embrace the creative process. |
| Summer 2017 | Celebrate history | Families | Incorporating elements of M-NCPPCs history with community activities focused on rediscovering the parks and recreation department. |
| Spring 2017 | Families | Youth | Expresses the different aspects of summer camp encouraging parents to engage youth programming. |
| Fall 2016 | Hispanic Heritage | Community-wide | Embrace the cultural traditions and connect with the Latino culture by celebrating diversity, participate in activities, and understanding Latino history. |
| Summer 2016 | Overall health and Wellness | Adults | Discovering the various forms of health and well-being for the entire body. |

| | | | |
|----------------|--|--------------------------|---|
| | | | Focusing on the trails in various areas, by encouraging walking and being active. |
| Spring 2016 | Outside activities, open space and outdoor amenities | Community-wide | This edition focuses on discovering the outdoors, whether walking the trails, fishing, or imaginative activities on the playground. Also, focuses on the impact that diversity has on bringing various groups together through community. |
| Winter 2015-16 | M-NCPPC Championing the Gold | Community-wide | Touting modernization, new direction, and community, which are proponents to the six-time national gold medal award. |
| Fall 2015 | Before and After school programming | Youth | Sharing information about program care, before or after school for children and teens. |
| Summer 2015 | Conservation | Community-wide | Showcases the acreage of the county. The importance of parkland, habitats, and maintaining these historic areas. |
| Spring 2015 | Aquatics | Youth & Teens | Gearing attention to the aquatic programs, water safety, and encouraging involvement from youth and teens. Brings an awareness to aquatics by making it more engaging and interactive for youth. |
| Winter 2014-15 | Inclusion | Special needs population | Details the various offerings of disability services, inclusive of therapeutic recreation. |
| Fall 2014 | Art and culture | Community-wide | Exploring diverse ways to express various forms of art, through spoken word, music, dancing, and painting. |
| Summer 2014 | Imagination, Environmental & Innovation | Youth & Teens | This edition focuses on the principles of summer engagement, such as, late night programs, which encourage teen's |

| | | | |
|----------------|------------------|----------------|---|
| | | | <p>involvement. This is an alternative to being involved in unproductive activities.</p> <p>Explanation of several parks owned by the commission and gives an overview of what that playground area offers, such as a safari, archeological dig, and a way to transform play.</p> |
| Spring 2014 | Sustainability | Community-wide | <p>Understanding sustainability by gardening, eating fresh fruit and vegetables, as well as maintaining proper physical activity.</p> <p>Displays Farmers Markets and access to locally grown foods.</p> <p>Educating youth on gardening and teaching the importance of plant-based food.</p> |
| Winter 2013-14 | Wellness primacy | Adults | <p>Giving adults tips on ways they can prioritize wellness. Topics include reducing stress, heart health, and learning to balance life.</p> |

| Issue Year | Program Focus | Target Audience | Purpose |
|----------------|--|------------------------------|--|
| Winter 2013-14 | <p><i>Swim Lesson Bobbers:</i> Lessons introduce the most elementary swimming skills such as water entry and exit; breathe control and submerging; floating/gliding on the front and back; and treading in chest-deep water. Arm and leg actions are also introduced at this level. Note: Due to the number of skills taught in this course, participants may need to repeat this level.</p> | Spring 2018 (March 1-May 31) | <p><i>Swim Lessons: Bobbers:</i> Build your child's water confidence, alleviate their feelings of fear, and help them learn healthy, fitness habits in this introductory swimming course! This level familiarizes children to the aquatic environment and helps them acquire basic aquatic skills such as water entry and exit; breath control and submerging; floating/gliding on the front and back; and treading in chest-deep water. Arm and leg actions are also introduced at this level. Participants begin to develop positive attitudes and safe practices around water. Note: Due to the number of skills taught in this course, participants may need to repeat this level.</p> |
| Spring 2015 | <p><i>Abs & Glutes Water Exercise:</i> Focus on power techniques to</p> | Spring 2018 (March 1-May 31) | <p><i>Abs & Glutes Water Exercise:</i> Mixed Ages: Splash your way to stronger abs</p> |

| | | | |
|-----------|--|------------------------------|---|
| | tone and sculpt away inches. | | and glutes! Discover how these muscle groups, when exercised properly; help you look your best while supporting your spine. We will focus on power techniques to tone and sculpt away inches. You will feel stronger, more self-confident, and be on your way to increased flexibility. |
| Fall 2015 | <i>Bio Fitness: Tone & Firm:</i> A 1-Hour challenging workout to strengthen and tone muscles and increase flexibility. The workout uses optional resistance devices and includes mat/floor exercise. Please contact the center for registration details. | Spring 2018 (March 1-May 31) | <i>Bio Fitness: Adults, Tone & Firm:</i> “Mirror, mirror on the wall. Who’s the most toned of them all?” That would be you if you join us for this 1-hour challenging workout to strengthen and tone muscles while increasing flexibility! Build self-confidence and awareness while reshaping your body composition! The workout uses optional resistance devices and includes mat/floor exercise. Please contact the center for registration details. |

Benefit-Based Marketing:

Formula 2040 charged the Department of Parks to use marketing and communications more aggressively to reach a larger audience. To support this goal, the Department of Parks and Recreation's, Public Affairs and Marketing division transformed the course descriptions to mirror a benefits-based model (BBM). This was done along with the transition to a new registration tool, PARKS DIRECT. The descriptions reflect more of the following:

- Describing the benefits to the customer
- Illustrating appealing character of each class offered
- Incorporating health and wellness keywords to reflect the benefits of our courses

Benefit-based content marketing answers the patron's questions of "Why should I improve my life?" and "How can I improve my life?" The goal is for the voice of the DPR brand to seamlessly sound like the inner voice of the user when their participatory choices for a class, activity, or event are made. In an effort to positively affect adverse health factors, challenges, and outcomes within the residential community, DPR's benefits-based content marketing highlights a segment of our brand identity, which is wellness. This audience-centric strategy encapsulates the advantages (physical, environmental, behavioral, and social/cultural) of participation in a Department of Parks and Recreation program or event.

To build our department's story for various media platforms, we use a wellness-focused vocabulary to connect our stimulating and captivating brand content narrative with established community needs. The systematic usage of wellness keywords in our copy infuses the content marketing with a benefits-based core designed to allay audience conflict about why and how to satisfy some of their basic human needs. The pathway to engagement with members of the community begins with stimulating and captivating brand content. Resident loyalty to our product is sustained through our brand content's consistency, relevance, and value.

Consistency

The descriptions are written to:

- Incorporate, with frequency, wellness benefits vocabulary across media platforms and, in particular, the quarterly publication – *Your Guide to Parks and Recreation Classes, Programs and Events*.
- Evoke top-of-mind recollection of M-NCPPC's events and programs as first choice recreation options for community users.

Relevance

Our stories are written to:

- Align our brand's voice with the personalized touchpoints of the audience. The goal is to have the reader feel our products are close to the center of their needs.
- Imply our brand content was written in the empathetic voice of the community – by them, to them, and for them.
- Leverage our resources to address current trends on the topic of *wellness*.

Value Our stories are written to:

- Produce, in the mind of the resident, participatory importance of our products and its worthiness of actionable steps.
- Reinforce our events and programs are of more merit in comparison to similar ones offered in the county.

In using benefit-based content marketing the department is positioning itself as the premier organization of recreational choice with the end goal of converting patrons to advocates. Below is table highlighting some recent program descriptions. Following are the links to these and other examples.

| Document | Class | Benefit-Based Marketing Description |
|---|----------------------------|--|
| Spring 2018 Guide | Weight Training Women | You are a masterpiece and every work of art needs a strong, beautiful frame! Weight training sculpts your physique and builds bone density while minimizing the risks associated with osteoporosis. Our class changes your body composition as you use weight machines to target specific muscle groups. You will increasingly gain self-confidence, self-awareness, be empowered, and stay healthy through this programs. |
| Spring 2018 Guide | Cheerleading – Mixed Ages | I’ve got spirit! Yes, I do! I got spirit, how about you?! We’ll coach you in basic jumps and tumbles from the sport of cheerleading. Gain greater self-confidence, flexibility, strength, and feel motivated to face your day! Join our cheer squad and build relationships with new friends while you fly high with tumbles, jumps, and team spirit! |
| Summer Camp 2018 Guide: Choose Your Adventure | Enrichment Camp | Fast track your summer with STEAM power. Sharpen your STEAM (Science, Technology, Engineering, Art, Mathematics) skills. From composting waste to flying drones, campers have a variety of STEAM activities in which to participate, as they develop friendships, character and self-confidence. This camp shows kids that gaining abilities in STEAM are supercool and are practical for real world tasks. Kids problem solve, critically think, experientially learn, ask logically reason their way through multi-themed STEAM content. |
| Summer Camp 2018 Guide: Choose Your Adventure | Outdoor Living Skills Camp | Learn how to survive in the wild. Discover how to live in the outdoors using primitive technology. Enroll now to learn how to start a fire using flint and sleet, to prepare a fire cooked meal, and to make a shelter out of only forest materials. Use your problem-solving skills in an exciting adventure quest for you to take on the last camp day. You will never have such fun getting your hands dirty! |

| | | |
|-----------|--|---|
| Fall 2018 | Computer Skills -- Seniors, Level | Don't be left on the shoulder of the information superhighway! Get on board and rev up your fundamental computer skills, Our non-judgemental class will develop character, boost self-confidence, and be fun. This course builds on fundamental computer skills. Topics might include creating and maintaining directories, managing documents, and introduction to the Internet, and basic applications. |
| Fall 2018 | Robotics Workshop – Lego, Children (page 37) | Can it get any cooler then building and designing your own robots? Your child will be introduced to the basics of robotics systems, programming hardware, and software. This collaborative environment will help your child gain valuable skills while expanding their network of friendship with building robotic engineers. Help your child get an early start to learning how engineering can build and shape our world. |

Links

➤ **Spring 2018 Guide: The Pollinator Project**

Weight Training—Women (page 28)

http://bt.editionsbyfry.com/publication/?i=470022#{%22issue_id%22:470022,%22page%22:28}

Cheerleading – Mixed Ages (page 50)

http://bt.editionsbyfry.com/publication/?i=470022#{%22issue_id%22:470022,%22page%22:50}

➤ **Summer Camp 2018 Guide: Choose Your Adventure**

Enrichment Camp – STEAM Children (page 23)

https://issuu.com/pgparks/docs/2018_summer_program_brochure_web/24

Outdoor Living Skills Camp (page 32)

https://issuu.com/pgparks/docs/2018_summer_program_brochure_web/34

➤ **Fall 2018: Park Rx**

Computer Skills -- Seniors, Level 2 (page 25)

https://issuu.com/pgparks/docs/fallguide_final/24

Robotics Workshop – Lego, Children (page 37)

https://issuu.com/pgparks/docs/fallguide_final/36

COMMUNITY HEALTH AND WELLNESS EDUCATION AND PROMOTION (6.4.1)

The M-NCPPC utilizes its extensive geographic presence and assets of parkland, trails and facilities to positively affect health and wellness outcomes in Prince George's and Montgomery Counties by providing opportunities for physical activity, nutrition education and healthy eating, connecting with nature, and social interaction. These opportunities are evident across Commission programs and policies.

All of the M-NCPPC facilities offer residents the opportunity for active play. These facilities include four ice arenas, five indoor tennis facilities, multiple splash parks and pools, and numerous community centers^{i,ii}. These facilities each feature facility-specific programming including community hockey leagues^{iii,iv}, learn to skate^{v,vi} and learn to swim programs^{vii, viii}. This type of programming encourages participants to learn specific skills that can be incorporated into a healthy lifestyle even after the program ends.

The network of trails across Prince George's and Montgomery counties is vast, totaling approximately 90 miles. Events, such as the Healthy Trails 5K^{ix}, Jug Bay 10K/5K Run for Wildlife and 3K Fun Walk^x, Winter Festival of Lights Trot for a Turkey^{xi}, and the Glow Walk/Run for Autism^{xii}, utilize these trails each year. Trails are also utilized throughout the year. Residents have the opportunity to use the trails for self-guided fitness activities. Three Heart Smart Trails, which are 1-mile in length or less and follow a hard surface, level path, are used to encourage residents to start utilizing trails to improve their health. Two additional trails have incorporated QR F.I.T. technology, which allows trail users to stop at designated points and follow a video-guided workout using their smartphones^{xiii}. Trails are also used for various programming including Nature Hikes^{xiv}, Forest Therapy Walks and walking programs. The Commission hosts walking programs that cater to seniors, parents, residents who suffer from arthritic symptoms, and all residents interested in connecting with one another and area healthcare professionals. Club 300 is a free, year-round senior walking program that is a virtual walk across America. Seniors can register for the program, attend scheduled group walks or walk on their own and earn rewards as they log their steps^{xv}. Stroll-It Baby and Stroller Nature Strolls brings parents and children together to encourage them to meet other residents, walk, and enjoy trails and parkland on a guided tour by a Naturalist^{xvi,xvii}. Walk with Ease is a six-week program developed by the Arthritis Foundation that helps to reduce the pain and discomfort of arthritis. The M-NCPPC, Department of Parks and Recreation, has begun to offer this free walking program to foster community support, education, and a safe environment to walk for people suffering from arthritic symptoms^{xviii,xix}. Walk and Talk with the Doc is a walking group guided by area healthcare professionals. It aims to break down barriers between doctors and patients by facilitating positive interaction between doctors and residents, outside the doctor's office^{xx}.

The M-NCPPC has also entered into an agreement with Park Rx America^{xxi}. Through this partnership, the Commission has taken on the practice of collecting data about its parks and trails. The data collected is available online through the M-NCPPC Park Rx website. Residents are able to search for parks and trails and through partnering with area healthcare facilities, doctors can prescribe visits to parks near where the patients live or work through the routine delivery of healthcare. The goals of this initiative are to decrease the burden of chronic disease,

increase health and happiness, and foster environmental stewardship^{xxii,xxiii}. In addition to providing self-guided activity, M-NCPPC parks often feature instructor-led activities through Health and Wellness Zones^{xxiv}, Fitness in the Parks, Yoga in the Parks, and Get Fit Mobile. Yoga in the Parks is a series of free outdoor yoga classes. Participants learn basic moves to strengthen their bodies, increase flexibility and free their minds^{xxv}. Yoga in the Parks has been operating for four years and has expanded to nine sites with thirteen class times per week. Approximately 400 participants enjoy Yoga in the Parks each year^{xxvi,xxvii,xxviii}. Yoga in the Parks has expanded into the Fitness in the Parks program, a free exercise program that brings a variety of fitness opportunities, such as Boot Camp, Cross Training, Line Dancing, Family Zumba, and Tai Chi, to parks and natural areas^{xxix,xxx,xxxi,xxxii,xxxiii}. The Get Fit Mobile unit aims to encourage the adoption of healthy behaviors in order to reduce chronic disease and increase healthy outcomes through fitness, sports, wellness and nutrition programming^{xxxiv}. The Get Fit Mobile unit makes appearances at many M-NCPPC and other County-wide events throughout the year^{xxxv,xxxvi,xxxvii,xxxviii,xxxix}.

Park Rx is one of many collaborations the M-NCPPC participates in with community partners in efforts to address the health and wellbeing of residents in Prince George's and Montgomery counties. The M-NCPPC participates in the Childhood Obesity Task Force, an interagency task force that plans to address and solve the Nation's childhood obesity problem within a generation^{xl}. The Department of Parks and Recreation is also represented in the Prince George's Healthcare Action Coalition, a community health network comprised of representatives from over 70 community health and wellness organizations working to develop policy guidelines^{xli}. The Department of Parks and Recreation also partners with the Prince George's County Health Department and Suburban Hospital to hold a monthly Dine and Learn program. Dine and Learn brings together residents of all ages for guided exercise, step-by-step cooking demonstrations with a Registered Dietitian, and an interactive, nutrition-based discussion^{xlii,xliii}.

The M-NCPPC further incorporates nutrition and healthy eating into its community gardening programs. Affordable community garden plots are available to residents for rent across fifteen community gardens^{xliv,xlv}. Community garden plots provide residents with a great place to grow fresh produce ensuring access to nutritious foods. Park staff support the gardens through interacting with residents and providing information on gardening techniques^{xlvi}. A youth-specific gardening initiative, Planting a Seed that Lasts a Lifetime, teaches youth about gardening and growing food. Programming also covers topics around teamwork, health and nutrition, the food system, the environment and community building through gardening^{xlvii}. Youth garden programming takes place through the school year in afterschool programs and during the summer in collaboration with summer camps^{xlviii}.

At the foundation of this work is the Health and Wellness Action Plan. The Maryland-National Capital Park and Planning Commission's Department of Parks and Recreation developed a Health and Wellness Action Plan to prioritize initiatives and activities the Department intends to implement in support of the health and wellness objectives of its Formula 2040 Functional Master Plan. While health and wellness has been a priority of the Department for several years, the current health ranking of Prince George's County provides greater impetus for us to become a major provider of health and wellness programs. The action plan positions the Department to

be at the forefront of creating and implementing innovative public health solutions on the local level to respond to obesity risk factors and improve overall health outcomes in our communities. The plan is built around a broad definition of health and wellness that includes not only physical dimensions but environmental, cultural, and mental health aspects of well-being as well. Overall, the action plan aligns the Department with national public health movements. Through partnerships, policies, marketing, training, and more, the Department is committed to being a leader in addressing the health and wellness needs of Prince George's County residents. This plan will guide the work of the Parks and Recreation Department for the next several years.⁴⁹

- ⁱ <http://www.pgparcs.com/Facilities>
- ⁱⁱ <https://www.montgomeryparcs.org/parks-trails/facilities/>
- ⁱⁱⁱ <http://www.wellswarriorshockey.org/>
- ^{iv} <https://www.facebook.com/tuckerroadducks/>
- ^v <http://www.pgparcs.com/1165/Learn-to-Skate>
- ^{vi} <https://www.montgomeryparcs.org/parks-and-trails/wheaton-regional-park-ice-arena/lessons/>
- ^{vii} [Summer 2017 TNI Swim Lessons](#)
- ^{viii} [M-NCPPC MD Centennial](#)
- ^{ix} [Healthy Trails Rack Card](#)
- ^x [Jug Bay Postcard 2017](#)
- ^{xi} [Turkey Trot 2017](#)
- ^{xii} [Glow Walk Run 2017](#)
- ^{xiii} <http://www.mncppc.org/872/QR-FIT-Trail-System>
- ^{xiv} <https://smartlink.pgparcs.com/smartlink/Activities/ActivitiesCourseDetails.asp?cid=332542#>
- ^{xv} <http://www.pgparcs.com/945/Club-300>
- ^{xvi} [Stroll-It Baby Rack Card](#)
- ^{xvii} <https://www.montgomeryparcs.org/events/stroller-nature-strolls-swains-lock/>
- ^{xviii} <http://www.mncppc.org/882/walk-With-Ease-Program>
- ^{xix} [Walk With Ease Flyer 2017](#)
- ^{xx} [Walk and Talk with the Doc 2017 Brochure](#)
- ^{xxi} <http://www.parkrxamerica.org>
- ^{xxii} <http://parkrxamerica.org/pdf/Park-Rx-poster.pdf>
- ^{xxiii} [Park Rx One Pager](#)
- ^{xxiv} <http://www.mncppc.org/870/Health-Wellness-Zones>
- ^{xxv} [Yoga in the Parks 2016 Infographic](#)
- ^{xxvi} <http://www.mncppc.org/895/Yoga-in-the-Parks>
- ^{xxvii} [Warrior One](#)
- ^{xxviii} [Warrior Two](#)
- ^{xxix} [Fall FITP Updated Flier](#)
- ^{xxx} <http://www.mncppc.org/862/Fitness-in-the-Parks>
- ^{xxxi} <https://www.flickr.com/photos/pgparcs/35289679295/in/album-72157684923607996/>
- ^{xxxii} <https://www.flickr.com/photos/pgparcs/34902421640/in/album-72157684923607996/>
- ^{xxxiii} <https://www.flickr.com/photos/pgparcs/34479902153/in/album-72157684923607996/>
- ^{xxxiv} <http://www.mncppc.org/865/Get-Fit-Mobile>
- ^{xxxv} <https://www.flickr.com/photos/pgparcsandrec/37386515195/in/album-72157687023358883/>
- ^{xxxvi} <https://www.flickr.com/photos/pgparcsandrec/37386514405/in/album-72157687023358883/>

xxxvii <https://www.flickr.com/photos/pgparksandrec/37386514715/in/album-72157687023358883/>

xxxviii <https://www.flickr.com/photos/pgparksandrec/37386514485/in/album-72157687023358883/>

xxxix [Get Fit Mobile Rack Card](#)

xl https://usatoday30.usatoday.com/news/health/weightloss/2010-05-11-michelle-obama-obesity_N.htm

xli <https://www.princegeorgescountymd.gov/1631/Healthcare-Action-Coalition>

xlii <http://www.mncppc.org/859/Dine-Learn>

xliiii [Dine and Learn 2017 Rack Card](#)

xliv <https://www.montgomeryparks.org/community-gardens/>

xlv <http://www.pgparcs.com/546/Community-Garden-Plots>

xlvi [Community Gardens Rack Card](#)

xlvii https://www.flickr.com/search/?text=community%20garden&contacts=all&view_all=1

xlviii [Fitness and Gardening](#)

49 <http://www.pgparcs.com/2774/Health-and-Wellness-Action-Plan>

PARTICIPANT AND SPECTATOR CODE OF CONDUCT (6.5)

M-NCPPC is committed to providing a safe, positive and respectful environment for all our patrons. Participants & parents are expected to follow the [CODE OF CONDUCT & RULES TO PLAY BY](#), as well as all applicable M-NCPPC Rules and Regulations, to ensure a positive experience for all. M-NCPPC takes a constructive approach to discipline and our staff regularly reviews the rules with participants. Please, immediately report to staff any uncomfortable or threatening situations you or your child/teen may experience while participating in our programs. M-NCPPC makes every effort to promptly resolve any inappropriate behavior.

Code of Conduct Participants, parents, staff and volunteers are expected to:

- Be respectful, courteous, and considerate of others at all times.
- Communicate in an appropriate manner. Refrain from using abusive or foul language/gestures, harsh words, yelling or harassing others.
- Be responsible for their actions and understand that irresponsible behavior will result in disciplinary action.
- Refrain from deliberately causing harm to oneself or others.
- Never jeopardize the health and safety of others.
- Be respectful of the property of others & the property of site/center.

The code of conduct is included in the [Playground Handbook](#) as well as the [Summer Day Camp Handbook](#).

PROGRAM AND SERVICE STATISTICS (10.5)

The Maryland-National Capital Park & Planning Commission (M-NCPPC) utilizes the “CLASS System,” an automated cash collection, program and facilities registration application. In the Department of Parks & Recreation for Prince George’s County (DPR) the tool is known as ParksDirect. In Montgomery County Parks (MCP), the tool is known as ParkPASS. Service statistics are maintained and reported as performance measures in the proposed annual budget.

The system not only tracks program registration (see [Program Delivery Table – FY15](#)), points of sale transactions, memberships, and facility bookings (see [Facility Rental Figures](#)), it also has reporting capabilities and can provide quick and easy access to data captured for each transaction, including comparisons and trend analyses (see [Activity Trend Analysis Report](#)).

Data pulled quarterly from ParksDirect for each facility includes the Performance Measure tool. This report relays data to managers based on each department’s identified performance measures. However, as data needs shift, our system can easily adapt to provide needed reports.

List of Documentation:

- 10.5 Program Delivery Table – FY15
- 10.5 Facility Rental Figures example
- 10.5 Activity Trend Analysis Report

RECREATION AND LEISURE TRENDS ANALYSIS (10.5.1)

The Maryland-National Capital Park & Planning Commission (M-NCPPC) recognizes the importance of up-to-date assessments and analyses of our evolving community needs and interests in park and recreation services. Recreation programming and leisure trends are updated as part of the development of M-NCPPC's Comprehensive Recreation Program Plan (CRPP) FY17 – FY20 update. The CRPP is the foundational document that lays the groundwork towards creating a more strategic and intentional approach to programming and builds on the programmatic recommendations of *Parks and Recreation: 2010 and Beyond, Formula 2040: Functional Master Plan for Parks, Recreation and Open Space in Prince George's County, and Vision 2030 Strategic Plan for Parks and Recreation in Montgomery County*. The development of the CRPP reflects the work of a cross-departmental staff team from divisions across both counties. The representatives in this workgroup are responsible for designing and delivering recreation programs.

Chapter 2 – Recreation and Leisure Trends Analysis, Part 1 of the CRPP, highlights key national, regional and local trends in parks and recreation services. The analysis included review of community demographics, trends, and community needs to provide the context to better understand future parks and recreation opportunities. National Recreation and Parks Research Director, Kevin Roth, provided a presentation to the workgroup, "State of Local Parks." This presentation focused on key national park and recreation trends. Nick Duray, a local Subject Matter Expert (SME) from the Fairfax County Park Authority, provided a regional and local parks and recreation trends presentation. Both of their presentations are summarized and included in Chapter 2 for reference information. Trend information was also garnered from the review of studies and reports from the State of the Industry, Recreation Management Report, the National Sporting Goods Association reports, and the Physical Activity Council's Yearly Participation Report to track sports, fitness and recreation participation.

The Research and Evaluation Unit of the Department of Parks and Recreation (DPR) facilitated the development of the CRPP. Formulating Chapter 2 also included an analysis and account of M-NCPPC department services and trends. This resulted in a summary program planning trends table that highlights various trends and the implications/significance to M-NCPPC. An environmental scan was also conducted to evaluate the political, economic, social/cultural and technological (PEST) factors that drive recreation programming in both counties.

M-NCPPC's trends analyses consider observations from the 2017 Maryland Recreation and Parks Administration (MRPA) conference in April 2017 by Greenplay, LLC, such as:

- Parks and recreation are part of the public health realm – individual, community, and social health
- Back to nature initiatives are popular
- The parks and recreation industry should develop solutions for an aging population
- Walkability and connectivity are increasingly important
- Ethnic and cultural differences should influence what the industry provides

Trends analyses of demographic and income projections (see [US 2017 Household Income Projections](#)), population projections (see [US Census Community Facts – PG Co.](#), as of July 2018

and Population Projections for Montgomery County, as October 2017) and most importantly, regional and local trends aid M-NCPPC in providing equitable facilities, programs, and services in both counties (see 2017 Local Recreational Trends for Prince George's Co and 2017 Montgomery County Segment Analysis Report).

Finally, M-NCPPC acts as the principal county representative working with the Metropolitan Washington Council of Governments to prepare regional cooperative population forecasts to 2045, cooperative household forecasts to 2030 and cooperative employment forecasts to 2030.

M-NCPPC has responded to trends by emphasizing on service delivery in urban areas, athletic fields (see MCP Athletic Field Business Plan), community gardens (see Friends of Brookside Gardens), dog parks, promoting parks for wellness, provision of multi-generational centers, etc.

Applied Research

The report issued by Montgomery Planning's Research and Special Projects Division in January 2019, Montgomery County Trends: A Look at People, Housing and Jobs, is informing the update of the General Plan. The full report is available via this link:

https://montgomeryplanning.org/wp-content/uploads/2019/01/MP_TrendsReport_final.pdf.

The data collected over a 25-year period reveal notable changes in the county's demographics, economics and housing. Among the trends is an employment base growing more concentrated in the healthcare industry and professional services. Seniors aged 65 and older are expected to increase to more than 20 percent of the county's residents by 2040. Homeownership among households under age 35 declined from 45 percent in 1990 to 28 percent in 2016.

List of Documentation:

- 10.5.1 Comprehensive Recreation Program Plan (chapter two)
- 10.5.1 Comp Rec Plan Chapter 2 Trends Analysis Part 2
- 10.5.1 CRPP Trends and Implications Table from Chapter 2
- 10.5.1 US 2017 Household Income Projections
- 10.5.1 US Census Community Facts – PG Co.
- 10.5.1 Population Projections for Montgomery Co.
- 10.5.1 2017 Local Recreational Trends for Prince George's County
- 10.5.1 2017 Montgomery County Segment Analysis Report
- 10.5.1 Cooperative Population Forecasts to 2045
- 10.5.1 Cooperative Household Forecasts to 2030
- 10.5.1 Cooperative Employment Forecasts to 2030
- 10.5.1 MCP Athletic Field Business Plan
- 10.5.1 Friends of Brookside Gardens

COMMUNITY INVENTORY (10.5.2)

The Maryland-National Capital Park & Planning Commission (M-NCPPC) maintains annual inventories of parkland, programs, and park facilities for both counties. M-NCPPC uses the community inventories in conjunction with geographic information systems to sufficiently serve diverse populations; to identify level of service areas and opportunities, and to implement recommendations and assess progress.

In response to the growing populations of Prince George's and Montgomery counties, our inventories allow M-NCPPC to account for and adjust to the social, cultural, natural, physical, and economic resources of our communities. The [2019 Department of Parks & Recreation for Prince George's County \(DPR\) asset infrastructure](#) consists of a total of 28,671 acres of parkland owned by M-NCPPC, including 11,541 acres of developed parkland and 17,130 of undeveloped parkland (see [2017 DPR Inventory of Land and Facilities](#)). DPR proudly provides vast recreational opportunities for residents in a wide range of facilities and amenities.

The Montgomery County Department of Recreation coordinates with M-NCPPC to maintain community inventories of agencies, organizations, and businesses that provide recreational opportunities or related services (see [2017 MCP PROS - Parkland and Facility Inventory](#)). As of October 2017, the [Montgomery County Parks \(MCP\) asset infrastructure](#) includes 36,641 acres of parkland that is either owned or managed by M-NCPPC; 7,732 acres of developed parkland and 28,909 open and environmental preservation acreage. The [2017 MCP park classification system](#) categorizes parks as Countywide Parks and Community Use Parks, for budgeting and planning purposes.

List of Documentation:

- 10.5.2 2019 Department of Parks & Recreation Asset Infrastructure
- 10.5.2 2017 Department of Parks & Recreation Inventory of Land and Facilities
- 10.5.2 2017 Montgomery County Parks Parkland & Facility Inventory
- 10.5.2 2017 Montgomery County Parks Asset Infrastructure
- 10.5.2 2017 Montgomery County Parks Park Classification System