

SECTION 8: Recommendations

This section provides a summary of the Plan's recommendations relating to the County's park system concepts, land acquisition, facility development, programming, and the recreation service delivery system. These recommendations have been described in detail throughout this report and are a culmination of the input received through a variety of sources including the needs assessment survey, public meetings and questionnaires, the Citizen Steering Committee, the benchmarking survey, past plans and reports, the Consultants' extensive research and experience, and County staff expertise and local knowledge.

8.1 REVIEW OF INVENTORY/ ANALYSIS SUMMARY

Gwinnett County Parks and Recreation has made great strides in recent years in terms of both parkland acquisition and recreation facility development. Rapid population growth and the heightened expectations of park system users, however, create the need to build upon past accomplishments by continuing to expand the number and range of leisure facilities and services.

With an increasingly complex park system, it is no longer appropriate to merely say that each recreation service area require one community park. Ethnic diversity, an aging population, and the emergence of new recreation activities requires a new approach and greater flexibility in planning for the future. **In this light, this Master Plan has adopted a methodology that examines park and facility needs from two perspectives: supply and distribution.** Major categories of facility types – ranging from community centers to skate parks – were assessed using this two-pronged approach. Recommended provision standards were established to guide the provision analysis, while GIS mapping was created to provide direction for the distribution analysis.

Table 8-1 contains a summary of the inventory of major facilities within Gwinnett County, including those provided by the County, local cities, federal government, significant not-for-profit agencies, and private enterprise.

To provide a point of reference, a map illustrating the County park system has been inserted at the end of this section (see Map 8-1).

Table 8-1: Inventory of County, City, Federal and Private Parks and Facilities in Gwinnett County by RPA

	A	B	C	D	E	COUNTY
Population (2000 Census)	136,028	114,069	150,202	90,124	98,025	588,448
Acreage:	1,772	251	645	5,513	2,454	10,626
Indoor Facilities:						
Indoor Lane Pools	1	1	3	1	0	6
Indoor Leisure Pools	0	0	1	1	0	2
Community Centers*	3	0	0	2	1	6
Activity Buildings	3	2	0	2	1	8
Gymnasiums	15	0	3	4	1	23
Senior Centers	0	1	1	2	2	6
Outdoor Facilities:						
Baseball/ Softball Fields	32	12	20	33	31	128
Soccer Fields	20	16	8	8	6	58
Football Fields	4	2	2	4	4	16
Playground Areas	36	7	12	13	16	84
Outdoor Lane Pools	4	1	4	2	5	16
Outdoor Leisure Pools	1	1	1	1	1	5
Tennis Courts	54	18	30	30	38	170
Basketball Courts	7.5	3	5	3	2	20.5
Skate Parks	2	0	2	1	2	7

* not including facilities operated by not-for-profit agencies or private enterprise

Note: inventory does not include facilities in schools, residential complexes, private fitness clubs, and similarly restricted facilities



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Table 8-2 provides a "snapshot" of the current park and facility needs and priorities within each Recreation Planning Area (RPA). Applying inventory and population data within each RPA to the recommended provision standard for each facility type (see Table 6-7 on page 97), parkland and facilities that did not meet the standards were identified. Included in this analysis were County facilities, as well as recreation areas provided by local cities, the federal government, significant not-for-profit agencies, and private enterprise. RPAs B and C are clearly the most deficient in terms of overall park and recreation infrastructure, although it bears noting that all RPAs have additional park and/or facility requirements, especially considering anticipated levels of population growth.

Table 8-2: Application of Park and Recreation Facility Provision Standards by Planning Area



RPA	Meets Standard	Does Not Meet Standard
A	Active Parkland Community Centers Gymnasiums Playgrounds Skate Parks Outdoor Basketball Courts	Passive Parkland Indoor Leisure Pools Senior Recreation Centers
B	none	Active Parkland Open Space Indoor Leisure Pools Community & Senior Recreation Centers Skate Parks Gymnasiums Ball Diamonds Football Fields Playgrounds Tennis Courts
C	Indoor Leisure and Lane Pools Skate Parks	Active Parkland Open Space Community & Senior Recreation Centers Activity Buildings Ball Diamonds Soccer Fields Football Fields Playgrounds
D	Active Parkland Open Space Community Centers Ball Diamonds Football Fields	Passive Parkland Skate Parks
E	Passive Parkland Playgrounds	Indoor Leisure and Lane Pools Community Centers Activity Buildings Gymnasiums Soccer Fields Outdoor Basketball Courts Skate Parks

Table 8-2 provides a useful guide to establishing capital project priorities throughout the County and can be used as a point of departure for the rest of the analysis. With this Master Plan having a planning horizon of 5 to 10 years, coupled with the rapid growth of the County, **it is very important to understand that there will be a need for all types of facilities throughout the County in the coming years.**

Furthermore, this Master Plan is guided by a set of goals established by the Citizen Steering Committee. Two of the top three goals recommend that the County adopt a balanced approach to acquisition and development (both geographically and in terms of the range of facilities) and that the County strive to meet the needs of all age groups. **Clearly, equity in park and facility provision is a dominant theme of this Master Plan** – a theme that was echoed by the Steering Committee when they were asked to prioritize the recommended capital projects.

8.2 PARK SYSTEM CONCEPT RECOMMEND-- ATIONS

In Gwinnett County, decisions relating to the future planning, acquisition, development, and management of park resources are guided by a "concept" of the County's park system. This system concept establishes park classifications and defines various aspects of each park type. Through a classification framework, a consistent management approach can be created that improves equity and responsiveness to community needs. The current park system includes "Community Parks", "Passive Community Parks", "Open Space Parks" and "Special Purpose Parks".

8.2.1 New Classification - Special Purpose Neighborhood Park

Before reiterating the recommendations regarding the park system concept (which can be found in greater detail in Section 5.), it is important to examine the broader context of the situation. The Gwinnett County Department of Community Services is the primary provider of parks and recreation facilities in the unincorporated County and its cities. The County provides recreation services that are typically associated with urban communities rather than the passive open space preservation role that many county recreation departments play.

Although many park amenities provided by the County may also be provided at the local town or city level, there are a number of significant differences between the County parks system and city parks. Given these differences, tremendous population growth in Gwinnett County over the past thirty years has blurred the boundary lines between the County and its unincorporated cities and towns. No longer are there significant dissimilarities in population densities and land use patterns between cities and the County – patterns of development are determined more by interstate and road networks than they are by political boundaries. In fact, some of the more densely populated areas of Gwinnett are not found within the cities.

Yet, despite the very urban character of Gwinnett County, there are inequalities related to parkland provision as a result of the two-tier government structure. Most notably, city dwellers are served by both neighborhood-level parks that are generally in close proximity to their home and County parks. Those living outside of cities, however, do not typically have the luxury of having a smaller neighborhood-level park located nearby because the only provider in their area would be the County, which generally only provides large-scale multi-use parks. **With accessibility being one of the key elements of a successful park system, it is essential that the County's park classifications be modified to allow for the acquisition and development of smaller parks in under-served areas. This flexibility will allow for the County to provide recreation services to many of Gwinnett's more densely populated areas and ethnic communities that need them most.**

The Master Plan's public consultation program found that 39% of the population supported the need for more parks and recreation facilities in their area and that 50% of those surveyed indicated that they would use County parks more often if one was located closer to their home. While the existing park system concept has served Gwinnett County well, it is not necessarily applicable and responsive to every area in the County. **If the County is to meet the needs of residents living within under-served and densely populated areas, it must adjust its park classification system.**

Although the Passive Community Park category was created in 2000 to enable the acquisition of smaller parks in densely populated and under-served areas, its minimum land base requirement of 20 acres is too restrictive in that many of the parkland "gap" areas do not have parcels this large. Consideration must be given to acquiring smaller park parcels and even redeveloping vacant and underutilized commercial land uses as parks.

It is, therefore, recommended that a new classification of parkland be created, that being a "Special Purpose Neighborhood Park". "Special Purpose Neighborhood Parks" would provide an alternative form of parkland for the more densely populated and under-served areas. This park type would be a supplement to the standards already in place and applied to major nodes of development. Special Purpose Neighborhood Parks would generally be 5 to 20 acres in size and be designed in the vein of "special purpose" parks, which are developed on an as needed and opportunity-driven basis. This park type would be an active park with reduced parking standards, as it will cater to a geographic area with a denser population and a greater potential for "walk to" utilization and/or bussing opportunities. Generally, the denser the population, the greater is the demand for active recreational opportunities such as soccer, basketball and walking paths, therefore, these types of facilities (in small numbers and for unscheduled play only) should be considered for Special Purpose Neighborhood Parks. Such parks may be in the form of either commercial land acquisitions or the assembly of larger land holdings, but are not intended as Community Parks. The minimum Special Purpose

Neighborhood Park should be 5 acres and is intended to serve a population of approximately 5,000 people.

8.2.2 New Classification - Linear Park

In keeping with the need for access and flexibility within the County's park system, a greenway system is required to complement and link communities and public spaces. The County's Open Space and Greenway Master Plan identifies in great detail the benefits of acquiring and/or protecting greenway corridors; not only do greenway systems provide for recreational trails, but they also provide extensive social and environmental benefits. The number one priority for the community and the Citizen Steering Committee was the creation of linkages and connectivity between communities and public spaces. Considerable public demand was apparent in each of the public consultation initiatives undertaken for this Plan.

It is, therefore, recommended that a new classification of parkland be created, that being a "Linear Park". The adoption of the "Linear Park" classification is a key step toward the implementation of an integrated greenway system. A Linear Park is defined as a linear strip of land typically developed along waterways, utility easements, and roadways that provide corridors for trails and greenways, open space, and physical buffers. Linear Parks will be located outside of other public parks, but connect those parks and other points of interests, such as schools, residential neighborhoods and business districts. They will provide an emphasis on walking, jogging, and bicycling; usage for motorized transport and equestrian riding will be prohibited.

The level of development of Linear Parks can range from minimal to extensive and may include trailhead (parking and amenity) areas. If parking is provided then associated facilities including rest rooms, playground, and picnic or pavilion area should be included. Linear Parks may also include adjacent pockets of open space. The service area for such a park could range from several neighborhoods to County-wide.

Acquisition of parcels for Linear Parks should be coordinated with proposed Greenway locations in the Open Space and Greenway Master Plan. In addition opportunities may arise to acquire parcels that are not associated with the Greenway Plan that would still meet the requirements outlined for a Linear Park. Highest priority would be given to parcels that provide connection between existing parks, schools, public facilities and residential areas.

8.3 LAND ACQUISITION RECOMMENDATIONS

The County currently owns and/or leases approximately 8,160 acres of parkland at 53 sites. Recreation Planning Area D, in large part due to the 1800-acre Harbins/Alcovy Park Site, contains nearly half of Gwinnett County's parkland. 63% of County-owned parkland is classified as "Open Space". Despite having significant acreage in Open Space parks, RPAs B and C do not have any such parks, while RPA A has only one (although there are numerous Federal open space parks located in the area). RPAs B and C also have the lowest per capita supply of active parkland (Community and Passive Community Parks). In terms of overall parkland, RPAs D and E are very well supplied.

Based on the recommended provision standards, the County as a whole has a current parkland deficit of 2,900 acres, approximately 900 acres of which is encouraged to be supplied from other levels of government (i.e., federal, state, local) or affiliated conservation agencies. Forecasted population growth and increasing ethnic diversity in Gwinnett leave the County with no choice but to continue to acquire and construct new parks and to complete construction of master planned facilities at existing parks. **It is recommended that Gwinnett County continue to support and work with other parkland providers in order to increase the overall supply and to ensure that parks are being acquired in the areas where they are most needed.**

A review of property records and aerial photography indicates that approximately 1,100 acres adjacent to existing parks may have potential for acquisition. RPAs with the largest potential for park expansion are D and E, where surpluses in Open Space Parks exist. Approximately 376 acres, however, may be available to expand existing parks in RPAs A, B, and C. **Given the need for additional parkland in all areas, and especially RPAs A, B, and C, we recommend that the County work to expand existing parks through the acquisition of adjacent parcels.**

Although expansion of existing parks will assist in addressing some of the under-supply in recreation planning areas A, B, and C, a significant deficit will remain. Unfortunately, it is not achievable for the County to acquire over 1,000 acres of parkland in each of RPAs A, B, and C. This amount of available land simply does not exist, nor would it be economically feasible to acquire already developed land in large quantities, remove existing structures and redevelop the sites as parkland. Nevertheless, current and projected development and intensification patterns indicate that the demand for parks and recreation facilities in these areas will only continue to worsen. Aggressive, immediate and continuous action is required to address this matter.

In terms of parkland acquisition and expansion, the County should place a high priority on RPAs A, B, and C. The "Special Purpose Neighborhood Park" classification was created specifically to address recreation facility needs in these planning areas, all three of which are relatively densely populated and have a very limited supply of land. **Available sites with**

parkland potential need to be identified, including sites containing under-utilized or vacant commercial structures. The acquisition and redevelopment of abandoned commercial sites presents an excellent opportunity for the County to not only provide parkland to under-served areas, but also to assist in revitalizing and improving the overall quality of life of such areas. The creation of a number of Community Improvement Districts (CIDs) in Gwinnett County offers an appropriate medium through which vacant commercial sites can be transformed into new park sites and integrated into broader revitalization efforts.

In short, the County is in a position where providing parkland in the areas most in need is a challenging and costly option, whereas parkland acquisition is a more feasible and likely option in areas with lesser needs. In order to provide an appropriate supply of parkland, a balanced approach to acquisition is required that is predicated largely on opportunity. Additional parkland should be acquired in all recreation planning areas, with priorities being placed on addressing deficiencies in under-served areas and expanding existing park sites.

This Plan recommends that the County strive to acquire an additional 300 acres for park purposes in each RPA over the next four years, for a total of 1500 acres. Although the acquisition of 1500 acres does not fully address future (or even current) deficiencies, it is felt that this requirement strikes an appropriate balance between demand, equity, and reality. **Acquisition in RPAs A, B, and C should contain a mixture of Community/Passive Community Parks and Open Space Parks (as well as Special Purpose Neighborhood Park in areas where Community/Passive Community Parks development is not possible), while acquisition in RPAs D and E should be predominantly limited to Community Parks.**

The second level of the parkland needs analysis involves an examination of the geographic "gap" areas that are not adequately served with parkland. The following nine gap areas were identified and have been prioritized based upon factors such as public input, size of gap, and parkland needs:

High Priority:

1. Lilburn North, Meadowcreek area (mostly in RPA B)
2. Lawrenceville West, Hwy 316 corridor (RPA C)
3. Snellville West, along Stone Mountain Hwy (RPA E)
4. Snellville East (RPA E)
5. Lawrenceville North, east of Buford Drive, both sides of I-85 (RPA D)

Lower Priority:

6. Norcross West, near Dekalb County line (RPA A)
7. Lawrenceville Southwest (RPAs D and E)
8. Dacula East, along County line (RPA D)
9. Braselton (RPA D)

When acquiring parkland, it is recommended that the County have regard to the above list of gap areas. Additional consideration should also be given to expanding existing parks and acquiring new ones in areas where significant population growth and intensification is expected to occur, such as along the I-85, I-985, and Georgia Highway 316 corridors into the northeast and eastern-most portions of the County. Furthermore, In an effort to ensure consistency with the County's Open Space and Greenway Master Plan (2002), all parkland (and greenway) acquisition should consider the goals and recommendations of that Plan.

With the goals and recommendations of the Open Space and Greenway Master Plan in mind – in addition to the goals of this Plan – the following are the recommendations related to the acquisition of parkland.

- **Acquire 300 acres in RPA A. Focus on under-served areas and areas of growth, including, but not limited to, the area between Duluth and Suwanee, north of I-85, and the Norcross West area. The development of Community Parks, Passive Community Parks, and Open Space Parks is desired.**
- **In RPA A, expand Jones Bridge Park and Shorty Howell Park through acquisition of adjacent parcels (93 acres).**
- **Acquire 300 acres in RPA B. Focus on under-served areas and areas of growth, including, but not limited to, the Lilburn North/Meadowcreek area and south of I-85. The development of Community Parks, Passive Community Parks, and Open Space Parks is desired.**
- **In RPA B, expand Mountain Park Aquatic Center/Activity Building and Mountain Park Park through acquisition of adjacent parcels (85.8 acres).**
- **Acquire 300 acres in RPA C. Focus on under-served areas and areas of growth, including, but not limited to, the Lawrenceville West/Hwy 316 corridor area and south of I-85. The development of Community Parks, Passive Community Parks, and Open Space Parks is desired.**
- **In RPA C, expand Alexander Park, Bethesda Park, Collins Hill Park, Spriggs Road Park Site and Sweet Water Park through acquisition of adjacent parcels (197.2 acres).**
- **Acquire 300 acres in RPA D. Focus on under-served areas and areas of growth, including, but not limited to, the Lawrenceville North area, the Lawrenceville Southwest area, the Braselton area, the Dacula East area, and the I-85 and Hwy 316 corridors. The development of Community Parks and Passive Community Parks is desired.**

- **In RPA D, expand Alcovy River Grist Mill, Harbins/Alcovy Park Site, Little Mulberry Park and Rabbit Hill Park through acquisition of adjacent parcels (377.1 acres).**
- **Acquire 300 acres in RPA E. Focus on under-served areas and areas of growth, including, but not limited to, the Snellville West area and the Snellville East area. The development of Community Parks and Passive Community Parks is desired.**
- **In RPA E, expand Bay Creek Park, Centerville Park Site, Tribble Mill Park, Yellow River Wetlands and the Yellow River Post Office Historic Site through acquisition of adjacent parcels (352 acres).**

8.4 GREENWAY DEVELOPMENT RECOMMENDATIONS

The development of a greenway system in Gwinnett County is a key priority for this Plan. In fact, the number one goal of this Master Plan, as identified by the Citizen Steering Committee, is to “work toward achieving pedestrian and bicycle linkage or connectivity between parks and other points of interest such as schools, libraries, institutional land uses and commercial nodes”.

This 2004 Parks and Recreation Master Plan is fully supportive of, and consistent with, the findings of the Open Space and Greenway Master Plan. In order to advance the implementation of the Open Space and Greenway Master Plan, this Parks and Recreation Master Plan has developed a definition of a “Linear Park” to be added to the County’s park classification system. **Recommendations have been set made for the allocation of significant funds toward the establishment of a County-wide greenway system (up to a total of \$40 million depending on the amount of SPLOST funds available).** While each RPA has been allocated funds under this Plan for greenways, the appropriation of funds amongst the recreation planning areas and the timing of implementation will depend heavily upon the opportunities for acquisition and development.

8.5 FACILITY DEVELOPMENT RECOMMENDATIONS

Requirements for significant recreation facilities within the County are well documented throughout this report, including Sections 6 and 8.1. In an effort to summarize these recommendations, and to present them in a format that is different from that used elsewhere in this report, the capital facility-related recommendations are listed on a park-by-park basis below. If a park is not listed, there are no recommended changes to it.

The facility development recommendations are listed below alphabetically by park and have not been placed in order of priority. The priority and capital cost of each recommendation is provided in Section 8.7.

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Gwinnett County 2004 Comprehensive Parks and Recreation Master Plan

Alcovy River Gristmill (park master plan to be undertaken in 2004/05)

- Pedestrian trails and restroom
- Dam Restoration
- Mill restoration
- Parking
- Pavilion and Playground

Alexander Park Site (park master plan to be undertaken in 2004/05)

- Soccer complex, pedestrian system, trails and restroom building, pavilion and playground
- Maintenance building
- Tennis complex (to be determined by Park Master Plan)

Bay Creek Park

- Teen area (skate park, roller hockey, basketball courts, sand volleyball courts & restroom building), plaza, picnic pavilion/playground, restroom bldg., and parking and infrastructure
- Community Center, Gym, Outdoor Leisure Pool & Parking (longer-term project, future growth will substantiate need)
- East Picnic Pavilion/Playground, Parking, Restroom Bldg. & East Trails
- Soccer Fields - Land Dependent
- Tennis Area & Parking (longer-term project, future growth will substantiate need)

Bethesda Park

- Teen Skating & Basketball on unused Adult Softball Parking area
- Community center, gym, indoor walking track
- New Adult Softball Parking
- Paved trail connections from loops with small shelter and boardwalk connection plus paved links to Bethesda Church Rd

Bogan Park

- Dog Park
- Trail System Completion
- Lighting 7th ballfield

Centerville Park Site (park master plan to be undertaken in 2004/05)

- Trails, parking, pavilion, playground and restroom, contingency for other facilities TBD by the Park Master Plan

Collins Hill Aquatic Center

- Pavilion/Playground
- Outdoor Restrooms and changing area for outdoor pool

Collins Hill Park

- Replace two basketball courts
- Expanded Lake Side Playground
- Paved Lake Edge Promenade

Dacula Park

- Expand Dacula Activity Bldg. to Community Center with Senior Center (longer Term Project, Future Growth will substantiate)
- Outdoor Basketball Courts
- Four tennis courts
- Informal Picnic area with small shelter, restroom bldg., playground and volleyball courts.
- Gym & classroom addition to the Activity Building

DeShong Park Site (park master plan to be undertaken in 2004/05)

- Completion of trails
- Restroom, Pavilion and Playground, Contingency for other facilities (as per Park Master Plan)

Doc Moore Park Site (park master plan to be undertaken in 2004/05)

- Trails, parking (120 spaces), restroom (2), pavilion and playground
- Contingency for other facilities TBD by the Park Master Plan

Duncan Creek Park Site (park master plan to be undertaken in 2004/05)

- Recommend Soccer plus general children's and teens recreation opportunities (e.g., skate park, tennis courts, basketball, playground, etc.) (Phase II to be determined by Park Master Plan)

Environmental & Heritage Center

- Preliminary design indicates full build-out of the center will require additional funding

George Pierce Park

- Multi-Purpose & Greenway Trail Linkages/Loops
- Outdoor Basketball Courts; Gym Addition (planned)
- Senior Suite for Community Center
- Skate Park
- Install lighting on remaining soccer fields
- Land acquisition for expanded park entrance
- Playground & Restroom Bldg. at Eastern Pavilion
- Wetlands access boardwalk system
- Playgrounds for both Baseball and Soccer Complexes
- Tennis courts (4) with service building

Graves Park Site

- Skate Park
- Multipurpose and nature trails
- Group Pavilion + 40 parking spaces
- Pond edge improvements
- Splash Playground (splash park recommended at Graves Park Site or Lucky Shoals)
- Fencing along DeKalb Co. line
- Irrigation of open areas

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Harbins/Alcovy River Park Site (park master plan to be undertaken in 2004/05)

- Soccer fields, ball diamonds, and other Phase II elements (active and passive uses to be determined by Park Master Plan)

Harmony Grove Soccer Complex

- Soccer complex lighting

Holcomb Bridge Park Site

- Trail system completion with two foot bridges, two deck river overlooks, & signage

Jones Bridge Park

- Comprehensive Trail Loop & sidewalk system
- Park master plan
- Maintenance Compound
- Good Age Bldg. Renovation

Lenora Park

- Teen Area - Skate park, Roller hockey, Basketball Courts, Sand Volleyball Courts, Restroom Building & plaza
- Extended multi-purpose trail system plus 10' wide stabilized Cross Country Trail system & mulch trails
- Soccer Complex
- Community Center (add to gymnasium) (longer-term project, future growth will substantiate need)
- Maintenance Compound
- Tree Farm Pavilion/Playground zone with restroom bldg.
- Northwest corner Pavilion/Playground with restroom bldg. plus modification of end of ballfield concession bldg. into pavilion
- Tennis Courts (longer-term project, future growth will substantiate need)
- 7th baseball field

Little Mulberry Park

- Phase II Woodland Trails
- Large Group Pavilion with playground, restroom bldg. and trail connection spur
- Phase II Equestrian and Walking Trails
- ADA compliant Meadow Perimeter Multi-Purpose Trail
- Lake Siltation Removal (spread onsite)
- Lakeside Concession Rental Building with rental boats and restroom
- Phase II Lakeside Activity area (w/o the Concession Rental Building)
- Disc Golf Course
- Contingency for other facilities TBD

Lucky Shoals Park (park master plan to be undertaken in 2004/05)

- Community Center and/or Activity Building (dependent on land) with gymnasium
- Park Master Plan
- Redevelopment of a mixed sports complex including soccer, Basketball Courts & Splashground (as per Park Master Plan); splash park recommended at Lucky Shoals or Graves Park Site

McDaniel Farm Park

- Phase II multi-purpose and nature trail system with second bike/pedestrian bridge & interpretive signage
- Farm restoration including Farm House Residence restoration and furnishing for public tours
- Ecological Landscape restoration of depleted farm fields
- Second parking zone with group pavilion and restroom building
- 2 outdoor classrooms
- 3 rustic picnic shelters

Mountain Park Aquatic Center & Activity Building

- Pavilion/Playground

Mountain Park Park

- Group Pavilion with Playground & restroom bldg. (may require land acquisition)
- Soccer complex & teen facilities (skate park, basketball courts) (land dependent)
- Develop football field on acquired land

Palm Creek Park Site

- Park Master Plan
- Phase one development

Peachtree Ridge Park Site (park master plan to be undertaken in 2004/05)

- First phase development (as per Park Master Plan)

Pinckneyville Park & CC

- Playground/Shelter at Community Center

Rabbit Hill Park

- Teen area (skate park, roller hockey, basketball courts, sand volleyball courts and restroom building), group pavilion, playground and restroom
- Multipurpose trail and natural surface trails
- Soccer lighting
- Increase parking
- Develop off-leash dog park
- Expand soccer - Land Dependent

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Rhodes Jordan Park

- Lake Perimeter Multi-Purpose Trail with Bicycle/Pedestrian Bridge over the dam spillway and other trail connections
- Teen Facilities (basketball, skate park, etc.)
- Park Master Plan
- Potential for multiple shuffleboard/ horseshoe courts
- Relocation of the softball field from the football field plus additional facilities on undeveloped land based on new park master plan
- Tennis courts (2) w/Mountain Park style building
- Add second slide at the pool

Settles Bridge Park Site

- Phase 1 development

Shorty Howell Park

- Multi-purpose trail extension, picnic/playground, teen facilities (dependent on acquisition)

Singleton Road Activity Building

- Soccer fields (3) under power lines

Spriggs Road Park Site (park master plan to be undertaken in 2004/05)

- Trail System, Pavilion/Playground/Restroom Bldg., Activity Bldg. with Gym, Six Tennis Courts w/ Mountain Park type building, Football complex

Sweet Water Park Site

- Phase II development, courts, skate area, bridges and trails
- Activity Building - Land Dependent

Tribble Mill Park

- Completion of Multi-Purpose Trail Loop (Upper Lake route with Boardwalk) plus existing woodland trail system repair/restoration and expansion
- Special Events Restroom (Ozora Meadows)
- Protective Fencing of Granite Outcroppings
- Grand Pavilion (Ozora Meadows)
- Fishing Parking
- Ozora Meadows Landscaping

West District Pool Site (park master plan to be undertaken in 2004/05)

- Indoor competition/lane pool (basic layout/design, 25m), Indoor warm water instructional/therapeutics pool, outdoor multi-purpose (football, soccer, lacrosse) artificial turf field w/ parking, outdoor family aquatics/leisure pool

Yellow River Park

- Per park master plan, additional passive improvements including observation deck, bike lanes and road improvements, etc.

8.6 DELIVERY SYSTEM RECOMMENDATIONS

Yellow River Post Office (planning study to be undertaken in 2004/05)

- Provision of parking (10 spaces, hardscape), trails and interpretive signage
- Restoration of the remaining structures

Yellow River Wetlands

- Additional land acquisition (2.5 acres)
- Boardwalk & Interpretive Amenities

Out of the extensive consultation process that has been a building block of this Master Plan has come the identification of the following areas where new responses and initiatives may be needed from Gwinnett County:

- In order to continue to move to a system whereby the community has a stronger role to play in the delivery of services, the County may need to exert more efforts with regard to community development in more densely populated areas and areas with higher concentrations of ethnic mix.
- There may be a need for greater strategic linkages between other County departments, agencies (State and Federal), cities, utility companies, and community providers to increase the effectiveness of every dollar spent.
- The responsibility for sport tourism initiatives within the County should be clarified. A policy may also be required regarding the proper balance between community needs and sport tourism.
- There continues to be a need to identify core services as a basis to guide the County's future investment in recreation and leisure services.

Cooperation with Other Providers

Within Gwinnett County, numerous municipalities have city-owned recreational facilities and parkland. The County provides parks and recreation planning staff on occasion to assist these smaller departments and joint projects have been undertaken in the past. Cities play an important role in providing for the recreational needs of County residents and their contribution to the overall park system should not be overlooked. Similarly, other groups such as athletic associations, not-for-profit agencies, boards of education, and other leisure-oriented community groups also play integral roles. Without every key partner working together, it would not be possible to provide Gwinnettians with the recreations services they require and deserve.

It is recommended that the County's Parks and Recreation Division recognize the following organizations as its major "partners in recreation", including (but not limited to) athletic associations, sports council, Boards of Education, County Library system, Health and Human Services Department, Gwinnett County Convention and Visitors Bureau, local governments, YMCA, Salvation Army, Boys and Girls Club, Cultural Centers, and key community-based leisure organizations. These agencies and groups shall be actively engaged in the planning and development of new and redeveloped facilities.

It is recommended that the County continue to foster its working relationship with its "partners in recreation" to ensure non-duplication of services and the most appropriate mix of facilities to meet the needs of all socio-demographic groups in the County.

In an effort to enhance customer service and capitalize on existing synergies, it is recommended that the Department of Community Services play a lead role in enhancing communication and coordination among its "partners in recreation". It is recommended that the Department meet with its "partners in recreation" together on a regular basis (e.g., annually) to share direction, lend support through community development initiatives, promotion, grant assistance, service partnerships, funding, etc.

Community Development

In simple terms, "community development" means helping or enabling communities to help themselves. In the context of this Master Plan, it is a process whereby neighborhood, youth, seniors and volunteers in general will become more involved in deciding what should be provided and will play a more significant and direct role in service provision. This means identifying and mobilizing community assets in each of the five Recreation Planning Areas so that the County's partners in recreation can play a more hands-on role in providing locally-based leisure activities that meet the unique needs of that community. As the County grows and continues to change in its composition, greater efforts may be needed to make the system accessible and responsive to the needs of all of the residents.

In the strengths-based delivery system that is proposed by this Master Plan, County resources and tax dollars will be focussed on those functions that the County does best. Over the longer-term, a greater role in service delivery will be required of community groups, the not-for-profit and voluntary sector, other public providers, and the private sector – there is a recognition that the County cannot "do it all". Ultimately, the responsibility for ensuring that recreational needs are being met rests with the County. The County will manage leisure system through coordination, facilitation, support, and direct programming in areas where adequate community capacity does not exist and where the County is identified as being the most appropriate provider (e.g., aquatics, trails, ball diamonds, etc.).

It is recommended that the County continue to foster community development and customer service initiatives in order to increase partnership opportunities, to enhance the strength-based delivery system, and to modify direct programming in response to community needs.

Gwinnett County's Core Services

Gwinnett County will continue to have a fundamental role to play in the provision of recreational services, however, within the broad scope of recreation, it is clear that the County cannot play a pivotal role in all areas and maintain the overall goal of fiscal responsibility.

In defining its role in a strength-based delivery system, it is recommended that the County be responsible for providing the following core services:

- **the provision of services and programs where the County is the agency that is the best positioned to deliver them; priority shall generally be assigned to those programs and services serving the greatest number of residents;**
- **the supply and maintenance of appropriate buildings and structures capable of serving County residents;**
- **the supply and maintenance of appropriate areas of open space/parkland for passive and active pursuits; and**
- **the provision of staff to co-ordinate and program core services, including planning, research, facility allocation, customer service, community development functions, etc.**

In addition, the County may become involved:

- **when, for reasons of legislation or public safety, the services are best provided by the County;**
- **when the program is seen as a priority by the public and operation by an alternative provider will not be acceptable to the public; or**
- **when revenue-generating opportunities are significant to the overall operation of the Department.**

Programming

Gwinnett County Parks and Recreation currently offers a wide range of activities for residents. In terms of geographic distribution, scale and scope, the County's extensive offerings are complemented very well by the recreational opportunities provided by local athletic associations, community schools, community groups, not-for-profit agencies, and private enterprise. Based on the 2002 Needs Assessment Survey, the benchmarking exercise, and national trends, it would appear that Gwinnett County has an excellent understanding of the programmatic needs of its citizenry and is currently offering an acceptable level of service in this regard.

Within the more ethnically diverse neighborhoods, it is recommended that community development efforts be enhanced in order to identify and address local preferences and program needs.

In addition, demographic projections and input received through the Master Plan's public consultation program indicate that more attention will need to be paid to both youth and seniors in the future. **It is recommended that programming for seniors and youth at-risk be modified and or expanded in order to meet the ever-changing needs of these groups.**

Staffing

The Gwinnett County Department of Community Services is responsible for providing recreation services throughout the County. Within the Department, responsibility for providing leisure services are handled by the Parks and Recreation Operations Division and the Parks and Recreation Project Administration Division.

Gwinnett County has one of the lowest ratios of park staff to both population and acreage compared to the other benchmarking communities. In particular, the number of Gwinnett County project administration staff was considerably lower, indicating that this may be an area that requires further investigation, especially given the aggressive development strategy recommended by this Plan. Furthermore, there will be staffing implications for every facility added to the inventory and every additional acre of parkland acquired. The trends research and consultation with staff and the public indicates that additional staff will be required over the next few years in the areas of maintenance, community development, and programming for seniors and youth at-risk.

It is, therefore, recommended that the County consider increasing staffing levels or contractual services in the areas of project administration, community development, programming for seniors and youth at-risk, and maintenance (where warranted). The County must also identify staffing requirements associated with new parks and facilities and budget accordingly.

Volunteer Support

Volunteers are the backbone of the recreation delivery system. For example, volunteers deliver all athletic association programs in Gwinnett. As the number of volunteers declines, as has been the general trend in recent years, more resources will be needed for volunteer training and recruitment.

The Department of Community Services should clearly define its responsibilities towards volunteers, including the definition of roles and responsibilities and parameters for their involvement in the delivery of

County services. **As a general principle, it is recommended that the County support volunteers by offering training in organizational development.**

Customer Service

It is recommended that the County continue to monitor, survey and seek public opinion regarding the delivery of recreational services to the residents of Gwinnett. The County should also seek greater cooperation with other departments to increase the recreational opportunities to its residents through coordinated efforts of the County expenditures.

Performance Measurement

“Performance measurement” refers to the tools that the County will use to measure outcomes resulting from its investment in recreational services. Generally, these tools are measures of efficiency, effectiveness and customer satisfaction.

It is recommended that the County maintain databases for use in performance measurement (e.g., customer profiles, participant registrants, exit surveys, demographic profiles and cost of service). Where applicable to parks and recreation, the County shall also apply nationally accepted benchmarking standards, performance measures, and best practices.

Physical Accessibility of Parks and Facilities

While the County has long had a commitment to inclusive programming for persons with disabilities, due to a significant aging of the communities demographic composition, an increase in the numbers of persons who will face challenges in accessing the recreational system is anticipated.

It is recommended that the Department of Community Services work with its partners in recreation to ensure that persons with disabilities have access to the recreational system.

It is recommended that all organizations receiving funding from the County or using county facilities to deliver recreational services be committed to the County’s policies on accessibility.

In planning new facilities, it is recommended that geographic accessibility be a basic requirement (e.g., physically locating facilities so that the largest number of persons can reach the facility and ensuring that public transit is available).

It is recommended that the Gwinnett County Department of Transportation consider developing bus routes to major parks and

recreation facilities in order to serve the more densely populated areas of the County on weekends (e.g., Recreation Planning Areas A, B, and C).

Special Events & Sport Tourism

Although it is recognized that special events and tournaments often provide economic benefits to local recreation organizations and the County as a whole, any new facilities that may be required should meet the recreational activity needs of local residents first and foremost.

Local residents should not be displaced by non-local events, be they professional sporting events or amateur events. When a major event will impact directly on a user group or on an adjacent community, every effort should be made to balance the local interest with the broader corporate goal of bringing revenue to the County.

When pursuing major sporting, cultural or special events, it is recommended that the County continue to consider the needs of local residents and the facility requirements identified in this Plan as the County's primary responsibility.

Facility Partnerships

Over the past decade, recreation departments have experienced unprecedented change in the delivery of services and the management of leisure facilities. The need to adopt more financially prudent methods of leisure service delivery has caused many communities to examine new forms of alliances, agreements, and partnerships.

Recreation and parks services have traditionally been provided using a variety of alternative delivery approaches. Joint ventures and partnerships between governments and community groups have a long history and the contracting out of certain maintenance functions is relatively commonplace. Furthermore, joint use agreements with boards of education have been instituted with varying degrees of success for many years. The difference now seems to be an increased focus on financial benefits and the emergence of new potential service providers from the private sector.

Partnerships, collaboration, and alternate service delivery models will continue as significant considerations. Given the significant evolution of partnership concepts and the emergence of new types of arrangements between local governments and customary, as well as non-traditional partners, it may be useful to re-examine elements of the Gwinnett's service delivery options review framework to ensure that it is applicable to a wide range of alternatives and circumstances that might be presented to the County for consideration.

It is recommended that, where appropriate, the County consider entering into partnerships with public, not-for-profit, and/or private organizations

in developing, financing, operating, and/or maintaining recreation facilities or services in an effort to better serve the residents through improving cost efficiency, customer service, and accessibility.

Pricing Strategy

It is recommended that the County maintain its user fee policy of protecting the interests of specific groups for whom subsidized services are essential. The County should continue to ensure access for people with disabilities and for other groups with financial difficulties.

It is recommended that the County develop a reporting process whereby operating costs and revenues can be tracked by type of activity to enable ongoing monitoring of the relationship between costs and revenues on an annual basis.

It is recommended that the increase in total operating costs for the provision of new recreation programs, services and facilities be minimized through an increase in user fees to the extent that such an increase in fees is reasonable and appropriate. Notwithstanding, the County shall recognize the legitimate need to maintain an operating subsidy for certain activities, types of facilities, and specified communities in need within the County.

Long-Range Planning

The Gwinnett County Department of Community Services has an excellent track record of proactively planning for current and future park and facility needs. The County's efforts to identify needs on both an area-specific and County-wide basis should continue.

It is recommended that the Parks and Recreation Division continue to analyze recreation needs on a "planning area" system basis in order to manage population to service levels. It is further recommended that the five recreation planning areas used in this Plan be adopted solely for the purpose of monitoring and evaluating the delivery and provision of services and not for the purpose of maintenance crews.

Monitoring and Updating The Master Plan

It is recommended that the County implement a system for the regular monitoring of the Master Plan.

In 2008, the County shall initiate a process to reconfirm the direction, priorities and accomplishments of the Master Plan. This review is not intended to be a comprehensive update, but rather a scoped evaluation of the issues of the day and should be sufficient to provide adequate direction for the period of 2009 to 2013.

In 2012, the County shall undertake a complete review and update of the Master Plan.

**8.7 LONG RANGE
CAPITAL
IMPROVEMENT
PLAN**

To meet the goals of this Plan and to provide specific direction to future capital spending, priorities for land acquisition and facility development have been established.

How Priorities were Established

In order to identify priority recommendations, a list of capital projects substantiated by the Master Plan's background research and public consultation program, was prepared by the Consultants and County staff. This list of recommendations was then presented to each Citizen Steering Committee member in order for them to rank each recommendation using a scale of 1 to 5, where "1" means that they feel the project is a very low priority and where "5" represents a very high priority. The responses of every committee member were aggregated and averaged in order to establish a priority ranking for each capital recommendation. The higher the ranking, the higher overall level of importance the Committee placed on the project.

A group of approximately fifteen Parks and Recreation Division Staff was also given an opportunity to prioritize the same list of capital projects presented to the Citizen Steering Committee. The way in which staff ranked the projects deviated from the methodology employed by the Steering Committee. In simple terms, the higher the "staff rank", the higher the priority attributed to it by staff (e.g., a staff rank of "12" is a high priority, while a staff rank of "0" is a low priority).

It should also be noted that some recommendations have not been given a priority ranking. This is a result of the consolidation of multiple recommendations due to design and/or development logistics.

Table 8-3 lists every capital parks and recreation facility project recommended by this Plan in priority-order. The order of the list was derived, first and foremost from the average ranking established by the Citizen Steering Committee. From the beginning of this project, it was determined that the planning process would be driven by the consensus direction of the Citizen Steering Committee. This Committee is considered to be representative of the County's population and, in the view of the Consultants, is more than sufficiently able to make informed and educated decisions about future park system needs. For this reason, the priority ranking of projects relies most heavily on the direction received from the Committee.

County staff input, and to a lesser degree that of the Consultants, also played a part in establishing the priority of capital projects. In particular, the staff rankings provided valuable input pertaining to the logistics of

implementing certain recommendations. As a result, the priority of a handful of key projects was elevated or lowered based on the insight provided by staff and consultants. **Subsequent consultation with the Gwinnett County Recreation Authority and Board of Commissioners may further alter the order of the recommendations.** Furthermore, with the rapid growth of the County, it is possible that priorities for spending will change over the next five to ten year period. In order to meet the most critical needs of the dynamic and changing population, staff and political officials will need to modify the priorities of capital projects over time. Recommendations have been made for the periodic review and updating of this Plan.

Cost Estimates

Cost estimates for each capital project were prepared by the County's Parks and Recreation Division using figures published in park master plans and actual costs for recently bid projects. In cases where cost estimates were taken from existing park master plans, the estimates will be based on the anticipated construction costs for the year that the plan was prepared. All other cost estimates are shown in 2003 dollars and have not been adjusted for inflation.

It is also important to note that the actual list of projects to be implemented is entirely dependent upon the extension of the SPLOST by voters and the amount of the SPLOST allocated to the County parks system. As presently proposed, the entire capital program is nearly \$370 million. This figure is more than what is anticipated to be available for parks and recreation through the SPLOST extension, however, because there is justification for each recommendation, it is important for each one to be identified and prioritized. Also of note, because the future capital budget is unknown, the list of projects has not been divided into tiers or groupings, rather a running total column illustrates the estimated cost of implementing each project in succession.

Section 8: Recommendations

Gwinnett County 2004 Comprehensive Parks and Recreation Master Plan

Table 8-3: Parks and Recreation Capital Improvement Projects by Priority

	Aquatics		Playground
	Baseball/ Softball		Soccer
	Community Center, Activity Bldg, Senior Center, Gym		Supporting Site Infrastructure
	Football		Teen Facilities (skate parks, basketball courts, etc.)
	Internal Park Trails		Tennis
	Park Master Plans		Collection of Recreation Facilities / Other
	Park/ Greenway Acquisition		

#	RPA	Park	Recommendations	Est. Cost (\$000s)**	Running Total	Cte. Rank	Staff Rank
1	B	Land - New Acquisition	Acquiring 300 acres toward following goals: Acquire additional parkland (1,493 acres; only 85 acres available through park expansion); Consider acquiring vacant commercial properties for redevelopment as active community facilities; Site(s) for 11 ball diamonds, playgrounds, and 4 gymnasiums; Acquire parkland along the I-85 corridor; Acquire parkland to serve the Meadowcreek Cluster this land could accommodate basketball courts, skate park, playground, tennis courts, informal play fields, etc.	\$21,000	\$21,000	4.35	11*
2	C	Land - New Acquisition	Acquiring 300 acres toward following goals: Acquire additional parkland (1,608 acres; only 197 acres available through park expansion); consider acquiring vacant commercial properties for redevelopment as active community facilities; Site(s) for ball diamonds (3), soccer fields (5-10), activity building, senior center, basketball courts (6), playgrounds (20), football field, pavilions, and gymnasiums (2); Acquire parkland between I-85 and Lawrenceville (under-served area); Acquire parkland along the I-85 corridor (growth-related); Acquire parkland along the Hwy 316 corridor (growth-related)	\$21,000	\$42,000	4.00	12*
3	C	Land - Park Expansion	Identified Land adjoining Alexander Park, Bethesda Park, Collins Hill Park, Spriggs Road Park Site and Sweet Water Park Site (197.2 Acres)	\$12,303	\$54,303	3.65	11*
4	B	Land - Park Expansion	Identified Land adjoining Mountain Park Aquatic Center and Activity Building and Mountain Park Park (85.8 Acres)	\$6,864	\$61,167	3.65	6*
5	C	Alexander Park Site	Soccer complex, pedestrian system, trails and restroom building, pavilion and playground (TBD by park master plan)	\$4,738	\$65,905	--	--
6	A	George Pierce Park	Multi-Purpose & Greenway Trail Linkages/Loops	\$567	\$66,472	4.65	5
7	C	Spriggs Road Park Site	Trail System, Pavilion/Playground/Restroom Bldg., Activity Bldg. with Gym, Six Tennis Courts w/ Mountain Park type building, Football complex	\$6,928	\$73,400	--	--
8	E	Bay Creek Park	Teen area (skate park, roller hockey, basketball courts, sand volleyball courts & restroom building), plaza, picnic pavilion/playground, restroom bldg., and parking and infrastructure	\$2,518	\$75,918	--	--
9	D	Little Mulberry Park	Phase II Woodland Trails	\$685	\$76,603	4.24	10
10	D	Rhodes Jordan Park	Lake Perimeter Multi-Purpose Trail with Bicycle/Pedestrian Bridge over the dam spillway and other trail connections	\$960	\$77,563	4.00	13
11	D	Settles Bridge Park Site	Phase 1 development	\$2,800	\$80,363	4.00	8
12	A	West District Pool Site	Indoor competition/lane pool (basic layout/design, 25m), Indoor warm water instructional/therapeutics pool, outdoor multi-purpose (football, soccer, lacrosse) artificial turf field w/ parking, outdoor family aquatics/leisure pool	\$11,909	\$92,272	--	--
13	D	Open Space and Greenway Acquisition & Construction	Open Space and Greenway Acquisition & Construction	\$6,400	\$98,672	4.07	12*
14	E	Yellow River Post Office	Provision of parking (10 spaces, hardscape), trails and interpretive signage	\$136	\$98,808	4.07	8
15	C	Bethesda Park	Teen Skating & Basketball on unused Adult Softball Parking area	\$352	\$99,160	4.00	4

(continued...)

Table 8-3: Parks and Recreation Capital Improvement Projects by Priority (continued)

#	RPA	Park	Recommendations	Est. Cost (\$000s)**	Running Total	Cte. Rank	Staff Rank
16	D	Rabbit Hill Park	Teen area (skate park, roller hockey, basketball courts, sand volleyball courts and restroom building), group pavilion, playground and restroom	\$1,651	\$100,811	--	--
17	B	Lucky Shoals Park	Community Center (or activity building depending on land availability) with gymnasium (TBD by Park Master Plan)	\$6,238	\$107,049	3.88	5
18	A	Peachtree Ridge Park Site	first phase development (TBD by park master plan)	\$9,000	\$116,049	3.77	11
19	--	Augmentation (numerous parks)	For those parks currently in a design or build phase in the 2001 SPLOST program (Best Friend, Graves, Sweet Water, Little Mulberry, Bethesda, Lenora, Yellow River Park, etc.), the bidding process may not allow for certain proposed items to be built. To allow these items to be constructed, a contingency has been proposed in the event that they are not funded within the current budget.	\$3,279	\$119,328	--	--
20	D	Dacula Park	Expand Dacula Activity Bldg. to Community Center with Senior Center (longer Term Project, Future Growth will substantiate)	\$3,200	\$122,528	3.75	9
21	B	Singleton Road Activity Building	Soccer fields (3) under power lines	\$594	\$123,122	3.76	5
22	D	Duncan Creek Park Site	Recommend soccer, tennis, plus general childrens and teens recreation opportunities (e.g., skate park, basketball, playground, etc.) (Phase II to be determined by park master plan)	\$3,010	\$126,132	3.73	4
23	C	Bethesda Park	Community center, gym, indoor walking track	\$6,238	\$132,370	3.71	4
24	E	Lenora Park	Teen Area - Skate park, Roller hockey, Basketball Courts, Sand Volleyball Courts, Restroom Building & plaza	\$1,250	\$133,620	4.18	2
25	D	Land - New Acquisition	Acquiring 300 acres toward following goals: Acquire land between the I-85/I-985 interchange and Little Mulberry Park (under-served area); Acquire land in the Braselton area (under-served area)	\$15,000	\$148,620	3.65	11*
26	E	Land - New Acquisition	Acquiring 300 acres toward following goals: Acquire parkland west of Snellville (under-serviced area) for ball diamonds, soccer fields, basketball courts, playgrounds, and gymnasiums; Acquire parkland east of Snellville (under-serviced area) for ball diamonds, soccer fields, basketball courts, playgrounds, gymnasiums, and an indoor competition pool and indoor family aquatics center (to serve eastern portion of County)	\$15,000	\$163,620	3.71	12*
27	A	Land - New Acquisition	Acquiring 150 acres toward following goals: Acquire additional parkland (949 acres, of which 232 should be able to accommodate active uses); Acquire parkland between Duluth and Suwanee for a senior center and 2 basketball courts; Acquire parkland along the north side of I-85 (growth related)	\$31,500	\$195,120	3.53	11*
28	B	Mountain Park Park	Group Pavilion with Playground & restroom bldg. (may require land acquisition)	\$655	\$195,775	3.31	8
29	A	Land - Park Expansion	Identified Land adjoining Jones Bridge Park and Shorty Howell Park (93 Acres)	\$7,500	\$203,275	3.94	7*
30	A	Open Space and Greenway Acquisition & Construction	Open Space and Greenway Acquisition & Construction	\$8,400	\$211,675	3.87	8*
31	B	Open Space and Greenway Acquisition & Construction	Open Space and Greenway Acquisition & Construction	\$7,600	\$219,275	3.60	5*
32	A	George Pierce Park	Outdoor Basketball Courts; Gym Addition (planned)	\$2,682	\$221,957	3.59	3
33	B	Mountain Park Park	Soccer complex & teen facilities (skate park, basketball courts) (land dependent)	\$4,074	\$226,031	3.56	0
34	B	Graves Park Site	Skate Park	\$91	\$226,122	3.53	1
35	E	Open Space and Greenway Acquisition & Construction	Open Space and Greenway Acquisition & Construction	\$7,200	\$233,322	3.50	7*

(continued...)

Section 8: Recommendations

Gwinnett County 2004 Comprehensive Parks and Recreation Master Plan

Table 8-3: Parks and Recreation Capital Improvement Projects by Priority (continued)

#	RPA	Park	Recommendations	Est. Cost (\$000s)**	Running Total	Cte. Rank	Staff Rank
36	E	Land - Park Expansion	Acquire Bay Creek Expansion Land; Identified Land adjoining Centerville Park Site (to Yellow River Park), Tribble Mill Park and the Yellow River Post Office Historic Site (350 Acres)	\$10,695	\$244,017	3.47	6*
37	A	George Pierce Park	Senior Suite for Community Center	\$255	\$244,272	3.41	9
38	C	Sweet Water Park Site	Phase II development, courts, skate area, bridges and trails	\$500	\$244,772	3.41	4
39	D	Little Mulberry Park	Large Group Pavilion with playground, restroom bldg. and trail connection spur	\$1,248	\$246,020	3.56	4
40	C	Bethesda Park	New Adult Softball Parking	\$211	\$246,231	3.18	2
41	D	Bogan Park	Dog Park	\$100	\$246,331	2.87	8
42	A	George Pierce Park	Skate Park	\$318	\$246,649	3.06	2
43	C	Open Space and Greenway Acquisition & Construction	Open Space and Greenway Acquisition & Construction	\$10,400	\$257,049	3.67	3*
44	B	Graves Park Site	Multipurpose and nature trails	\$216	\$257,265	4.47	1
45	E	Tribble Mill Park	Completion of Multi-Purpose Trail Loop (Upper Lake route with Boardwalk) plus existing woodland trail system repair/restoration and expansion	\$567	\$257,832	4.47	2
46	E	Centerville Park Site	Trails, parking, pavilion, playground and restroom, contingency for other facilities (TBD by the park master plan)	\$2,279	\$260,111	--	--
47	B	Lucky Shoals Park	Park Master Plan Update	\$40	\$260,151	4.40	1
48	A	Jones Bridge Park	Comprehensive Trail Loop & sidewalk system	\$350	\$260,501	4.25	2
49	E	DeShong Park Site	Completion of trails	\$700	\$261,201	4.24	2
50	A	McDaniel Farm Park	Phase II multi-purpose and nature trail system with second bike/pedestrian bridge & interpretive signage	\$1,073	\$262,274	4.19	5
51	A	Jones Bridge Park	Park master plan	\$40	\$262,314	4.13	0
52	C	Collins Hill Park	Replace two basketball courts	\$15	\$262,329	4.12	5
53	B	Harmony Grove Soccer Complex	Soccer complex lighting	\$475	\$262,804	4.00	1
54	D	Little Mulberry Park	Phase II Equestrian and Walking Trails	\$737	\$263,541	4.00	1
55	E	Lenora Park	Extended multi-purpose trail system plus 10' wide stabilized Cross Country Trail system & mulch trails	\$373	\$263,914	3.94	0
56	B	Lucky Shoals Park	Redevelopment of a mixed sports complex including soccer, Activity Building, Basketball Courts & Splashground (TBD by Park Master Plan; splashground either here or at Graves Road Park Site)	\$3,970	\$267,884	3.94	10
57	E	Doc Moore Park Site	Trails, parking (120 spaces), restroom (2), pavilion and playground	\$1,917	\$269,801		
58	D	Dacula Park	Outdoor Basketball Courts	\$92	\$269,893	3.88	0
59	D	Rabbit Hill Park	Multipurpose trail and natural surface trails	\$350	\$270,243	3.88	0
60	D	Bogan Park	Trail System Completion	\$283	\$270,526	4.20	2
61	A	Holcomb Bridge Park Site	Trail system completion with two foot bridges, two deck river overlooks, & signage	\$177	\$270,703	4.18	2
62	D	Little Mulberry Park	ADA compliant Meadow Perimeter Multi-Purpose Trail	\$350	\$267,884	3.93	0
63	C	Bethesda Park	Paved trail connections from loops with small shelter and boardwalk connection plus paved links to Bethesda Church Rd	\$340	\$269,801	3.88	3
64	E	Lenora Park	Soccer Complex	\$2,824	\$269,893	3.88	0
65	E	Yellow River Wetlands	Additional land acquisition (2.5 acres)	\$150	\$274,367	3.88	0
66	A	McDaniel Farm Park	Farm restoration including Farm House Residence restoration and furnishing for public tours	\$542	\$274,909	3.76	0

(continued...)

Table 8-3: Parks and Recreation Capital Improvement Projects by Priority (continued)

#	RPA	Park	Recommendations	Est. Cost (\$000s)**	Running Total	Cte. Rank	Staff Rank
67	E	Yellow River Park	Per park master plan, additional passive improvements including observation deck, bike lanes and road improvements, etc.	\$3,969	\$278,878	3.73	1
68	D	Alcovy River Gristmill	Pedestrian trails and restroom	\$284	\$274,909	3.71	1
69	E	Tribble Mill Park	Special Events Restroom (Ozora Meadows)	\$300	\$279,462	3.67	2
70	E	Yellow River Post Office	Restoration of the remaining structures	\$57	\$279,519	3.67	2
71	A	George Pierce Park	Install lighting on remaining soccer fields	\$227	\$279,746	3.65	0
72	B	Graves Park Site	Group Pavilion + 40 parking spaces	\$317	\$280,063	3.65	2
73	A	Shorty Howell Park	multi-purpose trail extension, picnic/playground, teen facilities (dependent on acquisition)	\$1,750	\$281,813	3.65	0
74	D	Rhodes Jordan Park	Teen Facilities (basketball, skatepark, etc.)	\$900	\$282,713	3.62	0
75	E	Bay Creek Park	Community Center, Gym, Outdoor Leisure Pool & Parking (longer-term project, future growth will substantiate need)	\$8,848	\$291,561	3.53	0
76	E	Lenora Park	Community Center (add to gymnasium) (longer-term project, future growth will substantiate need)	\$2,268	\$293,829	3.53	0
77	A	George Pierce Park	Land acquisition for expanded park entrance	\$20	\$293,849	3.53	0
78	A	McDaniel Farm Park	Ecological Landscape restoration of depleted farm fields	\$578	\$294,427	3.53	0
79	B	Mountain Park Aquatic Center & Activity Building	Pavilion/Playground	\$297	\$294,724	3.47	0
80	D	Harbins/Alcovy River Park Site	Soccer fields (TBD by park master plan)	\$3,224	\$297,948	3.40	0
81	B	Mountain Park Park	Develop football field on acquired land	\$1,928	\$299,876	3.40	0
82	E	Yellow River Wetlands	Boardwalk & Interpretive Amenities	\$650	\$300,526	3.40	0
83	D	Alcovy River Gristmill	Dam Restoration	\$890	\$301,416	3.38	7
84	D	Rhodes Jordan Park	Park Master Plan Update	\$40	\$301,456	3.38	2
85	D	Palm Creek Park Site	Park Master Plan	\$40	\$301,496	3.36	3
86	A	George Pierce Park	Playground & Restroom Bldg. at Eastern Pavilion	\$272	\$301,768	3.35	0
87	A	McDaniel Farm Park	Second parking zone with group pavilion and restroom building	\$728	\$302,496	3.35	0
88	E	Bay Creek Park	East Picnic Pavilion/Playground, Parking, Restroom Bldg. & East Trails	\$669	\$303,165	3.33	0
89	E	Doc Moore Park Site	Contingency for other facilities (TBD by the park master plan)	\$1,134	\$304,299	3.33	0
90	D	Alcovy River Gristmill	Mill restoration	\$1,949	\$306,248	3.31	12
91	D	Alcovy River Gristmill	Parking	\$60	\$306,308	3.31	4
92	A	Jones Bridge Park	Maintenance Compound	\$140	\$306,448	3.31	8
93	E	Lenora Park	Maintenance Compound	\$312	\$306,760	3.31	0
94	D	Rabbit Hill Park	Soccer lighting	\$868	\$307,628	3.31	1
95	D	Rabbit Hill Park	Increase parking	\$430	\$308,058	3.31	0
96	E	Tribble Mill Park	Protective Fencing of Granite Outcroppings	\$45	\$308,103	3.31	0
97	A	George Pierce Park	Wetlands access boardwalk system	\$1,021	\$309,124	3.29	0
98	E	Tribble Mill Park	Grand Pavilion (Ozora Meadows)	\$567	\$309,691	3.25	11
99	E	Bay Creek Park	Soccer Fields - Land Dependent	\$2,824	\$312,515	3.20	0
100	D	Bogan Park	Lighting 7th ballfield	\$100	\$312,615	3.20	2
101	D	Dacula Park	Informal Picnic area with small shelter, restroom bldg., playground and volleyball courts.	\$283	\$312,898	3.19	1
102	B	Graves Park Site	Pond edge improvements	\$34	\$312,932	3.19	0
103	D	Rhodes Jordan Park	Potential for multiple shuffleboard/ horseshoe courts	\$30	\$312,962	3.19	0
104	D	Dacula Park	Gym & classroom addition to the Activity Building	\$2,609	\$315,571	3.14	3

(continued...)

Section 8: Recommendations

Gwinnett County 2004 Comprehensive Parks and Recreation Master Plan

Table 8-3: Parks and Recreation Capital Improvement Projects by Priority (continued)

#	RPA	Park	Recommendations	Est. Cost (\$000s)**	Running Total	Cte. Rank	Staff Rank
105	D	Rhodes Jordan Park	Relocation of the softball field from the football field plus additional facilities on undeveloped land based on new park master plan	\$1,325	\$315,571	3.13	4
106	A	Jones Bridge Park	Good Age Bldg. Renovation	\$583	\$317,479	3.13	5
107	E	Lenora Park	Tree Farm Pavilion/Playground zone with restroom bldg.	\$509	\$317,988	3.13	2
108	D	Land - Park Expansion	Identified land adjoining Alcovy River Gristmill, Harbins/Alcovy Park Site, Little Mulberry Expansion & Rabbit Hill Park (377.1 Ac.)	\$9,384	\$327,372	3.12	11*
109	C	Alexander Park Site	Maintenance building	\$120	\$327,492	3.06	4
110	D	Little Mulberry Park	Lake Siltation Removal (spread onsite)	\$794	\$328,286	3.06	2
111	C	Sweet Water Park Site	Activity Building - Land Dependent	\$2,400	\$330,686	3.06	0
112	B	Graves Park Site	Splash Playground (either here or at Lucky Shoals Park)	\$177	\$330,863	3.00	2
113	C	Collins Hill Aquatic Center	Pavilion/Playground	\$292	\$331,155	2.94	1
114	C	Collins Hill Park	Expanded Lake Side Playground	\$117	\$331,272	2.94	0
115	B	Graves Park Site	Fencing along DeKalb Co. line	\$32	\$331,304	2.94	0
116	A	McDaniel Farm Park	2 outdoor classrooms	\$120	\$331,424	2.94	0
117	D	Environmental & Heritage Center	Preliminary design indicates full build-out of the center will require additional funding	\$10,000	\$341,424	2.94	3
118	E	Lenora Park	Northwest corner Pavilion/Playground with restroom bldg plus modification of end of ballfield concession bldg. into pavilion	\$454	\$341,878	2.94	0
119	D	Palm Creek Park Site	Phase one development	\$2,800	\$344,678	2.93	3
120	A	George Pierce Park	Playgrounds for both Baseball and Soccer Complexes	\$295	\$344,973	2.88	5
121	A	Pinckneyville Park & CC	Playground/Shelter at Community Center	\$240	\$345,213	2.88	0
122	E	Tribble Mill Park	Fishing Parking	\$284	\$345,497	2.88	8
123	D	Harbins/Alcovy River Park Site	Ball diamonds (TBD by park master plan) (longer-term project, future growth will substantiate need)	\$2,900	\$348,397	2.87	0
124	E	Lenora Park	Tennis Courts (longer-term project, future growth will substantiate need)	\$251	\$348,648	2.82	1
125	A	McDaniel Farm Park	3 rustic picnic shelters	\$325	\$348,973	2.82	0
126	E	Bay Creek Park	Tennis Area & Parking (longer-term project, future growth will substantiate need)	\$196	\$349,169	2.80	0
127	C	Collins Hill Park	Paved Lake Edge Promenade	\$180	\$349,349	2.75	0
128	D	Rabbit Hill Park	expand soccer - Land Dependent	\$2,300	\$351,649	2.73	0
129	A	George Pierce Park	Tennis courts (4) with service building	\$454	\$352,103	2.69	2
130	D	Harbins/Alcovy River Park Site	Phase II to be determined by the park master plan	\$3,000	\$355,103	2.64	7
131	D	Little Mulberry Park	Lakeside Concession Rental Building with rental boats and restroom	\$817	\$355,920	2.63	2
132	D	Little Mulberry Park	Phase II Lakeside Activity area (w/o the Concession Rental Building)	\$851	\$356,771	2.63	0
133	D	Rhodes Jordan Park	Tennis courts (2) w/Mountain Park style building	\$340	\$357,111	2.63	0
134	B	Graves Park Site	Irrigation of open areas	\$128	\$357,239	2.59	7
135	D	Rhodes Jordan Park	Add second slide at the pool	\$140	\$357,379	2.44	0
136	E	Tribble Mill Park	Ozora Meadows Landscaping	\$170	\$357,549	2.44	0
137	D	Little Mulberry Park	Contingency for other facilities TBD	\$340	\$357,889	2.43	0
138	D	Alcovy River Gristmill	Pavilion and Playground	\$353	\$358,242	2.38	1
139	E	DeShong Park Site	Restroom, Pavilion and Playground, Contingency for other facilities (TBD by the park master plan)	\$992	\$359,234	--	--
140	C	Collins Hill Aquatic Center	Outdoor Restrooms and changing area for outdoor pool	\$525	\$359,759	2.29	0
141	E	Lenora Park	7th baseball field	\$415	\$360,174	2.20	0

* Staff ranked parkland and greenway acquisition/expansion projects separately from all other capital projects

** Cost estimates are shown in thousands (\$000's); cost estimates are based on 2003 dollars and have not been modified to account for inflation.

