



GWINNETT COUNTY
BOARD OF COMMISSIONERS

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Charlotte J. Nash, Chairman

Jace W. Brooks, District 1

Ben Ku, District 2

Tommy Hunter, District 3

Marlene M. Fosque, District 4

Official

Informal Briefing Minutes

Tuesday, December 1, 2020 – 10:30 AM

Present: Charlotte J. Nash, Jace Brooks, Marlene M. Fosque

Via teleconference: Ben Ku

Absent: Tommy Hunter

1. Community Services

Parks and Recreation Comprehensive Master Plan

Community Services Director Tina Fleming, Carlos Perez of Perez Planning + Design, LLC, and Leon Younger with Pros Consulting presented the 2020 Parks & Recreation Master Plan Long-Range Vision and Recommendations. No official action taken.



2020 Parks & Recreation Master Plan

**Long-Range Vision and
Recommendations
Board of Commissioners Presentation
December 1, 2020**

Team



PEREZ PLANNING + DESIGN, LLC



EXUM ASSOCIATES, INC.



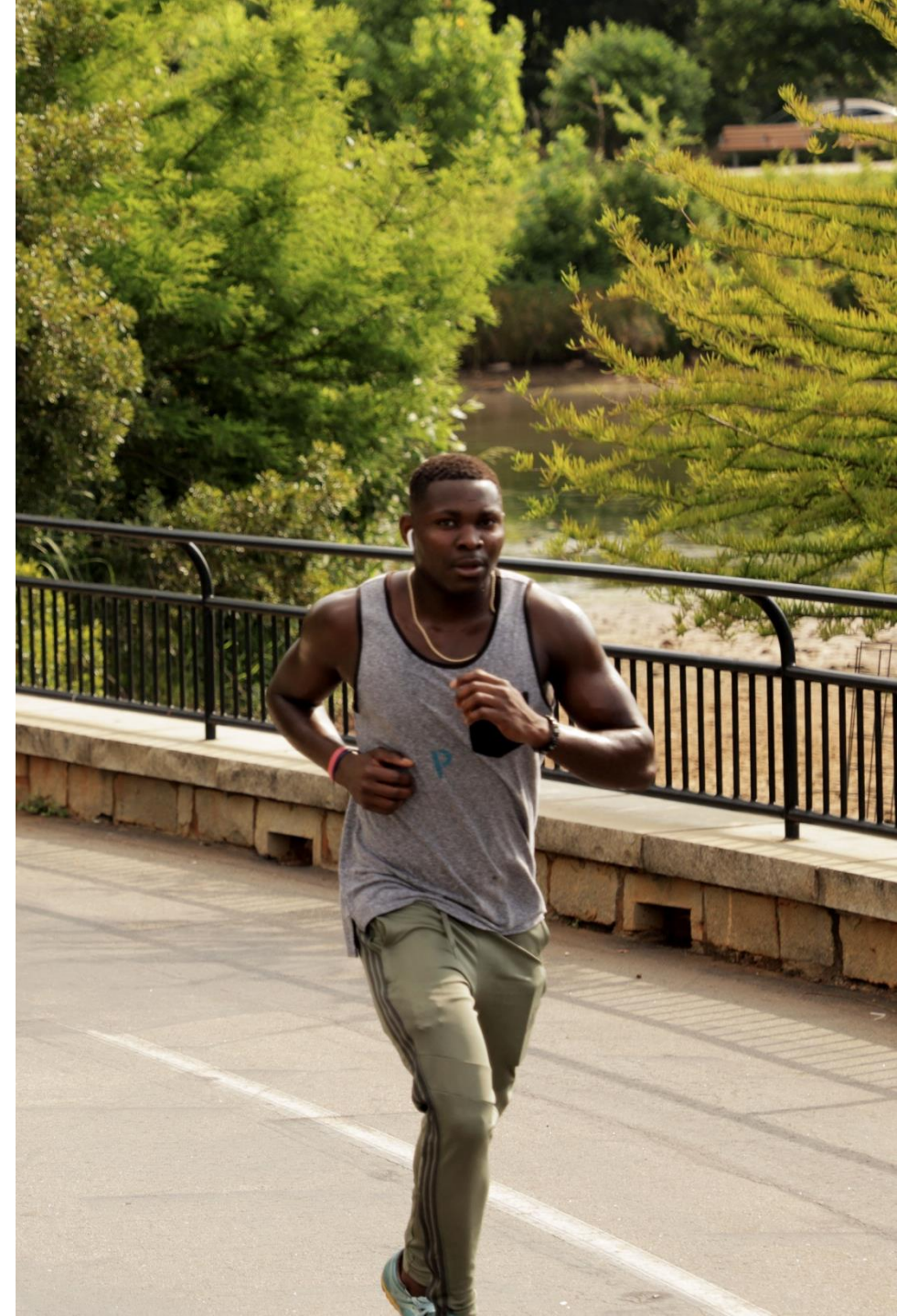


Agenda

- Purpose, process, and participants
- Findings
- Recommendations
- Next steps

Purpose

- Facilities and programs
- Operations, management, and maintenance
- Natural and cultural resources
- Marketing and engagement
- Long-term funding needs
- CAPRA accreditation



Process



- Existing + Proposed Plans
- Demographics
- System Conditions
- Existing Conditions Summary Document

- Qualitative Analysis
- Quantitative Analysis
- Anecdotal Analysis
- Needs + Priorities Summary Document

- Long-Range Vision Workshop
- P&R Vision Summary Document

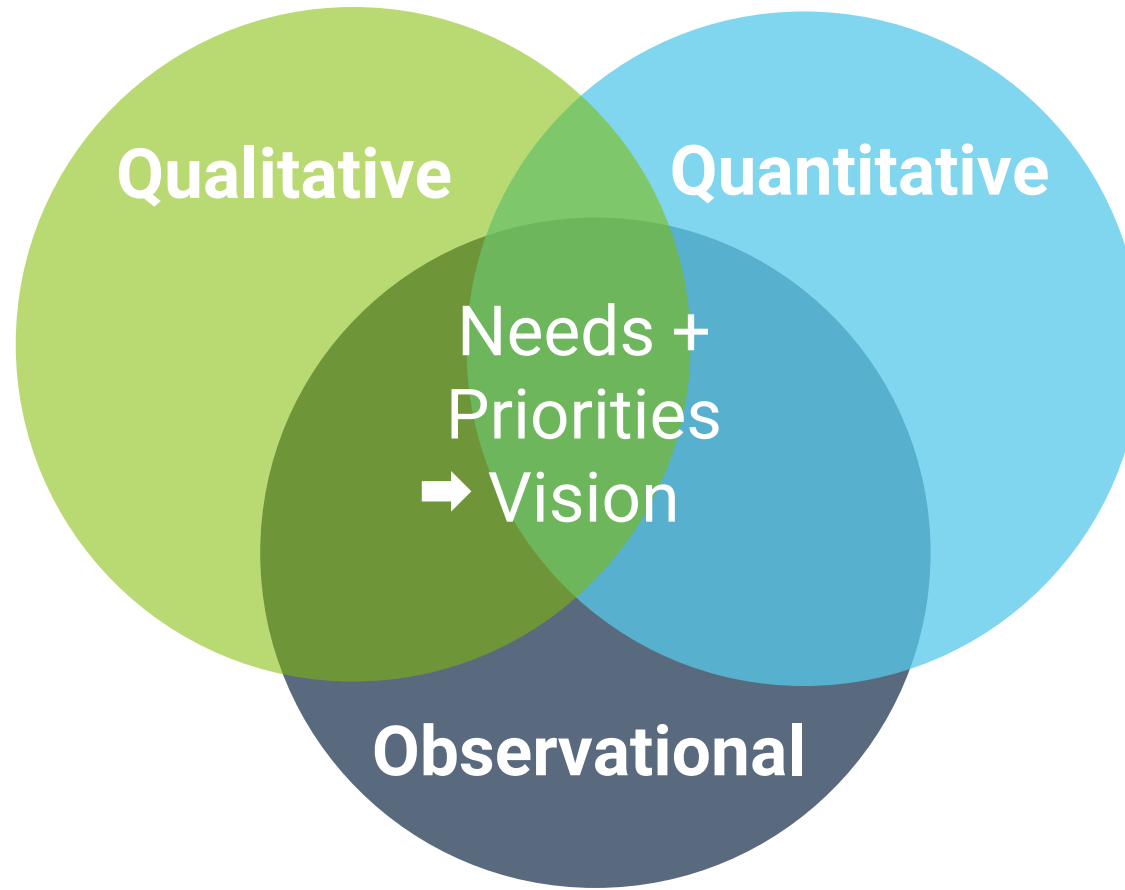
- Funding Alternatives
- Prioritization
- Implementation Strategy Summary Document

- Draft Master Plan
- Final Master Plan

CONSENSUS BUILDING NEEDS + PRIORITIES → LONG-RANGE VISION

Qualitative Techniques

- Staff interviews
- Virtual steering committee meetings
- Public input



Quantitative Techniques

- Statistically-valid survey
- Level-of service analysis
- Benchmarking

Observational Techniques

- Site evaluations | Trends | Demographic overview

By the Numbers

4  English
Español
한국어
Tiếng Việt
Languages

 **1,700+**
Statistically Valid & On-Line
Survey Participants

 **9**
Special
Events

4,000+
Project
Website Views 

29,000+
Social Media
Responses 

10 
Town Hall
Meetings

6,000+
 Opinion
Dots Placed

3 Steering
Committee
Meetings 

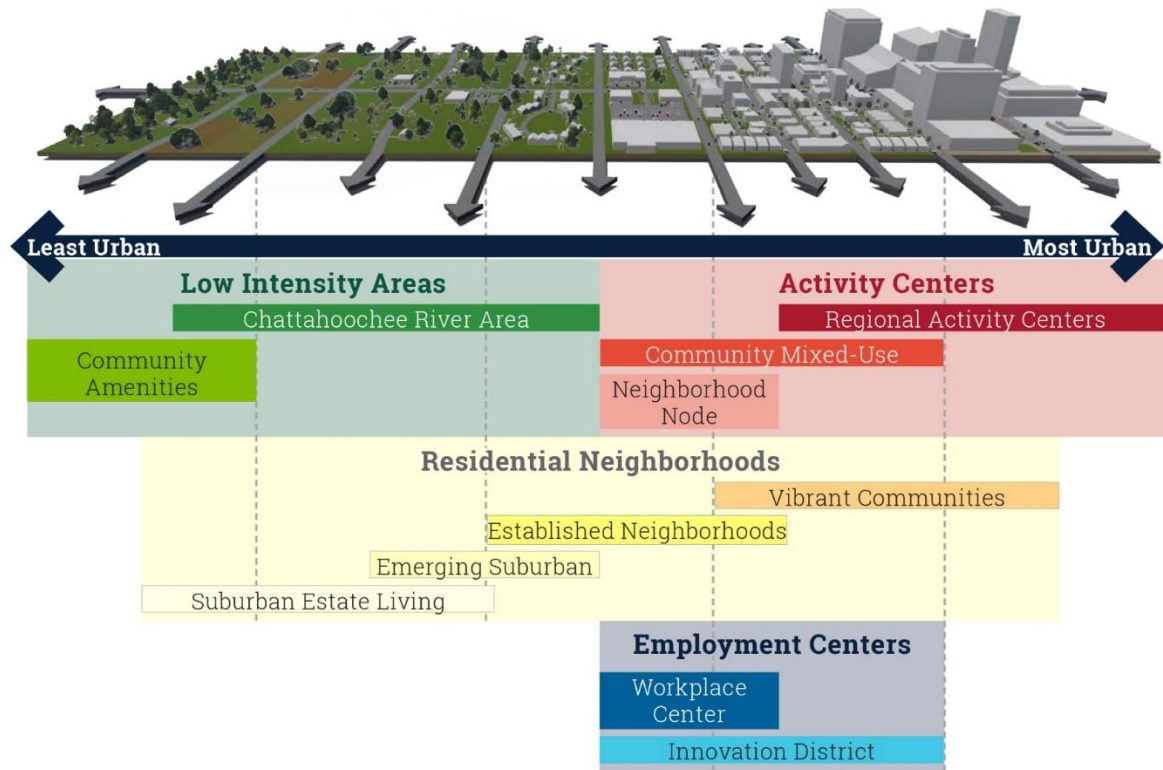
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Recreation
Advisory Board
Meetings

Findings



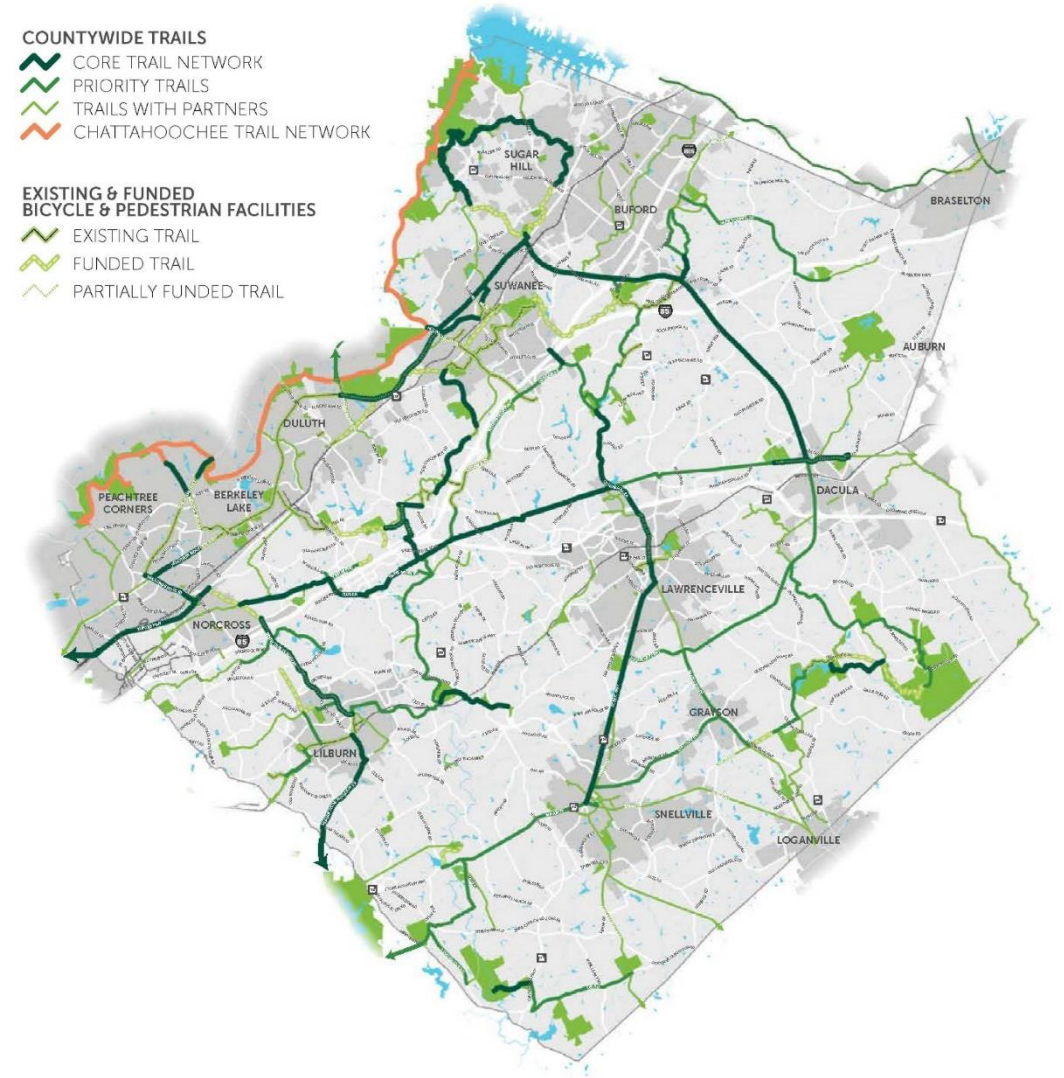
1. Strong appreciation for the “Gwinnett Standard”
2. Continue to position parks and recreation as an essential service
3. Enhance marketing and engagement
4. Heighten convenience and accessibility
5. Protect, provide access to, and sensitively program natural and cultural resources
6. Prioritize facility, amenity, program, and activity investments

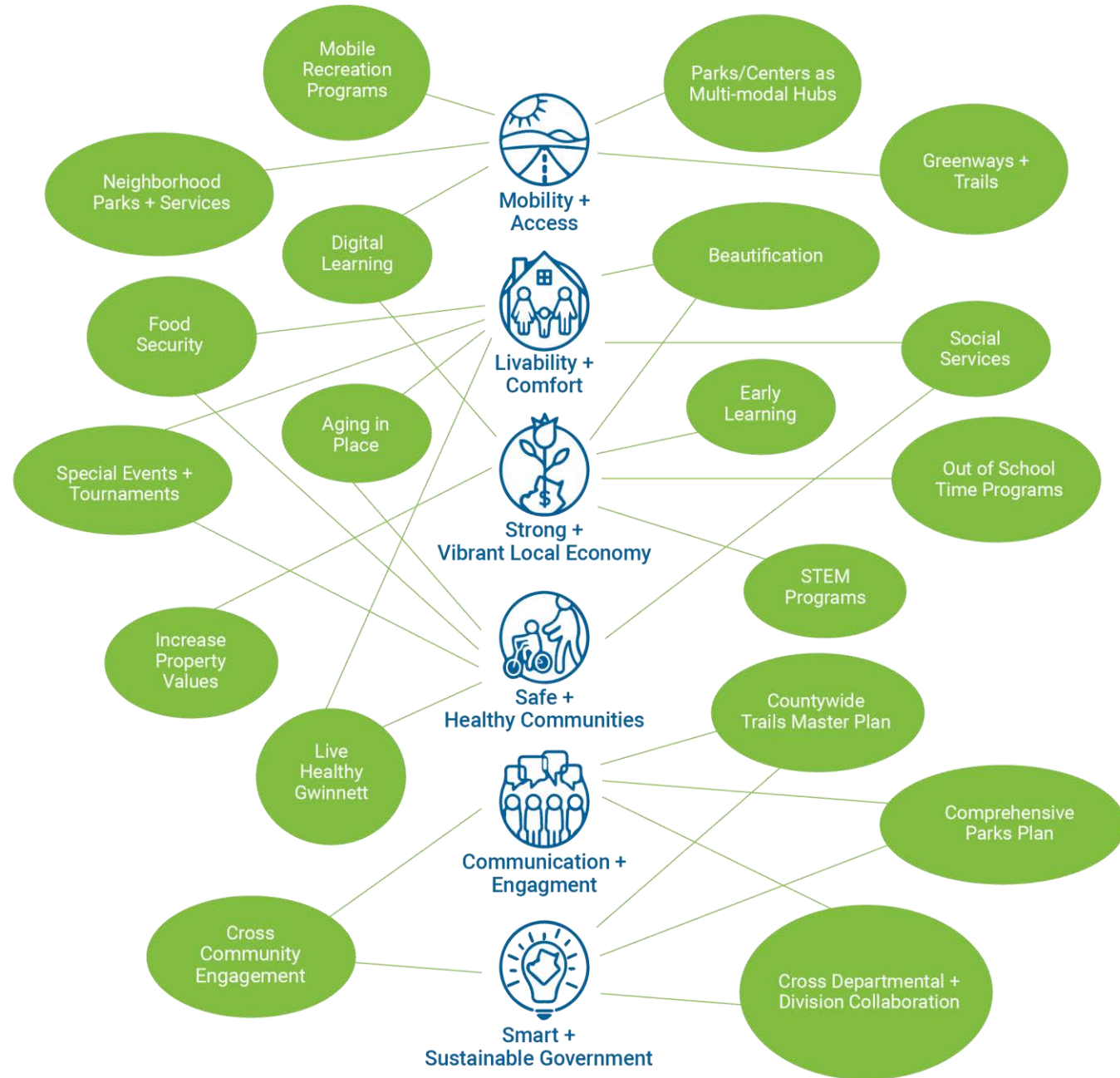
Guiding Plans



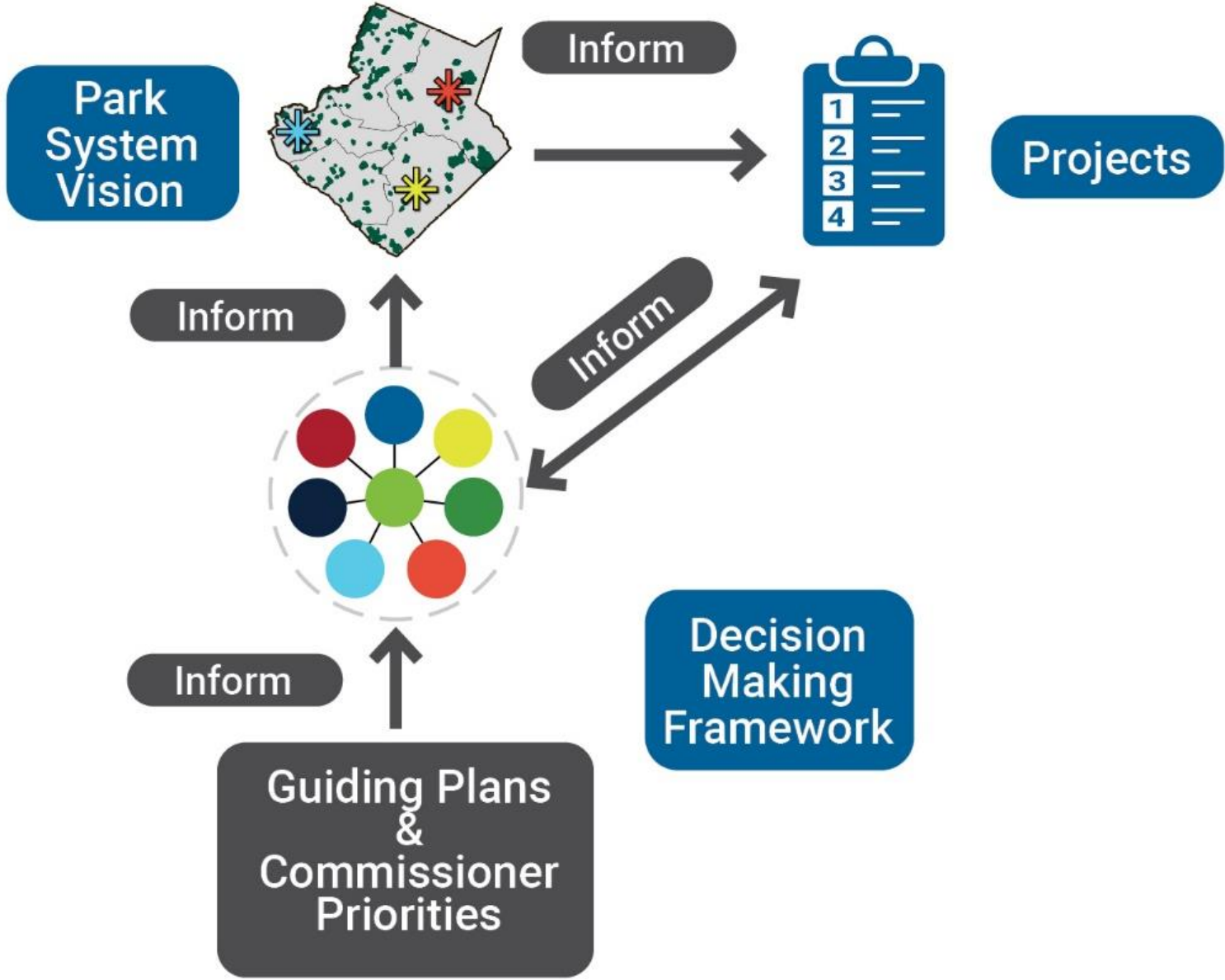
- COUNTYWIDE TRAILS**
- CORE TRAIL NETWORK
 - PRIORITY TRAILS
 - TRAILS WITH PARTNERS
 - CHATTAHOOCHEE TRAIL NETWORK

- EXISTING & FUNDED BICYCLE & PEDESTRIAN FACILITIES**
- EXISTING TRAIL
 - FUNDED TRAIL
 - PARTIALLY FUNDED TRAIL

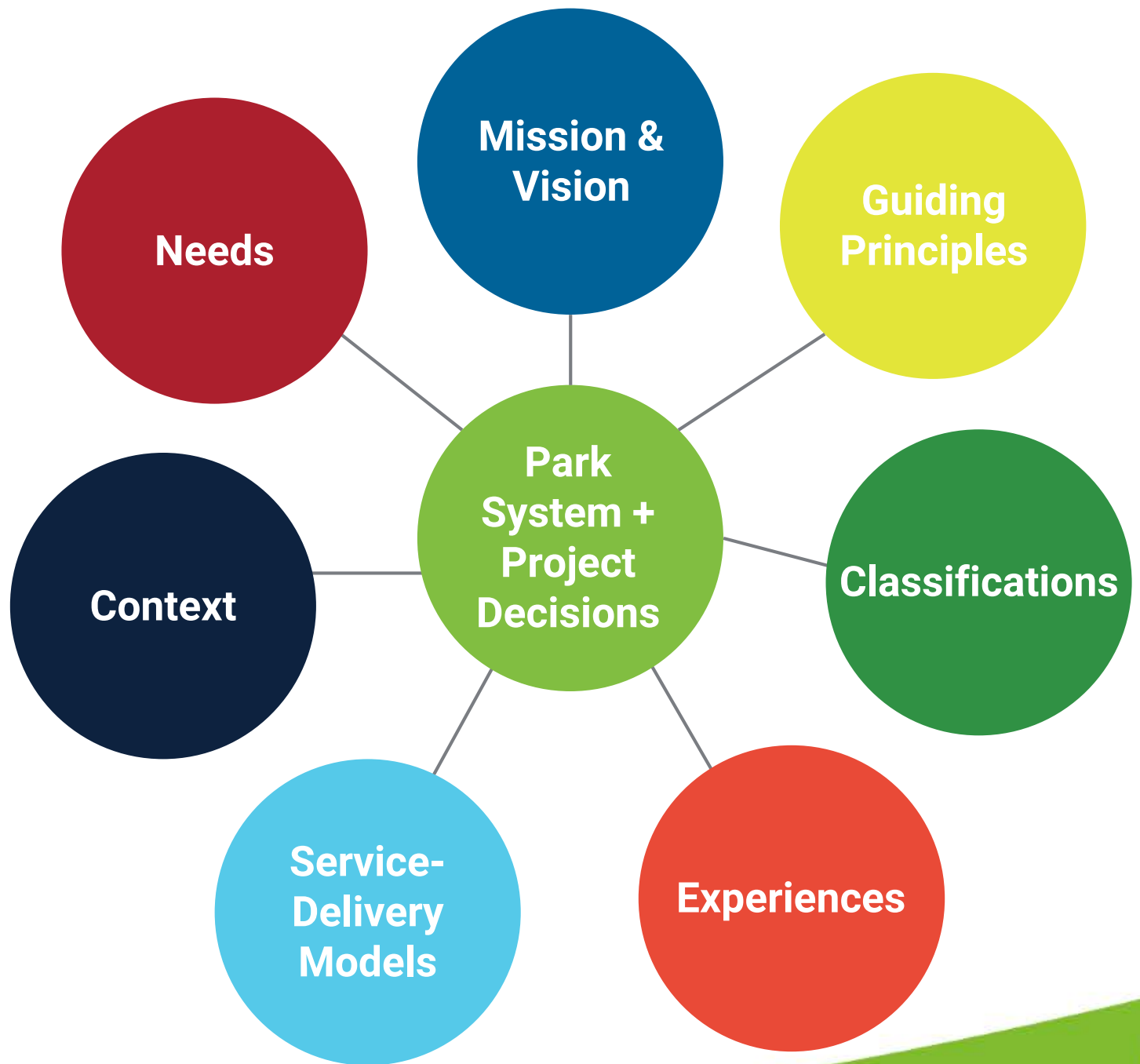




Decision Making Framework



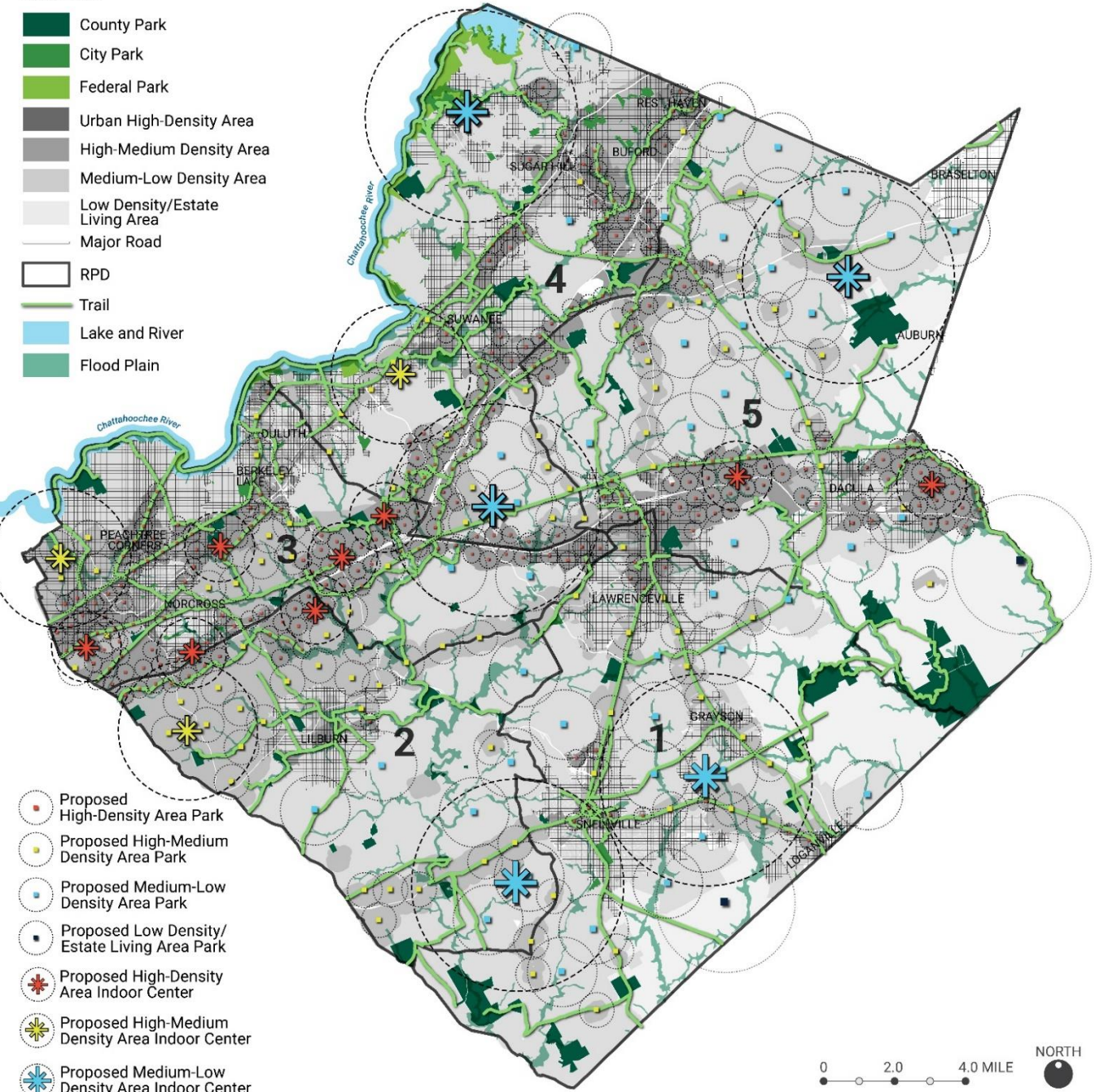
Decision Making Framework



LEGEND

- County Park
- City Park
- Federal Park
- Urban High-Density Area
- High-Medium Density Area
- Medium-Low Density Area
- Low Density/Estate Living Area
- Major Road
- RPD
- Trail
- Lake and River
- Flood Plain

- Proposed High-Density Area Park
- Proposed High-Medium Density Area Park
- Proposed Medium-Low Density Area Park
- Proposed Low Density/Estate Living Area Park
- Proposed High-Density Area Indoor Center
- Proposed High-Medium Density Area Indoor Center
- Proposed Medium-Low Density Area Indoor Center



Parks System Long-Range Vision

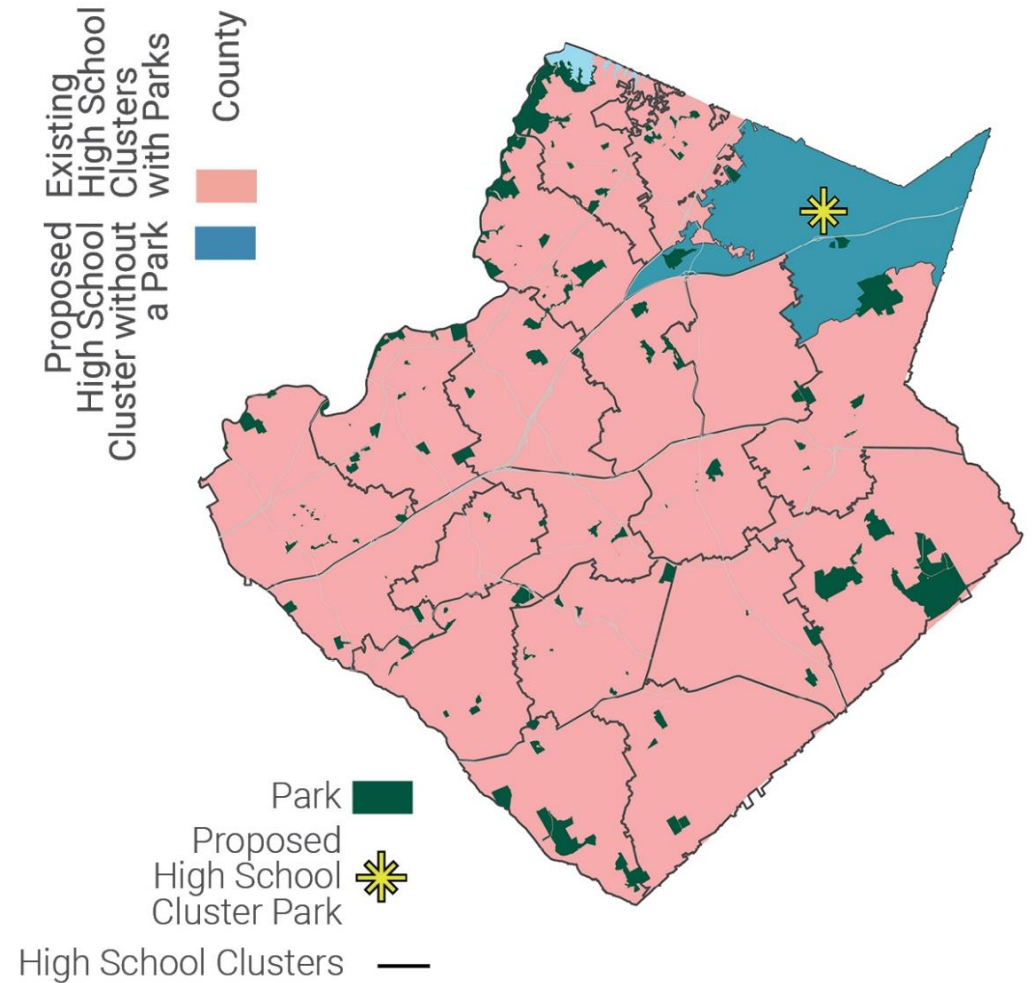






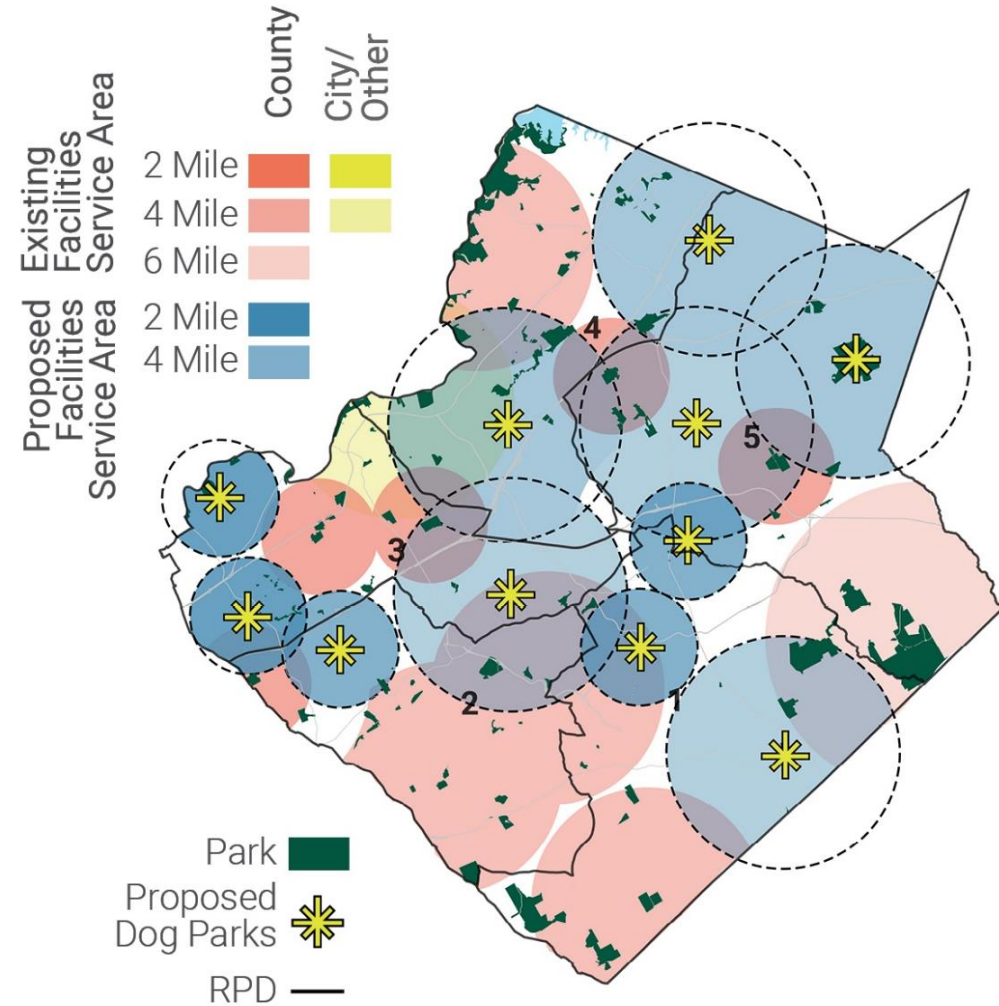
Project Category Recommendations

1. Trails
2. Seckinger school cluster park land and park development
3. Indoor aquatic facility
4. Recreation center
5. *Community gardens*
6. Gymnasiums
7. Soccer fields
8. Interactive water features

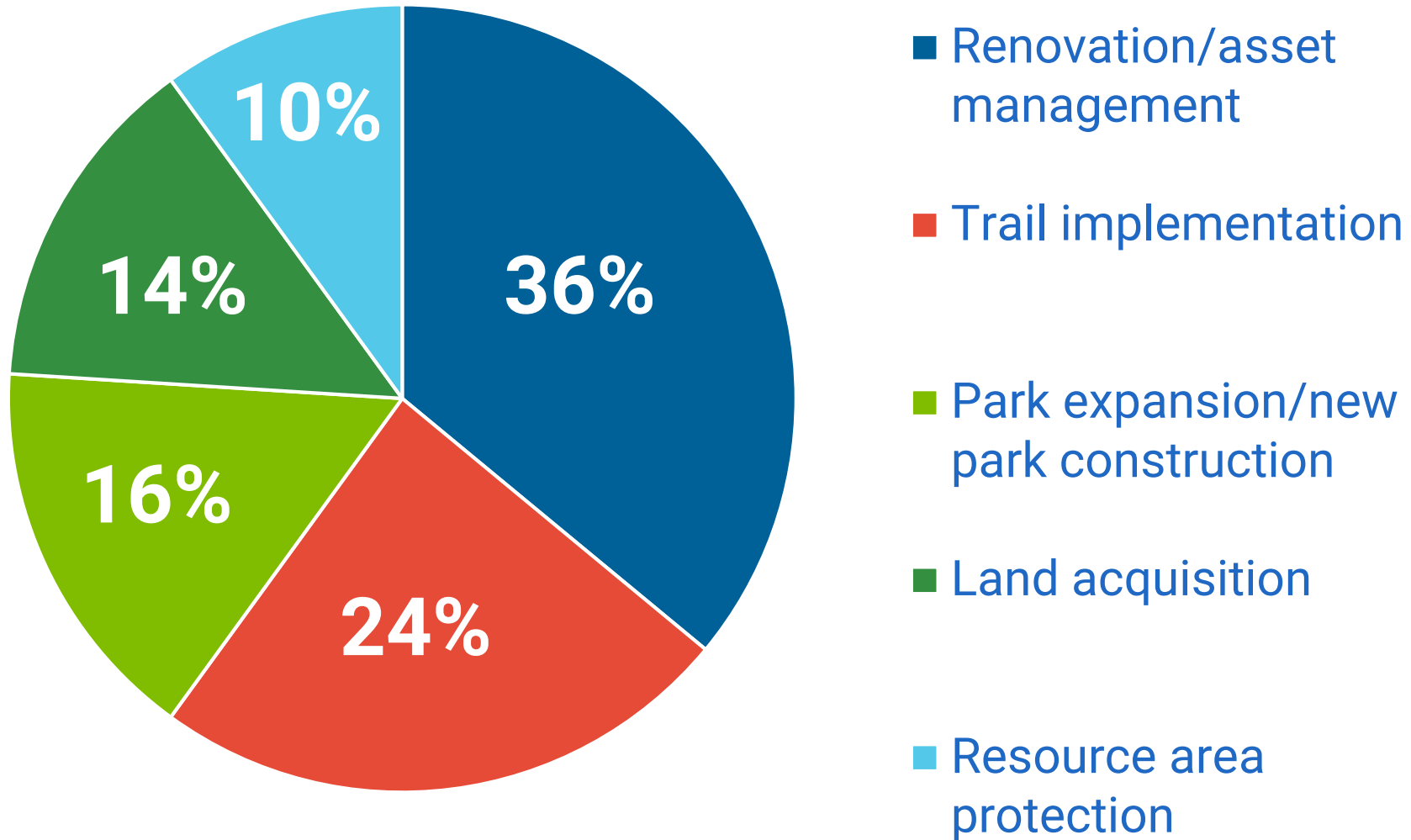


Project Category Recommendations

9. Outdoor leisure pools
10. Racquet courts
11. Playgrounds
12. Dog parks
13. Skate complexes
14. Basketball courts
15. Disc golf
16. Amphitheater



Budget Expenditure Allocation Goals



Resource Area Recommendations

- Increase public access to resource areas in the county
- Define Desired Future Conditions (DFC)
- Manage resource areas to DFC's



Programming Recommendations

- Invest in technology to:
 - Help deliver optimal programs and services
 - Utilize real-time information for decision-making
- Optimize resilient program delivery strategies for potential future public health crises
- Develop Core Program Area (CPA) business plans
 - Expand nature and recreation programming as a CPA
- Develop an Outdoor Recreation Plan that invests in outdoor adventure trends

Programming Recommendations

- Create a continual and intentional community dialogue
- Focus on inclusion of diverse audiences based within specific recreation areas
- Continue to invest in and expand hybrid program partnerships along with mobile recreation services



Asset Management Recommendations

- Develop asset management to cover all elements of cost and replacement prioritized based on Equity, Diversity, and Inclusion (EDI) criteria
- Incorporate updated design standards
- Continue to make technology improvements to save operational dollars
- Enhance existing partnership agreements to maximize cost sharing
- Update Key Performance Indicators (KPI) of the work completed by the park maintenance staff



Marketing Recommendations

- Incorporate EDI strategy into the existing Marketing Plan
- Invest in higher ROI marketing and communications strategies
- Focus on experiences and benefits of visiting Gwinnett Park and Recreation
- Continue building relationships with multicultural communities and provide related events and historic programming/traditions

Finance Recommendations

- Continue leveraging partnerships to establish new business service delivery models



Finance Recommendations

- Incorporate new revenue sources to offset operational costs
 - Provide more services to a wider audience of users
- Track partnership equity
- Enhance current financial planning that focuses on the recommendations from the Master Plan

Next Steps

- Recreation Authority Board – December 10
- Board of Commissioners Meeting – December 15

Questions



Department of Community Services
**2020 COMPREHENSIVE
PARKS & RECREATION
MASTER PLAN**
Executive Summary

ACKNOWLEDGMENTS

BOARD OF COUNTY COMMISSIONERS

Charlotte J. Nash	Chairman
Jace Brooks	District 1
Ben Ku	District 2
Tommy Hunter	District 3
Marlene M. Fosque	District 4

RECREATION AUTHORITY BOARD

Charlie Underwood	Chairman's Appointment
Brad Alexander	District 1 Appointment
Gene Callaway	District 1 Appointment
Kimberly Ulrich	District 2 Appointment
Robert Daniels Jr.	District 2 Appointment
Dr. Steve Flynt	District 3 Appointment (Chairperson)
Glen Williams	District 3 Appointment
Loretta Mirandola	District 4 Appointment
Robin D. Kamara	District 4 Appointment

DEPARTMENT OF COMMUNITY SERVICES

Tina Fleming	Department Director
Mark Patterson, PhD	Department Deputy Director
Grant Guess	Parks & Recreation Project Administration Division Director
Eric Horne	Parks & Recreation, Deputy Division Director – Parks Operations
Chris Minor	Parks & Recreation, Deputy Division Director – Recreation
Sarah Barlow	Parks & Recreation, Deputy Division Director – Natural & Cultural Resources

CONSULTANT TEAM

Perez Planning + Design, LLC
PROS Consulting, Inc.
Exum Associates
ETC Leisure Vision
LOSE Design

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PLANNING AHEAD FOR A RESILIENT, EQUITABLE, AND INCLUSIVE COMMUNITY

1 | WHY & WHAT WE LEARNED

This section provides an overview of the Why, How, Who, and What We Have Learned from the 2020 Gwinnett County Comprehensive Parks and Recreation Master Plan.

The year 2020 will forever be remembered as a year when the novel coronavirus (COVID-19) disrupted “normal life” as we knew it in Gwinnett County.

Yet this challenging year highlighted the important role that the Gwinnett County Department of Community Services – Parks and Recreation Division serves in Gwinnett County.

Although playgrounds, courts, buildings, and other facilities and amenities closed, many people turned to greenspaces and trails during this challenging time to relieve stress and enjoy the mental, emotional, and physical health benefits of nature.

In fact, more people are visiting parks than ever before, and more people are recognizing that parks, trails, and community services are not “nice-to-have” community amenities; they are vital physical, social, and environmental infrastructure.

Additionally, the county continues to change. Over the next 10-years, the county’s diverse population is projected to grow by at least 340,000 residents. This growth will further define the diverse urban, suburban, and rural communities identified in the County’s 2040 Plan, all of which require varying levels of service.

These circumstances highlight the importance of the completion of the 2020 Gwinnett County Comprehensive Parks and Recreation Master Plan (2020 P&R Plan).

WHAT?

The 2020 Comprehensive Parks and Recreation Master Plan establishes a long-range vision for advancing the County's parks and recreation resources over the next 10-years.

The 2020 Gwinnett County Comprehensive Parks and Recreation Master Plan (2020 P&R Plan) builds directly on the County's 30-year planning history, establishing a road map that considers:

- The county's existing and projected demographics.
- The county's current parks inventory, including city, regional, and national parks.
- Local and national recreation trends.
- Residents' and stakeholders' parks and recreation needs and priorities.
- Future financial outlook.

This plan analyzes the County's ability to provide services based on existing facilities and identifies service gaps and needs. It also suggests project categories and the potential allocation of dollars for a future Special Purpose Local Optional Sales Tax (SPLOST), should the Board of County Commissioners decide to call for another SPLOST in 2021. If a SPLOST is called, a process informed by the findings and recommendations of the 2020 P&R Plan – but specific to capital projects – would be completed to develop a list and costs of SPLOST projects.

This plan is also fundamental in support for Gwinnett Parks and Recreation achieves accreditation through the Commission for Accreditation of Park and Recreation Agencies (CAPRA).

This accreditation guarantees that the County's parks system demonstrates the highest possible national standards. Over the last 20-years, Gwinnett's parks have received numerous accolades, and this plan intends to provide the template for their continued success and recognition, both by agencies and organizations, and most importantly, by their users.



HOW?

Gwinnett County's success is not by chance. The County has a long history of strategically planning for its future, especially for its award-winning parks and recreation system.

The 2020 P&R Plan process follows five sequential strategic planning steps:



Step 1: Existing conditions analysis

This step identifies and compares the existing, currently planned, and projected future conditions of the county with the conditions found within the parks and recreation system.

Step 2: Needs & priorities assessment

This step identifies the parks and recreation programs, facilities, and actions that are most important to county residents. Because there is no one way to determine these needs, the process uses a triangulated, mixed-methods approach that employs three different analysis methods, each comprised of different techniques, as shown in the diagram below. Additionally, the County was organized into five Recreation Planning Districts (RPD) in order to facilitate a more in depth analysis of needs.

Step 3: Long-range vision

Step three establishes a long-range vision for the County's parks and recreation system based on the findings from Step 1 and Step 2.

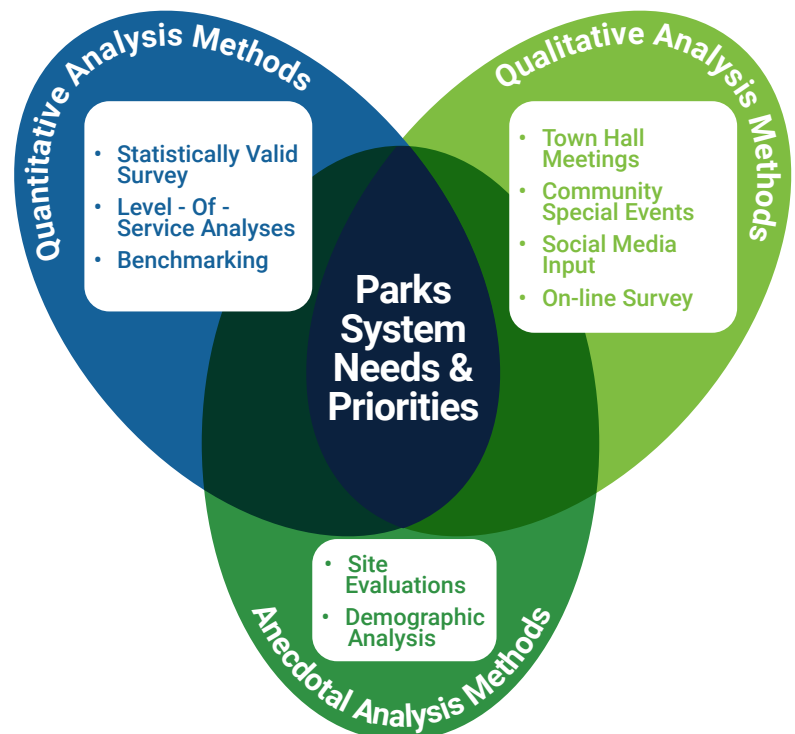
Step 4: Implementation strategy

Step Four organizes the long-range vision into realistic strategies, actions, and project categories that will be implemented over the next 10 years based on existing and potential funding sources and partnerships.

Step 5: Final plan + adoption

This step compiles all the completed work into a series of documents, including a final executive summary that will be presented to the Board of County Commissioners for adoption. These documents will serve as a road map for the Gwinnett Parks and Recreation Division over the next 10-years.

Triangulated Mixed-Methods Approach to Identifying Needs & Priorities



WHO?

A robust, multi-lingual approach to public engagement was undertaken to establish the creation of the 2020 P&R Plan. In the end, thousands of people across the county contributed their opinions during the parks planning process.

The planning process utilized a variety of techniques to inform and collect input from residents, including a statistically valid resident survey. This type of survey is the most reliable public engagement technique used for parks and recreation system master plans. These surveys provide unbiased views from a large sample of randomly selected residents matched to the demographics of the county. When a specific need is identified in other public engagement techniques, the better confirmation there is that it is a high priority need.


Additional outreach techniques used for the 2020 P&R Plan, not previously used in County comprehensive parks and recreation master planning efforts, included multi-lingual social media input, on-line surveys, and interactive exercises at special events; (before COVID-19 struck.) Considering these and the other techniques used during the process, the public participation for the plan exceeded expectations!

4  English
Español
한국어
Tiếng Việt
Languages

 **1,700+**
Statistically Valid & On-Line
Survey Participants

 **9**
Special
Events

4,000+
Project
Website Views 

29,000+
Social Media
Responses 

10 
Town Hall
Meetings

6,000+
 Opinion
Dots Placed

3 Steering
Committee
Meetings 

4 
Recreation
Advisory Board
Meetings



WHAT WE LEARNED?

Following the completion of Step 1: Existing Conditions Analysis and Step 2: Needs & Priorities Assessment, various key findings emerged. These findings, summarized over the following pages, serve as the foundation for Step 3: Long-Range Vision.

The baseline analysis revealed that, overall:

- Gwinnett’s population is increasing in size and diversity. Over the next 20 years, Gwinnett is poised to continue its population growth and maturation to become the most populous and diverse county in Georgia. Varying levels of service, programs, and facilities will be required across the county to cater to its residents.
- There is a need to join and leverage existing and planned projects across sectors (Transportation, Community Development, etc.) to help fulfill the overall vision for the county.
- Demographics analysis indicates a need to focus programs and facilities towards adults/seniors, and programs and services will also need to cater to a broad range of incomes.
- Gwinnett Parks and Recreation system meets or exceeds facility service levels offered by its peers, but there’s room for improvement. Primarily, opportunities exist for increased multi-model connectivity, improved resource management, accessibility, and programming that relates to the diverse communities throughout the county.

Additionally, input from the public and other key stakeholders helped create a full picture of the system’s strengths, and highlighted areas in need of attention. The following lists six key findings that resulted from the complete existing conditions analysis and needs assessment.

6 key summary findings:

1. There is a strong appreciation for “Gwinnett Standard”
2. Need to continue to position parks as essential services
3. Need to enhance marketing and communications
4. Need to enhance convenience and accessibility
5. Need to protect, provide access to, and sensitively program natural areas and resources
6. Need to prioritize facility/amenity and program/activity investments

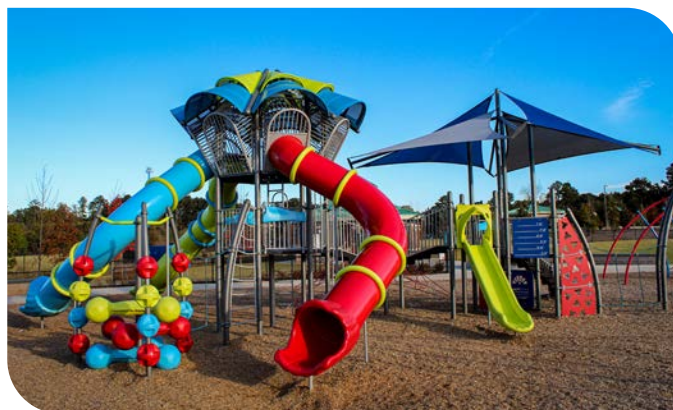
1. THERE IS A STRONG APPRECIATION FOR “GWINNETT STANDARD”

Throughout the 2020 P&R Plan process, participants continuously praised the great work that Gwinnett Parks and Recreation Division staff providing high-quality parks and recreation facilities and expressed their desire for that quality to continue.

The excellence of the County’s parks and recreation system was also evident through the Planning Team’s system evaluation findings, which suggest that Gwinnett Parks and Recreation system meets or exceeds facility quality service levels offered by its peers. Elements that currently help to contribute to and define the high quality of the Gwinnett parks system include:

- Overall diversity and wide distribution of recreation facilities.
- A well-maintained, accessible, and varied trail system.
- Programs that educate students and the public about the environment.
- A strong asset management tracking capability where P&R staff monitor amenities and their life cycle, replacement cost and forecast budget needs for replacement.
- Swift response to maintenance issues that arise and excellent facilitation of a preventative management program.
- High park user satisfaction with programming, and keen staff awareness of program lifecycles.
- Providing underserved populations access to programs.
- Effective cost recovery.

Efforts should be made going forward to continue building on these strengths and identify areas of continued growth.



2. NEED TO CONTINUE TO POSITION PARKS AS ESSENTIAL SERVICES

Providing high-quality parks and recreation services and amenities is essential to maintaining Gwinnett residents' quality of life and helping address the county's complex challenges.

Covid-19 has assisted in illuminating a greater message about the role parks, recreation, and community services play in our society, a role that can often address our residents' most essential needs.

When looking at the history of parks and recreation in the United States, this role of addressing essential needs forms the foundation for parks' existence.

Parks originally emerged to address important needs of citizens and combat challenges plaguing the growth of urban areas. As a result, the Urban Parks movement in the US grew as a response to the epidemics and pandemics of the late 1800's and early 1900's.

In the early 1900s...

Considered the most important civic innovation of its time by President Theodore Roosevelt in the early 1900s, Neighborhood Parks and Centers served as places where residents could go to receive essential services. These services included:

- a warm meal
- nursing care
- hygiene
- workforce training
- education to assimilate into the American culture



Source: US Public Service Broadcaster

Today...

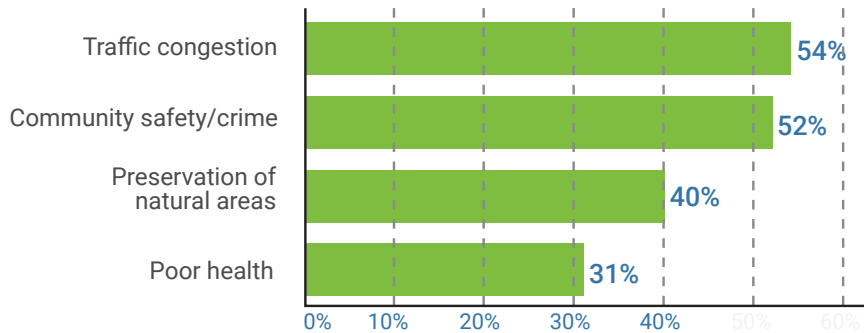
Throughout the COVID-19 pandemic, the Parks and Recreation Division, in collaboration with other Department of Community Services divisions and other Gwinnett County departments, continued this legacy by providing these essential services to Gwinnett County residents:

- 388,105 Summer Meals
- 710 Emergency Senior Meals
- 1,515,195 lbs. of Meals Transported/Distributed
- 909 Summer Campers

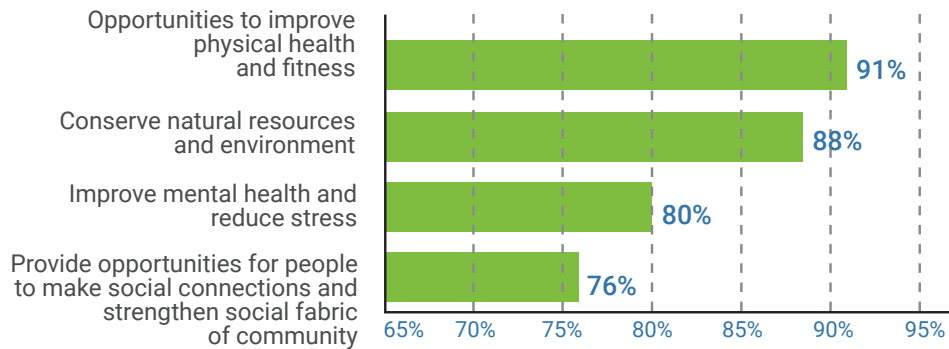


Moving forward, there are opportunities to broaden the Parks and Recreation Division's role in sustaining and improving the county's quality of life by addressing the challenges that residents are most concerned about and the initiatives that residents believe Gwinnett County Parks and Recreation should achieve.

Top four county challenges that are most important to residents



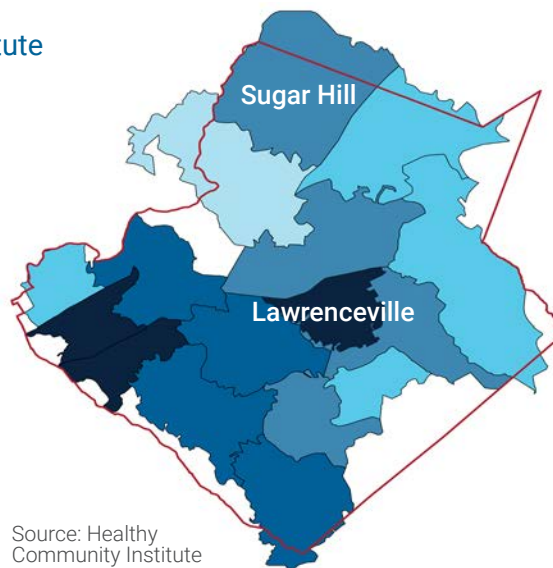
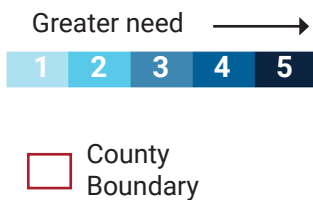
Important initiatives that Gwinnett residents believe the Parks and Recreation Division should achieve



Though these broader challenges appear to be county-wide, based on existing conditions research performed, it appears concentrated areas in need of social support are clustered in the urban areas of Lawrenceville and Norcross.

With further exploration and consideration, some of these concerns may possibly be addressed through the Parks and Recreation Division in the future – whether through direct outreach and social services offered, or via the provision of quality parks themselves.

Health Community Institute SocioNeeds Index



Source: Healthy Community Institute

3. NEED TO ENHANCE MARKETING AND COMMUNICATIONS

Gwinnett County residents love their parks, and want to know more about them and the programs offered.

“I don't know what is being offered” was selected by 31% of statistically valid survey respondents as the second reason they don't participate in parks and recreation programs. This is higher than the national average of 22% and consistent with staff's desire to find ways to improve marketing and communication with Gwinnett County's diverse population.

While the overwhelming majority (84%) of statistically valid survey respondents gave a rating of “Excellent/ Good” customer service experience during the last 12 months, they expressed a desire for more interactive communication with staff.

Efforts to identify methods to increase effective marketing was initiated in the early on-set of this plan. The introduction of a Gwinnett Parks and Recreation Facebook page and Instagram presence enabled the division to reach a wider more mobile minded audience. Additionally, the Gwinnett County Twitter page is utilized for promotions and notices relevant to Gwinnett County residents which is already increasing interaction with customers.

Efforts are underway to further establish effective communication to meet these needs as conveyed in our data analysis. The recent creation of the Department's Community Engagement and Collaboration Division will facilitate effective broadening of interactive communication for all Community Services Department's Divisions.

To better acquaint each recreation site with their diverse communities, small scale facilitated events and open house showcases should be explored to expand the community awareness of services and programs each site offers. The development of more aligned needs met within these communities can be discovered through facilitated events with possible direct solicitation of comments via Q&A sessions. Utilization of interns and volunteers in these instances would reduce to possible load on staff while enabling effective information gathering.

Gwinnett County does an excellent service to its residents by training and equipping its workforce far better than many municipalities. The changes to the county's population method of obtaining information should be a targeted area training for recreation staff to participate. This will strengthen their understanding and awareness of community engagement and produce positive results as they reach to further their impact on the communities they serve.



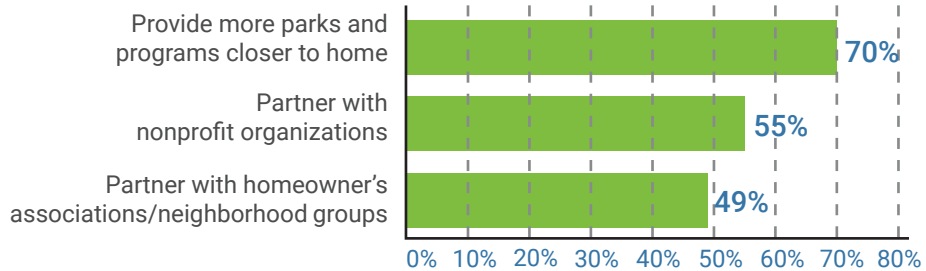
Source: facebook.com/GwinnettParksandRec

4. NEED TO ENHANCE CONVENIENCE AND ACCESSIBILITY

Surveys have found that people have limited time for recreation, and that there is a clear desire for more parks to be provided closer to home.

The number one barrier to respondents using facilities and programs was "I have no time" (35%). Additionally, residents expressed their thoughts on how best to provide parks and recreation services to their households.

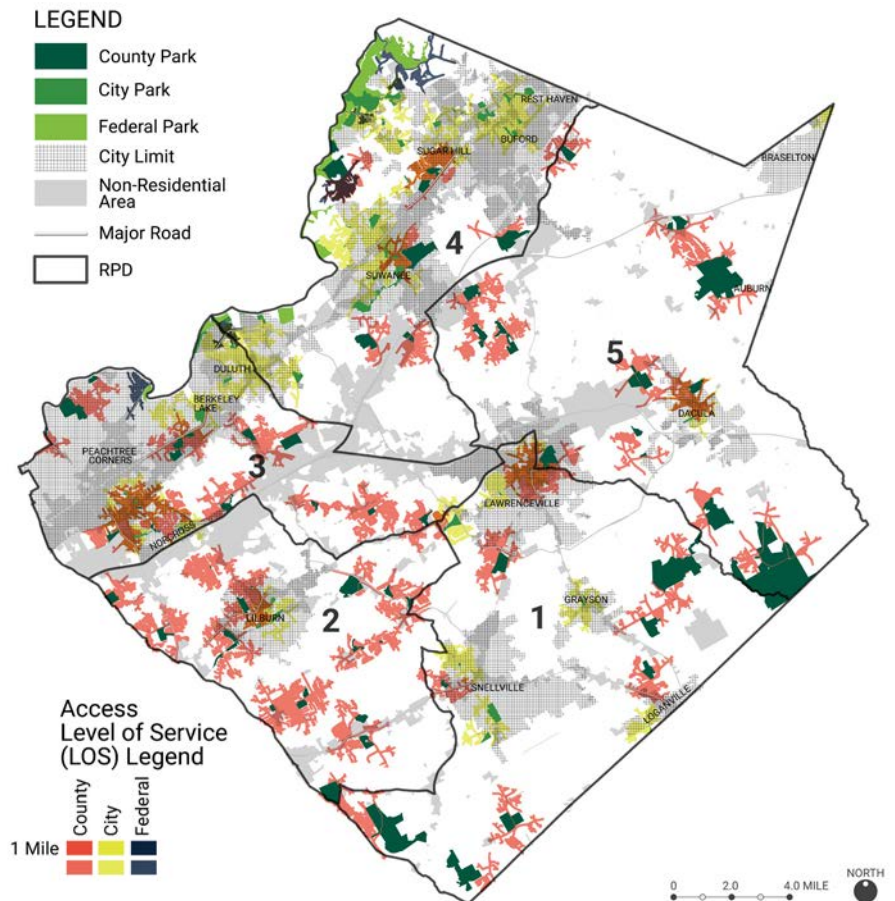
Best way to provide more Parks and Recreation services to households



Additionally, 78% of statistically valid survey respondents expressed their desire to travel a maximum of 2 miles to enjoy facilities and programs. Much of the county, however, does not have access to a park within their desired travel range, as illustrated in the map to the right. Of the parks that are accessible, nearly half lack sidewalk connections, and many also lack transit connections.

Partnering with homeowner associations/neighborhood groups, providing more parks and programs closer to home, and partnering with non-profit organizations were identified by participants as ways to increase accessibility to parks and recreation services.

Internal discussions with staff have led to a philosophical view that parks need to be more mobile and the success of the mobile park's vans have shown this to be true. Additionally, the expansion of programs into park sites previously underutilized enables programs to be brought closer to the participant.



5. NEED TO PROTECT, PROVIDE ACCESS TO, AND SENSITIVELY PROGRAM NATURAL RESOURCE AREAS

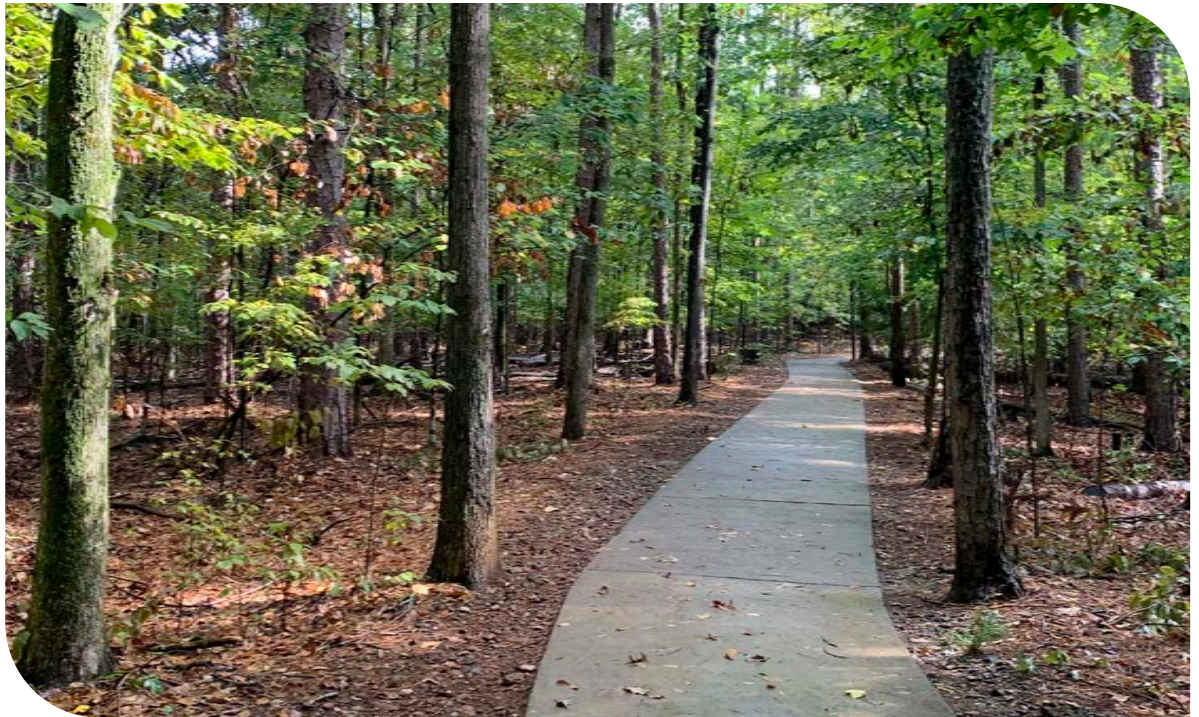
An overwhelming majority (84%) of the statistically valid survey participants believe it's important for the County to acquire park land to protect natural and cultural areas and resources.

Continual development of land across the county has impacted natural communities and their contiguity locally and across the region. Participants in the public engagement process recognized this change, and felt a need to protect and to be able to enjoy what's not already lost:

- A high number of people (88% of statistically valid survey respondents and 81% of social media participants) felt the most important initiative the Parks and Recreation Division should achieve is “conserve natural resources and environment.”
- In terms of overall priorities, “conservation areas/nature preserves” was identified as the second most important through the statistically valid survey, online survey, and Town Hall Meetings.
- Other high-ranking priorities were providing nature/resource-based amenities and activities, such as paved multi-purpose trails/sidewalks; conservation areas/nature preserves; unpaved walking and hiking trails; community gardens/food forests; and nature and history-based programs.

While natural and cultural resources are currently protected in the County's greenways and open space parks, establishing conservation areas limiting internal development and establishing wildlife corridors were identified as the top two ways to better conserve and sustain the County's natural resource areas within each park site.

Further development of park specific resource management plans and dedicated dollars should be a strategy to accomplish more effective resource management of these county parks. An initial assessment of the parks system and its holdings should be accomplished whereas effective data driven decisions can then be deployed into action.



6. NEED TO PRIORITIZE FACILITY/AMENITY AND PROGRAM/ACTIVITY INVESTMENTS

While Gwinnett County residents have access to a variety of facilities/amenities and programs/activities, there some that residents would like to see more of in the county.

The chart below identifies the facilities/amenities that residents identified as high priority, medium priority, and low priority through the statistically-valid survey. These are then compared to the other needs assessment techniques. The more a specific need appears at and above the 50th percentile in the other assessment techniques, the better confirmation there is that it is a high priority need.

FACILITIES/AMENITIES	Needs assessment techniques					
	STATISTICALLY VALID SURVEY	ON-LINE SURVEY	TOWN HALL MEETINGS	SPECIAL EVENTS	SOCIAL MEDIA	LOS ANALYSIS
Paved multi-purpose trails/sidewalks	Highest priority	X	X	X		
Conservation areas/nature preserves		X	X	X	X	
Unpaved walking & hiking trails		X	X	X	X	
Community gardens/food forests		X	X	X		
Indoor pools		X	X	X		X
Senior centers			X	X		X
Dog parks			X	X		
Greenway/trails system		X	X	X		
Outdoor exercise stations along trails		X	X			
Amphitheater		X	X			
Interactive fountains/water features		X			X	X
Historic sites	Medium priority investment		X			
Fishing			X			
Recreation centers		X	X	X		X
Indoor gym with volleyball/ badminton/ pickleball		X	X	X		X
Outdoor picnic areas		X	X	X		X
Passive recreation parks		X	X			X
Pump course (bicycle park)		X				X
Active recreation parks		X	X	X		X
Indoor nature center			X	X		
Outdoor pools					X	
Bus stops at parks		X	X			
Playgrounds	Low priority investment			X	X	X
Park pavilions			X	X		
Tennis courts						X
Basketball courts			X	X		X
Soccer fields			X	X		
Sand volleyball court						
Table tennis			X			
Pickleball courts						
Multipurpose/football/lacrosse fields						
Disc golf						
Baseball/softball fields						X
Cricket field						

X 98th Percentile

X 85th Percentile

X 75th Percentile

X 50th Percentile

The chart below identifies the programs and activities that residents identified as high priority, medium priority, and low priority through the statistically valid survey. Similar to the facilities chart, these are then compared to the other needs assessment techniques. The more a specific need appears above the 50th percentile in the other assessment techniques, the better confirmation there is that it is a high priority need.

FACILITIES/AMENITIES	Needs assessment techniques				
	STATISTICALLY VALID SURVEY	ON-LINE SURVEY	TOWN HALL MEETINGS	SPECIAL EVENTS	SOCIAL MEDIA
Adult fitness/wellness	Highest priority investment	X	X	X	
Senior leisure programs	Medium priority investment	X	X	X	
Nature programs		X	X	X	X
Community special events		X	X	X	
Water fitness					X
Art programs					
Senior clubs			X	X	
Adult education			X		
Digital media/photography programs					X
Lap swimming					
Adult performing arts/dance					
Adult learn to swim			X	X	
Educational lecture series			X		
Teen programs			X	X	X
Science/Technology/Education/Math (STEM classes)			X	X	
Volunteering					
Language classes					
Youth fitness & wellness	Low priority investment	X	X	X	
Youth arts/painting/crafts/classes					X
Historic preservation/interpretation					
Bird watching			X		
Programs with people with disabilities			X	X	X
Adult athletic leagues				X	
Camps (summer school/break)			X		X
Before & after school programs			X	X	X
Youth learn to swim					X
Youth athletic leagues					
Athletic special events					
Programs with meals for children				X	X
Video gaming/virtual gaming				X	X
Child day care					X
Youth performing arts dance					
Preschool programs			X	X	

X 98th Percentile X 85th Percentile X 75th Percentile X 50th Percentile



SO, WHAT'S NEXT?

Based on these important findings as well as parks planning best practices, the following section proposes a customized Long-Range Parks and Recreation System Vision for Gwinnett County.



2 | A LONG-RANGE PARKS AND RECREATION SYSTEM VISION

This section details the County's Long-Range Parks and Recreation System Vision, which anticipates the needs of future residents and aligns with the County's priorities.

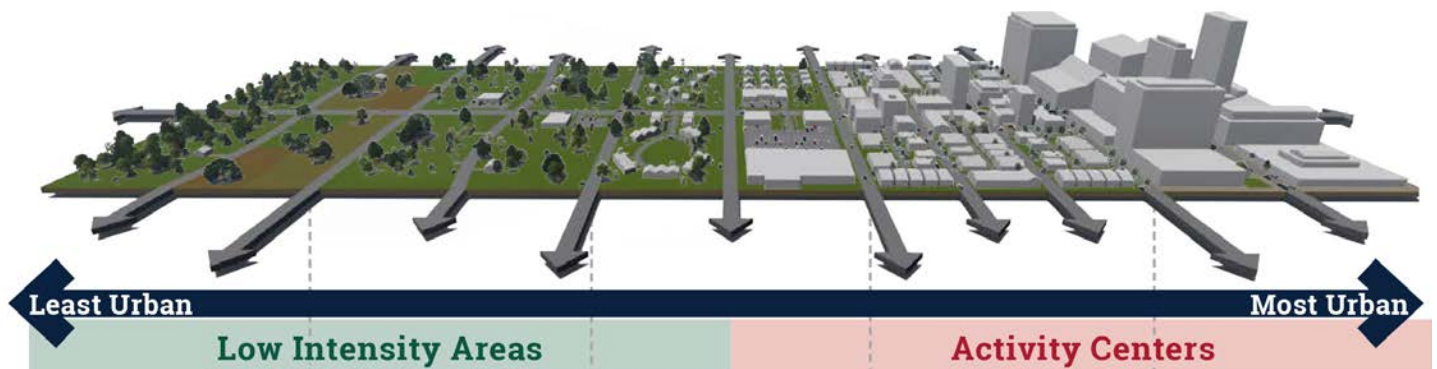
Factors that underpin the development of the vision are Guiding Plans and the Commission's Priorities.

Guiding Plans

Guiding Plans - Looking beyond this project's 10-year horizon, the county's diverse population is projected to grow to at least 1.29 million residents by the year 2040. The Gwinnett County 2040 Plan proposes a new growth strategy that refines the county's historical rural and suburban development patterns and organizes this growth in defined urban, suburban, and rural development character areas.

This reality suggests the need for the parks and recreation system to evolve and consider new service delivery models to address the varying levels of service requirements of these diverse areas.

Through the continued implementation of the Gwinnett Countywide Trails Master Plan, this network of trails will address the high priority needs of residents, and deliver access to amenities closer to residents' homes.



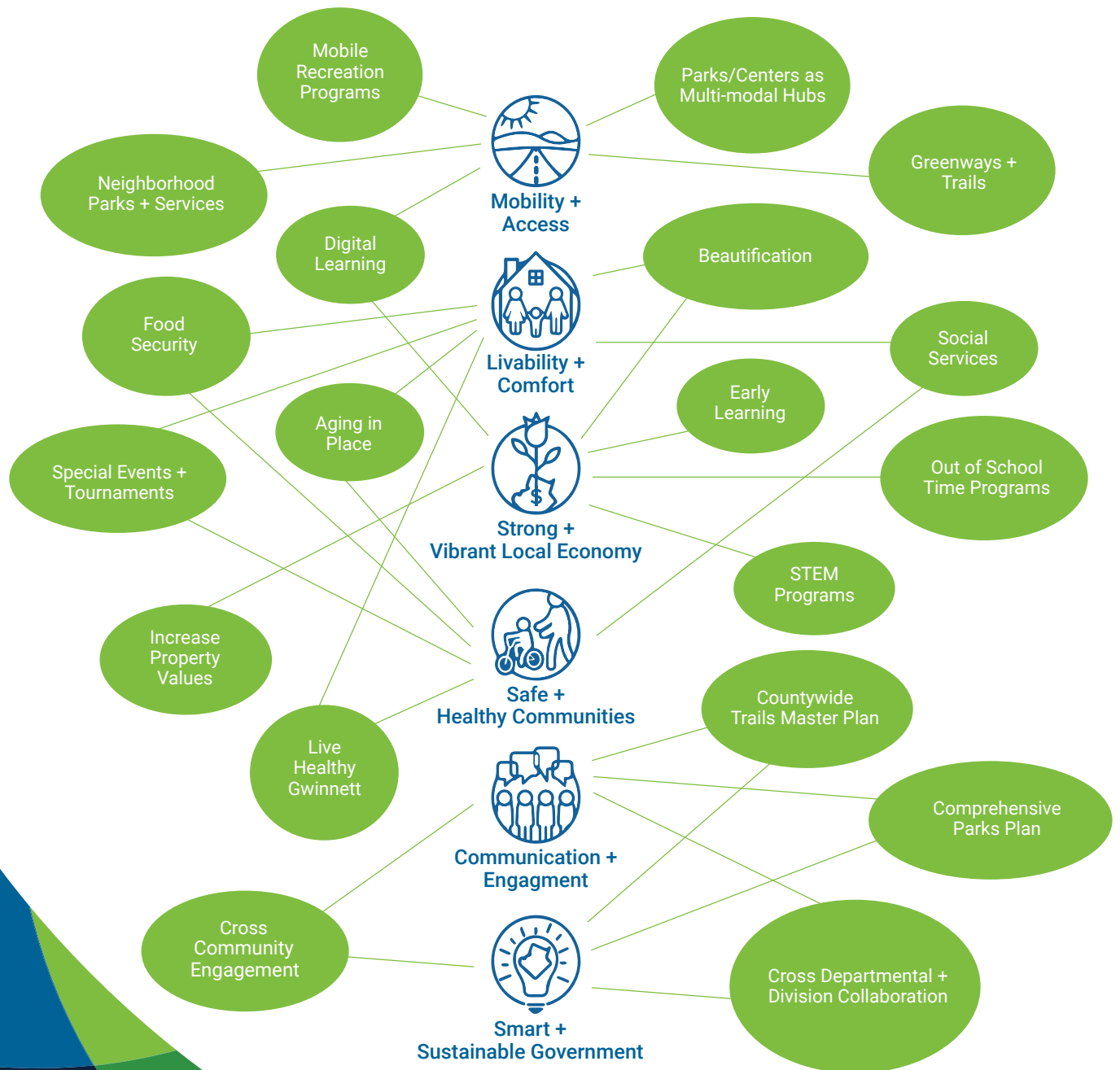
Source: Gwinnett County 2040 Plan

Gwinnett Board of Commissioners Priorities

The Commission developed six priority areas of interest for future investment to help advance their mission:

- Mobility + Access
- Livability + Comfort
- Strong + Vibrant Local Economy
- Safe + Healthy Communities
- Communication + Engagement
- Smart + Sustainable Government

A well-maintained and varied trail system The Community Services Department and Parks and Recreation Division can help implement the Gwinnett Board of Commissioners 6 Priorities through a multitude of initiatives, including those suggested below.



A NEW DECISION MAKING FRAMEWORK

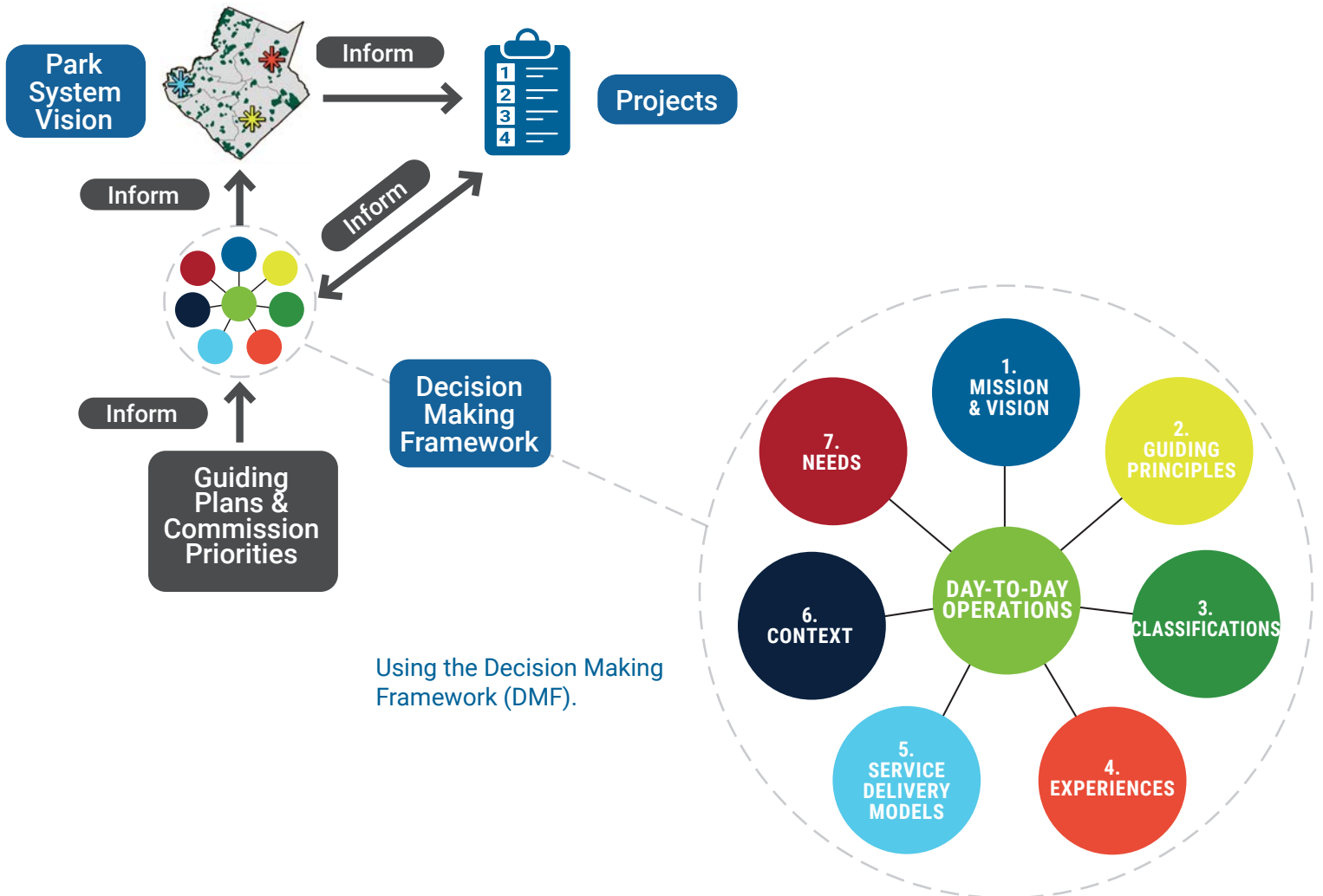
In light of the Guiding Plans and the Commissioners Priorities, the use of a new Decision Making Framework is proposed for staff to make short-term and long-term decisions and to serve as a foundation for the development of a Long-Range Parks and Recreation System Vision.

This Decision Making Framework (DMF) serves as a tool for staff to be more thoughtful, inclusive, equitable, and adaptable in responding to the county's diverse future parks and recreation needs. This framework is comprised of seven elements illustrated below and explained in subsequent pages.

It is envisioned that prior to the undertaking and during the course of a project, Division staff considers and often revisits this DMF to ensure:

1. The mission and vision of the Division is being upheld.
2. Principles created internally by the Division are being considered.
3. New park classifications are being employed.
4. The intended experiences will be the outcome of the effort.
5. Which service delivery model best fits the project.
6. Knowledge of Character Area context informs the process.
7. Existing needs are being addressed.

Additionally, the DMF itself has informed the Long-Range Parks and Recreation System Vision.



Using the Decision Making Framework (DMF).

1. MISSION & VISION

The mission of the Gwinnett County Parks and Recreation Division is -In partnership with our citizens, Gwinnett County Parks and Recreation provides high quality, broad-based parks, facilities, programs, and services creating a sense of community, enabling a safe and secure environment, and enhancing Gwinnett's quality of life.

The Division's Vision is inspired by the United Nations Sustainable Development Goals. To pledge to sustain the delivery of the highest standard of excellence of parks, facilities, programs and services by:

- Being responsive to the changing recreational needs of a diverse and growing community.
- Continue a citizen-driven and professional approach to provide safe, well designed and maintained facilities and programs.
- Providing responsible stewardship of human, fiscal, natural and historic resources
- Maximizing community resources.



Source: un.org

2. GUIDING PRINCIPLES

Consistent with the Division's mission the following guiding principles were established for parks and recreation facilities and programs to guide decision-making. These principles would be reviewed and updated annually to reflect the Division's initiatives and activities:

- Equitable Access
- Elimination of Barriers
- Bicycle/Pedestrian Access
- Context-Based Decision-Making
- Residents' Needs and Priorities
- Negative Impacts to Neighborhoods
- Natural Resource Protection
- Cultural Resource Protection
- Multi-use Facilities
- Economic Development
- Social Development
- Public Engagement
- Appropriate Response
- Mobile Offices
- Safe Spaces
- Use of Technology
- Gender Equality and Inclusivity
- Memorable Experiences
- Staff Diversity
- Have Fun!

3. CLASSIFICATIONS

The County's proposed Decision-Making Framework simplifies the park and recreation system's classification to:

- Avoid internal confusion regarding particular park or recreation center types.
- Provide greater flexibility to plan, design, maintain, and program parks and recreation facilities in alignment with the Divisions mission, vision, and guiding principles.

Moving forward, all parks and recreation spaces will be classified as, very simply, Parks. Parks, will be comprised of:

Recreation amenities

such as playgrounds, courts, athletic fields, indoor centers, etc.

Resource areas

such as natural and cultural resources areas.



Trails

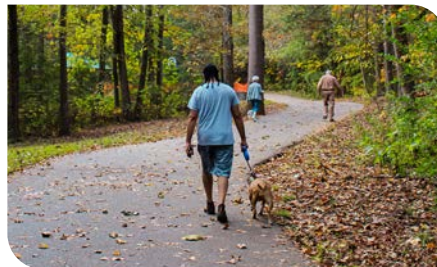
such as paved or natural trails, which may extend outside of parks and also contain recreation amenities such as play areas, exercise stations, and community gardens.

4. EXPERIENCES

Recreation amenities within parks and trails are informed by the type of outdoor and indoor experiences that residents may wish to enjoy. Many of these experiences will be determined in close collaboration with residents during the County's typical, thoughtful, collaborative, and comprehensive Park Site Master Planning Process. Examples of experiences may include:



Relax in the park



Enjoy a hike in a forested natural area



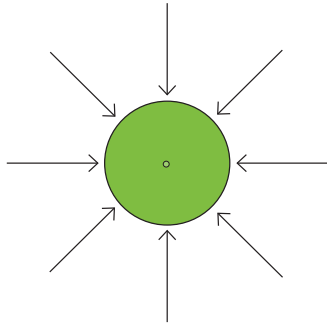
Learn in a computer lab

Experiences related to the "Big Rocks" of the parks system, or the facilities that require large infrastructure investment such as aquatics facilities, gyms, indoor centers, and athletic fields are provided based on desired experiences, updated Facilities Level of Service Metrics, and Service Delivery Models.

5. SERVICE DELIVERY MODELS

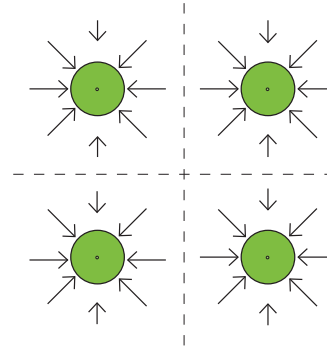
Six common, alternative Service Delivery Models have been developed to help define the provision of major recreation amenities such as aquatic facilities, gyms, centers, and athletic fields. The images below illustrate and describe the various Service Delivery Models that are considered.

Centralized Model



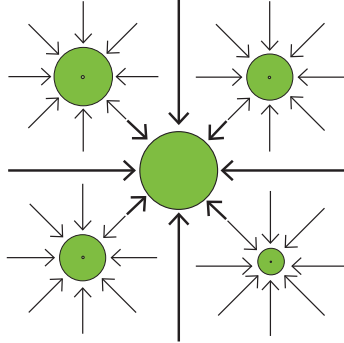
This model assumes that residents and visitors from throughout the community will drive to the central facility.

Equity Model



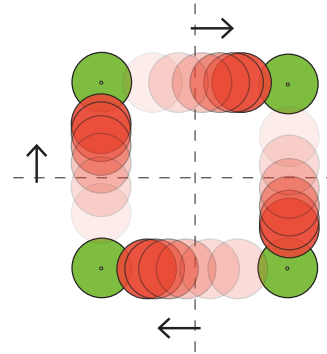
This model focuses on the equitable distribution of services, measured in terms of distance (Access LOS) or population served (Facility or Acreage LOS).

Hub and Spoke Model



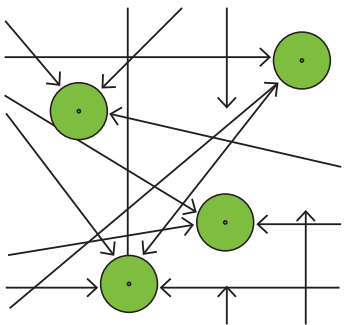
This model combines the Centralized and Equity models to provide one central facility supported by smaller satellite facilities.

Mobility Model



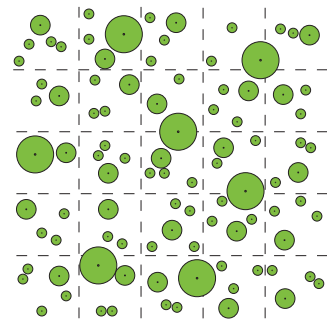
This model focuses on bringing services and amenities to where residents live through virtual applications, programming, or vehicles.

Venues Model



This is a variation on the Centralized model and it assumes that there are specialized facilities that will serve the entire community, regardless of access distance or population densities.

Activity Model



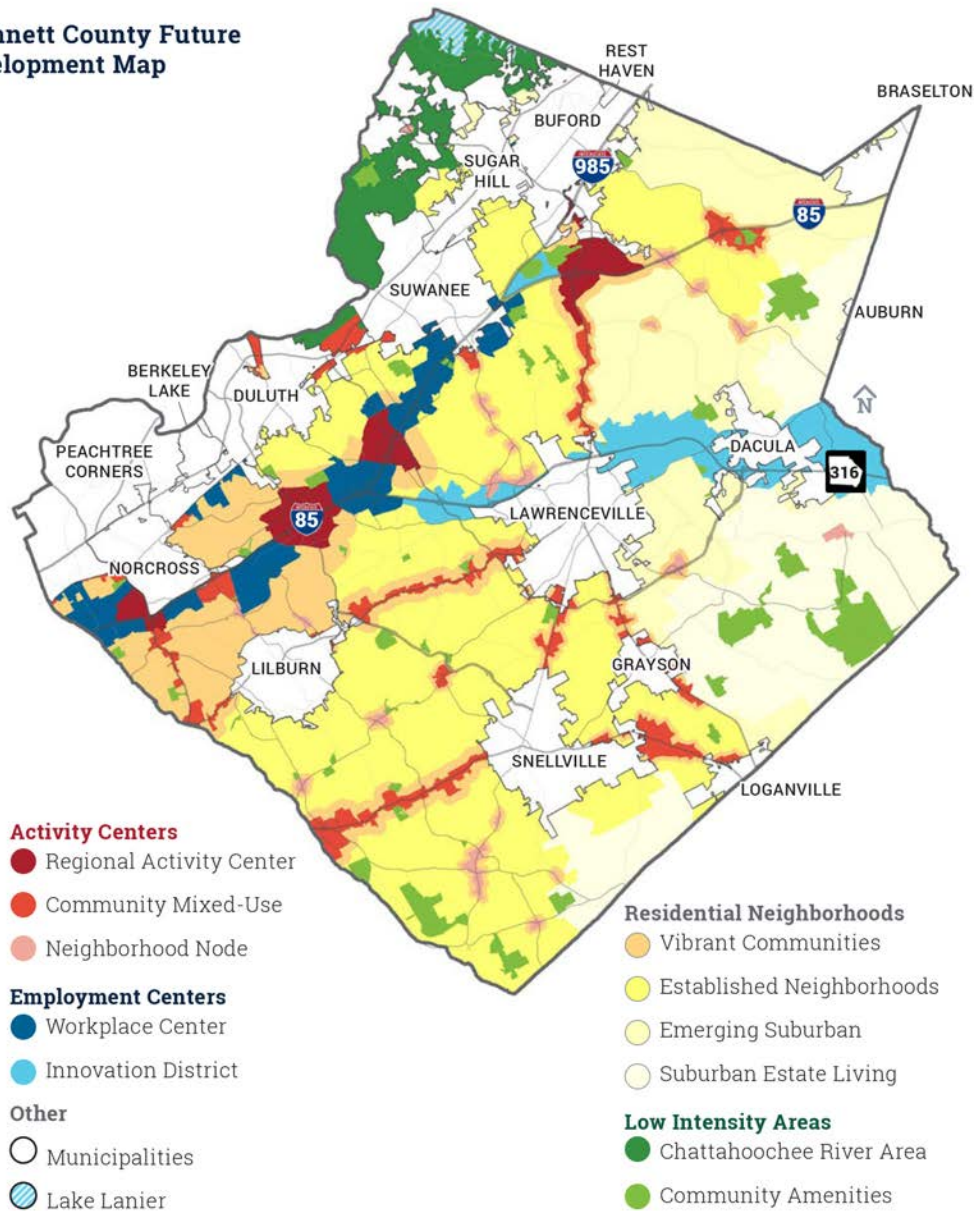
This model focuses on providing desired recreation opportunities throughout the community wherever space is available.

6. CONTEXT

The Gwinnett County 2040 Plan organizes the County's future growth into four Character Areas as illustrated in the map below. Each of these Character Areas has a different development pattern and density ranging from high-density urban areas to low-density rural areas. These varied densities will inform how parks and recreation services are delivered. For example, having a park within a 10-minute walk may be more appropriate for a person living in a high-density urban area where there is less access to private greenspace and more traffic congestion than a person living in a low-density rural area where there is more access to private greenspace and less traffic congestion.

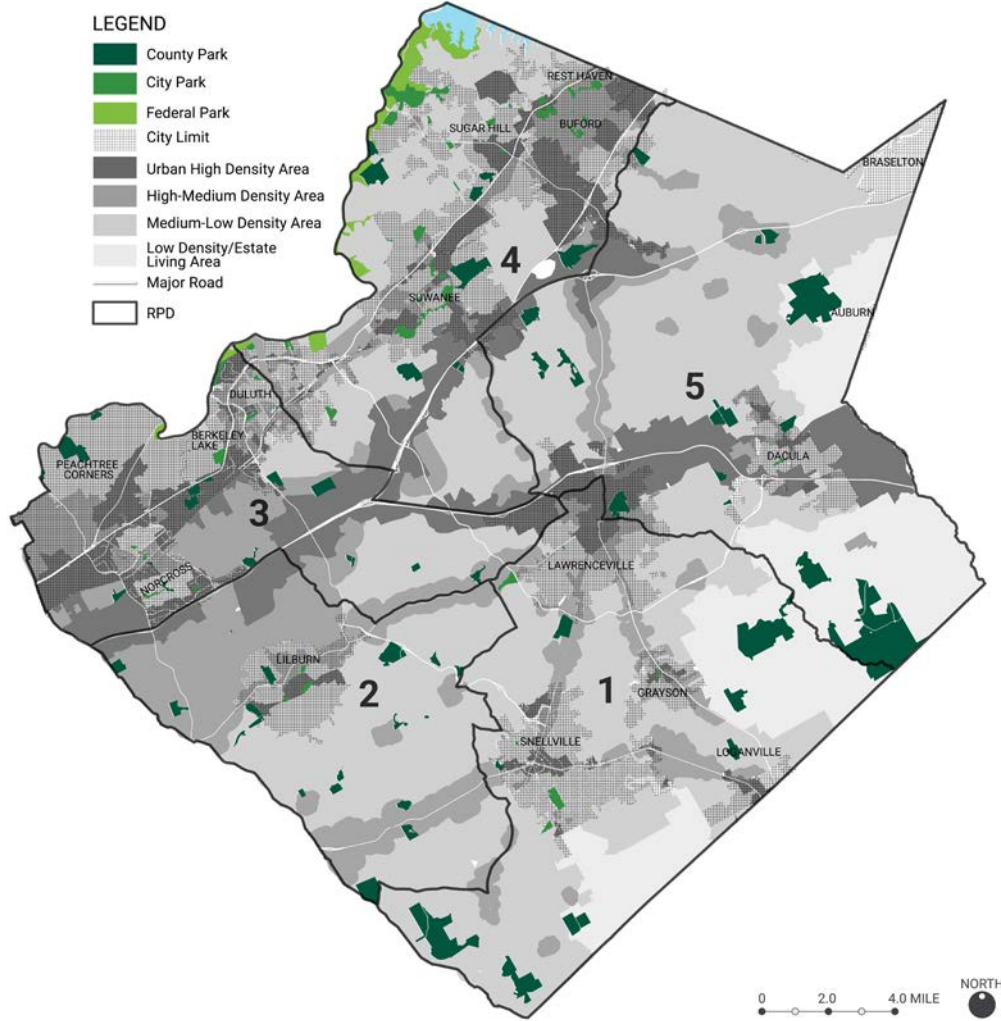
The Context element of the Decision-Making Framework considers these differences and suggests different parks and recreation Levels of Service for each of these areas. The chart and map on the adjacent page identify the different density areas and their associated Level of Service Metrics.

Gwinnett County Future Development Map



Source: Gwinnett County 2040 Plan

Context	Urban High Density Area	High-Medium Density Population	Medium-Low Density Population	Estate Living/Rural Population
PARKS				
Access LOS	¼ mile	½ mile	1 mile	2 miles
Acreage LOS	0.5 acres per 1,000 population	2.5 acres per 1,000 population	8 acres/ 1,000 population	9 acres/ 1,000 population
INDOOR CENTER				
Access LOS	1 miles	2 miles	3 miles	5 miles
Acreage LOS	1.5 square feet per resident	1.5 square feet per resident	1.5 square feet per resident	1.5 square feet per resident



7. NEEDS

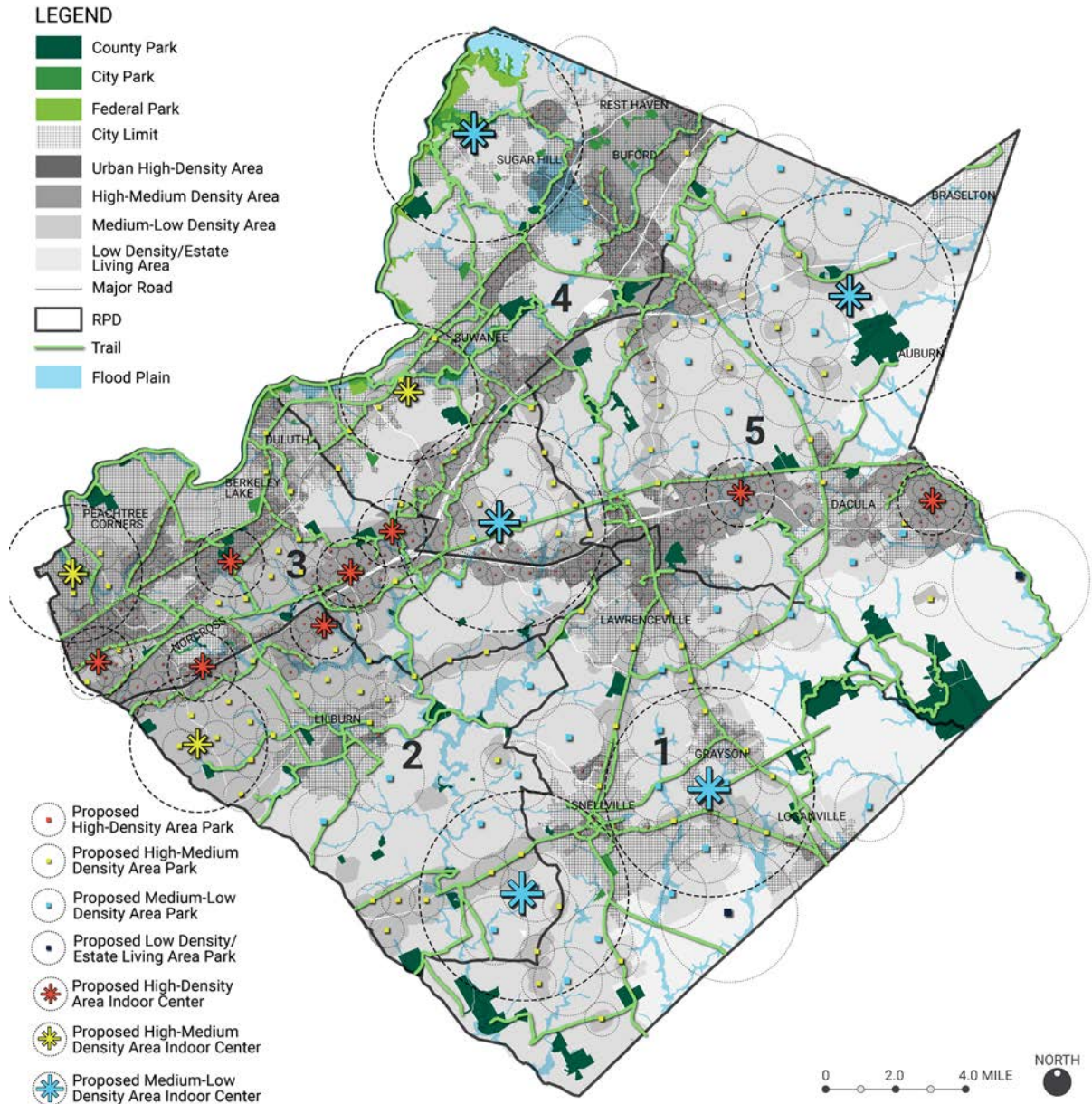
Lastly, surveys and trends combine with Contextual Levels of Service (LOS) metrics such as Access, Acreage, Indoor Square Footage, Facilities LOS, and Service Delivery Models to help identify needs.

Facilities and Contextual Access LOS metrics are established for the major facilities/amenities of the parks system. These are listed below and are used to inform a Facilities Gap Analysis.

FACILITY	SERVICE DELIVERY MODEL	FACILITIES LEVEL OF SERVICE	CONTEXTUAL ACCESS LOS
Amphitheaters	Hub & Spoke	1 per 115,000 residents	Hub – 8 Miles Spoke – 6 Miles
Basketball Courts	Hub & Spoke	1 per 22,855 residents	Hub – 3 Miles Spoke – 1 to 2 Miles
Community Gardens	Venues		Based on Food Deserts and Partnership Opportunities
Dog Parks	Hub & Spoke	1 per 60,000 residents	Hub – 2, 4, 6 Miles Spoke – 2, 4 Miles
Disc Golf Course	Equitable	1 per 130,000 residents	4 Miles
Indoor Gymnasiums	Equitable	1 per 80,000 residents	4 Miles
Indoor Pool - Competition	Equitable	1 per 190,000 residents	8 Miles
Indoor Pool - Leisure	Equitable	1 per 500,000 residents	8 Miles
Outdoor Leisure Pool	Equitable	1 per 94,500 residents	4 Miles
Interactive Water Feature	Hub & Spoke	1 per 80,000 residents	2, 4, 6 Miles
Playgrounds	Hub & Spoke	1 per 10,125 residents	0.5, 1, 1.5, 2, and 3 Miles
Racquet Courts	Hub & Spoke	1 per 12,250 residents	2, 4 Miles
School Cluster Park	Equitable	1 per School Cluster	Per School Cluster
Senior Centers/ OneStop Centers	Equitable	1 per 150,000 residents	6 Miles
Skate Park	Hub & Spoke	1 per 60,000 residents	4 Miles
Soccer Fields	Hub & Spoke	1 per 13,750 residents	4, 6 Miles

LONG-RANGE PARKS AND RECREATION SYSTEM VISION

Informed by and as a basis to execute the Decision Making Framework, below is the proposed Long-Range Parks System Vision for Gwinnett County that identifies where new parks, Gwinnett Trails, and indoor centers may be developed as the County continues to grow over the next 10 years and beyond. These spaces would be collaboratively implemented over time using a variety of strategies, including the County's Capital Improvements Plan; partnerships with City, State, and Federal agencies, CID's and non-for-profit and neighborhood organizations; and private development and redevelopment. As the Gwinnett Countywide Trails Master Plan is implemented, there may be opportunities to include some of these spaces along or within the trail system.



RESOURCE AREAS

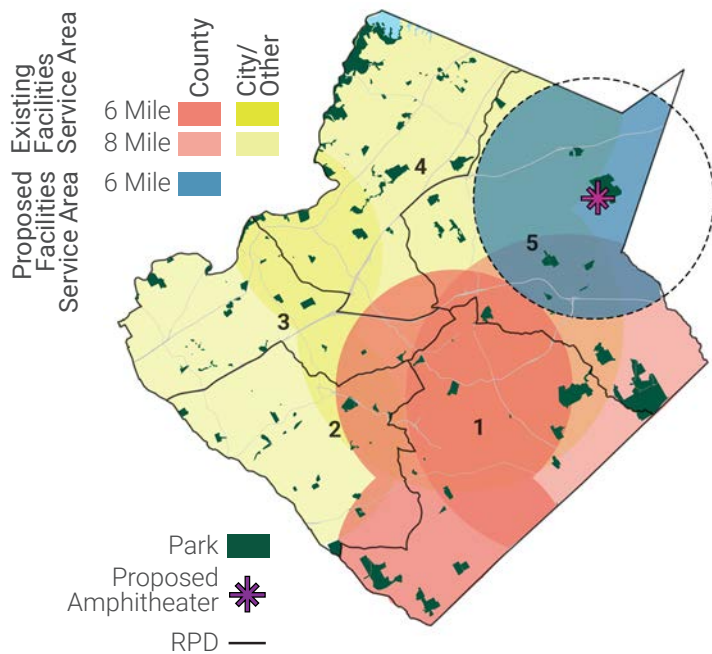
Utilizing the Decision Making Framework as a guide, Facilities Gap Analyses were completed to determine where the major facilities/amenities, such as aquatics facilities, gyms, indoor centers, and athletic fields - are needed in the future. Additionally, analyses were completed for natural and cultural resources. The following maps identify the number of facilities needed and general locations; specific details would be determined in the Park Site Master Plans.

AMPHITHEATERS



Are provided using a Hub and Spoke Model with varying Service Areas based on facility type and context. Hubs are larger, dedicated amphitheatres while Spokes are smaller event spaces that rely on mobile stages and support facilities.

An additional amphitheater similar to the facility located in Alexander Park is proposed on the eastern portion of the County within Recreation Planning District (RPD) 5.

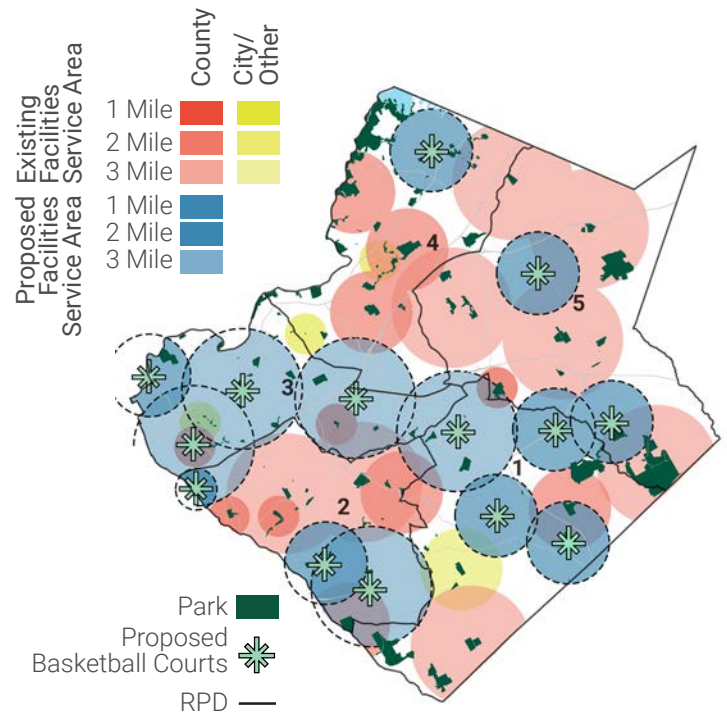


BASKETBALL COURTS – OUTDOORS



Are provided using a Hub and Spoke Model with varying Service Areas based on facility types and context. Hubs are outdoor basketball courts with lighting and Spokes are outdoor basketball courts without lighting.

Additional Hub and Spoke Basketball Courts are proposed in all five RPDs.

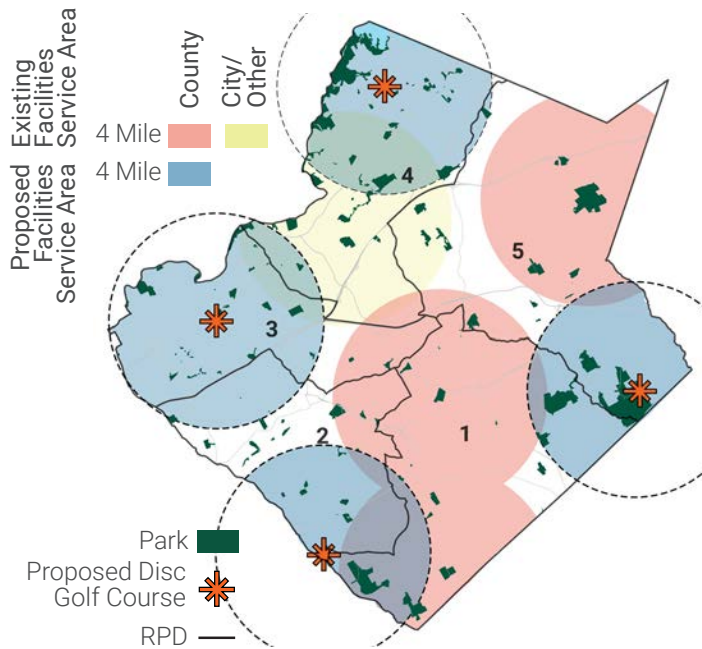


DISC GOLF COURSES



Are provided using an Equitable Model and Facilities Service Area of 4 miles.

Additional Disc Golf Courses are proposed in RPDs 2,3,4, and 5.



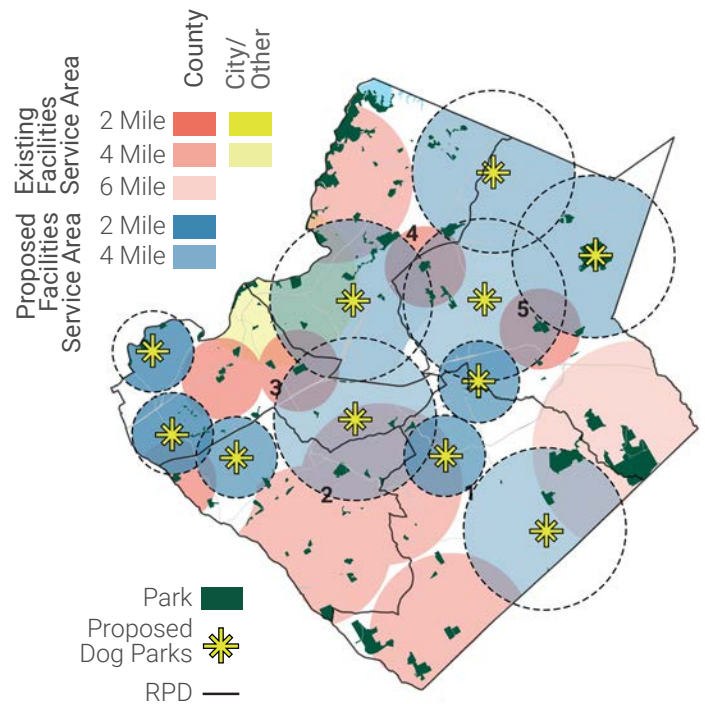
DOG PARKS



Are provided using a Hub and Spoke Model with varying Service Areas based on facility type and context.

Hubs are large facilities similar to those provided by the County, while Spokes are smaller facilities that would be located in more dense areas and, depending on their location, in collaboration with cities.

Additional Hub and Spoke Dog Parks are proposed in all five RPDs.

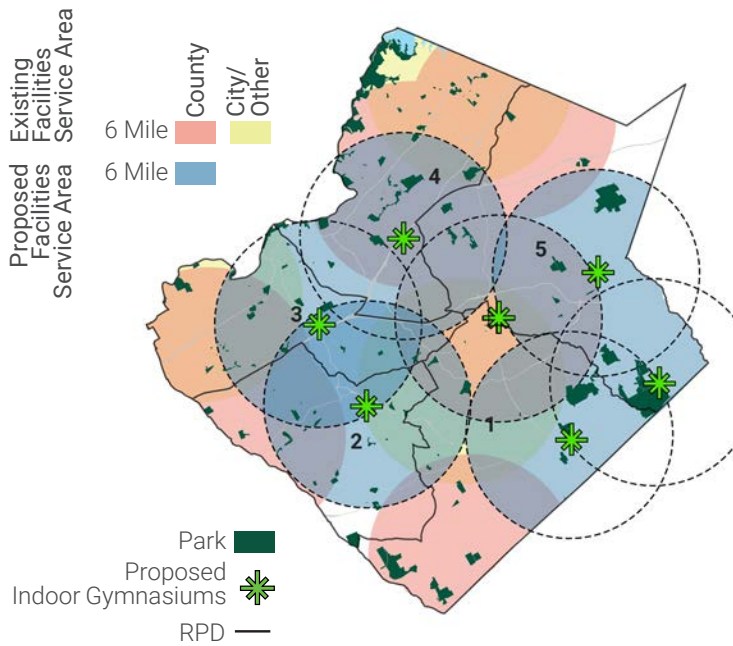


INDOOR GYMNASIUMS



Are provided using an Equitable Model and Facilities Service Area of 6 miles.

Additional Indoor Gymnasiums are proposed in all five RPDs.

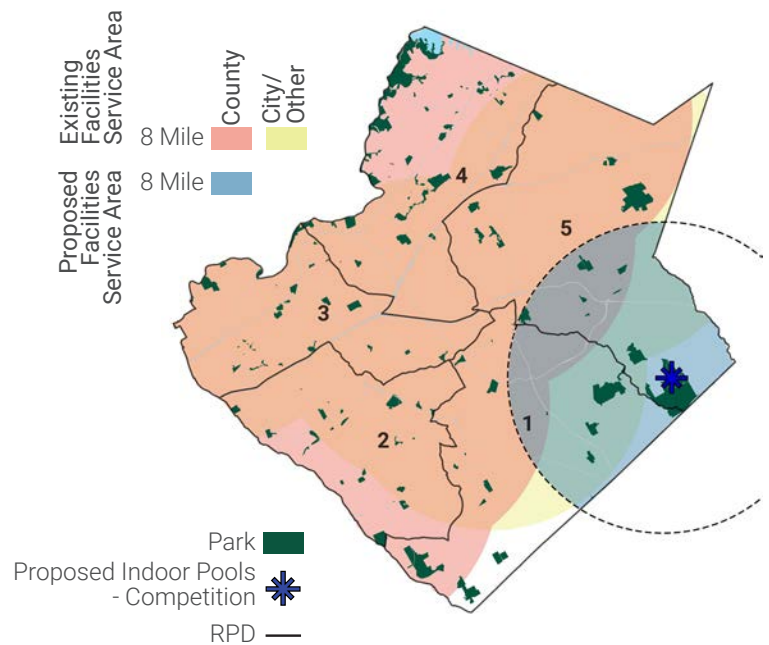


INDOOR COMPETITION POOLS



Are provided using an Equitable Model and Facilities Service Area of 8 miles.

An additional Competition Indoor Pool is proposed in RPD 4/5 to service the Eastern portion of the County.

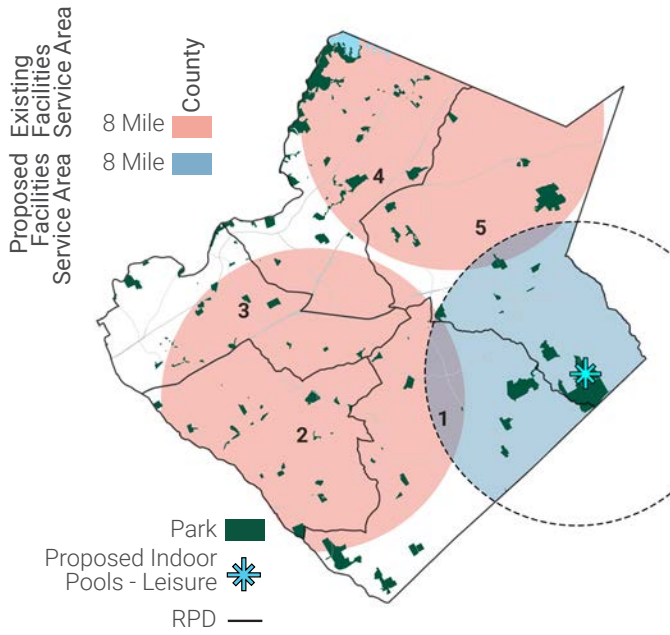


INDOOR LEISURE POOLS



Are provided using an Equitable Model and Facilities Service Area of 8 miles.

An additional Indoor Leisure Pool is proposed in RPD 4/5 to service the Eastern portion of the County.

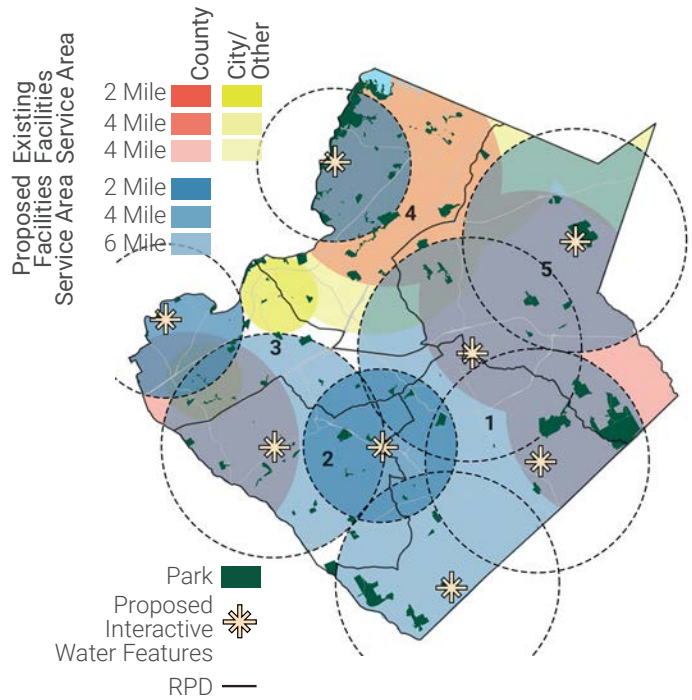


OUTDOOR LEISURE POOLS



Are provided using an Equitable Model and Facilities Service Area of 4 miles.

Additional Outdoor Leisure Pools are proposed in all five RPDs.

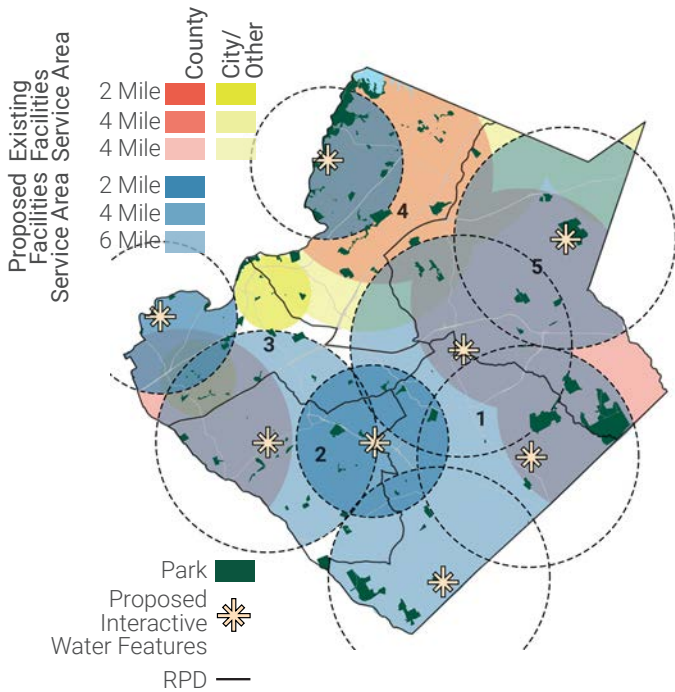


INTERACTIVE FOUNTAINS



Are provided using a Hub and Spoke Model with varying Service Areas based on facility type and context. Hubs are large County facilities with overhead spray features. Spokes are smaller facilities that would be located in more dense areas and depending on their location, in collaboration with cities.

Additional Hub and Spoke Interactive Fountains are proposed in all five RPDs.

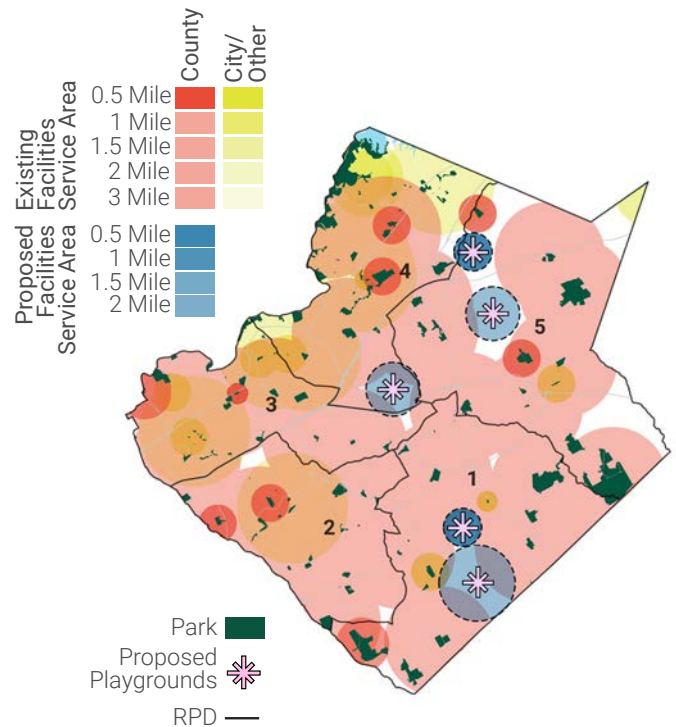


PLAYGROUNDS



Are provided using a Hub and Spoke Model with varying Service Areas based on facility type and context. Hubs are large County facilities while Spokes are smaller facilities.

Additional Spoke playgrounds are proposed in RPDs 1, 4, and 5 and may vary in amenities based on residents' desired experiences.

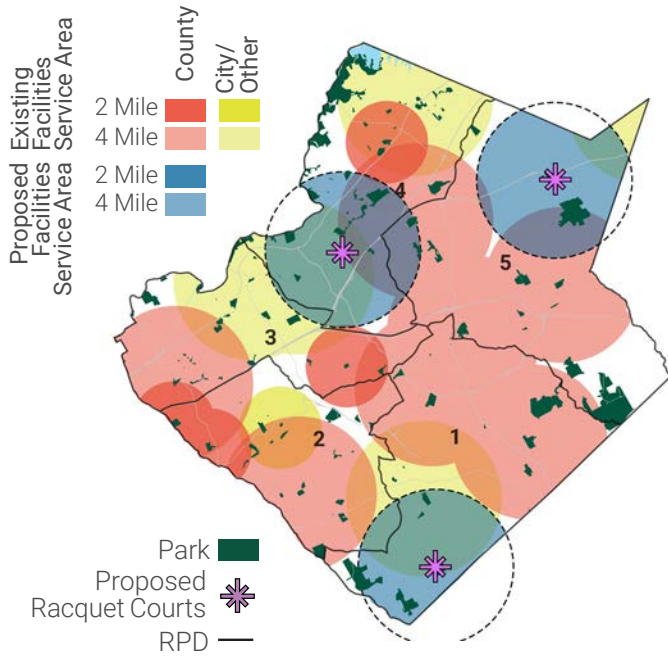


RACQUET COURTS



Are provided using a Hub and Spoke Model with varying Service Areas based on facility types and context. Hubs are outdoor courts with lighting and Spokes are outdoor courts without lighting.

Additional Hub Racquet Courts are proposed in RPDs 1,4, and 5. All courts should be striped to allow tennis and pickleball court play.

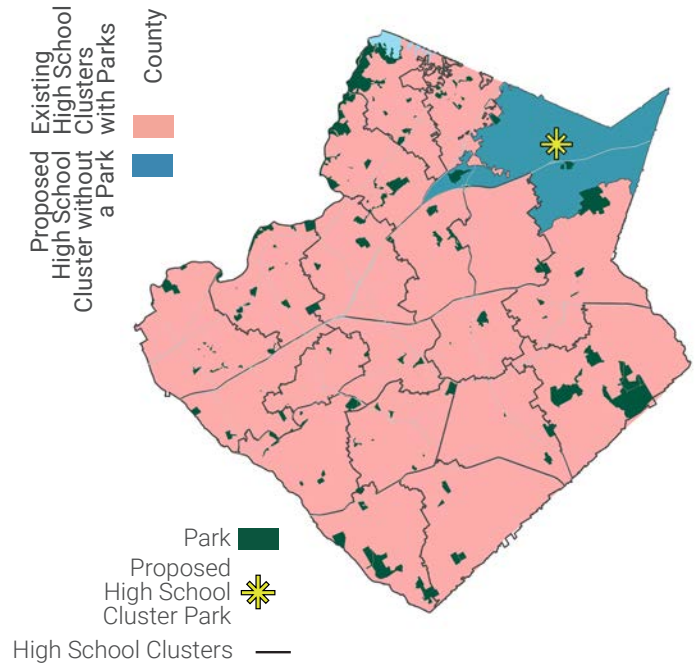


SCHOOL CLUSTER PARKS



The Mill Creek High School Cluster will split to facilitate the creation of the new Seckinger High School Cluster by the year 2022.

Acquisition of additional park land along with the design and construction of a new park is proposed for the Seckinger High School Cluster.

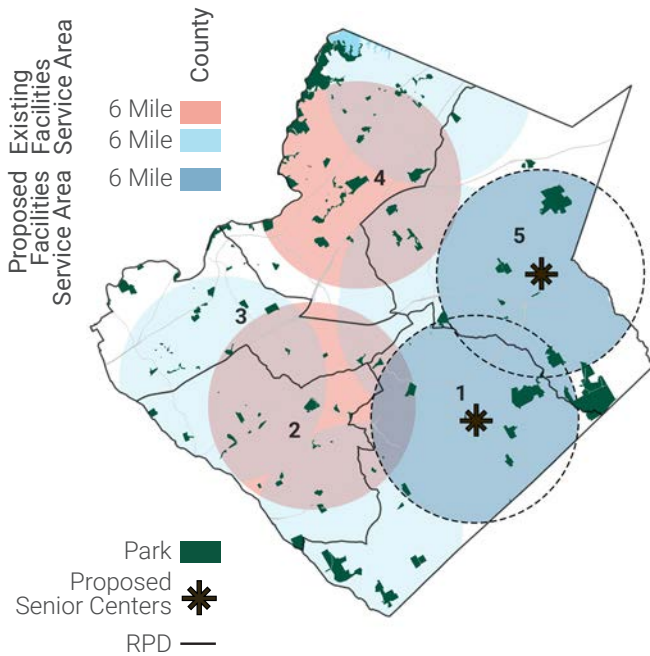


SENIOR AND ONESTOP CENTERS



Are provided using an Equitable Model and Facilities Service Area of 6 miles.

Additional Senior Centers are proposed in RPDs 1 and 5. The Senior Center in RPD 5 is currently under design.

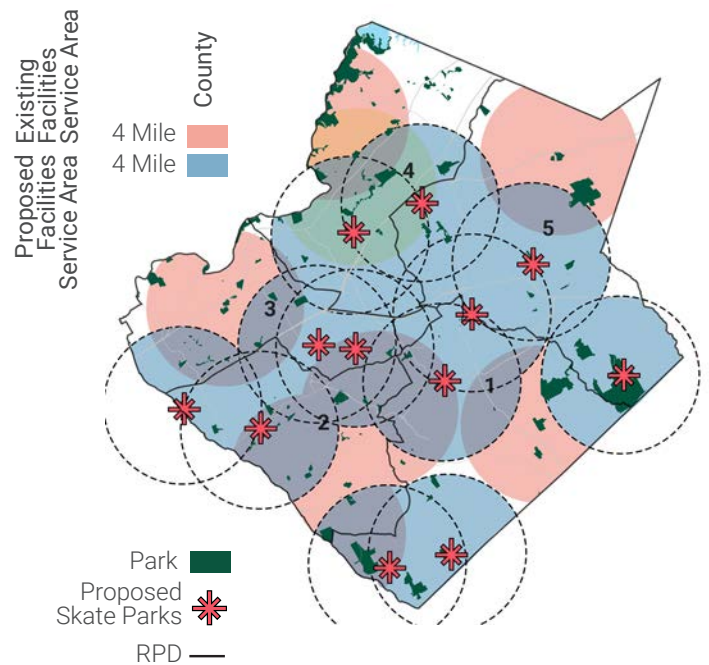


SKATE PARKS



Are provided using an Equitable Model and Facilities Service Area of 4 miles.

Additional Skate Parks are proposed in all the RPDs.

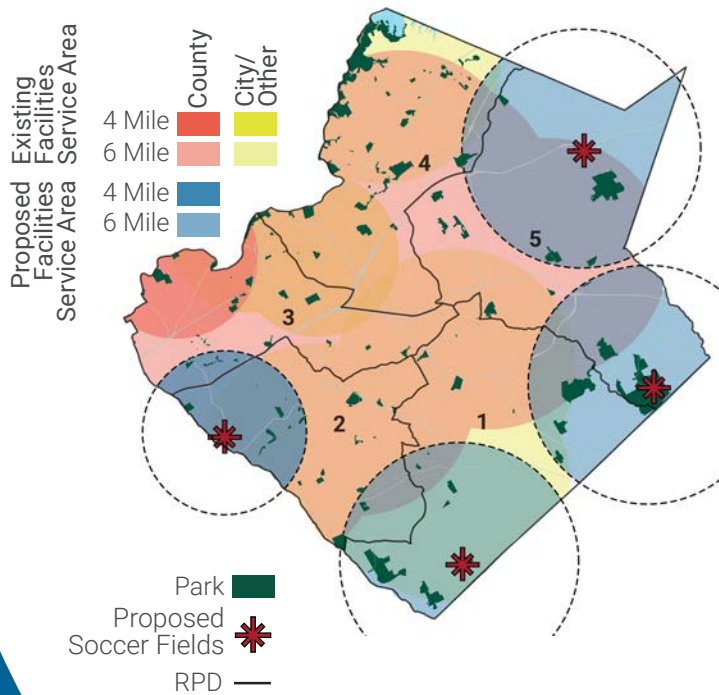


SOCCER FIELDS

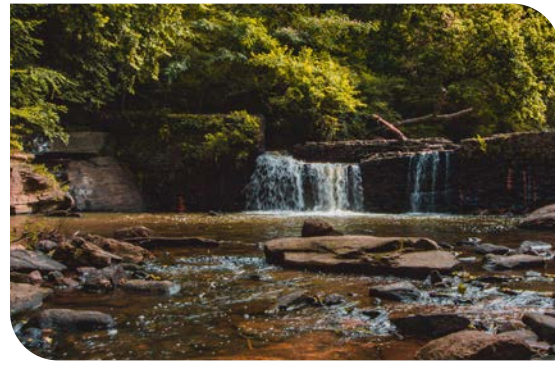


Are provided using a Hub and Spoke Model with varying Service Areas based on facility types and context. Hubs are soccer fields that are lighted. Spoke facilities are unlighted fields.

Additional Hub and Spoke fields are proposed in RPDs 1, 2, and 5.



RESOURCE AREAS

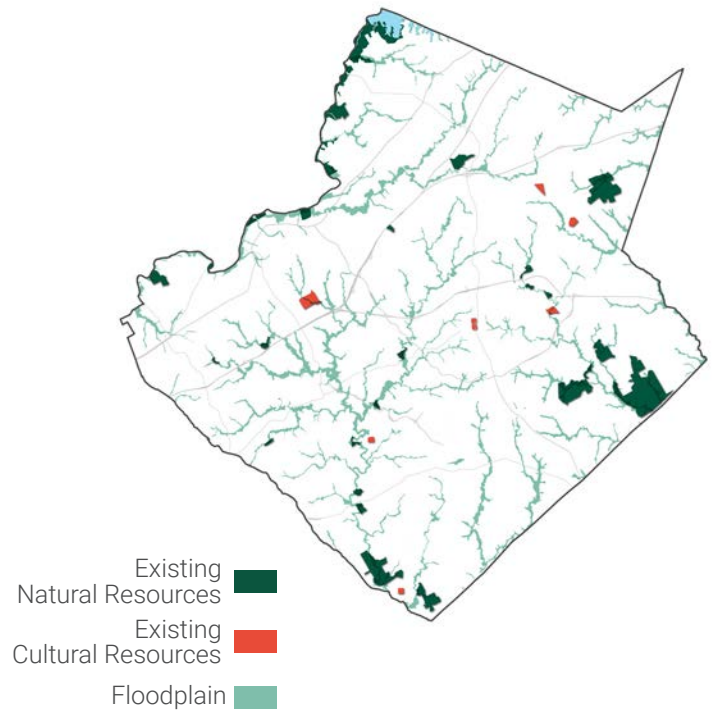


Are organized into cultural and natural resources.

Natural resources are proposed to be expanded County-wide to increase access to nature-based experiences.

Cultural resources are proposed to be expanded County-wide in collaboration with federal, state, and local organizations to preserve, protect, and enhance sites to achieve a desired future condition.

Cultural areas would be made available for public understanding and enjoyment and would be physically connected to the park system.





3 | IMPLEMENTING THE VISION

This section provides a summary of recommendations for implementing the proposed Gwinnett County Long-Range Parks and Recreation System Vision.

Prioritization Workshops were completed with the Project Steering Committee, the Recreation Authority Board (RAB), and departmental staff to organize the Parks and Recreation System Long-Range Vision into prioritized project categories and expenditures.

Additionally, goals and actions were established to facilitate the implementation of these and many other improvements identified in the needs assessment process. These recommendations are organized into the following categories:

- Parks, Recreation Amenities, Trails, and Resource Project Type and Expenditure Prioritization
- Resource Area Recommendations
- Program Recommendations
- Asset Management
- Marketing Recommendations
- Finance Recommendations

PROJECT TYPE AND EXPENDITURES PRIORITIZATION

The Project Steering Committee and Division staff engaged in workshops to review the Long- Range Parks and Recreation System Vision and prioritize project categories. The team also determined budget expenditure allocation percentages based on the needs and priorities identified in the Needs Assessment Process.

These prioritizations were then reviewed with the Recreation Authority Board for comment and approval.

Following are the recommendations from these meetings:

- Continued development of trails through Gwinnett Trails Master Plan
- Seckinger School Cluster Park land acquisition and park development
- Indoor Aquatics Facility
- Recreation Center with space for senior activities
- Community Gardens (already completed through C.A.R.E.S Funding)
- Gymnasiums
- Soccer Fields
- Interactive Water Features
- Outdoor Leisure Pools
- Racquet Courts
- Playgrounds
- Dog Parks
- Skate Parks
- Basketball Courts
- Disc Golf
- Amphitheater

BUDGET EXPENDITURE ALLOCATION GOALS

Funding Category	Budget Expenditure Allocation Percentages
Renovations/Asset Management	36%
Trail Implementation	24%
Park Expansion/New Park Construction	16%
Land Acquisition	14%
Resource Area Protection	10%
Total	100%

Should the Gwinnett County Board of Commissioners decide to call for a SPLOST (Special Purpose Local Optional Sales Tax) in 2021, a process informed by the findings and recommendations of this plan, but specific to capital projects, would be completed. This process would be focused on collaboratively working with the public and stakeholders on developing a SPLOST specific project list with costs.

RESOURCE AREA RECOMMENDATIONS

Resource areas are organized into Cultural Resource Areas and Natural Resources Areas.

NATURAL RESOURCE AREA RECOMMENDATIONS

COUNTY-WIDE SCALE:

Goals:

- Increase public access to natural resource areas.
- Leverage the objectives of the Gwinnett Trails Master Plan to provide experiences in nature in representative areas across the county.

Actions:

- Identify specific locations across the county where access to natural areas can be increased on the Gwinnett Trails network, potentially with a focus on floodplains.
- Allocate funds targeted to establish transit stops and build parking areas, trails, boardwalks, and bridges to provide access to the natural areas along the Gwinnett Trail network.
- Install signage, including wayfinding, and interpretive graphics to educate users about the resources they are encountering.

LOCAL SCALE:

Goals:

- Expand opportunities for access to existing Resource Areas.
- Identify adjacent natural areas, ecological linkages, and agricultural areas adjacent to Resource Areas.
- Assess opportunities to connect Resource Areas with the Gwinnett Trail system, adjacent parks, and areas of high ecological value.
- Use tools to ensure that these compatible uses adjacent to Resource Areas are sustained over time.

Actions:

- Enhance the GIS analysis conducted for the Master Plan to identify opportunities to expand natural areas available for public access adjacent to existing Resource Areas.
- Leverage partnerships within and beyond the County to acquire land for multiple benefits that can be used for resource-based recreation.
- Assess the Comprehensive Plan to assure that existing policies and regulations are enforced to prevent incompatible land uses adjacent to Resource Areas.
- Provide opportunities for protection of natural areas adjacent to existing Resource Areas through Conservation Easements.

SITE SCALE:

Goals:

- Define the Desired Future Conditions (DFC) for resource protection and outdoor recreation on Open Space Parks and for natural areas in all parks.
- Determine the Indicators of Success that can be used to measure progress towards the DFC.
- Create Natural Resource Management Plans for Resource Areas, Gwinnett Trails and natural areas managed by the County.

Actions:

Create management plans for each Resource Area that should include:

- A current natural resource inventory
- Soils and historical and current vegetative community mapping.
- Desired Future Conditions and their status
- Indicators of Success.
- Management actions necessary to achieve the DFC over the short- and long-term.
- Staffing and budgeting to accomplish the DFC over the short- and long-term the identification of partners to supplement the efforts of staff.
- Monitoring to assess the effectiveness of the management.
- Implement short-term management actions that will require restoration, monitoring, and maintenance.

CULTURAL RESOURCE AREA RECOMMENDATIONS

Goal:

- Identify cultural resource areas in the County that are significant to Gwinnett.

Action:

- Establish guiding principles for what constitutes a “significant site” for Gwinnett.
- Coordinate with partners such as State Historic Preservation Office (SHPO) and other local agencies and organizations to locate and inventory potential sites.
- Coordinate roles and responsibilities between partner organizations related to needed research and evaluation of existing and potential new sites.
- Determine funding and schedule needs with partner organizations to appropriately research and weigh the significance of cultural resources, their condition, their interpretive value, their research potential, the availability of data about them, and threats to them to determine their potential significance and treatment.
- Allocate funding to complete relevant and needed research and studies that also consider public engagement.
- Determine sites that are significant to Gwinnett.

Goal:

- Integrate significant sites into park planning and management processes.

Actions:

Complete or update Cultural Resource Component of Resource Management Plans (RMP) for significant sites based on the following objectives:

- Summarize the cultural resource values and related mission and purposes of the park.
- Analyze the significance of resource management needs and problems and rank them in importance.
- Propose specific actions, including funding and staffing requirements, for dealing with the most important problems.
- Present a multi-year program to achieve measurable progress in accomplishing the proposed actions.
- Provide an annual review and recording of accomplishments to measure the effectiveness of actions.
- Provide a forum for an interdisciplinary approach to the park’s resource management issues.

Goal:

- Manage cultural resources to ensure they are preserved and protected, receive appropriate treatments (including maintenance) to achieve a desired conditions, and are made available for public understanding and enjoyment.

Actions:

- Allocate funding and staffing to implement and monitor the RMP.
- Coordinate with partner organizations and volunteers to assist in the implementation and management of appropriate components of the RMP.
- Implement RMP
- Monitor RMP and assess effectiveness of the management.

PROGRAM AND SERVICES RECOMMENDATIONS

Program and service summary recommendations are organized around six categories intended to supplement the great work that the County is already doing with Programming and Services. These categories are Core Programs, Community Dialogue, Service Delivery Models, Human Capital Investment, Business Development Concentration and Technology.

These categories are underpinned by the idea that Gwinnett will continue to be socially responsible, responsive, and receptive in delivering programs and services. Additionally, amenities, facilities, and experiences will continue to drive programming and should align to one of the three pillars of the National Recreation and Parks Association. These are as follows: Conservation, Health and Wellness and Equity.

CORE PROGRAM AREA PLANNING

- Review cost-ratio with regards to demographics and location. Identify core programming versus specialized programming that facilitates greater usage of each site's available resources.
- Consider expanding Gwinnett's nature and outdoor recreation as a core program area.
- Create more self-directed nature experiences that will in turn lead to leader-directed participation.
- Establish Playground Play Programs that facilitate age specific learning objectives.
- Identify non-traditional methods of programming i.e. virtual driven classes, on-demand learning capabilities, and self-directed learning experiences.
- Develop an Outdoor Recreation Plan that supports the outdoor adventure program trends to support outdoor adventure users' needs.
- Identify what the "true subsidy" is in delivering programs and services by determining the core services and what finances are associated with them.
- Update the pricing structure to identify true cost of services and what classification the service provided falls into as it applies core essential, important and value added based on its public and private good of the service.
- Expand partnerships within local community to assist in driving greater programming variability.
- Develop detailed business plans by core program that include key performance indicators (KPIs), marketing methods, pricing tactics, classifications of programs and services, evaluation metrics, and annual work plan goals and objectives.

COMMUNITY DIALOGUE

Create a continuous and intentional community dialogue that understands its goals and considers the following as mechanisms for success.

- Available feedback opportunities available 24/7 on the division's digital presence through question of the week or monthly surveys.
- Utilization of feedback from open house showcase events.
- Statistically valid community survey implementation every 3 – 5 years to keep abreast of recreation interests and changes.
- Quarterly virtual public meetings to allow an open format for residents and users to provide general input and feedback.
- Utilization of marketing reports from social media impacts and values on ROI for such usage.
- Regularly scheduled internal audits of programs and surveys with partners.
- Utilize Trusted intermediary engagement – partner with other people and organizations to enable the division staff to reach out to assist in continuous dialogue with communities and encourage participation.
- Deploy a user experience design by adapting programs to fit community needs by making it easy for them to participate in terms of non-threatening and accessible venues, suitable times, transport options, food, and beverages.
- Develop influencer engagement models at centers where staff engage community opinion leaders to design the engagement or assist in program design, so it meets the needs of the participants.

SERVICE DELIVERY MODELS

- Foster a customer first model towards our park users and develop internal training programs that empower staff to understand and deploy such vision.
- Continue and expand upon the use of a Hybrid Partnership Service Delivery Model that uses partnerships and volunteers to delivery programming.
- Continue to use a Mobile Recreation Service Delivery Model and considering expanding the model to deliver transportation and virtual programming.
- Investigate maintenance needs and strategies to support assets in a growing population towards reduction in "windshield time."
- Continue to expand digital presence as an alternative to in-person recreation.
- Expand nature and culturally based learning programs throughout park system through leveraging our specialty staff to teach programs in parks throughout the county.
- Establish playground park programs for non-traditional users such as home school groups, pre-schools, and seniors.
- Establish Community based volunteer driven programs such as "Community Scientist" and "Trail Ambassadors."
- Identify alternative methods of deploying programs in each center to include a review of the revenue returns for rental of programming space versus county led programming.
- Identify alternative opportunities for amenity use in early hours and late evening hours for those users in non-traditional work hour jobs.
- Continue to migrate marketing materials towards digital platforms to reduce paper use and reduce printing cost.
- Establish KPI's for on-time servicing of assets and service request that validate staffing needs for budgetary needs.
- Continue to investigate "Green" measures towards reducing the carbon footprint in our parks using resource management strategies, reduction in chemical use and recycling.

HUMAN CAPITAL INVESTMENT

- Continue and support investment in staff clothing, branding, and overall community visibility to help bolster public perception.
- Continue to invest in staff through training, memberships, and conference travel to facilitate the exchange of ideas and learning.
- Continue to explore hiring beyond recreation professionals to provide a greater synergetic workforce .
- Continue to match recreation staff demographics with those of the communities served.
- Continue to establish business plans on a 3-5-year rotational basis for each section within parks and recreation to forecast needs and changes towards budgetary request .
- Consider tracking Human Capital Investment as a KPI and intentional business practice to demonstrate Gwinnett's investment in its staff.

BUSINESS DEVELOPMENT CONCENTRATION

- Assist the Parks Foundation to develop its own strategic plan to provide goals and benchmarks to assist the division in its programs, scholarships, and fundraising efforts.
- Continue to leverage departmental partnerships towards grant applications that facilitate meeting the needs of both agencies.
- Develop a 10-year asset management budget that identifies assets to be replaced, expected cost and project ROI.

TECHNOLOGY

- Continue to support the Information Technology Department with insight into parks and recreation technology needs and future expansion.
- Continue to expand upon the use of Lucity and E-Builder systems towards project management accountability and asset management .
- Increase the use and expectation of outside consultants to utilize 3-D modeling for project plans to assist staff in recognizing issues before construction and allow for mitigation before and not after work commences.
- Ensure that meeting and/or public spaces are equipped with technological features such as audio/visual capabilities, internet connectivity, and event/program-specific technologies. These capabilities assist in driving to ensure that meeting and/or public spaces are designed to be open and versatile design concepts, and both are required for optimal program and service delivery.

ASSET MANAGEMENT RECOMMENDATIONS

Asset management recommendations will help ensure that Gwinnett Parks Division continues to provide the same quality facilities that residents desire.

- Continue to update the Asset Management Plan to accurately estimate costing for park maintenance, capital replacement of facility and amenity upgrade needs or replace major assets that complement the work that has already been completed.
- Update the Maintenance Management Plan and apply to each park based on the level of use it receives. Identify core KPI's for each park site and migrate the inclusion of resource management goals into these sites.
- Remodel and update aquatic centers and community centers with some level of redesign to support multifunctional use to maximize its program value to the community.
- Continue to establish the true cost of service that includes direct and indirect costs for maintenance costs.
- Continue to balance all areas of the Maintenance and Operations Division with skill trades, administration data tracking staff, natural and cultural resource staff.
- Incorporate updated design standards that allow for parks to create operational revenue where appropriate in the system.
- Continue to make technology improvements in park maintenance to save operational dollars through efficiencies learned.
- Enhance existing partnership agreements to maximize cost sharing.
- Explore new partnerships that include partnerships with the development of edible landscapes adjacent to office parks as connectors to a county wide trail system.
- Continue to update Key Performance Indicators (KPI) to demonstrate efficiency practices and effectiveness of the work completed by the park maintenance staff. These would include:
 - Develop a strong work culture to promote positivity, personal growth, training, constructive criticism.
 - Increase innovative automotive systems to include ordering of supplies, lighting, irrigation, emergency shut-offs, utilization of tablets for parks inspections and preventative maintenance procedures.

MARKETING RECOMMENDATIONS

Marketing recommendations are intended to enhance the great on-going work that the Division is currently doing to increase awareness and communications with the County's diverse residents.

- Incorporate Equity, Diversity and Inclusion (EDI) strategy into the existing Marketing Plan with a strategy for how to apply it to programs, parks, trails, recreation facilities and community centers.
- Continue to track public engagement of who is using parks, recreation facilities, and programs and adjust accordingly to meet EDI goals for the Division.
- Focus marketing strategies on experiences and benefits of visiting a Gwinnett County Park and Recreation facility.
- Incorporate a customer service App to gain feedback on customers experiences at a park, on a trail, in a program, at a event and make adjustments accordingly.
- Incorporate video boards at recreation facilities to inform users of how to use the resource but also to inform users of upcoming events and news on the Division.
- Continue to interface with users through social media outlets.
- Continue building relationships with multicultural groups through special events, programs, and services where they live.
- Develop monthly program themes to program around in parks and recreation facilities to bring new people to the system.
- Continue to do research on the demographics of the county to provide communication strategies to encourage all residents to use parks and programs for their enjoyment.
- Continue to develop monthly human interest stories on staff, coaches, volunteers, parents, and instructors.
- Develop the program guide in several languages to reach residents to be a part of a program, park or to take advantage of a service provided by the County.
- Continue to provide various ethnic festivals around the county to reach various residents and to education all residents of the history and traditions of various ethnic groups as to how they like to experience recreation in their lives.
- Increase digital marketing efforts to reach more residents.
- Hire staff who have translation of language skills to reach more residents.
- Measure marketing impacts across the system to demonstrate to elected officials and key leaders of the Departments efforts to incorporate EDI into all aspects of their work.

FINANCE RECOMMENDATIONS

The following finance recommendations are intended to enhance the Parks and Recreation Division's financial sustainability.

- Develop a cost of service plan for every program and service provided to determine if a revenue source can be identified to offset the cost at some level.
- Incorporate new revenue sources that are available to the Division to offset operational costs to provide more services to a wider audience of users.
- Evaluate other revenue sources that could be accessed that does not deter users use of parks, programs, and services.
- Track partnership equity to determine the level of investment each partner is making in their experience and adjust accordingly.
- Develop mini business plans for all new recreation facilities before they are developed to ensure there are operational dollars available to operate and maintain the facility so as to not overextend the Divisions budget and staffing requirements.
- Look at new dedicated funding sources for both operational and capital to offset SPLOST dollars from county sales taxes. This may include the following:
 - Consider having the Parks Foundation develop a strategic plan to identify parts of the Master Plan that they would like to support financially and be part of the recommendations outlined as the contribution to the plan.
 - Consider the development Park Conservancies and Friends Of groups to help operate and manage special use facilities and appropriate parks for the Division.
 - Develop a 10 year financial plan for the Division that focuses on the recommendations from the 2020 P&R Plan to ensure both operational and capital costs can be obtained based on inflation costs for capital improvements and operational costs increases that will occur.
 - Develop a cost benefit analysis on all need facilities before they are built.
 - Develop a economic development impact study to share with elected officials of all the financial impact Parks and Recreation Division is providing to the County from parks and recreation services.
 - Update all policies that relate to financing the Division to keep update with cost to operate.



QUESTIONS OR CONCERNS?

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