



# Johns Creek Recreation and Parks Master Plan

JANUARY 2023



## ACKNOWLEDGMENTS

Organizing and facilitating a robust process that results in a creative, forward-looking and inclusive parks master plan is significant endeavor. The consultant team would like to thank the numerous members of the community, partner organizations, and city leadership and staff that generously contributed to the development of the *Johns Creek Recreation and Parks Master Plan*. This includes but is not limited to those listed below.

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### Stakeholder Organizations

Newtown Recreation  
Ocee Park Youth Sports Association  
Autrey Mill Nature Preserve Association  
Johns Creek Youth Football Association  
Johns Creek Cricket Association  
North Fulton United FC  
Georgia Express FC

Community members that participated in public forums, interviews, focus groups, and surveys

Thank You!

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## EXECUTIVE SUMMARY

### A ROADMAP FOR THE FUTURE

A parks master plan is a guiding document for a community on how a parks system can meet the current and emerging needs of residents and creates vibrancy in a community. The vision for recreation and parks as a public service in Johns Creek is “to strengthen Johns Creek through amazing experiences in our parks.” The recreation and park system of Johns Creek is the canvas on which so much of that is made possible, and the venues through which the community comes together and builds connections. This *Recreation and Parks Master Plan* is built on that vision, embraces the relatively short history of the community, is accountable to the present, and looks to the future.

This *Recreation and Parks Master Plan* (“Master Plan”) establishes a long-term plan focusing on sustainability and maximizing resources while providing an appropriate level/balance of facilities and amenities throughout the community. The Master Plan builds off the *Recreation and Parks Strategic Plan* adopted in 2016, as well as the *Johns Creek Comprehensive Plan* adopted in October 2018, and Town Center Strategic Vision and Plan adopted in October 2021. This Master Plan creates a new “road map” for the Division to follow for the next 10 years.

The Recreation and Parks Division (“Division”) maintains 447 acres of public lands which includes developed parklands, undeveloped parklands, open space, and public facilities. The Division organizes community events and limited number of programs and cooperates closely with external partners in designing and maintaining high quality youth programs at city parks.

The Master Plan sought community input to identify and confirm the Division’s vision and expectations for the future of the park and recreation system. Community input was received via in-person and virtual focus groups, key stakeholder interviews, public meetings, a statistically-valid needs analysis survey, a community online open survey, as well as an updated project website that enabled public feedback and opportunities for feedback from the community as well as Recreation and Parks Advisory Committee meetings. The information gathered from the community engagement process was combined with technical research to produce the final Master Plan.





## MASTER PLAN GOALS

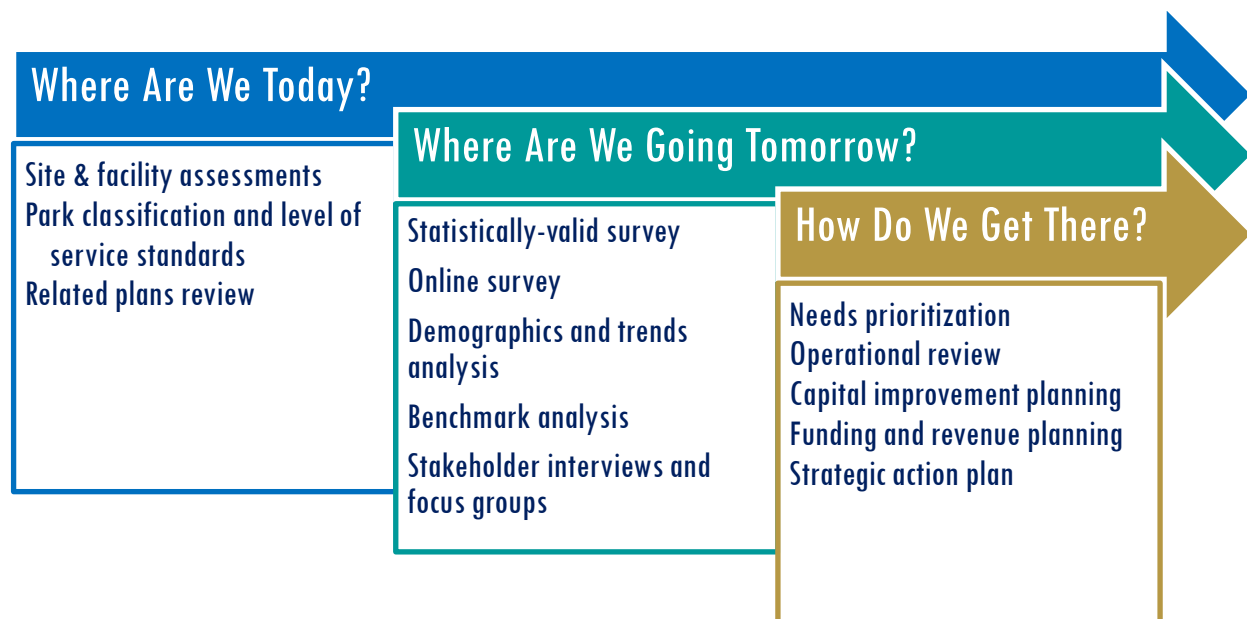
The Master Plan establishes a prioritized framework for future development or redevelopment of the City's parks and recreation system over the next 10 years. The Master Plan is a resource to develop policies and guidelines related to location, use, resource allocation, and level of service that will provide direction to City Council, City staff, and the Recreation and Parks Advisory Committee.

The goals of the Master Plan include:

- **Engage the community**, leadership, and stakeholders through innovative public input means to build a shared vision for parks, recreation, facilities, and open space for the next 10 years.
- **Utilize a wide variety of data sources and best practices**, including a statistically-valid survey to predict trends and patterns of use and how to address unmet needs in the City.
- **Determine unique Level of Service Standards** to develop appropriate actions regarding parks, recreation, facilities, and greenways that reflects the City's strong commitment in providing high quality recreational activities for the community.
- **Shape financial and operational preparedness** through innovative and "next" practices to achieve the strategic objectives and recommended actions.
- **Develop a dynamic and realistic strategic action plan** that creates a road map to ensure long-term success and financial sustainability for the City's parks, recreation facilities, programs, and greenways.

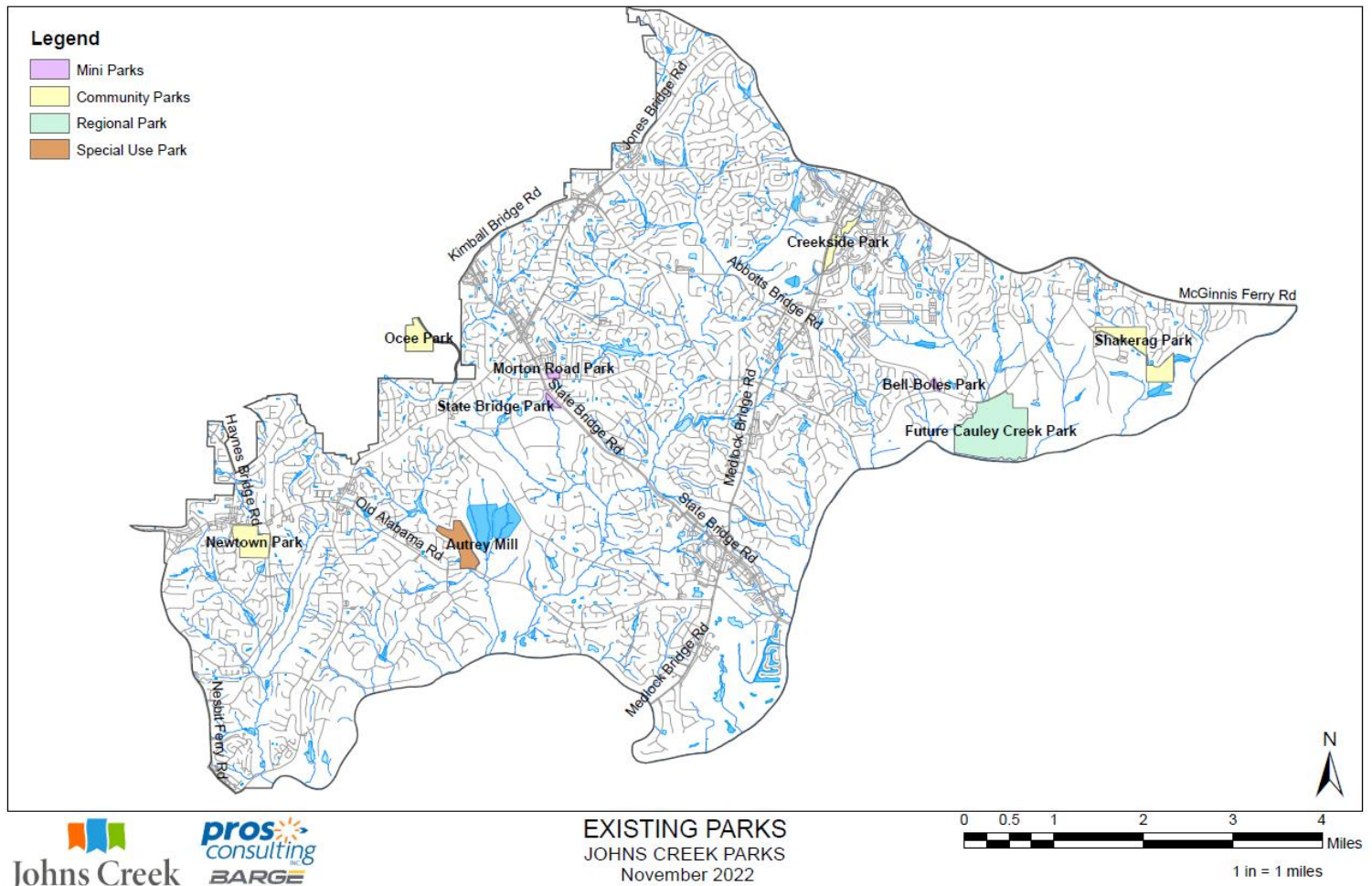
## PROJECT PROCESS

The Master Plan followed a process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. The project process followed a planning path, as illustrated below:



## CURRENT PARKS MAP AND DEFINITION OF PLANNING AREA

The planning area for this Master Plan includes all areas within the boundaries of the City of Johns Creek. This plan recognizes the actual service areas of some Johns Creek parks and facilities extend beyond the defined boundaries of the defined planning area as Johns Creek has parks that have regional draw. Similarly, there are public parks in neighboring communities as well as private facilities within Johns Creek that also assist to meet the recreation and parks needs of Johns Creek residents. The primary purpose of this plan is to first and foremost identify and address the park and recreation needs of Johns Creek residents. The map below depicts the planning area and location of city-owned parks.



## JOHNS CREEK PARKS INVENTORY

Current developed park inventory by park name, address, park classification and size are detailed below:

Park	Address	Classification	Size (Acres)
<b>Autrey Mill Nature Preserve</b>	9770 Autrey Mill Road	Special Use Park	46
<b>Bell/Boles Park</b>	10575 Bell Road	Mini/Pocket Park	2
<b>Cauley Creek Park*</b>	7255 Bell Road	Regional Park	203
<b>Creekside Park**</b>	11455 Medlock Bridge Road	Community Park	27
<b>Morton Road Park</b>	4860 East Morton Road	Mini/Pocket Park	4
<b>Newtown Park</b>	3150 Old Alabama Road	Community Park	57
<b>Ocee Park</b>	10900 Buice Road	Community Park	37
<b>Shakerag Park</b>	10945 Rogers Circle	Community Park	66
<b>State Bridge Park</b>	10610 State Bridge Road	Mini/Pocket Park	5
<b>TOTAL</b>			<b>447</b>

\* Cauley Creek Park is currently under construction and will be accessible for public use in 2023.

\*\*Creekside Park is currently in the engineering process, albeit the majority of the park acreage is now accessible for public use.





## VISION, MISSION, AND CORE VALUES

The process to develop this plan was grounded in inclusive, accessible, and creative public input and engagement. This is a plan that reflects the community, its interests and needs, and its directional growth. In the course of the process, Johns Creek Recreation and Parks fine-tuned their mission statement, which clearly defines how they intend to serve the community through this plan over the next 10 years.

### Vision

***"Our vision is to strengthen Johns Creek through amazing experiences in our parks."***

### Mission

***"Our mission is to enhance the well-being of Johns Creek residents and visitors through fun and inclusive recreation programs and safe, best-in-class parks and facilities."***

### Core Values

**Healthy Living  
Community Connectivity  
Fairness and Equity  
Inclusivity for All  
Safety  
Personal and Collective Enjoyment  
Opportunities to Thrive  
Volunteerism and Partnerships  
Economic Benefit  
Stewardship of Community Assets  
Sustainable Growth  
Progressive Thinking  
Quality Services and Facilities  
Stewardship of Natural Resources  
Professional Operations**

## KEY ISSUES AND THEMES

Throughout the Master Plan process there emerged multiple themes and issues that were clear as priorities over the next 10 years. These represent input and insights from a broad segment of city residents, leadership, partner organizations, and the observations and assessments of the consultant team.

### RECREATION AND PARKS SHOULD SUPPORT COMMUNITY GROWTH

The City of Johns Creek is young in comparison to many of its surrounding communities. The City was created 16 years ago (incorporated in December 2006) in an effort to assert greater control over land use and provision of services. This has created both opportunities and challenges for the community as it seeks to establish a unique identity and sense of collective place. One of the lingering areas of major concern is the ability to continue to attract and retain young families as residents. To do so requires a multi-dimensional approach to quality-of-life attributes that include economic, social, and individual benefits. Recreation and parks play a large role in being able to meet those needs. There is considerable concern over the ability to meet the needs of young families with the existing recreational facilities. Expanded availability of athletic facilities that not only meet the needs of youth sports, but also the growing needs of adult sports as the community ages is essential.

The City of Johns Creek comprises of approximately 83,000 residents so it is no small community but manages to maintain a certain amount of small town charm. There are numerous private providers of recreation and park services that also meet the needs of residents in homeowner associations and private clubs that serve the community. There is also the public school system. It is a complicated ecosystem of providers that ultimately influences the decisions of the City, which this Master Plan works to inform.

### YOUTH ATHLETIC FACILITIES AND PROGRAMS

One of the first and foremost areas of issue in meeting the needs of young families is the availability of youth athletic and sport facilities and programs. The City itself is most interested in supporting youth recreation programs for the kindergarten through fifth grade (“K-5”) age group, as there are significant alternative programs available for youth in middle and high school age brackets. The City has Facility Usage Agreements to support partnerships with Newtown Recreation and Ocee Park Athletic Association that run youth athletic programs, and prioritizes allocating field space for resident users (prior to non-resident users). There are additional volunteer-run, independent youth athletic programs present in the City as well including, but not limited to Johns Creek Youth Football Association, Johns Creek Cricket Association, Georgia Express FC (soccer), and North Fulton United FC (adaptive soccer). These other organizations are not officially supported or sponsored by the City but often must work directly with the City for the rental of fields and facilities.

There is currently more demand than supply of athletic fields when you include all the current youth sport organizations vying to use City facilities. This is a major area of concern when especially considering the limited availability of availability of multi-use rectangular fields in particular. It is strongly recommended that some select existing fields be lighted to allow for extended use, as well as all new field development to include an appropriate mix of rectangular fields for soccer, football and lacrosse; lighted fields for extended use periods; and artificial turf fields to extend use during inclement weather periods. The upcoming developments at Cauley Creek Park to be completed in summer 2023 are likely to address many of these concerns, but it is recommended that a thorough evaluation of needs be reviewed once those fields are operational to determine whether additional action is warranted to improve athletic field availability based on demand.

### MULTIPURPOSE INDOOR SPACE

Johns Creek abounds in many things, but one of those things in which it is severely lacking is multi-use, indoor recreation space. These can be spaces that meet the need of traditional indoor fitness demands, as well as other forms and uses that meet the needs of the community. One of the more prevalent needs is the space for creative development and “maker-space” needs. Johns Creek is a community in which there is a strong tradition of the creative sciences, but there is no communal facility in which this is enabled. It is strongly recommended based on community and stakeholder engagement that there be a facility that supports both traditional and non-traditional recreation activities that include but are limited to indoor recreation and activity space and spaces for STEAM-related programming.

### TRAILS ARE A PRIORITY

Johns Creek is an active community that enjoys broad ranging recreational opportunities for personal enjoyment, health, and wellness. The highest rated priority from community input, that of key local stakeholders, City leadership, and the consultant team is additional trail development. Both multi-use paved trails and unpaved trails were identified as the highest rated priorities to add over the next 10 years. Trail development should be considered to improve overall connectivity within the community and among parks. Additionally, the development of multi-use unpaved trails should be considered within existing or new park sites where appropriate to further enhance the recreational opportunities and enjoyment afforded to Johns Creek residents. Finally, ambitious and visionary trail development projects include a trail along the Chattahoochee River connecting existing units of the Chattahoochee River National Recreation Area (Chattahoochee River Greenway) as defined in the Chattahoochee RiverLands Plan and a trail within the Georgia Power utility easement that could provide significant connectivity in the community.

### INTREGATION OF OTHER EXISTING PROVIDERS

There are a significant number of other existing providers that also support the recreational needs of Johns Creek residents aside from services provided by the City itself. These include numerous private homeowner association (HOA) parks within neighborhoods most of which include outdoor pools or aquatic facilities, as well as multiple sport courts and even river access in some cases; six golf courses within Johns Creek including one that is a public course (RiverPines Golf Course); and multiple school playgrounds and facilities at ten elementary schools and three middle schools within the community. High school athletic facilities are not in consideration because of their substantial use and programming by the school system and resulting lack of availability for public access and use. As a result of the substantial presence of other service providers in the Johns Creek community, it is critical to represent the facilities and offerings of these providers into the City’s *Recreation and Parks Master Plan* as a component of the larger ecosystem of meeting the recreation and park needs of residents.

### PARKS FOR ALL

Equity, diversity, and inclusion are an essential building block and driving force of a modern and forward-looking public park system today. Park locations, design, and amenities should be reflective of and equitably accessible by the *whole* community. That core value was evident throughout the community process as well. Specific opportunities to grow the diversity, equity, and inclusion of the Johns Creek parks system include but are not limited to additional playgrounds and recreation amenities that meet the needs of users of all physical, cognitive, emotional/behavioral, and mobility requirements; amenities that meet the needs of senior adults and other specific age segments; and amenities that meet the needs of residents of diverse cultural backgrounds.



## KEY RECOMMENDATIONS

The following key recommendations have been developed as a result of robust community and stakeholder engagement throughout the planning process, consultant assessment and analyses, and industry best practices.

### TRAILS AND CONNECTIVITY

The highest priority heard in the Master Plan process was for the development of trails and improved connectivity throughout the community. There are existing trails in the parks, but little or no trails that connect parks to each other or other points of in and around Johns Creek. A community trail system that is commensurate to national parks and recreation industry best practices determined based on population size (0.25 – 0.50 miles per 1,000 residents) in Johns Creek would result in 21-42 miles of trail. Currently there are six (6) miles of trails in Johns Creek.



An important opportunity to seize when planning additional trail development in Johns Creek is connectivity and integration with the trails of the Chattahoochee River National Recreation Area (CRNRA). Overall, there are 65 miles of trails within CRNRA with a vision by the National Park Service and key stakeholders to expand that in particular with trail connections among CRNRA units and potentially to other community trail systems (Chattahoochee River Greenway). Additionally, a significant opportunity is the development of a multi-use paved trail within the Georgia Power utility easement that extends north-south, with a southern terminus at the Chattahoochee River.

### SPORTS AND ATHLETIC FACILITIES

Youth sports and athletics in particular are extremely popular in Johns Creek. Currently there are 12 diamond sports fields (T-ball, baseball and/or softball) and five (5) formal rectangular sports fields with four (4) additional rectangular fields being constructed at Cauley Creek Park. Multiple user groups including organized youth sports programs and adaptive recreation groups have indicated the limited availability of athletic facilities because demand so far outpaces supply within Johns Creek. It is recommended that multi-purpose rectangular fields in particular be developed, as well possible additional diamond fields in the northern portion of the community. The development of Cauley Creek Park is expected to largely assist to meet these needs.

Affecting current youth sport facility availability is the fact there are no lighted sports fields at Newtown Park or Shakerag Park. This creates extreme constraints of field use limited to only daylight hours, which for five months of the year ends around 6:00-6:30 pm. There have been multiple stakeholders representing youth athletics, members of the community at large, and even youth sport participants that have expressed strong desire to see select fields at Skakerag Park and Newtown Park be lighted. It is known this is a contentious issue, however, as there are several neighboring homeowners that have deep concerns about the result of lighted fields on extended use of Newtown Park impacting them. These are predominantly neighbors located immediately adjacent to the south and west of the park. Concerns heard from neighbors include primarily light pollution and noise impacts from extended use of the park's facilities.

It is recommended that the fields at Cauley Creek Park which are scheduled to be completed and operational in summer 2023 be brought on-line and then demand for athletic facilities be re-assessed. Additionally, it is recommended that the primary rectangular field at Shakerag Park be lighted. Assessment of demand should involve an evaluation of field / facility availability against demand, including whether current or new user groups are being excluded from fields because of their unavailability. After Cauley Creek Park fields are active if there remain unmet needs for field usage among Johns Creek residents and youth athletic programs in the city, it is recommended that select fields at Newtown Park be lit to extend their usage periods. The extended use of existing facilities is a far more cost effective strategy for the City to meet community recreational needs than to develop new facilities elsewhere in the community. It is recommended to install lighting on the lacrosse field, and the pickleball/tennis courts. Lighting only these select fields would work to heavily minimize and potential impact of neighbors to the park. Additionally, utilization of new light technology that almost completely eliminates light pollution beyond the fields themselves is recommended, as well as established hours of operation so as to further manage light, noise and traffic impacts in the nearby residential areas.

Additional sport and athletic facilities that are in high demand and should be expanded include pickleball and/or tennis courts.

#### MULTI-PURPOSE INDOOR RECREATION SPACE

There is a strong need for multi-purpose indoor recreation space in Johns Creek as currently there is virtually no such city-owned / operated facility. This facility could be a venue that serves a variety of purposes and uses including, but not limited to:

- Maker space / STEAM programming space
- Multi-use space (meeting space, media room, etc.)
- Private and special event space
- Arts and cultural programming space
- Indoor walking / jogging track

There are adaptive re-use opportunities at Cauley Creek Park with the consideration of the former wastewater treatment facilities. Regardless of adaptive re-use or new development, Cauley Creek Park is most likely the optimal site for this facility.



#### ACTIVATING THE CHATTAHOOCHEE RIVER

The Chattahoochee River forms the southern border of Johns Creek for approximately 13.5 river miles. The CRNRA in total is comprised of 15 land units, six (6) of which are located along the river either within the boundaries of Johns Creek or adjacent to Johns Creek. Those units are detailed in the table below.

Chattahoochee River NRA Unit	Location Relative to Johns Creek
McGinnis Ferry	Within Johns Creek
Suwanee Creek	Adjacent to Johns Creek (across the river)
Abbotts Bridge	Both within and adjacent to Johns Creek
Medlock Bridge	Adjacent to Johns Creek (across the river)
Jones Bridge	Within Johns Creek
Chattahoochee River Environmental Education Center (CREEC)	Adjacent to Johns Creek (across the river)

Of all these units, Abbots Bridge, Medlock Bridge, Jones Bridge, and CREEC are the units that have an existing canoe and kayak launch facility. Working closely with the CRNRA and other key stakeholders to identify potential additional canoe and kayak launch facilities at McGinnis Ferry would allow every CRNRA unit along the entire stretch of the Chattahoochee River that forms Johns Creek's southern border to have formal river access for recreational paddling or tubing. This is largely detailed and captured in the Chattahoochee RiverLands Plan completed by Atlanta Regional Commission in partnership with Trust for Public Land.

Additionally, working river access into the site planning at Cauley Creek Park would further add to the activation of the Chattahoochee River as a major recreational resource within the community. This would have to overcome significant site constraints including very high bluffs on the Johns Creek side of the river and possibly would be more advantageous to work cooperatively with the City of Duluth and the river access point on their side of the river at Rogers Bridge Park. Once the Rogers Bridge pedestrian / cycling bridge over the Chattahoochee River (and presently under construction) is completed and open to the public, this tie across the river for Cauley Creek Park visitors will be highly valuable.

### AMENITIES TO MEET CURRENT AND EVOLVING NEEDS

The Johns Creek community is a very active resident population that has diverse recreational interests and needs as documented in this Master Plan process. Needs were identified through a variety of methodologies including public forums, public intercept interviews at community events, website/online public comments, social media, a statistically valid community survey, and assessments of existing parks and amenities. Of all these methodologies, the results of the statistically valid survey receives the greatest weighting when determining prioritized needs because it is most representative of the entire Johns Creek community.

Based on the culmination of the needs analysis methodologies, the following amenities have been identified as the highest priorities for consideration (not in priority order):

- Multi-use paved and unpaved trails
- Farmer's Market
- Pickleball courts
- Water access
- Splash pad
- Inclusive playground and equipment
- Multi-use maker-space
- Outdoor performance venue
- Restrooms
- Outdoor rectangular sports fields

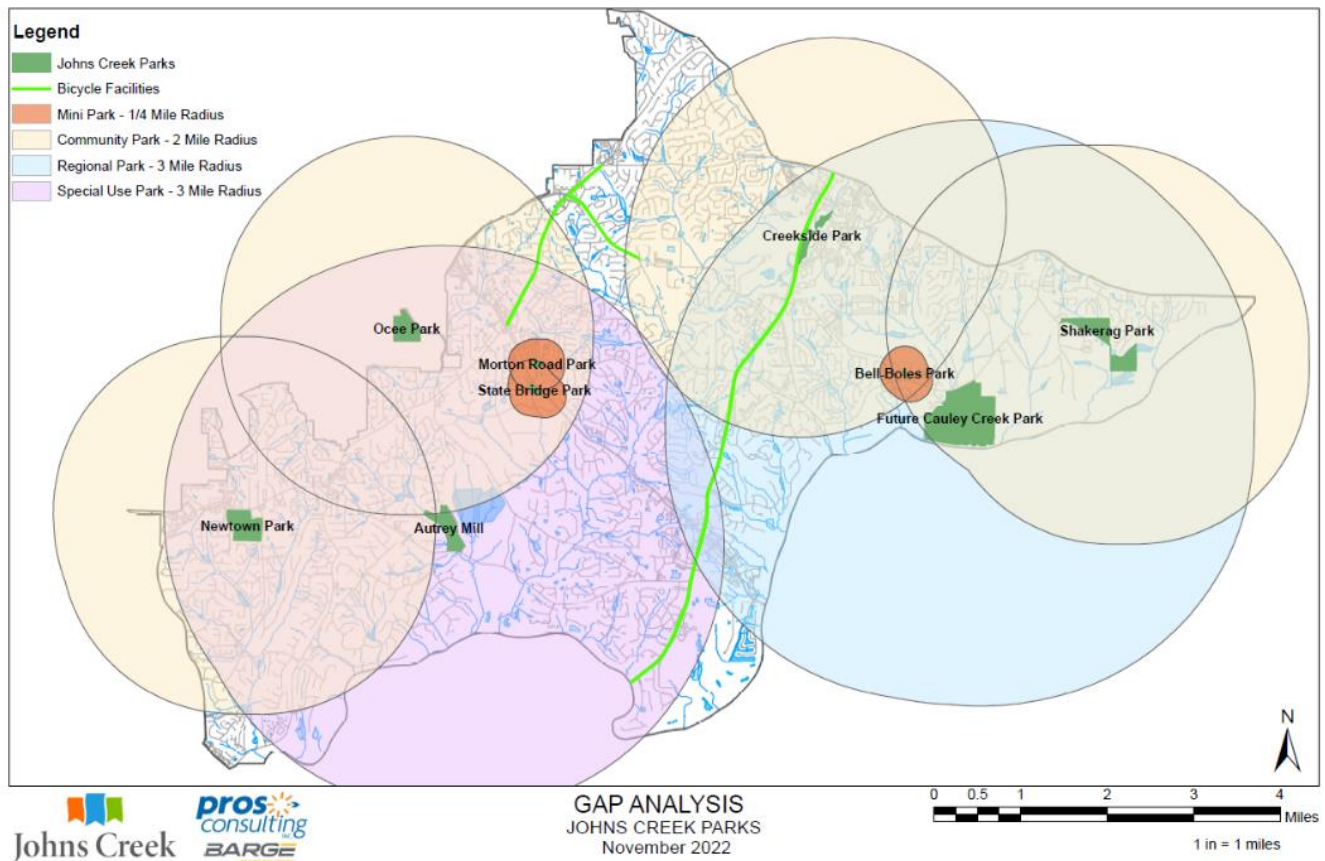




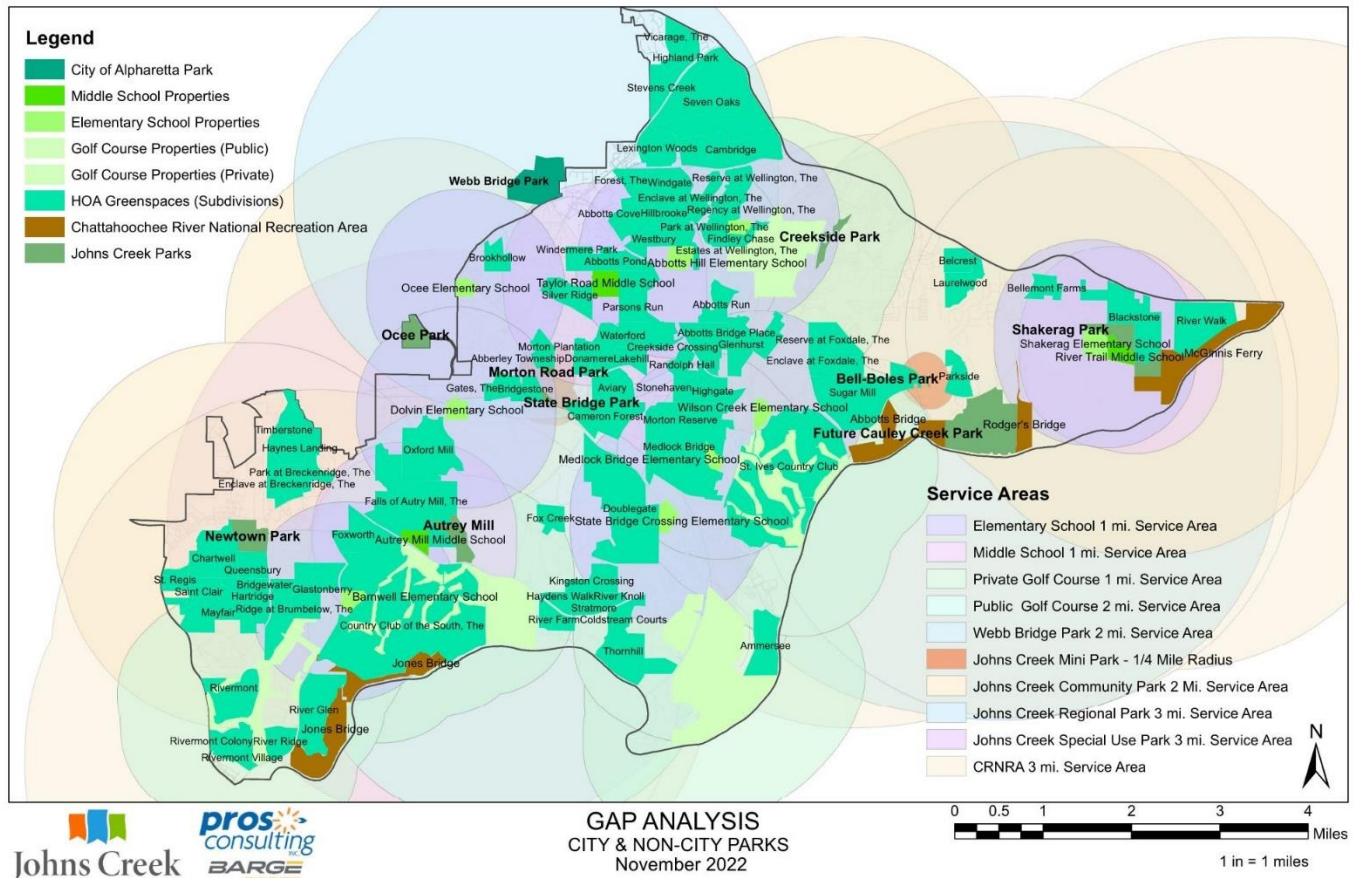
## EQUITABLE ACCESS TO PARKS

The City of Johns Creek is experiencing slight population growth and anticipated to continue that growth trend over the next ten years. The constraining factor in this growth and future patterns of growth is that Johns Creek is a landlocked community and is not expected to grow geographically and has very little undeveloped land for future parks. It is recommended that any new park development be strategic and based around existing and future areas of the community that may redevelop with increasing population density and or with new residential development.

Following the national park and recreation industry best practice of all residents being within a ten-minute walk of a park, this underscores the importance of focus on trail development and connectivity to improve equitable access to parkland and greenspaces. The map below illustrates service areas of existing parks within Johns Creek by different park classifications. Note the absence of service coverage particularly of city-owned neighborhood and community parks in north-central and south-central areas of the city.



As noted previously, however, there are significant numbers of other parks and recreation assets in the Johns Creek community to help to meet these related needs. When plotting the service areas of all park assets in the community including homeowner association neighborhood facilities (service areas only include the extent of the neighborhood in which they are located), school park facilities, Webb Bridge Park located in Alpharetta directly adjacent to the Johns Creek city limit and that serves many Johns Creek residents, and the sites of the Chattahoochee River National Recreational Area as you can see in the map below, the coverage of these facilities well extends across the entire Johns Creek community.



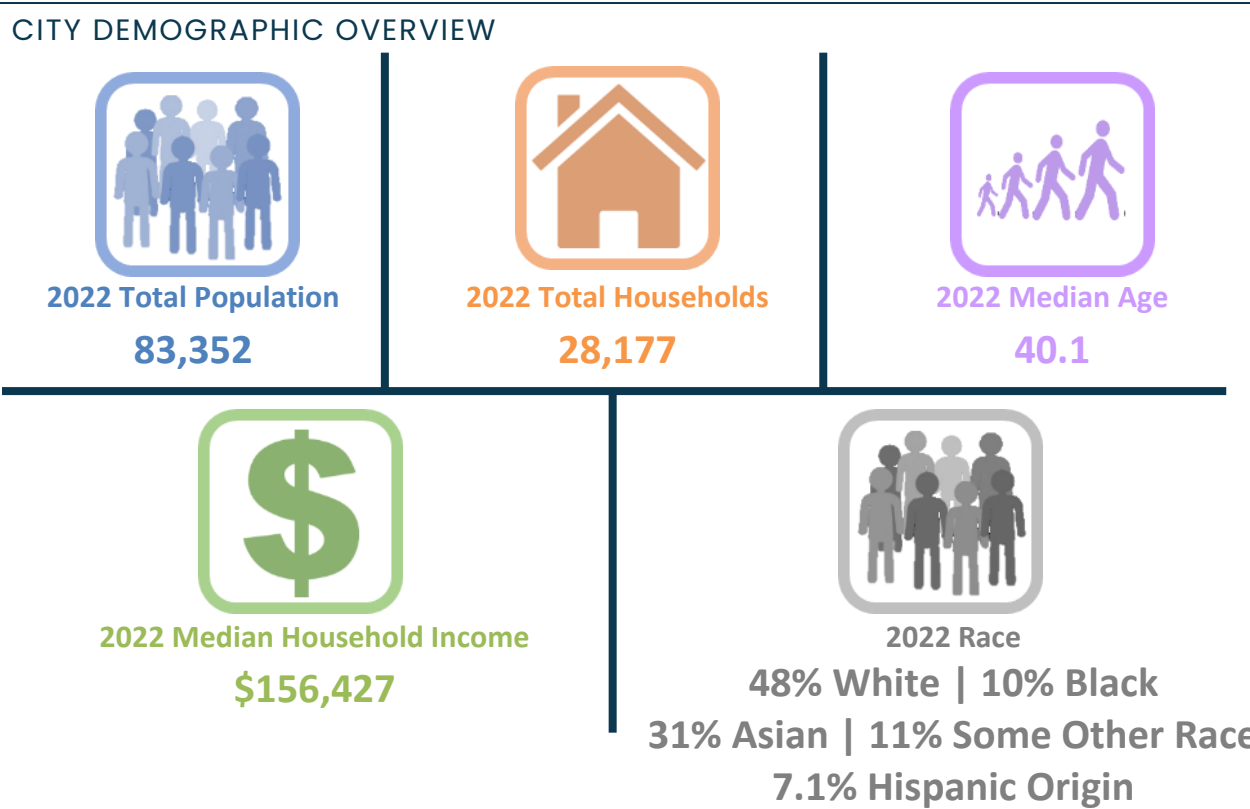
# COMMUNITY PROFILE

## INTRODUCTION

A key component of the plan is a demographics and recreational trends analysis which helps provide a thorough understanding of the demographic makeup of residents within the city, assesses key economic factors, as well as identifies national, regional, and local recreational trends that are relevant to the planning process.

## DEMOGRAPHIC ANALYSIS

The demographic analysis describes the population within Johns Creek. This assessment is reflective of the city’s total population and its key characteristics such as age segments, race, ethnicity, income levels, and gender. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.





## METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in March 2022 and reflects estimates based on actual numbers for total population as reported in the 2010 Census, as well as estimates for 2027, 2032 and 2037 as obtained by ESRI. Straight line linear regression was utilized for future year projections in this analysis.

The City of Johns Creek's boundaries shown below were utilized for the demographic and local trends analysis. **(See Figure 1)**

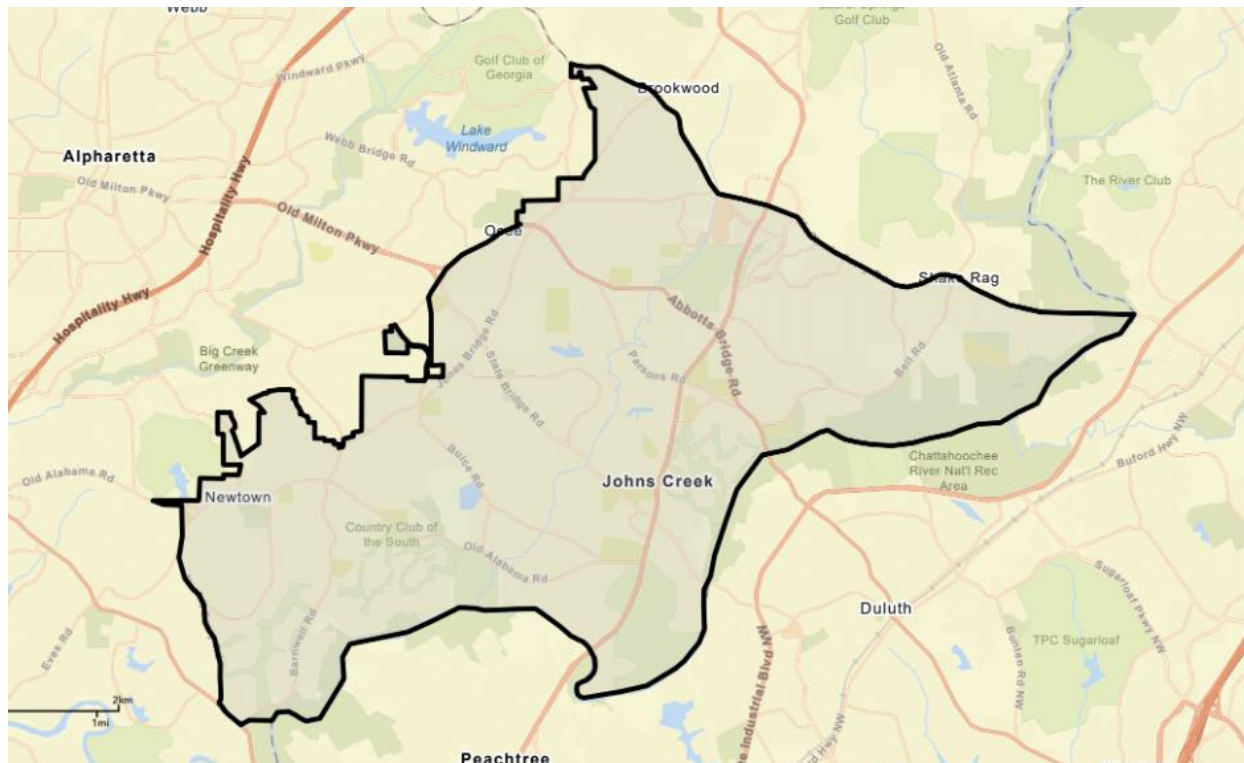


Figure 1: Service Area Boundaries

## RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2020) definitions and nomenclature are used within this analysis.

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

*Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. While Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. **For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.***

## CITY POPULACE

## POPULATION

The city's population experienced a steady growing trend in recent years, increasing 8.54% from 2010 to 2022 (0.712% per year). This is slightly lower than the national annual growth rate of 8.6% (from 2010-2020), albeit the national annual growth rate has slowed significantly since 2019. Like the population, the total number of households also experienced a steady increase in recent years (7.47% since 2010).

Currently, the 2022 population is estimated as 83,352 individuals. Based on ESRI projections, in 2022 there were 28,177 households. Projecting ahead, the total population and total number of households are both expected to continue growing over the next 10 years, and based on 2032 predictions, Johns Creek is expected to have 86,683 residents living within approximately 29,198 households by then. (See Figure 2)

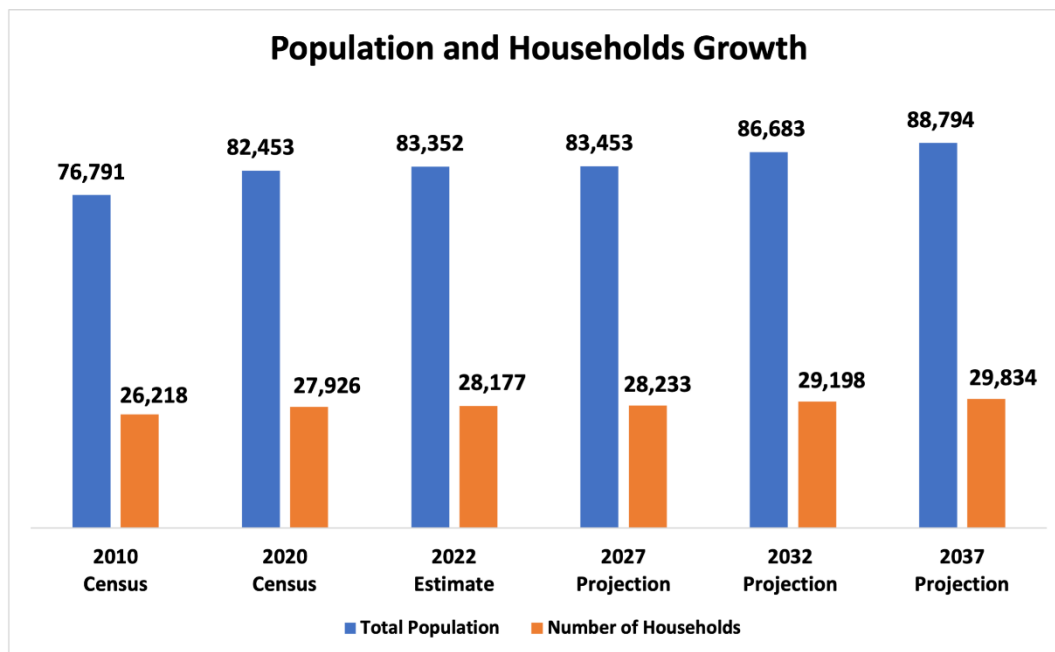


Figure 2: Service Area's Total Population and Households

## AGE SEGMENT

Evaluating the city by age segments, Johns Creek is predominantly middle-aged with the largest age segment being those 35-54 years, representing nearly 30% of the population (though the age group of 35-54 years is declining in size and is projected to continue to decline). The next largest age segment is adults aged 18-34 years, which comprises almost 20% of the population. The service area has a median age of 40.1 years old which is slightly above the U.S. median age of 38.1 years. Assessing the population as a whole, the City is projected to continue its current aging trend. Over the next 10 years, the 55-64 population is expected to decline while the 65-74 and 75+ age groups are both expected to increase. By 2037, people over 65 years of age are projected to be over 20% of the city population, which can be partially attributed to the increased life expectancies and the remainder of the Baby Boomer generation shifting into the senior age groups. (See Figure 3).

Due to the continued growth of the older age segments, it is useful to further segment the “Senior” population beyond the traditional 55+ designation. Within the field of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old may be struggling with rheumatoid arthritis and need different recreational opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into “Active,” “Low-Impact,” and/or “Social” Seniors.

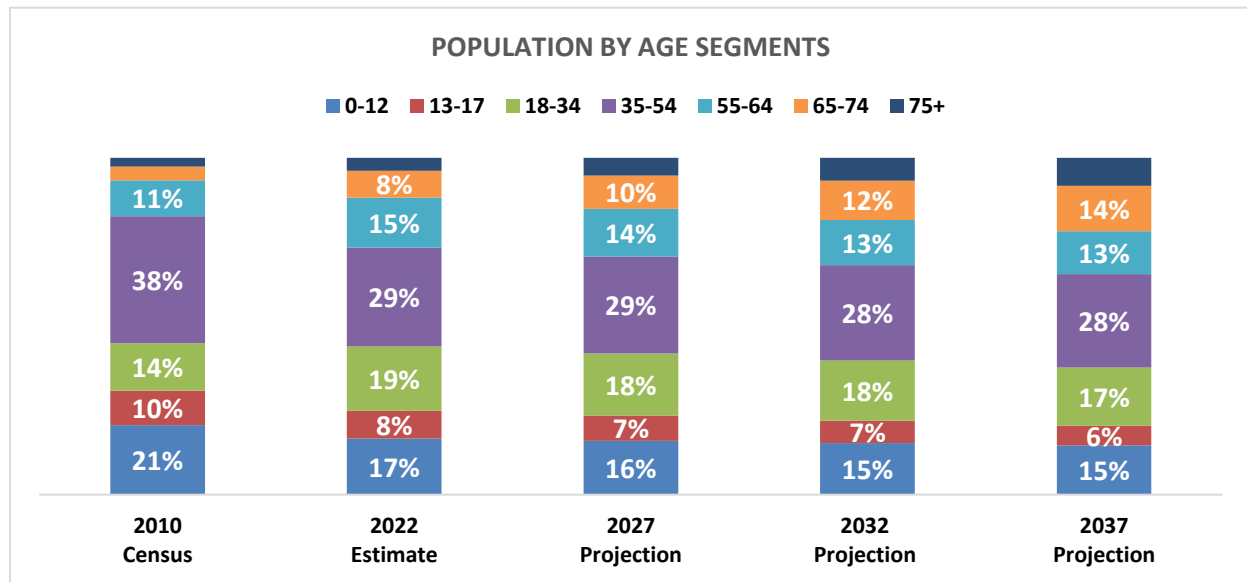


Figure 3: Service Area’s Population by Age Segments

## RACE

Analyzing race, the service area’s current population is considerably diverse with the largest race being White Alone. The 2022 estimate shows that 48% of the population falls into the White Alone category, while the Asian Alone (31%) and Black Alone (10%) categories represent the largest minorities. The racial diversification of Johns Creek is considerably more diverse than the national population, which is approximately 70% White Alone, 13% Black Alone, and 7% Some Other Race. The predictions for 2032 expect the city’s population to continue diversifying at a moderately slow rate, with the White Alone population projected to decrease by another 8% as a proportion of the entire population and the minority categories expected to experience slight increases. (Figure 4)

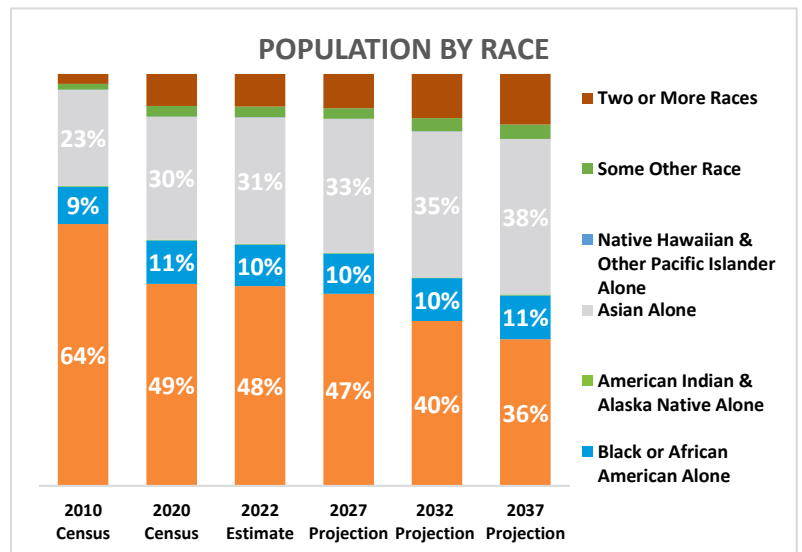


Figure 4: Service Area’s Population by Race



## ETHNICITY

Johns Creek's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any of the racial categories from above. Based on the 2010 Census, it is estimated in 2022 those of Hispanic/Latino origin represent 7% of the service area's current population, which is considerably lower than the national average (18% Hispanic/Latino). The Hispanic/Latino population is expected to grow slightly over the next 10 years, increasing to 8% of the city's total population by 2032. **(Figure 5)**

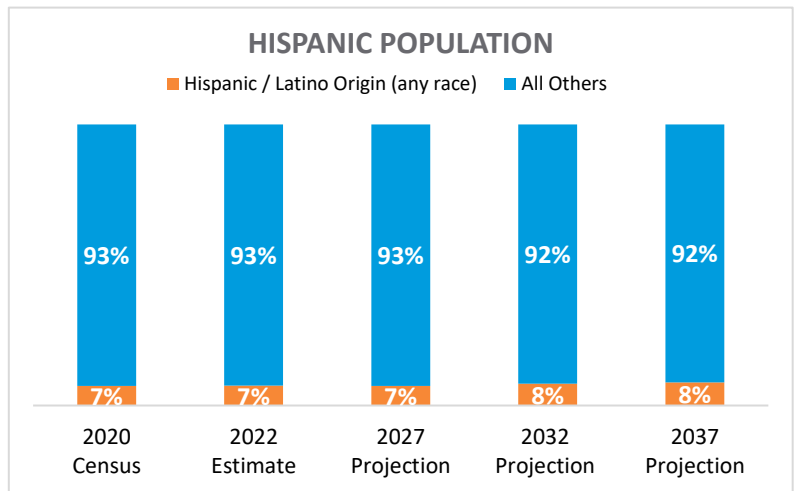


Figure 5: Service Area's Population by Ethnicity

## HOUSEHOLD INCOME

The city's per capita income (\$66,648) and median household income (\$156,427) are both significantly higher than current state (\$30,916 and \$61,224) and national averages (\$35,672 and \$65,712). Additionally, as seen in **Figure 6**, both Johns Creek's per capita income and median household income are expected to continue growing over the next 10 years reaching \$85,136 and \$185,293 (respectively) by 2032. A comparison of income characteristics of Johns Creek with that of Georgia (state-wide) and the U.S. is provided in **Figure 7**.

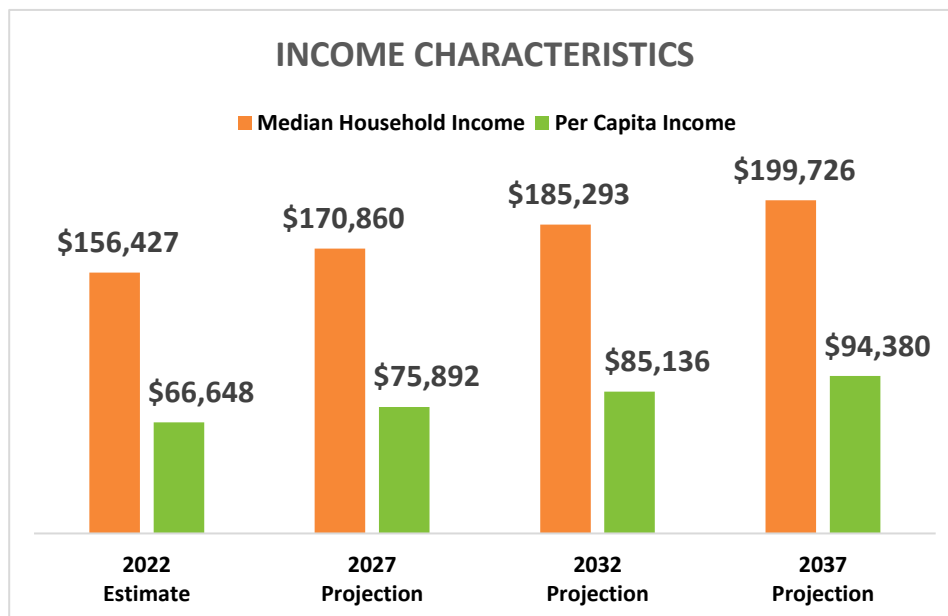


Figure 6: Service Area's Income Characteristics

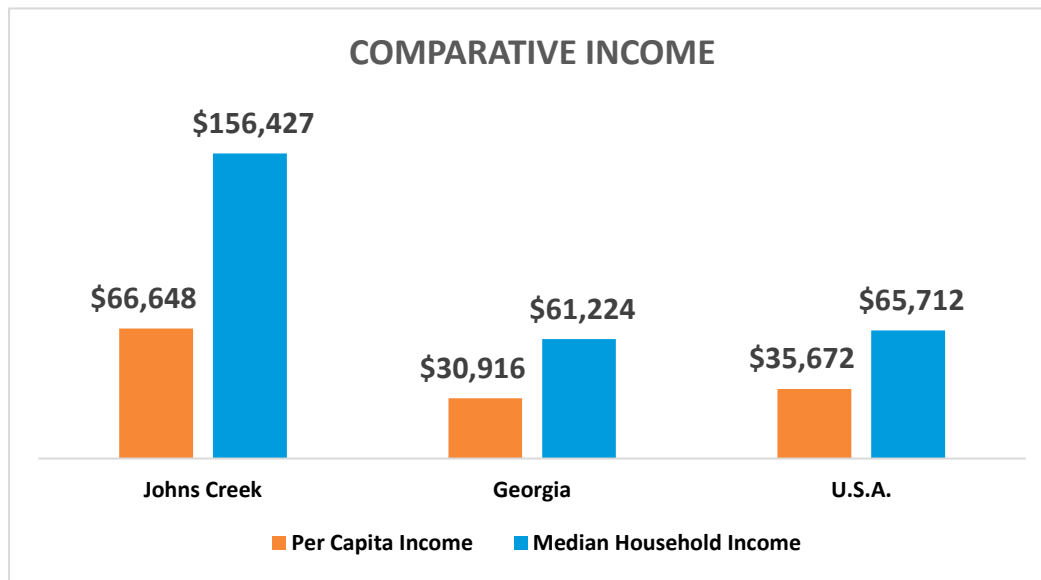


Figure 7: Comparative Income Characteristics

## GENDER

Johns Creek currently has a slightly higher female population (51.3%) than male (48.6%). This is expected to remain fairly unchanged over the next 5 years, as shown in **Figure 8**.

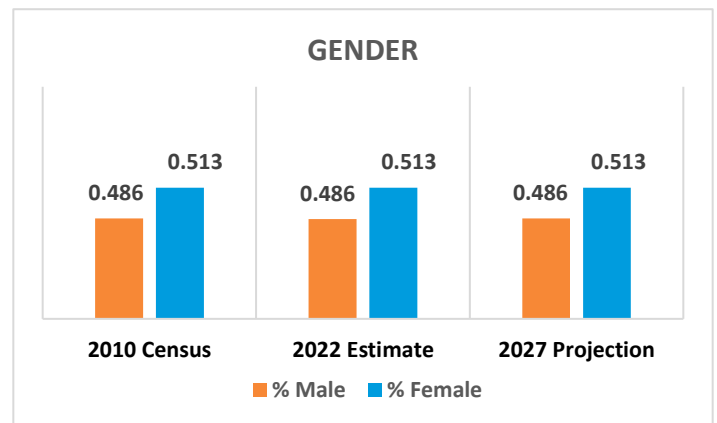


Figure 8: Service Area's Gender Breakdown

## HOUSING PROFILE

The housing market in Johns Creek is strong with considerably more owner-occupied housing than renter-occupied, and since 2010, both owner-occupied and renter-occupied housing units have remained relatively constant. Family households are steadily increasing at a rate of 6-8% every five years, with a forecasted slowing down of that growth by 2027. These statistics are featured in **Figure 9**.

	2010	2022	2027
Owner-occupied units	20,936	22,583	22,885
Renter-occupied units	5,283	5,595	5,347
Families	21,268	22,982	23,066

Figure 9: Service Area's Housing Profile

**KEY DEMOGRAPHIC FINDINGS**

- A. Johns Creek's **annual population growth rate** (0.55%) is relatively lower than the national (0.86%) growth rate, reflecting a steady resident population with similar growth in both owner-occupied and renter-occupied housing since 2010.
- B. The city's **average household size** (2.95) is higher than both the state (2.68) average and the national (2.53) average. This may be due to having more family units than the average.
- C. When assessing **age**, the service area's age segments reflect a predominantly middle-aged populace with relatively major growth in the proportion of elderly adults (65+ years) to the entire population anticipated over the next 10 years.
- D. The city's **racial distribution** is very diverse with the largest racial segment being White Alone with large populations of people who identify as Asian, Black Alone, or Some Other Race populations, when compared to national percentage distribution. Johns Creek's racial distribution is trending to become even more diverse over the next 10-15 years, with the 'Asian Alone' category seeing the most individual growth.
- E. Johns Creek's percentage of **Hispanic/Latino population** (7.06%) is well below the national average (18.3%) and slightly below the state average (10.2%).
- F. The service area's **per capita income** (\$66,648) and **median house income** (\$156,427) are both considerably higher compared to Georgia's (\$32,427 and \$61,224) and the national (\$35,672 and \$65,712) income characteristics. This is an affluent community with issues and preferences likely different than most of the rest of the state and country.

Additionally, we are seeing the annual trends detailed below in total population growth, growth of number of households, number of family households, number of owner-occupied households, and median household income over the next five years (2022-2027). **(Figure 10)**

<b>Trends: 2022-2027 Annual Rate</b>	
Population	0.02%
Households	0.04%
Families	0.07%
Owner Households	0.27%
Median Household Income	1.78%

**Figure 10: 2022-2027 Annual Rate Trends**

## RECREATION TRENDS ANALYSIS

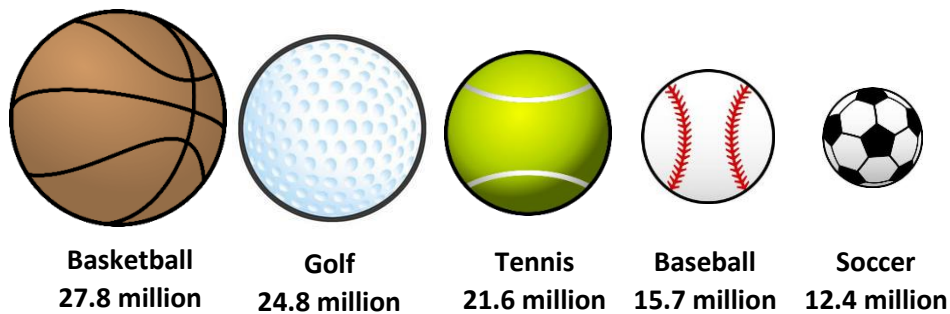
Recreational trends at the national level can help improve an understanding of local recreational trends. As part of the Master Plan effort, national trends as captured in the Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2021*. Additional details are included in the Appendix looking at core versus casual participation, activity level trends, impact of COVID-19 on participation, and overall trends. Relevant excerpts are included below that highlight or explain some of the participation levels and trends experienced in Johns Creek.

### NATIONAL TRENDS IN GENERAL SPORTS

#### PARTICIPATION LEVELS

The sports most heavily participated in the United States were *Basketball* (27.9 million), *Golf* (24.8 million), and *Tennis* (21.6 million) which have participation figures well in excess of the other activities within the general sports category. *Baseball* (15.7 million), and *Outdoor Soccer* (12.4 million) round out the top five.

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants, this coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball's overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which makes basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or *Golf Entertainment Venues* have increased drastically (72.3%) as a 5-year trend, using *Golf Entertainment* as a new alternative to breathe life back into the game of golf. From survey responses and community feedback in Johns Creek, there is significant interest and participation in these sports as well, although, less basketball than golf, tennis, baseball, and soccer.



#### FIVE-YEAR TREND

Since 2015, *Golf- Entertainment Venues* (72.3%), *Pickleball* (67.6%), and *Tennis* (20.5%) have shown the largest increase in participation.

Based on the five-year trend from 2015-2020, the sports that are most rapidly declining in participation include *Ultimate Frisbee* (-47.3%), *Squash* (-32.0%), *Fast Pitch Softball* (-26.4%), *Touch Football* (-25.3%), and *Roller Hockey* (-21.3%).

From Johns Creek survey data, interviews, and focus groups, the city has also experienced increased interest in pickleball. The national data on the declining participation in traditional, touch football may be contributing to the decline and challenges the football programs in Johns Creek are experiencing.



National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Basketball	23,410	24,917	27,753	18.6%	11.4%
Golf (9 or 18-Hole Course)	24,120	24,271	24,804	2.8%	2.2%
Tennis	17,963	17,684	21,642	20.5%	22.4%
Baseball	13,711	15,804	15,731	14.7%	-0.5%
Soccer (Outdoor)	12,646	11,913	12,444	-1.6%	4.5%
Golf (Entertainment Venue)	6,998	9,905	12,057	72.3%	21.7%
Football (Flag)	5,829	6,783	7,001	20.1%	3.2%
Softball (Slow Pitch)	7,114	7,071	6,349	-10.8%	-10.2%
Badminton	7,198	6,095	5,862	-18.6%	-3.8%
Soccer (Indoor)	4,813	5,336	5,440	13.0%	1.9%
Volleyball (Court)	6,423	6,487	5,410	-15.8%	-16.6%
Football (Tackle)	6,222	5,107	5,054	-18.8%	-1.0%
Football (Touch)	6,487	5,171	4,846	-25.3%	-6.3%
Volleyball (Sand/Beach)	4,785	4,400	4,320	-9.7%	-1.8%
Pickleball	2,506	3,460	4,199	67.6%	21.4%
Gymnastics	4,679	4,699	3,848	-17.8%	-18.1%
Track and Field	4,222	4,139	3,636	-13.9%	-12.2%
Racquetball	3,883	3,453	3,426	-11.8%	-0.8%
Cheerleading	3,608	3,752	3,308	-8.3%	-11.8%
Ultimate Frisbee	4,409	2,290	2,325	-47.3%	1.5%
Ice Hockey	2,546	2,357	2,270	-10.8%	-3.7%
Wrestling	1,978	1,944	1,931	-2.4%	-0.7%
Lacrosse	2,094	2,115	1,884	-10.0%	-10.9%
Softball (Fast Pitch)	2,460	2,242	1,811	-26.4%	-19.2%
Roller Hockey	1,907	1,616	1,500	-21.3%	-7.2%
Rugby	1,349	1,392	1,242	-7.9%	-10.8%
Squash	1,710	1,222	1,163	-32.0%	-4.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

## NATIONAL TRENDS IN OTHER SPORTS

### PARTICIPATION LEVELS

The study also looked into participation levels in other sports such as general fitness, outdoor recreation, aquatics and water sports. Overall, general fitness activities have experienced strong growth. This matches the Johns Creek's local experience with increasing participation in Free Outdoor Fitness programs offered by the City as well as survey responses indicating high participation in general fitness activities (such as walking, running, jogging, and yoga). Outdoor recreation activities (such as hiking, bicycling, fishing, and camping) experienced increases in participation. Johns Creek's local experience appears to align with national trends with survey responses indicating high participation in these outdoor fitness activities.

## LOCAL SPORTS AND LEISURE MARKET POTENTIAL

The following charts show sport and leisure market potential data for City residents, as provided by ESRI. Market Potential Index (MPI) measures the probable demand for a product or service within the defined service areas. The MPI shows the likelihood that an adult resident will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories – *general sports, fitness, outdoor activity, and commercial recreation*.

MPI scores are a tool that the City can use for consideration when starting new programs or developing new facilities and amenities. The market potential gives the City a starting point for estimating resident attendance and participation for a broad set of recreational activities.

MPIs for City residents demonstrate very high market potential figures for all four categories that were assessed. The top five activities based on MPI were *Tennis* (154), *Participated in a book club* (152), *Went to live theater* (146), *Jogging/Running* (144), and *Golf* (141). Nearly 95% of all activities assessed had MPI scores above the national average, which suggests the local population is very active, leisure literate, and inclined to utilize park and recreation facilities and participate in recreational and leisure activities.

The following charts compare MPI scores for 42 sport and leisure activities that are prevalent for residents within the City. The activities are categorized by activity type and listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater likelihood that residents within the service areas will actively participate in offerings provided by the Division.

### GENERAL SPORTS MARKET POTENTIAL

The General Sports category has the highest overall MPI figures, as all activities have above average MPI scores. Activities that have the greatest market potential are *Tennis* (154), *Golf* (141), *Baseball* (119), *Football* (118), and *Basketball* (114). All eight of the general sports activities featured local MPI score higher than the national average.

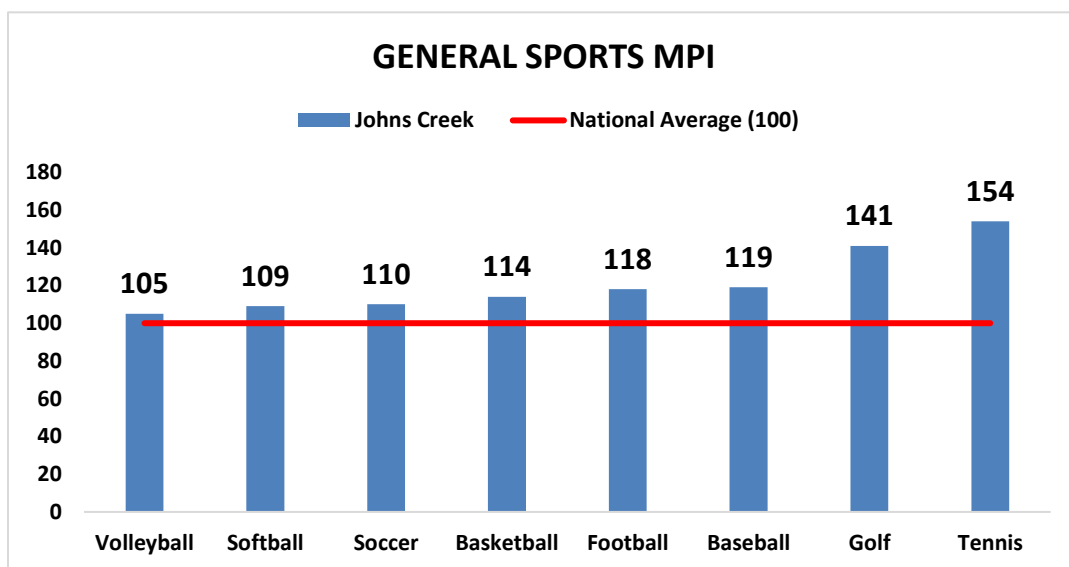


Figure 15: General Sports MPI

## KEY GENERAL SPORTS FINDINGS

- A. Tennis is the **highest rated** activity in Johns Creek. Having an activity being rated this high (especially relative to the national average) usually lends to the idea that a City may want to invest in more indoor and outdoor courts, or even potentially lessons offered at City facilities. However, given the number of tennis courts provided at homeowners associations and private clubs, in this case it may not necessarily mean the City should offer more but be aware of the value of these privately provided amenities.
- B. Several **primarily outdoor** sports are also higher rated (compared to the national average), meaning the City may have the potential to expand on outdoor courts in their parks systems and City facilities. Things like soccer fields, basketball courts, or baseball/softball fields will help keep the community active within their favorite sports. The Newtown Park Soccer Turf Field and multi-purpose fields under construction at Cauley Creek are great examples of this.
- C. Each general sport measured in Johns Creek has **higher scores than the national average**. As a strongly active community, Johns Creek may be wise to invest in all sports listed to make their community well-balanced in terms of which sports are played.

## FITNESS MARKET POTENTIAL

All activities in the Fitness category have higher than average MPI scores. The top three activities in this category include *Jogging/Running* (144), *Pilates* (140), and *Weight Lifting* (138). *Walking for Exercise* (123) has the lowest MPI of all activities assessed, though in this case the lowest MPI is still much higher than the national average.

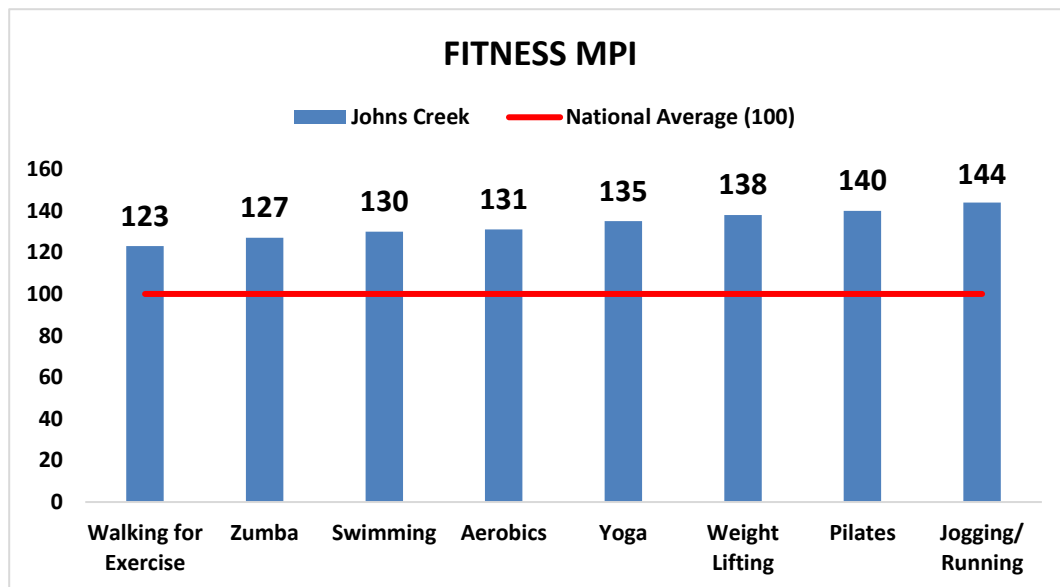


Figure 16: Fitness MPI

## KEY FITNESS FINDINGS

- Most of the fitness activities are fairly close in score, meaning Johns Creek residents participate in a **balanced** set of fitness options.
- With high scores for activities that may be led in an **indoor class setting** (such as Yoga or Zumba), it may be worth prioritizing even more city led or funded classes for those activities.
- Several activities require or prefer **indoor facilities**, such as aerobics, pilates or weightlifting. This may be a point of interest for the City. Although the City presently has no dedicated indoor fitness facility, as investments are made, the data lends support for creating more recreation or sports facilities in the future.

## OUTDOOR ACTIVITY MARKET POTENTIAL

Assessing MPI scores for the Outdoor Activity Category reveals nearly all the activities are above national average MPI with the top five being *Bicycling (road)* (133), *Bicycling (mountain)* (133), *Hiking* (131), *Backpacking* (127), and *Canoeing/Kayaking* (119). The lowest activities based on MPI were *Archery* (86) and *Freshwater Fishing* (94), both of which being the only outdoor activities under the national average.

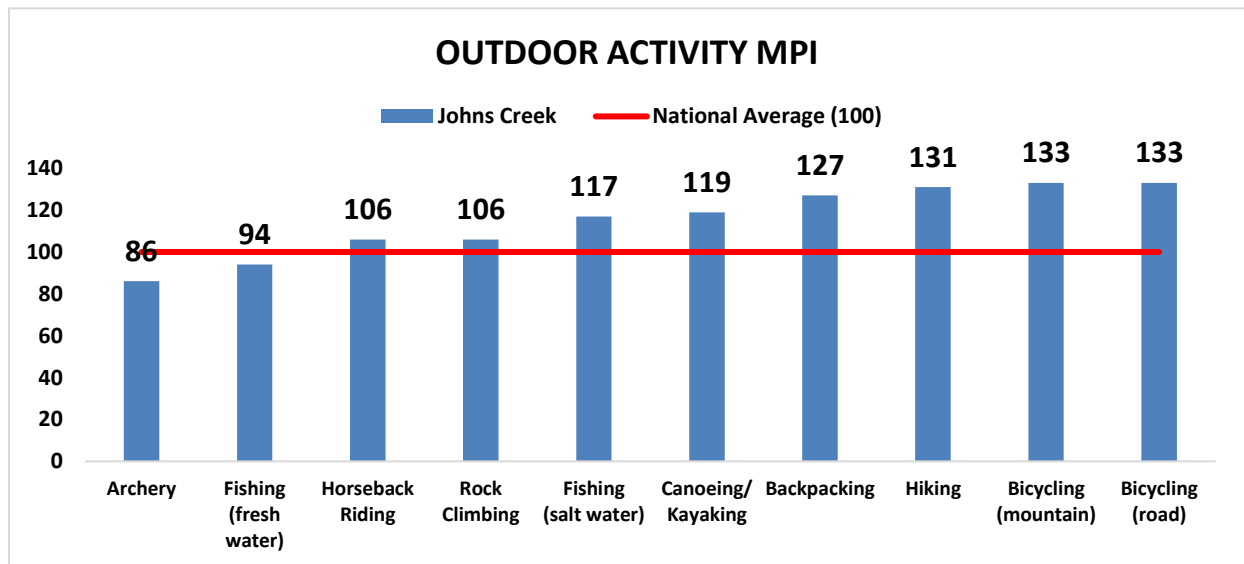


Figure 17: Outdoor/Adventure Activities MPI

## KEY OUTDOOR ACTIVITY FINDINGS

- The top two outdoor activities are **biking** (on road and mountain respectively). This indicates that residents there is a recreational need to provide non-motorized trail opportunities in the community, both paved and unpaved. This could include bike lanes or corridors that are integrated into the roadways.
- The next highest are also activities that depend on the **nature and surroundings** of the participant such as hiking and backpacking. Making these things a priority by offering instructor-led classes or guided tours that would include excursions to regional hiking locations may go a long way to get even more participants and building a community around those activities.



- C. Some of the higher rated activities are **water related**, such as canoeing/kayaking and fishing. This may be a strong area of opportunity as Johns Creek as the city looks to improve water access such as through partnerships with the National Park Service units of the Chattahoochee River National Recreation Area.

### COMMERCIAL RECREATION MARKET POTENTIAL

The Commercial Recreation category also reveals activities that almost all have MPI scores above the national average. *Participated in a book club* (152), *Went to live theater* (146), *Went to museum* (136), *Attended sports event* (135), and *Spent \$250+ on sports/recreational equipment* (132) were the top five activities for the last 12 months in Johns Creek. The lowest MPI activities were *Played video/electronic game (console)* (102) and *Played video/electronic game (portable)* (99), with the latter being the only activity under the national average for the City of Johns Creek.

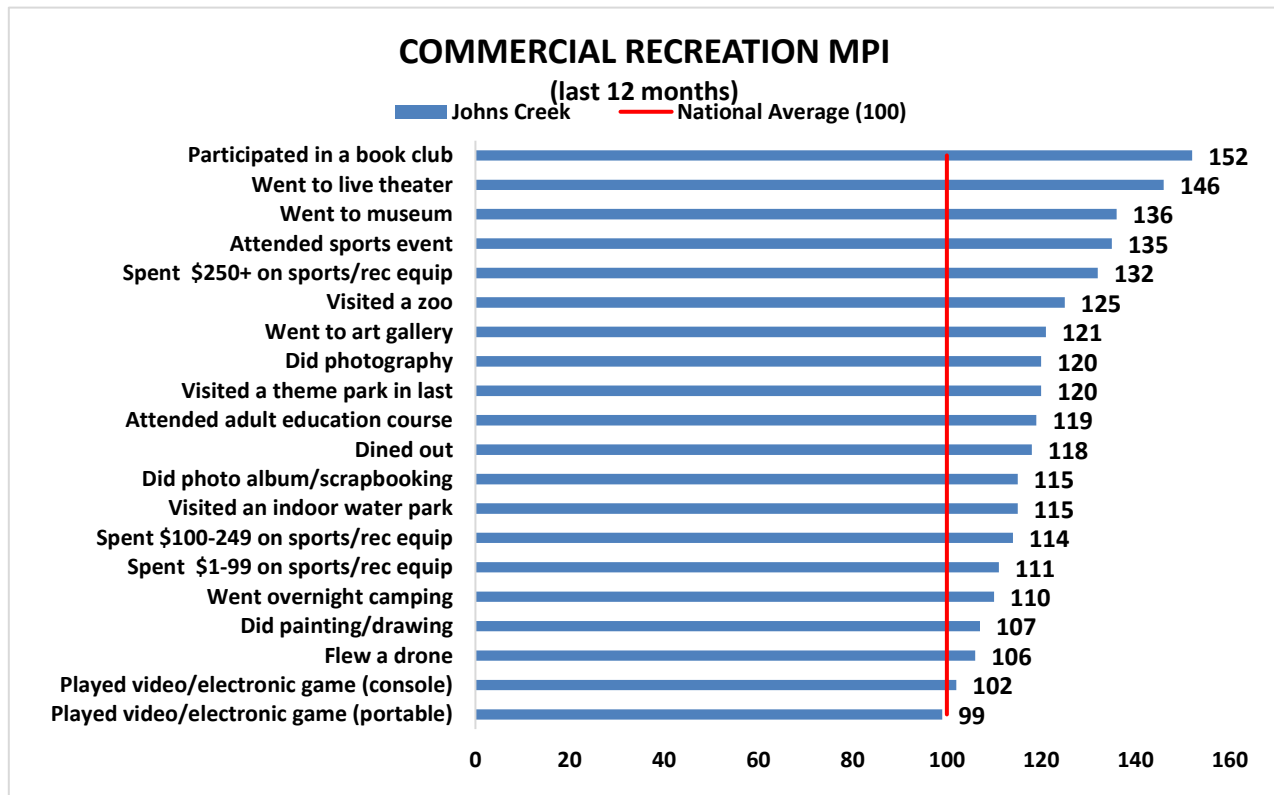


Figure 18: Commercial Recreation MPI

### KEY COMMERCIAL RECREATION FINDINGS

- A. The commercial recreation MPI of Johns Creek reinforce that this is a **culturally active community**, that especially appreciates live events and interacting with one another. The community clearly enjoys the arts and reinforces the importance of the recent establishment of the Arts, Culture and Entertainment Committee, as well as the Legacy Center Committee.
- B. Residents of Johns Creek are **willing to spend** to pursue their favorite sports, as evidenced by the high ratings of activities such as *Spent \$250*, *Spent 100-\$249*, and *Spent \$1-\$99 on sports/recreation equipment*. This trend is likely correlated to the higher income levels of Johns Creek families. This willingness to spend could be used to the City's advantage in getting people more interested in activities that require equipment.

## COMMUNITY ENGAGEMENT PROCESS AND RESULTS

The Master Plan has included a robust public engagement process to inventory the current conditions of the system and to help determine the needs and priorities for the future. The planning process incorporated a variety of input from the community. This included a series of key stakeholder interviews and focus group discussions, public forums, event participant intercept surveys, a community advisory group, and a statistically valid survey. Details on specific strategies included the following outreach methods:

- Conducted six (6) Community Focus Groups
- Ten (10) Stakeholder Interviews with City Council and other community leadership
- Three (3) public forums
- Four (4) Recreation and Park Advisory Committee meetings
- Updated and publicly accessible project website
- Statistically-Valid Survey
  - Goal was 375, received 421 responses
  - Mailed to over 2,800 households
  - Precision of +/- 4.7% at the 95% level of confidence
  - Residents were able to return the survey by mail, by phone or completing it online
- Community Online Survey
  - 356 responses
  - Open for eight weeks (October-November 2022)

The following sections in this chapter summarize and highlight the key findings from each stage of the community engagement process.

## QUALITATIVE COMMUNITY INPUT SUMMARY

### OVERVIEW

As part of the Master Plan, a thorough and robust process of collecting qualitative input from the community began at the very start of the project. This included key stakeholder interviews and focus groups conducted from February through October 2022 to provide a foundation for identifying community issues and key themes, as well as public meetings that had diverse attendance. All of these aspects of community engagement provide valuable insight and assisted in the development of question topics that were beneficial for the statistically valid and community surveys. A series of questions that spurred conversation and follow up questions were asked when appropriate. Invited stakeholders were identified by Recreation and Parks Division staff and included representatives from the following entities:

- |   |                                     |
|---|-------------------------------------|
| • Mayor and City Council Members          | • Athletic and Sports Organizations |
| • Recreation and Parks Advisory Committee | • Autrey Mill Nature Preserve       |
| • City Manager's Office                   | • Adaptive Recreation Groups        |
| • City Staff                              | • Special Interest Groups           |
| • Neighborhood Groups                     | • Arts and Culture Groups           |

After speaking with many stakeholders and interest groups, it is apparent the community pride in the park system and the Division and what they can accomplish with coordinated efforts and allocated resources.

## VISION FOR THE PARKS AND RECREATION SYSTEM

Community members and leaders expressed a strong vision for recreation and parks in Johns Creek in this Master Plan as identified in the public engagement process. That vision is summarized below.

### Safety and Maintenance

- Maintained as a high-quality recreation and park system
- Amenity replacement at end of lifecycle
- Overall cleanliness

### Accessibility

- Accessible because capacity meets demand
- Accessible by inclusive design

### Innovation

- Best in class facilities
- Creative programming that meets current and emerging needs
- Expanding recreation to include arts, culture, and technology

### Connectivity

- Parks and trails that connect the community
- Programs and events that bring the community together

### Quality of Life Attributes

- Meets diverse recreational needs and interests of community members
- Supports healthy lifestyles
- Enriches neighborhoods and sectors of the city
- Promotes further community and economic development



## RESIDENTS VALUE THE MOST

Residents understand that the park system contributes to the overall quality of life, and they value the size and scope of the park system and the investment the City has made in parks. The graphic below depicts responses from members of the public when asked what are the things they value most about recreation and parks in Johns Creek. In this word cloud, the more frequently something was mentioned the larger the word became.



## CHALLENGES FACING THE DEPARTMENT

There were a variety of challenges expressed by community leaders, key stakeholders, and community members at large. These are summarized categorically below in the areas of **Facility Maintenance**, **Meeting Community Needs**, and **Organizational Capacity**.

### Facility Maintenance

Taking care of what we have  
Preparedness for lifecycle costs

### Meeting Community Needs

Adequate number of sports fields  
Indoor multi-use spaces  
Support community ability to recruit and retain residents and families

### Organizational Capacity

Current operational model is limiting  
Staffing and resources for the future



### PRIMARY RECREATION AND PARK AMENITY AND PROGRAM NEEDS

Residents expressed a strong desire for additional trail connectivity throughout the community that can improve recreational opportunities and improve overall walkability of Johns Creek. Beyond trails and connectivity, the most prevalent amenities and program needs discovered in the qualitative public engagement were:

Primary Amenity Needs	Primary Program Needs
<ul style="list-style-type: none"> <li>• Additional versatile sports fields</li> <li>• More availability of existing sports fields</li> <li>• Multi-purpose indoor spaces</li> <li>• Additional versatile sport courts</li> </ul>	<ul style="list-style-type: none"> <li>• STEAM programming and opportunities</li> <li>• Arts and culture programming</li> <li>• Continued high-quality community events</li> <li>• Youth sport programs (K-5)</li> </ul>

### TOP PRIORITIES OF INTERVIEWS, FOCUS GROUPS, AND PUBLIC MEETINGS

Participants were asked their top priorities of the Master Plan. These priorities are listed below:

- Complete the development of Cauley Creek Park
- Expanding the trail system throughout the community
- Multi-purpose indoor spaces
- Maker space
- Additional rectangular sports fields
- Sports fields with versatile and inclusive design
- Expanded usability / availability of existing sports fields
- STEAM programs / facilities
- Arts and culture programs / facilities
- Cricket fields and facilities
- Pickleball courts
- Splash pads
- Improved relationship with Fulton County schools for access to school lands/facilities
- Access to nature areas and green spaces
- Access to the Chattahoochee River
- Outdoor event spaces
- Indoor recreation / community center
- Inclusive design of recreation and park sites and amenities
- Improved support for Autrey Mill facilities
- Evaluation whether Park Place senior adult facility is fully meeting needs of the community

## STATISTICALLY-VALID NEEDS ASSESSMENT SURVEY

ETC Institute administered a community interest and opinion survey in August and September 2022 as part of the Master Plan. Information gathered from the assessment survey is intended to help determine priorities which then leaders can use to make decisions that will meet community and resident needs.

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### METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in the City of Johns Creek. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at [JohnsCreekSurvey.org](https://JohnsCreekSurvey.org).

After the surveys were mailed, ETC Institute followed up by sending text messages and mailing postcards to encourage participation. The text messages and postcards contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City of Johns Creek from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

A total of 425 households participated in the survey. The overall results for the sample of 425 households have a precision of at least  $\pm 4.7$  at the 95% level of confidence.

The full survey report from ETC Institute is provided as a supplement report to this Master Plan, and it contains the following:

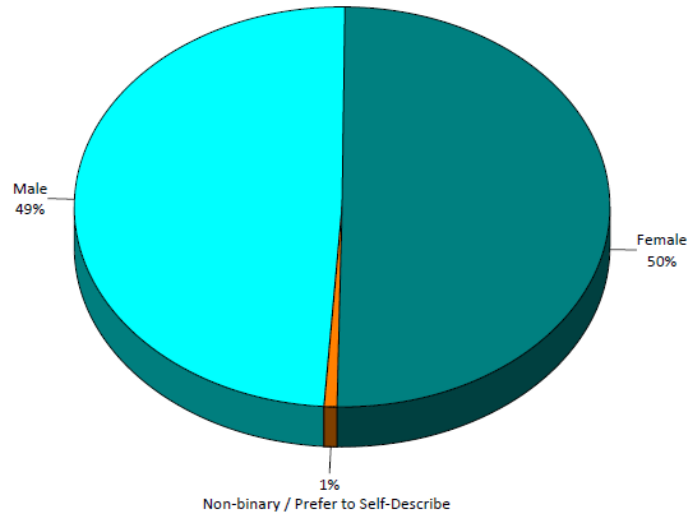
- Executive Summary (Section 1)
- Charts and graphs showing the overall results of the survey (Section 2)
- Priority Investment Ratings (PIR) Analysis that identifies priorities for facilities/ amenities and programs/ activities in the community (Section 3)
- Benchmarks that compare Johns Creek results with National Averages (Section 4)
- Importance-Satisfaction Ratings (Section 5)
- Tabular Data showing the overall results for all questions on the survey (Section 6)
- Open-ended responses (Section 7)
- A copy of the survey instrument (Section 8)

The major findings of the survey are summarized below and on the following pages.

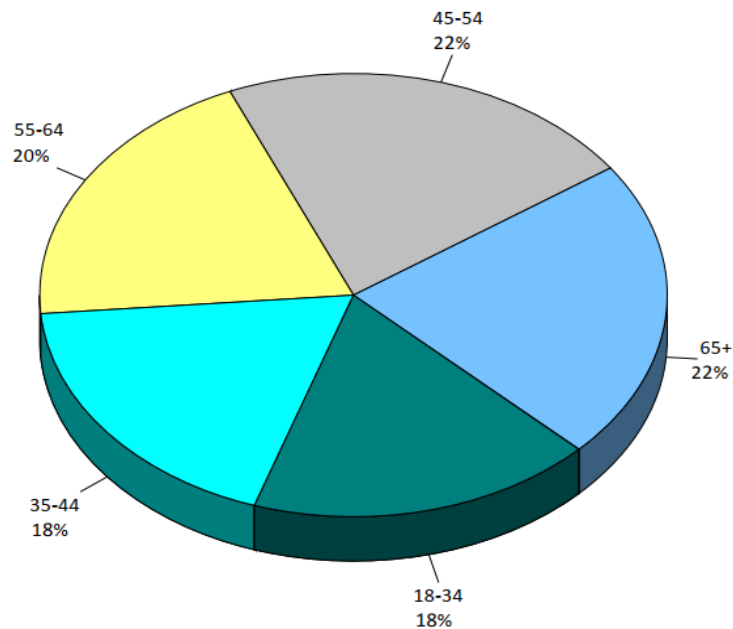
## PROFILE OF SURVEY RESPONDENTS

As noted on the previous page, 425 households in Johns Creek responded to the survey. These surveys were randomly mailed throughout the community. Based on the self-identified demographics of the respondents, they are representative of the Johns Creek community at large.

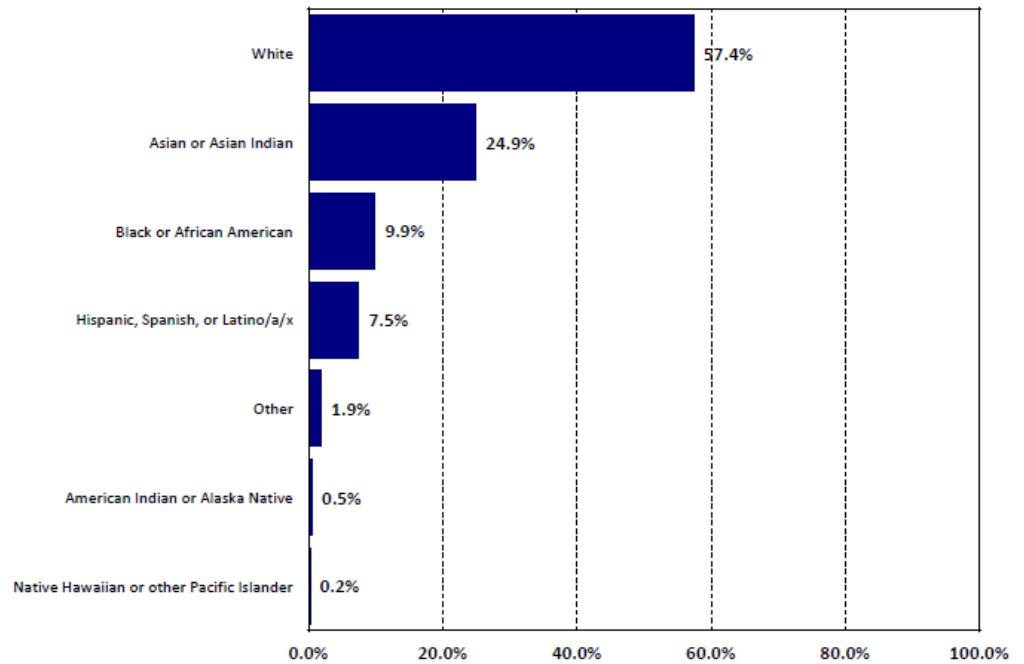
### GENDER



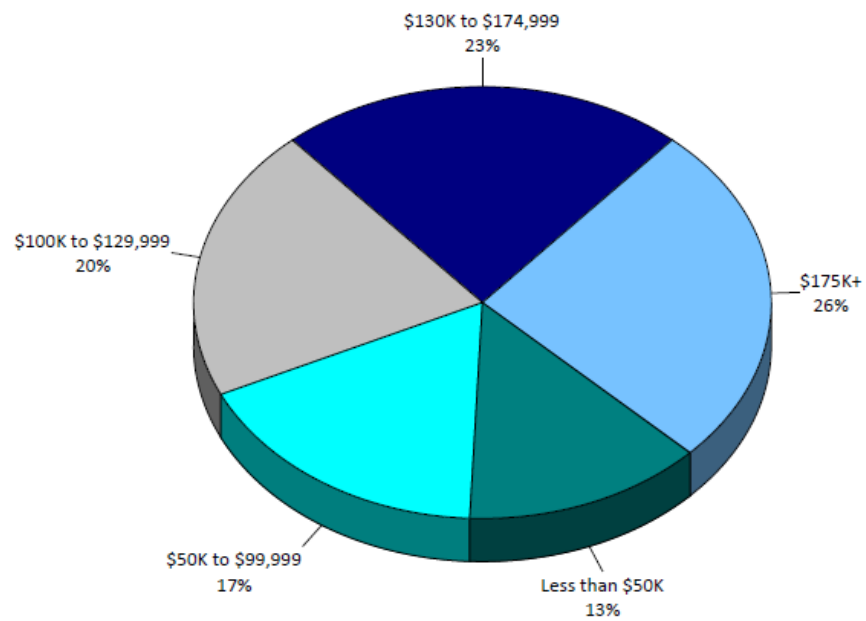
### AGE OF RESPONDENT



## RACE / ETHNICITY



## ANNUAL HOUSEHOLD INCOME



## FACILITY, PARKS AND EVENTS PARTICIPATION AND USE

### USE OF PARKS AND FACILITIES

Respondents were asked to indicate if their household had used any of the 12 listed Johns Creek parks or facilities in the past year. For parks, the highest number of respondents (75%) had used Newtown Park followed by Ocee Park (47%) and Autrey Mill Nature Preserve (46%). For facilities, the highest number of respondents used Newtown Clubhouse (15%).

### RATING CONDITION OF PARKS AND FACILITIES

Respondents were then asked to rate the condition of the parks and facilities. The parks rated highest (either “excellent” or “good”) were Newtown Park (96%), Autrey Mill Nature Preserve (95%), and Morton Road Park (93%). Each of the parks received mostly excellent or good ratings. Park Place received the highest rating for parks and facilities (88%). Each of the parks also received mostly excellent or good ratings from respondents.

### BARRIERS TO USE

The top reason respondents did not utilize Johns Creek parks and recreation facilities more often is because they were not aware of parks’ or trails’ locations (31%) or respondents use parks/trails in other cities (31%). Respondents were then asked to select all of the outside organizations they have used for recreation and sports activities in the last two years; home recreation/HOA (54%), private clubs (38%), and private workout facilities (34%) were selected most often. Respondents most often learn about Johns Creek park amenities, events, and programs from friends and neighbors (66%), social media (40%), and the city website (37%). Respondents were then asked to select the three communication methods they most preferred. These items were selected most often:

- Emails/eBlasts from the City (44%)
- Social Media (37%)
- City Website (33%)

### SATISFACTION/IMPORTANCE WITH ASPECTS OF PARKS AND FACILITIES

Respondents were asked to rate their level of satisfaction with 14 aspects of parks and facilities. Respondents were most satisfied (either very satisfied or satisfied) with the maintenance of parks/facilities (81%), the overall quality of sports fields (67%), and park and facility accessibility (ADA compliant access) (62%). Respondents were asked to select the three most important aspects of parks and facilities. These were the three aspects selected most often: connectivity of trails and pathways (37%), availability of information about programs & facilities (36%), and maintenance of parks/facilities (35%).

### BENEFITS OF PARKS AND RECREATION

Respondents were asked to indicate their level of agreement with 14 statements regarding the benefits of Parks and Recreation. Respondents most often agreed (or strongly agreed) that Parks and Recreation makes Johns Creek a more desirable place to live (93%), preserves open space & protects the environment (87%), improves their household’s overall quality of life (83%), and helps attract new residents and businesses (83%).

### PARTICIPATION IN EVENTS

Respondents were asked to indicate if anyone in their household had participated in events offered by the City of Johns Creek within the last year. Half of respondents said they had participated. Of those who had participated, 48% said they attended two-three events, 36% said one, and 15% did four or more events. Forty-eight percent (48%) of respondents rated those programs as good, and 46% rated them excellent.



## PARKS AND RECREATION FACILITIES AND AMENITIES NEEDS AND PRIORITIES

### FACILITY/AMENITY NEEDS

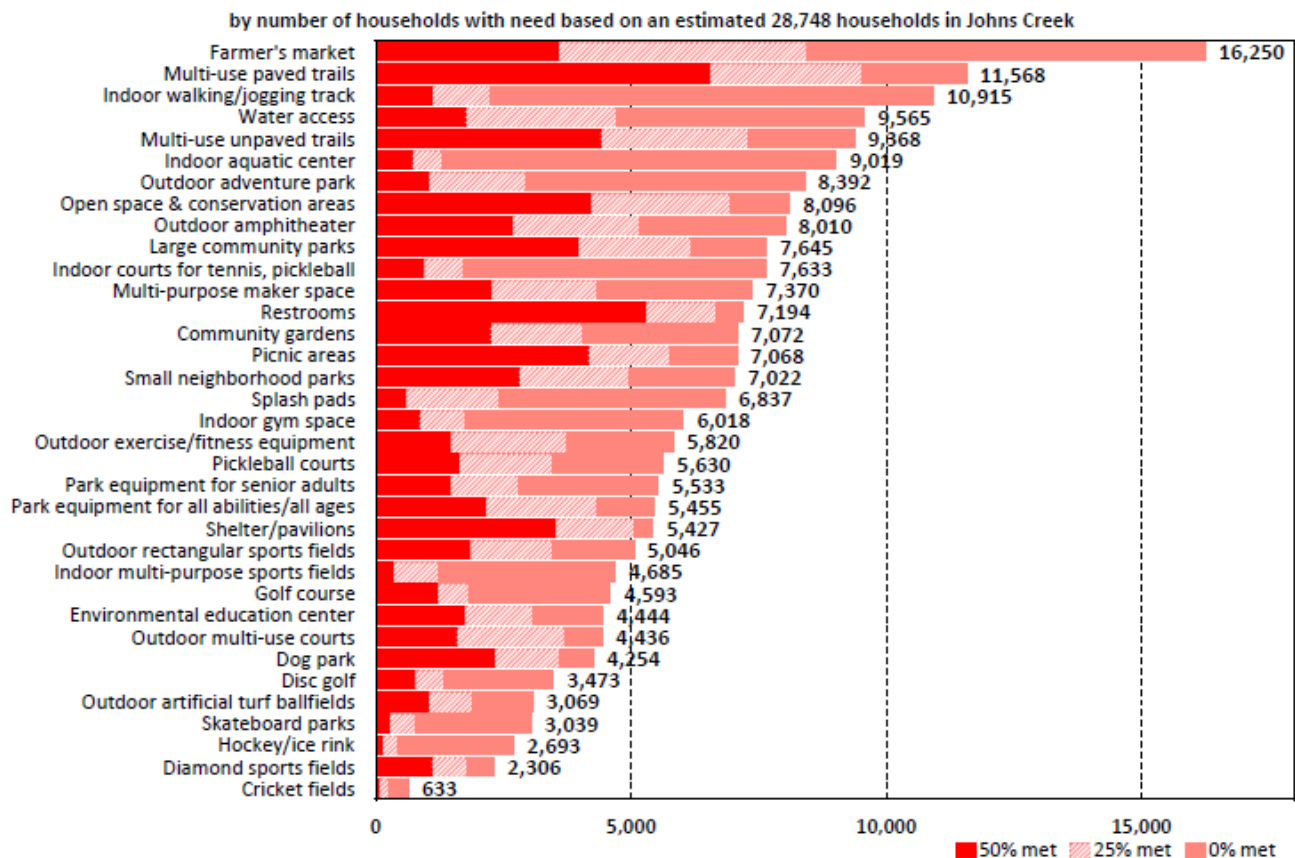
Respondents were asked to identify if their household had a need for 35 parks and recreation facilities/amenities and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities/amenities.

The three parks and recreation facilities/amenities with the highest percentage of households that have an unmet need:

1. Farmer’s Market – 16,250 households
2. Multi-use paved trails– 11,568 households
3. Indoor walking/jogging track – 10,915 households

The estimated number of households that have unmet needs for each of the 35 parks and recreation center amenities assessed is shown in the chart below.

### Q8c. Estimated Number of Households Whose Facility/ Amenity Need Is Met 50% or Less



## FACILITIES AND AMENITIES IMPORTANCE

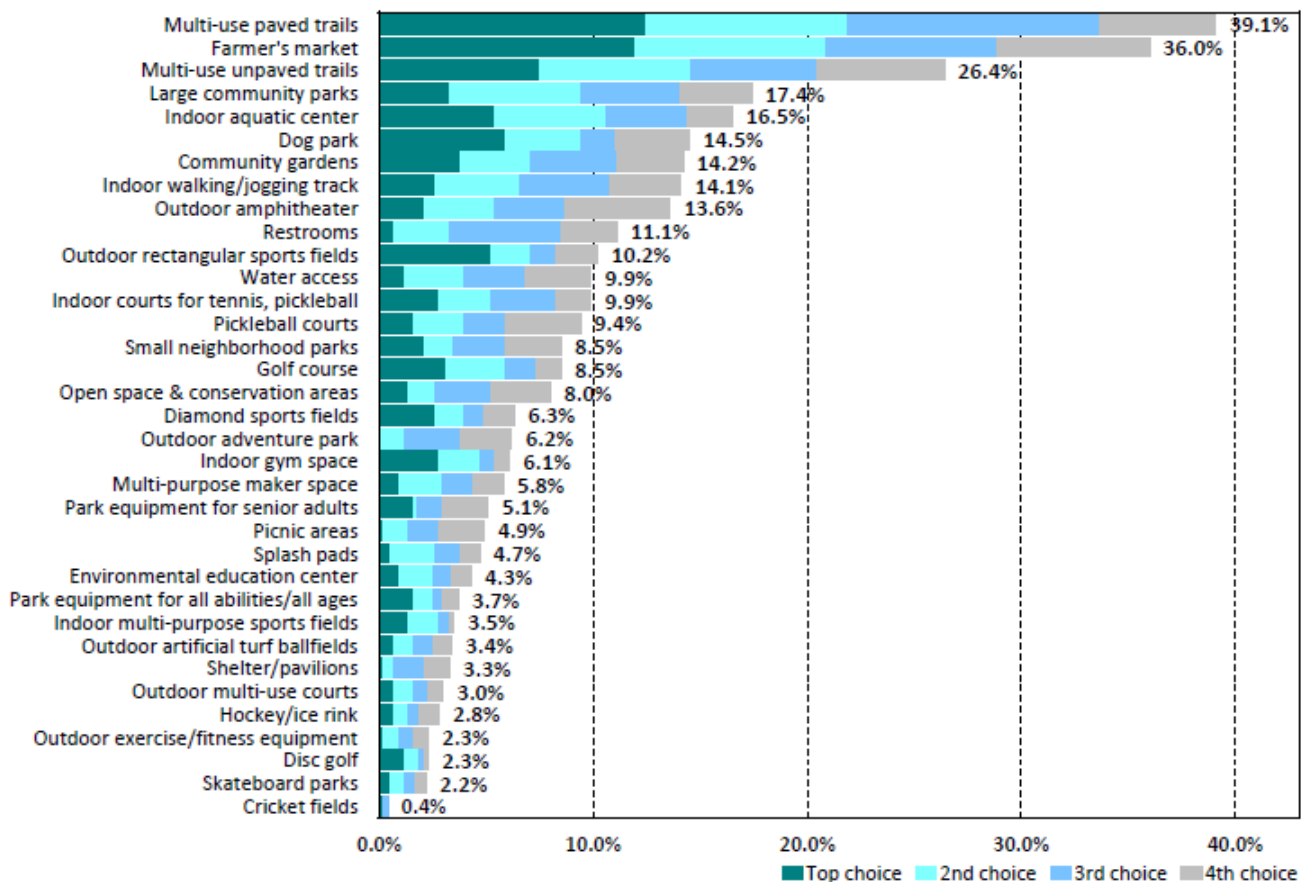
In addition to assessing the needs for each Parks and Recreation facility and amenity, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these were the four ranked most important to residents:

- Multi-use paved trails (39%)
- Farmer's market (36%)
- Multi-use unpaved trails (26%)
- Large community parks (17%)

The percentage of residents who selected each facility/amenity as one of their top four choices is shown in the chart below.

### Q9. Most Important Facility/Amenity to Households

by percentage of respondents who selected the items as one of their top four choices



## PRIORITIES FOR FACILITY INVESTMENTS

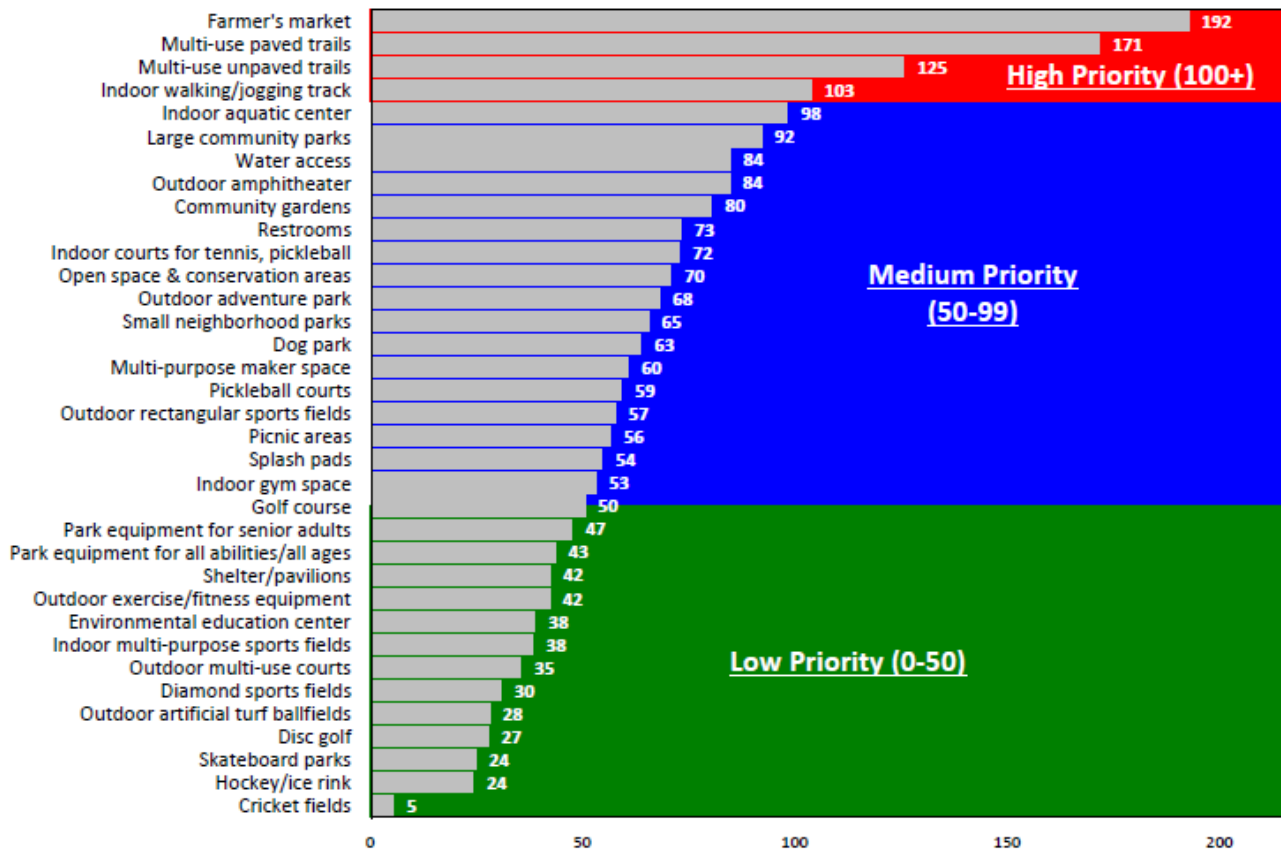
The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on amenities and (2) how many residents have unmet needs for the amenity. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based the Priority Investment Rating (PIR), the following parks and recreation facilities/amenities were rated as high priorities for investment:

- Farmer's market (PIR= 192)
- Multi-use paved trails (PIR= 171)
- Multi-use unpaved trails (PIR= 125)
- Indoor walking/jogging track (PIR=103)

The chart below shows the Priority Investment Rating for each of the 35 recreation facilities assessed on the survey.

### Top Priorities for Investment for Facility/Amenity Based on Priority Investment Rating



## JOHNS CREEK PROGRAM NEEDS AND PRIORITIES

### PROGRAM NEEDS

Respondents were asked to identify if their household had a need for 32 programs and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities/amenities.

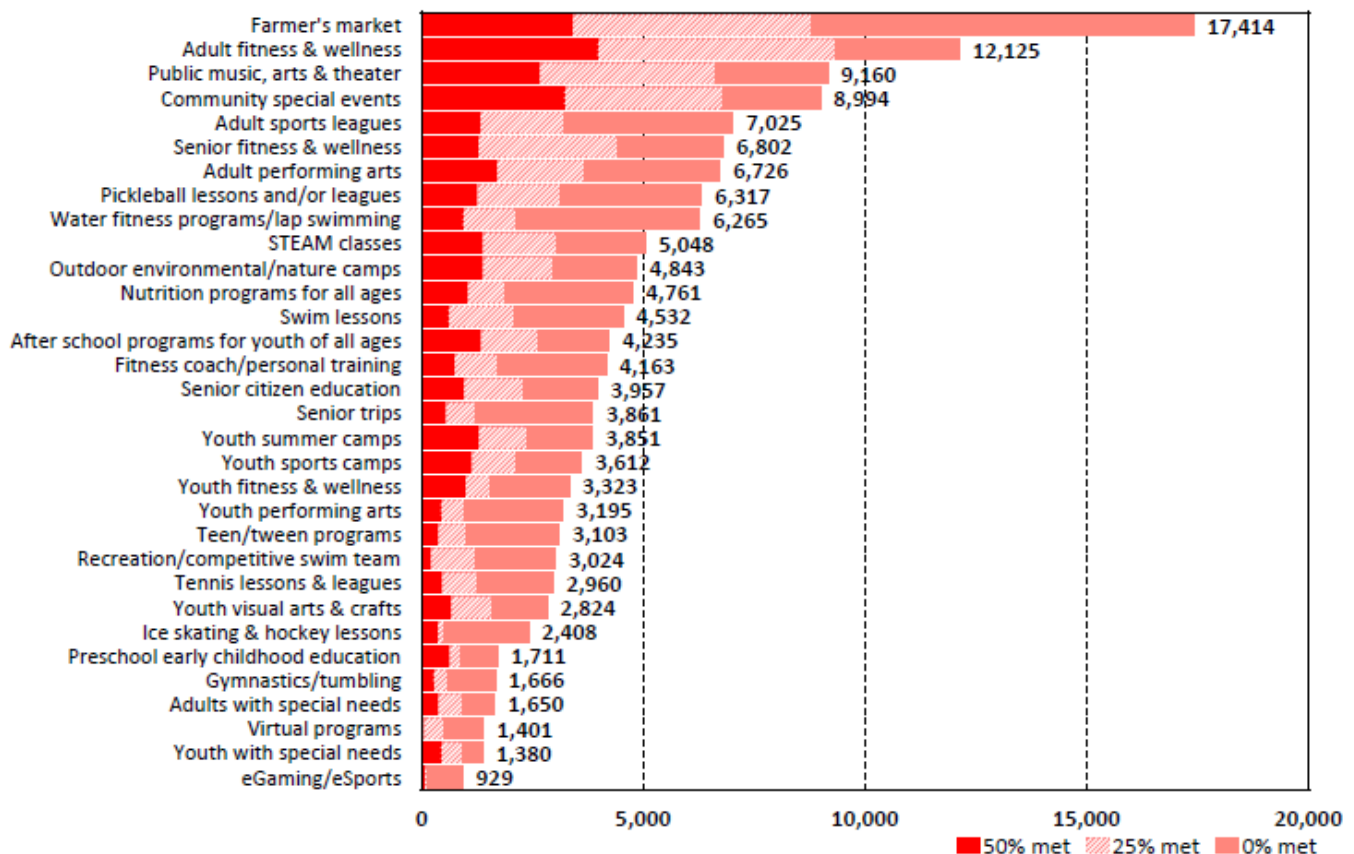
The three programs with the highest percentage of households that have an unmet need:

- Farmer’s market – 17,414 households
- Adult fitness & wellness – 12,125 households
- Public music, arts, and theater – 2,270 households

The estimated number of households that have unmet needs for each of the 32 parks and recreation programs assessed is shown in the chart below.

### Q10c. Estimated Number of Households in Johns Creek Whose Recreation Program Needs Are Met 50% or Less

by number of households with need based on an estimated 28,748 households



## PROGRAMS IMPORTANCE

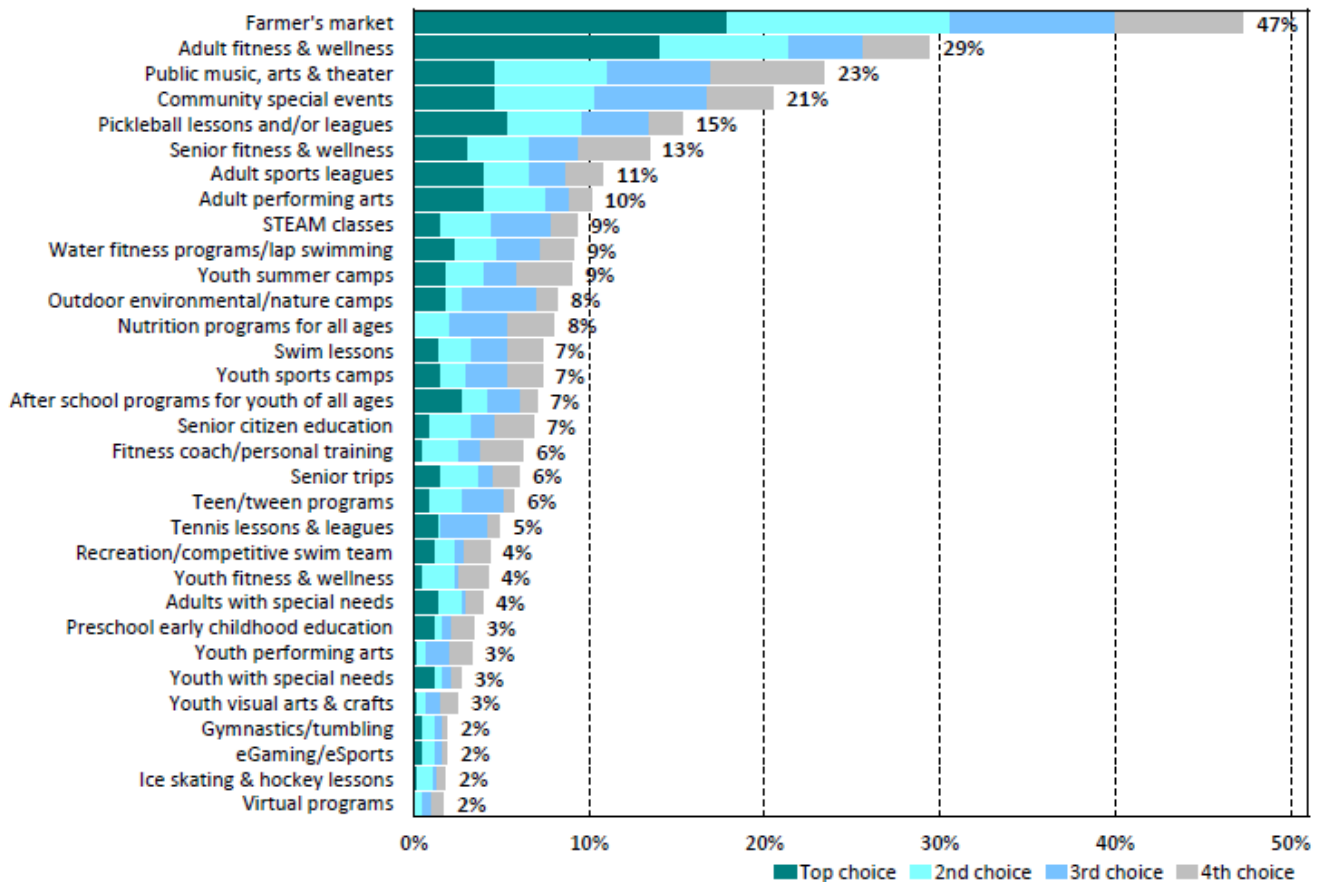
In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these are the three most important programs to residents:

1. Farmer's market (47%)
2. Adult fitness & wellness programs (29%)
3. Public music, arts & theater (23%)

The percentage of residents who selected each program as one of their top four choices is shown in the chart below.

### Q11. Most Important Recreation Programs to Households

by percentage of respondents who selected the items as one of their top four choices





### PRIORITIES FOR PROGRAM INVESTMENTS

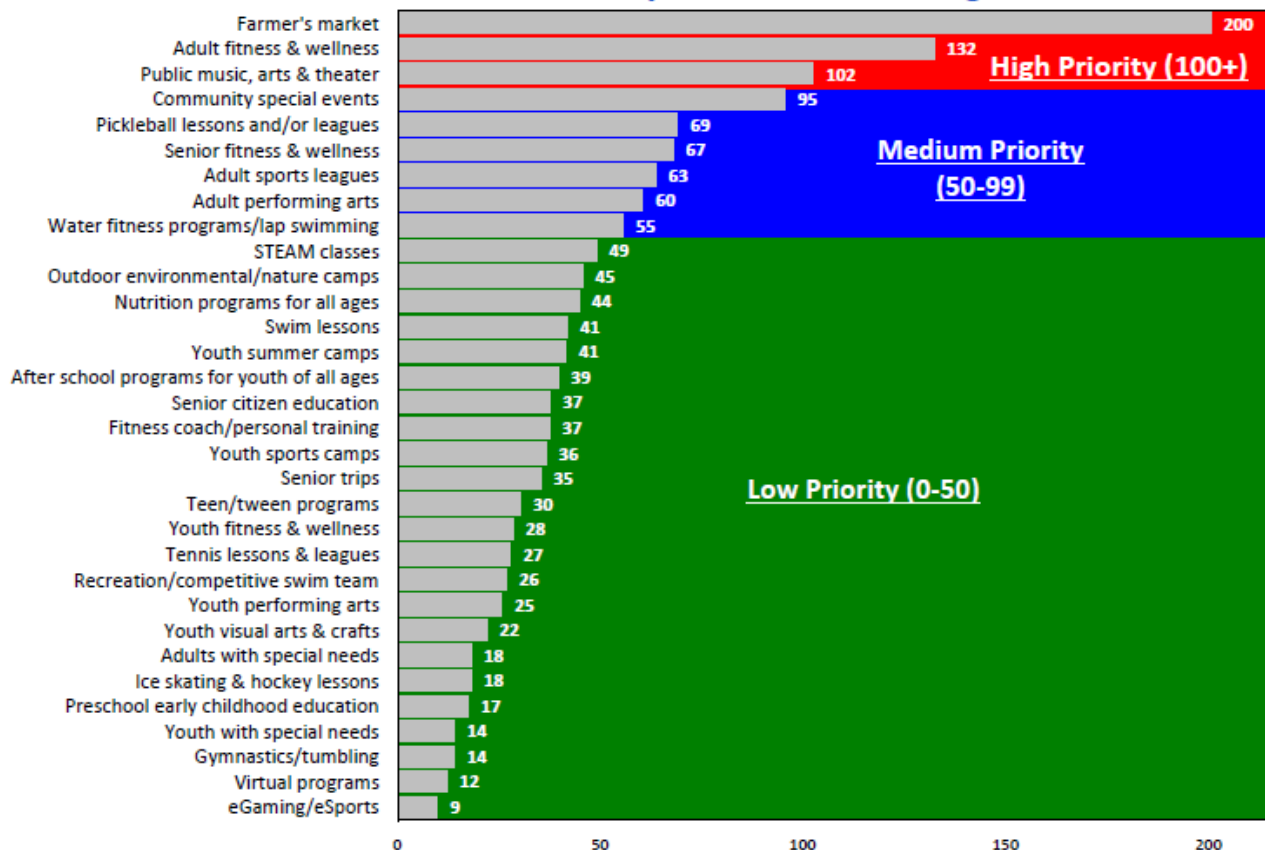
The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on each program and (2) how many residents have unmet needs for the program. [Details regarding the methodology for this analysis are provided in Section 3 of this report.]

Based the Priority Investment Rating (PIR), the following Johns Creek programs were rated as high priorities for investment:

- Farmer's market (PIR=200)
- Adult fitness & wellness programs (PIR=132)
- Public music, arts, and theater (PIR=102)

The chart below shows the Priority Investment Rating for each of the 32 programs assessed.

### Top Priorities for Investment for Recreation Programs Based on the Priority Investment Rating



## VALUE VS FUNDING

### PERCEPTION OF VALUE

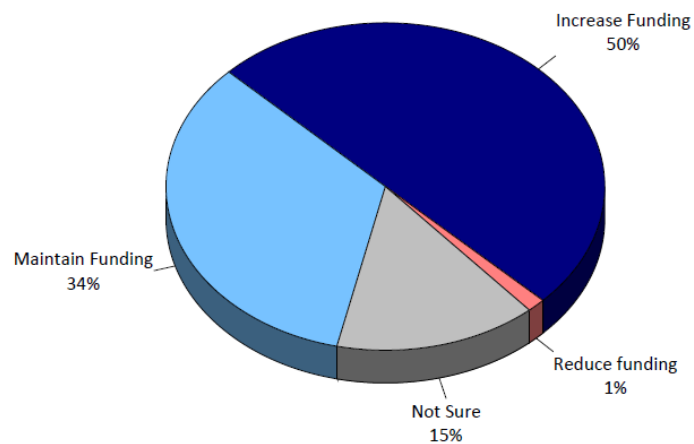
Respondents were asked to indicate their level of satisfaction regarding the overall value they receive from Johns Creek parks. Most respondents said they were either very satisfied or somewhat satisfied (61%). Then respondents were asked to reflect upon whether the COVID-19 pandemic changed their household's perception of the value of parks and recreation. The highest number of respondents (39%) said there was no change in perception, 28% said there was a significant increase, and 28% said it somewhat increased.

### AMOUNT OF FUNDING BASED ON VALUE PERCEPTION

Respondents were asked to reflect on how they feel the City should fund parks, recreation, trails, and open spaces given their perception of the value. Fifty percent (50%) felt that funding should increase, 34% felt it should stay the same, 15% were not sure, and 1% wanted to reduce funding. This is shown in the chart to the right.

**Q16. Based on your perception of value, how would you want Johns Creek to fund future parks, recreation, trails, and open space needs?**

by percentage of respondents

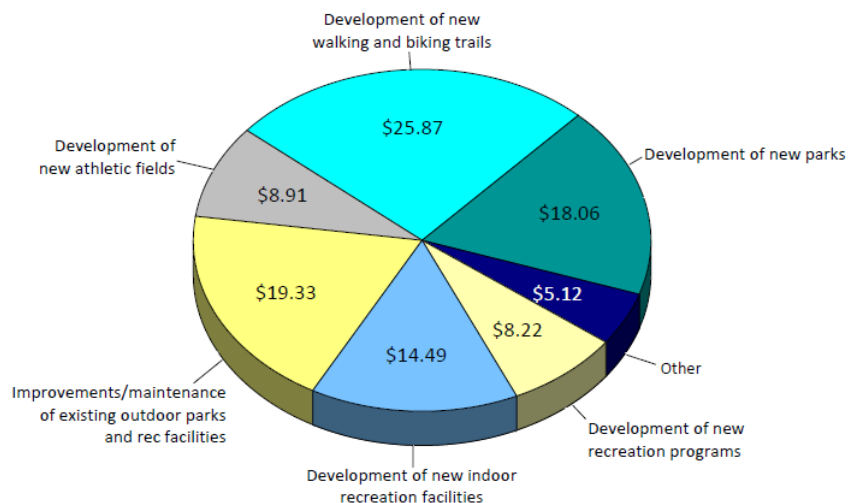


### FUNDING ALLOCATION

Respondents were asked to choose how they would allocate funds for parks and recreation improvements if provided a \$100 budget. By average allocated, development of new walking and biking trails received the highest amount of funding (\$25.87) followed by improvements/maintenance of existing outdoor parks and recreation facilities (\$19.33) and development of new parks (\$18.06). This is shown in the chart to the right.

**Q17. If you had a budget of \$100 for parks and recreation improvements in the City of Johns Creek, how would you allocate the funds among these categories?**

by average allocated per item



## SUPPORT FOR IMPROVEMENTS

### RATING LEVEL OF SUPPORT

Respondents were asked rate their level of support for 19 potential improvement actions by the City of Johns Creek. Respondents most supported (selecting “very supportive”) developing additional trails and connectivity of trails (58%), improving upon the existing trail system (55%), and adding more trees/shade structures to parks (42%).

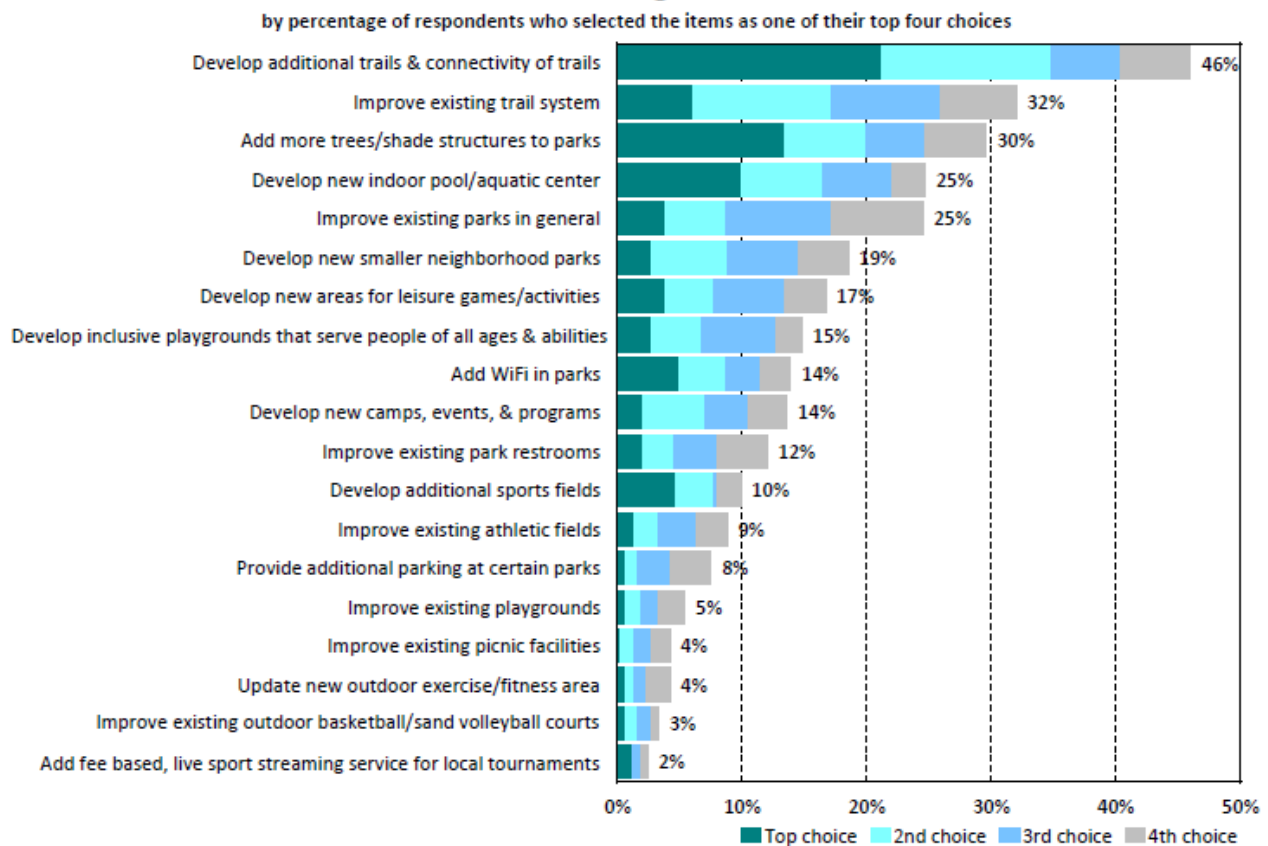
### IMPROVEMENT FUNDING

Respondents were asked to select the top four potential improvement actions they would be most willing to fund. These are the top four items chosen by respondents:

- Develop additional trails & connectivity of trails (46%)
- Improve existing trail systems (32%)
- Add more trees/shade structures to parks (30%)
- Develop new indoor pool/aquatic center (25%) and Improve existing parks in general (25%)

These results are illustrated in the graph below.

### Q19. Actions to improve the parks and recreation system that households are most willing to fund



## ELECTRONIC SURVEY

### METHODOLOGY

PROS Consulting conducted an online survey (powered by SurveyMonkey) to gain a better understanding of the characteristics, preferences, and satisfaction levels of Johns Creek recreation and parks users. The survey was open for approximately eight (8) weeks, from September 26, 2022 through November 18, 2022 and received a total of 356 responses.

This online survey mirrored the statistically-valid survey conducted back by ETC Institute. This allowed residents who may have not been randomly selected to participate in the statistically-valid surveys an opportunity to be part of the community input process.

### FINDINGS

Nearly all of the questions in the community online survey yielded the same or very similar results to that of the statistically valid survey. The highlights of those similarities are detailed below.

**Park Use:** Similar to the statistically valid survey, the online survey responses indicated the parks with the highest level of use by respondents as:

- Newtown Park (93%)
- Ocee Park (59%)
- Autrey Mill Nature Preserve (48%)

**Event Participation and Rating:** Similar to the statistically valid survey, the online survey responses indicated strong event participation and rating by respondents:

- 50% participated in 2-3 events in last year
- 92% rate events as excellent or good

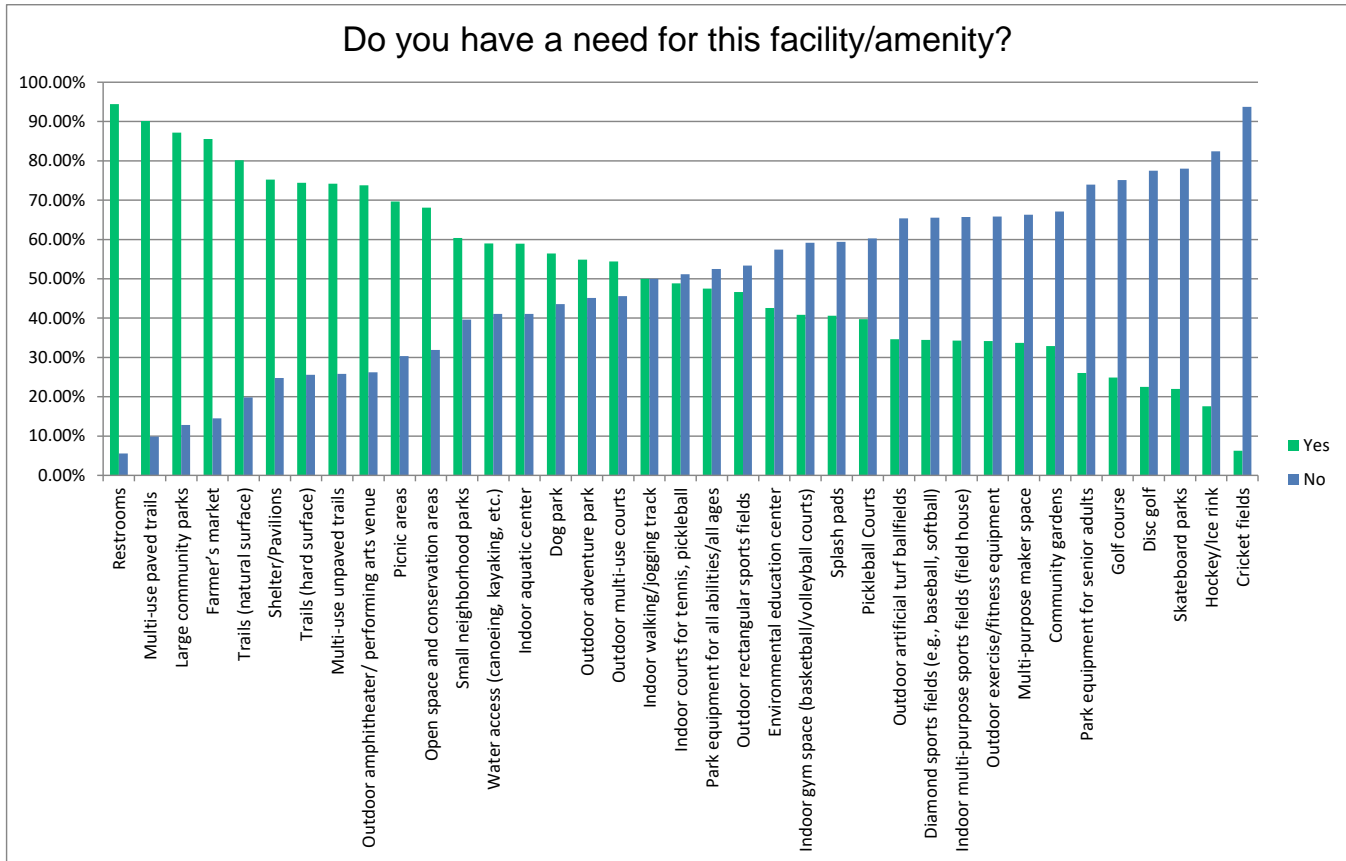
### FACILITY / AMENITY NEEDS

The results of the online survey indicate the greatest areas of facility / amenity needs as:

- Restrooms (94%)
- Multi-use paved trails (90%)
- Large community parks (87%)
- Farmers market (86%)
- Multi-use natural surface trails (80%)

The full results of this question are featured in the graph on the following page.





### PROGRAM NEEDS

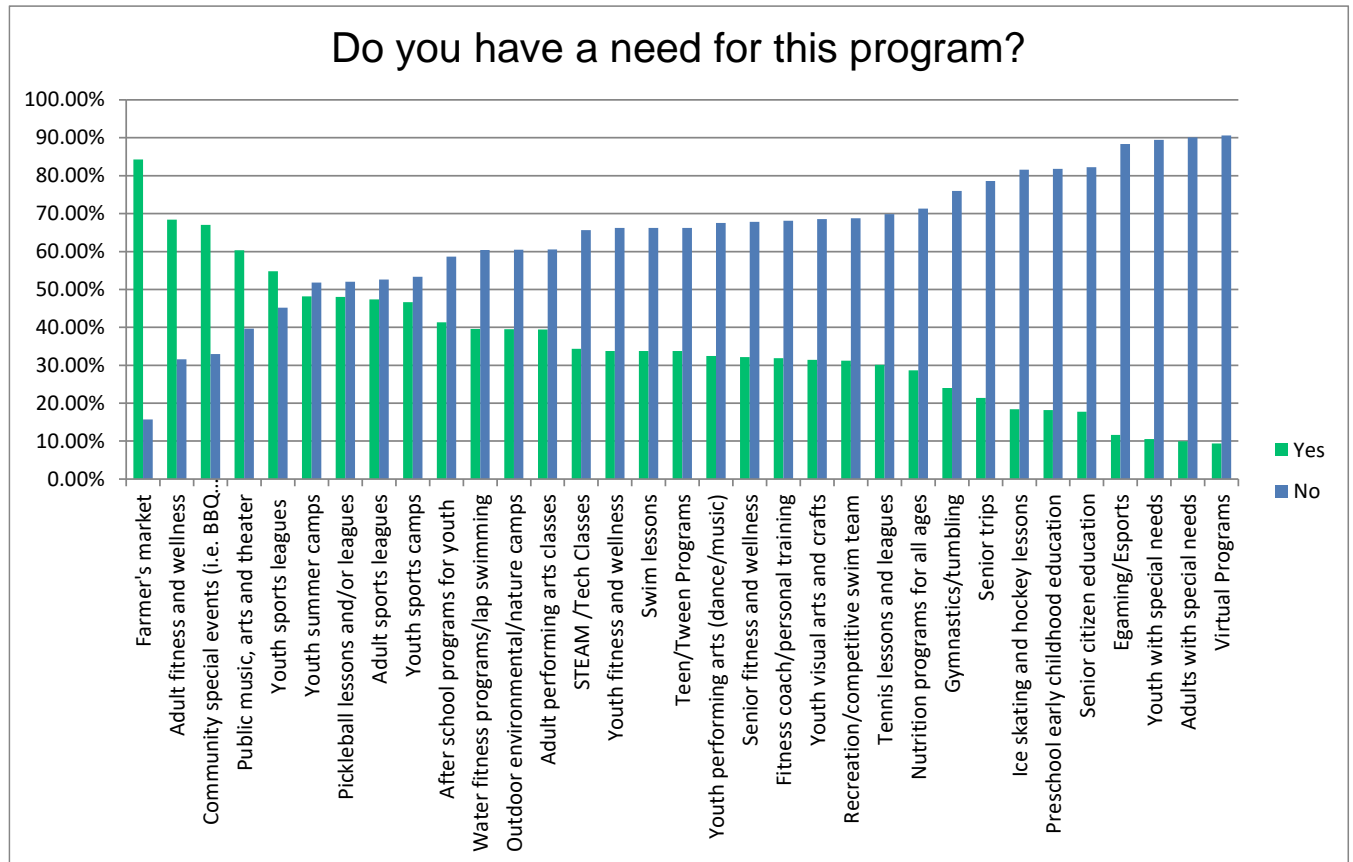
The results of the online survey indicate the greatest areas of programming needs as:

- Farmers market (84%)
- Adult fitness and wellness (68%)
- Community special events (67%)
- Public music, arts and theater (60%)
- Youth sports leagues (55%)

The full results of this question are featured in the graph on the following page.

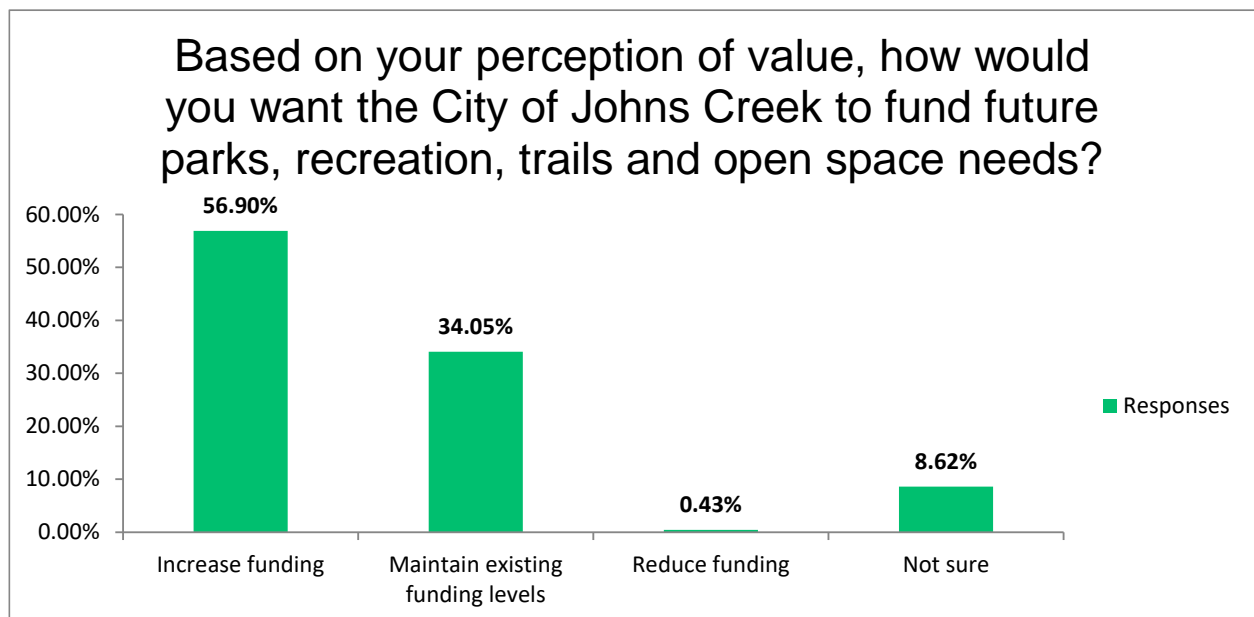






## FUTURE FUNDING SUPPORT

Similar to the statistically valid survey, online respondents indicate a strong support for maintaining or increasing funding for parks, recreation, trails and open space as shown in the graph below.



## SUMMARY OF RESULTS

As noted previously, the results of the online survey very closely aligned with the results of the statistically valid survey across all questions. This public engagement tool yielded findings that also indicate the parks and recreation facilities in Johns Creek are heavily used, community events are well attended and considered to be of high quality, and that the facilities the serve the greatest needs of the community are the large community parks, restrooms, and trails.

More akin to the findings from the qualitative public engagement, the online survey results indicated that the greatest areas of need for programming in Johns Creek are farmers market, adult fitness and wellness, community events, arts and culture programs, and youth sports. Also aligned with the results of the statistically valid survey are the findings that there is strong funding support with 91% of respondents in favor of maintaining or increasing funding for parks and recreation in Johns Creek.



## **PARKS AND FACILITIES ASSESSMENT AND ANALYSIS**

### **PARK CLASSIFICATIONS**

#### **OVERVIEW**

As part of the Master Plan development, the consultant team conducted an assessment and analysis of the Johns Creek parks and facilities. Included in the Appendix, the information includes technical details and descriptions related to park classification categories. Park classifications include mini / pocket park, neighborhood park, community park, special use park, school grounds, and trails. Selected information is included below related to the kinds of parks in Johns Creek.

#### **MINI / POCKET PARKS**

Mini parks are usually five acres or less and have a service area of one-quarter (1/4) mile or less. These parks specialize in one or two types of services or facilities and are intended for the adjacent neighborhoods. As the neighborhood needs change, the focus of mini parks can change. The parks typically contain a children's play area, a picnic area, and possibly a basketball court.

Mini parks are not designed to accommodate more than very limited recreation services. They are typically able to provide recreation services for one user group such as a playground, benches for walkers, landscape, and trails for enjoyment of the natural environment or display of public artwork. Current Mini / Pocket Parks in Johns Creek include Bell-Boles Park, Morton Road Park, and State Bridge Park.

#### **COMMUNITY PARK**

Community parks provide diverse recreation opportunities to serve the residents of Johns Creek. These include active and passive recreation, as well as self-directed and organized recreation opportunities for individuals, families, and small groups. Community Parks often include facilities that promote outdoor recreation and activities such as walking and biking, picnicking, playing sports, playing on playgrounds, and fishing. These sites also include natural areas, emphasizing public access to important natural features. Since community parks may attract people from a wide geographic area, support facilities are required, such as parking and restrooms. Self-directed recreation activities such as meditation, quiet reflection, and wildlife watching also take place at community parks.

Community parks generally range from 10 to 100 acres depending on the surrounding community. Community parks serve a larger area – radius of one to three miles – and contain more recreation amenities than a neighborhood park. Currently, the City of Johns Creek has several Community Parks that include Creekside Park (future), Newtown Park, Ocee Park, and Shakerag Park.

#### **REGIONAL PARK**

Regional parks provide access to unique recreation features, natural areas, and facilities that attract visitors from the entire community and beyond. Regional parks often accommodate small and large group activities and have infrastructure to support group picnics. As community attractions, Regional Parks can enhance the economic vitality and identity of the entire region. These parks may include significant natural areas and wetlands, trails and pathways, gardens and arboretums, ponds, and other water features. They add unique facilities, such as destination or thematic playgrounds, community centers, aquatic centers, amphitheaters, viewing knolls, skateparks, and other interesting elements.

Regional parks can and should promote tourism and economic development. Regional parks can enhance the economic vitality and identity of the entire region. Regional parks are typically 100 or more acres in size. Currently, Johns Creek has the future Cauley Creek Park that falls under the regional park designation.

## SPECIAL USE PARK

Special use parks are those spaces that do not fall within a typical park classification. A major difference between a special use park and other parks is that they usually serve a single purpose whereas other park classifications are designed to offer multiple recreation opportunities. It is possible for a special use facility to be located inside another park.

The City of Johns Creek has one special use facilities within its current inventory with Autrey Mill Nature Preserve. Autrey Mill fits into the category of a special use park as it supports historical, educational, and cultural opportunities but all uses are passive and geared around those historical, educational, and cultural recreation uses.

## LEVEL OF SERVICE STANDARDS

### OVERVIEW

Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities, and amenities. LOS standards are updated over time as industry trends and community demographics change.

The consulting team evaluated park facility standards using a combination of resources. These resources included market trends, demographic data, community and stakeholder input, the statistically-valid community survey, and general observations. The existing level of service detailed on the following page is based on current inventory and on analysis of the park system and other service providers in the City (e.g., School District, private providers, etc.). This information allowed standards to be customized to Johns Creek.

It is important to note that these LOS standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these standards to the population of Johns Creek, gaps or surpluses in park and facility types are revealed.

### PER CAPITA "GAPS"

According to the LOS, the largest area of need to properly serve the Johns Creek community today are paved and natural surface trails. Paved trails would largely be added to improve connectivity around the community and between parks. Natural surface trails can be explored in existing parks or in new parks / green spaces that have sufficient land area and offer access to nature experiences. There are limited needs in recreational amenities/facilities, with the most notable being rectangular multi-purpose sports fields, tennis/pickleball courts, and basketball courts. All of these facilities are being addressed in the development of Cauley Creek Park.

The existing level of service meets and exceeds best practices and recommended service levels for many items; however, as the community is projected to grow over the next 10 years there are several areas that will not meet recommended standards. This is particularly the case in added parklands, trails, and indoor recreation/aquatic space.

The standards that follow are based upon population figures for 2022, 2030, and 2037, the latest estimates available at the time of analysis.

## Johns Creek Parks Level of Service Standards

2022 Inventory - Developed Facilities								
Amenities	Parks Inventory	Total Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area		
<b>PARK TYPE:</b>								
Mini/Pocket Parks	11.33	11.33	0.14	acres per	1,000	0.12	acres per	1,000
Neighborhood Parks		-	-	acres per	1,000	0.00	acres per	1,000
Community Parks	175.28	175.28	2.10	acres per	1,000	2.10	acres per	1,000
Regional Parks	202.30	202.30	2.43	acres per	1,000	2.25	acres per	1,000
Special Use Parks	44.90	44.90	0.54	acres per	1,000	0.50	acres per	1,000
<b>Total City Park Acres</b>	<b>433.81</b>	<b>433.81</b>	<b>5.20</b>	<b>acres per</b>	<b>1,000</b>	<b>5.20</b>	<b>acres per</b>	<b>1,000</b>
School Parks	23.14	7.71	0.09	acres per	1,000			
National Recreation Area Sites	305.70	45.86	0.55	acres per	1,000			
<b>Total Park Acres</b>		<b>487.38</b>	<b>5.85</b>	<b>acres per</b>	<b>1,000</b>			
<b>TRAILS:</b>								
Paved Park Trails	3.00	3.00	0.04	miles per	1,000	0.25	miles per	1,000
Natural Park Trails	3.00	3.00	0.04	miles per	1,000	0.15	miles per	1,000
<b>Total Park Trail Miles</b>	<b>6.00</b>	<b>6.00</b>	<b>0.07</b>	<b>miles per</b>	<b>1,000</b>	<b>0.40</b>	<b>miles per</b>	<b>1,000</b>
<b>OUTDOOR AMENITIES:</b>								
Shelters / Pavilions	18.00	18.00	1.00	site per	4,631	1.00	site per	5,000
Diamond Baseball Fields	12.00	12.00	1.00	field per	6,946	1.00	field per	7,500
Rectangular Multi-Purpose Fields	5.00	5.00	1.00	field per	16,670	1.00	field per	12,000
Basketball Courts	5.00	5.00	1.00	court per	16,670	1.00	court per	12,500
Tennis / Pickleball Courts	10.00	10.00	1.00	court per	8,335	1.00	court per	7,000
Playgrounds	7.00	7.00	1.00	site per	11,907	1.00	site per	12,750
Dog Parks	1.00	1.00	1.00	site per	83,352	1.00	site per	40,000
<b>Current Estimated Population</b>	<b>83,352</b>							
<b>10-Year Projected Population</b>	<b>86,683</b>							
<b>15-Year Project Population</b>	<b>88,794</b>							



## Johns Creek Parks Level of Service Standards

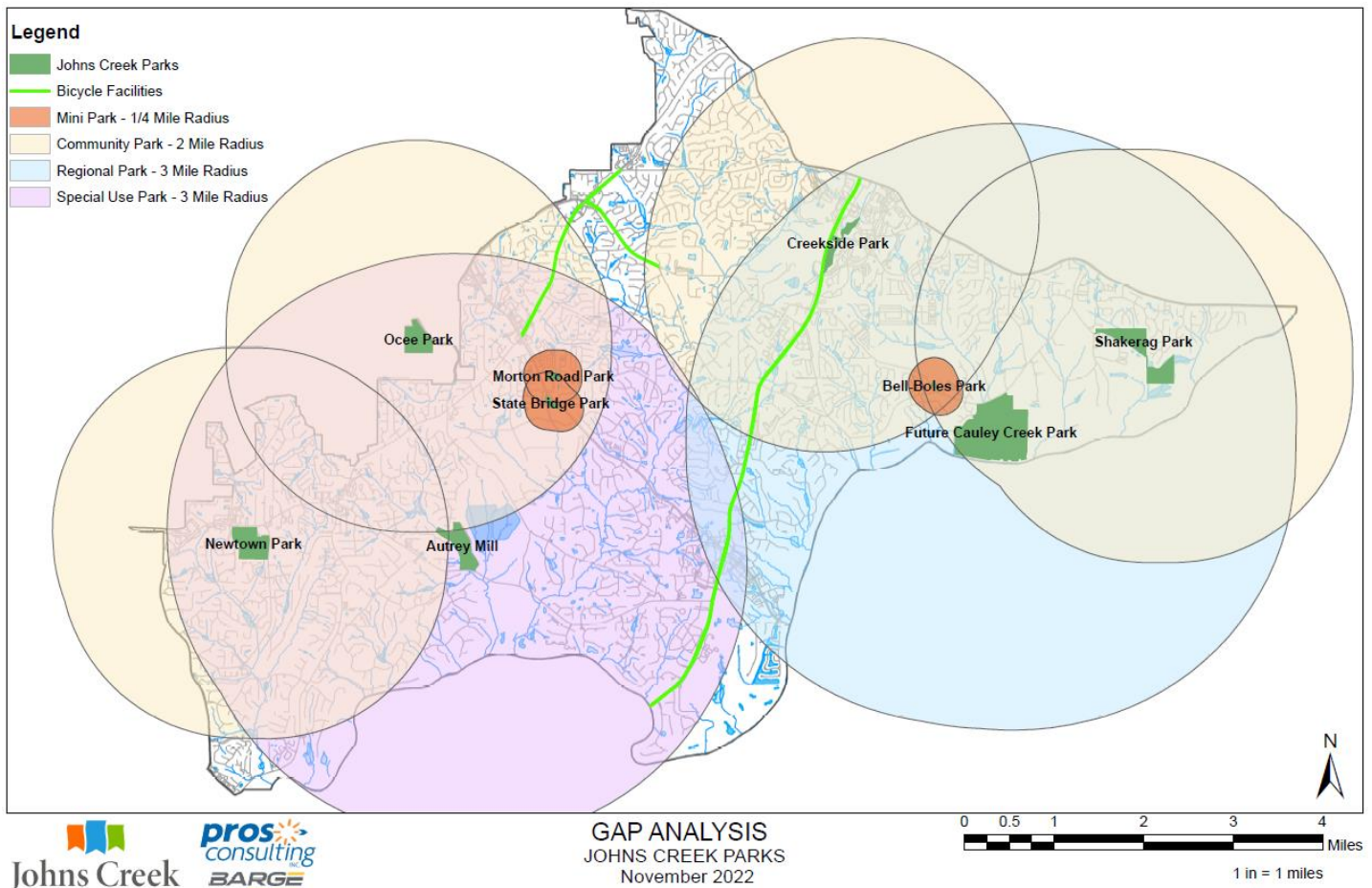
2022 Inventory - Developed Facilities			Current Facility Standards			10-Year Projected Facility Standards			15-year Projected Facility Standards		
Amenities	Parks Inventory	Total Inventory	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
PARK TYPE:											
Mini/Pocket Parks	11.33	11.33	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Neighborhood Parks		-	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Community Parks	175.28	175.28	Meets Standard	-	Acre(s)	Need Exists	6.75	Acre(s)	Need Exists	11.19	Acre(s)
Regional Parks	202.30	202.30	Meets Standard	-	-	Meets Standard	-	-	Meets Standard	-	-
Special Use Parks	44.90	44.90	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Total City Park Acres	433.81	433.81	Meets Standard	-	Acre(s)	Need Exists	6.75	Acre(s)	Need Exists	11.19	Acre(s)
School Parks	23.14	7.71									
National Recreation Area Sites	305.70	45.86									
Total Park Acres		487.38									
TRAILS:											
Paved Park Trails	3.00	3.00	Need Exists	17.84	Mile(s)	Need Exists	18.67	Mile(s)	Need Exists	19.20	Mile(s)
Natural Park Trails	3.00	3.00	Need Exists	9.50	Mile(s)	Need Exists	10.00	Mile(s)	Need Exists	10.32	Mile(s)
Total Park Trail Miles	6.00	6.00	Need Exists	27.34	Mile(s)	Need Exists	28.67	Mile(s)	Need Exists	29.52	Mile(s)
OUTDOOR AMENITIES:											
Shelters / Pavilions	18.00	18.00	Meets Standard	-	Sites(s)	Meets Standard	-	Sites(s)	Meets Standard	-	Sites(s)
Diamond Baseball Fields	12.00	12.00	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Rectangular Multi-Purpose Fields	5.00	5.00	Need Exists	2	Field(s)	Need Exists	2	Field(s)	Need Exists	2	Field(s)
Basketball Courts	5.00	5.00	Need Exists	2	Court(s)	Need Exists	2	Court(s)	Need Exists	2	Court(s)
Tennis / Pickleball Courts	10.00	10.00	Need Exists	2	Court(s)	Need Exists	2	Court(s)	Need Exists	3	Court(s)
Playgrounds	7.00	7.00	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Dog Parks	1.00	1.00	Need Exists	1	Site(s)	Need Exists	1	Site(s)	Need Exists	1	Site(s)
Current Estimated Population			83,352								
10-Year Projected Population			86,683								
15-Year Project Population			88,794								

## GIS MAPPING

Service area maps and standards assist Johns Creek in assessing and identifying where services are offered, how equitable the service distribution and delivery is across the Johns Creek service area, and how effective the service is as it compares to the demographic densities. In addition, looking at guidelines with reference to population enables Johns Creek to assess gaps in services, where facilities are needed, or where an area is over saturated. This allows the Johns Creek leadership to make appropriate capital improvement decisions based upon need for a system as a whole and the ramifications those decisions may have on a specific area.

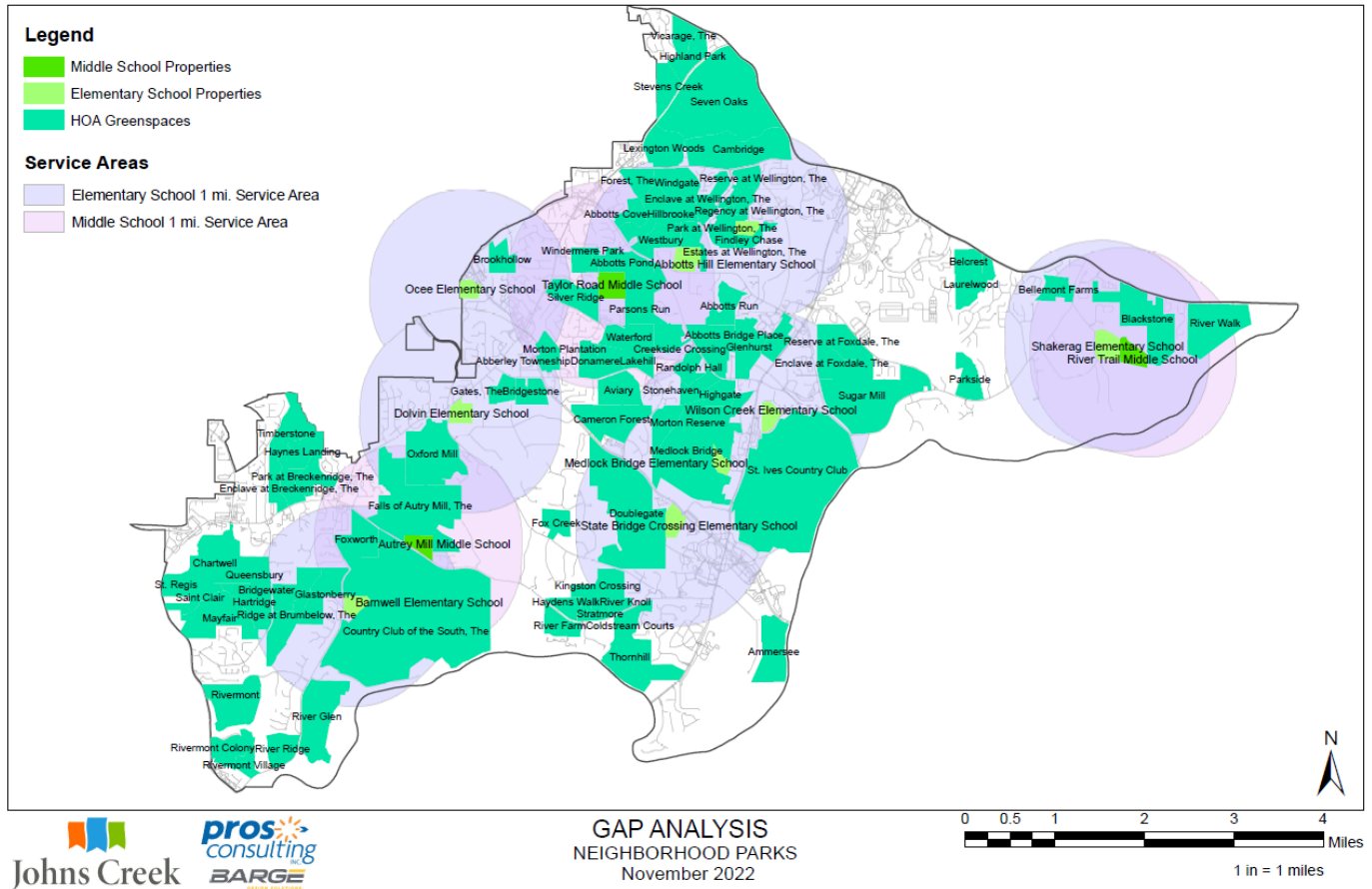
The maps contain several circles, which represent the recommended per capita LOS found on the previous page. The circles' size varies dependent upon the quantity of a given amenity (or acre type) located at one site and the surrounding distance to the park. The bigger the circle, the more people a given amenity or park acre serves and vice versa. The areas of overlapping circles represent adequate service, or duplicated service, and the areas outside the circles represents the areas not served by a given amenity or park acre type. It should be noted that overall Johns Creek generally has excellent coverage of parks throughout the City.

### JOHNS CREEK CITY PARKS



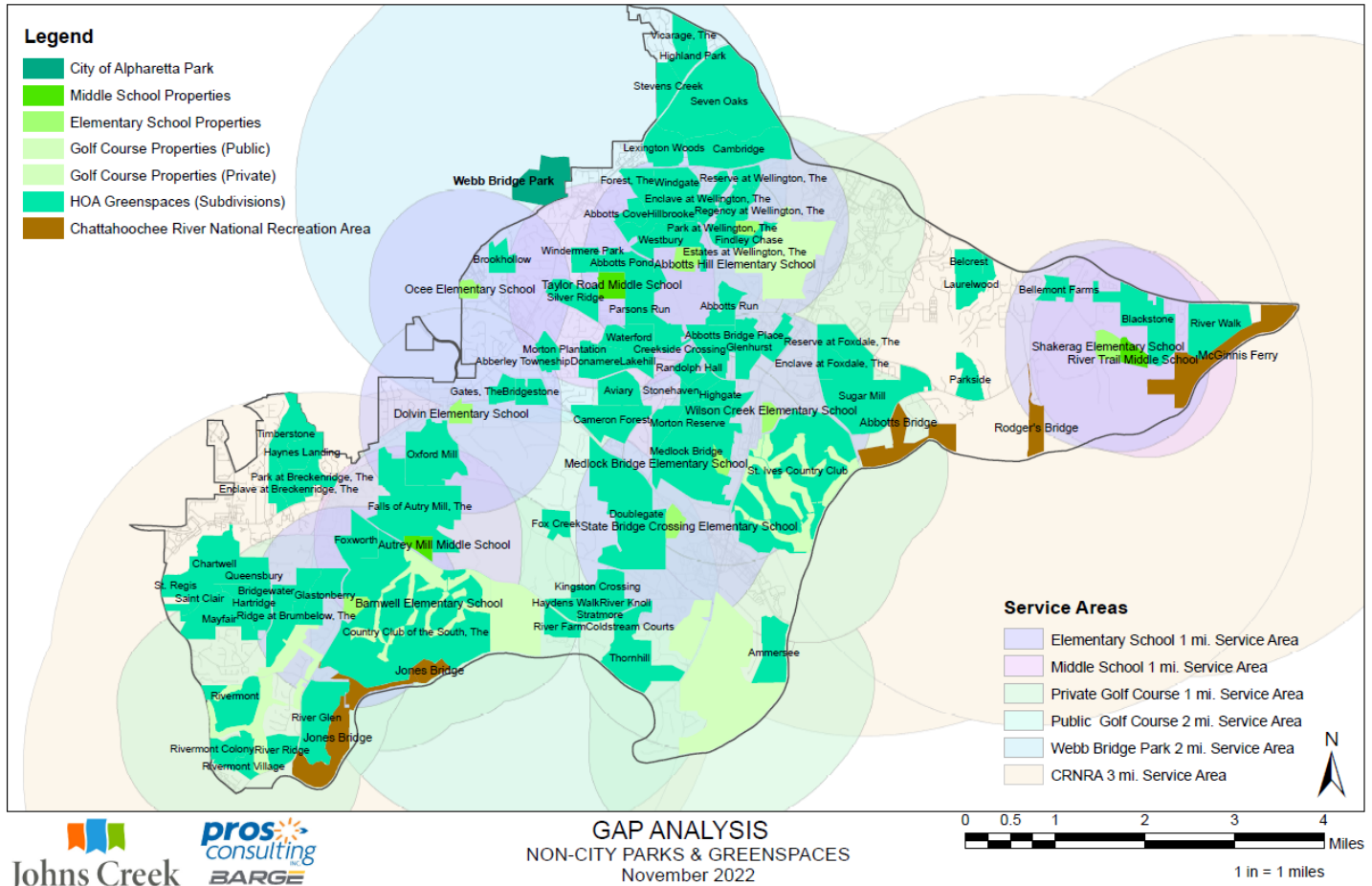
## SITES MEETING NEIGHBORHOOD PARK NEEDS

There are a multiple of public and private park facilities in Johns Creek that serve the traditional need provided by neighborhood parks. In the map below are depicted public school facilities that are accessible, as well as homeowner association neighborhoods with their own recreation and park amenities.



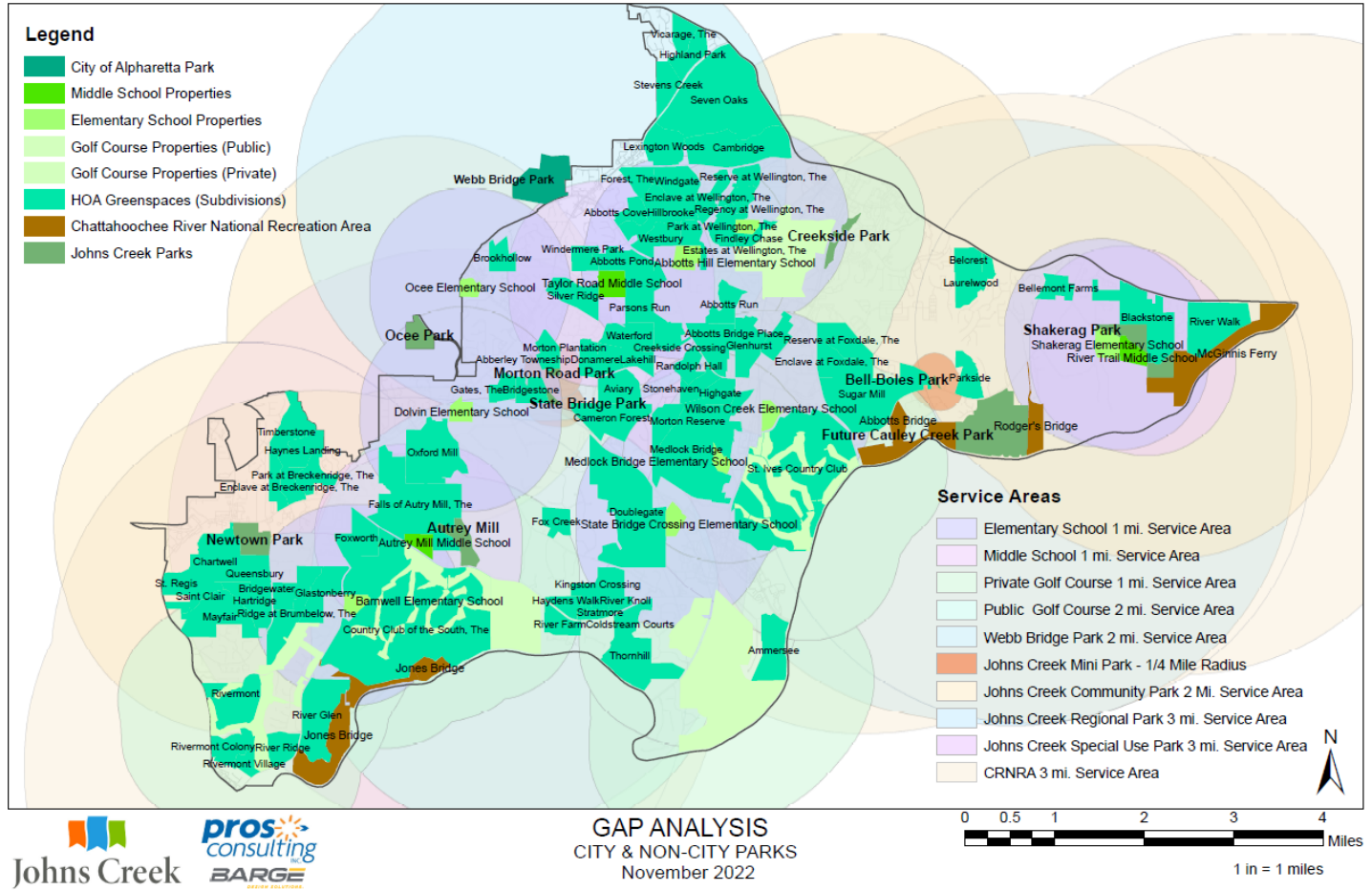
## NON-CITY PARKS IN JOHNS CREEK

The map below depicts all non-city parks in Johns Creek or immediately adjacent to Johns Creek that help to meet the recreation and park needs of residents. This includes school parks, homeowner association parks, Webb Bridge Park of neighboring Alpharetta, and the sites of the Chattahoochee River National Recreation Area.



## COMBINED PARK ASSETS IN JOHNS CREEK

The map below depicts all park assets in Johns Creek, including city-owned parks, school parks, homeowner association parks, Webb Bridge Park in neighboring Alpharetta, and Chattahoochee River National Recreation Area.



As seen in this map featuring all the combined park assets within Johns Creek it is easily noted there is a significant presence of park and recreation amenities within the community beyond the city parks. The prevalence and wide geographic distribution of private recreation areas and facilities is a large reason why the City has intentionally not established a system of neighborhood parks as this would be duplicative of these other existing sites. With the combined ecosystem of private facilities (HOA parks and golf courses), and the myriad of public park facilities it is clear the Johns Creek community is well covered in park assets.



## FACILITY / AMENITY PRIORITY RANKING MODEL

The purpose of the Facility/Amenity and Program Priority Rankings is to provide a prioritized list of facility/amenity needs for the community served by the Johns Creek Recreation and Parks Division. Quantitative data was used from the statistically-valid community survey as the most heavily weighted variable as this is the most representative sample of the community at-large. Additional variables include the qualitative input received through public forums, stakeholder interviews and focus groups, as well as the prioritization scores received from City staff and the Consultant team. Of all these methodologies, the results of the statistically valid survey receives the greatest weighting when determining prioritized needs because it is most representative of the entire Johns Creek community. This culminates into a weighted scoring system is used to determine the priorities for Johns Creek recreation and park facilities/amenities as detailed below.

Data Source	Component	Weighting
Quantitative Community Input	Importance Rankings Reported by the Community Survey – This is used as a factor from the importance allocated to a facility/amenity by the community.	50%
Qualitative Community Input	Relative importance of park and recreation facilities/amenities as communicated in public forums, stakeholder interviews, and focus groups.	20%
City Staff Input	Relative importance of park and recreation facilities/amenities as ranked by leadership staff of the City of Johns Creek.	15%
Consultant Team Input	Relative importance of park and recreation facilities/amenities as ranked by the Consultant team.	15%



The following prioritization scoring depicts ranked facility/amenity priorities overall for the 35 facility/amenities evaluated in the community input process.

### Facility / Amenity Priority Ranking Model

Facility / Amenity	Priority Ranking
Paved trails - multi-use	12.00
Unpaved trails - multi-use	10.90
Maker space - multi-purpose	10.00
Outdoor rectangular sports fields	9.40
Farmers Market	9.20
Water access	9.20
Pickleball courts	9.00
Splash pads	8.20
Restrooms	8.16
Park equipment for all abilities/all ages	8.00
Outdoor amphitheater	8.00
Indoor walking/jogging track	8.00
Large community parks	7.20
Open space and conservation areas	7.10
Indoor gym space	7.00
Outdoor adventure park	6.80
Diamond sports fields	6.70
Outdoor multi-use sport courts	6.70
Indoor courts for tennis / pickleball	6.65
Picnic areas	6.30
Outdoor artificial turf ballfields	6.20
Cricket fields	6.10
Community gardens	6.00
Park equipment for senior adults	5.60
Disc golf	5.40
Dog Park	5.30
Indoor aquatic center	5.16
Small neighborhood parks	5.00
Golf course	4.20
Shelters / pavilions	4.00
Environmental education center	4.00
Skateboard parks	3.30
Outdoor exercise / fitness equipment	2.98
Indoor multi-purpose sports fields	2.60
Hockey / ice rink	2.20

Priority Ranking	Score
High Priority	8.0-12.0
Moderate Priority	5.0-7.9
Low Priority	1.0-4.9

## ADDITIONAL SITE AND FACILITY PLANS

There are additional site and facility plans that have been recently developed and approved or currently in the process of approval that relate to this *Recreation and Parks Master Plan*. These are considered to be related and subsidiary to this community-wide Master Plan and are highlighted in the sections that follow.

### CAULEY CREEK PARK MASTER PLAN

The site and facility master plan for Cauley Creek Park was developed and approved in 2020 and the colored portion of the graphic below are under construction. The initial development is currently scheduled to be completed in Summer 2023. This will be largest park by land area in Johns Creek and will be classified as a regional park.



CAULEY CREEK - PHASE 1+  
JOHNS CREEK, GEORGIA JULY 2020

0' 120'  
SCALE: 1" = 120'



Johns Creek  
by the exception

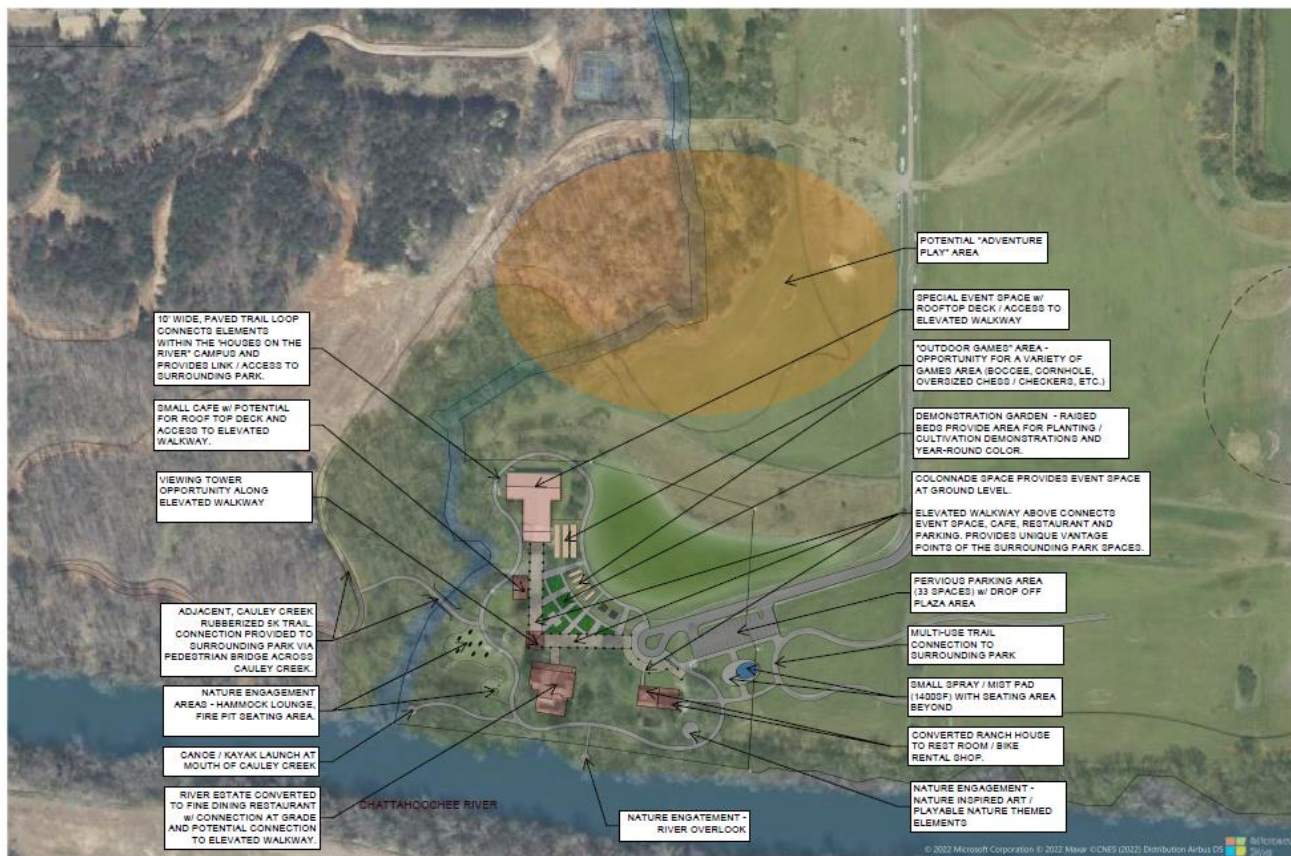
**BARGE**  
DESIGN SOLUTIONS

The grayed-out areas indicated on the master plan above represent future phases of development which includes, but is not limited to multiple diamond ballfields, multiple playgrounds, disc golf course, and an extensive dog park.



## CAULEY CREEK PARK OUTPARCEL

There was a roughly 10-acre outparcel acquired since the completion of the Cauley Creek Park Master Plan that is surrounded by Cauley Creek Park at the confluence of Cauley Creek and the Chattahoochee River. This site features existing facilities that are well suited for adaptive reuse, as well as a variety of open spaces. Concurrent to the *Recreation and Parks Master Plan* a conceptual design exercise with the City Council was held to plan for the area. The conceptual master plan excerpted below was reviewed by the Recreation and Parks Advisory Committee and Convention and Visitors Bureau of Johns Creek. This conceptual plan is not a master plan of this site, but rather an illustration of what is possible based on the desired outcomes and prevailing priorities and values of community leadership. The illustration of this conceptual design is provided below.



## MACEDONIA CEMETARY

The Macedonia Methodist African Church Cemetery (“Macedonia Cemetery”) is located on the east side of Medlock Bridge Road (near the intersection of State Bridge Road and Medlock Bridge Road) just north of the Club Corners Car Wash. The Macedonia Cemetery property consists of approximately 1.92 acres and is the final resting place for historically significant African-Americans from the early 1900s. However, the cemetery has not been maintained and has deteriorated into disrepair.

In 2021, in an effort to preserve and protect the significant historical and cultural site, the City acquired the property. As part of the acquisition, the City conducted a survey and ground penetrating radar (GPR) to locate unmarked graves. The land transfer was completed in September 2021. The City has begun working through access issues to the landlocked property. The City engaged a consultant to prioritize future improvements to the property. The master plan was completed in August 2022. Since its completion, staff has been working to implement the recommendations of the report. The first implementation project was relocation of the fence. An aluminum fence had been previously erected around the area assumed to be the main burial area. The consultant for the master plan agreed it is possible the burial area could reasonably extend past the current fenced area and recommended as a first step the City should remove the current fence. The new fence was installed to encompass the assumed former church location as well as the burial area (delineating both from the sloped hillside below). The fence relocation was completed in October 2022.

With the implementation efforts prioritized by the Macedonia Cemetery Strategic Plan underway, in November 2022 staff returned to Council for further discussion about options and alternatives for considering community feedback and requests. City management continues to hear from well-intentioned groups and individuals with ideas for improvements they believe are necessary for the property.

Council reached consensus to improve information sharing about the City’s efforts by creating a page within the City’s website to serve as a common repository to share the information and plans for the Macedonia Cemetery property. Additionally, Council reached consensus to form a non-profit organization specific to Macedonia Cemetery. Having a nonprofit organization for Macedonia Cemetery is anticipated to provide a means that interested individuals and corporations could make tax-deductible charitable contributions and a means by which grants could be pursued for improvements at the property.

The complete master plan for Macedonia Cemetery is featured in the appendices of this plan.





## AUTREY MILL NATURE PRESERVE

Autrey Mill Nature Preserve is a 46-acre city-owned that is operated by the Autrey Mill Nature Preserve Association (AMNPA), which is an independent 501(c)3 partner to the City of Johns Creek. AMNPA operates all facilities and programming on the site and manages the facilities with assistance and support of the City. In Fall 2022 a master plan was completed led by Foresite Group to evaluate site and facility conditions of the nature preserve including the three miles of nature trails. This master plan also included recommended facility upgrades and developments that would both preserve the integrity of the site and facilities, while also enhancing the visitor experience. An illustration of existing conditions from that master plan is provided below.



- LEGEND**
- 1 SUMMERHOUSE
  - 2 PROGRAM BARN
  - 3 RESTROOMS
  - 4 TENANT FARMHOUSE
  - 5 AMPHITHEATER & STAGE
  - 6 VISITOR CENTER & ANIMAL HABITAT
  - 7 GRAVEL PARKING
  - 8 FARM MUSEUM
  - 9 POLE BARN
  - 10 GREEN STORE
  - 11 HERITAGE GARDENS
  - 12 OLD WARSAW CHURCH
  - 13 PAVED PARKING
  - 14 FRONT PORCH STAGE
  - 15 SMOKEHOUSE
  - 16 FOREST TRAIL HEAD
  - 17 EXPLORATION ZONES
  - 18 WILDFLOWER TRAIL
  - 19 UPPER PAVILION & RESTROOMS
  - 20 BUTTERFLY GARDENS
  - 21 GOAT PEN
  - 22 WARSAW TRAILHEAD
  - 23 PERIMETER TRAILHEAD



## AUTREY MILL NATURE PRESERVE & HERITAGE CENTER

### EXISTING CONDITIONS



The complete master plan for Autrey Mill Nature Preserve is featured in the appendices of this plan.

## RECREATION PROGRAM ANALYSIS

### OVERVIEW

The consulting team conducted a Recreation Program Analysis of the services offered by the City's Recreation and Parks Division. The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying Core Program Areas, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents and visitors.

The consulting team based these program findings and recommendations based on a review of information provided by the Division including program descriptions, financial data, website content, and discussions with staff. This report addresses the program offerings from a systems perspective for the entire portfolio of programs.

### FRAMEWORK

The Mission of the Division is "enhancing the wellbeing of its residents and visitors through comprehensive recreation and park programs, facilities, and services." In order to help achieve these goals, the Division provides a broad range of youth and adult recreational activities both directly and through program partners like Newtown Recreation, Ocee Park Athletic Association, and Autrey Mill Nature Preserve Association. These program offerings are supported with dedicated spaces, which include over 200 acres of parkland and nature reserve, trails, an active adult center, and more. It should be noted that the Division directly programs some of these spaces and additionally relies on partners and independent sports leagues to program the majority of athletic facilities. The data represented in this analysis includes the programs provided by the primary partners.



## PROGRAM ASSESSMENT OVERVIEW

Below are some overall observations that stood out when analyzing the programs provided:

- Overall, the **program descriptions/goals** do an excellent job of effectively communicating to the public key benefits and desired outcomes of each Core Program Area.
- **Age segment distribution** is aligned with the community's current population but needs to be monitored annually to ensure program distribution continues to match evolving Johns Creek's demographics.
- **Program lifecycles:** Approximately 4% of the system's current programs are categorized in the Introduction Stage, while 3% of programs fall into the Decline Stage. A more complete description of Lifecycle Stages can be found later in this analysis.
- From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods when promoting their programs including: printed and online program guide, the Division's website, flyers/posters, Email blasts, in-facility signage, e-news updates, and various social media platforms as a part of the marketing mix.
  - The Division would benefit from identifying Return on Investment (ROI) for all marketing initiatives.
  - The Division has an opportunity to increase the number of cross-promotions.
- Currently, **customer feedback methods** do not appear to be consistently utilized across core program areas. Moving forward, it is highly recommended that the Division begins incorporating user feedback and tracking it over time. Specifically, pre-program evaluation and lost customer surveys are highly recommended feedback tools that should be considered moving forward.
- **Pricing strategies** are varied across the board. Currently, the most frequently used approaches are competitive market value pricing, pricing based on age segment, and pricing based on ability of the customer to pay. This latter strategy is more representative of select pricing methodologies utilized by program partners to the City. This should be continued in addition to implementing some new and additional pricing strategies which can be found later in this analysis. Furthermore, it is essential to understand current cost of service in order to determine ideal cost recovery goals.
- **Financial performance measures** such as cost recovery goals are currently not being utilized across Core Program Areas based on different program types. Moving forward, it is recommended for staff to consider tracking cost recovery for all program areas. When doing so, the staff should factor in all direct and indirect costs pertaining to programming. A focus on developing consistent earned income opportunities would be beneficial to the Division's overall quest for greater fiscal sustainability.



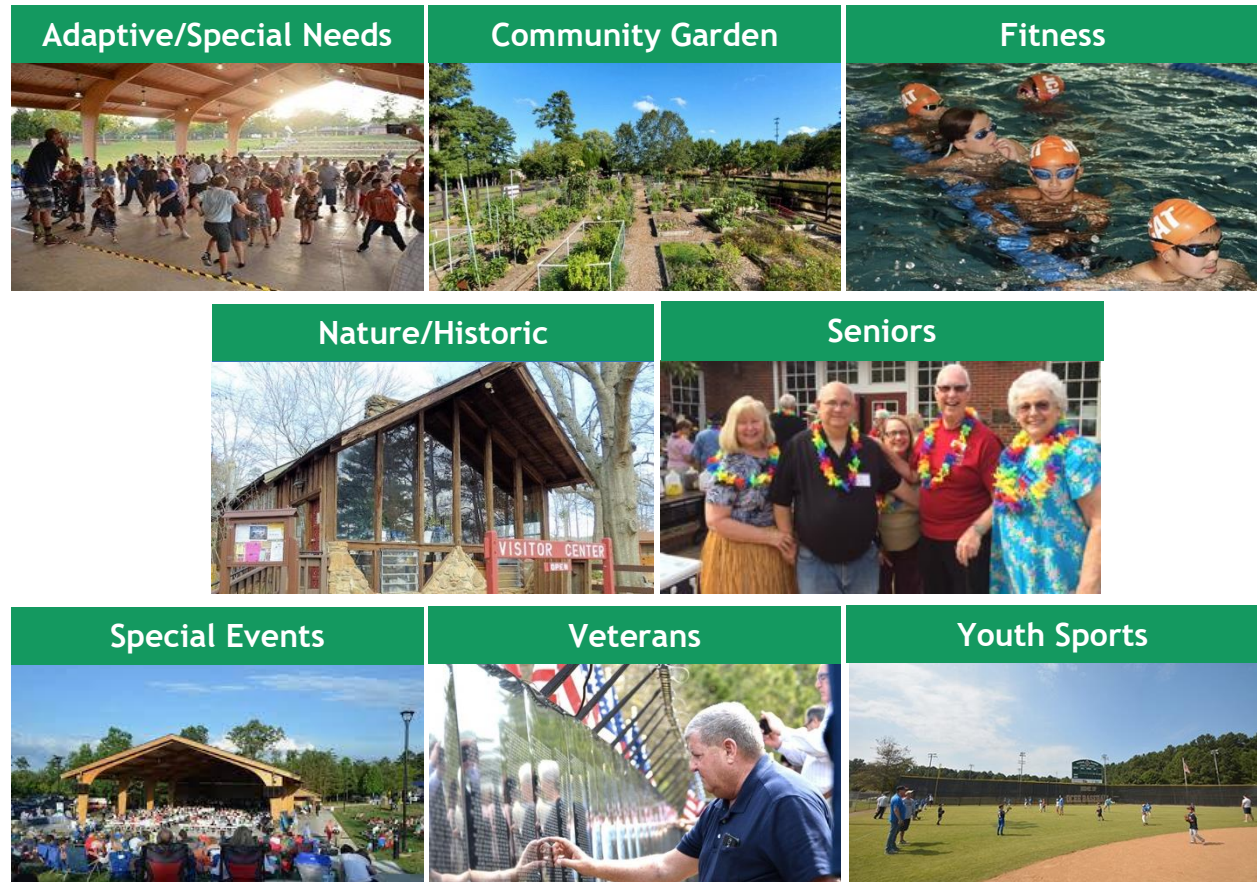
## CORE PROGRAM AREAS

To help achieve the Division's mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area is to assist staff, policy makers, and the public to focus on what is most important to the community. Program areas are considered as Core if they meet a majority of the following criteria:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the program area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.





### EXISTING CORE PROGRAM AREAS

Through discussions with the Division staff, eight Core Program Areas were identified that are currently being offered. **Please note that Youth Sports are offered at two different parks facilities, Newtown Park and Ocee Park.**



## MAJOR PROGRAM TYPE DESCRIPTIONS, GOALS AND EXAMPLE PROGRAMS

Across and within each of the Core Program Areas there are major program types that are designed to meet current and emerging needs of Johns Creek residents. Those are described in the table below and on the following page.

 <b>Youth Sports:</b> <b>Newtown/Ocee Park</b>	<p><b>Description:</b> Variety of entry-level recreational youth sports for children to learn fundamental skills. Programs are focused on providing safe care outside of parental/guardian supervision, with an emphasis on kindergarten through 5<sup>th</sup> grade aged youth.</p> <p><b>Goals:</b> Cost competitive youth sports programs to meet the basic recreational sports needs of the community. Provide children with focused programming which caters to all skill levels and abilities, specifically focused on K-5 programming.</p>	<ul style="list-style-type: none"> <li>• K-5 sports</li> <li>• Summer Camp</li> <li>• Clinics</li> <li>• Soccer</li> <li>• T-Ball/Baseball</li> <li>• Lacrosse</li> <li>• Tennis</li> <li>• Newtown Tots</li> </ul>
 <b>Nature/Historic Preservation</b> <b>Autrey Mill Nature Preserve</b>	<p><b>Description:</b> Structured activities that are instructor led or individual based that improve or capitalize on an appreciation of nature or historic aspects of the Autrey Mill Nature Preserve.</p> <p><b>Goals:</b> Provide passive recreational programming for all ages in a 46-acre setting.</p>	<ul style="list-style-type: none"> <li>• Summer Camps</li> <li>• Sunday Socials</li> <li>• Hikes</li> <li>• Living Lab</li> <li>• Cooking/Crafts Club</li> <li>• Feeding Fridays</li> </ul>
 <b>Community Garden</b>	<p><b>Description:</b> Several raised garden plots at Newtown Park available for rent to the community.</p> <p><b>Goals:</b> Provide gardening opportunities for residents who don't have a home garden.</p>	<ul style="list-style-type: none"> <li>• Newtown Park Community Garden</li> </ul>
 <b>Veterans</b>	<p><b>Description:</b> Monthly Veteran meetings, social gatherings, and events to honor and celebrate our local veterans.</p> <p><b>Goals:</b> Johns Creek is a Purple Heart City who takes pride in valuing our veterans through a Memorial Walk and The Wall That Heals display as well as opportunities for mental/physical well-being.</p>	<ul style="list-style-type: none"> <li>• Monthly Veteran Meetings</li> <li>• Events/Activities for Veterans</li> <li>• Honoring Our Veterans Event</li> </ul>



 <b>Special Events</b>	<p><b>Description:</b> Variety of events to increase the sense of community within our City.</p> <p><b>Goals:</b> Provide organized, high value events that meet the needs of our diverse community.</p>	<ul style="list-style-type: none"> <li>• Easter Bunny Hop</li> <li>• Pitch-Hit-Run</li> <li>• Touch-A-Truck</li> <li>• Summer Concert Series</li> <li>• Pup-A-Palooza</li> <li>• Holiday Festival</li> </ul>
 <b>Seniors and Active Adults</b>	<p><b>Description:</b> Provide a wide variety of events, trips, educational sessions, games, fitness, and camaraderie to our community members who are 62 or older.</p> <p><b>Goals:</b> Foster a sense of inclusion and opportunities for life-long learning, relationship building, and health among our senior population.</p>	<ul style="list-style-type: none"> <li>• Fitness classes</li> <li>• Educational Programs</li> <li>• Holiday Luncheons</li> <li>• North Fulton Golden Games</li> </ul>
 <b>Fitness</b>	<p><b>Description:</b> Offer free outdoor fitness classes to the community. Provide a GRPA State Swim Team opportunity for kids ages 7-18. Organize adult coed softball league.</p> <p><b>Goals:</b> Allow for a wide variety of fitness activities, free of cost to be utilized by any community member regardless of gender, age, etc. Engage 50-80 summer swim league kids who then compete at the GRPA state meet. Provide organized league play for adults.</p>	<ul style="list-style-type: none"> <li>• Free Outdoor Fitness Classes</li> <li>• JCAT State Swim Team</li> <li>• Adult Coed Softball</li> </ul>
 <b>Adaptive / Special Needs</b>	<p><b>Description:</b> Programs and activities specifically for members of our community that have special needs.</p> <p><b>Goals:</b> To engage and provide programs and events to meet the needs of our community with special needs. To work with neighboring cities to meet the needs of the North Fulton region.</p>	<ul style="list-style-type: none"> <li>• Movie nights</li> <li>• Egg Dash</li> <li>• Bingo nights</li> <li>• Lunch with Santa</li> <li>• North Fulton Special Needs</li> <li>• Special K's Flag Football</li> </ul>

## AGE SEGMENT ANALYSIS

The table below depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified.

Age Segment Analysis						
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages Programs
Adaptive / Special Needs	S	P	P	S		
Community Garden				P	S	
Fitness		S	S	P	S	
Nature/Historic Preservation - Autrey Mill	S	P	S	S	S	
Senior / Active Adult					P	
Special Events						P
Veterans				S	P	
Youth Sports - Newtown Park	S	P	S			
Youth Sports - Ocee Park	S	P	S			

An Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas, and displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis by individual programs, in order to gain a more nuanced view of the data. Based on the age demographics of the Johns Creek community, current program offerings seem to be well-aligned with the community's age profile. With nearly half of Johns Creek's total population being between 18-54 years-old, it is fitting that the adult age segment is highly catered to.

Johns Creek has also done a great job catering to the remainder of the community, by ensuring all age segments have dedicated programming geared towards them. Moving forward, it is recommended that the Division continue introducing new programs in order to address any potential unmet needs in the future. Particularly, dedicated senior programs, as the community's population is projected to continue aging over the next decade.

Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met. It would be best practice to establish a plan including what age segment to target, establish messaging, identify which marketing method(s) to utilize, create a social media campaign, and determine what to measure for success before allocating resources towards a particular effort.

## CORE PROGRAM AREA RECOMMENDATIONS

The existing Core Program Areas and Program Types provide a generally well-rounded and diverse array of programs for the community. Based upon the observations of the consulting team as well as demographic and recreation trends information, staff should evaluate Core Program Areas and individual programs on an annual basis in order to ensure offerings are relevant to evolving demographics and trends in the local community. Furthermore, based on key leadership/focus group input, statically-valid survey results, and discussions with staff, the following overarching recommendations are provided for the Core Program Areas.

### ARTS / CULTURAL EVENTS AND PROGRAMMING

The Johns Creek community is highly diverse and expresses strong interest in arts, music and theater programs (ranked third highest interest in the community survey), as well as STEAM programming (ranked ninth highest in the community survey). Similar results were seen in local participation trend data. There are several existing festivals and community events that are extremely well attended, such as music concerts and movies in the park, with none of them experiencing apparent decline in participation. But to meet the needs of the community, the City should consider expanding the definition of “recreation programming” to include more arts, cultural, and STEAM experiences and opportunities. The consultant team has seen this in communities that are highly diverse and active

similar to Johns Creek. It is recommended the Division continue to provide the current high-quality events and programs in this area of focus, as well as explore additional events or programs that meet these interests and needs. Notable efforts already underway by the city that may be a means to capitalize on doing more for arts, cultural, and STEAM experiences include the work of the newly appointed Arts, Cultural, and Entertainment Committee, the Legacy Center Task Force and Working Group’s efforts to explore creating a cultural and performing arts complex, and exploration of repurposing the Cauley Creek Plant into a makers space / robotics center / STEAM playground.



### YOUTH SPORT FACILITIES

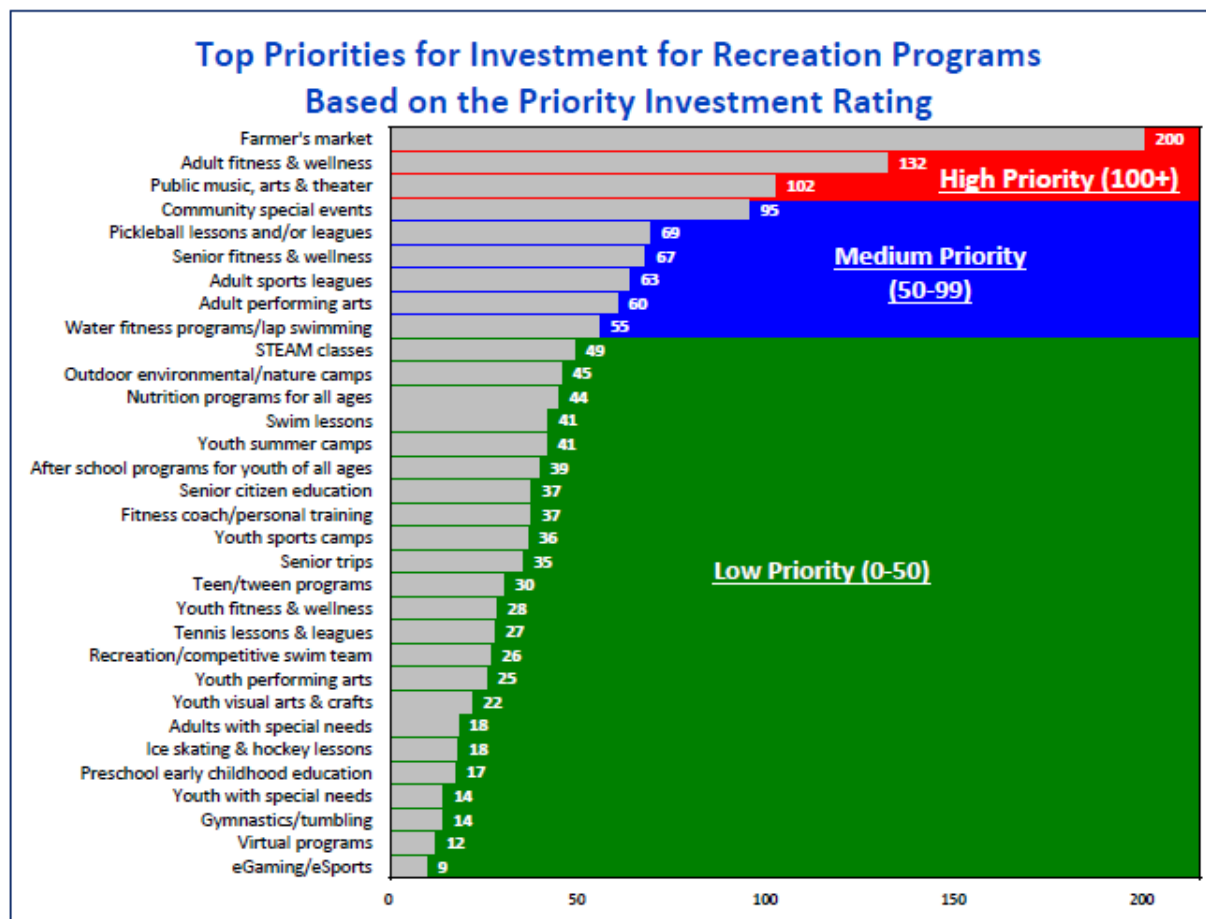
There is fairly substantial concern among key stakeholders and members of the community about availability of facilities that support competitive and community-run youth athletics, including teams and groups playing adaptive sports. Families with children are a substantial part of the residential population of Johns Creek and demand for facilities often outstrips supply because of the popularity of youth athletic programs. To address this issue, it is recommended the Division should work to increase the number and diversity of facilities, as well as amenities that improve usability. The current construction of Cauley Creek Park and its four multi-purpose fields and hard courts will do some to alleviate the current needs but additional consideration should be given to provide facilities for community use.

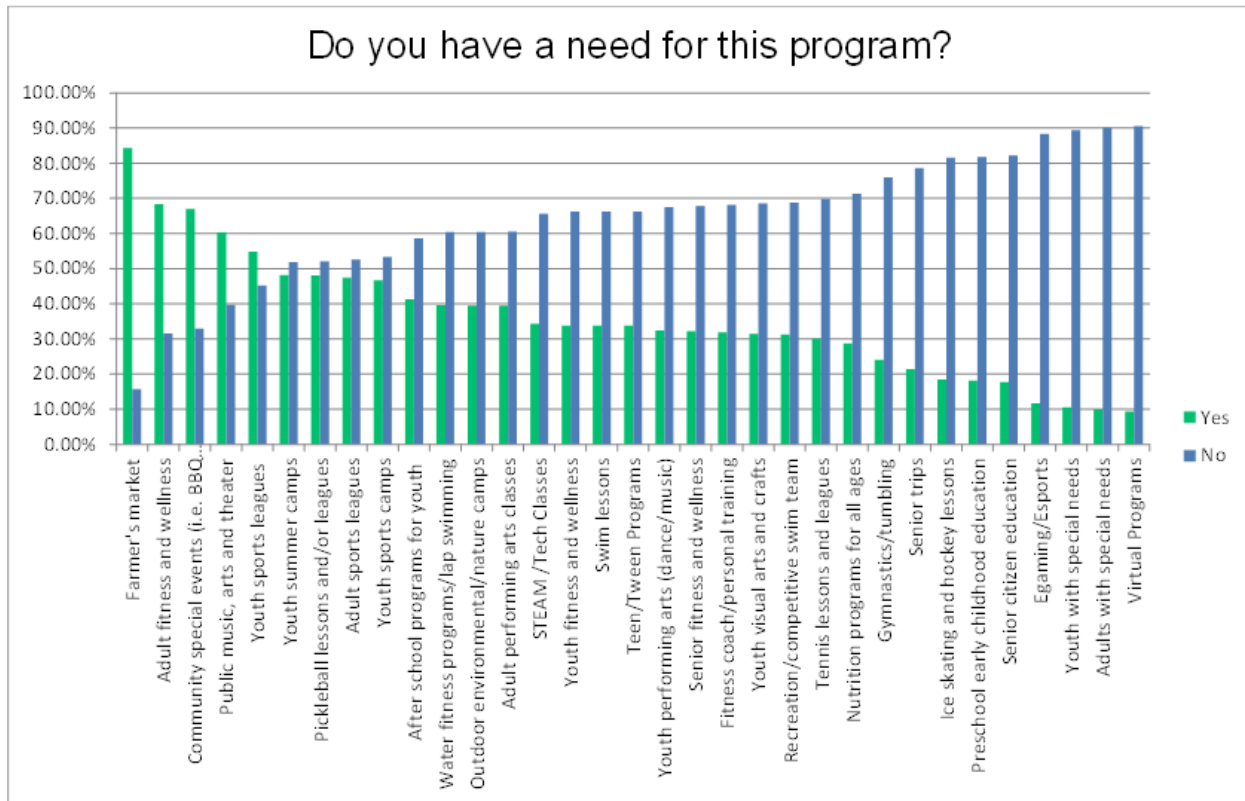
## COMMUNITY SURVEY PROGRAM PRIORITIES

The results from the community survey conducted by ETC Institute provide another lens by which priority can be considered. The following Priority Investment Ratings (PIR) for recreation programs equally weights (1) the importance that residents place on each program and (2) how many residents have unmet needs for the program. The following recreational program areas ranked as being high priorities for investment were:

1. Farmers' Market (PIR = 200)
2. Adult fitness and wellness programs (PIR = 132)
3. Public music, arts and theater (PIR = 102)

The chart below shows the Priority Investment Ratings for each of the 32 programs assessed in the statistically valid survey. The chart on the following page features community program priority results from the online survey administered in the master planning process.





The combined results from both community surveys indicate the highest program priorities for Johns Creek are:

1. Farmer's market
2. Adult wellness and fitness
3. Public music, arts and theater
4. Community special events
5. Youth sports leagues





## PROGRAM STRATEGY ANALYSIS

### PROGRAM LIFECYCLE ANALYSIS

A Program Lifecycle Analysis involves reviewing each program offered by the Division to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the Division to ensure that an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data, but rather, is based on staff members’ knowledge of their programs. The following table shows the percentage distribution of the various lifecycle categories of the Division’s programs. These percentages were obtained by dividing the number of programs in each individual stage with the total number of programs listed by staff members and partners.

Lifecycle Analysis				
Stages	Description	Actual Programs Distribution		Recommended Distribution
Introduction	New Programs; modest participation	4%	67%	50%-60% Total
Take-Off	Rapid participation growth	15%		
Growth	Moderate, but consistent participation growth	48%		
Mature	Slow participation growth	24%	38%	40%
Saturated	Minimal to no participation growth; extreme competition	7%	10%	0%-10% Total
Decline	Declining participation	3%		

Overall, the Lifecycle Analysis depicts a mostly healthy program distribution when compared to the recommended distribution. Approximately 67% of all programs fall within the beginning stages (Introduction, Take-Off, & Growth). It is recommended to have 50%-60% of all programs within these beginning stages as they provide the Division an avenue to energize its programmatic offerings. These stages ensure the pipeline for new programs is there prior to programs transitioning into the Mature stage. According to staff, only 38% of all program offerings fall into the Mature Stage. This stage anchors a program portfolio and it is recommended to have roughly 40% of programs within this stage in order to achieve a stable foundation.

Additionally, 10% of programs are identified as being Saturated (1%) or Declining (0%). It is a natural progression for programs to eventually transition into Saturation and Decline Stages. However, if programs reach these stages rapidly, it could be an indication that the quality of the programs does not meet expectations, or there is not as much of a demand for those programs. As programs enter into the Decline Stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, staff should modify these programs to begin a new lifecycle within the Introductory Stage or replace the existing programs with new programs based upon community needs and trends.

Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Division could include annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends. These program performance metrics should be the primary criteria through which current or future programs are determined as evaluated by staff.

A table detailing all program and service offerings by the City and its official program partners and their current lifecycle phase is included on the following page.

LIFECYCLE STAGE OF PROGRAM							
For each Program, place an 'X' to indicate which Lifecycle Stage it is currently in.							
Core Program Area	Program	Introduction New program; modest participation	Take-Off Rapid participation growth	Growth Moderate, but consistent participation growth	Mature Slow participation growth	Saturated Minimal to no participation growth; extreme competition	Decline Declining participation
Youth Sports - Newtown Park	Soccer				X		
	T-Ball / Baseball					X	
	Lacrosse				X		
	Tennis				X		
	Flag Football			X			
	Strive For Girls - Basketball			X			
	Newtown Tots				X		
	Summer Camp - STEM		X				
	Summer Camp - All Star		X				
	Summer Camp - Baseball				X		
	Summer Camp - Basketball			X			
	Summer Camp - Flag Football				X		
	Summer Camp - Boys Lacrosse					X	
	Summer Camp - Girls Lacrosse					X	
	Summer Camp - Soccer			X			
	Summer Camp - Tennis				X		
	Summer Camp - Strive For Girls				X		
	Softball						X
Youth Sports - Ocee Park	T-Ball / Baseball			X			
	Travel Baseball		X				
	Clinics	X					
	All Star/Travel Tournaments			X			
Nature/Historic Preservation - Autrey Mill Nature Preserve	Summer Camps		X				
	Home School Adventures			X			
	Pre-School Adventures		X				
	Cooking & Crafts Club			X			
	Feeding Fridays		X				
	Sunday Socials	X					
	Living Lab	X					
	Goat Walking			X			
	Hikes		X				
	Historic Tours			X			
	Seasonal Camps (School Break)		X				
Community Garden	Newtown Park Community Garden				X		
Veterans	Monthly Veteran Meetings			X			
	Events/Activities for Veterans			X			
	Honoring Our Veterans Event			X			
Special Events	Easter Bunny Hop			X			
	Pitch-Hit-Run						X
	Touch-A-Truck			X			
	Summer Concert Series			X			
	Summer Movies in the Park			X			
	Independence Day Celebration			X			
	Patriot Day Commemoration				X		
	Pup-A-Palooza			X			
	MLB Play Ball				X		
	Trunk or Treat Halloween Festival			X			
Senior / Active Adult	Holiday Festival				X		
	Breakfast with Santa					X	
	Fitness classes			X			
	Silver Sneakers Classes			X			
	Holiday Luncheons				X		
	Educational Programs			X			
	Cards/Games				X		
	Arts/Crafts			X			
	Technology		X				
	Day Trips		X				
Fitness	Social Gatherings (ie: book club, potluck, etc)			X			
	Free Outdoor Fitness Classes			X			
	JCAT State Swim Team				X		
Adaptive / Special Needs	Adult Coed Softball					X	
	Egg Dash				X		
	Movie Nights			X			
	BINGO Nights			X			
	Lunch with Santa			X			
	North Fulton Special Needs			X			
	North Fulton United Soccer			X			
	Special K's Flag Football			X			

## PROGRAM CLASSIFICATION FOR COST RECOVERY

As discussed earlier in the demographics section, the residents of Johns Creek are affluent as compared to both the region and state. The city is also financially stable and of strong fiscal health as seen in its triple-A bond rating, low debt ratio, and comfortable unassigned fund balance (reserves). When these factors are combined with the lean and cost-effective means utilized to provide recreation and park services in the city, to this point the City has not focused on cost recovery from recreational services and programs provided by the city. The Mayor and City Council have previously identified recreation and park services as means that add to the quality of life in the city and ones that should be provided in an inclusive and available means for all to participate rather than a revenue-generating source.

In communities that do not have the ability or interest to cover the cost of special events and programming, programs and services can be classified based on how each program serves the overall organization mission, the goals and objectives of each Core Program Area and a means by which decisions could be made about how the program should be funded or inform targets for cost recovery.

In the Appendix, additional information is provided as to how the Division could (1) classify programs and services based on the public or private benefit they provide, (2) calculate the full cost of each program, and (3) establish a cost recovery percentage and adjust program prices accordingly.

Of note, the overwhelming majority of the City's special events are presently provided in a means that makes them "free" to participants. Whether it is the Easter Bunny Hop in the spring, the summer movie and concert series, or the Trunk-or-Treat Halloween Festival, participants are not presently charged an entry fee or participation for the majority of special event components. Most events include sale of food and beverages by vendors but the core event components are "free" to participants with event costs covered by the City. Recovering costs from special events may have a negative impact on participation and receptivity to those events by the community. Also of note, costs for youth sports programming (offered at Newtown Park and Ocee Park) and nature programming (offered at Autrey Mill) are set not by the Division or the City but by the program partners (Newtown Recreation, Ocee Park Athletic Association, and Autrey Mill Nature Preserve Association).

For Johns Creek, rather than spending the staff time and resources on program classification and setting cost recovery targets, it may be more productive for the city to further investigate partnering with community businesses as sponsors for events and utilizing volunteers to supplement paid full-time and part-time staff to staff events. Recent event additions such as the Diwali Festival in the fall and the Holiday Festival - Holly Jolly Block Party have benefited from community business sponsorships and use of volunteers to grow the events and help defray the full cost.

## PROGRAM STRATEGY RECOMMENDATIONS

In general, the Division should continue its current process of evaluating programs on both individual merit as well as the program mix as a whole. As the City seeks to expand and formalize the recreation network in Johns Creek, there should be additional consideration of expanding the "official" program partners of the City.

### MINI BUSINESS PLANS

One effective tool the consulting team has seen in other communities is the creation of mini business plans (2-3 pages) for each Program Area. These plans evaluate a Program Area based on factors such as meeting the outcomes desired for participants, percentage of the market and business controls, and marketing strategies. If developed consistently, they can be effective tools for budget construction and

used as marketing and communication tools. This also can be used as an evaluation process and tool for making annual decisions around which programs to continue as is, modify, or discontinue.

Although they are not referred to as business plans, the Division staff do something similar by setting budgets for each event, tracking expenses (and revenues) by event, setting event plans (including marketing strategy and run of show), as well as after action reviews for each event.

### PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

In addition to individual program analysis and program assessment, tracking of event factors such as lifecycle, age segment, and classification can be used to inform program decision-making.

The figure to the right can be used to compare programs and prioritize resources. In addition, this analysis can help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired. If the program/service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions the next step is to determine the marketing methods by completing a similar exercise as the one seen here.

Of note, although not referred to as a decision-making matrix, the Division already tracks and monitors event attendance, comparisons to historical trends, and many of the recommended aspects and uses this information in the preparation of the annual special event and program recommendations that are reviewed (and finalized) by the Recreation and Parks Advisory Committee and ultimately the Mayor and City Council.

Marketing & Promotion Methods				Internal Factors			
Program Idea (Name or Concept): _____				Priority Ranking: <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low			
Marketing Methods				Program Area: <input type="checkbox"/> Core <input type="checkbox"/> Non-core			
Activity Guide	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Classification: <input type="checkbox"/> Essential <input type="checkbox"/> Important <input type="checkbox"/> Discretionary			
Website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Cost Recovery Range: <input type="checkbox"/> 0-40% <input type="checkbox"/> 60-80% <input type="checkbox"/> 80+%			
Newspaper Article	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Age Segment: <input type="checkbox"/> Primary <input type="checkbox"/> Secondary			
Radio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Sponsorship/Partnership			
Social Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Potential Partnerships: <input type="checkbox"/> Monetary <input type="checkbox"/> Volunteers <input type="checkbox"/> Partner Skill <input type="checkbox"/> Location/Space			
Fliers - Public Places	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Potential Sponsors: <input type="checkbox"/> Monetary <input type="checkbox"/> Volunteers <input type="checkbox"/> Sponsor Skill <input type="checkbox"/> Location/Space			
Newspaper Ad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Market Competition			
Email Notification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Number of Competitors: <input type="checkbox"/>			
Event Website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Competitiveness: <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low			
School Flyer/Newsletter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Growth Potential: <input type="checkbox"/> High <input type="checkbox"/> Low			
Television	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Digital Sign	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Friends & Neighbors Groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Staff Promotion @ Events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

### EXPAND PROGRAM PARTNERS OR SUPPORT FOR PROGRAM PROVIDERS

It became evident in the recreational program assessment as well as community and stakeholder engagement, including with members of the Recreation and Parks Advisory Committee, that the City should consider opportunities to expand the “official” program partners of the City. At this time, the only official youth program partners are Newtown Recreation, Ocee Park Athletic Organization, and Autrey Mill Nature Preserve Association. Each of these organizations have formal Facility Usage Agreements with the City.

There are multiple volunteer-run and independent organizations also providing youth sport programs in the City that are struggling because of lack of accessibility of sports fields, lack of affordability of City sports fields in some cases, and lack of support promoting awareness of these programmatic opportunities in the community. It is recommended that criteria be established under which program partners that are not managing City facilities can also receive support in improved access to facilities and awareness / promotional assistance. This is important because the City does not provide any of these programs or services directly, and should therefore be actively working to strengthen the broader network of providers in the community and not only working primarily with partners that manage facilities.

## OPERATIONS AND FINANCIAL REVIEW

### OPERATIONAL REVIEW

Johns Creek Recreation and Parks is provided as a Division of the Public Works Department. The Division is responsible for park, facility, and amenity maintenance and development, and the organization and facilitation of community events and recreational programs. The Division consists of five full-time and ten part-time members. The Division is informally divided between a park (site and facility) team (including the Division lead City Engineer and the Parks Manager) and a recreation team (including the Recreation Manager, Park Place Coordinator, Recreation Coordinator and eight part-time Recreation Leaders and two part-time swim coaches). Of note and further discussed below, the Division lead and two managers are contracted positions where the two coordinator positions and ten part-time positions are direct City employees.

The Division is structured in this manner based on the history of how the City of Johns Creek was created 16 years ago. At its 2006 incorporation, Johns Creek entered a public/private partnership with CH2M Hill, (now Jacobs Engineering) an engineering and operations consultant, to provide a wide range of municipal services, including public works and community development. Since that time, some municipal services have been insourced as direct functions of the City, but the professional management of Recreation and Parks remains a contracted service through Jacobs Engineering. As entry level positions have been added to the Division over time (such as the two coordinator positions and ten part-time positions) they have been direct city employees. In addition to the contracted and direct city employees, the park maintenance is subcontracted and recreational offerings are supplemented by designated partners including Newtown Recreation, Ocee Park Athletic Association, and Autrey Mill Nature Preserve Association.

#### PARK SITE AND FACILITY MAINTENANCE

The park site and facility maintenance portion of the Division consists of one (1) City Engineer and one (1) Parks Manager. In addition to leading the Division, the City Engineer reviews plans for park and facility improvements and manages capital improvement projects. The Parks Manager also manages capital improvement projects in the parks from new amenity additions to “refresh” projects at existing parks as well as overseeing subcontracted crews for park and amenity maintenance. While non-traditional, from the results (as evidence in the quality and condition of city parks and amenities and the high marks from the statistically valid survey related to facility maintenance) the consulting team believes the operational structure for the park site and facility portion of the Division works well and efficiently for the City of Johns Creek.

Recommended park and amenity maintenance standards are provided in the Appendix of this plan.

#### RECREATION PROGRAM DELIVERY

The recreation portion of the Division consists of one (1) Recreation Manager, one (1) Recreation Coordinator, one (1) Park Place Coordinator, eight (8) part-time Recreation Leaders, and two (2) part-time swim coaches. The Recreation Manager and Recreation Coordinator primarily organize city special events and a limited number of recreation programs and manage programmatic partners. The Park Place Coordinator primarily organizes events and programs at Park Place Active Adult Center with the assistance of two of the part-time Recreation Leaders. The six other part-time Recreation Leaders work throughout the park system – with one assigned primarily to each of the city’s three community parks (Newtown Park, Ocee Park, Shakerag Park) and one assigned primarily to the city’s special interest park (Autrey Mill). The other two float to assist as needed, especially on nights and weekends. All eight assist with special events



and programs. Many recreational programs are also organized and provided by external partners such as Newtown Recreation, Ocee Park Athletic Association, and Autrey Mill Nature Preserve Association. Newtown Recreation provides a variety of youth sport leagues based primarily at Newtown Park but also utilizes other facilities in the community. Ocee Park Athletic Association exclusively provides T-Ball and youth baseball leagues and programs up to age 15 at Ocee Park. Autrey Mill Nature Preserve Association exclusively provides programming in and out of the Autrey Mill Nature Preserve.

The model of providing core special events and a small number of recreational programs directly with the majority of recreational programs through external partners while non-traditional, from the results (as evidence in the quality and condition of city special events and programs and the high marks from the statistically valid survey related to events and programming) the consulting team believes the recreational program delivery strategy appears to work well and efficiently for the City of Johns Creek.

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## RECOMMENDATIONS

### INDEPENDENT YOUTH RECREATION PROVIDERS

One major limitation to the current operations as observed by the consultant team (in conducting the recreation program analysis and throughout the community engagement process) is that independent youth sport providers in Johns Creek that do not have Facility Usage Agreements with the City are struggling. These volunteer-run, independent youth athletic programs include, but are not limited to Johns Creek Youth Football Association, Johns Creek Cricket Association, Georgia Express FC (soccer), and North Fulton United FC (adaptive soccer). They are filling recreational needs and gaps but report a lack of accessibility to sports fields, lack of affordability to “rent or reserve” City sports fields, and lack of support promoting awareness of their programmatic opportunities in the community. Similarly, non-athletic recreational providers such as the Johns Creek Arts Center would benefit from a more formal relationship with the City. It is recommended that criteria be established under which recreation program partners that are not managing City facilities (and do not need a formal, exclusive Facility Usage Agreement) can have a more formal working relationship with the city and explore, if appropriate, improved access to facilities, and/or awareness and promotional assistance.

### RECREATION AND PARKS DIVISION

It is recognized that the provision of recreation and parks as a contracted municipal service in Johns Creek has worked very efficiently and effectively since the inception of the community in 2006. The Division was named ‘Department of the Year’ for 2020 by the Georgia Recreation and Parks Association. As observed by the consultant team, the contracted staff seamlessly work alongside direct city employees and all demonstrate commitment to high quality sites, facilities, and services, as well as utilizing best practices to design and deliver recreation and park services. The result is a current system of extremely well-maintained sites and facilities, and recreation programs that are high quality but limited by the funding for programming and headcount of the staffing provided directly by the City and contracted through Jacobs. For example, over the last ten years, the City budgeted roughly the same amount of funding for special events and recreational programming. The City had the same number of authorized headcount for full-time city employees in Recreation and Parks for the past 15 years. Jacobs has provided the same two staff members from incorporation through FY2020 as the scope and deliverables requested by the City were largely unchanged. For implementation of Parks Bond projects such as Creekside Park and Cauley Creek construction added in FY2021, Jacobs added the City Engineer to the Division team. Stated plainly, without adding resources and headcount, the Division (both in terms of City staff members and Jacobs staff members) is functioning at full-capacity. With the FY2023 Budget, the Mayor and City Council roughly doubled the amount of funding provided for recreational programming and added a Volunteer

Coordinator (direct city staff member) in an effort to expand special events and more effectively utilize volunteers to support existing and new special events. To provide for a more seamless implementation of the expansion into arts, cultural, and STEAM programming, it is recommended that the Volunteer Coordinator position be transitioned in reporting structure. Presently the position reports up through the City Manager's Office. It is recommended this position become part of the Division, reporting to the Recreation Manager as a peer to the existing Recreation Coordinator and Park Place Coordinator.

Bigger picture, significant feedback was given to the structure of the Division as a whole. In the course of community engagement including community leadership interviews, focus groups, and engagement with the Recreation and Parks Advisory Committee there was a consistent priority shared with the consultant team about the existing management paradigm (part contracted, part direct City employees). A consensus (although not unanimous) to see the provision of recreational programming insourced as a directly provided municipal service sometime in the future. It is also the observation of the consultant team based on national experience showing leading Recreation and Parks Departments are Departments of city employees, as the City continues to mature to meet the diverse recreational needs of its residents, insourcing the Division would be recommended. This transition (for the Division's three full-time contracted members) is not something that must happen within the first year or two of implementing this Master Plan but should be considered over the course of this plan's 10 year implementation timeline. The city could consider phasing a transition by insourcing the recreation side of the Division (Recreation Manager) followed by insourcing of the parks side of the Division (City Engineer and Parks Manager). Few examples exist that would provide insight as to the best process for implementation of insourcing. More readily available examples exist from cities that have outsourced operations to the private sector to save money.

### **CAULEY CREEK PARK**

As the City looks to provide for the staffing and operations of Cauley Creek Park, it is recommended those positions (which are expected to be focused on recreational programming) be insourced, direct city employees. At 203 acres, Cauley Creek Park will double the amount of city-provided recreational amenities, including four lighted multi-purpose fields and multiple hard courts. To manage this new park amenity, additional staff capacity for operations will be needed. The consulting team is aware that the Mayor and City Council set aside funds in the adopted FY2023 Budget for operational support, awaiting insights from this planning process to help determine if those resources should be insourced personnel or contracted personnel.

At this time, the consultant team recommends at least one full-time coordinator position and two part-time recreation leaders be added to operate Cauley Creek Park. Initially, it is anticipated that the staff members will manage rentals of the fields, courts, and 5K staging area. Similar to the city's recent experience with renting fields at Shakerag Park, it is anticipated that the city will begin by evenly sharing the available fields and courts with groups seeking repetitive rentals (aimed at growing programs or delivering recreational sports leagues and teams), as well as providing opportunities for occasional rentals and periods where the fields and courts are available for open, first-come, first-served usage by the greater community. Unique to Cauley Creek Park is its signature 5K perimeter loop trail. It is anticipated that both the current demand for 5K races (primarily held at Newtown Park) as well as additional community and regional demand for 5K races will shift to Cauley Creek Park.

After a full recreation season (at least six months), as groups and the community adjusts to the new park, the consulting team recommends the city conduct a Request for Proposals for a partner association to assist in running and managing the recreational program offerings (similar to the arrangement for

Newtown Recreation at Newtown Park and Ocee Park Athletic Association at Ocee Park). Because the fields at Cauley Creek are designed as multi-purpose fields, it is not recommended to have partner associations for each sports use, because the Division staff would have to referee between groups competing for time and use of the same fields. Having an overall partnership association (with the Division providing guidance on allowing space and time for disparate sports groups) would likely provide for the best outcomes for the use of Cauley Creek Park.

Additionally, based on the success in use subcontracting for maintenance of park facilities and amenities it is recommended that the City subcontract maintenance for Cauley Creek Park.

## FUNDING AND REVENUE STRATEGIES

Park systems often rely on the same funding sources for their projects, programs, and capital improvements, as well as the on-going financial support their agency requires. Funding sources change regarding how they provide funding and what organizations they will support.

Understanding the type of sources and opportunities available can be valuable to the sustainability of a park and recreation system. It is important to expand the range of sources where funding is obtained and develop a strategy to locate new sources. Developing new funding strategies, understanding new potential funding sources, and successfully obtaining new funding can be lengthy and time consuming, yet it can provide capital and operational dollars when normal funding channels change.

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### SUCCESSFUL PARKS AND RECREATION FUNDING OPTIONS

The following three categories are examples of sources considered to be viable methods used in the parks and recreation industry:

- **General Fund:** is the primary source of funding for the Division operations, maintenance, and capital projects and has been since Johns Creek's incorporation. The overall General Fund for the City of Johns Creek is roughly \$70M as of FY2023.
- **Dedicated Millage Rate:** Several municipal governments in Georgia (notably Gainesville) have turned to a dedicated millage as a means of generating revenue for recreation capital projects and operations expenses. The present millage rate for Johns Creek is 3.986 mils, which is below the cap of 4.731 mils.
- **Earned Income:** Revenue generated by membership fees, facility rentals, program fees and other sources where the agency is paid for services or what they provide. The Division receives roughly \$100K per year in athletic field rental fees, roughly \$25K per year in pavilion rentals, \$15K in program fees, and \$10K per year in community room rentals.
- **Financial Support:** These monies are acquired by applying for grants, through foundation fundraising, corporations, organizations, as well as state and federal sources. The Division's largest grant awarded to date has been a \$3M grant through the Georgia Department of Resources' Georgia Outdoor Stewardship Act Program. The funding was awarded towards the construction of the 5K perimeter loop trail at Cauley Creek Park. The City has also benefited from a \$1.5M grant from the Trust for Public Land that was used to acquire part of the property for Cauley Creek Park.

## DEDICATED FUNDING SOURCES

- **General Obligation Bonds** through voter approved referenda are used primarily to support the development of parks and park amenities such as the initial construction of Cauley Creek Park which was largely funded by the 2016 voter-approved Parks Bond in Johns Creek. Under laws of the State of Georgia debt incurred by bond issuance cannot exceed 10 percent of the assessed value of all taxable property. Bonds are typically repaid over a 30 year period, and the funds used for repayment can come from special fees or from existing tax revenues.
- **Hotel/Motel Taxes** can be used to help pay for park facilities and park amenities that generate tourism or develop products that are anticipated to generate tourism. Annually the Mayor and City Council review suggestions from the Johns Creek Convention and Visitors Bureau for tourism product development projects to be funded through hotel/motel tax collections. Several past projects were implemented in city parks.
- **Land Value Captive Taxes** such as a Tax Allocation Districts can be used to build parks and park amenities whereby businesses benefit from higher property values based on their location to these amenities and the difference between the existing property values and the new property value is used to fund the development until the development is paid off.
- **Special Assessment:** Similar to a special assessment for a homeowners association, the city could levy a special assessment. These funds could be appropriated or set aside for a limited purpose.
- **Community Improvement Districts** are typically established in a downtown business district. The CID district requires 60% of the owners to support a higher tax rate for the area (before it is put into place) and the money collected is used for improving the aesthetics such as streetscapes, park areas, flowers, sidewalks, signage, and special events that attract people to spend time and money in the downtown area.
- **Impact Fees** can be used for park development in property near or in a new development. The developer pays the impact fee at the time of the permit like impact fees for roads, sewers, and parks based on the value of the project being built. Under “The Georgia Development Impact Fee Act,” local governments may impose exactions on developers to help finance the expansion of their infrastructure systems only through an impact fee system and only for the specific types of facilities and infrastructures such as recreational facilities. Impact fees can only be established following a study meeting several criteria, developing a schedule of improvements for which the fees would be utilized, and adoption of impact fees. Johns Creek does not have an impact fee structure in place. Where development and redevelopment activity is healthy, impact fees could be generated for infrastructure projects and recreation capital projects.
- **Real-Estate Transfer Fees** can be established, at usually 1% of the sale price, and is paid by the buyer to support ongoing park infrastructure in the area where the house is located.
- **Special Purpose Local Option Sales Tax (SPLOST)** can also be a significant revenue generator for recreation projects. However, no additional SPLOST can be levied in Johns Creek because of the existing SPLOSTs allocated for education and MARTA bring the city to the state limit for local option sales taxes.

## EARNED INCOME

- **Land Leases** allow park system to lease prime property to developers such as for restaurants along trails or in parks, retail operations that benefit users in the park.
- **Healthcare/Hospital Partnerships** are becoming a major partner for park and recreation agencies to help support the development of community centers that have health related amenities in them like fitness centers and walking tracks.

- **Fees for Services** are typically used to support the operational cost and capital cost for parks and recreation programs and amenities.
- **Room Override Rates** from hotels used for major tournaments. These revenues can go back to the city to help pay for the management and cost of hosting the tournament.
- **Park Foundation** typically raises money for park related improvements, programs for disadvantaged users, and/or support the development of new facilities.
- **Local Not-for-Profit Foundations Gifts** can be used to help pay for specific amenities like music at special events or for helping to provide a running event in the city.
- **Capital Fee on top of an Access Fee** to pay for a revenue-producing facility need. This type of fee is usually associated with an amenity like a golf course where the users pay an access fee but to help to improve the facility, like an irrigation system or improve cart paths because, they also pay a capital fee. The fee is removed once the improvement is paid off.
- **Corporate Sponsorships** help to pay for the operations of signature facilities like sports complexes and indoor community centers, and they pay for an impression point usually in the \$0.35 to \$0.50 per impression point on an annual basis.
- **Event Sponsorships** similar to local not-for-profit foundation gifts, event sponsorships can help pay for part or all of a special event in return for inclusion on marketing and event publicity or some form of participation in the event like a vendor table/booth/featured area. Johns Creek has begun to use event sponsorships for community events such as International Festival and the Diwali Festival.
- **Naming Rights** are used to help to capitalize a community center or special use facility and typically are good for 10 to 20 years before it is removed.
- **Public/ Not-for-Profit/ Private Partnerships** are used to help offset operational costs or capital costs for community-based facilities like trails, nature centers, sport complexes, community centers, special event sites that bring in and support a high level of users.
- **Licensing Fees** for a signature park or event that others want to use to make money from can be applied to elements of a park from a user or business as it applies to products sold on site, music, advertising, and on-going events to be held on site.
- **Volunteerism** is an indirect funding source in that it can support the operations of parks and recreation services. The time the volunteer gives can be used as a force multiplier to staff effort but in most cases still requires staff management and supervision for effectiveness.
- **Maintenance Endowments** are established as new facilities are developed like all-weather turf to support replacement costs when the asset life is used up and need replaced.
- **User Fees** can be used to offset their operational cost or cost of the event or service being provided to the user such as reservation fees for rental of a pavilion or amenity. In Johns Creek, user fees are charged to both residents and non-residents for participation in recreation programs. As noted above, the Division receives roughly \$100K per year in athletic field rental fees, roughly \$25K per year in pavilion rentals, \$15K in program fees, and \$10K per year in community room rentals.
- **Non-Resident Fees** are presently charged by Johns Creek in an amount equal to 150 percent of resident fees.

#### FINANCIAL SUPPORT

- **Land and Water Conservation Fund** is the primary funding source for federal grants and requires a match from the local jurisdiction of 50% and have requirements related to the use of the parkland.



- **Transportation Alternatives Program (TAP)** provides greenways and trails grants for park systems through the Georgia Department of Transportation. Eligibility for application include requirements of trails being identified in adopted plans, Resolution of Support for application, and match from the local jurisdiction.
- **Georgia Outdoor Stewardship Program (GOSP)** was established in 2018 to provide a dedicated funding mechanism to support parks and trails and protect and acquire lands critical to wildlife, clean water and outdoor recreation across the state of Georgia. The City was previously awarded a \$3M GOSP grant towards the development of the 5K perimeter loop trail at Cauley Creek Park. Funding grants require local jurisdiction matches and maximum grant award amount is \$3M.
- **Recreation Trails Funding Program** for development of urban linkages, trail head and trailside facilities through the Georgia Department of Natural Resources. Funding grants require local jurisdiction matches and maximum grant award amount is \$100K.
- **Private Donations** can be sought to help develop community-based facilities like community centers, sports complexes, outdoor theatres, and nature education facilities.
- **Set Asides** can be required of new developments for parkland. As an example, in Johns Creek's Town Center, new development is required to designate a certain percentage of land (based on the size of the overall development) for civic space (including parkland).



## RECOMMENDED FUNDING OPTIONS

Based on discussions with City leadership in the master planning process, there are specific alternative funding recommendations that are more preferred for consideration over the next 10 years. These include, but are not limited to:

- A General Obligation **Parks Bond**. The successful passage of the 2016 Parks Bond provided \$40M in recreation and park investments, which includes the development of Cauley Creek Park. It is highly recommended to consider an issuance of another parks bond in order to sufficiently fund the prioritized improvements identified in this Master Plan.
- **Partnerships** are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and the City, or a private business and the City. Two partners jointly develop revenue producing recreation amenity or facility and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner. The existing Parks Without Borders agreement, IGAs, and service delivery agreements are good examples of these partnerships.
- **Corporate Sponsorships** may work for facilities under consideration such as the maker space / robotics center / STEAM playground concept being explored for the former water reclamation facility at Cauley Creek. Although corporate businesses may not have interest in jointly developing or running the facility, they may have interest in a sponsorship or naming rights to a new facility.
- **Event Sponsorships** are an area the City has begun to use to grow and expand community events such as International Festival and the Diwali Festival. The City should consider developing consistent sponsorship packages based on factors such as anticipated event attendance, marketing and event publicity, and means for direct participation by sponsors such as table/booth/featured area.
- **Establishment of a Park Foundation** is an appropriate revenue source for the City to consider in partnership with a local foundation. The park-focused foundation and designated fund can raise money for park related improvements and support the development of new facilities that are needed in the city. The City is presently exploring creating a non-profit organization to focus on improvements for the Macedonia Cemetery. Given the specific and unique needs of the historic cemetery, rather than expand that effort, an overall Park Foundation may be a complementary endeavor.
- **Hotel/Motel Taxes** are used to help pay for recreation facilities that have a high level of tourism involved such as sport tournaments for youth and adults held in the city by the Division and are used to help build and pay for the development and management of those facilities.
- **Earned revenues** are currently popular and expected to continue as a low but important funding source to support costs of recreational and parks services. This includes, but is not limited athletic field rental fees, pavilion rentals, program fees, and community room rentals.

## STRATEGIC ACTIONS AND CAPITAL IMPROVEMENT PLAN

The successful implementation of this Master Plan should be focused around five (5) strategic initiatives that correspond to community needs and what was heard in the community engagement process. These initiatives will be forwarded through a series of capital improvement projects as well as more operational actions. In the sections that follow, the recommended strategic initiatives are discussed and then the traditional Capital Improvement Plan is outlined for the 10-year implementation period.

### STRATEGIC ACTION PLAN

The five strategic initiatives identified by the community are:

- Cauley Creek Park
- Creekside Park
- Trails
- Programming Enhancements
- Existing Park Update

Of note, the five strategic initiatives are not listed in order of priority and were not prioritized by the community inasmuch as different users have different needs of the park and recreation system. The City should balance its efforts to advance each strategic initiative rather than focus on them consecutively. In the action plan that follows, specific strategic actions are identified within each initiative, on a temporal scale of “Short Term” (1-3 years), “Mid Term” (4-6 years), and “Long Term” (7-10 years).

#### Cauley Creek Park

The 203-acre park is presently under development anticipated to open to the public in the summer of 2023. The initial construction includes four multi-purpose rectangular athletic fields, sports courts including futsal, sand volleyball, pickleball, and basketball. The park will be looped by a pervious rubber 5K trail and is anticipated to help address many of the needs identified in this Master Plan such as additional trails, outdoor rectangular sports fields, and pickleball courts. The original conceptual master plan for Cauley Creek included other amenities such as two diamond ballfields, two additional playgrounds, disc golf course, and a dog park. Additionally, since the original conceptual master plan for Cauley Creek was completed, the missing piece at the confluence of Cauley Creek and the Chattahoochee River was acquired by the City and the restrictions on reuse of the other existing buildings (such as the former water reclamation plant) have expired.

*Short Term* – In the short term, it is recommended the City complete the presently funded construction of Cauley Creek Park and celebrate its opening with the community. Although City leadership is well aware of the park and the on-going construction, the community will need to be introduced to this new amenity. Special attention (and resources) should be given to planning inaugural events to celebrate and draw attention to the opening of the park. It is likely this will be Johns Creek’s only 200+ acre park and the City would not want to miss the opportunity to showcase this new jewel in the City’s park system. With the signature 5K trail, the grand opening celebration should probably include a 5K race. Prior to the opening, given the anticipation that 5K races will be in higher demand with the new facility, the City should review and update its Special Event policy and associated fees to encourage appropriate use of the facility and ensure fees are aligned with the market so as not to be over-run with 5K races from the region. Other smaller logistical issues such as permanent wayfinding signage to direct residents to the new park should be planned and installed as the grand opening approaches. To provide for the operations, the City

should take steps to hire the necessary personnel to oversee Cauley Creek (recommended to include a Coordinator and at least two part-time Recreation Leaders) as well as subcontract the maintenance of the grounds. After a full recreation season (at least six months) as groups and the community adjusts to the new park, the City should conduct a Request for Proposals for a partner association to assist in running and managing the recreational program offerings (similar to the arrangement for Newtown Recreation at Newtown Park and Ocee Park Athletic Association at Ocee Park). Because the fields at Cauley Creek are designed as multi-purpose fields, it is not recommended to have partner associations for each sports use in that the Division staff would end up having to referee between groups competing for time and use of the same fields. Having an overall partnership association (with the Division providing guidance on allowing space and time for disparate sports groups) would likely provide for the best outcomes for the use of Cauley Creek Park. Secondly, the City should continue to press ahead on finalizing the conceptual master plan for the outparcel (at the confluence of Cauley Creek and the Chattahoochee River). Based on the initial feedback received concurrent to this master planning process, the priority seems to be on repurposing the largest building on the property as a special event space. Although additional conversation is needed to finalize the position of the City Council, if the space is to be used as a special event facility, the next step is likely to initiate a Request for Interest (RFI) process with potential developer/operator partners. Selected partners would potentially cover part or all of the needed costs for renovation in return for retaining part or all of the proceeds from hosted special events. The City would need to determine which supportive infrastructure would be necessary (such as parking, walkways, trails, etc.) for the City to plan for construction. Finally, in the short term for Cauley Creek Park, the City should continue to pursue renovating the water reclamation plant as a maker space. Ranking only behind trails, the highest prioritized facility/amenity from the community was for a multi-purpose maker space. The City should continue its efforts to engage an architect / engineer to assist in space planning and construction documents. The plans should be informed by the on-going conversations with Fulton County Schools, the robotics community, and based on the best practices and experiences of maker spaces in surrounding communities. The City should explore the possibility of a design-build construction process if desired to open the space sooner than the traditional design-bid-build timetable.

*Medium Term* – In the medium term, as users are accustomed and adjusted to Cauley Creek Park as part of their routine, additional community feedback should be sought to determine which additional amenities are most needed to be added – including in the outparcel area at the confluence of Cauley Creek and the Chattahoochee River. That is, rather than see the original conceptual master plan for Cauley Creek as a directive; the next steps should be considered based on the needs and wants of the community. For example, the current draft conceptual master plan for the outparcel explores both the possibility for water access and a small splash pad / mist spray area. Both amenities ranked as high priorities through this planning effort. Conversely, although two baseball diamonds may have spoken to the needs of the community at the time the overall Cauley Creek master plan was developed, the overall facility/amenity ranking considering all feedback from this plan indicated diamond sports fields as a moderate priority (with a score of 6.70) where outdoor rectangular fields ranked as a high priority (with a score of 9.40). With the draining of the discharge pond as part of the current construction, which is adjacent to the area originally planned for diamond sports fields, the possibilities for use have expanded and the community may prioritize more multi-purpose rectangular fields. Additional community feedback



is recommended in terms of surveys, focus groups, interviews, and/or community meetings to align the future construction with the priorities of the community.

*Long Term* – In the long term, as the City has seen with Newtown Park, Cauley Creek Park will continue to need investments and improvements. Well-loved and well-used parks must be refreshed in order to keep up with the changing needs of the community. For example one of the most-used and iconic features of Newtown Park is the Mark Burkhalter Amphitheater. Although Cauley Creek does not presently have one in the plans, the City should remain flexible and open to hearing the needs of its community for future investment.

### **Creekside Park**

To provide a community gathering area in Town Center and strengthen the City's identity, the City is working to create Creekside Park – 21-acres of parkland anchored by the pond behind City Hall. The City Council reached consensus for the conceptual master plan for Creekside Park at the March 28, 2022 Work Session. Notable elements include a constructed wetland area within the existing south pond area (along Medlock Bridge Road) with a 15'-wide trail leading up to and encircling the North Pond before connecting back to Medlock Bridge Road at East Johns Crossing. Behind City Hall will be transformed with the addition of terraced seating with a bi-directional amphitheater whose secondary viewing includes a deck over the water and as well as terraced seating across the North Pond to the north and west sides as well as a large terraced area on the water. At the June 21, 2022 Council Meeting, the City Council authorized engineering contracts for Creekside Park.

*Short Term* – The authorized engineering process for Creekside Park is anticipated to take 18-24 months. Authorized in June 2022, in the short term it is recommended the City press ahead on engineering and make time for any design decisions necessary through that process. As construction plans begin to come into focus, the City should prioritize acquiring right-of-way easements and property needed expeditiously. The burgeoning Town Center and City's planned investments will only increase the value of the land needed to build out Creekside Park.

*Medium Term* – In the medium term the City should plan for the phasing of construction (initial estimates at \$32M) and put out to bid the first phase of Creekside Park. Based on the community feedback, priority should be given to the trail network within Creekside Park. Of all the amenities, the trail/boardwalk would meet the needs of the highest number of users and do so year-round (compared to special event use of the amphitheater).

*Long Term* – The long term should bring the full build out of Creekside Park including leveraging of additional funding sources such as a Parks Bond or partnership opportunities.

### **Trails**

Ranking as the highest prioritized facility/amenity from the community, Johns Creek needs more trails. There are trails in Johns Creek's existing parks but little or no trails that connect parks to each other or to other points of interest in and around John Creek. Although the City presently only has six miles of trails, many more are in the engineering stage and the City's efforts to build out sidewalks, bike lanes, and exploration of pathways for Personal Transportation Vehicles (PTVs) all speak to City leadership with awareness for the community's needs. Of note, as a developed community, the City's efforts to build out trails will likely be met with resistance from those living along the proposed pathways. The City should focus short term projects in areas with a high level of local control (such as right-of-way and publicly owned land) to build a record of success and community experience with trails and positive additions.



*Short Term* – In the short term, the City should complete the construction of the 5K perimeter loop trail at Cauley Creek Park and continue to forward the engineering of the trail connection from Cauley Creek Park through the Abbotts Bridge Chattahoochee River National Recreation Area to Abbotts Bridge Road. For both projects, the City should work to share the trail addition with the community in terms of marketing and promotions. The community survey and other feedback in the planning process clearly demonstrate the community interest in trails so the City should work to highlight and publicize how it is addressing the needs of the community. Also in the short term, the City should begin the engineering for a trail connection between Cauley Creek Park and the McGinnis Ferry unit of the Chattahoochee River National Recreation Area. As the City makes transportation improvements, consideration should be given to if each transportation projects could include opportunities for bike lanes or corridors integrated with roadway improvements. The City Council should continue its conversation on Personal Transportation Vehicles (PTV). Similar to the means by which the City has established a Sidewalk Policy and ranked gaps and connections for construction, the City could identify a corridor or connection to utilize as a pilot project and use that effort to assist in determining a series of desired destinations and building out a network that supports users seeking to reach those destinations. It is likely the desired destinations for PTV connections will include parks and other community gathering spaces that align with community feedback for desired trails.

*Medium Term* – As the City builds a record of success adding trails, more ambitious projects such as a linear greenway / trail within the north-south Georgia Power utility easement can be explored and considered. Also in the medium term, the City should seek to establish a set funding source or an annual budgeted amount to put towards adding to the trail system. The community survey showed development of new walking and biking trails to be the highest amount of funding that respondents would invest for park and recreation improvements. Specific projects for engineering and eventual construction can be determined based on a prioritization or ranking of corridors and connections determined in the short term.

*Long Term* – If consistent in its investment, the City will build out a network of trails desired by the community. The City should periodically review the regional trail connection opportunities including planned trails along the City's borders with Forsyth, Gwinnett, Roswell, Alpharetta, and others.

### **Programming Enhancements**

Special events and recreational programs enhance the quality of life for residents of Johns Creek and based on the feedback from this planning process are generally supported and well-received by the community. The City directly provides 20 main special events and recreational programming as well as specialty programs for seniors (age 62+) and adaptive creation programming for children with special needs. To complement the City's programming and special events, Newtown Recreation provides a variety of youth sport leagues, Ocee Park Athletic Association provides T-Ball and youth baseball leagues and programs up to age 15 at Ocee Park, and Autrey Mill Nature Preserve Association provides nature and history-based programming at the Autrey Mill Nature Preserve. Enhancements should be made to meet the needs of the evolving demographics and interests of the community.

*Short Term* – In the short term, the City should explore adding a farmer's market. Although additional community feedback or focus groups may help understand the nuances of the community expectations or refine where a farmer's market should be located, some kind of farmer's market should be added to the program lineup for 2023 and expanded or refined in the

years that follow. Also in the short term, the City should explore additional events or programs for adult wellness and fitness (the second-highest ranked program priority from the surveys). Comparing 2022 to years past the City has recently expanded the Free Outdoor Fitness programs from a few weeks to six months (from April to October) but once Cauley Creek Park and Creekside Park opens, consideration should be given to adding some kind of adult wellness and fitness programming to meet this need. To address the third-ranked program priority from the survey, the City should continue to explore the community support to create a cultural and performing arts center as suggested by the the Lecacy Center Task Force and Working Group. Although substantial private funds would be key to building and operating a successful center, the City needs to be involved for the idea to move forward. The community surveys indicate strong support for public music, arts, and theater so the City's exploration of the concept is one with roots in the community desires. Another short-term programming enhancement requires further consideration and re-examination of the City's partnerships. Presently the the City has Facility Usage Agreements and formal partnerships with three organizations (Autrey Mill Nature Preserve, Newtown Recreation, and Ocee Park Athletic Association). Other independent program providers such as youth athletic programs run by Johns Creek Youth Football Association, Johns Creek Cricket Association, Georgia Express FC (soccer), and North Fulton United FC (adaptive soccer) and arts and cultural programs run by the Johns Creek Arts Center are also filling recreational needs and gaps but not formally recognized or in partnership with the City. In the short term, the City should establish criteria under which recreation program partners that are not managing City facilities (and do not need a formal, exclusive Facility Usage Agreement) can have a more formal working relationship with the city and explore, if appropriate, improved access to facilities, and/or awareness and promotional assistance. Additionally, current and future (Creekside Park) amphitheaters could be opened to community performing arts groups at a reduced or free rate. Formalizing more partnerships would help address community preferences for more youth sports leagues, community special events, and arts.

*Medium Term* – As the water reclamation plant at Cauley Creek is repurposed into a maker's space / robotics area / STEAM playground in the short-term, in the medium term the City can look to program and activate the space for STEAM programming. The City should explore partnerships with the Fulton County School System and/or science / technology / innovation businesses in the community that could introduce community members to their STEM fields. Also in the medium term, the Division should consider formalizing its annual review of community special events and programs with metrics such as participation levels, mission alignment, and financial outcomes. Poor performing programs should be modified or discontinued.

*Long Term* – To continue to meet the needs of the community, in the long term the recreational programs must evolve to meet emerging needs of residents. The programming needs identified in this planning process included a farmer's market, adult fitness and wellness, community events, youth sports and athletics, and public arts, culture and theater programs but over time those needs are anticipated to change so the programming needs to change too.

### Existing Park Update

The City park system historically included four main parks – Autrey Mill Nature Preserve, Newtown Park, Ocee Park, and Shakerag Park. Since the 2016 Parks Bond, the City has added several smaller parks – Bell / Boles Park, Morton Road Park, and State Bridge Park. Creekside Park is currently in the engineering process but a majority of the park acreage is already accessible for public use. Cauley Creek Park is

presently under construction on schedule to open in the summer of 2023. Based on the results of the survey, respondents were most satisfied (either very satisfied or satisfied) with the maintenance of parks/facilities (81%), the overall quality of sports fields (67%), and park and facility accessibility (ADA compliant access) (62%). Since 2016, the City has annually invested several hundred thousand dollars in “park refreshes” as well as enhancement and improvements projects funded through the 2016 Parks Bond.

*Short Term* – The City should continue to “refresh” its existing parks to maintain the community’s level of satisfaction with the maintenance of the existing parks and facilities. The City should continue its process of annually identifying amenity update projects that replace and/or upgrade existing recreation features that are near the end of their lifecycle, as well as new amenities that enhance the park experience and meet community needs. Based on the community ranking of facility and amenities, particular attention should be given to park equipment for all abilities and ages and trail connections. Secondly, in the short term the City should consider working to improve the accessibility of the existing parks. Although each of Johns Creek’s parks were rated as excellent or good, no parks were rated excellent for accessibility. This is common for older parks but an area the City can improve and in doing so make its parks more inclusive to users of all abilities. Also in the short term, the City should consider additional marketing and publicity to introduce new residents to parks and park features. From the survey, the top reason respondents did not utilize Johns Creek parks and recreation facilities more often is because they were not aware of parks’ or trails’ locations (31%). Also from the survey, respondents were asked to indicate if their household had used any of the Johns Creek parks or facilities in the past year. For parks, the highest number of respondents (75%) had used Newtown Park followed by Ocee Park (47%) and Autrey Mill Nature Preserve (46%). Based on the survey results, special attention would be merited to introduce users to Ocee Park and Autrey Mill Nature Preserve.

*Medium Term* – In the medium term, the City should apply the concept it uses for annual review of community special events and programs to park facilities. Instead of participation levels, trail counters or other usage counters could be added as a means to understand the usage of park facilities. Facilities with rental income could be gauged in terms of financial outcomes for potential additions or expansions. Also in the medium term, as Cauley Creek Park becomes fully integrated into the park system, additional analysis is merited as to the need for additional athletic fields. Although adding additional outdoor rectangular sports fields are a high priority now, the need is likely to be at least partially addressed by the four new rectangular sports fields at Cauley Creek. If additional field space is still desired, it is recommended to expand the usage of existing fields by adding lights to heavily utilized fields such as the Newtown Park main lacrosse field.

*Long Term* – To continue to meet the needs of the community, in the long term the facilities and parks must evolve to meet emerging needs of residents. For example, the City has already converted some of its tennis courts to pickleball courts. Rental and casual usage should be monitored in an effort to inform other conversions or adjustments to make to park facilities in the long-term.

## CAPITAL AND OPERATIONAL IMPLEMENTATION PLAN

### SUMMARY

The proposed project list for the 10-year Capital and Operational Implementation Plan identified through the Park and Facility Assessment and Analysis includes system-wide projects such as improving wayfinding signage and system accessibility plan, identified capital projects included in this CIP addressed the maintenance a park facilities and amenities over the next 10 years as they are heavily used and approach their useful lifecycle, incidental site and park improvements, and operational strategies.

Tables detailing these projects and recommended actions are provided on the following pages.

Note all figures are ranges as there are so many variables in final design and widely varying marketplace pricing. The costs shown are based on current 2022 estimates and would need an escalation factor added to them depending on their timing.

CITY OF JOHNS CREEK PARKS - CAPITAL IMPROVEMENTS PLAN SUMMARY													PROS Consulting   Barge Design Solutions
PARK	PROJECT		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FUNDING SOURCE
Newtown Park	Improve wayfinding signage	\$50,000	\$50,000										CVB
Newtown Park	Add / enhance lighting at Lacrosse Field	\$250,000		\$250,000									Park Bond/Capital
Newtown Park	Add tennis court lighting - 4 courts	\$250,000			\$250,000								Park Bond/Capital
Newtown Park	Resurface sport courts and expand pickleball court	\$500,000			\$500,000								Park Bond/Maintenance Accrual
Newtown Park	Reconfigure baseball fields	\$1,500,000					\$1,500,000						Park Bond/Capital
Newtown Park	Turf Replacement at Soccer and Lacrosse Fields	\$1,500,000						\$1,500,000					Park Bond/Maintenance Accrual
Newtown Park	Increase parking	\$2,000,000							\$2,000,000				Park Bond/Capital
	NEWTOWN SUBTOTAL:	\$6,050,000	\$50,000	\$250,000	\$750,000	\$0	\$1,500,000	\$1,500,000	\$2,000,000	\$0	\$0	\$0	
Ocee Park	Improve wayfinding signage	\$50,000		\$50,000									CVB/Capital
Ocee Park	Update common area surfacing for durability	\$200,000		\$200,000									Capital/Maintenance Accrual
Ocee Park	Field 1 Update light fixtures to LED	\$250,000			\$250,000								Park Bond/Maintenance Accrual
Ocee Park	Field 2 Update light fixtures to LED	\$250,000				\$250,000							Park Bond/Maintenance Accrual
Ocee Park	Field 3 Update light fixtures to LED	\$250,000					\$250,000						Park Bond/Maintenance Accrual
Ocee Park	Add shelter to Batting Cages	\$250,000						\$250,000					Park Bond/Capital
Ocee Park	Field 4 Update light fixtures to LED	\$250,000						\$250,000					Park Bond/Maintenance Accrual
Ocee Park	Field 5 Update light fixtures to LED	\$250,000							\$250,000				Park Bond/Maintenance Accrual
Ocee Park	Conklin Field Update light fixtures to LED	\$200,000								\$200,000			Park Bond/Maintenance Accrual
Ocee Park	Jacobs Field Update light fixtures to LED	\$200,000									\$200,000		Park Bond/Maintenance Accrual
Ocee Park	Lang Field Update light fixtures to LED	\$200,000										\$200,000	Park Bond/Maintenance Accrual
	OCEE SUBTOTAL:	\$2,350,000	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$500,000	\$250,000	\$200,000	\$200,000	\$200,000	
Shakerag Park	Improve wayfinding signage	\$25,000		\$25,000									CVB
Shakerag Park	Add lighting to rectangular field	\$250,000		\$250,000									Park Bond/Capital
Shakerag Park	Create an unpaved trail around the lake (approx. ½ mile)	\$250,000			\$250,000								Park Bond/Capital
Shakerag Park	Improve / increase parking	\$500,000				\$500,000							Park Bond/Capital
Shakerag Park	Add turf to baseball field	\$750,000						\$750,000					Park Bond/Capital
Shakerag Park	Add turf cricket pitch	\$1,200,000								\$1,200,000			Park Bond/Capital
	SHAKERAG SUBTOTAL:	\$2,975,000	\$0	\$275,000	\$250,000	\$500,000	\$0	\$750,000	\$0	\$1,200,000	\$0	\$0	
Morton Road Park	General improvements					\$50,000		\$100,000		\$100,000		\$100,000	Capital/Maintenance Accrual
	MORTON RD. SUBTOTAL:	\$350,000	\$0	\$0	\$0	\$50,000	\$0	\$100,000	\$0	\$100,000	\$0	\$100,000	
Autrey Mill Nature Preserve	Trail Improvements	\$1,000,000		\$250,000		\$250,000	\$250,000		\$250,000				Park Bond/Maintenance Accrual
Autrey Mill Nature Preserve	Parking, Grading, Drainage Improvements	\$1,100,000		\$100,000	\$500,000	\$500,000							Park Bond/Maintenance Accrual
Autrey Mill Nature Preserve	Animal Habitat Improvments	\$175,000			\$175,000								AMNP Funded/Maintenance Accrual
Autrey Mill Nature Preserve	New Playground	\$450,000						\$450,000					Park Bond/Capital
	AUTREY MILL SUBTOTAL:	\$2,725,000	\$0	\$350,000	\$675,000	\$750,000	\$250,000	\$450,000	\$250,000	\$0	\$0	\$0	
Bell/Boles Park	Construct inclusive play area	\$100,000	\$100,000										Donation
Bell/Boles Park	Enhance Play area	\$100,000		\$100,000									Maintenance Accrual
Bell/Boles Park	Construct restroom building	\$500,000				\$500,000							Park Bond/Capital
	BELL/BOLES SUBTOTAL:	\$700,000	\$100,000	\$100,000	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	
State Bridge Park	Expand unpaved trail network	\$350,000							\$150,000	\$200,000			Park Bond/Capital
	STATE BRIDGE SUBTOTAL:	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$200,000	\$0	\$0	
Cauley Creek Park	Retrofit Cauley Creek Wastewater Facility into Maker Space	\$4,700,000	\$2,200,000	\$2,500,000									Park Bond/Capital/Partnership
Cauley Creek Park	Playground Area at Entrance	\$2,200,000		\$200,000	\$2,000,000								Park Bond/Capital
Cauley Creek Park	Disc Golf Course	\$200,000		\$200,000									Park Bond/Capital
Cauley Creek Park	Redesign ballfield area for rectangular fields	\$4,350,000			\$350,000	\$4,000,000							Park Bond/Capital
Cauley Creek Park	Playground Area at 5k Staging	\$2,200,000				\$200,000	\$2,000,000						Park Bond/Capital
Cauley Creek Park	Dog Park	\$600,000							\$600,000				Park Bond/Capital
Cauley Creek Park	Indoor multi-purpose use gym / recreation center	\$3,300,000								\$300,000	\$3,000,000		Park Bond/Capital
Cauley Creek Park	Add Parks Staff Members	\$3,600,000	\$150,000	\$300,000	\$300,000	\$300,000	\$300,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	Operational
Cauley Creek Park	Establish Park Athletic Association (RFP/Selection)	\$0											Operational
	CAULEY CREEK SUBTOTAL:	\$21,150,000	\$2,350,000	\$3,200,000	\$2,650,000	\$4,500,000	\$2,300,000	\$450,000	\$1,050,000	\$750,000	\$3,450,000	\$450,000	
Cauley Creek Park Outparcel	Develop Infrastructure including parking, walkways, trails	\$3,400,000		\$400,000	\$3,000,000								Park Bond/Capital/Partnership
Cauley Creek Park Outparcel	Develop Event Space	\$2,200,000		\$200,000	\$2,000,000								Park Bond/Capital/Partnership
Cauley Creek Park Outparcel	Develop Restaurant	\$2,200,000				\$200,000	\$2,000,000						Park Bond/Capital/Partnership
Cauley Creek Park Outparcel	Develop Adventure Play Area	\$2,200,000					\$200,000	\$2,000,000					Park Bond/Capital/Partnership
Cauley Creek Park Outparcel	Establish Partnership to Operate Outparcel	\$0											Operational
	CAULEY CREEK SUBTOTAL:	\$10,000,000	\$0	\$600,000	\$5,000,000	\$200,000	\$2,200,000	\$2,000,000	\$0	\$0	\$0	\$0	
Creekside Park	ROW Acquisition	\$1,500,000	\$1,500,000										Park Bond/Capital/TSPLOST
Creekside Park	Wetland Construction/Stormwater Pond Maintenance	\$7,000,000		\$7,000,000									Park Bond/Capital/Stormwater Utility
Creekside Park	Boardwalk/Trail Construction	\$12,000,000		\$12,000,000									Park Bond/Capital/TSPLOST
Creekside Park	Amphitheatre around lake (Bandshell, AV, Terraced Seating)	\$5,000,000		\$5,000,000									Park Bond/Capital
Creekside Park	Park Amenities (Playground, Shade structures, Seating Areas)	\$7,000,000		\$7,000,000									Park Bond/Capital
Creekside Park	Park Infrastructure Enhancements (Restrooms, Parking)	\$3,300,000			\$300,000	\$1,000,000	\$2,000,000						Park Bond/Capital/Partnership
Creekside Park	Park Enhancements (Fountain, AV, Public Art)	\$3,300,000				\$300,000	\$1,000,000	\$1,000,000	\$1,000,000				Park Bond/Capital/Partnership
	CREEKSIDE SUBTOTAL:	\$39,100,000	\$1,500,000	\$31,000,000	\$300,000	\$1,300,000	\$3,000,000	\$1,000,000	\$1,000,000	\$0	\$0	\$0	
SYSTEM-WIDE PROJECTS													
CATEGORY	PROJECT												
Greenways/Trails	Chattahoochee Greenway, Abbotts Bridge to Cauley Creek Park (1.2 miles)	\$5,560,000	\$560,000		\$5,000,000								Park Bond/Capital/GDOT/TSPLOST
Greenways/Trails	Chattahoochee Greenway, Rogers Bridge to McGinnis Ferry (3 miles)	\$12,000,000		\$1,500,000		\$500,000		\$10,000,000					Park Bond/Capital/GDOT/TSPLOST
Greenways/Trails	Develop Additional Trails/Greenways thru partnerships	\$6,750,000					\$750,000	\$750,000	\$750,000	\$1,000,000	\$1,500,000	\$2,000,000	Park Bond/Capital/GDOT/TSPLOST
ADA Plan	Update the system-wide ADA Plan	\$300,000										\$300,000	Capital
Park Strategic Plan	Update Park Strategic Master Plan	\$250,000										\$250,000	Capital
	SYSTEM-WIDE SUBTOTAL:	\$24,860,000	\$560,000	\$1,500,000	\$5,000,000	\$500,000	\$750,000	\$10,750,000	\$750,000	\$1,000,000	\$1,500,000	\$2,550,000	
	TOTALS:	\$110,610,000	\$4,560,000	\$37,525,000	\$14,875,000	\$8,550,000	\$10,250,000	\$17,500,000	\$5,450,000	\$3,450,000	\$5,150,000	\$3,300,000	
	YEAR:		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	

NOTES

1. Opinion of costs listed are a rough order of magnitude and takes into consideration only general top-level estimates. This chart and opinions should be updated often with more detailed information.
2. Maintenance for Parks and Trails is NOT INCLUDED in this Capital Improvement Plan.



## CONCLUSION

Quality of life in Johns Creek is a fabric woven through being connected, healthy, well, and economically vibrant. Johns Creek recreation and parks are a critical part of the ecosystem through which this is possible. It is clear to the consultant team throughout this process that Johns Creek is led by strong vision and a commitment to outcomes. The *Recreation and Parks Master Plan* has been constructed with all these goals, objectives, and principles as its foundation.

The residents of Johns Creek desire and expect a well maintained, modern, creative, and inclusive recreation and park system. They have said they are willing to invest in parks that enhance their quality of life. The recommendations within this plan are focused on improving existing conditions, creating new opportunities, and meeting current and future needs identified by the community.

A strong parks master plan should be both realistic and ambitious. This plan is both. There are real needs that should be addressed in the present. There are mid-term needs and opportunities that require planning and execution. There are long-term needs and opportunities that require further exploration and discovery. That is what makes this Master Plan a dynamic and living document. It is a road map and framework for the future.

There are important things the community must do to make any of this possible. First and foremost, willingness to take action for continued financial support of high-quality parks and recreation must remain a valued priority. The accomplishments of developing best-in-class parks and facilities over the last 16 years has proven Johns Creek has the capacity and willingness to make these investments, and the ability to deliver. The overall return on investment in the parks system supports this community in diverse and numerous ways including social, educational, health and wellness, economic, and quality of life benefits. Continued investment in a modern and evolving parks system that mirrors the growth and evolution of the city is critical.

Johns Creek loves and heavily uses its parks. The vision and recommendations of this plan will continue that tradition and set the community up for continued success in the years that follow.



## APPENDICES

### APPENDIX A: RECOMMENDED MAINTENANCE STANDARDS

#### MAINTENANCE STANDARDS

**Maintenance Standards:** Three maintenance levels are generally defined. The difference between levels is frequency of maintenance as determined by ability. Maintenance Standards have these general characteristics.

- **Level 1 Maintenance** – High profile areas where the entire area is visible to foot traffic such as entrances to community centers, signature facilities, and areas where funding permits a higher level of maintenance. Example of maintenance activities include: Mowing and edging twice per week, 95 percent turf coverage at start of season with 5 percent weeds and 0 percent bare area, edging once per week, tree pruning cycle once annually, litter pickup twice per week.
- **Level 2 Maintenance** – Moderate to heavy use typical of most parks. Example maintenance activities include: Mowing and edging once per week, 88 percent turf coverage at start of season with 8 percent weeds and 4 percent bare area, tree pruning cycle every seven years, litter pickup once per week.
- **Level 3 Maintenance** – Typical for low usage parks or when funding is limited. Example maintenance activities include: Mowing and edging every 10 days, 80 percent turf coverage at start of season with 20 percent weeds, edging once per week or every 2 weeks in off-season, tree pruning cycle every 10 years, litter pickup every other week.

In areas where turf does not impact quality of experience (i.e., dog parks) or non-landscaped open space areas, demand-based maintenance is provided according to funding availability.

Maintenance standards are organized by three Levels of Service. Maintenance standards can change by season and month depending on the type of park area level of use. Standards shall be calculated by time and equipment proposed for all parks in the system.

This format provides guidance in terms of understanding the required work activities and elements in a descriptive manner that then can be quantified numerically. Following are descriptions of the levels of service and both qualitative and quantitative maintenance standards as proposed for all parks in the system.

#### LEVEL ONE MAINTENANCE STANDARDS AND DEFINITIONS FOR PARKS

1. Turf Maintenance – high profile areas (small areas, entire area visible to foot traffic)
  - Mowing will occur 2 times/week
  - Mowing heights
    - 2 ½" during warm season (day time highs consistently above 75 degrees)
  - Edging of all turf perimeters will occur 1 time/week
  - 95% turf coverage
  - 3% weed infestation for existing areas (all efforts should be made to keep new areas 100% weed free)
  - 2% bare area

- Remove grass clippings if visible
- Aerate 1 time/year (additionally if needed)
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
  - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
  - No wet areas
  - No dry areas
  - Firm enough for foot and mower traffic
  - Apply wetting agents to assist in uniform soil moisture
  - Hand water as needed
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Fertilize (3) times per year
- Top dress/over seed once a year

## 2. Tree and Shrub Maintenance

- Prune/trim trees and shrubs as dictated by species twice annually during spring and fall
- Remove sucker growth annually
- Test soil annually to ensure application of appropriate nutrients as needed
- Apply fertilizer to plant species according to their optimum requirements as needed or yearly
- Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
- Place 2" of organic mulch around each tree within a minimum 18" ring
- Place 2" of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees and plant material immediately unless located within an environmental area
- Remove or treat invasive plants within 5 days of discovery
- Flower bed maintenance done yearly
- Fertilize once a year
- Pond maintenance done yearly and inspect weekly
- Water features maintained weekly
- Invasive plant removal annually

3. Storm Cleanup
  - Inspect drain covers at least twice monthly, before rain and immediately after flooding
  - Remove debris and organic materials from drain covers immediately
  - Maintain water inlet height at 100% of design standard
4. Irrigation Systems
  - Inspect irrigation systems at least once per month or computer monitors as necessary
  - Initiate repairs to non-functioning systems within 24 hours of discovery
  - Back flow testing done annually
5. Litter Control
  - Pick up litter and empty containers at least once daily or as needed
  - Remove leaves and organic debris once a week or as necessary
6. Playground Maintenance
  - Audit each playground to ensure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety”
  - Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately, and initiate other repairs within 48 hours of discovery
  - Complete high-frequency inspections at least weekly
  - Grooming surface three times weekly, nine months a year
7. Hard Surface Maintenance
  - Remove debris and glass immediately upon discovery
  - Remove sand, dirt, and organic debris from walks and hard-court surfaces weekly
  - Remove trip hazards from pedestrian areas immediately upon discovery
  - Paint fading or indistinct instructional / directional signs annually
  - Blow grass clippings after mowing around hard surfaces
  - Remove grass growing in cracks as needed
8. Outdoor Court Maintenance
  - Inspect tennis and basketball courts at least once monthly. Complete all repairs within 48 hours of discovery
  - Repaint lines at least once each year
  - Replace basketball nets when frayed, broken, or removed

- Maintain basketball goal posts, backboards, rims, tennis net posts, fencing, and hardware to original design specifications
9. Trail Maintenance
- Inspect hard and soft surface trails at least once monthly
  - Remove dirt, sand, and organic debris from hard surfaces at least once weekly
  - Remove organic debris from soft surfaces at least once weekly
  - Maintain a uniform 3-4" depth of compacted material on soft surface trails at all times
  - Graffiti removed weekly
  - Remove overhanging branches within 84" of the trail surface at least twice annually
  - Mechanically or chemically control growth 24" on either side of the trails
  - Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
  - Inspect and make necessary repairs to lighting systems at least once monthly
  - Repair / replace bulbs to maintain lighting levels to design specifications at all times
10. Site Amenity Maintenance
- Inspect benches, trash containers, picnic tables and grills, bicycle racks, flag poles, drinking fountains, and other site amenities at least monthly. Complete repairs within 24 hours of discovery
  - Cleaning, scrub and power wash of amenities twice yearly
  - Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
11. Athletic fields grounds maintenance (Baseball, Soccer, Softball and Rugby)
- Fields that are dedicated to softball, baseball, soccer and rugby only
  - Use mower capable of "striping" the turf
  - Mowing will occur twice weekly
  - Mowing heights
    - 2" during cool season (day time highs consistently below 75 degrees)
  - Edging of field perimeters will occur twice monthly
  - 95% turf coverage at the start of every season
  - 80% turf coverage after play begins
  - 5% weed infestation
  - 0% bare area at the start of every season
  - 15% bare and weak areas will be acceptable after play begins
  - Apply pre-germinated seed to heavily worn areas after every tournament



- Remove grass clippings if visible
- Aerate 3 times annually
- Spot aerate high use areas as needed
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
  - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
  - No wet areas
  - No dry areas
  - Firm enough for foot and mower traffic
  - Apply wetting agents to assist in uniform soil moisture
  - Hand water as needed
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Fertilize monthly
- Aerate and over seed yearly

12. Fence and Gate Maintenance

- Inspect fences, gates, and bollards at least twice annually. Complete safety-related repairs immediately. Complete other repairs within 48 hours of discovery
- Annually free fence of debris

13. Sign Maintenance

- Inspect sign lettering, surfaces, and posts at least once monthly
- Repair / replace signs to maintain design and safety standards within 24 hours of discovery
- Clean signs twice a year
- Cut back plant material annually or more if needed

14. Pest Control

- If the city has a Integrated Pest Management Program (IPM) policy, address problem areas and inspected monthly and remedied immediately upon discovery

15. Vandalism and Graffiti Removal

- Initiate repairs immediately upon discovery. Document and photograph damage as necessary

16. Picnic Shelters
  - Reserved units cleaned and litter removed prior to and after each reservation
  - Minor repairs are made immediately upon discovery
  - Non-reserved units are cleaned weekly by power washing, or as necessary
17. Lighting Security/Area
  - Foot-candle levels will be maintained to preserve original design
  - Inspect once monthly
  - Repairs/bulb replacement will be completed within 24 hours of discovery
18. Aquatic Center Standards
  - Vacuum pool weekly
  - Manually check water chemistry every two hours of operation
  - Check water electronically on a continuous basis
  - Water checked for temperature, chlorine, and pH
  - Check flow rates every 2 hours of operation
  - Water checked for clarity on a continuous basis
  - Clean concrete areas daily
  - Repaint pool tank every two years
  - Pressure wash concrete areas weekly
  - Clean restrooms two times daily
  - Inspect facility and associated equipment daily
  - Maintain all equipment per manufacturers suggestions
  - Inspect sand filter annually
19. Broken Equipment Standard
  - Broken equipment shall be repaired immediately, as staff is capable and parts are available when noticed or reported
  - If staff is not able to repair, the broken equipment will be signed and roped off with emergency tape indicating that the amenity is broken, not to be used, and if and when it will be repaired
20. Lifecycle Replacement
  - The city should develop a lifecycle replacement program that must be built into the Capital Improvement Program based on contractor and product specifications
21. Concession Standards (outdoor) when developed in the future
  - Concession facilities cleaned, wiped down, and sanitized before opening

- Electrical appliances checked for compliance and repaired if damaged
- Lights checked and repaired as needed
- Concession operating permits secured before opening
- Appliances cleaned thoroughly before opening
- Prices for concessions will be posted
- Cash registers tested to ensure they work properly
- Circuit breakers tested prior to opening
- Cleaning and sanitization supplies on hand before opening
- Pick up debris daily

22. Closing Concession Standards (outdoor)

- Equipment cleaned thoroughly
- Supplies removed and discarded
- Electricity should be turned off
- Refrigerators and cables turned off and sealed
- Facility floors, sinks, and counters cleaned thoroughly
- Hoses cleaned and drained
- Kitchen cleaned thoroughly
- Inspections of standards will occur monthly

- Restrooms

- Restrooms cleaned twice per day unless contracted
- Restrooms inspected hourly
- Restrooms locked/unlocked daily
- Replace waterless urinal cartridges monthly
- Leaks dealt with immediately and repaired within 24 hours of discovery

23. Open Space Standard

- Maintain natural appearance to open space areas
- Remove trees and branches that pose a hazard to the users of the area
- Respond to disease and insect outbreaks within 24 hours of identification
- Inspect areas monthly
- Remove and clean dump sites within 48 hours of identification
- Post and maintain appropriate signage for each individual area

- Implement strategies to assist in reducing the stand of non-native invasive plants by 5% annually
- No large branches or debris will be allowed in parks and along perimeters

#### LEVEL TWO MAINTENANCE STANDARDS FOR PARKS

- Maintenance standards can change by season and month depending on the park and level of use. Standards will be calculated by time and equipment needed to develop the required operation budgets. The difference between Level 1 and Level 2 standards is the frequency rate.

#### 24. Turf Maintenance

- Mowing will occur once weekly
- Mowing heights
  - 2½" during cool season (day time highs consistently below 75 degrees)
- Edging of all turf perimeters will occur weekly during season and every 2 weeks in off-season
- 88% turf coverage
- 8% weed infestation
- 4% bare area will be acceptable after play begins
- Remove grass clippings if visible
- Aerate once annually in low use areas
- Aerate twice annually in high use areas (additional if needed)
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
  - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
  - No wet areas
  - No dry areas
  - Firm enough for foot and mower traffic
  - Apply wetting agents to assist in uniform soil moisture
  - Hand water as needed
- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
- Fertilize twice yearly

#### 25. Tree and Shrub Maintenance

- Prune/trim trees and shrubs as dictated by species at least once annually
- Apply fertilizer to plant species only if plant health dictates
- Remove sucker growth as needed

- Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
  - Place 2" of organic mulch around each tree within a minimum 18" ring
  - Place 2" of organic mulch around shrub beds to minimize weed growth
  - Remove hazardous limbs and plants immediately upon discovery
  - Remove dead trees and plant material within 30 days of discovery
  - Remove or treat invasive plants yearly
26. Storm Cleanup
- Inspect drain covers at least once monthly and immediately after flooding occurs
  - Remove debris and organic materials from drain covers within every other month
  - Inspect and clean drains before forecasted storms begin
  - Maintain water inlet height at 100% of design standard
  - Invasive plant removal once a year or as needed
  - Drain system maintenance done once a year
27. Irrigation Systems
- Inspect irrigation systems a minimum of once per month and as necessary
  - Initiate repairs to non-functioning systems within 48 hours of discovery
  - Annual back flow inspection done yearly
28. Litter Control
- Pick up litter and empty containers at least every other day or as needed
  - Remove leaves and organic debris once a week
29. Playground Maintenance
- Audit each playground to insure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission "Handbook for Public Playground Safety"
  - Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately and initiate other repairs within 48 hours of discovery
  - Complete high-frequency inspections at least weekly
  - Grooming surface two times weekly
30. Hard Surface Maintenance
- Remove debris and glass immediately upon discovery
  - Remove sand, dirt, and organic debris from walks, lots, and hard surfaces every 30 days
  - Remove trip hazards from pedestrian areas immediately upon discovery



- Paint fading or indistinct instructional/directional signs every other year
  - Remove grass in the cracks monthly
31. Outdoor Court Maintenance
- Inspect basketball courts at least once monthly. Complete repairs within 10 days of discovery
  - Repaint lines at least once every 2 years
  - Replace basketball nets within 10 days when frayed, broken, or removed
  - Maintain basketball goal posts, backboards, rims, fencing, and hardware to original design specifications. Complete repairs within 10 days of discovery
32. Trail Maintenance
- Inspect hard and soft surface trails at least once monthly
  - Remove dirt, sand, and organic debris from hard surfaces at least once monthly
  - Remove organic debris from soft surfaces at least once monthly
  - Maintain a uniform 2-4" depth of compacted material on soft surface trails
  - Mechanically or chemically control growth 24" on either side of the trails
  - Remove overhanging branches within 84" of the trail surface at least once annually
  - Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
33. Site Amenity Maintenance
- Inspect benches, trash containers, picnic tables, grills, bicycle racks, drinking fountains, and other site amenities at least monthly. Complete repairs within 5 days of discovery
  - Cleaning and washing annually
  - Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
34. Athletic Field Grounds Maintenance (baseball, soccer, softball, and rugby)
- Fields that are dedicated to soccer, baseball, softball and rugby only
  - Mowing will occur twice weekly
  - Mowing heights
    - 2 ½" during cool season (day time highs consistently below 75 degrees)
    - 3" during warm season (daytime highs consistently above 75 degrees)
  - Edging of all field perimeters will occur once monthly
  - 80% turf coverage at the start of every season
  - 65% turf coverage after play begins
  - 20% weed infestation

- 5% bare area at the start of every season
  - 15% bare and weak areas will be acceptable after play begins
  - Remove grass clippings if visible
  - Aerate once annually
  - Inspect thatch layer regularly and remove as needed
  - Test soil and water annually
    - Additional testing will occur if deemed necessary
    - Soil moisture will be consistent
  - No wet areas
  - No dry areas
  - Firm enough for foot and mower traffic
  - Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
35. Fence and Gate Maintenance
- Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within 5 days of discovery
  - Clean debris annually
36. Sign Maintenance
- Inspect sign lettering, surfaces, and posts at least once every 3 months
  - Repair/replace signs to maintain design and safety standards within 5 days of discovery
  - Clean sign once a year
37. Pest Control
- In accordance with the Department's Integrated Pest Management Program (IPM), inspect problem areas monthly and remedy immediately upon discovery
38. Vandalism and Graffiti Removal
- Initiate repairs immediately upon discovery. Document and photograph damage as necessary
39. Picnic Shelters
- Reserved units cleaned and litter removed prior to and after each reservation
  - Minor repairs are made immediately upon discovery
  - Non-reserved units are cleaned bi-weekly, or as necessary
40. Lighting Security/Area
- Inspect quarterly
  - Repairs/bulb replacement will be completed within 72 hours of discovery

- Restrooms
  - Restrooms cleaned daily unless contracted
  - Restrooms inspected every three hours
  - Restrooms locked/unlocked daily
  - Replace waterless urinal cartridges monthly
  - Leaks dealt with immediately and repaired within 24 hours of discovery

### LEVEL THREE MAINTENANCE STANDARDS FOR PARKS

Maintenance Standards can change by season and month depending on the type of park and level of use. Standards will be calculated by time and equipment needed to develop required operation budgets.

41. Turf Maintenance (dog parks)
  - Mowing will occur once every 10 days
  - Mowing heights
    - 2½" during cool season (day time highs consistently below 75 degrees)
  - 50% turf coverage
  - Up to 50% weed coverage for existing
  - Up to 20% bare area
  - Safety of hazard only action

### DOG PARKS MAINTENANCE

1. Mow park at least once a week at 3 inches
2. Pick up trash daily in parking lots
3. Clean restroom at least once a week
4. Inspect signage on how to use the park properly
5. Move dog areas every two weeks to keep areas from getting beat down
6. Grade parking lot on a monthly basis or as needed
7. Inspect fencing on a weekly basis
8. Inspect safety lighting on a weekly basis

## APPENDIX B: RECREATION TRENDS ANALYSIS

The trends analysis is intended to provide an understanding of national, regional, and local recreation trends. This analysis examines participation trends, activity levels, and programming trends. It is important to note that all trends are based on current and/or historical patterns and participation rates.

### NATIONAL TRENDS IN RECREATION

#### METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2021* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends
- Non-Participant Interest by Age Segment



The study is based on findings from surveys carried out in 2020 by the Physical Activity Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 303,971,652 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 118 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

#### CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than 50-times per year, while for sports, the threshold for core participation is typically 13-times per year.

In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

#### INACTIVITY RATES / ACTIVITY LEVEL TRENDS

SFIA also categorizes participation rates by intensity, dividing activity levels into five categories based on the caloric implication (i.e., high calorie burning, low/med calorie burning, or inactive) and the frequency of participation (i.e., 1-50 times, 50-150 times, or above) for a given activity. Participation rates are expressed as 'super active' or 'active to a healthy level' (high calorie burning, 151+ times), 'active' (high calorie burning, 50-150 times), 'casual' (high calorie burning, 1-50 times), 'low/med calorie burning', and 'inactive'. These participation rates are then assessed based on the total population trend over the last five years, as well as breaking down these rates by generation.

## IMPACT OF COVID-19

229.7 million people ages six and over reported being active in 2020, which is a 3.6% increase from 2019 and the greatest number of active Americans since 2007. With a shift towards working remotely and children moved to virtual learning, free time increased. This, coupled with stay-at-home orders and general decisions to keep out of public places, put an emphasis on the public finding ways to occupy their time.

Participation in sports and activities that allowed people to be socially distant saw significant increases. These activities included *pickleball*, *tennis*, *golf*, *trail running*, *skateboarding*, *surfing*, *day hiking*, and *recreational kayaking*. In general, outdoor sports and racquet sports had the largest increase in participation compared to their 2019 numbers.

As could be expected, team sports, showed consistent drops in participation with all but five of the 23 tracked team sports showing decreases in overall participation. The team sports like Basketball and Soccer, that did show an increase of participation in 2020 can be attributed to recreational or backyard play, which is counter to the trend of the past decade.

With gyms and health clubs being forced to close in most of the country, fitness participation levels overall decreased in 2020. However, home fitness activities that can be practiced at home, like *Yoga*, *Pilates*, and *Dumbbells/Hand Weights*, showed significant participation increases, while activities done generally in health clubs, studios, or pools like *Aquatic Exercise*, *Group Stationary Cycling*, *Stair-Climbing Machine*, and *Cardio Kickboxing*, experienced substantial declines.

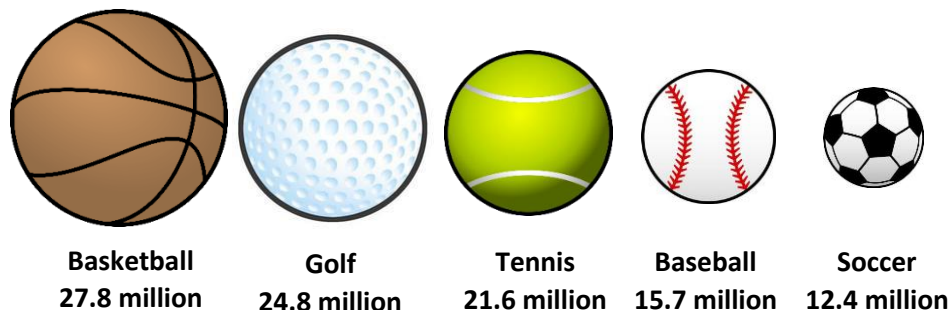
## NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

### NATIONAL TRENDS IN GENERAL SPORTS

#### PARTICIPATION LEVELS

The sports most heavily participated in the United States were *Basketball* (27.9 million), *Golf* (24.8 million), and *Tennis* (21.6 million) which have participation figures well in excess of the other activities within the general sports category. *Baseball* (15.7 million), and *Outdoor Soccer* (12.4 million) round out the top five.

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants, this coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball's overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which makes basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or *Golf Entertainment Venues* have increased drastically (72.3%) as a 5-year trend, using *Golf Entertainment* as a new alternative to breathe life back into the game of golf.





## FIVE-YEAR TREND

Since 2015, *Golf- Entertainment Venues* (72.3%), *Pickleball* (67.6%), and *Tennis* (20.5%) have shown the largest increase in participation. Similarly, *Flag Football* (20.1%) and *Basketball* (18.6%) have also experienced significant growth. Based on the five-year trend from 2015-2020, the sports that are most rapidly declining in participation include *Ultimate Frisbee* (-47.3%), *Squash* (-32.0%), *Fast Pitch Softball* (-26.4%), *Touch Football* (-25.3%), and *Roller Hockey* (-21.3%).

## ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends; with *Tennis* (22.4%), *Golf-Entertainment Venues* (21.7%), and *Pickleball* (21.4%) experiencing the greatest increases in participation this past year. *Baseball* (-0.5%) is the only sport that shows a five-year trend increase, but a one-year trend decrease. This is likely a direct result of the COVID-19 pandemic. Similarly, other team sports such as *Fast Pitch Softball* (-19.2%), *Gymnastics* (-18.1%), and *Volleyball* (-16.6%) also had significant decreases in participation over the last year.

## CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as *Basketball*, *Baseball*, and *Slow Pitch Softball* generally have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). In the past year, we see the impact of the COVID-19 Pandemic as most activities showed a decrease in their percentage of core participants. However, there were significant increases in the percentage of casual participation for both *Indoor* and *Outdoor Soccer*, *Baseball*, and *Ice Hockey* in the past year. **A full Core vs. Casual Participation breakdown of participation levels is provided later in this appendix.**

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Basketball	23,410	24,917	27,753	18.6%	11.4%
Golf (9 or 18-Hole Course)	24,120	24,271	24,804	2.8%	2.2%
Tennis	17,963	17,684	21,642	20.5%	22.4%
Baseball	13,711	15,804	15,731	14.7%	-0.5%
Soccer (Outdoor)	12,646	11,913	12,444	-1.6%	4.5%
Golf (Entertainment Venue)	6,998	9,905	12,057	72.3%	21.7%
Football (Flag)	5,829	6,783	7,001	20.1%	3.2%
Softball (Slow Pitch)	7,114	7,071	6,349	-10.8%	-10.2%
Badminton	7,198	6,095	5,862	-18.6%	-3.8%
Soccer (Indoor)	4,813	5,336	5,440	13.0%	1.9%
Volleyball (Court)	6,423	6,487	5,410	-15.8%	-16.6%
Football (Tackle)	6,222	5,107	5,054	-18.8%	-1.0%
Football (Touch)	6,487	5,171	4,846	-25.3%	-6.3%
Volleyball (Sand/Beach)	4,785	4,400	4,320	-9.7%	-1.8%
Pickleball	2,506	3,460	4,199	67.6%	21.4%
Gymnastics	4,679	4,699	3,848	-17.8%	-18.1%
Track and Field	4,222	4,139	3,636	-13.9%	-12.2%
Racquetball	3,883	3,453	3,426	-11.8%	-0.8%
Cheerleading	3,608	3,752	3,308	-8.3%	-11.8%
Ultimate Frisbee	4,409	2,290	2,325	-47.3%	1.5%
Ice Hockey	2,546	2,357	2,270	-10.8%	-3.7%
Wrestling	1,978	1,944	1,931	-2.4%	-0.7%
Lacrosse	2,094	2,115	1,884	-10.0%	-10.9%
Softball (Fast Pitch)	2,460	2,242	1,811	-26.4%	-19.2%
Roller Hockey	1,907	1,616	1,500	-21.3%	-7.2%
Rugby	1,349	1,392	1,242	-7.9%	-10.8%
Squash	1,710	1,222	1,163	-32.0%	-4.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)				
	Moderate Increase (0% to 25%)				
Legend:	Moderate Decrease (0% to -25%)				
	Large Decrease (less than -25%)				

Figure 10: General Sports Participatory Trends

## NATIONAL TRENDS IN GENERAL FITNESS

### PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2020 also were those that could be done at home or in a virtual class environment. The activities with the most participation were *Fitness Walking* (114.0 million), *Free Weights* (53.3 million), *Running/Jogging* (50.7 million), *Treadmill* (49.8 million), and *Yoga* (32.8 million).



**Fitness Walking**  
114.0 million



**Dumbbell  
Free Weights**  
53.3 million



**Running/  
Jogging**  
50.7 million



**Treadmill**  
49.8 million



**Yoga**  
32.8 million

### FIVE-YEAR TREND

Over the last five years (2015-2020), the activities growing at the highest rate are *Trail Running* (45.6%), *Yoga* (29.7%), *Dance, Step, & Choreographed Exercise* (17.1%), and *Pilates Training* (15.3%). Over the same time frame, the activities that have undergone the biggest decline include: *Group Stationary Cycling* (-30.2%), *Boot Camp Style Training* (-26.1%), *Traditional Triathlons* (-26.1%), and *Cross-Training Style Workout* (-21.6%).

### ONE-YEAR TREND

In the last year, activities with the largest gains in participation were those that can be done alone at home or socially distanced outdoors. The top increases were in *Trail Running* (7.8%), *Yoga* (7.7%), and *Pilates Training* (7.2%). In the same span, the activities that had the largest decline in participation were those that would generally take place in a gym or fitness class. The greatest drops were seen in *Group Stationary Cycling* (-39.0%), *Cross-Training Style Workouts* (-32.2%), *Boot Camp Style Training* (-27.2%), and *Stair Climbing Machine* (-26.7%).

### CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities all had increases in their core users base (participating 50+ times per year) over the last year. These fitness activities include: *Fitness Walking*, *Free Weights*, *Running/Jogging*, *Treadmills*, *Yoga*, and *Recumbent/Upright Stationary Cycling*. Please see **Appendix A** for full Core vs. Casual Participation breakdown.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Fitness Walking	109,829	111,439	114,044	3.8%	2.3%
Free Weights (Dumbbells/Hand Weights)	54,716	51,450	53,256	-2.7%	3.5%
Running/Jogging	48,496	50,052	50,652	4.4%	1.2%
Treadmill	50,398	56,823	49,832	-1.1%	-12.3%
Yoga	25,289	30,456	32,808	29.7%	7.7%
Stationary Cycling (Recumbent/Upright)	35,553	37,085	31,287	-12.0%	-15.6%
Weight/Resistant Machines	35,310	36,181	30,651	-13.2%	-15.3%
Free Weights (Barbells)	25,381	28,379	28,790	13.4%	1.4%
Elliptical Motion Trainer	32,321	33,056	27,920	-13.6%	-15.5%
Dance, Step, & Choreographed Exercise	21,487	23,957	25,160	17.1%	5.0%
Bodyweight Exercise	22,146	23,504	22,845	3.2%	-2.8%
Aerobics (High Impact/Intensity Training HIIT)	20,464	22,044	22,487	9.9%	2.0%
Trail Running	8,139	10,997	11,854	45.6%	7.8%
Stair-Climbing Machine	13,234	15,359	11,261	-14.9%	-26.7%
Pilates Training	8,594	9,243	9,905	15.3%	7.2%
Cross-Training Style Workout	11,710	13,542	9,179	-21.6%	-32.2%
Martial Arts	5,507	6,068	6,064	10.1%	-0.1%
Stationary Cycling (Group)	8,677	9,930	6,054	-30.2%	-39.0%
Cardio Kickboxing	6,708	7,026	5,295	-21.1%	-24.6%
Boxing for Fitness	5,419	5,198	5,230	-3.5%	0.6%
Boot Camp Style Training	6,722	6,830	4,969	-26.1%	-27.2%
Barre	3,583	3,665	3,579	-0.1%	-2.3%
Tai Chi	3,651	3,793	3,300	-9.6%	-13.0%
Triathlon (Traditional/Road)	2,498	2,001	1,846	-26.1%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,744	1,472	1,363	-21.8%	-7.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 11: General Fitness National Participatory Trends

## NATIONAL TRENDS IN OUTDOOR RECREATION

### PARTICIPATION LEVELS

Results from the SFIA report demonstrate strong growth in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with proper social distancing in a group, and are not as limited by time constraints. In 2020, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: *Day Hiking* (57.8 million), *Road Bicycling* (44.5 million), *Freshwater Fishing* (42.6 million), *Camping within ¼ mile of Vehicle/Home* (36.1 million), and *Recreational Vehicle Camping* (17.8 million).



**Hiking  
(Day)**  
57.8 million



**Bicycling  
(Road)**  
44.5 million



**Fishing  
(Freshwater)**  
42.6 million



**Camping  
(<¼mi. of Car/Home)**  
36.1 million



**Camping  
(Recreational Vehicle)**  
17.8 million

### FIVE-YEAR TREND

From 2015-2020, *Day Hiking* (55.3%), *BMX Bicycling* (44.2%), *Skateboarding* (37.8%), *Camping within ¼ mile of Vehicle/Home* (30.1%), and *Fly Fishing* (27.3%) have undergone the largest increases in participation. The five-year trend also shows activities such as *Adventure Racing* (-31.4%), *In-Line Roller Skating* (-18.8%), *Archery* (-13.5%), and *Traditional Climbing* (-4.5%) to be the only activities with decreases in participation.

### ONE-YEAR TREND

The one-year trend shows almost all activities growing in participation from the previous year. The most rapid growth being in *Skateboarding* (34.2%), *Camping within ¼ mile of Vehicle/Home* (28.0%), *Birdwatching* (18.8%), and *Day Hiking* (16.3%). Over the last year, the only activities that underwent decreases in participation were *Adventure Racing* (-8.3%) and *Archery* (-2.7%).

### CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A majority of outdoor activities have experienced participation growth in the last five years. Although this a positive trend, it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users. Please see the tables later in this appendix for full Core vs. Casual Participation breakdown.

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Hiking (Day)	37,232	49,697	57,808	55.3%	16.3%
Bicycling (Road)	38,280	39,388	44,471	16.2%	12.9%
Fishing (Freshwater)	37,682	39,185	42,556	12.9%	8.6%
Camping (< 1/4 Mile of Vehicle/Home)	27,742	28,183	36,082	30.1%	28.0%
Camping (Recreational Vehicle)	14,699	15,426	17,825	21.3%	15.6%
Birdwatching (>1/4 mile of Vehicle/Home)	13,093	12,817	15,228	16.3%	18.8%
Fishing (Saltwater)	11,975	13,193	14,527	21.3%	10.1%
Backpacking Overnight	10,100	10,660	10,746	6.4%	0.8%
Bicycling (Mountain)	8,316	8,622	8,998	8.2%	4.4%
Skateboarding	6,436	6,610	8,872	37.8%	34.2%
Fishing (Fly)	6,089	7,014	7,753	27.3%	10.5%
Archery	8,378	7,449	7,249	-13.5%	-2.7%
Climbing (Indoor)		5,309	5,535	n/a	4.3%
Roller Skating, In-Line	6,024	4,816	4,892	-18.8%	1.6%
Bicycling (BMX)	2,690	3,648	3,880	44.2%	6.4%
Climbing (Traditional/Ice/Mountaineering)	2,571	2,400	2,456	-4.5%	2.3%
Climbing (Sport/Boulder)		2,183	2,290	n/a	4.9%
Adventure Racing	2,864	2,143	1,966	-31.4%	-8.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 12: Outdoor / Adventure Recreation Participatory Trends



## NATIONAL TRENDS IN AQUATICS

### PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2020, *Fitness Swimming* remained the overall leader in participation (25.7 million) amongst aquatic activities, despite the fact that most, if not all, aquatic facilities were forced to close at some point due to the COVID-19 pandemic.



Swimming  
(Fitness)  
25.7 million



Aquatic  
Exercise  
11.0 million



Swimming  
(Competition)  
2.6 million

### FIVE-YEAR TREND

Assessing the five-year trend, only *Aquatic Exercise* has experienced an increase (18.7%) from 2015-2020, most likely due to the ongoing research that demonstrates the activity's great therapeutic benefit. While both *Fitness* and *Competitive Swimming* underwent a slight decline, dropping -2.5% and -9.6% respectively.

### ONE-YEAR TREND

The impact of the COVID-19 pandemic is seen here as most aquatic facilities were forced to shut down for some part of the year. This caused decreases to all activities with *Fitness Swimming* (-9.0%) having the largest decline, followed by *Competitive Swimming* (-7.3%) and *Aquatic Exercise* (-2.1%).

### CORE VS. CASUAL TRENDS IN AQUATICS

All aquatic activities have undergone increases in casual participation (1-49 times per year) over the last five years, however, they have all seen a drop in core participation (50+ times per year) in the same time frame. This was happening before the COVID-19 pandemic, and the large decreases in all participation over the last year have furthered this trend. **Please see the tables later in this appendix for full Core vs. Casual Participation breakdown.**

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,319	28,219	25,666	-2.5%	-9.0%
Aquatic Exercise	9,226	11,189	10,954	18.7%	-2.1%
Swimming (Competition)	2,892	2,822	2,615	-9.6%	-7.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 13: Aquatic Participatory Trends

## NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

### PARTICIPATION LEVELS

The most popular water sports/activities based on total participants in 2020 were *Recreational Kayaking* (13.0 million), *Canoeing* (9.6 million), and *Snorkeling* (7.7 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.



**Kayaking**  
13.0 Million



**Canoeing**  
9.6 Million



**Snorkeling**  
7.7 Million



**Jet Skiing**  
4.9 Million



**Surfing**  
3.8 Million

### FIVE-YEAR TREND

Over the last five years, *Surfing* (40.7%), *Recreational Kayaking* (36.9%) and *Stand-Up Paddling* (21.7%) were the fastest growing water activities. *White Water Kayaking* (3.5%) was the only other activity with an increase in participation. From 2015-2020, activities declining in participation most rapidly were *Boardsailing/Windsurfing* (-28.2%), *Water Skiing* (-22.7%), *Jet Skiing* (-21.8%), *Scuba Diving* (-21.0%), *Sea Kayaking* (-18.5%), and *Sailing* (-15.0%).

### ONE-YEAR TREND

Similarly, to the five-year trend, *Surfing* (28.2%) and *Recreational Kayaking* (14.2%) also had the greatest one-year growth in participation, from 2019-2020. Activities which experienced the largest decreases in participation in the most recent year include: *Boardsailing/Windsurfing* (-9.8%), *Sea Kayaking* (-5.4%), and *Water Skiing* (-4.8%).

### CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high causal user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years. ***Please see the tables later in this appendix for full Core vs. Casual Participation breakdown.***

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Kayaking (Recreational)	9,499	11,382	13,002	36.9%	14.2%
Canoeing	10,236	8,995	9,595	-6.3%	6.7%
Snorkeling	8,874	7,659	7,729	-12.9%	0.9%
Jet Skiing	6,263	5,108	4,900	-21.8%	-4.1%
Surfing	2,701	2,964	3,800	40.7%	28.2%
Stand-Up Paddling	3,020	3,562	3,675	21.7%	3.2%
Sailing	4,099	3,618	3,486	-15.0%	-3.6%
Rafting	3,883	3,438	3,474	-10.5%	1.0%
Water Skiing	3,948	3,203	3,050	-22.7%	-4.8%
Wakeboarding	3,226	2,729	2,754	-14.6%	0.9%
Kayaking (White Water)	2,518	2,583	2,605	3.5%	0.9%
Scuba Diving	3,274	2,715	2,588	-21.0%	-4.7%
Kayaking (Sea/Touring)	3,079	2,652	2,508	-18.5%	-5.4%
Boardsailing/Windsurfing	1,766	1,405	1,268	-28.2%	-9.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 14: Water Sports/Activities Participatory Trends

## CORE VS. CASUAL PARTICIPATION TRENDS

### GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Basketball</b>	<b>23,410</b>	<b>100%</b>	<b>24,917</b>	<b>100%</b>	<b>27,753</b>	<b>100%</b>	<b>18.6%</b>	<b>11.4%</b>
Casual (1-12 times)	7,774	33%	9,669	39%	11,962	43%	53.9%	23.7%
Core(13+ times)	15,636	67%	15,248	61%	15,791	57%	1.0%	3.6%
<b>Golf (9 or 18-Hole Course)</b>	<b>24,120</b>	<b>100%</b>	<b>24,271</b>	<b>100%</b>	<b>24,804</b>	<b>100%</b>	<b>2.8%</b>	<b>2.2%</b>
<b>Tennis</b>	<b>17,963</b>	<b>100%</b>	<b>17,684</b>	<b>100%</b>	<b>21,642</b>	<b>100%</b>	<b>20.5%</b>	<b>22.4%</b>
<b>Baseball</b>	<b>13,711</b>	<b>100%</b>	<b>15,804</b>	<b>100%</b>	<b>15,731</b>	<b>100%</b>	<b>14.7%</b>	<b>-0.5%</b>
Casual (1-12 times)	4,803	35%	6,655	42%	8,089	51%	68.4%	21.5%
Core (13+ times)	8,908	65%	9,149	58%	7,643	49%	-14.2%	-16.5%
<b>Soccer (Outdoor)</b>	<b>12,646</b>	<b>100%</b>	<b>11,913</b>	<b>100%</b>	<b>12,444</b>	<b>100%</b>	<b>-1.6%</b>	<b>4.5%</b>
Casual (1-25 times)	6,698	53%	6,864	58%	8,360	67%	24.8%	21.8%
Core (26+ times)	5,949	47%	5,050	42%	4,084	33%	-31.3%	-19.1%
<b>Football (Flag)</b>	<b>5,829</b>	<b>100%</b>	<b>6,783</b>	<b>100%</b>	<b>7,001</b>	<b>100%</b>	<b>20.1%</b>	<b>3.2%</b>
Casual (1-12 times)	3,105	53%	3,794	56%	4,287	61%	38.1%	13.0%
Core(13+ times)	2,724	47%	2,989	44%	2,714	39%	-0.4%	-9.2%
Core Age 6 to 17 (13+ times)	1,276	53%	1,590	56%	1,446	61%	13.3%	-9.1%
<b>Softball (Slow Pitch)</b>	<b>7,114</b>	<b>100%</b>	<b>7,071</b>	<b>100%</b>	<b>6,349</b>	<b>100%</b>	<b>-10.8%</b>	<b>-10.2%</b>
Casual (1-12 times)	3,004	42%	3,023	43%	2,753	43%	-8.4%	-8.9%
Core(13+ times)	4,110	58%	4,048	57%	3,596	57%	-12.5%	-11.2%
<b>Badminton</b>	<b>7,198</b>	<b>100%</b>	<b>6,095</b>	<b>100%</b>	<b>5,862</b>	<b>100%</b>	<b>-18.6%</b>	<b>-3.8%</b>
Casual (1-12 times)	5,032	70%	4,338	71%	4,129	70%	-17.9%	-4.8%
Core(13+ times)	2,166	30%	1,756	29%	1,733	30%	-20.0%	-1.3%
<b>Soccer (Indoor)</b>	<b>4,813</b>	<b>100%</b>	<b>5,336</b>	<b>100%</b>	<b>5,440</b>	<b>100%</b>	<b>13.0%</b>	<b>1.9%</b>
Casual (1-12 times)	2,157	45%	2,581	48%	3,377	62%	56.6%	30.8%
Core(13+ times)	2,656	55%	2,755	52%	2,063	38%	-22.3%	-25.1%
<b>Volleyball (Court)</b>	<b>6,423</b>	<b>100%</b>	<b>6,487</b>	<b>100%</b>	<b>5,410</b>	<b>100%</b>	<b>-15.8%</b>	<b>-16.6%</b>
Casual (1-12 times)	2,849	44%	2,962	46%	2,204	41%	-22.6%	-25.6%
Core(13+ times)	3,575	56%	3,525	54%	3,206	59%	-10.3%	-9.0%
<b>Football (Tackle)</b>	<b>6,222</b>	<b>100%</b>	<b>5,107</b>	<b>100%</b>	<b>5,054</b>	<b>100%</b>	<b>-18.8%</b>	<b>-1.0%</b>
Casual (1-25 times)	2,842	46%	2,413	47%	2,390	47%	-15.9%	-1.0%
Core(26+ times)	3,380	54%	2,694	53%	2,665	53%	-21.2%	-1.1%
Core Age 6 to 17 (26+ times)	2,539	46%	2,311	47%	2,226	47%	-12.3%	-3.7%
<b>Football (Touch)</b>	<b>6,487</b>	<b>100%</b>	<b>5,171</b>	<b>100%</b>	<b>4,846</b>	<b>100%</b>	<b>-25.3%</b>	<b>-6.3%</b>
Casual (1-12 times)	3,809	59%	3,065	59%	2,990	62%	-21.5%	-2.4%
Core(13+ times)	2,678	41%	2,105	41%	1,856	38%	-30.7%	-11.8%
<b>Volleyball (Sand/Beach)</b>	<b>4,785</b>	<b>100%</b>	<b>4,400</b>	<b>100%</b>	<b>4,320</b>	<b>100%</b>	<b>-9.7%</b>	<b>-1.8%</b>
Casual (1-12 times)	3,348	70%	2,907	66%	3,105	72%	-7.3%	6.8%
Core(13+ times)	1,438	30%	1,493	34%	1,215	28%	-15.5%	-18.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

## GENERAL SPORTS (CONTINUED)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Pickleball</b>	<b>2,506</b>	<b>100%</b>	<b>3,460</b>	<b>100%</b>	<b>4,199</b>	<b>100%</b>	<b>67.6%</b>	<b>21.4%</b>
<i>Casual (1-12 times)</i>	2,628	105%	2,207	64%	2,835	68%	7.9%	28.5%
<i>Core(13+ times)</i>	1,048	-5%	1,253	36%	1,364	32%	30.2%	8.9%
<b>Gymnastics</b>	<b>4,679</b>	<b>100%</b>	<b>4,669</b>	<b>100%</b>	<b>3,848</b>	<b>100%</b>	<b>-17.8%</b>	<b>-17.6%</b>
<i>Casual (1-49 times)</i>	3,061	65%	3,004	64%	2,438	63%	-20.4%	-18.8%
<i>Core(50+ times)</i>	1,618	35%	1,695	36%	1,410	37%	-12.9%	-16.8%
<b>Track and Field</b>	<b>4,222</b>	<b>100%</b>	<b>4,139</b>	<b>100%</b>	<b>3,636</b>	<b>100%</b>	<b>-13.9%</b>	<b>-12.2%</b>
<i>Casual (1-25 times)</i>	1,973	47%	2,069	50%	1,589	44%	-19.5%	-23.2%
<i>Core(26+ times)</i>	2,249	53%	2,070	50%	2,046	56%	-9.0%	-1.2%
<b>Racquetball</b>	<b>3,883</b>	<b>100%</b>	<b>3,453</b>	<b>100%</b>	<b>3,426</b>	<b>100%</b>	<b>-11.8%</b>	<b>-0.8%</b>
<i>Casual (1-12 times)</i>	2,628	68%	2,398	69%	2,476	72%	-5.8%	3.3%
<i>Core(13+ times)</i>	1,255	32%	1,055	31%	950	28%	-24.3%	-10.0%
<b>Cheerleading</b>	<b>3,608</b>	<b>100%</b>	<b>3,752</b>	<b>100%</b>	<b>3,308</b>	<b>100%</b>	<b>-8.3%</b>	<b>-11.8%</b>
<i>Casual (1-25 times)</i>	1,968	55%	1,934	52%	1,931	58%	-1.9%	-0.2%
<i>Core(26+ times)</i>	1,640	45%	1,817	48%	1,377	42%	-16.0%	-24.2%
<b>Ultimate Frisbee</b>	<b>4,409</b>	<b>100%</b>	<b>2,290</b>	<b>100%</b>	<b>2,325</b>	<b>100%</b>	<b>-47.3%</b>	<b>1.5%</b>
<i>Casual (1-12 times)</i>	3,371	76%	1,491	65%	1,476	63%	-56.2%	-1.0%
<i>Core(13+ times)</i>	1,038	24%	799	35%	849	37%	-18.2%	6.3%
<b>Ice Hockey</b>	<b>2,546</b>	<b>100%</b>	<b>2,357</b>	<b>100%</b>	<b>2,270</b>	<b>100%</b>	<b>-10.8%</b>	<b>-3.7%</b>
<i>Casual (1-12 times)</i>	1,219	48%	1,040	44%	1,165	51%	-4.4%	12.0%
<i>Core(13+ times)</i>	1,326	52%	1,317	56%	1,105	49%	-16.7%	-16.1%
<b>Wrestling</b>	<b>1,978</b>	<b>100%</b>	<b>1,944</b>	<b>100%</b>	<b>1,931</b>	<b>100%</b>	<b>-2.4%</b>	<b>-0.7%</b>
<i>Casual (1-25 times)</i>	1,094	55%	1,189	61%	1,239	64%	13.3%	4.2%
<i>Core(26+ times)</i>	885	45%	755	39%	692	36%	-21.8%	-8.3%
<b>Lacrosse</b>	<b>2,094</b>	<b>100%</b>	<b>2,115</b>	<b>100%</b>	<b>1,884</b>	<b>100%</b>	<b>-10.0%</b>	<b>-10.9%</b>
<i>Casual (1-12 times)</i>	1,146	55%	1,021	48%	902	48%	-21.3%	-11.7%
<i>Core(13+ times)</i>	947	45%	1,094	52%	982	52%	3.7%	-10.2%
<b>Softball (Fast Pitch)</b>	<b>2,460</b>	<b>100%</b>	<b>2,242</b>	<b>100%</b>	<b>1,811</b>	<b>100%</b>	<b>-26.4%</b>	<b>-19.2%</b>
<i>Casual (1-25 times)</i>	1,187	48%	993	44%	650	36%	-45.2%	-34.5%
<i>Core(26+ times)</i>	1,273	52%	1,250	56%	1,162	64%	-8.7%	-7.0%
<b>Roller Hockey</b>	<b>1,907</b>	<b>100%</b>	<b>1,616</b>	<b>100%</b>	<b>1,500</b>	<b>100%</b>	<b>-21.3%</b>	<b>-7.2%</b>
<i>Casual (1-12 times)</i>	1,382	72%	1,179	73%	1,129	75%	-18.3%	-4.2%
<i>Core(13+ times)</i>	525	28%	436	27%	371	25%	-29.3%	-14.9%
<b>Rugby</b>	<b>1,349</b>	<b>100%</b>	<b>1,392</b>	<b>100%</b>	<b>1,242</b>	<b>100%</b>	<b>-7.9%</b>	<b>-10.8%</b>
<i>Casual (1-7 times)</i>	918	68%	835	60%	807	65%	-12.1%	-3.4%
<i>Core(8+ times)</i>	431	32%	557	40%	435	35%	0.9%	-21.9%
<b>Squash</b>	<b>1,710</b>	<b>100%</b>	<b>1,222</b>	<b>100%</b>	<b>1,163</b>	<b>100%</b>	<b>-32.0%</b>	<b>-4.8%</b>
<i>Casual (1-7 times)</i>	1,293	76%	747	61%	669	58%	-48.3%	-10.4%
<i>Core(8+ times)</i>	417	24%	476	39%	495	42%	18.7%	4.0%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)



## GENERAL FITNESS

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Fitness Walking</b>	<b>109,829</b>	<b>100%</b>	<b>111,439</b>	<b>100%</b>	<b>114,044</b>	<b>100%</b>	<b>3.8%</b>	<b>2.3%</b>
<i>Casual (1-49 times)</i>	35,563	32%	36,254	33%	34,742	30%	-2.3%	-4.2%
<i>Core(50+ times)</i>	74,266	68%	75,185	67%	79,302	70%	6.8%	5.5%
<b>Free Weights (Dumbbells/Hand Weights)</b>	<b>54,716</b>	<b>100%</b>	<b>51,450</b>	<b>100%</b>	<b>53,256</b>	<b>100%</b>	<b>-2.7%</b>	<b>3.5%</b>
<i>Casual (1-49 times)</i>	18,491	34%	19,762	38%	20,070	38%	8.5%	1.6%
<i>Core(50+ times)</i>	36,225	66%	31,688	62%	33,186	62%	-8.4%	4.7%
<b>Running/Jogging</b>	<b>48,496</b>	<b>100%</b>	<b>50,052</b>	<b>100%</b>	<b>50,652</b>	<b>100%</b>	<b>4.4%</b>	<b>1.2%</b>
<i>Casual (1-49 times)</i>	22,337	46%	24,972	50%	24,438	48%	9.4%	-2.1%
<i>Core(50+ times)</i>	26,158	54%	25,081	50%	26,214	52%	0.2%	4.5%
<b>Treadmill</b>	<b>50,398</b>	<b>100%</b>	<b>56,823</b>	<b>100%</b>	<b>49,832</b>	<b>100%</b>	<b>-1.1%</b>	<b>-12.3%</b>
<i>Casual (1-49 times)</i>	23,136	46%	28,473	50%	19,549	39%	-15.5%	-31.3%
<i>Core(50+ times)</i>	27,262	54%	28,349	50%	30,283	61%	11.1%	6.8%
<b>Yoga</b>	<b>25,289</b>	<b>100%</b>	<b>30,456</b>	<b>100%</b>	<b>32,808</b>	<b>100%</b>	<b>29.7%</b>	<b>7.7%</b>
<i>Casual (1-49 times)</i>	14,947	59%	18,953	62%	19,337	59%	29.4%	2.0%
<i>Core(50+ times)</i>	10,341	41%	11,503	38%	13,471	41%	30.3%	17.1%
<b>Stationary Cycling (Recumbent/Upright)</b>	<b>35,553</b>	<b>100%</b>	<b>37,085</b>	<b>100%</b>	<b>31,287</b>	<b>100%</b>	<b>-12.0%</b>	<b>-15.6%</b>
<i>Casual (1-49 times)</i>	18,512	52%	19,451	52%	13,249	42%	-28.4%	-31.9%
<i>Core(50+ times)</i>	17,042	48%	17,634	48%	18,038	58%	5.8%	2.3%
<b>Weight/Resistant Machines</b>	<b>35,310</b>	<b>100%</b>	<b>36,181</b>	<b>100%</b>	<b>30,651</b>	<b>100%</b>	<b>-13.2%</b>	<b>-15.3%</b>
<i>Casual (1-49 times)</i>	14,654	42%	14,668	41%	10,940	36%	-25.3%	-25.4%
<i>Core(50+ times)</i>	20,655	58%	21,513	59%	19,711	64%	-4.6%	-8.4%
<b>Free Weights (Barbells)</b>	<b>25,381</b>	<b>100%</b>	<b>28,379</b>	<b>100%</b>	<b>28,790</b>	<b>100%</b>	<b>13.4%</b>	<b>1.4%</b>
<i>Casual (1-49 times)</i>	9,860	39%	11,806	42%	13,428	47%	36.2%	13.7%
<i>Core(50+ times)</i>	15,521	61%	16,573	58%	15,363	53%	-1.0%	-7.3%
<b>Elliptical Motion/Cross Trainer</b>	<b>32,321</b>	<b>100%</b>	<b>33,056</b>	<b>100%</b>	<b>27,920</b>	<b>100%</b>	<b>-13.6%</b>	<b>-15.5%</b>
<i>Casual (1-49 times)</i>	15,729	49%	17,175	52%	14,403	52%	-8.4%	-16.1%
<i>Core(50+ times)</i>	16,593	51%	15,880	48%	13,517	48%	-18.5%	-14.9%
<b>Dance, Step, Choreographed Exercise</b>	<b>21,487</b>	<b>100%</b>	<b>23,957</b>	<b>100%</b>	<b>25,160</b>	<b>100%</b>	<b>17.1%</b>	<b>5.0%</b>
<i>Casual (1-49 times)</i>	14,137	66%	16,047	67%	16,652	66%	17.8%	3.8%
<i>Core(50+ times)</i>	7,350	34%	7,910	33%	8,507	34%	15.7%	7.5%
<b>Bodyweight Exercise</b>	<b>22,146</b>	<b>100%</b>	<b>23,504</b>	<b>100%</b>	<b>22,845</b>	<b>100%</b>	<b>3.2%</b>	<b>-2.8%</b>
<i>Casual (1-49 times)</i>	9,346	42%	9,492	40%	9,581	42%	2.5%	0.9%
<i>Core(50+ times)</i>	12,800	58%	14,012	60%	13,264	58%	3.6%	-5.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

## GENERAL FITNESS (CONTINUED)

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Aerobics (High Impact/ Intensity Training)</b>	<b>20,464</b>	<b>100%</b>	<b>22,044</b>	<b>100%</b>	<b>22,487</b>	<b>100%</b>	<b>9.9%</b>	<b>2.0%</b>
Casual (1-49 times)	11,723	57%	12,380	56%	12,743	57%	8.7%	2.9%
Core(50+ times)	8,742	43%	9,665	44%	9,744	43%	11.5%	0.8%
<b>Trail Running</b>	<b>8,139</b>	<b>100%</b>	<b>10,997</b>	<b>100%</b>	<b>11,854</b>	<b>100%</b>	<b>45.6%</b>	<b>7.8%</b>
<b>Stair-Climbing Machine</b>	<b>13,234</b>	<b>100%</b>	<b>15,359</b>	<b>100%</b>	<b>11,261</b>	<b>100%</b>	<b>-14.9%</b>	<b>-26.7%</b>
Casual (1-49 times)	7,960	60%	10,059	65%	6,339	56%	-20.4%	-37.0%
Core(50+ times)	5,275	40%	5,301	35%	4,922	44%	-6.7%	-7.1%
<b>Pilates Training</b>	<b>8,594</b>	<b>100%</b>	<b>9,243</b>	<b>100%</b>	<b>9,905</b>	<b>100%</b>	<b>15.3%</b>	<b>7.2%</b>
Casual (1-49 times)	5,201	61%	6,074	66%	6,668	67%	28.2%	9.8%
Core(50+ times)	3,394	39%	3,168	34%	3,237	33%	-4.6%	2.2%
<b>Cross-Training Style Workout</b>	<b>11,710</b>	<b>100%</b>	<b>13,542</b>	<b>100%</b>	<b>9,179</b>	<b>100%</b>	<b>-21.6%</b>	<b>-32.2%</b>
Casual (1-49 times)	6,038	52%	7,100	52%	3,476	38%	-42.4%	-51.0%
Core(50+ times)	5,672	48%	6,442	48%	5,704	62%	0.6%	-11.5%
<b>Martial Arts</b>	<b>5,507</b>	<b>100%</b>	<b>6,068</b>	<b>100%</b>	<b>6,064</b>	<b>100%</b>	<b>10.1%</b>	<b>-0.1%</b>
Casual (1-12 times)	1,793	33%	2,178	36%	2,679	44%	49.4%	23.0%
Core(13+ times)	3,714	67%	3,890	64%	3,385	56%	-8.9%	-13.0%
<b>Stationary Cycling (Group)</b>	<b>8,677</b>	<b>100%</b>	<b>9,930</b>	<b>100%</b>	<b>6,054</b>	<b>100%</b>	<b>-30.2%</b>	<b>-39.0%</b>
Casual (1-49 times)	5,561	64%	6,583	66%	3,134	52%	-43.6%	-52.4%
Core(50+ times)	3,116	36%	3,347	34%	2,920	48%	-6.3%	-12.8%
<b>Cardio Kickboxing</b>	<b>6,708</b>	<b>100%</b>	<b>7,026</b>	<b>100%</b>	<b>5,295</b>	<b>100%</b>	<b>-21.1%</b>	<b>-24.6%</b>
Casual (1-49 times)	4,579	68%	4,990	71%	3,438	65%	-24.9%	-31.1%
Core(50+ times)	2,129	32%	2,037	29%	1,857	35%	-12.8%	-8.8%
<b>Boxing for Fitness</b>	<b>5,419</b>	<b>100%</b>	<b>5,198</b>	<b>100%</b>	<b>5,230</b>	<b>100%</b>	<b>-3.5%</b>	<b>0.6%</b>
Casual (1-12 times)	2,787	51%	2,738	53%	2,962	57%	6.3%	8.2%
Core(13+ times)	2,633	49%	2,460	47%	2,268	43%	-13.9%	-7.8%
<b>Boot Camp Style Training</b>	<b>6,722</b>	<b>100%</b>	<b>6,830</b>	<b>100%</b>	<b>4,969</b>	<b>100%</b>	<b>-26.1%</b>	<b>-27.2%</b>
Casual (1-49 times)	4,488	67%	4,951	72%	3,204	64%	-28.6%	-35.3%
Core(50+ times)	2,234	33%	1,880	28%	1,765	36%	-21.0%	-6.1%
<b>Tai Chi</b>	<b>3,651</b>	<b>100%</b>	<b>3,793</b>	<b>100%</b>	<b>3,300</b>	<b>100%</b>	<b>-9.6%</b>	<b>-13.0%</b>
Casual (1-49 times)	2,237	61%	2,379	63%	1,858	56%	-16.9%	-21.9%
Core(50+ times)	1,415	39%	1,414	37%	1,442	44%	1.9%	2.0%
<b>Barre</b>	<b>3,583</b>	<b>100%</b>	<b>3,665</b>	<b>100%</b>	<b>3,579</b>	<b>100%</b>	<b>-0.1%</b>	<b>-2.3%</b>
Casual (1-49 times)	2,881	80%	2,868	78%	2,721	76%	-5.6%	-5.1%
Core(50+ times)	703	20%	797	22%	858	24%	22.0%	7.7%
<b>Triathlon (Traditional/Road)</b>	<b>2,498</b>	<b>100%</b>	<b>2,001</b>	<b>100%</b>	<b>1,846</b>	<b>100%</b>	<b>-26.1%</b>	<b>-7.7%</b>
<b>Triathlon (Non-Traditional/Off Road)</b>	<b>1,744</b>	<b>100%</b>	<b>1,472</b>	<b>100%</b>	<b>1,363</b>	<b>100%</b>	<b>-21.8%</b>	<b>-7.4%</b>
NOTE: Participation figures are in 000's for the US population ages 6 and over								
<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

## OUTDOOR/ADVENTURE RECREATION

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	37,232	100%	49,697	100%	57,808	100%	55.3%	16.3%
Bicycling (Road)	38,280	100%	39,388	100%	44,471	100%	16.2%	12.9%
Casual (1-25 times)	18,845	49%	20,796	53%	23,720	53%	25.9%	14.1%
Core(26+ times)	19,435	51%	18,592	47%	20,751	47%	6.8%	11.6%
Fishing (Freshwater)	37,682	100%	39,185	100%	42,556	100%	12.9%	8.6%
Casual (1-7 times)	20,206	54%	20,857	53%	24,309	57%	20.3%	16.6%
Core(8+ times)	17,476	46%	18,328	47%	18,247	43%	4.4%	-0.4%
Camping (< 1/4 Mile of Vehicle/Home)	27,742	100%	28,183	100%	36,082	100%	30.1%	28.0%
Camping (Recreational Vehicle)	14,699	100%	15,426	100%	17,825	100%	21.3%	15.6%
Casual (1-7 times)	7,843	53%	8,420	55%	11,281	63%	43.8%	34.0%
Core(8+ times)	6,856	47%	7,006	45%	6,544	37%	-4.6%	-6.6%
Fishing (Saltwater)	11,975	100%	13,193	100%	14,527	100%	21.3%	10.1%
Casual (1-7 times)	6,971	58%	7,947	60%	9,109	63%	30.7%	14.6%
Core(8+ times)	5,004	42%	5,246	40%	5,418	37%	8.3%	3.3%
Birdwatching (>1/4 mile of Vehicle/Home)	13,093	100%	12,817	100%	15,228	100%	16.3%	18.8%
Backpacking Overnight	10,100	100%	10,660	100%	10,746	100%	6.4%	0.8%
Bicycling (Mountain)	8,316	100%	8,622	100%	8,998	100%	8.2%	4.4%
Casual (1-12 times)	3,862	46%	4,319	50%	4,803	53%	24.4%	11.2%
Core(13+ times)	4,454	54%	4,302	50%	4,194	47%	-5.8%	-2.5%
Skateboarding	6,436	100%	6,610	100%	8,872	100%	37.8%	34.2%
Casual (1-25 times)	3,867	60%	4,265	65%	6,315	71%	63.3%	48.1%
Core(26+ times)	2,569	40%	2,345	35%	2,557	29%	-0.5%	9.0%
Fishing (Fly)	6,089	100%	7,014	100%	7,753	100%	27.3%	10.5%
Casual (1-7 times)	3,843	63%	4,493	64%	5,020	65%	30.6%	11.7%
Core(8+ times)	2,246	37%	2,521	36%	2,733	35%	21.7%	8.4%
Archery	8,378	100%	7,449	100%	7,249	100%	-13.5%	-2.7%
Casual (1-25 times)	7,038	84%	6,309	85%	6,102	84%	-13.3%	-3.3%
Core(26+ times)	1,340	16%	1,140	15%	1,147	16%	-14.4%	0.6%
Climbing (Indoor)		n/a	5,309	100%	5,535	100%	n/a	4.3%
Roller Skating (In-Line)	6,024	100%	4,816	100%	4,892	100%	-18.8%	1.6%
Casual (1-12 times)	4,246	70%	3,474	72%	3,466	71%	-18.4%	-0.2%
Core(13+ times)	1,778	30%	1,342	28%	1,425	29%	-19.9%	6.2%
Bicycling (BMX)	2,690	100%	3,648	100%	3,880	100%	44.2%	6.4%
Casual (1-12 times)	1,457	54%	2,257	62%	2,532	65%	73.8%	12.2%
Core(13+ times)	1,233	46%	1,392	38%	1,348	35%	9.3%	-3.2%
Climbing (Traditional/Ice/Mountaineering)	2,571	100%	2,400	100%	2,456	100%	-4.5%	2.3%
Climbing (Sport/Boulder)		n/a	2,183	100%	2,290	100%	n/a	4.9%
Adventure Racing	2,864	100%	2,143	100%	1,966	100%	-31.4%	-8.3%
Casual (1 times)	1,121	39%	549	26%	328	17%	-70.7%	-40.3%
Core(2+ times)	1,743	61%	1,595	74%	1,638	83%	-6.0%	2.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

## AQUATICS

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	26,319	100%	28,219	100%	25,666	100%	-2.5%	-9.0%
Casual (1-49 times)	17,059	65%	19,480	69%	17,987	70%	5.4%	-7.7%
Core(50+ times)	9,260	35%	8,739	31%	7,680	30%	-17.1%	-12.1%
Aquatic Exercise	9,226	100%	11,189	100%	10,954	100%	18.7%	-2.1%
Casual (1-49 times)	5,991	65%	8,006	72%	8,331	76%	39.1%	4.1%
Core(50+ times)	3,236	35%	3,183	28%	2,623	24%	-18.9%	-17.6%
Swimming (Competition)	2,892	100%	2,822	100%	2,615	100%	-9.6%	-7.3%
Casual (1-49 times)	1,482	51%	1,529	54%	1,524	58%	2.8%	-0.3%
Core(50+ times)	1,411	49%	1,293	46%	1,091	42%	-22.7%	-15.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

## WATER SPORTS/ACTIVITIES

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Kayaking (Recreational)	9,499	100%	11,382	100%	13,002	100%	36.9%	14.2%
Canoeing	10,236	100%	8,995	100%	9,595	100%	-6.3%	6.7%
Snorkeling	8,874	100%	7,659	100%	7,729	100%	-12.9%	0.9%
Casual (1-7 times)	7,002	79%	6,192	81%	6,374	82%	-9.0%	2.9%
Core(8+ times)	1,872	21%	1,468	19%	1,355	18%	-27.6%	-7.7%
Jet Skiing	6,263	100%	5,108	100%	4,900	100%	-21.8%	-4.1%
Casual (1-7 times)	4,425	71%	3,684	72%	3,783	77%	-14.5%	2.7%
Core(8+ times)	1,838	29%	1,423	28%	1,116	23%	-39.3%	-21.6%
Surfing	2,701	100%	2,964	100%	3,800	100%	40.7%	28.2%
Casual (1-7 times)	1,665	62%	2,001	68%	2,507	66%	50.6%	25.3%
Core(8+ times)	1,036	38%	962	32%	747	34%	-27.9%	-22.3%
Stand Up Paddling	3,020	100%	3,562	100%	3,675	100%	21.7%	3.2%
Sailing	4,099	100%	3,618	100%	3,486	100%	-15.0%	-3.6%
Casual (1-7 times)	2,818	69%	2,477	68%	2,395	69%	-15.0%	-3.3%
Core(8+ times)	1,281	31%	1,141	32%	1,091	31%	-14.8%	-4.4%
Rafting	3,883	100%	3,438	100%	3,474	100%	-10.5%	1.0%
Water Skiing	3,948	100%	3,203	100%	3,050	100%	-22.7%	-4.8%
Casual (1-7 times)	2,835	72%	2,355	74%	2,189	72%	-22.8%	-7.0%
Core(8+ times)	1,112	28%	847	26%	861	28%	-22.6%	1.7%
Wakeboarding	3,226	100%	2,729	100%	2,754	100%	-14.6%	0.9%
Casual (1-7 times)	2,308	72%	1,839	67%	2,007	73%	-13.0%	9.1%
Core(8+ times)	918	28%	890	33%	747	27%	-18.6%	-16.1%
Kayaking (White Water)	2,518	100%	2,583	100%	2,605	100%	3.5%	0.9%
Scuba Diving	3,274	100%	3,715	100%	2,588	100%	-21.0%	-30.3%
Casual (1-7 times)	2,405	73%	2,016	54%	1,880	73%	-21.8%	-6.7%
Core(8+ times)	869	27%	699	46%	708	27%	-18.5%	1.3%
Kayaking (Sea/Touring)	3,079	100%	2,652	100%	2,508	100%	-18.5%	-5.4%
Boardsailing/Windsurfing	1,766	100%	1,405	100%	1,268	100%	-28.2%	-9.8%
Casual (1-7 times)	1,461	83%	1,112	79%	1,015	80%	-30.5%	-8.7%
Core(8+ times)	305	17%	292	21%	253	20%	-17.0%	-13.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

## APPENDIX C: PARK CLASSIFICATIONS

### INTRODUCTION

In developing design principles for parks, it is important that each park be programmed, planned, and designed to meet the needs of its service area and classification within the overall park and recreation system. Every park, regardless of type, needs to have an established set of outcomes. Park planners/designers design to those outcomes, including operational and maintenance costs associated with the design outcomes.

Each park classification category serves a specific purpose, and the features and facilities in the park must be designed for the number of age segments the park is intended to serve, the desired length of stay deemed appropriate, and the uses it has been assigned. The definitions and standards detailed for each park classification are based on industry standards identified by the National Recreation and Parks Association, as well as the national experience of the consultant team. Recreation needs and services require different design standards based on the age segments that make up the community that will be using the park. A varying number of age segments will be accommodated with the park program depending on the classification of the park. The age segments used for this purpose are broken into the following sets and subsets:

- Ages 0-17
  - Ages 0-5
  - Ages 6-12
  - Ages 13-17
- Ages 18-34
  - Ages 18-24
  - Ages 25-34
- Ages 35-54
  - Ages 35-44
  - Ages 45-54
- Ages 55-74
  - Ages 55-64
  - Ages 65-74
- Ages 76+

### DEFINITIONS

**Land Usage:** The percentage of space identified for active or passive use within a park. A park master plan should follow land usage guidelines.

- **Active Use:** An area that requires more intensive development to support the desired recreation activities. Spaces are designed specifically to encourage people to congregate and interact with each other. Active areas include built amenities, such as playgrounds, splash pads, sports courts or fields, community centers, program pavilions, swimming pools, rentable shelters, and similar amenities. Active may also be used in reference to a program or activity that requires a more vigorous physical effort to participate, such as playing sports, swimming, working out, skating, etc.
- **Passive Use:** An area that has minimal to no development, usually for the purpose of providing non-programmed open space and/or preserving or restoring natural habitat. Areas that are developed are designed to promote casual and frequently self-directed activities, such as hiking,



fishing, bird watching, wildlife viewing, picnicking, kite-flying, Frisbee, or similar generally unstructured activities. Built amenities may include trails, boardwalks, fishing piers, benches, picnic tables, grass meadows, etc. Passive may also be used in reference to a program or activity that requires minimal physical exertion to participate, such as attending an arts and crafts class, continuing education program, etc.

**Park/Facility Classifications:** Includes Mini Park, Neighborhood Park, Community Park, Special Use Park/Facility, School Grounds, and Trails.

**Signature Facility/Amenity:** This is an enhanced facility or amenity which is viewed by community as deserving of special recognition due to its design, location, function, natural resources, etc. A signature facility/amenity is frequently synonymous with the park from the general public's perspective. A signature facility/amenity may also be a revenue facility. Examples include a standalone sports complex, community center, waterpark, destination playground, amenities, or natural features.

**Site Features:** The specific types of facilities and amenities included within a park. Site features include such elements as a community center, playground, splash pads, picnic shelters, restrooms, game courts, trails, open meadows, nature preserves, etc. Community demographics and needs should be considered when identifying site features for a park.

**Revenue Facilities:** These include facilities that charge a fee to use in the form of an admission fee, player fee, team fee, or permit fee. These could include pools, golf courses, tennis courts, recreation centers, sport field complexes, concession facilities, hospitality centers, reservable shelters, outdoor or indoor theatre space, and special event spaces.

**User Experiences:** The type of intentional recreation experiences a user has available to them when visiting a park. A park master plan should incorporate user experience recommendations based on the following types of experiences:

- **Leader-Directed Experiences:** An experience received from a facility, amenity, or service where participant involvement is directed by a leader and supervision is required for participation. These experiences, usually provided through an organized class, often promote skill development or learning, but may be for recreational purposes only. Leader-directed experiences typically require advance registration and include a user fee to participate. Examples include day camps, learn-to-swim programs, environmental education classes, sports leagues, etc. Certain types of special events, such as concerts, 5K fun runs/walks, or similar events that rely on the performance or significant coordination of someone to occur are also considered leader-directed experiences.
- **Self-Directed Experience:** An experience received from a facility, amenity or service that provides opportunities for individuals or groups to participate independently and at their own pace. Supervision, when provided, is primarily to promote safety or regulate attendance. A user fee may or may not be charged, depending on the setting. Advance registration is often not required. Examples include playground or splash pad usage, picnicking, disc golf, nature walks, walking a dog, etc. General use of a community center, such as using fitness equipment, using the gym or indoor aquatic during open times, or walking the track, are also considered self-directed experiences.

## PARK CLASSIFICATIONS

### MINI / POCKET PARKS

Mini parks are generally fairly small in Johns Creek, (usually five acres or less) and have a service area of one-quarter (1/4) mile or less. These parks specialize in one or two types of services or facilities and are intended for the adjacent neighborhoods. As the neighborhood needs change, the focus of mini parks can change. The parks typically contain a children's play area, a picnic area, and possibly a basketball court.

Mini parks are not designed to accommodate more than very limited recreation services. They are typically able to provide recreation services for one user group such as a playground, splash pad, benches for walkers, landscape, and trails for enjoyment of the natural environment or display of public artwork.

**Current Mini / Pocket Parks in Johns Creek include Bell Road Pocket Park, Morton Road Park, and State Bridge Park.**

- Size of park: Mini Parks are usually under three acres in size. Anything larger would typically be considered a neighborhood park.
- Service radius: Several City blocks or less than 1/4 mile in a residential setting.
- Site selection: Servicing a specific recreation need, ease of access from the surrounding area, and linkage to the community pathway system are key concerns when selecting a site. Ideally, it will have adjacency to other park system components, most notably greenways, and the trail system. Location is determined by the needs of the neighborhood, partnership opportunities, and the availability and accessibility of land.
- Length of stay: One-hour experience or less.
- Site features: Community input through the public meeting process needs to be the primary determinant of the development program for this type of park. Amenities should adhere to ADA standards. Although demographics and population density play a role in location, the justification for a Mini Park lies more in servicing a specific recreation need or taking advantage of a unique opportunity. Given the potential variety of Urban Plaza activities and locations, services can vary.
- Landscape design: Appropriate design to enhance the park theme/use/experience.
- Revenue facilities: None.
- Land usage: 90% active/10% passive. The character may be one of intensive use or aesthetic enjoyment. Area residents should be encouraged to assist in policing and the day-to-day care of this type of park as they are located in neighborhoods. The primary function of such a park is to provide recreation space to those areas of the City where population densities limit the available open space.
- User experiences: Predominately self-directed, but a signature amenity may be included which provides opportunities for leader-directed programs. Depending on the size and location, special events could be activated.
- Maintenance standards: Dependent on-site features, landscape design, and park visitation.
- Signage: Directional signage and facility/amenity regulations to enhance user experience.
- Parking: Parking is typically not required.
- Lighting: Site lighting is typically used for security and safety.

- Naming: Consistent with the agency's naming policy for naming of parks.

### NEIGHBORHOOD PARK

A neighborhood park is typically 3-10 acres in size; however, some neighborhood parks are determined by use and facilities offered and not by size alone. The service radius for a neighborhood park is one half mile or six blocks. Neighborhood parks should have safe pedestrian access for surrounding residents; parking may or may not be included but if included accounts for less than ten cars and provides for ADA access. Neighborhood parks serve the recreational and social focus of the adjoining neighborhoods and contribute to a distinct neighborhood identity.

Currently, the City of Johns Creek does not have any neighborhood parks in its inventory as this need is well met with the presence of numerous private Homeowner Association parks throughout the community.

- Size of park: 3 to 10 acres (usable area measured). Preferred size is eight acres.
- Service radius: 0.5-mile radius.
- Site selection: On a local or collector street. If near an arterial street, provide natural or artificial barrier from traffic. Where possible, next to a school. Encourage location to link subdivisions and linked by trails to other parks.
- Length of stay: One-hour experience or less.
- Site features: One signature amenity (e.g., playground, splashpad, sport court, gazebo); no restrooms unless necessary for a signature amenity; may include one non-programmed sports field; playgrounds for ages 2-5 and 5-12 with some shaded elements; typically, no reservable shelters; loop trails; one type of sport court; no non-producing/unused amenities; benches, small picnic shelter(s) next to play areas. Amenities are ADA compliant.
- Landscape design: Appropriate design to enhance the park theme/use/experience. Customized to demographics of neighborhood; safety design meets established Crime Prevention Through Environmental Design (CPTED) standards; integrated color scheme throughout.
- Revenue facilities: None.
- Land usage: 85% active/15% passive.
- User experiences: Typically, self-directed, but a signature amenity may be included which provides opportunities for leader-directed programs.
- Maintenance standards: Dependent on-site features, landscape design, and park visitation.
- Signage: Directional signage to the park, as well as within the park, and facility/amenity regulations to enhance user experience.
- Parking: Design should include widened on-street parking area adjacent to park, when feasible. Goal is to maximize usable park space. As necessary, provide 5-10 spaces within park including accessible parking spaces. Traffic calming devices encouraged next to park.
- Lighting: Security only. Lighting on all night for security.
- Naming: Consistent with the agency's naming policy for naming of parks.

## COMMUNITY PARK

Community parks provide diverse recreation opportunities to serve the residents of Johns Creek. These include active and passive recreation, as well as self-directed and organized recreation opportunities for individuals, families, and small groups. Community Parks often include facilities that promote outdoor recreation and activities such as walking and biking, picnicking, playing sports, playing on playgrounds, and fishing. These sites also include natural areas, emphasizing public access to important natural features. Since community parks may attract people from a wide geographic area, support facilities are required, such as parking and restrooms. Self-directed recreation activities such as meditation, quiet reflection, and wildlife watching also take place at community parks.

Community parks generally range from 10 to 100 acres depending on the surrounding community. Community parks serve a larger area – radius of one to three miles – and contain more recreation amenities than a neighborhood park. **Currently, the City of Johns Creek has several Community Parks that include Creekside Park (future), Newtown Park, Ocee Park, and Shakerag Park.**

- Size of park: 10 to 100 acres, but ideally 20 to 40 acres.
- Service radius: One to three-mile radius.
- Site selection: On two collector streets minimum and preferably one arterial street. If near arterial street, provide natural or artificial barrier from traffic. Minimal number of residences abutting site. Preference for adjacent or nearby proximity with school or other municipal use. Encourage trail linkage to other parks.
- Length of stay: Two to three hours experience.
- Site features: Four signature amenities at a minimum: (e.g., trails, sports fields, large shelters/pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, recreation center, pool or family aquatic center, sports courts, water feature); public restrooms with drinking fountains, ample parking, and security lighting. Amenities are ADA compliant. Multi-purpose fields are appropriate in this type of park.
- Landscape design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park.
- Revenue facilities: One or more (e.g., picnic shelters, program pavilion, etc.).
- Land usage: 65% active and 35% passive.
- User experiences: Mostly self-directed experiences but may have opportunities for leader-directed programs based on available site features and community demand.
- Maintenance standards: Dependent on-site features, landscape design, and park visitation.
- Signage: Directional signage to the park, as well as within the park, and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.
- Parking: Sufficient to support the amenities; occupies no more than 10% of the park. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. Traffic calming devices encouraged within and next to the park.
- Lighting: Security lighting and lighting appropriate for signature amenities.

- Naming: Consistent with the agency's naming policy for naming of parks, such as being named after a prominent or historic person, event, donor, or natural landmark.
- Other: Strong appeal to surrounding neighborhoods; integrated color scheme throughout the park; partnerships developed with support groups, schools and other organizations; loop trail connectivity; linked to trail or recreation facility; safety design meets established Crime Prevention Through Environmental Design (CPTED) standards.

## REGIONAL PARK

Regional parks provide access to unique recreation features, natural areas, and facilities that attract visitors from the entire community and beyond. Regional parks often accommodate small and large group activities and have infrastructure to support group picnics. As community attractions, Regional Parks can enhance the economic vitality and identity of the entire region. These parks may include significant natural areas and wetlands, trails and pathways, gardens and arboretums, ponds, and other water features. They add unique facilities, such as destination or thematic playgrounds, community centers, aquatic centers, amphitheaters, viewing knolls, skateparks, and other interesting elements.

Regional parks can and should promote tourism and economic development. Regional parks can enhance the economic vitality and identity of the entire region. Regional parks are typically 100 or more acres in size. **Currently, Johns Creek has the future Cauley Creek Park that falls under the regional park designation.**

- Size of park: 100+ acres.
- Service radius: Three miles or greater radius.
- Site selection: Prefer location which can preserve natural resources on-site such as wetlands, streams, and other geographic features or sites with significant cultural or historic features. Significantly large parcel of land. Access from public roads capable of handling anticipated traffic.
- Length of stay: All day experience.
- Site features: 10 to 12 amenities to create a signature facility (e.g., community center, waterpark, lake, destination playground, 3+ reservable picnic shelters, outdoor adventure amenities, gardens, trails, and specialty facilities); public restrooms with drinking fountains, concessions, restaurant, ample parking, special event site. Wi-fi and security cameras are installed.
- Landscape design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park. Also, must meet City of Johns Creek Planning and Zoning Standards.
- Revenue facilities: More than two; park designed to produce revenue to help offset operational costs.
- Land usage: Up to 50% active/50% passive.
- User experiences: Significant mix of leader-directed and self-directed experiences. More than four recreation experiences per age segment with at least four core programs provided.
- Maintenance standards: Dependent on site features, landscape design, and park visitation.
- Signage: Directional signage and facility/amenity regulations to enhance user experience, may include kiosks in easily identified areas of the facility.



- **Parking:** Sufficient for all amenities. Traffic calming devices encouraged within and next to park.
- **Lighting:** Security lighting and lighting appropriate for signature amenities.
- **Naming:** Consistent with the agency's naming policy.
- **Other:** Safety design may meet Crime Prevention Through Environmental Design (CPTED) safety standards; integrated color scheme throughout the park; linked to major trails systems, public transportation available, concessions, food and retail sales available, dedicated site managers on duty.

### **SPECIAL USE PARK**

Special use parks are those spaces that do not fall within a typical park classification. A major difference between a special use park and other parks is that they usually serve a single purpose whereas other park classifications are designed to offer multiple recreation opportunities. It is possible for a special use facility to be located inside another park.

Special use parks generally contain one facility or amenity that falls into the following categories:

- **Historic/Cultural/Social Sites** – Unique local resources offering historical, educational, and cultural opportunities. Examples include arboretums, memorials, historic downtown areas, commercial zones, arboretums, display gardens, and amphitheaters. Frequently these are located in community or regional parks.
- **Golf Courses** – Nine and 18-hole complexes with ancillary facilities such as club houses, driving ranges, program space and learning centers. These facilities are highly maintained and support a wide age level of males and females. Programs are targeted for daily use play, tournaments, leagues, clinics and special events. Operational costs come from daily play, season pass holders, concessions, driving range fees, earned income opportunities, and sale of pro shop items.
- **Indoor Recreation Facilities** – Specialized or single purpose facilities. Examples include community centers, senior centers, performing arts facilities, and community theaters. Frequently these are located in community or regional parks.
- **Outdoor Recreation Facilities** – Examples include aquatic parks, disk golf, skateboard, BMX, dog parks, and standalone sports complex which may be located in a park.

**The City of Johns Creek has one special use facilities within its current inventory with Autrey Mill Nature Preserve.**

- **Size of park:** Depends upon facilities and activities included. The diverse character of these parks makes it difficult to apply acreage standards.
- **Service radius:** Depends upon facilities and activities included. Typically serves special user groups while a few serve the entire population.
- **Site selection:** Given the variety of potential uses, no specific standards are defined for site selection. As with all park types, the site itself should be located where it is appropriate for its use.
- **Length of stay:** Varies by facility.
- **Site Features:** Varies by facility.

- Revenue facilities: Due to nature of certain facilities, revenue may be required for construction and/or annual maintenance. This should be determined at a policy level before the facility is planned and constructed.
- Land usage: Varies by facility.
- User experiences: Varies by facility.
- Maintenance standards: Dependent on-site features, landscape design, and park visitation.
- Signage: Directional signage to the park, as well as within the park, and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.
- Parking: On-street or off-street parking is provided as appropriate for facility.
- Lighting: Security lighting and lighting appropriate for facility.
- Landscape design: Appropriate design to enhance the park theme/use/experience.
- Naming: Consistent with the agency's naming policy for naming of parks, such as being named after a prominent or historic person, event, donor, or natural landmark.
- Other: Integrated color scheme throughout the park; safety design meets established CPTED standards.

### SCHOOL PLAYGROUNDS

By combining the resources of two public agencies, such as the City of Johns Creek and Fulton County Schools, the school playgrounds classification allows for expanding the recreation, social, and educational opportunities available to the community in an efficient and cost-effective manner. School playgrounds are utilized in the Level of Service Analysis because they are a component of public park and recreation assets.

School grounds often complement other community open lands. As an example, an elementary school can serve as neighborhood park providing a playground and open space to the surrounding community during non-school hours. Similarly, a middle school or high school may serve in a number of capacities that could include indoor sport courts, athletic fields, tennis courts, etc.

- Size: Variable as it depends on function.
- Location: Determined by location of school district property.
- Site features: May include playgrounds, tennis courts, basketball courts, athletic fields, and trails.
- Signage: Directional signage to the park, as well as within the park, and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the School Grounds for public use.
- Recreation services: Mainly self-directed recreation activities. Where feasible, if athletic fields are developed on school grounds, they are oriented to youth programming. Establishing a joint-use agreement is recommended to making school ground designations work for both agencies. This is particularly important to maintenance, liability, use, and programming of the facilities.

## TRAILS

Trails include natural and built corridors that typically support trail-oriented activities, such as walking, jogging, biking, skating, etc. Trails function as linear parks by linking features together and providing green buffers. Trails may be located along abandoned railroad lines, transportation or utility rights-of-way, riparian corridors, or elongated natural areas. Greenways/trails and linear parks may be of various lengths and widths, and these corridors typically support facilities such as viewing areas, benches, and trailheads. Trails between key destinations can help create more tightly-knit communities, provide opportunities for non-motorized transportation, and link to a regional trail system.

- **Size:** Typically, unencumbered land at least 30-feet wide. It may include a trail to support walk, bike, run, and sometimes equestrian type activities. Usually, an urban trail is at minimum 10-feet wide to support pedestrian and bicycle uses. Trails incorporate signage to designate where a user is located and where the trails connect in the community.
- **Site selection:** Located consistent with approved a community's comprehensive plan and/or alternative transportation plan as appropriate.
- **Amenities:** Parking and restrooms at major trailheads. May include station points, which include a bench, drink fountain, trail map, and bike repair station, pocket parks/public plazas along the trail.
- **Maintenance standards:** Dependent on-site features, landscape design, and park visitation.
- **Lighting:** Security lighting at trailheads is preferred. Lighting in urbanized areas or entertainment districts as appropriate.
- **Signage:** Mileage markers at half mile intervals. Interpretive kiosks as deemed appropriate.
- **Landscape design:** Coordinated planting scheme in urban areas. Limited or no landscape planting in open space areas with a preference for maintaining natural areas as a buffer to neighbors.
- **Other:** Connectivity to parks or other community attractions and facilities is desirable.



## APPENDIX D: PARKS AND FACILITIES ASSESSMENT

### METHODOLOGY

The Consultant team conducted assessments of the seven (7) parks within the Johns Creek park system over the summer of 2022. Cauley Creek Park, which is under construction, was not included in the park assessments, as the site was inaccessible at the time of the inspector's site visits. Additionally, Creekside Park was not included in the assessment. Creekside Park, which was recently master planned, is located in the area behind Johns Creek City Hall and is currently in the engineering phase. The list of parks and amenities to be evaluated was provided by the Recreation and Parks Division.

The seven parks in the assessment include:

1. Newtown Park,
2. Ocee Park,
3. Shakerag Park,
4. Morton Road Park,
5. Autrey Mill Nature Preserve,
6. Bell Boles Park, and
7. State Bridge Park.

The overall park, as well as each park amenity, was assessed on a scale of Excellent, Good, Fair, or Poor. The scale of conditions is described below:

**Excellent Assessment:** Park and amenities are in excellent condition with little or no maintenance problems noted. Park and amenities do not feature any major design issues that contribute to diminished use or maintenance.

**Good Assessment:** Park and amenities are in good condition and feature only minor maintenance problems. Generally, most maintenance issues with the park and/or amenity appear to be the result of age and/or heavy use. Park and amenities may feature minor design issues that contribute to diminished use or maintenance (i.e., drainage, structural, utilities, etc.).

**Fair Assessment:** Park and amenities are in fair condition and indicate on-going maintenance problems. Generally, most maintenance issues appear to be the result of age or heavy use. Some maintenance issues may be compounded over time due to deferred maintenance because of issues such as budget or resource limitations.

**Poor Assessment:** Park and amenities are in poor condition and clearly show ongoing maintenance problems that may result in suspended use for repair or replacement. Maintenance issues with these park amenities are the result of poor design, age, and/or heavy use and are generally compounded over time due to deferred maintenance as a result of budget and/or resource limitations.

## ASSESSMENT FINDINGS

With respect to the overall condition assessment ratings of the seven parks, one park was rated in excellent condition and six parks were rated in good condition. None of the parks were rated in fair or poor condition. The overall condition presents the inspector's judgement about the condition of the park based on the total condition of park amenities. The following table presents the overall rating for the parks Barge assessed:

	Park	Overall Condition Assessment
1	Newtown Park	Good
2	Ocee Park	Good
3	Shakerag Park	Good
4	Morton Road Park	Excellent
5	Autrey Mill Nature Preserve	Good
6	Bell Boles Park	Good
7	State Bridge Park	Good

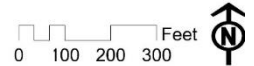
The park assessments were completed using a web-based app developed by Barge Design. The data for the assessments was entered during visits to each park by the park inspector either on a smart phone or tablet. The quantity and condition of various park components or amenities were recorded as a part of the assessment.

On the following pages are a summary of the rated conditions of each park for the seven developed parks within the Johns Creek park system.



## NEWTOWN PARK

Overall, Newtown Park is in Good Condition. Newtown Park is well-maintained and many of the park amenities are new, including the veteran's memorial, the dog park, the lacrosse field, and the main soccer field. Some other features are starting to show signs of normal wear, including the baseball fields, main concession building, and pavilions. The parking lots and sidewalks are in good condition and no major maintenance issues were noted during the site visit. Wayfinding throughout the park was good and the park was easy to navigate. Below is a table showing the park amenities, their condition, and any remarks noted in the field during the site visit.



PARK	OVERALL CONDITION	REMARKS
NEWTOWN PARK	GOOD	
ATHLETIC FIELDS / COURTS	CONDITION	REMARKS
LACROSSE FIELD	EXCELLENT	The lacrosse field is in excellent condition, and it looks new and well-maintained. The synthetic turf is in great shape. No drainage issues noted.
MAIN SOCCER FIELD	EXCELLENT	The main soccer field is in excellent condition. It looks new and well-maintained. The synthetic turf is in great shape. No drainage issues noted.
BASEBALL FIELD #1	GOOD	Overall, the baseball fields are in good condition. There appears to be some drainage issues with clay from the fields washing off onto the concrete areas behind home base. The turf is worn out in some areas. Bleachers in the dugouts are in great shape (just a bit dirty). Not ADA-accessible.

BASEBALL FIELD #2	GOOD	Overall, the baseball fields are in good condition. There appears to be some drainage issues with clay from the fields washing off onto the concrete areas behind home base. The turf is worn out in some areas. Bleachers in the dugouts are in great shape (just a bit dirty). ADA accessible.
BASEBALL FIELD #3	GOOD	Overall, the baseball fields are in good condition. Turf is worn out in some areas.
TENNIS COURTS (4)	GOOD	There is some cracking on the tennis court surface.
PICKLEBALL COURTS (4)	GOOD	Overall, the pickleball courts appear to be in excellent condition. However, there are some surface cracks outside of the pickleball courts.
BASKETBALL COURTS (2)	EXCELLENT	Basketball courts look new and are in great shape. No issues noted during site visit.
BOCCE BALL COURTS (3)	EXCELLENT	Bocce courts are clean and well-maintained. No issues noted during site visit.

BUILDINGS	CONDITION	REMARKS
PARK PLACE	EXCELLENT	Adaptive re-use; from the outside, the building looks well-maintained and in good shape. The concrete courtyard is in excellent shape. Inspector did not go inside.
COMMUNITY CLUBHOUSE	EXCELLENT	Community Clubhouse appears to be new and no maintenance were noted during the site visit. Landscaping around building is well-maintained. ADA accessibility to building and associated restrooms.
AMPHITHEATER & COVERED STAGE	EXCELLENT	Covered stage and amphitheater are in excellent condition; well-kept/maintained. Minimal wear and tear
MAIN CONCESSION STAND	GOOD	Minor issues, such as chipping paint and some graffiti.
PLAYGROUND RESTROOMS	GOOD	Restrooms appeared older, but in good condition. Minor issues noted, such as dirt and debris outside and around restroom doors, water fountain did not work.
TENNIS COURT RESTROOMS	EXCELLENT	Restrooms look new and clean; no major issues noted during site visit.
MAINTENANCE BUILDING	GOOD	Seemingly typical maintenance building, no major maintenance issues noted during the site visit. Inspector did not go inside.
ATHLETIC STORAGE BUILDING	GOOD	Possibly some drainage issues at the front, right corner of the building, as it appears dirt has washed up onto the side of the building. Otherwise, in good condition and no other issues noted during site visit.
PAVILIONS	CONDITION	REMARKS
PAVILION 1A	GOOD	Needs paint touch-ups in some areas
PAVILION 1B	GOOD	Needs paint touch-ups in some areas
PAVILION 1C	GOOD	Needs paint touch-ups in some areas
PAVILION 1D	GOOD	Needs paint touch-ups in some areas
PAVILION 1E	FAIR	Needs paint touch-ups in some areas; pavilion appears to have some wood rot that needs to be replaced.

OTHER AMENITIES	CONDITION	REMARKS
VETERANS MEMORIAL WALK	EXCELLENT	Beautiful and well-maintained.
DOG PARK	EXCELLENT	Very nice and well-maintained; was getting a lot of use the day we visited
PLAYGROUND 1 (Ages 5-12)	GOOD	Playground is showing minor signs of wear, primarily from age, but overall is in good shape. There is fencing around most of the playground. Not ADA-accessible.
PLAYGROUND 2 (Ages 2-5)	GOOD	Playground is showing minor signs of wear, primarily from age, but overall is in good shape. There is fencing around most of the playground. The small open field behind the playground is also in good shape. Low wooden step wall outside of the playground is in fair condition and needs some repairs and repainting. Not ADA-accessible.
PLAYGROUND FIELD	GOOD	Playground Field is in good condition; turf is worn thin in some areas, but no drainage issues noted during site visit. Bleachers are in good condition as well.
COMMUNITY GARDEN	EXCELLENT	Garden gate was locked, but from the outside, the community garden looked like it was in excellent condition. The garden was well-kept and the gate and raised beds did not appear to have any issues.
PARKING LOTS	GOOD	Overall, good condition. Some minor issues associated with normal wear and tear, such as cracking in asphalt and chipping on striping.
PAVED LOOPED TRAIL	GOOD	Needs some repairs (cracks/tree roots), striping needs repainting, but overall is in good condition.

## OCEE PARK

Overall, Ocee Park is in Good Condition. The park is used primarily for baseball, but it has many other amenities as well, and it is a well-loved park. Most of the amenities are in good condition and only show minor signs of wear, such as fading on the playground equipment and some paint chipping on the pavilions. The synthetic turf on the ball fields is in great shape, but the natural turf beyond the infields typically shows signs of major wear. The tennis courts and basketball courts appear to be new and are in great shape and add value to the park. The parking lots and sidewalks are in good condition and no major maintenance issues were noted during the site visit. Wayfinding throughout the park was good and the park was easy to navigate. Below is a table showing the park amenities, their condition, and any remarks noted in the field during the site visit.



0 50 100 200 300 Feet



PARK	OVERALL CONDITION	REMARKS
OCEE PARK	GOOD	
ATHLETIC FIELDS / COURTS	CONDITION	REMARKS
Baseball Field #1	GOOD	Synthetic turf is in excellent condition, but the natural turf beyond is showing major signs of wear. Bleachers, dugouts, and boxes appear to be in good condition as well with no major issues noted during the site visit.
Baseball Field #2	GOOD	Synthetic turf is in excellent condition, but the natural turf beyond is showing major signs of wear. Bleachers, dugouts, and boxes appear to be in good condition as well with no major issues noted during the site visit.



Baseball Field #3	GOOD	Synthetic turf is in excellent condition, but the natural turf beyond is showing major signs of wear. Bleachers, dugouts, and boxes appear to be in good condition as well with no major issues noted during the site visit.
Baseball Field #4	GOOD	Synthetic turf is in excellent condition, but the natural turf beyond is showing major signs of wear. Bleachers, dugouts, and boxes appear to be in good condition as well with no major issues noted during the site visit. "Infields" associated with Field #2 are in FAIR condition and show signs of wear.
Conklin Field	GOOD	Infield shows some signs of wear, but no drainage issues noted during site visit.
Field #5 (T-ball Field)	EXCELLENT	Synthetic turf is in excellent condition; no issues noted during site visit. Bleachers associated with Field #5 are in good shape, just need to be cleaned.
Jacobs Field	GOOD	Synthetic turf is in excellent condition, but the natural turf beyond is showing signs of wear.
Lang Field	GOOD	Infield shows signs of wear, but no drainage issues noted during site visit.
Tennis Courts (2)	EXCELLENT	Tennis courts are in excellent shape with no cracking or other issues noted during the site visit.
Basketball Courts (2)	EXCELLENT	Basketball courts look new and well-maintained. No issues noted during the site visit.
Sand Volleyball Courts (2)	GOOD	Sand is starting to spread outside of the designated court area and grass is starting to grow into the sand court.
Batting Cages (8)	GOOD	Overall, the batting cages are in decent shape; however, there are places where the chain link fence has been pulled up and there are major signs of wear in the synthetic turf in key locations.

BUILDINGS	CONDITION	REMARKS
Concession Stand	GOOD	Overall, the concession stand is in good shape, but is starting to show signs of wear, primarily from age; some chipping on concession stand windows
Playground Restroom	GOOD	Playground restroom building appears to be in good condition but is starting to show signs of wear. No serious issues were noted during the site visit.
Lang Field Restroom	GOOD	Overall, the restroom building is in good shape, but is starting to show signs of wear, primarily from age; water fountains attached to building need repairs and at least one of them is leaking (at the time of the site visit); insides of restrooms are clean and well-maintained
Maintenance Building	GOOD	Maintenance building appears to be in good condition but is starting to show signs of wear. No serious issues were noted during the site visit.
Athletic Storage Building	GOOD	Overall, appears that storage building is in good shape with minor wear and tear; some wash-up onto the sides of the building, suggesting drainage issues; some paint chipping near the foundation
PAVILIONS	CONDITION	REMARKS
Pavilion #1	EXCELLENT	Very minor paint chipping; no major issues noted during site visit
Pavilion #2	EXCELLENT	Very minor paint chipping; no major issues noted during site visit
Pavilion #3	EXCELLENT	Looks new and well-maintained. No issues noted during site visit.
Pavilion #4	EXCELLENT	Very minor paint chipping; no major issues noted during site visit
Pavilion #5 (at Concession Stand?)	GOOD	Overall, Pavilion #5 is in good condition, but appears to have some wood rot on the roof.

OTHER AMENITIES	CONDITION	REMARKS
Playground 1	GOOD	Some wear associated with age; fenced in on 3 sides with pavilion on the 4th side; mulch looks good; not ADA accessible
Playground 2	GOOD	Some wear associated with age; mulch is spreading outside the playground threshold; playground is fenced in
Paved Perimeter Trail	EXCELLENT	Concrete portion is in great shape; asphalt portion needs to be re-striped

**SHAKERAG PARK**

Overall, Shakerag Park is in Good Condition. The park appears to be older, but many of the park elements are in good condition and appear to be well maintained. The parking lots and sidewalks are in good shape with no major maintenance issues noted during the site visit. Signage could be improved at this park. The only park map noted during the site visit was faded from the elements and not very detailed. Wayfinding was somewhat confusing due to the middle school property bisecting the park. Below is a table showing the park amenities, their condition, and any remarks noted in the field during the site visit.



PARK	OVERALL CONDITION	REMARKS
SHAKERAG PARK	GOOD	
ATHLETIC FIELDS / COURTS	CONDITION	REMARKS
Baseball Field #1	GOOD	Turf and infield are in good shape with minor signs of wear.
Turf Field #1	EXCELLENT	Turf Field is in great shape with no noted drainage issues or worn spots. Soccer goals are in good shape with no noted issues. Track around field is also in excellent condition with no issues noted during the site visit.
Cricket Pitch Field #1	EXCELLENT	Cricket Pitch Field #1 is in great shape with no noted drainage issues or worn spots.
Cricket Pitch Field #2	EXCELLENT	Cricket Pitch Field #2 is in great shape with no noted drainage issues or worn spots.
Cricket Batting Cages (2)	GOOD	Gravel and fencing are in good shape, but the turf is worn down where the gravel meets the turf. Associated bleachers appear in good condition, as well.
BUILDINGS	CONDITION	REMARKS
Concession Stand	GOOD	Overall, the concession stand is in good shape, looks well-maintained, and no major maintenance issues were noted during the site visit. The building appears to be older and is starting to show signs of age and wear (i.e., the roof is fading).
Upper Playground Restroom	GOOD	Overall, the restroom building is in good shape, clean and well-maintained inside. The outside could use cleaning, but no major issues were noted during the site visit.
PAVILIONS	CONDITION	REMARKS
Pavilion #1	GOOD	Overall, Pavilion #1 is in good shape, needs some cleaning as there is a lot of leaf debris from the surrounding trees. Otherwise, no major issues noted.
Pavilion #2	GOOD	No major maintenance issues, appears fairly new, demonstrating some signs of minor wear due to age.

Pavilion #3	EXCELLENT	Appears well-maintained and no major issues were noted during the site visit.
Pavilion #4	GOOD	(Adjacent to concession stand) No major maintenance issues, appears fairly new, demonstrating some signs of minor wear due to age.
Pavilion #5	EXCELLENT	(Near batting cages) Appears well-maintained and no major issues were noted during the site visit.
<b>OTHER AMENITIES</b>	<b>CONDITION</b>	<b>REMARKS</b>
Wildlife Observation Deck	EXCELLENT	Appears new and is in great shape. No issues noted during site visit.
Fishing Pier	EXCELLENT	Appears new and is in great shape. No issues noted during site visit.
Playground 1 (Kompan 2-5 y.o. and 5-12 y.o.)	GOOD	Playground starting to show some signs of wear, such as fading, primarily due to age. Mulch has started spreading outside the playground border. Playground is fenced in; however, there is a hole in the chain link, which would allow a child to escape towards the pond.
Playground 2	FAIR	Playground is small and is showing signs of wear. Ground surface is worn under play equipment. Equipment colors are fading. It is fenced in and there were no issues noted with the fence during the site visit.
Outdoor Classroom	GOOD	While the outdoor classroom is hard to get to, it is in good condition overall. The benches generally appear new and in good shape, but vegetation overgrowth could easily become a problem and is starting to happen in a couple areas.



**MORTON ROAD PARK**

Overall, Morton Road Park is in Excellent Condition. The park is new, and the elements reflected that. The parking lots and sidewalks were in excellent condition and no maintenance issues were noted. Wayfinding was generally not applicable, as the park is small, and all elements are visible at once. Lighting and landscaping were also in excellent condition. Below is a table showing the park amenities, their condition, and any remarks noted in the field during the site visit.

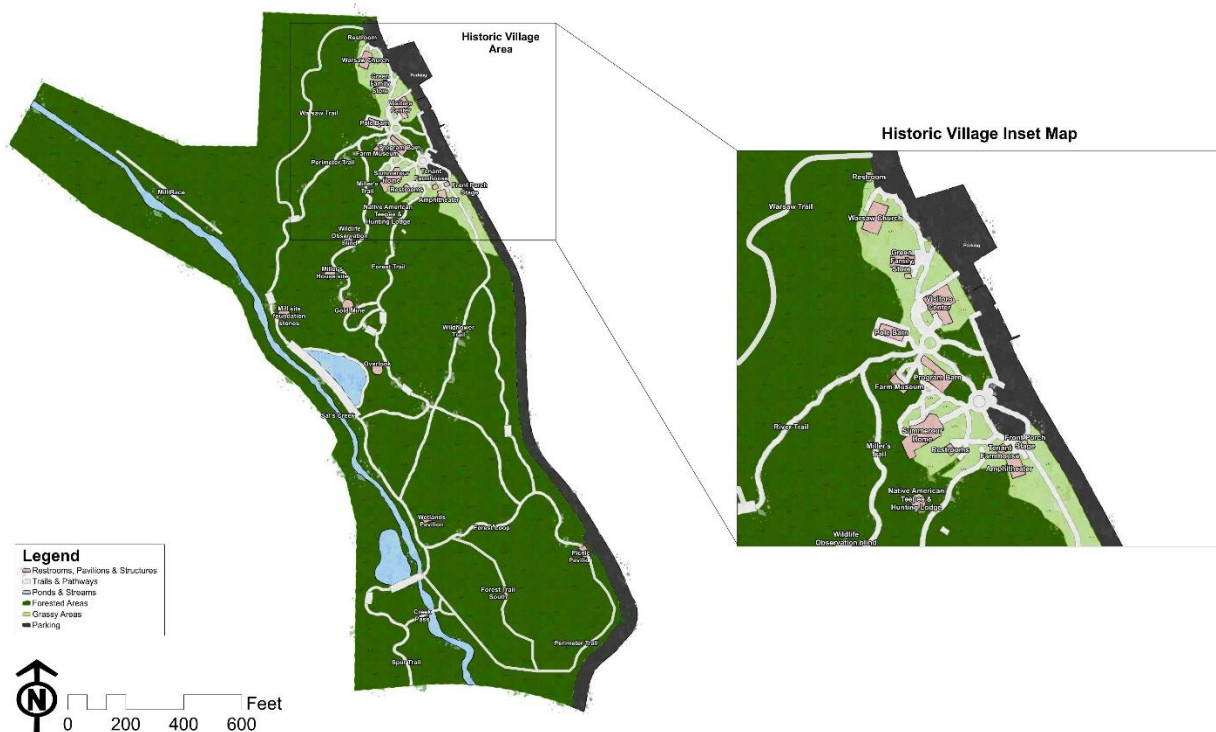


PARK	OVERALL CONDITION	REMARKS
MORTON ROAD PARK	EXCELLENT	
ATHLETIC FIELDS / COURTS	CONDITION	REMARKS
Half Basketball Court	EXCELLENT	The half basketball court is new and in great shape. However, there appears to be a small amount of runoff on the court. Drainage issues should be addressed, as needed.
BUILDINGS	CONDITION	REMARKS
Restroom / Maintenance Building	EXCELLENT	The restroom and maintenance building is in excellent condition; the building is new, like the rest of the park. It is well-maintained and clean. No noted issues or concerns.

OTHER AMENITIES	CONDITION	REMARKS
Playground	EXCELLENT	The playground is in excellent condition - the equipment is new and clean, and shade is provided. The mulch throughout the playground is at a sufficient depth.
Pavilions (2)	EXCELLENT	The pavilions are new, and no issues were noted during the site visit.
Small Loop Trail (rubber surface)	EXCELLENT	The small loop trail is in excellent condition and no issues or defects were noted during the site visit.

### AUTREY MILL NATURE PRESERVE

Overall, Autrey Mill Nature Preserve is in Good Condition. As a former working farm, many of the buildings are historic and were evaluated on historic integrity and how well the buildings have been maintained over time. The more modern park elements at the site were generally in good or excellent condition. The parking lots and sidewalks were in good shape and well-maintained. There is what appears to be a historic brick sidewalk, which is in good condition. It could be cleaned, but no major maintenance issues were noted during the site visit. Lighting appeared to be in good condition, with newer light fixtures throughout the core of the park. Wayfinding throughout the core of the park was relatively easy, as everything was clustered together. The inspectors did not walk the wooded trails during the site visit. Below is a table showing the park amenities, their condition, and any remarks noted in the field during the site visit.

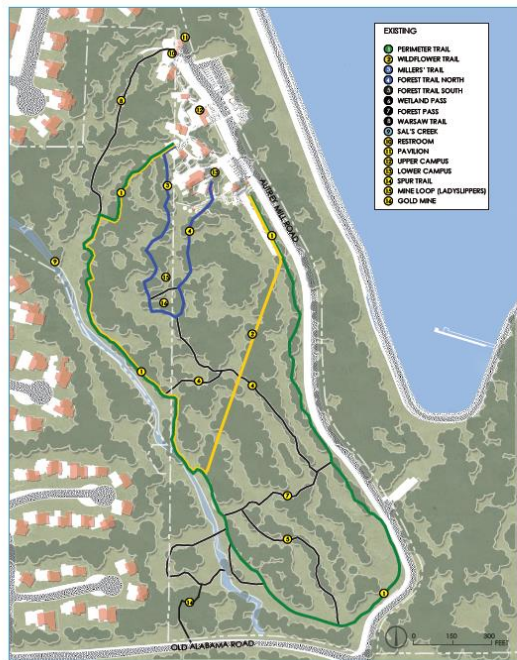


PARK	OVERALL CONDITION	REMARKS
<b>AUTREY MILL NATURE PRESERVE</b>	<b>GOOD</b>	
<b>BUILDINGS</b>	<b>CONDITION</b>	<b>REMARKS</b>
Tenant Farm House	GOOD	Appears to be well-maintained and maintains historic integrity. ADA accessible via sidewalk/ramp from parking lot.
Historic Village Restroom	GOOD	Restroom building appears well-maintained and in good condition. It appears older and is starting to show normal signs of wear, such as some chipping paint. Water fountains and bottle-filling station attached to the outside wall are in working condition and clean. No major maintenance issues noted during the site visit.
Summerour Farm House	EXCELLENT	The Summerour Farm House appears to be very well maintained and an excellent example of Victorian vernacular architecture. Maintains historic integrity.
Program Barn/Classroom	GOOD	Older building in a similar architectural style as the pole barn and visitors center. Appears well-maintained and no major maintenance issues were noted during the site visit.
Farm Museum	GOOD	Older building in a similar architectural style as the program barn/classroom. Appears well-maintained and no major maintenance issues were noted during the site visit.
Pole Barn	GOOD	Well maintained, similar structure to the visitors center and program barn/classroom. Maintains historic integrity. ADA accessible via sidewalk/ramp.
Visitors Center	GOOD	Old (originally built c.1860 and updated c.1880), wooden building that appears to be well maintained. It maintains a good level of historic integrity. It is ADA accessible via a ramp.

Smoke House	FAIR	Repairs have obviously been made to the structure and steps added to make the building easier to access for the general public. The smoke house maintains a moderate level of historic integrity.
Front Porch Stage	FAIR	Appears to be a very old building but seems to be well-maintained and stable. Maintains historic integrity.
Green Country Store	GOOD	Well maintained and maintains historic integrity. ADA accessible via ramp.
Warsaw Church	EXCELLENT	Appears to be very well-maintained and maintains historic integrity. ADA accessible via ramp.
Warsaw Church Restroom	EXCELLENT	New restroom building that is in great shape. Water fountains and bottle filling station attached to outside wall of restroom building is in excellent condition, as well. No issues noted during the site visit.
<b>OTHER AMENITIES</b>	<b>CONDITION</b>	<b>REMARKS</b>
Pavilion #1	GOOD	Pavilion #1 is in good condition overall, with no major maintenance issues noted during the site visit. It appears to be well-maintained and clean.
Warsaw Pavilion	EXCELLENT	New construction and well-maintained. No issues noted during the site visit.
Small Outdoor Amphitheater	FAIR	Elements of the amphitheater are starting to exhibit signs of wear, age, and the elements. Stage and benches appear to be older and are starting to sag. Not ADA accessible.
Native American Tepee	GOOD	Elements appear newer, though everything is exposed to the elements. Associated picnic table, well, and sod house are in decent shape and no major maintenance issues were noted during the site visit. Not ADA accessible.
Heritage Garden	GOOD	Well-maintained; only minor maintenance issues. There is a lot going on in the space, typical of a vernacular design. Raised beds appear well-maintained and are in great shape. Not ADA accessible.



Butterfly Garden	GOOD	Well-maintained and there are many interesting elements to interact with. Vernacular design. Not ADA accessible. Gazebo is in decent shape, though the moss on its roof may become a problem. Benches and drainage solution appear new and in great shape. Greenhouse appears to be new and is in good shape and well-maintained.
Outdoor Classroom	GOOD	Elements appear new, such as the chalkboard shelters and compost bins. The picnic table is in decent condition, though is starting to show signs of wear. Not ADA accessible.
Various Animal Enclosures	GOOD	Well-maintained; only minor maintenance issues. Animals appear healthy and well-cared for. Shelters for animal feed are functional but could be improved.
Various Nature Trails	N/A	The assessment of nature trails from the recently completed Autrey Mill Nature Preserve Master Plan is provided below. This assessment was completed by Foresite Group and Tailored Trails.



EXISTING MAP

#### Assessment Overview

Tailored Trails trailbuilders visited the Autrey Mill Nature Preserve several times during August and September of 2022 to capture the existing conditions of the natural surface trails on site. The following recommendations are based upon that trail system assessment and will provide site wide action items to improve the existing trails as well as recommendations for future trail development on site.

Improvements for existing trails and recommendations on alignments for new trails were developed based upon items identified during the trail assessment. Those recommendations include a focus on improvement of safety hazards, improved maintenance needs, and changes intended to promote the longevity of use and overall health of the forest trails.

The following observations were noted on site during the assessment:

Most natural surface trails have been well worn and are now "cupped", meaning they have a distinctive dip in the center that acts as a flume to direct runoff. The erosion from this feature combined with regular foot traffic has eroded the trails and exposed tree roots in many locations.

Many of the connector trails at AMNP can be classified as "fall line" trails. These trails track up or down hills and move against grade, making them steep and difficult to maintain.

The landscape timbers installed as edging on many of the trails work to act as a dam during storm events and keep runoff inside the trail section, which concentrates the effects of erosion.

The existing boardwalk on site is quite narrow and the curbing along the boardwalk does not have a gap to allow leaf litter to exit the surface.

Large roots over 2" present a trip hazard and were prevalent on most of the trails. These size roots are difficult to remove and create continued challenges.



## AUTREY MILL NATURE PRESERVE & HERITAGE CENTER

### TRAIL IMPROVEMENTS - ASSESSMENT OVERVIEW



FORESITE GROUP  
12-02-2022  
939.012





## BELL BOLES PARK

Overall, Bell Boles Park is in Good Condition. Bell Boles Park is a small pocket park with a large open space and several amenities, including a fenced butterfly garden and stone labyrinth. Everything in the park looks recently constructed. Due to the large (9'+) elevation change between the park and parking lot, the park is not ADA accessible. The gravel parking lot was in good shape. There were no sidewalks within the park, only on the adjacent roads. Wayfinding was not applicable due to the small size of the park. Below is a table showing the park amenities, their condition, and any remarks noted in the field during the site visit.



PARK	OVERALL CONDITION	REMARKS
BELL BOLES PARK	GOOD	
AMENITIES	CONDITION	REMARKS
Butterfly Garden	Excellent	
Large Open Field Area	Excellent	The Large Open Field Area is in excellent condition. The turf is healthy and mown. One corner of the open area has a steep slope, which provides an interpretative play space for park users.
Stone Labyrinth	Excellent	The Stone Labyrinth is constructed of stone paver flush with the ground, sitting directly in the turf. It is in excellent condition, as it is new, and is a fun park element. There is a bench and a picnic table directly adjacent to the labyrinth that are both in excellent condition.
Gravel Parking Lot	Excellent	The gravel parking lot and wheel stops are in excellent condition. There appear to be no drainage issues.
Landscaping	Excellent	The landscaping primarily borders the park and appears to be recently planted. All the landscaping beds are mulched, and the mulch is also new. The landscaping is in excellent condition.
Benches & Picnic Table	Excellent	Benches and the picnic table are new and in excellent condition,
Public Art Sculpture	Excellent	The horse sculpture in the round about adjacent to the park, not actually in the park, which makes it hard to park users to enjoy.

**STATE BRIDGE PARK**

Overall, State Bridge Park is in good condition. The park itself, as well as the elements in the park, appear to be fairly new and well-kept. However, the park is not ADA accessible. The approximately 0.3-mile trail through the woods is enjoyable, even in the summer heat due to the large, mature trees. Below is a table showing the park amenities, their condition, and any remarks noted in the field during the site visit.



PARK	OVERALL CONDITION	REMARKS
STATE BRIDGE PARK	GOOD	
AMENITIES	CONDITION	REMARKS
Small Nature Trail Loop	Good	Overall, the nature trail is in good condition. At the beginning of the trail, the trail has wood edging and mulch. Further into the woods, the trail is not as formal and is mostly pine straw or natural earth. There are drainage issues in some places.
Mile markers	Excellent	There are 3 "mile" markers, marking each tenth of a mile. The markers are clean and easy to read.
Picnic Table	Good	Appears fairly new and no major maintenance issues were noted during the site visit.
Little Library	Excellent	Little Library appears new and is in excellent condition
Kiosk	Excellent	Kiosk is in excellent condition, but there is no informational signage or maps
Gravel Parking Lot	Excellent	Compacted gravel parking lot is in excellent condition. There appeared to be no drainage issues and the gravel seemed fairly new. The landscape around the parking lot is in excellent condition, as well.

## ACCESSIBILITY ASSESSMENT

In addition to overall park and amenity condition assessments, the inspector assessed the overall accessibility of each park. These assessments are based on general knowledge and are generalized assessments of accessibility (i.e., the need for ramps or detectable warning pavers). If a full accessibility assessment is desired by the City, the City should consult an accessibility specialist.

While the parks within the Johns Creek park system were all rated as excellent or good, no parks were rated excellent for accessibility, only three parks were rated good for accessibility, one park was rated fair to good for accessibility, one park was rated fair for accessibility, and two parks were rated poor for accessibility. Below is an accessibility condition summary for each of the seven parks.

	Park	Accessibility Assessment
1	Newtown Park	Good
2	Ocee Park	Good
3	Shakerag Park	Fair
4	Morton Road Park	Good
5	Autrey Mill Nature Preserve	Fair-Good
6	Bell Road Park	Poor
7	State Bridge Park	Poor

### NEWTOWN PARK

Overall, the accessibility at Newtown Park is rated as Good. There were few park elements that were not accessible, such as baseball field #1, but many elements that were accessible, including the paved loop trail, the dog park, and many of the athletic fields. Accessible parking was available and clearly marked. The playground was not inclusive/ADA-accessible.

### OCEE PARK

Overall, the accessibility at Ocee Park is rated as Good. Most of the park elements were accessible via sidewalks and ramps, but there were some elements that were not accessible, such as the sand volleyball courts. Accessible parking was available and clearly marked. The playgrounds were not inclusive/ADA-accessible.

### SHAKERAG PARK

Overall, the accessibility at Shakerag Park was Fair. There were many elements that were not accessible, but some elements that were accessible. Accessible parking was available and clearly marked. The playgrounds were not inclusive/ADA-accessible. The trails, wildlife observation deck, some of the pavilions, outdoor classroom, and batting cages were not accessible.

### MORTON ROAD PARK

Overall, the accessibility at Morton Road was Good. For the most part, a wheelchair could navigate the park with minor obstacles. There was not an accessible route for a wheelchair to access the half basketball court, and the playground was not inclusive.

### AUTREY MILL NATURE PRESERVE

Overall, the accessibility at Autrey Mill Nature Preserve was fair to good. Because Autrey Mill Nature Preserve is a former farm, accessibility can be difficult at times. While a wheelchair can access parts of the park, there were many spaces that a wheelchair would not be able to access, including many of the historic farm outbuildings, the garden spaces, outdoor learning areas, and wooded trails. However, the visitor center, historic Green Store, and historic Warsaw Church have been retrofitted with accessible ramps, and there were multiple accessible-designated parking areas throughout the core of the park. Additionally, there are accessible-designated restrooms within the core of the park.

### BELL ROAD PARK

Overall, the accessibility at Bell Road Park is poor. Due to the elevation changes, the park is difficult to navigate in a wheelchair. The gravel parking would be difficult to access for a wheelchair and the only way for a wheelchair to access the park is by using the perimeter sidewalks. There is not an accessible route from the parking lot to the sidewalk, and there are no accessible routes within the park.

### STATE BRIDGE PARK

Overall, the accessibility at State Bridge Park is poor. The parking lot is gravel, which is difficult for a wheelchair to navigate. The primary feature of the park is an unpaved, natural surface walking trail, which does not meet accessibility standards.



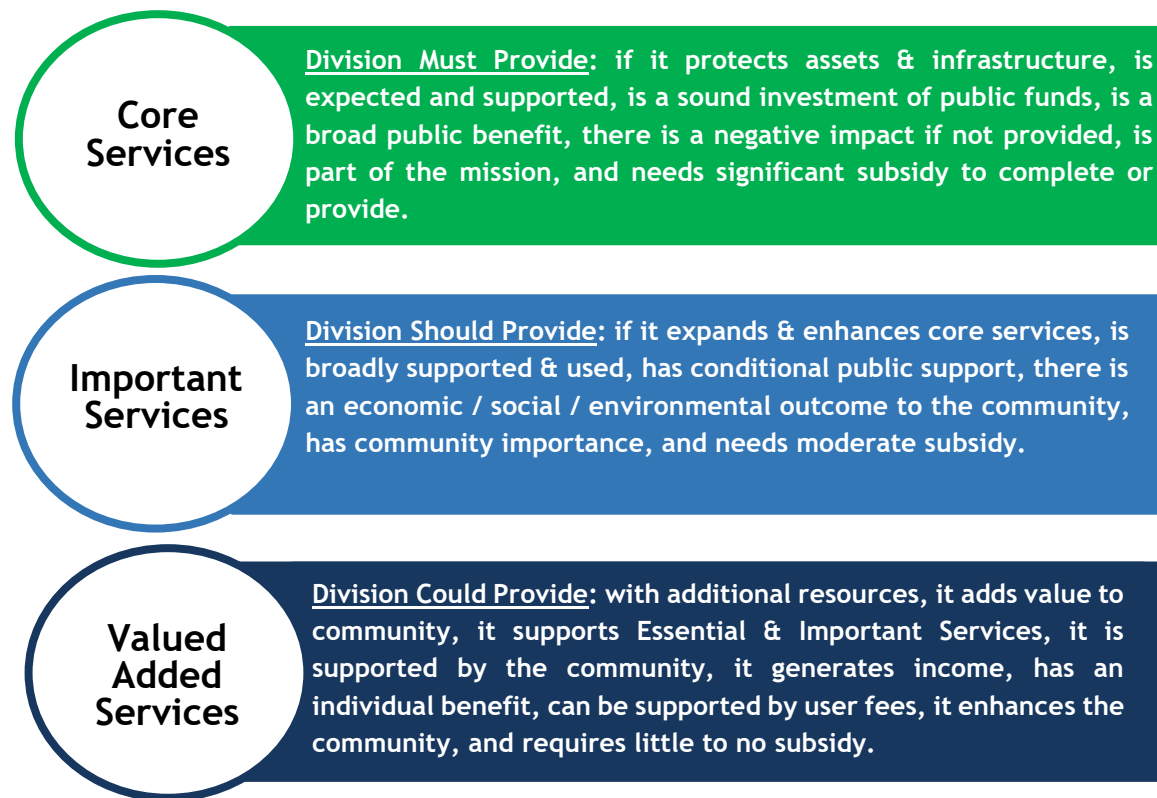
## APPENDIX E: PROGRAM ANALYSIS FOR COST RECOVERY

### PROGRAM CLASSIFICATION

Conducting a classification of services analysis informs how each program serves the overall organization mission, the goals and objectives of each Core Program Area, and, if desired, a means by which decisions could be made about how the program should be funded or inform targets for cost recovery.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

For this exercise, the Division used a classification method based on three categories: Core Services, Important Services, and Value-Added Services. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following graphic describes each of the three program classifications.



With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by Johns Creek. The results presented in the following table represent the current classification distribution of recreation program services.

Program Classification Distribution		
Core	Important	Value-Added
49%	46%	4%

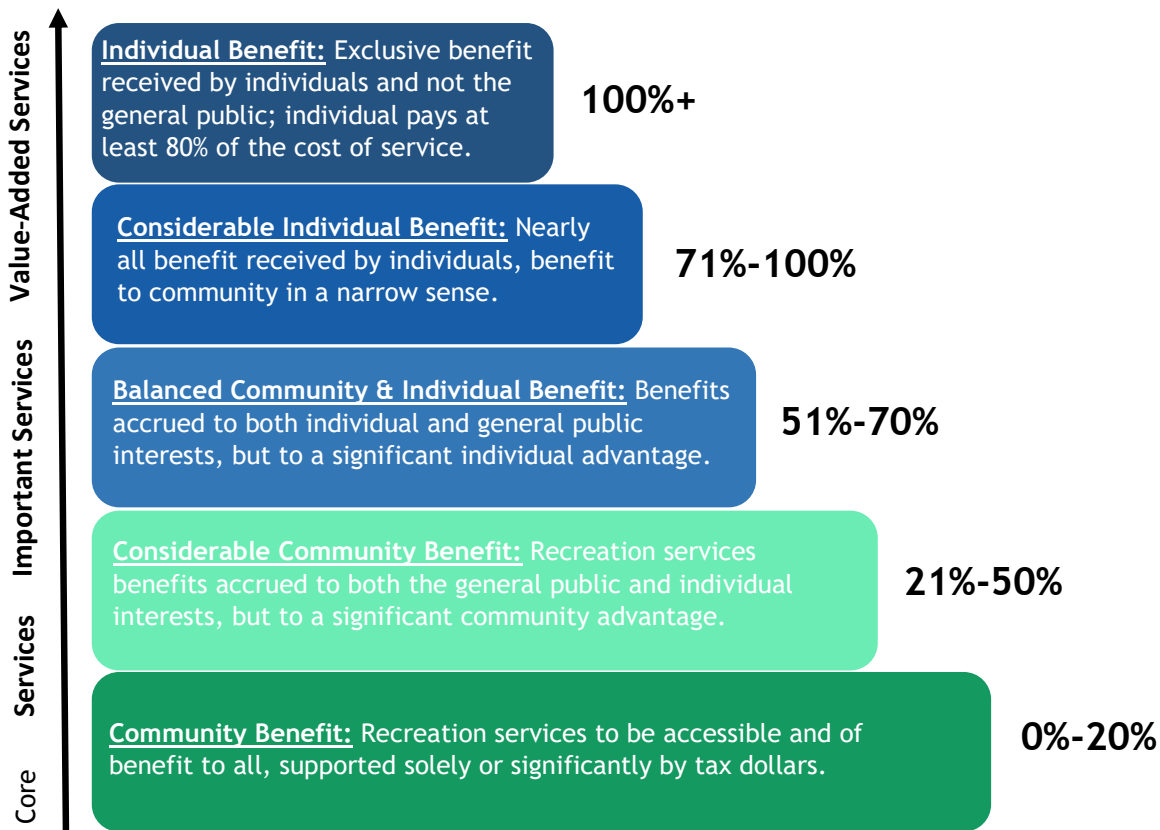


A table detailing all the programs and services and their classifications as identified by staff and program partners is below.

CLASSIFICATION OF PROGRAM				
For each Program, place an 'X' to indicate if it is an Essential, Important, or Value-Added program.				
Core Program Area	Program	Core	Important	Value-Added
Youth Sports - Newtown Park	Soccer	X		
	T-Ball / Baseball	X		
	Lacrosse	X		
	Tennis	X		
	Flag Football		X	
	Strive For Girls - Basketball		X	
	Newtown Tots	X		
	Summer Camp - STEM		X	
	Summer Camp - All Star	X		
	Summer Camp - Baseball	X		
	Summer Camp - Basketball	X		
	Summer Camp - Flag Football	X		
	Summer Camp - Boys Lacrosse	X		
	Summer Camp - Girls Lacrosse	X		
	Summer Camp - Soccer	X		
	Summer Camp - Tennis	X		
	Summer Camp - Strive For Girls		X	
	Softball		X	
Youth Sports - Ocee Park	T-Ball / Baseball / Softball			
	Travel Baseball			X
	Clinics		X	
	All Star/Travel Tournaments			X
Nature/Historic Preservation - Autrey Mill	Summer Camps	X		
	Home School Adventures		X	
	Pre-School Adventures		X	
	Cooking & Crafts Club		X	
	Feeding Fridays	X		
	Sunday Socials	X		
	Living Lab	X		
	Goat Walking		X	
	Hikes		X	
	Historic Tours		X	
	Seasonal Camps (School Break)		X	
Community Garden	Newtown Park Community Garden		X	
Veterans	Monthly Veteran Meetings		X	
	Events/Activities for Veterans	X		
	Honoring Our Veterans Event		X	
Special Events	Easter Bunny Hop	X		
	Pitch-Hit-Run			X
	Touch-A-Truck	X		
	Summer Concert Series	X		
	Summer Movies in the Park	X		
	Independence Day Celebration	X		
	Patriot Day Commemoration		X	
	Pup-A-Palooza		X	
	MLB Play Ball			X
	Trunk or Treat Halloween Festival	X		
	Holiday Festival	X		
	Breakfast with Santa		X	
Senior / Active Adult	Fitness classes		X	
	Silver Sneakers Classes	X		
	Holiday Luncheons		X	
	Educational Programs		X	
	Cards/Games	X		
	Arts/Crafts	X		
	Technology		X	
	Day Trips	X		
	Social Gatherings (ie: book club, potluck, etc)	X		
Fitness	Free Outdoor Fitness Classes	X		
	JCAT State Swim Team	X		
	Adult Coed Softball		X	
Adaptive Recreation / Special Needs	Egg Dash		X	
	Movie Nights		X	
	BINGO Nights		X	
	Lunch with Santa			X
	North Fulton Special Needs	X		
	North Fulton United Soccer		X	
	Special K's Flag Football		X	

## COST RECOVERY

As the Division continues to evolve and mature, the City could consider classifying programs according to the Cost Recovery Model depicted below.



Determining cost recovery targets and using them to make informed pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide
2. Calculate the full cost of each program.
3. Establish a cost recovery percentage and adjust program prices accordingly.

As the classification of programs is started on the chart on the previous page, the following section provide more details on calculating the full cost of each program and how the City could establish a desired cost recovery percentage.

## UNDERSTANDING THE FULL COST OF SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals can be established once cost of service analysis is completed. The common types of costs that should be accounted for in a cost of service analysis include:

- Personnel Costs
- Building Costs
- Vehicle Costs
- Contracted Service Costs
- Equipment Costs
- Supply and Material Costs
- Administrative Costs
- Indirect Costs

After calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service

Cost of service analyses can help to determine what financial resources are required to provide specific programs at specific levels of service. Results can be used to determine and track cost recovery as well as to benchmark different programs provided by the Division between one another.

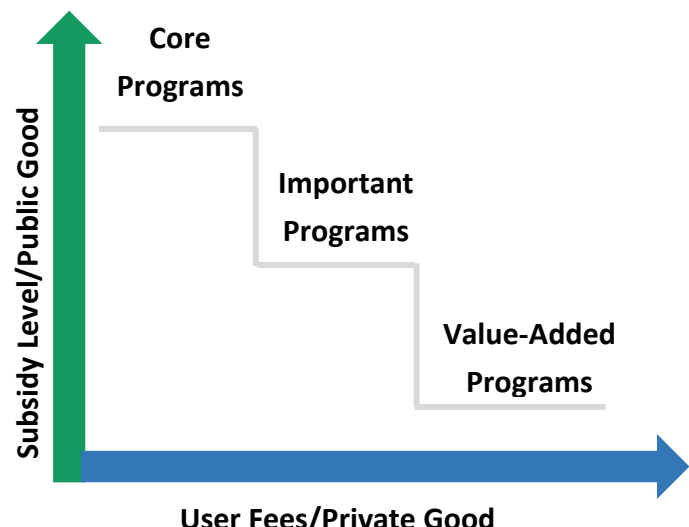
Actual cost recovery can vary based on the Core Program Type, and even at the individual program level within a Core Program Area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and perhaps most important, program classification. It is normal for programs within each Core Program Area to vary in price and subsidy level. The program mix within each Core Program Area will determine the cost recovery capabilities.

### COST RECOVERY BEST PRACTICES

Cost recovery targets should reflect the degree to which a program provides a public versus individual good. Programs providing public benefits (i.e., Core programs) should be subsidized more by the City; programs providing individual benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the following definitions to help classify specific programs within program areas.

- **Core** programs category is critical to achieving the organizational mission and providing community-wide benefits and therefore, generally receive priority for tax-dollar subsidization.
- **Important or Value-Added** program classifications generally represent programs that receive lower priority for subsidization.
  - **Important** programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall).
  - **Value-Added** programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.

### Classification of Programs and Cost Recovery Expectations



## PRICING

Pricing strategies are one mechanism agencies can use to influence cost recovery. To this point the City has not utilized a pricing strategy based on cost recovery. Some consideration has been given to residency (such as lower rates for facility rental or program participation for residents). It is important to note that the Division does not set specific pricing, but rather this is set by City Council.

Additionally, the Core Program Area that a provided in partnership with organizations (such as Newtown Recreation, Ocee Park Athletic Association, and Autrey Mill Nature Preserve Association) utilize the largest variety of pricing strategies as seen in Youth Sports Parks (4 of 10) followed by Nature/Historic Preservation (3 of 10). Moving forward, the City should consider implementing some additional strategies, when deemed appropriate, such as family/household status pricing and location rates, as they are both valuable strategies when setting prices. Additionally, applying age segment pricing, weekday/weekend rates, prime/non-prime time rates, and group discounts more frequently is encouraged. These untapped pricing strategies are useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and adjust as necessary. It is also important to regularly monitor for local competitors and other similar service providers as an increase in competition may alter program pricing. The table below details pricing methods currently in place by each Core Program Area and additional areas for strategies to be implemented over time.

Pricing Strategies										
Core Program Area	Age Segment	Family/ Household Status	Residency	Weekday/ Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
Adaptive/Special Needs										
Community Garden	X							X		
Fitness										
Nature/Historic Preservation		X						X	X	
Seniors/Active Adult								X		X
Special Events										
Veterans										
Youth Sports	X		X					X		X

## APPENDIX F: MACEDONIA CEMETERY MASTER PLAN

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# Macedonia Church and Cemetery Site Strategic Plan



Johns Creek, Georgia  
August, 2022

**L.F. Sloane**  
CONSULTING  
GROUP

# 1. Introduction

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The following assessment is intended to provide the City of Johns Creek with recommendations comprising a physical strategic plan for the Macedonia Church and Cemetery Site. The site consists of approximately 1.92 acres and once featured the Macedonia Methodist African Church (also known as Warsaw AME), which was originally constructed in the late 1800 or early 1900s. Adjacent to the church was a burial area that can still be seen today. However, over the years the church and cemetery fell into disrepair and the church had to be rebuilt. Unfortunately, due to a reported combination of vandalism and neglect the rebuilt church was also abandoned and eventually removed.

Fulton County assumed maintenance responsibility for the site using eminent domain in the 1990s. In November of 2020 the Johns Creek City Council unanimously approved the acquisition of the property and increased oversight and maintenance. The City has worked diligently with engagement from the community to evaluate the site and determine the best course for ongoing maintenance, future investment, and preservation of the history within the site.

Our Action Plan that follows serves to provide a roadmap for the major physical elements of the site. We believe that with thoughtful investment and consistent engagement the City can turn this challenged historical location into a window to an important history of the area.

## 2. Action Plan

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### *Macedonia Church and Cemetery Parcel*



#### Site Access

The Macedonia church and cemetery parcel is located on a wooded hillside that is not clearly visible from any major roadway. There is currently a service road that meanders up the hillside serving as the only site access. To the north and east are private homes with a fence topped with barbed wire. To the west is an undeveloped parcel with significant topography. The site has very limited visitation.

This service road is opposite the entrance to Club Corners Car Wash off of a busy street (Medlock Bridge Road) and the only proximate parking is at the car wash. Because the service road crosses over private property (Parcel 11 0830029906319887) access was granted as part of maintenance agreement dating back to 1998 and elaborated in a Quitclaim Deed in March of 2021. We commend the City for pursuing and formalizing access.



We would recommend that the City plan to utilize the service road in its current configuration as the primary access to the site over the long-term. To do so, acquiring the property encompassing the service road along with a buffer, ensures permanent access.



## Burial Area

The assumed Macedonia Cemetery burial area (currently delineated by an aluminum fence) as well as the surrounding area has been assessed by New South and Associate an archeological consultant and archeologists from the Georgia Department of Transportation.

In reviewing these reports and physically examining the site, the burial area is a roughly 170 x 90 foot area in the northeastern corner of the site. It features many trees, mostly pines, and a myriad of memorials, some of which are older and in poor condition. There are clearly un-marked graves that fill in some of the physical gaps between the visible memorials. The area has been fenced, but it is possible that the burial area could reasonably extend past the current fenced area. As a result, we would recommend removing the current fence.

Given the assumed location of the church and the topography of the site, we feel confident assuming that the sloped southern half of the site was not utilized for burial. We would propose installing a new fence on an east-west orientation (see green line in map) that would span the site as you approach up the hill on the service road. The new fenced area would encompass the assumed former churches' locations and well as the burial area, delineating it from the sloped hillside.

By broadening the fenced area, we hope the site will be viewed more collectively as the historic church and cemetery. This will remove the risk that burials go beyond the fence line, simplifying the site for visitors and maintenance.



## Site Signage

There is currently only one sign at the site, which was erected by the Girl Scouts. We believe the sign should be retained as it is in good condition and well situated near the burial area and visible as you approach the memorials.

We would like to see a second sign located nearer to the road (see proposed orange location on map) that would indicate the presence of the former church and current cemetery. This sign does not need to be large, but it should be visible from the road as you start up the drive to ensure visitors can find the site.



## Parking

The site does not currently have defined parking, but it does feature an open area at the top of the drive. It is believed that the original church and the reconstructed church were located within the central northern area of the site. There is currently work being done by the City and Johns Creek Historical Society to further identify the exact location of the building. When that is complete, we would recommend that the area in front of the building, ideally near the terminus of the service road, would be used for parking.

To estimate the location of the parking we reviewed the 2016 GDOT Investigation, the New South Associates Report, and taking into account the site's topography we are currently assuming the area near the drive to the west (red area on the map) was not used for burial and would make an ideal location for parking.

We would recommend simple gravel parking area be created, large enough for up to 4 or 5 cars to be parked at one time. The intent is that this would allow for greater visitation of the site and ease of access for those who would be challenged to walk the service road.





## Maintenance

Today, the City regularly inspects the site and performance maintenance on an as needed bases. The southern half of the site features a significant slope down towards the car wash and roadway. This area should have little to no maintenance requirements except to inspect periodically and clean up any litter or dumping.



The northern half of the site is heavily wooded, with tree roots visible, and pine straw makes up the ground cover. Many other cemeteries in the area feature a more manicured appearance, with grass and landscape. However, this does not appear practical as the sunlight is very inconsistent given the tree canopy and there is no water access at the site. Converting to grass or other natural ground cover options would be practically impossible today. Instead, we would recommend the pine straw remain and the City work to limit the trip hazards from the exposed roots by building up the grade where appropriate.

The trees on site are numerous and we would recommend that the City inspect them on an annual basis to ensure that hazardous conditions do not occur and when appropriate remove trees to create a more open environment within denser parts of the site. Eventually, we hope that some historically appropriate larger trees could be reintroduced to the site.

The service road appears to have been paved historically, but is now a mixture of concrete and gravel. We would recommend the City monitor the access road and infill low areas with gravel periodically. This would significantly improve the roadway and over time, allowing for easier access.

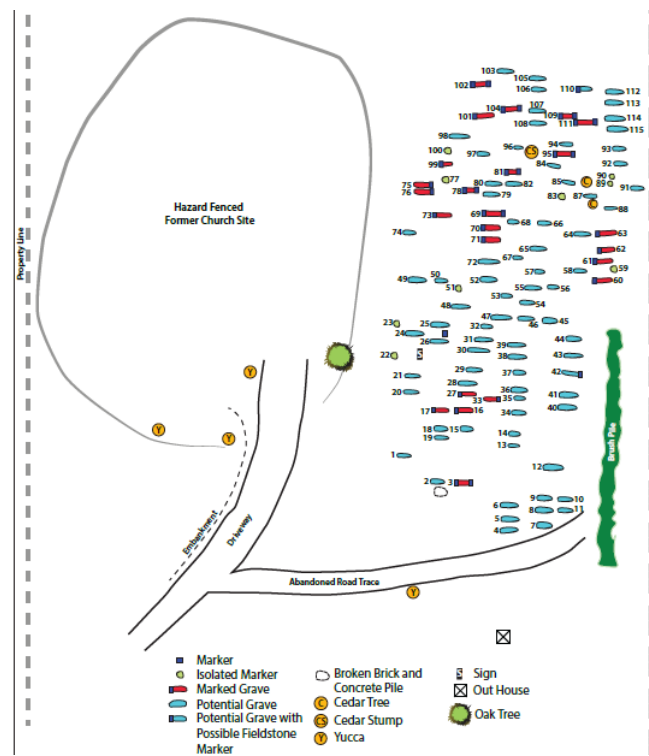
We would also recommend that the barbed wire on top of the fence separating the site from the residential homes be removed. This fence is believed to be privately owned and we hope that the issue could be discussed collaboratively with the neighbors.

## Memorials

Memorials at historic cemeteries are a challenging subject for a number of reasons, but primarily as they are technically owned by the family who purchased them. This is further complicated as the foundations are often installed by the maintenance team which can be a point of failure as they age, clouding who should be responsible for maintenance. In this instance, the City has limited knowledge of those who were buried at the site and even more limited capacity to contact decedents. For practice purposes, the City should look to improve the memorials where appropriate and this section will make recommendations as such.

During the 2016 assessment of the site by the Georgia Department of Transportation there were 23 memorials identified, multiple stones that were remote from a burial location, and 30 unmarked graves. In 2017 the New South Associates Report identified 24 markers associated with graves, 81 potential unmarked graves, and nine memorials were listed as isolated – the total of 33 memorials will be assumed for this section of the report. The memorials that are visible at the site are wide-ranging in their age and condition.

*New South Associates Sketch Map*



The Johns Creek Historical Society has worked to raise funds for the restoration and repair of 14 memorials to date and they have additional funds to continue this work, hopefully in partnership with the City. This effort is noticeable at the site as several memorials that were broken have been restored. Still there are a number of memorials that are in need of evaluation.

To continue this important work efficiently and cost-effectively we would recommend that a outside firm be engaged to do an evaluation of each of the memorials at the site, which would allow for long term planning and expense allocation. Ideally many of the memorial will be able to be repaired or placed into a position that limits further damage. Without the memorials the site will lose its last remaining original element and connection to its history.

In the short-term we would recommend that monuments which are deteriorating be elevated on one side, using gravel underneath to bevel the monument. This will not allow water to pool on top or in the

etched areas, extending the life of the visible text. In the case that the memorial's text has fully faded, the monument could be set flush to the ground.

## Relevance

The Macedonia Church and Cemetery site is a part of the history of Johns Creek and the surrounding community. It tells a story of not only the church, but those who worshipped there and were buried nearby. We hope this history could be commemorated for those who visit the site. We would recommend a granite memorial that has an image evoking the history of the church be constructed just north of the proposed parking area and west of the memorialized burial area (see the blue circle on the map).



Given how little is known about the church itself, we reached out to the Johns Creek Historical Society for inspiration. This memorial could draw influence from other one-room churches that were constructed during this era.

We recommended granite as it is a long-lasting material that would need limited maintenance in the early years. Over time the stone could be power washed periodically and inspected to ensure water is not entering through any potential joints. Granite is also relatively inexpensive and many cemetery memorials are constructed in Elberton, GA the 'granite capital of the world.'

In addition to the central feature, the surrounding area could have interpretive signage or a plaques that educates those who visit about the history of the church and cemetery as well as some simple benches that would allow visitors to sit and spend time in reflection.

We also recommend that the City formally partner with the Johns Creek Historical Society or other volunteer groups to enshrine the history of the site on the City's website and in the City's digital records. With the Historical Society currently working on a major project to identify the deceased within the cemetery, this could be an ideal time to form a partnership that would further tell the story of this landmark.



## Overall Map



We hope that these recommendations will simplify the site in a historically appropriate manner, allowing for more purposeful management by the City. This unique community asset can be further enhanced in the future, but today it has come a long way in the last few years and the City as well as community partners should be commended.

# L.F. Sloane CONSULTING GROUP

Management Solutions • Strategic Planning • Sales and Marketing • Fundraising • Appraisals

## **Lawrence F. Sloane President**

Lawrence F. Sloane, the firm's founder and President, is a fourth generation cemeterian with a unique blend of experience as a practical, everyday cemetery manager, service in the public sector and as a consultant.

A graduate of Syracuse University, Larry served as administrator and sales manager for Oakwood Cemeteries in Syracuse, New York for eleven years. The company included the historic monumented Oakwood, a turn of the century Garden Cemetery, Morningside and a memorial park, White Chapel. The cemeteries also operated nine religious cemeteries for the Jewish Community in Syracuse.

During this same period, Larry worked for the New York State Senate. His role was as Director of Operations for first the Senate Committee on Corporations, Authorities and Commissions and later the Senate Committee on Insurance. His work for the Senate spanned seven legislative sessions.

In 1981, Larry established his firm and has served the industry as a management, marketing and public affairs consultant for over three decades. He is the former president of the New York State Association of Cemeteries (NYSAC). He has addressed the NYSAC and the International Cemetery, Cremation and Funeral Association's (I.C.C.F.A.) Spring and Fall conventions on numerous occasions, as well as many state and regional groups.

Larry served as a member of the I.C.C.F.A. Government and Legal Affairs Committee and as Chairman of the organization's Committee on State Associations and Legislation.

The firm, under Larry's leadership, relocated to Albany, New York from Syracuse in 1984. Committed to this service industry, Larry continues to seek improved and innovative ways to assist his clients in achieving excellence. The growth of the public companies and combination funeral home-cemeteries has resulted in the firm's increased work with funeral homes as well as cemeteries.

The rapid changes in the cemetery business model over the past ten years has required innovations such as shared services agreements and the implementation of parallel foundations with a 501(c)(3) designation. Larry has developed and implemented models for such programs extensively.

The repurposing of cemetery parcels is an area where the firm has worked extensively with certifications as arboretums, birding programs, the sale of excess property and outreach and education programs. The outreach programs revolve around the development of a museum/outdoor classroom concept.



**William F. Sloane**  
**Vice President**

William F. Sloane joined the firm in August of 2012. Will previously worked as a consultant for the global consulting firm, SAIC. He joined SAIC after graduating from Emory University in Atlanta. While at Emory, Will received his undergraduate degree in Environmental Studies and History.

While at SAIC, Will worked primarily with large federal customers to analyze their energy needs. This included performing energy master plans and traveling extensively as a part of teams conducting energy studies. His four years at SAIC have helped prepare Will to serve the firm's clients providing a range of consulting services. Will is focused on administration and operations principally. This includes issues of automation, finance and budgets as well as capital projects.

In the current environment, a critical component is for our clients to form partnerships with like organizations such as museums, historical societies, botanical gardens, arboretums and groups specializing in horticulture and birding education. William participates in the development of these partnerships and community outreach broadly.

**Stephanie S. Sloane**  
**Vice President**

Stephanie was part of the founding leadership team of a non-profit management services company for over a decade focused on the management and leadership of catholic cemetery organizations across the country. Stephanie has served as Director of Development and Analytics. She is passionate about using analytics and data to help organizations understand its customers and build sustainable business processes to adapt to their changing needs. Additionally, she has received a certificate in Lean Six Sigma from Villanova University, and has used this framework to identify and implement process efficiencies across numerous organization. She has a MBA from Santa Clara University where she also received as an undergraduate a B.A. in Philosophy and a B.S. in Economics.

## Services

We serve as the chief operating officer of numerous not-for-profit and religious organizations. The client has an experienced, expert manager, generally at a lower cost than having an employee. We can bring best practices from our multiple clients to each individual organization.

Our experience and the team we work with can address governance and board issues, financial record keeping and reporting federal and state reports and filings, asset management, personnel issues, operations, administration and maintenance.

The team can, ideally, increase revenues with careful cost containment to help the charitable organization achieve its immediate, intermediate and long-term financial goals.

We have experience and capabilities to manage foundations, charitable trusts, cemeteries, arboretums and historic sites and organizations, including fundraising and outreach and education.

We have a depth of experience in strategic planning, supervising physical planning and evaluating not-for-profit and religious organizations. As requested, we can participate in the implementation of the strategies established in the planning process.

Regularly, we are retained to provide a specific service, such as assisting in hiring key personnel, marketing or public relations projects, or valuation and brokerage services. For over the past three decades, we have served clients, large and small, in 43 states and several Canadian provinces. Our practice is national with an understanding of the variances in communities across our country.

Our goal is to help our client reach their goals, cost effectively, efficiently and in a timely manner regardless of the scope of services. Our fees can be hourly, with a fixed project cost or as a retainer. Regardless of the challenge your organization faces, we can help.



City of Birmingham, MI  
 City of Bowie, MD  
 City of Boca Raton, FL  
 City of Burleson, TX  
 City of Cheyenne, WY  
 City of Coppell, TX  
 City of Elgin, IL  
 City of Elmira, NY  
 City of Grand Prairie, TX  
 City of Grand Rapids, MI  
 City of Grand Haven, MI  
 City of Herndon, VA  
 City of Jackson, MI  
 City of Lansing, MI  
 City of Longview, TX  
 City of Muskegon, MI  
 City of New Britain, CT  
 City of New York, NY  
 City of Norfolk VA  
 City of Ocoee, FL  
 City of Pleasanton, CA  
 City of Sacramento, CA  
 City of Santa Monica, CA  
 Clinton Grove Cemetery, Mount Clemens, MI  
 Cloverdale Memorial Park, Boise, ID  
 Clover Hill Park Cemetery, Royal Oak, MI  
 Cloverleaf Memorial Park, Woodbridge, New Jersey  
 Collins Funeral Home, Scottsburg, IN  
 Community Church of Joy, Glendale, AZ  
 Covington Memorial Funeral Home, Fort Wayne, IN  
 Covington Memorial Gardens, Fort Wayne, IN  
 Crown Hill Memorial Park, Utica, NY  
  
 Dale Cemetery, Ossining, NY  
 Dann Pecar Newman & Kleiman, P.C., Indianapolis, IN  
 Daniels Chapel of Roses, Santa Rosa, CA  
 Dansville Cemetery, Kilgore, TX  
 Deepdale Memorial Gardens, Lansing, MI  
 Dennison Cemetery, Kingston, PA  
 DePree Bickford, Chicago, IL  
 Detroit Water and Sewer Authority, MI  
 Diocese of Albany, NY  
 Diocese of Camden, NJ  
 Diocese of Cleveland, OH  
 Diocese of Erie, PA  
 Diocese of Fort Wayne-South Bend, IN  
 Diocese of Joliet, IL  
 Diocese of Memphis, TN  
 Diocese of Monterey, CA  
 Diocese of Norwich, CT  
 Diocese of Oakland, CA  
 Diocese of Orlando, FL  
 Diocese of Rockford, IL  
 Diocese of Sacramento, CA  
 Diocese of Saginaw, MI  
 Diocese of San Bernardino, CA  
 Diocese of San Diego, CA  
 Diocese of San Jose, CA  
 Diocese of Santa Rosa, CA

Diocese of Spokane, WA  
 Diocese of Stockton, CA  
 Donelson, Sewell & Matthews Mortuary, Hillsboro, OR  
 Duane Morris Law Firm, Philadelphia, PA  
 Dulaney Valley Memorial Gardens, Timonium, MD  
  
 Eastlawn Memory Gardens, Okemos, MI  
 EDAW Design Group, Seattle, WA  
 Elkins Funeral Home, Florence, AL  
 Elmlawn Cemetery, Kenmore, NY  
 Elmwood Cemetery, Detroit, MI  
 Episcopal Diocese of Long Island, Garden City, NY  
 Evergreen Cemetery, Evergreen, IL  
 Evergreen Cemetery, Kewanee, IL  
 Evergreen Services, LLC, Cleveland, TN  
  
 Fair Lawn Memorial Cemetery, Fair Lawn, NY  
 Fairview Cemetery, Lincoln, NE  
 Fairmont Cemetery, Newark, NJ  
 Faith Community Church, Orange County, CA  
 Fenton Corporation, Fenton, MI  
 Ferncliff Cemetery, Hartsdale, NY  
 First Presbyterian Church, Plymouth, MI  
 Flanner & Buchanan Funeral Homes Indianapolis, IN  
 Flint Memorial Park, Mount Morris, MI  
 Floral Park Cemetery Association, Indianapolis, IN  
 Fluehr Funeral Home, Philadelphia, PA  
 Flushing Cemetery, Flushing, NY  
 Forest Home Cemetery, Chicago, IL  
 Forest Home Cemetery, Milwaukee, WI  
 Forest Lawn Cemetery, Gresham, OR  
 Forest Lawn Cemetery, Buffalo, NY  
 Forest Lawn Cemetery, Macomb, IL  
 Forest Lawn Memorial Chapel, Greenwood, IN  
 Forest Lawn Memory Gardens, Greenwood, IN  
 Fort Hill Cemetery, East Hampton, NY  
 Frederick Memorial Gardens, Gaffney, SC  
  
 Garden View Funeral Home, Muncie, IN  
 Gardens of Gethsemane, West Roxbury, MA  
 Gardens of Memory, Muncie, IN  
 Georgia Marble Company, Kennesaw, GA  
 Gill Funeral Home, Washington, IN  
 Ginghamberg United Methodist Church, Tipp City, OH  
 Glen Eden Memorial Park, Livonia, MI  
 Glenwood Cemetery, Flint, MI  
 Goolsby Olson & Proctor, P.C., Norman, OK  
 Graceland Cemetery, Albany, NY  
 Graceland Cemetery, Chicago, IL  
 Graceland East Memorial Park, Simpsonville, SC  
 Graceland/Fairlawn Cemetery, Decatur, IL  
 Grandstaff-Hentgen Funeral Home, Wabash, IN  
 Green Cemetery, Glastonbury, CT  
 Green Lawn Abbey, Columbus, OH  
 Green Lawn Cemetery, Columbus, OH  
 Green-Wood Cemetery, Brooklyn, NY  
 Greenmount Cemetery, York, PA  
 Greenwood Cemetery, Birmingham, MI  
 Greenwood Cemetery, Petoskey, MI

Greenwood Union, Rye, NY

Haley, Purchio, Sakai & Smith, Hayward, CA  
Harleigh Cemetery, Tinton Falls, NJ  
Heritage Hills, Springboro, OH  
Highland Cemetery, South Bend, IN  
Highland Memorial Park, Johnston, RI  
Highland Memorial Park, Beloit, OH  
Hillside Memorial Park, Akron, OH  
Historic Elmwood Foundation, Detroit, MI  
Historic Norcross City Cemetery, Norcross, GA  
Historic Riverside Cemetery, Conservancy, Macon, GA  
Historic Woodlawn Foundation, Toledo, OH  
Hollywood Memorial Park, Union, NJ  
Hollywood Cemetery, Union, NJ  
Holy Cross Cemetery, Detroit, MI  
Holy Sepulchre Cemetery, Southfield, MI  
HMIS Software, Nashua, NH

Iles Funeral Homes, Des Moines, IA

Jackson Group, Boca Raton, FL  
Jones, Day, Reavis & Pogue, New York, NY  
J. Stuart Todd Architects, Dallas, TX

Kensico Cemetery, Valhalla, NY  
Kenwood Convent of the Sacred Heart, Albany, NY  
Kingwood Memorial Park, Columbus, OH  
Kitchen, Judkins, Simpson & High, Tallahassee, FL

La Casa de Cristo Lutheran Church, Phoenix, AZ  
Lake View Cemetery, Canandaqua, NY  
Lake View Cemetery, Cleveland, OH  
Lake View Cemetery, Lavan, TX  
Lakeside Cemetery, Hamburg, NY  
Lakewood Park Cemetery, Rocky River, OH  
Lee Memorial Park, Tupelo, MS  
Lee, Robert E. Memorial Association, Stratford, VA  
Lincoln Memorial Park, Suitland, MD  
Lincoln Memory Gardens, Whitestown, IN  
Linden Grove Cemetery, Covington, KY  
Linwood Cemetery, Haverhill, MA  
Locustwood Cemetery, Camden, NJ  
Lodi Memorial Park & Cemetery, Lodi, CA  
Loewen Group, Inc.,  
Lord of Life Lutheran Church, Ramsey, MN  
Lorraine Park Cemetery, Baltimore, MD  
Lutheran Church of the Redeemer, Birmingham, MI

Macomb County Road Commission, Mount Clemens, MI  
Magner Management Company, Danbury, CT  
Malkoff and Associates, Villa Park, CA  
Matt Funeral Services, Utica, NY  
Mayfield Cemetery, Cleveland Hgts, OH  
McCarthy & Smith Construction, Farmington Hills, MI  
Meierhoffer Family Funeral Homes, St. Joseph, MO  
Meisner & Associates, Cincinnati, OH  
Memorial Lawn Cemetery, Wabash, IN  
Memorial Park Cemetery, Sioux City, IA

Memory's Garden, Albany, NY  
Metro, Portland, OR  
Mission Hills Memorial Chapel, Niles, MI  
Morgan, Lewis & Bockius, LLP, Los Angeles, CA  
Mound Grove Cemetery, Kankakee, IL  
Mount Calvary Association, Buffalo, NY  
Mount Carmel Cemetery, Wyandotte, MI  
Mount Hope Cemetery, Rochester, NY  
Mt. Eden Cemetery, Mt. Pleasant, NY  
Mt. Ever-Rest Memorial Park, Kalamazoo, MI  
Mt. Ever-Rest Memorial Park North, Kalamazoo, MI  
Mt. Lebanon Cemetery, Iselin, NJ

National Memorial Park, Suitland, MD  
Navarre Funeral Home, Baytown, TX  
New Hope Funeral Home and Cemetery, Sunnyvale, TX  
New Jersey Association of Cemeteries  
New York Times, New York, NY  
Niagara Falls Memorial Park, Niagara Falls, NY  
North Star Group, Honolulu, HI  
North Shore Memory Gardens, Benton Harbor, MI  
Nowell Funeral Home, Louisville, MS

Oak Woods Cemetery, Chicago, IL  
Oak Ridge/Glen Oak Cemeteries, Hillside, IL  
Oakdale Cemetery, Davenport, Iowa  
Oaklawn Memorial Gardens, Galesburg, IL  
Oakwood Cemetery, Troy, NY  
Oakwood Cemeteries, Syracuse, NY  
O'Connor Laguna Hills Mortuary, Laguna Hills, CA  
Onondaga Valley Cemetery, Syracuse, NY  
Our Lady of Hope Cemetery, Brownstown Township, MI

Palatine Bridge Cemetery, Palatine Bridge, NY  
Panama City, Panama  
Parker Evangelical Presbyterian Church, Parker, CO  
Pawtucket Memorial Park, Warwick, RI  
Pinelawn Memorial Park, Farmingdale, NY  
Pleasanton Memorial Cemetery, Pleasanton, CA  
Poughkeepsie Rural Cemetery, Poughkeepsie, NY  
Princeton Memorial Park, Allentown, NJ  
Progressive Construction Management, Armada, MI  
Prospect Hill Cemetery, York, PA

Quality Marble Imports, Judsonia, AR

RMR Enterprises, Inc., Memphis, TN  
Rader Funeral Home, Kilgore, TX  
Redwood Micro Fund, Carefree, AZ  
Resthaven Memory Gardens, Avon, OH  
Rest Haven Memorial Park, Cincinnati, OH  
Reynolds Plantation, Greensboro, GA  
Resurrection Cemetery, Danville, IL  
Ridout Brown Services, Birmingham, AL  
Ridgewood United Methodist Church, Ridgewood, NJ  
Riverhurst Memorial Assn., Endicott, NY  
Riverside Cemetery, Rochester, NY  
Riverside Cemetery, Macon, GA  
Roberts, Ralph R. Real Estate



Rocha's Mortuary, Lodi, CA  
Rolling Oaks Cemetery, Port St. Lucie, FL  
Rosehill Cemetery, Chicago, IL  
Rose Hill Memorial Park, Putnam Valley, NY  
Rose, Sundstrom & Bentley, Tallahassee, FL  
Roth Funeral Chapel, Paducah, KY  
Rowan Memorial Park, Salisbury, NC  
Royal Oak Memorial Gardens, Brookville, OH  
Rural Cemetery, Worcester, MA

Sacramento Memorial Lawn, Sacramento, CA  
Sacramento Old City Cemetery, Sacramento, CA  
Saddleback Valley Community Church, Mission Viejo, CA  
Salem Field & Beth El Cemeteries, Brooklyn, NY  
Santa Clara Mission Cemetery, Santa Clara, CA  
Santa Fe Trust, Santa Fe, NM  
Service Corporation International, Houston, TX  
Sheppard Mullin Richter & Hampton, LLC, Costa Mesa, CA  
Shuford-Hatcher Funeral Home, Gaffney, SC  
Sierra View Memorial Park, Olivehurst, CA  
Signature Properties, Pleasanton, CA  
Skyline Wesleyan Church, San Diego, CA  
Smith Family, Bellville, TX  
Smith, Vondel & Son Funeral Home, Oklahoma City, OK  
Somerset Hills Memorial Park, Basking Ridge, NJ  
Stich Associates, Hartford, CT  
St. Bernard's Cemetery, Bernardsville, NJ  
St. David's Episcopal Church Cemetery, Radnor, PA  
St. Hugo of the Hills, Bloomfield Hills, MI  
St. James Cemetery, Glastonbury, CT  
St. John's Church, Cornwall, NY  
St. Joseph Valley Memorial Park, Granger, IN  
St. Joseph's Church and Cemetery, Yonkers, NY  
St. Joseph's Cemetery, Monroe, MI  
St. Marcus Cemetery, St. Louis, MO  
St. Mary's Cemetery, Oneonta, NY  
St. Mary's Cemetery, Randolph, MA  
St. Mary's Cemetery, North Tewksbury, MA  
St. Michael's Cemetery, Passaic, NJ  
St. Michael's Cemetery, East Elmhurst, NY  
St. Patrick's Cemetery, Lowell, MA  
St. Patrick's Parish, White Lake, MI  
St. Thomas of Canterbury Episcopal Church, Temecula, CA  
Stewart Enterprises, Inc., New Orleans, LA  
StoneMor Partners LP, Bristol, PA  
Stout Risius Ross, Farmington Hills, MI  
Sunrise Memorial Gardens, Muskegon, MI  
Sunset Hills Memorial Park, Jamestown, NY  
Swan Point Cemetery, Providence, RI

Temple Israel Cemetery, Hasting-on-Hudson, NY  
Tri-Cities Memorial Gardens, Florence, AL  
Trinity Church and Cemetery, New York, NY  
Trinity Church, Monroe, MI  
Trinity Memorial Gardens, Tarpon Springs, FL  
Tulocay Cemetery, Napa, CA

Utica Cemetery Association, Utica, NY

Vail, CO, Town of  
Vale Cemetery, Schenectady, NY  
Valhalla Memorial Park, Godfrey, IL  
Valhalla Garden of Memory, Belleville, IL  
Vestal Hills Memorial Park, Vestal, NY

Wachovia Bank, Charlotte, NC  
Wade-Trim, Detroit, MI  
Walnut Grove/Flint Cemetery, Worthington, OH  
Washington Park Cemetery East, Indianapolis, IN  
Washington Cemetery, Brooklyn, NY  
Washington Memorial Park, Coram, NY  
Washington Cemetery, Washington, NJ  
Washington National Memorial Park, Suitland, MD  
Washington State Division of Veterans Affairs, Olympia, WA

West Hartford, CT, Town of  
West Laurel Hill Cemetery, Bala Cynwyd, PA  
Western Roses Memorial Park, Midland, TX  
Westlawn Cemetery, Chicago, IL  
Westlawn Cemetery Association, Westland, MI  
White Chapel Memorial Cemetery, Troy, MI  
White Chapel Memorial Park, Dewitt, NY  
White Sulphur Springs Cemetery, White Sulphur Springs, NY  
Wiltwyck, Cemetery, Kingston, New York  
Windridge Funeral Home, Cary, IL  
Windridge Memorial Park & Nature Sanctuary, Cary, IL  
Wisconsin Department of Veterans Affairs, Madison, WI  
Wisconsin Memorial Park, Milwaukee, WI  
Woodbury Memorial Park, Woodbridge, NJ  
Woodlands Cemetery, The Philadelphia, PA  
Woodlawn Cemetery, The Bronx, NY  
Woodlawn Cemetery, Everett, MA  
Woodlawn Cemetery, Milwaukee, WI  
Woodlawn Cemetery, Syracuse, NY  
Woodlawn Cemetery, Toledo, OH  
Wyuka Cemetery, Lincoln, NE

## APPENDIX G: AUTREY MILL NATURE PRESERVE MASTER PLAN

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# AUTREY MILL NATURE PRESERVE & HERITAGE CENTER

## MASTER PLAN



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9. TRAIL IMPROVEMENTS - RECOMMENDATIONS OVERVIEW
10. TRAIL IMPROVEMENTS - TRAIL SPECIFIC RECOMMENDATIONS
11. OPINION OF PROBABLE COSTS

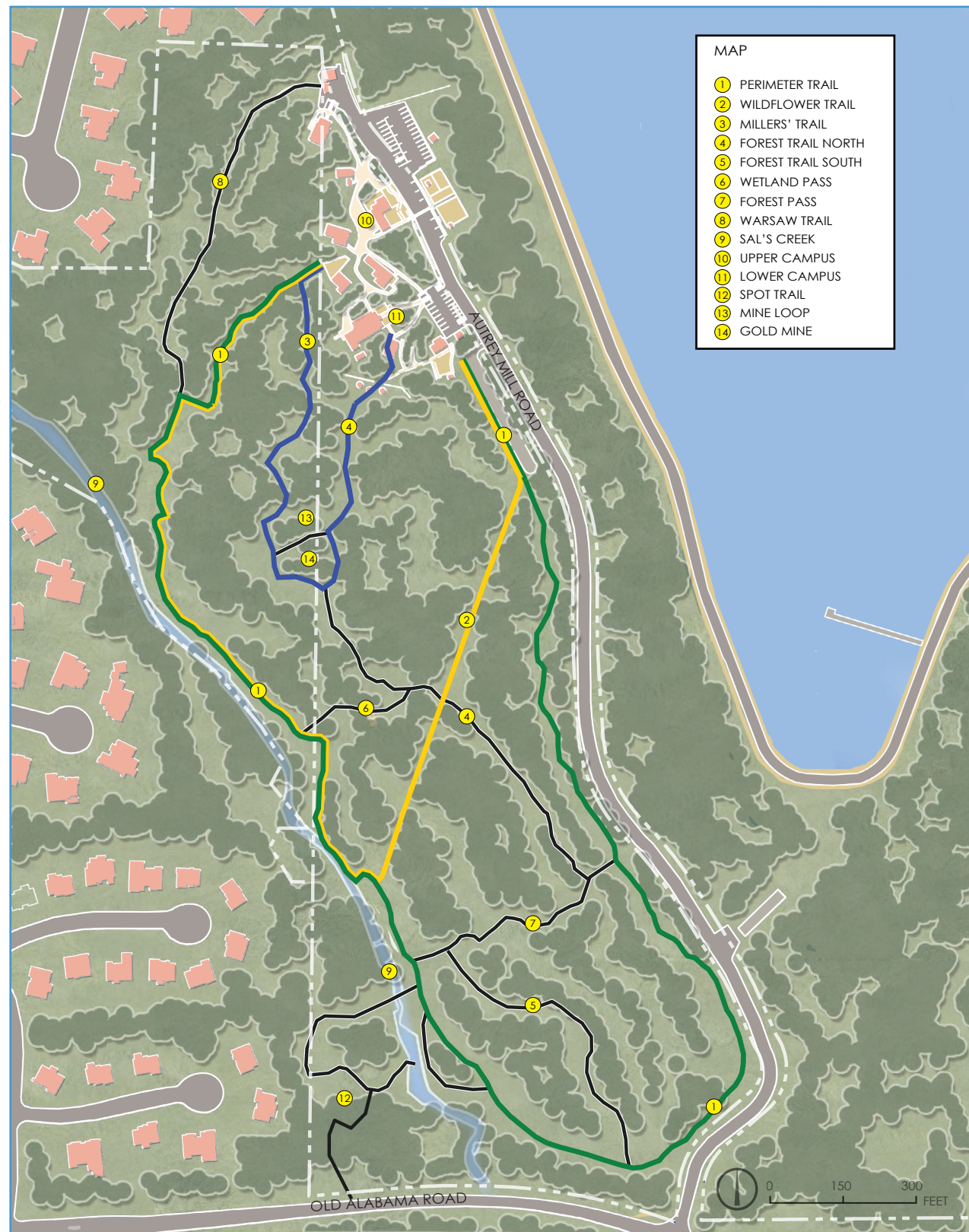
## AUTREY MILL NATURE PRESERVE & HERITAGE CENTER

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OVERALL MAP

# AUTREY MILL NATURE PRESERVE & HERITAGE CENTER

## MASTER PLAN SUMMARY

Autrey Mill Nature Preserve, located in Johns Creek, is a 46 Acre hardwood forest preserve with many historic buildings and programmatic elements. There are approximately 2.5 miles of combined natural surface trails and boardwalks that snake throughout the property. Foresite Group's approach to designing this master plan for the site included a careful analysis of the varied spaces and uses that currently exist on site, as well as desired improvements shared with us during meetings with the City of Johns Creek and Autrey Mill Nature Preserve Board.



A focus was placed on maintaining the site vernacular while also improving upon existing drainage, pedestrian accessibility, and helping to define the varied site uses more clearly. Building entrances and access points were considered and careful thought was put into proposed realignments of hardscape pathways along pedestrian corridors.

Focused site analysis was made for the Summerour House backyard, space around the Tenant House, a reconfiguration of the Animal Habitat, screening of the restroom building,



and possible locations for nature play on site. Erosion around many of the historic building footings on site was also considered in the recommendations.

Additionally, all of the trails were reviewed and analyzed by Tailored Trails, a trail design and construction specialist and recommendations were made on how to improve existing trails as well as preferences for realignments to improve the longevity and safe use of the trail system.



New walkways between areas of interest, trailheads, etc, based on the proposal provided by the Autrey Mill Nature Preserve Board were considered. Information for a site base file was pulled from GIS systems and augmented with site photos and several site visits to proof the digital data. This master plan will include hydrology from a conceptual perspective. A total of three meetings were conducted with the Autrey Mill Nature Preserve Board and City officials to help provide input and guidance on the needs of the site.





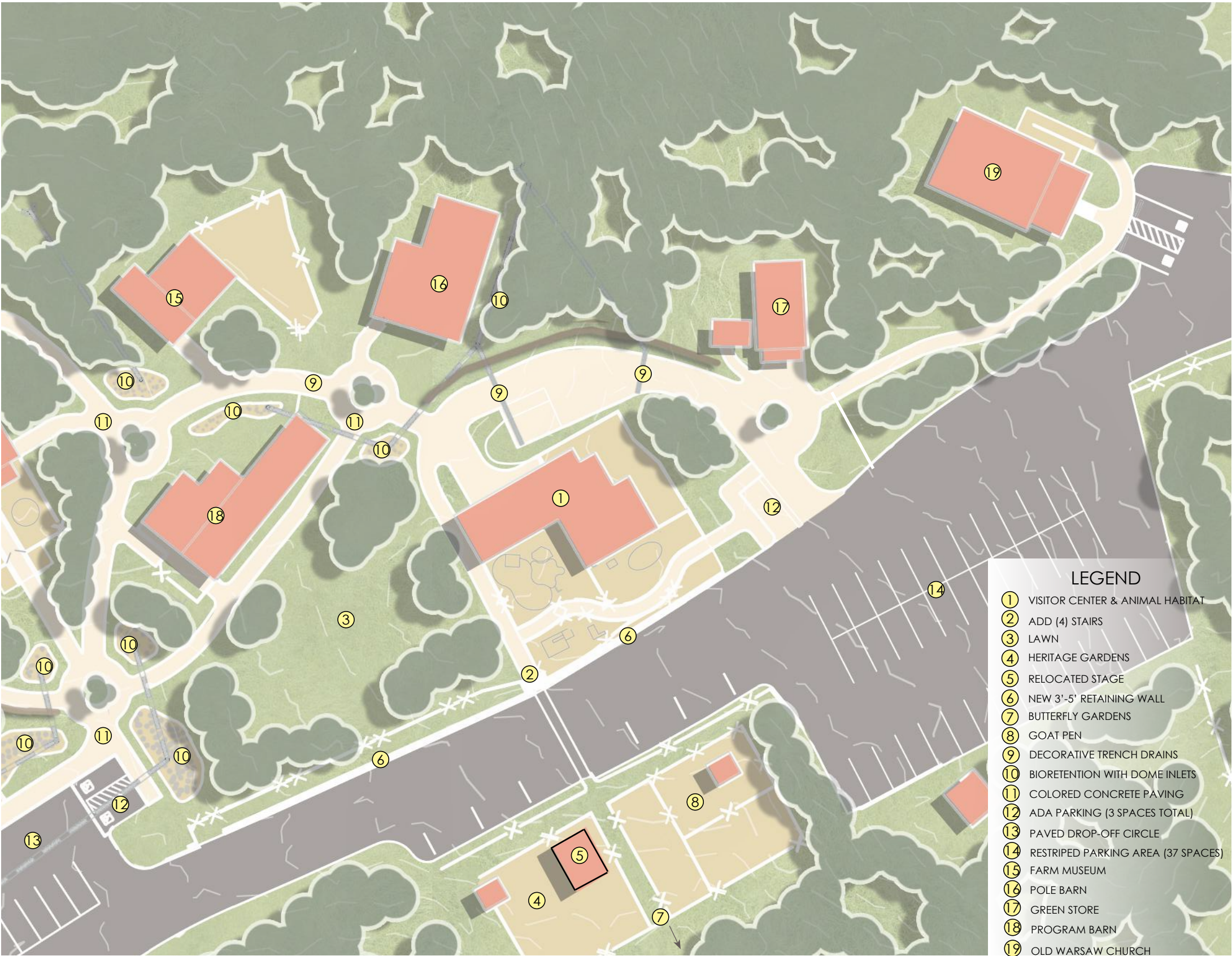
- LEGEND
- 1 SUMMEROUR HOUSE
  - 2 PROGRAM BARN
  - 3 RESTROOMS
  - 4 TENANT FARMHOUSE
  - 5 AMPHITHEATER & STAGE
  - 6 VISITOR CENTER & ANIMAL HABITAT
  - 7 GRAVEL PARKING
  - 8 FARM MUSEUM
  - 9 POLE BARN
  - 10 GREEN STORE
  - 11 HERITAGE GARDENS
  - 12 OLD WARSAW CHURCH
  - 13 PAVED PARKING
  - 14 FRONT PORCH STAGE
  - 15 SMOKEHOUSE
  - 16 FOREST TRAIL HEAD
  - 17 EXPLORATION ZONES
  - 18 WILDFLOWER TRAIL
  - 19 UPPER PAVILION & RESTROOMS
  - 20 BUTTERFLY GARDENS
  - 21 GOAT PEN
  - 22 WARSAW TRAILHEAD
  - 23 PERIMETER TRAILHEAD



# AUTREY MILL NATURE PRESERVE & HERITAGE CENTER

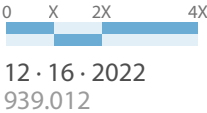
## EXISTING CONDITIONS





AUTREY MILL NATURE PRESERVE & HERITAGE CENTER

UPPER CAMPUS CONCEPT







# AUTREY MILL NATURE PRESERVE & HERITAGE CENTER

## LOWER CAMPUS CONCEPT



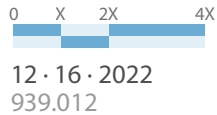
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AUTREY MILL NATURE PRESERVE & HERITAGE CENTER

SUMMEROUR HOUSE REAR GARDEN

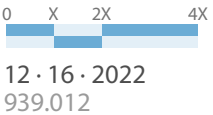




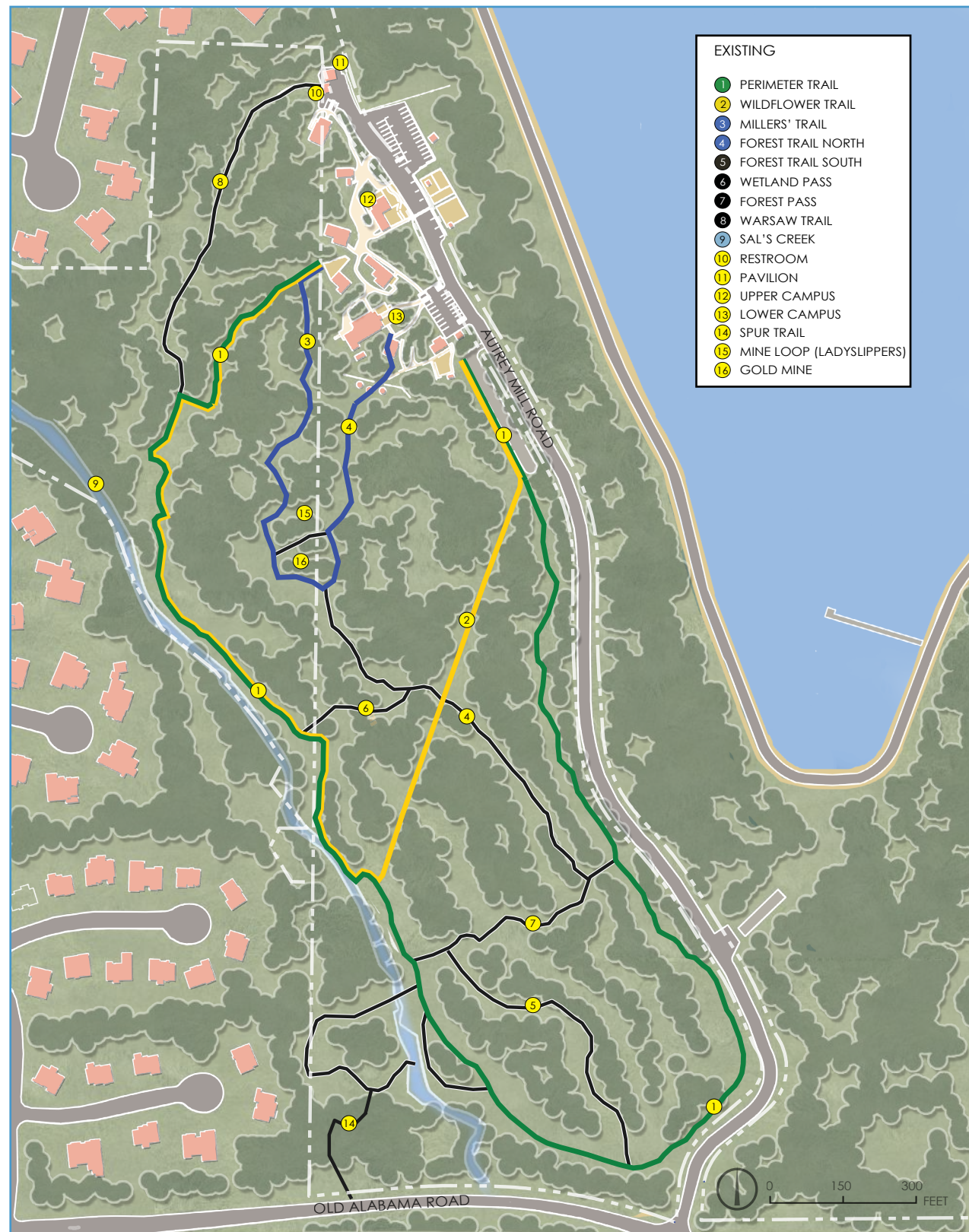


AUTREY MILL NATURE PRESERVE & HERITAGE CENTER

RESTROOM / TEPEE / NATURE PLAY STRUCTURES CONCEPT







EXISTING MAP

## Assessment Overview

Tailored Trails trailbuilders visited the Autrey Mill Nature Preserve several times during August and September of 2022 to capture the existing conditions of the natural surface trails on site. The following recommendations are based upon that trail system assessment and will provide site wide action items to improve the existing trails as well as recommendations for future trail development on site.

Improvements for existing trails and recommendations on alignments for new trails were developed based upon items identified during the trail assessment. Those recommendations include a focus on improvement of safety hazards, improved maintenance needs, and changes intended to promote the longevity of use and overall health of the forest trails.

The following observations were noted on site during the assessment:

Most natural surface trails have been well worn and are now "cupped", meaning they have a distinctive dip in the center that acts as a flume to direct runoff. The erosion from this feature combined with regular foot traffic has eroded the trails and exposed tree roots in many locations.

Many of the connector trails at AMNP can be classified as "fall line" trails. These trails track up or down hills and move against grade, making them steep and difficult to maintain.

The landscape timbers installed as edging on many of the trails work to act as a dam during storm events and keep runoff inside the trail section, which concentrates the effects of erosion.

The existing boardwalk on site is quite narrow and the curbing along the boardwalk does not have a gap to allow leaf litter to exit the surface.

Large roots over 2" present a trip hazard and were prevalent on most of the trails. These size roots are difficult to remove and create continued challenges.



# AUTREY MILL NATURE PRESERVE & HERITAGE CENTER

## TRAIL IMPROVEMENTS - ASSESSMENT OVERVIEW





OVERALL MAP

# AUTREY MILL NATURE PRESERVE & HERITAGE CENTER

## TRAIL IMPROVEMENTS - RECOMMENDATIONS OVERVIEW

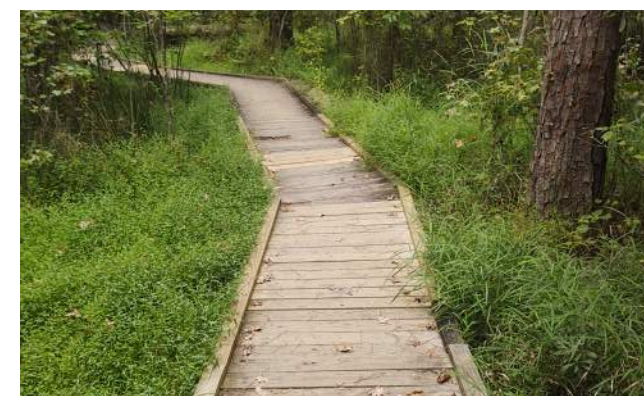
### Recommendations Overview

Trails that run parallel with grade are referred to as “on contour” trails. The best option for trails on contour will be to remove timbers and clear obstructions and debris from the trail shoulders to allow for positive drainage across the trails.

Cupping of trails can be corrected by providing infill to construct a crown that runs parallel to the direction of the trail. Infill can be comprised of soil, stone, or a combination thereof. Areas that contain tree roots can be corrected by following a root bridging standard that utilizes stone and soil to effectively cover the roots and “bridge” the trail surface across these hazards. If roots are too large to bridge, a re-route of a portion of the trail often can solve this challenge.

Trails that run across grade, called “fall line” trails, are very difficult to correct in their current state. This is because the root cause of damage to the trails is typically related to their location. No amount of remediation will change the velocity of the runoff moving across these steeper trails and subsequently eroding the surface. The recommendation for fall line trails is typically a re-route of the trail to allow it to parallel the grade and reduce the runoff velocity.

Construction of new boardwalk should be wide enough to meet the needs of the City, but with a minimum width of five feet to allow users to pass. Proposed trails should be constructed to reduce or remove all ramps and stairs. Boardwalk sections may be constructed in phases, but need to maintain a constant slope as much as possible.







## Trail Specific Recommendations

### Upper Elevation Trails

The trails in the upper elevations such as the Miller's Trail, the Warsaw Trail and other trails above the flood plain appear to have been established for many years. Their locations generally follow footpaths through the forest and are largely comprised of "fall line" trails. Many of these trails are past of the point of simple grading repairs due to the extreme amount of roots on the surface. Recommendations for most of these trails are to re-route the trail and allow it to parallel grade or to cap the trail with soil and stone. Grading on these trails should be minimized to prevent damage to nearby trees. Timber beams running along the trail extents should be removed and cupped areas replaced with soil to create a crown along the trails and encourage runoff to drain away from the trails. Volunteer trails and "goat" paths should be abandoned, covered, and in certain locations vegetated to discourage future paths from being developed.

### Lower Floodplain Trails

Trails along the stream and lower portions of the property closest to Old Alabama Road are flatter and smoother than the higher elevations. However, the lack of slope in these areas has discouraged proper drainage away from the trails and allowed runoff to remain and create muddy conditions. These areas should be constructed of boardwalk or at grade surface puncheons. At a minimum, these trails should be capped with stone aggregate to elevate them from ponding and to allow them to be useable after a storm event. For areas where flooding is a common concern, boardwalks for everything inside the immediate flood zone should be considered.

### Utility Corridors (Wildflower Trail)

The wildflower trail is a utility access corridor that has an overhead power line. It's useful as both a connecting trail and for construction and emergency access. Drainage issues need to be addressed with proper grading to create a longitudinal crown and the trail should be re-surfaced with stone aggregate.

### Boardwalks

There are several generations of boardwalk at the preserve. Most of these boardwalks are in poor shape and are limited on space, creating hazards and access challenges. Areas of boardwalks that present steps and ramps are challenging for users to navigate. Recommendations for existing boardwalks are to remove and reconstruct properly sized new boardwalks or surface puncheons that utilize abutments at each end to avoid the need for stairs or ramps. Curbing along the boardwalk areas should be elevated at least three inches from the main deck to allow air flow across the path and to prevent leaf litter from buildup.

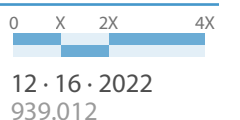
### Bridges

Bridges are a common feature in any forest trail system because they are both useful and attractive. However, they require consistent maintenance in forested locations and such attention is often not available in remote locations of a trail system. This can lead to expensive repairs down the road. The large bridge at the southern end of the preserve is in disrepair and needs to be removed or reconstructed. Should the City decide to reconstruct this bridge, it should be noted that the area opposite the stream across this bridge is limited and does not appear to provide much benefit to the overall trail system. The lowland area on the opposite side of the bridge is boggy and does not connect back to the overall trail system. The smaller bridge on the Perimeter Trail up near the Pole Barn trail entrance is in better shape but still needs maintenance and repairs. This structure could be saved with a new deck and handrail, combined with a thorough cleaning of the substructure and some minor improvements such as new abutments at both ends.



# AUTREY MILL NATURE PRESERVE & HERITAGE CENTER

## TRAIL IMPROVEMENTS - TRAIL SPECIFIC RECOMMENDATIONS





AUTREY MILL NATURE PRESERVE HERITAGE CENTER  
Master Plan - Opinion of Probable Cost

12/02/2022

ITEM	DESCRIPTION	QTY.	UNIT	UNIT PRICE	TOTAL COST
1	ANIMAL HABITAT IMPROVEMENTS				
A	MOBILIZATION	5.0	%	\$ 126,540.00	\$ 6,327.00
B	SUPERVISION & MANAGEMENT LABOR	5.0	%	\$ 126,540.00	\$ 6,327.00
C	BOND AND INSURANCE	3.0	%	\$ 126,540.00	\$ 3,796.20
D	TESTING/UTILITY LOCATION	2.0	%	\$ 126,540.00	\$ 2,530.80
E	DEMO OF EXISTING FENCING AND WALLS	1	LS	\$ 15,000.00	\$ 15,000.00
F	EROSION CONTROL- INSTALL, SET UP AND MAINTAIN	0.1	AC	\$ 16,000.00	\$ 1,600.00
G	GRADING	200	CY	\$ 9.00	\$ 1,800.00
H	DRAINAGE	1	LS	\$ 3,500.00	\$ 3,500.00
I	POURED-IN-PLACE CONCRETE WALLS	1,200	FF	\$ 80.00	\$ 96,000.00
J	FENCING	360	LF	\$ 24.00	\$ 8,640.00
SECTION 1 SUBTOTAL:				\$	145,521.00
20% CONTINGENCY:				\$	29,104.20
SECTION 1 TOTAL:				\$	174,625.20

ITEM	DESCRIPTION	QTY.	UNIT	UNIT PRICE	TOTAL COST
2	TRAIL IMPROVEMENTS				
A	MOBILIZATION	5.0	%	\$ 506,870.00	\$ 25,343.50
B	SUPERVISION & MANAGEMENT LABOR	5.0	%	\$ 506,870.00	\$ 25,343.50
C	BOND AND INSURANCE	3.0	%	\$ 506,870.00	\$ 15,206.10
D	TESTING/UTILITY LOCATION	2.0	%	\$ 506,870.00	\$ 10,137.40
E	DEMO OF EXISTING BOARDWALK AND BRIDGE	1	LS	\$ 45,000.00	\$ 45,000.00
F	EXISTING TRAIL REMEDIATION	1,680	LF	\$ 9.00	\$ 15,120.00
G	NEW NATURAL SURFACE CONNECTOR TRAILS	5,300	LF	\$ 35.00	\$ 185,500.00
H	NEW BOARDWALK OR PUNCHEONS	950	LF	\$ 275.00	\$ 261,250.00
SECTION 2 SUBTOTAL:				\$	582,900.50
20% CONTINGENCY:				\$	116,580.10
SECTION 2 TOTAL:				\$	699,480.60

ITEM	DESCRIPTION	QTY.	UNIT	UNIT PRICE	TOTAL COST
3	PARKING, GRADING, AND DRAINAGE IMPROVEMENTS				
A	MOBILIZATION	5.0	%	\$ 678,876.00	\$ 33,943.80
B	SUPERVISION & MANAGEMENT LABOR	5.0	%	\$ 678,876.00	\$ 33,943.80
C	BOND AND INSURANCE	3.0	%	\$ 678,876.00	\$ 20,366.28
D	TESTING/UTILITY LOCATION	2.0	%	\$ 678,876.00	\$ 13,577.52
E	DEMO OF EXISTING ASPHALT	6,000	SF	\$ 3.00	\$ 18,000.00
F	DEMOLITION OF EXISTING TREES	6	EA	\$ 1,200.00	\$ 7,200.00
G	DEMO OF EXISTING CONCRETE STAIRS AND SIDEWALK	4,200	SF	\$ 18.00	\$ 75,600.00
H	EROSION CONTROL- INSTALL, SET UP AND MAINTAIN	0.7	AC	\$ 16,000.00	\$ 11,200.00
I	GRADING	2,000	CY	\$ 9.00	\$ 18,000.00
J	DRAINAGE	1	LS	\$ 10,000.00	\$ 10,000.00
K	BIORETENTION AREAS	2,800	SF	\$ 75.00	\$ 210,000.00
L	1' FLUSH CONCRETE CURB	400	LF	\$ 32.00	\$ 12,800.00
M	STRIPING	1	LS	\$ 2,500.00	\$ 2,500.00
N	WHEELSTOPS	2	EA	\$ 250.00	\$ 500.00
O	HANDICAP SYMBOL & SIGNAGE	2	EA	\$ 400.00	\$ 800.00
P	SIDEWALK - CONCRETE	13,500	SF	\$ 9.00	\$ 121,500.00
Q	SLATESCAPE PATHS	2,219	SF	\$ 4.00	\$ 8,876.00
R	GAB PARKING	18,000	SF	\$ 6.00	\$ 108,000.00
S	FIELDSTONE SEAT WALL	360	FF	\$ 140.00	\$ 50,400.00
T	IRRIGATION MODIFICATIONS	1	ALLOW.	\$ 10,000.00	\$ 10,000.00
U	3" CALIPER TREES	4	EA	\$ 2,500.00	\$ 10,000.00
V	SOD	3,500	SF	\$ 1.00	\$ 3,500.00
SECTION 3 SUBTOTAL:				\$	780,707.40
20% CONTINGENCY:				\$	156,141.48
SECTION 3 TOTAL:				\$	936,848.88

ITEM	DESCRIPTION	QTY.	UNIT	UNIT PRICE	TOTAL COST
4	PLAYGROUND IMPROVEMENTS				
A	MOBILIZATION	5.0	%	\$ 203,000.00	\$ 10,150.00
B	SUPERVISION & MANAGEMENT LABOR	5.0	%	\$ 203,000.00	\$ 10,150.00
C	BOND AND INSURANCE	3.0	%	\$ 203,000.00	\$ 6,090.00
D	TESTING/UTILITY LOCATION	2.0	%	\$ 203,000.00	\$ 4,060.00
E	FIELDSTONE SEAT WALL	160	FF	\$ 140.00	\$ 22,400.00
F	NATURE PLAY STRUCTURES	1	LS	\$ 150,000.00	\$ 150,000.00
G	ENGINEERED WOOD FIBER	1	LS	\$ 25,000.00	\$ 25,000.00
H	GRADING	2,000	CY	\$ 9.00	\$ 18,000.00
I	DRAINAGE	1	LS	\$ 10,000.00	\$ 10,000.00
SECTION 4 SUBTOTAL:				\$	255,850.00
20% CONTINGENCY:				\$	51,170.00
SECTION 4 TOTAL:				\$	307,020.00

NOTE:  
DESIGN FEES ARE NOT INCLUDED IN THIS OPC.

PROJECT TOTAL:	\$	2,117,974.68
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# AUTREY MILL NATURE PRESERVE & HERITAGE CENTER

## OPINION OF PROBABLE COSTS



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