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MEMORANDUM

To: Mayor and City Council
From: Brent Walker, Parks and Recreation Director
Date: July 10, 2017
Subject: **Adoption of Parks and Recreation Master Plan**

BACKGROUND

The City is prepared to finalize a Parks and Recreation Master Plan based on an evaluation of the existing park conditions, assessment of the City's future park needs, benchmarking against other local government park systems, and an extensive public involvement process.

Public input has been gathered through interviews, public meetings, focus group meetings, an open web-based survey and a statistically valid mail survey.

This Master Plan provides long-range guidance to the City of Dunwoody on park redevelopment, possible land acquisitions for future park space, staffing options, revenue sources and maintenance plans. Additionally, the Master Plan includes conceptual site plans for each existing park property.

DISCUSSION

Based on discussions and input from the community, the attached Parks and Recreation Master Plan is presented for your review and discussion. Staff intends to take all feedback from Council and revise the plan to a final version.

REQUEST

Staff respectfully requests that Council review and discuss the Parks and Recreation Master Plan and provide staff direction to take the appropriate actions necessary to complete the plan.

**City of Dunwoody, Georgia
Parks and Recreation Master Plan - DRAFT**



Submitted by:
GreenPlay, LLC
July 2017

This DRAFT Report will not be formatted until all edits are implemented into the Final Report. Please review for content, typos, etc. and not formatting issues.

Final formatting will include:

Cover page

Table of Contents

Spacing

Page breaks

Table numbers added and linked

Figure numbers added and linked

Photographs inserted

Page numbers

Footers

Etc.

Appendices may remain as appendices or may become stand-alone documents

DRAFT

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I. Executive Summary

This section of the report will not be completed until all edits have been made to the draft report. The edited information for the suggested section titles below will be summarized and integrated into the Executive Summary of the final report.

A. Purpose of this Plan

B. Planning Process Summary

C. Key Issues Summary (bulleted)

D. Inventory Assessment Summary

E. Recommendations and Action Plan Summary Table

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II. Introduction of the Planning Context

A. Purpose of this Plan

In June of 2010, the City of Dunwoody celebrated the transfer of six park properties from DeKalb County to the City of Dunwoody. Dunwoody's Mayor and Council moved forward on development of a Parks and Recreation Master Plan that helped guide management and improvement of these parks and identified other park and green space opportunities.

Over the past five years the City Parks Department has worked diligently to bring many of the concepts identified in the Parks Master Plan to fruition, and with the purchase of additional properties and modifications to the original Plan, an update is needed.

Dunwoody benefits from well-established organizations, stakeholder groups, and citizens dedicated to meeting the community's recreational needs. The success of this planning process will depend on involving these organizations, groups, and citizens at large.

Project Vision

This Master Plan Update will determine the direction for parks and recreation improvements and functions based on the evolving needs and priorities identified by the community and will serve as a guide to help the City make decisions regarding current and future parks, recreation, and trails provision. This process will include the engagement of the community while identifying opportunities for improvement in an easy-to-read format that is implementable.

Critical Success Factors

Critical Success Factors were identified by the project team:

- Develop a Master Plan Update with useful qualitative and quantitative information that depicts the true needs of the community.
- Develop the plan in a usable format that the City can build upon over time, and engage community stakeholders throughout the process.
- Identify strengths, opportunities, and gaps for parks, recreation, open space, and trails in Dunwoody.
- Provide and present findings, recommendations, and implementation strategies that are usable and reader-friendly.

To track these factors, the project team identified actions steps including:

- Gain broad public input from the public meetings, statistically-valid survey, and the Project Team, and utilize existing data from the City to ensure consistency with existing City planning efforts.
- Improved and increased collaboration among community stakeholders and agencies, utilization of a digital format for all mapping for future use, and a plan that can be built upon over time.
- Identify opportunities for prioritizing parks and recreational assets and programs from the community input gathered and survey analysis.
- All documents synthesize all data and information gathered during the public input process and surveys, and clearly articulates the needs for parks, recreation, open space, and trails in a simple yet precise format.

B. History of Parks and Recreation Department

In June of 2010, the City of Dunwoody celebrated the transfer of six park properties from DeKalb County to the City of Dunwoody. Dunwoody's Mayor and Council moved forward on development of a Parks and Recreation Master Plan that helped guide management and improvement of these parks, and identified other park and green space opportunities.

Over the past seven years, the City Parks Department has worked diligently to bring many of the concepts identified in the Parks Master Plan to fruition, and with the purchase of additional properties and modifications to the original Plan, an update is needed.

Dunwoody benefits from well-established organizations, stakeholder groups, and citizens dedicated to meeting the community's recreational needs. The success of this planning process will depend on involving these organizations, groups, and citizens at large.

C. Parks and Recreation Department Overview

The Parks and Recreation Department strives to provide the residents of Dunwoody with the highest quality parks, recreational services, and green space to enhance the quality of life to our community. The Parks & Recreation Department is responsible for the management, development, safety, and maintenance of the City's parks and for right of way maintenance.

The Department is also responsible for emergency response as it relates to public works and parks functions. Currently, the Department manages ten parks with combined land space of over 180 acres, containing multi-use trails, playgrounds, tennis courts, baseball fields, multiple multi-use fields, and facilities. Facilities include water fountains, bathrooms, pavilions, an arts center, nature center, greenhouse, a community garden, and a dog park. These parks are home to several major events each year and offer a variety of activities including skateboarding, tennis, bocce ball, and more. These facilities include:

- Donaldson Bannister Farm
- Windwood Hollow Park
- Vernon Oaks Park
- Georgetown Park
- North DeKalb Cultural Arts Center
- Perimeter Center East Park Property
- Pernoshal Park
- Brook Run Park
- Dunwoody Park and Nature Center
- Austin ES Park Property

Due to its size, the Department utilizes strong community partnerships and contracts to provide services like recreational programming and parks maintenance.

D. Related Planning Efforts and Integration

The project team reviewed several existing planning documents to ensure that this master plan moved the Department forward, while remaining consistent with the overall goals of other planning efforts within Dunwoody.

The following sections include specific language from each resource. Selected information was incorporated into the analysis and recommendations of this plan.

Dunwoody Parks, Recreation and Open Space Master Plan – 2011

Parks

- Establish multiple small parks and one slightly larger park to serve as a community gathering area to implement the Dunwoody Village Master Plan.
- Establish a neighborhood park (6-8 acres) in the Georgetown/North Shallowford area and multiple small parks to implement the Georgetown/North Shallowford Master Plan.
- Set a target to obtain 5.5 acres of parkland per 1,000 residents over the next 10 years.
- Develop a network of small neighborhood parks throughout the City.
- Further study and possibly create a community greenway system to connect the park system to other community assets.
- Complete the development of Brook Run Park.
- Complete the conversion of the Donaldson-Chesnut Home site into a City park.
- Complete major renovations throughout the park system to improve safety and ADA compliance and to create a unified appearance for park architecture, signage, and site furnishings.
- Look at leasing open space on short term basis to provide additional recreation opportunities on development property that is vacant due to current economic conditions.

Recreation Facilities

- Develop multipurpose fields for soccer, lacrosse, and football; an indoor/outdoor tennis facility; and at least three baseball fields in a new community park to expand recreation opportunities for youth and adult teams.
- Explore joint-use agreement and partnership opportunities with Peachtree Charter Middle School for possible community use of the football field, baseball field, a competition level track, and soccer field.
- Expand Dunwoody Nature Center with the relocation of Dunwoody Senior Baseball to include redevelopment of the sports field area and to offer programs for citizens of all ages – not just children. This would include developing a new education center building in the park.
- Develop a community center with multiple programming rooms.
- Expand community gardening programs beyond Brook Run Park.
- Expand community arts programs beyond the North DeKalb Cultural Arts Center.
- Develop a new community theater as a component of the Dunwoody Village redevelopment outlined in the Dunwoody Village Master Plan.
- Redevelop the Brook Run dog park to include areas of well-developed turf and shade to provide a more environmentally sound approach for dog parks.
- Create multiple community event spaces throughout the city in a variety of sizes to decentralize community events and balance the inconvenience of large community events on surrounding property owners.

- Develop a variety of small water play features throughout the city.
- Create more walking trails in existing parks.
- Develop picnic facilities and rental pavilions throughout the park system.
- Improve access to public tennis courts by increasing number and distribution.
- Provide outdoor basketball and volleyball courts.

Greenways

- Building upon the greenway corridors identified in this Master Plan, further study and investigate different greenway corridors.
- Further study creating north-south greenway corridors connecting community parks and neighborhoods to the proposed regional greenway.
- Further study and investigate the possibility of creating an east-west greenway corridor.
- Improve sidewalk and bicycle lanes throughout the city to provide access to greenways, parks, and public transportation.
- Greenways should complement complete street initiatives in the city and street crossings should be at controlled intersections or through grade separation (when possible) to improve safety for the greenway user.
- Greenways should be a minimum of 10' paved surface where space allows to better accommodate different user groups.
- Good directional signage and rules should be provided at all trailhead access points.
- Greenways should be built in areas where there is strong neighborhood and community support.

Conservation

- Investigate the creation of a non-profit land trust to solicit and hold conservation easements for land in and near the city.
- Remove underutilized buildings in Brook Run Park and convert to public open space and urban forest.
- Create green density bonuses within the land use code to encourage the development of public open space and the elimination of large surface parking lots.
- Create more non-vehicular access routes to MARTA Station to promote healthier lifestyles for community residents.
- Parks and greenways should be developed with best practices for sustainability and green design.
- Minimize impervious surfaces in parks where possible and use porous pavements where possible.
- Implement a recycling program throughout the parks system.
- Undervalued and underutilized property that is currently developed should be considered as possible targets for park development to reduce urban runoff and improve air quality through reforestation programs.
- Irrigate parks with reclaimed water or captured rain water where feasible.

City of Dunwoody Comp Plan 2015-2035

Chapter 2.2 GOALS

INCREASE CONNECTIVITY AND ENHANCE TRANSPORTATION OPTIONS FOR ALL FORMS OF TRAVEL.

- Promote walk- and bike-“ability” to homes, schools, shopping, employment centers, civic uses, and open space.
- Implement the multi-modal transportation options in the City’s Comprehensive Transportation Plan.
- Create a community-wide pedestrian/bike path network.
- Provide safe and secure parking to support multi-modal transit services.
- Increase network connectivity to accommodate demand between adjacent neighborhoods and developments without accessing the major thoroughfare system.
- Promote the use of zero-emission Low Speed Vehicles (LSV) and Neighborhood Electric Vehicles (NEVs) and consider other emerging and innovative transportation technologies.
- Promote travel demand management (TDM) strategies to reduce trips.
- Preserve current transportation investment through effective maintenance of transportation system.

EXPAND THE CITY’S PARKS AND GREENSPACE AND IMPROVE RECREATIONAL OPPORTUNITIES.

- Preserve strategically located, existing undeveloped land that could be a viable option for functional greenspace.
- Create and maintain programs to support historic preservation and/or campaign for grant dollars that award historic preservation dollars.
- Encourage the acquisition of greenspace as a part of larger redevelopment areas.

Chapter 3.2 PRIORITY NEEDS AND OPPORTUNITIES

3.2.13 PROVIDE ACTIVE RECREATIONAL OPPORTUNITIES FOR ALL AGES.

“The City operates seven parks offering approximately 170 acres of green space for the enjoyment of Dunwoody residents and visitors. The City does not own or operate recreational programs in its parks, but rather facilitates the use of the parks by organized groups who do the programming. Local churches and religious based organizations also play an active role in providing recreational services. Dunwoody United Methodist Church, North Atlanta Church of Christ, Dunwoody Baptist Church, Marcus Jewish Community Center of Atlanta (MJCCA), and North Peachtree Baptist Church all operate some athletic programs and offer a variety of athletic facilities.

“Despite these opportunities, the Parks, Recreation and Open Space Master Plan adopted in 2011 found that many of the existing parks needed improvements to adequately meet the recreational needs of the community, along with additional parkland and greenway development. A survey from that planning effort indicated that 60% of residents go outside the City for park activities. The Plan found that according to National Recreation and Park Association standards and community input that the City should consider adding a variety of facilities including, tennis, baseball, softball, soccer, basketball, multi-use fields, aquatics, trails, community centers, and playgrounds. In particular there is a lack of indoor programming space, such as a community center or an indoor aquatics facility. Based on these recommendations, the City has in recent years made improvements to Brook Run Park, built new trails, and acquired new park lands in the Georgetown area. Participants in the Shape Dunwoody community engagement process pointed out the continuing need for further improvements particularly with regards to Brook Run Park, Donaldson-Chesnut House, and further development of the City’s trail network. The Parks, Recreation and Open Space Master Plan will be updated in 2016, and the need for these improvements should be analyzed as part of that effort.”

3.2.14 ADD NEW PARKLAND AND PRESERVE GREEN SPACE.

“The Parks, Recreation and Open Space Master Plan pointed out that the City has a stated goal of having a park within one-half mile of all residents, but currently falls short of meeting that goal. In particular the City’s most densely populated area, Perimeter Center, lacks a City park, though plans are underway to address that need with the development of Perimeter Park, and additional parkland close to the MARTA station. Due to the lack of vacant undeveloped land, the assemblage of linear parks and greenways is also being explored by the City to connect nearby activity centers. These potential greenways would run along major stream corridors where, due to flooding and development restrictions, good urban forest still remains.”

Other Plans to be Considered in this Plan

While the planning efforts listed above have the most direct impact and influence on this master planning effort, the team also reviewed other plans to ensure the alignment and consistency of recommendations and action steps. Those plans include:

- City Budgets (past and current years)
- City of Dunwoody Employee Handbook
- Convention and Visitors Bureau of Dunwoody Gap Analysis and Tourism Research (August 2015)
- Spruill Center for the Arts Strategic Plan
- Dunwoody Nature Center Strategic Plan
- Dunwoody Preservation Trust Strategic Plan for the Donaldson-Bannister Farm

E. Methodology of this Planning Process

The project team, including staff, guided this project throughout the planning process. This collaborative effort creates a plan that fully utilizes the consultants' expertise and incorporates the local knowledge and institutional history that only community members can provide. The following 2015 – 2017 timeline of tasks was determined following a strategic kick-off meeting:

Strategic Kick-off and Determination of Critical Success Factors

Community Engagement and Information Gathering

- Initial Information Gathering
- Focus Groups/Staff and Stakeholder Interviews
- Statistically-valid Survey
- Demographics Trends and Community Profile

Base-level Inventory

Level of Service Analysis

- Asset Gaps Analysis
- Evaluation of Asset Conditions

Brook Run Park Master Plan and Conceptual

- Other Park Site Conceptual Plan Updates

Findings, Visioning & Financial Analysis

- Operations and Maintenance Analysis
- Programs and Services Analysis
- Organizational Analysis
- Financial Analysis
- Findings Matrix
- Findings and Visioning Workshop

Potential Funding Sources

Draft and Final Plans, Presentations, and Deliverables

- Recommendations
- Action Plan
- Draft Plan
- Final Plan and Presentation

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III. Needs Identified by the Community

A. Demographic Profile

Understanding community demographics and needs is an important component of master planning for the Dunwoody Parks and Recreation Master Plan. The population data used in this demographic profile comes from Esri Business Information Solutions, based on the 2000 and 2010 U.S. Census data. A summary of demographic (**Table 1**) highlights is followed by more detailed demographic analysis.

Table 1: Summary Demographics for Dunwoody, Georgia – 2015

Summary Demographics	
Population	48,068
Number of Households	20,806
Avg. Household Size	2.30
Median Age	36.9
Median Household Income	\$75,559

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

- According to Esri, estimated median household income for Dunwoody residents in 2015 was \$75,559.
- The median age for Dunwoody in 2015 was 36.9, lower than the median age (37.9) for the United States.
- Gender distribution for Dunwoody is 48.7% male and 51.3% female.
- The annual growth rate for Dunwoody between 2015 and 2020 is projected at 0.89% compared to 0.90% for the State of Georgia.

Dunwoody Population and Demographic Trends

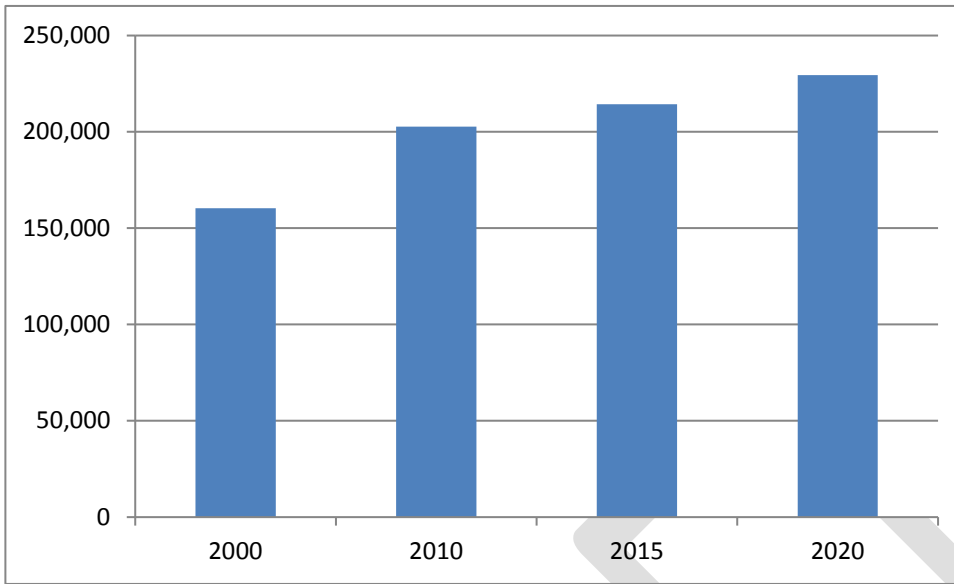
Population Projections

Although future population growth cannot be predicted with certainty, it is helpful to make growth projections for planning purposes. **Table 2** contains actual population figures based on the 2000 and 2010 U.S. Census for the City of Dunwoody as well as a population estimate for 2015 and a population projection for 2020. Esri's projected growth rate from 2000 through 2010 was 1.81%. Esri's projected growth rate for 2015 through 2020 is 0.89% for the City of Dunwoody, compared to a projected 2015 – 2020 annual growth rate of 0.90% for the State of Georgia and 0.75% for the United States as a whole. The growth trend is graphically represented in **Figure 1**.

Table 2: Dunwoody Population Projections, 2000--2020

US Census (2000 and 2010) and Esri Projections	
2000 Population	38,695
2010 Population	46,267
2015 Estimated	48,068
2020 Projected	50,239

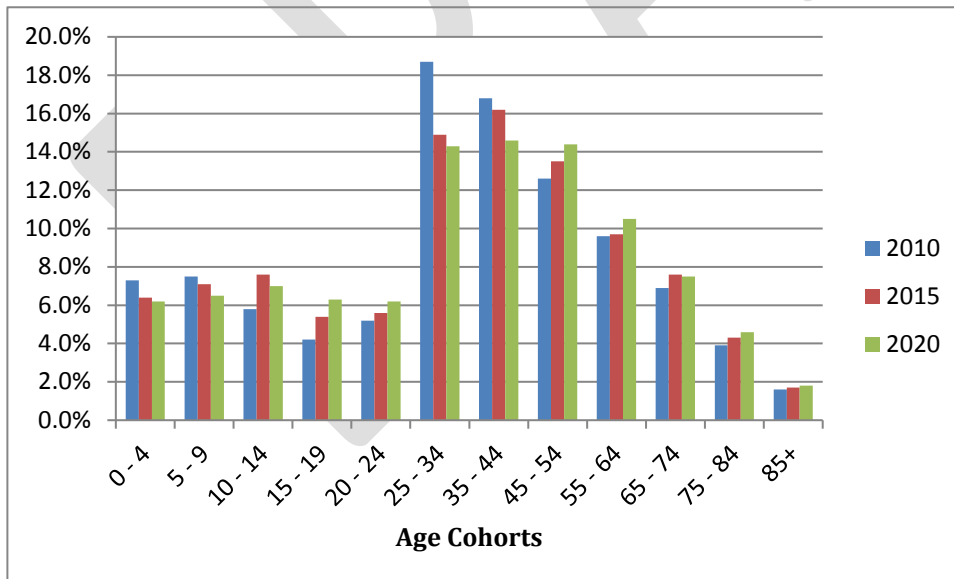
Source: 2000 and 2010 Census and Esri Business Information Solutions 2015 Demographic and Income Profile.

Figure 1: Dunwoody, Georgia, Population Growth Trend

Source: Esri Business Information Solutions.

Population Age Distribution

A comparison of the estimated population break down by age for the City of Dunwoody from 2010 to 2020 is shown in **Figure 2**. The gender distribution in 2015 was 48.7% male to 51.3% female. The median age projected for Dunwoody by Esri in 2015 was 36.9.

Figure 2: Dunwoody Population Age Distribution for the Years 2010, 2015, and 2020

Source: 2010 U.S. Census; 2015 estimates and 2020 forecasts provided by Esri Business Information Solutions.

The age group 0-14 is projected to remain at about 20% of the population during the 10 year period from 2010 to 2020, while the percentage of residents in the 15-24 age range is expected to grow by about 3% during this period to represent 12.5% of the population in 2020. The cohort with the largest population percentage in Dunwoody is the 35-44 age cohort, which dropped from 16.8% of the population in 2010 to 16.2% of the population in 2015 and is expected to represent 14.4% of the population in 2020. The 25-34 age cohort is expected to experience the greatest drop in population percentage from 2010 to 2020 (18.7% to 14.3%).

The percentage of Dunwoody residents between the age of 45 and 85+ is expected to grow 4.2% from 34.6% of the population in 2010 to 38.8% in 2020, with the 45-55 age cohort experiencing the greatest percentage growth of close to 2%. Dunwoody seniors (age 65-85+) are expected to experience a percentage growth of 1.5% over this time period to represent 18.2% of the population in 2020.

Race/Ethnicity

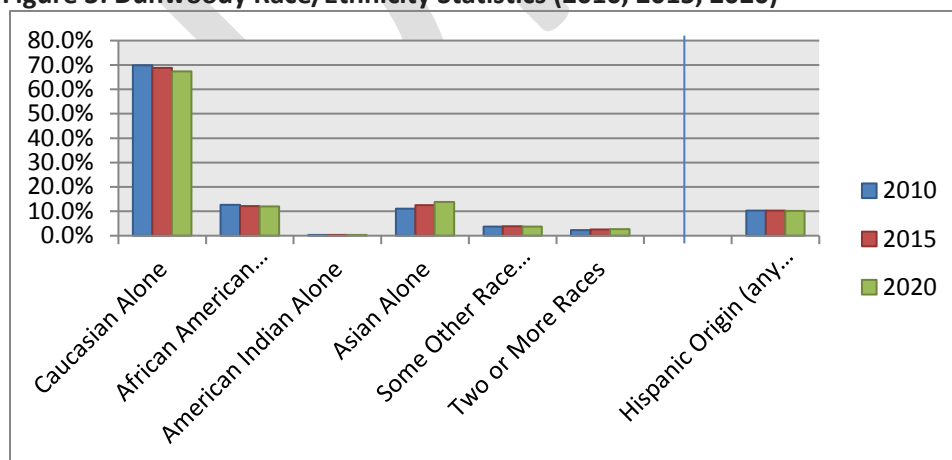
Figure 3 reflects the racial/ethnic population distribution for Dunwoody, Georgia. Esri estimates that 68.8% of the population in 2015 was Caucasian, with an Asian population at 12.5% and African American population at 12.1%.

The category Hispanic origin provides a separate look at the population, irrespective of race. Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person's parents or ancestors before arriving in the United States. In the U.S. census, people who identify as Hispanic, Latino, or Spanish may be any race and are included in all of the race categories.

Figure 3 illustrates the population of Hispanic Origin for Dunwoody, as recorded in the U.S. Census. This population was estimated at 10.3% of the population in 2015.

- The Caucasian population percentage is trending downward from 69.8% in 2010 to a predicted 67.4% in 2020.
- While African American population percentages are expected to decline from 12.6% in 2010 to 12% in 2020, Asian population percentages are increasing from 2010 to 2020 (from 11.1% to 13.8%).
- The population of Hispanic origin (irrespective of race), at is remaining stable at 10% during the 2010 – 2020 timeframe.

Figure 3: Dunwoody Race/Ethnicity Statistics (2010, 2015, 2020)



Source: 2010 U.S. Census; 2015 estimates and 2020 forecasts provided by Esri Business Information Solutions.

Educational Attainment

As shown in **Table 3**, the highest ranking educational cohorts in Dunwoody are those with a Bachelor's degree (38.3%) and those with a graduate or professional degree (28.1%), followed by those with some college, no degree (12.4%), and high school graduates (9.0%). According to a census study, education levels had more effect on earnings over a 40-year span in the workforce than any other demographic factor, such as gender, race, and ethnic origin.¹

Table 3: Dunwoody Educational Attainment, 2015

Educational Attainment	Service Area Percentage
Less than 9 th grade	3.3%
9th to 12th grade, no diploma	2.9%
High school graduate	9.0%
GED/Alternative Credential	0.8%
Some college, no degree	12.4%
Associate's degree	5.1%
Bachelor's degree	38.3%
Graduate or professional degree	28.1%

Source: Esri Business Information Solutions 2015 estimate based on the 2010 U.S. Census.

Household Information

As reflected in **Table 4**, in 2015, Dunwoody had 22,087 housing units with a 47.1% owner-occupied housing rate and identical renter-occupied rate. The owner-occupied housing rate has decreased since 2010, with an owner-occupied occupancy rate of 58.3% in 2000. The average household size in 2015 was 2.30.

Table 4: Dunwoody Housing Statistics

	2000	2010	2015	2020
Total housing units	16,880	21,671	22,087	22,924
Percent owner occupied	58.3%	48.6%	47.1%	47.2%
Percent renter occupied	36.1%	43.4%	47.1%	48.3%
Percent vacant	5.6%	8.0%	5.8%	4.6%

Source: 2010 U.S. Census; 2015 estimates and 2020 forecasts provided by Esri Business Information Solutions.

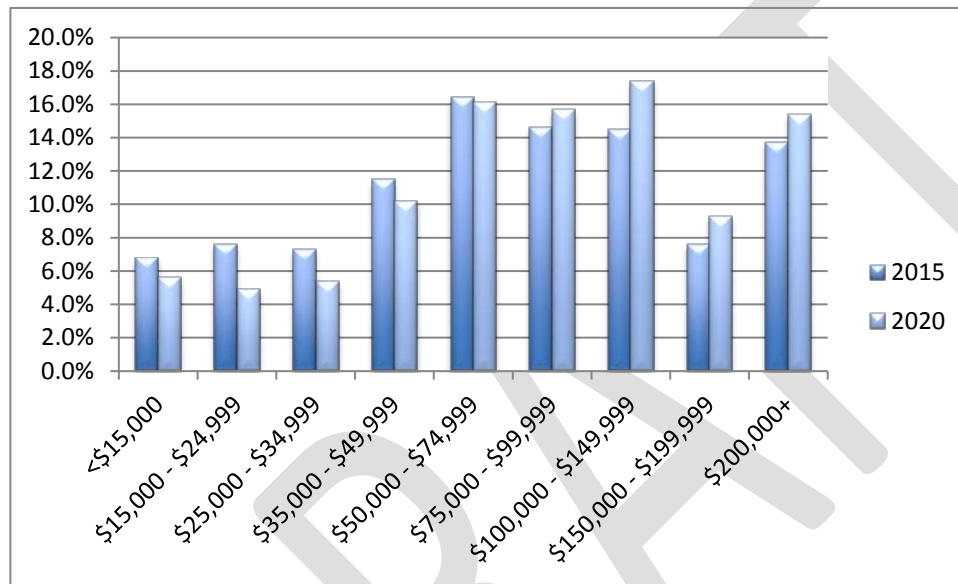
¹ Tiffany Julian and Robert Kominski, "Education and Synthetic Work-Life Earnings Estimates" American Community Survey Reports, US Census Bureau, <http://www.census.gov/prod/2011pubs/acs-14.pdf>, September 2011.

Household Income

The estimated 2015 median household income for residents of Dunwoody was \$75,559 and is expected to grow to \$85,622 by 2020. **Figure 4** illustrates the full income distribution estimated for Dunwoody in 2015 and projected for 2020.

- In 2015, the largest income cohort was in the \$50,000 – \$74,999 income range (16.4%).
- Income in the \$75,000 – \$99,999, \$100,000 – \$149,999, and \$200,000 plus ranges was at about 14% of the population for each in 2015.
- Income distribution in the \$75,000 through \$200,000+ income range is expected to grow by a total of 7.4% from 2015 to 2020.

Figure 4: Annual Household Income Distribution Comparison (2015 - 2020)

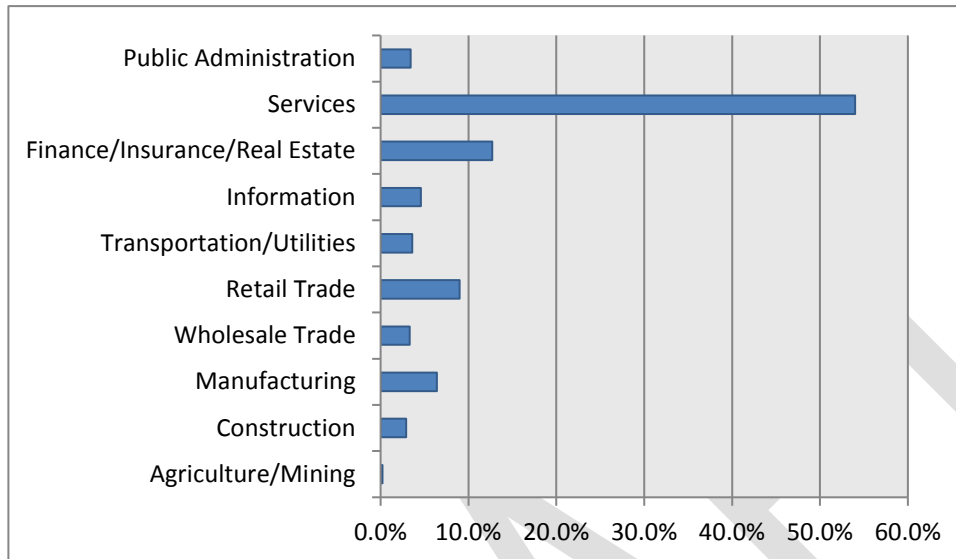


Source: Esri Business Information Solutions, 2015.

Employment by Industry

According to the Esri estimates for 2015, the industries in Dunwoody providing the greatest employment percentages are the Service Industry (54%), Finance/Insurance/Real Estate (12.7%), and Retail Trade (9%). **Figure 5** reflects the Esri estimate of employment by industry in Dunwoody in 2015.

Figure 5: Dunwoody, GA. Employment by Industry, 2015

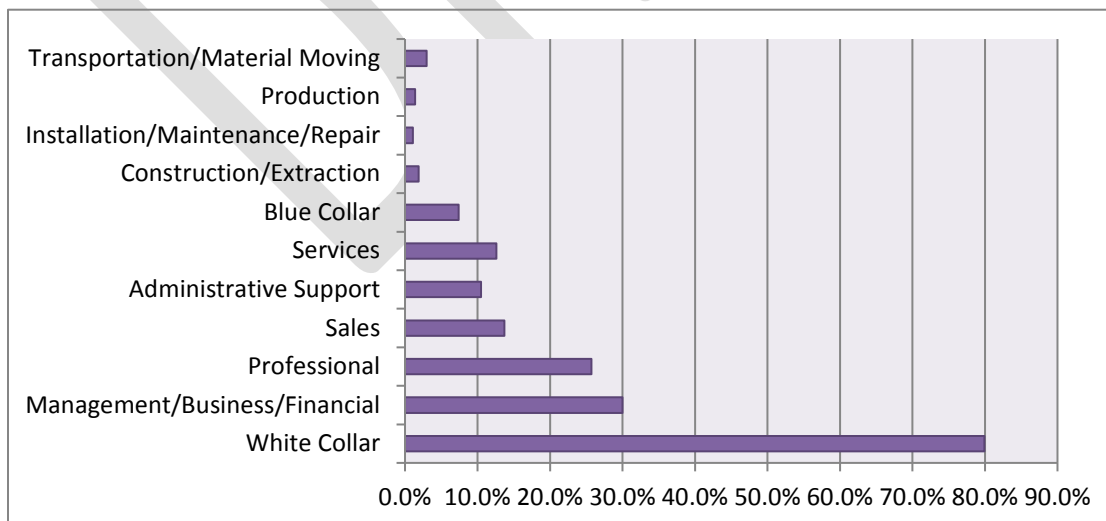


Source: Esri Business Information Solutions 2015 estimate based on the 2010 U.S. Census.

Employment by Occupation

According to the Esri estimates for 2015, the employed population (age 16+) in Dunwoody works in the following occupations in the greatest percentages: white collar (79.9%), management/business/financial (20%), professional (25.7%), and services (12.6%). **Figure 6** reflects the Esri estimate of employment by occupation in Dunwoody in 2015.

Figure 6: Dunwoody Employment by Occupation, 2015



Source: Esri Business Information Solutions 2015 estimate based on the 2010 U.S. Census.

Health Ranking

The United Health Foundation has ranked Georgia 40th in its *State Health Rankings* in 2015, down from 38th in 2014. The State's biggest strengths include:

- Low incidence of pertussis
- Low rate of drug deaths
- High immunization among adolescent females for HPV

Some of the challenges the State faces include:

- High percentage of uninsured population
- High prevalence of low birthweight
- Low rate of high school graduation

In the 2015 Georgia County Health Rankings (Robert Wood Johnson Foundation, countyhealthrankings.org), DeKalb County ranked 30th out of 159 counties for health outcomes and 29th for health factors. As explained in the health ranking report, Health outcomes represent how healthy a county is based on “how long people live and how healthy people feel while alive” while health factors represent what influences the health of the county. The Health Factor ranks are based on four measures: “health behaviors, clinical care, social and economic, and physical environment factors.”²

B. Park and Recreation Influencing Trends

The following information highlights relevant regional and national outdoor recreation trends from various sources that may influence Dunwoody's recreation planning for the next several years. A full trends report can be found in **Appendix A**.

Demographic Trends in Recreation

The highest-ranking age cohort in Dunwoody in 2015 was the 35-44 cohort (at 16.2%), followed by the 25-34 cohort (at 14.9%), and 45-54 cohort (at 13.5). In 2015, an estimated 26% of the population was in the Millennial Generation (currently age 17-36, a nearly 20 year span). About 17% of the population was in the Baby Boomer age range in 2015 (currently age 52-70, again, a nearly 20 year span).

Adults – Generation X

- A high percentage of Dunwoody's population falls within Generation X. With this generation being smaller than the Baby Boomer and the Millennial Generation, this is not a common trend.
- According to the Pew Research Center, Gen Xers “are a low-slung, straight-line bridge between two noisy behemoths,” sharing similar traits to both generations.³

² Robert Wood Johnson Foundation, “County Health Rankings and Roadmaps: 2015 Rankings – Georgia,” <http://www.countyhealthrankings.org/app/georgia/2015/rankings/dekalb/county/outcomes/overall/snapshot>, accessed on March 18th, 2016.

³ Paul Taylor and George Gao, “Generation X: America's Neglected ‘Middle Child,’” <http://www.pewresearch.org/fact-tank/2014/06/05/generation-x-americas-neglected-middle-child/>

- According to the 2015 Participation Report by the Physical Activity Council,⁴ recreational activities to consider with this group, include:
 - A. Individual Sports
 - B. Outdoor Sports
 - C. Fitness Activities
- According to the article “How Generation X is Shaping Government,”⁵ this age demographic is starting to settle into their communities and become more involved on a regular basis. With such a strong presence in the community already, Dunwoody should look for opportunities to engage with these individuals.

Adults – The Millennial Generation

- In a 2011 study of the Millennial Generation,⁶ Barkley Advertising Agency made the following observations about Millennials and health/fitness:
 - Sixty percent (60%) of Millennials say they try to work out on a regular basis. Twenty-six percent (26%) consider themselves health fanatics.
 - Much of this focus on health is really due to vanity and/or the desire to impress others— 73% exercise to enhance their physical appearance.
 - Millennials are also fans of relaxation and rejuvenation, as 54% regularly treat themselves to spa services.
 - Despite their commitment to health, Millennials stray from their healthy diets on weekends. There’s a noticeable difference between their intent to work out regularly and the amount of exercise that they actually accomplish.

Youth – Generation Z

- Generation Z is known for their use of technology.
- They tend to be acutely aware that they live in a pluralistic society and tend to embrace diversity.
- With regard to physical activity, a 2013 article published by academics at Georgia Southern University⁷ notes that the prevalence of obesity in Generation Z is triple that of Generation Xers.
- The researchers noted that Generation Z is a generation that seeks social support from peers more so than any previous generation.
- Generation Zers tend to struggle in and fear some basic activities such as physical activity and sports.

⁴ 2015 Participation Report,” Physical Activity Council, 2015.

⁵ Rob Gurwitt, “How Generation X is Shaping Government,” *Governing – The State and Localities*, <http://www.governing.com/topics/mgmt/gov-how-generation-x-shaping-government.html>

⁶ American Millennials: Deciphering the Enigma Generation, <https://www.barkleyus.com/AmericanMillennials.pdf>, accessed May 2015.

⁷ David D. Biber, Daniel R. Czech, Brandon S. Harris, and Bridget F. Melton, “Attraction to physical activity of generation Z: A mixed methodological approach,” *Open Journal of Preventive Medicine*, Vol.3, No.3., 310 – 319 (2013), <http://dx.doi.org/10.4236/ojpm.2013.33042>.

Adults – Baby Boomers

- As Baby Boomers enter retirement, they will be looking for opportunities in fitness, sports, outdoors, arts and cultural events, and other activities that suit their lifestyles.
- Jeffrey Ziegler, identified “Boomer Basics” in his article, “Recreating Retirement: How Will Baby Boomers Reshape Leisure in their 60s?”⁸ Highlights are summarized below.
 - *Boomers are known to work hard, play hard, and spend hard.* Their nostalgic mindset keeps Boomers returning to the sights and sounds of their 1960s youth culture. Swimming pools have become less of a social setting and much more of an extension of Boomers’ health and wellness program. Because Boomers in general have a high education level, they will likely continue to pursue education as adults and into retirement.
 - *Boomers will look to park and recreation professionals to give them opportunities to enjoy many life-long hobbies and sports.* When programming for this age group, a customized experience to cater to the need for self-fulfillment, healthy pleasure, nostalgic youthfulness, and individual escapes will be important.

The demographic profile for Dunwoody, Georgia, indicates that about 17% of the current population falls within the Baby Boomer age range (those aged 52-70).

Multiculturalism

As the recreation field continues to function within a more diverse society, race and ethnicity will become increasingly important in every aspect of the profession. More than ever, recreation professionals will be expected to work with, and have significant knowledge and understanding of, individuals from many cultural, racial, and ethnic backgrounds.

- **Outdoor participation varies by ethnicity:** Participation in outdoor activities is higher among Caucasians than any other ethnicity and lowest among African Americans in nearly all age groups.
- **Lack of interest reason for not participating:** When asked why they did not participate in outdoor activities more often, the number one reason given by people of all ethnicities and races was because they were not interested.
- **Most popular outdoor activities:** Biking, running, fishing, and camping were the most popular outdoor activities for all Americans, with each ethnic/racial group participating in each in varying degrees.

The 2015 demographic profile for Dunwoody, Georgia, indicates that 68.8% of the population was Caucasian and that the next largest single-race demographic was Asian at 12.5% followed closely by the African American demographic at 12.1%. Additionally, 10.3% of the population self-designated as being of Hispanic origin (irrespective of race).

Recreational Preferences among Ethnic/Racial Groups (Self-Identifying):

Nationwide, participation in outdoor sports was highest among Caucasians in all age groups and lowest among African Americans, according to the 2014 “Outdoor Recreation Participation Report.”⁹ The biggest difference in participation rates was between Caucasian and African American adolescents, with 65% of Caucasians ages 13–17 participating and only 42% of African Americans in this age range participating.

⁸ Jeffrey Ziegler, “Recreating Retirement: How Will Baby Boomers Reshape Leisure in Their 60s?” *Parks and Recreation*, October 2002.

⁹ *Outdoor Recreation Participation Report 2014*, Outdoor Foundation, 2014.

African Americans

African American youth ages 6-12 (52% participation) are the only age group in the African American demographic to participate in outdoor recreation at a rate of more than 50%. By comparison, Caucasians in four of the five age groupings participated in outdoor sports at rates of 60% or more, with only those ages 45+ (40% participation) participating at under 50%. According to the 2014 “Outdoor Recreation Participation Report,” the most popular outdoor activities among African Americans are running/jogging and trail running (18%); fishing (freshwater, saltwater, and fly) (11%); road, mountain, and BMX biking (11%); birdwatching/wildlife viewing (4%); and camping (car, backyard, backpacking, and RV) (4%).

Asian Americans

According to the 2014 “Outdoor Recreation Participation Report,” the most popular outdoor activities among Asian/Pacific Islanders are running/jogging and trail running (24%); hiking (15%); road, mountain, and BMX biking (14%); camping (car, backyard, backpacking, and RV) (11%); and fishing (freshwater, saltwater, and fly) (10%).

Caucasians

According to the 2014 “Outdoor Recreation Participation Report,” the most popular outdoor activities among Caucasians are running/jogging and trail running (19%); fishing (freshwater, saltwater, and fly) (18%); road, mountain, and BMX biking (17%); camping (car, backyard, backpacking, and RV) (16%); and hiking (14%).

Hispanics

Hispanic youth between ages 13 and 17 are the most likely age group to participate in outdoor recreation in the Hispanic demographic, followed closely by those in the 25-44 age range. The most popular outdoor activities among Hispanics are running and jogging (24%); road, mountain, and BMX biking (15%); fishing (freshwater, saltwater, and fly) (14%); Camping (car, backyard, and RV) (13%); and hiking (9%).

Facilities

The top 10 planned features to be constructed for all facility types are:

1. Splash play areas (planned by 23.4% of parks respondents who will be adding features)
2. Playgrounds (22.4%)
3. Dog parks (22%)
4. Fitness trails and outdoor fitness equipment (21.5%)
5. Hiking and walking trails (20.3%)
6. Bike trails (20.1%)
7. Park restroom structures (19.5%)
8. Park structures such as shelters and gazebos (17.7%)
9. Synthetic turf sports fields (16.1%)
10. Wi-Fi services (14.4%)

The current national trend is toward “one-stop” indoor recreation facilities to serve all ages. Large, multipurpose regional centers help increase cost recovery, promote retention, and encourage cross-use. Agencies across the United States are increasing revenue production and cost recovery. Providing multiuse and flexibility in facilities versus specialized space is a trend, offering programming opportunities as well as free-play opportunities. “One-stop” facilities attract young families, teens, and adults of all ages.

Aquatics Trends

According to the National Sporting Goods Association (NSGA), swimming ranked third nationwide in terms of participation in 2014.¹⁰ Nationally, there is an increasing trend toward indoor leisure and therapeutic pools. Swimming for fitness is the top aspirational activity for “inactives” in all age groups, according to the Sports & Fitness Industry Association (SFIA) 2016 “Sports, Fitness, and Leisure Activities Topline Participation Report,” representing a significant opportunity to engage inactive populations.

Additional indoor and outdoor amenities such as “spray pads” are becoming increasingly popular as well. In some cities and counties spray pads are popular in the summer and are converted into ice rinks in the winter. In this maturing market, communities are looking for atmosphere, an extension of surroundings either natural or built. Communities are also concerned about water quality and well as conservation. Interactive fountains are a popular alternative, ADA-compliant and low maintenance. Trends in architectural design for splash pads can be found in *Recreation Management* magazine articles in 2014 and 2015.¹¹

Dog Parks

Dog parks continue to see high popularity and have remained among the top planned addition to parks and recreational facilities over the past three years. In 2014, the National Dog Park Association, dedicated to providing informational resources for starting and maintaining dog parks, was founded.

The best dog parks cater to people with design features for their comfort and pleasure, but also with creative programming.¹² Amenities in an ideal dog park might include the following:

- Benches, shade and water – for dogs and people.
- At least one acre of space with adequate drainage.
- Double gated entry.
- Ample waste stations well-stocked with bags.
- Sandy beaches/sand bunker digging areas.
- Custom designed splashpads for large and small dogs.
- People-pleasing amenities such as walking trails, water fountains, restroom facilities, picnic tables, and dog wash stations.

Programming

Fitness

There have been many changes in fitness programs in the last fifteen years. What clients wanted in 2000 is not necessarily what they want today. The American College of Sports Medicine (ACSM) *Health and Fitness Journal*¹³ has conducted a survey annually since 2007 to determine trends that would help create a standard for health and fitness programming. **Table 5** shows survey results that focus on trends in the commercial, corporate, clinical, and community health and fitness industry.

¹⁰ “2014 Participation – Ranked by Total,” National Sporting Goods Association, 2015.

¹¹ Dawn Klingensmith “Make a splash: Spraygrounds Get (Even More) Creative”, *Recreation Management*, April 2014 (and April 2015 updates). (http://recmanagement.com/feature_print.php?fid=201404fe01).

¹² Dawn Klingensmith “Gone to the Dogs: Design and Manage an Effective Off-Leash Area,” *Recreation Management*, March 2014. (http://recmanagement.com/feature_print.php?fid=201403fe02).

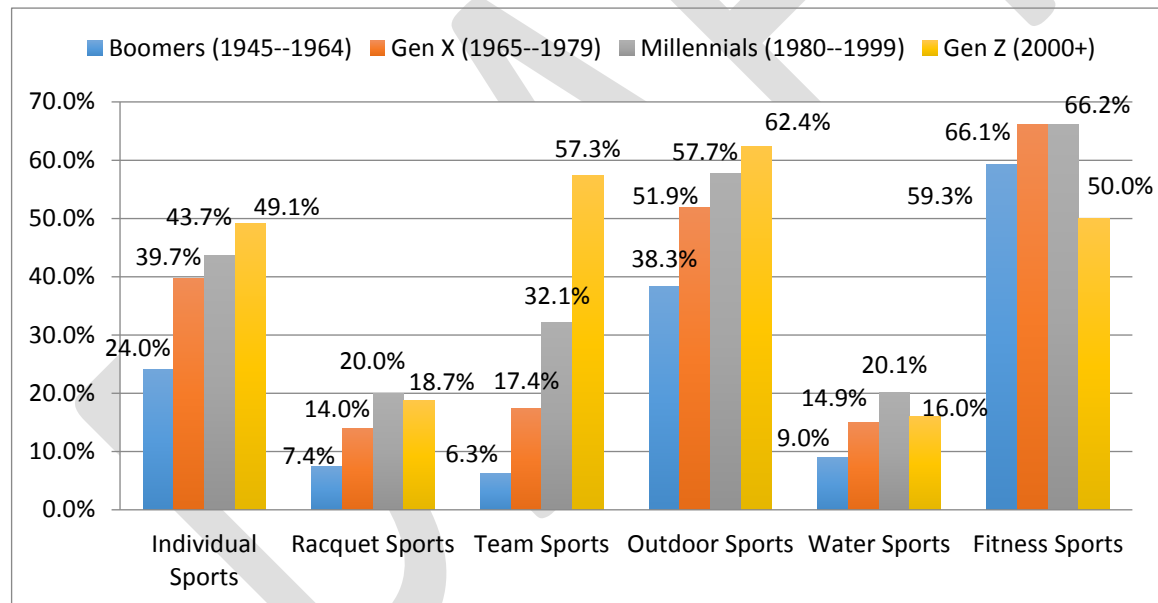
¹³ Walter R. Thompson, “Worldwide Survey of Fitness Trends for 2012,” *Health & Fitness Journal*, American College of Sports Medicine, 2011.

Table 5: Top 10 Worldwide Fitness Trends for 2007 and 2015

2007	Trends for 2015
1. Children and obesity	1. Body weight training
2. Special fitness programs for older adults	2. High-intensity interval training
3. Educated and experienced fitness professionals	3. Educated and experienced fitness professionals
4. Functional fitness	4. Strength training
5. Core training	5. Personal training
6. Strength training	6. Exercise and weight loss
7. Personal training	7. Yoga
8. Mind/body exercise	8. Fitness programs for older adults
9. Exercise and weight loss	9. Functional fitness
10. Outcome measurements	10. Group personal training

Source: American College of Sports Medicine

Figure 7 illustrates participation rates by generation. Due to the high volume of Gen X and Millennial populations in Dunwoody, the Department should explore opportunities in fitness and outdoor sports.

Figure 7: A Breakdown of Fitness Sports Participation Rates by Generation

Source: 2015 Participation Report, Physical Activity Council.

General Programming

According to *Recreation Management* magazine's 2015 "State of the Industry Report,"¹⁴ About one-third (35.7%) of parks and recreation respondents indicated that they are planning to *add* programs at their facilities over the next three years. The 10 most common types of additional programming planned for 2015 include:

1. Environmental education programs (up from No. 7)
2. Mind-body/balance programs such as yoga and tai chi (up from No. 6)
3. Fitness programs (down from No. 2)
4. Educational programs (up from No. 8)
5. Programs for active older adults (down from No. 1)
6. Teen programming (down from No. 3)
7. Holidays and special events (down from No. 5)
8. Day camps and summer camps (did not appear in 2014)
9. Adult sports teams (down from No. 4)
10. Water sports such as canoeing and kayaking (did not appear in 2014)

Older Adults and Senior Programming

The American Academy of Sports Medicine issues a yearly survey of the top 20 fitness trends.¹⁵ It ranks senior fitness programs eighth among most popular fitness trends for 2015. Programs including SilverSneakers, a freestyle low-impact cardio class, or water aerobics are becoming increasingly popular as people realize the many benefits of staying active throughout life. According to the National Sporting Goods Association, popular senior programming trends include hiking, birding, and swimming.

General Sports and Recreation Trends

The National Sporting Goods Association (NSGA) survey on sports participation¹⁶ found that in 2014, the top five athletic activities ranked by total participation included exercise walking, exercising with equipment, swimming, aerobic exercising, and running/jogging. Yoga saw the highest percentage increase in participation over 2013 (12.9%).

Table 6 outlines the top 20 sports ranked by total participation in 2014.

Table 6: Top 20 Sports Ranked by Total Participation (in millions) in 2014

Sport	Total
1. Exercise walking	104.3
2. Exercising with equipment	55.1
3. Swimming	45.9
4. Aerobic exercising	44.2
5. Running/jogging	43.0
6. Hiking	41.1
7. Camping (vacation/overnight)	39.5
8. Workout at club/gym/fitness studio	35.9
9. Bicycle riding	35.6
10. Bowling	34.4

¹⁴ Emily Tipping, "2015 State of the Industry Report, Trends in Parks and Recreation," *Recreation Management*, June 2015.

¹⁵ "Survey Predicts Top 20 Fitness Trends for 2015," American College of Sports Medicine, <http://www.acsm.org/about-acsm/media-room/news-releases/2014/10/24/survey-predicts-top-20-fitness-trends-for-2015>, accessed January 2015.

¹⁶ "2014 Sport/Recreation Activity Participation," National Sporting Goods Association, 2015. <http://www.nsga.org>.

Sport	Total
11. Weightlifting	34.0
12. Fishing (freshwater)	29.4
13. Yoga	29.2
14. Basketball	23.7
15. Billiards/pool	20.8
16. Target shooting (live ammunition)	20.4
17. Golf	18.4
18. Hunting with firearms	17.5
19. Boating, motor/power	14.1
20. Soccer	13.4

Source: NSGA 2015

The Sports & Fitness Industry Association (SFIA) produces a yearly report on sports, fitness, and leisure activities in the United States. The following findings were highlighted in the 2016 report¹⁷:

- Overall participation in sports, fitness, and related physical activities has fluctuated in recent years with an increase in team, winter, water, and fitness sports participation. Racquet and outdoor sport participation remained flat in 2015, while individual sports declined slightly.
- Team sports experienced the largest increase in participation, including at least a 4% increase in baseball, cheerleading, ice hockey, lacrosse, rugby, indoor soccer, team swimming, and flag and tackle football.
- Forty-three percent (43%) of parents reported an increase in spending on team sports at school in 2015.
- Twenty-eight percent (28%) of all Americans are inactive, while 31% are active to a healthy level (engaged in high-calorie-level sport/fitness activities in a frequent basis).

Table 7 illustrates a ten year change in participation for selected activities including both team sports and individual sports.¹⁸

¹⁷ 2013 Sports, Fitness and Leisure Activities Topline Participation Report, Sports and Fitness Industry Association), <http://www.sfia.org/reports/all/>.

¹⁸ This data was pulled from the NSGA's "Historical Sports Participation" 2015 Report, <https://www.nsga.org/research/nsga-research-offerings/sports-participation-historical-file-2015/>.

Table 7: Ten-Year History of Sports Participation (in millions) 2005-2014

Sport	2005	2007	2009	2011	2013	2014
Aerobic Exercising	33.7	34.8	33.2	42.0	44.1	44.2
Archery (Target)	6.8	6.6	7.1	6.3	8.3	8.3
Backpack/Wilderness Camping	13.3	13.0	12.3	11.6	12.2	12.0
Baseball	14.6	14.0	11.5	12.3	11.7	11.3
Basketball	29.9	24.1	24.4	26.1	25.5	23.7
Bicycle Riding	43.1	37.4	38.1	39.1	35.6	35.6
Billiards/Pool	37.3	29.5	28.2	20.0	19.5	20.8
Bowling	45.4	43.5	45.0	34.9	35.2	34.4
Boxing	NA	NA	NA	NA	3.8	3.4
Cheerleading	3.3	NA	NA	3.1	3.5	3.6
Dart Throwing	NA	12.1	12.2	9.3	9.8	10.1
Exercise Walking	86.0	89.8	93.4	97.1	96.3	104.3
Exercising with Equipment	54.2	52.9	57.2	55.5	53.1	55.1
Fishing (Fresh Water)	37.5	30.8	29.0	28.0	27.0	29.4
Football (Flag)	NA	NA	NA	NA	6.8	6.3
Football (Tackle)	9.9	9.2	8.9	9.0	7.5	7.5
Football (Touch)	NA	NA	NA	NA	8.8	8.9
Golf	24.7	22.7	22.3	20.9	18.9	18.4
Gymnastics	NA	NA	3.9	5.1	5.1	5.4
Hiking	29.8	28.6	34.0	39.1	39.4	41.1
In-Line Roller Skating	13.1	10.7	7.9	6.1	5.7	4.7
Kayaking	NA	5.9	4.9	7.1	8.1	9.0
Lacrosse	NA	1.2	NA	2.7	2.8	2.8
Martial Arts/MMA/Tae Kwon Do	NA	NA	NA	NA	6.4	6.3
Mountain Biking (off road)	9.2	9.3	8.4	6.0	5.2	5.4
Paintball Games	8.0	7.4	6.3	5.3	4.8	4.8
Running/Jogging	29.2	30.4	32.2	38.7	42.0	43.0
Skateboarding	12.0	10.1	8.4	6.6	5.0	5.4
Soccer	14.1	13.8	13.6	13.9	12.8	13.4
Softball	14.1	12.4	11.8	10.4	10.0	9.5
Swimming	58.0	52.3	50.2	46.0	45.5	45.9
Table Tennis/Ping Pong	NA	NA	13.3	10.9	9.8	9.9
Target Shooting (Airgun)	6.7	6.6	5.2	5.3	4.8	5.1
Target Shooting (Live Ammunition)	21.9	20.5	19.8	19.6	19.0	20.4
Tennis	11.1	12.3	10.8	13.1	12.6	12.4
Volleyball	13.2	12.0	10.7	10.1	10.1	10.2
Weight Lifting	35.5	33.2	34.5	29.1	31.3	34.0
Work-Out at Club/Gym/Fitness Studio	34.7	36.8	38.3	34.5	34.1	35.9
Wrestling	NA	2.1	3.0	3.2	3.1	2.9
Yoga	NA	10.7	15.7	21.6	25.9	29.2

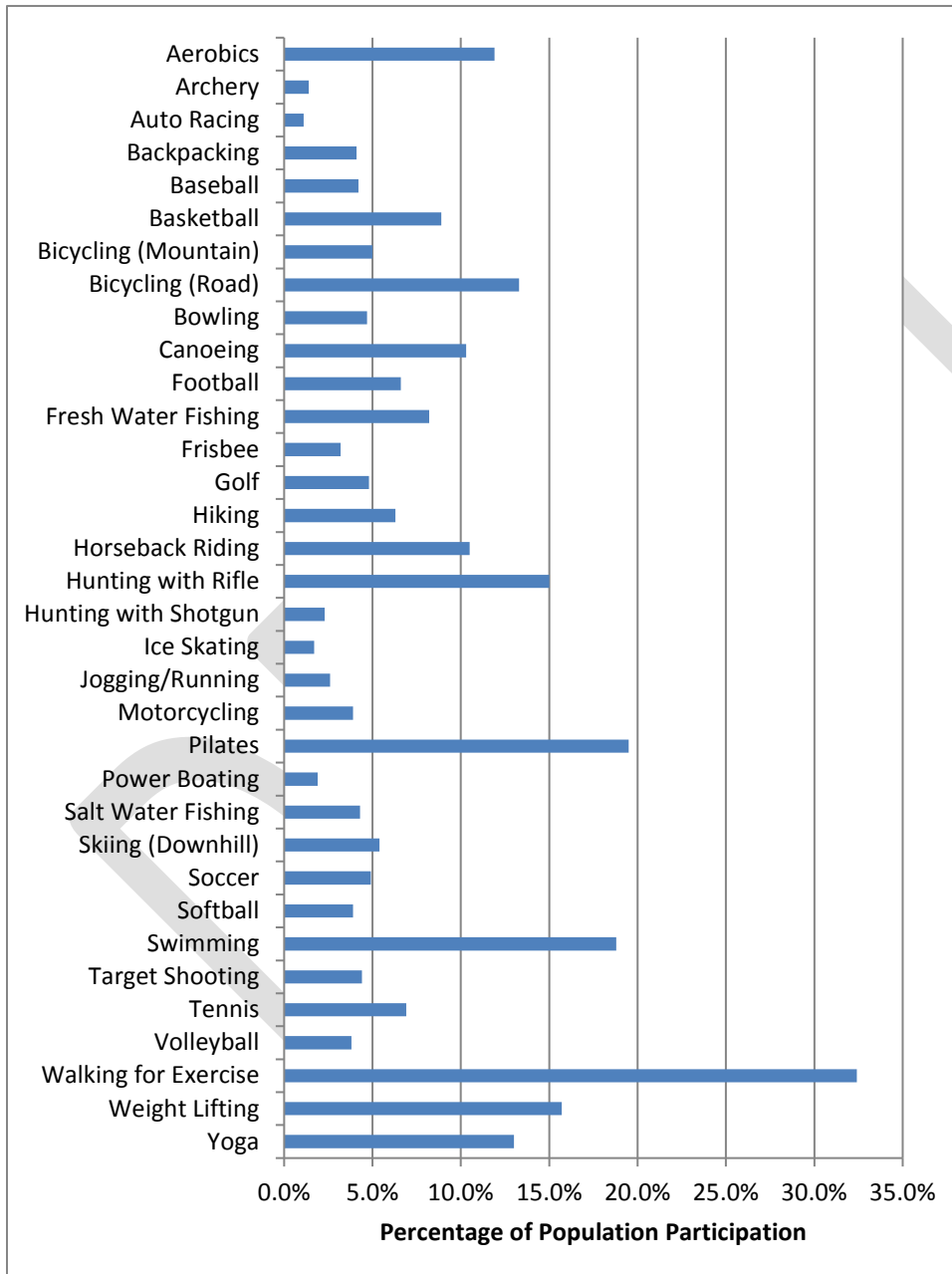
Note: Participated more than once (in millions), seven (7) years of age and older.

Source: NSGA 2015

Sports and Leisure in Dunwoody

Residents of Dunwoody participate in a wide variety of outdoor recreation and sports, as seen in **Table 8**. In 2015, however, the most widely participated sport was walking for exercise (32.4%), followed by Pilates (19.5%), swimming (18.8%), and weight lifting (15.7%). The least popular activities for Dunwoody in 2015 were auto racing, archery, and ice skating.

Table 8: Sports and Leisure Market Behavior in Past 12 months in Dunwoody, Georgia (2015)



Source: GfK MRI, 2015 Forecast by ESRI Business Information Solutions.

Adult Recreation: Pickleball

No adult recreational sport is taking off faster than pickleball.¹⁹ While it originated in the Pacific Northwest in the 1960s, it has grown exponentially since 2000. The USA Pickleball Association (USAPA) estimates that there were about 500 pickleball players in 2000, with that number growing to 125,000 in 2013. It is especially popular with the 50 plus crowd, because it is low impact but gets the heart rate pumping.²⁰

Adult Sport Teams In and After the Work Place

Adult sports teams of all sorts, including competitive volleyball teams, local flag football teams, and casual kickball, among others, are becoming increasingly popular around the country, especially among Millennials (young adults from around 18 to early 30s) who grew up with a full extra-curricular schedule of team sports. While adult participation in team sports is not limited to the Millennial generation by any means, a recent survey conducted on behalf of the Sports Fitness Industry Association (SFIA) found that Millennials are twice as likely as Generation Xers (born between 1965 and 1979) to participate in team sports as adults.²¹

Sports teams in the work place sports is also a growing trend in the United States as companies look for new ways to keep their employees healthy and happy. The United States Tennis Association (USTA) promotes tennis in the work place, citing the following benefits:²²

- Developing team-building
- Creating leadership opportunities
- Increasing employee morale and overall health

Youth Sports

The Sports & Fitness Industry Association (SFIA) produces a yearly report on sports, fitness, and leisure activities in the United States. The following findings regarding youth and sports were highlighted in the 2016 report.²³ In 2015, youth aged 6-16 (Generation Z) participation was highest for outdoor (62%), team (59%), and fitness sports (51%). Camping was a top interest for youth across the age spectrum, age 6-24.

¹⁹ Chris Gelbach, "Never Stop Playing: Trends in Adult Recreational Sports" *Recreation Management*, September 2013, http://recmanagement.com/feature_print.php?fid=201309fe02, Accessed January 2015.

²⁰ David Crumpler, "Pickleball a fast-growing sport, especially for the 50 and older crowd," *Florida Times Union*, January 26, 2015, <http://jacksonville.com/prime-time/2015-01-26/story/pickleball-fast-growing-sport-especially-50-and-older-crowd>, Accessed January 2015.

²¹ Sarah M. Wojcik, "Millennials Fuel Rise of For-profit Recreation Leagues," *The Morning Call*, <http://www.mcall.com/news/local/mc-millennials-adult-sports-leagues-20190727-story.html>, July 27, 2015, accessed July, 2015.

²² <http://www.kentuckytennis.com/adult/recreational.htm>, accessed July 2015.

²³ *2016 Sports, Fitness and Leisure Activities Topline Participation Report*, Sporting Goods Manufacturers Association (now Sports and Fitness Industry Association), <http://www.sfia.org/reports/all/>.

Outdoor Recreation

The Outdoor Foundation releases a Participation in Outdoor Recreation Report annually. According to the 2015 Topline Report,²⁴ both the total number of outdoor outings and number of participants dropped in 2014, with extreme weather and an unusually cold winter likely contributing to the decline. Bright spots in outdoor participation include paddle sports, with stand up paddle boarding remaining the top outdoor activity for growth, with participation growing by 38% from 2013 to 2014. Participation in snow sports, including telemarking, snowshoeing, freestyle skiing, and cross-country skiing, grew significantly as well.

Participation in Outdoor Recreation

- Return to nature: Nearly 50% of Americans ages 6 and older participated in outdoor recreation in 2013. That equates to a total of 143 million.
- Top five participation percentage increase in outdoor activities in the past three years (2014 Topline Report): Adventure racing, triathlon (off-road), stand-up paddle boarding, kayak fishing, and recreational kayaking.
- Recreation for exercise: More than 70% of outdoor participants were motivated to recreate outdoors as a way of getting exercise.

Youth Participation in Outdoor Recreation

- Good news about outdoor participation rates of female youth: Participation rates among girls and young women increased by two percentage points – bringing young women’s participation to the highest since 2006.
- The influence of family: Most youth are introduced to outdoor activities by parents, friends, family, and relatives.
- Physical education in schools: The importance cannot be understated. Among adults ages 18 and older who are current outdoor participants, 74% say they had PE in school between the ages of 6 and 12.

The Outdoor Foundation’s 2015 “Topline Outdoor Recreation Participation Report” lists the most popular (by participation rate) and favorite (by frequency of participation) outdoor activities for youth ages 6-17.

Most Popular Outdoor Activities (ages 6-17)

1. Road, mountain, and BMX biking (27% of American youth participating)
2. Running, jogging, and trail running (24%)
3. Freshwater, saltwater, and fly fishing (21%)
4. Car, backyard, backpacking, and RV camping (20%)
5. Hiking (12%)

Favorite Outdoor Activities (ages 6-17)

1. Running, jogging, and trail running (77 average outings per runner)
2. Road, mountain, and BMX biking (65 average outings per cyclist)
3. Skateboarding (53 average outings per skateboarder)
4. Freshwater, saltwater, and fly fishing (15 average outings per fishing participant)
5. Car, backyard, backpacking, and RV camping (15 average outings per camper)

²⁴ Outdoor Recreation Participation Topline Report 2015, Outdoor Foundation, 2015.

In 2009, an article in *The Wall Street Journal* observed that lacrosse had become one of the country's fastest growing team sports. Participation in high-school lacrosse has almost doubled in the first decade of the century. An estimated 1.2 million Americans over age 7 played lacrosse in 2009.²⁵ A 2011 report, U.S. Trends in Team Sports, finds that lacrosse and other niche team sports and volleyball are continuing to experience strong growth for youth and adults.²⁶

Adventure Sports and Zip lines

In 2015, the following sports were listed as the "Top 10 Adventure Sports You Must Try Before You Die":²⁷

10. Paragliding
9. Bungee Jumping
8. Whitewater Kayaking
7. Glacier Climbing
6. Dirt Biking
5. Skiing
4. Kite Wing
3. Bobsledding
2. Scuba Diving
1. Zorbing

According to a story by National Public Radio on August 28, 2012, zip line tours and aerial adventure parks are booming in the Northwest United States.²⁸ At least a dozen commercial zip line attractions have opened in Oregon, Washington, and Idaho, plus an equal number in Alaska and British Columbia. While there have been some grumblings about bringing in private business to public parks, zip line purveyors point out that they are fun, not too expensive to make, and safe.

Trail Recreation and Cycling Trends

For trail-related recreation activities such as hiking, bicycling, and running, the 2015 "Outdoor Recreation Topline Report" indicates a positive three-year trend for trail running, running/jogging, hiking, mountain biking, and BMX biking, as shown on **Table 9**. Additionally, participation in trail running and BMX biking is up significantly over the recent three-year period.

²⁵ Evans and Trachtenberg, "Lacrosse Muscles Its Way West," *The Wall Street Journal*, May, 2009.

²⁶ "2011 Preview: U.S. Trends in Team Sports," Fall 2011," SMGA, 2011.

²⁷ Chandrima, "Top 10 Adventure Sports You Must Try Before You Die," List Dose, January 2015, <http://listdose.ccom/top-10-adventure-sports-you-must-try-before-you-die/>, accessed on January 22, 2016.

²⁸ Tom Banse, "Getting High in the Northwest...On Zip Lines," National Public Radio Story, August 28, 2012, <http://www.npr.org/templates/story/story.php?storyId=160244351&ft=3&f=160244351>

Table 9: Trail Recreation Participation by Activity (in thousands) (6 years of age or older)

	2009	2010	2011	2012	2013	2014	3 Year Average Change
BMX Bicycling	1,811	2,369	1,547	2,175	2,168	2,350	16.2%
Bicycling (Mountain/Non-Paved Surface)	7,142	7,161	6,816	7,714	8,542	8,044	6.0%
Bicycling (Road/Paved Surface)	40,140	39,320	40,349	39,232	40,888	39,725	-0.5%
Hiking (Day)	32,572	32,496	34,491	34,545	34,378	36,222	1.7%
Running/Jogging	49,408	50,713	52,187	54,188	51,127	49,408	0.4%
Trail Running	4,833	5,136	5,610	6,003	6,792	7,531	10.3%

Source: Outdoor Foundation 2015.

Other Cycling Trends

- Bicycle touring is becoming a fast-growing trend around the world, including the United States and Canada. “Travelers are seeking out bike tours to stay active, minimize environmental impact, and experience diverse landscapes and cityscapes at a closer level.”²⁹
- Urban bike tours, popular in cycle-friendly cities in Europe, are taking hold in the United States as well. Bikes and Hikes Los Angeles, an eco-friendly bike and hike sightseeing company founded in September 2010, offers visitors the opportunity to “see the city’s great outdoors while getting a good workout.” In New York, a hotel and a bike store partnered to offer guests cruisers to explore the city during the summer of 2014.³⁰
- One of the newest trends in adventure cycling is “fat bike,” multiple speed bikes that are made to ride where other bikes cannot be ridden, with tires that are up to five inches wide run at low pressure for extra traction. Most fat bikes are used to ride on snow but they are also very effective for riding on any loose surface like sand or mud. They also work well on most rough terrain or just riding through the woods. This bike offers unique opportunities to experience nature in ways that would not be possible otherwise.³¹

Therapeutic Recreation

In 2004, The National Council on Disability (NCD) issued a comprehensive report, *Livable Communities for Adults with Disabilities*.³² This report identified six elements for improving the quality of life for all citizens, including children, youth, and adults with disabilities. The six elements are:

1. Provide affordable, appropriate, accessible housing.
2. Ensure accessible, affordable, reliable, safe transportation.
3. Adjust the physical environment for inclusiveness and accessibility.
4. Provide work, volunteer, and education opportunities.
5. Ensure access to key health and support services.
6. Encourage participation in civic, cultural, social, and recreational activities.

²⁹ Hope Nardini, “Bike Tourism a Rising Trend,” *Ethic Traveler*, <http://www.ethicaltraveler.org/2012/08/bike-tourism-a-rising-trend/>, accessed March 24, 2014.

³⁰ Michelle Baran, “New Trend: Urban Bike Tours in Los Angeles and New York,” *Budget Travel Blog*, <http://www.budgettravel.com/blog/new-trend-urban-bike-tours-in-los-angeles-and-new-york,11772/>, accessed March 24, 2014.

³¹ Steven Pease, “Fat Bikes, How to Get the Most Out of Winter Cycling,” *Minnesota Cycling Examiner*, <http://www.examiner.com/article/fat-bikes-the-latest-trend-adventure-cycling>, February 1, 2014.

³² National Council on Disability, *Livable Communities for Adults with Disabilities*, December 2004, <http://www.ncd.gov/publications/2004/12022004>.

Festivals and Events

In the context of urban development, from the early 1980s, there has been a process that can be characterized as “festivalization,” which has been linked to the economic restructuring of towns and cities, and the drive to develop communities as large-scale platforms for the creation and consumption of “cultural experience.”

The success rate for festivals should not be evaluated simplistically solely on the basis of profit (sales), prestige (media profile), and size (numbers of events). Research by the European Festival Research Project (EFRP)³³ indicates that there is evidence of local and city government supporting and even instigating and managing particular festivals themselves to achieve local or regional economic objectives, often defined very narrowly (sales, jobs, tourists, etc.).

Active Transportation

Design of a community’s infrastructure is directly linked to physical activity – where environments are built with bicyclists and pedestrians in mind, more people bike and walk. Higher levels of bicycling and walking also coincide with increased bicycle and pedestrian safety and higher levels of physical activity. Increasing bicycling and walking make a big impact on improving public health and life expectancy. The following trends, as well as health and economic indicators, are pulled from the 2012 and 2014 Benchmarking Reports:

Public health trends related to bicycling and walking include:

- Quantified health benefits of active transportation can outweigh any risks associated with the activities by as much as 77 to 1, and add more years to our lives than are lost from inhaled air pollution and traffic injuries.
- Between 1966 and 2009, the number of children who bicycled or walked to school fell 75%, while the percentage of obese children rose 276%.
- Bicycling to work significantly reduces absenteeism due to illness. Regular bicyclists took 7.4 sick days per year, while non-bicyclists took 8.7 sick days per year.

The economic benefits of bicycling and walking include:

- Bicycling and walking projects create 82 jobs per \$1 million spent, compared to just 7 jobs created per \$1 million spent on highway projects.
- Cost benefit analyses show that up to \$11.80 in benefits can be gained for every \$1 invested in bicycling and walking.

National bicycling trends:

- There has been a gradual trend of increasing bicycling and walking to work since 2005.
- Infrastructure to support biking communities is becoming more commonly funded in communities.
- Bike share systems, making bicycles available to the public for low-cost, short-term use, have been sweeping the nation since 2010. Twenty of the most populous U.S. cities have a functional bike share system.

³³ EFRP is an international consortium seeking to understand the current explosion of festivals and its implications and perspective. <http://www.efa-aef.eu/en/activities/efrp/>, accessed October 2012.

Shade Structures

Communities around the country are considering adding shade structures as well as shade trees to their parks, playgrounds, and pools as, “a weapon against cancer and against childhood obesity”³⁴; both to reduce future cancer risk and promote exercise among children.

Trees would help provide protection, as tree leaves absorb about 95 percent of ultraviolet radiation, but they take a decade or more to grow large enough to make a difference. As such, many communities are building shade structures instead.

Trails and Health

That a connected system of trails increases the level of physical activity in a community has been scientifically demonstrated through the Trails for Health initiative of the (CDC).³⁵ Trails can provide a wide variety of opportunities for being physically active, such as walking/running/hiking, rollerblading, wheelchair recreation, bicycling, cross-country skiing and snowshoeing, fishing, hunting, and horseback riding. Recognizing that active use of trails for positive health outcomes is an excellent way to encourage people to adopt healthy lifestyle changes, American Trails has launched a “Health and Trails” resource section in its website: www.americantrails.org/resources/benefits/.

Conservation, Nature, Environment

The top ten recommendations of the National Recreation and Parks Association (NRPA) Conservation Task Force were published in the November 2011 issue of *Parks and Recreation* magazine.³⁶ These recommendations are a compilation of best practices used by trendsetting agencies:

- 1) Take a leadership role in the community to promote conservation.
- 2) Lead by example in employing best management conservation practices in parks – do not mow what you do not need to mow, stop wasteful energy consumption, and reduce pesticide use.
- 3) Engage volunteers in conservation and stewardship to create ownership and value.
- 4) Establish a strategic land acquisition strategy based on knowledge and awareness of significant natural and cultural resources (watershed protection, unique ecological characteristics, and sensitive natural areas deserving protection).
- 5) Engage youth in conservation. Get kids and teens outdoors and enjoying their parks.
- 6) Conserve energy in all ways. Park and recreation agencies should adopt energy conservation measures that make sense and save money.
- 7) Protect natural resources in parks and in the community. Parks and recreation agencies are entrusted with some of the most important assets of a community and the conservation and long-term protection of this public trust is and should be a core component of every parks and recreation agency’s mission.
- 8) Create sustainable landscapes that demonstrate principles of conservation.
- 9) Forge partnerships that foster the mission of conservation. Promote health, education, and other goals while working toward a common mission of conservation.

³⁴ Liz Szabo, “Shade: A weapon against skin cancer, childhood obesity,” *USA Today*, June 30, 2011, usatoday.30.usatoday.com/news/health/wellness/story/2011/06/Shade-serves-as-a-weapon-against-skin-cancer-childhood-obesity/48965070/1, accessed 5/23/2013.

³⁵ “Guide to Community Preventive Services” Centers for Disease Control and Prevention (CDC), <http://www.thecommunityguide.org/index.html>

³⁶ “Conservation Leaders in our Communities,” National Recreation and Parks Association (NRPA), *Parks & Recreation Magazine*, November 2011, p. 85-101, <http://ezine.parksandrecreation.org/HTML5/NRPA-Parks-Recreation-Magazine-November-2011>.

- 10) Utilize technology to promote conservation. This is not only in applications such as GIS [geographic information systems], but in utilizing social media to engage the public, especially youth.

Economic and Health Benefits of Parks

The Benefits of Parks: Why America Needs More City Parks and Open Space, a report from the Trust for Public Land, makes the following observations about the health, economic, environmental, and social benefits of parks and open space:³⁷

- Physical activity makes people healthier.
- Physical activity increases with access to parks.
- Contact with the natural world improves physical and psychological health.
- Residential and commercial property values increase.
- Value is added to community and economic development sustainability.
- Benefits of tourism are enhanced.
- Trees are effective in improving air quality and act as natural air conditioners.
- Trees assist with storm water control and erosion.
- Crime and juvenile delinquency are reduced.
- Recreational opportunities for all ages are provided.
- Stable neighborhoods and strong communities are created.

Nature Programming

In 2007, the National Recreation and Park Association (NRPA) sent out a survey to member agencies in order to learn more about the programs and facilities that public parks and recreation agencies provide to connect children and their families with nature.³⁸ A summary of the results follow:

- The most common programs include nature hikes, nature-oriented arts and crafts, fishing-related events, and nature-based education in cooperation with local schools.
- When asked to describe the elements that directly contribute to their most successful programs, agencies listed staff training as most important followed by program content and number of staff/staff training.
- When asked what resources would be needed most to expand programming, additional staff was most important followed by funding.
- The most common facilities include: nature parks/preserves, self-guided nature trails, outdoor classrooms, and nature centers.
- When asked to describe the elements that directly contribute to their most successful facilities, agencies listed funding as most important followed by presence of wildlife and community support.

³⁷ Paul M. Sherer, "The Benefits of Parks: Why America Needs More City Parks and Open Space," The Trust for Public Land, San Francisco, CA, 2006.

³⁸ "NRPA Completes Agency Survey Regarding Children and Nature," National Recreation and Parks Association (NRPA), http://www.narrp.org/assets/Library/Children_in_Nature/nrpa_survey_regarding_children_and_nature_2007.pdf, April 2007.

Riparian and Watershed Best Practices

The United States Environmental Protection Agency (EPA) suggests the following steps to building an effective watershed management plan. See water.epa.gov³⁹ for more information from the EPA.

- Build partnerships
- Characterize the watershed
- Set goals and identify solutions
- Design and implementation program
- Implement the watershed plan
- Measure progress and make adjustments

Role and Response of Local Government

Collectively, these trends have created profound implications for the way local governments conduct business. Some local governments are now accepting the role of providing preventative health care through parks and recreation services. The following concepts are from the International County/County Management Association.⁴⁰

- Parks and recreation departments should take the lead in developing communities conducive to active living.
- There is growing support for recreation programs that encourage active living within their community.
- One of the highest priorities is a cohesive system of parks and trails and accessible neighborhood parks.

In summary, the United States, its states, and its communities share the enormous task of reducing the health and economic burden of obesity. While numerous programs, policies, and products have been designed to address the problem, there is no magic bullet to make it go away. The role of public parks and recreation as a health promotion and prevention agency has come of age. What matters is refocusing its efforts to ensure the health, well-being, and economic prosperity of communities and citizens.

Administration Trends for Recreation and Parks

Newer partners include the health system, social services, justice system, education, the corporate sector, and community service agencies. These partnerships reflect both a broader interpretation of the mandate of parks and recreation agencies and the increased willingness of other sectors to work together to address community issues. The relationship with health agencies is vital in promoting wellness.

Listed below are additional administrative national trends:

- Level of subsidy for programs is lessening and more “enterprise” activities are being developed, thereby allowing subsidy to be used where deemed appropriate.
- Information technology allows for better tracking and reporting.
- Pricing is often determined by peak, off-peak, and off-season rates.
- More agencies are partnering with private, public, and non-profit groups.

³⁹“Implement the Watershed Plan – Implement Management Strategies,” U.S. Environmental Protection Agency, <http://water.epa.gov/type/watersheds/datait/watershedcentral/plan2.cfm>

⁴⁰ www.ICMA.org, accessed in 2012.

Agency Accreditation

Parks and recreation agencies are affirming their competencies and value through accreditation. This is achieved by an agency's commitment to 150 standards. Accreditation is a distinguished mark of excellence that affords external recognition of an organization's commitment to quality and improvement.

Benefits of CAPRA accreditation include:

- Boosts staff morale
- Encourages collaboration
- Improves program outcomes
- Identifies agency and cost efficiencies
- Builds high level of trust with the public
- Demonstrates promise of quality
- Identifies best management practices

Trends in Marketing by Parks and Recreation Providers

Municipalities can use marketing to increase awareness of an issue, promote an upcoming program, encourage community participation, or to gain advocacy for a public service. Active Network offers expertise in activity and participation management. Its mission is to make the world a more active place. In its blog, the organization offered the following marketing mix ideas, which came out of a meeting with park and recreational professionals in the Chicago area.⁴¹

- Updated booths and community event presence—Bring a tablet or laptop to show programs you offer and provide event participants the opportunity to register on the spot.
- Facebook redirect app—This application redirects people automatically to the link you provide. Add it to your Facebook page.
- Instagram challenge—Think about how you can use mobile and social tools at your next event. It could be an Instagram contest during an event set up as a scavenger hunt with participants taking pictures of clues and posting them on Instagram.
- Social media coupons—Research indicates that the top reason people follow an organization on a social network is to receive discounts or coupons. Consider posting an event discount on your social networks redeemable by accessing on phone or printing out.

Mobile marketing is a growing trend. Social websites and apps are among the most used features on mobile phones. Popular social media marketing tools include Facebook, Twitter, YouTube, and LinkedIn. Private messaging apps such as Snapchat and WhatsApp are being used to a greater extent for live media coverage.⁴²

⁴¹ <http://www.activenetwork.com/blog/17-marketing-campaigns-parks-and-recreation-marketing/>, May 2013, accessed February 26, 2015.

⁴² Jacqueline Woerner, "The 7 Social Media Trends Dominating 2015," Emarsys Blog, <http://www.emarsys.com/en/resources/blog/the-7-social-media-trends-dominating-2015/>, accessed February 26, 2015.

C. Community and Stakeholder Input

Public engagement sessions were organized by the consultants in conjunction with City of Dunwoody staff. Focus group meetings were held at City Hall with an open public forum held in the Williams Room at the DeKalb County Public Library, Dunwoody Branch. The sessions were held at a variety of times in an effort to solicit as much participation as possible. Participants were asked at each meeting to sign in with their name and email address. There were more than 180 individuals that participated to give their input.

This following section summarizes issues that were identified during six (6) meetings with the public, staff, and stakeholders, and contain key questions and responses heard during the public input sessions. Questions were developed by GreenPlay with assistance from City of Dunwoody staff. The input listed below is a summary of comments made in focus group meetings. Participants in the focus groups expressed general agreement with this input.

A complete summary of the input schedule, attendance, questions, and responses can be found in **Appendix B**.

Strengths and Opportunities for Improvement

The residents of Dunwoody enjoy a great diversity of parks and associated amenities. They are generally well distributed geographically and have a variety of amenities at each location, with a small portion of underserved areas. A significant strength of the park system is the City's ability leverage partnerships to facilitate a comprehensive parks, recreation, and cultural offering. Examples include the Dunwoody Nature Center, Spruill Center for the Arts, Stage Door Players, and the Chattahoochee Handweavers Guild, to name a few. Those same participants were very complimentary of the Parks and Recreation staff. The citizens feel that staff is very accommodating, schedules the facilities well, and communicates well. Conversely, there is some displeasure with the availability of certain park amenities, specifically athletic fields. A general shortage of rectangular multipurpose fields is a major source of consternation. General items such as the need for a community center, connectivity between public spaces, and safety were all identified as opportunities for improvement. Along with physical improvements, improvement of communication and availability of information is also important to users.

What are the strengths of the Parks and Recreation Department that should be continued over the next several years?

- Multi-use Trail
- Leadership and Communication
- Nonprofit Contractors for Programming
- Park Maintenance and Improvements
- Dunwoody Nature Center and Natural Trails
- Walking trails

Conversely, what are the major weaknesses that need to be addressed through the Parks and Recreation Master Plan?

- Lack of Athletic Field Space
- Security, Specifically Skateboarders Not Wearing Helmets
- Lack of Trail Connectivity
- Availability of Property for New Parkland
- Staffing for Future Programming

What improvements are needed at existing facilities? Where are these improvements needed?

Nature Center Updated – Parking, Pavilion, Observation Deck, and Trail
Perimeter East Park buildings removed and Park developed, trails
Tennis Courts

Programming and Locations

The City of Dunwoody does not currently facilitate its programming in-house. Rather, the Department works cooperatively with many nonprofit associations to administer a comprehensive programming service, serving primarily as a facility scheduler. Traditional recreational offerings such as group fitness, swim lessons, and after-school enrichment programming are facilitated by private organizations or neighboring localities. Although respondents are generally satisfied, they do have an apparent demand for more program offerings. Included among the additional programs are performing and visual arts, hiking tours, and special events like concerts and festivals celebrating the City's culture.

What additional programs or activities do you feel the Department should offer that are currently not available?

Special Events, Concerts, Independence Day
Arts Programming – Performing, Visual, Preservation, etc.
Hiking Tours
Audubon Society Programming
No appetite for insourcing
Pickleball
Senior Programming

New Facilities

When asked to “dream big” the following were suggestions for new parks and recreation facilities in the city:

- Renovate existing parks and amenities first
- Additional multiuse paths and trails that link parks and public spaces
- Sports Complex for both recreational and tournament play
- Multipurpose rectangular athletic fields with lights
- Development of park at Perimeter Center

What additional park and recreation facilities would you like to see the community provide?

Trail Connectivity
Sports Complex
Potential Perimeter Center Park Development
Restrooms at Windwood Hollow Park
Pocket Parks – maybe along Mount Vernon, etc.

Funding and Partners

The idea for a bond issuance was met with tremendous support from the meeting participants. Most felt that if it was a transparent process with a good plan in place, it would be supported. In addition to a bond, an increase in user fees was also greatly supported. Everyone seemed to support the idea of utilizing a mix of funding methods to advance the City's parks and recreation offerings. A list of potential partners for the City to explore was generated and can be found in the appendix.

How do you believe the Parks and Recreation Department should be financially supported? Should they be self-supported through user fees, completely through taxes, alternative funding, or a combination of each? Please elaborate.

Combination of Taxes and Fees
Content with current model
Specifically Pursue Impact Fees

Do you think residents would be supportive of a no-tax increase levee, if it is found that there are insufficient funds to build and/or properly operate and maintain park and recreational facilities and programs to the standards desired by the community? What other ways should be explored to fund your vision?

Community ready for a targeted, scaled down, specific bond referendum that is marketed well

Who are the key partners and stakeholders in the community with regard to assisting with the implementation of this plan?

DeKalb County Schools
Faith-Based Organizations
Corporations
Contracted Nonprofits
Businesses
JCC
CVB

Values

Dunwoody residents value their parks system and feel like they get very good service from staff. Users appreciate the high quality of amenities currently found in the park system but would like to see greater connectivity between parks and public spaces. Citizens value a healthy, active lifestyle and wish for the City to continue to be an attractive place to live and work. The City's commitment to cultural and historic preservation are also greatly valued by the community.

What are the key issues and values in the Dunwoody community that need to be considered while developing this Master Plan?

Pockets of influencers, vocal minority
Plan for future demographics of Dunwoody
Tradition and history of Dunwoody
No increased traffic

D. Random Invitation Community Survey Summary

The purpose of this study was to gather public feedback on Dunwoody parks and recreation facilities, services, and programs. This survey research effort and subsequent analysis were designed to assist the City of Dunwoody in planning for capital improvements and to better understand community needs.

The survey was conducted using three primary methods: 1) a mail-back survey, 2) an online, invitation-only web survey to further encourage response from those residents already within the defined invitation sample, and 3) an open-link online survey for members of the public who were not part of the invitation sample. The analysis herein primarily focuses on responses from the invitation sample that provide a statistically-valid sample. Analysis by additional segments is included where differences were apparent and omitted where trends were similar to the overall sample. The open link responses are additionally analyzed and discussed in a separate section of the report, highlighting differences from the invitation sample. A full survey report was distributed separately.

Survey Methodology

The primary list source used for the mailing was a third party list purchased from Melissa Data Corp., a leading provider of residential listings with emphasis on U.S., Canadian, and international address and phone verification as well as postal software. Use of the Melissa Data list also includes renters in the sample who are frequently missed in other list sources.

A total of 3,000 surveys were mailed to a random sample of Dunwoody residents in March 2016. After accounting for undeliverable addresses (15 total), 2,985 survey mailings were delivered and approximately 661 responses were received, resulting in an excellent response rate of 22 percent. The margin of error for the 661 statistically-valid responses is approximately +/- 3.8 percentage points calculated for questions at 50% response. Additionally, the open link survey received 962 responses. The survey responses were gathered from March 17, 2016 to April 18, 2016.

The underlying data were weighted by age and race to ensure appropriate representation of Dunwoody residents across different demographic cohorts in the sample. Using the U.S. Census Bureau 2014 American Community Survey five-year estimates, the age and race distribution within the invitation respondent sample was matched to the 2014 demographic profile of the City of Dunwoody.

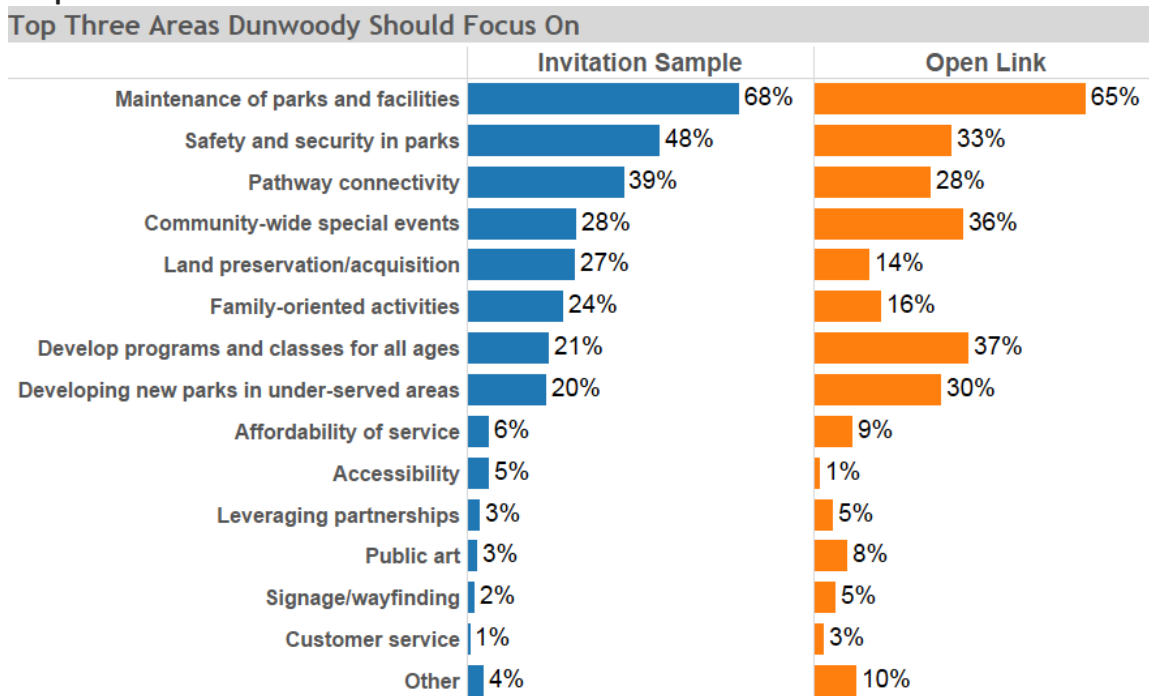
Due to variable response rates by some segments of the population, the underlying results, while weighted to best match the overall demographics of residents, may not be completely representative of some sub-groups of the population.

Summary of Selected Findings

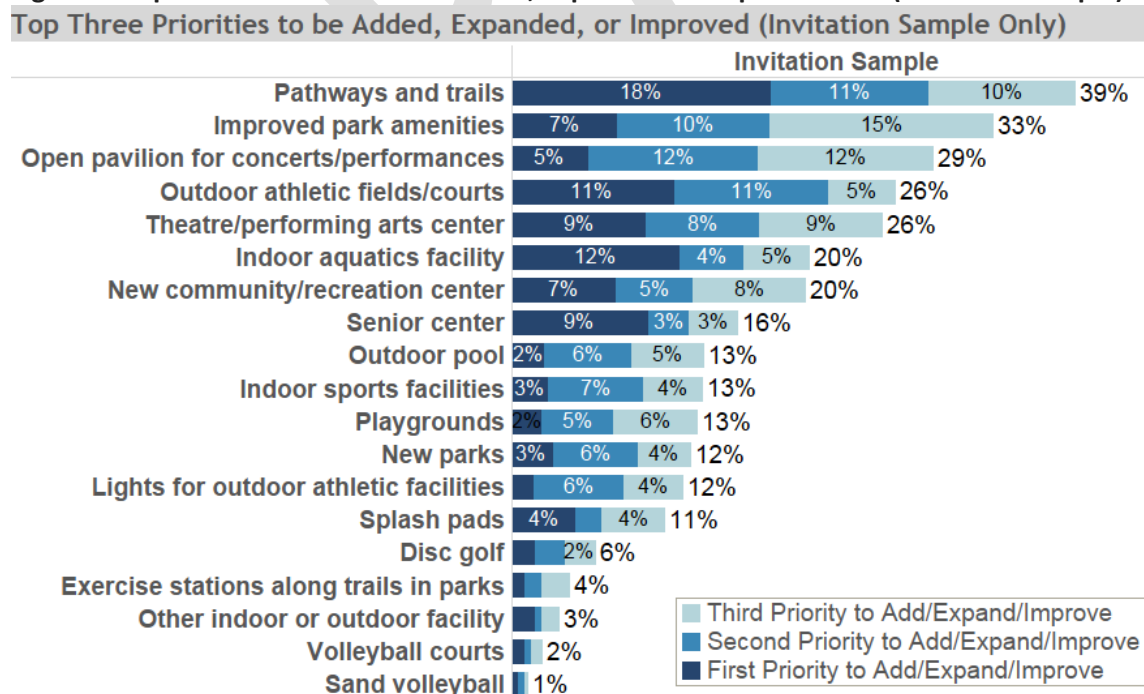
This section provides a brief overview of some of the key findings in the survey with a primary focus on the statistically-valid invitation sample. A graphical representation of the data is provided with selected findings.

Values and Vision

The top areas that invitation sample respondents most want focus for improvement include maintenance of parks and facilities (68%), safety and security (48%), pathway connectivity (39%), and community-wide special events (28%).

Figure 8: Top Three Areas of Focus**Future Facilities, Amenities, and Services**

Pathways and trails were rated as a top priority for future investment by 39 percent of respondents, followed by improved park amenities (33%), open pavilion for concerts/performance (29%), outdoor athletic fields/courts (26%), and theatre/performing arts center (26%).

Figure 9: Top Three Priorities for Additions, Expansion or Improvements (Invitation Sample)

Brooks Run Park

In open-ended comments, respondents most often suggested that the top priority for new amenities or improvements at Brook Run Park are athletic fields (including baseball and soccer fields), and adding an amphitheater/pavilion for concerts and shows. Adding and maintaining bathrooms as well as connecting and expanding the trails in the park are priorities, as well. Respondents also indicated support for more lights and more parking, and to add a recreation center/indoor complex for activities.

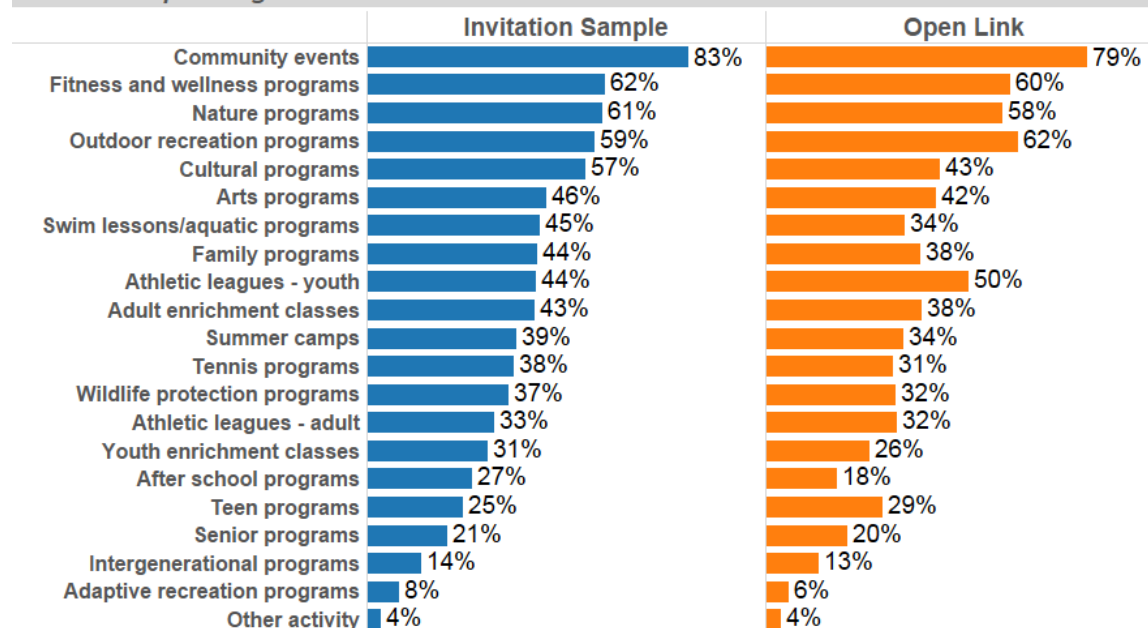
Programs and Special Events

A large majority of respondents expressed a need or desire for both community events (83%) and fitness and wellness programs (62%). In terms of top priorities for improvement or addition, community events remained the most selected option (63%), followed by youth athletic leagues (25%), fitness and wellness programs (24%), and nature programs (24%).

Figure 10: Programming Needs

Does your household have a need for the following programs?

Percent Responding "Yes"

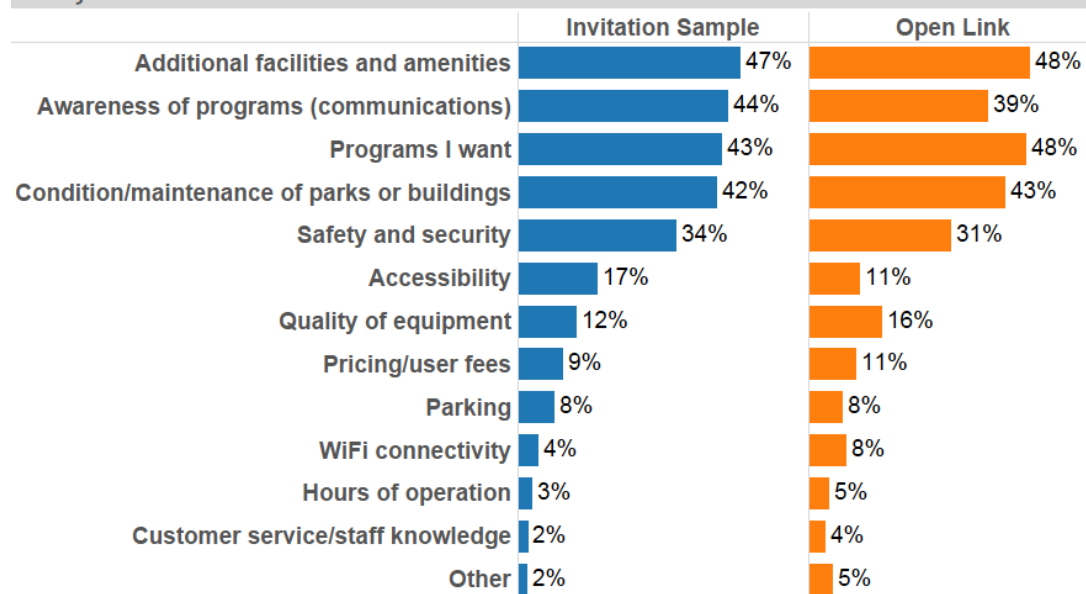


Most Important Areas That Would Increase Use of Facilities

Additional facilities and amenities was the top area that could increase utilization of facilities (47%), followed by awareness of programs/communications (44%), programs I want (43%), condition/maintenance of parks or buildings (42%), and safety and security (34%).

Figure 11: Factors that Would Increase Usage

Three Most Important Areas That, If Addressed by the City, Would Increase Use of Dunwoody Parks and Recreation Facilities

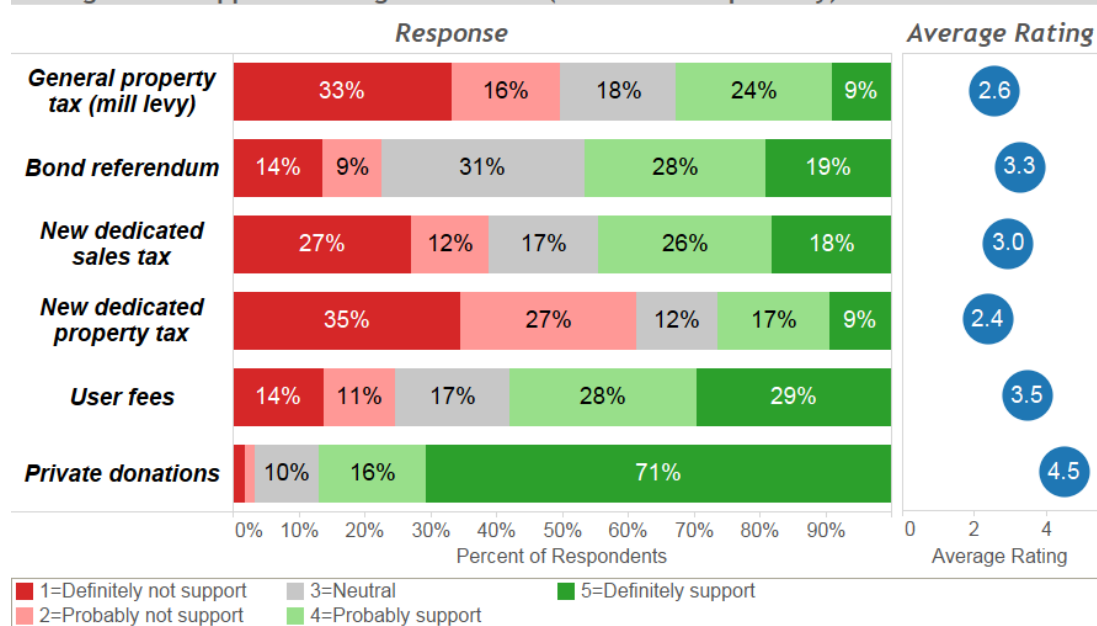


Financial Choices/Funding Mechanisms

Support for various potential funding mechanisms to construct new parks and recreation facilities and other improvements is rather limited (other than support for private donations and user fees). A bond referendum has the greatest support with 47% “probably” or “definitely” supporting such an initiative. A new dedicated sales tax has 44% support, followed by a general property tax mill levy (33%) and a new dedicated property tax (26% probably or definitely support).

Figure 12: Support for Funding Mechanisms

Willingness to Support Funding Mechanisms (Invitation Sample Only)

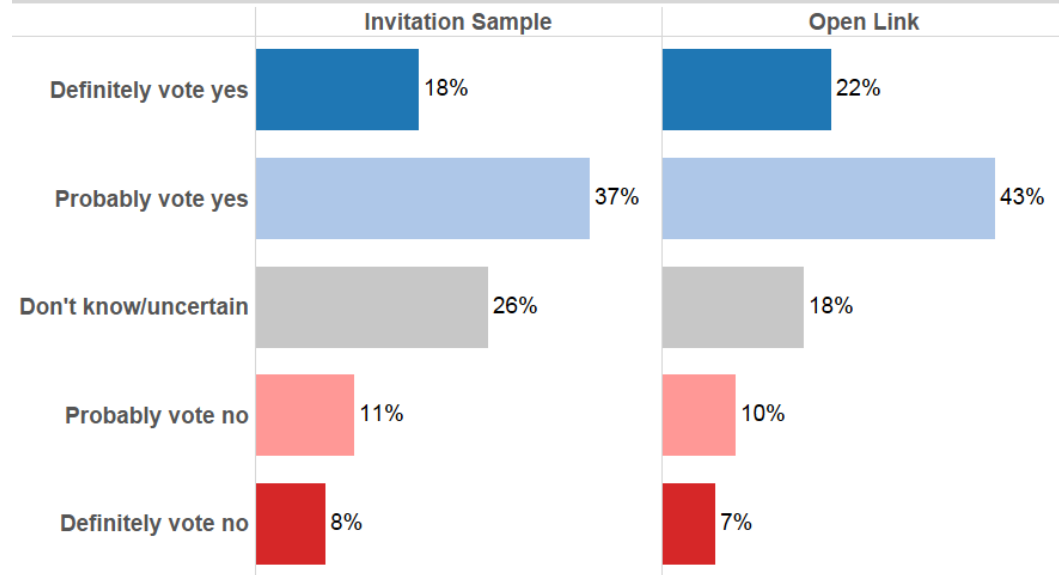


Likely Vote on Bond Referendum

In a related question, asked specifically how they would vote if a bond referendum related to funding parks and recreation improvements were to appear on a future ballot, 55 percent would “definitely” (18%) or “probably” (37%) vote yes.

Figure 13: Support for Bond Referendum

How likely would you be to support a Bond Referendum that includes funding for parks and recreation enhancements?

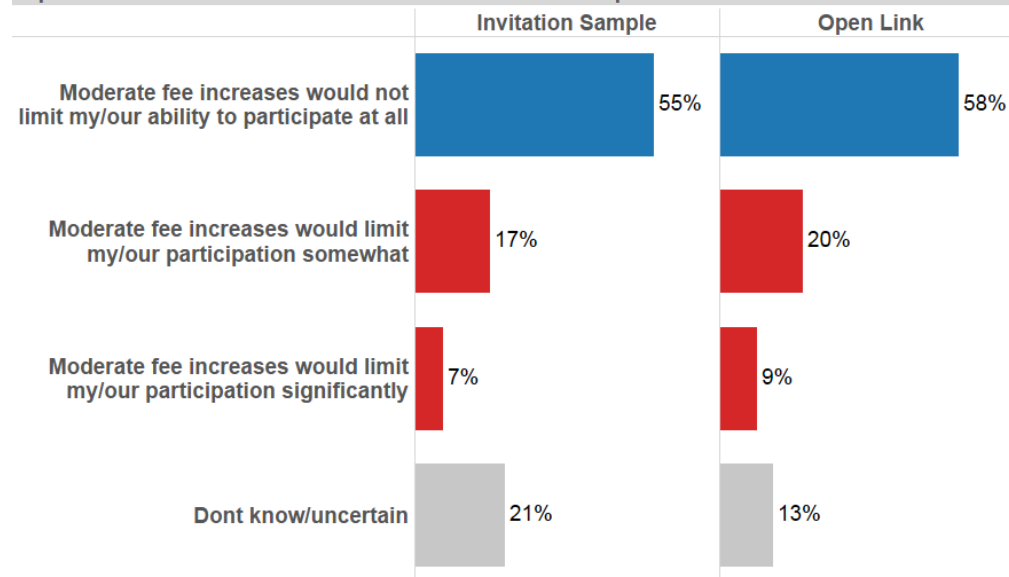


Impact of Fee Increases

Over half (55%) responded that moderate user fee increases would not limit their ability to participate.

Figure 14: Impact of Fee Increases on Participation

Impact of Fee Increases on Parks & Recreation Participation

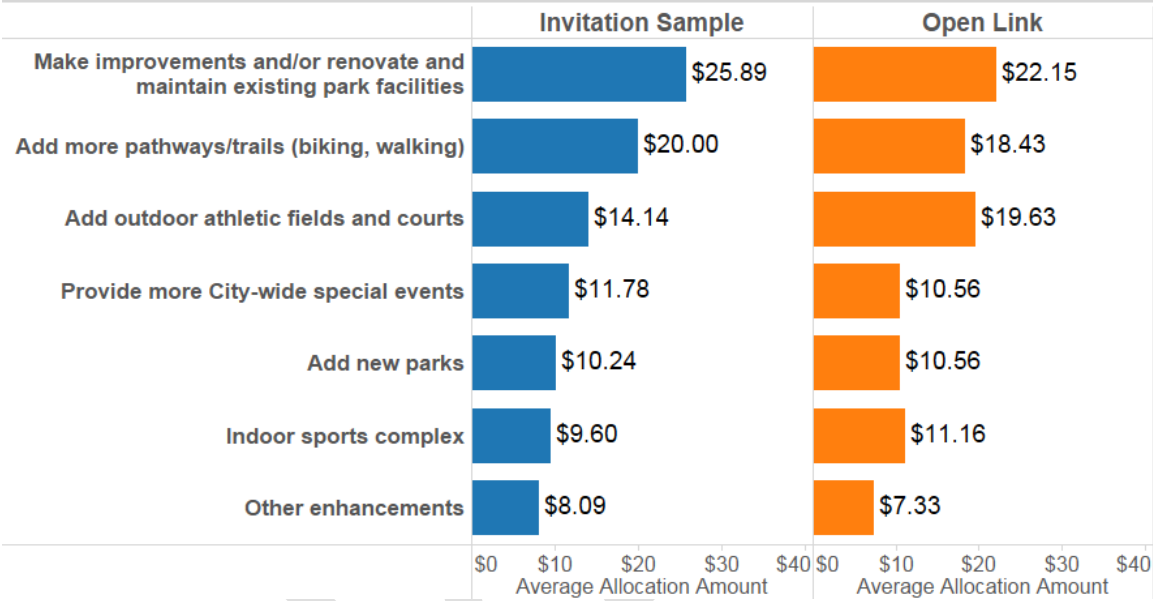


Allocation of Funds to Parks and Recreation Facilities

When given the opportunity to allocate a hypothetical \$100 to parks and recreation facilities, respondents allocated the largest amount of funding toward improving, renovating, or maintaining existing park facilities with an average allocation of \$26. This was followed by an average allocation of \$20 for additional pathways/trails and an average of \$14 for adding outdoor athletic fields and courts.

Figure 15: Allocation of Funds to Parks and Recreation Facilities

If you had \$100 to spend on parks and recreation facilities, services and/or programs, how would you allocate that \$100 across the following categories?
Average Allocation Amount



E. Operations and Maintenance Analysis

Organizational Assessment

The Dunwoody Parks and Recreation Department is predominately a contractually operated organization that currently consists of only three full time positions. They are:

- Parks and Recreation Director
- Parks Operations Manager
- Recreation Program Supervisor

The current full time staff oversees the administration and execution of the contractual maintenance operation and the recreational programming contracts that provide a well-rounded service profile to the community.

This structure provides the Department a significant cost savings in areas such as:

- Human resources costs
- Cost of living increases
- Extra equipment maintenance

Operationally, the Departments current structure is working well, but does come with challenges, such as:

- Limited in-house resources
- Limited community outreach/interaction
- Limited oversight

Staffing Considerations

The Department will need to grow with the community. Even with the current contracts and services in place, the Department will benefit from the following new position:

- Recreation Program Supervisor – This position is responsible for the oversight, operation, and management of the Departments recreational services and facility rentals. This includes contract execution and administration.

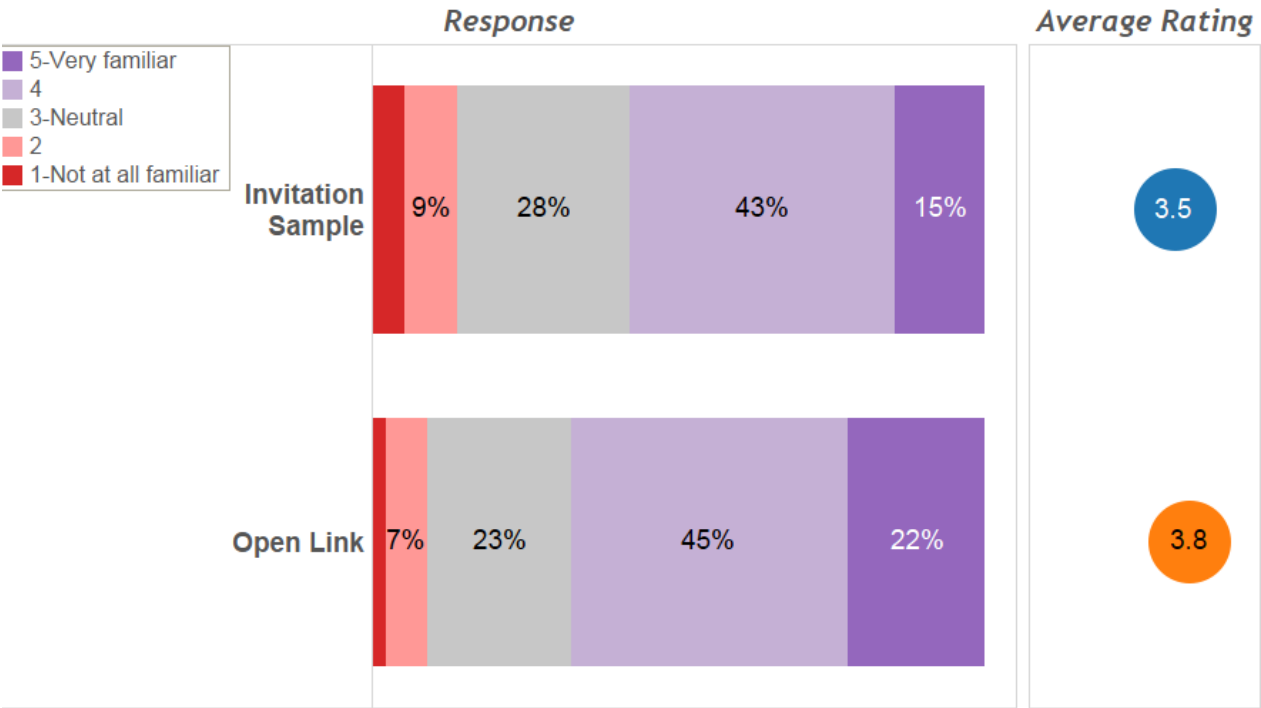
The biggest growth in the Department is expected to come from additional recreation programs and services. The Department should look to continue to provide recreational services through contracts with alternate providers. As services like wellness/fitness programs come on board the Department should also consider contracting with instructors.

The Department's park services, including maintenance, are currently under contract through January 1, 2019. Efforts in this area should focus on developing maintenance and operational standards, as well as the level of service recommendations found later in the plan.

Marketing Assessment

Another area of focus for the Department should be its marketing and outreach. There are two marketing positions for all departments within the City. While the community was generally satisfied with the programs and service, many express the desire to know more or be better informed of the recreational opportunities provided in the area. The City has made strides recently in this area with the addition of the "Discover Dunwoody" recreation catalog. **Figure 16** depicts the respondents' familiarity with the facilities, programs, and services offered by the Department.

Figure 16: Community Familiarity
Familiarity with Dunwoody Parks & Recreation Facilities, Programs, and Services



Since the Department focuses on providing services through contracts and partnerships, it should focus on cross-promotional opportunities. These include:

- Websites
- Social media
- Brochures
- Signage
- Official releases
- Partnerships/sponsorships
- Community events

Maintenance Assessment

The Department provides parks maintenance through contracts. This method of maintaining parks is a very desirable type of operation rather than having the maintenance workers and supervisors on payroll. There is significant time spent on human resource issues, payroll issues, sick leave, vacations, cost of living raises, revolving door seasonal maintenance workers, etc. that become the issues for the contractual maintenance company. The maintenance role within the department is to manage the maintenance standards for each aspect of the park to make sure the parks are being maintained per the contract.

The most recent contract went into effect on January 1, 2016 and will remain in place through January 1, 2019. The following park facilities are included in the maintenance contract:

- Donaldson Bannister Farm
- Windwood Hollow Park
- Vernon Oaks Park
- Georgetown Park
- North DeKalb Cultural Arts Center
- Perimeter Center East Park Property
- Pernoshal Park
- Brook Run Park
- Dunwoody Park and Nature Center
- Austin ES Park Property

The Department requested \$620,000 in the 2016 budget for contracted ground maintenance. This number will increase over the life of the 3-4 year contract period by approximately 9.8% to account for market inflation. The 2016 budgeted figure for parks maintenance and repairs equates to a cost of approximately \$3,832/acre to maintain the current park system. Contracting maintenance can be a significant operational benefit to the Department, saving both time and money. This figure includes all of the right-of-way and overpass/underpass maintenance that the majority of the park systems do not maintain within the parks and recreation agency.

According to NRPA's Park Metrics, communities with similar acreage (250 or less) have a median park maintenance expense of just over \$1.2 million, and spend between \$1,300/acre to \$8,300/acre (median level is approximately \$3,750), which does not include any equipment or equipment maintenance costs. These figures include labor and supplies only; therefore, the NRPA Park metrics is not a valid method of comparison but is typically the best current tool. If all agencies being measured included their equipment, equipment maintenance, and repairs, as well as maintained right-of-ways and overpasses/underpasses, as the Dunwoody Parks and Recreation Department does, their cost per acre to maintain would be higher than Dunwoody's. It is our belief that the Department currently realizes a high level of service and maintenance at the lower cost of similar systems nation-wide that are providing these services in-house.

If the Department chooses to bring the maintenance operation in house, after the current contract expires, it should expect to realize an increase in costs, including:

- Capital costs for equipment
- Lifetime/replacement costs for equipment
- Equipment repair (parts and labor) costs
- Increased staffing/administration costs
- Benefits for staff
- Increased management resources
- Cost of living increases each year

F. Recreation Programming and Services Analysis

Programs and Activities

The Department offers programming opportunities through partnerships and contracted services. This is a very typical method of service delivery in park and recreation departments throughout the country. Staff usually manages the contractual programming and seeks new opportunities to increase program areas. This is a very efficient method of providing services, and with the addition of a dedicated position for recreation, the department will increase the volume of programs the public would like to see offered. The current contractual program areas include:

- Facility operations – community farm park and nature center
- Arts/cultural/historic/educational/scientific programming
- Tree top obstacle course/zip lines
- Sports programming

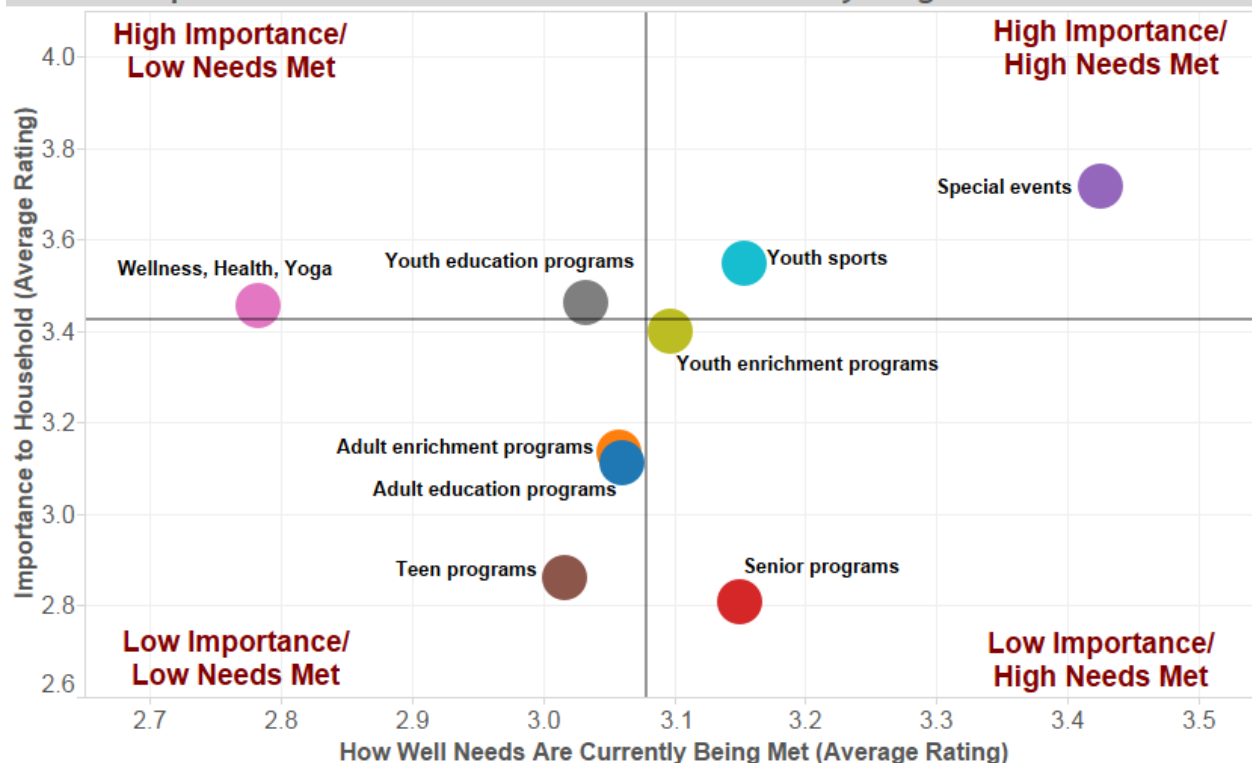
Opportunities for programs will grow as the Department continues to develop. Community members identified the following potential areas for development.

- Special Events, Concerts, Independence Day
- Additional arts programming
- Hiking tours
- Audubon Society programming
- Additional sports programming
- Senior/active adult programming

Programming areas for potential growth were also identified by the community survey. **Figure 17** depicts a Level of Importance vs. Needs Met matrix. It can be assumed from this matrix that areas that rank highly in importance, but lower in needs met (upper left quadrant) are areas desired by the community. This matrix should not be interpreted to represent areas from which Dunwoody should divest. Further programming and market assessments should be considered in that decision.

Figure 17: Programming Importance vs. Needs Met Matrix

Level of Importance vs. Needs Met for Current Dunwoody Programs

**Relevant Trends**

The Department should also consider recreational trends for programming as they continue to grow.

These opportunities include:

- Technology services
- Increased marketing
- Active/multi-modal transportation
- Water access/field trips
- Camps (day and overnight)

Further information about potential trends can be found in previous sections of this plan.

G. Financial Analysis

Current Operational Funding Circumstances

The Department is funded through the City of Dunwoody General Fund. Below are the operating budget figures for the last five years.

	Operating Budget
2012	\$991,000
2013	\$934,678
2014	\$1,186,267
2015	\$1,178,800
2016	\$1,747,200

In analyzing the past operating budgets, the existing funding levels seem to meet the current needs. Depending on additional operations, if the increases per year continue at the same rate, the operating budgets should be enough to meet future operational needs under the current mode of operation. It is imperative to increase the Capital Improvement Funds to implement the recommendations of this Master Plan. As any new amenity is added to the Dunwoody Park and Recreation system, adequate operational funding will be necessary to maintain the same maintenance standards throughout the park system.

Cost Recovery and Resource Allocation

GreenPlay is a national leader in teaching and developing innovative approaches to handling the often contentious financial issues of “how much taxpayer subsidy is enough?” or “where should the resources go?” GreenPlay has established and improved the “Pyramid” methodology for helping agencies create an overall philosophy and approach for resource allocation, program pricing, and cost recovery evaluation. We currently train agencies and universities in the implementation and use of this straightforward but innovative methodology, which is invaluable for making tough resource allocation decisions, and creating pricing and cost recovery strategies. We also teach this methodology at conferences.

This methodology will be helpful for evaluating the financial sustainability of the Parks and Recreation Department from both operational and capital funding aspects. GreenPlay introduced the methodology for this framework to the staff and current program contractors so the concepts might be helpful for decision making.

If implemented, the philosophy and model will aid in future budgeting and planning, and will become the foundation for negotiating, re-negotiating, and managing:

- Partnerships, collaborations, and sponsorships
- Agreements and memorandums of understanding
- Land dedication or fees-in-lieu
- Development impact fees and/or system development charges
- Benefit assessment districts
- Fees, charges, and pricing strategies

Alternative Funding and Partnerships

GreenPlay has extensive experience evaluating options for alternative funding, which typically includes grants, donor programs, sponsorships, and/or partnerships. We have identified key partners in the area through the planning process that can provide management recommendations to enhance this potential funding area.

The identified potential partners include:

- DeKalb County Schools
- Faith-Based Organizations/Churches
- Corporations/Local Businesses
- Current Contracted Nonprofits
- JCC
- Convention and Visitors Bureau
- Dunwoody Homeowners Association
- Perimeter Community Improvement District
- MARTA
- Swim and Tennis Associations
- Dunwoody Chamber of Commerce
- City Council
- Autobahn Society
- PTA/PTO
- Young People of Dunwoody
- Dunwoody Senior Baseball
- Civic Organizations
- Local Newspapers
- Bike Walk Dunwoody
- PATH Foundation
- PCID
- Large Corporations for Naming Rights

Funding Strategies

A variety of fees strategies are utilized by public park and recreation entities for funding one time or on-going maintenance of projects. A list of potential funding sources that GreenPlay has compiled over the last 20 years has been evaluated by the Department and GreenPlay. If the need and/or desire for a dedicated funding source for parks and recreation are a priority of City Council, these potential opportunities are outlined in Section E. Financial Opportunities of this Master Plan.

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IV. Inventory, Level of Service Analysis, and Parks Master Planning

A. Inventory

The City's parks and facility inventory was updated using information in the 2011 City of Dunwoody Parks Master Plan as a point of departure. The inventory data has been integral to identifying service gaps and projecting facility and parkland needs.

The detailed inventory includes all parks and facilities owned and/or operated by the City of Dunwoody. The inventory data includes all existing parks, facilities that are currently under construction or under design, and projects that are planned to be open.

The scope of this project did not include a detailed review of the private recreation facility inventory; however, it is acknowledged that these play a significant role in providing leisure opportunities within the City of Dunwoody.

An electronic database was created to house and manipulate the inventory data. The database was utilized in the analysis of overall parkland and facility supply through the creation of summary data and distribution mapping. The database will also allow the City to monitor and update park inventory data on an ongoing basis, as well as integrate park-specific information into its GIS system.

B. Inventory and Level of Service Assessment

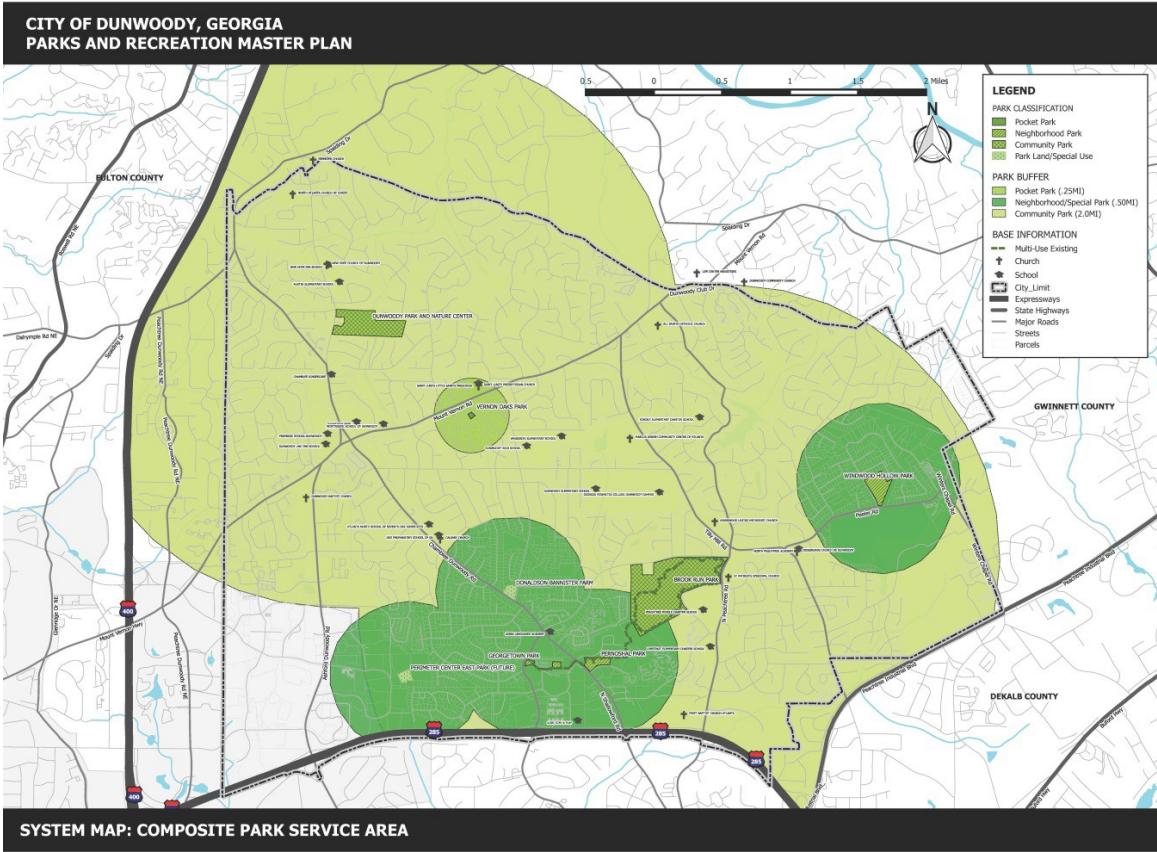


Table 10 provides a brief summary of facilities contained within the parks. This summary was developed by visiting each park within the City of Dunwoody Parks System and performing a detailed survey of all park elements. For a more detailed breakdown of facilities refer to **Appendix C**.

Table 10: Dunwoody Park System Inventory

Dunwoody Park System	Total Acreage – 161.82	
	Acres	
Community Park		135.92
Neighborhood Park		19.21
Pocket Park		0.58
Special Use Park		3.11
Park Land (City Owned)		3
Existing Amenities	Count	Units
Playgrounds	5	EA
Shelters	15	EA
Restrooms	6	EA
Baseball Fields	2	EA
Multi-Purpose Field (Unprogrammed)	3	EA
Tennis Court	2	EA
Basketball Courts	2	EA
Skate Park	1	EA
Dog Park	1	EA
Paved Trails	12,027	LF
Unpaved Trails	12,263	LF
Boardwalk	275	LF

The facility and park categories that have been assessed in this study include:

- Parkland (by type)
- Greenways
- Baseball/softball fields
- Tennis complexes
- Dog parks
- Playgrounds

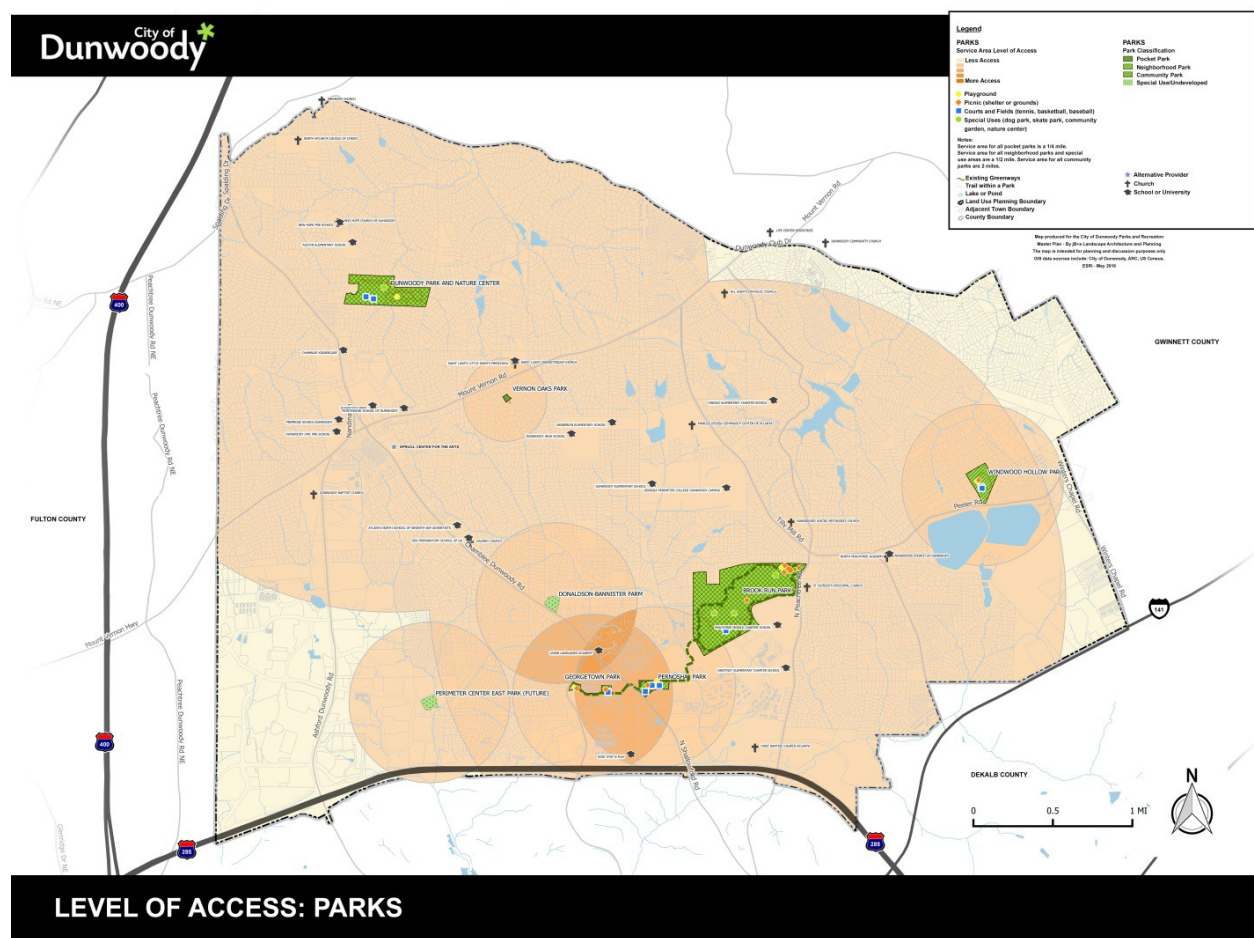
The identification of a community's recreation needs is multi-faceted, yet somewhat imprecise exercise in the development of a City-wide park system. For this report, park and facility needs have been assessed based on:

- Overall supply within the system
- Distribution of facilities (radii mapping)
- Other factors such as:
 - Public interest (initial survey findings)
 - Consultant team assessment

Parkland – Service Gaps

The areas most deficient with regard to overall parkland acreage occur in the northeast and southwest sectors of the City.

Map 1: Level of access to parks in Dunwoody



In terms of distribution and access to parkland **Map 1** illustrates the two geographic gap areas within the City. To determine the parkland gap areas, all City park sites were mapped and service radii of ¼ mile for all pocket parks, ½ mile for all neighborhood and special use parks, and service radii of 2 miles for all community parks were applied to the park boundaries.

When acquiring parkland, it is recommended that the City consider the gaps on **Map 1**. Additional consideration should also be given to expanding existing parks and acquiring new ones in areas where significant population growth and intensification is expected to occur. There is a projected population and density increase in the southwest portion of the city that will require the further development of Perimeter Center Park or the addition of new parkland.

Key Level of Service Findings

The inventory of parks and facilities are discussed in more detail according to facility type in the following pages. The recommendations identified are not intended to imply level of importance or timing. The recommendations are preliminary and are intended to be a point of departure for discussion.

Goals

1. Park Redevelopment – Add, expand, or improve existing parks and recreation facilities on an as-needed basis.
2. Park Development: Existing Parks and sites (Perimeter Center & Vernon Oaks) – Complete the planning and/or the construction of planned phases of development within existing sites and undeveloped sites.
3. Parkland acquisition: Under-served areas – Acquire additional parkland in underserved areas
4. Parkland acquisition: Developing/Trending area – Acquire additional parkland in developing areas
5. Greenways – Work toward achieving pedestrian linkage or connectivity between parks and other points of interest such as schools, commercial areas, etc. Work with GDOT to construct sidewalks or widen road shoulders for bike lanes to assist in linking recreational areas within the City of Dunwoody and connect to surrounding County facilities.

Sports Fields Analysis

The City of Dunwoody provides a total of five sports field facilities within its system. The sports field facilities will serve the south central sectors of the city. Two (2) baseball fields are located at Dunwoody Park but will soon be relocated to Brook Run Park while the three (3) multi-purpose fields (un-programmed) are located at Brook Run (1) and Pernoshal Park (2). If the City wishes to continue serving the northwest sector; future park development at the Austin ES park site should include athletic fields.

Outdoor athletic fields ranked 5th on the public survey as far as importance of adding, expanding, or improving facilities. The growth of soccer, lacrosse, and rugby in the United States has been well documented. In terms of overall participation, soccer registration has rivaled, and in some jurisdictions surpassed, that of baseball. In addition to the increase in structured sports such as those mentioned above, there is a rise in the demand for unstructured sports play opportunities. While un-programmed multi-purpose fields help to fill this demand, as a result, existing fields are used very heavily and in some cases are not able to receive adequate healing time or maintenance.

Tennis Courts Analysis

The city of Dunwoody parks provides two tennis courts within the city parks system. The courts are located at Windwood Hollow Park in the eastern sector of the City. Tennis courts are not unlike other recreational facilities such as playgrounds, and basketball courts in that they can be considered a “community” facility, meaning that distribution is important. However, there was little feedback from the community regarding the need for or improvements to tennis facilities which may indicate that an adequate number of courts are available through subdivisions or swim/tennis communities.

Playground Analysis

The City of Dunwoody has a total of five playgrounds within its current system, the majority of which are clustered in the southern portion of the City. Public survey input revealed that participants rate playgrounds as a moderate priority.

Playgrounds are an essential amenity in parks. It is important that efforts be made to ensure that children have reasonable access to a playground. Planners should be encouraged to construct playgrounds accessible to all local residents (i.e. not within gated subdivisions), possibly located within pocket or neighborhood parks between adjacent developments to maximize accessibility.

Teen Facilities Analysis

Teen oriented facilities, such as outdoor basketball courts (2), volleyball courts (0), disk golf (0), and skate parks (1) are to teenagers what playgrounds are to younger children – they are essential recreational elements that should be provided within the community. The recreational needs for youth, with the exception of organized sports such as baseball or soccer, have historically been ignored. These lower cost, unstructured type activities are what teens are seeking. However, these elements ranked as a low priority with the public input survey, which may indicate that what is provided within the City is sufficient for the community. Within the City of Dunwoody these types of activities are clustered in the southern sector of the City in Brook Run Park and Pernoshol Park.

Dog Park Analysis

Dog parks are well suited to the larger community parks that provide adequate space and buffering. These types of parks are becoming increasingly common as pet owners have long realized the value of running their dogs off-leash, for both exercise and socialization benefits, in a safe and enclosed setting. It is not unusual for the design of dog parks to incorporate “pet- friendly” features such as drinking areas, unique terrain, etc. The City of Dunwoody currently has one (1) Dog Park within its system, located at Brook Run Park, with two cordoned off areas for small and large dogs.

The public survey revealed little to no additional input regarding the addition of another dog park, again possibly indicating that the dog park supplied at Brook Run Park is sufficient to service the community.

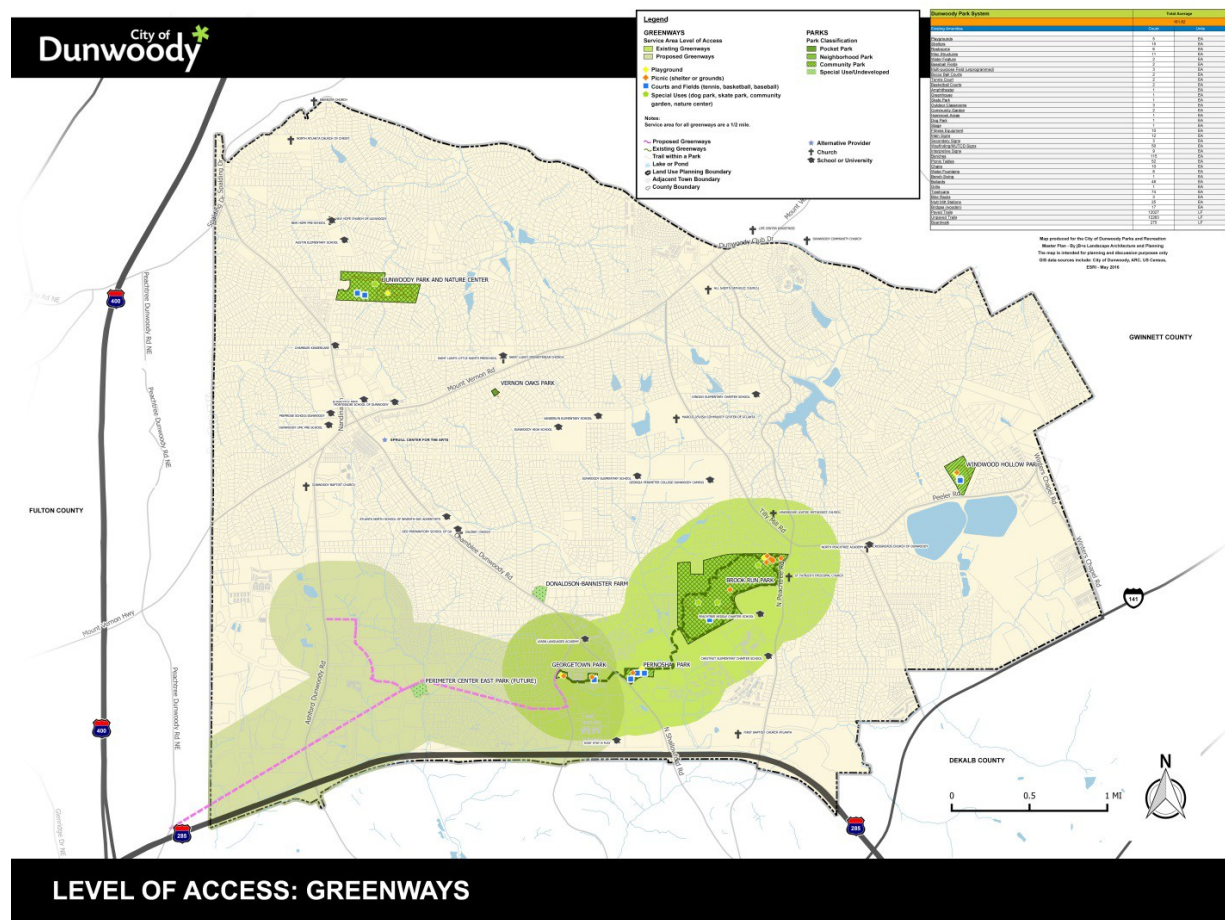
Greenway Analysis

In keeping with the need for access and flexibility within the City’s Park system, a greenway system is required to complement and link public spaces. Previous City planning documents have identified in detail the benefits of acquiring and/or protecting greenway corridors. In surveys that were randomly distributed throughout the City of Dunwoody Community, the number one priority indicated was the addition, expansion, and improvement of park facilities. Of those facilities, pathways and trails were the priority. Linear greenway systems are ideal for recreational use, non-motorized transportation, and linking a community together. Greenways are linear corridors of greenspace, typically linking parks and other civic destinations. They contain routes for recreational walking, running, and cycling and are generally off road and paved.

Currently, there is one (1) greenway trail available within the City (**Map 2**). The multi-use trail, known as the Dunwoody Trailway loops Brook Run Park and connects to Georgetown Park by way of Pernoshal Park. Future expansion of the Dunwoody Trailway would include a connection to Perimeter Center East Park and extend to the Fulton County line in the Southwestern corner of the City.

There are a number of greenway projects planned for the City. Trails, as opposed to Greenways, include multi-use (Paved) and nature (Unpaved) trail systems within City parks. There are several opportunities for trail utilization within the City. These types of trails are a staple for all park types.

Map 2: Level of access to greenways in Dunwoody



The existing suburban development pattern requires use of automobile transportation to access the majority of parks and recreation opportunities. Public input (surveys) revealed a strong interest in trail and greenway expansion, addition, and development. Residents expressed the desire to connect the City parks through greenways, sidewalks, paths. This continued expansion of the system into neighborhoods is needed.

Parkland Recommendations

This section provides a summary of recommendations relating to the addition, expansion, and improvements to the City's parks, facilities, and greenways systems.

- Maintain and improve existing facilities:
 - Basic Park maintenance such as mowing, removal of litter, and sports facility maintenance is performed at a high level of care.
- Address neighborhood connectivity:
 - Expand greenway system.
 - Provide sidewalk or bike way connections.
- Address Level of Service gaps in areas of anticipated population growth:
 - Consider park land acquisition in these underdeveloped areas.
 - Develop Perimeter Center East Park Property and Austin ES Park Property, which are currently undeveloped.

- Increase recreational opportunities – Outdoor Sports:
 - Sports activities are consolidated at the two large community parks, consider expanding user base at other parks.
- Upgrade or add new amenities:
 - Provide activities within the City that accommodates a variety of age groups and abilities.
- Provide a balance of active and passive recreation activities.

C. Parks Master Planning

Brook Run Park Master Plan

The Brook Run Park Master Plan is currently in Preliminary Draft level of completion. The primary capital improvements for Brook Run Park depicted in the Master Plan include the following:

- New Maintenance Facility
- Additional Picnic Area with Sand Volleyball
- Arboretum Forest adjacent to Greenhouses
- Great Lawn, Performance Stage, Pavilion
- New Basketball and Tennis Courts with Parking
- Memorial Plaza and Garden
- Additional Multi-Purpose Trail Spur
- New Restroom at Dog Park
- Disc Golf Course
- New Vehicular Entrance from Barclay Drive
- Two Multi-Use Fields, Overlook Plaza, Restroom, and Parking

Additional Conceptual Plan Updates

*There are additional park conceptual plan updates that are included in the master plan document after the Brook Run Master Plan. The 11" x 17" conceptual graphics are included in **Appendix D** so they can be folded out.*

V. Analysis of Key Issues and Recommendations

Key issues detailed in this section were identified through public input and information gathering as opportunities for Dunwoody Parks and Recreation. The following analysis and subsequent recommendations are provided to ensure that the Department is able to take tangible steps in the short, medium, and long-term.

A matrix (**Figure 18**) was developed to summarize the key issues using an “abc” ranking system, where each key issue is categorized as:


- a. **Immediate or short-term issue**
 - b. **Opportunity for improvement/expand or mid/longer-term issue**
 - c. **Minor or future issue**
- ☐ A blank box means that the issue was not addressed by that particular source.

The following source of input are represented in this ranking system matrix:

- Qualitative Data:
 - The consultant team
 - Department staff
 - Public meetings/focus groups
 - Existing documents
- Quantitative Data:
 - Community survey
 - City Data
 - Facility Assessment/LOS

Further description of each issue follows the matrix in **Figure 18**.

Figure 18: Key Issues facing the Department

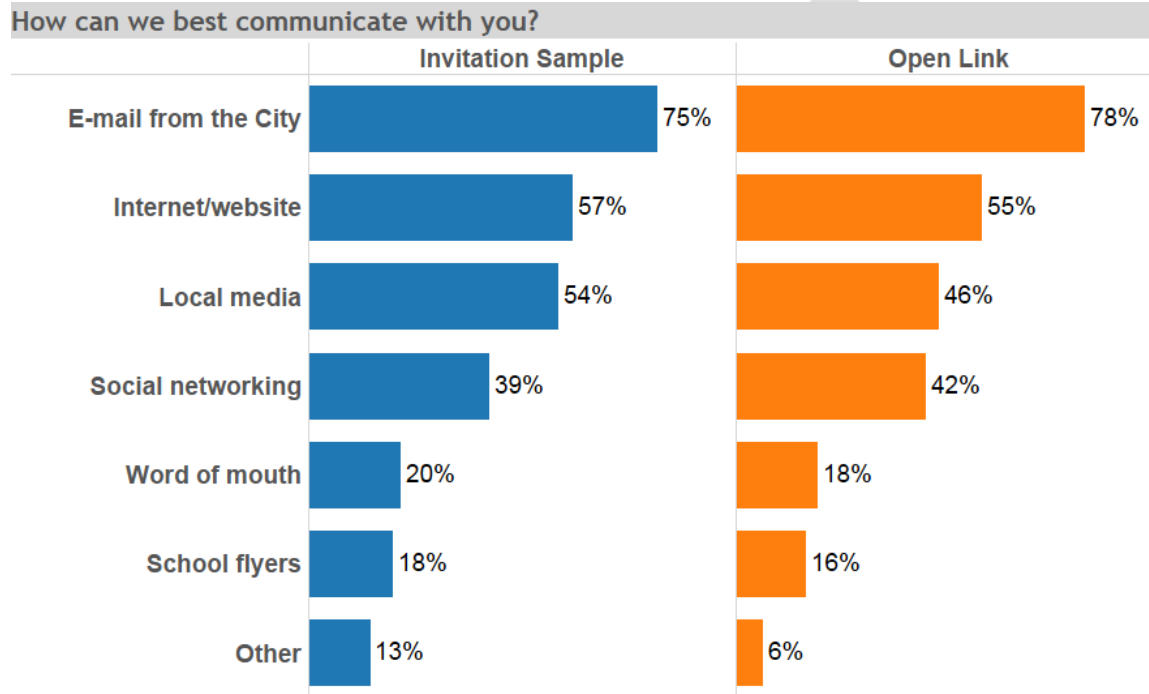
2016 Data Source	Qualitative Data				Quantitative Data		
<div></div> <div>Key Issue - Rating Scale a - priority b - opportunity to improve c - minor or future issue blank means the issue didn't come up or wasn't addressed</div>	Consultant Team	Staff Input	Public Input	Existing Documents	Community Survey	City Data	Facility Assessment/LOS
Organizational							
Need better communication of activities and facilities between contracted nonprofits and the general public	b	b	b		b		
Increase staffing and contractors for expanded service delivery	a	a	a				
Confusion about ownership of parks and facilities	b	b	b				
Cooperative use of school facilities and scheduling	a	a	a				
Programs and Service Delivery							
Increase programs in education/enrichment, fitness/wellness, and youth sports	a	a	a		a		
Increase number of community events	a	a	a	a	a		
Increase opportunities for concerts, live performances, and other special events	a	a	a		a		
Balance passive (self-directed) and active (directed) programming	a	a					
Facilities and Amenities							
Maintain and improve existing facilities	a	a	a	a	a		a
Connections with pathways and trails	a	a	a	a	a		a
Redevelop Brook Run Park	a	a	a	a	a		a
Continue current level of field maintenance and increase number of rectangle fields or repurpose some existing natural turf fields to synthetic	a	a	a	a			
Improve and increase park amenities	a	a	a		a		
Add lights at parks and athletic fields for both increase playability and general safety and security	b	b	a		a		
Sports complex (indoor/outdoor) for hosting large-scale events and tournaments	b	b			a		
Level of Service							
Identify gaps that are in need of service	a	a	a				
Verify other Service Providers are not filling gaps	a	b					
Explore land preservation and acquisition opportunities	a	a	a		a		
Address low scoring components	a	a	a	a	a		
Finance							
Utilize equitable user fees to address increased programming and services	a	a	a		a		
Pursue grant opportunities, resource development for park redevelopment	a	a	a		a		
Explore Bond Referendum	a	a	a		a		

A. Organizational Opportunities

Improved Communication of Activities and Facilities between Contracted Nonprofits and the Public

While the Department provides services through contracts and partnerships, it should focus on establishing their marketing efforts. This includes its own efforts, distributed through its own channels, and cross-promotional opportunities with partners. **Figure 19** depicts the survey respondents when asked their preferred method of communication.

Figure 19: Best Form of Communication According to Survey Respondents



Increased Staffing or Contractors for Expanded Service Delivery

The public input process identified a desire from the community to increase and expanded services delivered by the Department. Due to current structure of the organization these opportunities need to be provided through additional contracts for maintenance and programs, and the consideration of expanding contracts to instructors for programs such as fitness. Hiring a full time Recreation Program Supervisor has recently been done to increase the volume of programs implemented.

Clarify Ownership of Parks and Facilities

With the Department being relatively young, the community is looking for more information or clarification on what is, and what is not, a City-owned facility and service. As the Department expands its communication efforts, Department amenities and services should be a key message through logo/signage branding and all marketing/promotional materials.

Cooperative Use of School Facilities and Scheduling

The community expressed a desire to increase indoor programming in areas such as educational and fitness programs. Without a dedicated indoor facility to provide these services, the Department will need to rely on indoor spaces that already exist within the community that can accommodate a variety of opportunities. In many cases, school facilities are the best solution to providing alternatives to indoor space, and are utilized through intergovernmental agreements. Other opportunities for indoor program space include:

- Libraries
- Police/fire/community services buildings
- Churches
- Meeting/gathering spaces
- Private providers

Organizational Recommendations Summary

1. Develop Marketing Plan and Communication Plan to improve awareness and communication and better tell the story of social, cultural, and economic benefits of the Department.
2. Coordinate efforts with contracted nonprofits, DeKalb County, and the school system to promote facilities and parks.
3. Work with the school system to develop/modify an IGA for the scheduling and use of facilities.

B. Program and Service Opportunities

Increase Programs in Education/Enrichment, Fitness/Wellness, and Youth Sports

When asked, the community identified a number of programming areas where their household has an identified need (**Figure 20**). The Department should focus on the following areas:

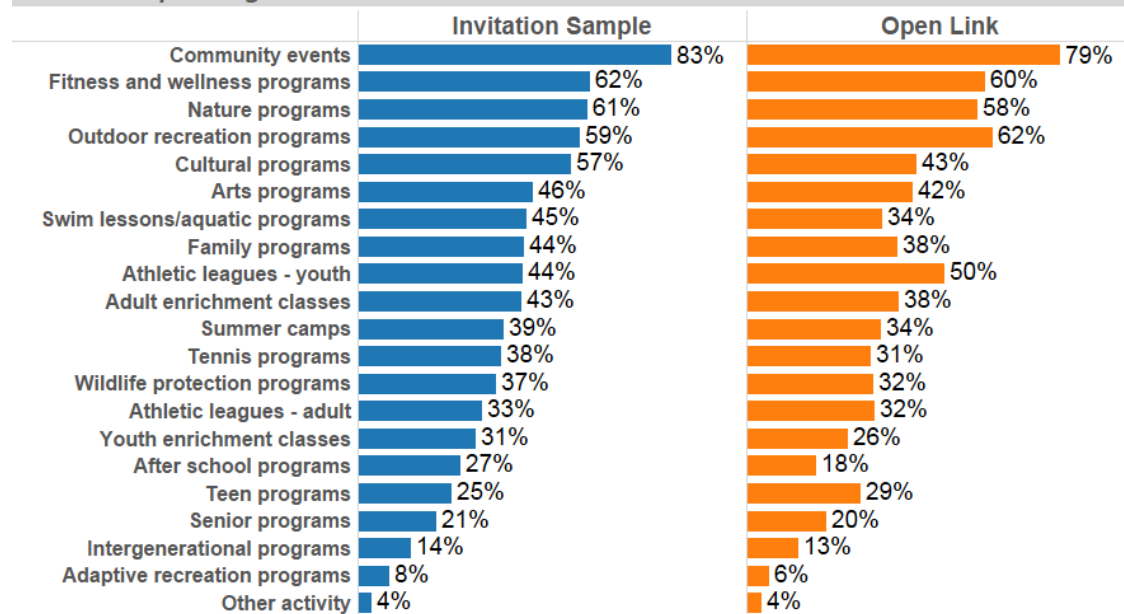
- Education/enrichment/cultural
- Fitness/wellness
- Youth sports

These programming areas identified by the community are in line with national programming trends and the community's demographic analysis.

Figure 20: Programming Opportunities Identified by the Community

Does your household have a need for the following programs?

Percent Responding "Yes"

**Increase the Number of Community Events**

Community events were also identified as an opportunity to expansion. This is a growing trend in the parks and recreation industry as new, young families look for opportunities to engage with their community and neighbors. While many of these opportunities do not provide financial benefit directly to the Department, there are many benefits to providing them. One major benefit, which is a goal identified in this plan, is increased awareness and outreach between the event provider and the community.

Increase Opportunities for Concerts, Live Performances, and Other Special Events

Another growing trend in the parks and recreation industry is providing cultural and arts services within a community. The Department should look for opportunities to provide these opportunities through:

- Concerts or concert series
- Live performances
- Special events

Balance Passive (self-directed) and Active (directed) Programming

As the parks and amenities are developed in Dunwoody, passive spaces for self-directed recreational activities such as picnics, playing tag, throwing a Frisbee, playing catch, observing nature, walking, playgrounds, nature trails, etc. should be balanced with active spaces for directed recreational activities such as baseball, softball, soccer, football, basketball, tennis, pickleball, etc. unless it is a special use park for one use over another.

Programs and Service Delivery Recommendations Summary

1. Continue to work with existing partners, seek out new partners, and/or singularly work to expand programs in the areas of education/enrichment, fitness/wellness, and youth sports.
2. Continue to work with existing partners, seek out new partners, and/or singularly work to expand community event opportunities.
3. Continue to work with existing partners, seek out new partners, and/or singularly work to expand concerts, live performances, and other citywide special events.
4. Continue to work with existing partners, seek out new partners, and/or singularly work to provide an equitable balance between passive (self-directed) and active (directed) programming.

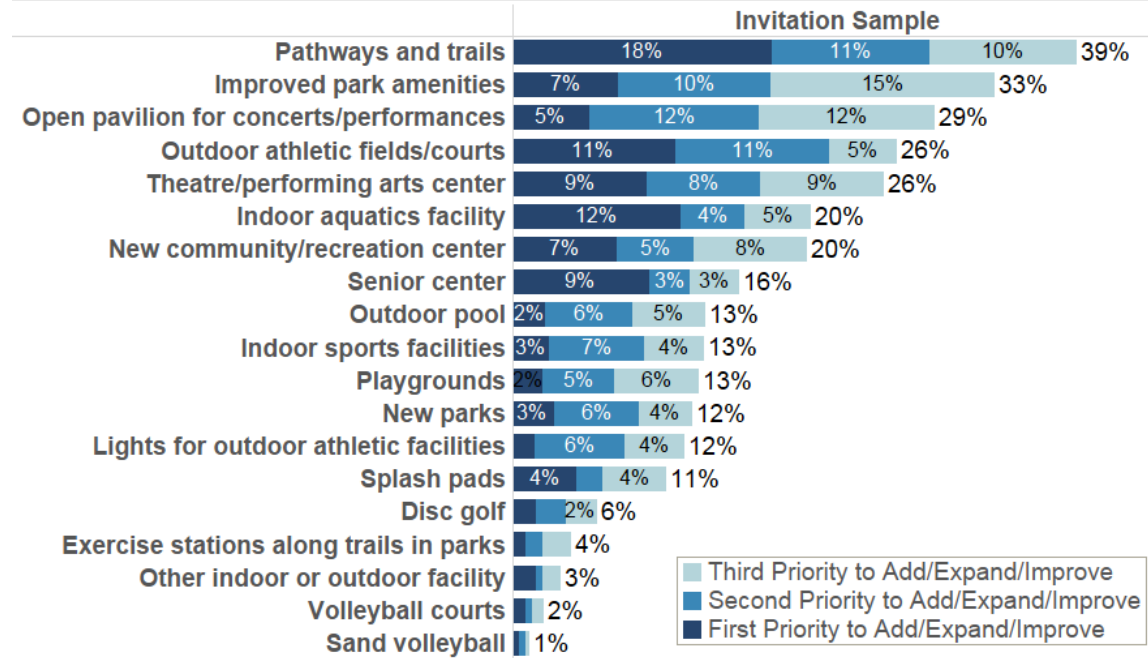
C. Facility and Amenity Opportunities

Maintain and Improve Existing Facilities

The public supported the idea of maintaining existing facilities as a priority but also to improve those existing facilities before developing new facilities. This is a very common public opinion across the country as facilities get utilized and worn down. It is much easier and more cost effective to improve an existing facility than to create new facilities. Once existing facilities have been upgraded and maintained to an adequate standard, the public supports building new amenities as long as there are resources to maintain these to the acceptable standards.

Improve Connectivity with Pathways and Trails

The top priority for the Department to focus on is pathways and trails (**Figure 21**). This is in line with national programming trends, and the community's demographic analysis. The connectivity of pathways, trails, and sidewalks as well as the expansion of the greenway system is an integral part of providing equitable access to recreation within a community, and has a profound impact the overall public health and wellness of an area.

Figure 21: Community Priorities to Add, Expand, or Improve**Top Three Priorities to be Added, Expanded, or Improved (Invitation Sample Only)****Redevelop Brook Run Park**

Implement the Brook Run Park Master Plan located in Section IV. C Parks Master Planning.

The primary capital improvements for Brook Run Park depicted in the Master Plan include the following:

- New Maintenance Facility
- Additional Picnic Area with Sand Volleyball
- Arboretum Forest adjacent to Greenhouses
- Great Lawn, Performance Stage, Pavilion
- New Basketball and Tennis Courts with Parking
- Memorial Plaza and Garden
- Additional Multi-Purpose Trail Spur
- New Restroom at Dog Park
- Disc Golf Course
- New Vehicular Entrance from Barclay Drive
- Two Multi-Use Fields, Overlook Plaza, Restroom and Parking

Continue Current Level of Field Maintenance and Increase the Number of Rectangle Fields or Repurpose some Existing Natural Turf Fields to Artificial Surfaces

Rectangle fields were identified by multiple sources as a potential component to add to the system. The current fields are grass, but the Department should consider repurposing some of the existing and new fields to artificial surfaces. Artificial turf may limit the short-term maintenance needed on these types of fields, and increase the playability due to improved surface conditions following inclement weather.

These types of amenities, though, do take significant capital investment. The Department would need to identify additional funding sources and partnerships to realize this opportunity in the mid-term.

Partnership opportunities in this area could include sports clubs and associations, neighboring towns/departments, and community foundations.

Improve and Increase Park Amenities

Repair or replace those park amenities that have been identified in the inventory section of this Master Plan as being near or having reached their life expectancy. Upgraded and new amenities should provide well-rounded activities that accommodate a variety of age groups and abilities. The park amenities that ranked the highest from the community to improve or expand include trails and greenways, open pavilion for concerts/performances, outdoor athletic fields, and courts.

Add Lights at Parks and Athletic Fields to Increase Playability and General Safety/Security

Lighting allows coordinators to program games and tournaments later in the day and earlier in the season. This is similar to artificial turf, but on a smaller scale. These upgrades would allow the Department to further utilize its fields, providing more access. Though these amenities would have less capital impact than turf fields, the Department would still need to re-evaluate the current budget or find additional sources of revenue to realize this project.

Add Sports Complex (Indoor/Outdoor) to Host Large-scale Events/Tournaments

Additional fields or gymnasiums could also be prioritized as an opportunity to host local, regional, and state sporting events on weekends with an opportunity for economic impact for the City while creating additional game and practice time for local teams during the week. The opportunities addressed above would alleviate some of the local capacity issues, but would not provide the same opportunities for generating additional revenue as a larger space or complex.

This amenity was also addressed by many alternative providers and stakeholders as an opportunity for partnerships in the future. A significant mix of funding opportunities would be required.

Facilities and Amenities Recommendations Summary

1. Continue to implement existing plans and Master Plan.
2. Continue to develop pathways and expand to connect neighborhoods and parks.
3. Implement Design of Brook Run Park.
4. Continue with current maintenance plan and explore options for more rectangular fields or addition of synthetic fields.
5. Repair or replace park amenities that are near or have reached their life expectancy.
6. Future athletic field and general park development should include adequate lighting to maximize use.
7. Look for opportunities for joint venture to develop for the region.

D. Level of Service Opportunities

Address Level of Service Gaps in Need of Service

The northeast and southwest portions of Dunwoody were identified as the largest geographic gaps of level of service. The City should consider park land acquisition in these underdeveloped growth areas if/when the opportunity arises.

Verify that Alternative Providers are not Already Filling Gaps

Primary similar alternative service providers have been identified and are not currently fulfilling the level of service gaps in the areas of anticipated population growth identified as the northeast and southwest portions of Dunwoody.

Explore Land Preservation/Acquisition Opportunities

The city of Dunwoody should work to make parks and open space a key consideration when procuring new property or redeveloping existing property.

Address Low Scoring Components

The lowest scoring amenities identified within the inventory of the park system that are near or have reached their life expectancy should be repaired or replaced. A list of these lowest scoring amenities has been given to the Parks and Recreation Department as a staff document.

Level of Service Recommendations Summary

1. Consider geographic barriers when looking at future facilities and services.
2. Map other service provider amenities that fill service gaps.
3. Work to make parks and open space a key consideration when procuring new property or redeveloping existing property.
4. Repair or replace park amenities that are near or have reached their life expectancy.

E. Financial Opportunities

Limited Funding for Park Redevelopment

The Department should consider alternative funding sources. Such consideration should not only be given to grant and philanthropic opportunities, but also include dedicated taxes, maintenance fees or impact fees to be utilized to fund amenities or improvements. While it is true that grant development and administration takes staff time, another option to consider is hiring an outside grant administrator who often performs such duties as a percentage of the overall grant. Many times, such administration can be written into the grant itself, or as an in-kind contribution. Following is a listing of potential funding opportunities for Dunwoody Parks and Recreation Department.

Potential Dunwoody Community Center Funding Sources

There are many different types of traditional and alternative potential funding sources that Park and Recreation agencies are funded. These funding sources are categorized for Dunwoody Parks and Recreation as either funding sources currently being utilized or potential funding opportunities in the future. They are listed as traditional funding sources and alternative funding sources in three tiers along with brief explanations which include:

Tier 1: These funding sources are currently being used, or could easily be used by Dunwoody Parks and Recreation to create the existing budgets for capital and operational expenditures.

Tier 2: These funding sources are potential funding opportunities Dunwoody Parks and Recreation would consider for additional funding of capital and operational expenditures.

Tier 3: These funding sources are potential funding opportunities Dunwoody Parks and Recreation could consider for additional funding of capital and operational expenditures. These funding sources may not be available currently in the State of Georgia, or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Traditional Parks and Recreation Operations and Capital Development Funding Sources

There are a variety of mechanisms that local governments can employ to provide services and to make public improvements. Parks and recreation operating and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment and are not available to carry-over or re-invest without voter approval. Explained below are the salient points of traditional funding sources. Many of these strategies may be currently in use to some extent by your agency.

Traditional Tax and Exactions-Based Funding Resources

These funding sources are currently being used, or could easily be used by Dunwoody Parks and Recreation to create the existing budgets for capital and operational expenditures.

General or Operating Fund

Parks and recreation services are typically funded by an agency’s General or Operating Fund, which can be comprised of property tax, sales tax, and other compulsory charges levied by a government for the purpose of financing services performed for the common benefit of a community. These funds may also come from resources such as inter-governmental agreements, reimbursements, and interest and may include such revenue sources as franchise taxes, licenses and permits, fees, transfers in, reserves, interest income, and miscellaneous other incomes.

Property Tax

Property tax revenue often funds park and recreation special districts and may be used as a dedicated source for capital development. When used for operation funding, it often makes the argument for charging resident and non-resident fee differentials.

Sales Tax

This revenue source often funds public park and recreation agencies either partially or fully. Sales tax revenue is very popular in high traffic tourism agencies and with cities, counties, and state parks. Special Districts cannot exact sales taxes, which often calls into question the issue of charging resident and non-resident fee differentials.

Development Funding

These funding sources are potential funding opportunities Dunwoody Parks and Recreation could consider for additional funding of capital and operational expenditures. These funding sources may not currently be available in the State of Georgia or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Development Impact Fees

Development impact fees are one-time charges imposed on development projects at the time of permit issue to recover capital costs for public facilities needed to serve new developments and the additional residents, employees, and visitors they bring to the community. State laws, with a few minor exceptions, prohibit the use of impact fees for ongoing maintenance or operations costs. Not all states allow the collection of impact fees.

Local Improvement Districts

Different from cities that are direct beneficiaries of these funds, Special Districts (or local improvement districts) are the beneficiaries of pass-through funding from cities or counties, which have responsibility for their interests. Special Districts cannot exact or collect the land dedication or the fee-in-lieu on their own.

Park Land Dedication Ordinance

Park land dedication requirements typically state that all residential subdivisions of land (and often commercial), with some exemptions, are to provide for parks by either dedicating land, paying an in-lieu fee (the amounts may be adjusted annually), or a combination of the two.

Traditional Parks and Recreation Earned Revenue Resources

Fees and Charges

These funding sources are potential funding opportunities Dunwoody Parks and Recreation would consider for additional funding of capital and operational expenditures.

Daily Admission and Annual Pass Sales or Vehicle Permits

Daily and annual pass fees can apply to regional parks and aquatics centers. The consultant team recommends consideration of bulk discount buying of daily admission fees marketed as “monthly, seasonal, 3-month, 6-month, and/or annual passes.”

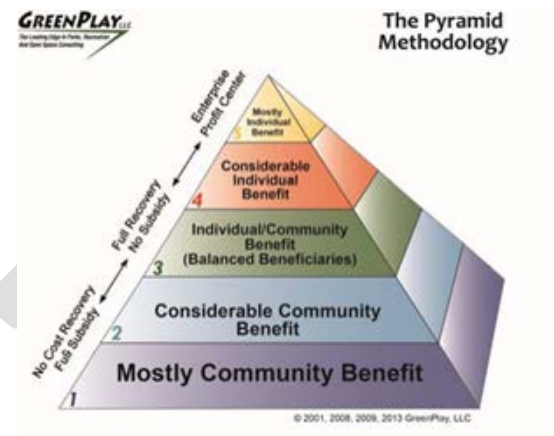
Registration Fees

This revenue source is for participating in programs, classes, activities, and events which typically require pre-registration to ensure a place. These services may or may not have limited space. These participant fees attempt to recover most if not all of the direct expenses and are often revenue positive due to market demand.

Utilize Equitable User Fees to Address Increased Programming/Services

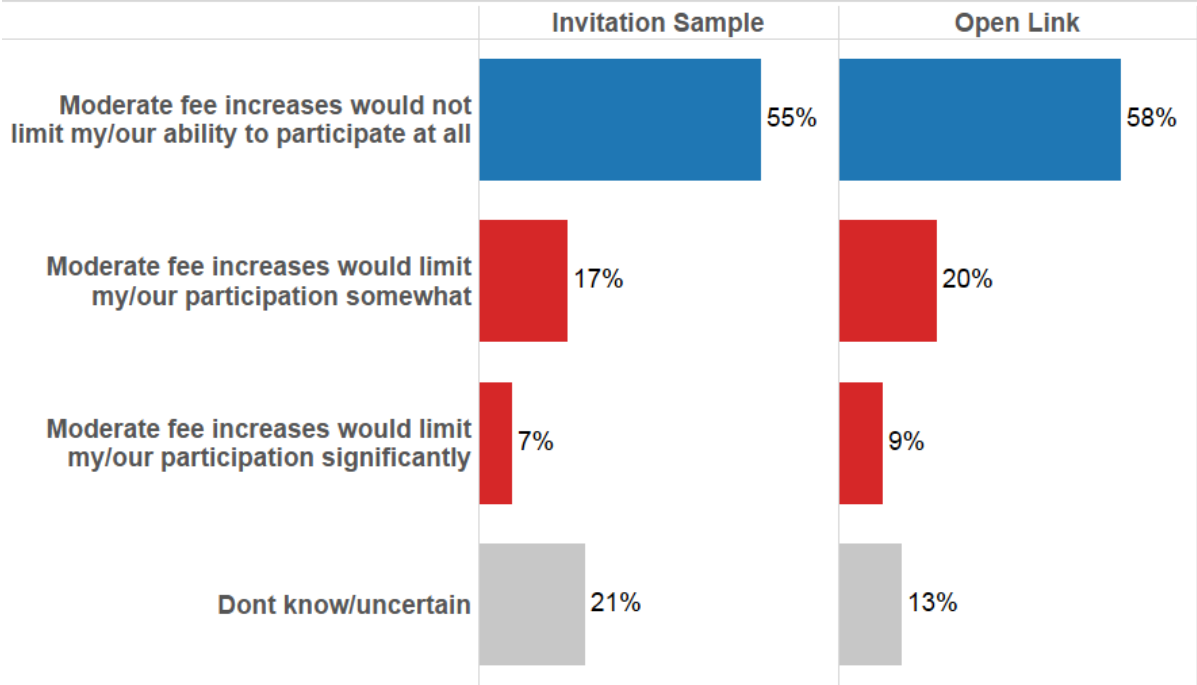
During the planning process, the Department attended a cost recovery workshop. Adopting a formal philosophy, and communicating it to elected officials and the public, can go a long way toward directing subsidies to the appropriate areas.

The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining financial control, equitably pricing offerings, and helping to identify core services including programs and facilities. As operational costs continue to increase, revenues must increase at a higher rate in order to maintain current cost recovery, if that is the desire (**Figure 22** depicts the community’s perception of the impact of fee increases). An established cost recovery policy helps to allocate appropriate resources and charge appropriate fees for services to meet cost recovery targets. A beneficial summary of the pyramid methodology developed by GreenPlay, LLC, is illustrated on the right.



The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services. The Pyramid Methodology can be presented to staff in a focused workshop upon further request.

Figure 22: Community Response to the Impact of Fee Increases
Impact of Fee Increases on Parks & Recreation Participation



Ticket Sales/Admissions

This revenue source is for accessing facilities for self-directed or spectator activities such as splash parks, ballparks, and entertainment activities. Fees may also be assessed for tours, entrance or gate admission, and other activities, which may or may not be self-directed. These user fees help offset operational costs or apply to new projects.

Alternative Parks and Recreation Operations and Capital Development Funding Sources

Alternative funding sources include a variety of different or non-conventional public sector strategies for diversifying the funding base beyond traditional tax-based support. The following is a list of known industry funding practices, potential sources, and strategies, as compiled by GreenPlay. Some of the strategies may currently be used by your agency, but may not be used to maximum effectiveness or capacity. Those that may not currently be used by your agency should be considered for a project's or the operation's specific relevance.

***NOTE:** Not every funding mechanism on this list may be allowable by law, as the laws, regulations, statutes, ordinances, and systems of governance vary from city to city, county to county, and state to state. The authority to put forth referenda or institute exactions must be researched for validity within your city and your state, as this list is comprised of the financial practices from across the nation. Some referenda are passed by simple majority of those who vote, while others require a larger percentage to pass. In certain circumstances, referenda are passed by the majority of eligible voters versus just those who vote.*

Loan Mechanisms

This funding source is potential funding opportunities Dunwoody Parks and Recreation would consider for additional funding of capital and operational expenditures.

Revenue Bonds

Bonds used for capital projects that will generate revenue for debt service where fees can be set aside to support repayment of the bond. These are typically issued for water, sewer or drainage charges, and other enterprise type activities.

These funding sources are potential funding opportunities Dunwoody Parks and Recreation could consider for additional funding of capital and operational expenditures. These funding sources may not be available currently in the State of Georgia or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Full Faith and Credit Bonds

Bonds that are payable from the general resources of the agency. They are not tied to a specific revenue source, but the payment of principle and interest uses available operating funds.

General Obligation Bonds

This refers to bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements. The City of Dunwoody should explore a Bond Referendum, as it was identified by the community as a dedicated funding mechanism that should be considered (**Figure 23 and 24**). This plan does not suggest that the community will support this type of funding, but the Department should explore the opportunity in depth. Successful bond referendums are passed with appropriate research, communication, and transparency.

Figure 23: Community Willingness to Support Types of Funding Mechanisms

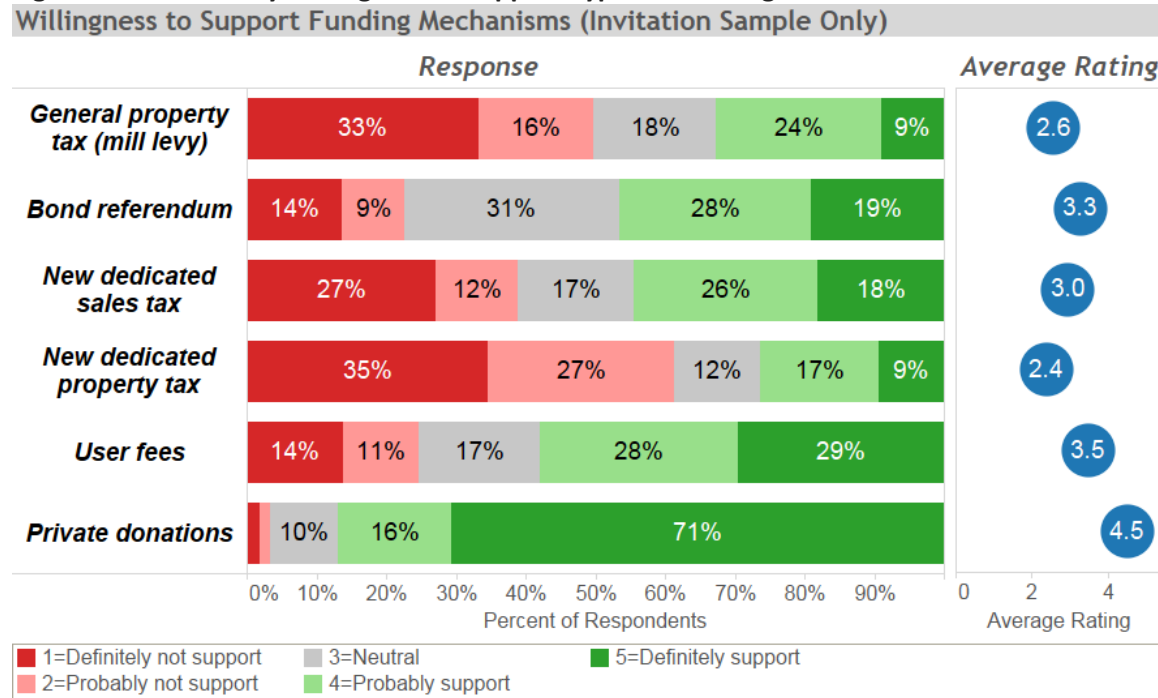
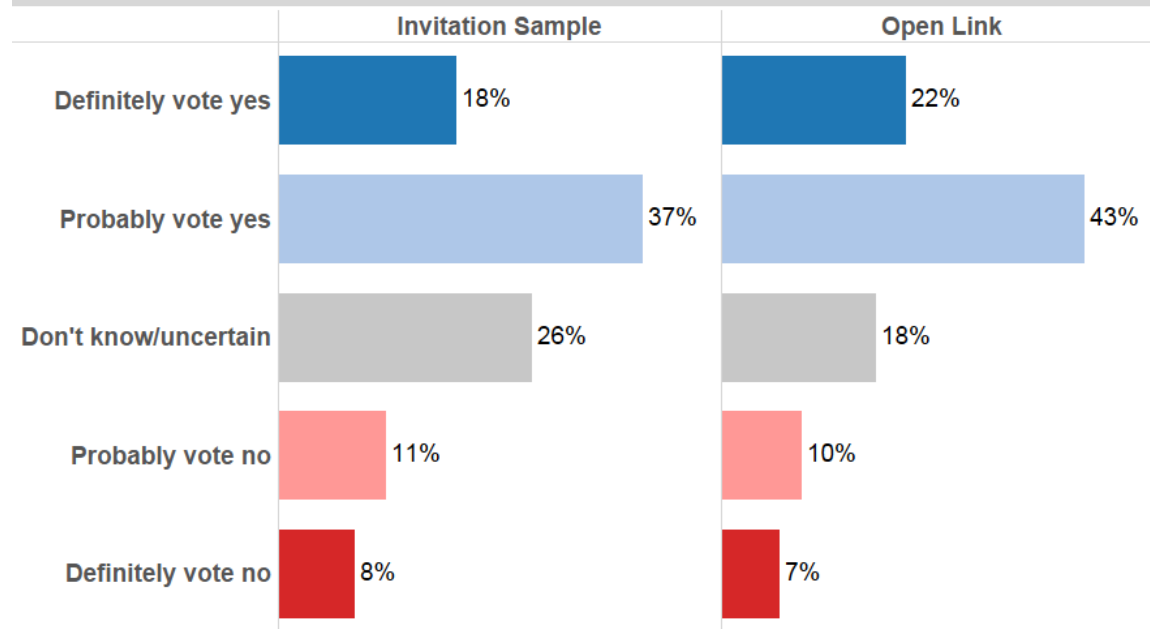


Figure 24: Community Support for a Bond Referendum

How likely would you be to support a Bond Referendum that includes funding for parks and recreation enhancements?



Alternative Service Delivery and Funding Structures

This funding source is potential funding opportunities Dunwoody Parks and Recreation would consider for additional funding of capital and operational expenditures.

Typically used for food and beverage management, golf course operations, ball field, or sports complex operations by negotiated or bid contract.

These funding sources are potential funding opportunities Dunwoody Parks and Recreation could consider for additional funding of capital and operational expenditures. These funding sources may not be available currently in the State of Georgia, or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Annual Appropriation/Leasehold Financing

This is a more complex financing structure that requires use of a third party to act as an issuer of the bonds who would construct the facility and retain title until the bonds are retired. For example, an agency can enter into a lease agreement with the third party with annual lease payments equal to the debt service requirements. The bonds issued by the third party are considered less secure than general obligation bonds of an agency and are therefore more costly. Since a separate corporation issues these bonds, they do not impact an agency's debt limitations and do not require a vote. However, they also do not entitle an agency to levy property taxes to service the debt. The annual lease payments must be appropriated from existing revenues.

Inter-local Agreements

Contractual relationships could be established between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

Partnership Opportunities

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a government agency, or a private business and a government agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner.

Creating synergy based on expanded program offerings and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. Potential strategic alliance partnerships where missions run parallel and mutually beneficial relationships can be fostered and may include the following:

- Possibly consider partnering with YMCA.
- Possibly consider partnering with School Districts.
- Possibly consider partnering with Kiwanis, Optimists, VFWs, Elks, Rotary, and other service and civic organizations.
- Definitely consider partnering with Convention and Visitors Bureau.
- Possibly consider partnering with Homeowner or Neighborhood Associations.
- Can or are partnering with Youth Sports Associations.
- Definitely consider partnering with Adult Sports Associations.
- Can or are partnering with Private alternative providers.
- Definitely consider partnering with Churches.

A Sample Partnership Policy has been provided to Dunwoody Parks and Recreation.

Community Resources

The following subsections summarize research findings on potential funding sources that could enhance capital expenditures for capital repair, renovation, and new construction and operating budgets for an agency. These findings do not recommend any particular funding strategy over another. The economic conditions within the service area may vary with time, and your agency should explore the best means of achieving its goals toward the operations of the agency, the programs, and the facilities on an ongoing basis.

These funding sources are currently being used, or could easily be used by Dunwoody Parks and Recreation to create the existing budgets for capital and operational expenditures.

Fundraising

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. This can include selling bricks, benches, pavers, tiles, and commemorative tree plantings, etc.

Crowdfunding

Crowdfunding is the practice of funding a project or venture by raising many small amounts of money from a large number of people, typically via the internet. Park and Recreation agencies are beginning to incorporate crowdfunding efforts alongside traditional fundraising strategies. NRPA has implemented a Fund Your Park crowdfunding platform. It is free to members, donations are tax deductible, and you have all the support you need from NRPA staff.

Source: Kara Kish, MPA, CPRE, CPSI, article in Parks and Recreation Magazine, December 2015. www.NRPA.org

Grants

Grants often supplement or match funds that have already been received. For example, grants can be used for program purposes, information technology infrastructure, planning, design, seed money, and construction. Due to their infrequent nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding.

Facilities and Equipment Grants

These grants help buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will help better serve its clients. Fund providers considering these requests will not only be interested in the applicant's current activities and financial health, but they will also inquire as to the financial and program plans for the next several years. Fund providers do not want to allocate resources to an organization or program only to see it shut down in a few years because of poor management.

Philanthropic

Philanthropy can be defined as the concept of voluntary giving by an individual or group to promote the common good and to improve the quality of life. Philanthropy generally takes the form of donor programs, capital campaigns, and volunteers/in-kind services.

The time commitment to initiate a philanthropic campaign can be significant. If an agency decides to implement a capital fundraising campaign and current resources that could be dedicated to such a venture are limited, it may be recommended that the agency outsource some or most of this task to a non-profit or private agency experienced in managing community-based capital fundraising campaigns. Capital campaigns should be limited to large-scale capital projects that are desired by the community but for which dedicated funding is not readily available.

Conservancies

According to a 2015 report by the Trust for Public Land, nearly half the nation's top 100 cities now have conservancies that are often driven by financial need. Charlie McCabe, director of the Center for City Park Excellence at the national Trust for Public Land, says conservancies represent the new norm for parks, many of which now rely on a combination of public and private funding. They're registered nonprofits that make formal agreements with a city or park district, usually to raise money for capital improvements or enhanced operations. While the nonprofits help cash-strapped cities improve parks without asking more from taxpayers, private funding for public spaces can spur accountability concerns. They should be visible and transparent by publishing annual reports and agreements, reporting donations, and involving stakeholders.

Volunteer Programs/In-Kind Services

This revenue source is an indirect source in that persons donate time to assist an agency in providing a product or service on an hourly basis. This reduces cost in providing the service, plus it builds advocacy for the system. To manage a volunteer program, an agency typically dedicates a staff member to oversee the program for the entire agency.

Adopt-a-Park/Adopt-a-Trail

Programs such as adopt-a-park may be created with and supported by the residents, businesses, and/or organizations located in the park's vicinity. These programs allow volunteers to actively assist in improving and maintaining parks, related facilities, and the community in which they live.

This funding source is potential funding opportunities Dunwoody Parks and Recreation would consider for additional funding of capital and operational expenditures.

Naming Rights

Many agencies throughout the country have successfully sold the naming rights for newly constructed facilities or when renovating existing buildings. Additionally, newly developed and renovated parks have been successfully funded through the sale of naming rights. Generally, the cost for naming rights offsets the development costs associated with the improvement. People incorrectly assume that selling the naming rights for facilities is reserved for professional stadiums and other high profile team sport venues. This trend has expanded in recent years to include public recreation centers and facilities as viable naming rights sales opportunities.

Naming rights can be a one-time payment or amortized with a fixed payment schedule over a defined period of time. During this time, the sponsor retains the "rights" to have the park, facility, or amenity named for them. Also during this time, all publications, advertisements, events, and activities could have the sponsoring group's name as the venue. Naming rights negotiations need to be developed by legal professionals to ensure that the contractual obligation is equitable to all agents and provides remedies to change or cancel the arrangements at any time during the agreement period.

These funding sources are potential funding opportunities Dunwoody Parks and Recreation could consider for additional funding of capital and operational expenditures. These funding sources may not be available currently in the State of Georgia or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Advertising Sales

Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on items such as program guides, scoreboards, dasher boards, and other visible products or services. This could be a viable strategy in the future if appropriate opportunities present themselves, such as the acquisition of scoreboards, etc. Current sign codes should be reviewed for conflicts or appropriate revisions.

Corporate Sponsorships

An agency can solicit this revenue-funding source itself or work with agencies that pursue and use this type of funding. Sponsorships are often used for programs and events where there are greater opportunities for sponsor recognition (greater value to the sponsor).

A Sample Sponsorship Policy has been provided to Dunwoody Parks and Recreation Department.

General Purpose or Operating Grants

When a grant maker gives an operating grant, it can be used to support the general expenses of operating. An operating grant means the fund provider supports the overall mission and trusts that the money will be put to good use. Operating grants are generally much harder to procure than program or support grants.

Management or Technical Assistance Grants

Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of an agency. Instead, it supports management or administration and the associated fundraising, marketing, and financial management needs.

Program-Related Investments (PRIs)—In addition to grants, the Internal Revenue Service allows foundations to make loans—called Program-Related Investments (PRIs)—to nonprofits. PRIs must be for projects that would be eligible for grant support. They are usually made at low or zero interest. PRIs must be paid back to the grant maker. PRIs are often made to organizations involved in building projects.

Matching Grants

Many grant makers will provide funding only on the condition that an amount equal to the size of the grant can be raised from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

Planning Grants

When planning a major new program, an agency may need to spend a good deal of time and money conducting research. A planning grant supports this initial project development work, which may include investigating the needs of constituents, consulting with experts in the field, or conducting research and planning activities.

Private Grant and Philanthropic Agencies

Many resources are available which provide information on private grant and philanthropic agency opportunities. A thorough investigation and research on available grants is necessary to ensure mutually compatible interests and to confirm the current status of available funding. Examples of publicly accessible resources are summarized below.

- Information on current and archived Federal Register Grant Announcements can be accessed from The Grantsmanship Center (TGCI) on the Internet at: <http://www.tgci.com>.
- Another resource is the Foundation Center's RFP Bulletin Grants Page on Health at: <http://foundationcenter.org>.
- Research www.ecivis.com for a contract provider of a web-based Grants Locator system for government and foundation grants specifically designed for local government.

Program or Support Grants

A program or support grant is given to support a specific or connected set of activities that typically have a beginning and an end, specific objectives, and predetermined costs. Listed below are some of the most common types of program or support grants:

Seed Money or Start-up Grants

These grants help a new organization or program in its first few years. The idea is to give the new effort a strong push forward, so it can devote its energy early on to setting up programs without worrying constantly about raising money. Such grants are often for more than one year, and frequently decrease in amount each year.

Land and Water Conservation Fund

This fund was reauthorized by Congress in December 2015 for 3 years. Generally during this short period the level of funding allocated to states (through the State and Local Assistance Program) for outdoor recreation land acquisition and facility development is anticipated to rise. Every state runs its State and Local Assistance Program in a slightly unique manner, so we encourage any municipal or county parks personnel interested in LWCF to contact their LWCF State Liaison Officer (typically someone at a state's department of fish and game, environmental protection, or conservation and recreation) for more information.

Neighborhood Park Watch

As a way to reduce costs associated with vandalism and other crimes against property, an agency may consider a neighborhood park watch program. This program develops community ownership of an agency's facilities.

Gifts in Perpetuity

Irrevocable Remainder Trusts

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to an agency in a trust fund that allows the fund to grow over a period of time and is then available to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

Life Estates

This revenue source is available when someone wants to leave their property to an agency in exchange for their continued residence on the property until their death. An agency can usually use a portion of the property for park and recreational purposes, and then use all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth and their estate will be highly taxed at their death. Their benefactors will have to sell their property because of probate costs. Life Estates allow individuals to receive a good yearly tax deduction on their property while leaving property for the community. Agencies benefit because they do not have to pay for the land.

Maintenance Endowments

Maintenance Endowments are set up for organizations and individuals to invest in ongoing maintenance improvements, and infrastructure needs of specific/targeted facilities. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

Raffling

Some agencies offer annual community raffles, such as purchasing an antique car that can be raffled off in contests.

Recreational Trails Program (RTP)

The RTP provides funds to the States to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses. It is an assistance program of the Department of Transportation's Federal Highway Administration (FHWA). Federal transportation funds benefit recreation including hiking, bicycling, in-line skating, equestrian use, off-road motorcycling, all-terrain vehicle riding, four-wheel driving, or using other off-road motorized vehicles. The Fixing America's Surface Transportation (FAST) Act reauthorized the Recreational Trails Program (RTP) for Federal fiscal years 2016 through 2020 as a set-aside of funds from the Transportation Alternatives (TA) Set-Aside under Surface Transportation Block Grant Program (STBG). The amount set aside is equal to the State's FY 2009 RTP apportionment. Each State administers its own program. Contact your State RTP Administrator for guidance on State policies and project eligibility requirements.

Community Service Fees and Assessments

This funding source is currently being used, or could easily be used by Dunwoody Parks and Recreation to create the existing budgets for capital and operational expenditures.

Equipment Rental

This revenue source is generated from the rental of equipment such as tables and chairs tents, stages, bicycles, roller blades, boogie boards, etc. that are used for recreation purposes.

These funding sources are potential funding opportunities Dunwoody Parks and Recreation would consider for additional funding of capital and operational expenditures.

Parking Fee

This fee applies to parking at selected destination facilities such as sports complexes, stadiums, and other attractions to help offset capital and operational cost. Fees may be charged for after-hours overnight usage of parking facilities or for storage at parking facilities with excess space.

Recreation Surcharge Fees on Sports and Entertainment Tickets, Classes, MasterCard, Visa

This fee is a surcharge on top of the regular sports revenue fee or convenience fee for use of MasterCard and Visa. The fee usually is no more than \$5.00 and is usually \$3.00 on all exchanges. The money earned would be used to help pay off the costs of improvements or for operational purposes.

Room Overrides on Hotels for Sports Tournaments and Special Events

Agencies have begun to keep a percentage of hotel rooms reservation fees that are booked when the agency hosts a major sports tournament or special event. The overrides are usually \$5.00 to \$10.00 depending on the type of room. Monies collected would help offset operational costs for hosting the events.

Security and Clean-Up Fees

An agency may charge groups and individuals security and clean-up fees for special events other type of events held at facilities.

Contractual Services

These funding sources are potential funding opportunities Dunwoody Parks and Recreation would consider for additional funding of capital and operational expenditures.

Cell Towers and Wi-Fi

Cell towers sited in strategic park locations are another potential source of revenue that an agency may consider. Typically, agencies engage in this service as a means of enhancing overall operational cost recovery.

Another type of revenue for a facility or complex can come from providing sites for supporting Wi-Fi technology. In California, the State Park System is providing wireless internet access and is charging \$7.95 for 24 hours of connectivity (approximately \$.33 per hour) within its service area. It has connected 85 state parks with SBC Communications. For more information, contact California State Parks at www.parks.ca.gov. [2015/16 update: It is unclear whether CA is still charging for this service; this is being further researched]

Concession Management

Concession management is the retail sale or rental of soft goods, hard goods, or consumable items. Through contracting, the agency either receives a percentage of the gross sales or the net revenue dollars from the revenue above direct expenses. Net proceeds are generally more difficult to monitor.

Private Concessionaires

Contracts with private sector concessionaires provide resources to operate desirable recreational activities. These services are typically financed, constructed, and operated by a private business or a non-profit organization with additional compensation paid to an agency.

This funding source is an opportunity that Dunwoody Parks and Recreation could consider for additional funding of capital and operational expenditures. These funding sources may not currently be available in the State of Georgia, or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Merchandising Sales or Services

This revenue source comes from the public or private sector on resale items from gift shops, pro-shops, restaurants, concessions, and coffee shops for either all of the sales or a defined percentage of the gross sales. Typically, agencies engage in this type of service as a convenience to their patrons and as a means of enhancing overall operational cost recovery.

Permits, Licensing Rights and Use of Collateral Assets

This funding source is currently being used, or could easily be used by Dunwoody Parks and Recreation to create the existing budgets for capital and operational expenditures.

Special Use Permits

Special permits allow individuals to use specific park property for financial gain. The agency receives either a set amount of money or a percentage of the gross service provided.

These funding sources are potential funding opportunities Dunwoody Parks and Recreation would consider for additional funding of capital and operational expenditures.

Booth Lease Space

Some agencies sell booth space to sidewalk vendors in parks or at special events for a flat rate or based on volume of product sold. The booth space can also be used for sporting events and tournaments.

Catering Permits and Services

This is a license to allow caterers to work in the system on a permit basis with a set fee or percentage of food sales returning to the agency. Also, many agencies have their own catering service or an authorized provider list and receive a percentage of dollars from the sale of food.

Filming Rights

Many agencies issue permits so that park sites may be used for commercial film and photography activities. The production company pays a daily fee for the site plus the loss of revenue the agency would incur during use of the community space.

Land Swaps

An agency may trade property to improve access or protection of resources. This could include a property gain by the agency for non-payment of taxes or a situation where a developer needs a larger or smaller space to improve its profitability. The agency would typically gain more property for more recreation opportunities in exchange for the land swap.

Leasebacks on Recreational Facilities

Many agencies do not have adequate capital dollars to build desired revenue-producing facilities. One option is to hire a private investor to build the facility according to the specifications requested with the investment company financing the project. An agency would then lease the property back from the investor over 20+ years. This can be reversed whereby an agency builds the facility and leases to a private management company who then operates the property for a percentage of gross dollars to pay off the construction loans through a subordinate lease.

Licensing Rights

This revenue source allows an agency to license its name on all resale items that private or public vendors use when they sell clothing or other items with its agency's name on it. The normal licensing fee is 6 to 10 percent of the cost of the resale item.

These funding sources are potential funding opportunities Dunwoody Parks and Recreation could consider for additional funding of capital and operational expenditures. These funding sources may not be available currently in the State of Georgia or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Manufacturing Product Testing and Display or Research

An agency may work with specific manufacturers to test their products in a park, recreation facility, or in a program or service. The agency may test the product under normal conditions and report the results back to the manufacturer. Examples include lighting, playground equipment, tires on vehicles, mowers, irrigation systems, seed & fertilizers, etc. The agency may receive the product for free but must pay for the costs of installation and for tracking results. Research Fees may be charged to allow research to occur on park lands or related to equipment used at Parks. Companies may pay to have their equipment installed and tested to prove durability and user satisfaction. Product placement fees may also be an option – having a company that not only donates its equipment but also pays a fee to have its equipment used at a public facility.

Private Developers

Developers may lease land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include sports complexes and recreation centers.

Recycling Centers

Some agencies and counties operate recycling centers for wood, mulch, and glass as revenue generators for their systems.

These funding sources are potential funding opportunities Dunwoody Parks and Recreation would or could consider for additional funding of capital and operational expenditures.

Greening Trends

Rooftop Gardens and Park Structures

Rooftop gardens (both public and private) create respites in a densely built environment and help reduce urban heat island effects. In addition, the lack of availability and affordability of urban real estate has continued the trend of parks built over structures such as parking garages (e.g., Millennium Park and Soldier Field Stadium/Burnham Park re-design in Chicago) and other structures (such as Freeway Park in Seattle, built in the 1970s).

Green Practices

- Use light, water, and motion sensors
- Conduct energy audits
- Update to energy efficient ballasts, motors, appliances
- Use electric and hybrid vehicles
- Use greywater
- Implement green operating practices

Many agencies miss the easiest green practices in their everyday operating procedures and policies. These include administrative procedures, best operating standards, and sustainable stewardship performance measures. Many of the industry best practices outlined below (**Table 11**) may be currently and successfully employed by your agency.

Table 11 : Green Practices Focus Area and Action Step

Focus Area	Action Step
Administrative	<ul style="list-style-type: none"> • Can or are recycle office trash (consolidate trash and recyclables to one common location – reduce cost to empty containers in each office) • Possibly consider cleaning offices weekly instead of daily • Can go or are paperless • Can or are conserving resources • Definitely consider flex scheduling • Definitely consider virtual meetings
Operating Standards	<ul style="list-style-type: none"> • Definitely consider preventative maintenance • Definitely consider reducing driving • Definitely consider eliminating environmentally negative chemicals and materials • Can or are using green purchasing policies • Possibly consider LEED® design • Definitely consider purchasing better equipment and supplies that require less maintenance and are more durable
Sustainable Stewardship	<ul style="list-style-type: none"> • Can or are re-analyzing and revising practices and standards • Can or are monitoring and reporting results • Possibly consider leading by example • Definitely consider public education - not only should agencies lead by example, it benefits the public to know and learn a little bit about what green practices are actually in use in their community and how they might be able to incorporate some of the same features (maybe raingardens or LED lighting) in their own home to help conserve our shared natural resources. • Definitely consider incorporating stewardship principles in all Park and Recreation services • Definitely consider seeking available grant funding and Initiative awards

Financial Recommendations

1. Develop Cost Recovery Policy.
2. Explore alternative funding opportunities.
3. Bond funding for Parks and Recreation Facilities Improvements.

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VI. An Action Plan for Dunwoody

A. Action Plan, Cost Estimates, and Prioritization

The following Goals, Objectives, and Action Items for the recommendations are drawn from the public input, inventory, level of service analysis, findings feedback, and all the information gathered during the master planning process with a primary focus on maintaining, sustaining, and improving the Department's parks, recreation, open space, and trails. All cost estimates are in 2017 figures where applicable. Most costs are dependent on the extent of the enhancements and improvements determined or known at this time.

Timeframe to complete is designated as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)

B. Organizational Opportunities

Objective 1.1: Improved Communication of Activities and Facilities between Contracted Nonprofits and the Public			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Develop Marketing Plan and Communication Plan to improve awareness and communication and better tell the story of social, cultural, and economic benefits of the Department including public recognition of City-owned parks and facilities.	N/A	\$35,000	Short-term
Objective 1.2: Increased Staffing or Contractors for Expanded Service Delivery			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.2.a Expand network of contractors for current and future recreational programs.	N/A	Increased Revenue based on number of added programs	Ongoing
Objective 1.3: Clarify Ownership of Parks and Facilities			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.3.a Coordinate efforts with contracted nonprofits, the county, and the county school system to promote facilities and parks.	N/A	Staff Time	Ongoing
1.3.b Include public recognition of City-owned parks and facilities in the Market Plan.	N/A	Included above	Short-term

Objective 1.4: Cooperative Use of School Facilities and Scheduling			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.4.a Work with the school system to develop/modify an IGA for the scheduling and use of facilities.	N/A	Staff Time	Mid-term

C. Program and Service Opportunities

Objective 2.1: Increase Programs in Education/Enrichment, Fitness/Wellness, and Youth Sports			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Continue to work with existing partners to expand programs in the areas of education/enrichment, fitness/wellness, and youth sports.	N/A	Staff Time	Short-term
2.1.b Seek out new partners, and/or instructors to expand programs in the areas of education/enrichment, fitness/wellness, and youth sports.	N/A	Staff Time	Ongoing
Objective 2.2: Increase the Number of Community Events			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.2.a Continue to work with existing partners, seek out new partners, and/or singularly work to expand community event opportunities.	N/A	Staff Time	Ongoing
Objective 2.3: Increase Opportunities for Concerts, Live Performances, and Other Special Events			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.3.a Continue to work with existing partners, seek out new partners, and/or singularly work to expand concerts, live performances, and other citywide special events.	N/A	Staff Time	Ongoing
Objective 2.4: Balance Passive (self-directed) and Active (directed) Programming			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.4.a Continue to work with existing partners, seek out new partners, and/or singularly work to provide an equitable balance between passive (self-directed) and active (directed) programming.	N/A	Staff Time	Long-term

D. Facility and Amenity Opportunities

Objective 3.1: Maintain and Improve Existing Facilities			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a Continue to implement existing plans and Master Plan.	TBD	Staff Time	Ongoing
3.1.b Continue the high level of care of basic park maintenance such as mowing, litter removal, sports facility maintenance, etc.	N/A	9.8% increase per year on current contract	Ongoing
Objective 3.2: Improve Connectivity with Pathways and Trails			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.2.a Continue to develop pathways, sidewalks, bike ways and expand to connect neighborhoods and parks.	\$375k/mile 12' Conc. Path	\$800 per mile	Ongoing
3.2.b Expand greenway system.	\$1.0M- \$1.2M/mile	Minimal	Ongoing
Objective 3.3: Redevelop Brook Run Park			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.3.a Implement Design of Brook Run Park.	TBD Upon Final MP	Approximately the same as currently	Short-term
Objective 3.4: Continue Current Level of Field Maintenance and Increase the Number of Rectangle Fields or Repurpose some Existing Natural Turf Fields to Artificial Surfaces			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.4.a Continue with current maintenance plan and explore options for more rectangular fields or addition of synthetic fields.	\$350k/Grass Field \$850k/Turf Field	\$2,000 per Field/Season/ Cost Savings over Turf Fields	Mid-term
3.4.b Explore options for more synthetic turf rectangular fields.	\$850k/Turf Field	Cost Savings over Turf Fields	Long-term
Objective 3.5: Improve and Increase Park Amenities			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.5.a Repair or replace park amenities that are near or have reached their life expectancy.	Depends on Amenity	N/A	Short-term
3.5.b Add new park amenities per new individual park master plan updates.	Varies Park Master Plans Needed	N/A	Mid-term

Objective 3.6: Add Lights at Parks and Athletic Fields to Increase Playability and General Safety/Security			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.6.a Future athletic field and general park development should include adequate lighting to maximize use.	\$180k/Ballfield \$150k/ Rectangular Field	Approximately \$10 per hour per field	Mid to Long-term
Objective 3.7: Add Sports Complex (indoor/outdoor) to Host Large-scale Events/Tournaments			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.7.a Look for opportunities for joint venture to develop regional indoor/outdoor sports complex.	Depends on Program Elements	\$2-4 million depending on size	Long-term

E. Level of Service Opportunities

Objective 4.1: Address Level of Service Gaps in Areas of Anticipated Population Growth			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.1.a Consider park land acquisition in the northeast and southwest parts of Dunwoody	\$250k – \$650k per acre	Depends on what is developed	Mid to Long-term
4.1.b Develop Perimeter Center East and Austin ES Park Properties which are currently undeveloped.	Austin ES Park: \$1.5M - \$1.8M Perimeter Center: \$1.5M - \$2.0M	Depends on what is developed	Long-term
4.1.c Consider geographic barriers when looking at future facilities and services in level of service gap areas	N/A	Staff Time	Ongoing
Objective 4.2: Verify that Alternative Providers are not Already Filling Gaps			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.2.a Map other service provider amenities that fill service gaps.	N/A	Staff Time	Ongoing
4.2.b Do not duplicate services of other providers.	N/A	N/A	Ongoing
Objective 4.3: Explore Land Preservation/Acquisition Opportunities			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.3.a Work to make parks and open space a key consideration when procuring new property or redeveloping existing property.	TBD	Staff Time	Ongoing

Objective 4.4: Address Low Scoring Components			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.4.a Repair or replace park amenities that are near or have reached their life expectancy.	Depends on Amenity	N/A	Short-term

F. Financial Opportunities

Objective 5.1: Utilize Equitable User Fees to Address Increased Programming/Services			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
5.1.a Develop Cost Recovery Policy.	N/A	\$45,000	Mid-term
Objective 5.2: Limited Funding for Park Redevelopment			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
5.2.a Explore alternative funding opportunities.	Matching Grants	Staff Time	Ongoing
Objective 5.3: Explore Bond Referendum			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
5.3.a Pass bond funding for Parks and Recreation facilities improvements.	N/A	Staff Time	Mid-term

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Appendix A: Trends Report

The following information highlights relevant regional and national outdoor recreation trends from various sources that may influence Dunwoody's recreation planning for the next several years.

Demographic Trends in Recreation

Adult – The Millennial Generation

The Millennial Generation, generally considered to represent those born between about 1980 and 1999, represented about 26% of the Dunwoody population in 2015. In their book, Millennials Rising, the Next Great Generation, authors William Strauss and Neil Howe identify seven Millennials characteristics.⁴³ These characteristics were discussed in a 2010 California State Parks article entitled “Here come the ‘Millennials’: What You Need to Know to Connect with this New Generation”:

The highest-ranking age cohort in Dunwoody in 2015 was the 35-44 cohort (at 16.2%), followed by the 25-34 cohort (at 14.9%), and 45-54 cohort (at 13.5%). In 2015, an estimated 26% of the population was in the Millennial Generation (currently age 17-36, a nearly 20 year span). About 17% of the population was in the Baby Boomer age range in 2015 (currently age 52-70; again, a nearly 20 year span).

1. Special: Used to receiving rewards just for participating, Millennials are raised to feel special.
2. Sheltered: Millennials lead structured lives filled with rules and regulations. Less accustomed to unstructured play than previous generations and apprehensive of the outdoors, they spend most of their time indoors, leaving home primarily to socialize with friends and families.
3. Team Oriented: This group has a “powerful instinct for community” and “places a high value on teamwork and belonging.”
4. Technically savvy: Upbeat and with a can-do attitude, this generation is “more optimistic and tech-savvy than its elders.”
5. Pressured: Millennials feel “pressured to achieve and pressured to behave.” They have been “pushed to study hard and avoid personal risk.”
6. Achieving: This generation is expected to do great things, and they may be the next “great” generation.
7. Conventional (and diverse): Millennials are respectful of authority and civic minded. Respectful of cultural differences because they are ethnically diverse, they also value good conduct and tend to have a “standardized appearance.”

The California State Parks article provides a broad range of ideas for engaging Millennials in parks and recreation.⁴⁴

⁴³ Neil Howe and William Strauss, Millennials Rising, the Next Great Generation, Vintage: New York, New York, 2000.

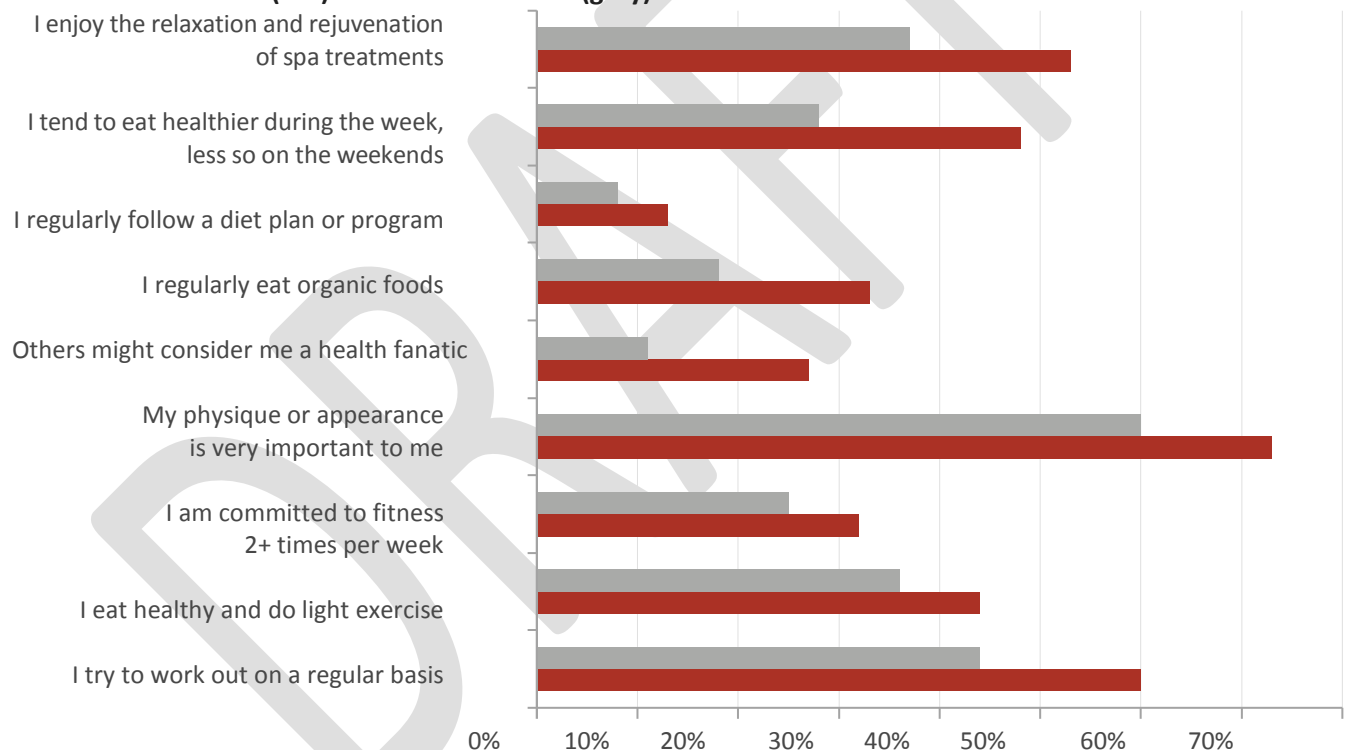
⁴⁴ California State Parks, “Here come the ‘Millennials’: What You Need to Know to Connect with this New Generation,” *Recreation Opportunities*. (2010), p. 4-6, http://www.parks.ca.gov/pages/795/files/millennials%20final_03_08_10.pdf, accessed January 12, 2015.

In a 2011 study of the Millennial Generation,⁴⁵ Barkley Advertising Agency made the following observations about Millennials and health/fitness:

- Sixty percent (60%) of Millennials say they try to work out on a regular basis. Twenty-six percent (26%) consider themselves health fanatics.
- Much of this focus on health is really due to vanity and/or the desire to impress others – 73% exercise to enhance their physical appearance.
- Millennials are also fans of relaxation and rejuvenation, as 54% regularly treat themselves to spa services.
- Despite their commitment to health, Millennials stray from their healthy diets on weekends. There's a noticeable difference between their intent to work out regularly and the amount of exercise that they actually accomplish

Table 12 illustrates contrasts between Millennials and Non-Millennials regarding a number of health and fitness topics.⁴⁶

Table 12: Millennials (red) Vs. Non-Millennials (grey) on Health and Fitness



Source: Barkley's Report on Millennials.

⁴⁵ American Millennials: Deciphering the Enigma Generation, <https://www.barkleyus.com/AmericanMillennials.pdf>, accessed May 2015.

⁴⁶ Barkley report.

Adults – Baby Boomers

Baby Boomers are defined as individuals born between 1946 and 1964, as stated in “Leisure Programming for Baby Boomers.”⁴⁷ They are a generation that consists of nearly 76 million Americans. In 2011, this influential population began their transition out of the workforce. In the July 2012 issue of *Parks and Recreation* magazine, published by NRPA, Emilyn Sheffield, Professor of Recreation and Parks Management at the California State University, at Chico, contributed an article titled, “Five Trends Shaping Tomorrow Today.” In it, she indicated that Baby Boomers are driving the aging of America, with Boomers and seniors over 65 composing about 39% of the nation’s population.⁴⁸ As Baby Boomers enter retirement, they will be looking for opportunities in fitness, sports, outdoors, arts and cultural events, and other activities that suit their lifestyles. With their varied life experiences, values, and expectations, Baby Boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults.

The demographic profile for Dunwoody, Georgia, indicates that about 17% of the current population falls within the Baby Boomer age range (those aged 52-70).

In the leisure profession, this generation’s devotion to exercise and fitness is an example of its influence on society. When Boomers entered elementary school, President John Kennedy initiated the President’s Council on Physical Fitness; physical education and recreation became a key component of public education. As Boomers matured and moved into the workplace, they took their desire for exercise and fitness with them. Now as the oldest Boomers are nearing 70, park and recreation professionals are faced with new approaches to provide both passive and active programming for older adults. Boomers are second only to Gen Y/Millennials (born between 1980 and 1999) in participation in fitness and outdoor sports.⁴⁹

Jeffrey Ziegler, a past president of the Arizona Parks and Recreation Association identified “Boomer Basics” in his article, “Recreating Retirement: How Will Baby Boomers Reshape Leisure in their 60s?”⁵⁰ Highlights are summarized below.

Boomers are known to work hard, play hard, and spend hard. They have always been fixated with all things youthful. Boomers typically respond that they feel 10 years younger than their chronological age. Their nostalgic mindset keeps boomers returning to the sights and sounds of their 1960s youth culture. Swimming pools have become less of a social setting and much more of an extension of Boomers’ health and wellness program. Because Boomers in general have a high education level, they will likely continue to pursue education as adults and into retirement.

Boomers will look to park and recreation professionals to give them opportunities to enjoy many life-long hobbies and sports. When programming for this age group, a customized experience to cater to the need for self-fulfillment, healthy pleasure, nostalgic youthfulness, and individual escapes will be important. Recreation trends will shift from games and activities that boomers associate with senior citizens, as Ziegler suggests that activities such as bingo, bridge, and shuffleboard will likely be avoided, because Boomers relate these activities to being old.

⁴⁷ Linda Cochran, Anne Roshchadl, and Jodi Rudick, “Leisure Programming For Baby Boomers,” Human Kinetics, 2009.

⁴⁸ Emilyn Sheffield, “Five Trends Shaping Tomorrow Today,” *Parks and Recreation*, July 2012, p. 16-17.

⁴⁹ 2012 Participation Report, Physical Activity Council, 2012.

⁵⁰ Jeffrey Ziegler, “Recreating Retirement: How Will Baby Boomers Reshape Leisure in Their 60s?,” *Parks and Recreation*, October 2002.

Boomers will reinvent what being a 65-year-old means. Parks and recreation agencies that do not plan for boomers carrying on in retirement with the same hectic pace they have lived during their years in employment will be left behind. Things to consider when planning for the demographic shift:

- Boomer characteristics
- What drives Boomers?
- Marketing to Boomers
- Arts and entertainment
- Passive and active fitness trends
- Outdoor recreation/adventure programs
- Travel programs

Youth – Generation Z

In her *Parks and Recreation* magazine article, Emilyn Sheffield also identified that the proportion of youth is smaller than in the past, but still essential to our future. As of the 2010 Census, the age group under age 18 forms about a quarter of the U.S. population. Nationwide, nearly half of the youth population is ethnically diverse and 25% is Hispanic. In Dunwoody, about 26% of the population is 19 and under.

Characteristics cited for Generation Z⁵¹ include:

- The most obvious characteristic for Generation Z is the pervasive use of technology.⁵²
- Generation Z members live their lives online and they love sharing both the intimate and mundane details of life.
- They tend to be acutely aware that they live in a pluralistic society and tend to embrace diversity.
- Generation Zers tend to be independent. They do not wait for their parents to teach them things or tell them how to make decisions.⁵³

With regard to physical activity, a 2013 article published by academics at Georgia Southern University⁵⁴ notes that the prevalence of obesity in Generation Z (which they describe as individuals born since the year 2000) is triple that of Generation Xers (born between 1965 and 1979). It suggests that due to increased use of technology, Generation Z spends more time indoors, is less physically active, and more obese compared to previous generations. The researchers noted that Generation Z is a generation that seeks social support from peers more so than any previous generation. This is the most competent generation from a technological standpoint but Generation Zers tend to struggle in and fear some basic activities such as physical activity and sports.

⁵¹ Note: There does not appear to be a general consensus about the transition from Millennials to Generation Z. The range cited in various articles puts the transition year anywhere from about 1994 to 2000.

⁵² La Monica Everett-Haynes, "Trending Now: Generation Z," Arizona University UA News Blog, <http://uanews.org/blog/trending-now-generation-z>, accessed July 30, 2015.

⁵³ Alexander Levit, "Make Way for Generation Z", *The New York Times*, March 28, 2015, http://www.nytimes.com/2015/03/29/jobs/make-way-for-generation-z.html?_r=0.

⁵⁴ David D. Biber, Daniel R. Czech, Brandon S. Harris, and Bridget F. Melton, "Attraction to physical activity of generation Z: A mixed methodological approach," *Open Journal of Preventive Medicine*, Vol.3, No.3., 310 – 319 (2013), <http://dx.doi.org/10.4236/ojpm.2013.33042>.

Multiculturalism

Our country is becoming increasingly racially and ethnically diverse. In May 2012, the U.S. Census Bureau announced that non-white babies now account for the majority of births in the United States. “This is an important tipping point,” said William H. Frey,⁵⁵ the senior demographer at the Brookings Institution, describing the shift as a, “transformation from a mostly white Baby Boomer culture to the more globalized multi-ethnic country that we are becoming.” Cultural and ethnic diversity adds a unique flavor to communities expressed through distinct neighborhoods, multicultural learning environments, restaurants, places of worship, museums, and nightlife.⁵⁶

The 2015 demographic profile for Dunwoody, Georgia, indicates that 68.8% of the population was Caucasian and that the next largest single-race demographic was Asian at 12.5% followed closely by the African American demographic at 12.1%. Additionally, 10.3% of the population self-designated as being of Hispanic origin (irrespective of race).

As the recreation field continues to function within a more diverse society, race and ethnicity will become increasingly important in every aspect of the profession. More than ever, recreation professionals will be expected to work with, and have significant knowledge and understanding of, individuals from many cultural, racial, and ethnic backgrounds.

- **Outdoor participation varies by ethnicity:** Participation in outdoor activities is higher among Caucasians than any other ethnicity and lowest among African Americans in nearly all age groups.
- **Lack of interest reason for not participating:** When asked why they did not participate in outdoor activities more often, the number one reason given by people of all ethnicities and races was because they were not interested.
- **Most popular outdoor activities:** Biking, running, fishing, and camping were the most popular outdoor activities for all Americans, with each ethnic/racial group participating in each in varying degrees.

Recreational Preferences among Ethnic/Racial Groups (Self-Identifying):

Nationwide participation in outdoor sports was highest among Caucasians in all age groups and lowest among African Americans, according to the 2014 “Outdoor Recreation Participation Report.”⁵⁷ The biggest difference in participation rates was between Caucasian and African American adolescents, with 65% of Caucasians ages 13–17 participating and only 42% of African Americans in this age range participating.

⁵⁵ Adam Serwer, “The End of White America,” *Mother Jones*, <http://www.motherjones.com/kevin-drum/2012/05/end-white-america>, May 17, 2012.

⁵⁶ Baldwin Ellis, “The Effects of Culture & Diversity on America,” http://www.ehow.com/facts_5512569_effects-culture-diversity-america.html, accessed on Sept. 20, 2012.

⁵⁷ *Outdoor Recreation Participation Report 2014*, Outdoor Foundation, 2014.

African Americans

African American youth ages 6-12 (52% participation), are the only age group in the African American demographic to participate in outdoor recreation at a rate of more than 50%. By comparison, Caucasians in four of the five age groupings participated in outdoor sports at rates of 60% or more, with only those ages 45+ (40% participation) participating at under 50%. According to the 2014 “Outdoor Recreation Participation Report,” the most popular outdoor activities among African Americans are running/jogging and trail running (18%); fishing (freshwater, saltwater, and fly) (11%); road, mountain, and BMX biking (11%); birdwatching/wildlife viewing (4%); and camping (car, backyard, backpacking, and RV) (4%).

Asian Americans

Research about outdoor recreation among Asian Americans in the San Francisco Bay Area (Chinese, Japanese, Korean, and Filipino)⁵⁸ found significant differences among the four groups concerning the degree of linguistic acculturation (preferred language spoken in various communication media). The research suggests that communications related to recreation and natural resource management should appear in ethnic media, but the results also suggest that Asian Americans should not be viewed as homogeneous with regard to recreation-related issues. Another study⁵⁹ found that technology use for finding outdoor recreation opportunities is highest among Asian/Pacific Islander populations. Over 60% of these populations use stationary or mobile technology in making decisions regarding outdoor recreation.

According to the 2014 “Outdoor Recreation Participation Report,” the most popular outdoor activities among Asian/Pacific Islanders are running/jogging and trail running (24%); hiking (15%); road, mountain, and BMX biking (14%); camping (car, backyard, backpacking, and RV) (11%); and fishing (freshwater, saltwater, and fly) (10%).

Caucasians

According to the 2014 “Outdoor Recreation Participation Report,” the most popular outdoor activities among Caucasians are running/jogging and trail running (19%); fishing (freshwater, saltwater, and fly) (18%); road, mountain, and BMX biking (17%); camping (car, backyard, backpacking, and RV) (16%); and hiking (14%).

Hispanics

In the United States, the Hispanic population increased by 43% over the last decade, compared to 5% for the non-Hispanic population, and accounted for more than half of all the population growth. According to Emilyn Sheffield, the growing racial and ethnic diversity is particularly important to recreation and leisure service providers, as family and individual recreation patterns and preferences are strongly shaped by cultural influences.⁶⁰

⁵⁸ P.L. Winter, W.C. Jeong, G.C. Godbey, “Outdoor Recreation among Asian Americans: A Case Study of San Francisco Bay Area Residents,” *Journal of Park and Recreation Administration*, 2004.

⁵⁹ Harry Zinne and Alan Graefe, “Emerging Adults and the Future of Wild Nature,” *International Journal of Wilderness*, December 2007.

⁶⁰ Emilyn Sheffield, “Five Trends Shaping Tomorrow Today,” *Parks and Recreation*, July 2012, p. 16-17.

Participation in outdoor sports among those who identify as Hispanic is at 8% nationwide, according to the 2014 “Outdoor Recreation Participation Report.”⁶¹ Those who do get outdoors, however, participate more frequently than other outdoor participants, with an average of 47 outings per year. Hispanic youth between ages 13 and 17 are the most likely age group to participate in outdoor recreation, in the Hispanic demographic, followed closely by those in the 25-44 age range. The most popular outdoor activities among Hispanics are running and jogging (24%); road, mountain, and BMX biking (15%); fishing (freshwater, saltwater, and fly) (14%); camping (car, backyard, and RV) (13%); and hiking (9%).

Multiculturalism and Marketing

Today, the marketplace for consumers has dramatically evolved in the United States from a largely Anglo demographic, to the reality that the United States has shifted to a large minority consumer base known as “new majority.”

The San Jose Group, a consortium of marketing communications companies specializing in reaching Hispanic and non-Hispanic markets of the United States, suggests that today’s multicultural population of the United States, or the “new majority,” is 107.6 million, which translates to about 35.1% of the country’s total population. The United States’ multicultural population alone could essentially be the twelfth largest country in the world.⁶² Parks and recreation trends in marketing leisure services continue to emerge and should be taken into consideration in all planning efforts, as different cultures respond differently to marketing techniques.

Facilities

According to *Recreation Management* magazine’s 2015 State of the Industry Report,⁶³ national trends show an increased user-base of recreation facilities (private and public). Additionally, parks and recreation providers responding to the survey indicated an average age of 26.4 years for their community recreation facilities. To meet that growing need, a majority of the parks and recreation survey respondents (72.6%) reported that they have plans to build new facilities or make additions or renovations to their existing facilities over the next three years. Nearly one-third (32.4%) of parks respondents said they have plans to build new facilities, and 29.9% said they plan to add to their existing facilities. More than half (53.1%) are planning renovations to existing facilities.

⁶¹ “Outdoor Recreation Participation Report 2014”, Outdoor Foundation, 2014.

⁶² “SJG Multicultural Facts & Trends,” San Jose Group, <http://blog.thesanjosegroup.com/?p=275>, posted October 25, 2010.

⁶³ Emily Tipping, “2015 State of the Industry Report, State of the Managed Recreation Industry,” *Recreation Management*, June 2015.

Also according to the 2015 “State of the Industry Report,” the average amount planned for parks and recreation department construction in the 2015 budgets saw an increase from an average of \$3,795,000 in the previous year’s survey to an average of \$3,880,000 for 2015. Currently, the most likely features included in park facilities are playgrounds, park shelters, restroom structures, walking and hiking trails, open spaces, gardens and natural areas, bleachers and seating, outdoor sports courts, natural turf sports fields, concession areas, and classrooms/meeting rooms. The top 10 planned features to be constructed for all facility types are:

1. Splash play areas (planned by 23.4 percent of parks respondents who will be adding features)
2. Playgrounds (22.4 percent)
3. Dog parks (22 percent)
4. Fitness trails and outdoor fitness equipment (21.5 percent)
5. Hiking and walking trails (20.3 percent)
6. Bike trails (20.1 percent)
7. Park restroom structures (19.5 percent)
8. Park structures such as shelters and gazebos (17.7 percent)
9. Synthetic turf sports fields (16.1 percent)
10. Wi-Fi services (14.4 percent)

The current national trend is toward “one-stop” indoor recreation facilities to serve all ages. Large, multipurpose regional centers help increase cost recovery, promote retention, and encourage cross-use. Agencies across the United States are increasing revenue production and cost recovery. Providing multiuse and flexibility in facilities versus specialized space is a trend, offering programming opportunities as well as free-play opportunities. “One-stop” facilities attract young families, teens, and adults of all ages.

Aquatics Trends

According to the National Sporting Goods Association (NSGA), swimming ranked third nationwide in terms of participation in 2014.⁶⁴ Nationally, there is an increasing trend toward indoor leisure and therapeutic pools. Swimming for fitness is the top aspirational activity for “inactives” in all age groups, according to the Sports & Fitness Industry Association (SFIA) 2016 *Sports, Fitness and Leisure Activities Topline Participation Report*, representing a significant opportunity to engage inactive populations.

Additional indoor and outdoor amenities like “spray pads” are becoming increasingly popular as well. In some cities and counties spray pools are popular in the summer months and turn into ice rinks in the winter months. In this maturing market, communities are looking for atmosphere, an extension of surroundings either natural or built. Communities are also concerned about water quality and well as conservation. Interactive fountains are a popular alternative, ADA-compliant and low maintenance. Trends in architectural design for splash parks can be found in *Recreation Management* articles in 2014 and 2015.⁶⁵

⁶⁴ “2014 Participation – Ranked by Total,” National Sporting Goods Association, 2015.

⁶⁵ Dawn Klingensmith “Make a splash: Spraygrounds Get (Even More) Creative”, *Recreation Management*, April 2014 (and April 2015 updates). (http://recmanagement.com/feature_print.php?fid=201404fe01).

Dog Parks

Dog parks continue to see high popularity and have remained among the top planned addition to parks and recreational facilities over the past three years. There was a 34% increase in dog parks between 2005 and 2010 in the 10 largest U.S. Cities. They help build a sense of community and can draw potential new community members and tourists traveling with pets.⁶⁶

In 2014, a new association was formed dedicated to providing informational resources for starting and maintaining dog parks, the National Dog Park Association. *Recreation Management* magazine⁶⁷ suggests that dog parks can represent a relatively low-cost way to provide an oft-visited a popular community amenity. Dog parks can be as simple as a gated area, or more elaborate with “designed-for-dogs” amenities like water fountains, agility equipment, and pet wash stations, to name a few. Even spraygrounds are being designed just for dogs. Dog parks are also places for people to meet new friends and enjoy the outdoors.

The best dog parks cater to people with design features for their comfort and pleasure, but also with creative programming.⁶⁸ Amenities in an ideal dog park might include the following:

- Benches, shade, and water – for dogs and people
- At least one acre of space with adequate drainage
- Double gated entry
- Ample waste stations well-stocked with bags
- Sandy beaches/sand bunker digging areas
- Custom designed splashpads for large and small dogs
- People-pleasing amenities such as walking trails, water fountains, restroom facilities, picnic tables, and dog wash stations.

Programming

Fitness Programming

There have been many changes in fitness programs in the last fifteen years. What clients wanted in 2000 is not necessarily what they want today. The American College of Sports Medicine (ACSM) *Health and Fitness Journal*⁶⁹ has conducted a survey annually since 2007 to determine trends that would help create a standard for health and fitness programming. **Table 13** shows survey results that focus on trends in the commercial, corporate, clinical, and community health and fitness industry. Some trends first identified in 2007 have stayed near the top of the list year after year while others came and went in popularity. Zumba made a brief appearance on the top 10 in 2012 but fell off the list of top 20 in 2014. Body weight training appeared as a developing trend in 2014 and was projected to stay strong in 2015 as was high-intensity interval training. Yoga is regaining popularity after falling out of the top 20 in 2009 and staying out of the top 10 until 2014. Fitness programs for older adults remained strong in 2015.

⁶⁶ Joe Bush, “Tour-Legged-Friendly Parks, *Recreation Management*, February 2, 2016.

⁶⁷ Emily Tipping, “2014 State of the Industry Report, Trends in Parks and Recreation,” *Recreation Management*, June 2014.

⁶⁸ Dawn Klingensmith “Gone to the Dogs: Design and Manage an Effective Off-Leash Area”, *Recreation Management*, March 2014. (http://recmanagement.com/feature_print.php?fid=201403fe02).

⁶⁹ Walter R. Thompson, “Worldwide Survey of Fitness Trends for 2012,” *Health & Fitness Journal*, American College of Sports Medicine, 2011.

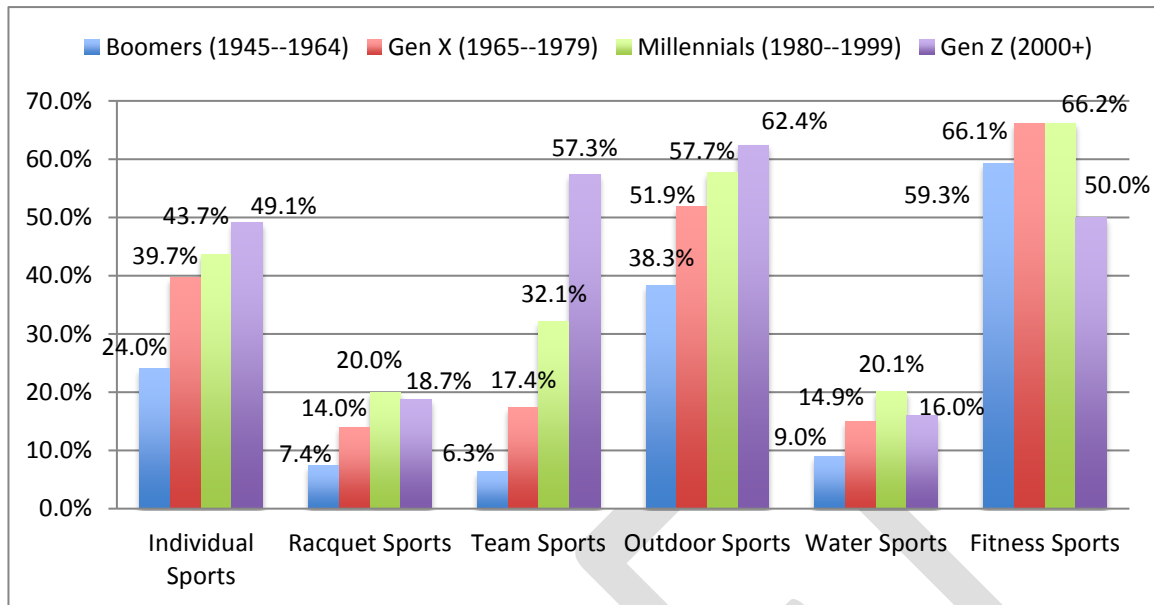
Table 13: Top 10 Worldwide Fitness Trends for 2015 Compared to 2007

2007	Trends for 2015
1. Children and obesity	1. Body weight training
2. Special fitness programs for older adults	2. High-intensity interval training
3. Educated and experienced fitness professionals	3. Educated and experienced fitness professionals
4. Functional fitness	4. Strength training
5. Core training	5. Personal training
6. Strength training	6. Exercise and weight loss
7. Personal training	7. Yoga
8. Mind/body exercise	8. Fitness programs for older adults
9. Exercise and weight loss	9. Functional fitness
10. Outcome measurements	10. Group personal training

Source: American College of Sports Medicine

According to the 2015 “Participation Report” by the Physical Activity Council,⁷⁰ over half of each generation participates in fitness sports and that team sports are more of a Generation Z activity, while water and racquet sports are dominated by Millennials. Outdoor and individual sports tend to have younger participants with participation decreasing with age. **Table 14** illustrates participation rates by generation.

⁷⁰ 2015 Participation Report, Physical Activity Council, 2015.

Table 14: A Breakdown of Fitness Sports Participation Rates by Generation

Source: 2015 Participation Report, Physical Activity Council.

General Programming

One of the most common concerns in the recreation industry is creating innovative programming to draw participants into facilities and services. Once in, participants recognize that the benefits are endless. According to *Recreation Management* magazine's 2015 "State of the Industry Report,"⁷¹ the most common programs offered by parks and recreation survey respondents include: holiday events and other special events (79.6 percent); youth sports teams (68.9 percent); day camps and summer camps (64.2 percent); educational programs (63.8 percent); adult sports teams (63.4 percent); arts and crafts (61.6 percent); programs for active older adults (56.2 percent); fitness programs (55 percent); sports tournaments and races (55 percent); and sport training such as golf or tennis instruction (53.8 percent).

About one-third (35.7%) of parks and recreation respondents indicated that they are planning to *add* programs at their facilities over the next three years. The 10 most common types of additional programming planned for 2015 included:

1. Environmental education programs (up from No. 7)
2. Mind-body/balance programs such as yoga and tai chi (up from No. 6)
3. Fitness programs (down from No. 2)
4. Educational programs (up from No. 8)
5. Programs for active older adults (down from No. 1)
6. Teen programming (down from No. 3)
7. Holidays and special events (down from No. 5)
8. Day camps and summer camps (did not appear in 2014)
9. Adult sports teams (down from No. 4)
10. Water sports such as canoeing and kayaking (did not appear in 2014)

⁷¹ Emily Tipping, "2015 State of the Industry Report, Trends in Parks and Recreation," *Recreation Management*, June 2015.

Older Adults and Senior Programming

The American Academy of Sports Medicine issues a yearly survey of the top 20 fitness trends.⁷² It ranks senior fitness programs eighth among most popular fitness trends for 2015. Programs such as SilverSneakers, a freestyle low-impact cardio class, or water aerobics are becoming more popular as people realize the many benefits of staying active throughout life. According to the National Sporting Goods Association, popular senior programming trends include hiking, birding, and swimming.

Festivals and Events

In the context of urban development, from the early 1980s, there has been a process that can be characterized as “festivalization,” which has been linked to the economic restructuring of towns and cities, and the drive to develop communities as large-scale platforms for the creation and consumption of “cultural experience.”

The success rate for festivals should not be evaluated simplistically solely on the basis of profit (sales), prestige (media profile), and/or size (numbers of events). Research by the European Festival Research Project (EFRP)⁷³ indicates there is evidence of local and city government supporting and even instigating and managing particular festivals themselves to achieve local or regional economic objectives, often defined very narrowly (sales, jobs, tourists). There are also a growing number of smaller, more local, community-based festivals and events in communities, most often supported by local councils that have been spawned partly as a reaction to larger festivals that have become prime economic-drivers. These community-based festivals often will re-claim cultural ground based on their social, educational, and participative value. For more information on the values of festivals and events, see the CRC Sustainable Tourism research guide⁷⁴ on this topic.

In 2014, festivals grew in popularity as economic drivers and urban brand builders. Chad Kaydo describes the phenomenon in the January 2014 issue of *Governing* magazine: “Municipal officials and entrepreneurs see the power of cultural festivals, innovation-focused business conferences and the like as a way to spur short-term tourism while shaping an image of the host city as a cool, dynamic location where companies and citizens in modern, creative industries can thrive.”⁷⁵ Examples of successful festivals include:

- South by Southwest (SXSW) – This annual music, film, and digital conference and festival in Austin, Texas, is a leading example. Launched in 1987, the festival’s economic impact has grown steadily over recent years. In 2007, it netted \$95 million for Austin’s economy. In 2013, the event topped \$218 million.
- Coachella Valley Music and Arts Festival in California – This two-week cultural event draws big-name bands, music fans, and marketers, attracting 80,000 people per day.

⁷² “Survey Predicts Top 20 Fitness Trends for 2015”, American College of Sports Medicine, <http://www.acsm.org/about-acsm/media-room/news-releases/2014/10/24/survey-predicts-top-20-fitness-trends-for-2015>, accessed January 2015.

⁷³ EFRP is an international consortium seeking to understand the current explosion of festivals and its implications and perspective. <http://www.efa-aef.eu/en/activities/efrp/>, accessed October 2012.

⁷⁴ Ben Janeczko, Trevor Mules, Brent Ritchie, “Estimating the Economic Impacts of Festivals and Events: A Research Guide,” Cooperative Research Centre for Sustainable Tourism, 2002, <http://www.sustainabletourisonline.com/1005/events/estimating-the-economic-impacts-of-festivals-and-events-a-research-guide>, accessed October 2012.

⁷⁵ Chad Kaydo, “Cities Create Music, Cultural Festivals to Make Money,” *Governing*, January 2014, <http://www.governing.com/topics/finance/gov-cities-create-mucis-festivals.html>.

- First City Festival in Monterey, California – Private producer, Goldenvoice, launched this smaller music event in August 2013 with marketing support from the Monterey County Convention and Visitors Bureau, drawing on the city’s history as host of the Monterey Jazz Festival. Adding carnival rides and local art, furniture and clothing vendors to the live music performances, the event drew 11,000 attendees each of its two days.

Healthy Lifestyle Trends and Active Living

Active Transportation – Bicycling and Walking

Bicycle-friendly cities have been emerging over the last 10 years. Cycling has become a popular mode of transportation as people consider the rising cost of fuel, desire for better health, and concern for the environment. Some people also use cycling as a mode of transportation just for the fun of it.

The Alliance for Biking and Walking published its “Bicycling and Walking in the United States: 2014 Benchmarking Report,”⁷⁶ updating its 2012 Benchmarking Report. The report shows that increasing bicycling and walking are goals that are clearly in the public interest. Where bicycling and walking levels are higher, obesity, high blood pressure, and diabetes levels are lower.

Design of a community’s infrastructure is directly linked to physical activity – where environments are built with bicyclists and pedestrians in mind, more people bike and walk. Higher levels of bicycling and walking also coincide with increased bicycle and pedestrian safety and higher levels of physical activity. Increasing bicycling and walking make a big impact on improving public health and life expectancy. The following trends as well as health and economic indicators are pulled from the 2012 and 2014 Benchmarking Reports:

Public health trends related to bicycling and walking include:

- Quantified health benefits of active transportation can outweigh any risks associated with the activities by as much as 77 to 1, and add more years to our lives than are lost from inhaled air pollution and traffic injuries.
- Between 1966 and 2009, the number of children who bicycled or walked to school fell 75%, while the percentage of obese children rose 276%.
- Bicycling to work significantly reduces absenteeism due to illness. Regular bicyclists took 7.4 sick days per year, while non-bicyclists took 8.7 sick days per year.

The economic benefits of bicycling and walking include:

- Bicycling and walking projects create 8–2 jobs per \$1 million spent, compared to just 7 jobs created per \$1 million spent on highway projects.
- Cost benefit analyses show that up to \$11.80 in benefits can be gained for every \$1 invested in bicycling and walking.

National bicycling trends:

- There has been a gradual trend of increasing bicycling and walking to work since 2005.
- Infrastructure to support biking communities is becoming more commonly funded in communities.

⁷⁶ 2014 Benchmarking Report, Alliance for Biking and Walking, <http://www.bikewalkalliance.org/download-the-2014-benchmarking-report>, accessed January 23, 2015.

- Bike share systems, making bicycles available to the public for low-cost, short-term use, have been sweeping the nation since 2010. Twenty of the most populous U.S. cities have a functional bike share system.

In November 2013, the Institute for Transportation & Development Policy published a Standard for Transportation Oriented Design, with accessible performance objectives and metrics, to help municipalities, developers and local residents design land use and built environment “to support, facilitate and prioritize not only the use of public transport, but the most basic modes of transport, walking and cycling.” The TOD Standard, along with its performance objectives and scoring metrics, can be found at www.itdp.org/documents/TOD_v2_FINAL.pdf.⁷⁷

Health and Obesity

According to the Centers for Disease Control and Prevention (CDC), obesity continues to be a serious issue in America, growing at an epidemic rate—almost tripling since 1990. Overall, more than one-third (35.7%) of adults and 17% of children in the United States are obese.⁷⁸ These statistics illustrates the importance of intercepting the epidemic in youth.

As obesity in the United States continues to be a topic of interest for legislators and our government, there continues to be research suggesting that activity levels are stagnant among all age groups. The following are statistics that support this concern.

- Only 25 percent of adults and 27 percent of youth (grades 9-12) engage in recommended levels of physical activity.
- Fifty-nine percent (59%) of American adults are sedentary.
- Children nationally spend 4.5 - 8 hours daily (30-56 hours per week) in front of a screen (television and/or computer).

Shade Structures

Communities around the country are considering adding shade structures as well as shade trees to their parks, playgrounds, and pools as, “a weapon against cancer and against childhood obesity,”⁷⁹ both to reduce future cancer risk and promote exercise among children. A 2005 study found that melanoma rates in people under 20 rose three percent a year between 1973 and 2001, possibly due to a thinning of the ozone layer in the atmosphere. It is recommended that children seek shade between 10am and 4pm, but with so little shade available, kids have nowhere to go. Additionally, without adequate shade, many play areas are simply too hot to be inviting to children. On sunny days, the playground equipment is hot enough to scald the hands of would-be users.

Trees would help provide protection, as tree leaves absorb about 95 percent of ultraviolet radiation, but they take a decade or more to grow large enough to make a difference. So, many communities are building shade structures instead. The non-profit Shade Foundation of American is a good resource for information about shade and shade structures, www.shadefoundation.org.

⁷⁷“TOD Standard, Version 2.0,” Institute for Transportation & Development Policy, November 2013, http://www.itdp.org/documents/TOD_v2_FINAL.pdf.

⁷⁸ “Obesity and Overweight - Facts”, Centers for Disease Control and Prevention, <http://www.cdc.gov/obesity/data/facts.html>, accessed on October 3, 2012.

⁷⁹ Liz Szabo, “Shade: A weapon against skin cancer, childhood obesity,” *USA Today*, June 30, 2011, usatoday.30.usatoday.com/news/health/wellness/story/2011/06/Shade-serves-as-a-weapon-against-skin-cancer-childhood-obesity/48965070/1, accessed 5/23/2013.

Trails and Health

Trails can provide a wide variety of opportunities for being physically active, such as walking/running/hiking, rollerblading, wheelchair recreation, bicycling, cross-country skiing and snowshoeing, fishing, hunting, and horseback riding. Trails and community pathways are a significant recreational and alternative transportation infrastructure, but are most effective in increasing public health when they are part of a system. In fact, the Centers for Disease Control and Prevention's Trails for Health Initiative⁸⁰ concluded that a connected system of trails increases the level of physical activity in a community. Several groups, including American Trails have created resources explaining the many benefits of trails: <http://www.americantrails.org/resources/benefits>.

The health benefits are equally as high for trails in urban neighborhoods as for those in state or national parks. A trail in the neighborhood, creating a "linear park," makes it easier for people to incorporate exercise into their daily routines, whether for recreation or non-motorized transportation. Urban trails need to connect people to places they want to go, such as schools, transit centers, businesses, and neighborhoods.⁸¹

Walk with a Doc

Also popping up in parks around the country are "Walk with a Doc" programs. These programs encourage people to join others in a public park to learn about an important health topic, get a health assessment, e.g. blood pressure and to take a healthy walk along a scenic trail, led by a physician, cardiologist or pediatrician. This is a great way to make the important connection between people, parks and physical and mental health. Cardiologist Dr. David Sabgir created this doctor-patient interactive program in 2004. With physicians "walking the talk," the programs are getting people out in the parks, engaging in healthy physical activity, and reversing the consequences of a sedentary lifestyle "in order to improve the health and well-being of the country."⁸²

Natural Environments and Open Space

Conservation

The top ten recommendations of the National Recreation and Parks Association (NRPA) Conservation Task Force were published in the November 2011 issue of *Parks and Recreation* magazine.⁸³ These recommendations are a compilation of best practices used by trendsetting agencies.

1. Take a leadership role in the community to promote conservation. Park and recreation agencies have a unique opportunity to bring governmental agencies, non-profit organizations, community leaders, and the public together for the cause of working together on community wide conservation objectives – clean water, wildlife habitat preservation, reducing energy use, and improving environmental quality. Park and recreation agencies must lead the way in promoting conservation to diverse and underserved audiences.

⁸⁰ "Guide to Community Preventive Services," Centers for Disease Control and Prevention, <http://www.thecommunityguide.org/index.html>

⁸¹ "Health Community: What you should know about trail building," National Trails Training Partnership: Health and Fitness, <http://www.americantrails.org/resources/health/healthcombuild.html>, accessed on May 24, 2013.

⁸² "Does your Doctor Walk the Walk," <http://flowalking.com/2012/01/does-your-doctor-walk-the-walk/>; <http://www.walkwithadoc.org/who-we-are/walk-information/>, accessed September 13, 2012.

⁸³ "Conservation Leaders in our Communities," National Recreation and Parks Association (NRPA), *Parks & Recreation Magazine*, November 2011, p. 85-101, <http://ezine.parksandrecreation.org/HTML5/NRPA-Parks-Recreation-Magazine-November-2011>.

2. Lead by example in employing best management conservation practices in parks. Park and recreation agencies should become the catalyst in the community for conservation by showing how best practices can be adopted – not mowing what you do not need to mow, stopping wasteful energy consumption, and reducing pesticide use for example. Show the public how conservation practices can benefit everyone.
3. Engage volunteers in conservation and stewardship. Create a sense of belonging and stewardship for parks by creating a personal sense of ownership and value. Enable people to identify with their parks and natural resources, and to care about their future. Sustain stewardship by creating meaningful public participation in implementation of conservation principles and practices.
4. Establish a strategic land acquisition strategy based on knowledge and awareness of significant natural and cultural resources (watershed protection, unique ecological characteristics, and sensitive natural areas deserving protection). As the largest owners of public land within most communities, park and recreation agencies should lead the way in developing a strategic vision for preserving open space and conserving important landscapes and natural features.
5. Engage youth in conservation. Get kids and teens outdoors and enjoying their parks. The experience of nature is inherently rewarding for youth. Set as a goal to connect kids in the community to nature and the outdoors. Children and youth will be fascinated by nature and will develop a lifelong affinity as well as a conservation ethic if they have early opportunities to enjoy nature and recreate outdoors in a safe, rewarding way.
6. Conserve energy in all ways. Park and recreation agencies must lead by example, showing the public how and why they should adopt practices that they can see demonstrated in parks and recreation facilities. Park and recreation agencies should adopt energy conservation measures that make sense and save public taxpayer funds.
7. Protect natural resources in parks and in the community. A core mission of public parks is to protect land and water resources and to be stewards of natural resources. This means committing personnel and resources to protect natural and cultural resources and creating sustainable long-term methods of funding this conservation mission. Parks and recreation agencies are entrusted with some of the most important public assets of a community and the conservation and long-term protection of this public trust is and should be a core component of every parks and recreation agency's mission.
8. Create sustainable landscapes that demonstrate principles of conservation. Utilize sustainable landscape practices to save taxpayer funds, to measurably improve conservation benefits, and to educate the public about conservation. For example, agencies can reduce turf grass and mowing frequency; replace turf with native plants, manage floodplains for multiple uses including conservation and public recreation, enhance wetlands for water filtration and groundwater recharge, plant model landscapes of drought tolerant native plants adapted to climate and culture, and promote parks as food sources through edible landscapes and community gardens.

9. Forge partnerships that foster the mission of conservation. The greatest and most beneficial conservation successes most often occur as a result of collaboration. Park and recreation agencies should partner with non-profit and community service organizations, universities and colleges, school systems, other governmental agencies, and non-traditional partners for conservation outcomes. Promote health, education, and other goals while working toward a common mission of conservation.
10. Utilize technology to promote conservation. Park and recreation agencies need to embrace technology to promote conservation. This is not only in applications such as GIS (geographic information systems), but in utilizing social media to engage the public, especially youth. Technology is not to be feared as something that detracts from the conservation mission of parks agencies, but rather it is to be accepted as a means of sharing knowledge and connecting people to conservation and stewardship.

Economic and Health Benefits of Parks

There are numerous economic and health benefits of parks, including the following:

- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home.
- Research from the University of Illinois shows that trees, parks, and green spaces have a profound impact on people's health and mental outlook.⁸⁴
- U.S. Forest Service research indicates that when the economic benefits produced by trees are assessed, the total value can be two to six times the cost for tree planting and care.⁸⁵
- Fifty percent of Americans regard outdoor activities as their main source of exercise.⁸⁶

The Benefits of Parks: Why America Needs More City Parks and Open Space, a report from the Trust for Public Land, makes the following observations about the health, economic, environmental, and social benefits of parks and open space⁸⁷:

- Physical activity makes people healthier.
- Physical activity increases with access to parks.
- Contact with the natural world improves physical and psychological health.
- Residential and commercial property values increase.
- Value is added to community and economic development sustainability.
- Benefits of tourism are enhanced.
- Trees are effective in improving air quality and act as natural air conditioners.
- Trees assist with storm water control and erosion.
- Crime and juvenile delinquency are reduced.
- Recreational opportunities for all ages are provided.
- Stable neighborhoods and strong communities are created.

⁸⁴ F.E. Kuo, "Environment and Crime in the Inner City: Does Vegetation Reduce Crime?" *Environment and Behavior*, Volume 33, p. 343-367.

⁸⁵ Nowak, David J., "Benefits of Community Trees," (Brooklyn Trees, USDA Forest Service General Technical Report, in review).

⁸⁶ *Outdoor Recreation Participation Report 2010*, Outdoor Foundation, 2010.

⁸⁷ Paul M. Sherer, "The Benefits of Parks: Why America Needs More City Parks and Open Space," The Trust for Public Land, San Francisco, CA, 2006.

Researchers have long touted the benefits of outdoor exercise. According to a study published in the *Journal of Environmental Science and Technology* by the University of Essex in the United Kingdom, “as little as five minutes of green exercise improves both mood and self-esteem.”⁸⁸ A new trend started in China as they prepared to host the 2008 Summer Olympics. Their aim was to promote a society that promotes physical fitness and reaps the benefits of outdoor exercise by working out on outdoor fitness equipment.

The United States is now catching up on this trend, as parks and recreation departments have begun installing “outdoor gyms.” Equipment that can be found in these outdoor gyms is comparable to what would be found in an indoor workout facility, such as leg and chest presses, elliptical trainers, pull down trainers, etc. With no additional equipment such as weights and resistance bands, the equipment is fairly easy to install. Outdoor fitness equipment provides a new opportunity for parks and recreation departments to increase the health of their communities, while offering them the opportunity to exercise outdoors. Such equipment can increase the usage of parks, trails, and other outdoor amenities while helping to fight the obesity epidemic and increase the community’s interaction with nature.

Nature Programming

Noted as early as 2003 in *Recreation Management* magazine, parks agencies have been seeing an increase in interest in environmental-oriented “back to nature” programs. In 2007, the National Recreation and Park Association (NRPA) sent out a survey to member agencies in order to learn more about the programs and facilities that public parks and recreation agencies provide to connect children and their families with nature.⁸⁹ A summary of the results follow:

- Sixty-eight percent (68%) of public parks and recreation agencies offer nature-based programming, and 61% have nature-based facilities.
- The most common programs include nature hikes, nature-oriented arts and crafts, fishing-related events, and nature-based education in cooperation with local schools.
- When asked to describe the elements that directly contribute to their most successful programs, agencies listed staff training as most important followed by program content and number of staff/staff training.
- When asked what resources would be needed most to expand programming, additional staff was most important followed by funding.
- Of the agencies that do not currently offer nature-based programming, 90% indicated that they want to in the future. Additional staff and funding were again the most important resources these agencies would need going forward.
- The most common facilities include: nature parks/preserves, self-guided nature trails, outdoor classrooms, and nature centers.
- When asked to describe the elements that directly contribute to their most successful facilities, agencies listed funding as most important followed by presence of wildlife and community support.

⁸⁸ Cited in: Sally Russell, “Nature Break: Five Minutes of Green Nurture,” Green Nurture Blog, <http://blog.greennurture.com/tag/journal-of-environmental-science-and-technology>, accessed November 14, 2012.

⁸⁹ “NRPA Completes Agency Survey Regarding Children and Nature,” National Recreation and Parks Association (NRPA), http://www.narpp.org/assets/Library/Children_in_Nature/nrpa_survey_regarding_children_and_nature_2007.pdf, April 2007.

Figures from the Association for Interpretative Naturalists, a national group of nature professionals, demonstrate that nature-based programs are on the rise. According to Tim Merriman, the association's executive director, the group was founded in 1954 with 40 members. It now boasts 4,800 members, with research indicating that about 20,000 paid interpreters are working nationally, along with an army of more than 500,000 unpaid volunteers staffing nature programs at parks, zoos, and museums. The growth of these programs is thought to come from replacing grandparents as the teacher about the "great outdoors." It is also speculated that a return to natural roots and renewed interest in life's basic elements was spurred as a response to the events of September 11, 2001.⁹⁰

In his book, Last Child in the Woods: Saving Children from Nature Deficit Disorder,⁹¹ Richard Louv introduced the concept of the restorative qualities of being out in nature, for both children and adults. This concept, and research in support of it, has led to a growing movement promoting connections with nature in daily life. One manifestation of this is the development of Nature Explore Classrooms in parks. Nature Explore⁹² is a collaborative program of the Arbor Day Foundation and the non-profit organization Dimensions Educational Research Foundation, with a mission of helping children and families develop a profound engagement with the natural world, where nature is an integral, joyful part of children's daily learning. Nature Explore works to support efforts to connect children with nature. More recently, Scott Sampson advanced the cause in a book entitled, How to Raise a Wild Child: The Art and Science of Falling in Love with Nature.⁹³ Citing research supporting his case that connecting with nature is vital to the healthy development of individuals, communities, and the world, Sampson offers practical and helpful advice to parents, educators, and any other would-be nature mentors to kids.

Riparian and Watershed Best Practices

The ability to detect trends and monitor attributes in watershed and/or riparian areas allows planners opportunities to evaluate the effectiveness of their management plan. By monitoring their own trends, Planners can also identify changes in resource conditions that are the result of pressures beyond their control. Trend detection requires a commitment to long-term monitoring of riparian areas and vegetation attributes.

The United States Environmental Protection Agency (EPA) suggests the following steps to building an effective watershed management plan. See water.epa.gov⁹⁴ for more information from the EPA.

- Build partnerships
- Characterize the watershed
- Set goals and identify solutions
- Design and implementation program
- Implement the watershed plan
- Measure progress and make adjustments

⁹⁰ Margaret Ahrweiler, "Call of the Wild – From Beautiful Blossoms to Bugs and Guts, Nature Programs Are Growing as People Return to Their Roots," *Recreation Management*, <http://recmanagement.com/200310fe04.php>, October 2003.

⁹¹ Richard Louv, Last Child in the Woods: Saving Children from Nature Deficit Disorder, Algonquin Books of Chapel Hill, North Carolina, 2005.

⁹² "What is the Nature Explore Program," http://www.arborday.org/explore/documents/NE_FAQ_002.pdf, accessed August 12, 2012.

⁹³ Scott D. Simpson, How to Raise a Wild Child: The Art and Science of Falling in Love with Nature, Houghton Mifflin Harcourt, New York, N.Y., 2015.

⁹⁴ "Implement the Watershed Plan – Implement Management Strategies," U.S. Environmental Protection Agency, <http://water.epa.gov/type/watersheds/datait/watershedcentral/plan2.cfm>

Sports and Recreation Trends

General Sports and Recreation Trends

The National Sporting Goods Association (NSGA) survey on sports participation⁹⁵ found that in 2014, the top five athletic activities ranked by total participation included exercise walking, exercising with equipment, swimming, aerobic exercising, and running/jogging. Additionally, the following active, organized, or skill development activities remain popular: hiking, bicycle riding, basketball, golf, and soccer. Yoga saw the highest percentage increase in participation over 2013 (12.9%).

The sports segment that saw the highest percentage increase was the open water segment with a 2.7% increase. This increase was driven significantly by boating (motor/power), canoeing, and kayaking activities. The individual sports/activity segment experiences the highest decrease (2.6%) driven by a decrease in bowling, golf and tennis.

The Sports & Fitness Industry Association (SFIA) produces a yearly report on sports, fitness and leisure activities in the United States. The following findings were highlighted in the 2016 report⁹⁶:

- Overall participation in sports, fitness, and related physical activities has fluctuated in recent years with an increase in team, winter, water, and fitness sports participation. Racquet and outdoor sport participation remained flat in 2015, while individual sports declined slightly.
- Team sports experienced the largest increase in participation, including at least a 4% increase in baseball, cheerleading, ice hockey, lacrosse, rugby, indoor soccer, team swimming and flag and tackle football.
- Forty-three percent (43%) of parents reported an increase in spending on team sports at school in 2015.
- Twenty-eight (28%) percent of all Americans are inactive while 31% are active to a healthy level (engaged in high-calorie-level sport/fitness activities in a frequent basis).

The National Sporting Goods Association (NSGA) provides information about national trends in a broad variety of sporting activities since 1984. Overall participation trends indicate a general decrease for most team sports from 2005 to 2014 with soccer recovering by 4.9% from a participation dip in 2013. Lacrosse, football (tackle and touch), volleyball, and swimming also had an increase in participation in 2014 over 2013. Over the decade individual sports show a dramatic increase in aerobic exercising, exercise walking, exercising with equipment, hiking, kayaking, running/jogging, and yoga.⁹⁷

⁹⁵ "2014 Sport/Recreation Activity Participation," National Sporting Goods Association, 2015. <http://www.nsga.org>.

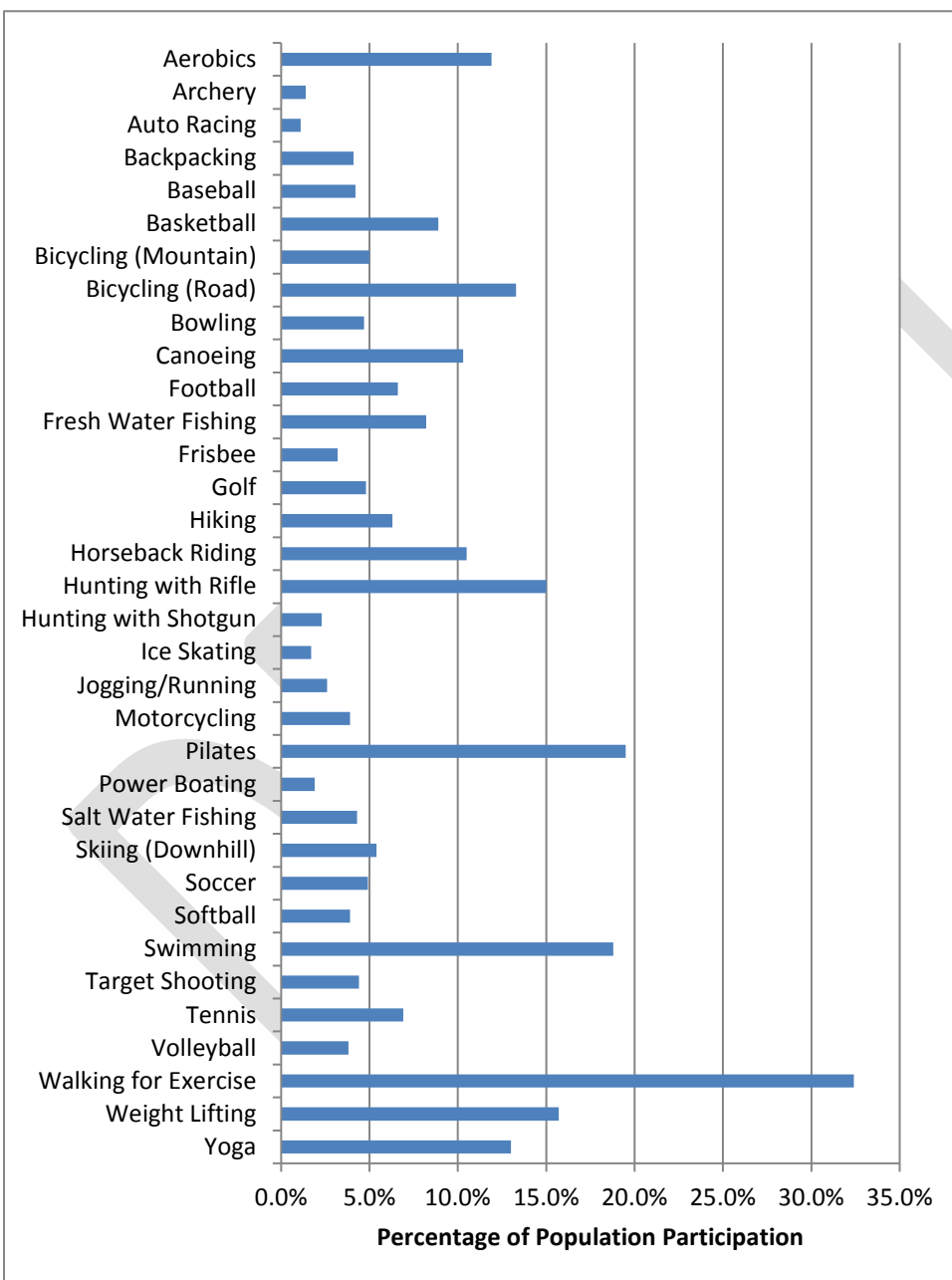
⁹⁶ *2013 Sports, Fitness and Leisure Activities Topline Participation Report*, Sports and Fitness Industry Association), <http://www.sfia.org/reports/all/>.

⁹⁷ This data was pulled from the NSGA's "Historical Sports Participation" 2015 Report, <https://www.nsga.org/research/nsga-research-offerings/sports-participation-historical-file-2015/>.

Sports and Leisure in Dunwoody

Residents of Dunwoody participate in a wide variety of outdoor recreation and sports, as seen in **Table 15**. In 2015, however, the sport with the highest participation was walking for exercise (32.4%), followed by Pilates (19.5%), swimming (18.8%), and weight lifting (15.7%). The least popular activities for Dunwoody in 2015 were auto racing, archery, and ice skating.

Table 15: Sports and Leisure Market Behavior in Past 12 months in Dunwoody, Georgia (2015)



Source: GfK MRI, 2015 Forecast by ESRI Business Information Solutions.

Adult Recreation: Pickleball

No adult recreational sport is taking off faster than pickleball.⁹⁸ Pickleball is a racquet sport played on a badminton court with a lowered net, perforated plastic ball and wood paddles. While it originated in the Pacific Northwest in the 1960s, it has grown exponentially since 2000. The USA Pickle ball Association (USAPA) estimates that there were about 500 pickleball players in 2000, with that number growing to 125,000 in 2013. It's especially popular with the 50 plus crowd, because it is low impact but gets the heart rate pumping.⁹⁹ Pickle ball is an attractive programming option for recreation managers because it is adaptable to a variety of existing facilities – four pickleball courts fit in one tennis court.

Adult Sport Teams In and After the Work Place

Adult sports teams of all sorts, from competitive volleyball to local flag football teams to casual kickball, are becoming more and more popular around the country, especially among Millennials (young adults from around 18 to early 30s) who grew up with a full extra-curricular schedule of team sports. While adult team sport participation is not limited to the Millennial generation by any means, a recent survey conducted on behalf of the Sports Fitness Industry Association (SFIA) found that millennials are twice as likely as Generation Xers (born between 1965 and 1979) to participate in team sports as adults.¹⁰⁰

"I can very easily talk myself out of going to the gym. But if I know that people are going to count on me to be there, I want to make sure to follow through on that. This will be an easy way to kick-start my routine and get me back in shape."
26 year old, Allentown, PA.

Adult team sports are attractive as ways to be social, get exercise, or just for something to do after work. Instead of the bar scene, this provides a more comfortable form of interaction for many.¹⁰¹

Sports teams in the work place sports is also a growing trend in the United States as companies look for new ways to keep their employees healthy and happy. The United States Tennis Association (USTA) promotes tennis in the work place, citing the following benefits:¹⁰²

- Developing team-building
- Creating leadership opportunities
- Increasing employee morale and overall health

⁹⁸ Chris Gelbach, "Never Stop Playing: Trends in Adult Recreational Sports" *Recreation Management*, September 2013, http://recmanagement.com/feature_print.php?fid=201309fe02, Accessed January 2015.

⁹⁹ David Crumpler, "Pickleball a fast-growing sport, especially for the 50 and older crowd", *Florida Times Union*, January 26, 2015, <http://jacksonville.com/prime-time/2015-01-26/story/pickleball-fast-growing-sport-especially-50-and-older-crowd>, Accessed January 2015.

¹⁰⁰ Sarah M. Wojcik, "Millennials Fuel Rise of For-profit Recreation Leagues", *The Morning Call*, <http://www.mcall.com/news/local/mc-millennials-adult-sports-leagues-20190727-story.html>, July 27, 2015, accessed July, 2015.

¹⁰¹ Liz Butterfield, "Adult Sport Leagues: The New After Work Social Scene", *RVANews*, <http://rvanews.com/sports/adult-sport-leagues-the-new-after-work-social-scene/100639>, August 8, 2013, accessed July, 2015.

¹⁰² <http://www.kentuckytennis.com/adult/recreational.htm>, accessed July 2015.

A recent story on National Public Radio examined sports participation among adults in Finland.¹⁰³ Finland consistently makes the top-five list of “most physically active European countries” according to European Commission studies. There is a strong tradition of employers encouraging sports participation among their employees, which started about a century ago with the forest industry. These days, about 90 percent of employers provide some kind of support for their employee’s physical activity. Finns say it’s understood that healthy employees do better work.

Youth Sports

The Sports & Fitness Industry Association (SFIA) produces a yearly report on sports, fitness and leisure activities in the United States. The following findings regarding youth and sports were highlighted in the 2016 report:¹⁰⁴ In 2015 youth aged 6–16 (Generation Z) participation was highest for outdoor (62%), team (59%), and fitness sports (51%). Camping was a top interest for youth across the age spectrum, age 6 – 24.

Outdoor Recreation

Outdoor recreation trends are also a recurring topic of study by the United States Forest Service through the Internet Research Information Series (IRIS). An IRIS report dated January 2012¹⁰⁵ provides the following recent nature-based outdoor recreation trends: Participation in walking for pleasure and family gatherings outdoors were the two most popular activities for the U.S. population as a whole. These outdoor activities were followed closely in popularity by viewing/ photographing wildlife, boating, fishing, snow/ice activities, and swimming. There has been a growing momentum in participation in sightseeing, birding and wildlife watching in recent years.

The Outdoor Foundation releases a Participation in Outdoor Recreation Report annually. According to the 2015 Topline Report,¹⁰⁶ both the total number of outdoor outings and number of participants dropped in 2014, with extreme weather and an unusually cold winter likely contributing to the decline. Bright spots in outdoor participation include paddle sports, with stand up paddle boarding remaining the top outdoor activity for growth, with participation growing by 38% from 2013 to 2014. Participation in snow sports, including telemarking, snowshoeing, freestyle skiing, and cross-country skiing, grew significantly as well.

The foundation reports that the top outdoor activities for adults in 2014 were running, fishing, bicycling, hiking, and camping. Birdwatching and wildlife viewing are also among the favorite adult outdoor activities by frequency of participation. The Outdoor Foundation’s research brought the following key findings for the 2014 Outdoor Recreation Report.

¹⁰³ Rae Ellen Bichell, “How Finns Make Sports Part of Everyday Life”, NPR, Morning Addition, July 28, 2015, http://www.npr.org/sections/health-shots/2015/07/28/426748088/how-finns-make-sports-part-of-everyday-life?utm_source=npr_newsletter&utm_medium=email&utm_content=20150728&utm_campaign=npr_email_a_friend&utm_term=storyshare.

¹⁰⁴ 2016 Sports, Fitness and Leisure Activities Topline Participation Report, Sporting Goods Manufacturers Association (now Sports and Fitness Industry Association), <http://www.sfia.org/reports/all/>.

¹⁰⁵ “Recent Outdoor Recreation Trends,” USDA Forest Service Internet Research Information Series (IRIS) Research Brief, January 2012, <http://warnell.forestry.uga.edu/nrrt/nsre/IRISRec/IRISRec23rpt.pdf>, accessed August, 2012.

¹⁰⁶ Outdoor Recreation Participation Topline Report 2015, Outdoor Foundation, 2015.

Participation in Outdoor Recreation

- Return to nature: Nearly 50% of Americans ages 6 and older participated in outdoor recreation in 2013. That equates to a total of 143 million.
- Top five participation percentage increase in outdoor activities in the past three years (2014 Topline Report): Adventure racing, triathlon (off-road), stand-up paddling, kayak fishing, recreational kayaking.
- Recreation for exercise: More than 70% of outdoor participants were motivated to recreate outdoors as a way of getting exercise.

Youth Participation in Outdoor Recreation

- Good news about outdoor participation rates of female youth: Participation rates among girls and young women increased by two percentage points, bringing young women's participation to the highest since 2006.
- The influence of family: Most youth are introduced to outdoor activities by parents, friends, family, and relatives.
- Physical education in schools: The importance cannot be understated. Among adults ages 18 and older who are current outdoor participants, 74% say they had PE in school between the ages of 6 and 12.

The Outdoor Foundation's 2015 "Topline Outdoor Recreation Participation Report" lists the most popular (by participation rate) and favorite (by frequency of participation) outdoor activities for youth ages 6-17.

Most Popular Outdoor Activities (ages 6-17)

1. Road, mountain, and BMX biking (27% of American youth participating)
2. Running, jogging and trail running (24%)
3. Freshwater, saltwater and fly fishing (21%)
4. Car, backyard, backpacking and RV camping (20%)
5. Hiking (12%)

Favorite Outdoor Activities (ages 6-17)

1. Running, jogging, and trail running (77 average outings per runner)
2. Road, mountain, and BMX biking (65 average outings per cyclist)
3. Skateboarding (53 average outings per skateboarder)
4. Freshwater, saltwater, and fly fishing (15 average outings per fishing participant)
5. Car, backyard, backpacking, and RV camping (15 average outings per camper)

In 2009, an article in *The Wall Street Journal* observed that in recent years lacrosse had become one of the country's fastest growing team sports. Participation in high-school lacrosse has almost doubled in the first decade of the century. An estimated 1.2 million Americans over age 7 played lacrosse in 2009.¹⁰⁷ A 2011 report, U.S. Trends in Team Sports, finds that lacrosse and other niche team sports and volleyball are continuing to experience strong growth for youth and adults.¹⁰⁸

¹⁰⁷ Evans and Trachtenberg, "Lacrosse Muscles Its Way West," *The Wall Street Journal*, May, 2009.

¹⁰⁸ "2011 Preview: U.S. Trends in Team Sports," Fall 2011," SMGA, 2011.

Adventure Sports and Zip lines

Adventure sports of various kinds have increased in popularity since the 1970. These sports include a spectrum of sports labeled “alternative”, Extreme”, “X”, “gravity”, “lifestyle” and “action sports.” As explained by Gunnar Breivik¹⁰⁹ from the Norwegian School of Sport Sciences, the adventure sports concept contains elements of challenge, excitement, and usually risk. They are individualistic pursuits that take place in demanding environments and tend to represent a freedom from a dominant sport culture. Three distinct alternative “types” of adventure sports participants are prevalent:

- Loose groups of alternative lifestyle people (sea kayaking, back-mountain skiing)
- Those involved in formal sports settings with competitions/associations (snowboard, climbing)
- Those involved with media, sponsors, entrepreneurs, making spectacular films with extreme stunts (extreme skiing, surfing)

In 2015, the following sports were listed as the “Top 10 Adventure Sports You Must Try Before You Die”:¹¹⁰

10. **Paragliding** -- free flying, light weight glider aircraft launched by foot with flights that can last 1 to 2 hours.
9. **Bungee Jumping** -- elastic rope suspended around a person with a body harness who then jumps from a very high platform with a free fall of several meters.
8. **Whitewater Kayaking** -- boat is taken through extreme currents in rivers, weirs, and waterfalls.
7. **Glacier Climbing** -- an exciting and challengingly dangerous sport that requires you to be fit and aware with basic nuances of ice axes, harnesses and safety ropes.
6. **Dirt Biking** -- dirt bikes are rugged, lightweight, and powerful with suspension that absorbs impact from obstructions and large jumps, permitting travel through rock terrains and mountain regions.
5. **Skiing** -- a world championship event sport with fixed-heel bindings or free-heel bindings.
4. **Kite Wing** -- a wind-shaped sail designed to use wind power, lifts riders off varying surfaces such as ice, water, snow, asphalt, and packed sand. A kite winger can reach speeds of up to 55 mph.
3. **Bobsledding** -- sport of sliding down an ice covered incline that’s replete with curves on a four runner sled that has no functional controls,
2. **Scuba Diving** -- Deep water diving (with a mandatory course) with self-contained underwater breathing apparatus and fins to propel movement, that allows you to experience the world of the sea.
1. **Zorbing** -- Zorbing offers the experience of rolling downhill inside an inflatable ball made of shock absorbent material that protects you while enjoying an amazing ride, varying in time and intensity.

According to a story by National Public Radio on August 28, 2012, zip line tours and aerial adventure parks are booming in the Northwest United States.¹¹¹ At least a dozen commercial zip line attractions have opened in Oregon, Washington, and Idaho, plus an equal number in Alaska and British Columbia. While there have been some grumblings about bringing in private business to public parks, zip line purveyors point out that they’re fun, not too expensive to make, and safe.

¹⁰⁹ Gunnar Breivik, “Trends in Adventure Sports in a Post-Modern Society”, ResearchGate, March 2010.

¹¹⁰ Chandrima, “Top 10 Adventure Sports You Must Try Before You Die”, List Dose, January 2015, <http://listdose.ccom/top-10-adventure-sports-you-must-try-before-you-die/>, accessed on January 22, 2016.

¹¹¹ Tom Banse, “Getting High in the Northwest...On Zip Lines”, National Public Radio Story, August 28, 2012, <http://www.npr.org/templates/story/story.php?storyId=160244351&ft=3&f=160244351>

Tacoma, Washington's public park district, Metro Parks Tacoma, recently opened a publicly run zip line at its Northwest Trek Wildlife Park, looking to set itself apart from other local recreational opportunities and seeking to attract a different demographic. Municipal park departments around the country are looking at this booming trend and the potential revenue stream it can bring and are adding zip line attractions and aerial adventure parks to their public park offerings. Examples to consider are Coconino County's Tree Top Adventure Course, "Flagstaff Extreme Adventure Course," in Arizona: <http://www.flagstaffextreme.com>; the "Red Ore Zip Tour" at Red Mountain Park in Birmingham, Alabama: <http://www.redmountainpark.org/zip-line-trips>; and "The Beanstalk Journey Zip Line and Canopy Tour" at Catawba Meadows Park in Morganton, North Carolina: <http://www.redmountainpark.org/zip-line-trips>.

Trail Recreation and Cycling Trends

For trail-related recreation activities such as hiking, bicycling, and running, the 2015 "Outdoor Recreation Topline Report" indicates a positive three-year trend for trail running, running/jogging, hiking, mountain biking, and BMX biking. Additionally, participation in trail running and BMX biking is up significantly over the recent three-year period.

Other Cycling Trends

- Bicycle touring is becoming a fast-growing trend around the world, including the United States and Canada. "Travelers are seeking out bike tours to stay active, minimize environmental impact, and experience diverse landscapes and cityscapes at a closer level."¹¹²
- Urban bike tours, popular in cycle-friendly cities in Europe, are taking hold in the United States as well. Bikes and Hikes LA, an eco-friendly bike and hike sightseeing company founded last September, offers visitors the opportunity to "see the city's great outdoors while getting a good workout." In New York, a hotel and a bike store are partnering to offer guests cruisers to explore the city during the summer of 2014.¹¹³
- One of the newest trends in adventure cycling is "fat bike," multiple speed bikes that are made to ride where other bikes can't be ridden, with tires that are up to 5 inches wide run at low pressure for extra traction. Most fat bikes are used to ride on snow but they are also very effective for riding on any loose surface like sand or mud. They also work well on most rough terrain or just riding through the woods. This bike offers unique opportunities to experience nature in ways that wouldn't be possible otherwise.¹¹⁴

¹¹² Hope Nardini, "Bike Tourism a Rising Trend," *Ethic Traveler*, <http://www.ethicaltraveler.org/2012/08/bike-tourism-a-rising-trend/>, accessed March 24, 2014.

¹¹³ Michelle Baran, "New Trend: Urban Bike Tours in Los Angeles and New York," *Budget Travel Blog*, <http://www.budgettravel.com/blog/new-trend-urban-bike-tours-in-los-angeles-and-new-york,11772/>, accessed March 24, 2014.

¹¹⁴ Steven Pease, "Fat Bikes, How to Get the Most Out of Winter Cycling," *Minnesota Cycling Examiner*, <http://www.examiner.com/article/fat-bikes-the-latest-trend-adventure-cycling>, February 1, 2014.

Therapeutic Recreation

The Americans with Disabilities Act of 1990 (ADA) established that persons with disabilities have the right to the same access to parks and recreation facilities and programming as those without disabilities. In 2004, The National Council on Disability (NCD) issued a comprehensive report, *Livable Communities for Adults with Disabilities*.¹¹⁵ This report identified six elements for improving the quality of life for all citizens, including children, youth, and adults with disabilities. The six elements are:

1. Provide affordable, appropriate, accessible housing
2. Ensure accessible, affordable, reliable, safe transportation
3. Adjust the physical environment for inclusiveness and accessibility
4. Provide work, volunteer, and education opportunities
5. Ensure access to key health and support services
6. Encourage participation in civic, cultural, social, and recreational activities

Therapeutic Services bring two forms of services for persons with disabilities into play, specific programming and inclusion services. Individuals with disabilities need not only functional skills but to have physical and social environments in the community that are receptive to them and accommodating individual needs. Inclusion allows individuals to determine their own interests and follow them.

Many park and recreation departments around the country are offering specific programming for people with disabilities, but not as many offer inclusion services. In “Play for All—Therapeutic Recreation Embraces All Abilities,” an article in *Recreation Management* magazine,¹¹⁶ Dana Carman described resources for communities looking to expand their therapeutic recreation services.

Therapeutic recreation includes a renewed focus on serving people with the social/emotional challenges associated with “invisible disabilities” such as ADHD, bipolar disorders, spectrum disorders, and sensory integration disorders. A growing number of park and recreation departments are making services for those with invisible disabilities a successful part of their programming as well. When well done, these same strategies improve the recreation experience for everyone.¹¹⁷

Role and Response of Local Government

Collectively, these trends have created profound implications for the way local governments conduct business. Some local governments are now accepting the role of providing preventative health care through parks and recreation services. The following concepts are from the International County/County Management Association.¹¹⁸

- Parks and recreation departments should take the lead in developing communities conducive to active living.
- There is growing support for recreation programs that encourage active living within their community.
- One of the highest priorities is a cohesive system of parks and trails and accessible neighborhood parks.

¹¹⁵ National Council on Disability, *Livable Communities for Adults with Disabilities*, December 2004, <http://www.ncd.gov/publications/2004/12022004>.

¹¹⁶ *Recreation Management*, February 2007, <http://recmanagement.com/200710fe03.php>, accessed on February 25, 2015.

¹¹⁷ Kelli Anderson, “A Welcome Inclusion”, *Recreation Management*, October 2010, <http://recmanagement.com/201010fe03.php>, accessed on February 26, 2015.

¹¹⁸ www.ICMA.org, accessed in 2012.

In summary, the United States, its states, and its communities share the enormous task of reducing the health and economic burden of obesity. While numerous programs, policies, and products have been designed to address the problem, there is no magic bullet to make it go away. The role of public parks and recreation as a health promotion and prevention agency has come of age. What matters is refocusing its efforts to insure the health, well-being, and economic prosperity of communities and citizens.

Administration Trends for Recreation and Parks

Municipal parks and recreation structures and delivery systems have changed, and more alternative methods of delivering services are emerging. Certain services are being contracted out, and cooperative agreements with non-profit groups and other public institutions are being developed. Newer partners include the health system, social services, justice system, education, the corporate sector, and community service agencies. These partnerships reflect both a broader interpretation of the mandate of parks and recreation agencies and the increased willingness of other sectors to work together to address community issues. The relationship with health agencies is vital in promoting wellness.

The traditional relationship with education and the sharing of facilities through joint-use agreements is evolving into cooperative planning and programming aimed at addressing youth inactivity levels and community needs.

Listed below are additional administrative national trends:

- Level of subsidy for programs is lessening and more “enterprise” activities are being developed, thereby allowing subsidy to be used where deemed appropriate.
- Information technology allows for better tracking and reporting.
- Pricing is often determined by peak, off-peak, and off-season rates.
- More agencies are partnering with private, public, and non-profit groups.

Agency Accreditation

Parks and recreation agencies are affirming their competencies and value through accreditation. This is achieved by an agency’s commitment to 150 standards. Accreditation is a distinguished mark of excellence that affords external recognition of an organization’s commitment to quality and improvement.

The National Recreation and Parks Association administratively sponsors two distinct accreditation programs: The Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT) approves academic institutions and the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) approves agencies. It is the only national accreditation of parks and recreation agencies, and is a valuable measure of an agency’s overall quality of operation, management, and service to the community.

There are currently over 130 agencies around the nation that have received the CAPRA accreditation.

Additional benefits of CAPRA accreditation include:

- Boosts staff morale
- Encourages collaboration
- Improves program outcomes
- Identifies agency and cost efficiencies
- Builds high level of trust with the public
- Demonstrates promise of quality
- Identifies best management practices

Americans with Disabilities Act (ADA) Compliance

On September 14, 2010 the U.S. Department of Justice (DOJ) issued an amended regulation implementing the Americans with Disabilities Act (ADA 2010 Standards),¹¹⁹ and for the first time, the regulations were expanded to include recreation environment design requirements. Covered entities were to be compliant with design and construction requirements and the development of three-year transition plan by March 15, 2012. The deadline for implementation of the three-year transition plan was March 15, 2015.

Funding

According to *Recreation Management* magazine's 2015 "State of the Industry Report," survey respondents from parks and recreation departments/districts reporting about their revenues from 2012 through 2014 indicated a continued recovery from the impact of the Recession of 2008. From 2013 to 2014, 44.1% of respondents reported that their revenues had either had increased and another 44.1% reported revenues staying steady. About 48.7 percent of respondents said they expected revenues to continue to increase in 2015, while 44% expected no change.

Trends in Marketing by Parks and Recreation Providers

Active Network offers expertise in activity and participation management. Its mission is to make the world a more active place. In their blog, they offered the following marketing mix ideas which came out of a meeting with park and recreational professionals in the Chicago area.¹²⁰

- Updated booths and community event presence — Bring a tablet or laptop to show programs you offer and provide event participants the opportunity to register on the spot.
- Facebook redirect app — This application redirects people automatically to the link you provide. Add it to your Facebook page.
- Instagram challenge — Think about how you can use mobile and social tools at your next event. It could be an Instagram contest during an event set up as a scavenger hunt with participants taking pictures of clues and posting them on Instagram.
- Social media coupons — Research indicates that the top reason people follow an organization on a social network is to receive discounts or coupons. Consider posting an event discount on your social networks redeemable by accessing on phone or printing out.

¹¹⁹ U.S. Department of Justice, Americans with Disabilities Act, ADA Home Page, <http://www.ada.gov/>, accessed November 15, 2012.

¹²⁰ <http://www.activenetwork.com/blog/17-marketing-campaigns-parks-and-recreation-marketing/>, May 2013, accessed February 26, 2015.

Mobile marketing is a growing trend. Social websites and apps are among the most used features on mobile phones. Popular social media marketing tools include Facebook, Instagram, Twitter, YouTube, Tagged, and LinkedIn. Private messaging apps such as Snapchat and WhatsApp are being used more and more for live media coverage.¹²¹

Ninety-one percent (91%) of Americans own a cell phone and most use the devices for much more than phone calls. Young adults engage in mobile data applications at much higher rates than adults in age brackets 30 and older. Usage rates of mobile applications demonstrate chronologically across four major age cohorts that millennials tend to get information more frequently using mobile devices such as smartphones. For example, 97% of cell phone owners ages 18 – 29 send and receive text messages, compared to 94% of ages 30 – 49, 75% of ages 50 – 64, and 35% of those 65 and older.

Minority Americans are significantly more likely to own a cell phone than are their white counterparts. (87% of African Americans and 87% of Hispanics own a cell phone, compared with 80% of whites). Minority Americans also lead the way when it comes to mobile Internet access. Two-thirds of African Americans (72%) and Hispanics (67%) access the Internet in their cell phones, compared to Non-Hispanic Whites (56%).¹²² By 2015, mobile Internet penetration is expected to have grown to 71.1% for Hispanics compared to 58.8% for whites.¹²³

¹²¹ Jacqueline Woerner, "The 7 Social Media Trends Dominating 2015," Emarsys Blog, <http://www.emarsys.com/en/resources/blog/the-7-social-media-trends-dominating-2015/>, accessed February 26, 2015.

¹²² Maeve Duggan, "Cell Phone Activities 2013," Pew Internet and American Life Project, Pew Research Center, September 16, 2013, http://www.pewinternet.org/files/old-media//Files/Reports/2013/PIP_Cell%20Phone%20Activities%20May%202013.pdf, accessed November 15, 2012.

¹²³ Erik Sass, "Minority Groups Heaviest Users of Mobile Net," *Media Daily News*, Nov. 18, 2011, <http://www.mediapost.com/publications/article/162699/minority-groups-heaviest-users-of-mobile-net.html#axzz2CK9zYGFw>, accessed November 15, 2012.

Appendix B: Public Input Schedule and Responses

Public Engagement Meeting Schedule

Focus Group Meetings

- City Staff – Monday, January 11, 2016 @ 8:00 AM – City Hall
- Stakeholders – Tuesday, January 11, 2016 @ 11:00 AM – City Hall
- Stakeholders – Monday, January 11, 2016 @ 1:00 PM – City Hall
- City Council – Monday, January 11, 2016 @ 4:00 PM – City Hall
- Contracted Agencies – Tuesday, January 12, 2016 @ 9:00 AM – City Hall

Public Forum

- General Public – Tuesday, January 12, 2016 @ 6:00 PM – DeKalb County Public Library, Dunwoody Branch

Meeting Attendance

- January 11, 8:00 AM – City Hall: 8
- January 11, 11:00 AM – City Hall: 16
- January 11, 1:00 PM – City Hall: 6
- January 11, 4:00 PM – City Hall: 7
- January 12, 9:00 AM – City Hall: 12
- January 12, 9:00 AM – Library: 131

Total Public Attendance: 165

Total Staff/City Council Attendance: 15

General Community Response – All Engagement Meetings

The following question responses were the most prevalent and consistently recurring comments voiced across all engagement meetings. They represent the strongest opinions, concerns, needs, ideas, and desires of the citizenry county wide. Items followed by one or more asterisks (*) were mentioned that number of times throughout the public meetings.

1) How long have you been a resident of Dunwoody?

<u>1</u>	<5 years
<u> </u>	5-9 years
<u>4</u>	10-19 years
<u>13</u>	20+ years
<u>23</u>	Not a resident but use programs/facilities

2) What are the strengths of the Parks and Recreation Department that should be continued over the next several years?

- ***Multi-use Trail
- ***Leadership and Communication
- *Nonprofit Contractors for Programming
- *Park Maintenance and Improvements
- *Dunwoody Nature Center and Natural Trails
- *Walking trails
- Return on Investment in Parks
- Potential for Change
- Great Parks Department
- Treetop Quest at Brook Run
- CIP with Partners
- Council Support
- Brook Run Park
- Nature Center and surrounding park
- Play areas

Additional Citizen Response: Development, maintenance of existing parks (namely Brook Run, Dunwoody Park) in partnership with nonprofits operating the parks.

3) Conversely, what are the major weaknesses that need to be addressed through the Parks and Recreation Master Plan?

- **Lack of Athletic Field Space
- **Security, Specifically Skateboarders Not Wearing Helmets
- *Lack of Trail Connectivity
- *Availability of Property for New Parkland
- *Staffing for Future Programming
- Lack of Active Recreation and Facilities
- Northeast Corner of the City is Under-represented
- Lack of willingness of facility maintenance
- Lack of funding and financial sustainability
- Awareness of trail opportunities
- Lack of indoor recreation facilities
- Lack of Comprehensive Programming
- Lack of Communication with the City
- Lack of Marketing for the non-profit programming groups
- Staff overwhelmed
- No comprehensive central schedule for recreational activities
- No way to let public know what is going on in the library building
- Not enough space for all the entities
- Operating with an outdated Parks & Recreation master Plan
- Not enough CIP for all non-profit programming groups - \$250,000 total
- Parks and Recreation department is tremendously under funding
- Bureaucratic red tape bad at the City
- Lack of rectangular fields
- Lack of a tennis facility
- Lack of programming

Parks are geared to much older and much younger demographics – need more for middle and high school kids
Lack of an indoor aquatics facility

Additional Citizen Response: Continue acquisition of additional greenspace and development of Brook Run. Partner with City's PR/communications staff to introduce changes to the public in a manner that will minimize opposition. Start with educating the public (namely, the older population who generally oppose change) on the health and economic benefits of having more greenspace in the community. Partner with Perimeter Center leaders and Convention & Visitors' Bureau who understand these benefits. Brook Run has many acres of unused space. I support partnering with a nonprofit to operate recreational fields for a baseball, softball or lacrosse league. If Austin takes over the ball fields on Roberts, the Brook Run space could be perfect for the Dunwoody Senior league (DSB Diablos) headed by Tom Bass. They only need 2-3 fields. I also support some kind of partnership with Peachtree Middle School for school athletics.

4) How satisfied are you with the quality of current programs offered? Why?

<u>6</u>	5 Excellent
<u>7</u>	4 Very Good
<u>18</u>	3 Good
<u>9</u>	2 Fair
<u>2</u>	1 Poor

Average 3.3

5) What additional programs or activities do you feel the Department should offer that are currently not available?

***Special Events, Concerts, Independence Day
*Arts Programming – Performing, Visual, Preservation, etc.
*Hiking Tours
*Audubon Society Programming
*No appetite for insourcing
*Pickleball
*Senior Programming
Youth and Adult Sports, specifically Middle School Baseball, Youth Lacrosse, Youth Soccer, Adult Flag Football, and Adult Kickball
Tournaments for economic impact – Basketball, Baseball, Softball, etc.
Gymnastics
Swim and Dive Meets
Gardening Programming
Tennis Instruction
Beautification Commission
General Recreation for All Ages
Senior Programming
Beginner Programs
Expand existing programs to add more if there was enough space
Preschool, arts, cultural programs at Nature Center
Lacrosse

Swimming
 Youth and Adult Soccer
 Bocce
 Outdoor Concert Series/Summer Entertainment
 Gymnastics
 Volleyball
 More organized sports leagues
 More community events like Lemonade Days

Additional Citizen Response: Athletic programs in the large cleared space at Brook Run.
 Basketball courts at Brook Run. Perhaps a Senior Center, in partnership with a nonprofit.

6) How satisfied are you with the overall quality of the existing park and recreation facilities provided by the Dunwoody Parks and Recreation Department? Why?

_____	5 Excellent
<u>6</u>	4 Very Good
<u>21</u>	3 Good
<u>13</u>	2 Fair
<u>2</u>	1 Poor

Average 2.8

7) How would you rate the overall level of maintenance at the facilities owned or operated by the Department? Please identify the location and specifics of any maintenance concerns.

_____	5 Excellent
<u>7</u>	4 Very Good
<u>12</u>	3 Good
<u>13</u>	2 Fair
_____	1 Poor

Average 2.8

8) What improvements are needed at existing facilities? Where are these improvements needed?

- *Nature Center Updated – *Parking, *Pavilion, Observation Deck and Trail
- *Perimeter East Park buildings removed and Park developed, trails
- *Tennis Courts
- Baseball Facility Restroom Updated
- Windwood Hollow Trails, Playground
- Donaldson Banister House renovated
- Renovate Room 2, bathrooms, plumbing, entry, parking, more space, wet space at DeKalb Arts Center
- Dunwoody Nature Center additional parking, new building structures to improve capacity (double square footage)
- Senior baseball dugouts, batting cages, move bull pens, replace/renovate fieldhouse, new umpire locker rooms
- Cultural Arts Center needs multipurpose community room, turn classrooms back into classrooms, HVAC improved, doors do not close, security issues with building, add on to courtyard for more classroom space
- Renovate Theater building

Reference Master Plan for Donaldson-Bannister House, Cemetery, Outbuildings including parking, ADA, accessibility, outbuildings, etc.

Windwood Hollow – Better lighting, improved parking, better landscaping, renovated/rebuilt pavilion

Donaldson-Banister – Renovate

Develop 3.88 acre parcel near City Hall as a passive park

Develop 5 acre MARTA parcel as a passive park

Rebuild gazebo at Vernon Oaks Park

Control of Fields at Peachtree Middle Instead of Fields at Brook Run

Renovate baseball fields

Additional Citizen Response: Funds to help pay for the repaving of the main entranceway to the Dunwoody Nature Center to incorporate a new, sheltered drop-off area and bus turnaround near the front entrance to the Nature Center. In addition, more parking spaces are needed along the entrance road and near new bus turnaround. Funds to help pay for an addition of a new wooded, open air covered pavilion with chimney and outdoor deck (1800 sq. ft.) on the north side of Dunwoody park.

Specifically Brook Run Park?

*Water Feature Updated or Removed

*Theater, Maintenance Building Updated or Removed

Request Private Theater Feasibility Study

Review Existing Infrastructure

Accessibility to Park

Redevelop Theater into Multipurpose Center

Update Pavilion

Permanent Stage at existing ballfield

Upgrade Veteran's Memorial

Renovate Food Truck Event Space – Covered

Stream Area Renovated

Renovate Theater into Performing Arts Center – Sponsored Privately

Improved parking

Renovate Theater

Add Disc Golf

9) Are there any portions of the community that are underserved? Please explain (i.e., where and what type of amenities are needed, what market segment needs more attention, etc.).

**Small Segment of Seniors without Adequate Transportation

**West, PCID

*Northeast – North of Mount Vernon, East of Womack

*Youth and Adult Sports

*Parks are mostly in the west and south – need more in the north and east
Cultural, Arts

Perimeter Center

All Citizens based on current parks and activities

Industrial area apartments – Hispanic population

Additional Citizen Response: Areas closer to Peachtree Dunwoody and Dunwoody Club Drive. If you do not live within ½ mile of a park, then the area is underserved, in my opinion. I realize this is very controversial, but look for underutilized space that could be redeveloped into a park with a playground, basketball court and other amenities.

10) What additional park and recreation facilities would you like to see the community provide?

- ***Trail Connectivity
- **Sports Complex
- *Potential Perimeter Center Park Development
- *Restrooms at Windwood Hollow Park
- *Pocket Parks – maybe along Mount Vernon, etc.
- Bike Racks, Repair Stations
- New Greenspace in Dunwoody Village
- Outdoor Rental Facilities
- Nature Center replaced with new, Environmental Ed Center, Science Center
- Disc Golf Course
- Multipurpose Center
- Windwood Hollow Park facilities – outdoor basketball court, splashpad, *tennis courts, playground, trails, indoor tennis
- Develop Perimeter Center Park
- Electric Cart Connective Trails
- WiFi
- ADA Accessible Playground
- Multipurpose Rectangular Fields
- Picnic Areas
- Multiuse ball fields
- Open green space
- Indoor community space
- Multipurpose Rectangular Fields – Would require the purchase of additional land
- Indoor or Outdoor Performing Arts Center
- Windwood Hollow – *Pavilion/Restroom, two additional tennis courts
- IGA for Use of Fields at Peachtree Middle
- Additional Parkland
- Splashpad
- PCID – Pavilion/Restroom

Specifically Brook Run Park?

- **One or two multipurpose rectangular – address neighbor concerns
- *Trail Connectivity
- *New tennis, basketball, and volleyball courts
- *50 Meter Indoor/Outdoor Pool
- *Wayfinding Signage
- *Restrooms – more in back to park too
- *Multipurpose rectangular fields in back of park
- *Parking
- Amenities that appeal to the masses
- More security lights and cameras
- Security personnel

Connectivity to other parks
 Indoor and outdoor meeting space
 Indoor multipurpose center – gymnastics, gymnasiums, meeting space
 Splashpad
 Amphitheater
 Botanical Gardens
 WiFi
 Fishing Pond
 Pool
 Athletic Fields
 Multipurpose rectangle ball fields
 Large pavilion
 Pavilion/restrooms
 Tennis Courts
 Ping Pong
 Great Lawn
 Spectator Seating
 Address Parking
 Community Center

Additional Citizen Response: I'd like to start discussions with the community and Georgia Power to utilize the Bull Sluice 500 KV right-of-way for a walking trail. Carla Worley on the Dunwoody Nature Center's Board has been exploring this option. Again, we need to be very careful about how this is rolled out to the public. Some will oppose this out of fear and lack of understanding. The City will need to hire a land agent to deal with each property owner separately, to listen to any concerns, resolve them, acquire a written easement, etc. I have many contacts for this kind of service.

11) Are there any facilities and/or programs currently available that should be eliminated? If so, which ones and why?

*Theater Replaced, Relocated – Time to resolve the issue one way or another
 Skatepark

12) How would you rate the quality of customer service provided by the Parks and Recreation staff? Please elaborate.

<u>20</u>	5 Excellent
<u>16</u>	4 Very Good
<u>3</u>	3 Good
<u>1</u>	2 Fair
<u> </u>	1 Poor

Average 4.4

13) How effective is the Department in seeking feedback from the community and users on improving its performance?

<u>8</u>	5 Excellent
<u>13</u>	4 Very Good
<u>9</u>	3 Good
<u>5</u>	2 Fair
<u>3</u>	1 Poor

Average 3.5

14) How do you believe the Parks and Recreation Department should be financially supported? Should they be self-supported through user fees, completely through taxes, alternative funding or a combination of each? Please elaborate.

****Combination of Taxes and Fees
 **Content with current model
 *Specifically Pursue Impact Fees
 Add non-resident fees to activities

Additional Citizen Response: The City budget has and should continue to have a good allocation of funds for parks. User fees (collected for specific programs such as the skate park) could supplement this funding, but I would not impose a fee on someone merely coming to a park to walk on a trail or go to the playground.

15) Do you think residents would be supportive of a no-tax increase levee, if it is found that there are insufficient funds to build and/or properly operate and maintain park and recreational facilities and programs to the standards desired by the community? What other ways should be explored to fund your vision?

****Community ready for a targeted, scaled down specific bond referendum that is marketed well
 Depend on Specifics of Bond Issuance
 Dedication of Millage Rate to Parks
 New smaller bond referendum would pass at presidential election
 Increase hotel motel tax - can go up to 8%
 No
 More Against Than For
 Yes, Once Infrastructure Is Caught Up
 Interested in Short Term Capital Lease (\$3 million/year over 5 years = \$15 million)

Additional Citizen Response: Perhaps, but be very deliberate about how you propose the levee. Given our older population on fixed incomes, many will oppose. The younger population, who are more likely to take advantage of the parks improvements, should be more supportive, but give them many options through social media, etc., to provide feedback.

16) Who are the key partners and stakeholders in the community with regards to assisting with the implementation of this plan?

- **DeKalb County Schools
- **Faith-Based Organizations
- **Corporations
- *Contracted Nonprofits
- *Businesses
- *JCC
- *CVB
- Dunwoody Homeowners Association
- Perimeter Community Improvement District
- MARTA
- Swim and Tennis Associations
- Dunwoody Chamber
- City Council
- Audubon Society
- PTA/PTO
- Young People of Dunwoody
- Dunwoody Senior Baseball
- Civic Organizations
- Local Newspapers
- Bike Walk Dunwoody
- PATH Foundation
- PCID
- Large Corporations – Naming Rights
- Churches
- Current Contracted Nonprofits

17) What are the key issues and values in the Dunwoody community that need to be considered while developing this Master Plan?

- *Pockets of Influencers, Vocal Minority
- *Plan for future Demographics of Dunwoody
- *Tradition and History of Dunwoody
- *No increased traffic
- Financial Concerns, Conservative
- Family Oriented
- Maintaining Residential Character with Park Development
- High Quality of Facility Standards
- City Council, New Mayor Buy-In
- Apathy of majority
- Collaboration with adjacent municipalities so no need to build everything
- Safety and security
- Offer Things Not Currently Offered Locally
- Conservative
- Realistic and Targeted Scope

Additional Citizen Response: View this as a plan for future generations, i.e. younger families moving into the community. Strongly consider the health and economic benefits of a robust parks system. Given the prevalence of screen time with our children, we need to do as much as possible to get them outdoors to exercise and appreciate nature.

18) Are there any political sensitivities we should be aware of that could impact the success of the city's planning efforts?

City Council, New Mayor Buy-In
Theater
Jewish Community – Planning Meetings Accordingly
Back Field at Brook Run
Dunwoody Baseball Fields
Potential Relocation of Austin Elementary
Deed Restrictions at Brook Run
Parks are underfunded
Sustain and maintain existing parks
Diversity
Frugal/Cheap
Resistance to Change

19) During the next 5-10 years, what are the top priorities for the Parks and Recreation Department?

**More and better facilities
*Adding Facilities and Programming Them
*Rectangular fields
Active Recreation Facilities and Programming, Mostly Youth
Development with Public Safety, Police Input In Mind
Capital Improvements
Trail Connectivity
City Center Park
Better Communication
Athletics
Arts, Drama, Concerts
Emphasis on Nature
One community cultural mindset
More capital
Progress with preservation
Improved stewardship
Develop and redevelop what you currently have
Water Fountain for Kids
Disc Golf
Lacrosse
Multipurpose Rectangular Fields
Indoor Community Center
Indoor/bubble tennis complex and/or indoor aquatic complex

Appendix C: Dunwoody Full Inventory

Dunwoody Park System	Total Acreage	
	161.82	
Existing Amenities	Count	Units
Playgrounds	5	EA
Shelters	15	EA
Restrooms	6	EA
Misc Structures	11	EA
Water Feature	2	EA
Baseball Fields	2	EA
Multi-purpose Field (unprogrammed)	3	EA
Bocce Ball Courts	2	EA
Tennis Court	2	EA
Basketball Courts	2	EA
Amphitheater	1	EA
Greenhouse	1	EA
Skate Park	1	EA
Outdoor Classrooms	3	EA
Community Garden	2	EA
Hammock Areas	1	EA
Dog Park	1	EA
Stage	1	EA
Fitness Equipment	10	EA
Main Signs	12	EA
Secondary Signs	3	EA
Wayfinding/MUTCD Signs	50	EA
Interpretive Signs	9	EA
Benches	115	EA
Picnic Tables	52	EA
Chairs	10	EA
Water Fountains	8	EA
Bench Swing	1	EA
Bollards	48	EA
Grills	1	EA
Trashcans	74	EA
Bike Racks	3	EA
Mutt Mitt Stations	25	EA
Bridges (wooden)	17	EA
Paved Trails	12027	LF
Unpaved Trails	12263	LF
Boardwalk	275	LF

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Community Park		Total Acreage				
Dunwoody Park and Nature Center		33.3				
Type	Existing Amenities	Count	Units	Manufacturer	Condition (**)	Notes
Shelters and Playgrounds	Playground	1	EA		Good	Installed 2015
	2-5	1	EA	Miracle (Hasley Recreation)	Good	Forest, Green, Brown
	5-12	1	EA	Miracle (Hasley Recreation)	Good	Forest, Green, Brown
	Swings	3	EA	Miracle (Hasley Recreation)	Good	Two Miracle Accelerator Swings (Model 2014J), one Viper Gaint Rope Swing (Model 2015J)
	Other Equipment	3	EA	Multiple	Good	Miracle: One Gravity Cube (Model 447-4), one Multi-Pondo (Model 150-060), Other : Rope Climber
	Surfacing			EWf	Average	
	Benches	5	EA	Wabash Valley	Good	Green and Black
	Picnic Tables	4	EA		Average	Metal with wood top, two green and two brown
	Trashcans	2	EA	Wabash Valley	Average	Green
	Restrooms	2	EA		Average	Restroom #1 at ballfields includes storage and concession, restroom #2 is attached to Nature Center
Fields	Baseball Field #1	1	EA		Average	
	Bleachers	4	EA		Average	Metal bleachers
	Scoreboard	1	EA		Average	Not in operation at time of visit
	Benches	2	EA	Wabash Valley	Good	Green and Black
	Baseball Field #2	1	EA		Average	
	Bleachers	2	EA		Poor	Concrete bleachers with noticable deterioration
	Scoreboard	1	EA		Average	Not in operation at time of visit
	Picnic Tables	3	EA		Poor	Wood with metal base, green
Other Facilities	Benches	1	EA	Wabash Valley	Good	Green and Black
	Nature Center	1	EA		Good	
	Misc. Structure #1	1	EA		Poor	Storage and Umpire Building for Field One.
	Misc. Structure #2	1	EA		Average	Treehouse overlooking wetland
	Misc. Structure #3	1	EA		Good	Cabin
	Misc. Structure #4	1	EA		Poor	Wood structure (oversized kiosk)
	Benches	1	EA		Poor	Wood bench
	Misc. Structure #5	1	EA		Poor	Wood structure with metal pole, near picnic area behind playground
	Community Garden	1	EA			
	Outdoor Classroom	3	EA			Near hammock area; near nature center stage; near community garden
	Hammock Area	1	EA			
	Stage	1	EA		Average	Patio area stage with fireplace
Individual Park Items	Main Sign	3	EA		Average	Dunwoody parks brand sign with stone base; upright parks brand sign; Nature Center large kiosk sign
	Secondary Signs	2	EA		Average	Dunwoody Nature center signs
	Wayfinding/MUTCD Signs	3	EA		Average	Map sign; Sanctuary and trails sign; Bulletin Kiosk
	Interpretive Signs	9	EA		Average	
	Benches	13	EA		Good	Seven Wabash; Six wooden
	Picnic Tables	13	EA		Average	Wood with metal base; Five green, seven brown, one metal with four chairs
	Chairs	10	EA		Good	Adirondack chairs
	Trashcans	4	EA		Average	Wooden; near nature center
	Mutt Mitt Station	2	EA		Average	
	Bridge (wooden)	10	EA		Average	
	Unpaved Trails	8954	LF			
	Boardwalk	275	LF		Average	
*Condition: "Poor" being below expectations, "Average" indicating that the component can meet its intended function, and "Good" meaning that it exceeds expectations. ** Playground condition is based on visual inspection only and is not intended to be a CPSI level inspection ***GPS locations have been provided for all fixed park items, all moveable amenities are not included.						

Neighborhood Park		Total Acreage				
Pernoshal Park		5.67				
Existing Amenities	Count	Units	Manufacturer	Condition**(*)	Notes	
Shelters and Playgrounds	Playground	1	EA	Miracle		
	2-12	2	EA	Miracle	New	DNA Climber, Nexus Velocity
	Surfacing			EPDM	New	
	Benches	2		Victory Stanley	New	Model C-138
	Shelter and Restroom	1	EA		New	Stone, Wood, Standing seam metal roof
	Trashcans	2	EA	Victory Stanley	New	Model FC-12, Black
	Water Fountains	2	EA			Attached to structure
Fields	Multi-purpose Field (unprogrammed)	2	EA			Not present at time of visit (proposed in park's master plan)
Courts	Basketball Court	2	EA		New	
	Playing Surface					No markings at time of visit
	Goals	4		Ironclad Sports, Inc.	New	Model HIL664-XXL
	Nets					Not installed at time of visit
	Benches	7		Victory Stanley	New	Backless Model CM-158
Other	Trashcans	2		Victory Stanley		Model FC-12, Black
	Amphitheater	1	EA		New	
Individual Park Items	Fitness Equipment	4	EA	Greenfields Outdoor Fitness	New	Elliptical, Three Person Static Combo, Recumbent Bike, Butterfly
	Benches	4	EA	Victory Stanley	New	Model C-138
	Bollards	4	EA		New	
	Trashcans	4	EA	Victory Stanley	New	Model FC-12, Black
	Paved Trails	1100	LF		New	
*Condition: "Poor" being below expectations, "Average" indicating that the component can meet its intended function, and "Good" meaning that it exceeds expectations.						
** Playground condition is based on visual inspection only and is not intended to be a CPSI level inspection						
***GPS locations have been provided for all fixed park items, all moveable amenities are not included.						



Neighborhood Park		Total Acreage				
Georgetown Park		2.4				
Type	Existing Amenities	Count	Units	Manufacturer	Condition**(*)	Notes
Shelters and Playgrounds	Playground	1	EA			Installed 2014;
	2-5	2	EA	Miracle (Hasley Recreation)	Good	Blue, Metallic, White
	5-12	1	EA	Miracle (Hasley Recreation)	Good	Blue, Metallic, White
	Swings	4	EA	Miracle (Hasley Recreation)	Good	Two tot swings, two regular swings
	Surfacing			EPDM	Good	
	Shade Structure	1	EA		Good	
	Shelter #1	1	EA		Good	Stone, Wood, Standing seam metal roof
	Trashcans	2	EA	Victor Stanley	Good	One trash, one recycle
	Benches	6	EA	Victor Stanley	Good	Backless model CM-158 benches
	Shelter #2	1	EA		Good	Stone, Wood, Standing seam metal roof
	Restroom #1	1	EA		Good	Stone, Wood, Standing seam metal roof
	Fountain	1	EA		Good	
	Restroom #2	1	EA		Good	Stone, Wood, Standing seam metal roof
	Fountain	1	EA		Good	
	Bocce Ball Court	2	EA		Good	
Aquatics	Fountain	1	EA		N/A	Not in operation at time of visit
Individual Park Items	Fitness Equipment	2	EA	Greenfields	Good	Airwalker, Sit-up Bench
	Main Sign	3	EA		Good	Two stone signs, one Dunwoody P&R brand sign
	Benches	12	EA	Victor Stanley	Good	Four backless model CM-158 benches, eight model C-138 benches
	Bollards	9	EA		Good	
	Trashcans	9	EA	Victor Stanley	Good	Model FC-12, Black
	Bike Racks	2	EA		Good	
	Mutt Mitt Station	1	EA		Average	
	Paved Trails	1563	LF			
*Condition: "Poor" being below expectations, "Average" indicating that the component can meet its intended function, and "Good" meaning that it exceeds expectations.						
** Playground condition is based on visual inspection only and is not intended to be a CPSI level inspection						
***GPS locations have been provided for all fixed park items, all moveable amenities are not included.						

Neighborhood Park		Total Acreage				
Windwood Hollow Park		11.14				
Type	Existing Amenities	Count	Units	Manufacturer	Condition**(*)	Notes
Shelters and Playgrounds	Playground	1	EA	Landscape Structures Inc		Installed 2014; plastic border
	2-5 Component Areas	1		Landscape Structures Inc	Good	Green , brown, lime
	5-12 Component Areas	1		Landscape Structures Inc	Good	Green, brown, lime
	Swings	5	EA	Landscape Structures Inc	Good	Two tot swings, two regular swings, one LSI Oodle Swing
	Other Equipment	1	EA	Landscape Structures Inc	Good	One track ride
	Surfacing			EPDM	Average	
	Benches	2		Landscape Structures Inc	Good	Benches are different model than park standard
	Shelter	1	EA		Average	Wood, Glulam, Shingle Roof
	Picnic Tables	8	EA	Wabash Valley	Average	Green and Black
	Trashcans	1	EA	Wabash Valley	Average	Black
Court Facilities	Tennis Court	2	EA			
	Fencing				Average	With windscreen
	Playing Surface				Average	
	Striping				Average	
	Nets	2	EA		Average	
	Benches	4	EA	Wabash Valley	Average	Green and Black
Individual Park Items	Fitness Equipment	4	EA	HealthBeat by Landscape Structures Inc	Good	Installed 2014
	Main Sign	1	EA		Good	
	Benches	3	EA	Wabash Valley	Average	Green and Black
	Water Fountains	1	EA		N/A	Fountain was winterized at time of visit; Green
	Trashcans	1	EA	Wabash Valley	Average	Black
	Unpaved Trails	1171	LF			
*Condition: "Poor" being below expectations, "Average" indicating that the component can meet its intended function, and "Good" meaning that it exceeds expectations.						
** Playground condition is based on visual inspection only and is not intended to be a CPSI level inspection						
***GPS locations have been provided for all fixed park items, all moveable amenities are not included.						

Park Land		Total Acreage			
Perimeter Center Park		3			
Existing Amenities	Count	Units	Manufacturer	Condition**(*)	Notes
Individual Items	Main Sign	1	EA		Dunwoody Parks branded upright sign
*Condition: "Poor" being below expectations, "Average" indicating that the component can meet its intended function, and "Good" meaning that it exceeds expectations. ** Playground condition is based on visual inspection only and is not intended to be a CPSI level inspection ***GPS locations have been provided for all fixed park items, all moveable amenities are not included.					

#15.

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Appendix D: Dunwoody Park Concepts (11" X 17")

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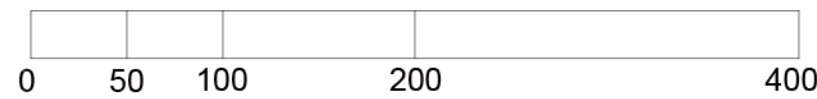
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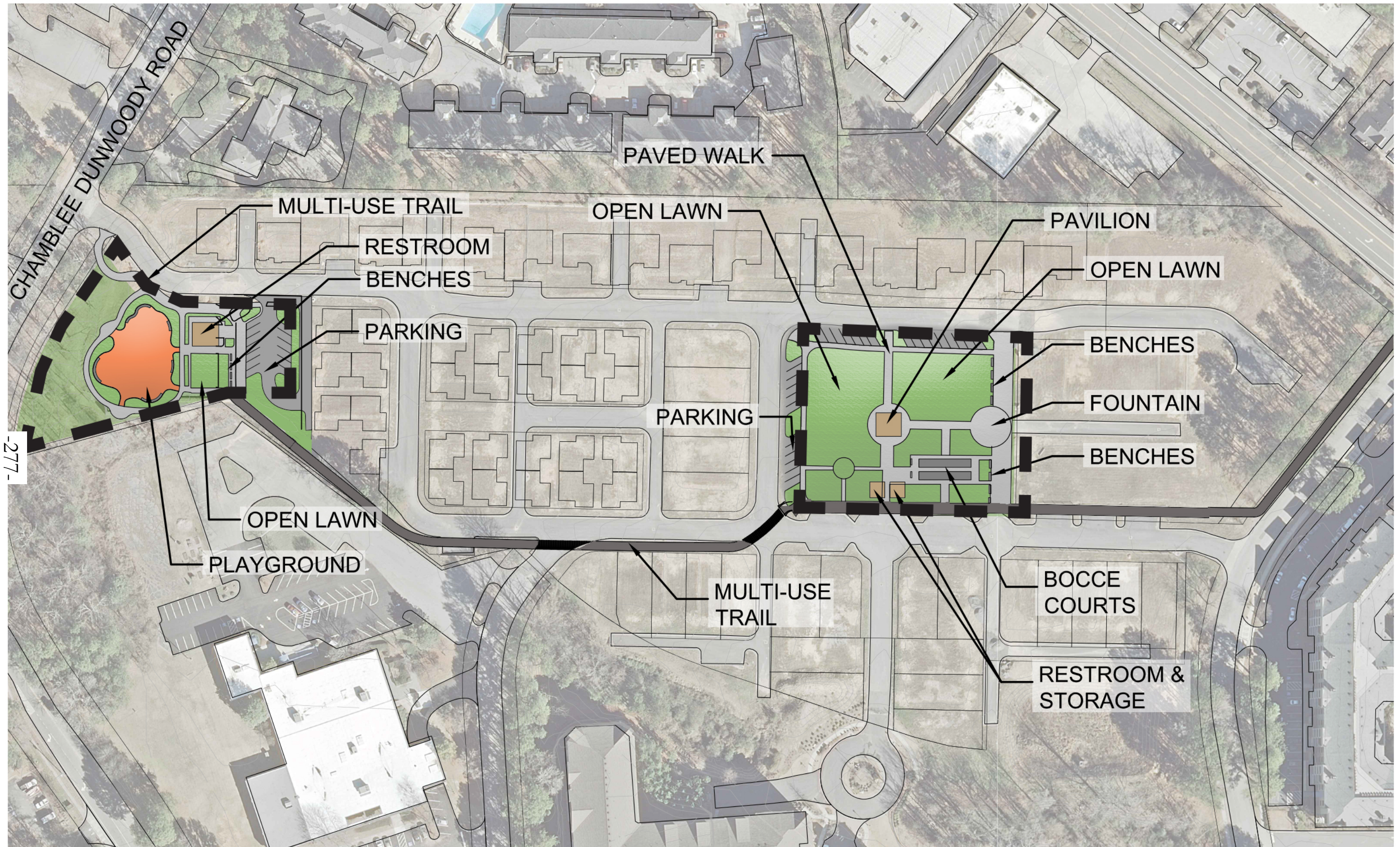
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AUSTIN ELEMENTARY PARK SITE CONCEPT PLAN





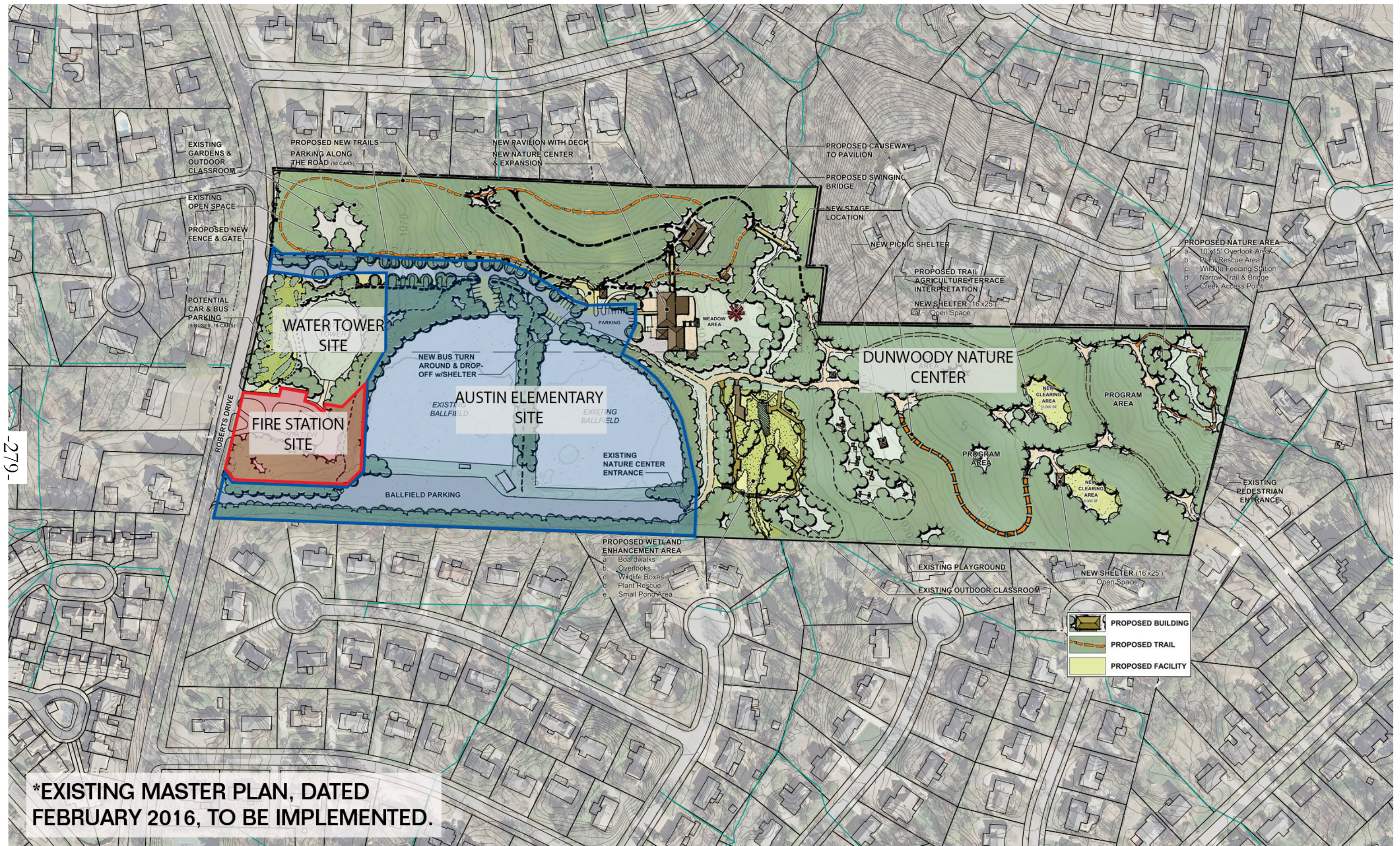
GEORGETOWN PARK EXISTING CONDITIONS



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DONALD-BANNISTER FARM

EXISTING MASTER PLAN



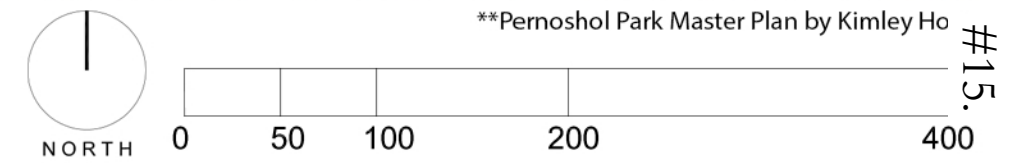
- ① SMALL PICNIC SHELTER
- ② ARRIVAL PLAZA W/ SCULPTURE
- ③ PLAYGROUND
- ④ PLAZA W/ WATER FEATURE
- ⑤ RESTROOM BUILDING W/ PAVILION
- ⑥ EXERCISE EQUIPMENT AREA
- ⑦ PARKING LOT: ±50 SPACES
- ⑧ 10' WIDE PATH
- ⑨ SOFT SURFACE TRAIL
- ⑩ CONNECTION TO FUTURE TRAIL



PERIMETER CENTER EAST PARK EXISTING MASTER PLAN



PERNOSHOL PARK EXISTING MASTER PLAN





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VERNON OAKS PARK

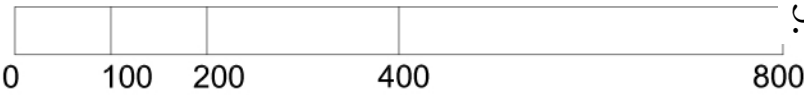
CONCEPT DESIGN



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WINWOOD HOLLOW PARK

CONCEPT DESIGN





City of
Dunwoody*



Dunwoody Parks and Recreation Master Plan Presentation July 10, 2017

GREENPLAY LLC
*The Leading Edge In Parks, Recreation,
And Open Space Consulting*

iB⁺a
planning + landscape architecture

RRC
ASSOCIATES SM

Process

- **Start-up**
- **Community Input**
 - **Focus Groups**
 - **Stakeholder Meeting**
 - **Survey**
- **Inventory**
- **Level of Service Analysis**
- **Operational & Maintenance Analysis**
 - **Program & Other Service Provider Analysis**
 - **Organizational Analysis**
- **Findings Presentation**
- **Visioning Workshop**
- **Plan Presentation**



Recommendations

Action Plan, Cost Estimates and Prioritization

- Goals, Objectives, and Action Items for the recommendations are drawn from the public input, inventory, level of service analysis, findings feedback, and all the information gathered during the master planning process.
- All cost estimates are in 2017 figures where applicable.
- Most costs are dependent on the extent of the enhancements and improvements determined or known at this time.
- Timeframe to complete is designated as:
 - Short-term (up to 3 years)
 - Mid-term (4-6 years)
 - Long-term (7-10 years)

Recommendations

Organizational Opportunities

Objective 1.1: Improved Communication of Activities and Facilities between Contracted Nonprofits and the Public

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Develop Marketing Plan and Communication Plan to improve awareness and communication and better tell the story of social, cultural, and economic benefits of the Department including public recognition of City-owned parks and facilities.	N/A	\$35,000	Short-term

Objective 1.2: Increased Staffing or Contractors for Expanded Service Delivery

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.2.a Expand network of contractors for current and future recreational programs.	N/A	Increased Revenue based on number of added programs	Ongoing

Recommendations

Organizational Opportunities

Objective 1.3: Clarify Ownership of Parks and Facilities

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.3.a Coordinate efforts with contracted nonprofits, the county, and the county school system to promote facilities and parks.	N/A	Staff Time	Ongoing
1.3.b Include public recognition of City-owned parks and facilities in the Market Plan.	N/A	Included above	Short-term

Objective 1.4: Cooperative Use of School Facilities and Scheduling

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.4.a Work with the school system to develop/modify an IGA for the scheduling and use of facilities.	N/A	Staff Time	Mid-term

Recommendations

Program and Service Opportunities

Objective 2.1: Increase Programs in Education/Enrichment, Fitness/Wellness, and Youth Sports

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Continue to work with existing partners to expand programs in the areas of education/enrichment, fitness/wellness, and youth sports.	N/A	Staff Time	Short-term
2.1.b Seek out new partners, and/or instructors to expand programs in the areas of education/enrichment, fitness/wellness, and youth sports.	N/A	Staff Time	Ongoing

Objective 2.2: Increase the Number of Community Events

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.2.a Continue to work with existing partners, seek out new partners, and/or singularly work to expand community event opportunities.	N/A	Staff Time	Ongoing

Recommendations

Program and Service Opportunities

Objective 2.3: Increase Opportunities for Concerts, Live Performances, and Other Special Events

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.3.a Continue to work with existing partners, seek out new partners, and/or singularly work to expand concerts, live performances, and other citywide special events.	N/A	Staff Time	Ongoing

Objective 2.4: Balance Passive (self-directed) and Active (directed) Programming

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.4.a Continue to work with existing partners, seek out new partners, and/or singularly work to provide an equitable balance between passive (self-directed) and active (directed) programming.	N/A	Staff Time	Long-term

Recommendations

Facility and Amenity Opportunities

Objective 3.1: Maintain and Improve Existing Facilities

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a Continue to implement existing plans and Master Plan.	TBD	Staff Time	Ongoing
3.1.b Continue the high level of care of basic park maintenance such as mowing, litter removal, sports facility maintenance, etc.	N/A	9.8% increase per year on current contract	Ongoing

Objective 3.2: Improve Connectivity with Pathways and Trails

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.2.a Continue to develop pathways, sidewalks, bike ways and expand to connect neighborhoods and parks.	\$375k/mile 12' Conc. Path	\$800 per mile	Ongoing
3.2.b Expand greenway system	\$1.0M- \$1.2M/mile	Minimal	Ongoing

Recommendations

Facility and Amenity Opportunities

Objective 3.3: Redevelop Brook Run Park

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.3.a Implement Design of Brook Run Park.	TBD Upon Final MP	Approximately the same as currently	Short-term

Objective 3.4: Continue Current Level of Field Maintenance and Increase the Number of Rectangle Fields or Repurpose some Existing Natural Turf Fields to Artificial Surfaces

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.4.a Continue with current maintenance plan and explore options for more rectangular fields or addition of synthetic fields.	\$350k/Grass Field \$850k/Turf Field	\$2,000 per Field/Season/ Cost Savings over Turf Fields	Mid-term
3.4.b Explore options for more synthetic turf rectangular fields.	\$850k/Turf Field	Cost Savings over Turf Fields	Long-term

Recommendations

Facility and Amenity Opportunities

Objective 3.5: Improve and Increase Park Amenities

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.5.a Repair or replace park amenities that are near or have reached their life expectancy.	Depends on Amenity	N/A	Short-term
3.5.b Add new park amenities per new individual park concept plan updates.	Varies Park Master Plans Needed	N/A	Mid-term

Recommendations

Facility and Amenity Opportunities

Objective 3.6: Add Lights at Parks and Athletic Fields to Increase Playability and General Safety/Security

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.6.a Future athletic field and general park development should include adequate lighting to maximize use.	\$180k/Ballfield \$150k/ Rectangular Filed	Approximately \$10 per hour per field	Mid to Long-term

Objective 3.7: Add Sports Complex (indoor/outdoor) to Host Large-scale Events/Tournaments

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.7.a Look for opportunities for joint venture to develop regional indoor/outdoor sports complex.	Depends on Program Elements	\$2-4 million depending on size	Long-term

Recommendations

Level of Service Opportunities

Objective 4.1: Address Level of Service Gaps in Areas of Anticipated Population Growth

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.1.a Consider park land acquisition in the northeast and southwest parts of Dunwoody	\$250k – \$650k per acre	Depends on what is developed	Mid to Long-term
4.1.b Develop Perimeter Center East and Austin ES Park Properties which are currently undeveloped.	Austin ES Park: \$1.5M - \$1.8M Perimeter Center: \$1.5M - \$2.0M	Depends on what is developed	Long-term
4.1.c Consider geographic barriers when looking at future facilities and services in level of service gap areas	N/A	Staff Time	Ongoing

Objective 4.2: Verify that Alternative Providers are not Already Filling Gaps

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.2.a Map other service provider amenities that fill service gaps.	N/A	Staff Time	Ongoing
4.2.b Do not duplicate services of other providers.	N/A	N/A	Ongoing

Recommendations

Level of Service Opportunities

Objective 4.3: Explore Land Preservation/Acquisition Opportunities

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.3.a Work to make parks and open space a key consideration when procuring new property or redeveloping existing property.	TBD	Staff Time	Ongoing

Objective 4.4: Address Low Scoring Components

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.4.a Repair or replace park amenities that are near or have reached their life expectancy.	Depends on Amenity	N/A	Short-term

Recommendations

Financial Opportunities

Objective 5.1: Utilize Equitable User Fees to Address Increased Programming/Services

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
5.1.a Develop Cost Recovery Policy.	N/A	\$45,000	Mid-term

Objective 5.2: Limited Funding for Park Redevelopment

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
5.2.a Explore alternative funding opportunities.	Matching Grants	Staff Time	Ongoing

Objective 5.3: Explore Bond Referendum

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
5.3.a Pass bond funding for Parks and Recreation facilities improvements.	TBD	Staff Time	Mid-term

Thank You for Your Time and Interest!

Questions?

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