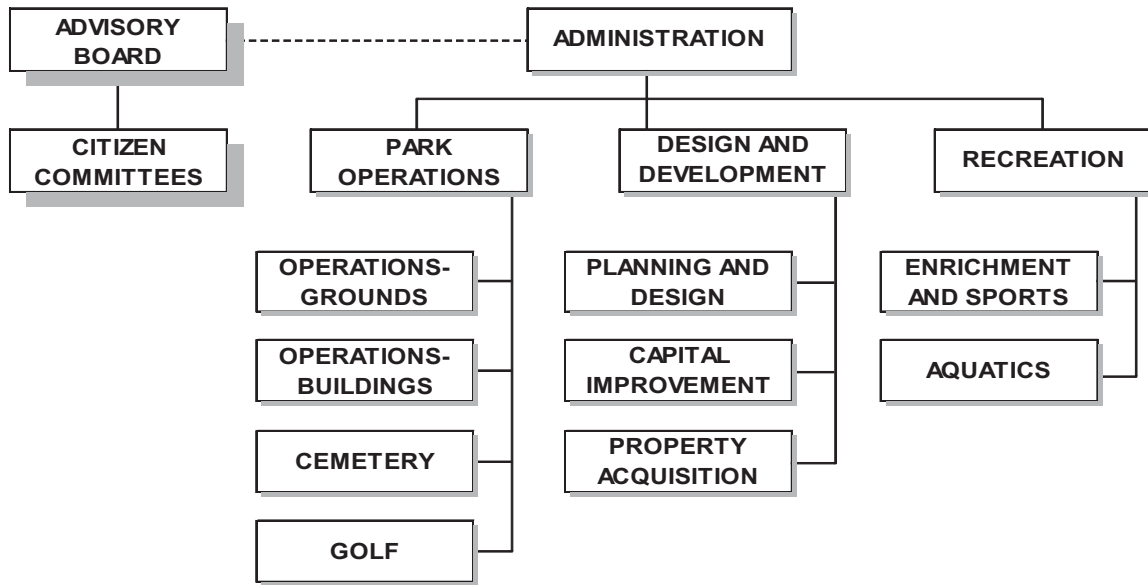
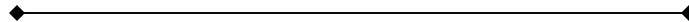


**PARKS AND RECREATION DEPARTMENT**



**Departmental Mission**

Support a healthy community by providing high quality parks and recreation services.



**Description of Services**

Provide park planning, land acquisition, and design and construction of parks and recreation facilities to meet the demands of a growing community.

Maintain and operate community recreation assets including:

- Neighborhood and community parks.
- Park facilities: Bloedel Donovan Multi-Purpose Facility, Civic Athletic Complex, and a variety of athletic fields and courts.
- Enterprise operations including Lake Padden Golf Course and Bayview Cemetery.
- Multi-modal trail system.
- Open space, natural areas and greenways.

Provide a comprehensive, year-round recreation program. This includes managing City Parks programs and providing scheduling, coordination and support for other community programs sponsored by a variety of groups and agencies.

## Parks and Recreation Department

### Departmental Budget Summary

Revenues and Other Sources by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
Taxes	3,895,557	4,033,381	4,073,391	40,010	1.0%
Intergovernmental	801,404	40,000	2,173,183	2,133,183	5333.0%
Charges for Services	4,148,421	3,124,757	2,605,376	(519,381)	-16.6%
Fines and Forfeits	150	176	-	(176)	-100.0%
Miscellaneous	1,331,621	875,953	983,983	108,030	12.3%
Other Financing Sources	241,443	236,480	236,480	-	0.0%
<b>Subtotal of Revenues</b>	<b>10,418,596</b>	<b>8,310,747</b>	<b>10,072,413</b>	<b>1,761,666</b>	<b>21.2%</b>
<b>Other Sources by Fund</b>					
General	5,024,741	6,013,273	5,768,947	(244,326)	-4.1%
Parksite Acquisition	55,924	(12,760)	(9,480)	3,280	25.7%
Capital Maint	43,744	60,000	35,000	(25,000)	-41.7%
Squalicum Park/Olympic	897,061	98,343	-	(98,343)	-100.0%
Olympic-Whatcom Falls Park Addl	(10,995)	(10,750)	(12,848)	(2,098)	-19.5%
Little Squalicum-Oeser Settlement	47,672	(9,688)	(11,172)	(1,484)	-15.3%
1st 1/4% Real Estate Excise Tax	1,022,328	286,000	529,498	243,498	85.1%
2nd 1/4% Real Estate Excise Tax	930,384	505,000	249,700	(255,300)	-50.6%
Beyond Greenways	454,077	1,086,577	(21,234)	(1,107,811)	-102.0%
Greenways III	(3,264,045)	(31,659)	(672,388)	(640,729)	-2023.8%
Parks Impact	(1,488,066)	354,170	1,192,434	838,264	236.7%
Sportsplex	(7,224)	(12,176)	(5,909)	6,267	51.5%
Civic Field Improvement	952,744	122,200	-	(122,200)	-100.0%
Cemetery	36,054	14,980	1,304	(13,676)	-91.3%
Golf Course	32,795	(5,333)	(4,127)	1,206	22.6%
Greenways Maint Endowment	(383,046)	(473,970)	(465,634)	8,336	1.8%
<b>Subtotal Reserve Adjustments</b>	<b>4,344,148</b>	<b>7,984,207</b>	<b>6,574,091</b>	<b>(1,410,116)</b>	<b>-17.7%</b>
<b>TOTAL ALL SOURCES</b>	<b>14,762,744</b>	<b>16,294,954</b>	<b>16,646,504</b>	<b>351,550</b>	<b>2.2%</b>

Revenues by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
<b>Revenues</b>					
Parks and Recreation	463,065	507,176	537,071	29,895	5.9%
Parks and Recreation Admin	1,896	-	-	-	--
Parks Operations Management	177,194	118,539	132,339	13,800	11.6%
Parks Grounds	113,872	114,187	116,187	2,000	--
Parks Buildings	219,291	200,000	200,000	-	0.0%
Parks Cemetery	623,902	604,320	617,813	13,493	2.2%
Parks Golf Course	737,397	181,800	182,137	337	0.2%
Recreation Management	78,215	76,990	76,800	(190)	-0.2%
Recreation Aquatics	514,961	565,661	590,161	24,500	4.3%
Sports and Enrichment	568,107	580,588	578,938	(1,650)	-0.3%
Parks Design & Development	303,079	378,748	378,748	-	0.0%
Parks Capital Improvement	6,617,617	4,982,738	6,662,219	1,679,481	33.7%
<b>Subtotal of Revenues</b>	<b>10,418,596</b>	<b>8,310,747</b>	<b>10,072,413</b>	<b>1,761,666</b>	<b>21.2%</b>

**Departmental Budget Summary (continued)**

**Significant Revenue Changes**

- Intergovernmental Revenue is increasing due to a Washington State Department of Transportation Grant for \$2.1 million that will go towards the over water boardwalk.
- Charges for Services are decreasing due to a slow-down in the economy and new construction, thus lower Park Impact Fees revenue.
- Miscellaneous revenue is increasing as a result of increased rents, fees, and investment interest.

Expenditures by Type	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
Salaries and Benefits	5,084,316	5,621,088	5,832,335	211,247	3.8%
Supplies	693,459	706,013	662,684	(43,329)	-6.1%
Other Services and Charges	1,933,365	1,706,126	1,508,958	(197,168)	-11.6%
Intergovernmental Services	153,711	256,220	38,566	(217,654)	-84.9%
Interfund Charges	800,293	831,819	919,874	88,055	10.6%
<b>Subtotal of Operations</b>	<b>8,665,144</b>	<b>9,121,266</b>	<b>8,962,417</b>	<b>(158,849)</b>	<b>-1.7%</b>
Debt Service	85,584	85,520	85,520	-	0.0%
Capital Outlay	5,937,140	7,088,168	7,598,567	510,399	7.2%
Interfund Transfers	74,876	-	-	-	--
<b>TOTAL EXPENSE</b>	<b>14,762,744</b>	<b>16,294,954</b>	<b>16,646,504</b>	<b>351,550</b>	<b>2.2%</b>

<b>TOTAL PAID STAFF</b>	<b>96.5</b>	<b>104.2</b>	<b>102.7</b>	<b>(1.5)</b>	<b>-1.4%</b>
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Expenditures by Group	2007	2008	2009	Change from 2008	
	Actual	Adopted	Budget	Amount	Percent
Parks and Recreation Admin	478,448	551,938	618,188	66,250	12.0%
Parks Operations Management	437,095	454,822	433,565	(21,257)	-4.7%
Parks Grounds	1,429,672	1,672,260	1,591,670	(80,590)	-4.8%
Parks Buildings	1,727,800	2,001,381	1,882,139	(119,242)	-6.0%
Parks Cemetery	668,136	619,300	619,117	(183)	0.0%
Parks Golf Course	770,192	176,467	178,010	1,543	0.9%
Recreation Management	280,153	312,519	295,765	(16,754)	-5.4%
Recreation Aquatics	1,113,885	1,252,093	1,250,743	(1,350)	-0.1%
Sports and Enrichment	1,370,264	1,478,258	1,502,597	24,339	1.6%
Parks Design & Development	480,245	600,465	599,581	(884)	-0.1%
Parks Capital Improvement	6,006,854	7,175,451	7,675,129	499,678	7.0%
<b>TOTAL EXPENSE</b>	<b>14,762,744</b>	<b>16,294,954</b>	<b>16,646,504</b>	<b>351,550</b>	<b>2.2%</b>

**Significant Expenditure Changes**

- Reductions in outside services, supplies, professional services, repairs and maintenance etc. were undertaken in order to reduce expenditures and minimize the overall increase in the 2009 budget.
- A portion of the decrease in Intergovernmental Services was due to removal of a one-time, \$150,000 expenditure budgeted in 2008 as a contribution for a new Bellingham School District gymnasium.
- Capital projects include: \$2 million for land acquisition, \$2.2 million for parks, \$600,000 for trails, and \$2.1 million for the over water boardwalk.

**Departmental Objectives for 2009**

1. In collaboration with other departments and entities, construct at least two miles of multi-modal trails as an alternative to automobile use. (Council Goal 9)
2. Collaborate on the Waterfront Master Plan to assure appropriate staging of parkland integration. (Council Goal 9)
3. Replace at least one playground that is obsolete to enhance safety. (Council Goal 9)
4. Execute Park Capital Maintenance Program. (Council Goal 9)
5. Execute Phase I of Cordata Park development (trail construction only). (Council Goal 9)
6. Construct Northridge Park Phase II. (Trail Construction only.) (Council Goal 9)
7. Execute Franklin Park improvements. (Council Goal 9)
8. Complete Maritime Heritage Park playground improvements. (Council Goal 9)
9. Complete Woodstock Farm access plan. (Council Goal 9)
10. Execute Greenway Program land acquisitions. (Council Goal 9)
11. Acquire appropriate neighborhood park land in northeast Bellingham. (Council Goal 9)
12. Modify/ update Little Squalicum Park Plan (dependant on EPA management of the site). (Council Goal 9)
13. Coordinate with the Planning Department on any park or trail ramifications within annexations carried out within the year. (Council Goal 9)

**Departmental Objectives for 2008 with Accomplishments**

1. Identify impacts of pending annexations on the Parks Level of Service.

*Worked with City Annexation Team in evaluating annexation impacts on Parks & Recreation Services. Calculated both the existing Level Of Service (LOS) which was adopted in the 2002 Park, Recreation & Open Space Plan, as well as the proposed LOS identified in the 2008 Plan.*

2. Update and adopt the Park, Recreation and Open Space Plan. In particular, provide analysis of Parks Level of Service (LOS) as it relates to the Park Growth Impact Fee.

*The Parks, Recreation and Open Space Plan was adopted by City Council in November 2008. The Plan revealed that an increase in the Park Impact Fee will be required in order to fund the "Base Plan" as adopted. This increase will be proposed to City Council in spring 2009. The plan can be viewed at <http://www.cob.org/services/neighborhoods/community-planning/parks-pro.aspx>.*

3. Identify and initiate steps to address, in cooperation with neighborhood organizations, need for Park and Recreation services as Neighborhood Plans are updated.

*Worked with Samish, York and Cordata Neighborhood organizations in updating their respective neighborhood plans.*

4. Work cooperatively with Whatcom County and other State and Federal Regulatory Agencies to resolve the environmental problems identified at Little Squalicum Park, Boulevard Park and other park properties.

*Worked with the Washington Department of Ecology and Puget Sound Energy in drafting an "Agreed Order" for dealing with the contamination at Boulevard Park. Nearing completion of the Remedial Investigation of Little Squalicum Creek. Conducted a number of meetings with the US Environmental Protection Agency and the State Department of Ecology in regards to the status of the creek cleanup.*

5. Evaluate options for relocating various divisions of the Parks and Recreation Department to ensure efficiency and eliminate duplication of services.

*Participated in the City's Space Needs Analysis. Identified the potential to relocate and combine Park Administration with Park Operations functions within the Public Works' Operations Facility on Pacific Street. This move is dependent on Public Works construction of a new facility for their operation which was not supported in 2008. Also determined approximate market value for disposing of the Park Operations Facility located at Woburn and Lakeway Streets.*

**Departmental Objectives for 2008 with Accomplishments (continued)**

Additional Accomplishments for 2008:

*Assisted in creation of a Waterfront Development Plan.*

*Acquired nine properties encompassing 81 acres for potential park and trail development and open space preservation.*

*Completed and adopted the North Bellingham Trail Plan.*

*Completed Cordata Park Master Plan.*

*Completed Civic Athletic Complex reconstruction (seats, storage facility.)*

*Completed Phase I of Squalicum Creek Park construction.*

*Completed restroom and playground replacement at Whatcom Falls Park.*

*Completed feasibility study for Boulevard Park over-water boardwalk construction.*

*Installed sound baffling panels at Arne Hanna Aquatic Center.*

*Replaced Cornwall Park south playground.*

*Replaced Carl Lobe Park playground.*

*Completed Whatcom Creek Trail repair and accessibility improvements at Maritime Heritage Park.*

*Completed Whatcom Creek Trail from Racine Street to Meador Avenue.*

*Restructured cashier staff at Arne Hanna Aquatic Center to improve efficiency.*

*Initiated recycling program at Civic Stadium.*

*Assisted in construction of the "Porch" musical pavilion at Boulevard Park.*

*Replaced roof at Woodstock Farm main house and updated electrical panel.*

*Renovated St. Clair Park restroom and park lighting.*

*Painted Bloedel Donovan Multipurpose Room.*

*Remodeled Bloedel Donovan Beach Pavilion.*

**Performance/Activity Measures**

**Parks and Recreation Department**

<b>Parks &amp; Recreation Department Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Department Operating Exp	\$ 7.179	\$ 7.118	\$ 7.593	\$ 8.350	\$ 8.665	\$ 9.121	\$ 8.962
Debt Service, Capital, Interfund	\$ 2.997	\$ 10.711	\$ 1.887	\$ 12.277	\$ 6.098	\$ 7.174	\$ 7.684
Total Department Expenditures	\$ 10.176	\$ 17.828	\$ 9.480	\$ 20.627	\$ 14.763	\$ 16.295	\$ 16.647
Total Department FTEs	102.0	95.5	89.7	92.6	96.5	104.2	102.7

**Parks Operations Management, Parks Ground and Parks Building Groups (Maintenance)**

<b>Parks Maintenance Groups Inputs</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Budget</b>
Expenditures shown in millions							
Parks Operations Mgmt Exp	\$ 0.282	\$ 0.304	\$ 0.397	\$ 0.401	\$ 0.437	\$ 0.455	\$ 0.434
Parks Grounds Expenditures	\$ 1.118	\$ 1.098	\$ 1.134	\$ 1.268	\$ 1.430	\$ 1.672	\$ 1.592
Parks Buildings Expenditures	\$ 1.182	\$ 1.235	\$ 1.348	\$ 1.445	\$ 1.728	\$ 2.001	\$ 1.882
Total Maintenance Operations	\$ 2.581	\$ 2.637	\$ 2.880	\$ 3.113	\$ 3.595	\$ 4.128	\$ 3.907

<b>Parks Maintenance (Operations Mgmt, Grounds and Buildings Groups) Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>
Acres of Urban Landscape Maintained				1,549.61	1,549.61	1,564.30
Acres of Special Use Areas				305.80	305.80	305.80
Acres of Open Space Maintained				1,171.19	1,172.19	1,230.50
Miles of Multi Purpose Trails Maintained				40.28	40.62	40.87
Miles of Internal Park Trails Maintained				24.95	24.95	24.95
Square Ft. of Building				79,301	79,622	80,214
Number of Playgrounds Maintained				16	16	16
Acres of Playgrounds, Roads & Parking Lots Maintained				31.15	31.15	31.57
Number of Public Restroom Structures Maintained				18	18	20

**Parks Maintenance Effectiveness**

The City conducts a biennial service priorities and customer satisfaction survey. In 2004 and 2006, the survey was limited to registered voters in Bellingham. In 2008, the survey population included residents of Bellingham without requiring that they be registered to vote. Complete survey results can be found at [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx).

<b>Survey Results</b>	<b>2004 Actual</b>	<b>2006 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
Residents surveyed that rate the job the City is doing as good or excellent in...				
Maintaining parks and trails	86%	81%	82%	Increase

## Parks and Recreation Department

### Performance/Activity Measures (continued)

#### Parks Cemetery Services Group

Cemetery Services Group Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Total Group Expenditures	\$ 0.571	\$ 0.482	\$ 0.483	\$ 0.535	\$ 0.668	\$ 0.619	\$ 0.319
General Fund Contribution	\$ 0.192	\$ 0.212	\$ 0.221	\$ 0.221	\$ 0.229	\$ 0.221	\$ 0.221

Cemetery Services Group Workload	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
Grave Sales	\$ 66,880	\$ 93,615	\$ 106,053	\$ 85,398	\$ 95,366	\$ 90,926	incr. 10%
Interment Sales	\$ 43,872	\$ 48,266	\$ 47,585	\$ 56,989	\$ 65,602	\$ 62,464	incr. 10%
Monuments and Other Sales	\$ 88,910	\$ 106,663	\$ 108,244	\$ 123,819	\$ 140,833	\$ 125,747	maintain
Other Services	\$ 5,404	\$ 1,397	\$ 4,451	\$ 5,767	\$ 22,666	\$ 25,890	maintain

Cemetery Services Group Efficiency	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
Net Operating Income/(Loss)	\$ (227,355)	\$ (203,337)	\$ (206,192)	\$ (234,719)	\$ (288,632)	\$ (288,572)	break even

*Excludes investment income; capital and debt service expenditures*

#### Parks Golf Course Group

Management of the Lake Padden Golf Course has been contracted to a private enterprise. Performance numbers are no longer comparable and have been removed.

#### Recreation Management, Aquatics and Sports and Enrichment Groups

Parks Recreation Groups (Management, Aquatics and Sports & Enrichment) Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Parks Recreation Mgmt Exp	\$ 0.249	\$ 4.560	\$ 0.250	\$ 0.245	\$ 0.280	\$ 0.313	\$ 0.296
Aquatics Group Expenditures	\$ 0.902	\$ 0.962	\$ 1.078	\$ 0.997	\$ 1.114	\$ 1.252	\$ 1.251
Sports & Enrichment Grp Exp	\$ 1.306	\$ 1.253	\$ 1.261	\$ 1.262	\$ 1.370	\$ 1.478	\$ 1.503
Total Recreation Groups	\$ 2.457	\$ 6.774	\$ 2.589	\$ 2.504	\$ 2.764	\$ 3.043	\$ 3.049

#### Parks Recreation Effectiveness

The City conducts a biennial service priorities and customer satisfaction survey. In 2004 and 2006, the survey was limited to registered voters in Bellingham. In 2008, the survey population included residents of Bellingham without requiring that they be registered to vote. Complete survey results can be found at [www.cob.org/government/public/opinion/index.aspx](http://www.cob.org/government/public/opinion/index.aspx).

Survey Results	2004 Actual	2006 Actual	2008 Actual	Benchmark or Target
Residents surveyed that rate the job the City is doing as good or excellent in...				
Providing recreational programs for youth and adults	74%	72%	67%	Increase

**Performance/Activity Measures (continued)**

**Recreation Management, Aquatics and Sports and Enrichment Groups (continued)**

<b>Aquatics Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
Single Admissions	75,562	71,198	64,246	67,923	69,676	67,560	maintain
Passes	37,701	40,655	41,505	42,413	41,902	40,882	maintain
Lessons	28,132	28,720	30,359	29,726	32,444	30,671	maintain
Swim Team	11,441	11,808	11,741	14,393	17,686	16,345	maintain
Rentals	11,714	13,611	11,134	12,241	11,300	10,280	maintain
Free Passes	1,769	2,300	2,715	1,293	2,419	2,630	
Meet or Event Spectators	26,072	30,985	29,611	29,851	29,238	30,460	maintain
Grand Total	192,391	199,277	191,311	197,840	204,665	198,827	maintain

Attendance numbers for the Aquatics group measure the number of people walking through the door each day in each of the categories presented. These are not always paid admissions and can represent multiple instances of attendance at the facility by the same person for various purposes, or for multiple sessions of the same class or activity. The pool is normally closed for one week for maintenance. In 2005, the closure was three weeks, impacting 2005 attendance numbers.

<b>Aquatics Group Efficiency</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
% of operating costs recovered by user fee revenues	n/a	67%	63%	62%	58%	58%	> 50%

<b>Sports &amp; Enrichment Group Workload</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
<b>Parks Number of Programs and Daily Attendance:</b>							
Special Recreation Programs				45	38	39	maintain
Special Recreation Attendance				1,124	1,393	1,673	maintain
Preschool/Kindergarten Programs				43	40	42	maintain
Preschool/Kinder. Attendance				1,141	878	406	maintain
Youth Programs				54	49	55	maintain
Youth Attendance				570	708	583	maintain
Middle/High School Programs				59	49	50	maintain
Middle/High School Attendance				982	1,297	875	maintain
Family Programs				18	17	17	maintain
Family Attendance				1,545	700	928	maintain
Adult Enrichment Programs				21	18	19	maintain
Adult Enrichment Attendance				418	997	487	maintain
Community Programs (Concerts, Celebrate Bellingham, etc.)				24	22	49	maintain
Community Programs				7,468	12,737	23,331	maintain
Sports Programs				49	42	44	maintain
Sports Attendance				5,764	2,012	4,928	maintain
Total Programs				313	275	315	maintain
Total Individuals				19,012	20,543	33,231	maintain

Participant numbers in the above block represent paid registrations.

<b>Sports &amp; Enrichment Group Efficiency</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>Benchmark or Target</b>
% of operating costs recovered by user fee revenues	n/a	66%	69%	59%	53%	57%	> 50%

## Parks and Recreation Department

### Performance/Activity Measures (continued)

#### *Parks Capital and Design and Development Groups*

Parks Capital Groups (Design & Development, Capital Improvement) Inputs	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Expenditures shown in millions							
Design & Development Grp Exp	\$ 0.236	\$ 0.250	\$ 0.252	\$ 0.331	\$ 0.480	\$ 0.600	\$ 0.600
Capital Improvement Group Exp	\$ 3.029	\$ 6.461	\$ 2.032	\$ 12.901	\$ 6.007	\$ 7.175	\$ 7.675
Total Parks Capital Groups Exp	\$ 3.265	\$ 6.711	\$ 2.283	\$ 13.232	\$ 6.487	\$ 7.776	\$ 8.275

Parks Capital Groups Effectiveness	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	Benchmark or Target
<i>Park acres includes City-owned watershed and other fund properties within City limits and UGA that provide a recreational amenity, such as open space and trails. Park acres/1000 will gradually reduce with annexations.</i>							
Park total acres				3,217.9	3,272.4	3,334.4	
Park acres per 1,000 population				43.8	43.5	44.0	see PRO plan
Trail miles				64.1	64.6	65.8	
Trail miles per 1,000 population				0.9	0.9	0.9	see PRO plan
<b>GREENWAY LEVIES ACQUISITIONS - ACRES ACQUIRED</b>							
Acres per Year	67	16	10	1	14	73	
Cumulative Acres	483	499	510	511	525	598	

The Parks, Recreation and Open Space (PRO) Plan can be viewed at <http://www.cob.org/services/neighborhoods/community-planning/parks-pro.aspx>.

Other Parks project and land acquisition information may be found in the Capital section of this document and information may also be obtained at:

<http://www.cob.org/government/departments/parks/projects/index.aspx>  
<http://www.cob.org/government/departments/parks/greenway/index.aspx>