

Appendix F.

Statistically Valid Survey Summary

The following is a summary of the Statistically Valid Survey presentation on September 22nd to the bureau chiefs.

PROJECT OVERVIEW

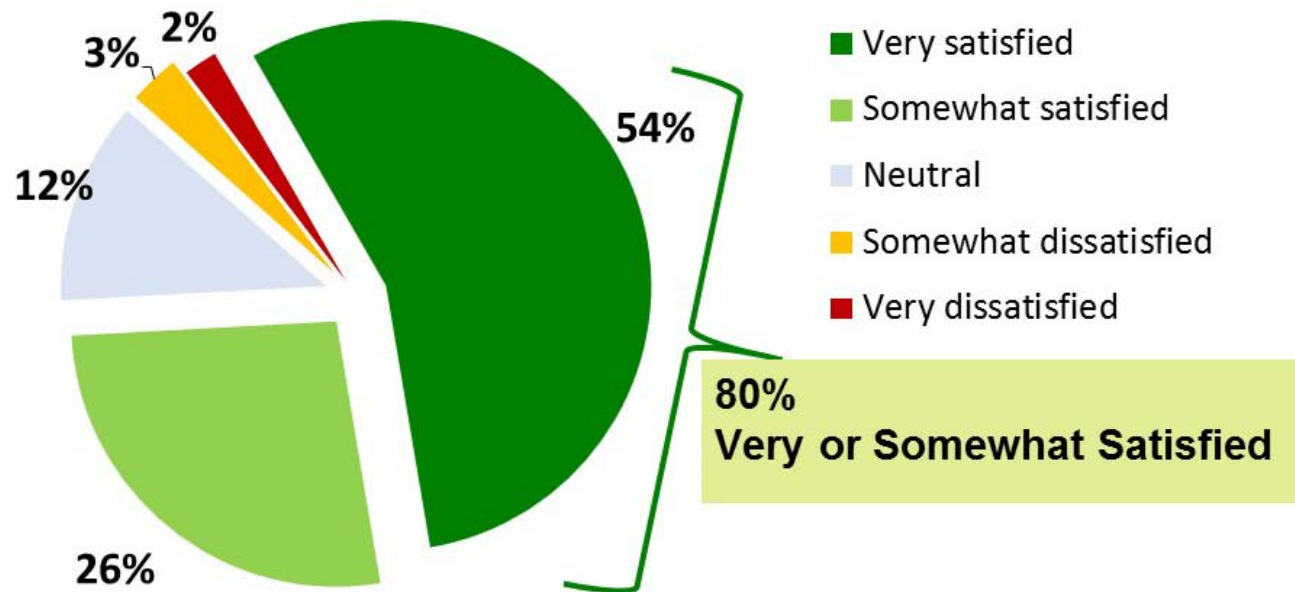
The Howard County Department of Recreation and Parks sponsored this countywide survey of Howard County residents to assess the needs and preferences of the public for Recreation and Parks facilities and programs. A representative countywide random sample telephone survey of 800 Howard County adults were interviewed by telephone between June 29 and July 2, 2016. Both landline and wireless telephones were included in the survey, which was conducted by live operators. The results of this survey have a potential sampling error no greater than $\pm 3.5\%$ at the 95% confidence level. This research was conducted by OpinionWorks LLC, an independent research organization based in Annapolis, Maryland.

Survey Findings

Overall, Howard County residents are highly satisfied with the parks, facilities, and programs provided by Recreation and Parks, with 80% of residents either very or somewhat satisfied. Only 5% of residents expressed any level of dissatisfaction.

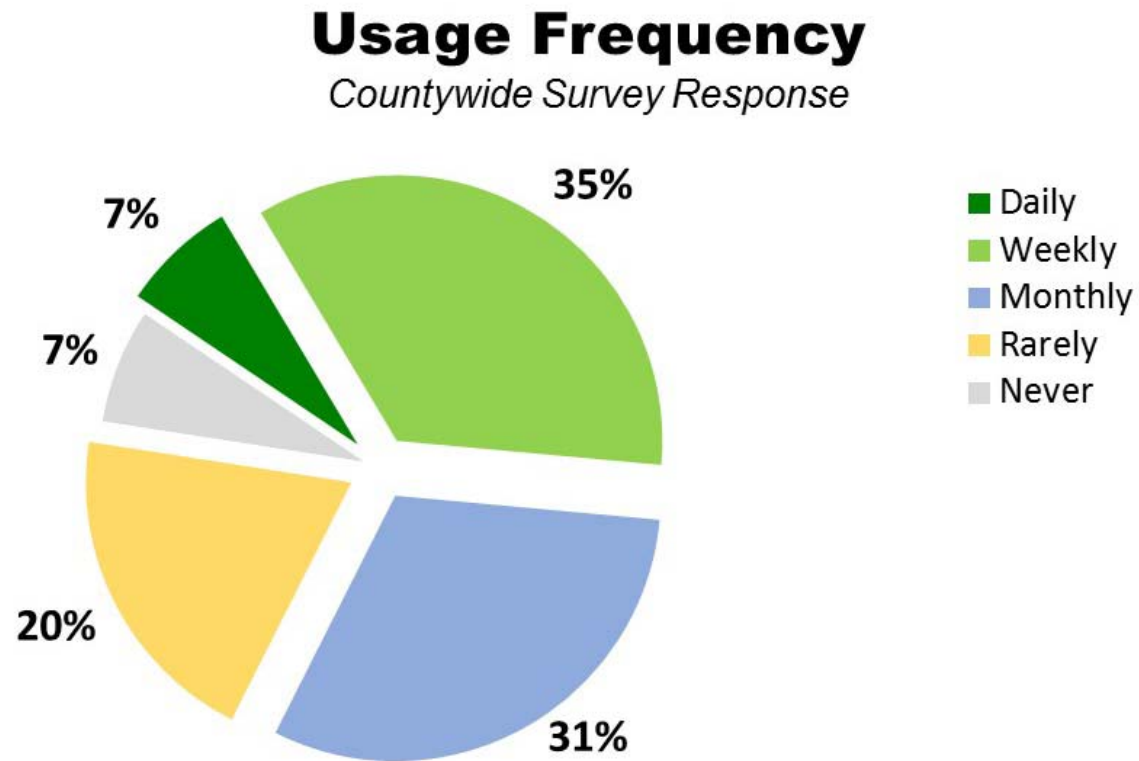
Overall Impressions

Countywide Survey Response



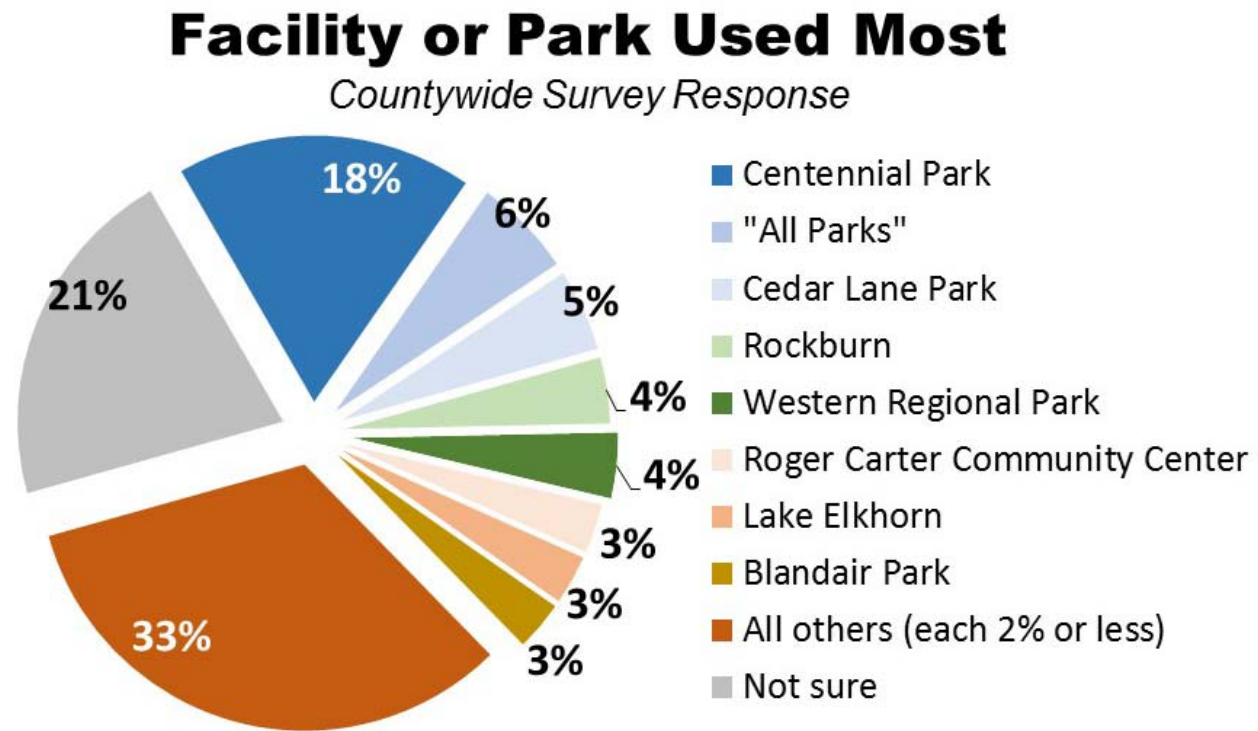
1. Overall, how satisfied are you with the parks, recreation facilities, and programs provided by Howard County Recreation and Parks?

The survey reflects very good usage, with more than four residents out of ten saying they use a recreation facility or park at least weekly, with 35% saying they use a recreation facility or park weekly, and another 7% saying they do so *daily*.



2. How often do you or others in your household use a Howard County recreation facility or park?

The most widely used facility or park is Centennial Park, with 18% of residents saying that is the park they use most often. This is followed by Cedar Lane Park (5%), Rockburn (4%), Western Regional Park (4%), and other named facilities or parks in decreasing order.



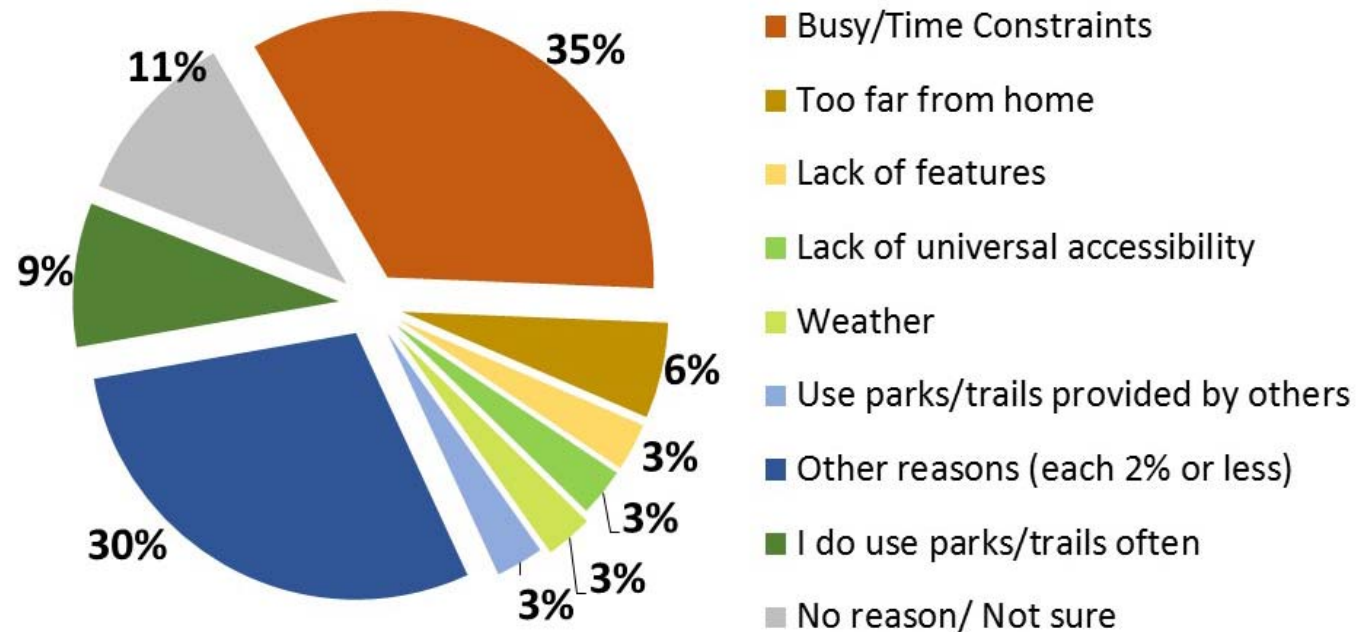
3. What is the name of the recreation facility or park that you use the most?

Respondents were asked why they did not make more use of parks and trails and of recreation programming during the prior 12 months, and in both cases, lack of time was the key limiting factor. Thirty-five percent of residents cited lack of time as a main reason they did not make more use of Howard County parks and trails, and 28% cited lack of time as a main reason they did not make more use of recreation programming.

Other reasons were well back, with distance from home a barrier to park and trail usage for 6%, and no other single reason topping 3%.

Reasons for Non-Usage – Parks & Trails

Countywide Survey Response

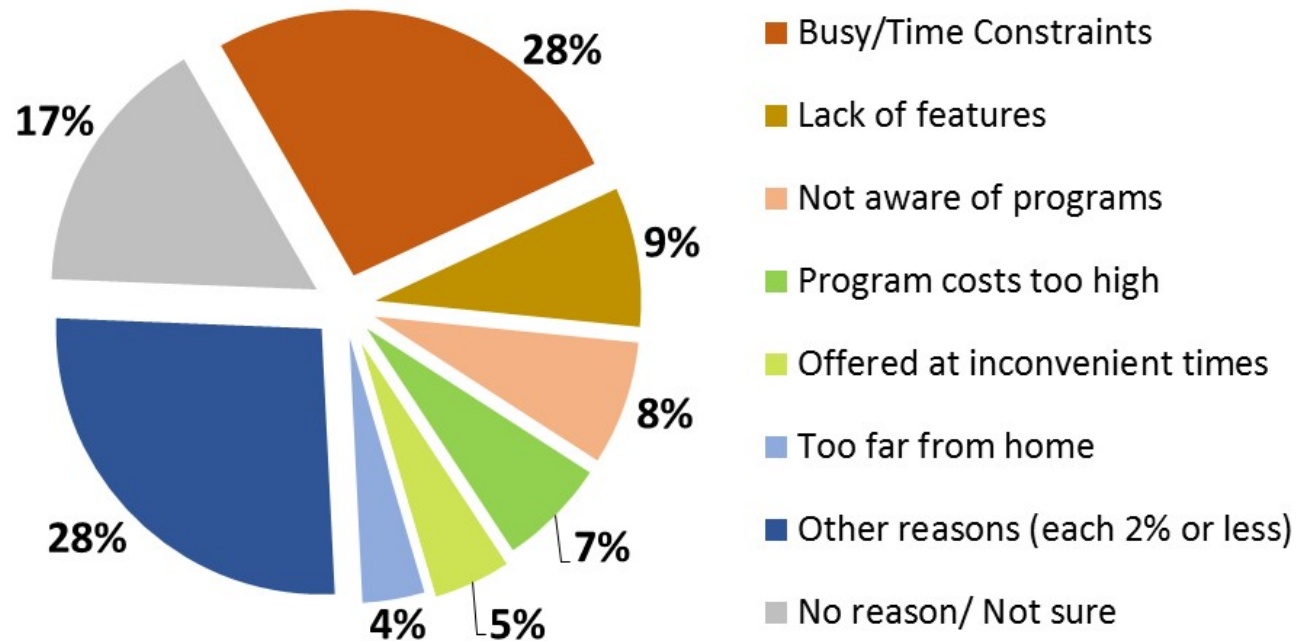


4. What are one or two main reasons you did not make more use of Howard County parks and trails during the past 12 months?

As a barrier to recreational programs, lack of specific programs of interest to them was mentioned by 9%, lack of awareness by 8%, program costs by 7%, inconvenient scheduling by 5%, and distance from home by 4%.

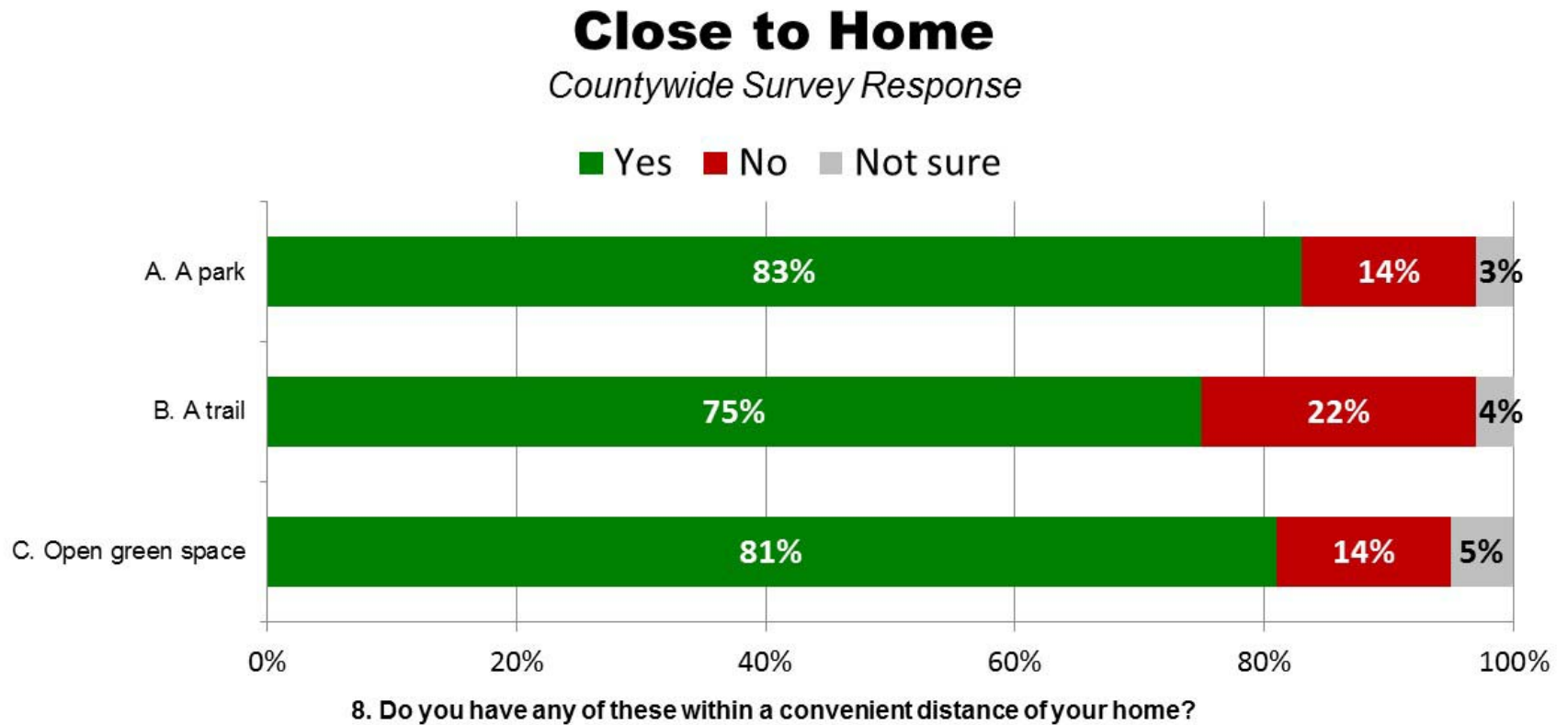
Reasons for Non-Usage – Recreation Programming

Countywide Survey Response



5. What are one or two main reasons you did not make more use of Howard County recreation programming during the past 12 months, in other words things like classes, sports and fitness activities, camps for kids, senior activities, or special events?

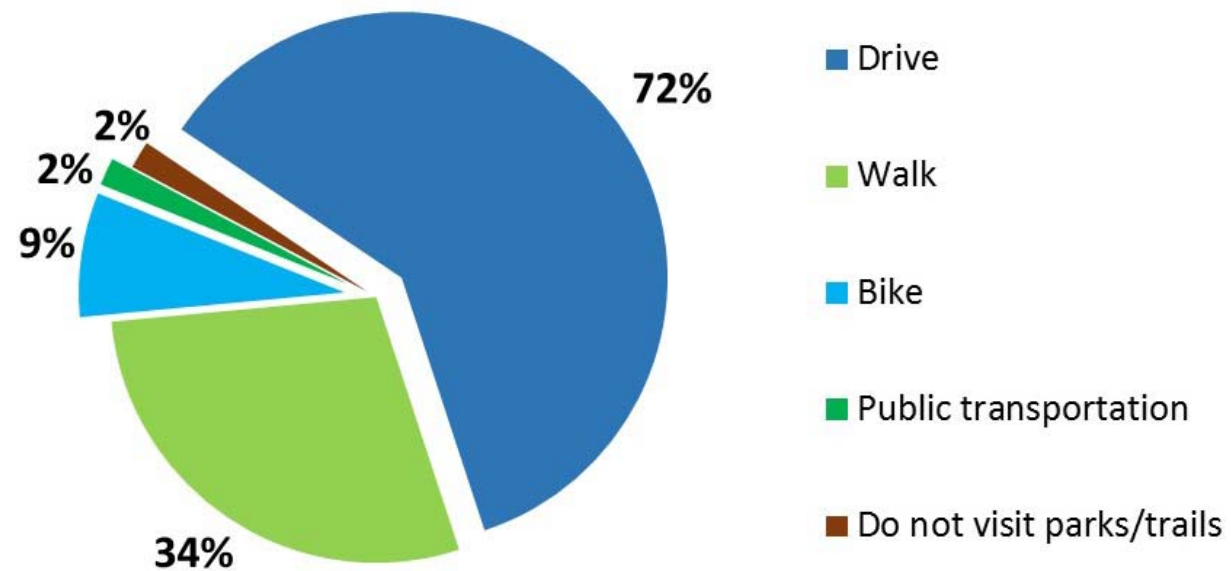
When asked whether they had a park, a trail, or open green space a convenient distance from their home, between 75% and 83% of residents said they did. Only 14% of residents said they did not have a park within a convenient distance of their home, 22% said they did not have a trail that was convenient to their home, and 14% said that open green space was not within a convenient distance.



When accessing the parks, trails or green spaces in Howard County, most residents (72%) usually drive to the location. A significant number (34%), though, usually walk to the location, while 9% bike and 2% use public transportation.

Method of Transportation

Countywide Survey Response

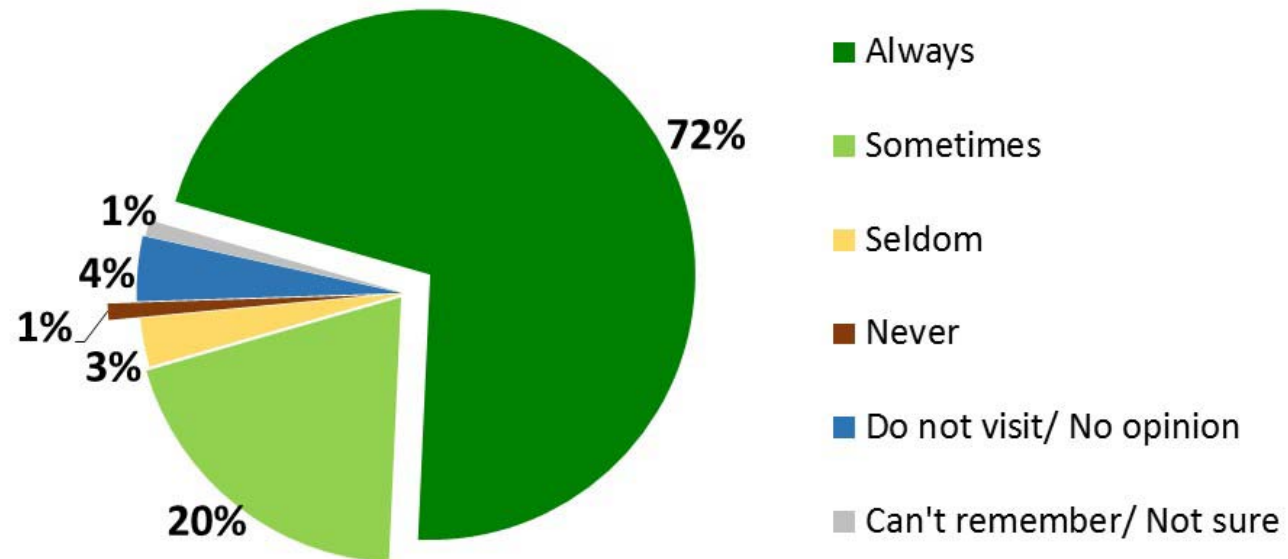


9. Do you usually walk, drive, bike, or take public transportation when you visit the parks, trails, or open green spaces in Howard County?

Satisfaction is evident throughout the survey. As an example, 72% of County residents find the recreation facilities, parks and trails to be always clean and well-maintained.

Cleanliness and Maintenance

Countywide Survey Response

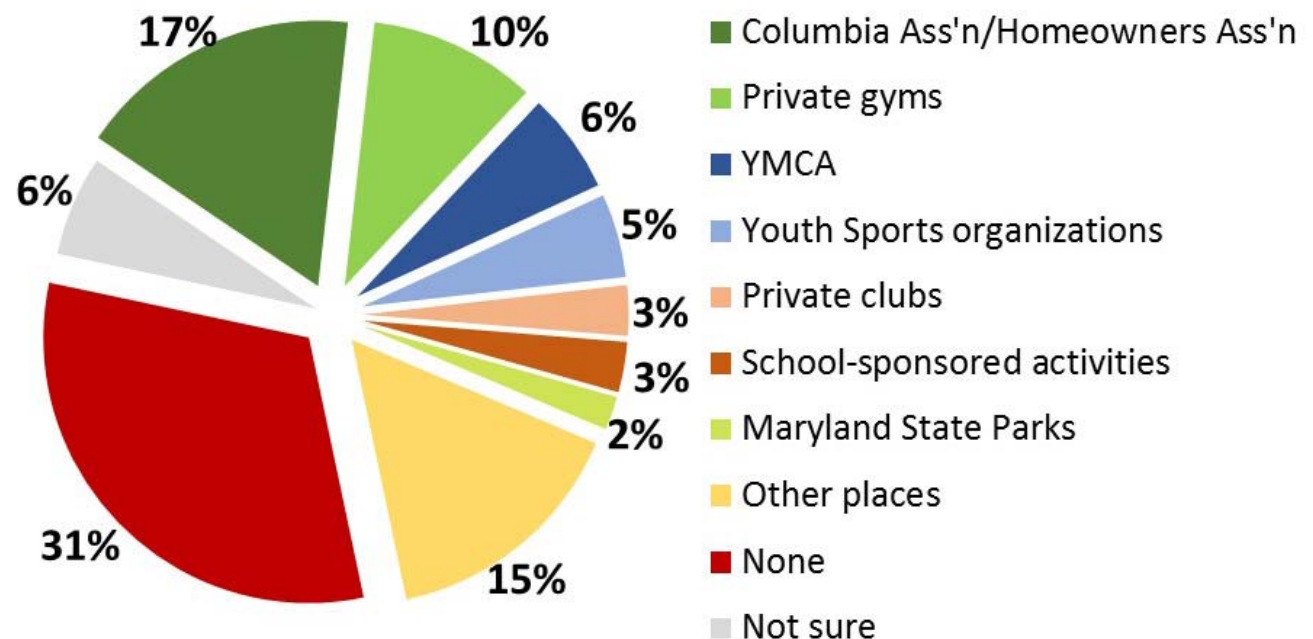


7. Are the County recreation facilities, parks and trails you visit always, sometimes, seldom, or never clean and well-maintained?

The top non-County organizations that residents had used for recreation activities were the Columbia Association or homeowners' associations (17%), private gyms (10%), YMCA (6%), and youth sports organizations (5%).

Other Recreation Organizations Used

Countywide Survey Response

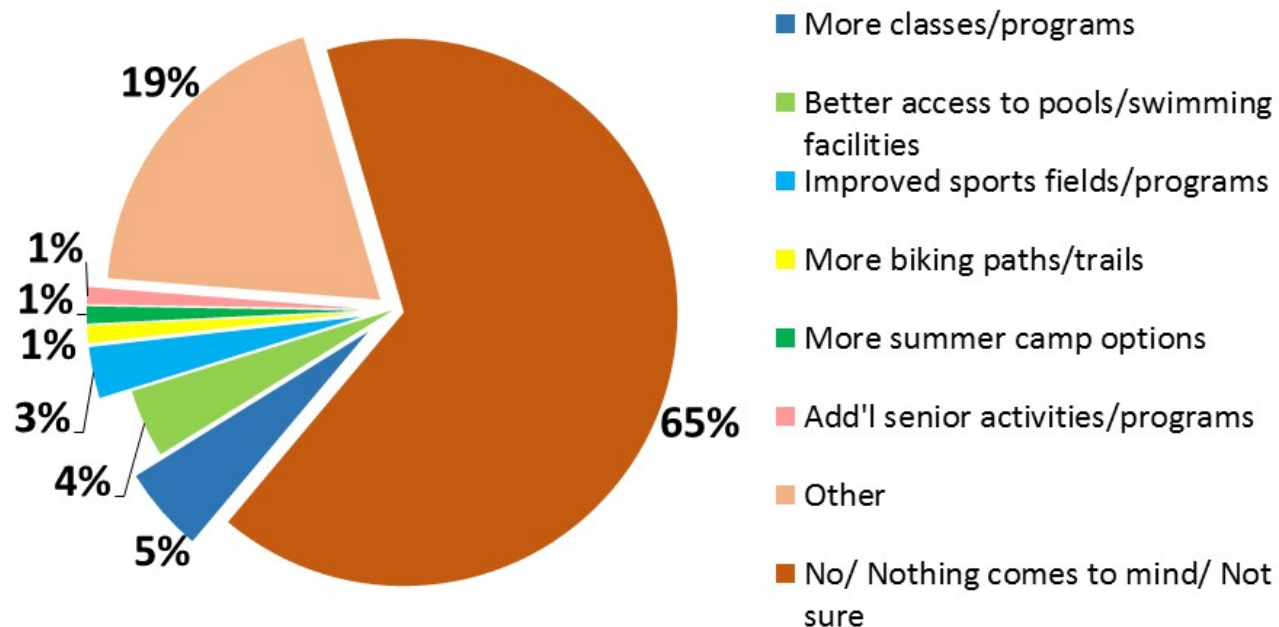


6. Besides Howard County, what other organizations has your household used for indoor and outdoor recreation activities during the past 12 months, in other words, things like classes, sports, and other activities?

When asked what new programs and facilities the County should concentrate on providing, only one-third of residents had specific suggestions. Five percent suggested more classes and programs, 4% wanted better access to aquatic facilities, 3% mentioned improved sports fields or sports programs, with other responses registering at very low levels. Nearly two-thirds (65%) had no specific suggestions for change.

Desired Offerings

Countywide Survey Response

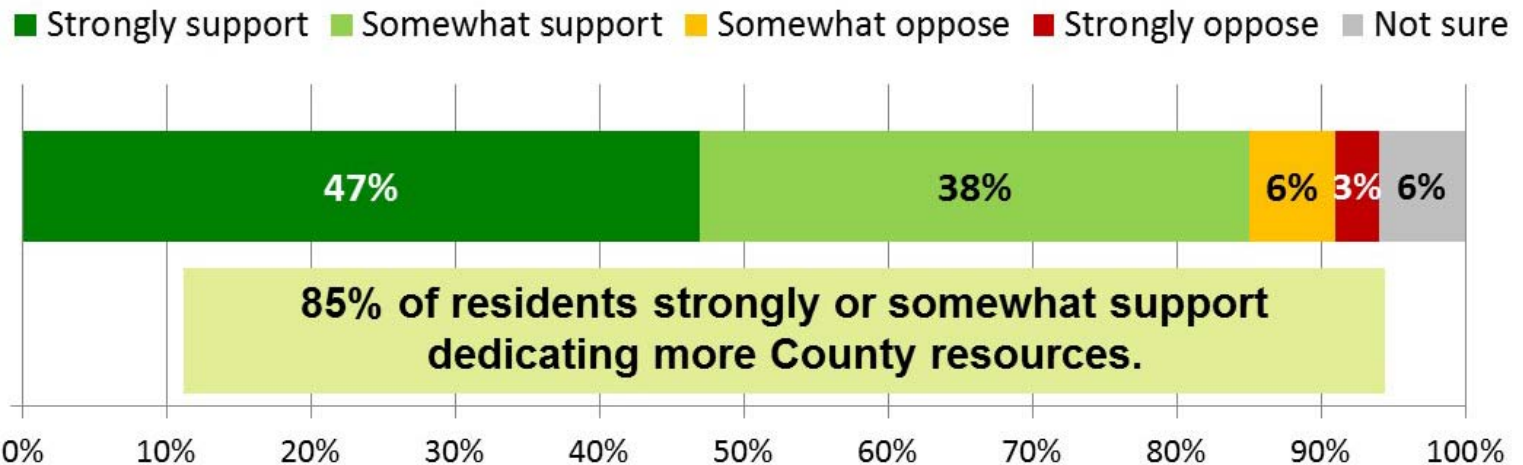


13. Of these Recreation and Parks offerings, are there one or two that the County should concentrate on providing more of, or new programs or facilities that Recreation and Parks should be offering?

Despite their lack of specificity about new programs and facilities, there is resounding support among residents for dedicating more County resources to improving the park, recreation, and open space system in Howard County. Eighty-five percent of residents support dedicating more resources to this priority, with nearly half of residents (47%) *strongly* supporting this.

Dedicating County Resources

Countywide Survey Response

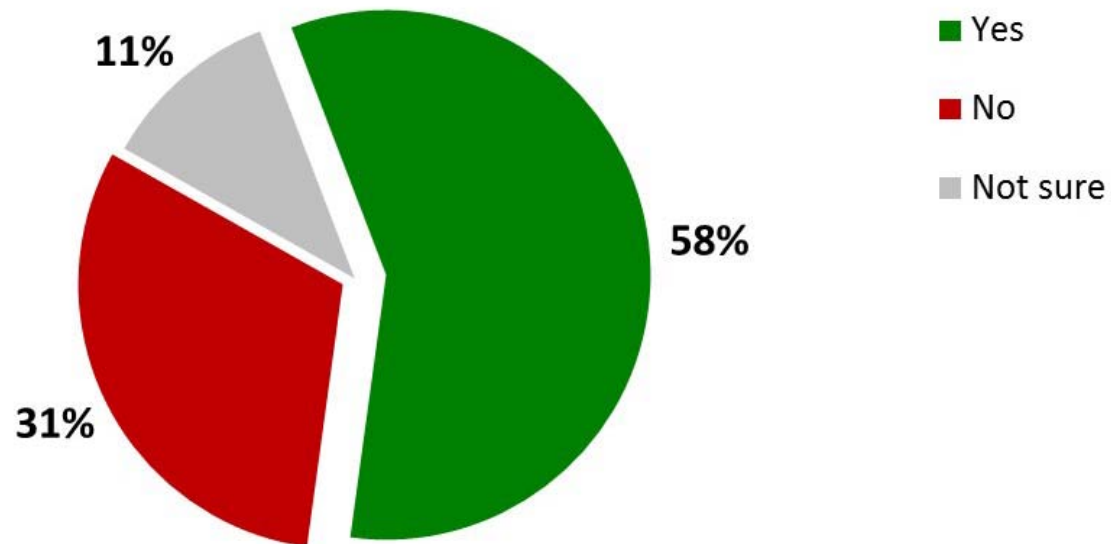


15. Overall, would you strongly support, somewhat support, somewhat oppose, or strongly oppose dedicating more County resources to improving the park, recreation, and open space system in Howard County?

A majority of residents (58%) would like to see Howard County acquire more open space for active use like sports fields or recreation centers. Thirty-one percent do not believe the County should do that, while 11% are not sure.

More Space for Active Use

Countywide Survey Response

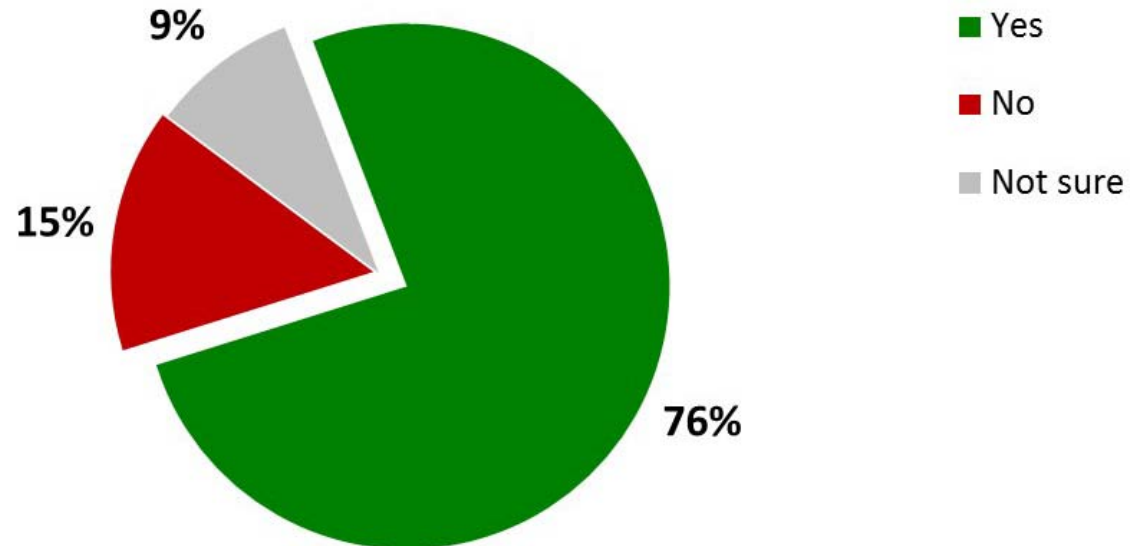


16. Should Howard County acquire more open space for active use like sports fields or rec centers?

There is more widespread support for acquiring open space to leave it undeveloped for conservation, with 76% of residents supporting that priority, and only 15% saying the County should not do that. Nine percent of survey participants were not sure.

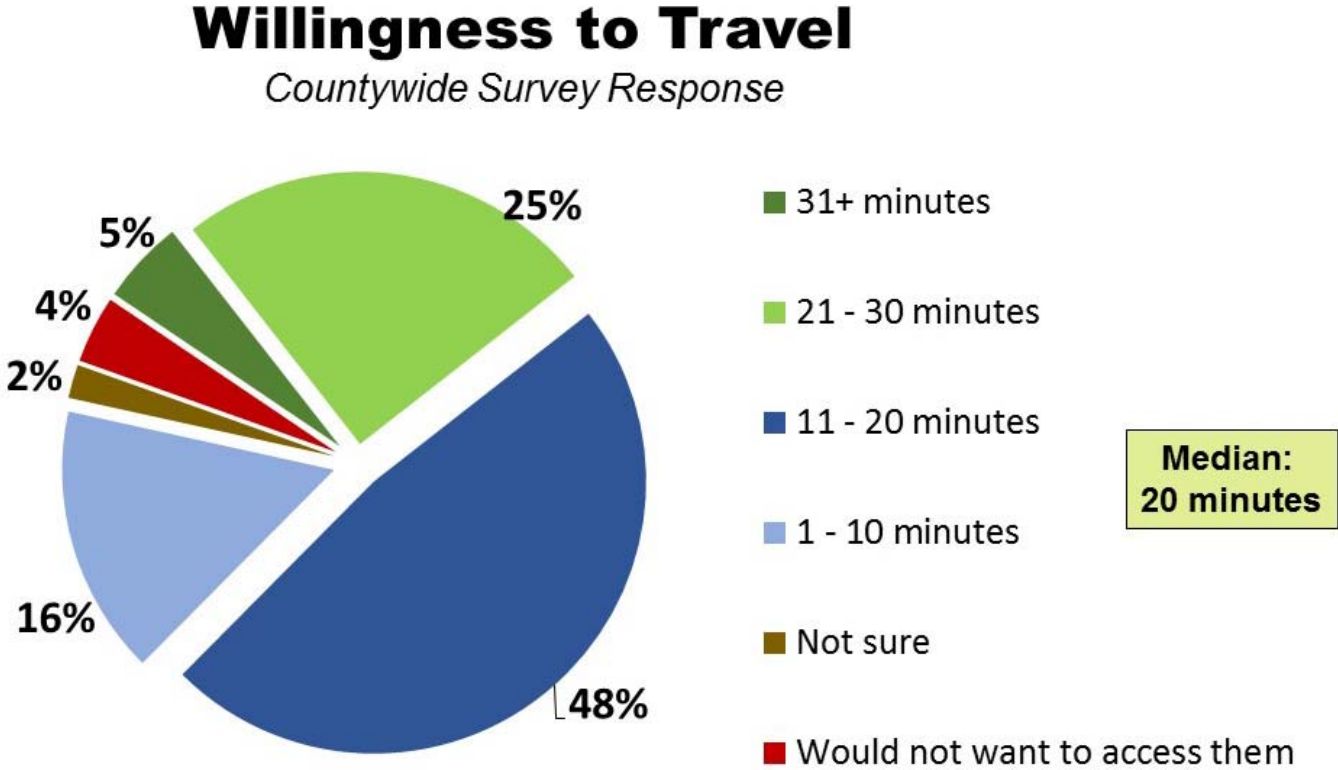
More Space for Conservation Use

Countywide Survey Response



17. Should Howard County acquire more open space to leave it undeveloped for conservation?

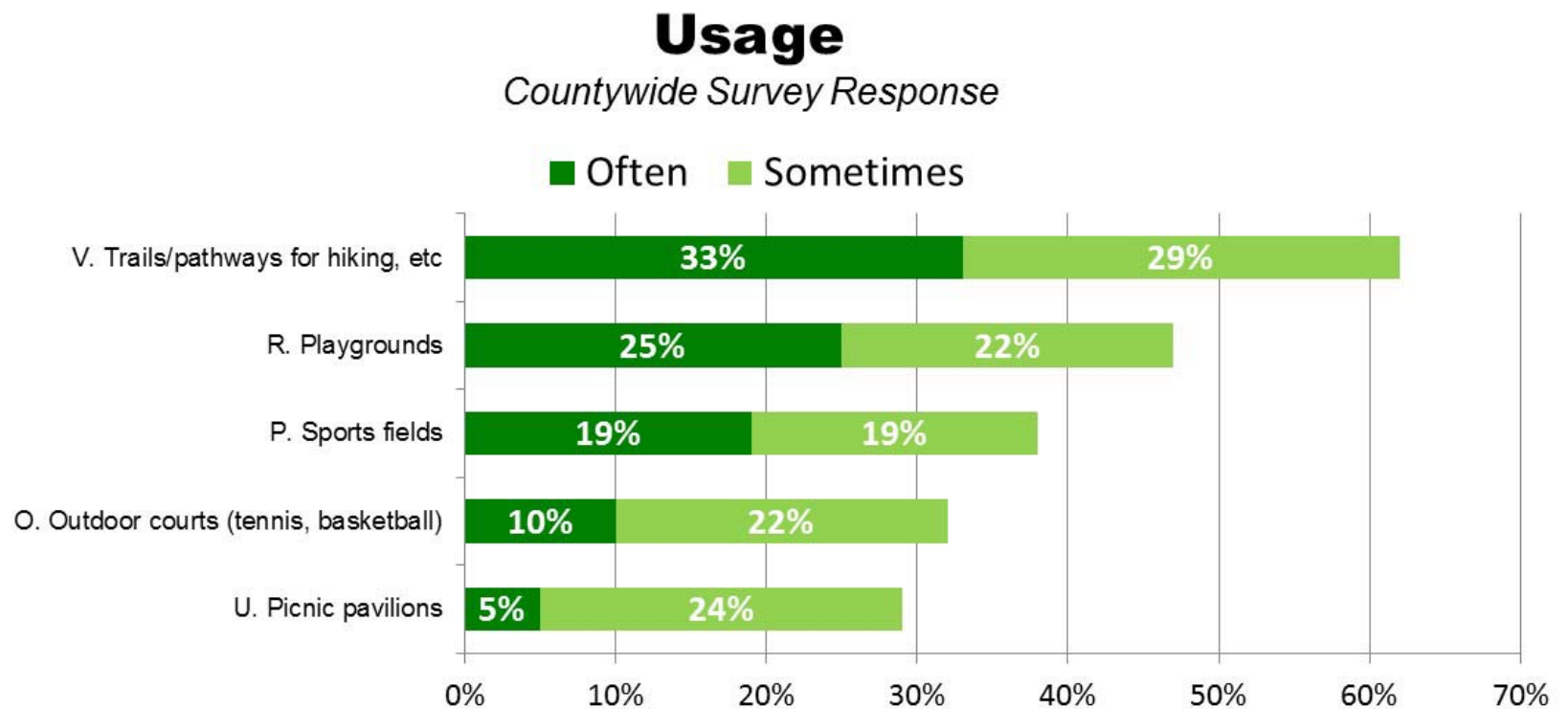
Sixteen percent of residents said they would not be willing to travel more than 10 minutes to reach Recreation and Parks facilities or programs. Another 48% would be willing to travel 11 to 20 minutes, and 25% would travel between 21 and 30 minutes for a program or facility. Only 5% of residents said they would travel farther than 30 minutes.



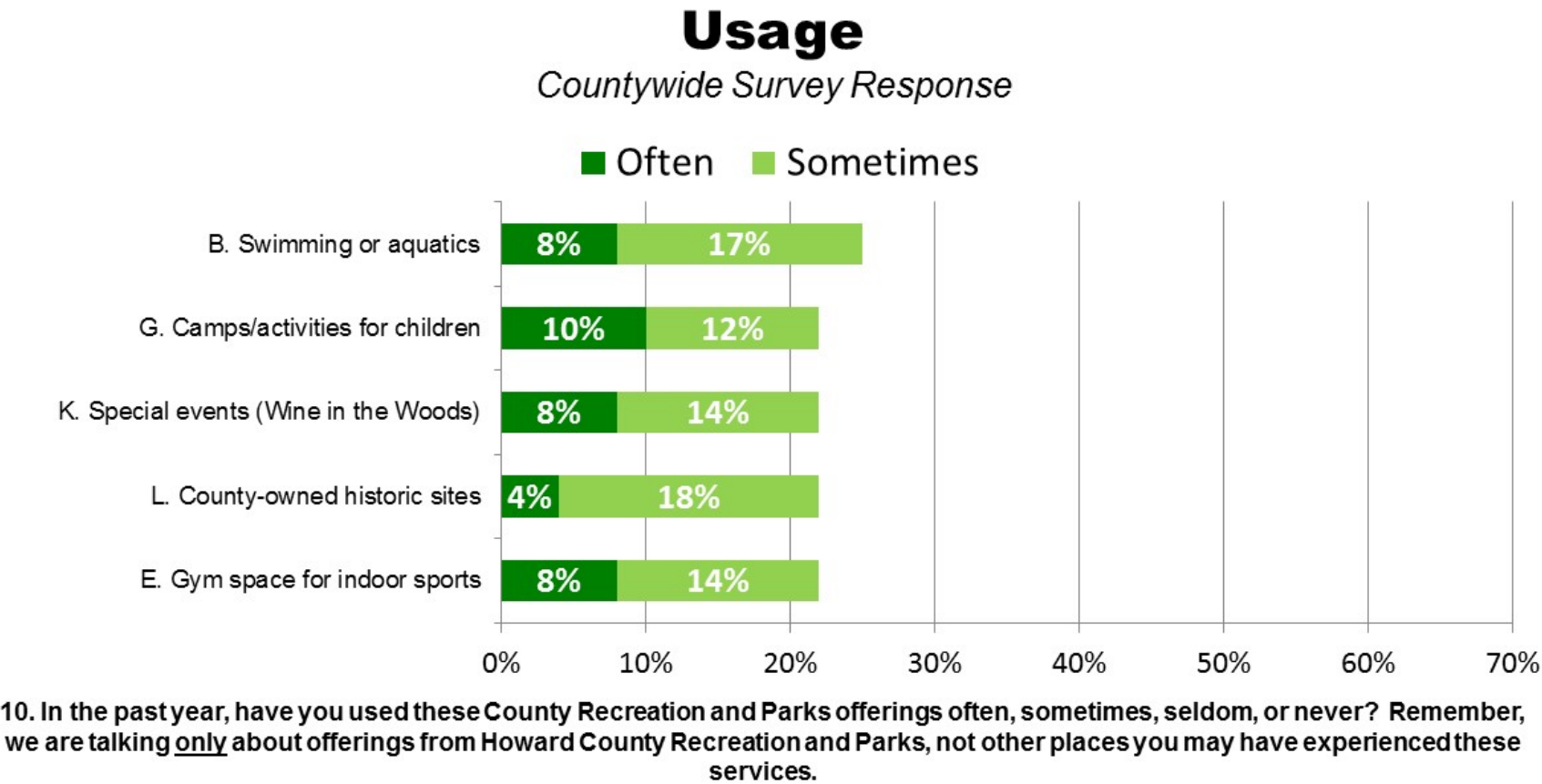
12. Considering the recreation and parks facilities and programs we have been discussing, what is the farthest that you would be willing to travel, in minutes, to access these offerings?

Residents were asked to rate the frequency of their usage of specific Recreation and Parks offerings, using the scale often, sometimes, seldom, or never. The charts below rank that usage, based on the number who said they often or sometimes use each program or facility.

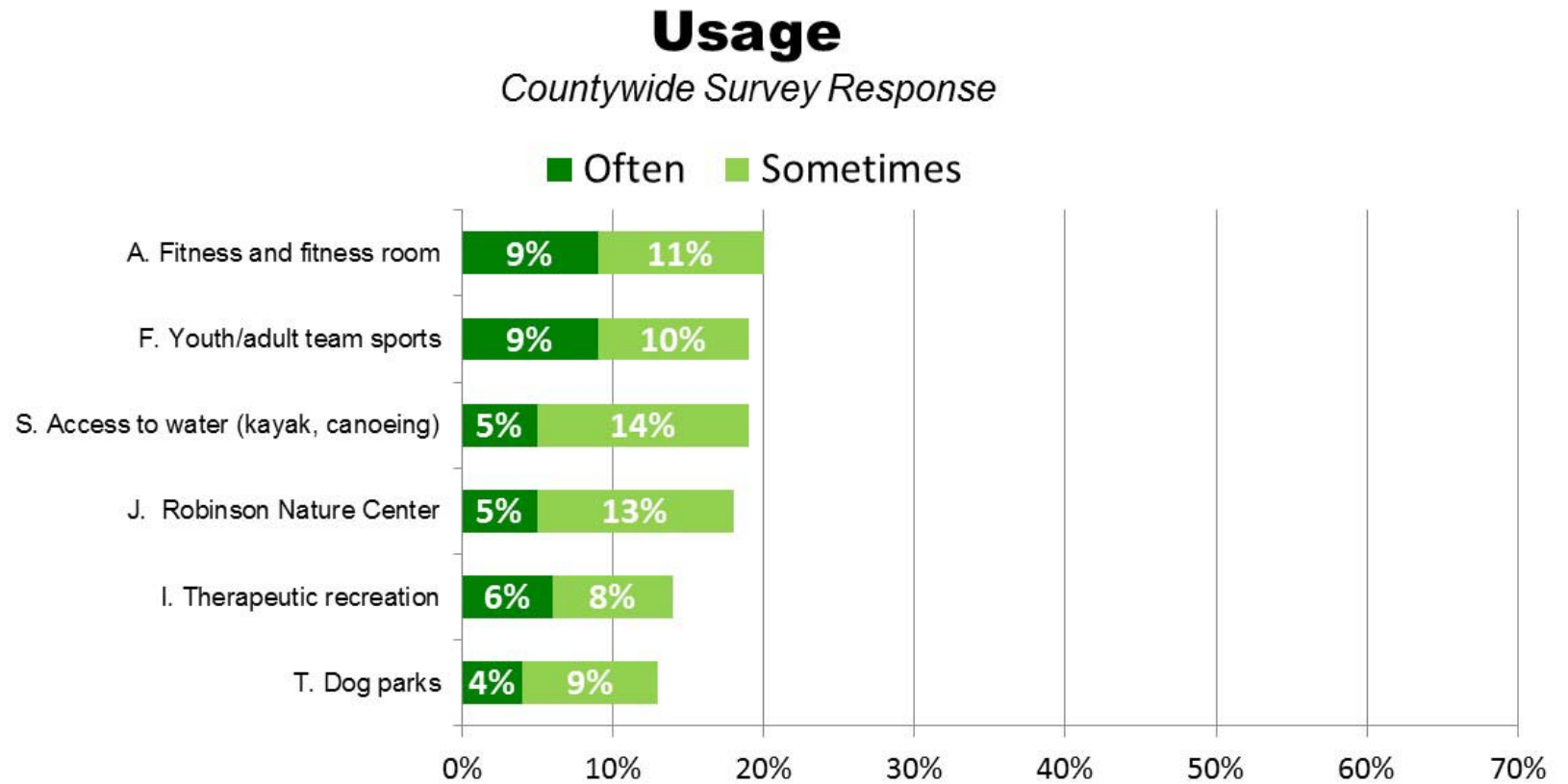
Topping the list as the most used are trails and pathways, with 33% using them often and 29% sometimes. Next most used are playgrounds (25% often, 22% sometimes), sports fields (19% often, 19% sometimes), outdoor courts (10% often, 22% sometimes), and picnic pavilions (5% often, 24% sometimes).



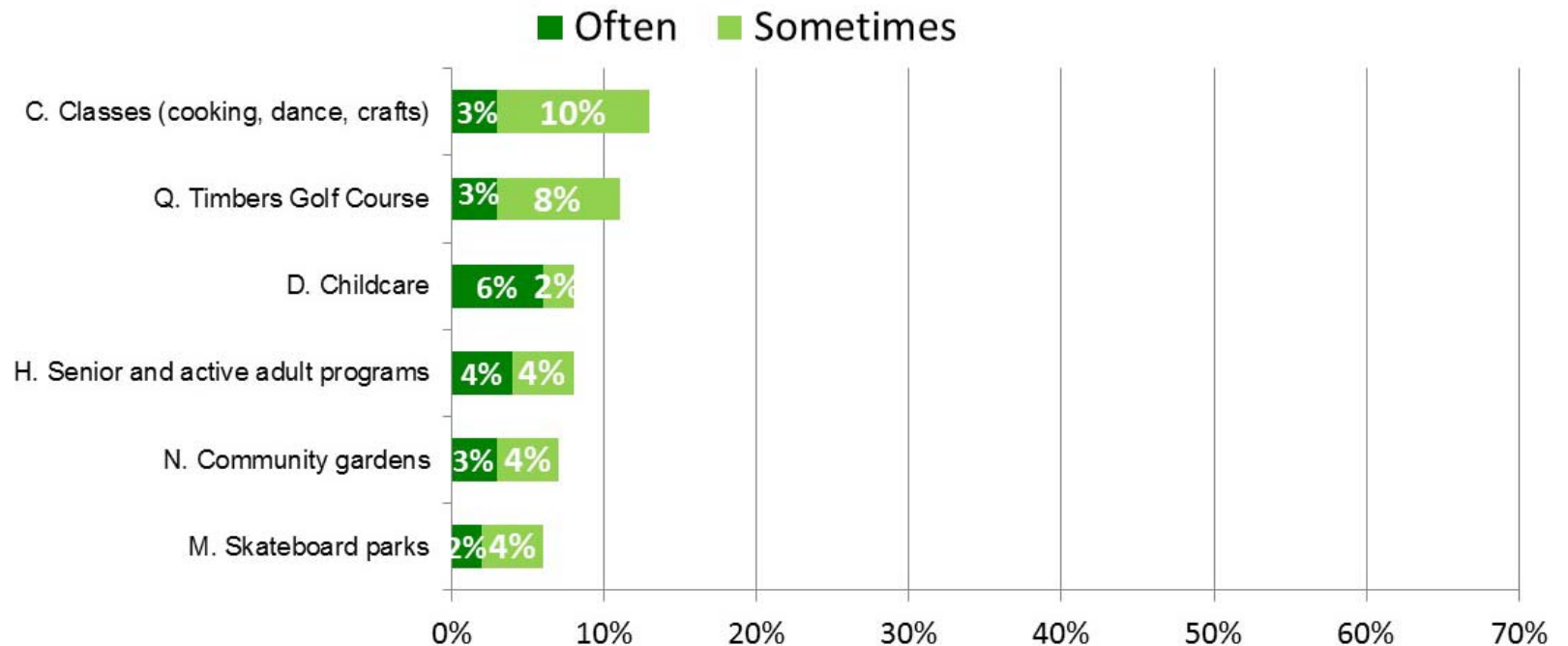
Following in order are swimming or aquatics, camps and other activities for kids, special events like Wine in the Woods, County-owned historic sites, and gym space for indoor sports.



Somewhat lower levels of usage are reached by fitness programs and fitness rooms, team sports, water access, Robinson Nature Center, therapeutic recreation, and dog parks.



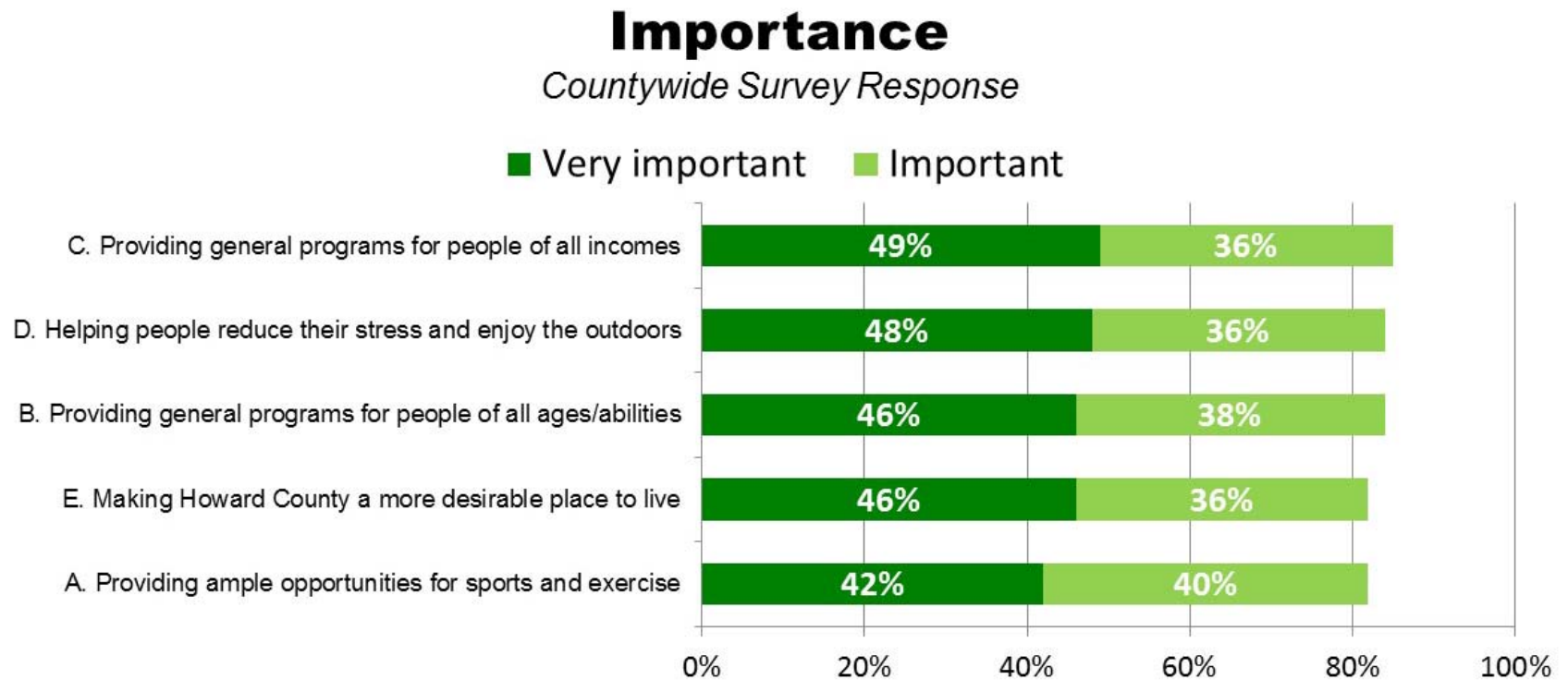
Reaching a smaller share of the public are classes such as cooking, dance, or crafts; Timbers Golf Course; childcare; senior and active adult programs; community gardens; and skateboard parks.



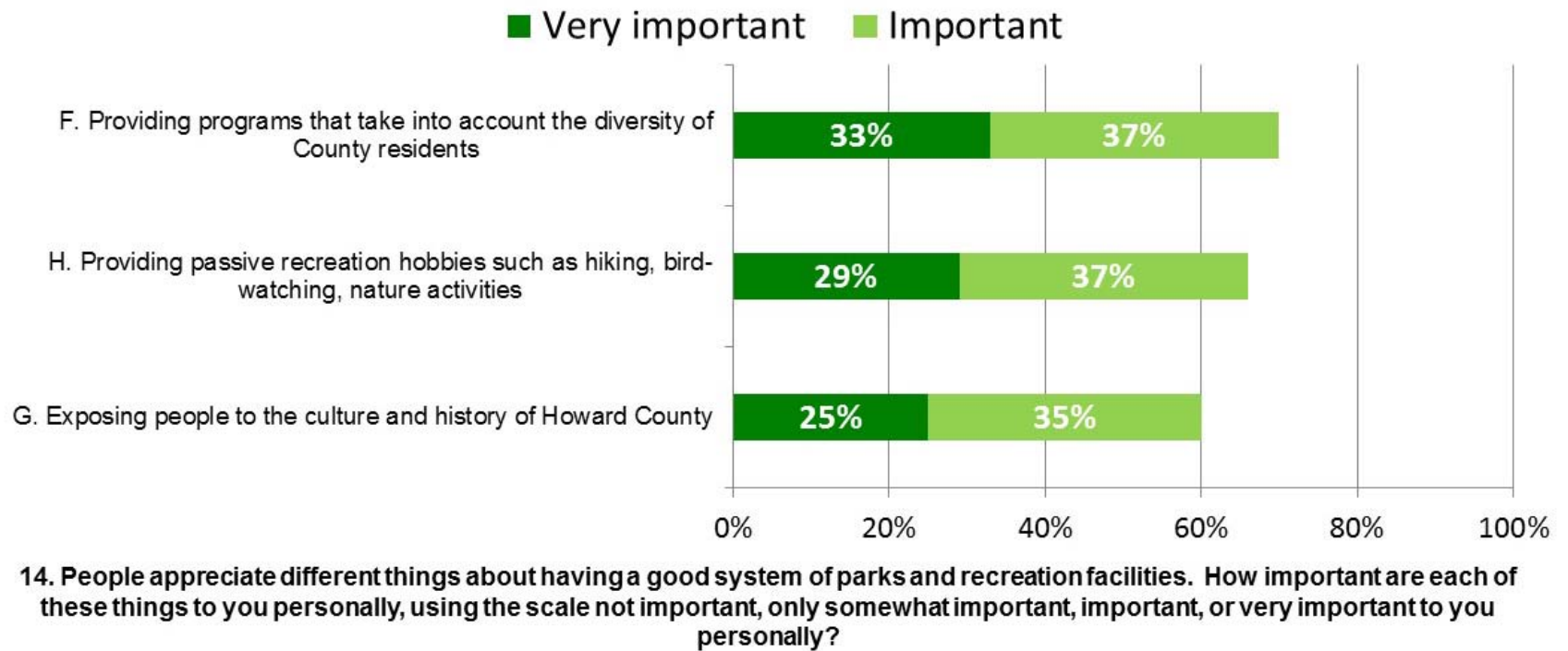
10. In the past year, have you used these County Recreation and Parks offerings often, sometimes, seldom, or never? Remember, we are talking only about offerings from Howard County Recreation and Parks, not other places you may have experienced these services.

When asked about the importance to them personally of eight attributes or benefits of a good parks and recreation system, residents clustered five of the eight attributes in a top tier of importance. At the top, slightly higher than the others, is providing general programs for people of all income levels, with nearly half (49%) saying that is very important to them personally, and another 36% saying it is important.

Following very closely behind is helping people reduce stress and enjoy the outdoors (48% rated this as very important), providing general programs for people of all ages and abilities (46% very important), making Howard County a more desirable place to live (46% very important), and providing ample opportunities for sports and exercise (42% very important).



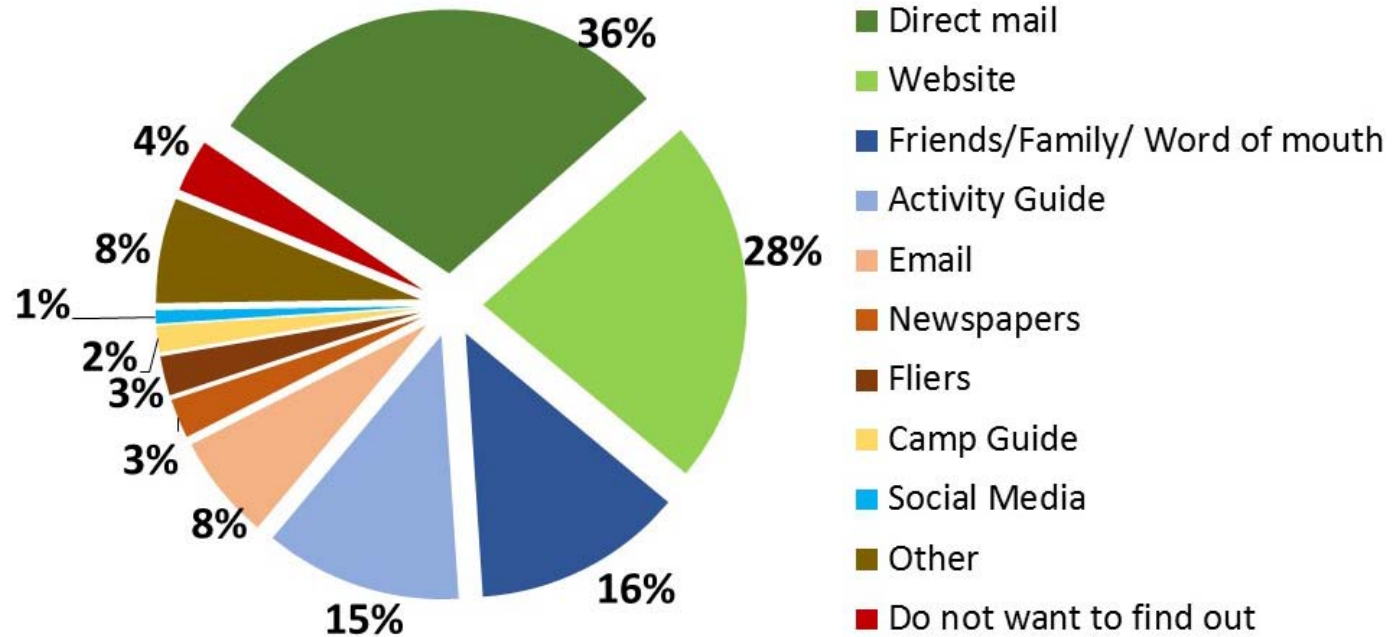
Scoring slightly lower in importance are these three priorities: providing programs that take into account the diversity of County residents; providing passive recreation opportunities such as hiking, bird watching, and nature activities; and exposing people to the culture and history of Howard County.



When residents were asked how they usually found out about Recreation and Parks offerings, the top sources of information were direct mail (36%) and the website (28%), followed by friends/family/word of mouth (16%), the activity guide (15%), and email (8%). Other sources of information were mentioned by 3% of residents or fewer.

Sources of Information

Countywide Survey Response



11. How do you usually find out about programs and facilities offered by Howard County Recreation and Parks?

Appendix G.

Trends and Innovation

RECREATION TRENDS

The data in the following section reflects national, state, and local trends derived from the recognized industry resources such as the Physical Activity Council, and Environmental Services Research Institute (ESRI). The Physical Activity Council (PAC) is a partnership of six major trade associations in US sports, fitness, and leisure activities. Each year, the PAC produces a report summarizing data about U.S. leisure activity. The report provides participation, inactivity levels, spending, aspirational and projection information from 2006 through 2015. This report identifies level of activity in various age groups/generations and provides information about key sports, fitness and recreation participation trends. Detailed reports incorporated into this summary include the Outdoor Industry Association and The Sports and Fitness Industry Association Topline Reports. Other trends research and reports incorporated into this summary include the annual trend forecast from the American College of Sports Medicine (ACSM) and Learning Resources Network (LERN).

The Howard County Recreation and Parks Department has an ongoing commitment to incorporating trends in the delivery of services. In 2011, the Department created a Trends Analysis Plan. The Plan outlines an eight step process in continuously using trend research as part of program and service development. This includes discussion of trends at staff meetings, the identification of organizations that provide trend information such as the National Recreation and Park Association and the Maryland Recreation and Parks Association Newsletter, and needs assessment information.

Standard 10.5.1 of CAPRA includes a process relating to Recreation and Leisure Trends Analysis. This standard is defined as periodically assessing societal and local recreation and leisure trends and determining how those trends impact existing and projected user populations. The Land Preservation, Parks and Recreation Plan provides evidence of meeting this standard.

PARTICIPATION & ACTIVITIES IN THE UNITED STATES

Overall, leisure activity participation in the United States has fluctuated over the last six years, and while there was a decrease in activity for 2015, racquet, team, and water sports all had participation increases. This may indicate that those particular categories added activities to their repertoire, such as pickle ball. Outdoor and fitness sports participation remained relatively flat from 2012 to 2014, while individual sports have experienced steady decline. Indoor sports participation dropped almost 1% between 2013 and 2014.

The PAC Overview Report also broke down participation by generation. Regardless of age, over half of each generation participates in fitness sports. Team sports are primarily a Gen Z (born 2000+) activity while water and racquet sports are dominated by Millennials (born 1980-1999). Gen Z also dominates individual and outdoor sports participation. Participation in team, individual, and outdoor sports tends to decrease with age, while fitness increases slightly with age.

Fitness-related activities were eight of the 10 Core Participation Activities identified in the PAC Overview Report. Core participants are those who participate in a sport or activity on a regular basis. According to the Overview Report, the Top Ten Core Participation Activities, by number of participants, are:

Activity (definition of core), total number of core participants

- » Walking for Fitness (50+ times per year), 76.8M
- » Running/Jogging (50+ times per year), 28M
- » Treadmill (50+ times per year), 27.7M
- » Stretching (50+ times per year), 26M
- » Free Weights (hand weights) under 15 lbs. (50+ times per year), 24.8M
- » Weight Resistance Machines (50+ times per year), 21.2M
- » Bicycling (Road/Paved) (26+ times per year), 20.4M
- » Free Weights (dumbbells) over 15 lbs. (50+ times per year), 24.8M
- » Fishing (freshwater/other) (8+ times per year), 17.9M
- » Stationary Cycling (recumbent/upright) (50+ times per year), 17.4M

The Overview Report reveals Core Participation Activities and insight into the fastest growing sports and activities through the US. The top five percentage growth activities include adventure racing, mixed martial arts (MMA) for competition, off-road triathlons, lacrosse, and traditional triathlons. While this information is helpful, the actual growth activities, based on quantity of participants, provide more insight into what Americans are becoming more interested in for their health, wellness, and fitness needs. The Top Ten Actual Growth Activities are:

- » High Impact Aerobics
- » Swimming for Fitness
- » Yoga
- » Adventure Racing
- » Mountain Biking
- » Traditional Triathlons
- » Lacrosse
- » Archery
- » Off-Road Triathlons
- » BMX Bicycling

These trends reveal that active people are looking for non-conventional health and fitness experiences. More Americans are looking for activities that provide a fun physical, emotional, and mental experience. This reveals that while many Americans enjoy watching team sports like football,

basketball, the Olympics, and national championship events, they aren't necessarily interested in participating in those types of events for their fitness needs. While watching competitive sports is popular and continues to increase in popularity, Americans don't necessarily look to traditional competitive sports for their personal fitness. Finally, team sports are still popular among Gen Z, but aren't experiencing growth like HIIT (High Intensity Interval Training), Pilates, and Cardio Dance. Many of these activities are categorized as "fun" fitness activities. Exercises like "P90x," "Insanity," or "Crossfit" have proven that one does not need a lot of equipment to be fit. These types of classes have been and will continue to grow in popularity. Though, of all the programs mentioned above, Pilates shows the least increase in program participation.

Fitness class activities and the use of various cardio and fitness equipment experienced an increase in participation over the last two years. Swimming for fitness is increasing in popularity. Strength training activities, like such as free weights and weight/resistance machines, have seen a slight decline in participation.

For fitness related activities, the top 2015 trends identified by the American College of Sports Medicine include:

1. Body Weight Training
2. High-Intensity Interval Training (HIIT)
3. Strength Training
4. Personal Training
5. Exercise and Weight Loss
6. Yoga, including Power Yoga, Yogalates, Bikram, Ashtanga, Vinyasa, Kripalu, Anurara, Kundalini, Sivananda and others
7. Fitness Programs for Older Adults
8. Functional Fitness.
9. Group Personal Training

Racquet sports that have maintained popularity over the last two years include squash and cardio tennis. A growing trend in the recreation industry is pickleball. Reports on pickleball participation were new in the 2015 SFIA Topline Report, so growth trends are not currently available. Pickleball courts can be constructed specifically for pickleball or the striping can be overlaid onto existing tennis or badminton courts for multi-use opportunities.

Football has seen as consistent decline in participation since 2009, and this is expected to continue throughout the coming years. Ultimate Frisbee, an activity popular on college campuses, hit its peak participation

numbers in 2012, but has experienced a consistent decline each year since.

The Outdoor Industry Association's 2015 Topline Report indicated that nearly half of all Americans (48.8%) participated in at least one outdoor activity in 2014. This is the lowest participation has been since 2006. 141.4 million participants make up this 48.8% of active Americans, and these participants went on a collective 11.8 billion outings. An "outing" is defined as an outdoor activity. This equates to 83.4 outings per participant, per year, on average. When outdoor participation is broken down by region, the top three most active regions outdoors are south Atlantic, east north central, and middle Atlantic, including Maryland.

The most popular adult (age 25+) outdoor activities, determined by participation rate, were:

- » Running, Jogging, and Trail Running, 15.8% or 33.0M
- » Fishing (Fresh, Salt, Fly), 15.0% or 31.4M
- » Bicycling (Road, Mountain, BMX), 12.8% or 26.8M
- » Hiking, 12.4% or 25.9M
- » Camping (Car, Backyard, RV), 12.2% or 25.5M

The top five favorite adult activities based on frequency of participation were running,

jogging, and trail running, bicycling, birdwatching, wildlife viewing, and hunting. Positive outdoor recreation participation trends have been seen in racing, triathlons, paddling, kayaking, and fishing.

Three year growth trends indicated the following top ten activities have seen increasing participation, and may provide opportunities to engage more people in the future.

- » Adventure Racing
- » Non-traditional off-road triathlon
- » Stand Up Paddling
- » Kayak Fishing
- » Traditional Road Triathlon
- » BMX Bicycling
- » Traditional Climbing
- » White Water Kayaking
- » Boardsailing/Windsurfing

The golf industry has been declining over the last several years. During 2013, approximately 25 million people played golf, 18% fewer than did so in 2006, although the population grew by 6%. Golf does not hold the same appeal for the young, women, and minorities, groups that will determine its future health. Golf has lost five million players in the last decade, according to the National Golf Foundation, with 20 percent of the existing 25 million

golfers apt to quit in the next few years. People under 35 have especially spurned the game, saying it takes too long to play, is too difficult to learn and has too many tiresome rules. The number of young people, aged 18 to 30, playing the game has sagged nearly 35 percent over the last decade.

According to the National Golf Foundation, almost 650 18-hole golf courses have closed since 2006. In 2013 alone, 158 golf courses closed and just 14 opened, the eighth consecutive year that closures outpaced openings. Between 130 and 160 courses are closing every 12 months, a trend that the foundation predicts will continue “for the next few years.” Fortunately for Howard County, there is only one 18 hole course, Timbers at Troy Golf Course, so the Department is not overly reliant on golf.

Inactivity

An “inactive” person is defined as one who does not participate in any of the 120 sports/activities covered in the PAC Overview Report, which includes everything from individual and team sports to fitness machines, camping, walking, and stretching. 2014 saw that highest percentage of inactivity in the last six years. At 28.3%, this equates to 82.7 million inactive Americans.

Only one age group, 18 to 24, experienced a decrease in inactivity since 2013. All other age

groups experienced an increase. Even those ages 45 and older, which decreased in activity in 2013, were more inactive in 2014. Overall, the trends indicate that as American’s age, their rates of inactivity increase.

Engaging Inactives

Swimming for fitness remains the top aspirational activity for inactive Americans. For youth, camping and bicycling also top the list of aspirational sports and activities they would like to try. For adults, 25-64, camping hiking and bicycling are some of the top aspirational activities they would like to try, while for adults 65 and older prefer more passive activities such as birdwatching /wildlife viewing and walking. Adults over 65 also aspire to try working out with machines, hiking, and fishing. Providing programs categorized as “aspirational” are effective when trying to engage inactives.

The US population is getting older, and while there are more adult, active adult, and senior individuals within communities, many recreation providers have not expanded their adult programming base. Active adults are vitally interested in social program areas, which can include walking and biking clubs. Active Network suggests the following 40 activities for active adult recreation programs compiled from various recreation industry resources, such as program consultants, fitness trends, and recreation guides:

- » Sports - Broomball, inner tube water polo, pickleball, Wally ball
- » Exercise - Zumba Gold, Dance Buffet, kettlebells, outdoor fitness
- » Technology - Beginner’s Guide to iPad, Social media, digital photography
- » Entertainment - Karaoke, improv, Murder Mystery dinners, speed dating, Wii for seniors
- » Art - Drawing /painting, jewelry making, mixed media arts, pottery, quilting
- » Professional/Other - Estate planning, self-publishing, brain fitness, voice-overs, memoirs

According to Recreation Management Magazine, in a recent survey of recreation professionals, agency staff were asked about their top 10 recreation program trends. Holiday events and other special events were the top programs offered by respondents in this category. Youth sports teams, which were third on the previous year’s survey, moved to the number 2 spot. Youth sports teams replaced day camps and summer camps, which ranked as the third highest recreation program trend. The complete list includes:

- » Holidays and special events (76.1 percent)
- » Youth sports teams (66.9 percent)
- » Day camps and summer camps (65.6 percent)

- » Adult sports teams (62 percent)
- » Arts & crafts (61 percent)
- » Education (60 percent)
- » Sport-specific training (55 percent)
- » Swimming (54.3 percent)
- » Active older adults (54.3 percent)
- » Sports Tournaments or races (54.2 percent)

When asked what new program areas agencies offer, environmental education topped the list. It is the most commonly planned new program addition for agency respondents. When asked which programs they were planning to add in the next three years, agency respondents indicated the following were their top planned programs:

- » Environmental education
- » Day camps and summer camps
- » Education
- » Holidays and special events
- » Teen programs
- » Mind-body balance
- » Fitness
- » Adult sports teams
- » Arts and crafts
- » Active older adults

LERN's programming trends include: health and fitness, generational programming, mommy fitness, and life sports.

The *Wall Street Journal* recently published an article detailing the drop in participation in the four most-popular U.S. team sports — basketball, soccer, baseball and football. The author examined data from youth leagues, school sports groups and industry associations from 2008 to 2012. Participation declines include:

Combined participation in the four most-popular team sports listed above fell among boys and girls aged 6 through 17 by about 4 percent.

The population of 6- to 17-year-olds in the U.S. fell just 0.6 percent during that same time period, according to the U.S. Census.

Participation in high school football was down 2.3 percent in 2012-2013 compared to the 2008-2009 season, according to the National Federation of State High School Associations.

Participation in high school basketball was down 1.8 percent.

Little League baseball reports U.S. participation in its baseball and softball leagues was down 6.8 percent.

A new survey by the Sports and Fitness Industry Association and the Physical Activity Council, a non-profit research agency funded by seven trade groups, found that 2012 participation in organized football by players

aged 6 through 14 was 4.9 percent below that in 2008.

Basketball participation fell 6.3 percent in the 6-to-14 group during that period, according to the survey of nearly 70,000 households and individuals.

The percentage of inactive 6- to 12-year-olds — youths involved in no physical activities over a 12-month period — rose to near 20 percent in 2012 from 16 percent in 2007, according to the SFIA/Physical Activity Council survey.

Inactive 13- to 17-year-olds rose from 17 to 19 percent.

Some good news reported in the *Wall Street Journal* article includes:

Participation in youth lacrosse was up 158 percent according to the SFIA/Physical Activity Council Survey.

Participation in hockey was up 64 percent among 6- to 18-year-olds.

MARKET POTENTIAL INDEX FOR HOWARD COUNTY

The following recreation trend information was derived from ESRI from a report entitled *Sports and Leisure Market Potential*. These data are based upon national propensities to use and participate in various activities, applied to the local demographic composition of Howard County. Usage data were collected by Growth for Knowledge Mediamark Research and Intelligence, LLC. (GfK MRI) in a nationally representative survey of U.S. households. This data was collected in December, 2015.

MPI (Market Potential Index) measures the relative likelihood of the adults in the specified area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. For example, the MPI in Howard County for aerobics is 142. This is significantly higher than the US average of 100; therefore, aerobics programs should do well in Howard County. The Market Potential Index is one tool to use in determining the likelihood of residents participating in a variety of activities.

Based on projected population, the top recreational activities Howard County residents will participate in (based on

percentage of population as well as above the national average with an MPI over 100) include:

The list includes 25 activities that scored above the U.S. average, which demonstrates Howard County residents' significant propensity to participate in leisure and sports activities. In our database of approximately 100 agencies around the country, the average number of activities scoring above 100 is 15. The results for Howard County speak to high participation rates in recreation and sports pursuits. The 10 highest scoring activities for Howard include:

- Skiing 188
- Pilates 149
- Yoga 148
- Hiking 143
- Aerobics 142
- Skating 142
- Road bicycling 139
- Mountain biking 139
- Jogging/running 137
- Weight lifting 135

The activity that may be the most surprising is the 188 number for skiing and probably relates to higher income levels in Howard County than the typical United States community.

MARKET POTENTIAL INDEX FOR HOWARD COUNTY

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent	MPI
Participated in aerobics in last 12 months	29,445	12.70%	142
Participated in archery in last 12 months	4,072	1.80%	64
Participated in auto racing in last 12 months	3,608	1.60%	78
Participated in backpacking in last 12 months	8,167	3.50%	120
Participated in baseball in last 12 months	9,278	4.00%	89
Participated in basketball in last 12 months	18,722	8.10%	97
Participated in bicycling (mountain) in last 12 months	12,914	5.60%	139
Participated in bicycling (road) in last 12 months	31,645	13.70%	139
Participated in boating (power) in last 12 months	13,905	6.00%	114
Participated in bowling in last 12 months	25,174	10.90%	111
Participated in canoeing/kayaking in last 12 months	14,657	6.30%	118
Participated in fishing (fresh water) in last 12 months	23,654	10.20%	82
Participated in fishing (salt water) in last 12 months	9,196	4.00%	98
Participated in football in last 12 months	9,459	4.10%	82
Participated in Frisbee in last 12 months	11,098	4.80%	104
Participated in golf in last 12 months	28,484	12.30%	130
Participated in hiking in last 12 months	33,109	14.30%	143
Participated in horseback riding in last 12 months	6,007	2.60%	106
Participated in hunting with rifle in last 12 months	5,822	2.50%	55

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent	MPI
Participated in hunting with shotgun in last 12 months	6,127	2.60%	65
Participated in ice skating in last 12 months	8,474	3.70%	142
Participated in jogging/running in last 12 months	40,531	17.50%	137
Participated in motorcycling in last 12 months	5,959	2.60%	84
Participated in Pilates in last 12 months	9,663	4.20%	149
Participated in skiing (downhill) in last 12 months	12,463	5.40%	188
Participated in soccer in last 12 months	10,340	4.50%	119
Participated in softball in last 12 months	7,765	3.40%	98
Participated in swimming in last 12 months	47,224	20.40%	129
Participated in target shooting in last 12 months	8,302	3.60%	79
Participated in tennis in last 12 months	14,323	6.20%	145
Participated in volleyball in last 12 months	8,102	3.50%	99
Participated in walking for exercise in last 12 months	78,064	33.70%	120
Participated in weight lifting in last 12 months	33,263	14.40%	135
Participated in yoga in last 12 months	24,572	10.60%	148
Spent on sports/rec equip in last 12 months: \$1-99	15,094	6.50%	109
Spent on sports/rec equip in last 12 months: \$100-\$249	17,079	7.40%	113
Spent on sports/rec equip in last 12 months: \$250+	21,603	9.30%	133
Attend sports events	69,829	30.10%	128

MAJOR PROGRAM AREA TRENDS

The previous section of the Trends Report focused primarily on sports and fitness activities. This section supplements this information with trend research in Howard County's other Major Program Areas. This section also includes trend information about aging adults, inclusion services, and licensed childcare.

Active Adults

The UCLA Complete Streets Initiative Luskin School of Public Affairs published a report: *Placemaking for an Aging Population: Guidelines for Senior Friendly Parks, June 2014*. Some of their findings included:

- » Parks need to have good signage with large fonts to help way-finding; they should not have colors with little contrast.
- » Restrooms, shade, and drinking fountains easily available and accessible in parks.
- » Park placement should be carefully considered in relation to other facilities often used by seniors such as churches, libraries, and community centers.
- » Creation of spaces that provide older individuals with the opportunity for socialization.

The Environmental Protection Agency initiated the Building Healthy Communities for Active Aging Program that rewards communities that demonstrate the incorporation of smart growth and active aging approaches at the local, county, regional, or state levels.

Recognition of cultural differences and other demographic differences among seniors is important. Filipino seniors enjoy public places to dance. Latino seniors like to go to parks with their families.

Providing safe parks and facilities has heightened importance for seniors.

Senior-specific open space facilities and programming is a burgeoning issue with local, state and national agencies, as well as other countries around the world. There are park spaces in the USA, Europe and Asia, whether called senior parks, geriatric parks, wellness parks or nursing care prevention parks, have the common goal to serve the needs of seniors for outdoor recreation, participation in programs, physical activity, and socializing.

In a very few places there are parks designated only for seniors. Most commonly, however, there are designated senior sections, and parks are retrofitted with exercise equipment for seniors and arranged equipment in a cluster. Some locations offer pieces of exercise apparatus for different skill levels. For the most part, they are

designed more as playgrounds for active recreation rather than as gardens for aesthetic enjoyment. Some park spaces focus exclusively on fitness and exercise, while others incorporate facilities for chess, bocce, and outdoor programs.

In some countries such as Germany, planners have created senior only spaces while other locations offer outdoor recreation areas and exercise equipment for interactive intergenerational use. Others have separate but side-by-side equipment and facilities for seniors and non-seniors. Some hosted organized outdoor programs for seniors in these spaces, with yoga classes, tai chi, aerobics and dance as well as training on how to use the equipment by professional trainers or physical therapists. In some places activities were free for those over 60.

When seniors were surveyed on what they wanted from a park they listed the following:

1. Natural beauty: open spaces with flowers, trees, fresh air that feel peaceful and relaxing and tranquil.
2. Physical Health opportunities such as tai chi or line dancing or other arthritis combating activities and low impact exercise machines.
3. Mental health promotion via group exercises or activities that encourage social interactions like gardening

opportunities and related programs, plus spaces where seniors can congregate and interact. Some seniors prefer places with no children because of safety concerns and the disrespect they sometimes feel from the young.

4. Concerned about safety, older adults desire surfaces to be smooth and capable of handling wheelchairs and canes but also wanted not to be vulnerable to kids running or playing with balls that might make them fall, or homeless people that they found threatening and unpleasant.
5. Also important was clear signage with large print, and places to walk with railings and a rubbery non slip surface, and wooden instead of metal benches that get hot in the summer or cold in the winter. They also wanted benches with armrests and good support for backs.
6. Safe unobstructed restrooms and more of them are desired.
7. Lastly, older adults are concerned about protection from weather elements and like having rain shelters, shade via trees or gazebos or umbrellas.

Findings from a 2015 National Homebuilders Association Conference for older adult communities included the following:

- » Provision of aspirational and holistic lifestyle amenities and programs that support longevity and healthy living are most important.

- » Most requested amenities in adult communities include: trails, aquatics, state of the art fitness facilities, open space, and multi-purpose space.
- » Trends in amenity planning and design include: massage rooms, anything related to food, indoor gardens/greenhouses, meditation and healing gardens, resistance pools, senior playgrounds, and dog parks.
- » The International Council of Active Aging, based in Vancouver, British Columbia has developed a checklist to assist potential users in identifying and locating age-friendly fitness facilities (icaa.cc/facilitylocator.htm). The checklist includes questions such as:
 - Is the facility easy to get to?
 - Are parking lots and paths well-lit and close to the entrance?
 - Do classes have different levels of intensity?
 - Do interior and exterior doors open automatically?
 - Is there extra room between machines to accommodate walkers and wheelchairs?
 - Does marketing material come in large print?
 - Are there free trial periods to give those afraid to join a way out?
 - Is the type of music appealing to older adults?

A large portion of the checklist is devoted to equipment, which some manufacturers are

now gearing toward older users by providing larger, easier-to-read and easier-to-operate display panels, lower resistance levels, and increased comfort in the form of larger seats, longer handrails and wider footrests. Recent cardio innovations include machines that combine the benefits of an elliptical cross-trainer with the safety and stability of a semi-recumbent body position, and recumbent steppers that boast large seats and walk-through access. Manufacturers are also making available pieces of equipment stripped of most bells and whistles, leaving little more than an "on/off" switch to simplify the workout process.

A community center in CA eschews using dumbbells in favor of creating exercises to which older adults can relate, such as putting free weights into suitcases and walking with them. The rationale? Many seniors love to travel but need the strength to carry their luggage.

Other national trends related to older adults:

- » Brain fitness classes for older adults with increasing interest in offering activities that promote memory and balance.
- » As society continues to age, the recreation and park industry will play a larger role in providing recreation for dementia patients. Those suffering from dementia find running water and bright colors reassuring and calming.
- » Second career courses and programs are popular.

- » Playgrounds and outdoor fitness stations for seniors.
- » Rather than learning how to use computers, older adult programs have evolved more toward social media applications.
- » Trips remain popular for older audiences.
- » Partnerships with universities in offering educational opportunities for older adults.
- » Creating a brand for the active adult program and creating target marketing approaches. A good example is the Park District of Oak Park that regularly emails an active adult newsletter. Some agencies have a dedicated program guide for older adults.
- » Identifying different needs of programs and services for various ethnic groups.
- » Recreation center spaces that create socialization for seniors. This includes a café like approach to food service in centers.
- » Warm water therapy pools and water resistance (lazy river) facilities.
- » Recreation centers dedicated to the 50 or 55 and over population. Henderson, NV has two multigenerational centers. Another noteworthy example is the Summit, in Grand Prairie, TX.
- » Developing relationship with doctors in the community to assist the agency with the development of programs for active adults and seniors.

Special Events

Some of the recent trends in special events include offering programs geared toward ethnically diverse audiences. Examples include: international dinners, cultural awareness, ethnic holiday events, ethnic food events, dances from various cultures such as Greek, Israeli, etc., showing movies from various countries of the world, and art fairs representing art from around the world.

In a *BizBash* July 16 blog, a blog for events management, nostalgia events, retro music, and games are popular. Josh Murray, creative director of Extraordinary Events in Los Angeles, is currently working on an event with a Back to the Future theme. "The great thing about nostalgia is that it can target any generation," he says. "It's safer than picking a demographic. If you choose, say, the '80s [as a general theme], that stirs nostalgia in nearly everyone alive, whether they lived it or not."

Additional trending events include anything food related, such as events showcasing local chefs and food, food trucks, and cooking events. Events related to environmental and sustainable practices, such as the event already in place, Greenfest, are trending well around the country. Canine events are also popular. Arlington, TX has developed a new dog park that has a segregated area for dog events such as dog birthday parties.

Family oriented events in which the entire family can spend time together is another

important trend, which isn't new, as special events historically have targeted family activities. These events have become even more important as family time together has become more and more important with family members' busy schedules.

Volunteering

In 2014, According to the National Council of Nonprofits, more than 62 million Americans volunteered (about a quarter of the population, 25.3 percent). Women and individual ages 35-44 years were most likely to volunteer. Volunteer rates were lowest among 20-24 year olds (18.7 percent). According to a white paper published by Linda Graff and Associates, Inc., some emerging trends in volunteerism include the following:

Episodic volunteering is growing more than longer term volunteer opportunities. This plays well to the Department's need for special events volunteers. Across the country more and more park and recreation agencies are having difficulty finding volunteer coaches for youth sports because of the time commitment.

Corporate volunteering has grown in popularity. Having a robust corporate sponsorship program may create greater opportunities for corporate volunteers.

Family volunteer events are growing in popularity, to provide families with the opportunity to spend time together.

The Corporation for National and Community Service (CNCS) and the National Conference on Citizenship (NCoC) produced a study “Volunteering and Civic Life in America.” The annual study noted the following highlights from 2012:

Generation X (those born between 1965 and 1981) had the highest volunteer rate of any age group. The volunteer rate for Generation X has trended upward for the last 11 years, increasing more than 5 percent.

Americans 65 and older donated nearly two times as many hours per volunteer than the population as a whole: A median 90 volunteer hours last year, compared to 50 hours for the general population. Expansion of the active adult programs could result in a greater market of volunteers.

Volunteering among teenagers is up almost 3 percent since 2007.

Outdoor Recreation

According to the *2014 Paddlesport Report* by the Outdoor Foundation, paddling has grown in popularity. Paddling includes activities such as kayaking, canoeing, stand up paddle boarding, and white water rafting. The number of Americans paddling represents 7.4% of the population. The most popular form of paddling is kayaking. Kayaking participation has increased slightly since 2010. Canoeing is the second most popular

paddlesport, and has been decreasing in popularity. Participation in rafting, the third most popular type of paddlesport has remained stagnant. The most popular user group are teens, aged 13-17, most of whom are male. Stand up paddling continues to increase in popularity. Only one percent of the US population participates in stand up paddling, but the sport is growing in all age groups.

The 2014 American Camper Report by the Outdoor Foundation showed that 40.1 million Americans, or 14 percent of the US population over age six, camped in 2013. There was a 400,000 person drop in actual participants from the previous year. During the last several years, the number of campers has remained relatively flat. Some trends include urban camping, glamping (glorious camping), and treehouses, such as Dakota County MN parks department.

Overall 2009 participation in rock climbing, including bouldering, sport climbing, indoor climbing, traditional climbing, and mountaineering was 6,148,000 Americans or 2.7% of the population six years and older. There are 4,313,000 participants in bouldering, sport climbing, and indoor climbing, and 1,835,000 participants in traditional climbing and mountaineering.

The 2010 Outdoor Recreation Participation Report by The Outdoor Foundation reported that climbing attracted the fifth highest number of new participants in 2010, a

significant 24.4% of new participants, which ranks behind only whitewater kayaking, sea kayaking, non-traditional or off-road triathlon, and traditional triathlons. Triathlons led with 43.5% of new participants. Fishing tops the list as the most popular outdoor pastime with 17% of Americans age 6 or older or 48 million participating.

While climbing attracted many new participants since 2010, an interesting statistic is that climbing participation among children ages 6 to 17 has dramatically decreased since 2006. In 2006, 2,583,000 children or 5.1% of that population participated in climbing, including sport climbing, indoor climbing, and bouldering, but in 2010 that number dropped to 1,446,000 or 2.9% of the 6 to 17 population climbed. Young adult participation in climbing, ages 18 to 24, also decreased from 2006 to 2009, going from 993,000 or 3.5% of that population to 769,000 or 2.7%.

Looking at this data indicates that climbing has passed its peak, at least for now. The sport grew considerably from 1990 when indoor climbing gyms became popular and served as an introduction to climbing. Now it appears there is a lessening of recreational climbers as the ones who came of age in the last 15 to 20 years have begun to settle down to careers and family responsibilities.

In addition to these areas, agencies are creating more bike parks, zip lines, alpine slides, and corporate team building and adventure courses, such as a ropes course.

Licensed Childcare

Elementary aged after school care costs at Howard County Recreation and Parks are below the national average of \$114 per week, approximately 35% less. This is especially significant considering cost is one of the top two obstacles to after school care enrollment both nationally and in Maryland. The cost of childcare is predicted to grow in Maryland; therefore, municipal attention should be given to costs to provide the program and keep fees as affordable as possible.

A recent report released by the Afterschool Alliance focused specifically on the role of afterschool programs to promote healthy eating and physical activity. Key findings include:

80% of parents say their program offers opportunities for physical activity

81% of parents are satisfied that the food served is healthy

The Afterschool Alliance also found that 69% of parents report that their children are offered STEM learning opportunities at their after school program; however, the Alliance describes a lack in STEM programming in after school settings and encourages providers to increase partnerships with the STEM education community and increase parent education on the benefits of STEM learning in afterschool.

The Maryland Family Network's Trends in Child Care 2016 report predicts that there will be a decline in child care providers in Maryland by the year 2020 (approximately 16%), and yet an 11.6% increased need for childcare in the same timeframe. This could indicate an opportunity for growth. Based on this information, childcare will remain as a significantly important program for the Department.

Quality in early childhood child care and education is a repeated theme in both federal and state documents. The Maryland Family Network suggests agencies take steps beyond licensing and consider accreditation and/or credentialing. The National Institute for Early Education Research's (NIEER) also has a ten-point quality standards checklist helpful in benchmarking local and state agencies:

- » Early Learning Standards
- » Teacher Degree
- » Teacher Specialized Training
- » Assistant Teacher Degree
- » Teacher In-Service
- » Maximum Class Size
- » Staff-Child Ratio
- » Screenings and referrals for vision, hearing, and health
- » Meals
- » Monitoring

The National Center on Early Childhood Quality Assurance predicts that states will "be making even more significant changes to their licensing requirements and monitoring policies to come into compliance with the federal statute" (i.e. the CCDBG Act of 2014). The health and safety requirements will likely become more stringent in upcoming years.

Inclusion Services

Park and recreation agencies throughout the United States have experienced increasing demand for inclusion services. The U.S. Department of Health and Human Services and the U.S. Department of Education released a policy statement on Inclusion of Children with Disabilities in Early Childhood Programs in September 2015, whereby the agencies jointly set a vision and provided recommendations for "increasing the inclusion of infants, toddlers, and preschool children with disabilities in high-quality early childhood programs." The agencies' stance is based on the data that "more than half (54.3%) of preschool children with disabilities received early childhood special education services in settings separate from their peers without disabilities." High quality learning for children of all abilities has been a focus of federal, state, and local early childhood programming; the agencies suggest that high-quality learning be proportionately extended to children of all abilities.

Because of the push federally to increase early childhood programming, it is highly likely that there will be a push towards increased quantity and continued demand for low-cost, high quality services. Federal funding has increased; however, there has been a disproportionate “expansion of inclusive early learning opportunities for young children with disabilities”. Families have a difficult time finding and keeping quality child care for their children’s special needs.

Partnering to build a nationwide culture of inclusion is at the forefront of the agencies’ vision. It is recommended that local providers take action by:

- » Partnering with Families
- » Adhering to Legal Provision of Supports and Services in Inclusive Settings
- » Assess and Improve the Quality of Inclusion in Early Childhood Programs
- » Review and Modify Resource Allocation
- » Enhance Professional Development
- » Establish an Appropriate Staffing Structure and Strengthen Staff Collaboration
- » Ensure Access to Specialized Supports
- » Develop Formal Collaborations with Community Partners

Arts

The National Endowment for the Arts (NEA) has recently released new research that offers a long-term perspective of US adult art participation in both arts appreciation activities as well as personally performing various art formats.

Visual and Performing Arts Attendance

Despite a declining attendance at performing events over the decade between 2002-2012, in 2013-2015, U.S. performing arts attendance was stable. There was modest increase in the number of adult visits to buildings, neighborhoods, parks, or monuments for historic or design value, up three percentage points between 2012 and 2015.

Adults reading literature continues to drop, from 47% in 2012 to 43.1% in 2015.

Personal Performance or Creation of Artworks

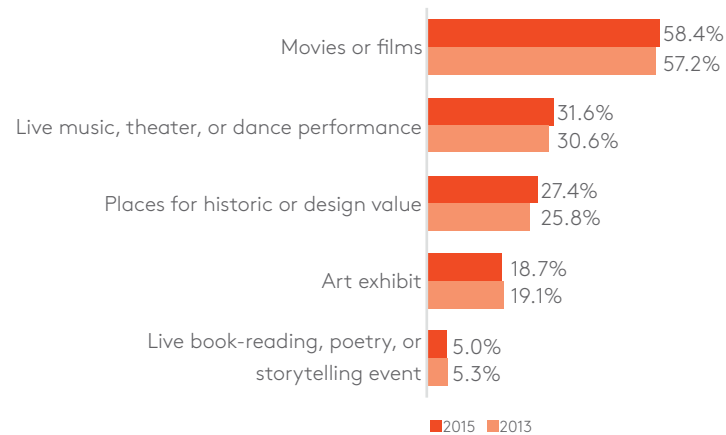
In general, the percentage of U.S. Adults who personally performed or created artworks remained stable; however, there are areas like social dancing and textile arts that saw a decline, see charts at right.

Dance

As the world of dance continues to evolve, two leaders in the field have discussed what the future of modern dance will look like. Heather Vaughan-Southard has examined how the classification of dance methods into specific genres has become increasingly difficult due to blurred traditional lines between styles. Dancers used to focus on a single dance style, like ballet or jazz; however, as time passed they have cross-trained between the genres, and now “we are fusing styles, ideologies, cultures, and genres so seamlessly that it can be difficult to know where one ends and where another begins.”

It is predicted that modern dance will focus less on the force of energy and more on body weight creating movement. Millennial dancers have already defied gravity with more aerial acrobatics and body contortions. There will also be a heightened focus on creativity, with more messaging, acting, and expression of emotion that will drive future modern dance. According to Staff, it may be difficult for modern dance instructors “to translate this trend into a course of dance technique class or group instruction.”

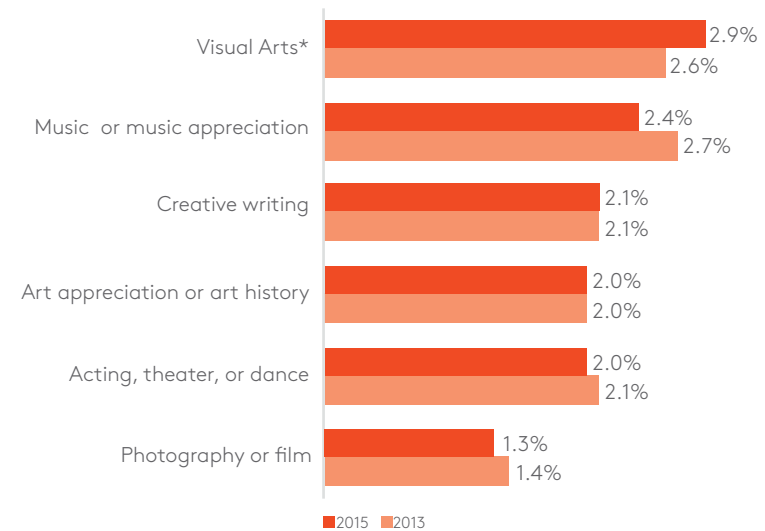
PERCENT OF U.S. ADULTS WHO ATTEND OR VISIT VARIOUS ART EVENTS: 2013-2015



Note: None of the differences in attendance reported for 2013 and 2015 are statistically significant at 95 percent confidence.

Data source: Annual Arts Basic Survey (AABS), National Endowment for the Arts

PERCENT OF U.S. ADULTS WHO TOOK ART CLASSES IN THE PAST YEAR: 2013-2015

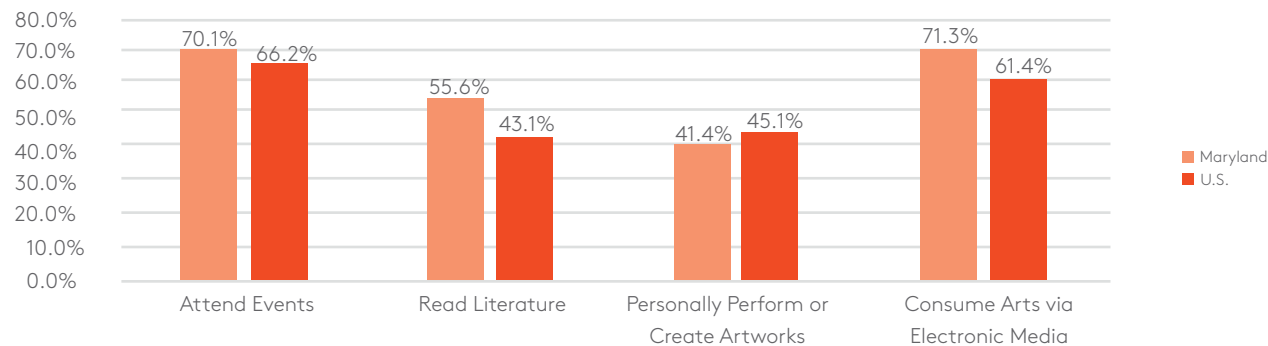


*Included classes in drawing, painting, pottery, and design

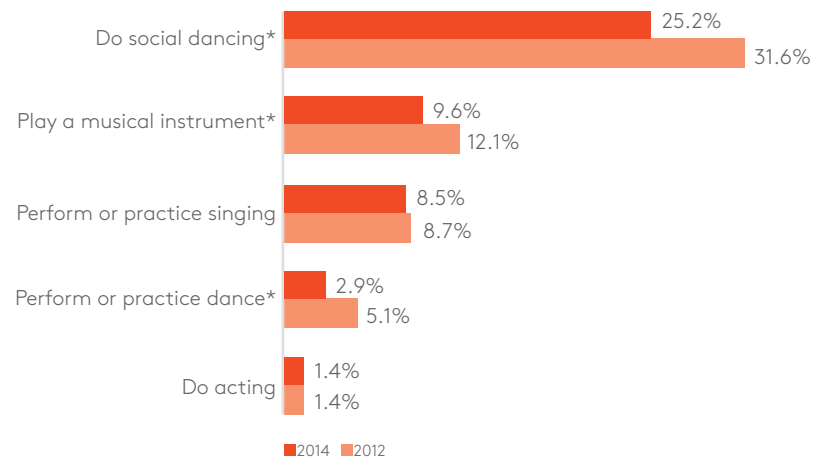
Note: None of the differences in attendance reported for 2013 and 2015 are statistically significant at 95 percent confidence.

Data source: Annual Arts Basic Survey (AABS), National Endowment for the Arts

ARTS PARTICIPATION



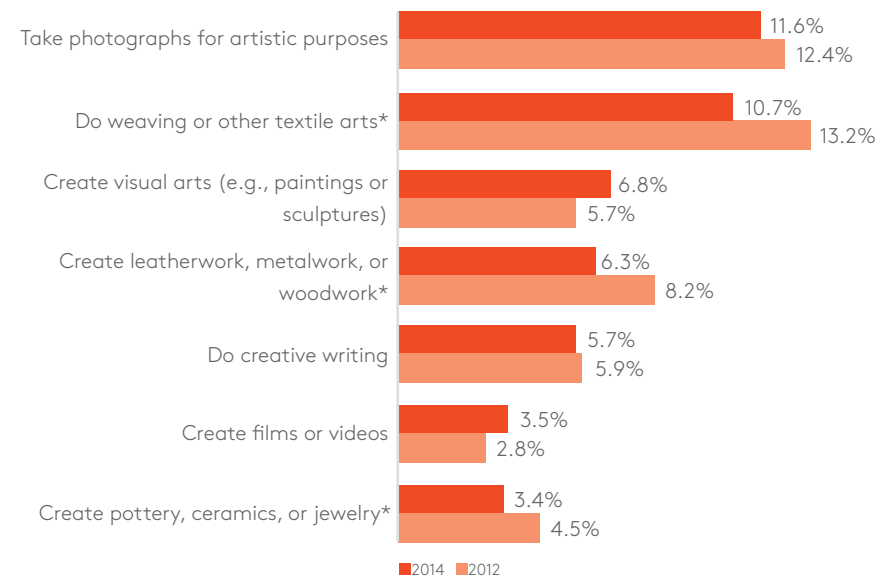
PERCENT OF U.S. ADULTS WHO PERSONALLY PERFORM ARTWORKS: 2012-2014



*Indicates statistically significant difference at 95 percent confidence

Data source: Survey of Public Participation in the Arts (SPPA) and Annual Arts Basic Survey (AABS), National Endowment for the Arts

PERCENT OF U.S. ADULTS WHO PERSONALLY CREATE ARTWORKS: 2012-2014



*Indicates statistically significant difference at 95 percent confidence

Data source: Survey of Public Participation in the Arts (SPPA) and Annual Arts Basic Survey (AABS), National Endowment for the Arts

Music

A notable trend to watch in the music lesson industry is the increasing number of do-it-yourself apps that teach users how to play musical instruments (i.e. Jellynote). The benefit to the user is learning is on his/her own schedule. Marketing in-person, personalized instruction and integrating a more flexible learning schedule may reduce any impact to traditional music learning.

Theatre/Drama

According to the Educational Theatre Association, arts education programs are limited in schools with highly diverse populations, and “recognizing, understanding, and including those students in meaningful theatre education experiences is one of the most important issues facing our field today.”

Embracing technology in theatre, like: 3D projections, virtual-reality masks for actors, stop-motion camerawork and computer animation is filtering into smaller productions, according to Dougal Shaw. “The trend appears to be towards ever more interactive sets, with effects triggered by actors live on stage.”

In 2012 the National Coalition for Core Arts Standards (NCCAS) created the National Core Arts Standards for five key areas: Dance, Media Arts, Music, Theatre, Visual Arts to “embody the key concepts, processes and

traditions of study in each subject area”. The four categories, Creating, Performing/ Presenting/Producing, Responding, and Connecting, in each of the five arts areas are broken down by grade level in charts for the practitioner. Though created for the education field, direction and insight for recreational level teaching can be realized. Best practices in the field can also be gleaned from the *College Board’s Child Development and Arts Education: A review of Current Research and Best Practices* report, which links “current developmental research with recommended best practices for educators of dance, music, theatre, and visual arts students from grades PreK-14.”

GENERAL PROGRAM TRENDS

(Cognitive, Literary, STEM and Computer Gaming/Self-Improvement, Hobbies and Leisure Education)

The following are examples of efforts other agencies are offering for programs in this area. It is worth noting that Howard County Recreation and Parks does offer a robust list of offerings in these areas.

“Read and Go” Raleigh, NC Department of Parks, Recreation and Cultural Resources: Launched in 2009, *Read and Go* combines reading and travel to create a unique book club experience for residents. Each month, participants alternate between reading books and traveling to the places that they just read about. The books — all either set in North Carolina or written by someone from the state — are selected from a list compiled by a local, independently owned book store, Quail Ridge Books. The program offers at least eight trips a year, totaling more than 24 trips to date. Destinations have varied over the years, from a CSI lab in Raleigh to a country farm in Johnston County and Cape Hatteras in the Outer Banks.

Many cities maintain community recreation centers in parks, public housing buildings, libraries, or other neighborhood-based sites, and with the right mix of human capital and

equipment, many of these recreation centers could be activated anew as makerspaces and tech labs—in other words, going from ‘Rec Center’ to ‘Tech Center, or Rec2Tech.

Rec2Tech is characterized as: “inspiring people of all ages for careers and opportunities that they didn’t know existed utilizing ambassadors and instructors that reflect themselves. With the technology industry clamoring for employees, bringing making and technology into facilities that are accessible to the city residents increases the likelihood of economic success and independence of citizens in an urban environment. Forward-thinking agencies that are interested in helping to close the digital divide are adding STEM-related curricula to summer and afterschool programming, which Howard County has been pursuing.

In Pittsburgh, the Remake Learning Network is expanding equitable access to powerful experiences related to digital learning. The City of Pittsburgh and The Sprout Fund, together with partners from the Remake Learning Network, are working to develop a community-informed plan for Rec2Tech along with site-specific curriculum and administration programming for kids at multiple recreation centers across the city. While these efforts are just getting underway, they signal what is possible when educators, youth-serving nonprofits, and municipal leaders come together to make deep investments in community assets for learning.

Trips and Tours, Local Tourism, and Sport/Eco/Heritage/Tourism

There are many cities/counties around the US that have strategically positioned themselves for sports tourism opportunities.

Rock Hill, South Carolina Department of Parks, Recreation and Tourism developed an \$11 million outdoor center, including a 250-acre park with a cycling velodrome, BMX/supercross, cyclocross and mountain biking trails. Rock Hill’s outdoor center provides a complex example of diversification by leveraging multiple financing mechanisms, including hospitality taxes, sponsorships and federally backed private loans. The unique and creative aspect of this project was Rock Hill’s use of the New Markets Tax Credits and stimulus fund monies. This diversified financing approach allowed the city to extend the scope of the project by adding features and amenities for approximately the same financial investment as a velodrome alone would have cost.”

North Myrtle Beach Parks and Recreation developed a \$15 million sport tourism and recreation park. The park includes amenities such as baseball, softball, soccer/lacrosse fields, batting tunnels, dog park, trails, playgrounds, concessions, and a lake.

Waukegan, IL converted an 18 hole golf course into an outdoor sports complex with soccer and baseball fields and attracts a regional audience.

All of these examples represent intentional, strategic direction by the agency of using facilities for regional and national tournaments. This is a strategy that requires in-depth analysis as this strategy comes with the need to ensure facilities are available for resident use.

Other National Trends

The following information lists other trends the consulting team has seen based on experience with agencies around the country. These include:

Outdoor gyms, the latest weapon in fighting the nation's obesity epidemic, are sprouting up in city parks across the country. Clusters of traditional fitness equipment from elliptical machines to leg press and sit-up benches are being installed in city parks, often in poorer neighborhoods that may not have access to healthful options.

Another recent trend includes "functional fitness," as reported in the April 22, 2013 *New York Times* article "Gyms Move from Machines to Fitness Playgrounds." Sandbags, ropes and climbing areas are taking over fitness center and gym floor space as part of this functional fitness movement. Companies such as Lifetime Fitness are removing weight machines and are replacing them with open areas of space for people to use as more free- or body-weight strength training, rather than being locked into a machine.

Play options for youth playgrounds, including theme based playgrounds, destination regionally based play areas, nature based playgrounds, and fitness oriented play spaces. Mecklenburg County, NC worked with the Playcore Company to design a fitness play space for older youth based on the NFL Combine and Adult Ninja Warrior television show.

Pop up parks, tactical urbanism, converting parking spaces to parks, etc.

Outdoor programming in parks. Many systems lease space for private providers to offer programs or agencies themselves are offering these programs.

Unique Sports Leagues, changing the norms (*Parks & Recreation Magazine* – August '13), i.e. lower basketball hoops, shorten base paths, change rules, play 3-on-3, reduce field lengths, limit softball game times, and smaller tennis courts.

Golf Course Ideas:

- » Charge by the hour, not by the round
- » Have one fee, regardless of the number of holes played
- » Partner with a local fitness club
- » Partner with nearby hotels for discounts for hotel guests
- » Offer Foot Golf, which is playing golf with a soccer ball; American FootGolf League oversees the sport

- » Change demand pricing from weekday and weekend to a change of price hour per hour seven days a week based on demand.
- » More attention given to ethnic minority participation such as cricket pitches.
- » Packaged wedding venues.
- » Multi-generational community centers and active adult centers. Examples exist in the Multi-generational Center in Henderson, Nevada and the Summit, in Grand Prairie, TX.
- » Food concession and food trucks in parks.
- » Community Gardens and Urban Agriculture Plans, particularly in lower income areas.
- » Capitalizing on community center space as rental space. Rather than managing programs, leasing space to program providers.
- » Smart phone applications for nature walks that provide information along the trail.
- » Park benches equipped with data mechanisms that capture user information.
- » Blurring of responsibilities between recreation and park agencies and libraries.
- » Ice hockey rinks are being built as a result of an increased interest in hockey.

SUMMARY

The Department has relied on an ongoing process to build programs and services that are aligned with industry trends. In reviewing the program inventory offered by Howard County Recreation and Parks, it is apparent the staff members have relied on trend information to continue to grow programs according to changing consumer interests.

This section of the Plan provides information for future positioning of programs and identifies ways to strengthen the trends process. The CAPRA standard suggests identifying a frequency of updates.

The implication of the trend information includes the need for a continued focus on active adult programming as a result of a growing aging population. This should include programming opportunities as well as park design with older adults in mind. Fitness and wellness activities and features such as outdoor fitness stations should be considered, as well as all attempts to improve connections for walking and biking.

As the population grows more diverse, staff members should correspondingly reflect the ethnic diversity of the county. Specific outreach to minority audiences should be developed, as well as offering cultural competency training for staff. For example, the Minneapolis Park and Recreation Board is

an industry leader in developing better service and outreach to a variety of cultures. The agency offers cultural competency training for staff. Cultural competency refers to an ability to interact effectively with people of different cultures and socio-economic backgrounds, particularly for agencies whose employees work with persons from different cultural/ethnic backgrounds.

Cultural competence comprises four components:

- » Awareness of one's own cultural worldview
- » Attitude towards cultural differences
- » Knowledge of different cultural practices and worldviews
- » Cross-cultural skills

Increase events based on cultures and ethnicities:

- » Meetup.com - There are currently many Meetup groups in the Howard County region. Utilizing this Website may be a tool to build events, adult programming or increasing other opportunities.
- » Work cooperatively with community-based groups that may already have successful events.
- » Include cultural diverse activities at all special events.

It appears as though the participation levels in the traditional youth sports will continue to plateau or decline, which will have an impact on athletic field usage. Lacrosse is projected to continue to grow, particularly in the lacrosse hotbed in the state of Maryland. For the first time, lacrosse participation topped 800,000 participants during 2015. This compares to 250,000 participants in 2001.

While participation in traditional sports of basketball, football and baseball will continue to decline, there may be opportunities to grow active adult athletic teams, particularly with the aging population.

On the other hand, programs related to childcare, camps and early education programs will continue to have a strong demand.

In addition, the Department should continue its efforts on continuously refreshing programs. It may be useful to have a Trends Team, or a cross functional staff group that researches trends and oversees the entire process of driving innovation in programming, park and facility design, and services. This provides accountability to a group of employees to strengthen the Department's commitment to incorporating trends.

SOURCES

Corporation for National and Community Service (CNCS) and the National Conference on Citizenship (NCoC) "Volunteering and Civic Life in America." <http://www.nationalservice.gov/>.

Outdoor Recreation Reports from the Outdoor Foundation. <http://www.outdoorfoundation.org/>.

National Center on Early Childhood Quality Assurance, "Research Brief #1: Trends in Child Care Center Licensing Regulations and Policies for 2014" <https://childcareta.acf.hhs.gov/resource/research-brief-1-trends-child-care-center-licensing-regulations-and-policies-2014>.

National Institute for Early Education Research, "The State of Preschool 2015: State Preschool Yearbook" <http://nieer.org/>.

Maryland Childcare Resource Network, "Trends in Childcare 2016" <http://www.marylandfamilynetwork.org/resources/trends-child-care/>.

Afterschool Alliance, "Kids on the Move: Afterschool Programs Promoting Healthy Eating and Physical Activity" <http://www.afterschoolalliance.org/researchReports.cfm> (March 2015).

Afterschool Alliance; Full STEM Ahead: Afterschool Programs Step Up as Key Partners in STEM Education <http://www.afterschoolalliance.org/researchReports.cfm> (Sept 2015).

US Department of Health and Human Services and US Department of Education; Policy Statement on Inclusion of Children with Disabilities in Early Childhood Programs, September 14, 2015 <http://www2.ed.gov/policy/speced/guid/earlylearning/joint-statement-full-text.pdf>.

National Endowment for the Arts; AABS Research Briefs <https://www.arts.gov/artistic-fields/research-analysis/arts-data-profiles/arts-data-profile-10/aabs-research-briefs> (2016)

National Endowment for the Arts; Arts Data Profile #11 (August 2016) – State-Level Estimates of Arts Participation Patterns <https://www.arts.gov/artistic-fields/research-analysis/arts-data-profiles/arts-data-profile-11> (2012-2015)

Staff, Danceus, "The Future Direction of Modern Dance" <https://www.danceus.org/modern-dance/the-future-direction-of-modern-dance/> (2016)

Staff, Danceus, "Modern Dance Instruction and Techniques – Then and Now" <https://www.danceus.org/modern-dance/new-trends-in-modern-dance-instruction-and-techniques/> (2016).

Vaughan-Southard, Heather "Blurred Lines: New Trends in Dance Training" <http://www.danceadvantage.net/preparing-innovators/> (2013).

College Board; Child Development and Arts Education: A review of Current Research and Best Practices <http://www.nationalartsstandards.org/sites/default/files/College%20Board%20Research%20-%20Child%20Development%20Report.pdf> (2012).

National Coalition for Core Arts Standards, National Core Arts Standards, <http://www.nationalartsstandards.org/content/conceptual-framework> (2012).

Educational Theatre Association, <https://www.schooltheatre.org/events/event-description?CalendarEventKey=e95581bf-9062-4a9b-bfb9-9f7c7f105fa9&Home=/home> (2016).

Dougal Shaw, Digital Drama: The technology transforming theatre, <http://www.bbc.com/news/technology-17079364> (2012).

UCLA Complete Streets Initiative, Luskin School of Public Affairs, Lewis Center for Regional Policy Studies, Placemaking for an Aging Population: Guidelines for Senior Friendly Parks, June 2014 <http://www.lewis.ucla.edu/projects/completestreets/>.

International Council on Active Aging, www.icaa.cc.

Appendix H.

Recreation Program Assessment

INTRODUCTION AND REVIEW OF PROCESS

This assessment includes an analysis of Howard County's program and service offerings. The report offers a detailed perspective of recreation programs and helps to identify the strengths, weaknesses, and opportunities for future program direction. It also assists in identifying program categories, potential program gaps within the community, and future program offerings for residents based on staff input and trends. Howard County Recreation and Parks Department is performing at a very high level. An intended outcome of this Assessment is to build upon the existing strengths of the Department and to ensure alignment with community need.

A review of program information, interviews, and meetings with the staff were conducted. A series of reports and data were also

reviewed, including Monthly and Seasonal Reports, Recreation Program Plans, Marketing Plan, Revenue and Fees Policy, program guides, and website review. In addition, staff members completed information related to Major Program Areas and the MacMillan Matrix, which reviews programs according to organizational fit as well as other attributes.

The Howard County Recreation and Parks Department has two bureaus involved in recreation programming. The Bureau of Recreation includes three divisions:

Recreation Services: is comprised of recreation programs and services that relate to arts, crafts, dance, special events and children and adult leisure classes and programs. The division also manages recreational summer camps for all ages of children. This division includes reporting areas of: Volunteers, Community Center Managers, Youth Programs and Classes, Adult

and Cultural Arts Programs and Camps, and Timbers at Troy Golf Course.

Sports and Adventure Services: promotes active lifestyles through instructional programs and community partnerships. It offers programs such as sports instruction and leagues, hikes, astronomy, camping and campfires, fishing, kayaking and canoeing, skiing and tubing, boating classes, nature programs, and rock climbing. Reporting areas include: Fitness, Lifetime Sports and Sports Instruction; Adventure, Natures and Outdoors; Sports Events and Health Campaigns; Adult Leagues and Sports Camps, Community Sports and Partnerships; and Meadowbrook and County Youth Leagues.

Recreational Licensed Childcare & Community Services Division: provides programs for youth from ages two and a half through middle school, offering a wide variety of child care programs, all licensed

through the Maryland State Department of Education Office of Child Care. There are six Early Learning Centers during the school year. Before and after care during the school year is available at 27 locations: 21 at elementary schools, four at middle schools (Can-TEEN) and two serve therapeutic recreation extended care centers (TREC). The Division includes Childcare, Therapeutic Recreation and Accommodation Services, Senior Programs and Facilities, and Youth and Teen Programs.

The Bureau of Parks Natural and Historic Resources Divisions also manages recreation programming and events.

Natural Resources Division: includes such programs as Ranger Walks, stream and pond volunteer clean-up days, Greenfest, volunteer efforts in maintaining trails, conducting wildlife and stream surveys, controlling invasive exotic vegetation, planting native trees and shrubs and assisting with managed deer hunts. The Robinson Nature Center is a part of the Division, which offers a wide variety of nature related programs. It also includes the Heritage Division which conveys the history of Howard County through educational programs and historic preservation. Staff members manage 25 heritage sites and offer a variety of educational programs, special events, tours of its museums and parks and opportunities for people of all ages.

The report is organized as follows:

- » CAPRA Requirements related to Recreation
- » Demographic Summary
- » Community Survey Results
- » Community Input Highlights
- » Program Inventory
- » Age Segment Analysis
- » Major Program Categories
- » Program Lifecycles
- » Facility Space
- » Seasonal Reporting
- » Marketing Review
- » Pricing and Revenue Policy
- » Additional Program and Service Observations
- » Program Best Practices
- » Recreation Program Positioning and Recommendations

CAPRA REQUIREMENTS

Within the CAPRA Standards, multiple standards relate to recreation program and services. Three fundamental standards include:

- » Recreation Program Plan
- » Program Objectives

- » Outreach to Diverse Underserved Populations

The Department does have a Recreation Program Plan and Program Objectives. The Program Plan not only covers the fundamental standards, but also many of the non-fundamental standards.

The Department also performs outreach to diverse, underserved populations. The standard includes “encouragement of participation in programs and services through identification of barriers that may limit access including physical, social and mental abilities and financial geographic and cultural barriers.” The Department offers a scholarship program to assist families and individuals with financial assistance. The Therapeutic Recreation division is well established and offers a variety of programs for participants as well as inclusion services, in compliance with Americans with Disabilities Act (ADA) standards. Facilities and parks are developed to ensure equity and access for all residents of the county. The Department is also working on strengthening efforts to provide more outreach to a diverse population.

CAPRA non-fundamental standards include the following:

Program and Service Determinants, which includes offering programs based on conceptual foundations of play, recreation

and leisure and five other attributes including adherence to mission, vision, goals and objectives. This information is included in the Recreation Program Plan FY 2015.

- » Participant Involvement
- » Self-Directed Programs and Services
- » Leader Director Programs and Services
- » Facilitated Programs and Services
- » Cooperative Programming
- » Scope of Program Opportunities
- » Community Education for Leisure Process
- » Community Health and Wellness Education and Promotion
- » Participant and Spectator Code of Conduct

The Department complies with all of these standards, mostly through the Recreation Program Plan 2015. Participants are involved in program offerings and their satisfaction measured in an ongoing basis through program evaluations and surveys. The Plan includes a Nature of Program Services Matrix that lists program categories according to self and leader facilitated programs and services. Participant involvement is accomplished through various methods,

including program evaluations and customer satisfaction measurement systems. Community Health and Wellness programs are prevalent throughout the Department's program inventory and is designated as one of the Department's major program area. The Department also has a code of conduct.

DEMOGRAPHIC SUMMARY

Demographic data used for the analysis were obtained from the State of Maryland Department of Planning. All data reflect actual numbers as reported in the 2010 US Bureau of the Census and demographic projections for 2020 through 2040 as estimated by the State of Maryland Department of Planning.

Howard County population is projected to increase by 28% between 2010 and 2040, as follows:

It will be a challenge for the Department to continue to grow services with corresponding growth in demand.

Age segment comparisons are listed in the following chart. The most significant age segment population change is indicated in the 55 and older categories. Nationally, 21%

of the population is 55 and older, based on 2010 US Census Data.

In Howard County, the 2010 55+ population was 22.2% of the total population and is projected to be 28.9% in 2020. By 2040, the 55+ population is expected to represent 33.7% of the total county population. This obviously will impact future services, from park design to program offerings.

The national median age is 37.6 and is closely represented by Howard County's median age of 37.9. The age segments between 25 and 64 represent 56.6% of total residents for Howard County, which shows a healthy percentage of middle aged residents.

Race and ethnicity for Howard County, according to the 2010 Census, was 59.2% white, projected to decline to 36.6% in 2040, a 38.2% decrease. Therefore, in planning for program positioning in the future, it will be important to develop communication outreach strategies to minority populations, including Black, Asian, and Hispanic Origin residents as well as identifying programs of interest to various ethnic groups.

DEMOGRAPHIC SUMMARY AND FORECAST

Howard County Population	Census 2010	2020	2030	2040
	287,085	332,253	357,103	366,345

	Census 2010		2020		2030		2040	
Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent	Number	Percent
White Alone	169,972	59.2%	164,588	49.5%	149,655	41.9%	133,946	36.6%
All Other	117,113	40.8%	167,665	50.5%	207,448	58.1%	232,399	63.4%

	Census 2010		2020		2030		2040	
Population by Age	Number	Percent	Number	Percent	Number	Percent	Number	Percent
0 - 4	17,363	6.0%	19,724	5.9%	21,317	6.0%	19,487	5.3%
5 - 9	20,557	7.2%	20,740	6.2%	22,225	6.2%	21,403	5.8%
10 - 14	22,451	7.8%	22,735	6.8%	22,921	6.4%	23,213	6.3%
15 - 19	20,352	7.1%	22,066	6.6%	21,581	6.0%	22,002	6.0%
20 - 24	14,727	5.1%	18,861	5.7%	18,157	5.1%	17,750	4.8%
25 - 34	35,361	12.3%	44,785	13.5%	45,269	12.7%	41,993	11.5%
35 - 44	42,873	14.9%	42,610	12.8%	49,189	13.8%	48,014	13.1%
45 - 54	49,585	17.3%	44,474	13.4%	43,005	12.0%	48,804	13.3%
55 - 64	34,771	12.1%	46,212	13.9%	41,107	11.5%	40,114	10.9%
65 - 74	17,616	6.1%	30,513	9.2%	39,396	11.0%	36,465	10.0%
75 - 84	8,277	2.9%	14,750	4.4%	24,648	6.9%	32,370	8.8%
85+	3,152	1.1%	4,783	1.4%	8,288	2.3%	14,730	4.0%

COMMUNITY SURVEY RESULTS

As part of the LPRPP process a statistically valid survey managed by OpinionWorks was completed. The following section highlights the survey results as they relate to programs and services, and provides information for future program positioning.

Fifty-four percent of residents are very satisfied with the parks, recreation facilities, and programs provided by Howard County Recreation and Parks. This is an excellent result. In addition, 26% of residents are somewhat satisfied, which together, results in an overall 80% satisfaction rate. Generally speaking, there is much stronger repurchase intent from very satisfied, rather than merely satisfied customers. A best practice rule of thumb is to aim for at least 50% of very satisfied customers, which Howard Recreation and Parks has achieved and exceeded.

The Department's customer satisfaction rate should be measured on a regular basis and trend charted.

The survey asked respondents about their reasons for not participating in programs. The top reasons included:

- » Not aware of programs 6%
- » Lack of features we want to use 5%
- » Program costs are too high 5%

- » Programs are not offered at the times when I need them 4%

These four attributes are typically the most significant reasons for a lack of participation, based on needs assessment results from around the country. However, for Howard County, these percentages are much lower than what is usually found. Most of the time, these elements have percentages in the 10 and 20 percentile ranges. The results indicate successful marketing approaches, sufficient program amenities, costs that are not too high for residents, and programs that are offered at convenient times. Cleanliness and maintenance are important customer requirements. Survey results show high satisfaction toward cleanliness and maintenance, with 72% stating facilities are always clean and maintained.

In the database of systems we have worked with, the program guide is typically the most important advertising tool. Approximately 50% of residents nationwide find out about information from the program guide. For Howard County, residents find out about programs:

- » 36% through direct mail
- » 28% from the website
- » 15% from the activity guide (This is misleading as the direct mail percentage undoubtedly includes the activity guide. These two responses together are 50%, which is the benchmark)

A survey question asked if there were one or two programs the county should concentrate on providing more of or adding new programs. Fully 65% of respondents could not think of a suggestion for additional programming. Only 5% of survey respondents mentioned a need for more programs. These results speak to the variety of programs currently offered, and their alignment with community needs. It may be useful to develop a statistically valid survey at a future time that focuses solely on recreation programming in order to delve deeper into resident need for more specific program types, as well as to identify how well the Department serves various areas of the county and various ethnic and income groups.

An additional survey question related to usage of Recreation and Park offerings. The results show the percentage of residents participating in programs and activities often or sometimes:

- » Trails 62%
- » Playgrounds 47%
- » Sports Fields 38%
- » Outdoor Courts 32%
- » Swimming or aquatics 25%
- » Camps/activities for children 22%
- » Special Events 22%
- » Gymnasiums for indoor sports 20%

- » Fitness and fitness rooms 20%
- » Water access for kayak and canoeing 19%
- » Robinson Nature Center 18%
- » Therapeutic Recreation 14%
- » General Classes 13%
- » Timbers Golf Course 11%
- » Childcare 8%
- » Senior and active adult programs 8%

Investments in trails, playgrounds and sports fields are important based on usage. An agency goal, given the aging population, is to have greater market penetration for older adults as a result of the low number of program participation of eight percent in the senior and active adult programs.

Another area related to programming included a question asking respondents about their frequency of use of various facilities and programs. For all the programs listed, there were many that had very high response of never participating in the program, such as:

- | | |
|------------------------------------|-----|
| » Camps/Activities for Children | 69% |
| » Fitness and fitness rooms | 67% |
| » Youth/Adult Team Sports | 72% |
| » Swimming or Aquatics | 63% |
| » Childcare | 87% |
| » Senior and Active Adult Programs | 84% |

In a question asking if the county should concentrate on providing more of, or new programs or facilities that Recreation and Parks should be offering, there were more than 40 different program categories mentioned. The most frequently mentioned programs included more programs in general for youths, senior programs, and adult fitness and wellness.

There is significant support for the dedication of resources to the Department as 85% of survey respondents would strongly or somewhat support dedicating more resources to the system.

In reviewing survey demographics there is higher satisfaction toward the Department from white residents, with Hispanic residents notably lower. The 25 to 34 age group is also slightly less satisfied. Satisfaction is also directly related to income; while lower-income residents are not dissatisfied, satisfaction rates are 25 points lower than the highest-income residents. Satisfaction tops 90% among those who use the recreation and parks system at least weekly.

COMMUNITY INPUT

As part of the LPPRP process community input sessions were held in April, July, and September. In addition, residents had an opportunity to post online comments. Many comments related to recreation services, which is helpful in developing program recommendations for the future.

In April 2016, 221 surveys were completed as part of Greenfest. One of the questions asked residents for suggestions about what would make the recreation system better. Twenty-two percent of respondents mentioned the need for more program choices, such as more weekend programs, more daytime programs, and more senior and intergenerational activities.

Comments from the July public meetings at the North Laurel and Roger Carter Community Centers included many comments related to recreation services. Eighty residents participated in the meetings. Comments included:

- » More indoor and outdoor pickleball courts
- » Indoor basketball courts
- » Multi-purpose fields
- » Indoor swimming pool
- » Indoor ice and track
- » Climbing walls or rock climbing areas

- » Programs for low income families
- » Intergenerational programs
- » Kayaking
- » Meetup and educational events at Savage
- » Outdoor fitness, yoga, and tai chi in parks
- » Bocce courts
- » An active adult facility similar to Meadowbrook
- » Trails and connectivity
- » Community gardens and agro tourism

Comments from the September public meeting, in which 18 residents attended, but also included the Department of Recreation and Parks Advisory Board, reiterated the need for pickleball courts and swimming facilities.

Approximately 200 comments were submitted online. The vast majority of comments included the need for a 50 meter indoor pool and pickleball. Approximately 125 comments requested a 50 meter indoor pool and close to 50 comments addressed the need for more pickleball courts.

PROGRAM INVENTORY

Based on completing a significant number of recreation program assessments from around the country, the following is a listing of major program categories that agencies commonly provide. This list helps to identify if there are any common program areas not offered by an agency. Most agencies offer the majority of programs. In matching Howard County's inventory of programs against this master list, all program areas are represented in Howard County.

- » Gymnastics/tumbling
- » Self defense
- » Adult fitness/wellness
- » Youth fitness
- » Adult aquatics and youth aquatics
- » Running/biking/walking
- » Environmental/nature programs
- » Outdoor adventure Recreation/extreme sports
- » Sustainability/green programs
- » Day camps/school break camps
- » Sports camps
- » Specialty camps
- » Before/after school
- » Early childhood/preschool
- » Childcare

- » Youth arts
- » Adult arts
- » Active Adults
- » Therapeutic recreation
- » Adult lifelong learning
- » Youth general learning
- » Teen programs
- » Youth sports
- » Adult sports
- » Golf
- » Tennis
- » Birthday party services
- » Historical programs
- » Cooking
- » Pets
- » Language
- » Youth homeschool
- » Trips
- » Special/Community Events
- » Seniors

The challenge for the Department is to accommodate the demand for these programs with sufficient program space. Therapeutic recreation, active adult, adult softball, and swim lesson programs, are examples of programs challenged with demand for adequate space.

AGE SEGMENT ANALYSIS

One of the elements of the Recreation Program and Services Assessment is a review of the distribution of program offerings according to the age segments serviced. Typically, recreation and park systems provide a majority of programs for youth 12 and under. In fact, according to a database of approximately 100 agencies nationwide, 70% of programs are typically offered for youths 12 and under. For the purposes of this assessment, age categories are segmented as follows:

- » Youth ages 12 and under
- » Youth ages 13-17
- » Adults 18-54
- » Adults 55+

While park and recreation systems nationwide focus programs on the youth market, with an aging population, it is imperative to grow programs for older residents.

The following chart shows the age segment percentages of program offerings. This information was developed by reviewing the fall 2015, winter 2016, summer/summer 2016 and camp guide 2016 program guides and counting the number of programs offered for each segment. A significant number of programs offered included both the 12 and under and the teen age segments;

these programs were included in both age categories. The age distribution of programs is as follows:

Age Segment Distribution

Age Segments	Program Breakdown
0 to 12	4242
13 to 18	1609
18+	718
55+	56

This distribution above reflects that programs are most geared toward individuals under age 12, with 64% of total programming in this area. A large part of this is due to large number of before and after school and summer day camp programs. Previously completed recreation assessments in the database typically have an average of approximately 70% of program offerings geared toward youth 12 and under which doesn't position agencies well for an aging population. Howard County has a better distribution of programs across all age segments as compared to other agencies. It is also worth noting that Howard County senior programs are offered by the Office on Aging. These programs are not included in the numbers listed above.

MAJOR PROGRAM AREAS

The ability to align program offerings according to community need is of vital importance. At the same time, it is important to deliver recreation programs with a consistent level of quality, which results in consistent customer experiences. Core programs are generally offered each year and form the foundation of program offerings. In assessing the categorization of these programs, many criteria are considered. A list of the criteria includes:

The program has been provided for a long period of time

- » Offered three to four sessions per year or two to three sessions for seasonal programs
- » Wide demographic appeal
- » Includes tiered level of skill development
- » Requires full-time staff to manage the program area
- » Has the ability to help solve a community issue
- » High level of customer interface exists
- » High partnering capability
- » Facilities are designed to support the program
- » Evolved as a trend and has resulted in a “must have” program area

- » Dominant position in the market place
- » Great brand and image of the program, based on the experience of offering the program over a period of time

Department of Recreation and Parks staff members reviewed their existing major program categories and developed the following list:

Staff members completed a version of the MacMillan Matrix as part of the exercise related to the top program categories. The Matrix was developed by Ian MacMillan and was designed to help nonprofit organizations assess their programs for sustainability, particularly in light of scarce resources. The matrix includes an assessment of programs according to four criteria:

Organizational Fit is the degree to which a program “belongs” or fits within an organization. Criteria for “good fit” include: congruence with the purpose and mission of the organization, ability to draw on existing skills in the organization, ability to share resources and coordinate activities with programs, and

assessing if the agency has existing skills and competencies to offer the program.

Financial capability describes the degree to which the program is attractive to the organization related to an economic

perspective, as an investment of current and future resources. However, it should be taken into account that some programs still have a good fit but do not have a good economic return on investment. Its value is in providing a valuable community service, such as therapeutic recreation.

Alternative coverage relates to the degree of similar provider of services.

Competitive position is the degree to which the organization has a stronger capability and potential to deliver the program than other agencies – a combination of the organization’s effectiveness, quality, credibility, and market share or dominance.

TOP TEN MAJOR PROGRAM AREAS

1	Volunteerism and Service Opportunities	Serving on boards, participating in service learning, or serving as coaches, docents and program volunteers
2	Special Events and Social Recreation	Including parties, dances, large and small special events
3	Music and Dance	Through performance, instruction, and attendance of all types of music/dance
4	Sports, Fitness and Games, Health and Wellness	Through competitions, in leagues, individually, and in team sports, from martial arts to fitness classes and room use
5	Visual Arts and Arts and Crafts	-
6	Outdoor Recreation, Adventure, Nature, and Environmental Activities	Including camping, nature crafts and activities, environmental education, teambuilding courses, boating, rock climbing and skateboarding
7	Drama	Experienced through film viewings, puppet shows, reenactments, and drama clubs
8	Self-Improvement, Hobbies and Leisure Education	Including stress management, how-to classes, collecting, and gardening tutorials
9	Cognitive, Literary, STEM and Computer gaming	Through game creative writing, book clubs, museum visits, and computerized game programs
10	Trips and Tours, local Tourism and Sport, Eco, Heritage and Tourism	Via day trips, field trips, adventure tourism and sports tourism activities, ghost tours, and heritage programs

The Major Program Categories were scored 1-5 for each of the criteria, the higher the score, the better the Department's capability for that criterion. The ranking of the top program areas by staff members include:

1. Sports, Fitness, Games and Health and Wellness	19
2. Volunteerism/Service Opportunities	18
3. Special Events and Social Recreation	17
4. Outdoor Recreation, Adventure, Nature, and Environmental Activities	17
5. Self-Improvement, Hobbies, and Leisure Education	17
6. Cognitive, Literary, & Computer Gaming, and STEM	17
7. Music and Dance	16
8. Visual Arts and Arts and Crafts	15
9. Trips and Tours, Local Tourism, and Sports & Eco Tourism	15
10. Drama	14

Department Mission

To responsibly manage natural resources; provide excellent parks, facilities, and recreation opportunities for the community; and ensure the highest quality of life for current and future generations. The mission is supported by the variety of offerings by the Department. The program area that has the greatest amount of importance based on the rankings of programs within the MacMillan Matrix includes sports, fitness, games, and health/wellness opportunities. The community has a significant amount of demand for youth sports and adult health and wellness activities, which creates the need for multiple providers of these services. Howard County fulfills the important need for offering fitness and sports activities for youth. Howard County's programs provide the service of introducing thousands of youth participants to various sports such as lacrosse, soccer, football, basketball, and baseball.

The following chart shows the inventory and distribution of programs in the Major Program Categories. The programs include those offered in fall 2015, winter 2016, spring/summer 2016, and the separate camp guide 2016. Programs that included multiple major program areas were counted multiple times. For example, if a youth outdoors camp included sports activities, the program was counted in both sports and outdoor categories.

Programs offered as a total percentage include:

- » Sports, Fitness and Games, Health and Wellness represent 40% of total program offerings
- » Music and Dance programs 14% of total programs
- » Self-Improvement/Hobbies and Leisure Education 11% of total programs

Drama related programs and trips have the lowest number of offerings. The inventory of program offerings is generally well aligned with the MacMillan Matrix ranking completed by staff.

In the Needs Assessment Survey, a question was asked if household members have used County Recreation and Parks offerings: often, sometimes, seldom, or never. Camps/activities for children, fitness, and sports programs were the three most frequently used/participated programs, so again, this is well aligned with program offerings. This was followed by swimming, special events, therapeutic recreation and childcare.

Considering all of these programs, the most challenging issue facing the Department is a lack of programming space. Demand for therapeutic and active adult programs continues to grow. The therapeutic recreation program is a regional provider of services as it attracts customers from Baltimore City/County.

The Department currently has a financial assistance program for residents who qualify. Requests for financial assistance will continue to grow as well along with the population growth. This may be an area to target for sponsorship to augment the amount budgeted for this service to the community. Additionally, the registration form could include an opportunity for registrants to donate to the program.

Programs	
Special Events/Social Recreation	133
Music and Dance	496
Sports, Fitness and Games, Health and Wellness	1445
Visual Arts/Arts and Crafts	260
Outdoor Recreation/Adventure/Nature/Environmental	298
Drama	115
Self-Improvement/Hobbies/Leisure Education	409
Cognitive, Literary and Computer gaming	376
Trips and Tours, local Tourism and Sport/Eco Tourism	77

Program Lifecycles

The Recreation Assessment process included a lifecycle analysis of programs. This work was completed by staff. The programs represent the top 10 program areas for the three Recreation Divisions and Parks programs:

- » Sports and Adventure Services Division
- » Recreational Licensed Childcare and Community Services Division
- » Recreation Services Division
- » Parks

This assessment helps to determine if the Department needs to develop newer programs, reposition programs that have been declining, or continue the current mix of lifecycle stages. This assessment was based on staff members' perspectives of how their core programs were categorized according to the following areas.

- » Introduction Stage (Getting a program off the ground, heavy marketing)
- » Growth Stage (Moderate and interested customer base, high demand, not as intense marketing)
- » Mature Stage (Steady and reliable performer, but increased competition)
- » Decline Stage (Decreased registration)

The following chart shows the distribution of programs throughout the four program divisions.

The total percentage distribution of programs according to lifecycle categories includes:

- » Introductory programs: 2.6%
- » Growth programs: 44%
- » Mature programs: 51%
- » Decline programs: 2.6%

Program Lifecycles	I	G	M	D
Sports and Adventure Services		4	6	
Recreational Licensed Childcare and Community Services		7	2	1
Recreation Services		5	4	
Parks	1	1	8	
Total	1	17	20	1

I= Introduction
M=Mature

G=Growth
D=Decline

According to work completed in other recreation program assessments nationally, the recommended distribution of programs is 55% introductory/growth and 45% maturation/decline. For Howard County, the distribution is approximately 46.6%/53.6%. It is always ideal to have few programs in the decline stage. For Howard County, there was only one program designated in the decline category. Conversely, the introductory category had only one program. The number of introductory programs should be monitored in the future.

There are many programs designated in the mature category, in part, because of a lack of space. For example, the following programs are limited by space/field availability:

- » Adult softball
- » Adult soccer
- » Recreational wrestling
- » Summer Blast
- » Cultural arts drama camps
- » Wine in the Woods

Boys' lacrosse is designated as mature as a result of participants participating in higher level club participation. In addition, many of the events offered by the Recreation Services Division are in the mature category only because they have been offered for many years, but still remain popular.

Facility Space

A recurring theme throughout the LPPRP process is the identification of a lack of indoor recreation space. The NRPA PRORAGIS database only uses number of recreation centers as a comparative tool to determine adequate amount of indoor space. This has limitations as it does not take square footage into account. A 20,000 square foot center is much different than a 120,000 square foot center. There is no national standard for square footage recommendations for communities. However, based on extensive work in communities around the country, the

consulting team uses a standard of 2.0-2.5 square feet per person for indoor space. This number includes general indoor space and not historical sites.

Meadowbrook Athletic Complex
40,000 square feet

North Laurel Community Center
60,000 square feet

Gary J Arthur Community Center
50,000 square feet

Robinson Nature Center
28,000 square feet

Roger Carter Community Center
40,000 square feet

Total
218,000 square feet

Blandair and Belmont historic properties add another 22,230 square feet of space. Future plans of 40,000 sq.ft. for Blandair Athletic Complex and 130,000 sq.ft. for Troy Community/Athletic Center will result in an additional 170,000 square feet of space, for a total of 410,230 square feet for the county. With a projected population of 330,000 in 2020, an additional 249,770 or a total of 660,000 square feet indoor space would be required using the 2.0 to 2.5 square feet guideline. However, this guideline does not take into account other facilities such as Columbia Association facilities.

Seasonal Reporting

Upon the completion of each programming season, the Bureau of Recreation compiles a seasonal report that analyzes how each division performed. Categories of consistent analysis include: successful programs, areas for improvement, significant changes, outcome of planned changes, and evaluation ratings.

Revenue and expenses are summarized concisely at the front of each report, breaking out each program division and facility. The report offers staff the opportunity to reflect on what went well that season, what factors may have impacted performance, and how well targets were met. The reporting below summarizes key points in the Recreation Bureau's reports from winter 2015 through fall 2015, as more recent reports were not available.

Revenue & Expense Summary

The HCRP Division Seasonal Report Forms consistently provide the same measurements each season, which allows for trend comparisons. The seasonal data were compiled into a single modified analysis in the table to the right.

2015 HCRP BUREAU OF RECREATION ANNUAL SUMMARY: Programs

	SASD	RLC-CSD	RSD
Revenue	\$ 5,266,938	\$ 7,414,458	\$ 3,774,119
Expense	\$ 4,917,018	\$ 5,989,833	\$ 3,505,266
Net Income	\$ 349,920	\$ 1,424,625	\$ 268,853
Margin	7%	19%	7%
# of Programs	2,700	770	2,069
# of Registrants	87,446	41,113	36,064
Average cost per registrant*	\$ 60.23	\$ 180.34	\$ 104.65
# of Successful Programs	2,260	658	1,375
# of Cancelled Programs	440	92	714
% of Successful Programs	84%	85%	66%
% of Cancelled Programs	16%	12%	35%
Expense per Registrant**	\$ 58.77	\$ 147.73	\$ 156.04
Scholarship \$ amount	\$ 129,096	\$ 481,343	\$ 26,668

SASD: Sports and Adventure Services Division

RLC-CSD: Recreational Licensed Childcare and Community Services Division

RSD: Recreation Services Division

(*amount registrants pay)

(**cost to HCRP per registrant)

Notable items:

The Recreation Services Division has the highest expense per registrant (\$156) and highest cancellation rate (35%).

The Recreation Bureau has a cancellation rate goal of 25%, which is exceeded by SASD and RLC-CSD.

Margins are consistent between SASD and RSD at 7%; RLC-CSD had a much higher margin, at 19%, in 2015.

Two-thirds of scholarship dollars awarded (76%) were utilized in the Recreational Licensed Childcare and Community Services Division.

Facilities

The performance of four facilities' performance is measured each season. General comments about the reporting can be found below; individual facility comments follow.

The GO50+ fitness membership package was implemented with positive and negative reactions; negatives related to price increase.

Plans to cross-train facility leaders between the facilities were mentioned to be "in the works," which is effective from a customer perspective.

Revenue and expense figures between the facility seasonal reporting chart and the divisional seasonal report form do not always match. For consistency, the divisional seasonal report form was used for the net revenue analysis in this report.

Gary J Arthur Community Center

Experienced success with various special events, hosted professional development training and crafting events.

Selected as an ArtSite; new sculpture installed.

Consistent through all four seasons was the desire to re-format and re-brand personal training, increase ongoing rentals, and adjust the Friday Fun Zone program.

Building satisfaction was high.

According to the Division Seasonal Report Form, the GJACC had a negative net revenue of -\$25,857 in 2015.

North Laurel Community Center

Events were highlighted as successful programs; two new programs – Mommy-Son Valentine Dance and Birthday Bash.

Selected as an ArtSite; new art piece installed.

Building satisfaction was high.

According to the Division Seasonal Report Form, the NLCC net revenue was \$137,006 in 2015.

Roger Carter Community Center

Throughout the reporting seasons, private/semi-private swim lessons were touted as the most successful program area. As additional instructors were able to be hired and trained, even more success was realized.

Membership sales in 2015 were consistently higher than those in 2014.

The adjustment of pool scheduling and pool rental procedures seems to have provided balance among all pool user groups and ultimately user satisfaction. Despite initial losses in revenue, long-term gains achieved through responsible scheduling is a strong business choice.

Service levels were increased with the addition of birthday party leaders and a fitness coordinator, resulting in increased customer satisfaction.

Staff members are responsive to customer suggestions and comments, showing swift response (as appropriate).

According to the Division Seasonal Report Form, the RCCC net was approximately \$159,000 in 2015.

Meadowbrook Athletic Complex (MAC)

"Utilize additional weekday and weekend time" was identified as an area for improvement each season. "We will strive to fill weekend times with internal programs and/or rentals" was identified as a significant change each season. It is useful to create an occupancy rate metric by individual building space to determine planned and actual use.

Facility-specific evaluations were not completed in any of the seasons. A process for measuring customer satisfaction of the facility should be done at least annually, preferably more frequently and consistently by all facilities.

Reporting of "successful programs" seems to have undergone an evolution through the progression of the four reporting seasons. The move away from reporting non-MAC generated programs is a sound decision.

A dashboard of financial indicators could be developed, showing a snapshot of the facility's core revenue sources:

- » Court Use Charges (perhaps separate programs from tournaments)
- » Facility-specific Programming Revenue
- » Rentals
- » Memberships

According to the Division Seasonal Report Form, the MAC has lost net revenue for the past four seasons, nearly \$52,000 in 2015.

Sports and Adventure Service Division

The Division seems to have identified success with "payroll" courses, in other words, the classes and camps that are led and managed by internal staff, as opposed to contracted providers.

An annual review of the four seasons into a consolidated annual report would help the staff identify trends in programs cross-seasonally, for example the increased registration in winter indoor field hockey and fall floor hockey.

SASD staff have identified more automation opportunities: online rosters and non-resident registration online.

Strategic scheduling of facilities to optimize usage was demonstrated across seasons (i.e. archery, badminton, stadium camps, etc.).

2015 HCRP BUREAU OF RECREATION ANNUAL SUMMARY: Facilities

	NLCC	GJACC	RCCC	MAC
Revenue	\$ 318,004	\$ 250,051	\$ 759,308	\$ 21,687
Expense	\$ 180,998	\$ 275,908	\$ 600,436	\$ 73,597
Net Income	\$ 137,006	\$ (25,857)	\$ 158,872	\$ (51,910)
Margin	43%	-10%	21%	-239%

Staff seems to be able to identify when courses are at their various stages within their lifecycle and adjust accordingly.

Adaptations to continuous changes in outside/affiliate sports group leadership were good and will likely continue to be a necessity.

Recreation Services Division

Adult Programs, Youth Camps & Cultural Arts Programs

Successful programs were listed by title with numbers of registrants in the current year.

A continued desire to improve social media presence and adjust programming according to low success rates was expressed throughout 4-season assessment period.

According to the testimonials provided, evaluation respondents are generally satisfied with their instruction.

Testimonials are great when used strategically; summarize evaluation feedback and use one to two key testimonials for higher impact.

Preschool & Youth Programs

Staff show a desire to decrease cancellation rate, increase registration and success rates; music was mentioned more than once in this manner.

Bricks4Kids Lego courses are highlighted as successful in regards to finances and feedback, and have been capitalized upon.

Feedback for these program areas was consistently positive.

Staff compared income and participation levels seasonally between 2014 and 2015. Both were shown to set records.

Winter 2015 is of particular interest; participation dropped yet income increased. An identification of the “high-performing” courses could be useful in determining where to continue to allocate resources so as to continue that trend.

Special Projects and Volunteers

The continuous improvement efforts shown are commendable. This includes; new volunteer database, revamped forms, improved processes, and file management were highlighted projects.

The junior counselor program efforts proved fruitful if 6 of 17 were hired for summer camp positions; perhaps investigate how that percentage could be increased, i.e. different training topics, longer training length, etc., to take advantage of this pool of prospective employees.

Volunteers are generally happy with their participation.

An event in May had 21,000 participants; name and elements of this large two-day event should be highlighted in the future.

July 4th celebration report explained operational adjustments between the 2014 and 2015 events and that those adjustments were key to the event’s success in 2015.

The County’s volunteer registration website

inauguration with the Family Volunteer Day demonstrates a commitment to utilization of technology and an empowerment of volunteers to select their desired volunteer activities.

Recreational Licensed Childcare and Community Services Division (3 reporting seasons)

Teens day out has been listed both as a successful program as well as one that needs improvement; inconsistent registration has been identified.

Modeling and babysitting were listed as successful in several reports.

Can-Teen club’s expressed need for improvement included a marketing plan and staff costs.

A marketing plan for RLC has been listed in all season reports as an area for improvement.

Based on the ELC evaluation feedback, further exploration of the concerns is needed.

Fashion show and trips received excellent ratings.

More TR Aquatics programs were requested; no report on whether more were offered.

The division showed the best financial performance of the three recreation programming divisions; most notably in net revenue results.

Administrative Services Division

The Administrative Services Division has consistently reported on the same measurements each season, which results in the ability to measure trends year to year. Charting these performance measures across time would be a good next step, to better-identify seasonal and annual trending.

The quantity of refunds being processed seems high. If not doing so already, steps to ascertain the reasons why should be taken. If the established business practice is to encourage flexible registration and subsequent withdraw/transfer as needed, then a high refund number is desirable. On the other hand, if there are high levels of dissatisfaction, action can then be taken to rectify.

The program cancellation rate is extremely consistent, between 18 and 19%. Benchmark comparisons of cancellation rate is 20-25%.

Fall courses had a much higher “fill rate” than winter courses –18% and 11% respectively.

HCRP was able to capture the most “dollars per participant” in the winter season, \$174 on average, as compared the other seasons (\$139-\$148 average).

Overall comments and suggestions:

It's commendable the divisions are generally using the same reporting structure and criteria between divisions and seasonally. Formatting the seasonal reports the same way each season is highly recommended. A qualitative executive summary each season could be helpful for the reader to understand the data.

Define what makes a program "successful"; the term is used loosely throughout the reporting.

Consider identifying the significance of the number of registrants reported. For Example, "Up by X% as compared to Y" or "A declining trend each season".

Throughout the analysis of whether or not to continue a program due to low enrollment, responses usually went one of two ways: to either completely cancel or completely change the time/dates/location/fees... From an outside perspective, it seems like an analysis step is missing – an attempt to investigate why the course didn't run. Review of previous evaluations, phone calls to former participants for feedback, and/or focus groups for that particular age group, could all be considered prior to initiating changes.

There were a few comments spread through the reporting about the need to evaluate costs for specific programs and/or participant evaluations that expressed concern about a program's cost.

Overall, the seasonal reporting consistently emphasizes the same core criteria, which is an effective way to keep a large organization focused on the same vision. Next steps would be to consider some of the fine-tuning mentioned in this report as well as the creation of a consolidated annual report based on the seasonal information. Use graphics and visual representation of the data and significant accomplishments to make it reader-friendly. The final result would be a great tool to communicate the multitude of achievements to the community. The reporting process would also be improved through a shortened cycle time between the end of the season and when the report is completed.

MARKETING REVIEW

The LPPRP community engagement efforts provided results related to marketing efforts. As an example, the Greenfest Survey included a question about how residents find out about the Department's services. The results from 219 responses showed that more residents find out about information from the activity guide than any other method, with the website being the second most frequently

referred to source of information. In addition, the Community Survey showed that only eight percent of residents mentioned a lack of awareness as a reason for not participating in programs. The Community Survey indicated that 79% of households receive information from the website, direct mail and the activity guide.

The Marketing Department is staffed by three full-time employees. Marketing departments of similarly sized agencies typically have three to four full-time staff. However, Howard County's marketing group oversees a much more robust approach to marketing than the typical recreation and park agency. The full-time group is supplemented by contingent employees who provide support. The marketing group uses sophisticated approaches to its work, including the use of analytics for decision making, system wide branding efforts, managing and improving marketing processes for efficiency and effectiveness, monitoring cycle times for projects, and utilizing green marketing approaches.

CAPRA requirements include marketing related standards. The prescribed standard: the agency shall have an established marketing plan, based on market research that is evaluated periodically for effectiveness. The fundamental principle of marketing is to gain an understanding of customer needs, wants, concerns, and behaviors. Additionally,

CAPRA has a standard that includes ensuring marketing staff person responsibility, which the Department has.

In support of these standards, the Marketing Department develops an annual marketing plan that supports the Department's mission and vision. The 2015 plan included eight strategic initiatives:

- » Continuing to improve HCRP branding
- » Enhancing the Department's website
- » Maintaining a strong a customer focus
- » Providing marketing resources to Department staff
- » Increasing process efficiency/effectiveness
- » Increasing our social media presence
- » Providing the public with effective and informative information in a timely manner from a consistent source within the department
- » Increasing research on and knowledge of current trends to processes

There is evidence these initiatives being successfully deployed. The 2015 Marketing Plan included over 30 strategies, many of which are tactical. A suggestion for improving the plan would be creating a more focused, strategic framework for the plan. According to Malcolm Baldrige Criteria for Organizational Excellence, strategic plans should have both a short term and longer

term set of strategies, goals, and objectives. Therefore, an additional recommendation would be to continue a one year short term plan, supplemented with a longer term plan of three years.

It may be useful to utilize a Balanced Scorecard for a strategic framework. The Balanced Scorecard aligns strategy with four perspectives: customer, financial, internal business support, and learning and growth. The Marketing Plan will need to be aligned with the LPPRP upon its completion and can serve as a starting point for a longer term marketing plan.

According to the statistically valid household survey results, only eight percent of households did not participate in programs as a result of lack of awareness and only two percent of households did not use trails or parks because they did not know where they are located. This shows good performance by the marketing group's efforts in "creating a positive Departmental presence in the community and effectively and efficiently informing County residents and others of the resources and opportunities HCRP makes available." (From the 2015 Marketing Plan's support of mission and vision).

Strategically, the Marketing Department aspires to increase its efforts in the use of data for decision making as well as assisting staff in determining if efforts are yielding

the best return of investment of marketing dollars. Ideally, marketing could develop a dashboard of key metrics and communicate results internally as well as to Howard County residents.

Currently, marketing tracks performance through:

- » Purchase of ads
- » Coupons
- » Social media analytics
- » Program registration
- » People who call
- » Programmers send out surveys
- » New park app

Asking the question, where did you hear about this as part of the program?

Another use of data will result in the Department's ability to market differently to market segments. As was mentioned in the User Demand Narrative, best practice organizations have a well-conceived approach to identifying different marketing methods among various customer groups and market segments, as appropriate. The staff is currently working on more fully deploying ActiveNet's reporting and data capabilities.

Some of the Marketing Department's use of green marketing techniques includes using paper from recycled material and soy ink for the activity guides, apps for smart phones,

QR codes, emails to 14,000 households in the Active database, websites, NotifyMeHoward, and social media venues.

Social media currently includes the use of Facebook, Twitter, Pinterest, Instagram, YouTube and Flickr. Some agencies have experienced success creating greater awareness by having users of the system augment the Department's marketing efforts through volunteer bloggers. For example, in Arlington, TX, there are preschool moms who regularly write blogs.

An impressive element of the staff's work is its commitment to continuously improving processes in order to gain efficiency improvements, as well as improving the work produced by marketing staff. Some examples of the work completed related to process management include deploying a Google docs marketing form, a checklist for guide review, and tracking cycle time of work. Marketing staff utilize quality control/quality assurance techniques by the creation of branding and internal communication standards.

The Department has a well-conceived approach to branding. This is evidenced by signage throughout the system, the look and feel of the program guide and marketing material, and internal communication standards.

Based on a review of the Department's marketing efforts, an area of improvement relates to securing corporate sponsorships. Corporate support success results from significant efforts in relationship building with possible donors or sponsors. Agencies with great success in sponsorships typically have a staff person who oversees this area and creates a system-wide, strategic approach to garnering sponsorships. This assists with relationship building. In the absence of a system-wide approach, securing corporate support typically is more random, rather than strategic and becomes the responsibility of individual program and facility managers that may not have the necessary skill set needed for corporate support efforts.

Marketing supports its internal customers in a variety of ways. Internal programming staff are one of the primary internal customer groups of the Marketing Department. As a result of marketing staff's time commitment to corporate functions, including support to the county Executive's office, the time allocation devoted to recreation programs and services is reduced. Marketing provides photography, video, press and media releases for the county. The program staff would like additional support for the marketing of their programs. One solution to this challenge is to have a part-time marketing person whose primary responsibility includes promotion of the Department's programs and services. This could be supplemented by a marketing intern.

Marketing needs to be tightly connected to the customer satisfaction results of programs and services. In the User Demand Narrative, it was recommended to develop a cross functional team, representing core services and facilities, responsible for the overall service system. Marketing staff should be a member of this team. In addition, it was recommended to consider developing a trends team for the Department. Marketing representation should occur for this team as well.

PRICING AND REVENUE POLICY

The Department has a Fees and Revenue Policy that was revised in May of 2015. The Policy fulfills the CAPRA required standard, 5.1.1. Comprehensive Revenue Policy that relates to fees and charges. The Policy includes philosophies, guidelines, and cost determination structures to manage fees and charges. Flexibility is built in to respond to new programs, changing demographics, and unique situations. There is a County Council provision that allows the Department to raise fees without having County Council approval. This results in staff's ability to increase fees, which allows staff flexibility and the ability to react quickly to changing pricing dynamics. The Policy includes three levels of financial sustainability: direct costs, program administration, and institutional costs.

The Policy also outlines standards of service according to level of subsidy. The standards of service are categorized according to: basic public service, special public service, private benefit service, and enterprise service.

The Policy does not include cost recovery goals for programs. As a follow up to the existing Policy, a recommendation includes the development of cost recovery targets for the sub categories of the 10 Major Program Categories. Cost recovery goals should also be developed for the various indoor facilities as well. The cost recovery targets can be calculated from the last three to five year averages. Having targets is helpful for staff and creates accountability.

Budget worksheets exist for pricing of services, as part of the budget process. In addition, it is helpful to document the pricing process through a flowchart or simply a list of steps involved in pricing to ensure common understanding among staff. Fees for programs are not a barrier to participation, as indicated in the Community Survey results. Fees throughout the system are very affordable. Examples include:

- » Fit4U pricing of \$25/month for an annual membership
- » 50+ memberships for \$75 per year
- » Community Center membership for \$25/year

Non-Resident Pricing Information

As part of the Recreation Assessment, the following information details comparisons related to non-resident pricing as staff members desired information related to current non-resident pricing. The following details Howard County's non-resident fee approaches and provides information about other regional agencies' approaches. It is worth noting that the NRPA PRORAGIS database in previous years assessed whether or not agencies charged non-residents higher fees. In 2012, the sample of agencies entered in the PRORAGIS database showed that 60% of agencies charged non-residents rates. The amount of non-resident fee differential was about 20-25% above resident rates.

Howard County, Maryland:

Non-residents register a week later for classes

Classes do not have non-resident fees

Memberships to community centers do have non-resident pricing, which is double what resident's pay.

A Fitness Center membership has a different non-resident differential as memberships, and is generally 20-20% more than residents.

North Laurel Community Center Membership

	Resident	Non Resident
Annual Youth (5 yrs +)	\$25	\$50
Annual Adult (16 yrs +)	\$25	\$50

Robinson Nature Center Membership

	Resident	Non Resident
Senior (50 yrs +)	\$20	\$40
Student (with valid school ID)	\$20	\$40
Individual	\$25	\$50
Family	\$50	\$100

Roger Carter Community Center Membership

	Resident	Non Resident
12 Months	\$85	\$105 (24% more)
6 Months	\$55	\$70
3 Months	\$35	\$45
1 Month	\$15	\$20
Ages 13-49**		
12 Months	\$300	\$360 (20% more)
6 Months	\$180	\$225
3 Months	\$105	\$135
1 Month	\$40	\$50
50+		
50+ Centers*	FREE	FREE
Go50+ Fitness**	\$75/year	\$100/year
Go50+ Pool***	\$175/year	\$225/year

The Golf Course uses a different approach to non-resident pricing as the terminology includes resident discounts, instead of resident/non-resident fees. The differential between the resident discount and the regular fee is about 14%.

Timbers at Troy Golf Course Fees

Monday-Thursday Non Senior	Walk	Ride
18 Holes	\$40	\$57
Mid Day 18-Holes (Times Seasonal)	\$35	\$52
Pre-Twilight (Times Seasonal)	\$30	\$47
Twilight (Times Seasonal)	\$25	\$42
9 Holes	\$24	\$34
Seniors (60 & Better)	Walk	Ride
18 Holes	\$35	\$52
Mid Day 18-Holes (Times Seasonal)	\$30	\$47
Pre-Twilight (Times Seasonal)	\$25	\$42
Twilight (Times Seasonal)	\$20	\$37
9 Holes	\$20	\$30
Howard County Resident Discounts	Walk	Ride
18 Holes	\$35	\$52
Mid Day 18-Holes (Times Seasonal)	\$30	\$47
Seniors (60 & Better)	\$30	\$47
Senior Mid-Day (Times Seasonal)	\$25	\$42

Pavilion and Facility Rentals

Pavilion rentals vary from \$130 to \$900. Non-residents pay \$30 more for each rental, whether it is a \$130 rental or a \$900 rental. This simplifies the pricing process for staff.

The following information lists comparative information from other agencies in the region and around the United States. As can be seen from the information, each agency develops its own unique approach to the philosophy of charging non-residents more than residents.

Mecklenburg County, North Carolina:

The County charges a variety of non-resident fees. It is interesting to note that youth aquatics passes are discounted at a higher percentage than adults. For example, the youth annual pass for non-residents is only 14% higher than residents, but for adults the non-resident rate is 50% higher than residents.

Greensboro, North Carolina:

Greensboro generally has a 25% non-resident fee, but it varies according to the program, the level of tax subsidy and the demand for the program. There is not a unilateral non-resident fee for all services.

Anne Arundel County, Maryland:

Classes do not have non-resident fees

Family Swim pass of 20 swims for AA families only

Annual Vehicle Permit \$40 for non-residents and \$30 for residents

Fairfax County, Virginia:

The following information provides residency requirements for athletic teams and outdoor park entrance fees.

Residency Requirements

Adult Requirements: At least 75% of the participants in an adult sports organization or group of individuals must be Fairfax County residents and each team within the organization must be comprised of at least 67% Fairfax County residents.

Youth Requirements: At least 90% of participants in a youth organization must be Fairfax County residents. At least 75% of participants from applicants that represent a single team not participating in any other organization receiving facility allocations must be County residents.

Non-County Resident Fee

Out-of-County Team(s), Scheduling, Fees and Reciprocity.

Application and out-of-county fees may be waived when the team provides to the sponsoring county organization the equivalent of at least 50% of its use space in their "home" jurisdiction (not Fairfax County). For example, if an out-of-county team plays 10 games in a league sponsored by a Fairfax County organization, the application and out-of-county fees may be waived for that team if the team contributes to the Fairfax County organization at least 5 game slots in a comparable location in their "home" jurisdiction.

A \$30 non-county resident fee is assessed for each participant who is a non-county resident. This fee is assessed for every non-county resident on every roster during every NCS scheduling season. (e.g., If a non-county participant is on two teams in a single season, that individual would be assessed the non-county fee twice.)

Outdoor Park Fees

Entrance Fees: Burke Lake Park

	County Resident	Non-Resident
Passenger vehicles and vans	FREE	\$ 10.00
Motorcycles	FREE	\$ 5.00
Busses	FREE	\$ 40.00

Prince Georges County Maryland National Park and Planning Commission:

Fees are different for residents and non-county residents.

For some programs residents register a week earlier so get preferential treatment.

Fees for pool admissions are a dollar or two more for non-residents although monthly passes are between 25 and 40% higher for non-residents. Same percentages are true for use of the fitness center.

Resident Registration and Fees

The Maryland-National Capital Park and Planning Commission policy gives priority to Prince George's County residents during program and class enrollment; it also increases registration fees by approximately 20 percent for non-residents, or those living outside Prince George's and Montgomery Counties.

Montgomery Department of Recreation, Maryland:

"TOTAL REC" ALL RECREATION PASS

The pass provides access to all Montgomery County Recreation facilities and is discounted 10% from the customer purchasing separate memberships for services. An adult non-resident pays only 10% more than a resident for the pass.

Terms and Fees	County Resident	Non-Resident
Adult 18+	\$500 for one year	\$550 for one year
Pair - one person 18+, one any age	\$725 for one year	\$785 for one year
Family - up to 2 adults and 4 children	\$775 for one year	\$875 for one year
Senior 55+	\$430 for one year	\$490 for one year
Senior Pair - one person 55+, one any age	\$700 for one year	\$760 for one year
12 Admission Punch Pass - Adult 18+	\$60/12 visits	\$75/12 visits
12 Admission Punch Pass - Senior 55+	\$45/12 visits	\$60/12 visits

Arlington County, Virginia:

The County does charge non-resident fees for various services as follows. Non-registration is delayed a few weeks.

For softball games \$770 per team plus \$30 per non-Arlington resident.

Permit Fees for basketball courts: \$20/hour for Arlington County residents and \$40/hour for non-residents.

Same for community room rentals, more for non-residents, e.g. multipurpose room \$55 for residents \$110 non-residents.

Fitness Membership	Residents	Non-Residents
Annual membership	\$195/year	\$558
Senior Adult (55+)	\$60	\$90
55+ Gold Pass	\$90	\$135
Guest Pass (18-54)	\$8	\$16/day
Guest Pass (55+)	\$4	\$16/day
3 Month Pass	\$56.25	\$160.50
6 Month Pass	\$102.50	\$293
10 Visit Pass	\$64	\$144

Vancouver, Washington:

Classes are 15% higher for non-residents

Annual Resident Card (for non-residents): An annual resident card is available by paying a one-time non-refundable \$70 fee. This provides you with resident rates on all activities for everyone in your household for 12 months.

Somerset County Parks Commission, New Jersey:

Residents receive a 50% discount with a purchased ID card for swim lessons.

Resident ID cards for golf: \$55 for resident, \$340 for non-resident. The ID card provides discounted green fees.

Classes do not have non-resident fees.

Summary of Non-Resident Pricing

As can be seen by the random sample of agencies included in the information above, there is no standard approach to addressing non-resident fees. In addition, non-resident fees are more customary in some parts of the country than others. For example, agencies in Illinois almost always charge non-resident fees. In the Dallas-Fort Worth region, non-resident fees are not as pervasive. In the MD/VA/DC region, the general approach includes assessing non-resident fees for memberships and passes, but not for classes.

Based on this research, it appears that Howard County is using reasonable approaches to non-resident fees. Suggestions include:

Continue the delayed registration period for non-residents.

Continue the approach to demand pricing for non-residents. Specifically, allow flexibility within core program areas to assess different non-resident fees, according to program demand. Aim for a targeted increase of 10-15% increase rather than 20-25%.

Consider an out of County pass for non-residents, similar to Vancouver Washington, in which the average tax bill for a Howard County resident is calculated and developed

as an annual pass fee which allows the non-resident to participate at resident rates.

Develop a standard age for senior discounts. As the population continues to age, there will be continued increased number of customers using senior discounts, which is a form of customary pricing, not as a result of economic hardship. Park and recreation agencies typically use 55 or 60 as the senior age. The recommendation is to increase the senior age to 62 and then years down the road, increase to 65. Private sector companies typically use 65 and higher as the standard senior age.

ADDITIONAL PROGRAM AND SERVICE OBSERVATIONS

There is a dedicated staff person overseeing volunteers. Volunteer activities has its own page in the Activity Guide, which is good practice and important for the Department. According to the Department's 2015 Annual Report, in Fiscal Year 2015, volunteers assisted with events, programs, park and facility maintenance, guiding tours, coaching, and many other capacities. The Department was assisted by 6,440 volunteers who donated approximately 123,396 hours, which amounts to roughly \$2,846,746 in labor costs. This compares to a median number of 432 volunteers contributing 8,215 hours in the

NRPA PRORAGIS database of county agencies of 250,000-500,000 population. The Department exceeds the use of volunteers by a large margin of 267%.

In reviewing the 108 page *Summer Activity Guide*, the number of programs and events offered is incredible. This supports the survey results that showed a majority of resident not having any suggestions for additional programs. There are no gaps in program offerings compared to community need. The challenge is the availability of space.

Birthday party services could be more prominently promoted within the program guide. The seven party locations are listed on a quarter page of the program guide. Many agencies offer a variety of packages and themed parties and are a major sub brand of the agency.

Drop-In Fun programs are great to offer as there is typically a large need for unstructured programs, particularly for teens. The Department offers a wide variety, which is significant, given the balance of time that is required for fee based programming opportunities.

Home school programs are offered at Robinson Nature Center. There were some thoughts from recreation staff during the staff workshop that suggested a need for additional home school programs. During fall

of 2016, new home school programs for early childhood aged residents are being offered.

Offering discounted amusement park tickets is a nice service.

Offering the activity guide in large print is a good courtesy to offer.

Urban campgrounds are gaining popularity throughout the US.

The information about Child Care, Early Learning Center, and Before and After School programs gives a great sense of confidence that the program is well-run and of high quality. This is true of all programs, but this is called out specifically because it is an enormously important customer requirement for parents who are thinking about enrolling their child in the programs.

The activity guide is well organized and intuitively cross references programs to help customers find the program area they are looking for.

The therapeutic recreation area offers aquatics, after school programs, arts, dance, enrichment and sports. A trend in therapeutic recreation to consider includes programs for wounded warriors as well as offering fitness and wellness programs for this population of participants.

Convert the online program guide into a “flip-book” magazine style to enhance the user experience and increase ease of use (can then create links directly into registration system to encourage point-in-time sales).

Consider removing the credit card information collection section from the registration form as a way to more safely manage customer data and comply with EMV (EuroPay, Master Card and Visa) and PCI (Payment Card Industry) standards. EMV standards were created by the coalition of the major credit card companies to ensure merchants were being as safe as possible. The new chip and pin implementation is the “face” of this initiative.

Consider more flexible attendance/drop-in opportunities in fitness.

Define “inclusion services” and how to go about securing the service in the TR section. Communicate the availability of inclusion services more clearly and prominently throughout program categories.

RECREATION PROGRAM BEST PRACTICES

The Department currently has many best practice approaches to recreation program and services delivery. This section outlines a few approaches to build upon the existing best practices. These are intended to strengthen the Department’s already effective programs and services. The best practice areas outlined below include:

- » Quality standards
- » Customer requirements
- » Key performance indicators

Quality Standards

A key to developing consistent services is the use of service and program standards. The Department currently uses standards related to written communication, email, oral communication, and staff standards. Having standards provides a more consistent service experience and results in. The use of standards can be expanded to include instructor standards, program development standards, and customer satisfaction standards. Additionally, the Department could deploy the Gaps Model of Service Quality, developed by Parasuraman and Zeithaml. This measures the gap between customers’ expectations and perceptions of the service as it is actually delivered.

The Model goes further in the deployment of standards to include methods to audit conformance to the standard. The Gap Model is described as:

The Customer Gap: The difference between customer expectations and perceptions

The Listening Gap: Not knowing what customers expect

The Design and Standard Gap: Not having standards or the right standards

The Service Performance Gap: Not delivering service to standard

The Communication Gap: Not matching performance to promises

The development of standards is very important for achieving high levels of customer satisfaction. The Department should now focus on expanding the standards and identifying a process to audit the standards.

Customer Requirements

Another area of best practice involves the use of customer requirements for major program and service areas. Given the complexity of recreation services with numerous facilities, programs, and hundreds of contingency and seasonal staff, it is difficult to maintain consistent service delivery. One suggestion

is to identify the five most important attributes to customers and reinforce these through documentation, training, and customer satisfaction measurement. Key requirements should be identified by customers and can be included as part of an importance/performance matrix. This determines how important a requirement is to the customer and how the Department is delivering. Surveys and program evaluations should include questions that assess customer satisfaction in these areas. As an example, for the use of a fitness center, the key requirements may be:

- » Types and availability of equipment
- » Facility cleanliness
- » Staff knowledgeability
- » Membership fee
- » Hours of operation

Therefore, these five areas are reinforced in staff training and are included as part of surveys to determine how well the Department is delivering the service.

Key Performance Indicators

Another area of strengthening includes the development of key performance indicators. There are some measurements in place, such as financial, registration numbers, and cancellation rates. Organizations that measure performance also have a

documented process in place to ensure follow through on results. Dashboards are increasingly being used to provide real time information about organizational performance. Additional measures may include:

- » Number of programs per age segment
- » Customer satisfaction
- » Facility utilization rate
- » Cost recovery rates by core program area
- » Household percentage of program participation
- » Market penetration by age group
- » Customer retention, repurchase intent, and referral

RECREATION PROGRAM POSITIONING AND RECOMMENDATIONS

The following are recommendations for strengthening recreation program and services as well as information to position the Department for the future. One of the goals for the Department included in the LPPRP process is for the Department to integrate a multi-faceted approach to health and wellness, supporting the mental, physical, social and emotional well-being of the diverse Howard County community.

Program Strategic Plan

The Recreation Program Plan includes a listing of strategic initiatives for all recreation program and service areas for FY15-FY19. Each core program area includes a matrix of tactics to accomplish over the five year period, and includes approximately 200 tactics. Having strategic initiatives is excellent. The initiatives included in the plan encompass virtually every type of program offering.

The development of strategic direction results in more purposeful allocation of staff time and resources. As a suggestion, the strategic plan should include an overview of the process, who is involved, and identification and narrative of influencers of strategy.

(Influencers of strategy include a SWOT... strengths, weaknesses, opportunities, and threats, human resource requirements, the ability to sustain the Department given the strategies, leveraging technology, and identification of changes in consumer preferences and requirements). For example, what are the overarching themes the Division would like to accomplish?

When strategy is established in individual business units rather than as the entire population of programs, this results in equal weight being placed in all areas, when in fact, there are priorities among the core program areas according to challenges, issues, demographic changes, and staff's ability to offer the programs. The intent is to create a macro oriented approach to strategy in addition to the micro Major Program Area.

The strategic plan should also address competitor/similar provider analysis. The recommendation is to complete a summary of the Major Program Area competitive environment, and what changes are needed based on the competitive environment every two years or so.

The final part of the Plan includes successful deployment including monitoring and measuring progress of the initiatives, as well as how adjustments are made year to year based on the ever changing environment.

Program Space and Program Participation

While on one hand, the Department is challenged with a lack of space for programs, on the other hand, a majority of residents do not participate in programs. The percentage of households that have participated in the following program categories include:

Program	Percentage of household participation
Camps/Activities for Children	31%
Fitness and fitness rooms	33%
Youth/Adult Team Sports	28%
Swimming or Aquatics	37%
Childcare	13%
Senior and Active Adult Programs	16%
General Interest Classes	24%

Therefore, a couple of strategic moves to for consideration include:

Complete a series of focus groups of non-users to identify specific feedback about the households' lack of participation in programs due to a program or facility not being offered. It is a difficult to get non-users to participate in focus groups. As a result, it may be beneficial to meet with non-users at non

Recreation and Park events, such as library or school related or senior citizen events.

As a result of the lack of programming space, the Department may want to offer more programs in parks to augment existing program space. This can include developing semi-permanent structures, such as three sided shelters, to protect customers from the sun and rain.

Complete a business plan for gaining additional indoor space from other organizations. This can include working in tandem with the school district, library, and developers to add space future building plans.

Consider offering offsite fitness and wellness programs to other the corporate and non-profit organizations.

Consider combining the Office on Aging senior centers with the Department's services as a way of providing consistent service and programming experiences.

Changing Demographics

The youth age segments are projected to grow only slightly through 2020 in Howard County. Therefore, the potential market of youth participants in programs will not be growing much in the next few years. This is noteworthy for childcare, early childhood, and youth programs.

A repeated theme throughout the LPPRP is the aging demographic. Many agencies are challenged in growing active adult programs because many residents think of their public recreation and park agency as a youth oriented service provider. There may be benefit to creating a brand, complete with mission, logo, and continuous community input. This can also include a brief strategic direction narrative that outlines goals and objectives specifically related to serving this market.

One method of engaging active adults in programs is to develop a "launch group," or a group of connectors in the community that can work on engaging more active adults in programs. The group can help to develop program and socialization ideas. Meetup groups can be a part of this initiative. The group can also form the basis of a park design group that works with the Department in the development of design standards for older adults. Engaging older adults in multi-generational programs is also an important strategy. Programs for grandparents with their grandchildren are growing in popularity.

Along with an aging population, a growing minority population and special needs population continue to grow. It could be useful to geocode registrations throughout the county to determine if there is equity in participants' geographical representation.

Augment Marketing

Sponsorship development works best when one individual is responsible for this area. Currently no staff person or group is responsible for sponsorship development. As a result of the importance of developing relationships, consider having sponsorships included within a staff person's responsibility, or create a development position within marketing. If it is not feasible to add a staff position for this, another alternative is to initiate this through a contractual position.

Marketing support for programming staff was mentioned as an area of concern from recreation programming staff as a result of marketing staff having to spend significant time completing corporate functions. Consider diverting/adding marketing support solely focused on programing/facility marketing. As an example, the City of Denver has a position dedicated to recreation marketing.

Additional Program Positioning

The following are other suggestions for future positioning of the Department.

- » The Similar Provider survey reflected a high level of satisfaction toward partnerships with the Department. It may be useful to have a similar provider roundtable discussion every year or two to discuss

future programs and ways to jointly satisfy customer demand or areas of duplication.

- » Develop specific cost recovery goals for Major Program Areas and facilities.
- » Develop an over-arching framework for recreation programming that includes a system wide set of strategic initiatives.
- » According to trend research, the number of participants engaged in camping activities is holding steady, but not growing. Yet, most agencies that operate campgrounds do very well financially. Camping may be an area to target for expansion.
- » Review the age segment distribution on an annual basis. As the community continues to age, it's important to ensure growing participation from older age segments.
- » Continue monitoring the lifecycle of programs on an annual basis. Rather than adhering to a standard of 20% new programs annually, consider assuring a good balance between introductory/ growth and mature/declining programs.
- » Expand the use of standards beyond communication standards and develop an audit system to determine how well the specifications of standards are being followed.
- » Work with staff and customers in developing key customer requirements for Major Program Areas to ensure staff members are providing service and

evaluating service according to the most important requirements.

- » Develop a recreation program dashboard of key performance indicators.
- » Develop on ongoing recreation program and services trend process, a small team of employees responsible for keeping informed of industry trends and ensuring nimble approaches to future program offerings.
- » The rentals could be promoted more in the program guide. The information currently includes a listing of parks, pavilions, and facilities. It may be helpful to create a separate rental section on the website, supplemented by a separate guide to rental facilities. Virtual tours would be helpful for the website. Online registration should be a goal for reservations.

Appendix I.

Community Inventory

The following document is a complete and current inventory of parkland and recreation facilities, programs and services available in Howard County, including those provided by the Department of Recreation and Parks and those offered by similar local providers. This inventory is updated every five to seven years in conjunction with the LPPRP process.

Howard County's robust recreation and park system includes the following elements described in greater detail below:

- » County-owned parkland, natural resource areas and facilities
- » Non-County-owned parkland and natural resources
- » County-owned open space
- » County-owned historic sites
- » County programs and services

COUNTY-OWNED PARKLAND, NATURAL RESOURCE AREAS AND FACILITIES

Ranging in scale and amenities, the Department maintains a diversity of parks. While the Department owns 9,378 acres, only 5,750 acres are programmed open spaces, parks, natural resource areas, and facilities. Of the 89 individual open spaces, parks, natural resources areas and facilities, 41 (46%) have recreation amenities. All spaces and facilities and their associated amenities are included in the attached comprehensive list.

NON-COUNTY-OWNED PARKLAND AND NATURAL RESOURCES

In addition to the county-owned park system, there are several parks and natural resources owned and maintained by the State of Maryland and Columbia Association. The Patapsco Valley State Park is approximately 16,043 acres and the Patuxent River State Park is approximately 6,700 acres. Columbia Association also operates the following six parks and natural resource areas within the county:

- » Lake Elkhorn
- » Wilde Lake
- » Jackson Pond
- » Symphony Woods
- » Kennedy Gardens
- » Lake Kittamaqundi

COUNTY-OWNED OPEN SPACE

The County owns a total of 3,628 acres of open space within privately-owned subdivision developments.

COUNTY-OWNED HISTORIC SITES

The County owns and operates a total of 25 historic sites that cover a total of 115.2 acres. Of these 25 sites, 12 sites are located within County-owned parks.

COUNTY PROGRAMS AND SERVICES

The Department offers more than 1,700 recreation-based programs and services per season, and 10,340 programs per year, that fall within the following 20 categories. These categories include programs and services for both youth and adults. The majority of Department offerings fall within the Sports category, with Childcare Services and Camps as the second most common programs types.

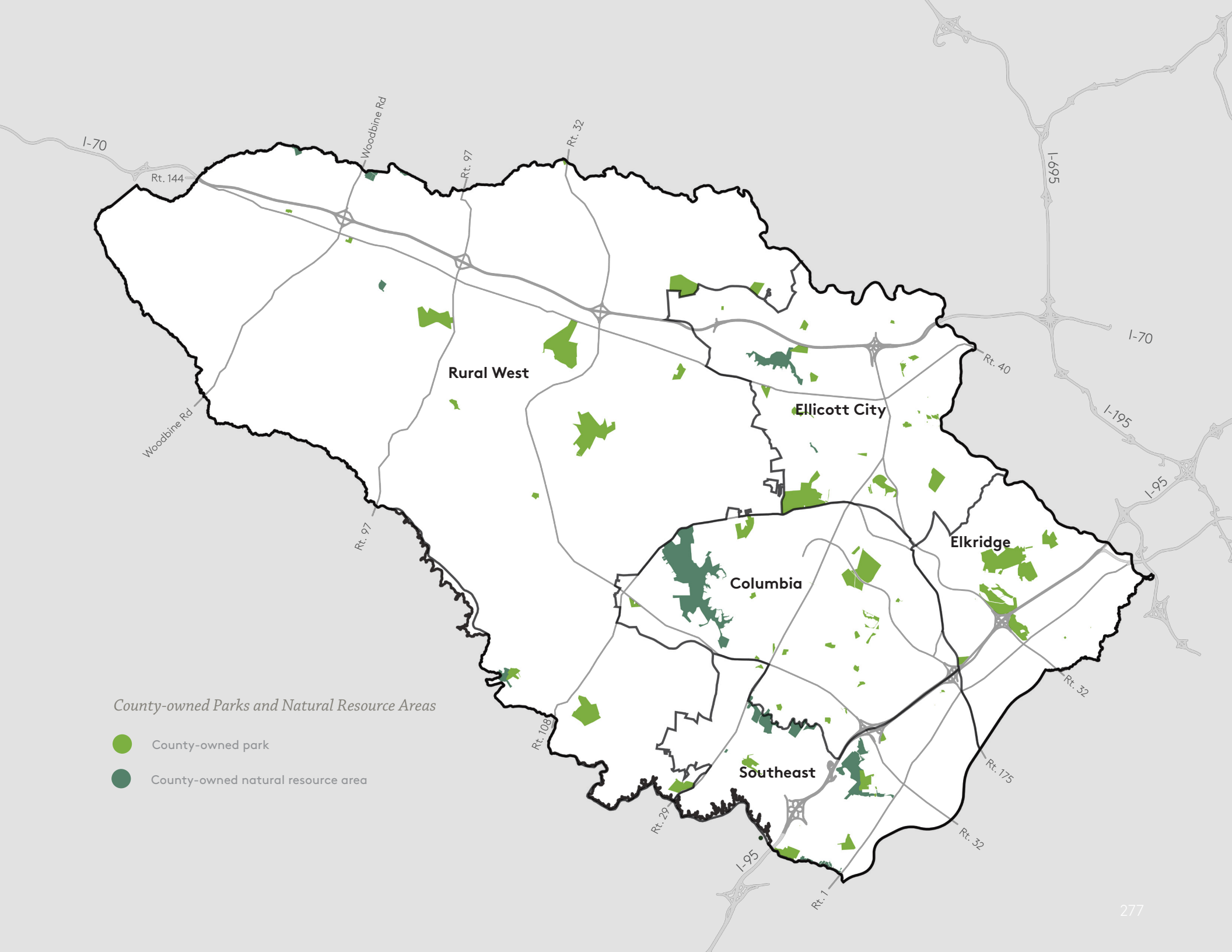
COUNTY PROGRAMS AND SERVICES

Program/Service Type	Number of Offerings (per year)	Percent of Total
Sports	2,960	28.6%
Childcare Services	1,280	12.4%
Camps	1,285	12.4%
Enrichment	1,223	11.8%
Adventure, Nature and Outdoors	682	6.6%
Music & Theater Arts	629	6.1%
Aquatics	452	4.4%
Crafts & Fine Arts	449	4.3%
Dance	298	2.9%
Fitness	254	2.5%
Cooking	200	1.9%
Therapeutic Recreation	138	1.3%
Science and Technology	127	1.2%
Special Events	98	0.9%
Health & Wellness	90	0.9%
LifeLong Learning	89	0.9%
Trips & Tours	69	0.7%
Miscellaneous	10	0.1%
Drop-In Activities/Clubs	6	0.1%
Senior Day Services	1	0.0%
Grand Total	10,340	100.0%

COUNTY-OWNED PARKS AND NATURAL RESOURCE AREAS INVENTORY

The following list identifies county-owned parks their respective acreages, and the types of amenities offered within each park. The map at right also identifies all county-owned parks. All information was gathered as part of the inventorying process which took place in April, 2016.

PARK/NATURAL RESOURCE AREA NAME	PLANNING AREA	ORIGINAL ACREAGE	Recreation Amenity Count	Tennis Court	Playground	Skate Park	Fitness Circuit	Baseball/ Softball	Multi-purpose Rectangular Field	Soccer/ Football/ Lacrosse	Basketball	Volleyball	Raquetball/ Handball
Atholton Park	COLUMBIA	9.5	5	2	2							1	
Blandair Regional Park	COLUMBIA	298.1	4		1			3					
Cedar Lane Park	COLUMBIA	93.2	21	4	2		4	4	3	2	2		
Dickinson Park	COLUMBIA	10.7	5		1		1	1	1	1			
East Columbia Library Park	COLUMBIA	16.6	3					3					
Elkhorn Garden Plots	COLUMBIA	10.2	0										
Elkhorn Park	COLUMBIA	10.1	0										
Hawthorn Park	COLUMBIA	10.0	5		1		1	1	2				
Headquarters	COLUMBIA	7.9	0										
Heritage Heights Park/ Clarks Glen Playground	COLUMBIA	19.6	1		1								
Huntington Park	COLUMBIA	11.0	5		1		1	1	1	1			
Long Reach Garden Plots	COLUMBIA	4.4	0										
Martin Road Park	COLUMBIA	6.0	5		1		1	1		1	1		
Middle Patuxent Environmental Area	COLUMBIA	1021.0	0										
Pratt Truss Bridge Historic Site	COLUMBIA	0.4	0										



County-owned Parks and Natural Resource Areas

- County-owned park
- County-owned natural resource area

PARK/NATURAL RESOURCE AREA NAME	PLANNING AREA	ORIGINAL ACREAGE	Recreation Amenity Count	Tennis Court	Playground	Skate Park	Fitness Circuit	Baseball/ Softball	Multi-purpose Rectangular Field	Soccer/ Football/ Lacrosse	Basketball	Volleyball	Raquetball/ Handball
Pratt Truss Bridge/Murray Hill Stream Valley	COLUMBIA	2.8	0										
Robinson Nature Center	COLUMBIA	18.4	0										
Rt. 29 Pedestrian Bridge	COLUMBIA	0.4	0										
Sewells Orchard Park	COLUMBIA	25.3	1		1								
West Side Garden Plots	COLUMBIA	10.0	0										
Belmont Manor and Historic Park	ELKRIDGE	68.2	0										
Col. Anderson Memorial	ELKRIDGE	0.2	0										
Drell Property	ELKRIDGE	4.0	0										
Harwood Park	ELKRIDGE	1.8	2		1					1			
Rockburn Branch Park	ELKRIDGE	415.1	26	4	2		10	5	2	2	1		
Timbers At Troy Golf Course	ELKRIDGE	202.0	0										
Troy Park (Troy Park at Elkridge)	ELKRIDGE	100.9	5		1			2	2				
Waterloo Park	ELKRIDGE	21.6	6	2	1		1	1		1			
Willowwood Playground	ELKRIDGE	0.1	1		1								
Allenford/North Farm Park	ELLCOTT CITY	18.8	0										
B & O Railroad Museum	ELLCOTT CITY	0.6	0										
Centennial Park	ELLCOTT CITY	339.4	31	9	4	1	6	2		3	5	1	
Cypressmede Park	ELLCOTT CITY	20.8	6	2	1		1			1		1	
David Force Community Park	ELLCOTT CITY	258.3	0										
Dunloggin Park	ELLCOTT CITY	7.2	0										
Ellicott City Colored School House, Restored	ELLCOTT CITY	13.8	0										
Font Hill Park	ELLCOTT CITY	26.2	0										
Governors Run Playground	ELLCOTT CITY	0.2	1		1								
Granite Mansion (Heine Property)	ELLCOTT CITY	5.9	0										
Gwynn Acres NRA	ELLCOTT CITY	10.3	0										

PARK/NATURAL RESOURCE AREA NAME	PLANNING AREA	ORIGINAL ACREAGE	Recreation Amenity Count	Tennis Court	Playground	Skate Park	Fitness Circuit	Baseball/ Softball	Multi-purpose Rectangular Field	Soccer/ Football/ Lacrosse	Basketball	Volleyball	Raquetball/ Handball
Heritage Orientation Center (Little Court House)	ELLICOTT CITY	0.0	0										
Hollifield Station Park	ELLICOTT CITY	4.4	3				1	2					
Howard County Center for the Arts/Rockland Arts Center	ELLICOTT CITY	12.7	3		1			1	1				
Kiwanis Wallas Hall and Park	ELLICOTT CITY	25.2	13		1		12						
Meadowbrook Park	ELLICOTT CITY	84.2	10	2	1		3	2		2			
Old Firehouse Museum	ELLICOTT CITY	0.0	0										
Patapsco Female Institute	ELLICOTT CITY	9.8	0										
Roger Carter Community Center	ELLICOTT CITY	2.0	2		1					1			
Thomas Isaac Log Cabin	ELLICOTT CITY	0.5	0										
Tiber Park	ELLICOTT CITY	0.1	0										
Town and Country Park	ELLICOTT CITY	13.0	0										
Waverly Mansion	ELLICOTT CITY	3.4	0										
Worthington Dog Park	ELLICOTT CITY	83.8	0										
Alpha Ridge Park	RURAL WEST	109.1	13	2	2		3	4	2				
Benson Branch Park	RURAL WEST	340.6	0										
Carrs Mill NRA	RURAL WEST	20.2	0										
Chaconas Property	RURAL WEST	19.1	0										
Dayton Park	RURAL WEST	12.7	7	2	1		2	2					
Fulton South Area Park	RURAL WEST	71.7	0										
Haviland Mill Park	RURAL WEST	91.0	0										
Lisbon Park	RURAL WEST	9.3	3	2	1								
Manor Woods Park	RURAL WEST	40.5	0										
Patapsco Greenway (Houchens)	RURAL WEST	37.7	0										

PARK/NATURAL RESOURCE AREA NAME	PLANNING AREA	ORIGINAL ACREAGE	Recreation Amenity Count	Tennis Court	Playground	Skate Park	Fitness Circuit	Baseball/ Softball	Multi-purpose Rectangular Field	Soccer/ Football/ Lacrosse	Basketball	Volleyball	Raquetball/ Handball
Patapsco Greenway (Lewis)	RURAL WEST	6.1	0										
Poplar Springs Park	RURAL WEST	7.1	0										
Schooley Mill Park	RURAL WEST	192.1	16	4	1		3	2	2	2	1		1
South Branch Park	RURAL WEST	10.5	2		1	1							
Warfields Pond Park	RURAL WEST	19.9	5	2	1					1	1		
West Friendship Park	RURAL WEST	350.7	0										
Western Regional Park	RURAL WEST	189.7	15		2		5	6		2			
Woodstock Park	RURAL WEST	45.1	0										
Baldwin Commons Park	SOUTHEAST	1.2	0										
Bollman Truss Bridge	SOUTHEAST	0.5	0										
Cedar Villa Heights Park	SOUTHEAST	3.0	4	1	1					2			
Collins Property	SOUTHEAST	5.0	0										
Ganon-Bahl Property	SOUTHEAST	3.2	0										
Gorman Stream Valley Park NRA	SOUTHEAST	227.7	0										
Guilford Park	SOUTHEAST	11.3	5	2	1		1			1			
Hammond Park	SOUTHEAST	43.2	6	4	1		1						
High Ridge Park	SOUTHEAST	88.4	3	1	1					1			
Holiday Hills Park	SOUTHEAST	6.5	4	1	1					1	1		
Lash Property	SOUTHEAST	16.6	0										
North Laurel Park and Community Center	SOUTHEAST	40.3	7	1	1	1	1	1		2			
Patuxent Basin NRA	SOUTHEAST	35.4	0										
Pleasant Chase Playground	SOUTHEAST	0.1	1		1								
Savage Park	SOUTHEAST	351.1	15	4	1		5	1		2	2		
Teeter Property	SOUTHEAST	2.5	0										
Thompson Property	SOUTHEAST	0.6	0										
Wyndermere Playground	SOUTHEAST	0.1	1		1								
TOTAL		5,749.7		51	45	3	63	45	16	30	14	3	1

COUNTY-OWNED OPEN SPACE INVENTORY

The following list identifies county-owned open spaces, their respective acreages, and the associated planning regions. All information was provided by the Howard County Department of Recreation and Parks.

SUBDIVISION NAME	ACREAGE	PLANNING AREA
Arrow Head	1.279	Columbia
Beech Creek	5.983	Columbia
Bryant Square	0.259	Columbia
Bryce Overlook li	1.26	Columbia
Caroline Estates	2.261	Columbia
Carriage Hills	3.017	Columbia
Cedar Manor	1.015	Columbia
Cedar Acres	6.2177	Columbia
Clarks Glen	19.983	Columbia
Clarks Glen North	4.181	Columbia
Clemens Square	3.18	Columbia
Columbia Open Space	5.594	Columbia
Cricket Creek	3.48	Columbia
Duggan Property	1.6358	Columbia
Eckers Hollow	2.167	Columbia
Gill Property	0.2634	Columbia
Huntington South	3.489	Columbia
Kings Meade	3.996	Columbia
Laisla	0.984	Columbia

SUBDIVISION NAME	ACREAGE	PLANNING AREA
Maple Side	10.8309	Columbia
Owen Brown Estates	4.455	Columbia
Owen Brown Woods	5.571	Columbia
Owen Brown East	0.507	Columbia
Owen Brown Woods	0.1377	Columbia
Patuxent Run	25.925	Columbia
Preserve At River Hill	2.3334	Columbia
Rettger Property	10.313	Columbia
River Hill Overlook	1.686	Columbia
Scott Acres	4.807	Columbia
Semon Property	0.5364	Columbia
Sewells Orchard	0.244	Columbia
Simpson Mill	9.38	Columbia
Spring Lake Gardens	1.2492	Columbia
The Boarman Estate	1.761	Columbia
Towers Property	1.3649	Columbia
Trotter Crossing	0.8316	Columbia
Trotter Hills	1.258	Columbia
Trotter Ridge	2.08	Columbia

SUBDIVISION NAME	ACREAGE	PLANNING AREA
Trotter Wood	5.01	Columbia
Trotters Run	1.02	Columbia
Vetick Property	0.166	Columbia
Village Of River Hill	2.5848	Columbia
Woodlot	26.879	Columbia
Abbey Field Estates	3.478	Elkridge
Amylynne Dorsey	0.97	Elkridge
Arborwoods	7.013	Elkridge
Belmont Station	6.463	Elkridge
Bonnie Brae	1.903	Elkridge
Bright Field	16.9489	Elkridge
Calvert Ridge	5.1268	Elkridge
Carter' S Crossing	1.082	Elkridge
Cascade Overlook	14.51	Elkridge
Catterton Property	0.55	Elkridge
Claremont Overlook	24.0492	Elkridge
Crystal Springs Estates	4.513	Elkridge
Cypress Springs	10.1815	Elkridge
Deeprun \ Park \ Village	2.074	Elkridge
Dennis Preserve	8.994	Elkridge
Dubin Property	6.16	Elkridge
Dunteachin Farm	10.607	Elkridge
Elkhill	8.95	Elkridge
Elkridge Town Center	7.37	Elkridge
Ema'S Manor	0.0784	Elkridge
Enclave At Forest Park Open Space	5.12	Elkridge
Fisher Property	3.231	Elkridge

SUBDIVISION NAME	ACREAGE	PLANNING AREA
Fox Hunt Estates	0.6762	Elkridge
Furnaca Ave.	0.219	Elkridge
Glenmar	3.915	Elkridge
Glynchester Farm	6.663	Elkridge
Grovmont	11.2	Elkridge
Harwood	1.089	Elkridge
Hawk'S Watch	0.693	Elkridge
Hunt Country Estates	5.286	Elkridge
Hunters Ridge	7.809	Elkridge
Ilchester Woods	4.287	Elkridge
Ilchester Heights	1.928	Elkridge
Ilchester Hills	2.55	Elkridge
Ilchester Oaks	3.66	Elkridge
Ilchester Oaks li	0.644	Elkridge
Landing Meadow	2.58	Elkridge
Lyndwood Manor	4.9995	Elkridge
Marble Hill Development	1	Elkridge
Marbuck Estates	0.78	Elkridge
Marshalee Woods	17.9844	Elkridge
Marshalee Estates	0.735	Elkridge
Mayfield Manor	16.761	Elkridge
Meadow Land	2.403	Elkridge
Michael L Pfau Property	0	Elkridge
Montgomery Meadows	34.3102	Elkridge
Nottingham Village	14.6116	Elkridge
Overlook At Blue Stream	12.7457	Elkridge
Owens Property	9.815	Elkridge

SUBDIVISION NAME	ACREAGE	PLANNING AREA
Patapsco Ridge	10.8787	Elkridge
Pine Ridge	2.432	Elkridge
Pine Acres	2.74	Elkridge
Rausch Property	2.58	Elkridge
Rebecca Dorsey	0.4361	Elkridge
Rockburn Township	22.618	Elkridge
Rockburn Manor	1.303	Elkridge
Rockburn Run	2.6812	Elkridge
Rockburn View	7.984	Elkridge
Shady Lane Crossing	2.03985	Elkridge
Sherwood Crossing	4.657	Elkridge
Steven Curran Property	0.77	Elkridge
Strawberry Fields	11.437	Elkridge
Summer Haven	4.225	Elkridge
Sunny Field Estates	7.276	Elkridge
Talbots Woods	2.396	Elkridge
Talbots Woods 2	4.045	Elkridge
The Bluffs At Whitetail Woods	0.29	Elkridge
Thomas Purchase	0.029	Elkridge
Thompson'S Purchase	9.773	Elkridge
Tiber Woods	0.136	Elkridge
Travis Landing	0.406	Elkridge
Village Of Montgomery Run	3.467	Elkridge
Walter & Laverne Brown Property	0.5	Elkridge
White Tail Woods	0.81	Elkridge
Willowood	34.3639	Elkridge
Woodbrook	7.5	Elkridge

SUBDIVISION NAME	ACREAGE	PLANNING AREA
Woodcrest	5.352	Elkridge
Woodcrest 2	0.295	Elkridge
Woodland Park	10.587	Elkridge
Woodland Village	7.368	Elkridge
Forest Creek	0.85	Ellicott City
Alta At Regency Crest	0.689	Ellicott City
Amber Meadow	2.13	Ellicott City
Angela Valley	1.853	Ellicott City
Annapolis Station	0.421	Ellicott City
Autumn Manor	10.637	Ellicott City
Autumn Overlook	5.9896	Ellicott City
Autumn River	37.195	Ellicott City
Autumn View	118.86	Ellicott City
Bageant Property	1.572	Ellicott City
Bedford Square	2.114	Ellicott City
Bethany Brook	1.209	Ellicott City
Bethany Woods	4.849	Ellicott City
Bishop Property 1	0.435	Ellicott City
Bishop Property 2	0.411	Ellicott City
Bluffs At Ellicott Mills	4.445	Ellicott City
Bluffs At Pine Orchard	4.071	Ellicott City
Bock Property	1.013	Ellicott City
Bonnie Branch Overlook	5.88	Ellicott City
Bonnie Branch Point	3.62	Ellicott City
Bonnie Branch Woods	3.19	Ellicott City
Boone Farm	6.334	Ellicott City
Boone Subdivision	0.161	Ellicott City

SUBDIVISION NAME	ACREAGE	PLANNING AREA
Bounty Vista	0.87	Ellicott City
Brae Brooke	1.237	Ellicott City
Brampton Hills	34.2	Ellicott City
Brampton Hills West	2.813	Ellicott City
Bridge Water	9.862	Ellicott City
Brinkleigh	6.117	Ellicott City
Brittany Manor	8.715	Ellicott City
Brook View Estates	1.778	Ellicott City
Brookfield	1.406	Ellicott City
Burleigh Manor	79.138	Ellicott City
Cahill Overlook	0.3432	Ellicott City
Caplans Property\Autumno	15.614	Ellicott City
Carlee Manor	0.081	Ellicott City
Centennial Lake	4.249	Ellicott City
Centennial Lake Overlook	3.293	Ellicott City
Centennial Lake Overlook Sec 2	10.663	Ellicott City
Centennial Manor	35.29	Ellicott City
Chatham	0.47	Ellicott City
Chatham, Section 3	3.0187	Ellicott City
Chestnut Crest	1.727	Ellicott City
Chestnut Farm	5.987	Ellicott City
Chestnut Ridge	0.952	Ellicott City
Childs Property	0.7108	Ellicott City
College Farm	3.27	Ellicott City
Columbia Hills	1.98	Ellicott City
Columbia Woodland /Woodland Rd Property	1.252	Ellicott City
Columbia Woodlands	0.8869	Ellicott City

SUBDIVISION NAME	ACREAGE	PLANNING AREA
Cornell Property	0.94	Ellicott City
Costel Property	1.668	Ellicott City
Daniels Mill Overlook	69.484	Ellicott City
Dorsey Hall	172.987	Ellicott City
Dunloggin 2	15.246	Ellicott City
Dunloggin Square	0.103	Ellicott City
Eagles Point Landing	0.932	Ellicott City
Ellicott Mills Overlook	7.368	Ellicott City
Enchanted Forest Estates	21.924	Ellicott City
Faad	4.585	Ellicott City
Fairways	11.768	Ellicott City
Feaga Property	3.395	Ellicott City
Fels Lane Open Space	0.509	Ellicott City
Fincham Property	0.999	Ellicott City
Font Hill Village	4.016	Ellicott City
German Property	3.652	Ellicott City
Gibson Property	1.0206	Ellicott City
Glen Brook	7.96	Ellicott City
Governors Run	54.605	Ellicott City
Gray Rock Farm	56.2346	Ellicott City
Green Briar Manor	0.246	Ellicott City
Gtw S Waverly Woods	19.396	Ellicott City
Gtw'S Waverly Woods	6.503	Ellicott City
Gwynn Acres	7.661	Ellicott City
Harry Holiday Property	0.368	Ellicott City
Hidden Valley	2.987	Ellicott City
Hogg Property	9.864	Ellicott City

SUBDIVISION NAME	ACREAGE	PLANNING AREA
Hollifield Estates	5.9098	Ellicott City
Hollifield Estates 1	6.48	Ellicott City
Hollifield Estates 2	1.73	Ellicott City
Hollifield Hills	5.657	Ellicott City
Journey'S End	0.827	Ellicott City
Linwood	0.075	Ellicott City
Little Patuxent Ridge	49.797	Ellicott City
Longgate\ Wheatfield	16.749	Ellicott City
Maisel Tract	1.193	Ellicott City
Makowski Property	0.857	Ellicott City
Manors Of Oakwood	1.353	Ellicott City
Martin Meadows	2.069	Ellicott City
Mary Oaks	2.367	Ellicott City
Mckenzie Discovery	15.115	Ellicott City
Mckenzie Meadows	12.088	Ellicott City
Meadowbrook	0.94124	Ellicott City
Mill Towne Overlook	2.67	Ellicott City
Montgomery Estates	4.411	Ellicott City
Montgomery Knolls	0.351	Ellicott City
Moon Shine Hollow	0.059	Ellicott City
Mount Joy Farm	19.15689	Ellicott City
Mt. Hebron	84.3004	Ellicott City
Nottingham Way Acres	4.541	Ellicott City
Oakwest	11.664	Ellicott City
Old Mill Overlook	2.8073	Ellicott City
Oldmill	1.273	Ellicott City
Orchard Hill	4.229	Ellicott City

SUBDIVISION NAME	ACREAGE	PLANNING AREA
Orchard Park	1.39	Ellicott City
Palmer Hill 2	1.7948	Ellicott City
Palmer Hill Property	1.035	Ellicott City
Papillon	9.684	Ellicott City
Patuxent Valley Overlook	1.991	Ellicott City
R Taylor Property	2.7555	Ellicott City
Red Fox Estates	2.12	Ellicott City
Red Hill Branch Overlook	2.878	Ellicott City
Rich Glow Acres	3.215	Ellicott City
Riverwalk At Patapsco Park	14.39	Ellicott City
Rockland Square	2.157	Ellicott City
Rockland At Rogers	24.5	Ellicott City
Ruppert Property	3.607	Ellicott City
Saddle Ridge	1.286	Ellicott City
Sewells Property	0.239	Ellicott City
Southview Rd	0.5773	Ellicott City
St. John'S Green	3.7	Ellicott City
Stone Manor	21.5335	Ellicott City
Stonefield 2	0.35	Ellicott City
Stricker Property	0.46	Ellicott City
Taylor Farm	14.74	Ellicott City
Taylor Property	1.974	Ellicott City
The Overlook @ Centennial Park	2.151	Ellicott City
The Woods Of Park Place	6.6899	Ellicott City
Tiber Ridge	1.36202	Ellicott City
Toliver Property	0.924	Ellicott City
Tollhouse	21.448	Ellicott City

SUBDIVISION NAME	ACREAGE	PLANNING AREA
Townhomes Of Timberland	23.862	Ellicott City
Treyburn	15.41	Ellicott City
Turfvalley Overlook	34.156	Ellicott City
U.S. Rte. 29	2.3551	Ellicott City
Valleymeade	12.346	Ellicott City
Walter Davis Property	1.15	Ellicott City
Waverly Overlook	2.144	Ellicott City
Waverly Woods	1.24	Ellicott City
Westgate Woods	1.53	Ellicott City
Willows	10.28	Ellicott City
Winter Oaks	3.044	Ellicott City
Woodberry	3.005	Ellicott City
Woods Of Tiber Branch	5.4944	Ellicott City
Woods Of Tiber Branch 2	15.49651	Ellicott City
Worthington Addition	1.31	Ellicott City
Worthington Fields	34.98383	Ellicott City
Worthington Reserve	23.227	Ellicott City
Zanti Property	3.06	Ellicott City
Amberwoods	13.009	Rural West
Ashleigh Green	2.514	Rural West
Benson Branch Estates	12.247	Rural West
Cabin Branch Farm	32.866	Rural West
Carriage Mill Farm	26.61	Rural West
Chaconas Property	19.086	Rural West
Clarks Meadows	7.06	Rural West
Eastern View	4.417	Rural West
Edgewood Farm	40.84	Rural West

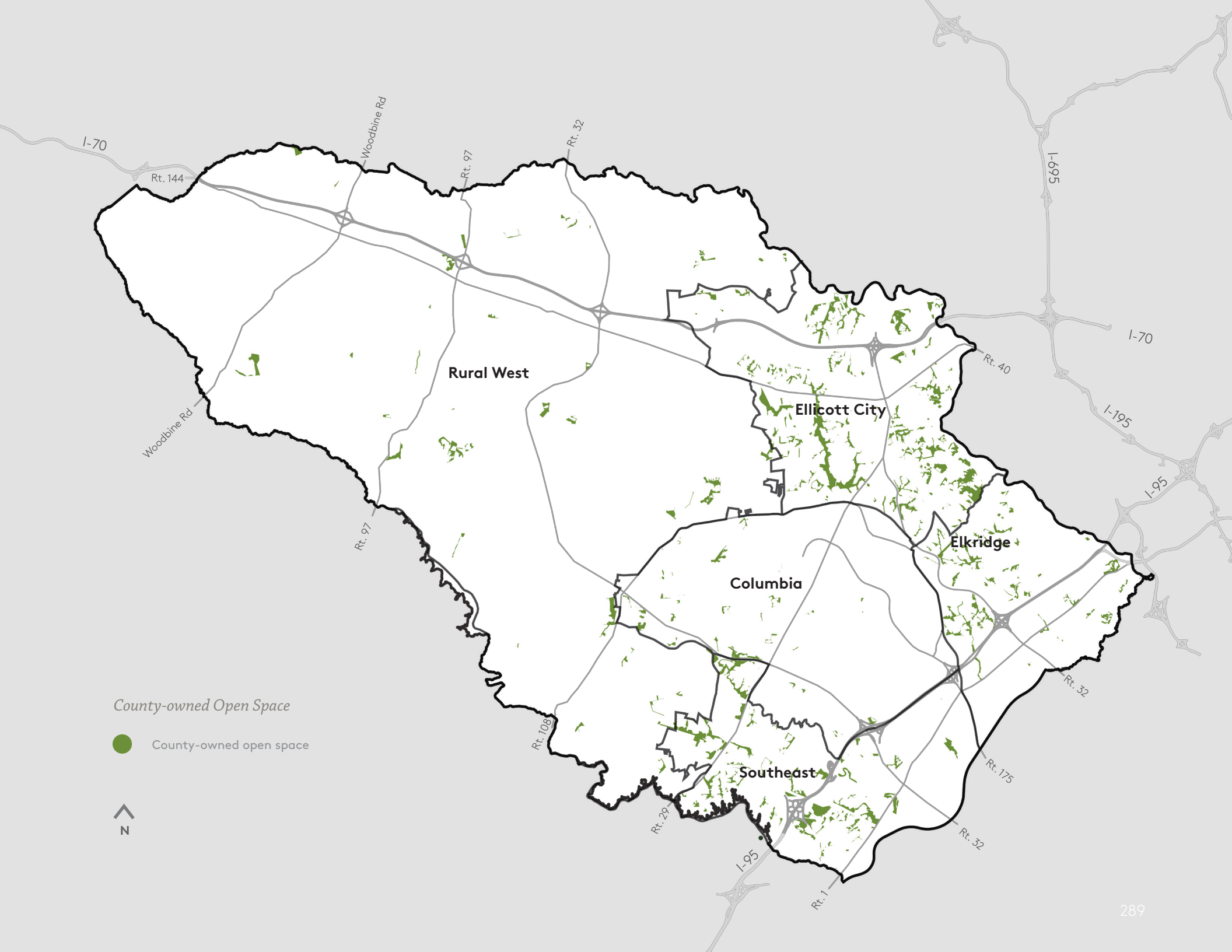
SUBDIVISION NAME	ACREAGE	PLANNING AREA
Fox Chase Estates	7.7	Rural West
Fulton Manor	9.701	Rural West
G Roscoe Property	0.778	Rural West
Green Hill Manor	1.357	Rural West
Guilford Rd & Sanner Rd Property	5.26	Rural West
Heyn Property	4.02	Rural West
Hunterbrook	9.661	Rural West
Kalmia Farms	8.69	Rural West
Lime Kiln Valley	9.77726	Rural West
Lisbon Manor	2.139	Rural West
Malcolm Property	2.091	Rural West
Mckendree View	7.21	Rural West
Mooresfield	9.57712	Rural West
Paddocks East, The	25.78	Rural West
Park Estates	1.64	Rural West
Pindell Chase	3.349	Rural West
Pindell Crossing	2.938	Rural West
Prince Property	1.623	Rural West
Riverwood	57.79	Rural West
Route 97 Forest Mitigation Bank	12.4772	Rural West
Roxbury	28.163	Rural West
Saddlebrook Farms	5.302	Rural West
Saglimbeni Properties, Llc	4	Rural West
The Chase	16.295	Rural West
The Chase 2	2.505	Rural West
The Preserve At Clarksville	42.44	Rural West
Triadelphia Crossing	12.3	Rural West

SUBDIVISION NAME	ACREAGE	PLANNING AREA
Vineyards At Cattail Creek	3.96	Rural West
Wellington	7.094	Rural West
Westcliff Manor	2.405	Rural West
Westmount	36	Rural West
Willow Pond	4.788	Rural West
Windy Knolls	12.99	Rural West
Woodfords Grant	18.567	Rural West
A. H. Smith Property	11.1832	Southeast
Aspenwood	1.511	Southeast
Autumn Woods	4.206	Southeast
Beechcrest Apartments	0.044	Southeast
Blough Property	0.683	Southeast
Bowling Brook Farm	33.792	Southeast
Cardinal Forest	3.251	Southeast
Cedar Ridge	0.195	Southeast
Cherry Creek	4.853	Southeast
Cherry Creek Overlook	4.915	Southeast
Cherry Tree Farm	32.026	Southeast
Cherry Tree Park	4.7495	Southeast
Cherrytree View	0.188	Southeast
Curry Property	0.507	Southeast
Dorsey Woods	31.818	Southeast
Emerson	130.502	Southeast
First Ridge	11.948	Southeast
Forest	5.729	Southeast
Fox Wood Manor	1.021	Southeast
Free State	14.039	Southeast

SUBDIVISION NAME	ACREAGE	PLANNING AREA
Garber Property	0.269	Southeast
Gorman Woods	1.754	Southeast
Graeloch Woods	0.444	Southeast
Guilford Overlook	2.53	Southeast
Hammond Village	8.251	Southeast
Hammond Hills	12.27	Southeast
Hammond Overlook	25.266	Southeast
Hammond Hills	0.499	Southeast
Hammond Park	3.816	Southeast
Hammond Village	0.041	Southeast
Hammonds Promise	1.492	Southeast
Hammonds View	0.4241	Southeast
Harding Woods	6.25	Southeast
Holiday Hills	0.091	Southeast
Hunters Creek Farm	14.34	Southeast
Jamestown Landing	3.43	Southeast
Kindler Overlook	3.603	Southeast
Kindler Overlook 2	1.65	Southeast
Kings Woods	18.824	Southeast
Kings Arms	3.1	Southeast
Kings Arms Sec 4	0.04	Southeast
Lakeview	3.59	Southeast
Larenas Property	0.1507	Southeast
Leishear Knolls	2.013	Southeast
Lilly Property li	0.203	Southeast
Lilly'S Addition To Lakeview	3.112	Southeast
Lyons Hill	1.053	Southeast

SUBDIVISION NAME	ACREAGE	PLANNING AREA
Maple Lawn Farms	95.1485	Southeast
Maple Lawn Farms (Westside)	17.4983	Southeast
Maple Lawn Farms, Garden District	17.2217	Southeast
Montpelier Research Park	20.847	Southeast
Morgans Landing	1.2127	Southeast
Murray Hill	8.094	Southeast
North Ridge	3.228	Southeast
North Laurel Park	1.692	Southeast
Northgate Woods	1.221	Southeast
Park Overlook	1.47	Southeast
Parkside Estates	0.349	Southeast
Patuxent Heights	4.358	Southeast
Patuxent Springs	5.426	Southeast
Patuxent Overlook	2.9	Southeast
Patuxent Ridge	3.04	Southeast
Reservoir Estates	2.735	Southeast
Reservoir Overlook	15.96	Southeast
Revitz Property	28.541	Southeast
Riverside	11.372	Southeast
Riverside Estates	17.0995	Southeast
Riverside Overlook	17.793	Southeast
Riverwalk	1.1135	Southeast
Settlers Landing	2.177	Southeast
Shank Property	1.129	Southeast

SUBDIVISION NAME	ACREAGE	PLANNING AREA
Shipley Meadows	4.643	Southeast
Stone Lake	21.1454	Southeast
Storch Woods	6.04	Southeast
Stratford Down'S	1.089	Southeast
The Hillside At Rocky Gorge	1.76	Southeast
The Hillside At Rocky Gorge 2	0.9843	Southeast
The Hillside At Rocky Gorge 3	0.41	Southeast
The Hillside At Rocky Gorge 4	1.373	Southeast
The Hillside At Rocky Gorge 6	0.94	Southeast
Twin Oaks	5.483	Southeast
Us 1 Joint Venture	1.39	Southeast
Vil Hickory Ridge\Rivglen	17.684	Southeast
Village King Contrivance	4.603	Southeast
Village Of Cedar Ridge	46.75	Southeast
Village Of Hickory Ridge	1.199	Southeast
Village Of King Contrivance	4.624	Southeast
Vine - Buch Apartments	2.0629	Southeast
Warfields Range	1.0592	Southeast
Warfields Range 2	1.207	Southeast
Willows Of Rocky Gorge	5.999	Southeast
Winterbrook	12.935	Southeast
Wyndemere	25.739	Southeast
TOTAL COUNTY-OWNED OPEN SPACE ACREAGE	3,628.69	



County-owned Open Space

County-owned open space

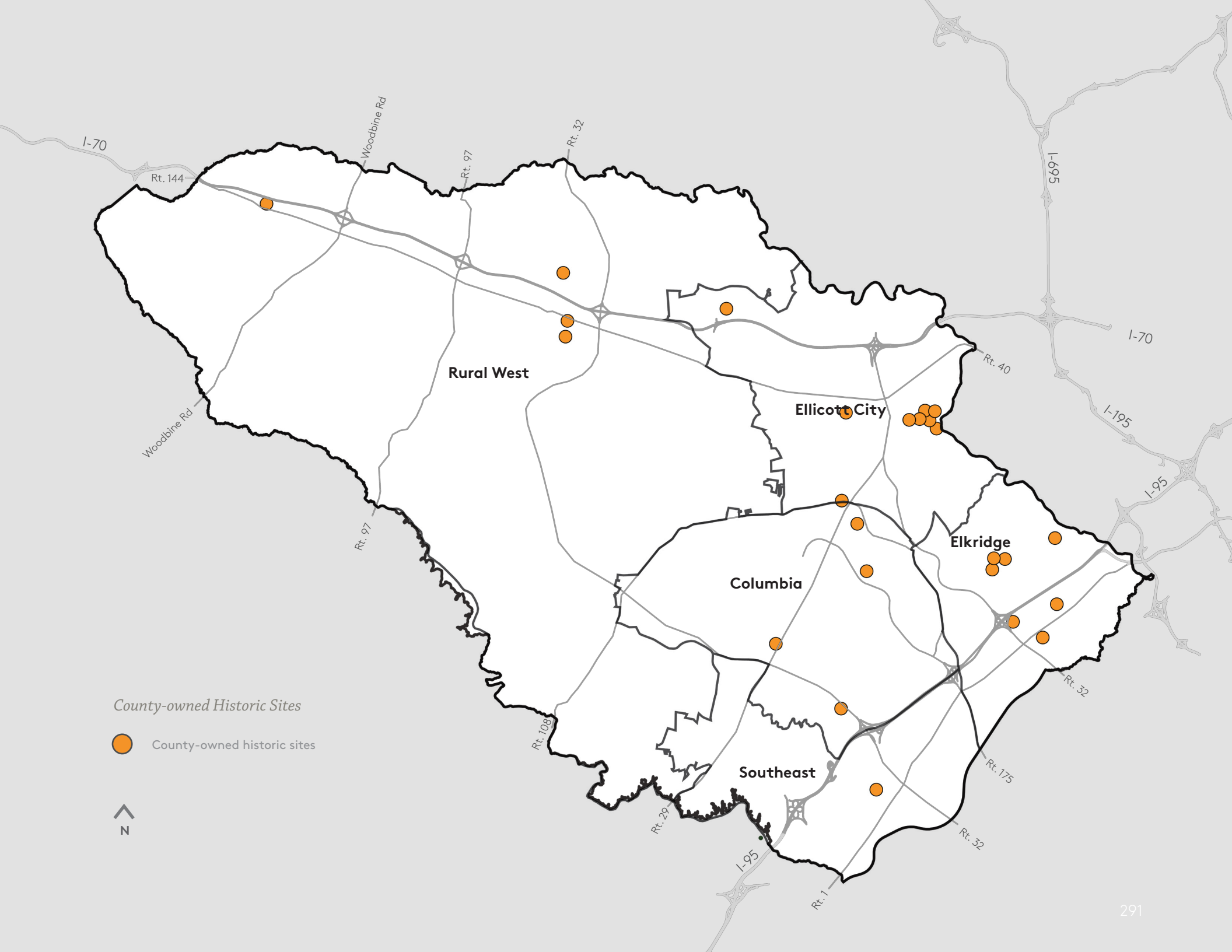


COUNTY-OWNED HISTORIC SITES

The following list identifies county-owned historic sites. The historic sites marked with an asterisk are also included as part of the park inventory.

HISTORIC SITE NAME	ACREAGE
B & O Railroad Museum*	0.34
Belmont Manor and Historic Park*	72.64
Blandair Historic Farm (BLA)	n/a
Bollman Truss Bridge*	2.21
Clover Hill Farm House (RBP)	n/a
Col. Anderson Memorial*	0.16
Doyle Spring House (RBP)	n/a
Ellicott City Colored School House Restored*	13.49
Old Firehouse Museum*	0.04
Granite Mansion (Heine Property)*	5.56
Hebb House (WFP)	n/a
Heritage Orientation Center (Little Court House)*	0.19
James Marlow House (SMP)	n/a

HISTORIC SITE NAME	ACREAGE
James Sykes House (WFP)	n/a
Lt. Col. Ephraim Anderson Grave Site (CAM)	n/a
McKenzie Barn (RBP)	n/a
Patapsco Female Institute*	9.74
Pfeiffer's Corner Schoolhouse (RBP)	n/a
Poplar Springs Park*	7.04
Pratt Truss Bridge Historic Site*	0.20
Ryan Property Historic Well (ECSHR)	n/a
Simpsonville Mill Ruins (RNC)	n/a
Thomas Isaac Log Cabin*	0.16
Troy House (TP)	n/a
Waverly Mansion*	3.44



STATE-OWNED PARKLAND AND NATURAL AREAS

The following list identifies state-owned open spaces, their respective acreages, and owners. All information was provided by the Maryland Department of Natural Resources *Current Acreage Report*.

PARK/SPACE NAME	OWNER	ACREAGE
Patapsco Valley State Park	State of Maryland	6,025
Patuxent State Park	State of Maryland	3,500
Hugg-Thomas Wildlife Management Area (WMA)	State of Maryland	268
TOTAL	State of Maryland	9,793



State-owned Parkland and Natural Areas

● State-owned parkland and natural areas

1 Patapsco Valley State Park

2 Patuxent State Park

3 Hugg-Thomas Wildlife Management Area (WMA)



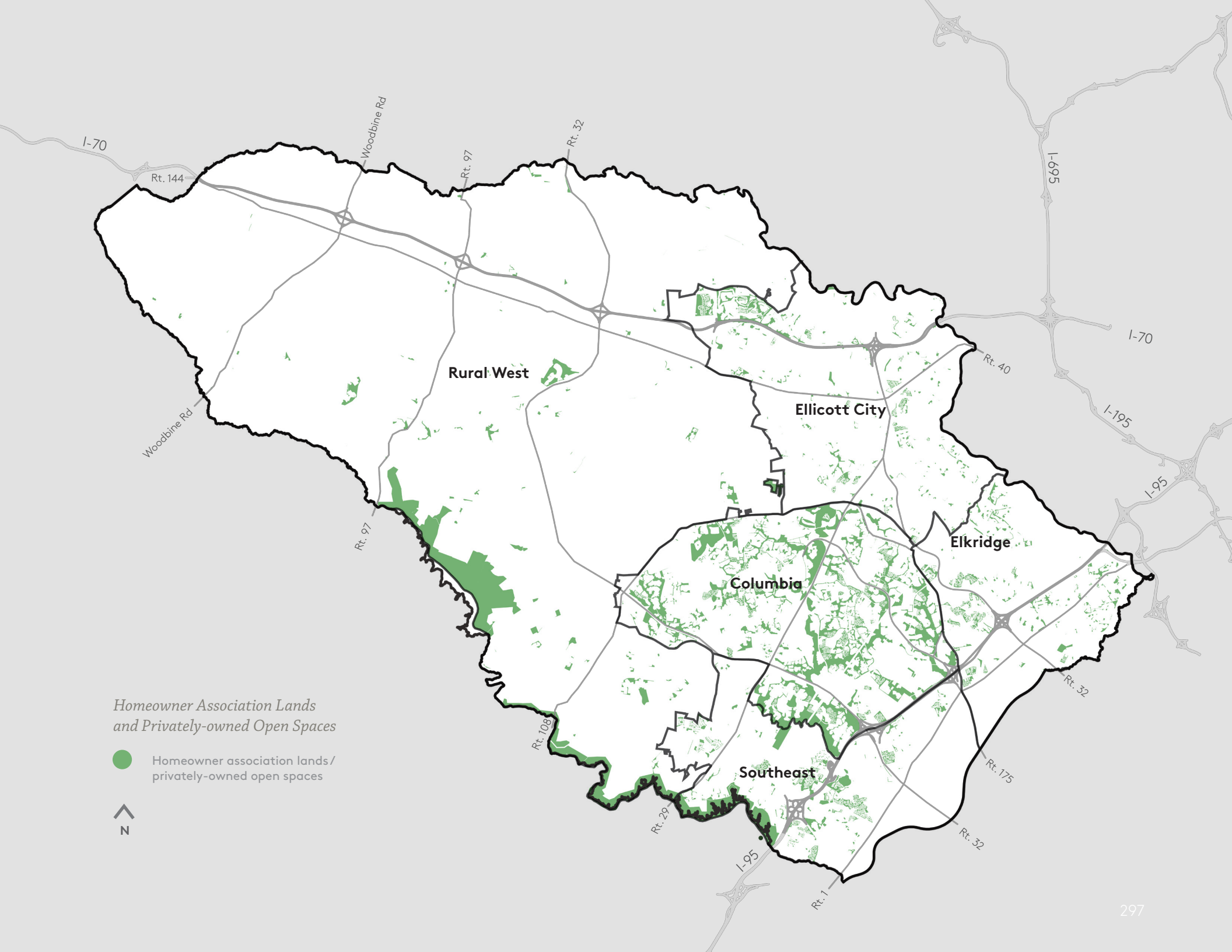
COLUMBIA ASSOCIATION PARKS

The Columbia Association (CA) owns and maintains the following six parks:

- » Jackson Pond
- » Kennedy Gardens
- » Lake Elkhorn
- » Lake Kittamaqundi
- » Symphony Woods
- » Wilde Lake

HOMEOWNER ASSOCIATION LANDS AND OTHER PERMANENTLY PRESERVED PRIVATE OPEN SPACES

Within the county, there is a total of approximately, 11,398 acres of private open space. These lands consist of homeowner association lands and other permanently preserved private open spaces by the Columbia Association and by the Washington Suburban Sanitary Commission (WSSC).



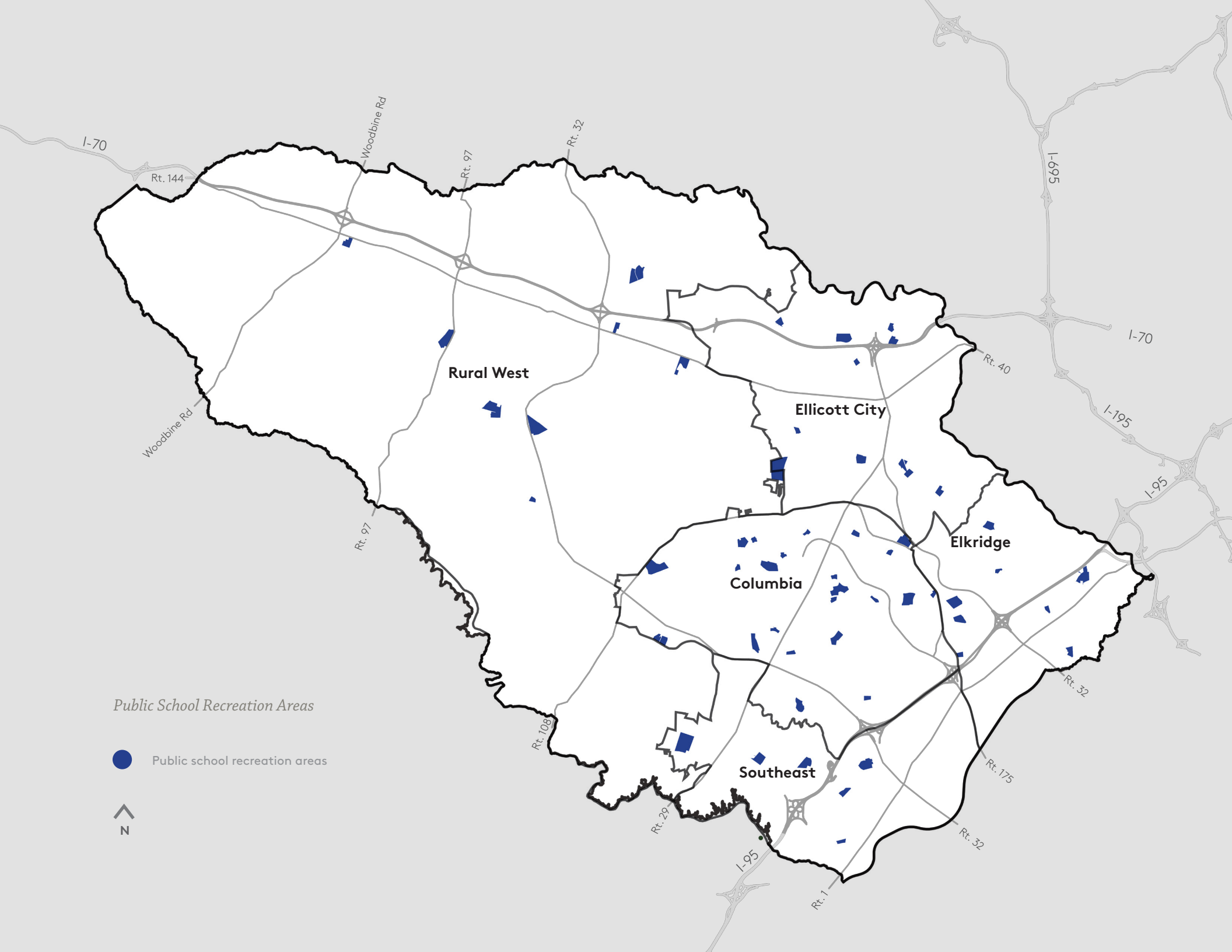
*Homeowner Association Lands
and Privately-owned Open Spaces*

● Homeowner association lands /
privately-owned open spaces



PUBLIC SCHOOL RECREATION AREAS

Within the county, there is a total of 1,897 acres of accessible, public school recreation areas.



Public School Recreation Areas

● Public school recreation areas



TRAILS AND PATHWAYS

The county trail system consists of trails and pathways within parks and open spaces maintained by the Department, Columbia Association pathways, and state trails within Maryland state parks. The county maintains a total of 104 miles of trails and pathways, including three major trails: Patuxent Branch Trail (4.3 miles), Savage Mill Trail (1.16 miles), and Wincopin Trail (5.07 miles).

MAP NUMBER	MAJOR TRAIL
1	Wincopin Trail
2	Savage Mill Trail
3	Patuxent Branch Trail

MAP NUMBER	COUNTY PARK WITH TRAIL OR PATHWAY
4	Poplar Springs Park
5	Lisbon Park
6	Western Regional Park
7	Warfields Pond Park
8	West Friendship Park
9	Alpha Ridge Park
10	Benson Branch Park
11	Dayton Park
12	David Force Community Park
13	Cypressmede Park
14	Font Hill Park
15	Cedar Lane Park
16	Patapsco Female Institute
17	Meadowbrook Park
18	Middle Patuxent Environmental Area
19	Heritage Heights Park
20	Blandair Regional Park
21	Rockburn Branch Park
22	Hawthorn Park

MAP NUMBER	COUNTY PARK WITH TRAIL OR PATHWAY
23	Robinson Nature Center
24	Schooley Mill Park
25	Hammond Mill
26	Martin Road
27	Atholton Park
28	Holiday Hills Park
29	Gorman Stream Valley Park
30	Dickinson Park
31	High Ridge Park
32	North Laurel Park
33	Guildford Park
34	Sewells Orchard Park
35	Cedar Villa Heights Park
36	Waterloo Park
37	Timbers at Troy Golf Course
38	Harwood Park
39	Centennial Park
40	Dunloggin Park
41	Huntington Park